



“In the end, it’s really all about people”

## A Credo

It’s a new year and a time for reflection. At the beginning of a new year we often assess our performance against the goals we set the previous year such as “increase sales,” “lose weight,” “get organized,” etc. As we’ve said in the last few issues of Collaborations, goal setting is very important, and having clear goals certainly helps with the year-end assessment.

I wonder if some of us are missing a larger self-assessment. When is the last time you assessed how you are living your life? Susan’s brother-in-law, Jim, passed away unexpectedly in December. People at Jim’s memorial celebration certainly expressed clearly how Jim had lived his life. In fact, after the service, Jim’s colleagues talked about what they’ve learned from working with Jim and created this credo.

### Jim Boragno’s Credo

- Step back and make sure you know what you’re trying to accomplish.
- Always do what is right for the business even if it’s difficult.
- Play your own base - don’t try to fix someone else’s area when you have things to fix in your own.
- Negotiate based on the merit of each point - only junior negotiators keep score.
- Ensure that there is a “win-win” in all negotiations. No matter how powerful our company’s position, don’t have the other party dismayed by the outcome of the negotiation “Pigs get fat, hogs get slaughtered.”
- Make sure your children learn a social sport like tennis or golf that they can play throughout their life.
- Put your family first - always.
- Surround yourself with people who complement your strengths.
- Popcorn and cookies are an acceptable lunch.
- Everyone needs some coaching.
- Pick your battles.
- Make people feel valued and give them exposure.
- Always focus on potential solutions - anyone can identify problems.
- The spirit of an agreement and the strength of the relationship will typically prevail over the written word.
- Don’t “milk mice” - spend your energies on items that will have the greatest impact on the business.
- In the end, it’s really all about people.

What’s your credo? What would people say about you? My hope is that you will take time to reflect on how you are living your life both at work and at home and consider whether you need a “credo” of your own.

Jim’s credo was written by Linda Dunn, Vince Modica, Pat Carroll, and Jay Allen. My sister, Diane, has given me permission to share it with you.

### Inside this issue:

A Credo	1
The Art of Goal Setting—Part III	2
The 360 Degree Process—Part III	3
Maps	4
<b>Contacting Us</b>	4

## 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 short term. How important do you think the process of goal setting is?*

### Collaborations response, part III:

In the last two issues of collaborations we discussed goal setting. First, we talked about the power and rationale for setting goals. Goals can be exciting and energizing. They can drive us to achieve beyond our expectations. They make it easier for us to focus and concentrate and give us permission to say “no” to distractions.

Second, we discussed the broader context as the backdrop for setting goals. Unless you spend time to explore, plan and prioritize, setting the wrong goals can lead to disappointment and disillusion. It is crucial that you motivate both your mind (what you think you should do) and your heart (what you value.) When you focus on what is really important to you in your life (career, family, community, your values, your purpose), it will become clear what you need to do. Your goals will be a natural extension of your values.

If you have prioritized 3 areas, or values, in your life, you are ready to set your goals. Many more than three can disperse your focus and concentration. Focus on making progress on two or three goals before expanding them. Be prepared to spend time, money and energy on achieving these goals. Remember, *goal setting is not for sissies!* It requires sacrifice. You have to really want to achieve them and be willing to say “no” to distractions. *(Both of these discussions are in past issues of Collaborations and are available on our web sites.)*

In this issue we tackle the actual “nuts and bolts” of the goal setting process. Coincidentally, we all have just begun a new year. This approach to goal setting could result in new year’s resolutions that we actually keep!

### Lets’ make SMART goals:

Let’s use SMART as an acrostic to write goals. Goals need to be:

<p><b>S - specific</b>  <b>M - measurable</b>  <b>A - attainable</b>  <b>R - realistic</b>  <b>T - time framed</b></p>
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**Specific** - when you write down a goal, narrow your focus. “Getting fit” is not a goal, but an outcome. “Exercising regularly” is not specific enough. Write down things like, “Ride bike 40 minutes four times a week (Monday, Tuesday, Thursday, and Friday).” Start small and start specific. You can always expand goals as you make progress. Don’t try to be all inclusive. The more you can refine and define, the more specific you are, the easier it is to stay focused.

**Measurable** - write down your goals and how you will measure progress. Track the minutes, the days or the number of times you engage in your goal behavior. If you don’t complete the originally defined time or measure, write down the minutes you did complete. This will track your efforts and help sustain you when you lack energy or motivation.

**Attainable and Realistic** – i.e. goals you would have a chance of accomplishing, but not too easily. Goals need to have a “stretch” quality to them and at the same time be realistic.

If there is no stretch, the rationalization over time is, “that wasn’t worth the effort anyway.” If the “stretch” is too great the reaction over time is to think, “that was too ambitious to ever reach.” And in both cases the tendency is to give up on the goal.

If you know that 40 minutes on the bike will exhaust you, or create stress because of the time involved in showering, changing, or other inconveniences, then change the goal to something easier and more attainable.

Creating pleasurable memories when you are engaged in the activity increases your chances of doing it more often. If running on a treadmill makes you think of sweat and dread, then think about the fun you have when you run outdoors with a friend. One person reads books on a stationary bike, and the memory of reading a good story is associated with exercising. Some people find it useful to reward themselves after goal activity as long as the reward doesn’t sabotage the ultimate goal.

“No pain, no gain” is true in many areas of goal setting. Remember, if there is too much pain, you will not gain your goal. If there is no pain, one tends to decide it isn’t worth the effort.

You need to evaluate and review your goals for this balance. If you are well on your way to achieving your goals, then you may have set them too low. Try

(Continued from page 2)

stretching them 10 or 20 percent. If you are not on track, give yourself permission to reduce them by 10 percent. Review goals also looking at issues of alignment with your values. If you are not achieving your goals, you may have picked the wrong goals. People usually do what they want to do, and if you are choosing not to follow your goals, there is a reason that needs to be explored.

**Time-framed** – with a beginning and an end. This would look something like this: Have a fifteen percent increase in sales by the end of the year. This should be tracked at regular intervals. Furthermore, since sales increase could be a function of number of clients, this might lead to a sub-set of more specific objectives for number of client contacts.

Or you may have a goal of writing one article a week for your newsletter or e-zine to your clients and prospects. This may mean having supporting objectives such as reading two books a month, spending one hour a week of internet or library research, and spending an hour writing, editing and formatting each week.

Tell someone what you are trying to achieve and ask that person to hold you accountable. There is nothing like public proclamation to provide incentive. Research shows that it is easier to stay on track when you have support and reminders. Ask for help. You don't have to do this alone.

**And if goals are not reached:** There are no failures. You can review without judgment and look at where you fell short. This is where real learning about oneself takes place. The self-awareness that can be gained when you set a goal that you do not achieve is well worth the price of admission.

If self-sabotage appears, there are reasons that can be examined. Often there are "old tapes" or outdated assumptions and beliefs that can be re-examined and revised. Our goals bring out limiting beliefs about ourselves. But rather than giving in to them, explore them and revise them into empowering beliefs.

Choosing and planning your goals is hard work. It takes time and commitment. The rewards, however, are great. By aligning your head with your heart you will set meaningful, attainable goals that will help you make progress toward what you truly value in your life.

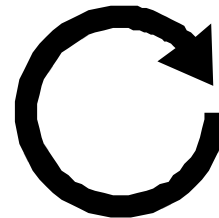
## The 360 Degree Process - Part III

*In the Summer 2004 issue, we discussed Key Considerations in Planning for a 360 Degree Assessment. We followed in the Fall 2004 issue with Key Considerations in Administering and Monitoring a 360 Degree Assessment. (see [www.susangerke.com](http://www.susangerke.com) or [www.davecarey.com](http://www.davecarey.com) for those issues). Our focus in this issue is on what to cover in the training session where participants receive their data.*

All participants should receive training on how to read their data. This can be done one-on-one or in a workshop environment. However it is done, we highly recommend people not receive their data without the benefit of this "training." Too much is open to interpretation and you want to be sure they understand what they are getting and how to read the information.

Key items to cover in training:

- The purpose of the assessment
- What the assessment measures
- How the assessment will be used in the organization
- Who else has seen or will see their results
- How to read/interpret each report
- How to sort through all the data and determine what is important (it's easy to get overwhelmed with all the behaviors that need "fixing")
- How to create an appropriate plan of action
- How to have a feedback session with the people who provided data



We suggest you offer coaching for anyone who would like it. Some individuals will want help interpreting their data, others may need help determining what to do to improve and others may just need to talk about the data with someone neutral.



## Collaborations

28782 Jaeger Drive  
Laguna Niguel, CA 92677

### Contacting Us

#### MARILYN DEMING

Deming Development Group  
26062 Kornblum Drive  
Escondido, CA 92026  
Voice: 760.746.6852  
Fax: 760.746.6052  
mdeming1@aol.com

#### DAVE CAREY

402 Dawson Trail  
Georgetown, TX 78628  
Voice: 512.819.9481  
Fax: 512.819.9482  
dave@davecarey.com  
<http://www.davecarey.com>

#### SUSAN GERKE

Gerke Consulting & Development L.L.C.  
28782 Jaeger Drive  
Laguna Niguel, CA 92677  
Voice: 949.831.7088  
Fax: 949.831.0502  
sgerke@sbcglobal.net  
<http://www.susangerke.com>



## Maps

Susan and her husband, Dave, were in Italy last Fall and had an interesting time with maps.



“We wanted to drive about 50 miles from Santa Margherita to the Cinque Terre, a series of five towns built into the cliffs.

We had two maps. One was of the country of Italy and one was of the Cinque Terre.

Neither was sufficient for our needs. We already knew we were on the West coast and needed to go South. And the detail of the hiking trails and train paths were way too detailed until we actually reached the Cinque Terre.”

*“We needed a road map to show us the paths to get to our destination.”*

I wonder how often you give people either too broad or too detailed a “map” for what you want them to do. We talk about the “vision” or the big picture and then wonder why people aren’t implementing the right things. This is a very big map with not enough information on the paths available to take. Or, we give so much detail that people can’t see how the detail links to where they are now.

So, when you are guiding others, consider (or better, ask) what type of “map” they need and work with them to provide it! You’ll have a much better chance of having the work completed appropriately!

### 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 will respond based on topics of most interest.