




Time Management

Soft Skill Training - 2016




➤ **“You can’t put more time in your life, but you can put more life in your time.** To the degree that you can focus your time and expertise – and that of others – you will be able to create incredible results.”

● Mark Sanborn

■ Learning Goals

- Maintain **focus** on the time and expertise of yourself and others.
- How to get things *right first time*
- Improve your ability to avoid and manage **distractions**.
- Apply six principles of time management.
- Identify and concentrate your efforts on **MVP** activities.



➤ “Executive and managers who model healthy productivity have staff who mirror their attitudes and actions. Those who don’t create a chaotic environment... As a start, managers can make sure to promote, model and train themselves and their staff in the **best practices of time literacy.**”

- Chief Learning Officer magazine

173 Things

- “We do 173 different things every day. The problem is 165 of them don’t count. Of all the things you do every day, what are the **6 - 8 things** that give you the greatest payback on your investment of time and expertise?”



● Mark Sanborn

Time Management Approaches

➤ Focus Group

- Working on the tasks one at a time

➤ Task Switchers

- Switching to a different task in any order

➤ Multi-Taskers

- Always attempting to do more than one task at a time

Focus and Flow

➤ Flow – an optimal state of consciousness where we feel our best and perform our best

- Flow follows **focus, consequences**

“... Top executives report being **five times more productive in flow.**”

- J. Hagel III, Cochairman of Deloitte Center for the Edge

“**In two hours [in flow]**, I can accomplish tremendous things... It's like there's no challenge I can't meet.”

- R. Branson, CEO of Virgin

17 Flow Triggers

➤ **Environmental Triggers**

- High consequences
- Rich environment
- Deep embodiment

➤ **Psychological Triggers**

- Clear goal
- Immediate feedback
- The challenge/skills ratio

➤ **Social Triggers - Group flow**

- Serious concentration
- Shared, clear goals
- Good communication

➤ **Social Triggers (cont.)**

- Equal participation
- Element of risk
- Familiarity
- Blending egos
- Sense of control
- Close listening
- Always say “yes, and...,”

➤ **Creative Trigger**

■ Three Resources of a Leader

- Their Time
 - Their Expertise
 - Time & Expertise of their Team
-
- “The most successful people are not only those people who were **able to focus** their time, but they're able to **create shared focus** with the people that they lead.”

● Mark Sanborn

■ Six Principles of Time Management

➤ Time Mgmt. Principle #1

- “Everyone is focused on something. The question is what.”
- The leader must direct that focus.

➤ Time Mgmt. Principle #2

- “Don’t assume that people are focused on the right thing.”
- Focus is defined as, *“doing the right things in the right ways and creating the right results.”*

■ Six Principles of Time Management (cont.)

➤ Time Management Principle #3

- “What you allow, you condone.”
- Leaders need to be very clear in communicating about “the things people are doing that are an ineffective or inefficient focus of their time.”

➤ Time Management Principle #4

- “What you celebrate, you encourage”
- “What you celebrate gets continued”

■ Six Principles of Time Management (cont.)

➤ Time Management Principle #5

- “Don’t expect, what you don’t inspect.”
- Consistent follow-up helps to avoid unmet expectation

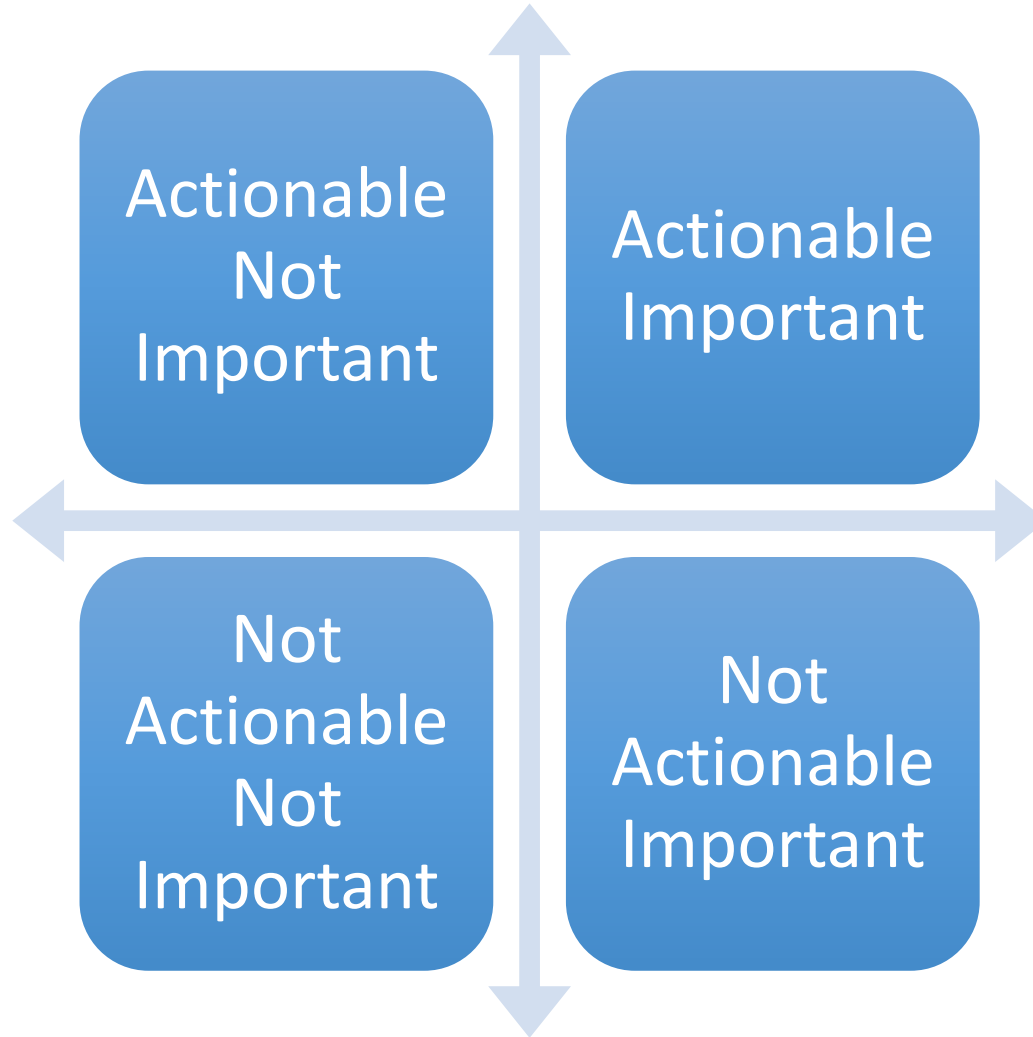
➤ Time Management Principle #6

- “**Behavior** is always believed over words.”
- Leaders must be as focused as we expect those we lead to be

Distractions Kill Focus

- Distractions are the #1 killer of focus
- Distractions happen every 11 minutes to the average knowledge worker
- It then takes an average of 20 minutes to refocus back on the primary task

Four Type of Distractions



■ Suggestions to Manage Distractions

➤ **Block your time**

- Allocate specific time on your schedule
- Let key people know that you cannot be interrupted

➤ **Work behind closed doors**

➤ **Ignore them**

- When they can't be avoided
- Problems don't arise when distractions occur, but when we respond to them

➤ **Act on them and then refocus**

Time is a choice

- “If we don’t like how we’re spending an hour, we can choose differently. Instead of saying ‘I don’t have time’ try saying ***‘it’s not a priority,’*** and see how it feels. Changing our language reminds us that time is a choice.”

- The Wall Street Journal

Focus Improvement Techniques

➤ FIT#1

- Identify 6 - 8 MVP: **most-valuable** and **most-profitable** activities

➤ FIT#2

- Spend 60 – 80% of time on MVP

➤ FIT#3

- Rank the MVPs; refine the list frequently
- Ask your team to do so
- Make sure #1 MVP of your team members are the same

■ Six MVP Activities for Leaders

- **Think** - At some point each day, take time to think
- **Reflect** - What happened and what did it mean?
- **Learn** - Expose yourself to new and better ideas
- **Relate** - Develop deep relationships with people who matter
- **Develop** - Take time to develop yourself and your team
- **Execute** - Your success is based on what you get done

Summary

- Focused attention
- Prioritization: Important vs. Urgent
- 6 Principles of Time Management
- Distraction avoidance and management
- MVP - 3 Focus Improvement Techniques



THANK YOU !

Focus on Your Highest Priorities

The Time Matrix

		URGENT	NOT URGENT
IMPORTANT	URGENT	Q1 NECESSITY Crises Emergency meetings Last-minute deadlines Pressing problem Unforeseen events	Q2 EFFECTIVENESS Proactive work Important goals Creative thinking Planning and prevention Relationship building Learning and renewal Recreation
		Q3 DISTRACTION Needless interruptions Unnecessary reports Irrelevant meetings Other people's minor issues Unimportant emails, tasks, phone calls, status posts, etc.	Q4 WASTE Trivial work Avoidance activities Excessive relaxation, television, gaming, Internet Time-wasters Gossips

■ How to Get Things Right First Time

- Never do the thing that's been asked
- ... but provide the ***afters***
- The best questions to ask to find afters is a ***future-based question***
 - Afters happen in the future as they haven't happened yet

Future-based Questions

- What do you want your audience to do differently **after** I've spoken?
- What is it you're **looking to achieve** with this report?
 - Not talking about what should go in the report
 - Talking what should happen after the report
- What are your **goals** with this?
- What do you want people to feel **after** they've read the report?
- *What keeps you awake at night that you'd like to remove?*
- If you could give your colleagues just one or two or three things what **would** they be?

Four-Step Question Technique

Step 1

- Ask a "future-based question"

Step 2

- Ask "second questions"

Step 3

- Ask, "Anything else?"

Step 4

- Ask, "What's your #1 priority?"

Finish

- Summarize & repeat the priority statement