



TIME MANAGEMENT STRATEGIES
TIME MANAGEMENT OR SELF MANAGEMENT?

February 2010

SUMMARY OF IDEAS AND CONTENTS

We talk of *time* management when really we need to manage *our own behaviour*.

This document suggests a simple process that will help us plan our use of time effectively.

It provides a sample Roles & Goals Planning Sheet.

We can only gain time in two ways.
Choosing more wisely what we spend our time on.
Effective Delegation.

Let's begin by Asking 3 key questions

1. Can we actually *manage* time?
2. Which actions gain most for me/us/the organisation - so how should I prioritise?
3. How do I structure my approach effectively?

The Answers - 3 concepts to work from and take away

1. We cannot *Manage Time* – there will always be the same number of minutes in an hour or hours in a day.
So we have to work smarter - neither harder nor for longer hours.
2. What gains most [for me/us/the organisation] is to focus on things that are:
Important but not Urgent.
3. I can structure my approach effectively by first identifying My Roles followed by the specific Goals for each Role then planning weekly what "The Next Step" that moves this goal forward might be.

WHAT IS THE PROCESS OF SELF MANAGEMENT TO GET THINGS DONE?

First - your own actions



Explanation - Plan Weekly

This is the valuable discipline of sitting down each week and planning the week to come.

This makes you look forward ie not just running from day to day and ensures all bases are covered.

The idea is you diarize a time for this - say Friday morning.

So every Friday morning you sit down and go through this planning process for the forthcoming Monday to Friday.

Each week has a plan, made in advance, that is designed to [and will] move all your objectives forward.

Second – where do you put your focus?

The grid below describes the work we do in terms of its Importance and its Urgency.
A moment's thought generates 4 possible categories in a 2 by 2 grid.



Knowing this classification - what should you be doing?

- ◆ The activities in the Urgent/ Important [Yellow, Top Left] quadrant cannot be ignored.
 - They can become less time urgent:
[better planning ensures they happen less.]
 - Some of the pressure can be taken off by effective delegation.
- ◆ Activities in the Urgent/ Non important quadrant [Yellow, Bottom Left] need discipline.
 - So screen your calls,
set a time to deal with Email,
reschedule an interruption to a better time.
- ◆ Activities in the Neither Urgent Nor Important [Grey, Bottom Right] quadrant should embarrass you.
 - So start being more rigorous.

What of the top right quadrant [Orange]?

Every successful business spends time dealing with these issues. These are the activities that help a business progress its goals and improve everyone's performance.

Where Your Focus should be:

Things that are *Very Important/ Not Urgent* need a lot of your time.

Your business can only grow or progress...

When you spend time on the development issues in the top right quadrant.

Thus doing things such as:

- ◆ building relationships/ developing people
- ◆ planning strategy
- ◆ creating new products
- ◆ crisis planning etc.

For Example -

You set up a *Crisis Management Team* and develop a *Crisis Management Plan*.

[This is Important but not Urgent - there is no crisis right now but you are planning for the eventuality.]

Then -

When the press are about to expose you for your lack of green policies,

or you have to recall thousands of faulty products,

or you are the subject of a hostile takeover,

or your CEO is door stepped by the News of the World for his extra-curricular activities,

- you have a sporting chance of surviving.

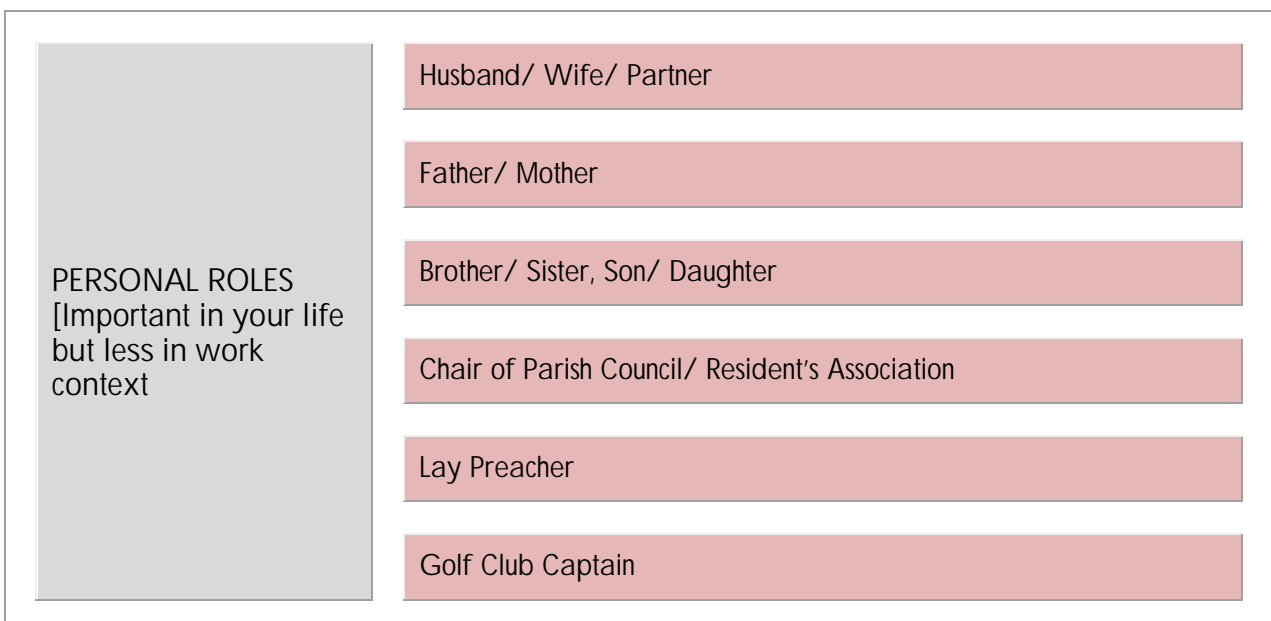
DEFINE YOUR ROLES - THE FIRST STEP IN EFFECTIVE USE OF YOUR TIME

When setting goals, it is important to make sure that you cover all your responsibilities appropriately and fully. You do this by first defining your ROLES.

Each week you will choose goals for each of your Roles.

The goals will depend on your Current Strategy, organisational priorities or the state of the market.

The Roles might look like this



Non-work goals are included because once you see the logic of this system you will want to use it in your personal life as well as at work.

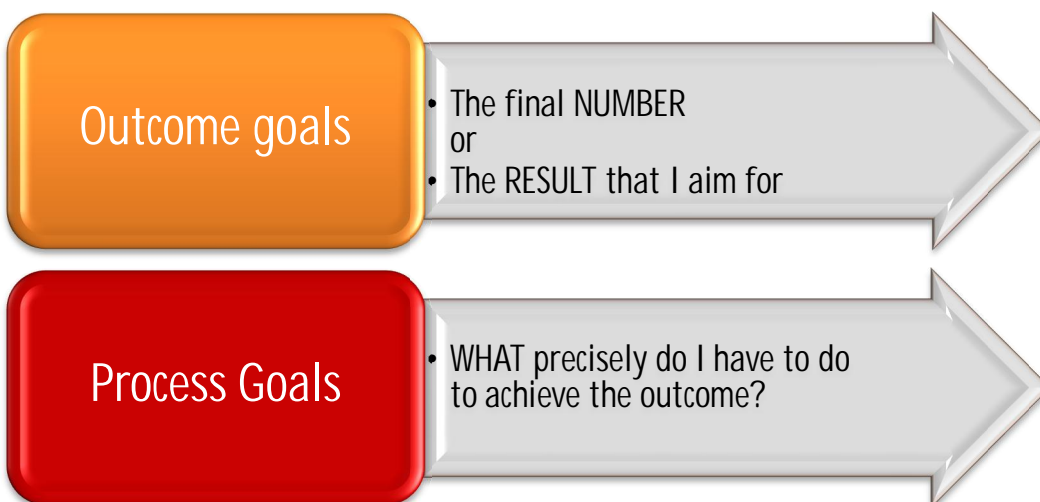
HOW TO SET GOALS

4 key ideas



First concept – what type of goal are we talking about?

The first concept is - separate your goals into these 2 types ie Outcome and Process.



So my overall OUTCOME goal might be

“Make total sales of £500k this period”.

The PROCESS goal that achieves this is

“Book and achieve 20 sales calls each week”.

Second concept – SMART goals

The second concept is that goals have to be SMART goals.

The acronym SMART has a number of slightly different variations.

Our preferred version is shown below on the left, with an explanation on the right.

S	Specific	Defined [Who, When, What, Where, To what Standard] Clear to anyone that has basic knowledge of the project They start with a verb ie they are ACTIONS.
M	Measurable	There needs to be an outcome with numbers or a grade or a win.
A	Achievable	Do-able within available resources, knowledge, and time.
R	Relevant	Beneficial - fitting in with the overall Strategy.
T	Time-lined	Have a finite deadline and trackability as a project.

Third concept – The Next Step

Achieving goals requires one final *planning* step.

This is...

Chunking down – breaking goals into “bite-sized”, easy to do parts.

Thus our:

- ◆ Outcome Goal might be *Make* total Sales of £500k this period.
- ◆ Process Goal would be for example *Book and Achieve* 20 sales calls each week.

The Chunks might be [note the Action verbs]:

1. *Identify* a list of prospects
2. *Choose* which region fits best with our Strategy and available resource
3. *Write* mailshot text
4. *Plan* logistics of mailshot
5. *Write* script for follow up calls
6. *Organise* logistics of follow up calls
7. *Allocate* face to face meetings to appropriate partners, consultants, advisors etc.

The Next Step depends how far down the list you have progressed.

If you have already achieved the first 3 items on your list of chunks then the Next Step is item 4 eg “Plan logistics of mailshot”.

Fourth concept - Execution

Only Executed Goals are of value.

The key to executing your goals is to plan weekly using a Roles & Goals worksheet. You will immediately diarize the actions for yourself or delegate effectively, where appropriate.

So you "allocate to diary", but also "allocate to team member, direct report or support staff".



See next page for Roles and Goals Planning Worksheet.

ROLES AND GOALS PLANNING WORKSHEET [USE WITH YOUR DIARY]

Plan on a sheet like this.

Allocate the diary slots immediately.

Roles	Outcome Goals	Process Goals	Chunks [Steps]	NEXT step[s]	Timeline	Diary slot[s]
Sales Manager	1. Make £500k this period	Book and achieve 20 calls/week	Prospect List Which region? Write mailshot text Mailshot Logistics Script for follow up calls Logistics of phone calls Allocate F2F meetings	Prospects [with FM] Region [with JT] Mailshot text Mailshot Logistics [team meeting]	Mon 19/03 Mon 19/03 Tues 20/03 Wed 21/03	1000 on Mon 19 th 1130 on Mon 19 th 0930 on Tues 20 th 1145 on Wed 21 st
	2. Hire 5 new sales people	Interview ~ 20	Advertise Check Agency Timetable interviews	Advertise	Mon 19th	0930 on Mon 19th
Mentor	Progress personal development of all this year's recruits	Allow 2 sessions per week in my diary	Book meetings Review CVs/ experience Set preparation tasks	Book meetings [First next week]	Tuesday 20/03	1230 on Mon 19th