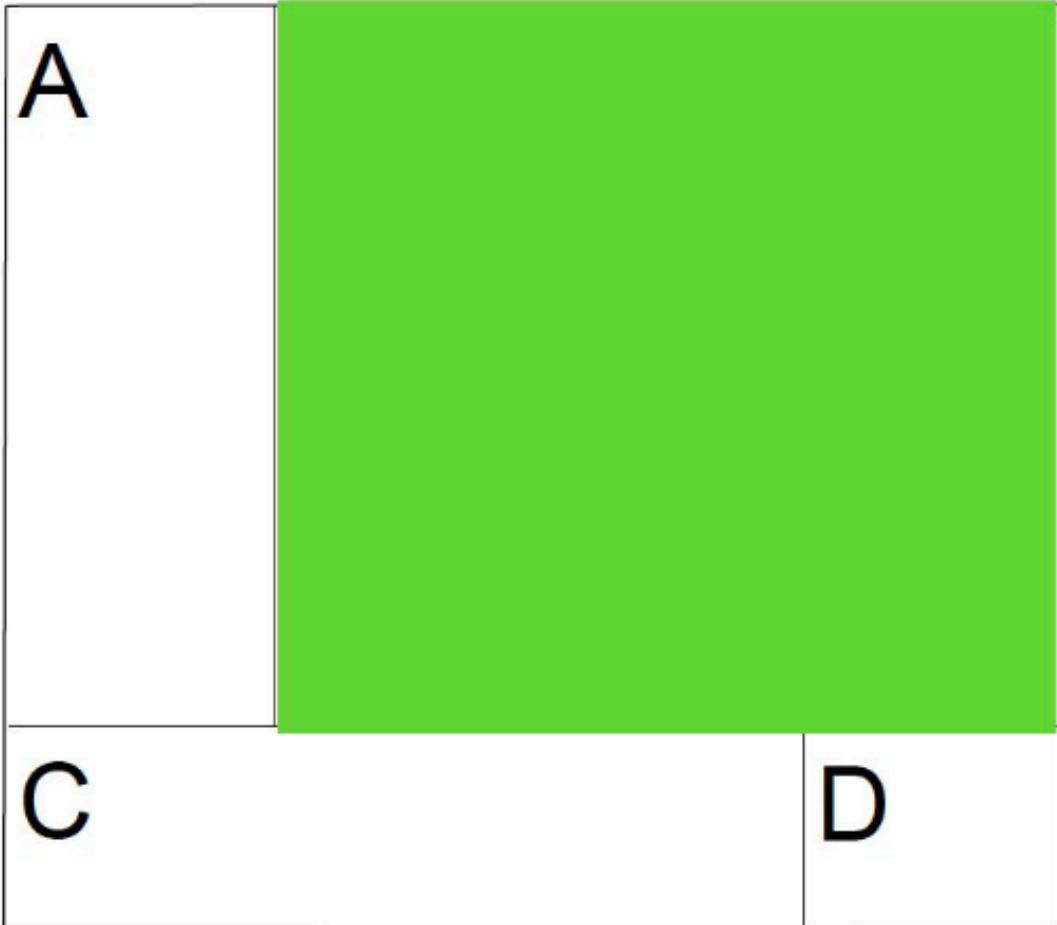
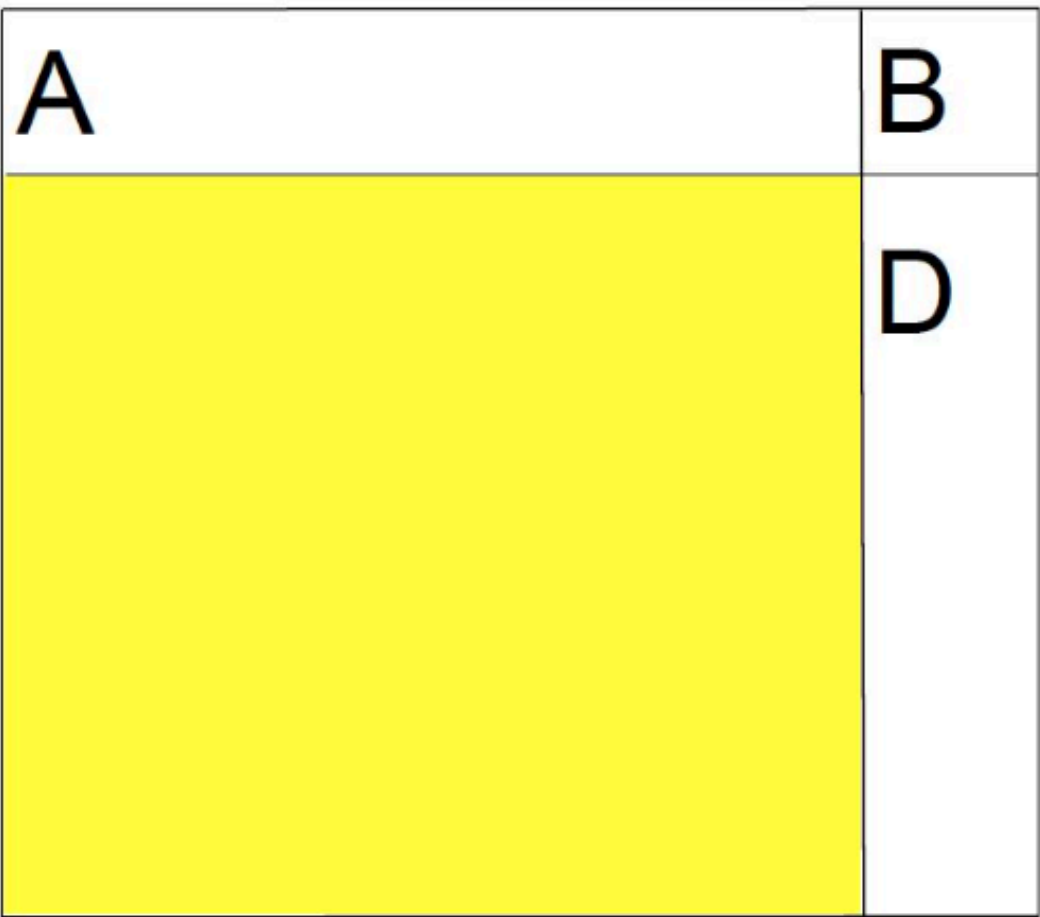
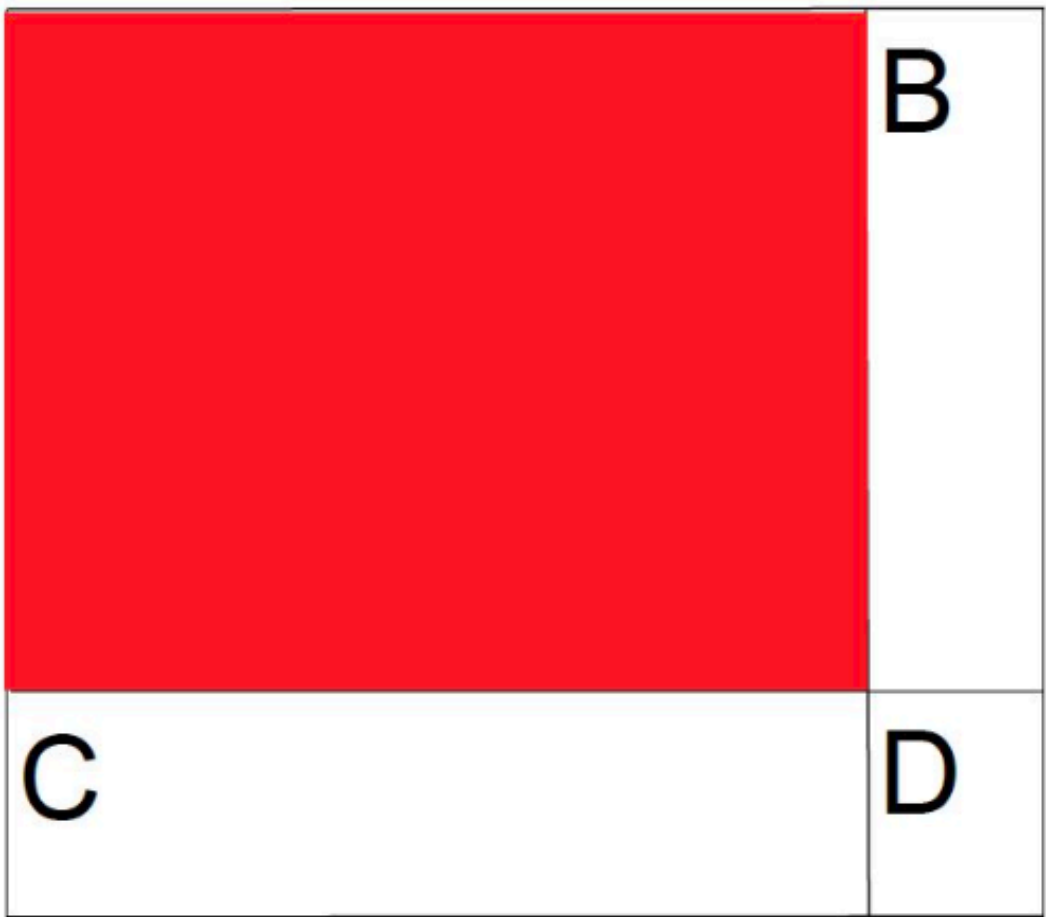


Task Planning

Distribution of Tasks. Productive or Unproductive?

urgent (time related)	
Important (goal related)	A important + urgent NECESSITY
	B important + not urgent QUALITY
	C not important + urgent DECEPTION
	D not important + not urgent WASTE OF TIME



Task Planning

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Unproductive

	B
C	D

A	B
	D

Productive

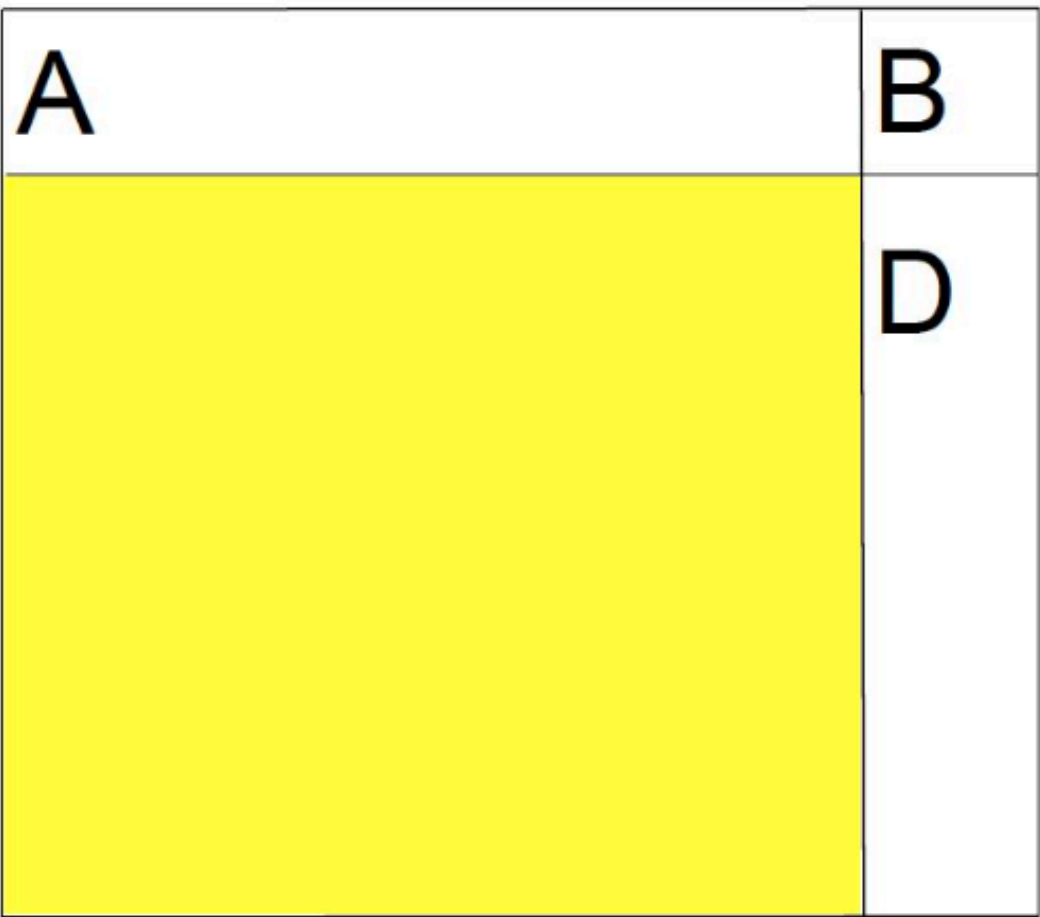
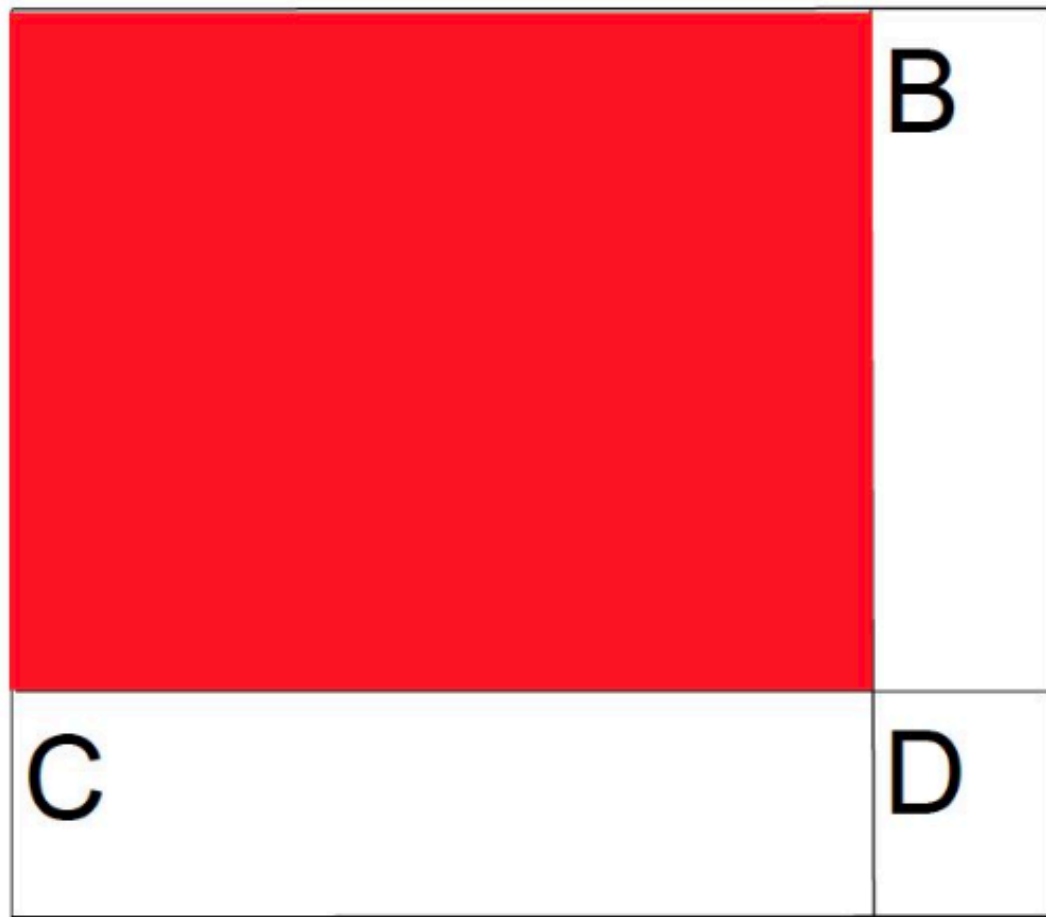
A	
C	D

Task Planning

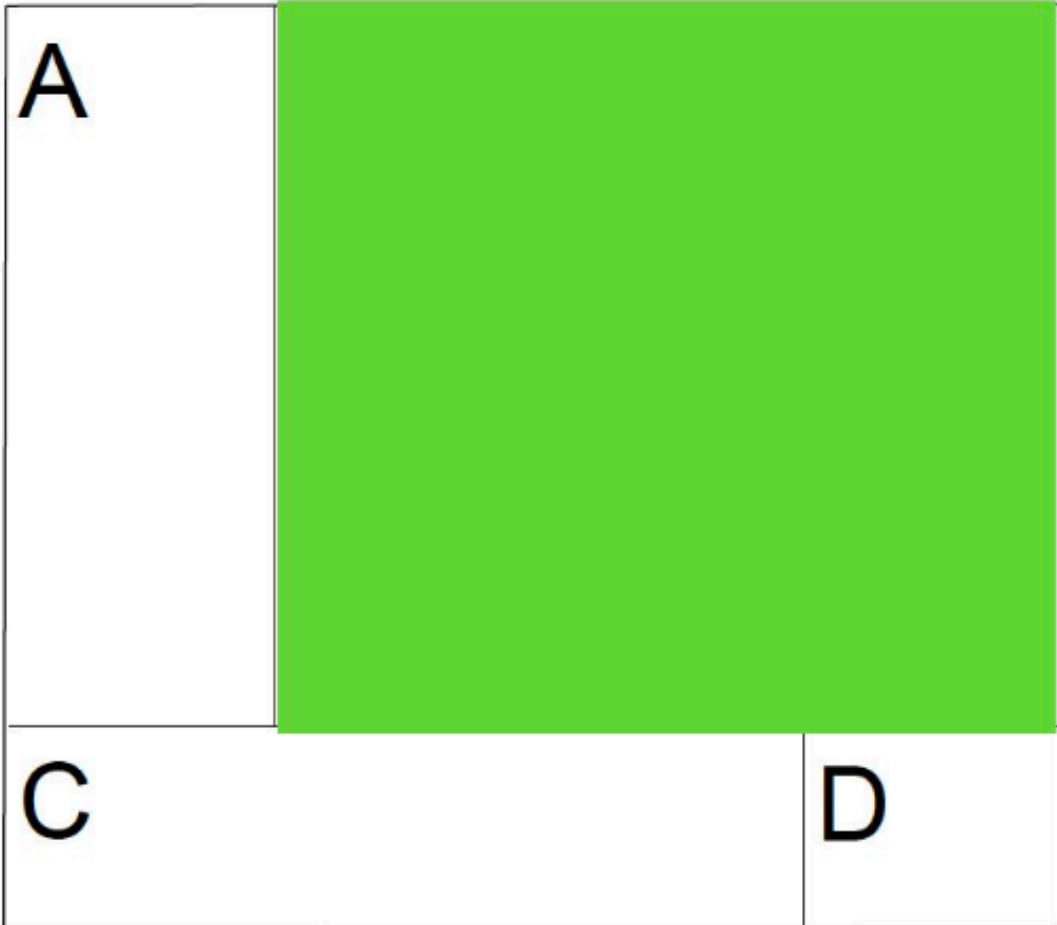
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Unproductive



Productive

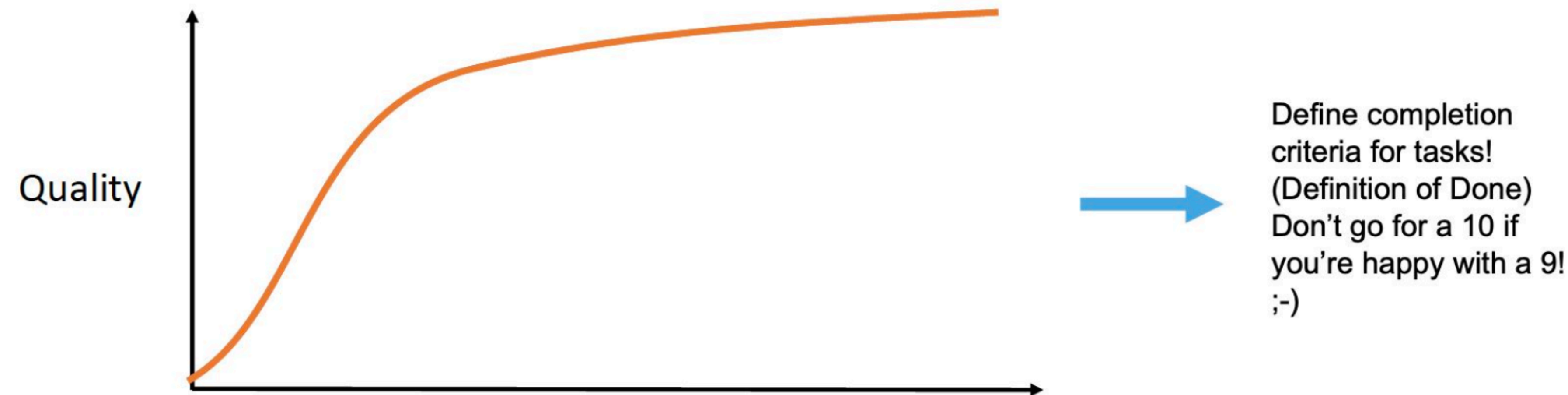


GOAL: improve task allocation and **make more B tasks** (quality)!

Task Planning

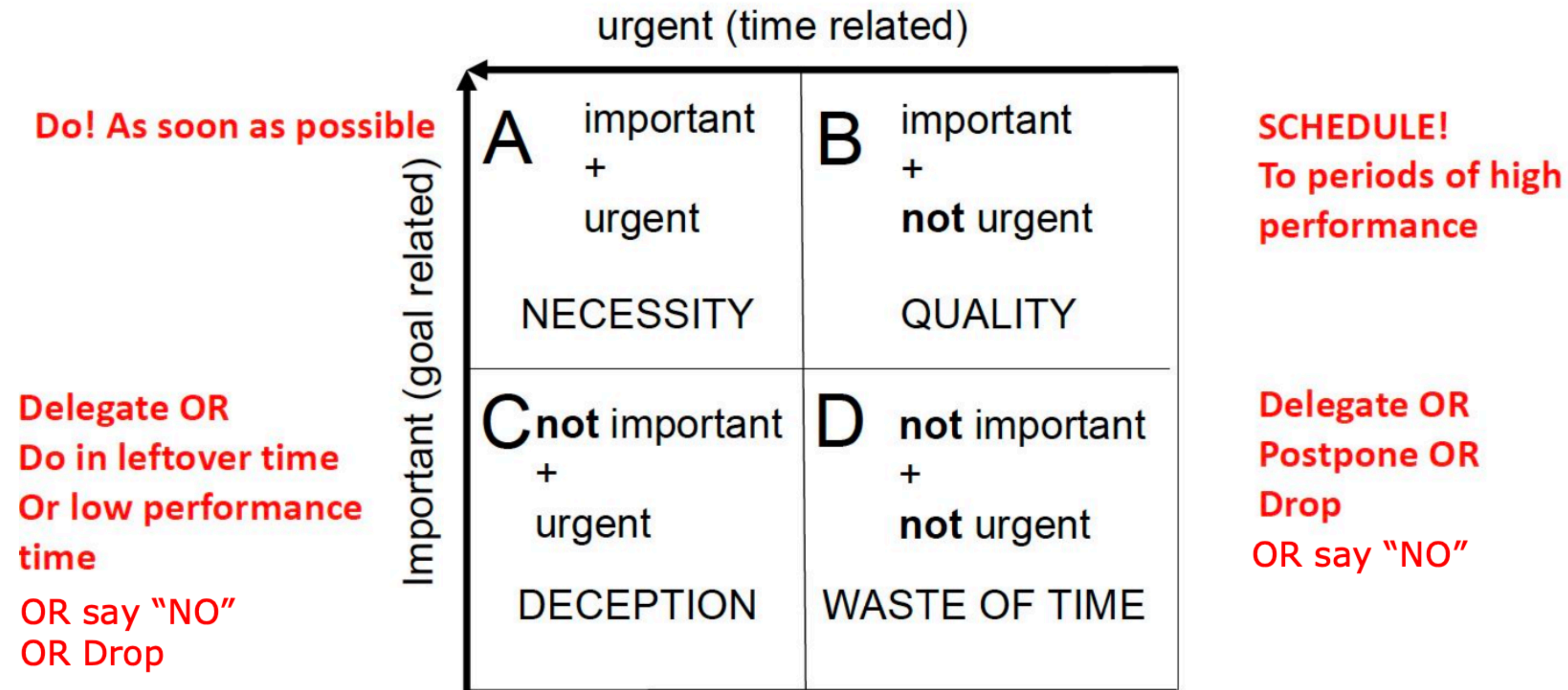
Estimation of Outputs: The “20/80 Rule”

“With 20 % of the time you reach 80 % of the results,
for the remaining 20 % you need 80 % of the time.”



Task Planning

Indicators for Delegating / Saying “No” / Dropping



Task Planning

Task Delegation

- **Delegation** is about entrusting your authority to others
- The delegatee must:
 - Know what you want
 - Have the authority to achieve it
 - Have access to relevant information
- Information for the delegatee
 - Identify and define task, agree on the definition of “Done”, clear timeline
 - Ideas on approach and problem handling
 - Benefit to the delegatee
 - Ensure questions and mistakes are OK

Task Planning

Saying “No” to Tasks

- Don't be hesitant to say “NO” whenever it's completely **justifiable**:
 - **Unrealistic** deadlines
 - Something that's just **not your job**
 - You are asked to do something in a way that it's proven to be **ineffective**
 - You already have **too much on your plate**

Task Planning

Saying “No” to Tasks

- **Practices to follow when you want to say “No”**
- Understand that your **time and energy are finite resources**, so you need to pick wisely
- Be both **assertive and polite**
 - don’t be mean, but don’t be too nice either — try to have a **neutral tone**
- Suggest an **alternative**
 - *“I’m not available right now, but I’ll be happy to do that on Thursday [...].”*
- **Acknowledge** the other person
 - *“I understand that you are really busy and I wish I could help, but my schedule is completely packed.”*
- Don’t over-apologise / Don’t feel under pressure to answer immediately
 - *“I need some time to think about it, can I get back to you?”*

Task Planning

Tips

- Fix **dates** first
- Do **A/B** tasks in high performance times
- **Delegate** / **Say NO** (C tasks)
- Do **easy stuff** in low performance times
- **Bundle** tasks - e.g., mail, phone calls, visits, reading
- Break unpleasant tasks into **time slots**, (e.g. 30 min or 1 h) and concentrate on them during that time. Finish working on them when the time is up -> Pomodoro timer!
- **Reward** yourself after having performed the task (e.g., break or pleasant task).
- **Never plan more than 50% of your time!**