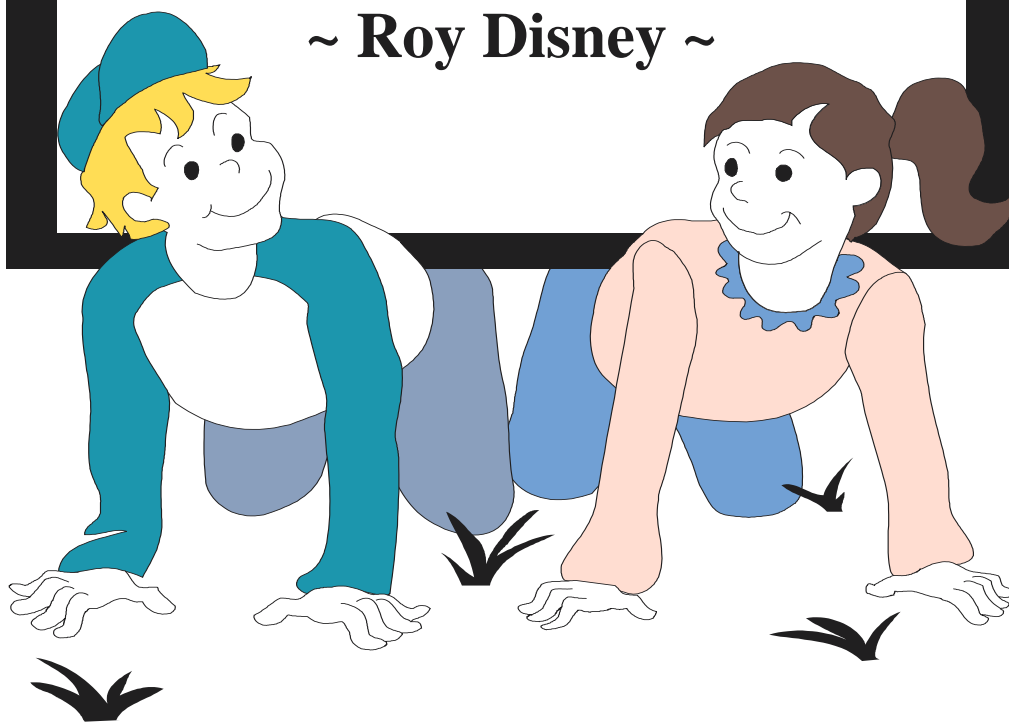


*"None of us
is as smart
as all of us."*

~ Roy Disney ~



*"I use not only
all the brains I have...
but all I can borrow."*



~ Woodrow Wilson ~



THE THREE KEYS



CREDIBILITY



RELIABILITY



TRUST

$$\frac{\text{CREDIBILITY} + \text{RELIABILITY}}{\text{TIME}} = \text{TRUST}$$



"If there is no sense of trust in the organization, if people are preoccupied with protecting their backs... creativity will be one of the first casualties."



~ Manfred F. R. Ketsdevries ~



GOALS

Why Goals?

Goals provide direction and purpose. Don't forget: If you can **see** it, you can **achieve** it. Goals help you see where you're going and how you can get there.

If you don't know where you're going, how will you know when you get there? Consider this exchange from **Alice In Wonderland**.



"Would you please tell me please, which way I ought to go from here?" asked Alice. 'That depends a good deal on where you want to go,' said the cat. 'I don't much care where,' said Alice. 'Then it doesn't matter which way you go,' said the cat. 'So long as I get somewhere,' Alice added as an explanation. 'Oh, you're sure to do that,' said the cat, 'if you only walk long enough.'"



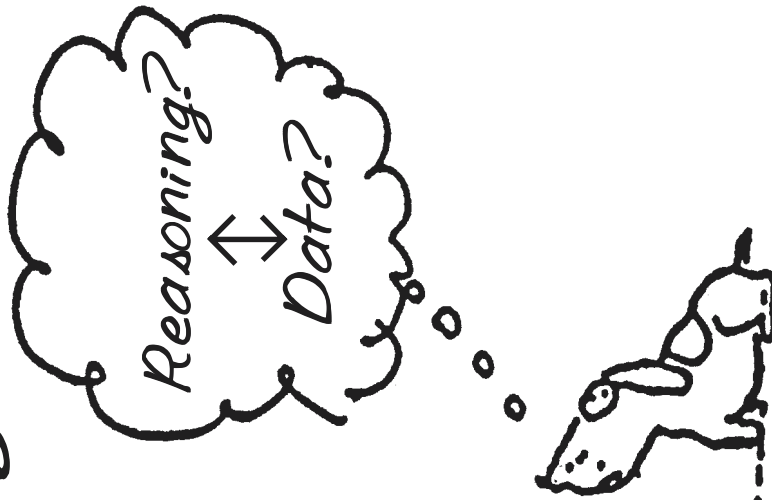
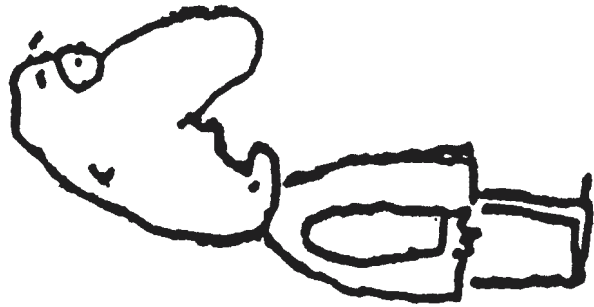
It takes no effort at all to get **somewhere**. Just do nothing, and in a moment, you're there. However, if you want to get somewhere **meaningful**, you first have to know where you want to go. And after you decide where you want to go, you need to make plans on how to get there. (Goals) - A goal is a dream with a deadline.

Reasons To Set Goals

- 1) Goals provide direction.
- 2) Goals tell you how far you have traveled - they provide milestones along the road to accomplishing your vision.
- 3) Goals clarify everyone's roles.
- 4) Goals give people something to strive for - a sense of purpose.



Could you be more specific?



Bad dog!



©1999



*"Did you say what I
think you said,
or did I think I
heard what I
thought you were
going to say?"*

Donald Walton
Are You Communicating?



PEOPLE SKILLS MAKE THE DIFFERENCE

The four basic needs of ALL people:

- 1) **The need to feel welcome.**
Welcome them.
- 2) **The need to be understood**
Show understanding.
- 3) **The need for comfort.**
Make them feel comfortable.
- 4) **The need to feel important.**
Make them feel important.



HOLDING EFFECTIVE MEETINGS

Do you enjoy going to meetings? The answer likely depends on your experience and the flow of communication. Meetings don't have to be a source of negativity. If we follow some basic guidelines, we can conduct effective meetings, which are positive experiences for all who attend. Here are six guidelines that will help you conduct productive meetings.

- 1) **Everyone is expected to be on time for meetings.** Otherwise the time of many people is wasted. The meeting should be started on time, whether or not everyone is present. Anybody who comes in late is personally responsible to find someone to bring them up-to-date (*after the meeting*).

**Be on time.
Begin on time.**



- 2) **End the meeting on time.** There is nothing worse than a meeting which drags on, and on, and on. People need to be able to make plans for after-the-meeting responsibilities.

End on time.

- 3) **Once you are in the meeting, it (and the others present) deserves your full attention.** Turn off the beepers and pagers. Nobody should be called from the meeting unless somebody is bleeding outside (*preferably a family member or major customer*).

Give your full attention.



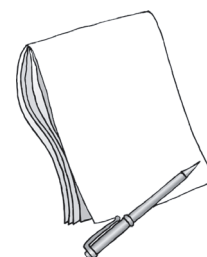
- 4) **Use agendas.** Each meeting should have an agenda, hopefully distributed at least 24 hours in advance. If it is a "*crisis meeting*", spend the first few minutes establishing an agenda.

Simple agendas.

Key ingredients for agendas:

- A) **Purpose** - Why are we meeting? If we can't answer this one, cancel the meeting.
- B) **Topics** - Brief sentence which defines item and why it is being discussed.
- C) **Responsible Person** - The person who will lead the discussion on the particular item.
- D) **Time Estimate** - Approximate time allotment for each topic.

**Keep the meeting
focused and on time.**



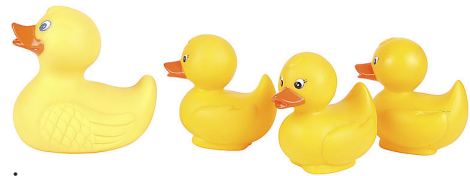
**One page is
preferred.**



5) **Key roles are filled.** Effective meetings must have key roles filled by competent people. Rotate these roles so people don't get burnt out.

Identify key roles.

A) **Leader/Facilitator** - This person keeps the meeting focused and running smoothly. Establishes an appropriate pace, facilitates discussions, and makes sure everyone is participating.



B) **Timekeeper** - This person keeps track of time during the meeting. Lets the team know when allotted time is almost up so team can decide to conclude or continue discussion. Doesn't say, "Time's up - next item."



C) **Note-Taker** - This person's key responsibilities are to capture key points for each agenda item, highlight decision (*who does what by when*), collect future agenda items, and makes sure minutes are distributed (*within 24 hours*). (*Keeps the notes simple - hopefully to one page.*)



D) **Big-Picture Person** - This person posts ideas on flip-chart or white board as discussion takes place. Writes so all can read. Makes sure team agrees with what is written. Comes close on spelling.

6) **Constantly evaluate your meetings.** We should always be evaluating how we can improve our meetings. Keep the evaluation simple and easy to complete. For example (circle your opinion):

Always try to improve.

- A) Meeting Purpose: Clear Confused
- B) Everyone Participated: Yes Somewhat No
- C) Followed Ground Rules: Yes Somewhat No
- D) Pace: Too Fast Just Right Too Slow
- E) Overall Rating: Good Fair Poor

