



# The TRADE method

## How to achieve more with less effort

A guide for self-transformation  
Murielle Machiels

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## Welcome



Welcome to the notebook for the TRADE method. This free course will help you increase your impact and your peacefulness. In particular, it will help you:

- Get the funding you need to enrol in the complete QiLeader course or something other goal
- Avoid having bad decisions imposed on you
- Achieve more freedom to act in your job
- Get a salary increase
- Receive more recognition for your hard work
- Reach better outcomes in meetings and conversations
- Get what you need from others to reach your objectives
- Improve your collaborations

## The TRADE method

*Watch the video on the platform*

### TRADE: T for Timing

***Have you ever picked the wrong timing or mood for an important conversation? Do you pay enough attention to that? What is your current tendency?***

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### TRADE: R for Results

***How often do you start a meeting or a conversation without thinking about the result you would like to achieve? When you try to reach something, do you think about what the other people need as well? What could you put in place to think more about results for meetings and conversations?***

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### TRADE: A for Action

***How would you evaluate your actions? Do they often give you the results you want? If not, why do you think that is?***

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TRADE: D for Disposition

*What could you change in your body disposition to show more confidence during the conversation?*

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TRADE: E for Envision

*Do you tend to envision things much? What would be a good moment to practice this?*

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### Your turn to practice

Now I want you to think about a situation you encounter that you would like to change. Or a conversation you will have or need to have.

Print the TRADE CHEAT SHEET and apply the steps to your actual situation.



## TRADE CHEAT SHEET

### QiLeader: "Leading authentically in digital times"

- Tired of bad decisions imposed on you?
- Want to get approval from your boss or HR to take this course?
- Want to ask for a raise but don't know how?
- Want to receive more recognition for your hard work?
- Tired of not getting what you need from others to reach your outcomes?
- Want to convince a colleague of something?

Apply the TRADE method to reach your desired result.

Timing: What would be the best timing for your conversation or meeting? Think about the moods (yours and others'), as well as the best place to do this.

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Result: In an ideal situation, what would be the best result for you when the meeting or the conversation is finished? What would you like to achieve? Also, think about what the ideal outcome for the others would be.

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Action: With your desired result—and that of the other party—in mind, what would be the best action to put in place so that you get what you want?

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Disposition: Remember that decision-making is often more emotional than rational. What would be the best emotional and body disposition for this meeting? What could you do to connect yourself to that emotion and disposition before, during and after the meeting?

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Envision: Try to envision all the steps as often as possible. In your car, when you go to the bathroom, when you wait for your coffee ...

Now go for it! This TRADE method will always deliver.

[www.qileader.com](http://www.qileader.com)

## Examples of Cheat Sheets

In the next pages, you will find examples of sheets for:

- Getting approval to take this course
- Getting a salary increase
- Receiving more recognition
- Avoiding a bad decision imposed on you

These can inspire and help you achieve those things. Good luck!



TRADE CHEAT SHEET to get the approval to take the QiLeader course  
QiLeader: “Leading authentically in digital times”

Timing: What would be the best timing for your conversation or meeting? Think about the moods (yours and others’), as well as the best place to do this.

*Choose a timing when your boss/HR is usually in a good mood—on Friday afternoon, for example, or at some other time that would work well. You might propose a walking meeting to lighten her mood.*

Result: In an ideal situation, what would be the best result for you when the meeting or the conversation is finished? What would you like to achieve? Also, think about what the ideal outcome for the others would be.

*The result you would like to achieve is to get the approval to enrol in the course.*

*Think about what your boss would like to achieve as well. She would probably like to reach the team’s objectives, but she would also want to have an enthusiastic team. She might be squeezed between the needs of her team and the expectations of her manager. Some help in that area might be more than welcome. How would your participation in the course help her or the team reach its objectives? List all the advantages (you will find many on the course sales page; pick the ones that will serve you best).*

Action: With your desired result—and that of the other party—in mind, what would be the best action to put in place so that you get what you want?

*Think about the problems and challenges the team or the organization might encounter.*

*How would your participation in the course help with those problems and challenges? List all the advantages for you, your team, the organization and your boss (you will find many on the course sales page; pick the ones that will serve you best). Pay particular attention to what is important for your boss and use those arguments first.*

*Also think about all the competencies and skills you admire in your boss. You can use those as well in your conversation (but only if you truly mean it).*

*Now that you have put all these elements together, this could be what you would say (you have to really mean what you say, otherwise don’t say it):*

*Hi... Thank you for taking the time for us to chat. This is important for me. How are you doing?*

*Lately, we have encountered many challenges and problems, like ... (list the most important ones). I believe those problems are generated by an increase in the speed of change. As a team and as a leader, we need new habits and techniques to solve these issues and tackle these challenges. I have found a course that will really help us become successful. There are many great testimonials for this course (list one or two or show them). And the good news is that it is online, which means I don’t have to take much time away from work to take it. It is very practical, and the participants say you can immediately implement the techniques at work and see the results. I would like to further improve my leadership skills. There are some skills I admire in you, like ... (remember, use this part only if you really mean what you say; otherwise skip this statement). I believe I can learn some of these skills through this course. It*

promises to change mindsets and help our organization increase its impact and become successful in digital times.

If you want, I could also share some insights with you and the team. There are also team exercises in the course that I could facilitate if you believe these could be useful.

I would be really grateful if I could take this course. Do you know what the exact procedure is so that I can enrol in the course? Will you support me in this? I would appreciate it.

If she answers yes: Enrol.

If she answers no: It will most probably be because of money. You could ask if there is someone else you can try to convince. This course will increase the impact and financial results of the organization and should be self-funding because of that.

If she remains vague: Insist on getting an answer or a date when she will give you the answer.

Disposition: Remember that decision-making is often more emotional than rational. What would be the best emotional and body disposition for this meeting? What could you do to connect yourself to that emotion and disposition before, during and after the meeting?

You need to be empathic for that meeting and full of confidence. I would definitely practice a high power pose alone in the bathroom before the meeting. This high power pose will increase your testosterone level and decrease your cortisol. You will feel more self-confidence.



You can also think about your children, your partner, your parents or someone else before the conversation in order to connect to empathy. If you are very nervous, go for a 10-minute walk.

During the meeting, I would sit straight in a stable position. I would look my boss in the eyes, showing that I mean what I say, without being

aggressive.

Envision: Try to envision all the steps as often as possible. In your car, when you go to the bathroom, when you wait for your coffee ...

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It shouldn't be too hard to get the funding for this course with this methodology. But if it still didn't deliver, you can do what I did:

When I wanted to enroll for this ontological training program in the US, I didn't want to use the company budget for it. I had cut a lot of the training budget, and it didn't feel right to take a whole chunk of it just for me. So, I paid for it with my own money (and it was 10 times more than this course). But I was convinced that I would get this money back somehow. I saw it as an investment. And I did—less than a year after taking the course, I got a big salary increase and a bonus because my results were so good. That was much more than I had invested. Not only did I feel happier and more at peace, but I also achieved great results that led to more money for me.

## TRADE CHEAT SHEET for a salary increase

### QiLeader: "Leading authentically in digital times"

**Timing:** What would be the best timing for your conversation or meeting? Think about the moods (yours and others'), as well as the best place to do this.

*Choose a timing when your boss is usually in a good mood—on Friday afternoon, for example, or at some other time that would work well. You might propose a walking meeting to lighten his mood.*

**Result:** In an ideal situation, what would be the best result for you when the meeting or the conversation is finished? What would you like to achieve? Also, think about what the ideal outcome for the others would be.

*The result you would like to achieve in this case is a salary increase.*

*Think about what your boss would like to achieve as well. He would probably like to reach the team's objectives, but he would also want to have an enthusiastic team. He might be squeezed between the needs of his team and the expectations of his manager. Some help in that area might be more than welcome. What he certainly wouldn't like is extra stress and more problems.*

**Action:** With your desired result—and that of the other party—in mind, what would be the best action to put in place so that you get what you want?

*It might be a good idea to think about how you could further help your boss. What could you do to help him reach his objectives? If you don't know, ask him in another conversation. Also, think about all the things you have already done to contribute to good results. Think about all the great things your boss has done for the team, the company or you.*

*Now that you have put all these elements together, this could be what you would say (you have to really mean what you say, otherwise don't say it):*

*Hi... Thank you for taking the time for us to chat. I needed this. How are you doing? How's it going with the pressure coming from management? It can't always be easy for you to be in this situation. And I really appreciate ... (the great things your boss has done). I know you might appreciate some more help with ... (list of things you could help with). I'll do my best to help you with that within the team and to motivate the others as well. What could I do to better support you and the team?*

*I wanted to talk to you about something. I know you have already a lot of pressure, so I don't want to give you anymore, but this is important for me. I have worked very hard lately. I did ... (list the things you have done to contribute to good results). Don't worry, I am not here to complain. I am motivated by good results and by what we accomplish together. But it has been a while since I have received a salary increase and I know the budget is tight. I believe that with what I have delivered, I deserve a raise. I know I could probably get a higher salary in another company. That is not at all what I currently want because I am really happy here, but I would appreciate an increase as a sign of recognition. When are the next salary increase discussions? Would you agree to request an increase for me?/Would you agree to increase my salary?*

If he answers yes: Come back to that conversation at the time he indicated.

If he answers no, ask: What would I need to do to get that salary increase? When would be a good time to discuss this again?

If he remains vague: Insist on getting an answer or a date when he will give you the answer.

Disposition: Remember that decision-making is often more emotional than rational. What would be the best emotional and body disposition for this meeting? What could you do to connect yourself to that emotion and disposition before, during and after the meeting?

You need to be empathic for that meeting and full of confidence. I would definitely practice a high power pose alone in the bathroom before the meeting. This high power pose will increase your testosterone level and decrease your cortisol. You will feel more self-confidence.



You can also think about your children, your partner, your parents or someone else before the conversation in order to connect to empathy. If you are very nervous, go for a 10-minute walk.

During the meeting, I would first sit in a very open and relaxed disposition, especially when I truly listen to what my boss is saying.

Then, I would sit straight in a stable position when I ask the questions about the raise with my two feet flat on the ground. I would look him in the eyes, showing that I mean what I say, without being aggressive.

Envision: Try to envision all the steps as often as possible. In your car, when you go to the bathroom, when you wait for your coffee...

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Using this method to get a raise will often deliver results. However, if it didn't work this time, I would not give up. I would certainly not show my frustration to my boss or become difficult in future interactions. This kind of behavior will only lead to less chance of getting a raise.

I would tell him how I feel (sad, disappointed, angry ...), but I would also say that I will continue to support him and do my job well. This behavior will increase your chances of getting that raise a little bit later.

But if you think this is completely unfair and you can't get over it because you are completely demotivated, accept whatever you feel but don't make any decision while you are in a highly emotional state. Try to do something nice first to change your emotion. Only when you have calmed down should you think about what you really want to do. I personally believe that remaining frustrated/angry/resigned too long in a job won't make you happy. I would then talk about it with my boss, and if it still doesn't change anything, I would change jobs. In any case, never blame your boss in a conversation, as that will probably not lead to better results for you. Whatever you want to do, think about the result you want to achieve first.

TRADE CHEAT SHEET to get more recognition from your boss or colleagues  
QiLeader: "Leading authentically in digital times"

Timing: What would be the best timing for your conversation or meeting? Think about the moods (yours and others'), as well as the best place to do this.

*Choose a timing when your boss/colleague is usually in a good mood—on Friday afternoon, for example, or at some other time that would work well. You might propose a walking meeting to lighten her mood or suggest sitting down together for lunch or coffee. I would plan something casual for this instead of a formal meeting.*

Result: In an ideal situation, what would be the best result for you when the meeting or the conversation is finished? What would you like to achieve? Also, think about what the ideal outcome for the others would be.

*The result you would like to achieve is to get more recognition for the work you deliver.*

*Think about what your boss or colleague would like to achieve as well. She might also need recognition. What she certainly wouldn't like is extra stress and more problems.*

Action: With your desired result—and that of the other party—in mind, what would be the best action to put in place so that you get what you want?

*I noticed that when I gave recognition to someone, I almost always received recognition as well. Of course, it has to be authentic recognition, something you truly mean. I also noticed that the person who was the hardest on me was ... me. Every time my judging or negative thinking would start, I would stop and say to myself: "You are good enough". The first thing you might have to learn to do is to give recognition to yourself every time you are too hard with yourself. The second thing you can do is to give your boss or colleague recognition. Prepare a list of the things you are grateful for and tell your boss or colleague about them. Recognition will probably come to you as well. And if not, just ask her: "And what do you think I do well? I am a bit exhausted here and could use a pat on the back to boost me."*

*What you will not do is: blurt out all your frustration to her, blame her and complain. Do that with a friend or your partner, but not with your boss or a colleague from whom you are seeking recognition. The only result of that will probably be recognition and even more frustration.*

Disposition: Remember that decision-making is often more emotional than rational. What would be the best emotional and body disposition for this meeting? What could you do to connect yourself to that emotion and disposition before, during and after the meeting?



*If my frustration is high, I would first talk to other people about it (preferably outside of work). Talking often helps change your emotion. Otherwise, I would play, sleep enough and do things that give me energy and relax me. I would try to connect to a relaxed and grateful emotion. I would make sure that my body is relaxed and not tense when I have this conversation.*

Envision: Try to envision all the steps as often as possible. In your car, when you go to the bathroom, when you wait for your coffee ...

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TRADE CHEAT SHEET to change a bad decision that has been imposed  
QiLeader: "Leading authentically in digital times"

Timing: What would be the best timing for your conversation or meeting? Think about the moods (yours and others'), as well as the best place to do this.

*Choose a timing or place when your boss or colleague is usually in a good mood. You might propose a walking meeting to lighten his mood or suggest sitting down together for lunch or coffee. If the person you need to talk to is very proud, you might want to plan a pre-meeting to make sure that person doesn't "lose face" in front of other people.*

Result: In an ideal situation, what would be the best result for you when the meeting or the conversation is finished? What would you like to achieve? Also, think about what the ideal outcome for the others would be.

*The result you would like to achieve is to convince someone of a better course of action. Think about what the other person would like to achieve as well. He might be squeezed between the needs of his team and your expectations. What he certainly wouldn't like is extra stress and more problems. Write down the ideal outcome for both parties.*

Action: With your desired result—and that of the other party—in mind, what would be the best action to put in place so that you get what you want?

*Think about the best possible action that will get the results both you and the other person want.*

*Do not blame the other person for the bad decision. Try to find a common objective.*

*Now list the negative effects of the current decision on you, your team and the organization. Share with that person how that makes you feel (this is a very, very important step!).*

*Then propose a better alternative. If you don't have a better alternative yet, ask for some time to come up with a better alternative.*

*This could be your conversation:*

*Thank you for taking the time to listen to me. This is important for me. I know that you would like me to ... (undesired decision). What is it that you would like to achieve by doing that? I want the same thing/I want to achieve ... Would that be OK for you as well? I believe that with the current decision, we won't achieve our desired result because ...*

*And I have to be honest with you. That decision really affects me. It makes me feel bad. I feel stressed and disappointed by that. It demotivates me. I know it wasn't at all your intention to make me feel this way.*

*I believe a better course of action would be ...*

*The advantages are ...*

*And I would really feel better with that action. It would not only help us achieve what we want, but it would boost my motivation too.*

Now give the other person an opportunity to contribute to the new solution by offering him a choice between two options or a way to achieve the objective that you agree with. Something like:

*Who do you think would be the best person to support me with that?*

*When do you think we should start with that?*

*Should we do it this way or that way?*

*I am really confident that it will deliver what we need.*

*Show your gratitude and give recognition when the meeting ends.*

Disposition: Remember that decision-making is often more emotional than rational. What would be the best emotional and body disposition for this meeting? What could you do to connect yourself to that emotion and disposition before, during and after the meeting?

*You need to be empathic for that meeting and full of confidence. I would definitely practice a high power pose alone in the bathroom before the meeting. This high power pose will increase your testosterone level and decrease your cortisol. You will feel more self-confidence.*



*You can also think about your children, your partner, your parents or someone else before the conversation in order to connect to empathy. If you are very nervous, go for a 10-minute walk.*

*During the meeting, I would first sit in a very open and relaxed disposition, especially when I truly listen to what my boss or colleague is saying. Then, I would sit straight in a stable position when I propose my alternative with my two feet flat on the ground. I would look him in the eyes, showing that I mean what I say, without being aggressive.*

Envision: Try to envision all the steps as often as possible. In your car, when you go to the bathroom, when you wait for your coffee ...

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*“Be willing to surrender who you are, for what you could become.” – Reinhold Niebuhr*

**What is the difference between a traditional manager and an authentic leader in digital times?** Habits. Habits define a person. Habits can be useful in certain situations and a problem in others. The habits of our managers served them well in slower times, but the situation has changed drastically over the last five years. The speed of change has accelerated tremendously and will continue to increase its pace. The habits that served managers yesterday now stand in the way of success and peacefulness today. The good news is that habits can change. The bad news is that the manager loses his or her old identity in the process and goes through a confusing phase before adopting a new one—a little bit like a caterpillar transforming into a butterfly through a very uncomfortable chrysalis.

The QiLeader course is about changing those habits and making the transformation as smooth as possible. Equipped with new habits, the QiLeader will be able to change the culture and adopt the new business principles that will lead his or her organization or team to great success.



**Murielle Machiels** is an expert in digital leadership and organizational transformation. Until recently, she was the CEO of an educational publishing company. By combining ontological coaching principles with business techniques, she led her company successfully through the digital transformation with great financial results and increased happiness for her employees. Through her QiLi start-up, she supports other leaders and organizations as they go through their own transformations.