

Accomplishing What You Need To Do...

Time Management

John Lenton

**European Leadership
Forum 2017**



What are your biggest time-wasters?

- **Telephone interruptions**
- **People wanting to see you**
- **Not having someone to delegate tasks to**
- **Too many things to do**
- **E-mail**
- **Paperwork**
- **Something else...**

**Your biggest time-
waster is...**



You

**“We have met the enemy - and
they is us...”**

- Pogo

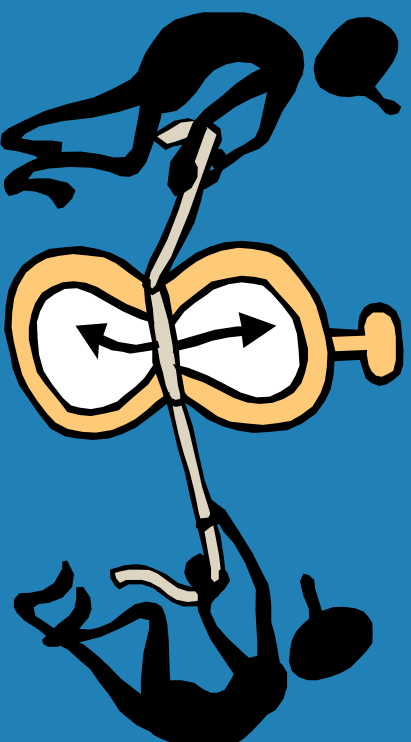
**The Essence of Time
Management is...**

Planning

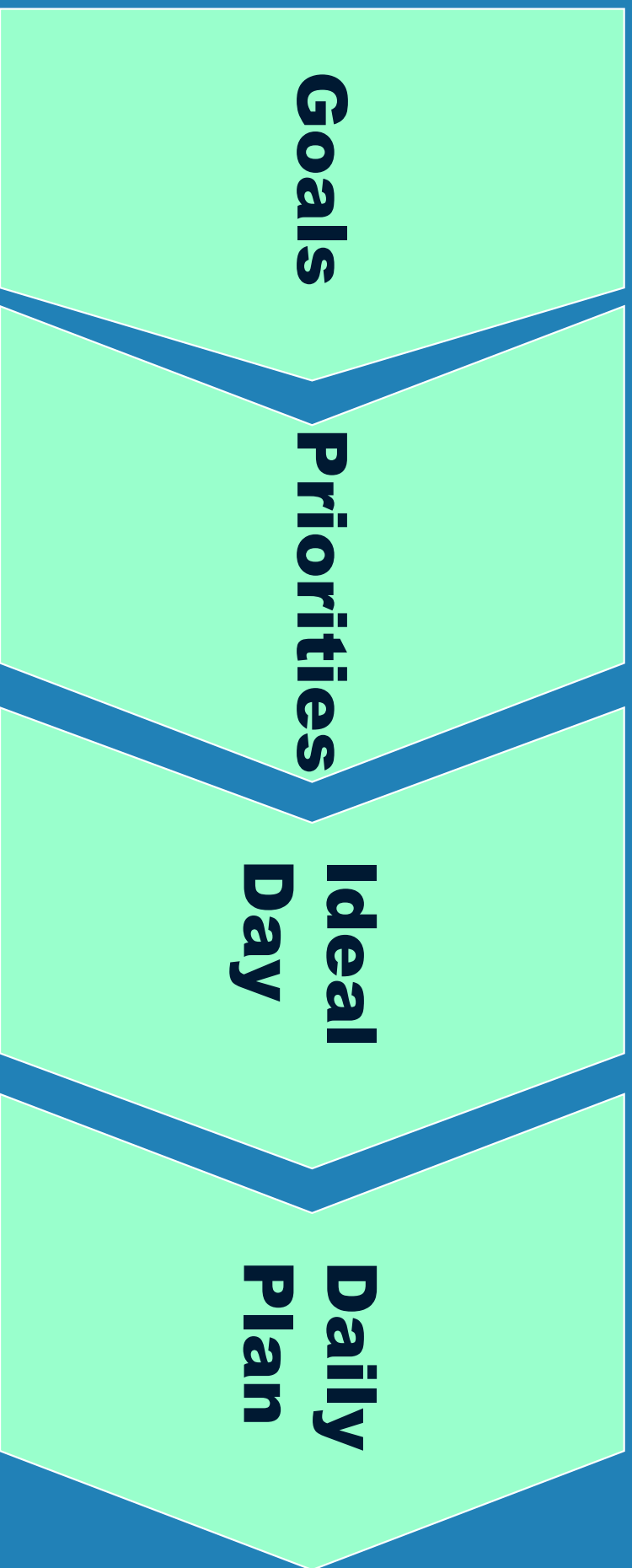


Planning...

...Puts you in control of your day!
Or would you prefer *other people*
to be in control of your day?



Planning: a 4-stage process...



Goals – WHAT shall we focus our time on?

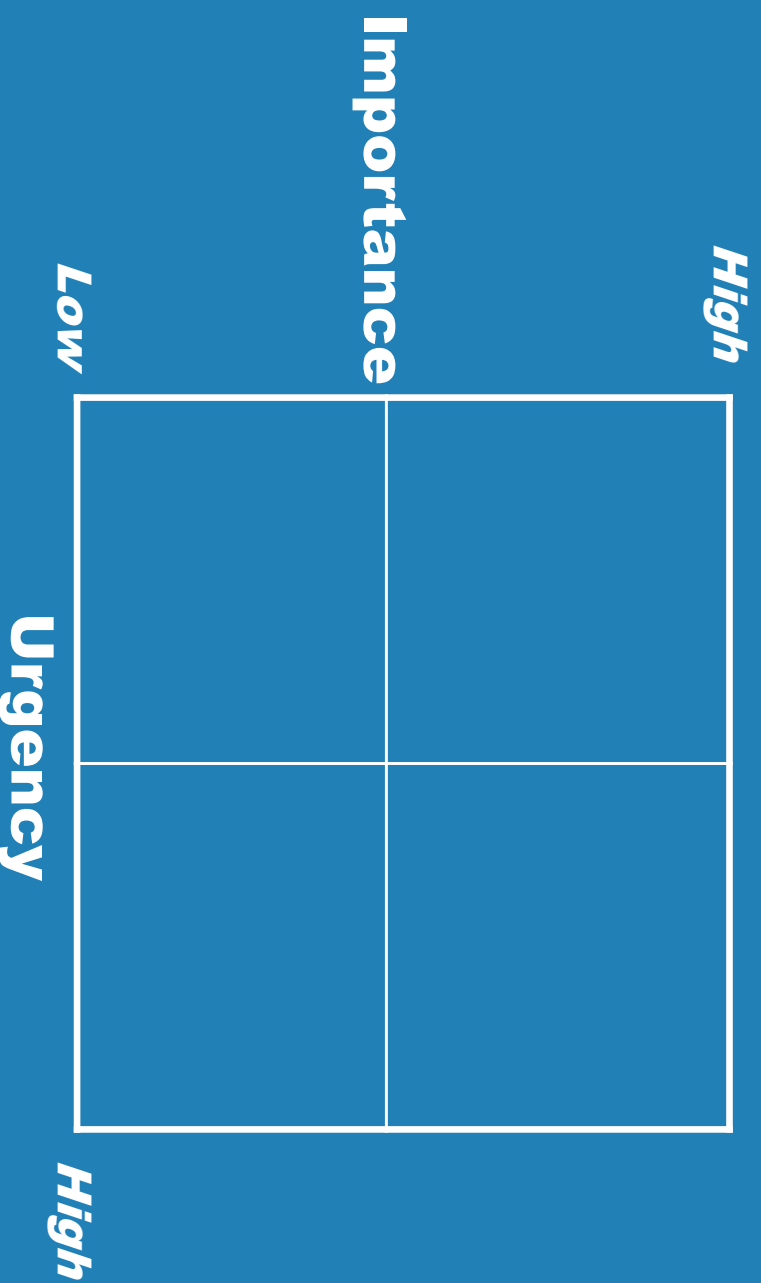
- *Predetermined results* to be achieved by a certain time.
- Professional and/or personal goals
- Big goals: break down into Short Term *objectives*... “*What must I do to achieve the goal?*”

- Goal = write book by 31/12;
- Objective No. 1 = write outline by 28/02;
- Objective No. 2 = Chapter 1 by 15/03/... etc.

- Then break down objectives into *tasks*...
“*What must I do today to reach objective?*”

Priorities – What should we do *FIRST*?

- **Priorities = objectives/tasks in order of importance/urgency..**



Advice to a Busy CEO: First things *first*

Write down...

- What you have to do tomorrow
- Now number them in order of real importance / urgency
- Tomorrow, start on #1: don't stop till you've done everything you can. Then go to #2... do the same; then #3 ... etc.
- If you can't finish everything, it's OK... you will have done the most important.
- Do this every working day

The Secret of Good Time Management...

Identify your #1 Priority...

And do it *first*.



Putting it all together...

- **Start with Goals → Short-Term Objectives → Immediate Tasks.**
- **Link today's activities to those goals/objectives/tasks**
- **Assign priorities to today's tasks**
- **Schedule tasks according to priorities and your own ideal day**
- **STAY ON TRACK, using the Plan to guide you through crises & interruptions**

The Daily Plan – essential!

Plan your day... or events/others will do it for you!

- **Get #1 done first in work day**
 - Not after clearing desk
 - Not after e-mail, newspaper, etc.
- **Do daily plan one week at a time**
- **Recommended: Do a monthly plan for 18 months ahead, to capture major events/targets**

The Daily Plan

| Monday | Tuesday |
|------------------------------|----------------------|
| Goals: | Goals: |
| Prepare daily plan for week! | Start book outline |
| | |
| | |
| 0800 | 0800 |
| Do daily plan for week | Work on book outline |
| 0900 | 0900 |
| Anul II Etica | |
| 1000 | 1000 |

- Prepare weekly; review and action daily
- Goals: What must I achieve today?
- Schedule appointments
 - but allocate time to achieve tasks!

Benefits of Daily Plan

- **Enhanced sense of purpose – driven by own priorities, not those of others.**
- **Reduces decisions on “What to do next?”**
- **Increases output of work, improves quality of work**
- **Improved sense of control over time; less frustration.**

....PROVIDED THAT YOU DO IT AND THEN STICK TO IT!

Anything that prevents that is a *time-waster!*

- **What are your time-wasters?**

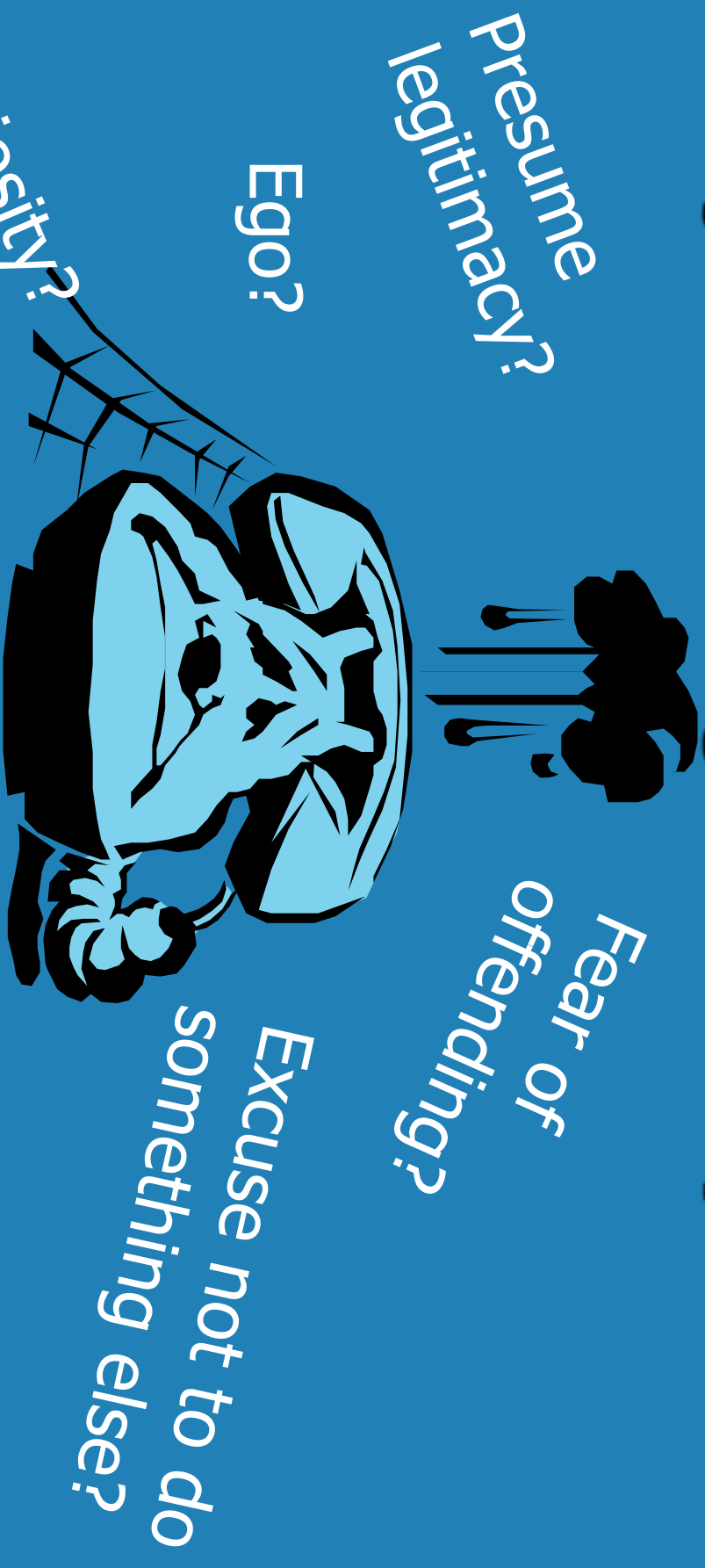
| | | | | |
|----------------------------|--|--|---------------------------------|--|
| Crisis Mgmt | | | Ineffective delegation | |
| Phone interruptions | | | Personal disorganization | |
| Inadequate Planning | | | Lack of self-discipline | |
| Attempting too much | | | Inability to say "No" | |
| Uninvited visitors | | | Procrastination | |

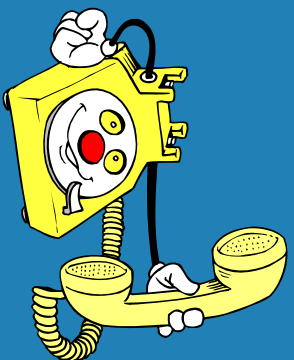
1. Crisis Management

- **Fire-fighting or true crisis?**
 - Don't fight fires! Keep in proportion!
- **Contingency Planning**
- **Learn from past**
- **Build in cushion**
- **Don't overreact: "Hero syndrome"**
- **Don't shoot the messenger**

2. Phone interruptions

- **Why don't we ignore the phone?**





Instead of answering...

If assistant...

S/he decides:

- **Handle**
- **Refer to other**
- **Postpone**
- **Put through**

If no assistant...

- **Voicemail**
- **Go where no phone (switch off mobile)**
- **E-mail**

When returning calls...

• Don't leave "empty messages"

• Get organized

• Manage call length

4. Attempting too much = Prioritising too little!

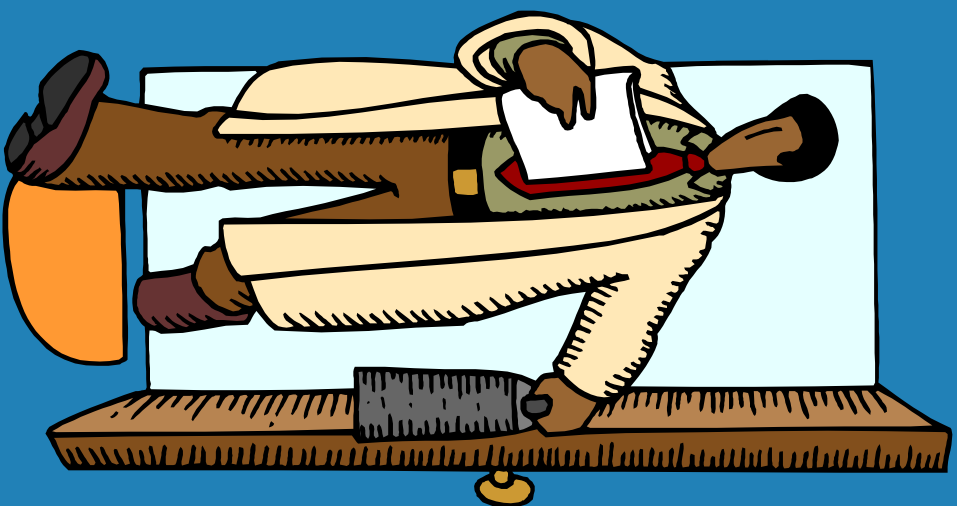
Why we do it:

- Desire to achieve
- Insecurity
- Fail to delegate
- Unrealistic time estimates
- Perfectionism
- Can't say no

How to stop it:

- Achieve = finish it, not just start
- Learn to delegate, pass on to others
- Resist urge always to rescue others
- Settle for “good enough”
- Learn to say no

5. Uninvited Visitors



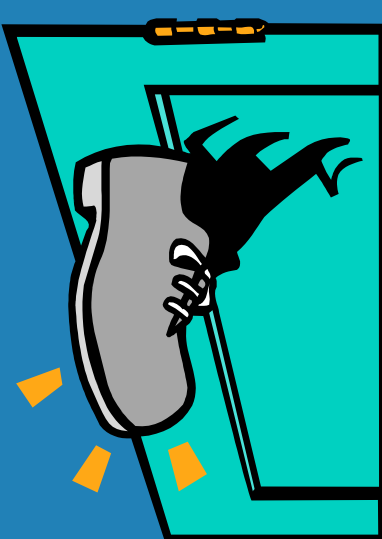
In Eastern Europe...

- Culture of hospitality
- Christian welcome
- Respect/ politeness

“I’ll only take a moment...” → 10 minutes.

Whose priority is more important?

A new approach...



1. Let's agree never to interrupt meetings ourselves!
2. If alone, but working: find out visitor's problem.
Then 1 of 4 responses:
 - Deal if really brief (answer quickly)
 - Set another time to meet
 - Suggest someone else to handle
 - Encourage them to work out own solution to problem
3. If it's the boss
 - Truly urgent? → Go! He sets the priorities!
 - If not, set time to meet. Don't assume his visit is automatically more important than your task!

6. Ineffective Delegation

- “I can do it better/quicker”
- *Delegate anyway: need to share learning opportunity*
- “They may do it wrong”
- *Delegate anyway! No risk, no reward; tolerate mistakes*
- “I like doing it myself”
- *Must move on... focus on new things to learn yourself*
- “Would take longer to explain than to do it myself”
- *How often do you want to do it rather than explain?*
- “I’ll lose control”
- *Delegate anyway: stay closely in touch with progress, create checkpoints... but delegate!*

DO ONLY WHAT ONLY YOU CAN DO!

General rules for delegating

- Choose the right person
- Give clear instructions... ensure understood
- Provide necessary authority
- Follow up... progress reports
- Support & coach as needed
- Resist upward delegation
- If nobody to delegate to... consider trading off with colleagues – using their gifts, helping them when stretched

7. Personal Disorganization



Symptoms:

- Piled-up desk... post-its... in-tray full... can't find papers when needed... deadlines/ appointments missed
- Nobody likes to be disorganized.
- What to do about it?

Some new resolutions

- **Tidy your desk: throw away, file, give away... but clear it. Then keep it that way. Clear at end of every day.**
- **Integrated system of goals/ projects/daily plan. Filofax/Palm?**
- **Filing system, however simple.**
- **All current papers → folders: Action, Phone/e-mail, Reading, Filing. Empty often! Check daily.**
- **Don't hoard... throw away!**

8. Lack of self-discipline

“Self-discipline is a habit... and so is a lack of it.”

Dealing with it -

- **Health/tiredness check? Diet; exercise; sleep patterns?**
- **Self-talk: “I won’t accept my lack of self-discipline – I will be orderly and organized!”**
- **Act as you think a self-disciplined person would!**
- **Build in reinforcement all the time:**
 - **Keep goals visible** - **Use all available tools**
 - **Set yourself deadlines** - **Goals, priorities, plans!**

9. Inability to say



Hard to say 'no' to people we respect & like..

- **Desire to please**
- **Like to feel needed**
- **Nobody else available**

4 Steps to saying



4. Offer alternatives, but don't change mind!

3. Give reasons

2. Say no, politely but firmly

1. Listen. Ensure you understand.

Saying 'no' to the boss...

- **Let him/her know the conflicts – what else would be affected if you take this one on.**
- **Invite him/her to decide what you should drop/delay in order to do this one.**

10. Procrastination

Why do we put things off?

- Fear of failure
- Lack of interest
- Feeling of conflicting pressures
- Doing things we like doing, instead of things we ought to do

Results:

→ Lateness, unpreparedness, errors

Tackling procrastination

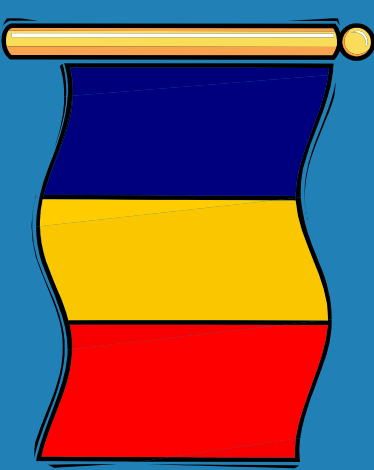
- Prayer – recognise fault, ask for Spirit's help to overcome
- Develop “Do it now” attitude
- Set deadlines for starting something, not just for finishing
- Think how you'll feel when done!
- Celebrate/reward self when complete

The Action Plan

- Identify your 5 major time-wasters (Time Log)
- Decide order in which to tackle... 1 per week or 2 per month?
- Prepare your Action Plan worksheet
- Find a partner, share ideas/ brainstorm, be accountable to each other!
- Don't give up...
Keep going.
 - It's a habit you want to form
 - Check progress after a week... month... 3 months
 - Celebrate!

Tips from successful Time-Managers

- ✓ **Group similar tasks together**
- ✓ **Have a place for everything, & put it back after use!**
- ✓ **Don't take breaks too often**
- ✓ **When threatened by chaos, stop... step back... reassess priorities**
- ✓ **Plan backwards from deadline... leave some contingency slack time**
- ✓ **Plan family/personal time in schedule**
- ✓ **Learn to divide major task into tiny pieces**
- ✓ **When writing:**
 - **Focused concentration essential**
 - **When sit down to write, aim to finish if possible**
 - **Find somewhere secluded... no phone, e-mail, visitors.**



And finally...

Some suggestions for East Europeans (and others!)

- *Don't* interrupt other people's meetings, even if they invite you to come in!
- *Don't* take phone calls if in a meeting. Turn on voicemail at start (including mobile phones)!
- When you receive an e-mail question, acknowledge at once even if you don't know answer... don't leave unanswered. Provide full answer ASAP.
- On voicemail, leave explicit, informative messages, not just "Please call back."