

**SALUM INTERNATIONAL RESOURCES - Peak Performance Survey Results**  
 Conducted by e-mail by Carlos Salum – Peak Performance Questionnaire for Top Management executives worldwide  
 Copyright 2005.Salum International Resources, Inc. All Rights Reserved.

	<b>Advisory Board Member</b>	<b>Manager - Banking (2)</b>	<b>Consultant</b>	<b>International Political Economist</b>	<b>Lifestyles Director - Office Manager</b>
<b>1. What do you value most?</b>	Inventions, innovations which have great impact.	Respect, Love, Tolerance, Friendship, Truth.	Integrity. Initiative. Creativity.	My health and my relationships	Family & friends
<b>2. What beliefs do you hold as a high achiever?</b>	Life is a constant fight so go at it with all your might.	Personal growth and development does not require stepping on someone else's rights. An open, sincere and collaborative approach can really benefit all.	That action is the catalyst for change.	Fairness compromise integrity efficiency	Be the best you can be and follow your heart! It doesn't matter what the role -- employee or employer, husband or wife, parent or child, friend or lover
<b>3. What do you do to upgrade your own knowledge?</b>	Think about my next intellectual challenge just before I go to sleep so I solve it in my dreams.	I am a "compulsive" reader. I try to be abreast of all relevant issues to my job through reading web pages, books, and magazines every single day. I also ask people who have the experience or knowledge.	Read. Experience different things.	Read, listen to radio, attend talks/seminars/conferences, network with others	Read books, magazines and attend discussion groups.
<b>4. What is a great example of when you think you performed at your peak?</b>	Tymnet serving as an information link	When I first joined my current business unit (IPC), there was hardly any global coordination of product offerings. Without being empowered and without the seniority, together with two other colleagues we succeeded in launching a global Personal growth and development does not require stepping on someone else's rights. An open, sincere and collaborative approach can really benefit all.	Held down two major responsibilities (jobs) at the same time at International Paper Company.	Undergoing chemotherapy in 1984 and beating cancer	I try to perform my peak daily at work or play.

	<b>Advisory Board Member</b>	<b>Manager - Banking (2)</b>	<b>Consultant</b>	<b>International Political Economist</b>	<b>Lifestyles Director - Office Manager</b>
<b>5. Who or what was your major source of inspiration to succeed?</b>	The revolution against the soviet empire by the Hungarian students	I am inspired by people who have succeeded against all odds, by people who have succeeded on their own, without any "extra" help, by people who have "crashed" a few times in their lives and yet found the stamina to get up again and carry on.	I wanted to gain the respect of those I worked with.	Elementary teachers, mentor in one professional setting, motivation to live to the fullest	Family and friends
<b>6. What has been your greatest challenge while you were becoming a high achiever?</b>	Need to focus	To keep up on all dimensions of life: family, friends, and job. To be a high achiever in one dimension may imply somehow giving up on another one at specific times.	Patience with people who were not high achievers.	Beating cancer (three times)	Attitudes or opinions of others
<b>7. What opportunities have been created by your success?</b>	The darpa research and the task to make it commercial	The successfully balancing of that reality requires a lot of work.	I am asked to participate in a variety of different endeavors. I have many people who want to have an association with me.	Example to social and professional communities that you can succeed as a cancer survivor; speaking engagements; visibility; opportunity to give to others	Unlimited job opportunities
<b>8. What has been your greatest reward from your profession?</b>	The impact on other people	Access to useful and interesting information, being considered for new challenges, more stimulating jobs and remuneration, peer respect	Respect	Facilitating professional relationships that allow people to view opportunities from different perspectives and the impact their sector (academic, business, or government) has on the other sectors	The smiles on faces of those people I came in contact with daily.

	Advisory Board Member	Manager - Banking (2)	Consultant	International Political Economist	Lifestyles Director - Office Manager
<b>9. What techniques do you find most effective to deal with stress?</b>	Think about another problem	De-personalize the issues: remember that my job is not the only thing in my life. While stressed, I cannot perform. I read non-job-related books, play music, try to "switch-off" when I leave the office.	Exercise.	Run, talk to trusted others, that learning from the experience that is causing stress will be rewarding in other situations	Breathing & relaxation techniques
<b>10. How do you decide what is a good investment of your time and energy?</b>	Not easy, the measure is: how many people does it impact in a positive way	I try to apply common sense in all decisions. I cannot explain it through a set of criteria or rules, it just "feels" right or it doesn't.	I go with my gut feeling about the upside potential of an investment.	If it feels good (trust my gut feelings) and will make me or others feel good for doing it	I trust my intuition.
<b>11. How does physical energy management contribute to your quality of life?</b>	Makes me more productive thus have more self-respect	This is an area which I normally neglect. I realize the benefits of it, but I am still struggling to make an enduring commitment.	Very important.	A good deal	Greatly

	Advisory Board Member	Manager - Banking (2)	Consultant	International Political Economist	Lifestyles Director - Office Manager
<b>12.What specific thinking tools you rely on to make critical decisions?</b>	Do a lot of research via internet, look at grant invitations and their subjects	The one I use over and over again is the following: always take stock of all the information you have at decision-making time. Realize what you have and what you don't. Whatever decision you make must be "rational" with that set of information. Don't take decisions without fully considering the consequences. Then, apply common sense!	Speed and decisiveness.		None
<b>13.What impact has disciplined or systematic training had on you as a person?</b>	Not much	It helps in organizing all your chores, dramatically increases efficiency, minimizes mistakes and maximizes chances for success.	Great	It has made me analyze situations and events more rational and critical	Little
<b>14.How would describe your life's mission in one sentence?</b>	Eliminate the digital divide	To constantly strive for happiness while trying to help friends, family and colleagues who, through their ideas and actions, seem to at least partially share my values.	Make a contribution that helps people.	To have fun!	To be my best every day!

	<b>Advisory Board Member</b>	<b>Manager - Banking (2)</b>	<b>Consultant</b>	<b>International Political Economist</b>	<b>Lifestyles Director - Office Manager</b>
<b>15.What's different about you now, compared to when you started?</b>	Have more information, more focus, more desire	I'm more aware of different cultures and points of view. I am more tolerant of different views. Obvious as it may sound; I am surprised to see that experience is accumulating (although I still remember my first working day as if it was yesterday!)	I am less tolerant of obstructive behavior.	I now open as many doors as I can; walk through them, see if they take me anywhere; don't hesitate as much, but do it with some critical thinking	Not as hard on myself.
<b>16.To what extent were your expectations about your success met?</b>	Never enough	True success is a moving target. Almost by definition, every goal is just an excuse to keep going and is "never enough" in itself. I can say, though, that I've achieved more than I had expected in my teen years.	I won't know until I am on my death bed.	I have met most of my expectations about my success mostly because once I delve into something I just do it to the best that I can...	Still meeting them.
<b>17.What is your major contribution to your industry?</b>	Tymnet	A true belief that our clients' interests come before our employer's interests. That philosophy, applied on a daily basis, contributes to better revenues and an enduring relationship with clients.	Educational clarity.	Facilitating knowledge and relationships between business, academic, and corporate sectors nationally and internationally	Educating people daily.

	Advisory Board Member	Manager - Banking (2)	Consultant	International Political Economist	Lifestyles Director - Office Manager
<b>18. What advice can you give to people wanting to perform at their peak?</b>	Find a new challenge, a new problem to solve.	Focus, learn, and do. Don't be afraid of saying "I don't know" and also don't be afraid of taking risks. Trust your peers. Share knowledge. Give in order to receive. Learn from your mistakes. Always think before you act. Look at all parts of the picture.	Get into action and learn from your mistakes.	Open as many doors as you can and walk through them... If they don't work out, open others...	Follow your heart and you can't go wrong!