Improving our partnerships

Continual Improvement
Shared Learning

Thanks to Joe Pike for the Excel approach he defined.

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How do we improve?

- Play more / Mentors
- Take Lessons
- Read Books /CDs/ Study
- Work Things Out / Model
- Seek / Try new ideas / Google
- Develop New Approaches

Start with your game.
Study what you do
Identify improvement areas
Track your progress
Put *post mortem* to work!

Bridge is PARTNERSHIP - Learning benefits both partners.
Collaborative learning seeks balance, not dominance.
Effective learning reinforces what we do well and focused on major causes.
    We change what will have most impact to improve our game.

Key ingredients

- Personal scorecards
- Hand records – if available
- Press Reports (available electronically)
- **C**onstructive **B**alanced **A**pproach

Geek Alert – *Use Excel !!!!!*

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CBApproach

- Take Partner's perspective. Start with empathy.
- Identify what you could have changed 1st.
- Avoid the heat of the moment.
- Always seek **balance**.
- Give / receive objective feedback:
  - **Continue** (*done well*), **Start** (*not done*), **Stop** (*done ineffectively*).
  - Objective, actionable, relevant & timely
  - Mutual benefit
  - Emotion-free

Learning Points © *http://www.cincybridge.com/online_lesson_files.htm*
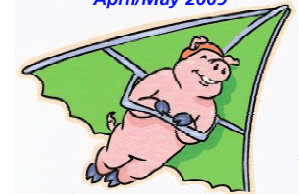
Analyzing a Pairs Game

- Get hand record and personal scores
- Get copy of Press Report
- Find very low scores.
  - Problem solve the result you got
  - Look at what the field did
  - Identify PAR Result (Judgment/Goal for board)
- Share learnings

Press Report – Finish Summary

```
EVENT>Stratified Pairs          |SESSION>Tuesday Eve  |SECTION> A E-W
------------------------,------ ------------,------- ------------------------
DATE>March 3, 2009      |CLUB NO.>139402    | 03/03/2009 22:16
------------------------,-- -----------------  -------------,-----------------
DIR> Bob VeVerka        |RATING>Club Masterpoint (100%, 80%, 80% Open)|MOVEMENT>MITCHELL
------------,------- ,-------------------------,-------- ------------------
AVE>  108.0 |TOP>   8 |MP LIMITS>None/1500/500  |CLUB>C.B.A.
------------ -------- -----------------------------------------------------
PAIRS IN STRAT A=11/B=5/C=3                   ,---,----------------,--------------------------,------,--------,
-------------------------------------------------|  |   Overall     |        Section           |      |Final   |
No    Name              Name                     |Flt|Rnk-A|Rnk-B|Rnk-C|Rnk-A|Rnk-B|Rnk-C| Score | Pct  |Awards  |
-------------------------------------------------|---|-----|-----|-----|-----|-----|-----|-------|------|--------
 1 4550331 Jagmohan Malhotra   K840227 Frank Lichtenberger    B   .     .     .  |   .     .     .    105.50  48.84
 2 4329082 Robert Smith        4329090 Phyllis Smith          C   .     .     .  |   .     .     .     84.50  39.12
 3 N836042 Margaret Young      L991148 Ronald Babcock         A   .     .     .  |   .     .     .    112.00  51.85
 4 N753171 Amy Fisher          K742217 Shirley Gilmore        A   .     .     .  |   4     .     .    113.50  52.55  0.67(SA)
 5 4145372 Ambrish Bansal      4501160 D. Thomas Terwilliger  C   5     1     1  |   3     1     1    122.00  56.48  1.04(SB)
 6 O693431 Amitabh Raturi      K631024 Nancy Sachs            A   4     .     .  |   2     .     .    123.00  56.94  1.13(SA)
 7 L996107 Paul Pschesang      O026702 Peggy Barrett          A   2     .     .  |   1     .     .    132.00  61.11  1.50(SA)
 8 O148050 Heroldine Ukelson   6148069 Louis Ukelson          B   .     .     .  |   .     .     .     93.50  43.29
 9 3454010 D Kalberg           8673438 Thomas Arnson          C   .     3     .  |   .     2     .    106.50  49.31  0.73(SB)
10 L874001 Michael Purcell     K082411 Stephen Moese          A   .     .     .  |   .     .     .     87.50  40.51
11 P565615 Sherby Chernin      O698468 Vijay Vasudevan        A   .     .     .  |   .     .     .    108.00  50.00
                                              Totals                               1188.00
```

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Press Report – Scores Recap

BOARD	1	2	3	4	5	6	7	8	9	10	11
1>	8	3-	----	6	----	6	6	1-	0	1-	3-
	100	-120	----	50	----	50	50	-150	-400	-150	-120
2>	6-	5	----	2	----	8	6-	2	2	2	2
	-170	-620	----	-690	----	300	-170	-690	-690	-690	-690
3>	5-	3	----	8	----	2	7	-	4	5-	-
	140	-200	----	200	----	-500	150	-800	-100	140	-800
4>	3	3	5-	----	0	----	7	1	8	5-	3
	-170	-170	100	----	-800	----	140	-650	150	100	-170
5>	1	7-	4-	----	6	----	4-	3	7-	1	1
	-130	300	100	----	110	----	100	-100	300	-130	-130
6>	7-	0	2-	----	4-	----	4-	2-	7-	1	6
	620	100	140	----	170	----	170	140	620	110	450
7>	4	0	1-	4	----	7-	----	6	4	7-	1-
	-650	-800	-660	-650	----	-600	----	-630	-650	-600	-660
8>	5-	0	7	2	----	2	----	4	2	5-	8
	200	50	420	140	----	140	----	170	140	200	800
9>	6-	5	1-	4	----	6-	----	1-	1-	8	1-
	-140	-170	-420	-200	----	-140	----	-420	-420	-110	-420
10>	4	1	0	8	6	----	7	----	3	2	5
	-120	-180	-200	100	-100	----	-90	----	-140	-150	-110
11>	4-	1	8	1	7	----	6	----	4-	1	3
	-90	-140	120	-140	110	----	-50	----	-90	-140	-100
12>	3	8	5	0	3	----	3	----	1	6-	6-
	520	1020	720	-690	520	----	520	----	490	940	940
13>	5	1	8	5	1	5	----	1	----	5	5
	-170	-620	-140	-170	-620	-170	----	-620	----	-170	-170
14>	2	5	5	8	-	5	----	5	----	-	5
	170	400	400	650	150	400	----	400	----	150	400
15>	2	2	2	8	5	6	----	2	----	2	7
	-650	-650	-650	-150	-600	-300	----	-650	----	-650	-200
16>	0	1	6-	2-	6-	6-	4	----	6-	----	2-
	-200	-100	800	500	800	800	620	----	800	----	500
17>	5	5	8	0	2-	5	1	----	7	----	2-
	-50	-50	530	-300	-100	-50	-150	----	50	----	-100

BOARD	1	2	3	4	5	6	7	8	9	10	11
17>	5	5	8	0	2-	5	1	----	7	----	2-
	-50	-50	530	-300	-100	-50	-150	----	50	----	-100
18>	6	3	7-	3	0	3	3	----	3	----	7-
	-630	-650	100	-650	-1440	-650	-650	----	-650	----	100
19>	0	8	2-	5-	5-	5-	5-	2-	----	1	----
	-450	100	-170	50	50	50	50	-170	----	-420	----
20>	-	-	2	8	3	5-	5-	5-	----	5-	----
	170	170	620	660	630	650	650	650	----	650	----
21>	2	5-	5-	5-	8	5-	1	3	----	0	----
	PASS	200	200	200	300	200	-90	100	----	-300	----
22>	----	1	4-	7	8	1	3	1	4-	----	6
	----	-100	140	210	620	-100	100	-100	140	----	170
23>	----	6	4-	1	7	1	3	8	4-	----	1
	----	140	110	PASS	170	PASS	100	200	110	----	PASS
24>	----	1	4-	7-	7-	4-	4-	4-	0	----	2
	----	-420	50	100	100	50	50	50	-480	----	-140
25>	3-	----	1-	8	3-	1-	6-	6-	0	5	----
	-120	----	-150	PASS	-120	-150	-90	-90	-900	-100	----
26>	1	----	3	1	8	5	6-	1	6-	4	----
	-200	----	-110	-200	800	150	200	-200	200	-100	----
27>	3-	----	0	1	5	7	2	3-	8	6	----
	-170	----	-800	-420	-130	-90	-180	-170	50	-110	----
28>	----	1	----	3-	8	3-	3-	3-	6-	0	6-
	----	420	----	450	980	450	450	450	480	-50	480
29>	----	1-	----	1-	1-	4	7-	7-	5	1-	6
	----	-120	----	-120	-120	-90	110	110	-70	-120	100
30>	----	6	----	2-	6	6	2-	8	0	2-	2-
	----	-400	----	-430	-400	-400	-430	100	-460	-430	-430
31>	8	----	6	----	0	1-	7	3-	1-	3-	5
	110	----	90	----	-140	-110	100	-100	-110	-100	-50
32>	2	----	4	----	7-	1	7-	5-	5-	0	3
	-400	----	-170	----	100	-430	100	-110	-110	-490	-200
33>	6	----	1-	----	1-	8	7	0	3	4	5
	-50	----	-500	----	-500	570	140	-800	-300	-150	-100

Simple Excel Example

Cincinnati Flying Pig Regional
April/May 2009

NS "PAIRS"	1	2	3	4	5	6	7	8	9	10	Our Contract	Best Spot	MPs Diff	Steve	Mike	Comments
1>	4		-5	-1	-1	7	-5	-1	8	-1						
	-400	----		-170	-420	-420	-140	-170	-420	50	-420 4HW+4					They bid it others didn't.
2>	-1		-5	3	4	-7	-7	-1	-5	0					1	
	-200	----		140	-100	110	730	730	-200	140	-500 2SS-2	2HX+3	6			Last time I correct with a singleton in your suit. This is a losing call.
3>	-3		8	5	7	-3	-	-	6	2					1	
	-150	----		110	-120	100	-150	-630	-630	-110	-600 3NW+4	3NW+3	1.5			9 tricks are cold. They bid game. I should NOT continue Hearts. A spade switch is as good as a lead.
4>	3	-1		7	-4	7	0	7	-1	-4						
	-150	-600	----	620	-100	620	-630	620	-600	-100	4SN+4					Balancing double on shape alone pays off
5>	0	-2		-5	7	-2	-2	-5	8	-2						
	300	500	----	650	680	500	500	650	850	500	4SS+5					
6>	0	-1		-5	8	3	-1	-5	-5	-5						
	-150	-110	----	-50	110	-100	-110	-50	-50	-50	1NS-1					
7>	0	2	2		6	6	6	6	2	6						
	-200	-100	-100	----	120	120	120	120	-100	120	2NS+2					
8>	3	6	8		6	1	1	1	4	6					1	
	130	170	420	----	170	50	50	50	140	170	3CW-1	3SS+4	5			North is too big with great support to pass 3C out. Double and I will get us to spades.
9>	-2	-2	7		-2	-2	7	-2	7	-2					1	
	420	420	450	----	420	420	450	420	450	420	4SN+4	4SN+5	4.5			Ruff out diamonds then play club to dummy. Either Club sets up for H pitch or ruf sluf.
10>	-6	-6	5	8		-3	-1	-1	0	-3					1	
	-130	-130	-170	100	----	-200	-650	-650	-1100	-200	4SW+5		2			Guess we should be preempting with North hand?
11>	6	6	3	3		6	0	3	8	1						

Charges

	MPs	Steve	Mike	
TOTAL	29.5	11.5	18	Charges (MPs)
Actual	111.5			
Ideal	141	3	5	Charges (Count)
% Ideal	65.28%			
% Actual	51.62%			

- Bidding
- Defense
- Declaring

All the Bells and Whistles

brd	1	2	3	4	5	6	7	8	9	10	11	12	pr	Flt	our mp	vs A	vs B	vs C	Joe's Comment	score	Diff	Lost Opp'tunity JP	part	MP Losses JP	part
				Our Pair # / Direction = 4, ew										MP top = 8						possible MP score	MP Diff				
26>	1	5-	3	1	5-	1	5-	8		5-			1	B	3.0		3		The fact that he could make 4 doesn't override my not winning my DK and setting him. If the opponents come bearing gifts, it is impolite to not accept with gratitude.	4.0	1.0	1.00		1.0	
	(130)	----	100	(110)	(130)	100	(130)	100	800	----	100	----							26 dlr-E vul - both						
27>	3-	3-	6-	1-	6-	6-	6-	1-			0		1	B	6.5		6.5		- C - D - N - 2D - 2H; I think I do have a 3H bid, and you probably don't accept. No one else got to 4.	6.5	0.0	0.67		0.0	
	140	----	140	170	50	170	170	170	50	----	(50)	----							27 dlr-S vul - none						
28>		2-		7	2-	2-	2-	7	7	5		0	7	B	7.0		7		N - 2S - 2N; OK, I should bid 2C, then 2D. Now what? Is 2N now invitational? What would 2S be? If my H's and S's were reversed, how do I bid this, given that N 2C 2D 2H is garbage? Are all 2C auctions, except the garbage one above, invitational?						
		(50)	----	120	(50)	(50)	(50)	120	120	110	----	(100)							28 dlr-W vul - NS						
29>		4		1-	7	7	0	7	4	4		1-	7	B	1.5		1.5		N - - X - 2D; I think if I bid 2D, I'm saying I can play D's or H's, but not C's. If I can play in either C's or D's, or C's or H's, I bid C's. You pass, or bid D's, I pass or correct. thus, if I bid D's, I'm saying I can't play C's, so by inference, should be able to stand H's. Otherwise, how do we ever play in a 9 or 10 card D fit when we only have 7 (or even 6) H's?	3.5	2.0	0.50	0.50	1.0	1.0
	----	170	----	110	200	200	(120)	200	170	170	----	110							29 dlr-N vul - both						
30>		6	3	6	3	8	6	1	3			0	7	B	3.0		3		We're in 2S. Some only made 2, but I think you can and should make 3.	5.5	2.5	1.00			2.5
		140	----	110	140	110	500	140	90	110	----	(300)							30 dlr-E vul - none						
34>		4		1		8	6-	6-	3	0	2	5	8	C	1.0			1	A normal contract for them, and a poor mp result for us at the same time.						
	----	(400)	----	(660)	----	(120)	(150)	(150)	(600)	(690)	(630)	(210)							34 dlr-E vul - NS						
35>		2-		7		2-	2-	2-	8	5-	5-	0	8	C	7.0			7							
	----	PASS	----	100	----	PASS	PASS	PASS	140	50	50	(110)							35 dlr-S vul - EW						
36>		5		2		8	-	5	5	-	5	5	8	C	2.0			2	D H 3Ct 3H - 4H - - X; You've got 2 1/2 tricks, so I only need 1 1/2. Not certain, but not impossible. The question is, is it more or less likely? I say less, but only by a small margin.	4.5	2.5	0.67			1.7
		(620)	----	(790)	----	(170)	(800)	(620)	(620)	(800)	(620)	(620)							36 dlr-W vul - both						

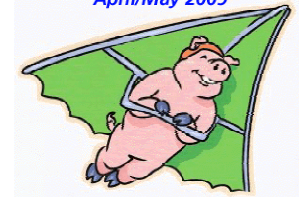|	tot mp	vs A	vs B	vs C		AD	AE	AF	AG	AH	AI
egregious MP & charges						132.5	15.0	2.5	3.5	6.0	9.0
Percent score with no egregious errors						61.3%					
total MP & charges (MP top = 8)	117.5	26.5	27.5	63.5		139.5	22.0	3.9	4.9	7.9	10.7
# of boards played	27	6	6	15		27					
Average mp per board	4.4	4.4	4.6	4.2		5.2					
Percent score	54.4%	0.55	0.57	0.53		64.6%					

Thanks to Joe Pike for blazing this trail.

Turbocharge Learning with Excel

- Download Press Report in Excel
- Exit download to usable format
- Find 3-5 hands worth studying
- Assess charges (learning purposes)
- Add metrics (MPs lost, success against A/B/C stratas, types of errors).
- Share with partner for joint PoV
- Agree to joint corrective actions.
- Accumulate several match results. Identify patterns and learning goals.

Pairs Press Reports for CBA

Cincinnati Flying Pig Regional
April/May 2009

Cincinnati Bridge Association
District 11, ACBL

Learning Points © *http://www.cincybridge.com/online_lesson_files.htm*

Example Press Report

http://www.cincybridge.com/calendar/090303E0.PR - Microsoft Internet Explorer

File   Edit   View   Favorites   Tools   Help

Back   Search   Favorites

Address   http://www.cincybridge.com/calendar/090303E0.PR   Go   Links

Copy this URL for use in Excel (Ctrl+C)

```
EVENT>Stratified Pairs          |SESSION>Tuesday E
---------------------------,------ ------------,----
DATE>March 3, 2009          |CLUB NO.>139402   | 03/03/2009 22:16
---------------------------,--- -----------,-----------,--------------------
DIR> Bob VeVerka            |RATING>Club Masterpoint (100%, 80%, 80% Open) |MOVEMENT>MITCHELL
------------,--------- ,----------------,---------- ,--------------------
AVE>  108.0 |TOP>   8 |MP LIMITS>None/1500/500   |CLUB>C.B.A.
------------ --------- --------------------- ----------------
PAIRS IN STRAT A=11/B=3/C=2                      ,---,---------------,--
--------------------------------------------------| |   Overall    |
No        Name                        Name        |Flt|Rnk-A|Rnk-B|Rnk-C|R:
--------------------------------------------------- --- ----- ----- ----- --
 1 M994744 Carol Greve                Liz Lin         A   .     .     .   |
 2 P241925 Dean Congbalay   3209822 C Willig          B   .     .     .   |
 3 N966329 Adam Parrish     K344009 Marshall Tuly     A   3     .     .   |
 4 8700567 Gail Schimpf     4074297 Suzy Haerr        C   .     2     2   |
 5 M027841 Joe Fisher       1238175 Mike Ma           A   1     .     .   |
 6 L965589 William Higgins  J997254 Yauheni Siutsau   A   6     .     .   |
```

Done   Internet

Learning Points © *http://www.cincybridge.com/online_lesson_files.htm*

Creating a Spreadsheet

- Get the URL for the Press Report.
- Open Excel
- Open Press Report in Excel:
  - Data → Import External Data → Import Data
- Paste URL
- Click Open
- Text Import Wizard

Select Data Source

Look in: My Data Sources

- +Connect to New Data Source.odc
- +New SQL Server Connection.odc
- MSN MoneyCentral Investor Currency Rates.iqy
- MSN MoneyCentral Investor Major Indicies.iqy
- MSN MoneyCentral Investor Stock Quotes.iqy

My Recent Documents
Desktop
My Documents
My Computer
My Network Places

Paste URL

Click

File name: http://www.cincybridge.com/calendar/090303E0.PR

New Source...

Files of type: All Data Sources (*.odc; *.mdb; *.mde; *.ade; *.ad)

Open
Cancel

Learning Points © _http://www.cincybridge.com/online_lesson_files.htm_

Formatting the Spreadsheet

Text Import Wizard - Step 1 of 3

The Text Wizard has determined that your data is Fixed Width.
If this is correct, choose Next, or choose the data type that best describes your data.

Original data type
Choose the file type that best describes your data:
- ○ Delimited — Characters such as commas or tabs separate each field.
- ⦿ Fixed width — Fields are aligned in columns with spaces between each field.

Start import at row: 1   File origin: 437 : OEM United States

Preview of file http://www.cincybridge.com/calendar/090303E0.PR.

```
1
2 EVENT>Stratified Pairs        |SESSION>Tuesday Eve  |SECTION>
3 ------------------------,------ ------------,------- --------
4 DATE>March 3, 2009      |CLUB NO.>139402    | 03/03/2009 22:16
5 ------------------------,-- ---------------- ---------- ----
```

Cancel   < Back   Next >   Finish

1. Click Fixed Width → Next

MSExcell reports the raw web extract in one page.

TIP: 1) Download a worksheet for the scores recap and delete the Summaries; then, 2) Download a worksheet for the summaries then delete the scores.
Text from ACBL Score is formatted irregularly. Manual changes are necessary.

Learning Points © *http://www.cincybridge.com/online_lesson_files.htm*

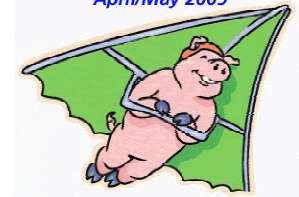# Formatting the Spreadsheet

Text Import Wizard - Step 1 of 3

The Text W...
If this is co...

Original d...
Choose t...
○ Del...
◉ Fixe...

Sta...

Preview c...

1	
2	EVENT
3	-----
4	DATE:
5	-----

Text Import Wizard - Step 2 of 3

This screen lets you set field widths (column breaks).

Lines with arrows signify a column break.

To CREATE a break line, click at the desired position.
To DELETE a break line, double click on the line.
To MOVE a break line, click and drag it.

Data preview

	10	20	30	40	50	60

BOARD	1	2	3	4	5	6	7	8	9	10
\/										
1>	0			2	8	4-	4-	2	2	6-
	-100	----	----	-50	400	120	120	-50	-50	15

Cancel | < Back | Next > | Finish

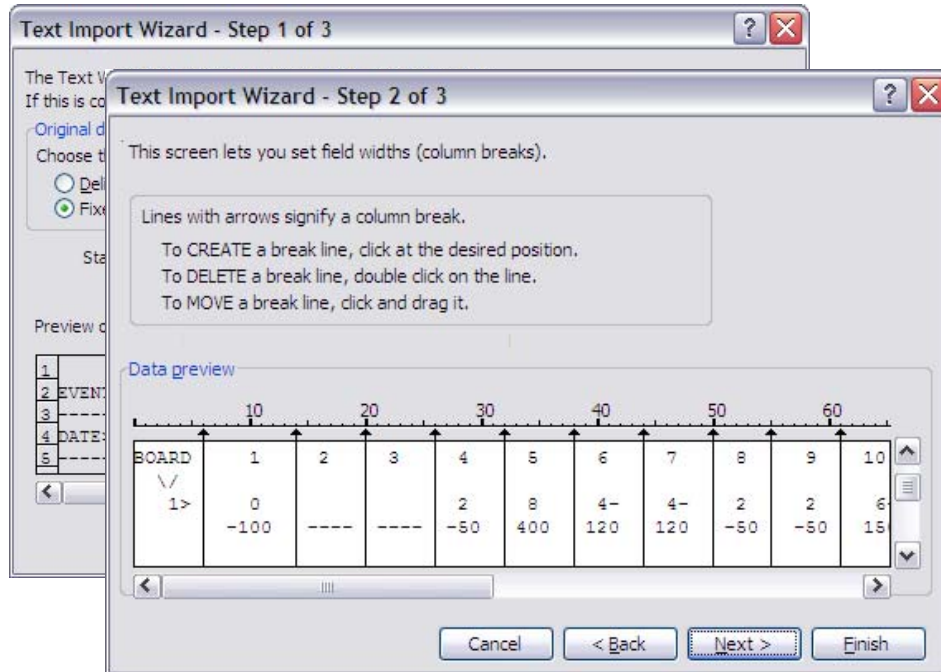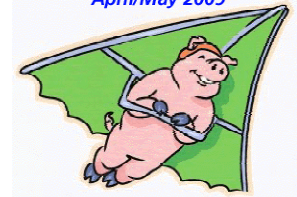1. Click Fixed Width → Next

2. Add dividers → Next

MSExcell reports the raw web extract in one page.

TIP: 1) Download a worksheet for the scores recap and delete the Summaries; then, 2) Download a worksheet for the summaries then delete the scores. Text from ACBL Score is formatted irregularly. Manual changes are necessary.

Learning Points © *http://www.cincybridge.com/online_lesson_files.htm*

Formatting the Spreadsheet

Text Import Wizard - Step 1 of 3

The Text W
If this is co

Original d
Choose t
○ Del
⊙ Fixe

Sta

Preview o

1
2 EVENT
3 ----
4 DATE:
5 ----

Text Import Wizard - Step 2 of 3

This screen lets you set field widths (column breaks).

Line

Data

BOA

Text Import Wizard - Step 3 of 3

This screen lets you select each column and set the Data Format.

'General' converts numeric values to numbers, date values to dates, and all remaining values to text.

Advanced...

Column data format
⊙ General
○ Text
○ Date: MDY
○ Do not import column (skip)

Data preview

Gener	Text	Gener	Gener	Gener	Gener	Gener	Gener	Gener	Gener	Gener	General
	1> -100	0 ----	2 ----	3 -50	4- 400	4- 120	2 120	2 -50	6- -50	6- 150	150
	2> 170	1- ----	1- ----	6 170	6 690	3 690	6 620	0 690	6 -300	6 690	690

Cancel | < Back | Next > | Finish

1. Click Fixed Width → Next

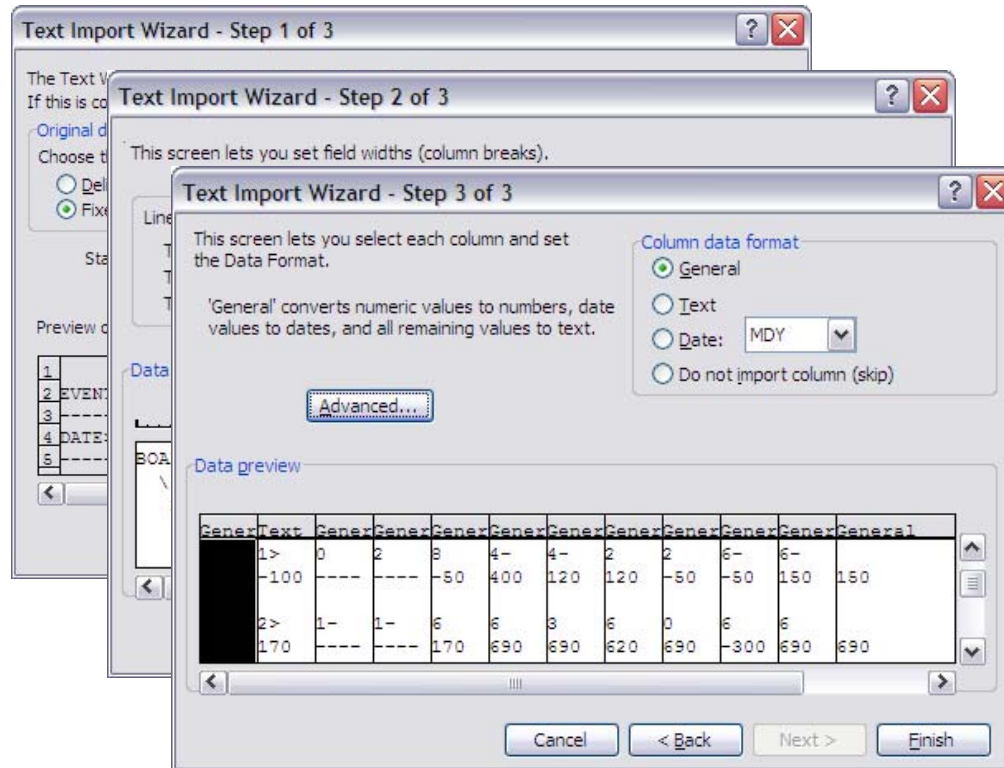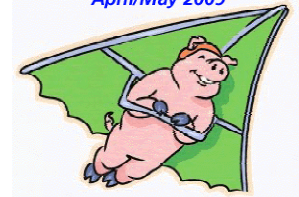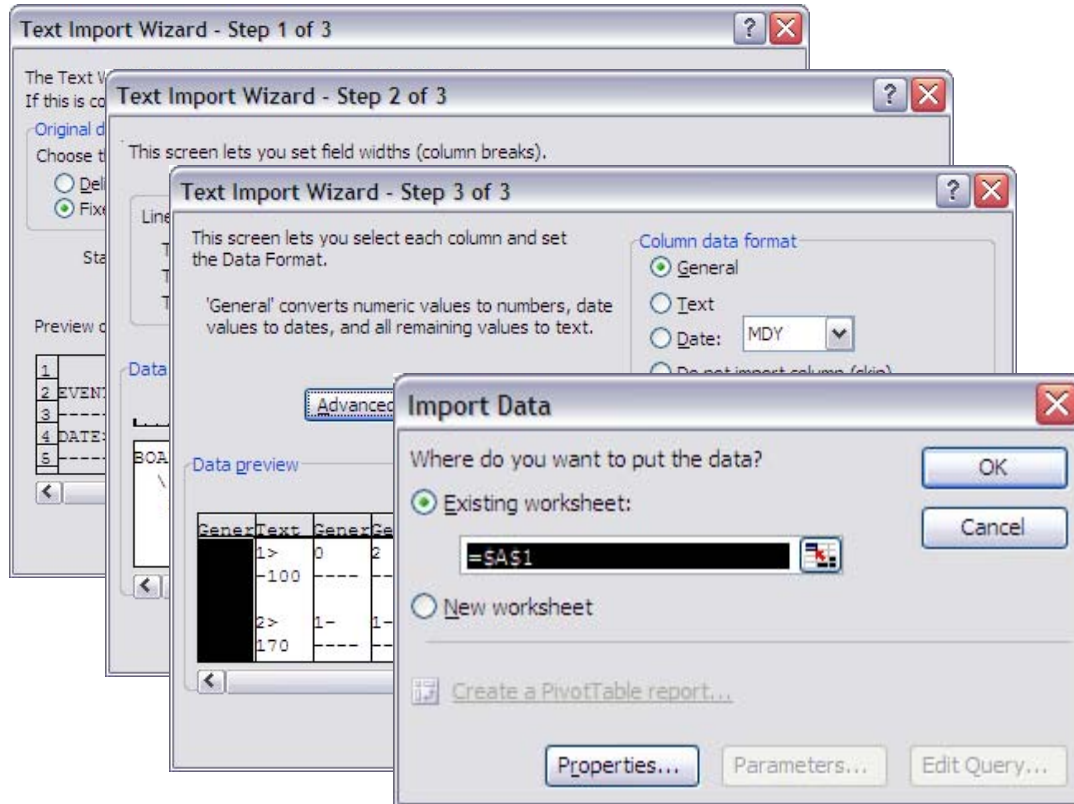2. Add dividers → Next

3. → Finish

MSExcell reports the raw web extract in one page.

TIP: 1) Download a worksheet for the scores recap and delete the Summaries; then, 2) Download a worksheet for the summaries then delete the scores.
Text from ACBL Score is formatted irregularly. Manual changes are necessary.

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Formatting the Spreadsheet

Text Import Wizard - Step 1 of 3

The Text W
If this is co

Original d
Choose t
  ○ Del
  ⊙ Fixe

Sta

Preview c

1
2 EVEN
3 ----
4 DATE:
5 ----

<

Text Import Wizard - Step 2 of 3

This screen lets you set field widths (column breaks).

Line

Text Import Wizard - Step 3 of 3

This screen lets you select each column and set the Data Format.

'General' converts numeric values to numbers, date values to dates, and all remaining values to text.

Advanced

BOA

Data

Column data format
  ⊙ General
  ○ Text
  ○ Date: MDY

Data preview

General Text General Ge
  1>   0   2
  -100   ----
  2>   1-   1-
  170   ----

<

Import Data

Where do you want to put the data?

⊙ Existing worksheet:
  =A1

○ New worksheet

☐ Create a PivotTable report...

Properties... Parameters... Edit Query...

OK
Cancel

1. Click Fixed Width → Next

2. Add dividers → Next

3. → Finish

4. Choose new worksheet → OK

MSExcell reports the raw web extract in one page.

TIP: 1) Download a worksheet for the scores recap and delete the Summaries; then, 2) Download a worksheet for the summaries then delete the scores.
Text from ACBL Score is formatted irregularly. Manual changes are necessary.

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Excel Data
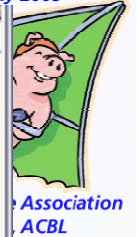
	A	B	C	D	E	F	G	H	I	J	K	L	M
142	DIR	> Bob Ve	Verka	RATING>Club	Masterpo	int (100%, 80%, 80% Open)		MOV	EMENT>	MITCHE	LL			
143	---	--------	-,------- ,----------	--------	------,-------- ,---------	----	-------	---				
144	AVE	> 108.0		TOP> 8	MP LIMITS>N	one/1500	/500	CLUB>C.B.A.							
145	---	--------	- --------- ----------	--------	------ ----------	----	------	---				
146	PAI	RS IN ST	RAT A=11/B=5/C=3		,-	--,-	-------	-------	----	, -----	--------	------
147	---	--------	----------		------------------|			O	verall				S	ectio
148	No		Name		Name |F	lt|R	nk-A|R	nk-B|R	nk-C		Rnk-A	|Rnk-B|	Rnk-(
149	---	--------	----------	--------	---------------- -	-- -						
150	1	4550331	Jagmohan Malhotra	K840227	Frank Lichtenberger	B						
151	2	4329082	Robert Smith	4329090	Phyllis Smith	C						
152	3	N836042	Margaret Young	L991148	Ronald Babcock	A	.	.			.	.
153	4	N753171	Amy Fisher	K742217	Shirley Gilmore	A	.	.			4	.
154	5	4145372	Ambrish Bansal	4501160	D. Thomas Terwilliger	C	5	1	1		3	1
155	6	O693431	Amitabh Raturi	K631024	Nancy Sachs	A	4	.			2	.
156	7	L996107	Paul Pschesang	O026702	Peggy Barrett	A	2	.			1	.
157	8	O148050	Heroldine Ukelson	6148069	Louis Ukelson	B	.	.			.	.
158	9	3454010	D Kalberg	8673438	Thomas Arnson	C	.	3	.			2	.
159	10	L874001	Michael Purcell	K082411	Stephen Moese	A	.	.			.	.
160	11	P565615	Sherby Chernin	O698468	Vijay Vasudevan	A						

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	A	B	C	D	E	F	G	H	I	J	K	L
22	9 L82	4489 J	ames Ed	miston		L2	24678	Rob We	idenfe	ld		A	.
23	10 329	5915 J	ohn Alt	man		32	95923	John A	ltman			C	.
24	11 N67	6436 J	oseph L	utz		70	39603	Jean S	turtev	ant		A	.
25										To	tals	
26												
27												
28						**P	AIRS**				
29	BOARD	1	2	3	4	5	6	7	8	9	10	11
30	V											
31	1>	0			2	8	-4	-4	2	2	-6	-6
32		-100	----	----	-50	400	120	120	-50	-50	150	150
33												
34	2>	-1			-1	6	6	3	6	0	6	6
35		170	----	----	170	690	690	620	690	-300	690	690
36												
37	3>	-2			1	4	-7	5	0	6	-7	-2
38		-140	----	----	-150	100	800	200	-200	500	800	-140
39												

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Finishing Touches

- Keep Summary and Score Recap on separate worksheets.

- Add columns for comment and analysis

- Share with your partner so you arrive at a consensus assessment, not just one person's opinion.

- Note where change would yield most improvement – AND GET TO WORK!!!

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Final Word

- Goal is to get on same ramp with partner.

- Avoid radical change from the latest disaster

- Instead find ways current tools would work when evenly applied.

- Surprise yourselves with the profits from trust x precise execution.