



“...power is something you have and influence is something you do”

~ B. Kim Barnes

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Book Corner

Exercising Influence ~ by B. Kim Barnes

The subtitle on B. Kim Barnes book *Exercising Influence* is “A Guide for Making Things Happen at Work, at Home and in Your Community.” And that’s exactly what the book is!

Barnes says that some issues are appropriately handled through direct power or simple communication. She explains that power is something you have and influence is something you do. Influence issues are ones that require mutual agreement and commitment. Using influence rather than power sends a message of respect.

Barnes’ Influence Framework has four key components:

1. Results - What do you hope to accomplish through influencing this person?
2. Relationship - What kind of influence relationship do you currently have?
3. Context - What individual, organizational or cultural issues might affect the result?
4. Behavior - What influence behavior is likely to help you reach your goal?

She describes all of these four components in much more detail and helps the reader see how to use the framework effectively through a planning process.

If you or someone you know needs to brush up on influencing, this is full of good practical ideas and tools!



The Art of Goal Setting

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?

In the last issue of *Collaborations* we discussed the power and rationale for setting goals. In this issue we explore the broader context as the backdrop for setting goals. In the next issue we will discuss the “nuts and bolts” of the actual goal-setting process.

Collaborations response, part II:

Stephen Covey puts it this way, “Begin with the end in mind.” Looking at life, there are innumerable goals you could pursue. But before you can set meaningful goals for yourself, you need to know where you want to go. If you clearly understand where you want to go, you can make sure your actions bring you closer to that place.

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The Art of Setting Goals

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Corporations spend billions every year on strategic planning. A crucial part of that effort is to align their business goals with their mission and values – their core reasons for being in business. In essence you can also do the same for your life – without spending billions of dollars!

The question is based on your identity, your values, your purpose in life and where you need to spend your time and energy. The old adage, “if you don’t know where you are going, any road will get you there,” is absolutely correct.

This is difficult and important work. However, taking the time to make personal definitions for yourself makes the process of goal setting, and more importantly, staying on track much easier.

Regardless of whether your goals are to get a better job, buy a home, or lose weight, the process is the same. Goals you set must be consistent with your identity and values if you want to sustain your motivation over time.

Here are three essential elements to consider before writing down your goals:

1. Quite simply, who are you?

Self-awareness is the cornerstone to emotional intelligence and is so important that it will do more for your success in life than any other social competency. If you know yourself well, you can choose a path aligned with your strengths and weaknesses. You will not get distracted by people, places and things that are not congruent with who you are and where you are going.

How do you improve your self-awareness? Through assessments, examining your attitudes, your passions, and your self-image, examining your assumptions and beliefs and being willing to ask for and receive feedback.

Avoid defining yourself in terms of external things (job titles, education, family roles, etc.) and look at your personal integrity, ethics, and things that are important to you.



There are numerous behavior styles and personality type assessments available. Learning about your own preferred, natural way of behaving and thinking can greatly improve your understanding of yourself. As a side benefit, it also improves your understanding of others who are different than you.

Here are some questions to ask yourself to gain clarity about your identity:

- ✓ When thinking about myself, what am I most proud of?
- ✓ How would my friends describe me?
- ✓ How would my co-workers describe me?
- ✓ What does my family say about me?
- ✓ What are the three most important areas in my personal life?
- ✓ How have I changed over my adult years?
- ✓ What are my strengths?
- ✓ What do I avoid or dislike doing?

2. What are your most fundamental beliefs?

Identify three values that are important to you. The more clearly defined your values are, the more energy and focus you will have for your goals. Values provide the basic structures upon which to build every other aspect of your life.

Consider your attitude towards other people. Think about your current obligations to your community, family and friends. Reflect on the core beliefs you have that you would want to pass on to the younger generation. If you were to mentor someone, what values would you project as being most important in the world?

Here is an exercise to help define your values. Look over the following list of values and rank each from 1 to 10 (with 1 representing values most important to you). Be sure to add any that are important to you but not on this list.

ON THE WEB ~ Visit www.susangerke.com and 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.

Define your values (on a scale of 1 to 10, 1 being the highest)

- | | | |
|---|--|---|
| <input type="checkbox"/> Security | <input type="checkbox"/> Long life | <input type="checkbox"/> Happiness |
| <input type="checkbox"/> Wealth | <input type="checkbox"/> Travel | <input type="checkbox"/> Friendship |
| <input type="checkbox"/> Good health | <input type="checkbox"/> Respect of peers | <input type="checkbox"/> Retirement |
| <input type="checkbox"/> Relationship with spouse | <input type="checkbox"/> Faith/spiritual fulfillment | <input type="checkbox"/> Owning your own business |
| <input type="checkbox"/> Relationship with children | <input type="checkbox"/> Charity | <input type="checkbox"/> Influence |
| <input type="checkbox"/> Relationship with family | <input type="checkbox"/> Having fun | <input type="checkbox"/> Integrity/Ethics |
| <input type="checkbox"/> Fame/recognition | <input type="checkbox"/> Sports/fitness | <input type="checkbox"/> Artistic expression |
| <input type="checkbox"/> Job/career | <input type="checkbox"/> Learning/education | <input type="checkbox"/> Community Involvement |
| <input type="checkbox"/> Power | <input type="checkbox"/> Peace/tranquility | <input type="checkbox"/> Ecology/environment |

What are the five values you ranked the highest? Those five values ought to receive 80% of your time and energy. Write down your five most important values on a separate sheet of paper and post them where you will see them every day. This will keep you focused on what is most important.

These values are the foundation of your success. Without values clearly defined and prioritized, it is difficult to prioritize goals. Goals make it easier to choose when various commitments and distractions compete for your attention.

3. Goal setting is not easy. It is hard work requiring time and thought. It means soul searching. Fear of failure – and fear of success – can stop people from setting clear goals and interfere with the process of actually putting them into writing.

If you have completed steps one and two – examined your identity and clarified your values – then you have already done the hard work. The actual goal setting will be a natural extension of your values. For example: if you value good health, then your goals of eating well and exercising regularly follow naturally.

In the next issue of *Collaborations* we will walk through the mechanics of actually setting goals. Meanwhile, we encourage you to do the hard work suggested above in preparation.



The 360 Degree Process - Part II

In the Summer 2004 issue, we discussed the Key Considerations in Planning for a 360 Degree Assessment (see www.susangerke.com or www.davecarey.com for that issue.) Our focus here is Administering and Monitoring the Survey Process.

Key Considerations in Administering a 360 Degree Assessment

1. When will you start the survey? Consider key events in your organization that may impact people’s time to participate in the survey before you determine when to start and run the survey. You may want to time the survey immediately after an all-hands meeting so that you can announce and explain the process at that meeting. You also want to consider when the training and returning the survey will happen, and start the survey approximately 3 weeks before that date.

2. How long will the survey run? We recommend a two week period for people to respond to the survey, if possible. If you start midweek, you will actually

make the survey available over 3 physical weeks, reducing the risk of people being away from the office during the entire 2 week period.

3. Send 2 e-mails. The first e-mail should be to those people who will be receiving the feedback. The e-mail should include at least the following:

- How they will access the survey
- Who they are to ask for input (if they control that in the survey process)
- The start and end date for the survey
- Who to call if they have any questions during the survey
- How and when they will receive the results
- Who will see their data (them? HR? their manager?)

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The 360 Degree Process - Part II

The second e-mail should be to everyone in the organization who may be invited to provide input. This e-mail should include at least the following:

- An announcement of the survey
- Why the survey is happening and how it will be used
- The start and end date of the survey
- Whether their input is required or optional
- An approximation of how much time the survey will take them
- Information about anonymity
- A thank you in advance for their participation

4. Monitor the Process. Every 360 on-line survey has a method of tracking input. You will want to plan to check the status regularly. During the first week, you want to be sure the people who will be receiving feedback have engaged the process (if they have to provide the names/IDs of the individuals providing an input for them.)

During the second week, your focus will be more on making sure each participant is getting enough input to get a feedback report (most surveys require 3 inputs in order to protect anonymity.) You will need to call or e-mail those who are not responding.

Two days before the survey closes, send a reminder e-mail as needed.

5. Compile the Reports. Give yourself an appropriate amount of time after the survey closes to process, compile, print, or receive the reports. Work with your 360 provider to understand what you will need to do and how long it may take. Will you be providing each participant 2 copies of their report -- one for themselves and one to share with their manager?

In the next issue, we'll talk about what you should cover in the training session where participants receive their data.

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 will respond based on topics of most interest.