

# Getting It All Done

By Mike Roberts

# TOP 10 TIME EATERS

## Rank Order

1. Lack of objectives, priorities or planning \_\_\_\_\_
2. Poor crisis management, shifting priorities \_\_\_\_\_
3. Attempting too much \_\_\_\_\_
4. Personal disorganization \_\_\_\_\_
5. Interruptions (drop-in visitors, telephones) \_\_\_\_\_
6. Inability to say no \_\_\_\_\_
7. Lack of self-discipline \_\_\_\_\_
8. Ineffective delegation \_\_\_\_\_
9. Meetings \_\_\_\_\_
10. Procrastination \_\_\_\_\_

**Boss-imposed time** – Time to accomplish those activities which the boss requires and which the manager cannot disregard without direct and swift penalty.

**System-imposed time** – Time necessary to accommodate the requirements placed on the manager for support from his or her peers.

\* **Self-imposed time** – The time needed to do those things which the manager originates or agrees to do. A certain portion of this kind of time, however, will be taken up by subordinates and is called “subordinate-imposed” time.

Notes:

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# Four Quadrants Of Time

THE FOUR QUADRANTS OF TIME MANAGEMENT

	URGENT	NOT URGENT
I M P O R T A N T	1	2
N O T I M P O R T A N T	3	4

Notes:

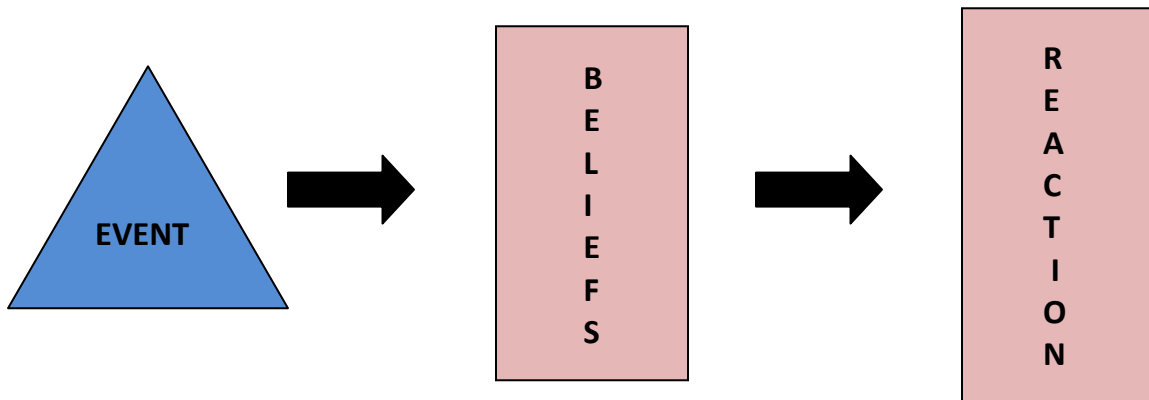
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## Your Belief System

A BELIEF is an individually impression which once embraced as TRUTH determines how we act on the incidents or EVENTS of our life.



### NOTES

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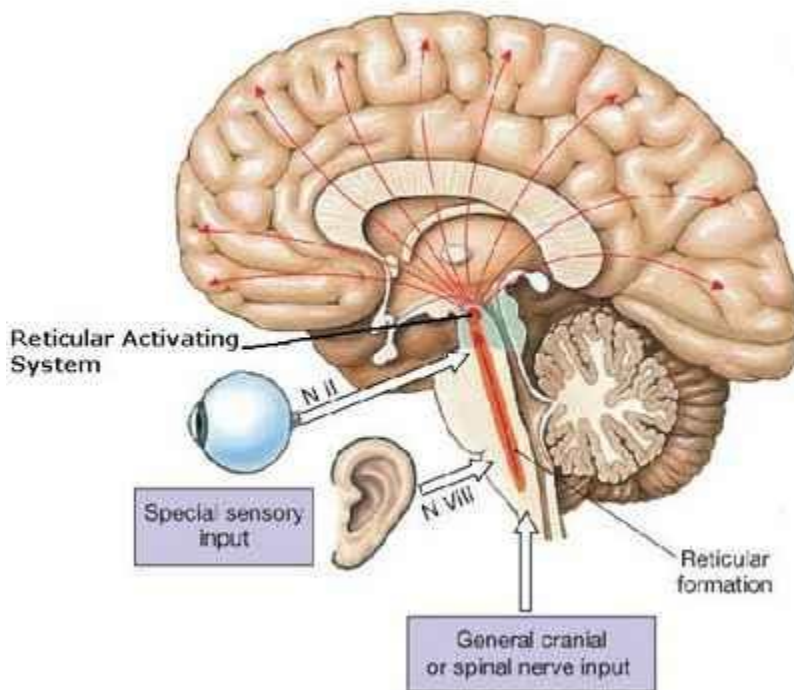
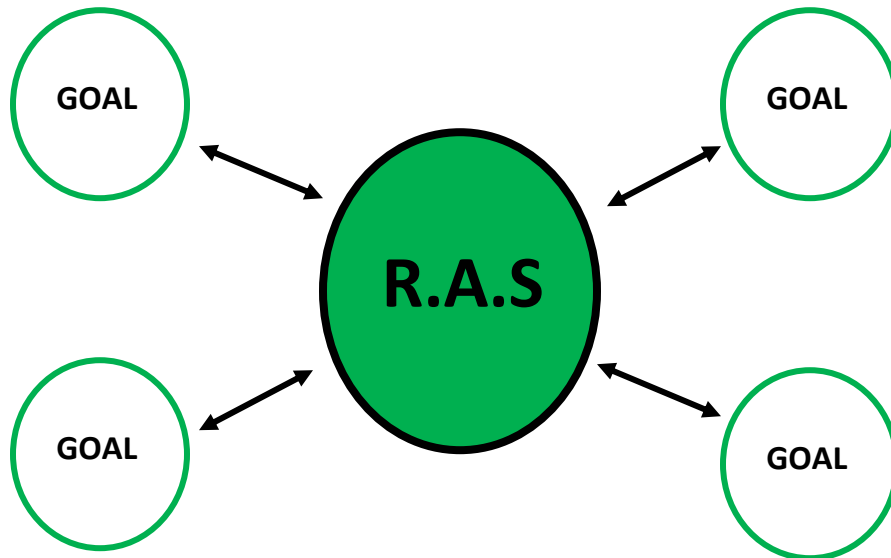
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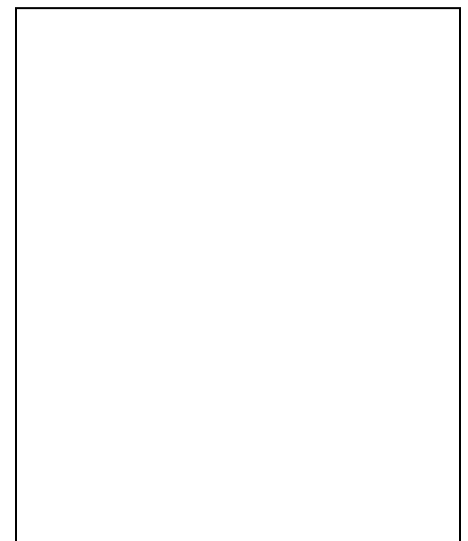
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*Reticular Activating System*



References



### *S.M.A.R.T. Goals*

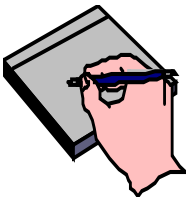
**S**pecific

**M**easurable

**A**ttainable

**R**ealistic

**T**ime Specific

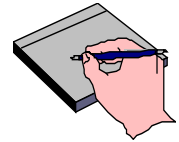


**Develop Personal Goals or References**



### *Procrastination*

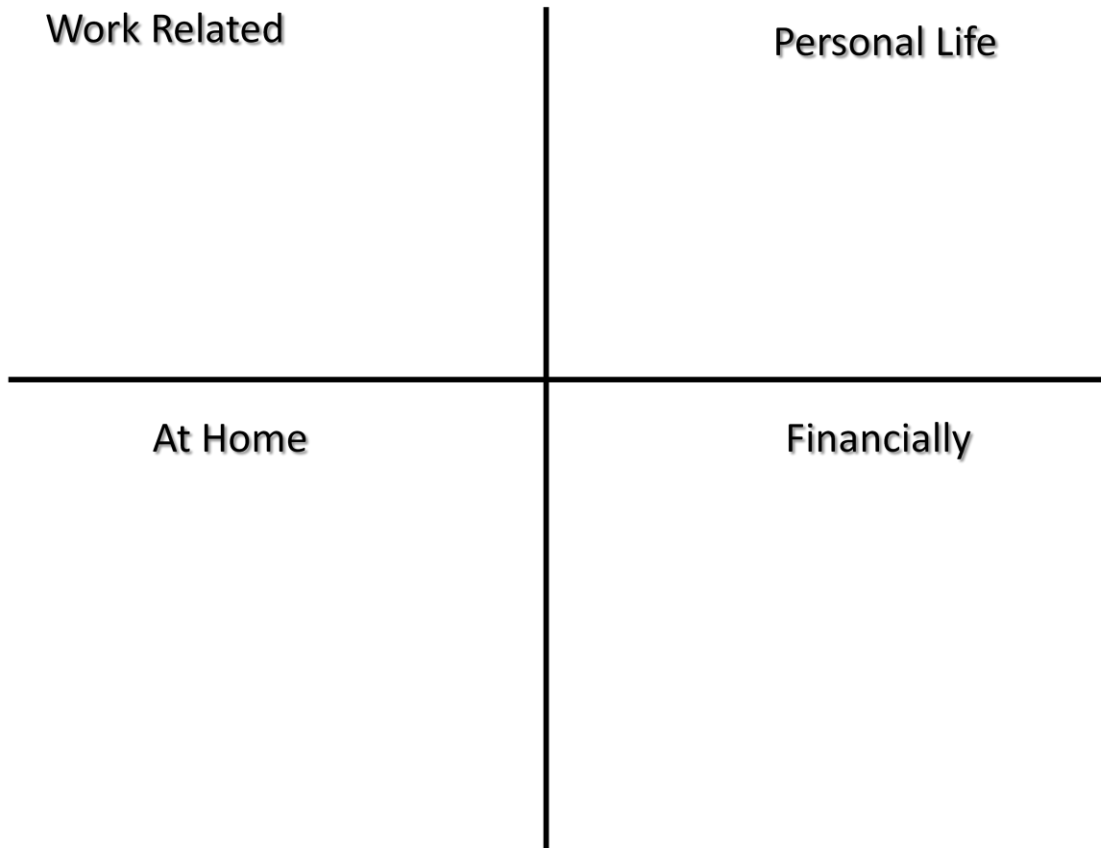
## Why Do We Procrastinate?



### Three Keys:

- ✓ Develop a clear Goal compelling enough to energize us at the start and sustain us to the finish.
- ✓ A Priority System to hold our focus on important/urgent matters rather than on distracting smaller jobs or “busy work.”
- ✓ A set of Alarm Bells or Tools to help us notice and refocus when subtle habits drag us back toward delay.

***Procrastination***



# Time Management Worksheets

## Paired Comparison

#	Item	Check	Rank
1			
2			
3			
4			
5			

### COMPARE

1-2, 1-3, 1-4,  
1-5

2-3, 2-4, 2-5

3-4, 3-5

4-5

## Deadline/Payoff

Item	Deadline	Payoff	Weighted Score	Rank
		+	=	
		+	=	
		+	=	
		+	=	
		+	=	

## Importance/Time

Item	Importance	Time	A/R/E

<input type="checkbox"/>	<b>ACTION</b>	1-1	1-2	1-3	2-1
<input type="checkbox"/>	<b>REDUCE</b>	2-2	3-1		
<input type="checkbox"/>	<b>ELIMINATE</b>	2-3	3-2	3-3	

		TIME		
		1	2	3
IMPORTANCE	1			
	2			
	3			

### Deadline/ Payoff

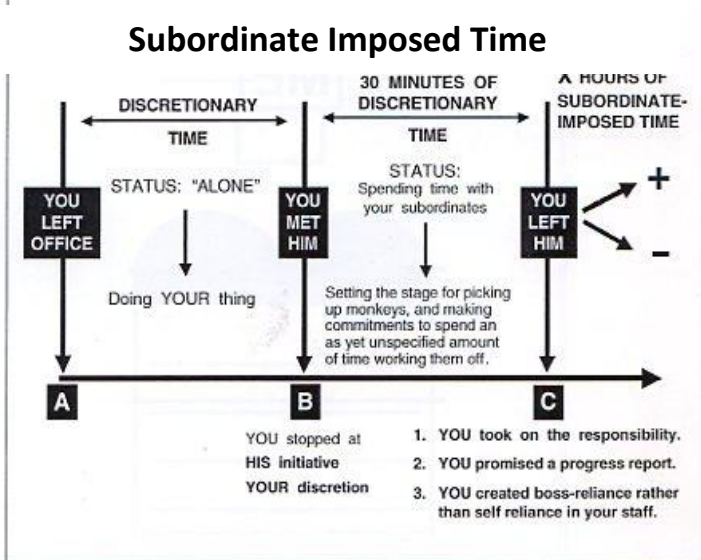
#### Deadline:

1 = long-term  
2 = short term  
3 = immediate

#### Payoff:

1 = low recognition/impact/visibility  
3 = moderate recognition/  
impact/visibility  
5 = high recognition/impact/visibility

# Maximizing Discretionary Time



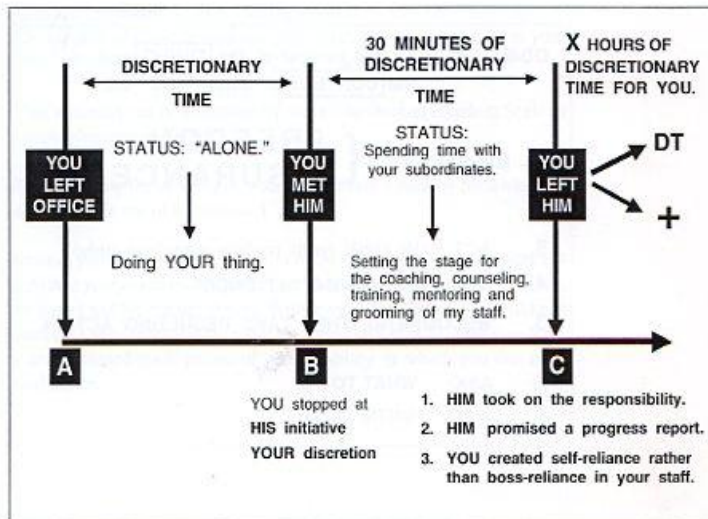
## Rule 1. Descriptions

*A boss and staff member shall not part company until appropriate "Next Moves" have been described and specified.*

## Rule 2. Owners

*The dialogue between boss and staff member must not end until ownership of each monkey is assigned to a person.*

## VISUALIZING THE END RESULT



## Rule 3. Insurance Policies

*The dialogue between boss and staff member shall not end until all monkeys have been insured. The risk MUST be covered.*

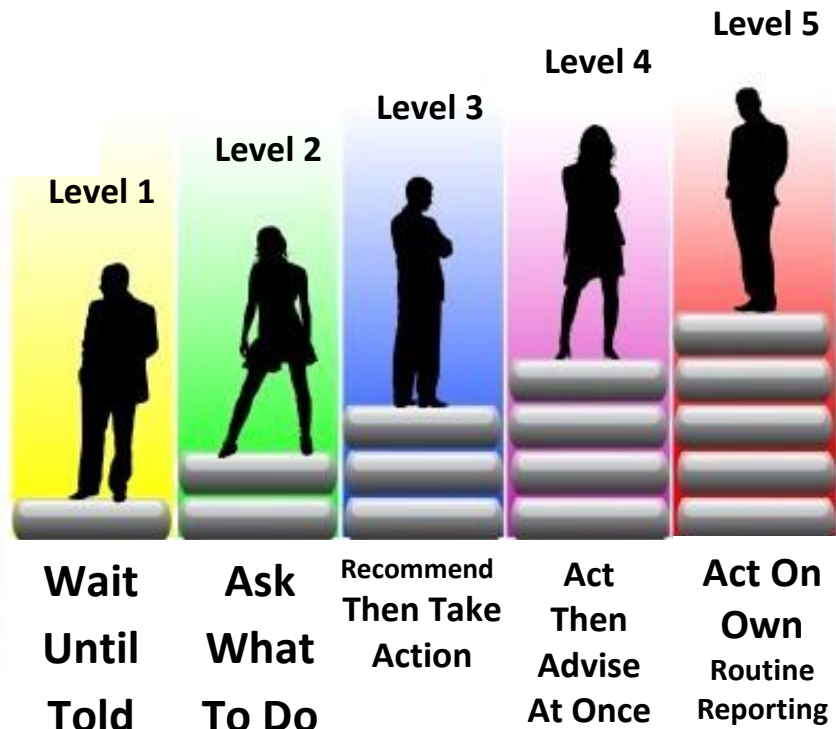
## Rule 4. Monkey Feeding and Checkup Appointments

*The dialogue between boss and staff member shall not end until the monkey has a checkup appointment.*

**Your Action Plan.....**

# Coaching Up The Freedom Ladder

*Our freedom to act varies according to the level of initiative and empowerment we enjoy.*



**NOTES:**

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# General Strategies By Style

How to work with each personality type for best results.

## Task-oriented

### Director

- Support their goals and objectives
- Keep your relationship businesslike
- If you disagree, argue facts – not personal feelings
- Recognize their ideas – not them personally
- Be precise, efficient, and well organized

**Above All Be: Efficient and competent**

### Thinker

- Support their organized, thoughtful approach
- Demonstrate through actions rather than words
- Be systematic, exact, organized, and prepared
- List advantages and disadvantages of any plan
- Provide solid, tangible, factual evidence

**Above All Be: Thorough and well prepared**

Direct, fast-paced

Indirect, slow-paced

# General Strategies By Style

## Relationship-oriented

### Socializer

- Support their opinions, ideas, and dreams
- Don't hurry the discussion
- Try not to argue – you usually won't win
- Summarize in writing who is to do what, where, when
- Be entertaining and fast moving

**Above All Be: Interested in them**

Direct, fast-paced

### Relater

- Support their feelings by showing personal interest
- Assume that they'll take everything personally
- Allow them time to trust you
- Show that you are "actively" listening
- Move along in an informal, slow manner

**Above All Be: Warm and sincere**

Indirect, slow-paced

# Summary Of Styles

How to work with each personality type for best results.

## Task-oriented

### Director

- Decisive actions and decisions
- Likes control
- Dislikes inaction
- Prefers maximum freedom when managing
- Low tolerance for feelings, attitudes, and advice
- Works quickly and impressively alone

### Thinker

- Cautious actions and decisions
- Likes organization and structure
- Dislikes involvement
- Prefers objective, task-oriented, intellectual work environment
- Wants to be right, so can be overly reliant on data collection
- Works slowly and precisely alone

Direct, fast-paced

Indirect, slow-paced



# Summary Of Styles

## Relationship-oriented

### Socializer

- Spontaneous actions and decisions
- Likes involvement
- Dislikes being alone
- Tends to get caught up in their dreams
- Jumps from one activity to another
- Works quickly and excitedly with others

Direct, fast-paced

### Relater

- Slow at taking action and making decisions
- Likes close, personal relationships
- Weak at goal-setting and self-direction
- Has excellent ability to gain support from others
- Seeks security and the need to belong
- Works slowly and cohesively with others

Indirect, slow-paced

# Managing By Style

How to work with each personality type for best results.

## Task-oriented

### Director

- **Motivating:** Provide them with options and clearly describe the probabilities of success in achieving goals.
- **Compliment:** Their achievements, upward mobility, and leadership potential.
- **Counseling:** Stick to the facts. Draw them out by talking about the desired results. Then discuss their concerns. Focus on tasks more than feelings. Ask them how they would solve the problem.
- **Correcting:** Describe what results are desired. Show them the gap between actual and desired. Suggest clearly the improvement that is needed, and establish a time when they will get back to you.
- **Delegating:** Give them the bottom line and then get out of their way. So that they can be more efficient, give them parameters, guidelines, and deadlines.

### Thinker

- **Motivating:** Appeal to their need to be accurate and to their logical approach to things.
- **Compliment:** Their efficiency, thought processes, organization, persistence, and accuracy.
- **Counseling:** Describe the process that you plan to follow. Outline how that process will produce the results they seek. Ask questions to help them give you the right information. Let them show you how much they know.
- **Correcting:** Specify the exact behavior that is indicated, and outline how you would like to see it changed. Establish checkpoints and times.
- **Delegating:** Take time to answer all of their questions about structure and guidance. The more they understand the details, the more likely they will be to complete the task properly. Be sure to establish deadlines.

Direct, fast-paced

Indirect, slow-paced

# Managing By Style

## Relationship-oriented

### Socializer

- **Motivating:** Offer them incentives and testimonials. Show them how they can look good in the eyes of others.
- **Compliment:** Their appearance, creative ideas, persuasiveness, and charisma.
- **Counseling:** Allow them plenty of opportunity to talk about things that are bothering them. Listen for facts and feelings. Many times they merely need to “get something off their chest: and talking may solve the problem.
- **Correcting:** Specify exactly what the problem happens to be and what behavior is required to eliminate the problem. Be sure you confirm in writing the agreed-upon behavior changes.
- **Delegating:** Make sure you get clear agreement. Establish checkpoints so that there is not a long period of time between reports.

### Relater

- **Motivating:** Show how something will benefit their relationships and strengthen their position.
- **Compliment:** Their teamwork, the way they are regarded by other people, their relationship skills, and their ability to “get along” with others.
- **Counseling:** Allow plenty of time to explore their feelings and understand the emotional side of the situation.
- **Correcting:** Reassure them that what you are seeking to correct is the behavior only. Don’t blame or judge the person, keep things focused on the behavior and its appropriateness.
- **Delegating:** Make a personal appeal to their loyalty. Give them the task, state the deadlines that need to be met, and explain why it’s important to do it in that specific way.

Direct, fast-paced

Indirect, slow-paced

# Both Sides Of The Styles

How to work with each personality type for best results.

## Task-oriented

### Director

#### Positive

Firm

Comprehensive

Productive

#### Negative

Uncompromising

Overbearing

Pressuring

Direct, fast-paced

### Thinker

#### Positive

Diligent

Persevering

Creative

#### Negative

Picky

Righteous

Stiff

Indirect, slow-paced

# Both Sides Of The Styles

## Relationship-oriented

### Socializer

#### Positive

Invigorating

Optimistic

Animated

#### Negative

Excitable

Impatient

Manipulative

Direct, fast-paced

### Relater

#### Positive

Supportive

Reliable

Pleasant

#### Negative

Complying

Retiring

Pushover

Indirect, slow-paced