Monday with a heavy heart rather than with renewed determination to do better.

If you hold critical meetings during the week (just before lunch or before going home at the end of the day), you give the person a break and a chance to cool off before needing to go back to work and face you. You also give him/her a chance to recoup within the work-week setting and to get feelings back to normal before the weekend. Additionally, this choice also gives him/her a chance to implement some of what you suggest, even to discuss it again.

To wrap up: Timing (time of day and which day) and individual bio-rhythms and work habits are often ignored, but they're a vital tool. They can affect you adversely if you are unaware of their effect or don't offset them. They can guarantee a longer attention span, a more willing listener, a more alert participant, or leave you vaguely wondering why the meeting didn't go too well.

The next thing to consider in planning meetings is where. Although this is not always at the planner's discretion, let's discover the best environment for a meeting or encounter.

Where to Meet

Work spaces are meant to be practical and are analyzed first for their functional aspects, but we also respond *emotionally* to our work environments.

Our Need for Personal Space

Think about yourself on a long plane ride. Did you ever notice how quickly you stake out your territory at your seat to make it uniquely, cozily, familiarly yours? Where and how you stow your gear for best access; how you arrange your blanket and pillow and how that quickly becomes a personal comfort zone; how you carve out a little work space right there; and how suddenly it all loses its meaning when you arrive at your destination and no longer need your own unique "space'?

We snuggle in and do that same personalizing with our bit of turf at the beach, in a hotel room—whenever we find ourselves in an alien environment. Our basic sense of nesting and shelter and our need to make *our* dent in an impersonal world prompt us to make any space we're in for a while our own.

Therefore we become sensitive to the messages any environment