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# Performance Solutions

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## *Rules for Collaboration*

Part two of a three part series on effective collaboration. If you missed the previous article please contact us today.

**A**s we embark upon a new era in business, an era that increasingly deals more with ideas than objects, we must focus upon creating learning organizations that acquire and apply knowledge, ideas, and improvement, AND do it quickly. More and more, speed is a significant factor in getting and maintaining a competitive advantage. Just having information is no longer enough. The information must be turned into ideas and improvements that can be implemented quickly. Collaboration is the key for better ideas, improvements, and quick implementation.

### **Rules for Collaboration**

Consider the rules well. By just knowing and applying these three rules, you can influence your collaborations to go smoother and produce better results.

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*Are you employing good business practices?*

## *Do You Know and Plan for the 3-R's for Your Business?*

**E**veryone is familiar with the 3-R's from school – reading, 'riting and 'rithmetic. This was our first introduction to an effective performance model. As proficiency increased in each R, performance was further enhanced.

Effective performance models by their very design are a continuum that automatically raises performance to the next level.

Today's businesses have their own **3-R** Performance Model. This model hasn't really changed since the early origins of business enterprises. No matter what the latest business guru advocates, good business practices and most importantly the "bottom-line" always appear to return to these basic **3-R**'s. For without Relationships, Referrals or Revenue, today's businesses will not achieve current goals nor grow.

**R1 – Relationships** - With the Internet providing immediate access to unlimited vendors, products and services, today's business owners must develop sustainable and loyal relationships. Current customer service research suggests that the cost to attract a new customer or client is 10 times greater than to maintain an existing customer. Relationships lead to the second R.

**R2 – Referrals** - Referrals according to recent research account for 84% of all sales. This research supports what our common sense tells us about human nature.

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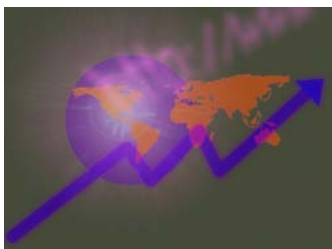
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***Collaboration has three simple rules:***

- ♦ **There must be shared space.**
- ♦ **There must be common goals for collective effort.**
- ♦ **The goals must drive toward tangible results, not just activity.**

For collaboration to occur, people must be able to think, exchange, and share thoughts and ideas with each other. Shared “space” refers to the physical place or environmental mode of linkage. It could be a board room, a teleconference, or a computer connection that allows people to come together to collaborate. Shared space is the conduit of collaboration.

In all cases, there must be a specific goal that is common. Collaborations must be focused on achieving a specific conclusion. That conclusion must be measurable.



Many of the most popular television shows are a result of several minds collaborating to write a story that is entertaining and popular. Many print advertisements, scripts for 30 second TV ads, and other knowledge products are the result of collaboration. Quality improvement teams and task forces are usually created to take advantage of collaboration as a means to improve products, to improve the way products are produced, reduce cost, or increase speed. Shared space, common goals, and tangible results are the necessary elements for collaboration. Tangible results may be a document, script, a manual, a new piece of equipment, a new computer program, a roll of film, a video tape, or a Broadway premier. It could be a product prototype, an improved customer survey, a reduced cycle time, a redesigned process to prevent problems, or a measured reduction in infection rate. The tangible output of the collaborative process is how success is measured.

While certain industries and even certain departments or areas within other industries have used collaborative methods for years,

*Continued on next column –*

far too many leaders in organizations continue to feel either overtly or covertly that having all the answers is their responsibility.



In a highly competitive environment where change and complexity are the norm, it is very unlikely that any one person can or should have all the answers. Collaboration is a process where today’s leader creates a forum for people to provide input, ideas, and suggestions. It is a process that provides leaders with an opportunity to encourage people to question, to argue for innovation and continuous improvement, and to aggressively seek shared responsibility for organizational success.

***Collaborators that share knowledge and reach a successful conclusion have three characteristics:***

- ♦ **Collaborators must practice abundance thinking more than scarcity thinking.**
- ♦ **Collaborators must share to learn collectively as a group.**
- ♦ **Collaborators must be biased toward inquiry rather than selling their own ideas.**

The open mind of inquiry takes the place of advocacy or selling one’s own ideas. Inquiry means asking questions, not closing the door on options until they are thoroughly explored. We can no longer predict outcomes based on history, “If you thought it yesterday, if you’re thinking it today, you won’t think it tomorrow.” What happens today has little to do with what happened yesterday, and “because we’ve always done it that way” is more likely to merit change than continuance.

*Our next issue will focus on “The Three C’s Of Collaboration”*

**Need help with effective collaboration?**

Contact The Jenks Group today at 925-299-0359 or e-mail us at: [sjenks@thejenksgroup.com](mailto:sjenks@thejenksgroup.com)

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We are more likely to believe a close friend and probably a not so close friend over the slick Madison Avenue advertising efforts. Additionally, only 1 in 26 dissatisfied clients will share their dissatisfaction with the organization, but will be more than happy to share their "bad" experience with others.

Referrals add value to the bottom line by reducing marketing dollars. You can't "pay" for referrals. Referrals are given free much like a friendly smile or a sincere handshake. R1 and R2 make R3.

**R3 – Revenue** - Without this final third "R," companies would not be in business. Revenue is the ultimate desired end result. When revenue grows, both the company and employees transition beyond surviving and transform into a thriving, high performance, results driven team where everyone shares a laser focus.



Successful companies and individuals actively work the **3-R's** everyday regardless of their yearly achievements. Complacency for these individuals is not an acceptable attitude!

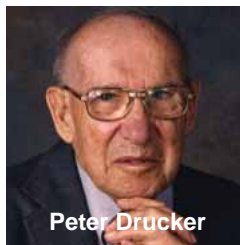
If your goal is to reach that next level of success, then maybe the first step is to ask yourself, do you know your **3-R's**? And the second step is to begin to construct a plan to help you improve your **3-R's**.

Source: Leanne Hoagland-Smith. Copyright 2005-2006©. Call 219.759.5601 or visit [www.processspecialist.com](http://www.processspecialist.com)

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## In Memory of Peter F. Drucker Father of Modern Management

Peter F. Drucker, revered as the father of modern management for his numerous books and articles stressing innovation, entrepreneurship and strategies for dealing with a changing world, died Friday, 11 November 2005 at the age of 95. Drucker was considered a management visionary for his recognition that dedicated employees are key to the success of any corporation, and marketing and innovation should come before worries about finances.



Peter Drucker

His motivational techniques were used by executives at some of the biggest companies in corporate America, including Intel Corp. and Sears, Roebuck & Co.

In 2002, Drucker was awarded a Presidential Medal of Freedom. He has been called "the world's foremost pioneer of management theory" and a champion of concepts such as privatization, management by objective and decentralization. Business Week magazine hailed him as "the most enduring management thinker of our time," and Forbes magazine featured him on a 1997 cover under the headline: "Still the Youngest Mind." (AP)



# ONE MINUTE IDEAS

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## Add More Power to Windows XP

SyncToy is a free PowerToy for Microsoft Windows XP that provides an easy to use, highly customizable program to help copy, move, and synchronize different directories. Most common operations can be performed with just a few clicks of the mouse, and additional customization is available without adding complexity. SyncToy can manage multiple sets of directories at the same time; it can combine files from two folders in one case, and mimic, renames and deletes in another. SyncToy keeps track of renames to files and will make sure those changes get carried over to the synchronized folder.

For this free download go to:  
[www.microsoft.com/downloads](http://www.microsoft.com/downloads)



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## *Eight Key Leadership Strategies*

**Peter Drucker**, called by BusinessWeek “the most enduring management thinker of our time,” turned 95 this month. In a June 2004 Harvard Business Review article; *What Makes an Effective Executive?*, Drucker said that, as different as effective leaders may be, they all follow 8 practices:

**1. Focus on opportunities rather than problems.**

**2. Run productive meetings.**

**3. Think “We” rather than “I.”**

**4. Take responsibility for decisions.**

**5. Develop action plans.**



**6. Ask “What needs to be done?”**

**7. Ask “What is right for the enterprise?”**

**8. Take responsibility for communicating – listen first.**

What a great checklist to track effectiveness. I would add *execute action plans*. Rate yourself in each category from 1 to 10. See any areas for improvements?

— Adapted with permission from original source: Elaine Gagne, Engaging Change.

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