



Collaborations

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Book Corner

***To Do or Not to Do...How Successful Leaders Make Great Decisions* ~ by Eric Klein and Gary Winters**

Just published! I had the good fortune of reading this book before it was published. This quick read focuses on one key area -- decision making. Specifically, it provides guidance on when to include others in decision making and how to include them.

In a creative story, Klein and Winters teach us the 5 key ways decisions can be made -- from one extreme, where the leader decides and tells the decision to others, to the other extreme where the team makes the decision without any involvement from the leader. They provide us with questions to ask ourselves in order to decide how to decide.

This practical book is great for anyone who is involved in decision making with others, both in the workplace and away from it. It will soon be available from www.todobook.com. While that site is under construction, you can contact Gary at garywinters@cox.net for a copy of the book.

What Else Has Susan Been Reading?

***The On-Time, On-Target Manager*, by Ken Blanchard and Steve Gottry.**

A great, easy read for people who need help organizing their time and priorities. The key message from the book is:

- Do the right thing
- Do it for the right reason
- Do it with the right people
- Do it at the right time
- Do it in the right order
- Do it with intensity
- Do it for the right results

Blanchard and Gottry guide us in learning how.



***Love It, Don't Leave It*, by Beverly Kaye and Sharon Jordan-Evans.**

This book is about loving your job. Kaye and Jordan-Evans provide a variety of ways to look at ourselves and our jobs so that we can get what we want where we are. A good tool for anyone who is considering leaving their current job or is unclear about what they want from their job.

In a creative story, Klein and Winters teach us the 5 key ways decisions can be made

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great for anyone who is involved in decision making.

Inside this issue:

Book Corner: *To Do or Not to Do* by Eric Klein and Gary Winters

The On-Time, On Target Manager by Ken Blanchard and Steve Gottry

Love it, Don't Leave It by Beverly Kaye and Sharon Jordan-Evans

Setting Goals 2

The 360 Degree Process 3

Contacting Us 4

Why Not Set Goals?

Question: *For many years, I have heard that goal setting is a crucial part of achieving success in both the long and the short term. How important do you think the process of goal setting is?*

Collaborations response:

The short answer to your question is that we are very strong believers in goal setting, for many reasons. Effective goal setting gives direction to one's work and one's life. Goals force us to be clear and set priorities.

In our current culture, where everyone is so extremely busy, the old axiom: "If you don't know where you are going, any road will get you there," is more and more true. The process of goal setting forces one to think through "where" am I going? Goals then let you clearly define and focus. Possibly one of the saddest testimonies to our lives and work would be to some day "wish we had..."

Goal setting is such an important subject that we will have a series of articles to respond to this question over the next several issues of *Collaborations*.

The 3 Percent

Mark McCormack, in his book *What They Don't Teach You at Harvard Business School*, tells of a Harvard study conducted between 1979 and 1989. In 1979, the graduates of the MBA program were asked, "Have you set clear, written goals for your future and made plans to accomplish them?" Only 3 percent of the graduates had written goals and plans. Thirteen percent had goals, but not in writing. Fully 84 percent had no specific goals at all.

Ten years later, in 1989, the researchers interviewed the members of that same class again. They found that the 13 percent who had goals that were not in writing were earning twice as much as the 84 percent

of students who had no goals at all. And most surprisingly, they found that the 3 percent of graduates who had clear, written goals when they left Harvard were earning, on average, 10 times as much as the other 97 percent of graduates all together.

Yes, you read that correctly. The 3 percent who had clear, written goals earned *ten times as much* as the 97 percent who didn't have clear, written goals. One could argue that the only difference between the groups was the clarity of the goals they had for themselves when they graduated.

Research indicates that almost all successful people have goals, and outstanding high achievers have clearly defined written goals. If that's the case, why do so few people actually write out their goals?

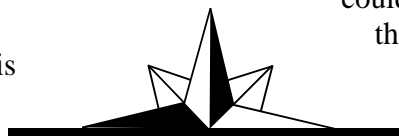
"I can't be bothered to take the time to sit and write out goals, I keep them in my head."

Are you really that busy? Goal writing only takes a few minutes. The real reasons we don't write them are probably deeper, involving the fact that if they are kept in "the head," it is

easy to change, revise and ignore them. This avoids accountability issues and facing failure.

Here are four primary reasons people don't set clear goals and write them out.

- 1. First, most people don't realize the importance of goals.** If you grow up where no one has goals or you socialize with a group where goals are neither discussed nor valued, you can very easily reach adulthood without knowing that your ability to set and achieve goals will have more of an effect on your life than perhaps any other skill. Look around you. How many of your friends or family members are clear and committed to their goals?



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Successful people set goals down in writing and pursue them.

(continued from page 2)

2. Some don't know how to set goals. Many people confuse goals with wishes and fantasies. They think in terms of "having a lot of money," "getting a great job," "having a nice family," "getting fit." These aren't goals but wishes and fantasies common to everyone. A goal is different. Goals are clear, specific, time-phased, and measurable. You know when it has been achieved – or not.

3. Some have a fear of failure. If goals aren't written down, we can change them to match what is actually achieved without having to face any feelings of failure. Furthermore, many people make the mistake of setting goals that are easily attained in order to avoid failing. This is a form of unconscious self-sabotage. They end up going through life functioning at sub-optimal levels rather than at the level at which they are truly capable.

4. Some have a fear of rejection. The fourth reason people don't set clear, written goals is that they fear they

will be seen by others as ridiculous if they fail. They don't want to face criticism or be seen as not capable or worthy.

Will goals always work?

There are barriers to successful goal setting. Here are two reasons why goals may fail to inspire and motivate change.

1. The goal isn't valued enough—you haven't committed your mind *and* heart. It doesn't align with your values. It may be something someone else thinks you should do, or it may compete with other values you find more important.

2. Your goal isn't specific—it's too broad and overwhelming. While "getting fit" is admirable, it really isn't an effective goal. Rather, the outcome of attaining the more specific goals of working out "x" times per week, jogging "x" minutes a day, or eating junk food "x" less times each week is much more specific.

If one is clear about what is important and writes goals that are specific, clear, measurable and time-framed, one will give clarity and focus to their professional and personal life. In the next issue of *Collaborations* we will continue our discussion of goal setting – a key to success.



The 360 Degree Process

Many organizations are considering or have begun implementing 360 Degree surveys. In our work with 360 Assessments, we've determined that there are some important aspects of the process that need to be considered before moving ahead. We've created the following based on our experience.

Key Considerations in Planning for a 360 Degree Assessment:

1. What is the purpose of the survey?

The purpose will drive many other decisions that need to be made, so it's important that the purpose is clear and agreed to by the key individuals involved. Purposes we've seen most often have been employee satisfaction, leadership development, and input to performance management.

2. Who will receive feedback? Will it be only those with direct reports or is there some other criteria?

3. Who will provide feedback? While 360 Degrees implies that data will come from the individual's manager, peers and direct reports, all of those may not be

appropriate. For example, if peers don't "see" the individual manage his/her people, and the focus of the survey is people management, peers may not be the best source of data.

4. Will input be required or optional? Follow up takes more time if you require people to respond. If you make it optional, a participant who has asked a small number of people for input may not get enough data for a report.

5. What survey will you use? There are many surveys to choose from. Consider the following:

- What the survey measures. For example, If you want to measure emotional intelligence and you select a survey of supervisor skills, you may have a mismatch.
- How the survey is administered? Some surveys are only available with paper and pencil, others are online, some are both.
- Whether the person who will administer the survey needs to be certified. This can add cost.
- The cost of the survey. There is quite a variance. Be aware that there may be discounts for the nonprofit sector.



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The 360 Degree Process

(continued from page 3)

6. Who will administer the survey? Participants may be more trusting of someone outside the organization.

7. How will you hand back the data? We recommend a training session where people learn how to read the report(s) and actually get their data. All data should be looked at by the facilitator so he/she is aware of who might need some help with interpretation.

8. Will you provide coaching for participants? How will participants get help if they aren't sure how to interpret the data or if they are upset with the feedback. It's critical to set up a plan in advance so people will know their options at the time they get the training and data.

9. Who will see the data besides the participant? This is critical! People need to know if their manager or someone else will be getting a copy of their data. It can influence how people to respond to the survey as well as how they deal with their results.

Planning of the timeline, logistics, etc. is also very important once you have the above decisions made. We'll provide recommendations on administering and monitoring the survey next quarter.

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 with your ideas or questions. We can't include everything, but will respond based on topics of most interest.

