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## Quick Guide to the Four Temperaments for Peak Performance...How to Unlock Your Talents to Excel at Work ~ by Scott Campbell

Scott Campbell has written this book to help individuals achieve sustained levels of excellence in today's demanding workplace. He points out what he calls two truths:

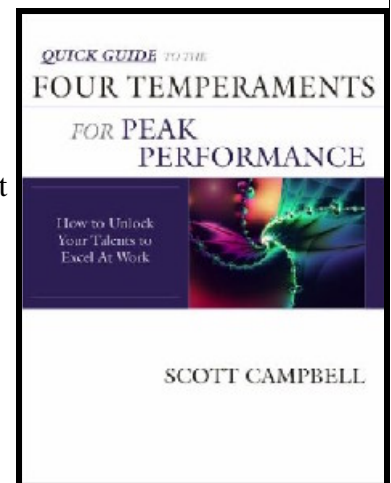
1. People who love what they do naturally perform at increasing levels of peak performance.
2. People who perform at increasing levels of peak performance invariably love what they do.

Scott shares four dimensions of peak performance:

1. Proactive Self-Leadership
2. Vision of Performance Excellence
3. Work Roles Fit
4. Workplace Culture Fit

This workbook-style book guides you through self-reflection to understand and assess yourself in these four dimensions. Scott then overlays Temperament theory to help you see the four styles of peak performers. Finally, he provides a very useful development plan template to help you lay out your plan.

Are you performing at your peak? If not, you may want to pick up a copy of this book! It's available from [www.16types.com](http://www.16types.com) for 20% off the cover price of \$8.95.



## Meeting Mania

*Question:*

*I am drowning in meetings! My calendar is awash in meetings! A few are important and many are not very important or are so poorly run that they drive me to distraction – what can I do?*

### Collaborations response:

Meetings issues are about the most common and universal complaint we hear. We have discussed some aspects of meetings in the past (Fall '99, Winter '02, Fall '03.) Let us try to give you a more complete answer.

It seems as though companies (translation: people) have given up on meetings. Meetings are viewed as some sort of necessary evil to be endured. People peck away at their laptops, fall asleep and do all kinds of extraneous work and discussion

# Meeting Mania

(Continued from page 1)

during meetings. Meetings do not have to be boring and ineffective. If meetings are boring and ineffective we only have to look at ourselves and how we conduct meetings to find the culprit.

First, let's put things in perspective. We often hear, "I have so many meetings I can't get any work done," or "If it weren't for the meetings I have to attend I could get a lot more work done." We suggest that a reframing of the mental image of your job may well be in order.

As you rise through an organization, the jobs of supervision and management encompass less and less technical work and more and more management, leadership, planning and coordination. All of the latter require increasingly more interaction with others, which predominately happens at – meetings!

You might do well to reframe your image of "work" so that it is not an either/or solution. Either I can go to meetings or I can get work done. In fact, as we assume greater leadership and management positions, much of our work is in fact meetings and it helps to think of meetings as an integral and important part of the job.

That said, however, meetings come under almost universal scorn. We suggest that is mostly because so many meetings are poorly run. "Poorly run" includes being unclear about who needs to attend, what the agenda will be, keeping to the agenda and time line, coming to conclusions, and summarizing the meeting afterward, etc.

It is interesting to us as consultants and trainers that almost everyone we talk to knows everything we just said in the previous paragraph. However, when pressed they also admit they do not faithfully do those things. Oh, there are many reasons – or shall we say excuses: there's not enough time, it's too structured, it isn't my job, it really isn't necessary, that's not the way we do it here, and on and on.

If meetings are the bane of your existence, then try actually doing those things that all the experts on meetings suggest need to be done in order to make them more effective.



On our web sites we have published a pretty comprehensive set of rules for running effective meetings. You may download them at [www.davecarey.com](http://www.davecarey.com) or [www.susangerke.com](http://www.susangerke.com).

Lastly, we challenge you to really look closely at your calendar. Do you really need to attend *all those meetings*? Our experience is that the real answer to that question is "probably not." Some we attend because we like to hear what's going on; some because we like the people attending; some we could delegate and have our people attend; some we really don't need to be there but attending feeds our sense of self-importance, etc. To some extent it is a time management problem... that's a subject for another issue.

If we were very disciplined, our meetings could probably be fewer and better run. The ball is in your court! 😊

ON THE WEB ~ Visit [www.susangerke.com](http://www.susangerke.com) and [www.davecarey.com](http://www.davecarey.com)

Both websites carry all past issues of *Collaborations*. With *Adobe Acrobat Reader 4.0* you can view or download and print the issues.

# Performance Evaluations

The first quarter of the year is when many organizations do performance reviews or evaluations.

## *How did yours go this year?*

If less than perfect, you are not alone. Many managers find writing and giving performance reviews to be difficult, frustrating and a burden. Many employees feel they have no influence on the review and experience the meeting as rushed and one-sided.

The Performance Management process has three parts:

1. setting objectives
2. giving regular feedback
3. evaluating

It's an important process for several reasons. When well done it:

- establishes expectations which can help employees prioritize
- helps employees see how their objectives are connected to the larger organization
- provides specific areas for giving feedback
- encourages ongoing conversation so that there are no surprises at evaluation time

**Evaluating is the last piece of the process.** If your review didn't go well, perhaps it's because the objectives weren't agreed to, or the objectives weren't adjusted as things changed during the year. Maybe there was no ongoing feedback during the year. Or, the feedback may have been delivered poorly.

If you need help in these areas, we've spoken in previous issues of *Collaborations*. In Fall 1999 and Winter 2002, we talked about the whole performance management process. We discussed giving feedback in Winter 2000, Spring 2000, and Summer 2003. To access these articles go to [www.susangerke.com](http://www.susangerke.com) or [www.davecarey.com](http://www.davecarey.com).

**Let's focus here on one key for doing a good job giving an evaluation** (assuming you've done a good job on objective setting and giving feedback.) That key is to understand the needs of the employee in receiving an evaluation. Several dynamics come into play -- here are two of them.

First -- Some people need reflection time before they are ready to discuss something, particularly when it's as important as a review. After sharing the review, ask the employee if he would like to have some time to think about what you've shared before continuing the dialogue. Some may be quite happy to have that time. Others of different styles will prefer to talk right then.

Second -- People tend to have different needs in terms of the conversation. Some prefer the review to be short and to the point while others prefer to take more time and discuss each accomplishment in more depth. Some love lots of praise, while others are embarrassed by too many accolades.

**How do you tailor a review to your employee's particular needs?** As you build relationships with your employees, notice their style and their reaction to conversations. Make note and utilize what you learn to influence your further conversations including reviews. Finally, ask them for feedback on how the conversation went and what would work better for them next time. They'll appreciate your interest in their needs and you will find future reviews and conversations with them easier.



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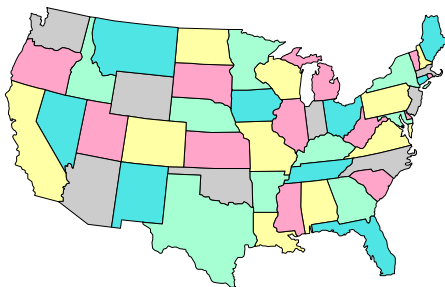
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# Remote Teamwork and Communication

You have a team of people located in a variety of locations and you are trying to determine how to increase teamwork and communication among them. One of the keys we have found is to talk as a team about the remote situation. Whether on a conference call, a web conference or in a face-to-face meeting, consider facilitating a discussion around the following:



1. What is it about our remote situation that makes it challenging to accomplish the work we need to do together?
2. What is it about our remote situation that actually helps us work together effectively?

Then move into brainstorming about how to manage the challenges and take advantage of what works well. You can prioritize and then begin implementing appropriate actions.

#### **We'd Like to Hear From You**

If you'd like to contribute to Collaborations or if you have a question or topic for us, we'd love to hear from you. Send an e-mail to [sgerke@sbcglobal.net](mailto:sgerke@sbcglobal.net) with your ideas or questions. We can't include everything, but will respond based on topics of most interest.