

How to manage yourself and achieve your priority outcomes

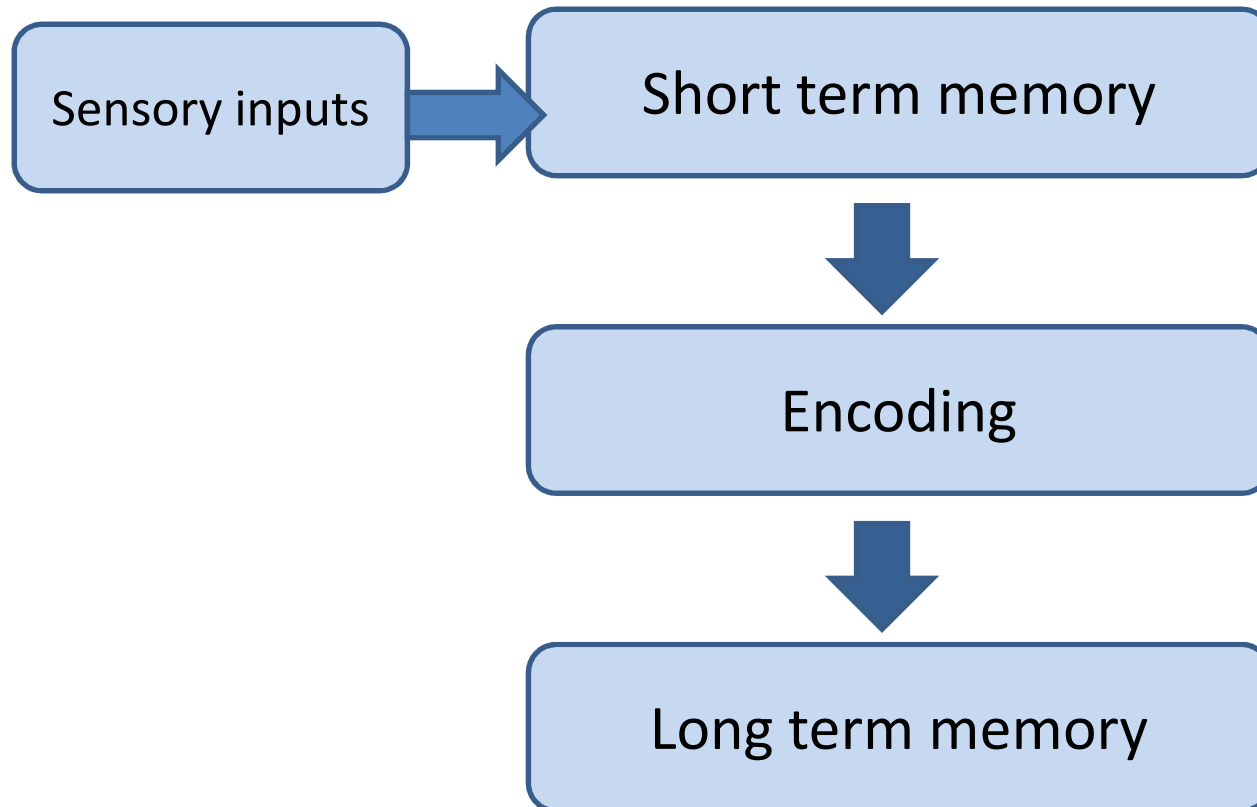
Don Garford

Programme

- A reminder of the three stages of effective time management
- Secret 1 – the way you think about your work and establish priorities
- Secret 2 – making the most of the people you work with
- Secret 3 – making the change – personal action planning

How we really learn

(Atkinson-Shiffrin, 1968)



Preparing the mind for learning

Pick up a card
Introduce self and have a 2 minute
conversation with someone



At “signal” change card
Move to new partner for new 2
minute conversation

Learning

– helped by setting a target..

- You have one minute to set yourself a target from today
- explain the target and the reasoning behind it to the person on your left.

A reminder of the principles of
effective time management

The three stages

The three stages of effective time management

List what you have to do



Prioritise the things on the list



Plan, do, monitor, adapt

First principles of effective time management

List what you have to do

On a piece of paper list the 5 things that take up most of your time

Now evaluate these things against two factors

- **Effective use of time = H/M/L**
- **Importance to job purpose = H/M/L**

Now evaluate these things against time

Should have more time = +
Should have less time = -

First principles of effective time management

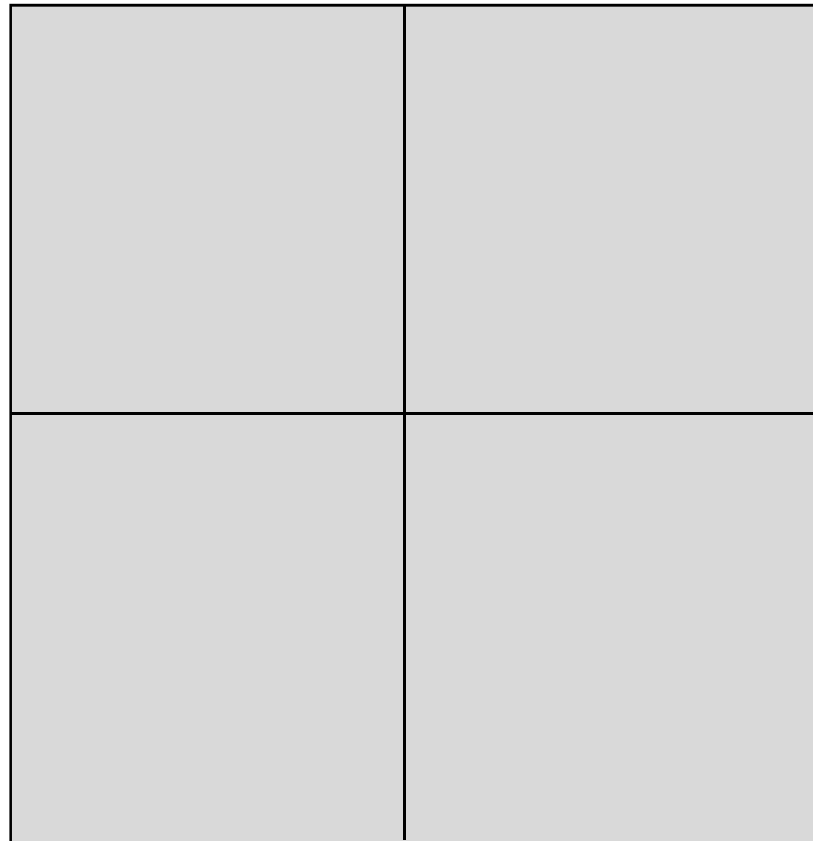
Prioritise the things on your list

High urgency

low urgency

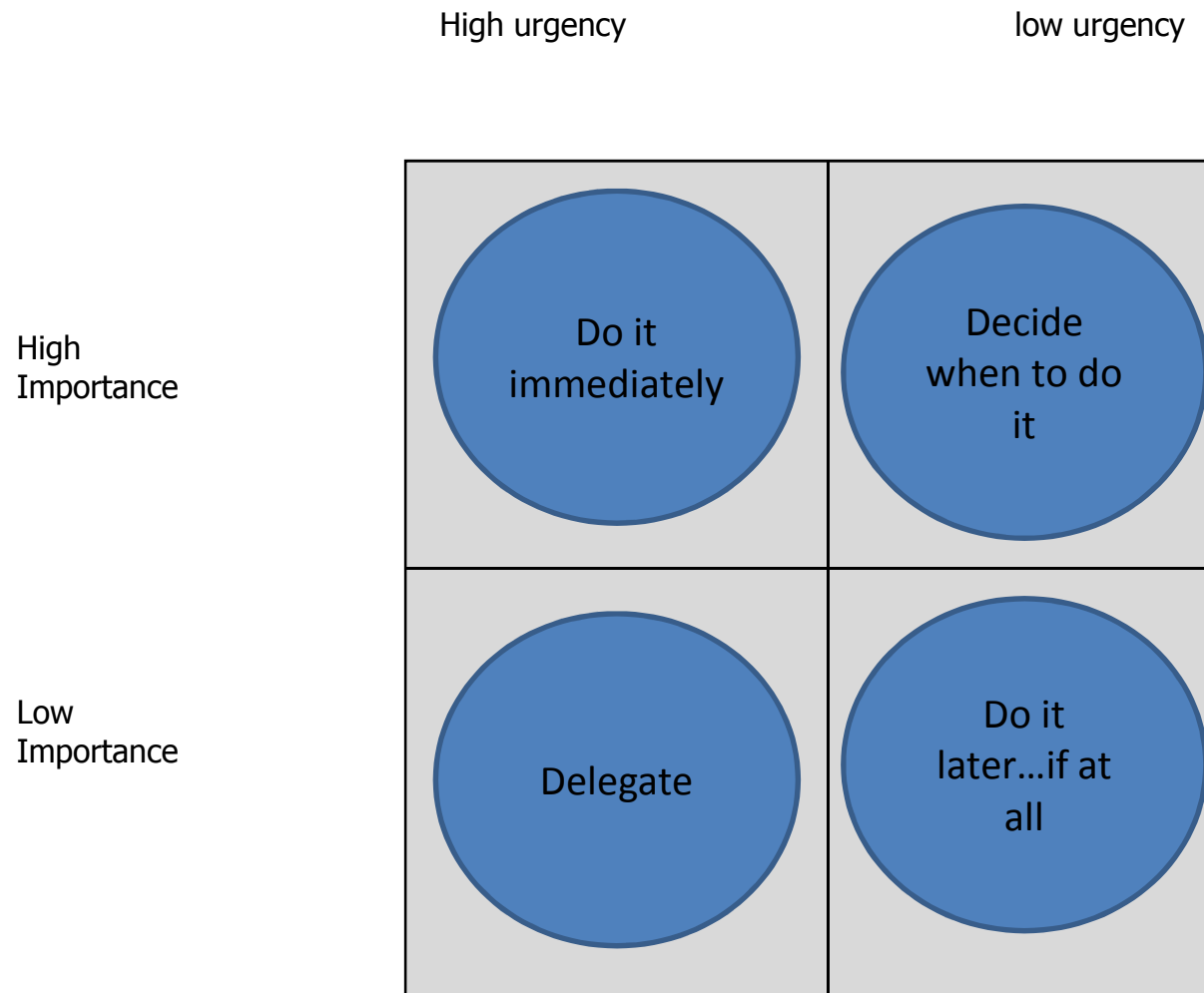
High
Importance

Low
Importance



First principles of effective time management

Prioritise the things on your list



In broad terms what action you would take with things placed in each box?

**Better late than never.
But never late is better.**

What can we call each quadrant?

Necessity	Productive
Deception	Default

What the Demming has found about the quadrants

24%	16%
58%	2%

25%	60%
14%	1%

The workload in each quadrant and how it affects you!

Necessity Crises Deadlines Problems	Productive Strategy Reflection Relationships
Deception Interruptions E-mail	Default Trivia timewasters

Necessity Excited Scared Edgy	Productive In control Measured Content
Deception Frustrated Victimised	Default Peripheral Bored

First principles of effective time management

Plan, do, monitor, adapt

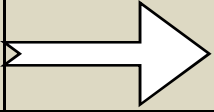
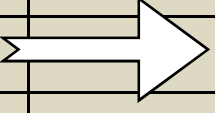
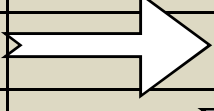

"5" planning tips

1 Define the outcome – make them "smart"

- Specific
- Measurable
- Agreed
- Realistic
- Time defined

2 Break down the outcome in milestones

3 Put the milestones into a plan

	Jan 2011	Feb 2011	March 2011	April 2011
Consult "stakeholders"				
Draft report				
Present report				
Enact major recommendations				

4 Allocate realistic time to work

5 Delegate!

A reminder of the 3 stages of effective time management

List what you have to do

Prioritise the things on the list

Plan, do, monitor, adapt

Take a few minutes to discuss and reflect on this section
with your neighbour

**Decide what you will “take away” from this
section**

Secret 1 – the way you think about your work and establish priorities

Your attitudes to work

The relevance of purpose over objectives

Your attitude to work

- Optimist or pessimist?
- Thinker or doer?

Attitudes!!

- Can do
- Opportunities
- Half-full
- Confident
- Eager anticipation



Able to do
Able to relate
Optimistic

- Unsure
- Problems
- Half-empty
- Doubtful
- Heavy hand of fate



Struggle to decide
Struggle to get on with others
Pessimistic

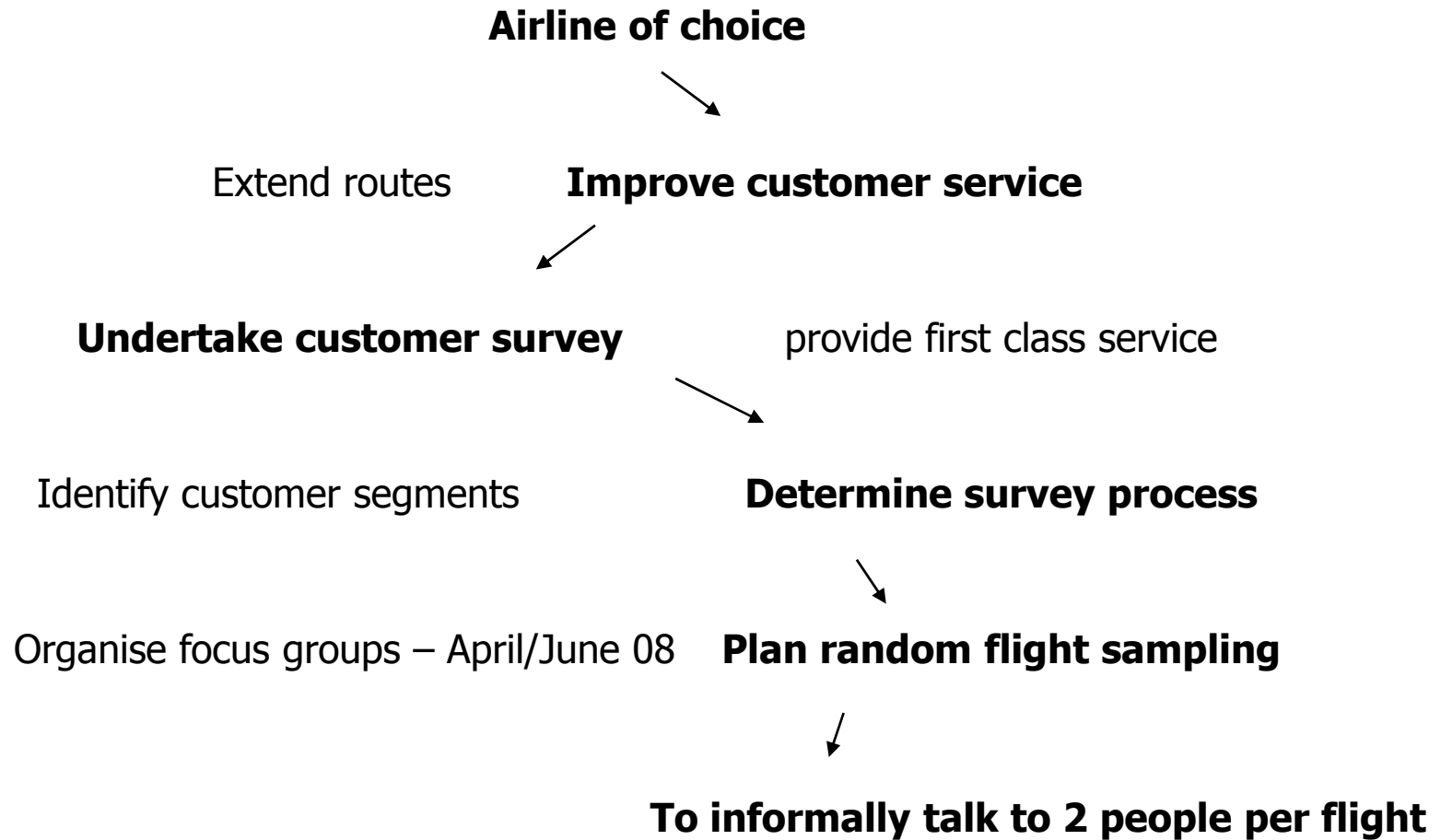
The relevance of purpose over objectives

- Strategic clarity
- Working with the end in mind
- Doing what the customer really wants

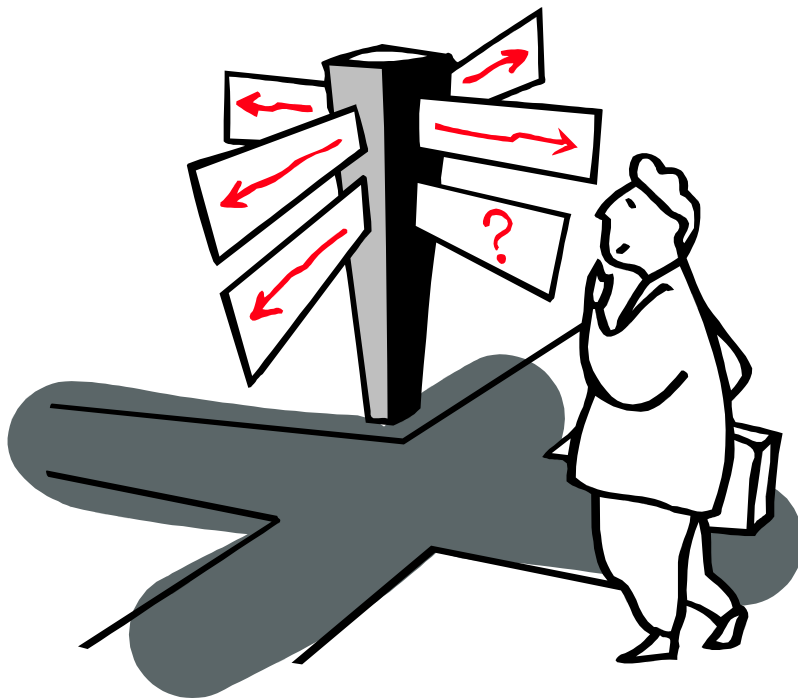
Strategic clarity – activities and accountabilities



British Airways



Strategic Clarity – “Direction of Travel”



- Statement of “where are you heading” in a specified time ahead.
- Otherwise known as a vision!

Working with the end in mind

If you can talk with crowds and keep your virtue,
Or walk with Kings – nor lose the common touch...

If you can fill the unforgiving minute

With sixty seconds worth of distance run

Yours is the Earth and everything that's in it,
And, which is more, you'll be a man, my son

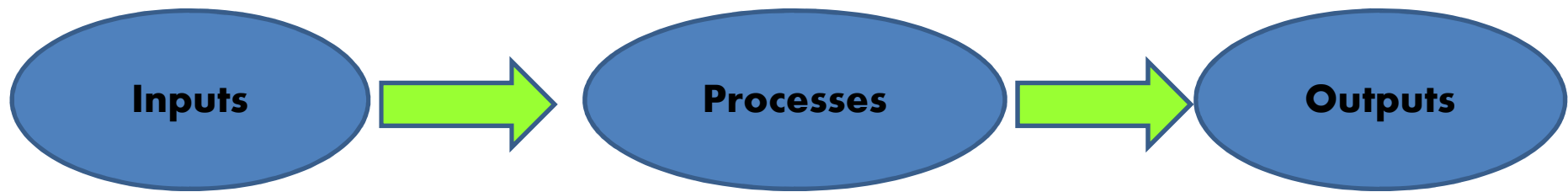
Strategic Clarity – “Your personal vision”



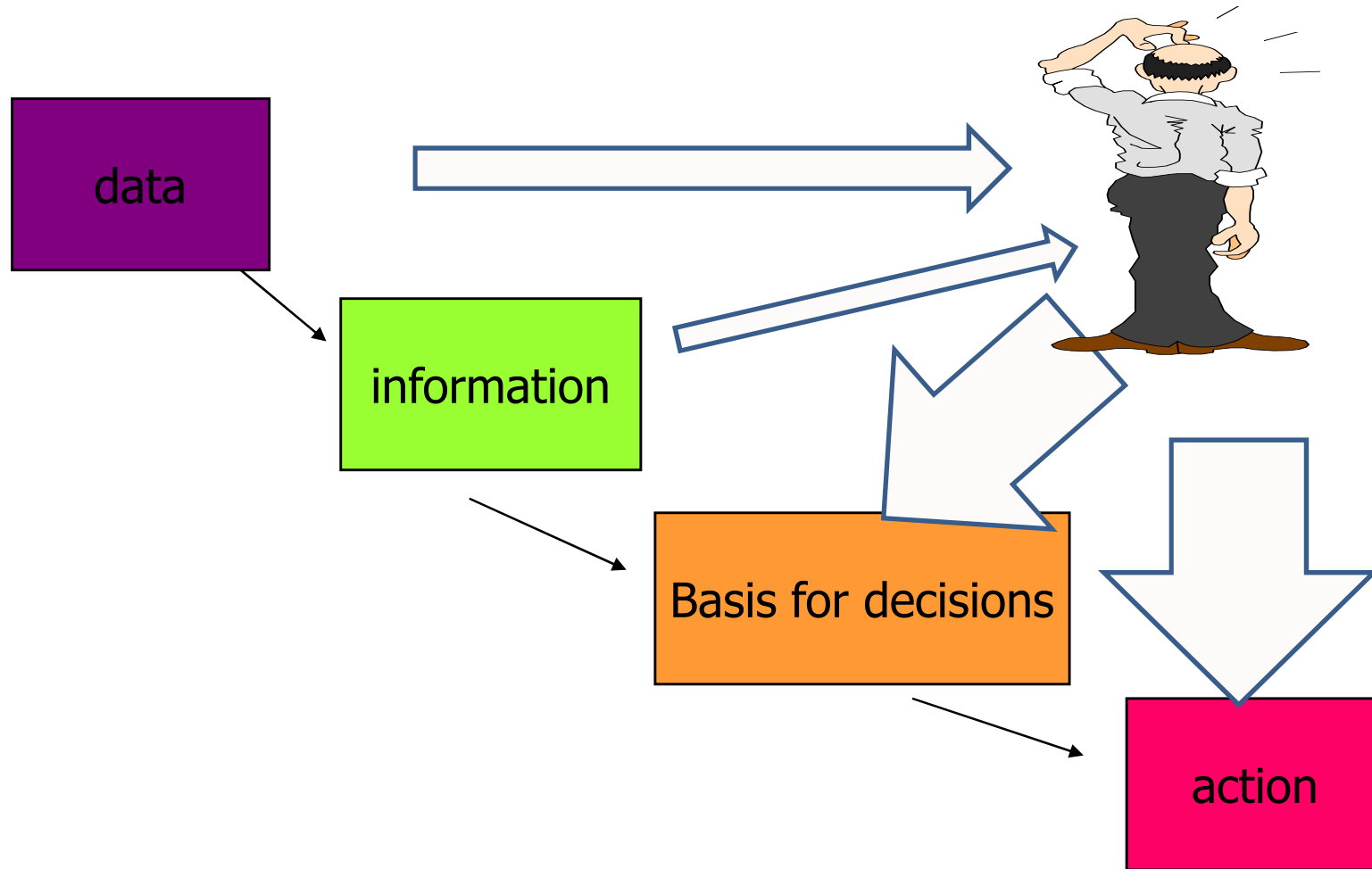
Explain your vision to the person next to you, clearly stating which aspects will make the greatest contribution to your work satisfaction

- On a piece of flipchart **draw** how you want work to be a year ahead of today
- You might consider
 - Location
 - Work colleagues
 - Pay
 - Relationships
 - Hours of work
 - Promotion
 - Responsibilities
 - Style of working

Working with the end in mind



Working with the end in mind



Secret 1 – the way you think about your work and establish priorities

Take a few minutes to compare notes with your neighbour and decide what you “take away” from this section

Secret 2 – making the most of the people you work with

Being clear about your critical working
relationships

Effective relationship management

Being clear about your critical working relationships

Performance - more, much more, than the task!



Technical



Behavioural

Management and leadership

Management = Leadership

Management

Leadership

Leadership

Management

Leadership

Management

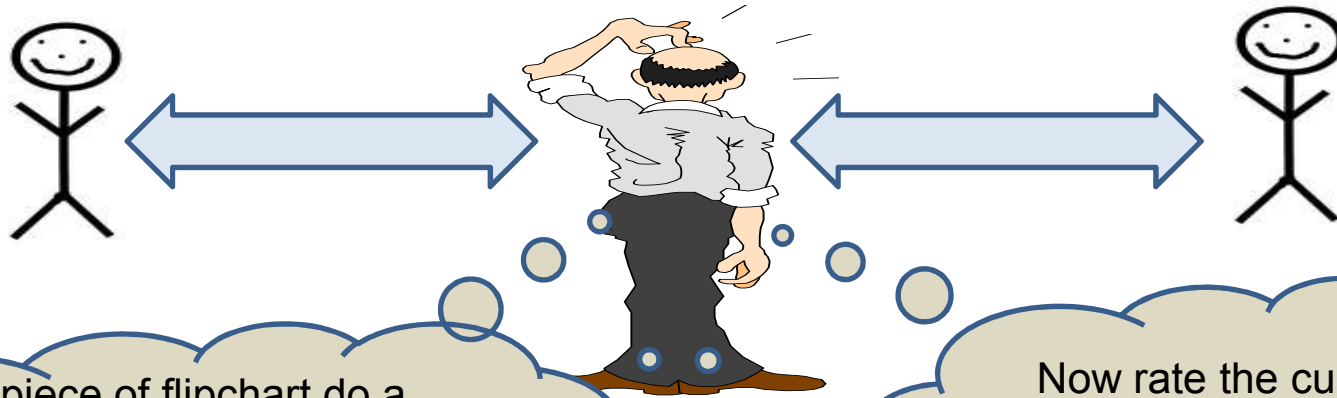
Leadership and Management

"5 potential areas of difference!"

	Management	Leadership
Direction	Planning and budgeting Eye on the "bottom line"	Creating vision/strategy Eye on the horizon
Alignment	Organising and controlling Creating boundaries	Creating culture/values Reducing boundaries
Relationships	Producing objects/services Position power – "boss"	Producing people Personal power – "coach"
Personal Qualities	Emotional distance – talking Insight into organisation	Emotional connectedness – listening Insight into self
Outcomes	Stability and efficiency Better at doing the same	Change and integrity Trying out the new

Your people landscape

Current and future mapping



On a piece of flipchart do a map of the 5 most important people that affect the success or failure of you and your work

Now rate the current working relationship
1 = poor, 5 = excellent

Represent the importance of each person to your success/failure by the strength of the arrow

Now identify which relationship will be most important to you in the longer term

Effective working relationships

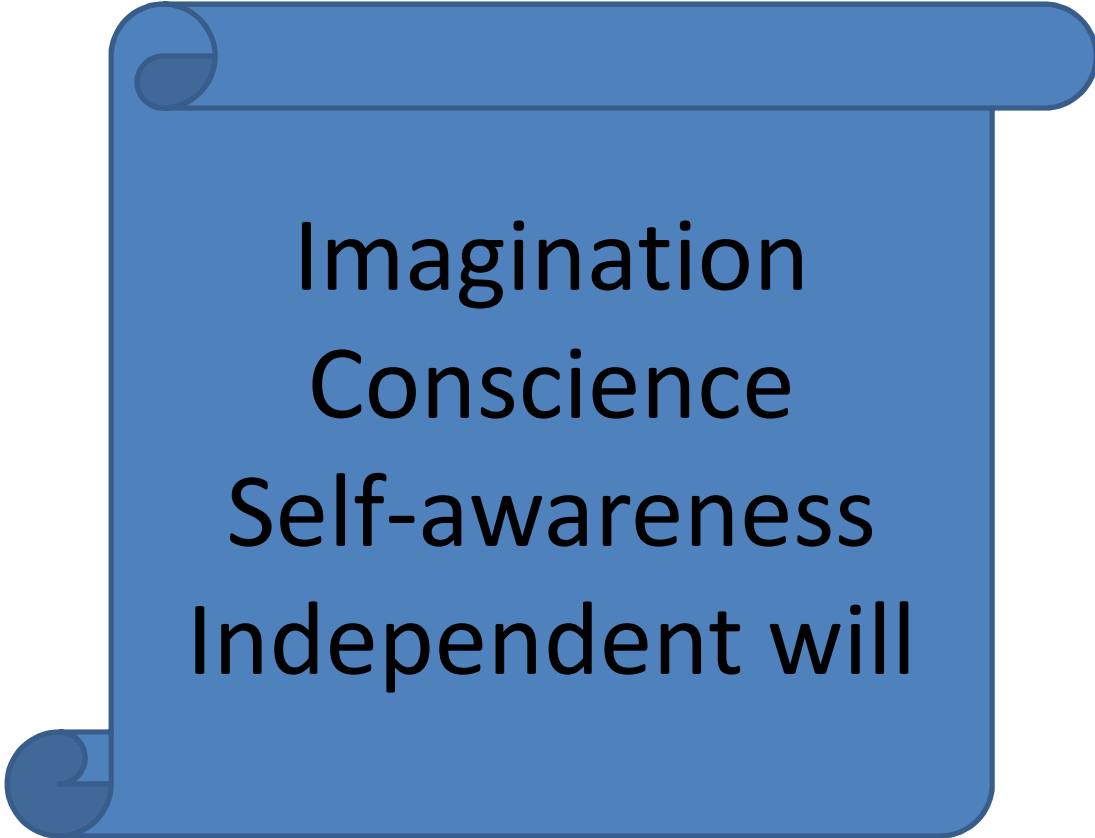
- Establishing meaningful work boundaries
- How to understand others?
- How to talk over working relationships?

How we think about relationships



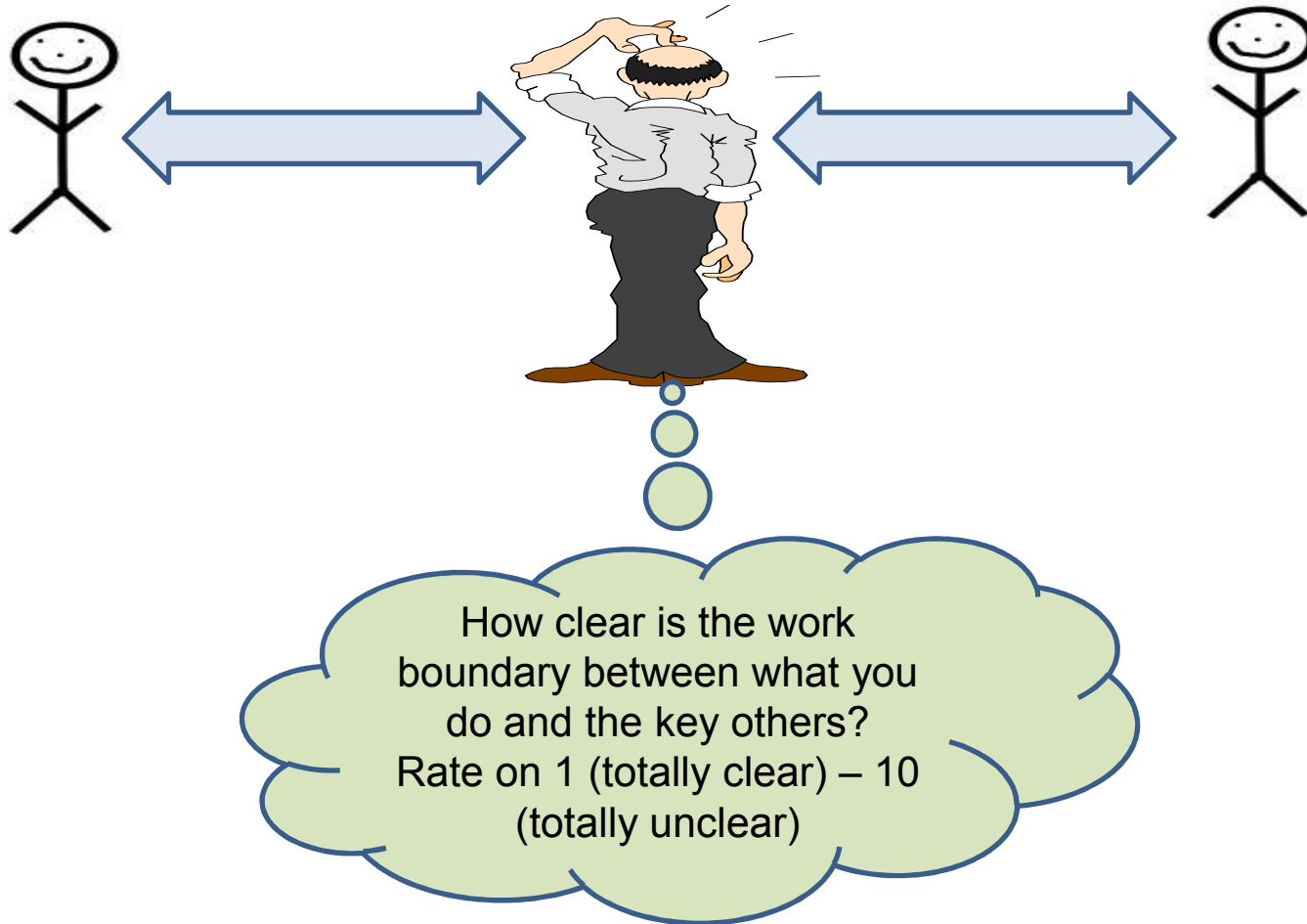
- Win-win
- Win-lose
- Lose-win
- Lose-lose
- Win
- Win-win or No deal

Moving to win-win



Imagination
Conscience
Self-awareness
Independent will

Establishing meaningful work boundaries



Getting others to follow

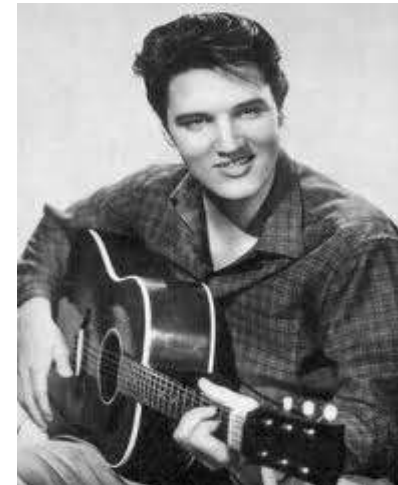
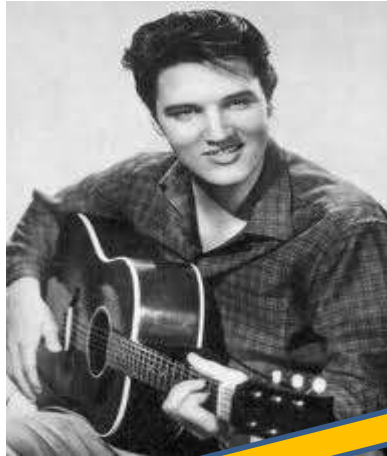
Role modelling - Social learning theory

- People observe the behaviour of others in given situations, and note the outcomes of those behaviours
- Consequently, they use this knowledge to shape their own behaviour in similar contexts with expectations of similar outcomes

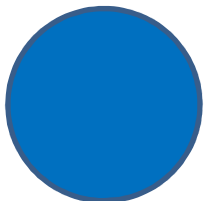
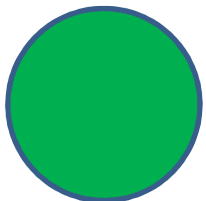
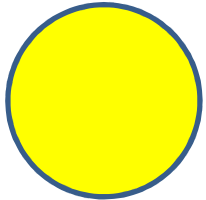
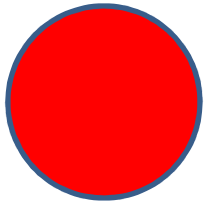
Albert Bandura

Getting others to follow

Social learning theory

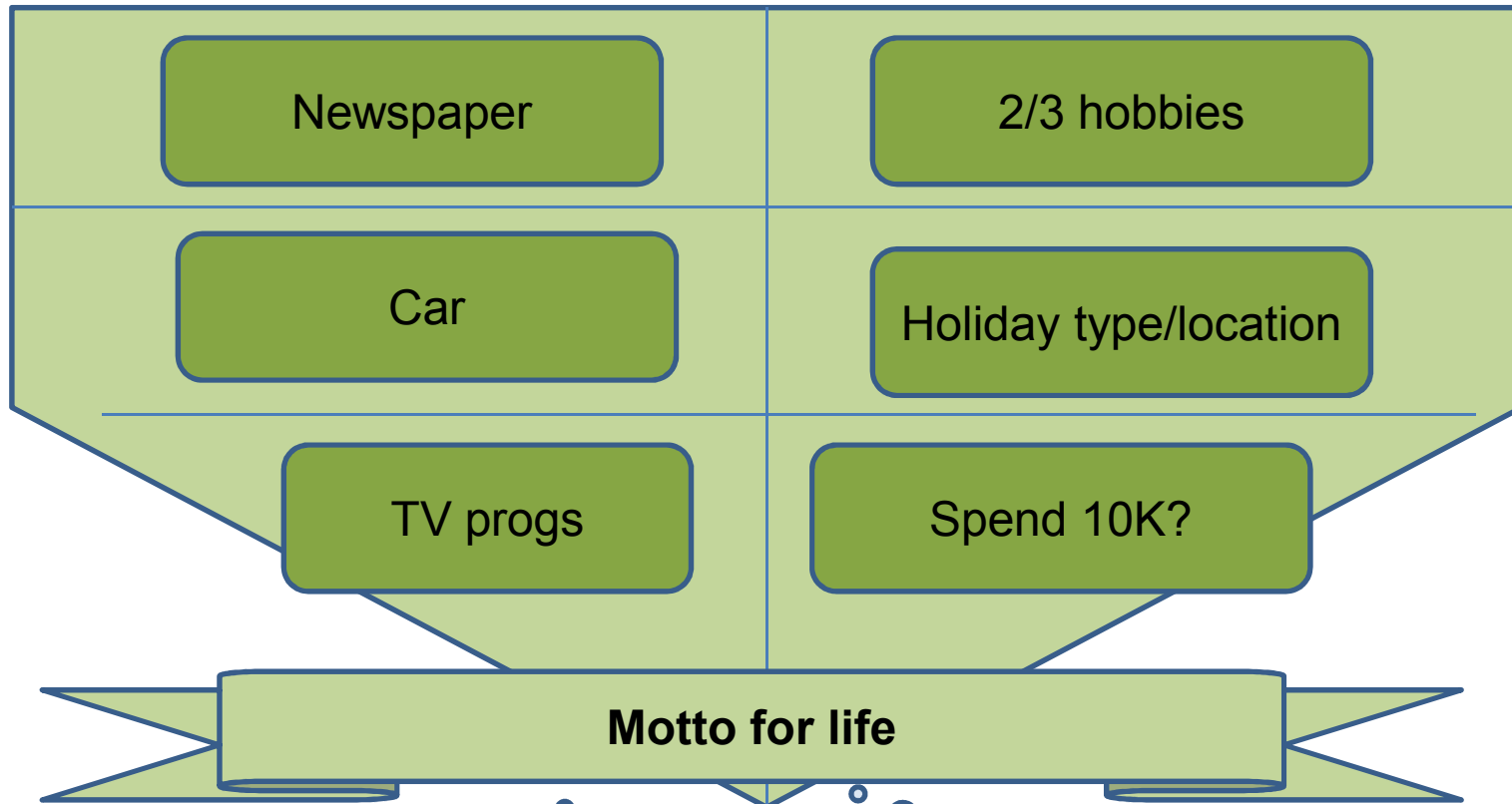


Using colours to understand others



- Individually jot down two or three things that “your colour” suggests to you
- Form into small groups of the same colour

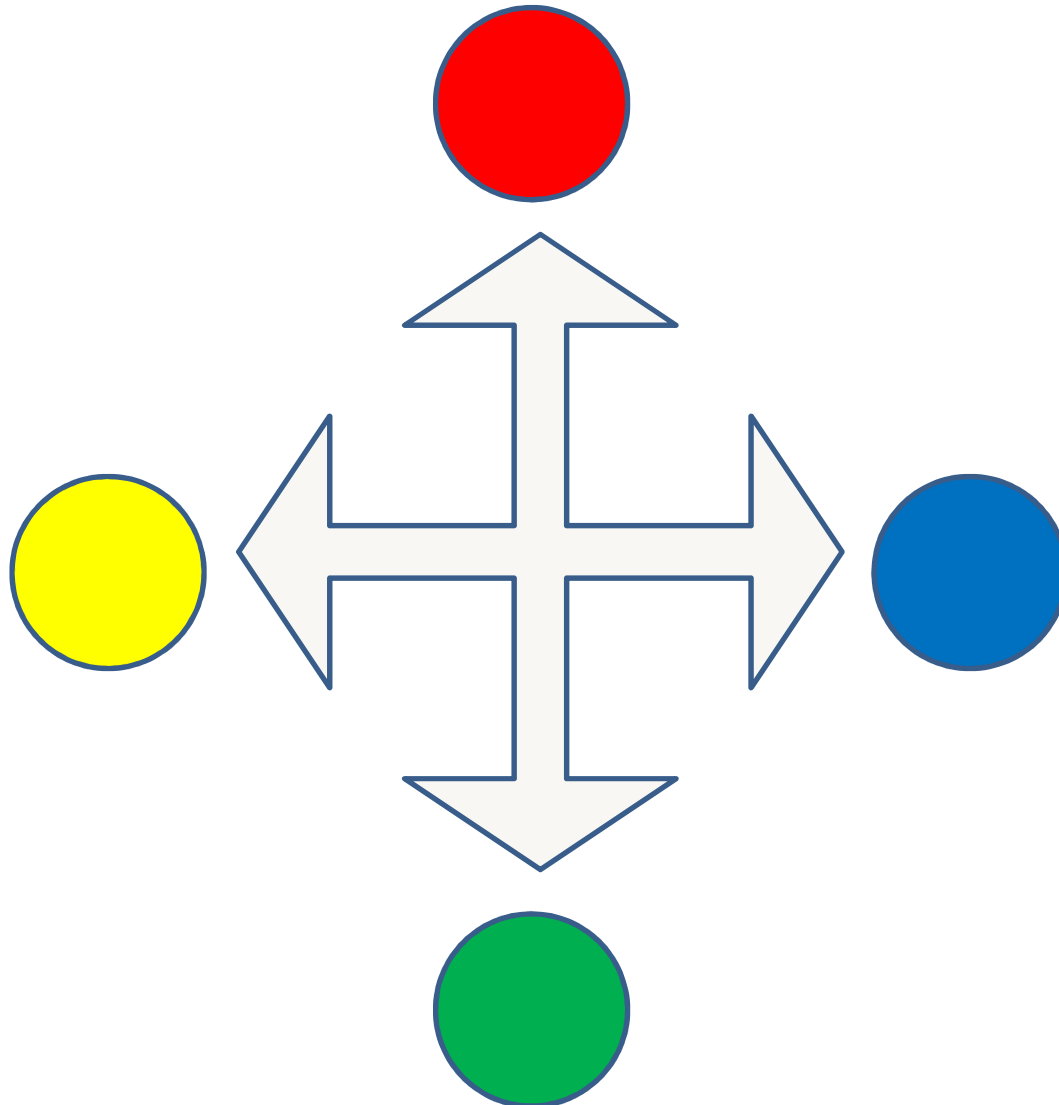
Understanding yourselfand others?



a "conclusion" about
your personality

A summary thought about
what motivates you

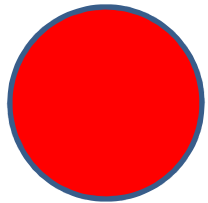
Using colours to understand others



How to (and how not to) motivate each colour

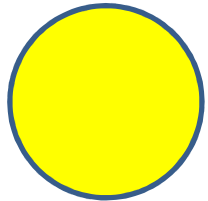
Avoid

Do



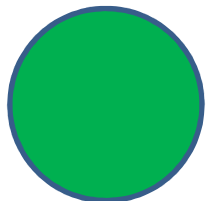
Detail

Be direct



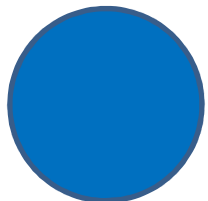
Being direct

Match their enthusiasm



Making assumptions

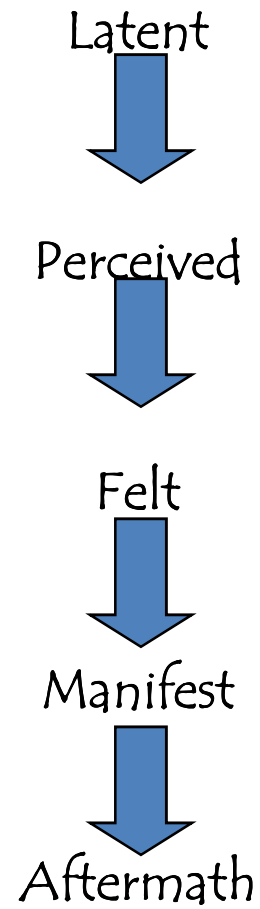
Take your time



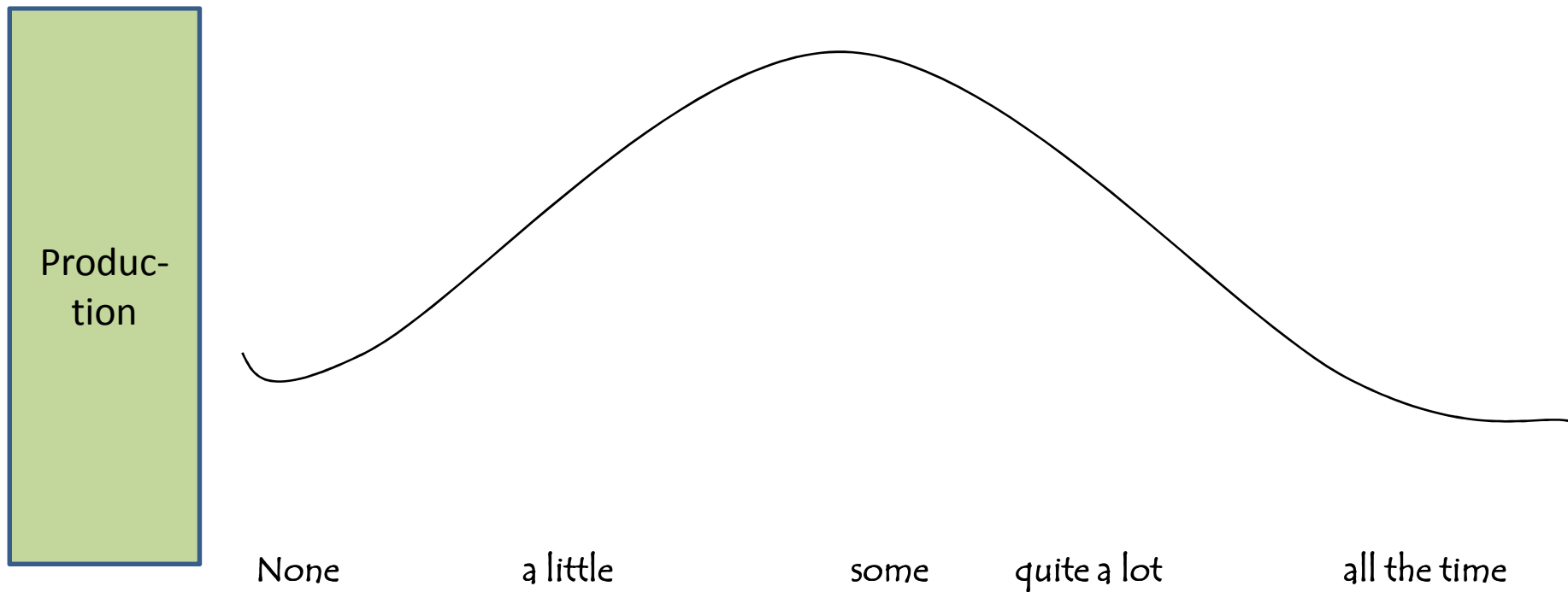
Being too enthusiastic

Be precise

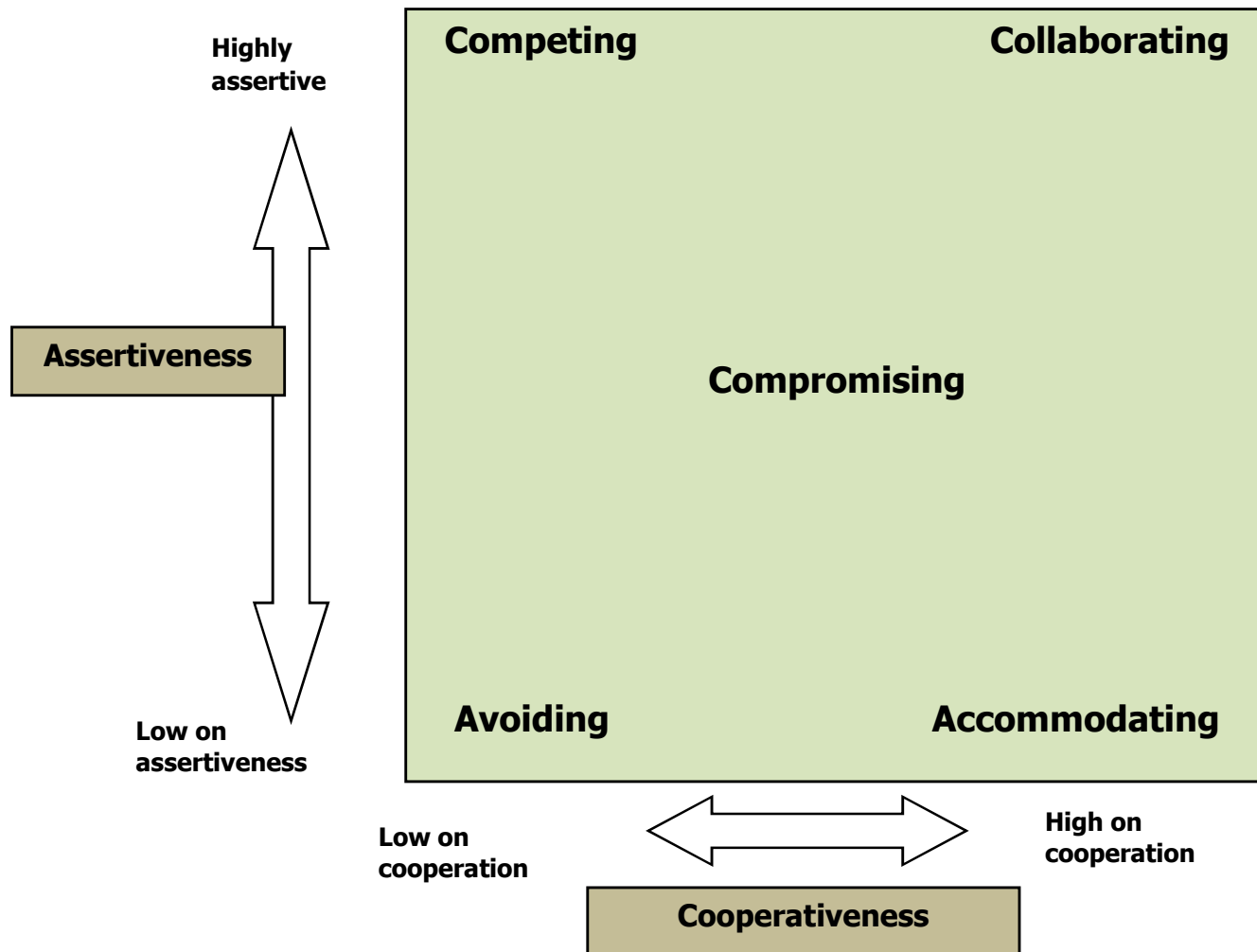
Pre-empting conflict?



Conflict as a "management activity"



Five ways of handling conflict



Feedback

"Tact is the ability to make a point
- without making an enemy"

Anon.

"....criticising performance is not an end
in itself; it is done to achieve a
particular goal. The goal is a change in
the way a person carries out a
particular aspect of their role

Ken and Kate Back, "assertiveness at work"

The language of feedback soft and hard “content”



Hard content

Lateness for meeting

Not providing information as promised

Soft content

Behaviour

Feedback – a 2 stage framework

Stage 1 – identifying the behaviour
that needs to change

Stage 2 – giving feedback

Feedback

Stage 1 – identifying behaviour

- Behaviour is anything that a person says or does or doesn't say or do when expected

Feedback

Stage 1 – identifying behaviour

Watch the film clip
Note down the behaviour of the attendant

Compare your results with your neighbour.
“Tick” instances where you have identified
and described behaviour in exactly the
same language

Feedback

Stage 2 – giving feedback

Use “I” statement to say what you have observed

State the effect this behaviour is having in achieving the purpose

Invite suggestions from the receiver of feedback about how they could do things differently

Provide suggestions if the receiver cannot suggest any themselves

Feedback

Stage 1 – identifying behaviour

Watch the film clip
Note down the behaviour of the attendant

Discuss what you would say to the attendant and how you would say it

Feedback

Putting it into practice

Work in trios

One person to explain how to do something to someone else

The third person is to listen and watch for good/poor aspects of behaviour in the person explaining

Using the guidance “giving feedback” lead a feedback conversation

Rotate roles

Secret 2 – making the most of the people you
work with

Take a few minutes to compare notes
with your neighbour and decide what
you “take away” from this section

Secret 3 – making the
change – personal action
planning

Success criteria

**A statement that tells us
if the problem has been
successfully solved**

Success criteria - examples

Problem

The hospital corridors were dirty when I inspected them yesterday

Success criteria

Whenever they are inspected the corridors will be clean and tidy

Problem

My car battery keeps losing it's charge

Success criteria

My car battery retains it's charge for a reasonable amount of time

Problem

I am unable to make presentations to large groups

Success criteria

I can confidently make presentations to large groups

Programme

- A reminder of the principles of effective time management
- Secret 1 – the way you think about your work and establish priorities
- Secret 2 – making the most of the people you work with
- Secret 3 – making the change – personal action planning

Secret 3 – making the change – personal action planning

Reflect upon all that we've covered and conclude what one practical thing are you taking away from today?

Note it down in the PDP