

Time Management

Part 2

1

Next Group Of TM Improvements



Enhanced by Phil Andrews

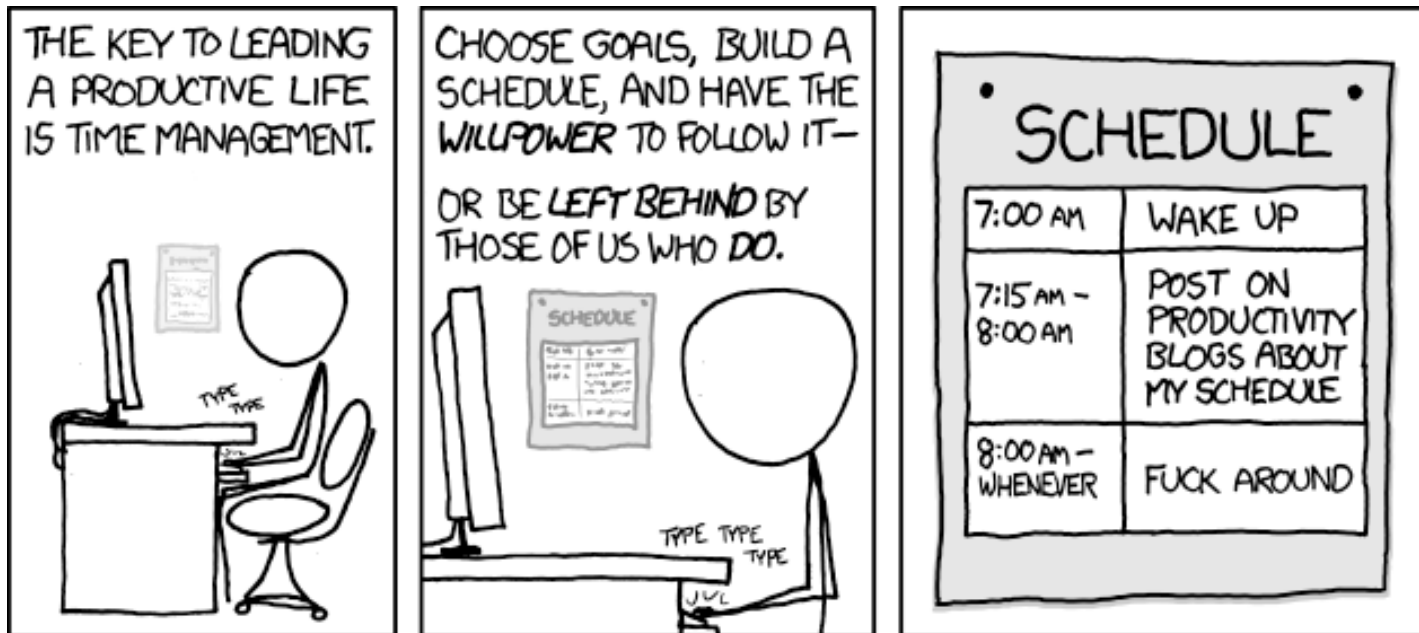
Scheduling Yourself

2

- Plan each day in advance; rank your tasks --- set time targets for each task or activity
- You don't find time for important things, you make time
- Everything you do is an opportunity cost --- everything is done at the cost of something else
- Learn to say “No”

No Explanation Is Necessary

3



Learn to say “No”

4

- Will this help my company or job?
- Will this help me achieve my plans?
- Will this help me with strategic relationships?

Note: Keep “help me” broadly defined

Gentle No's

5

- “I’ll do it if nobody else steps forward” or “I’ll be your deep fall back, but you have to keep searching”
- “I am sorry, but I am committed to (do something else)”

Cutting Things Short

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- “I’m in the middle of something now...”
- Start with “I only have 5 minutes” – you can always extend this
- Stand up, stroll to the door, complement, thank, shake hands
- Clock-watching; on wall behind them and you

Key Reminder

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- Don't end a conversation abruptly or without the proper conclusion. Close each conversation correctly
- Remember that **doing the right thing** for people is still more important than managing your time



Managing Your Reading Pile

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- Only read something if you'll be “fired” for not reading it. Make everything else secondary
- Read periodicals, business magazines and newsletters at lunch time or when you have time idle time and need to unwind or learn something new. Keep up with your industry, competition and business at large. Stay informed

Staying Focused

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- Minimize distractions
- Avoid changing priorities
- Avoid negative people
- Finish what you've started --- **do not procrastinate**
- Meet your deadlines
- Honor your commitments
- Do it right the first time
- Get rid of bad habits --- scheduling unnecessary meetings, talking too much, socializing ...

Procrastination

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“Procrastination is the thief of time”

**Edward Young
Night Thoughts, 1742**

Avoiding Procrastination

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- Doing things at the last minute is much more expensive than just before the last minute
- Deadlines are really important: establish them yourself!



People To Avoid

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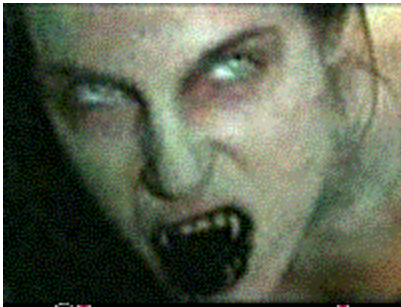
- **Avoid negative people and energy vampires**
- Avoid paranoid and weak people that “feed off” of you to be able to cope with their own lives
- Avoid brown-nose characters that suck up to you all the time

It's not anti-Christian to avoid these kind of people. Remember Pareto's Law. Help the ones that matter.



An Interesting Point

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Be aware of soul and energy vampires!

No they do not look like this!

They look like this:



Interruptions

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- 6-9 minutes, 4-5 minute recovery – five interruptions shoots an hour
- You must reduce frequency and length of interruptions (turn phone calls into emails or text messages)
- Learn to filter out spam of all types

The Worst Interruptions

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- Injuries
- Rumors/Gossip
- Making photocopies
- Going to the restroom
- Technical problems with computers, networks, printers, fax machines, etc.
- Phone calls from vendors or telemarketers
- Internet searches
- Email and Social Media



Everyone has Good and Bad Times

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- **Find your creative/thinking time.** Defend it ruthlessly, spend it alone, maybe at home
- Find your “dead (unproductive) time”. Schedule meetings, phone calls, and mundane stuff during it. Most people are unproductive after lunch and in mid-afternoon

The Need For “Quiet Time”

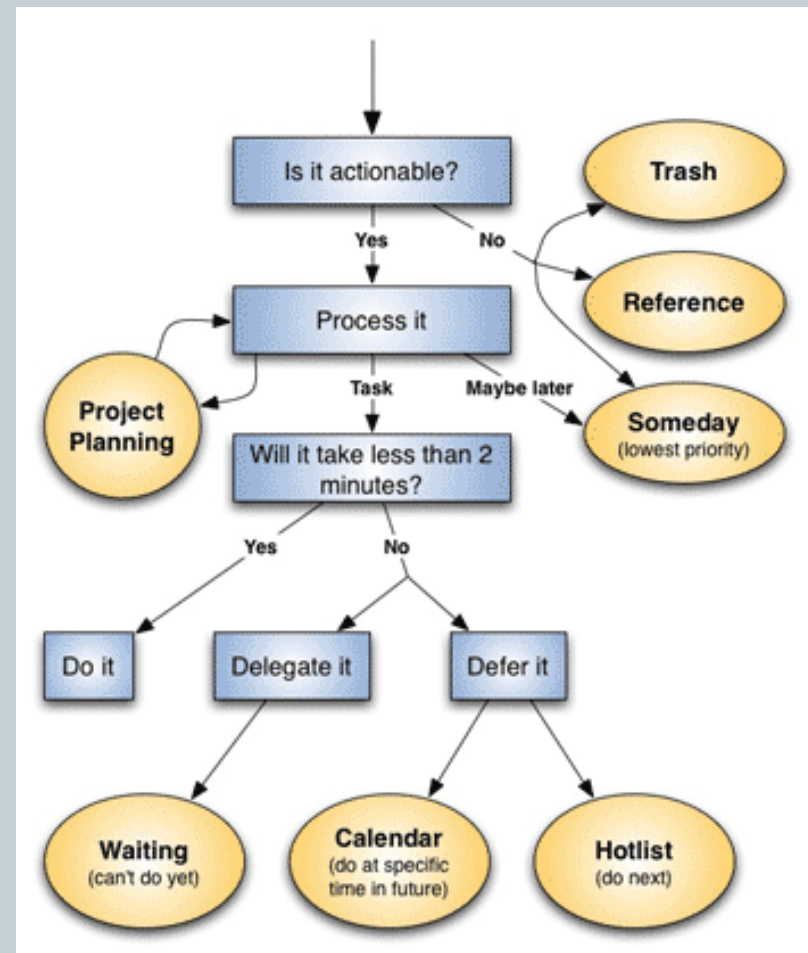
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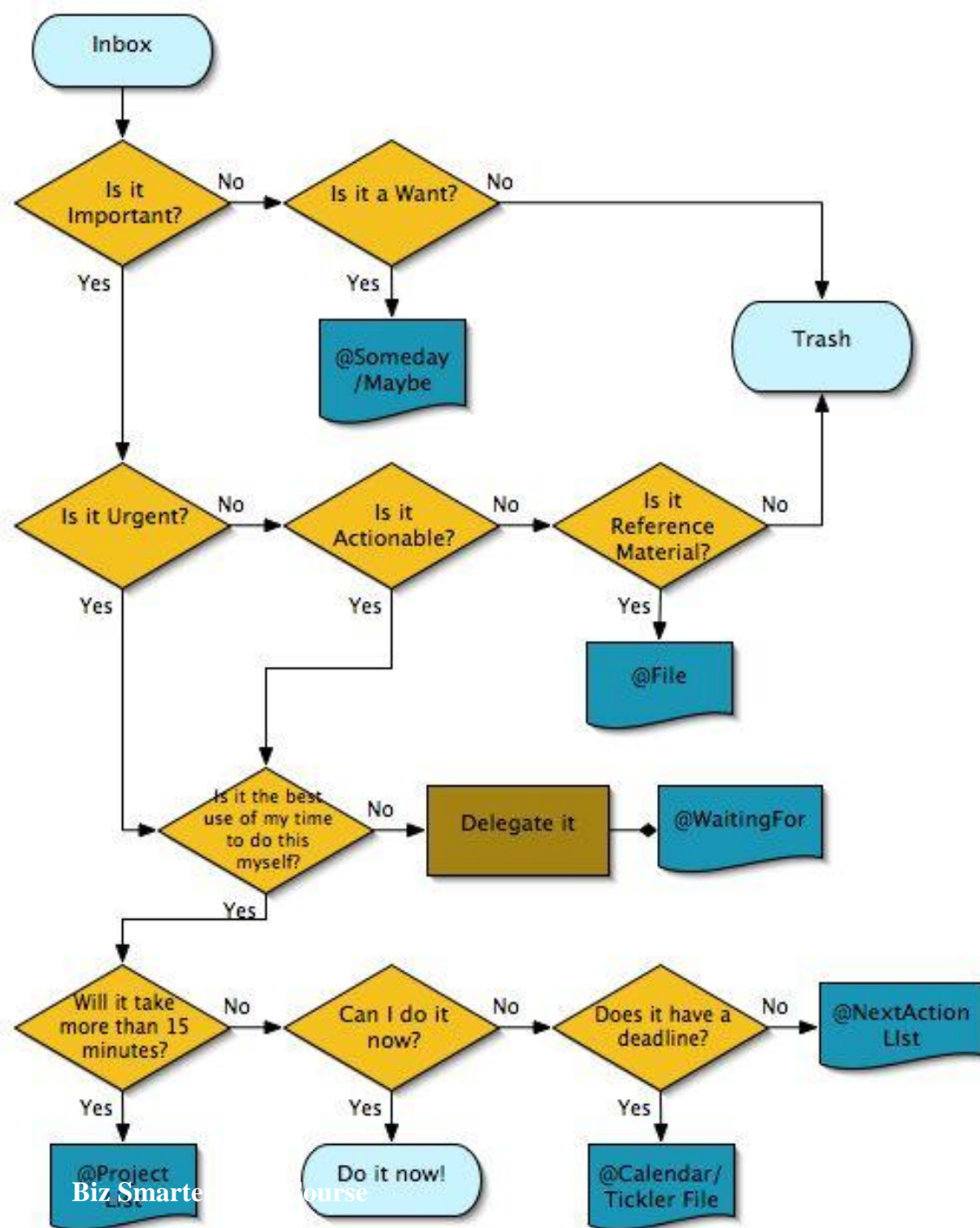
- **Some people need time to decompress, detoxify, and recoup**
- Lunch time is the best time to do that. Do not accept calls or schedule critical meetings during that period. Having a pleasant lunch with clients and or employees is invigorating and energizing for all involved
- Need time to reflect and grasp the “BIG picture”

Disciplining One's Self

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- Learn to discipline yourself to make front-end decisions about all the inputs you let in your life
- The best way to discipline yourself is to have a **process** in dealing with tasks and activities





Process Thinking
helps organize
thoughts and actions,
set the right priorities,
deliver good and
consistent results,
and enhance the
discipline required for
tackling TM

Remember

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“Work expands so as to fill the time available for its completion”

Parkinson's Law
Cyril Parkinson, 1957

Effective Meetings

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- Average executive: > 40% of time
- Lock the door, unplug the phone
- Maximum of 1 hour (unless it is Learning)
- Prepare: there must be an agenda
- Control: an efficient way to force decisions is to establish time limits and keep track of decisions made in a meeting: who is responsible for what by when? (publish minutes of meeting to remind others of their promises and deadlines)

What Hurts Meetings

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"This isn't the meeting. This is the pre-premeeting to talk about when to meet and *plan* the meeting."

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"THIS TIME, PUT IT SOMEPLACE WHERE WE CAN FIND IT."

Stick to the Scheduled Time

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Do the Right Thing!

Make a DIFFERENCE!

Let your life make a difference.
Do what you know Jesus wants you to do.

Make a difference
by giving love and hope to others
with all the strength and confidence
you have in Jesus.

Even when everything seems to be going wrong,
do the right thing,
say the kind word, and
be patient,
as Jesus is patient with you.

For the Lord is still in control.

Each day He meets the needs
of those who
trust Him,
follow Him, and
make a difference in the world.

Do the Right Thing -- For Jesus!

Effective Communications

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- Communicate 360°
- Establish effective feedback loops
 - Establish an Employee Participation Program or Employee Involvement Program
- Communicate all the time
 - Use all means available
 - Stop rumor mills
 - Remember that many people are paranoid
- Remember that non-verbal communications matter

Delegation

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- No one is an island
- You can accomplish a lot more with help
- Delegation makes people better

Delegating The Right Way

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- Communication Must Be Clear: “Get (or put) it in writing” – Judge Wapner
- Give objectives, not procedures
- Explain the relative importance of the delegated work or task

Key Reminders

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- Do not delegate menial work
- Do not improve your Time Management at the expense of others
- Challenge people to rise to the occasion or opportunity

Delegation is not dumping

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- Grant authority with responsibility
- Concrete goal, deadline, and consequences
- Treat your people well
- Secretaries/Admins are the company's glue; they should be treated well!

Useful Hints

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- Beware of upward delegation!
- Beware of the “passing the monkey” game
- Reinforce behaviors you want repeated and discourage behaviors you dislike
- Teach others how to do things so that they can meet the challenges you give them

Clarification

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- There are good times to socialize and there are bad times to socialize
- When socializing make every interaction count (if possible). Add value to every discussion. Avoid raunchy and bad taste jokes. Avoid and even stop political discussions, especially when they involve cutting others down. Discourage others from doing it
- Build “communities” the right way

Right Technologies

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- Laptop computers and iPads
- LAN
- The Internet (the world's biggest library)
- Thumb drives and “The Cloud”
- Automated backups

Right Technologies (cont'd)

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- Smart Phones
 - Forget PDAs, beepers and “dumb” phones
- Mobile apps
- Text messaging, twitting
- Email (however, avoid multiple email addresses)

eMail Tips

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- Use it wisely. Archive the important emails
- If you want somebody to do something, make them the only recipient. Otherwise, you have diffusion of responsibility. Give a concrete request/task and a deadline
- If you really want somebody to do something, CC someone powerful
- Nagging is okay; if someone doesn't respond in 48 hours, they'll probably never respond. (true for phone as well as email)

Most business people receive well over 100 emails per day

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**Learn to filter and
categorize your emails.**

Create folders!

Use the right flags!

"This piece is titled 'Man and Email.'"

How About Social Media

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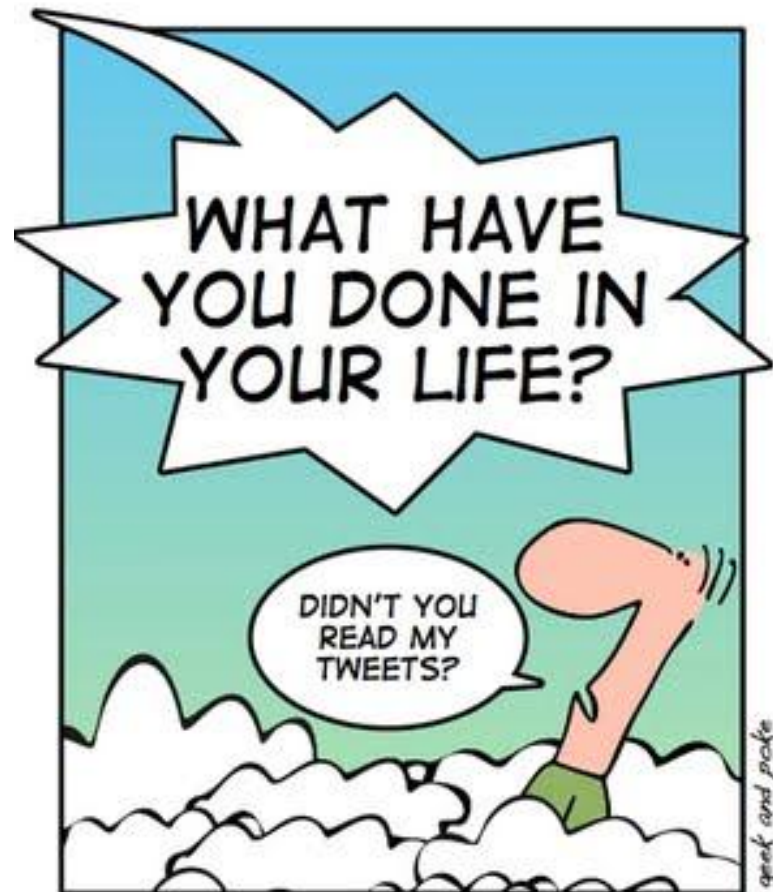
- Social Media is as important as the Internet because it reinforces our basic need to socialize. However there are good ways and there are bad ways to socialize
- Add policies in your policy manual about Socializing because we have reached the age of turning socialization into a nasty game that can hurt and even ruin careers and entire companies

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Sorry, but God does not use Twitter

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Advanced TM Improvements



**This way
to
Sanity**

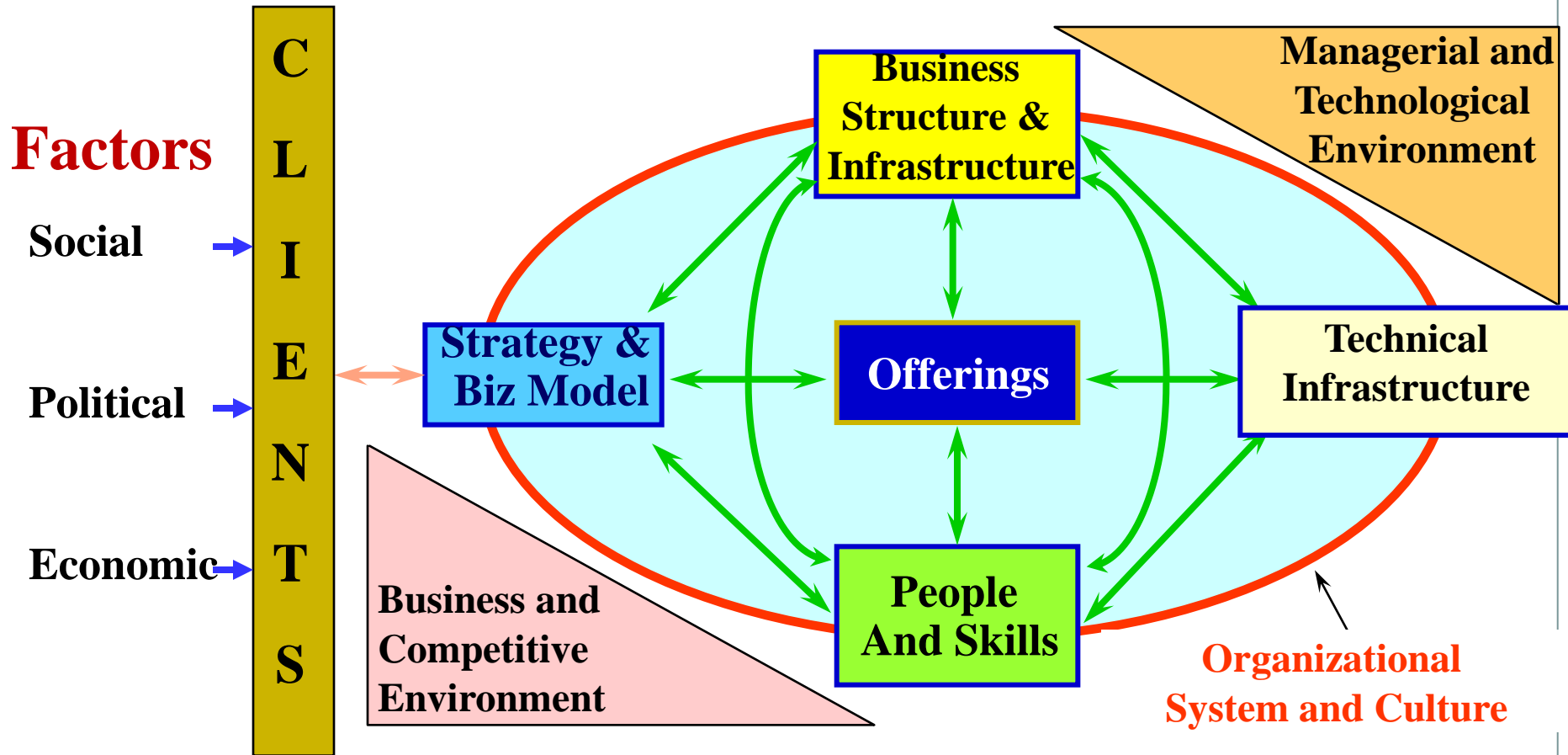
Address and Implement These:

40

- Have a good business model
 - Know your Core Competencies
 - Know your CSFs
 - Strive for Stress-Free Productivity
- Organize your Business Infrastructure
- Organize your Technical Infrastructure
- Improve Organizational Structure
 - Hire the right people
- Apply Project Management to everything

They All Fit Together

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Infrastructure

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Business

- Business Processes
- Policies and Procedures
 - Manuals
 - Handouts, Handbooks
- Courseware
- Methodologies
- Office furniture
- Offices and Conference Rooms
- ...

Technical

- Computers
 - Clients, Servers
- Networks
- Office equipment
 - Printers, copiers, faxes ...
- Systems
 - ERP, CRM, SCM ...
- Apps
 - PPT, Excel, Word ...
- ...

Key Lesson Learned

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- All parts or components of the enterprise need to be strong. If you ignore one it atrophies. The atrophied part will hurt the rest of them --- similar to one bad apple
- One must fix all the parts of the enterprise and keeping improving them forever. Continuous Improvement mentality and culture is the last principle affecting TM. It is the only way to improve life and business, and at the same time remove stress

Important Note

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- When one has a good business model, good strategies, good plans, good infrastructure, good people, good products and services, and good operations ... then:
 - The business model takes over on its own. It removes stress and time management becomes easy
 - It is companies that have messed up business models that struggle with Time Management, and stress, and people turnover and many other evils

Project Management (P/M)

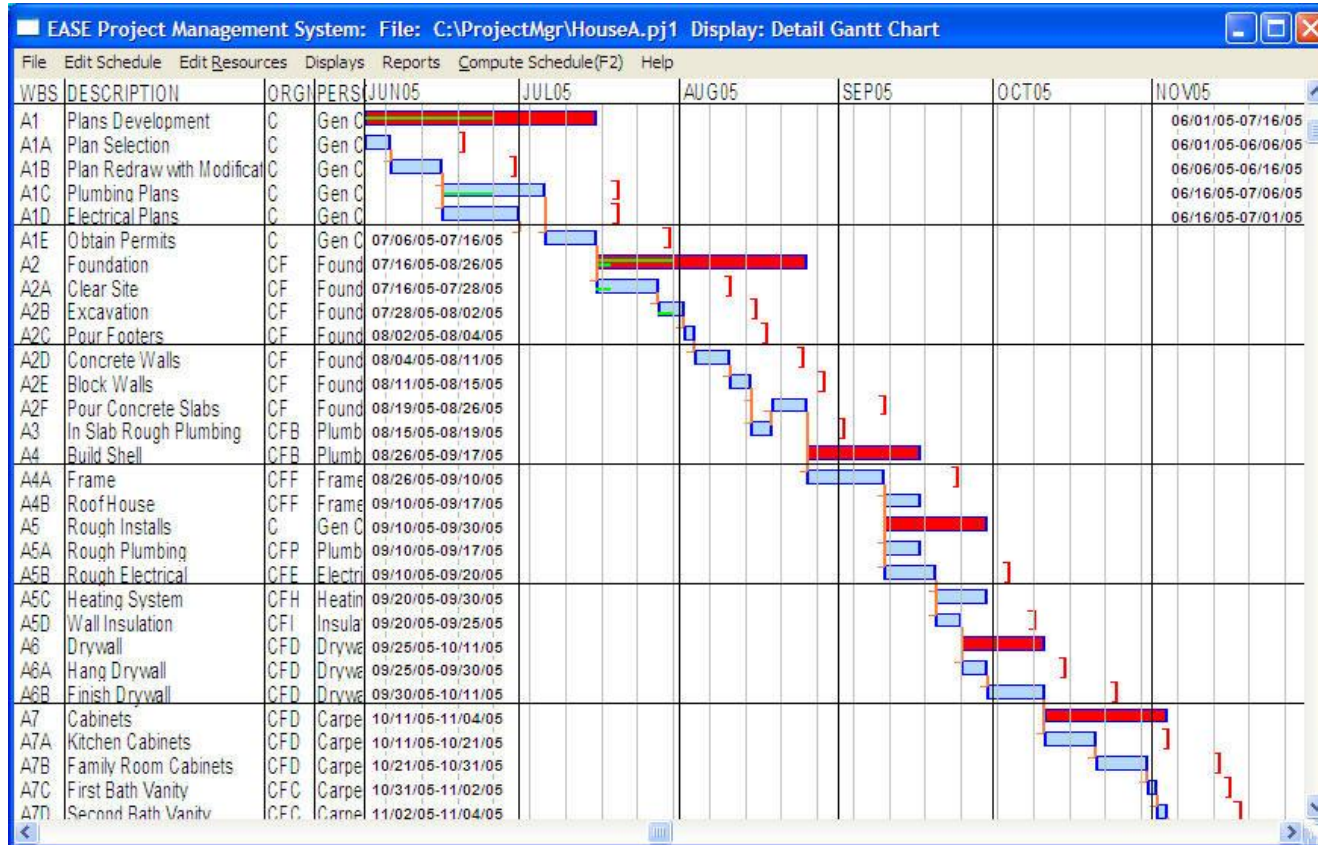
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- Pay attention to PDT (Performance/Deliverables, Dollars (Cost) and Time (Schedule))
- P/M reinforces process thinking, priorities, deadlines and attention to detail
- P/M is more than a tool --- it is a way of thinking and managing everything in life

Everything Is A Project

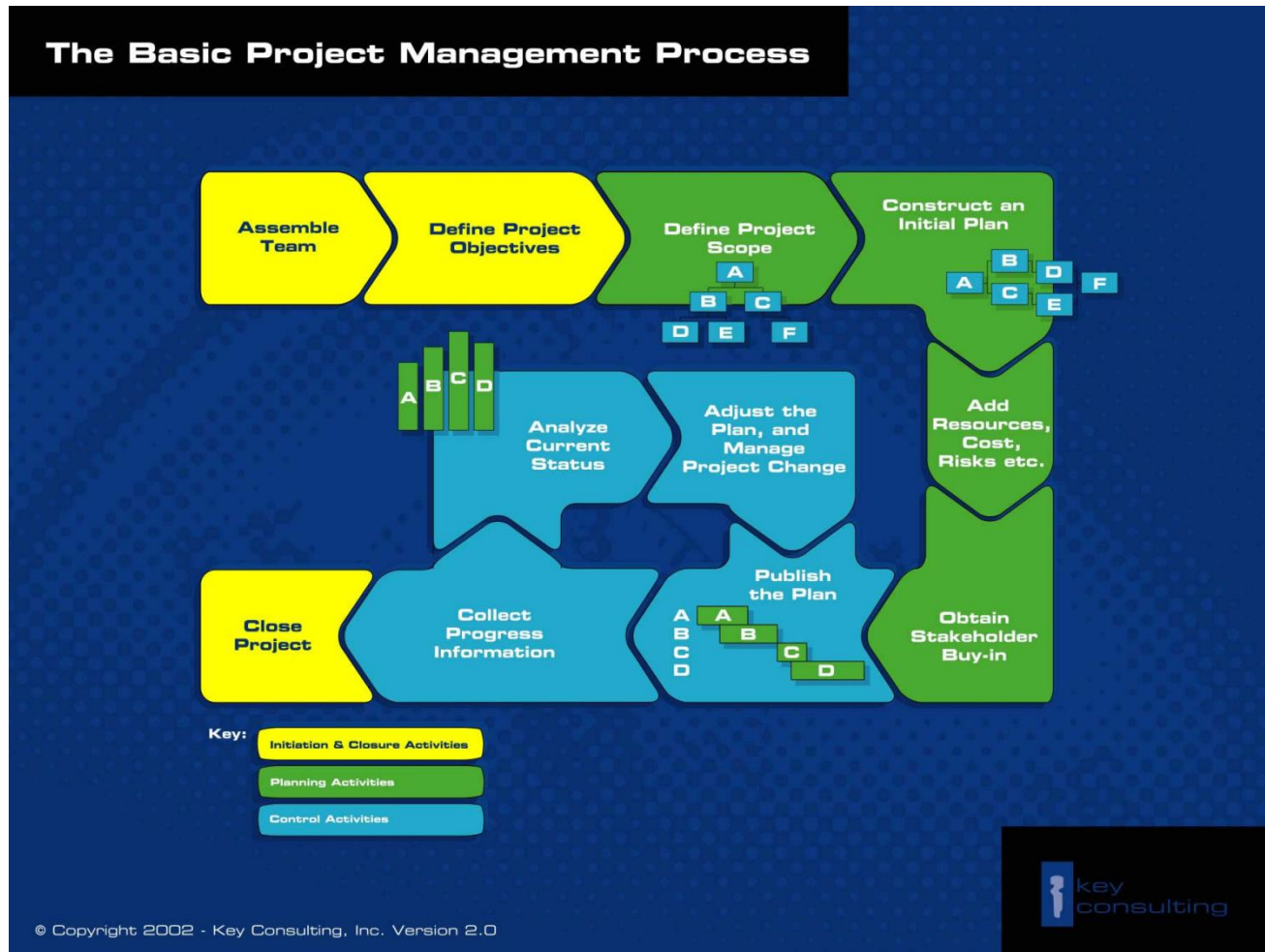
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... including Life itself!

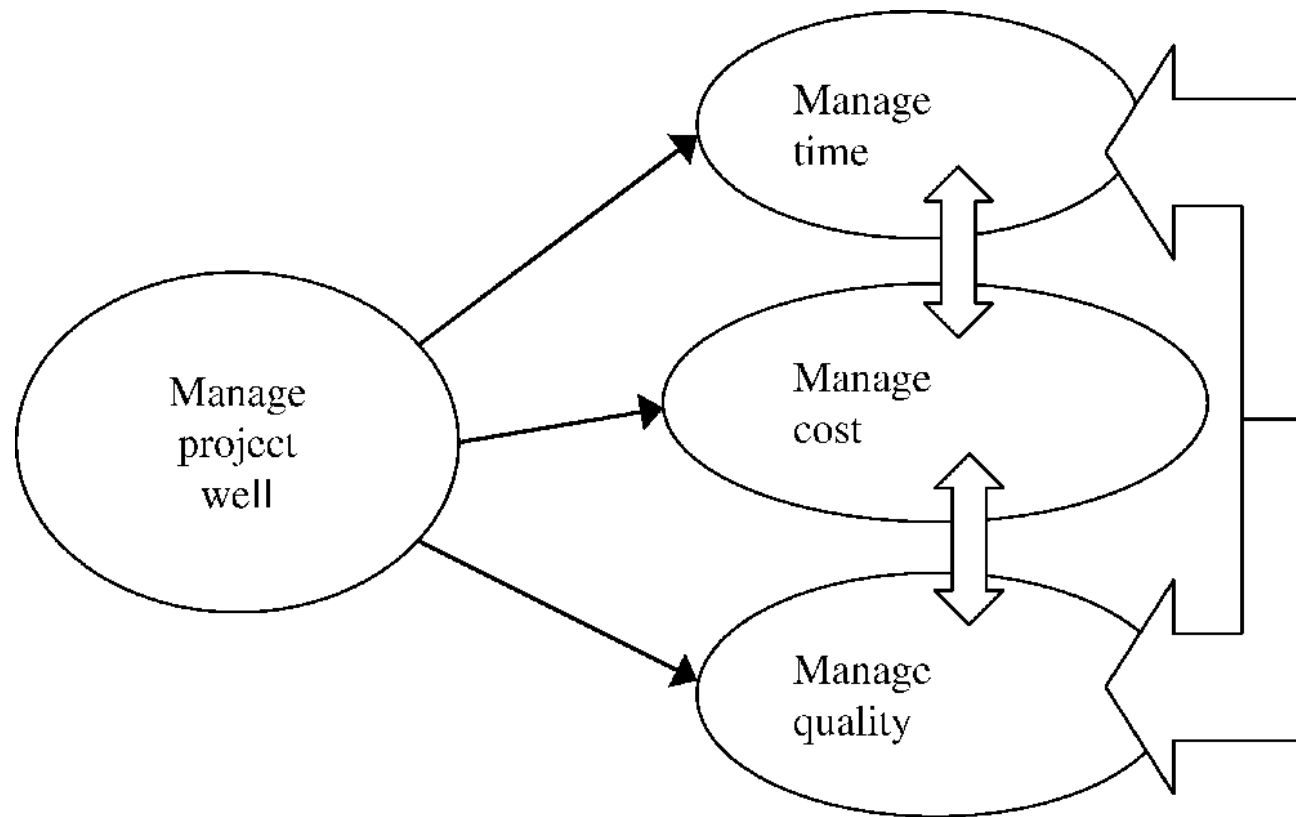
P/M And Process Thinking

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Project Mgmt Means Considering and Managing Tradeoffs

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Backup Materials



Best Advice For C-Level Execs

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- Delegate
- Communicate
- Hire the best and brightest
- Deploy the best (state-of-the-art) technologies
- Utilize the best tools
- Prioritize tasks, activities, assignments, projects, etc.
- Apply Project Management style of work
- Apply Process Thinking

Time Management (T/M) Advice

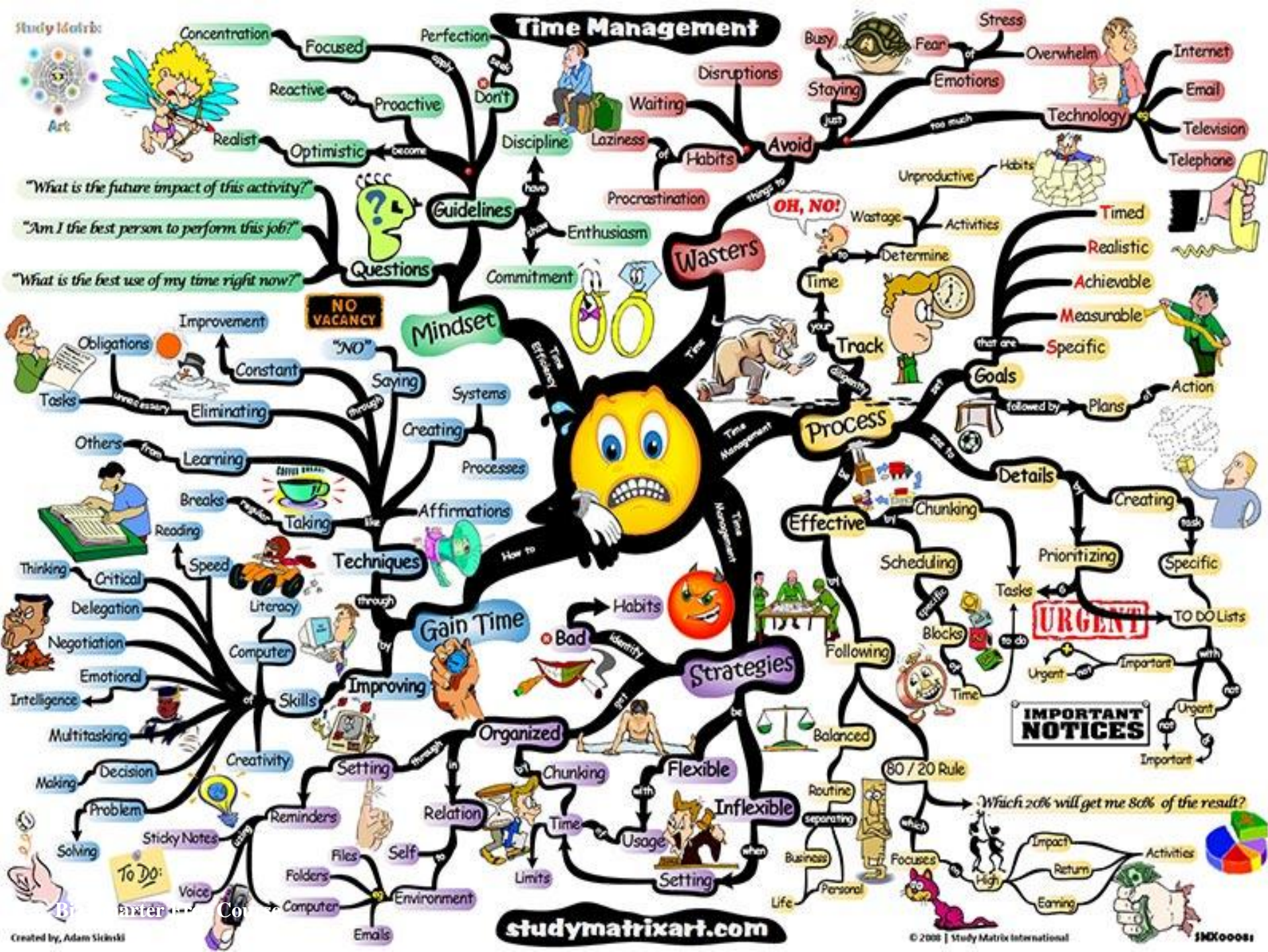
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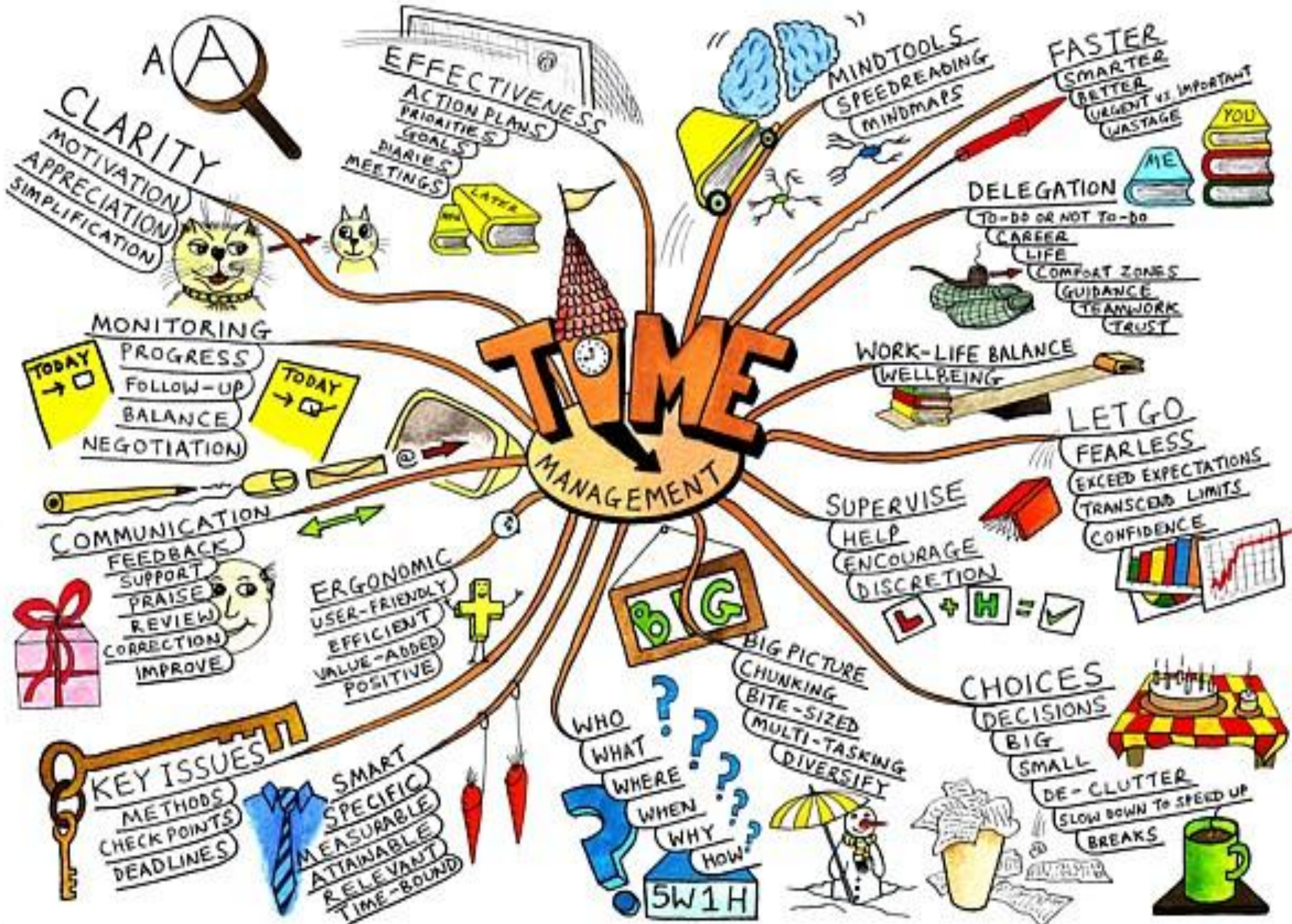
- Use technology and tools to improve your T/M
- Write/type things down
- When's my next meeting?
- What's my goal to have done by then?
- What's my goal for the meeting?
- What follow up do I need to do?
- Who to turn to for help?
- Who will give me the best results?

Good Idea

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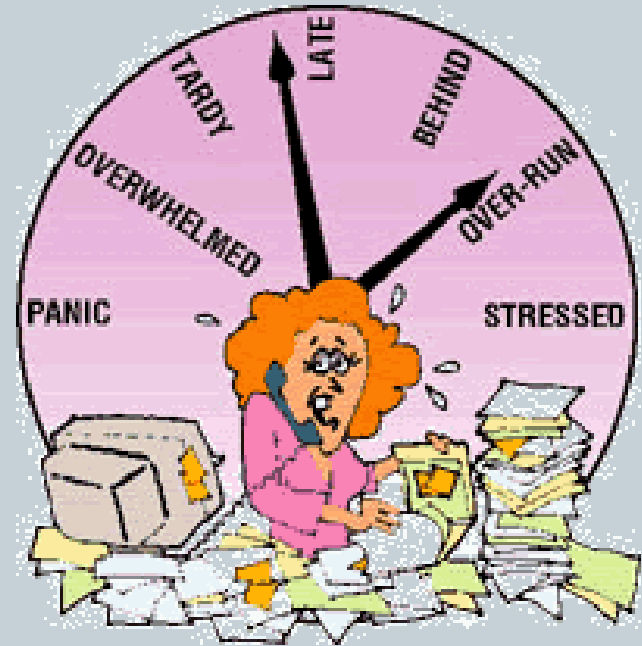




Other Courses

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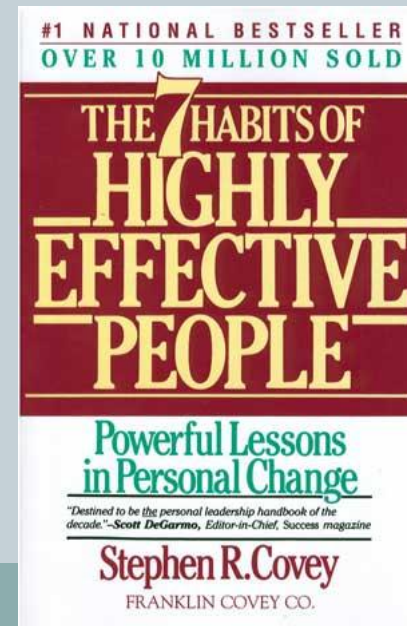
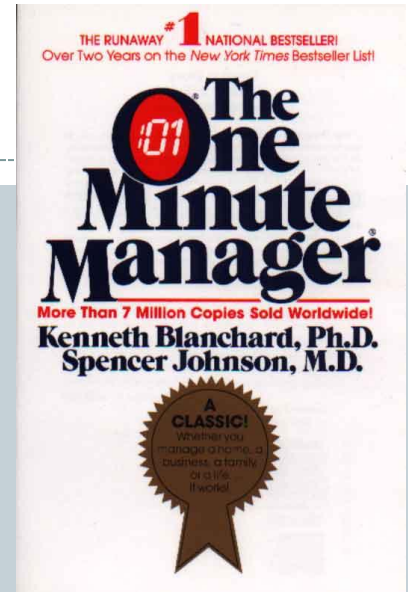
- Strategic Planning
- Organizational Models
- Leadership Models
- Meeting Management
- Stress Management
- Office Productivity
- Managing Difficult People
- Continuous Improvement Program
- Lean 6-Sigma (The 7 Wastes, The 5-S's, etc.)



Recommended Readings

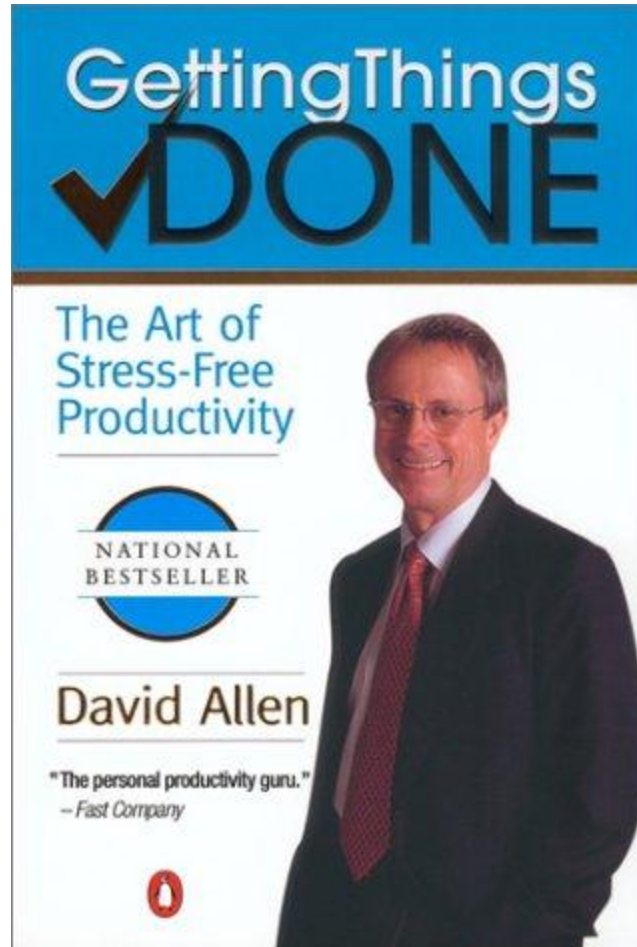
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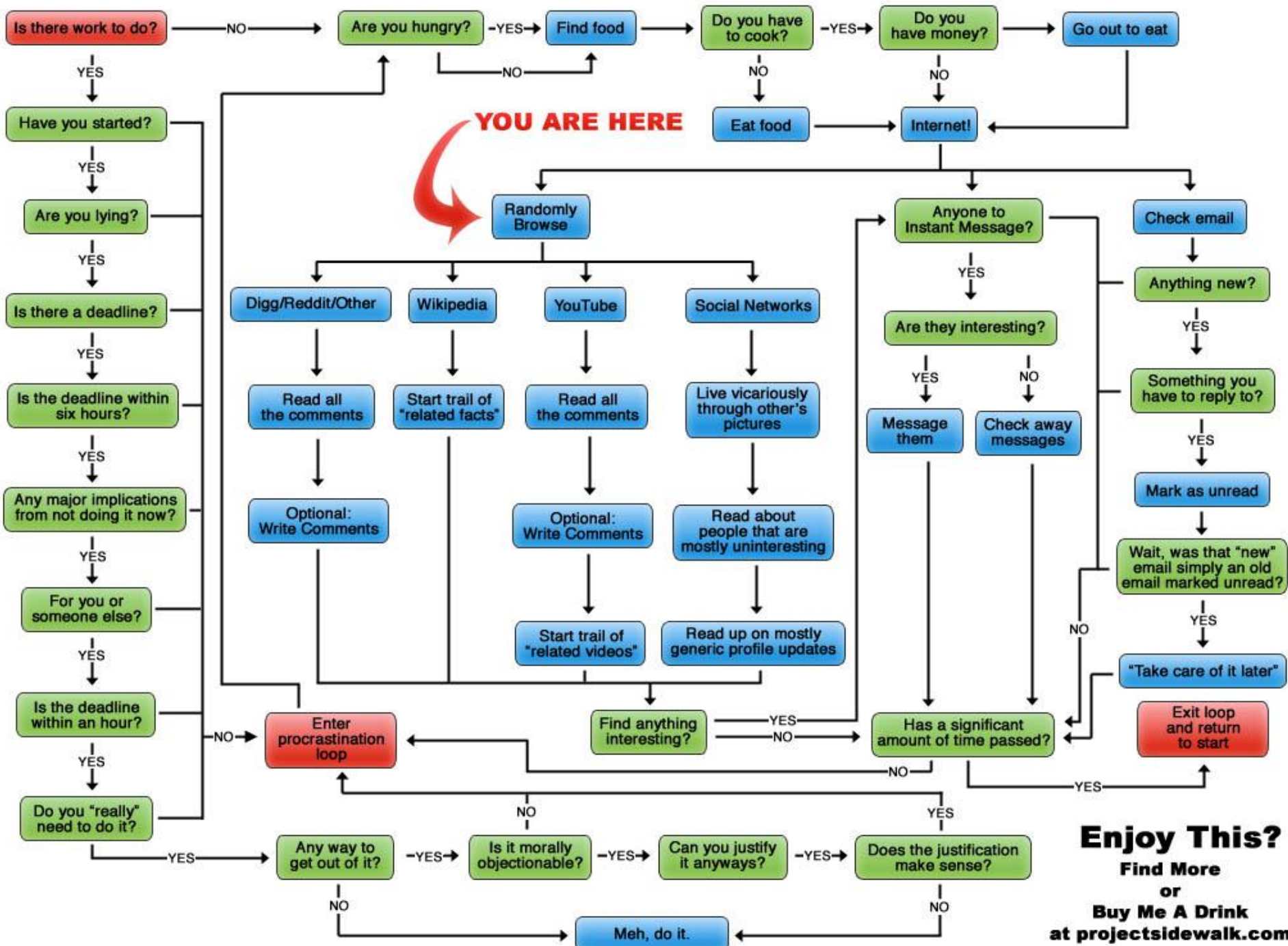
- The One Minute Manager, Kenneth Blanchard and Spencer Johnson, Berkeley Books, 1981, ISBN 0-425-09847-8
- The Seven Habits of Highly Effective People, Stephen Covey, Simon & Schuster, 1989, ISBN 0-671-70863-5



Best Book To Read re: TM

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or
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at projectsidewalk.com

Remember:

**Improve all aspects
of your life.**

**TM affords you the
time to do the other
important things**



Inspiration

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“If you can dream it, you can do it”

Walt Disney

Disneyland was built in 366 days, from ground-breaking to first day open to the public

Appendix:

- **Stephen Covey's "Seven Habits"**
- **Randy Pausch Advice for Working in Groups (because good working habits always save time and problems)**

The Seven Habits

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From “The Seven Habits of Highly Effective People: Restoring the Character Ethic” by Stephen R. Covey, Simon and Schuster, 1989

- **BE PROACTIVE:** Between stimulus and response in human beings lies the power to choose. Productivity, then, means that we are solely responsible for what happens in our lives. No fair blaming anyone or anything else.
- **BEGIN WITH THE END IN MIND:** Imagine your funeral and listen to what you would like the eulogist to say about you. This should reveal exactly what matters most to you in your life. Use this frame of reference to make all your day-to-day decisions so that you are working toward your most meaningful life goals.

The Seven Habits

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- **PUT FIRST THINGS FIRST.** To manage our lives effectively, we must keep our mission in mind, understand what's important as well as urgent, and maintain a balance between what we produce each day and our ability to produce in the future. Think of the former as putting out fires and the latter as personal development.
- **THINK WIN/WIN.** Agreements or solutions among people can be mutually beneficial if all parties cooperate and begin with a belief in the “third alternative”: a better way that hasn't been thought of yet.

The Seven Habits

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- **SEEK FIRST FOR UNDERSTANDING, THEN TO BE UNDERSTOOD.** Most people don't listen. Not really. They listen long enough to devise a solution to the speaker's problem or a rejoinder to what's being said. Then they dive into the conversation. You'll be more effective in your relationships with people if you sincerely try to understand them fully before you try to make them understand your point of view

The Seven Habits

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- **SYNERGIZE.** Just what it sound like. The whole is greater than the sum of its parts. In practice, this means you must use “creative cooperation” in social interactions. Value differences because it is often the clash between them that leads to creative solutions.

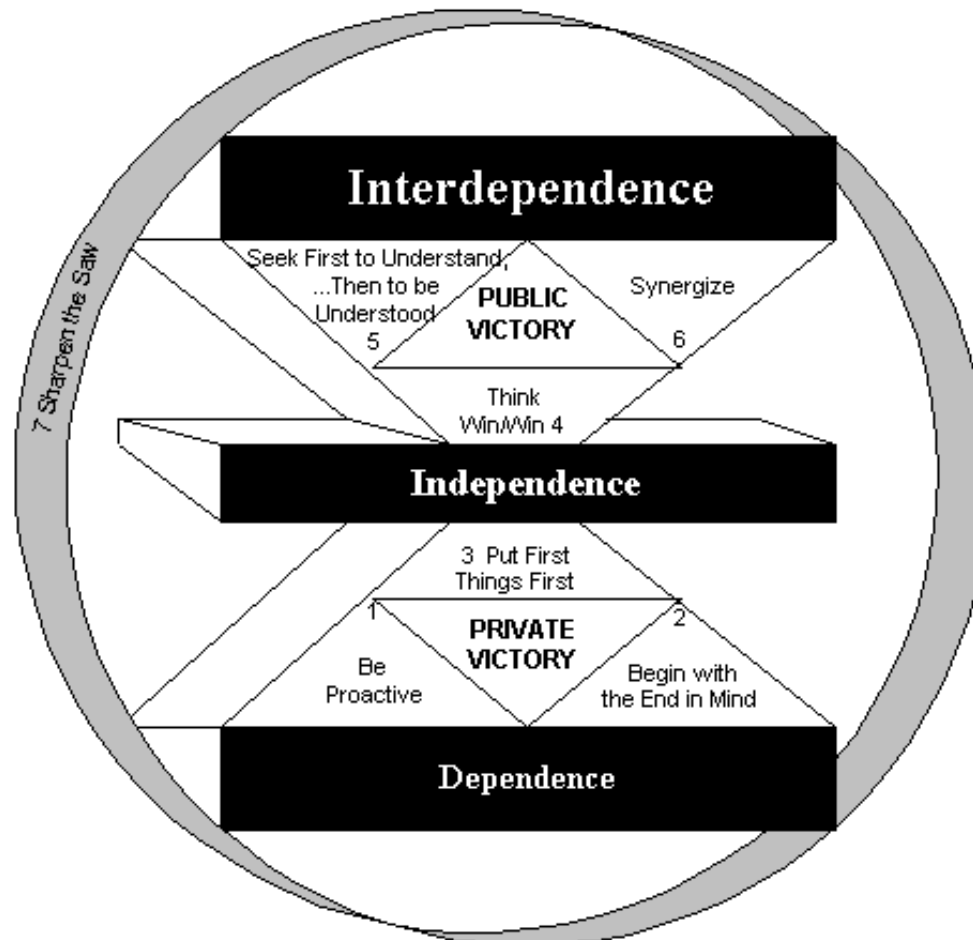
The Seven Habits

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- **SHARPEN THE SAW.** This is the habit of self-renewal, which has four elements. The first is mental, which includes reading, visualizing, planning and writing. The second is spiritual, which means value clarification and commitment, study and meditation. Third is social/emotional, which stress management includes service, empathy, synergy and intrinsic security. Finally, the physical includes exercise, nutrition and stress management.

How They Fit Together

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One CEO's Translation Of The 7 Habits

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Covey's 7 Habits says...	Knowledge Infusion says to HR...
Habit 1: Be Proactive	1. Become a Talent Management leader in your organization
Habit 2: Begin with the End in Mind	2. Create an HR, and HR Technology Strategy
Habit 3: Put First Things First	3. Prioritize initiatives, putting those with high-value to the business first
Habit 4: Think Win-Win	4. Design and deploy solutions that benefit the entire organization, not the HR department
Habit 5: Seek First to Understand, Then be Understood	5. Understand, and meet the needs of the business
Habit 6: Synergize	6. Let employees and managers participate in building solutions
Habit 7: Sharpen the Saw	7. Respect and value work/life balance

The 8th Habit

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- **FIND YOUR VOICE AND INSPIRE OTHERS TO FIND THEIRS.**



The 8th Habit and Sweet Spot

- **Clarity.** People don't know what the goals or priorities of the team or organization are.
- **Commitment.** People don't buy into the goals.
- **Translation.** People don't know what they need to do to help the team or organization achieve its goals.
- **Enabling.** People don't have the proper structure, systems or freedom to do their jobs well.
- **Synergy.** People don't get along or work together well.
- **Accountability.** People don't regularly hold each other accountable.



1. Be Proactive

Principles of *Personal Vision*



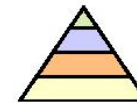
2. Begin With The End in Mind

Principles of *Personal Leadership*



3. Put First Things First

Principles of *Personal Management*



4. Think Win/ Win

Principles of *Interpersonal Leadership*



**THE 8 HABITS
OF HIGHLY EFFECTIVE
AND CREATIVE PEOPLE**

**5. Seek First to Understand,
Then To Be Understood**

Principles of *Empathic Communication*



6. Synergize

Principles of *Creative Cooperation*



7. Sharpen The Saw

Principles of *Balanced Self-Renewal*



**8. Find Your Voice And Inspire
Others To Find Theirs**



Sources: Stephen R. Covey's "The 7 Habits of Highly Effective People" & "The 8th Habit"
The Project Storyboard. Dr. Rod King, 2008. rodkuhnking@sbcglobal.net
<http://projectstoryboard.ning.com>

Tips for Working in Groups

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By Randy Pausch, for the Building Virtual Worlds course at Carnegie Mellon, Spring 1998

- **Meet people properly.** It all starts with the introduction. Then, exchange contact information, and make sure you know how to pronounce everyone's names. Exchange phone #s, and find out what hours are acceptable to call during.
- **Find things you have in common.** You can almost always find something in common with another person, and starting from that baseline, it's much easier to then address issues where you have difference. This is why cities like professional sports teams, which are socially galvanizing forces that cut across boundaries of race and wealth. If nothing else, you probably have in common things like the weather.

Tips for Working in Groups

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- **Make meeting conditions good.** Have a large surface to write on, make sure the room is quiet and warm enough, and that there aren't lots of distractions. Make sure no one is hungry, cold, or tired. Meet over a meal if you can; food softens a meeting. That's why they "do lunch" in Hollywood.
- **Let everyone talk.** Even if you think what they're said is stupid. Cutting someone off is rude, and not worth whatever small time gain you might make. Don't finish someone's sentences for him or her; they can do that for themselves. And remember: talking louder or faster doesn't make your idea any better.

Tips for Working in Groups

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- **Check your egos at the door.** When you discuss ideas, immediately label them and write them down. The labels should be descriptive of the idea, not the originator: “the troll bridge story,” not “Jane’s story.”
- **Praise each other.** Find something nice to say, even if it’s a stretch. Even the worst of ideas has a silver lining inside it, if you just look hard enough. Focus on the good, praise it, and then raise any objections or concerns you have about the rest of it.

Tips for Working in Groups

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- **Put it in writing.** Always write down who is responsible for what, by when. Be concrete. Arrange meetings by email, and establish accountability. Never assume that someone's roommate will deliver a phone message. Also, remember that “politics is when you have more than 2 people” – with that in mind, always CC (carbon copy) any piece of email within the group, or to me, to all members of the group. This rule should never be violated; don't try to guess what your group mates might or might not want to hear about.

Tips for Working in Groups

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- **Be open and honest.** Talk with your group members if there's a problem, and talk with me if you think you need help. The whole point of this course is that it's tough to work across cultures. If we all go into it knowing that's an issue, we should be comfortable discussing problems when they arise – after all, that's what this course is really about. Be forgiving when people make mistakes, but don't be afraid to raise the issues when they come up.

Tips for Working in Groups

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- **Avoid conflict at all costs.** When stress occurs and tempers flare, take a short break. Clear your heads, apologize, and take another stab at it. Apologize for upsetting your peers, even if you think someone else was primarily at fault; the goal is to work together, not start a legal battle over whose transgressions were worse. It takes two to have an argument, so be the peacemaker.
- **Phrase alternatives as questions.** Instead of “I think we should do A, not B,” try “What if we did A, instead of B?” That allows people to offer comments, rather than defend one choice.

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