

Meta Programs

Frame of Reference, Relationship Sort &
Decision Making



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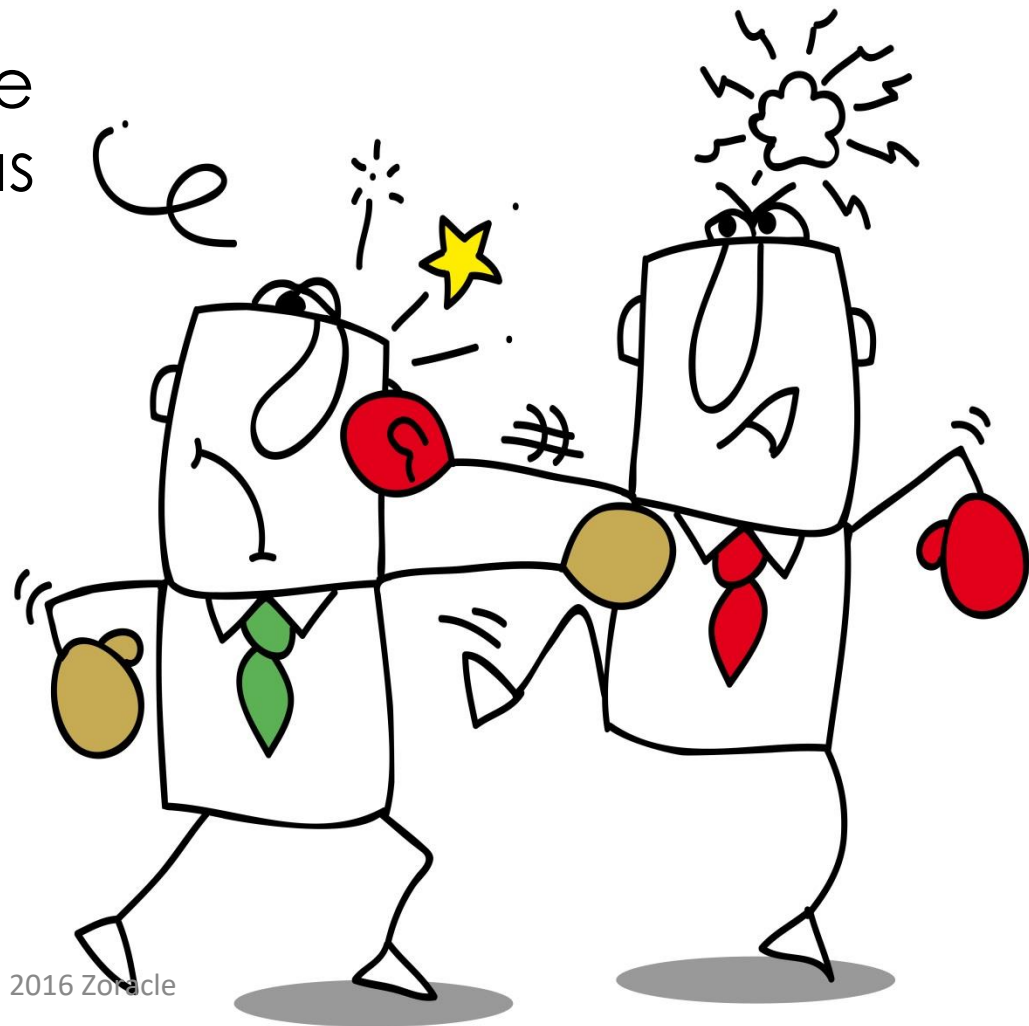
Meta Programs: Unconscious Filters



Meta Program are scarcely conscious, yet enormously influential filters that individuals use to process, make sense of and respond to information from the world around them.

Meta Programs: Causing Conflict

Differences in Meta Programs can generate considerable conflict as people consider those with different Meta Programs to be “difficult” or “obstructive” rather than just “different”.

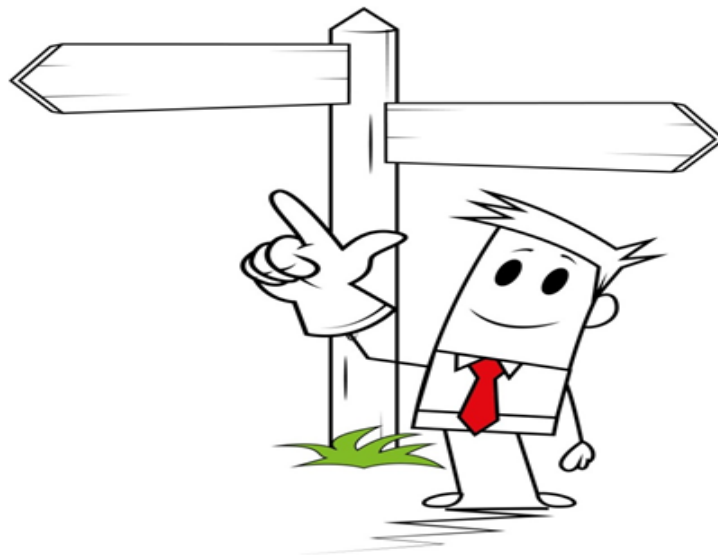


META PROGRAMS

Sally's Mental Filters

Carrot & Stick

- Away From Pain
- Toward Pleasure
- Risk & Reward
- Goals & Problems



Decision Making: **Procedural**

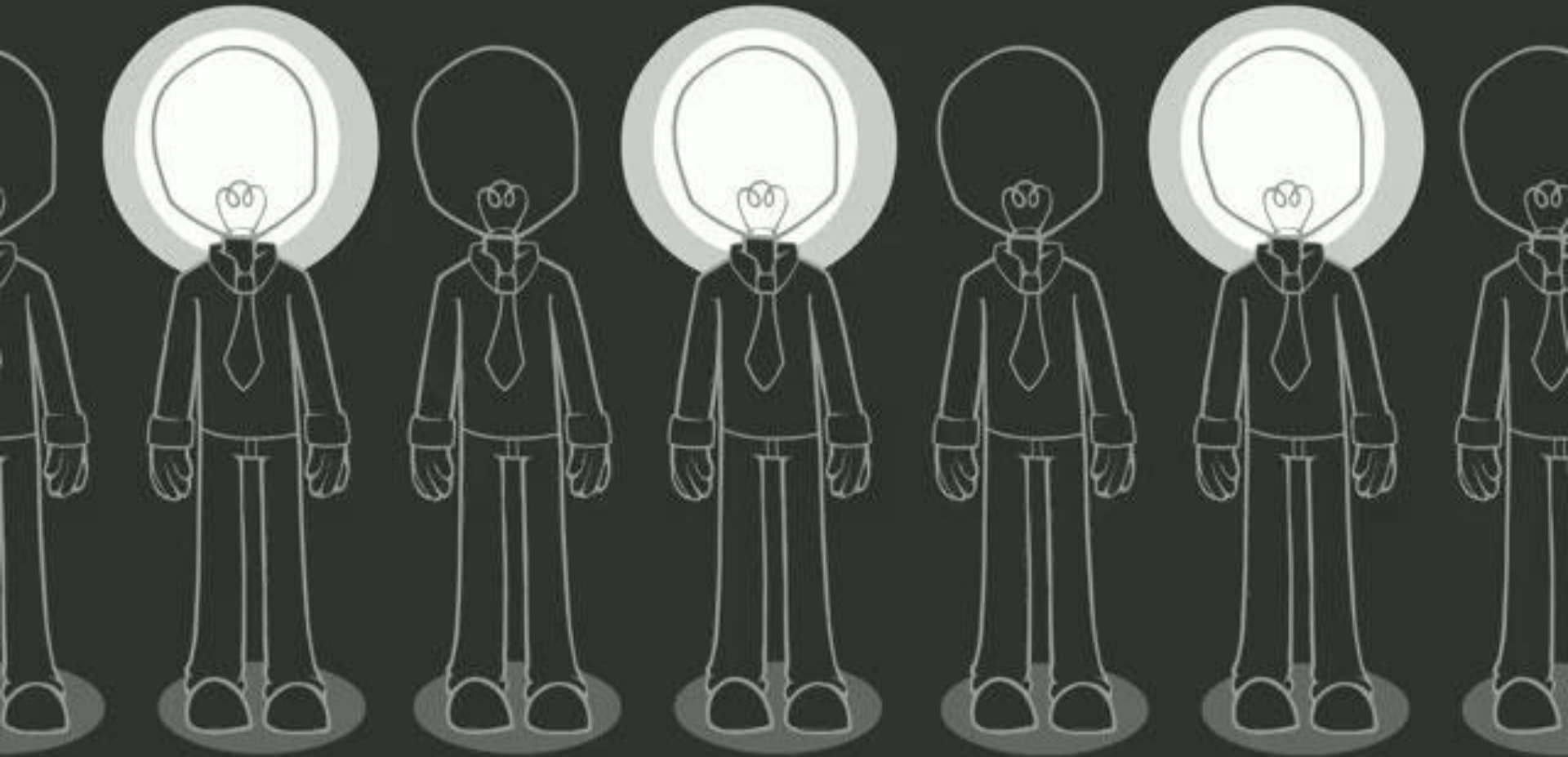
- Efficient; one to three options
- Criteria, processes or checklists
- Doing the process right important
- Which one is the best?

Relate: **Difference w/exception**

- Will search for what is unique or different
- Might see some similarities
- Has high capacity for change

Frame of Reference: **External**

- Decisions based on facts and evidence
- Stressed when there is a lack of feedback
- Needs feedback to make progress
- Indecisive if there is a lack of feedback



Frame of Reference

How do you know when you have done a good job?

Frame of Reference

Internal

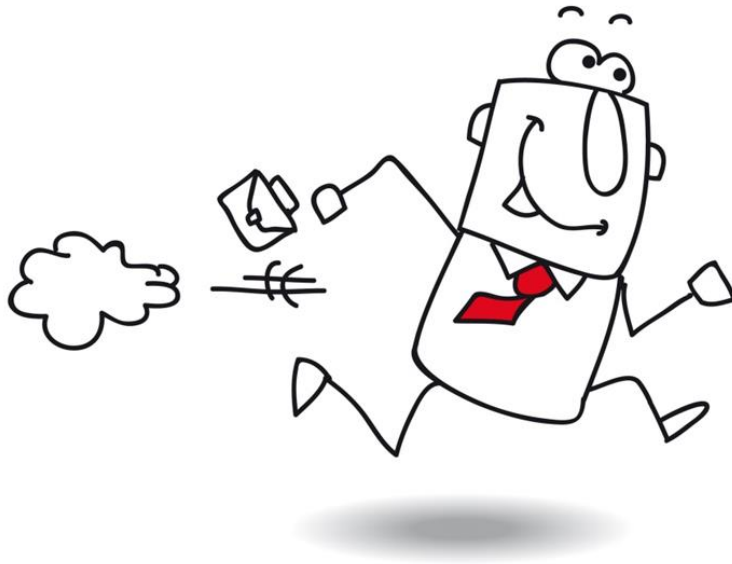
- Does not like critique
- Motivated, may be inflexible
- Disregards evidence, information and advice

External

- Needs and wants critique and feedback
- Flexible, harmonizing
- Makes decisions based on concrete facts

Internal Sort - Advantages

Can stay motivated
when there is little
feedback or praise.



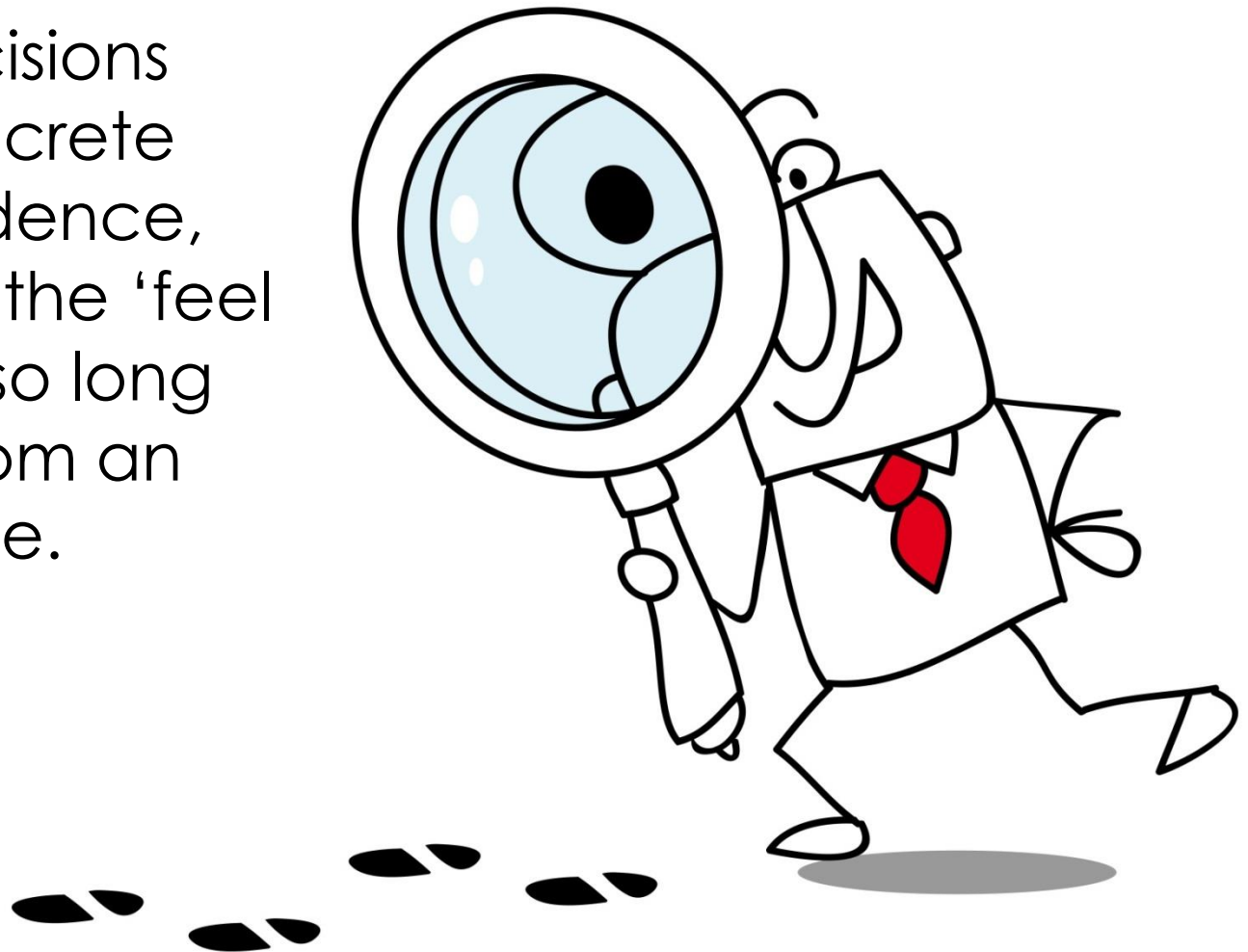
Internal Sort - Disadvantages



Internal standards may override, and sometimes cancel out, external evidence; will disregard evidence, facts, and sound advice from other people.

External Sort - Advantages

Will make decisions based on concrete facts and evidence, or maybe just the 'feel good' factor so long as it comes from an external source.



External Sort - Disadvantages



Will get stressed when there is a lack of external feedback. Needs frequent feedback on performance to make good progress; will be indecisive if there is a lack of feedback.

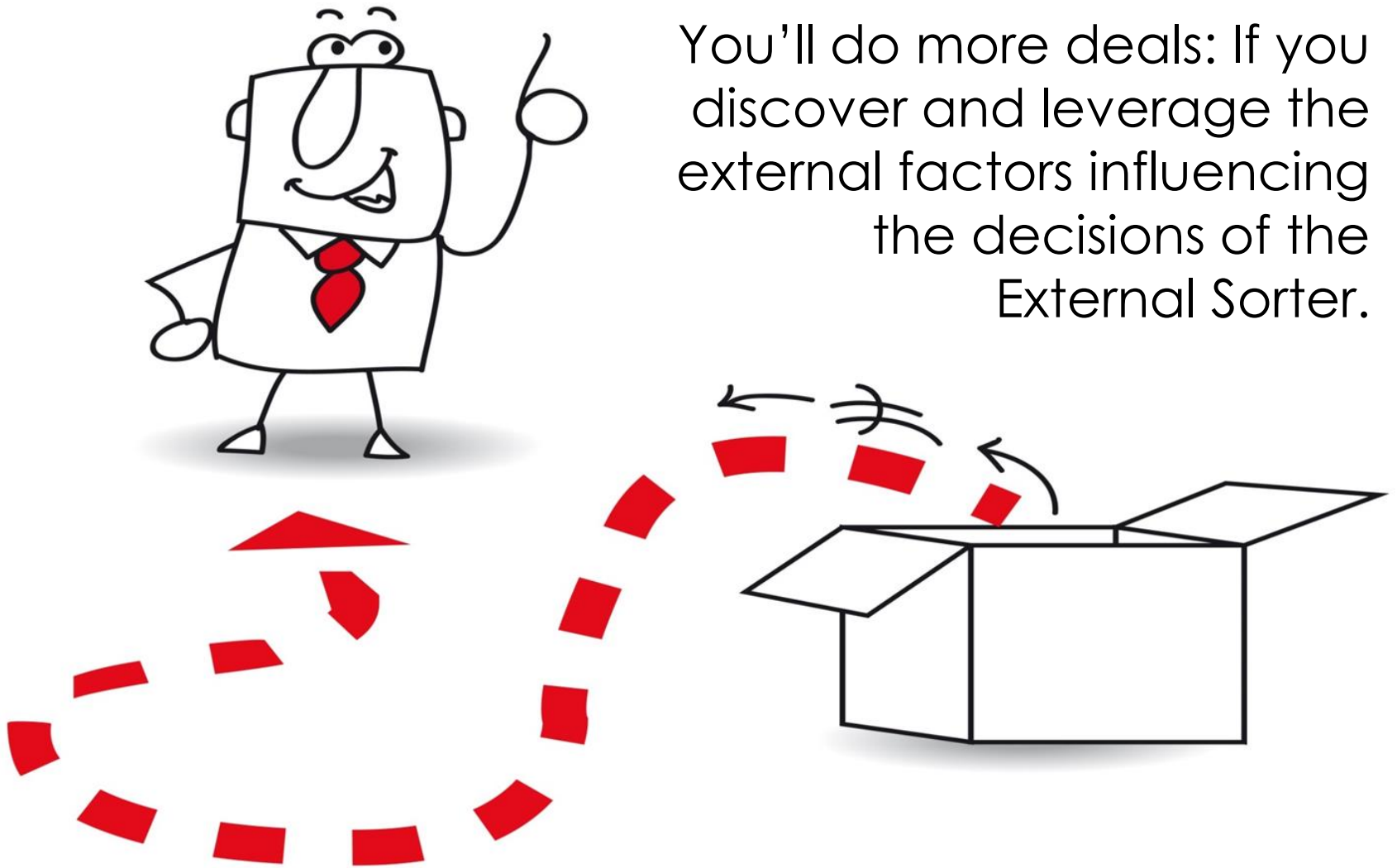
Trade Secret

You'll do more deals: If you
play to the (over)
confidence of an Internal
Sorter.

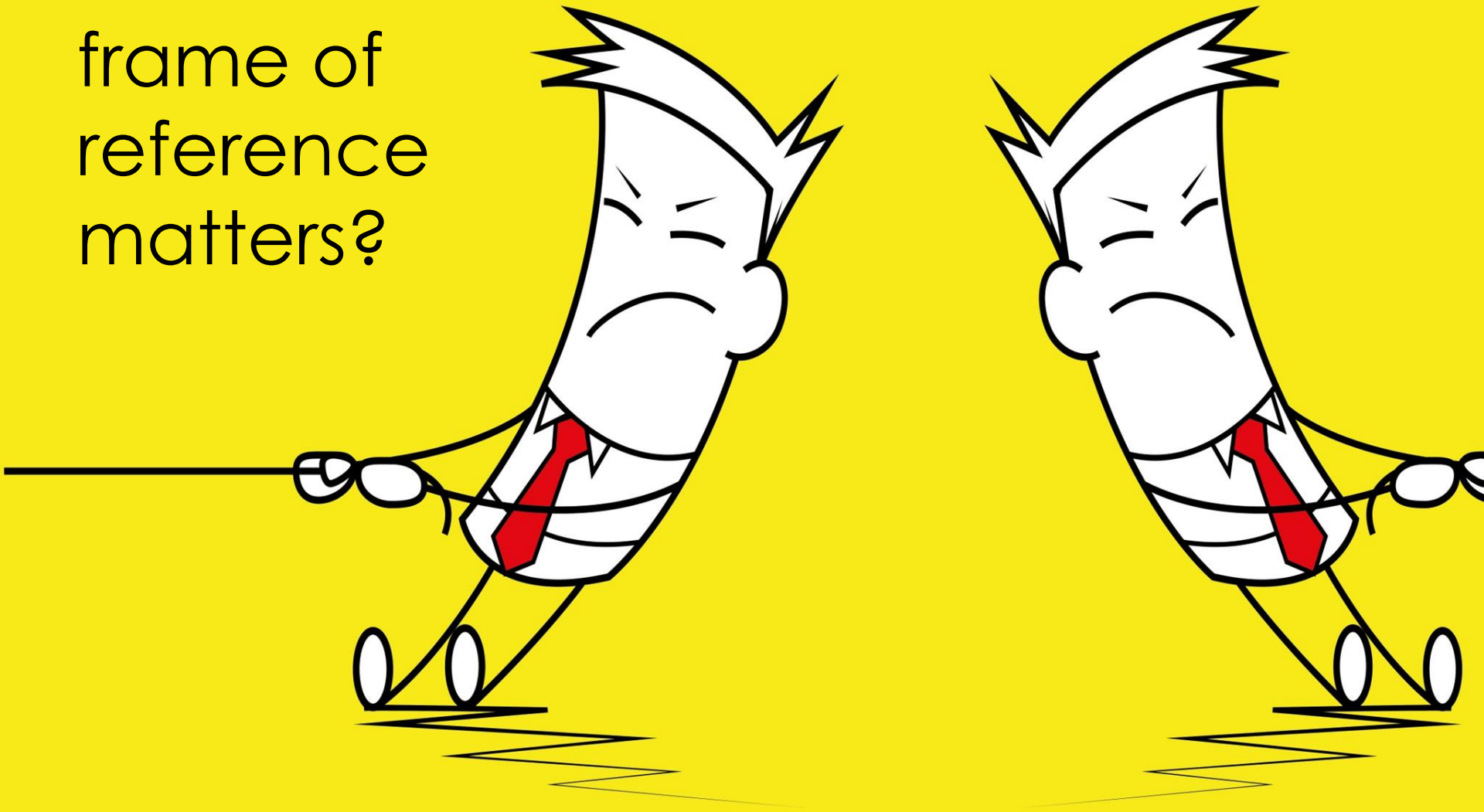


Trade Secret

You'll do more deals: If you discover and leverage the external factors influencing the decisions of the External Sorter.



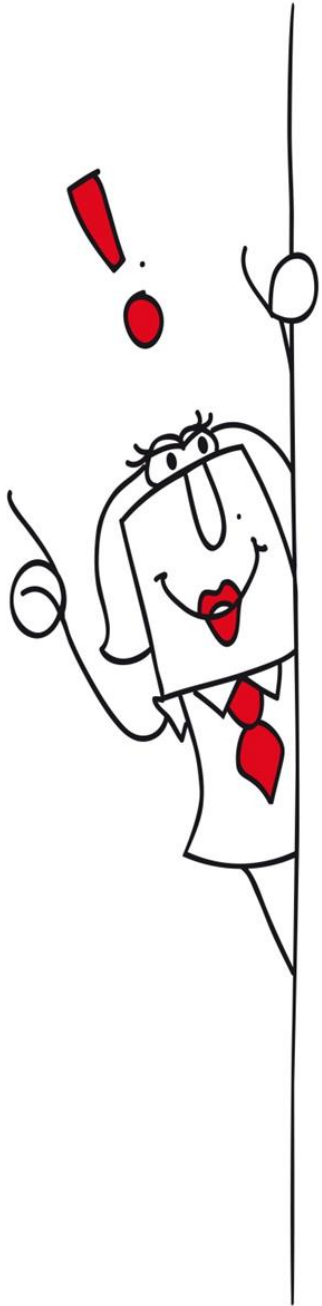
Whose
frame of
reference
matters?



Frame of Reference Tips

Balanced: “As you consider what you think, and what others think”

External: “Consider what others in this situation/project think”



Frame of Reference Tips

Internal: “I can’t convince you of anything. Only you will know for sure.”

Internal w/ External Check: “As you check inside you will know that the evidence indicates”



Relationship Sort

What is the relationship of these 3 objects?

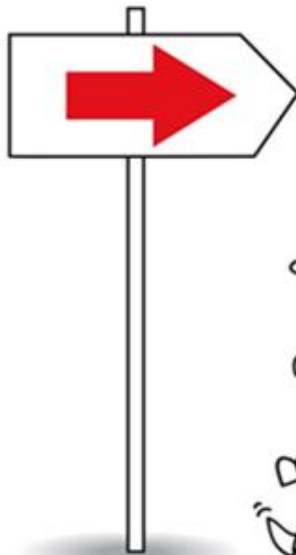


META PROGRAMS

Sally's Mental Filters

Use Stick

- Away From Pain
- Problems
- Risk
- Loss



Decision Making: Optional

- Will explore many options
- Happy to test and break rules
- May procrastinate or avoid making decision
- Is there a better one?

Relate: Sameness

- Will search for what things or situations have in common
- Has low tolerance for change and will do so slowly

Frame of Reference: Internal

- Motivated with little feedback or praise
- Operates by internal standards
- May override evidence and facts
- May disregard sound advice of others

Relationship Filter

Sameness (match)

- Notices what things or situations have in common
- Low tolerance for change and will do so slowly
- Will feel the need for major changes in any given context every 15 to 20 years

Difference (mismatch)

- Notices how things or situations are dissimilar
- Low tolerance for, and resist stable or static situations
- Need major change in any particular situation every 1 to 2 years and will often change for the sake of it

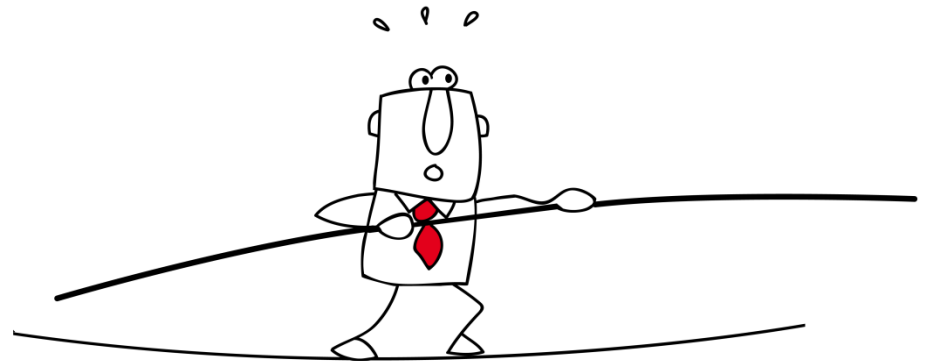
Sameness - Advantages

In conversation, they will find similar examples, and seek agreement, and are therefore generally good at rapport.



Sameness - Disadvantages

Change is quite stressful. Thus, moving from the safety of employment to business ownership will require great finesse on the part of franchise broker and franchise development team.

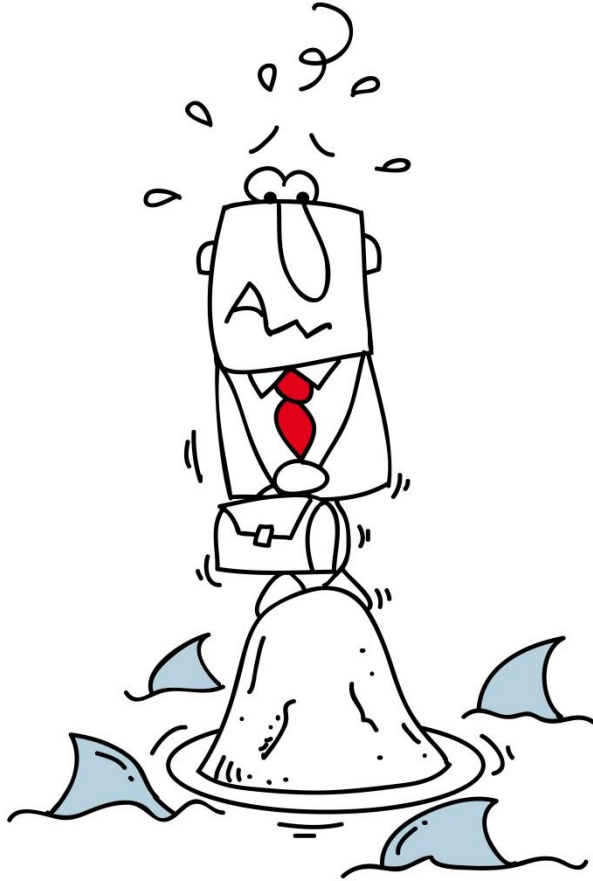


Difference - Advantages

Can be a very creative, particularly if the task needs a revolutionary approach. Entrepreneurs are often the people who see how things can be different. It is great when you need a critic or devil's advocate.



Difference - Disadvantages

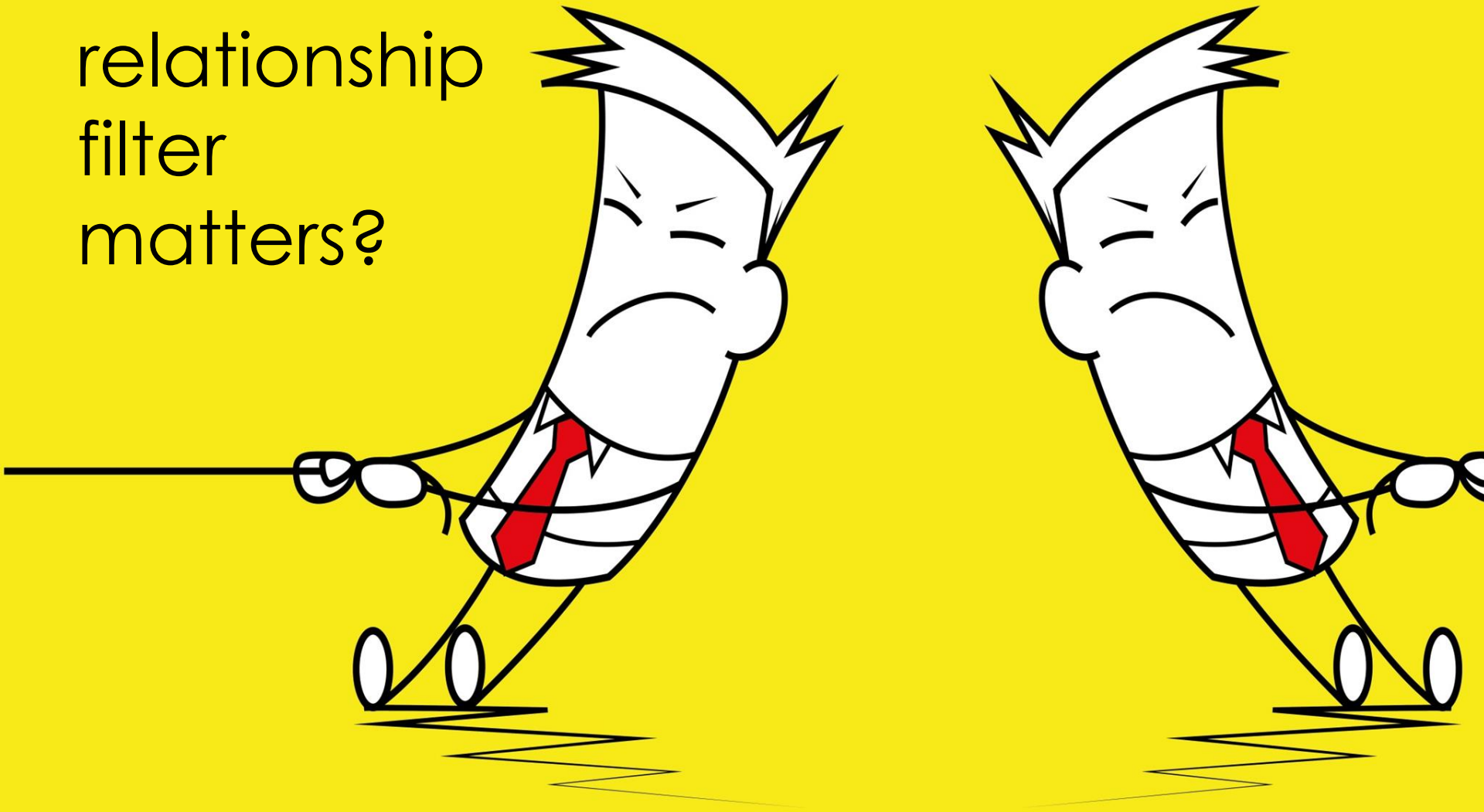


Might only see problems or focus on why things aren't going to work. This is especially true if everyone else is in favor. They can ruin the most promising idea.

Always responding to the opposite of what others are doing or saying can make them open to manipulation (as well as unpopular).

Not being blinded by popular opinion is one thing; swimming against the tide for the sake of it can be counter productive.

Whose
relationship
filter
matters?



Relationship Filter Tips



Sameness: Dislikes change. Use words such as like, alike, same as, similar, identical and equally.

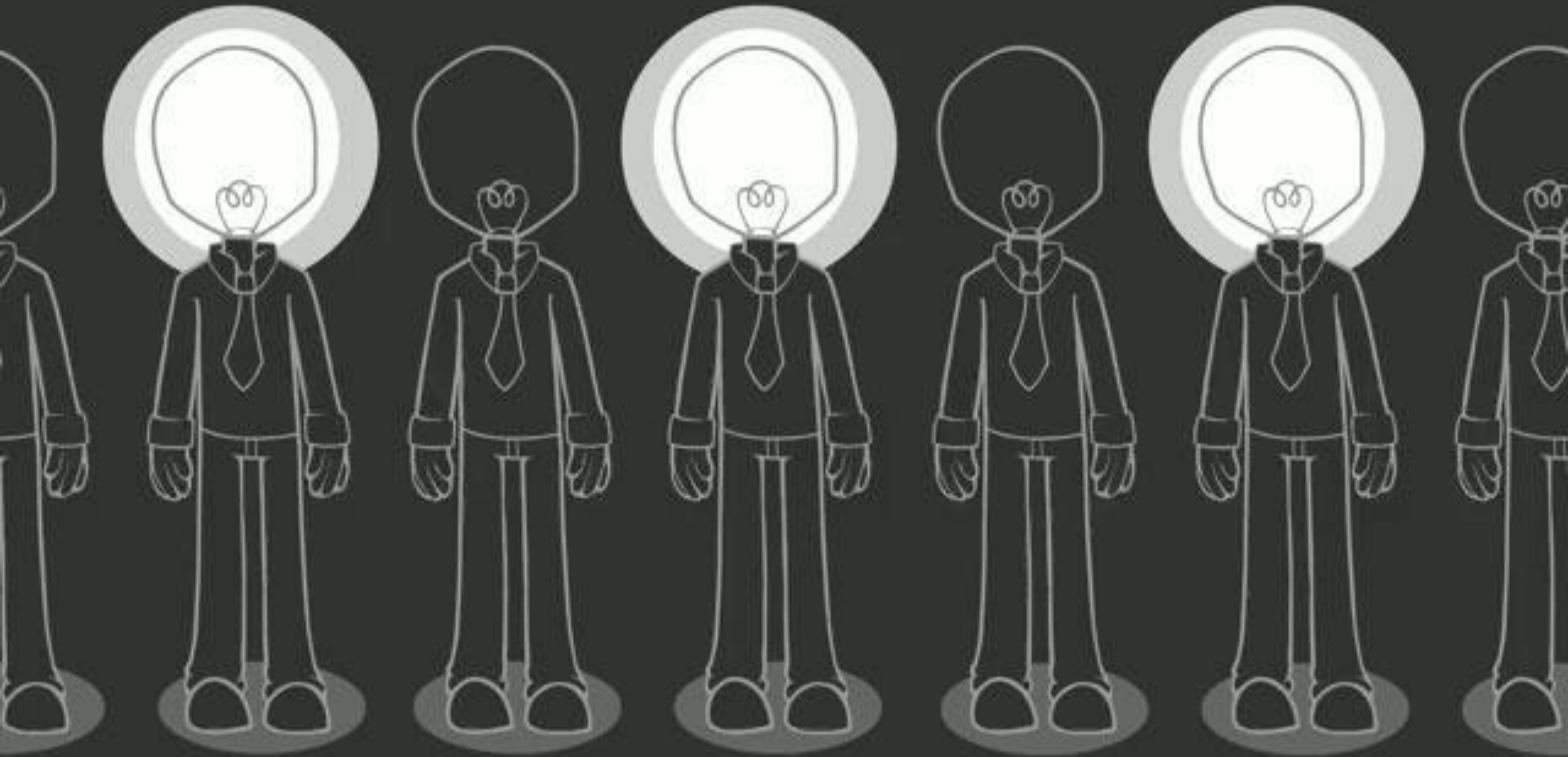
Difference: Loves change even revolutionary change every 1 or 2 years. To influence use words such as better, more and faster.

Frame of Reference Tips

Sameness then difference: Prefers gradual change and evolution over a longer period. They need change every 5 to 7 years. Start with similarities then show differences.

Difference then sameness: likes change and variety; happy when they believe things are noticeably evolving. They dislike routine and will need major change every 3 or 4 years. They do not like revolutionary change. Start with differences then show similarities.





Decision Making

When you shop for something do you look at many items or just a few before you make a decision to buy?

META PROGRAMS

Manuel's Mental Filters

Use Carrot & Stick

- Away From Pain
- Toward Pleasure
- Risk & Reward
- Goals & Problems



Comfort
Zone

L

Decision Making: **Procedural**

- Efficient; one to three options
- Criteria, processes or checklists
- Doing the process right important
- Which one is the best?

Relate: **Difference**

- Will search for what is unique or different
- Dislikes repetitiveness
- Has high capacity for change

Frame of Reference: **External**

- Decisions based on concrete facts and evidence
- Stressed when there is a lack of feedback
- Needs feedback to make progress
- Indecisive if there is a lack of feedback

Decision Making Sort

Optional

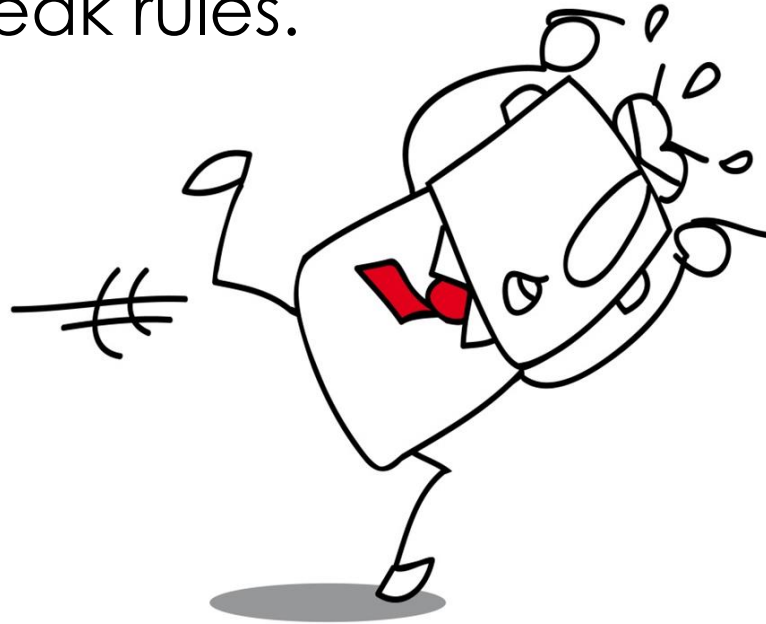
- Likes many options
- Slow to decision
- Doesn't mind breaking rules
- Is there a better one?
- End results most important

Procedural

- One or two choices
- Quick to decision
- Process, criteria, procedure
- Which one is best?
- Doing it right most important

Optional Sort - Advantages

Explores many options and provides people with choices; happy to test and break rules.

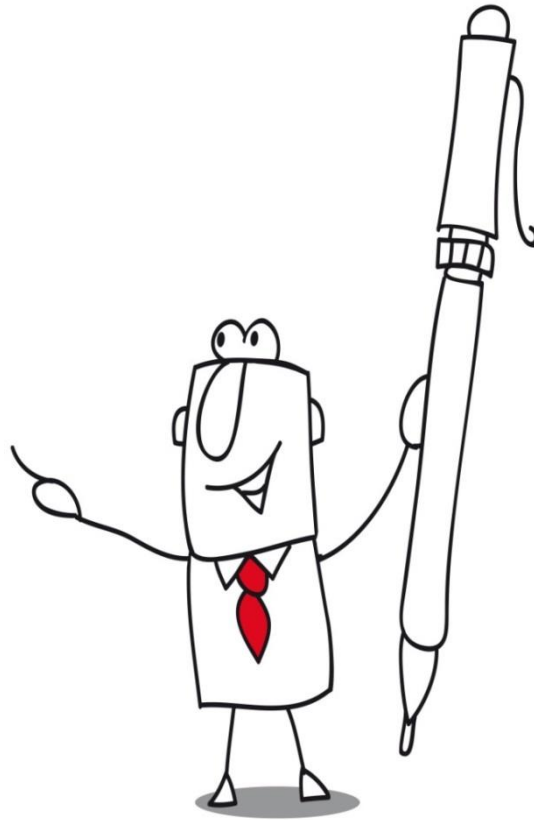


Optional Sort - Disadvantages



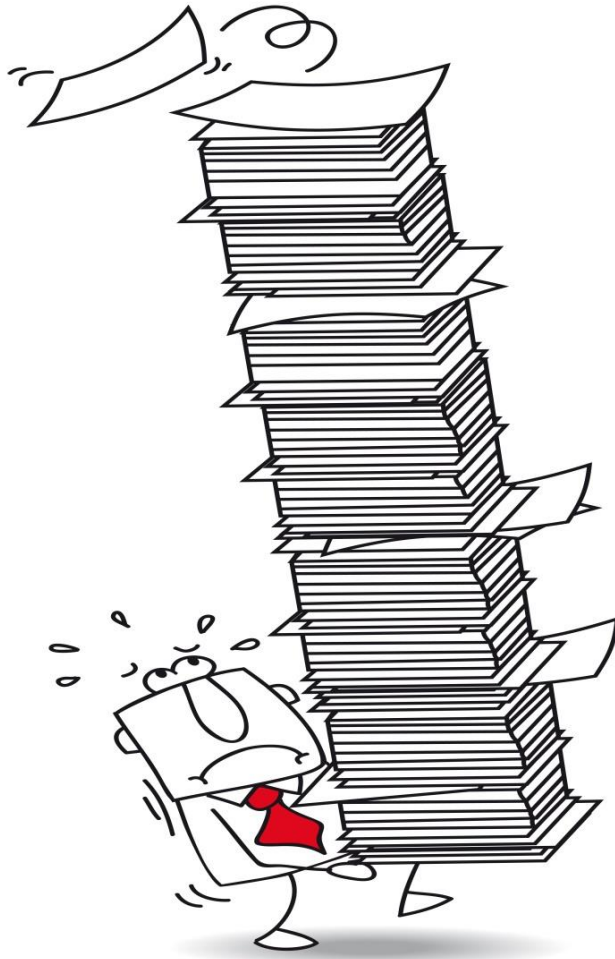
May procrastinate and avoid making decisions until forced to do so by circumstances; good at being distracted and reinventing the wheel.

Procedural Sort - Advantages



Very efficient; good with rules; will stick to agreed processes, notes or checklists.

Procedural Sort - Disadvantages



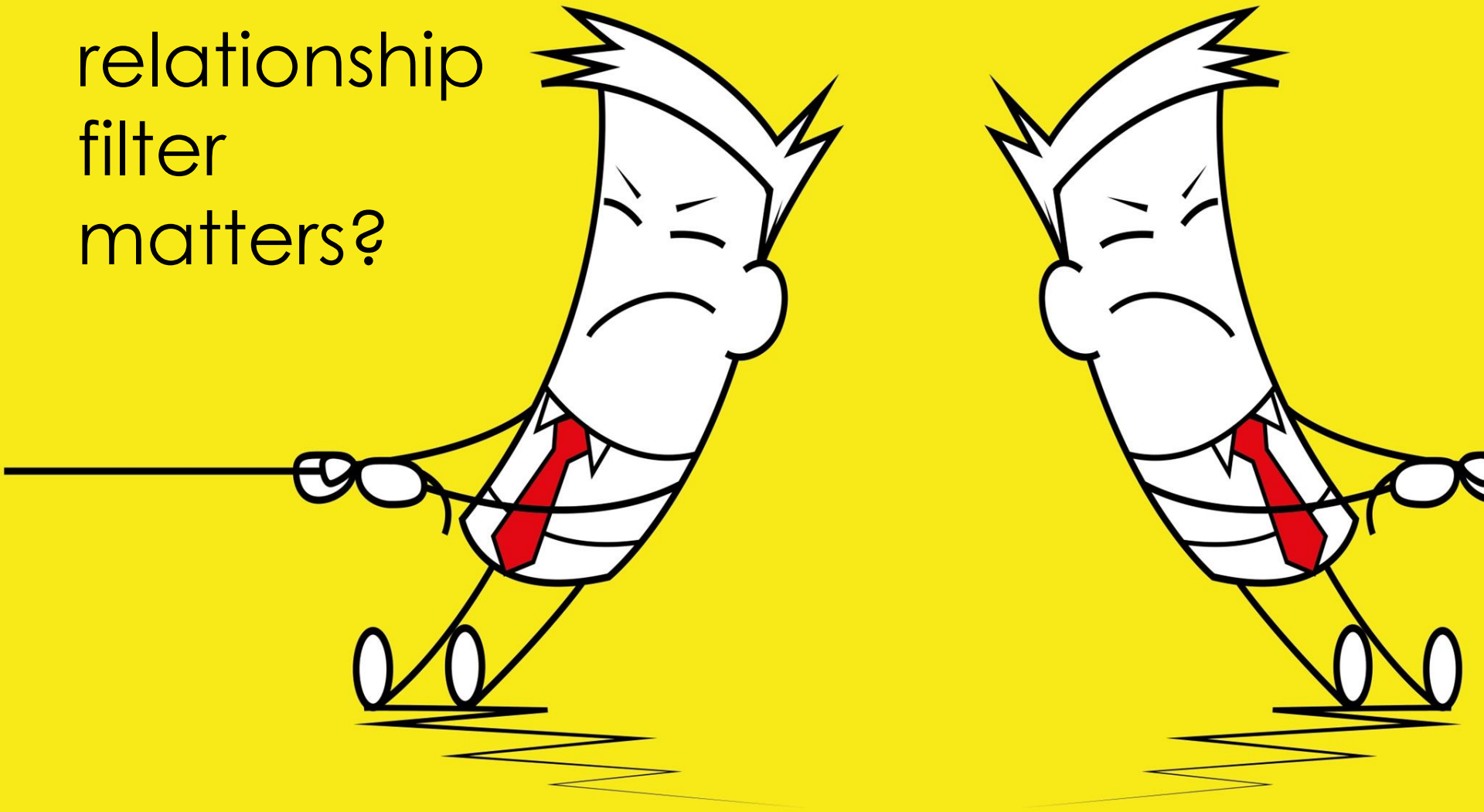
The procedure may become more important than the job to be done; at worst bureaucratic and blocking.

Trade Secret

You'll do more deals: If you tie an Optional into a written compare-contrast process.



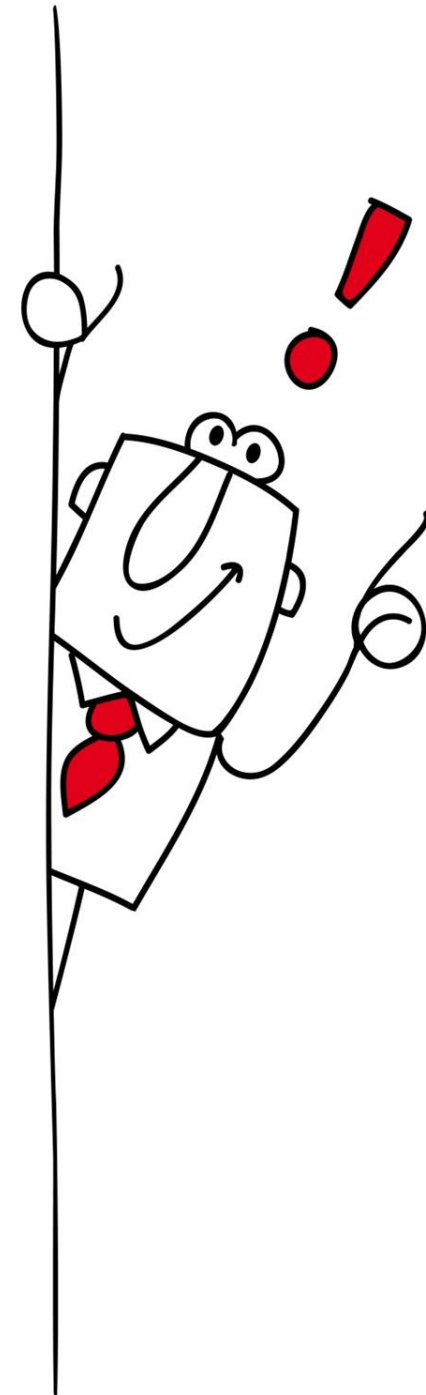
Whose
relationship
filter
matters?



Criteria Questions

How will you know when you have found the right business?

Please describe the most important things to you in choosing a business.

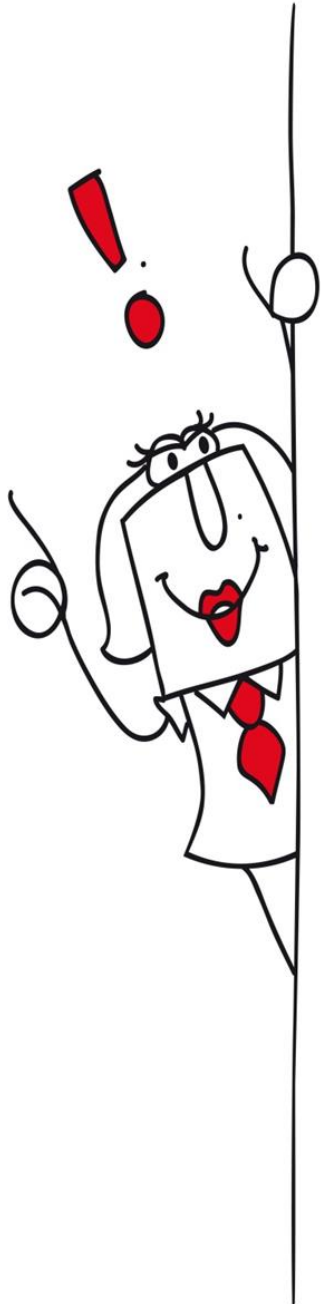


Decision Making Filter Tips



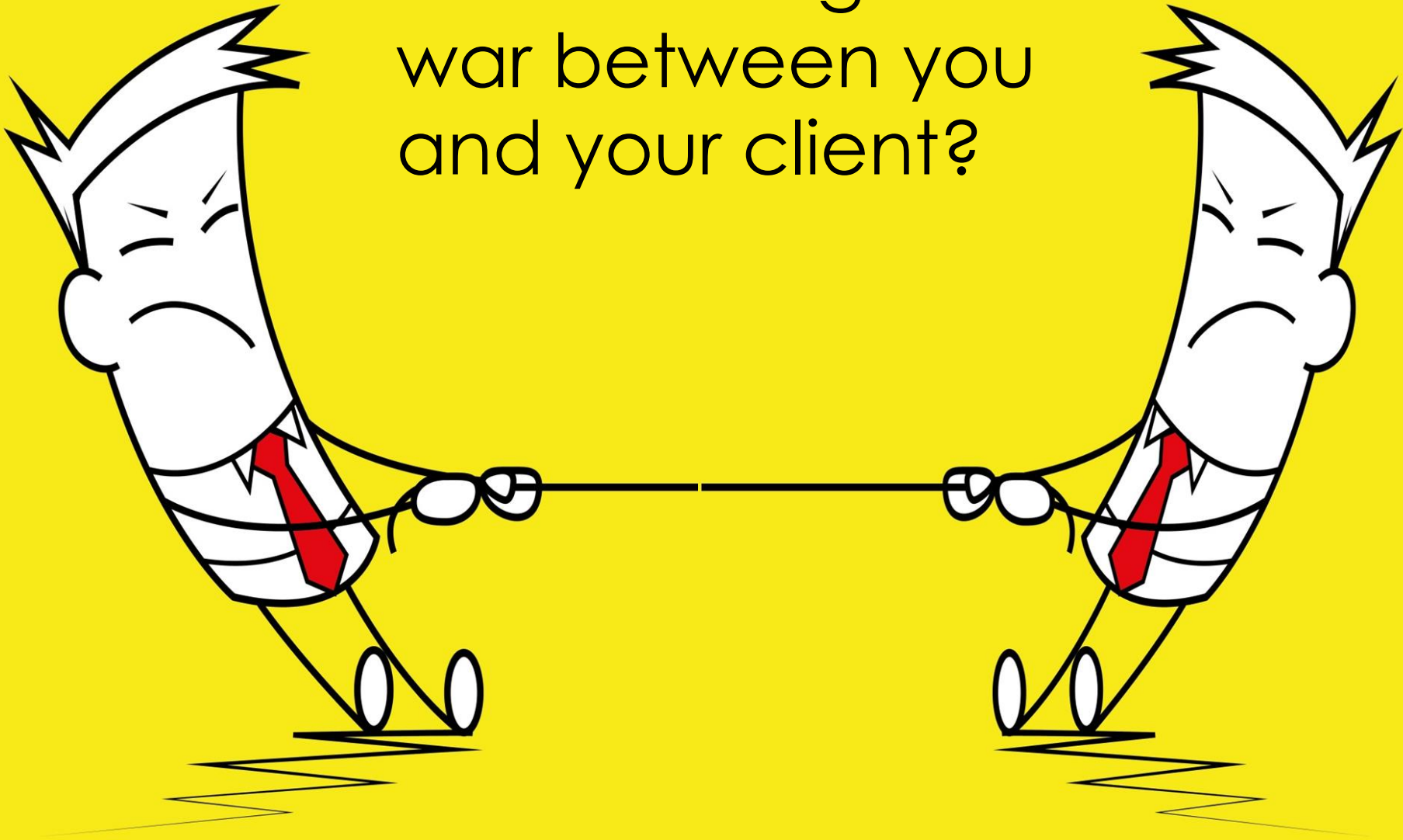
	Company A	Company B	Company C	Prospect
Values	Emulator	Emulator	Emulator	Emulator
SOG	2 & 3	3 & 5	2 & 3	2 & 3
Culture	Create	Compete	Compete	Compete
Work Style	Promoter	Promoter	Promoter	Director
Core Competencies	Admin & Sales	Sales & Marketing	Admin & Technical	Admin & Marketing
Compliance	Average	Average	Average	Average
Sales Style	Competitive	Consultative	Competitive	Consultative
Business Path	Entrepreneur & Single	Single & Multi	Single & Multi	Single & Multi
Need #1: Few Employees	Yes	No	Yes	7
Need #2: Regular Hours	Yes	Yes	Yes	8
Need #3: Legacy Income	No	No	Yes	10
Need #4: Biz to Biz	Yes	Yes	No	7
Need #5				
Need #6				

Decision Making Filter Tips



	Client	Faulty Attraction	Company A	Company B
Values	Emulator	Yes	Yes	Yes
SOG	2 & 3	No	Yes	Yes
Culture	Compete	No	Yes	Yes
Work Style	Director	No	Yes	No
Core Competencies	Sales & Marketing	No	Yes	Yes
Sales Style	Consultative	No	Yes	Yes
Business Path	Multi-unit	Yes	Yes	Yes
Need/Want	Few Employees	No	Yes	Yes
Need/Want	Regular Hours	Yes	No	Yes
Need/Want	Equity Upon Sale	Yes	Yes	Yes
Need/Want	Biz to Biz	No	Yes	Yes
Need/Want	Visible/Prestigious	Yes	No	Yes
Need/Want	Little Back Office	No	Yes	Yes

Is there a tug of war between you
and your client?



Want More Deals?

Navigate using your
client's Meta Programs.



Values & Meta Program Questions

Direction Sort: Toward or Away From

What's important to you in a business? What will you have more of?

*Use Windmill Technique to uncover values.

Elicit Criteria: Create a spreadsheet

How will you know when you have found the right business?

Please describe the most important things to you in choosing a business.

Frame of Reference: Internal or External

How do you know when you have done a good job?

*Will determine what or who will influence due diligence process.

Relationship Sort: Sameness or Difference?

What is the relationship of these 3 objects?

*Use results to plan and present franchise concepts.

Decision Making: Optional or Procedural?

When you shop for something do you look at many items or just a few before you make a decision to buy?

*Will determine how many concepts you need to show.

What questions
do you have?

