

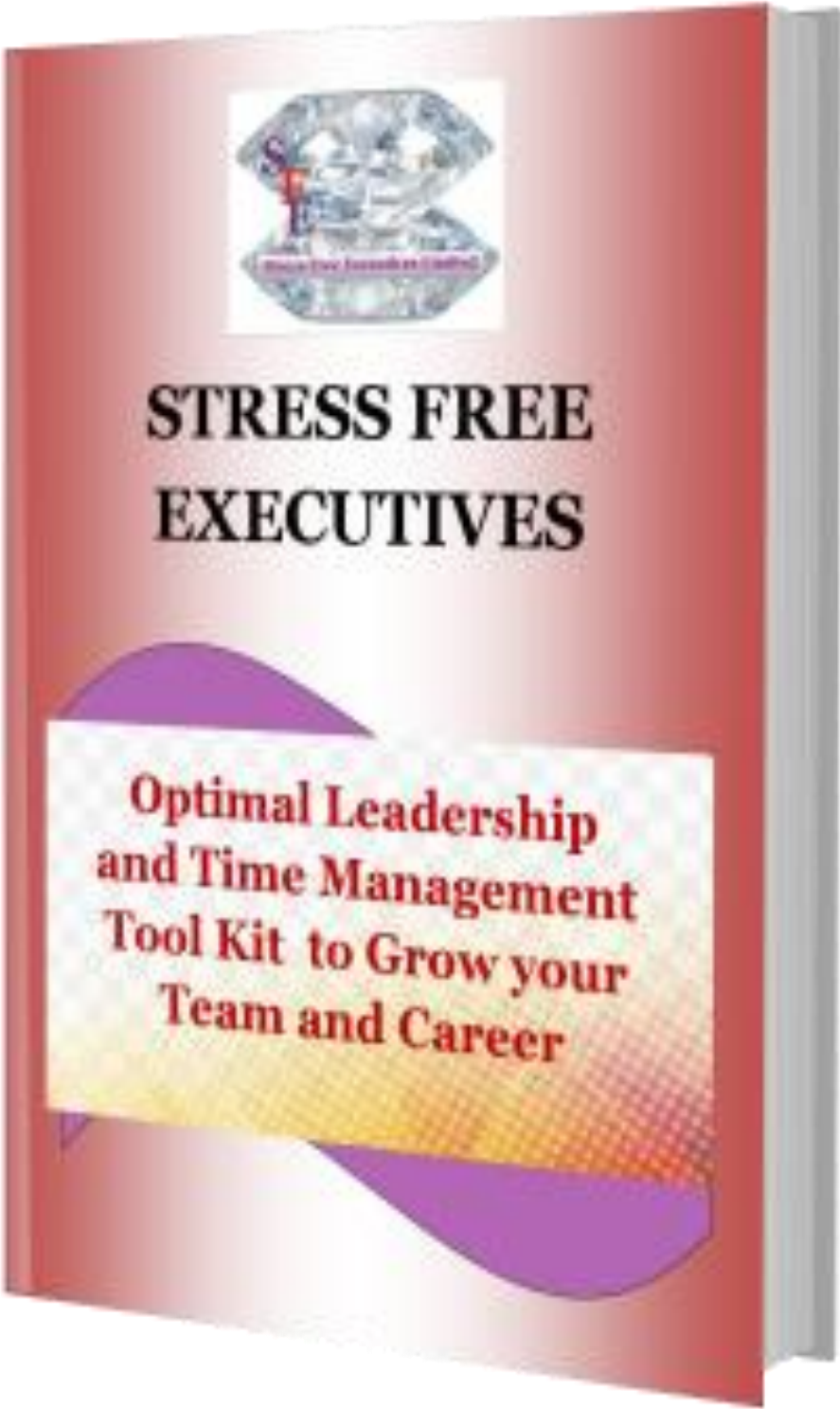


Stress Free Executive Limited

Optimal Leadership And Time Management Tool Kit To Grow Your Team And Career

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**A STRESS FREE
EXECUTIVES LTD
PUBLICATION**

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Introduction

Congratulations for downloading the Stress Free Executive Ltd Optimal Business Management and Leadership Tool Kit. You may have downloaded this book for three main reasons, which are: To improve your leadership skills, to learn how to manage stress effectively or to learn how to add more value to your time by increasing your productivity and setting SMARTER goals, or perhaps, for all three reasons. Whatever your reasons are, be sure that you are on the right track to achieving greater results at what you do and / or love to do and most importantly, you are improving your wellbeing.

Make sure you read everything in this book to make the best use of the resources provided within.

The objectives for this book include; helping you access free business management resources that will give you practical knowledge on how to manage stress, make the best use of your time as well help you develop the essential leaderships skills you need to manage your team, as an organisational leader or as an entrepreneur, managing your staff.

Apart from the notes in this book, giving you adequate information and key essentials in the core areas noted above, there are work books to help you begin practical implementations of what you have learnt, as well as serving as templates, for your future use. The book is intended for beginners and pros in the business and management field. You will be delighted at the depth of knowledge you will find in this book, as our aim is to help you develop and advance your skills and abilities, making you realise how amazing you are, by providing the tools you need to grow.

A little about Stress Free Executives Ltd

We are a Training, Coaching and Consultancy firm, creating effective business solutions to organisations, big and small, as well as individuals. Having been working with various sizes of organisations for over two decades, including small scale entrepreneurs, we have been marked, a symbol of excellence in our industry.

Stress Free Executives Ltd, is a subsidiary of the Nukhaam Group and a division of the Nukhaam Training and Coaching Institute.

We provide Leadership management and Business Solutions to organisations to grow their business, motivate staff, reduce cost by providing cost effective solutions, through our consultancy, training and coaching services. .

In this book, you will learn:

- The secrets to how you can boost your productivity without working yourself thin
- How to get more value for your time with no pressures
- How to lead and influence effectively without being pushy
- How to expand your reach and increase income, using the tools you have

Take advantage of our other tools and resources at www.stressfreeexecutives.com

Join us in building a stronger and better business world together!

To your success,
The Stress Free Executives Ltd Team

Chapter 1 - Habits to Manage Stress

All About Stress Management

What are stressors?

Stressors are the different circumstances in your life that make you feel pressured, fatigued, angry, etc. Stressors are unique for each individual. The things that cause you extreme stress may not be stressful at all to the person who lives next door.

Stressors are unique to each of us because our minds are responsible for determining whether a circumstance or occurrence is stressful or not. The modern stress model indicates that actual physiological stress is actually the final occurrence in a long chain of interrelated events which goes thus:

1. You first experience a circumstance or event.
2. You perceive the experience as stressful.
3. Negative emotions are triggered by the experience.
4. Negative emotional arousal triggers psychological tension.
5. Psychological tension triggers physiological/systemic stress response... **BRINGING ABOUT THE BUILD UP IN YOUR STRESS LEVELS!**

How can you manage the stressors in your life?

We each have our own ways of dealing with stress. If we didn't, we wouldn't be able to function because almost every aspect of modern life can be deemed as stressful. We also have to contend with continuous challenges that we encounter in daily life. Some people seem to have a natural talent for managing stress. However, these people are few and far in between. The majority of people around the world generally have a lot of difficulty managing the stress in their lives, which brings us to a simple definition of stress management.

What is Stress Management?

Stress management involves your ability to take charge: of your lifestyle, thoughts, emotions, and the way you deal with problems. This includes methods and techniques you employ in coping and controlling your stress levels, for the purpose of improving your daily functioning and general wellbeing.

The following guidelines will help you manage stress so you can have happier, more relaxed and more productive life:

1. Remember That You Are in Control

How much control do you have over your life? This is the most important step in stress management. You have to remember that the most powerful person in your life is you. You always have the choice to be in control of what you feel and how you experience life itself.

Do you remember the last time that you were extremely stressed because someone didn't do what he/she was supposed to do? You may have said something like "I hate _____! He stresses me to death all the time! I'm so angry right now!" At that exact point in time, you weren't only angry and stressed – you also relinquished control of the situation to someone else. Why? You allowed the other person's actions to anger and stress you.

Why are some events more stressful than others? Your mind determines which circumstances and situations are stressful. This is the main reason why we have unique "stressor sets" and the levels of stress we experience on a daily basis are unique to our situation in life. Your mind has to process events and experiences before they can be perceived as stressors. That's why when you feel stressed by something, you are consciously allowing that circumstance to get the best of you. To regain control of any situation, you must actively resort to thoughts and behaviour that will not trigger stress. This can be difficult at first but as you continue managing your stress response in different circumstances, you will soon find out that you always have a choice and you don't have to be stressed all the time.

Should you just ignore your stressors? Many of life's common stressors cannot be ignored because if ignored, the consequences may be a lot more regrettable. For example, if you have a very challenging boss at work, who not only put you on the spot, but also drain you dry with rude comments and excessive work overload. You will not just ignore your boss because otherwise, you will either end up losing your job miserably or continue to feel low and incompetent, without accomplishing your goals. So, you have to face your boss, demanding what you want, the best way possible, otherwise, the guilt of not trying to face what caused your stress will haunt you for a time to come.

However, responding to different stressors in life may require different approaches. You may need to change your common responses to some common daily stressors it's difficult going through life, experiencing toxic levels of stress every day. Always remember that responding constructively to stressors, is the best way to manage stress.

2. Commit to Stress Management

How can you make a commitment to beat stress? People who have been suffering from extreme levels of stress for many years often feel that stress is part of their lives and "it's impossible" not to get stressed, now and then. This is completely untrue, as illustrated by the modern stress model.

If a person is chronically stressed, it's because he chooses to let stressful situations get the upper hand. In a way, a stressed person can unconsciously commit himself to responding to different situations by being stressed all the time. If you feel that this was the case for you then it's time to make a new commitment to yourself: you will now commit to managing and stopping stress whenever possible. Chronic stress can easily make a person very ill so it is essential that you make this commitment today; not tomorrow, not next month but right NOW! Make a commitment that you will no longer allow stressful situations to dominate your waking hours so you can lead a more fruitful and relaxed life. Commit to the idea that you are 100% in control of your actions, thoughts and emotions and you can change how you respond to stressful events at all times. To keep yourself motivated with this new commitment, I recommend that you reward yourself every time that you make a conscious effort to manage your stress.

Small, consistent rewards are much more effective in motivating you to move forward with this commitment than large rewards.

To make this new commitment official and binding, make a stress management

contract with yourself:

Stress Management contract

I, _____, have now realized the harmful effects of stress on my body and mind and no longer want stress to continue to rule my life. I will now make a conscious effort to change my thoughts and behaviours and reactions/actions, when I encounter different stressful situations.

If I have accomplished a significant level of stress management by (date), I will reward myself with the following:

_____, _____, _____,
_____.

In the event that I did not consciously take the time to manage stress and I reverted to my old stressful habits, I agree to deprive myself of the following: _____,

_____ and _____.

3. Identify and Gauge Causes of stress in Your Life

After making a commitment to manage your stress regularly from now, it's time to determine which circumstances and experiences give you the least amount of stress and which ones really push you into the "stress zone". Some situations cause more stress than others. So, it would be best to compare the general level of stress that you experience with each one.

Create a list of known stressors in your life and grade each based on the stress scale below:

1 - Somewhat stressful

2 – Mildly stressful

3 – Stressful

4 – Very stressful

5 – Extremely stressful

When you're done writing and grading your list of stressors, focus on managing the items marked with 5's and 4's first, before moving on to stressors that are marked with 3's, 2's and 1's.

You can manage stressors by:

1. Changing your response to the stressor.
2. Removing the stressor from your life.
3. Changing the stressor so it causes less stress.
4. Removing yourself from an environment that stresses you.

Remember... Stress can lead to anxiety. Stay in control, and watch out for these feelings of anxiety, if you think you are going through excessive stress.

PHYSICAL FEELINGS AND ANXIETY

When the body goes into 'Fight or Flight' mode, the following things happen:

<p>Pounding Heart</p>	<p>The heart beats stronger and faster to increase the blood flow to and from the muscles. This blood contains oxygen and glucose to increase the efficiency of the muscles in case fight is necessary. If we do not run away or have physical activity, this results in alarming sensations.</p>
<p>Breathlessness</p>	<p>The lungs work harder to increase oxygen to the muscles, and help us think more clearly in threatening situations. If we cannot burn off the extra oxygen, our blood gases become unbalanced, and we can feel dizziness, panic, numbness or pain.</p>
<p>Tense/Shaky Muscles</p>	<p>Our muscles automatically tense if we are anxious. Prolonged anxiety/tension can lead to muscle pain, headache or backache. Not being able to react to a threat can leave us weak or dizzy.</p>
<p>Nausea/Digestive Problems</p>	<p>Our digestive system shuts down, so energy can be used for the 'fighting' muscles. We may vomit to clear food. Symptoms may include butterflies, churning stomach, diarrhoea, the need to urinate.</p>

	We may experience a dry mouth and difficulty swallowing as body fluids are diverted to increase blood volume.
Sweating/Blushing	This is due to the increased blood flow to the muscles on the body's surface.
Cold/Pale Face	This may be due to extreme shock/fear. Blood pressure may drop. (Not everyone has this reaction).
Visual Disturbance	Our eyesight sharpens to spot danger. Blurred vision may occur as eyes readjust
Persistent tiredness/Lethargy	Long term unrelieved anxiety can leave us feeling worn out from the constant demands on our body. This may result in poor sleep, reduced resistance or feelings of depression

Stress or Pressure

Stress = effort, demand upon physical or mental energy

Pressure = exertion of ongoing force, urgency

Everybody face varying levels of stress or pressure and respond differently to it. You should therefore aim to find a way to deal with it effectively, e.g.: prioritising work and concentrating on the priority items is more efficient than working longer hours than your strength can endure.

The first step to managing stress, is to be aware of how different aspects of your life cause stress, including how work, domestic and study pressures interact. Having understood this, you must face pressures 'head-on' and not hide behind them as an excuse for not finding a way to cope.

Some things to consider are:

Internal Problem solving abilities

Flexibility

Social skills

Self- discipline

Planning

External supportive environments

Relaxed social life

Your internal resources are more powerful than the external ones, and no single one of them alone will hold the answer, but a combination of these factors will help you cope with the pressures you

face. These factors are different with each individual and can change according to circumstances.

Coping with Panic Feelings

The surest path to overcoming panic attacks is to train yourself to respond to panic in receptive and calming ways. Understand that what you are experiencing is just an exaggeration of normal bodily stress reactions. Do not fight your feelings or try to wish them away, but instead, be willing to accept and face them, acknowledging that nothing awful will happen. This way they will diminish and be less intense. One important thing you need to remember is not allowing frightening thoughts with your panic feelings. Learn to constantly tell yourself that you will be okay, just as you have always been in the past. Reassurance does help, a great deal. Try changing “*What if*” to “*So what*”.

Here are some tips on how to handle panic feelings:

1. The feelings are an exaggeration of the normal reactions to anxiety.
2. They are not harmful or dangerous – just unpleasant.
3. You can STOP adding to panic with frightening thoughts.
4. Do not focus on your body right now.
5. Wait, give the fear time to pass, do not fight it or run away from it. Accept it.
6. You can stop adding to the fear with frightening thoughts, and then it starts to fade away. Think positive and only think of how best

you can help yourself, instead of “how badly the situation can eat you up”.

7. The whole point of practice is learning how to cope with fear, rather than avoiding it. This is an opportunity to make progress.
8. Think about the progress you have made, despite the difficulties, and how good it feels.
9. When you start to feel better, plan what to do next.
10. When you are ready to go on, start off slowly, there's no need to hurry.

Chapter 2 – Making your time more effective

WHAT IS TIME MANAGEMENT?

Planning and organizing your time in order to use appropriately and efficiently.

This is not just time at work, but also time at college and at home. It is an exercise in self-discipline and YOU are the key to success. If you think you are self-disciplined, then aim to build on existing strengths to achieve improvement. If not, then consider how your level of discipline influences you at work, college and home. Think about how people perceive you and try to change old habits.

A common response to time management is 'I haven't got control over how all my time is spent'. This is quite true for everyone, but you can be aware of what you spend your time on and then apply 3 tests.

1. **Necessity** (is what you are doing really necessary, or are you doing it because it is nice/easy)
2. **Appropriateness** (should you be doing the task)
3. **Efficiency** (are you doing it the best way)

Why Manage Your Time

Because it is limited you should aim:

- To achieve more in the time available and get greater satisfaction from it
- To increase productivity or output, which is a key issue in the assessment of people at work
- To reduce time wasted
- To make the best use of your time

- To make the best use of your high energy time
- To overcome bad habits
- To reduce pressure and stress, through planning

To be economical, TIME IS MONEY_Assessing Your Ability

The key to successful management is the possession of good time-management skills. Find out how well you manage your time by responding to the following statements, and mark the options that are closest to your experience.

Be as honest as possible; if your answer is “rarely”, mark Option 1; if your answer is “always”, mark Option 4, and so on. Add your scores together, and refer to the Analysis to see how you scored. ~Use your answers to identify the areas that need most improvement.

- 1** I arrive on time and prepared for meetings.
1 2 3 4
- 2** I ensure that a clock is visible in the room where meetings are held.
1 2 3 4
- 3** The meeting I organise achieve their purpose.
1 2 3 4
- 4** The meetings I organise finish on time.
1 2 3 4
- 5** I open my mail as soon as it arrives on my desk.
1 2 3 4
- 6** I “skim-read” any relevant newspaper and magazine articles.
1 2 3 4
- 7** I cross my name off the circulation list for magazines and journals I do not read
1 2 3 4

- 8** I read my faxes on the day on which I receive them.
- 1 2 3 4
- 9** I am able to complete tasks without interruptions from colleagues.
- 1 2 3 4
- 10** I decide how many times I can be interrupted in a day.
- 1 2 3 4
- 11** I reserve certain hours for visits from colleagues.
- 1 2 3 4
- 12** I close my office door when I want to think strategically.
- 1 2 3 4
- 13** I tell telephone callers that I will return their calls, and do so.
- 1 2 3 4
- 14** I limit the duration of my telephone calls.
- 1 2 3 4
- 15** I allow a colleague or secretary to screen my telephone calls.
- 1 2 3 4
- 16** I decide how many telephone calls I can deal with personally in a day.
- 1 2 3 4
- 17** I “skim-read” internal memos as soon as I receive them.
- 1 2 3 4
- 18** I read internal memos thoroughly later.
- 1 2 3 4
- 19** I keep the contents of my in-tray to a manageable size.
- 1 2 3 4

- 20** I clear my desk of all paperwork.
1 2 3 4
- 21** I delegate tasks to colleagues that I could do myself.
1 2 3 4
- 22** I follow up on the work I have delegated.
1 2 3 4
- 23** I encourage subordinates to limit their reports to one side of paper.
1 2 3 4
- 24** I consider who need to know the information I am circulating.
1 2 3 4
- 25** I achieve the right balance between thinking-time and action-time.
1 2 3 4
- 26** I make a list of things to do each day
1 2 3 4
- 27** I keep work to a certain number of hours every day and no more.
1 2 3 4
- 28** I make an effort to keep in touch personally with my staff.
1 2 3 4
- 29** I concentrate on the positive attributes of each of my colleagues.
1 2 3 4
- 30** I make sure I know about the latest technology.
1 2 3 4
- 31** I store e-mail messages in order to read them later on screen.
1 2 3 4
- 32** I perform housekeeping checks on my computer files.

1 2 3 4

Analysis

Now you have completed the self-assessment, add up your total core and check your performance by reading the corresponding evaluation. Whatever level of successful time management you have achieved; it is important to remember that there is always room for improvement.

- 32-64 Learn to use your time efficiently, and reduce the time you spend working in unproductive and labour-intensive ways.
- 65-95 You have reasonable time-management skills, but they could improve.
- 96-118 You use your time very efficiently; keep looking for new ways to further streamline your work practices.

TIME LOGS

Another useful weapon in the time management dimension is the time log. Put simply, this involves logging everything you do and at what time, in order to study exactly where your time goes. By doing this, you can analyse where time is being wasted on essentially non important tasks.

In the diagram below, attempt to create a time log for what you do on a weekly basis.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
AM	Reactive Tasks Proactive Reactive	Plan 8 hours a week		Peak Time 11 AM	Friday should be proactive to avoid reactive tasks for the following week		
PM			Peak Time 2 PM	20% of your week			

Here is another weekly planner template you can easily adapt to suit you.

Slots	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8-9am							
9-10am							
10-11am							
11-12noon							
12-1pm							
1-2pm							
2-3pm							
3-4pm							
4-5pm							
5-6pm							
6-7pm							

7-8pm							
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Time Really Is Money

Experts reckon they have come up with an equation that can solve such problems as whether to cook a meal or buy a takeaway; or whether to wash the car yourself or pay for a car wash.

$$V = \frac{W(100-T)}{C}$$

V is the value of time

W is the hourly wage rate

T is the tax rate

C is the cost of living

Using the above formula, a salesman in Newcastle with a salary of £20,000, for example, earns £10 per hour (**W**). He pays a tax rate of 32 per cent (**T**), and his cost of living figure (**C**) is 1, because the North, as the least expensive region, is used as the benchmark.

The value of his time (**V**) is £6.80 an hour. But a salesperson living in London, also earning £20,000, has a lower value of time, £5.15 an hour, because London has a higher cost of living than the North, calculated at 1.32

Cost of living figures:

North 1, Yorkshire 1.02, Scotland 1.02, North-West 1.05, East-Midlands 1.05, South-West 1.06, West-Midlands 1.08, South-East 1.18, London 1.32.

Using this about formula, figure how much your time is really worth!

I AM CURRENTLY WORTH _____

Chapter 3 – Increasing Productivity

Productivity is the efficiency with which a firm converts inputs into outputs, while efficiency is about making the best possible use of the available resources, both human and capital. Efficient firms maximise outputs from given inputs, and so minimise their costs. By improving efficiency, a business can reduce its costs and improve its competitiveness.

Productivity measures how much each employee makes over a period of time and since staff productivity depends on their skill; investing in high quality equipment, staff training and re-training and effective operations management, can sometimes be the only options for organizations to increase productivity level.

It is also important to know that that achieving maximum productivity can be achieved primarily, by making the best use of the time available. This applies to organizations, big and small as well as lone entrepreneurs.

The following highlights are essential tips for increasing productivity.

1. **Set deadlines:** While we usually think of a stress as a bad thing, a manageable level of self-imposed stress can actually be helpful in terms of giving us focus and helping us meet our goals. For open-ended tasks or projects, try giving yourself or your team a deadline, and then stick to it. You may be surprised to discover just how focused and productive you can be when you're watching the clock.
2. **Access adequate training:** Ensure that all staff including the leader or manager have access to essential skills building training. This will provide the knowledge needed to carry out tasks effectively, resulting in efficient time management and increased output. When staff are trained properly, they become more valuable employees, which creates a sense of indebtedness to the organization.
3. **Provide cost/time effective tools and equipment:** In these days of technological advancement, providing staff with easy to use, less time consuming computer-based equipment and software is one way to boost productivity. This is because, even to the smallest business

outfit, adding computer technology to its operations, will excellently boost productivity, by cutting out endless amount of time wasted on manual handling of operations. When evaluating your business and your need for computer technology, examine the manual processes your firm uses and think about how those time-consuming manual processes can be automated with the right equipment and software.

4. Reduce distractions: Learning how to minimize distractions can dramatically increase your productivity and effectiveness, as well as reduce your stress. Without distractions, you can work better, produce high-quality work, and achieve much more during the day. Controlling how often you check your email, cutting down on interactions on social media, doing away with unnecessary office banter and extensively controlling phone usage are some of the ways you can cut down on your environmental distractions.

5. Take regular breaks: Taking regular short breaks during hours of work can actually help improve concentration. Sitting down for extended hours of work can affect concentration and one's level of performance. Since productivity is all about working steadily at a goal and not about burning out, it is a good practice to break tasks into smaller chunks that can be handled during specific work time and followed consistently by short breaks, where you can do healthy things like deep breathing, taking short walks, or snacking.

Chapter 4 – Effective Goal Setting

POWER TOOL TO SUCCESS

In order to help you think about your personal goals and objectives, it is sometimes useful to write them down and form a covenant for happiness with yourself.

THE PROOF IS IN THE EARNING...

In 1950, researchers polled the graduating class of Harvard to find out how many individuals had clear concise goals for their future. Out of the entire class of 100, only 3 had made specific plans for themselves and their future lives.

In 1970, this graduating class was polled again to see how their lives had turned out 20 years later. The researchers discovered that the 3% with goals (or three people) were then earning more money in comparison the combined income of the 97% (or 97 people) graduates of twenty years previous.

Use the space below to make a covenant with yourself. Think about five personal goals that you would like to achieve.

1.

2.

3.

4.

5.

MAKE IT SMART(ER) NOT HARDER

Few of us will reach the “stars” on our first attempt, so we need to plan to progress towards our goals and like the Harvard graduates, set milestones for achievement along the way.

We can do this by breaking our goals into a series of long, medium and short term objectives.

Short Term Objectives

(1 week - 6 months)

will lead to

Medium Term Objectives

(6 months - 2 years)

will lead to

Long Term Objectives

(2 years +)

Fear of failure may, to some extent, be overcome by turning a long term plan into a number of short and medium term objectives, which are in themselves less radical and thus less frightening and threatening.

An example of this could be learning to fly, a daunting task by any stretch of the imagination. But let's break it down, using the model outlined above.

Short Term to collate all necessary information (time and cost) by Saturday

Medium Term to take and pay for flying lessons within a specific time frame

Long Term to be able to fly a light airplane and own a pilot's licence by June 20__?

Outcome Defined GOALS are SMARTER

Once you have considered your own personal strengths, weaknesses, opportunities and threats, as well as some external factors, it will now be time to break the goals of your job into more manageable objectives.

Like everything else, these must be clearly defined in order for effective time management.

Objectives must always be **SMARTER**.

Specific and Stretching

Measurable: use %, £, \$, units?

Achievable

Realistic

Time-bound: Does it have a deadline?

Environment: what's happening now?

Review: when will you review your progress

By using this formula, we can break down long term strategic goals at a personal or professional level, and focus how we are going to get there tactically and operationally.

An example of this could be the goal to become professionally qualified.

S to become CIPD qualified

M to pass with a merit

A to obtain the funding and the time

R is it something I can actually pass?

T within one year

E working from home on evenings

R see if I'm on track in 6 months

Now think about one of your professional goals and try to set SMARTER objectives.

S
M
A
R
T
E
R

Ask yourself the following questions:

- 1. Do you really want it?**
- 2. Do you believe you can get it?**
- 3. Can you see yourself doing it?**
- 4. Are you willing to put in the time and effort to get it?**
- 5. Are you going to hurt anyone to achieve it?**

“Procrastination is the thief of time” (Charles Dickens)

Now think about the five life goals you wrote down earlier. What is it you really want from life? Really go deep inside yourself and think about how much you want it and to what extent you are prepared to go to achieve that goal.

Select two areas and break them into long, medium and short-term objectives.

1st Key Goal

Long Term

Medium Term

Short Term

2nd Key Goal

Long Term

Medium Term

Short Term

2. PRIORITISATION MATRIX

Having created a to-do list, we can prioritize tasks using a Priority Matrix. Look at each task to be achieved, and decide which of the following four quadrants describes it best:

High Importance	Diary? Do start it Need to live here	DO IT NOW! Most people here
Low Importance	Do it later? Dump/Delete it? Bin one thing	Decide Delegate Do say no Need for ASSERTIVENESS
	Low Urgency	High Urgency

Important Tasks will always be linked to the company's objectives and will involve moving the team forward or fulfilling the fundamental purpose of your role.

When deciding what the important tasks are, the question "What am I here for?" should always be at the front of your mind.

Urgent Tasks depend on the time period you have in order to achieve the goal or objective.

Of course, from the earlier matrix, some tasks will have a level of importance and urgency.

1. Urgent/Important Tasks are ones that must be completed during the course of a day and also ones which must be managed well. In practice this means blocking out diary time, canceling or delaying non important tasks and setting deadlines.

2. Non Urgent/Important Tasks are undoubtedly priorities but do not necessarily need to be completed by a deadline in any set day. However, procrastination and failure to act may mean that they become urgent and important. Invest time in thinking through a plan and begin a task that might later hold up the activity if not started soon.

3. Urgent/Non Important Tasks are deemed urgent, probably due to a tight deadline but will require the re-scheduling of some of the important tasks in the short term. As such they must be completed, but the time spent upon them should be kept in proportion to its importance.

4. Non Urgent/Non Important Tasks are non-essential activities that really have little effect on corporate strategic objectives or your role in particular. These tasks can usually be delegated or disregarded.

ABC for priorities

Priority A - MUST DO

Significant deadlines or critical items

Priority B - SHOULD DO

Medium category, no critical deadlines

Priority C - NICE TO DO

Lowest value category, items that can be postponed, re-scheduled or eliminated

When you are deciding what priority level to give a task you can consider it against three criteria:

1. Judgement

Your sense of judgement, and that of the person who assigned you the task

2. Relativity

Comparing the task and asking yourself, 'what is the best use of my time?'

3. Timing

The deadlines, by which the task, must be completed, or have reached a certain stage. You should ask for deadlines, if you are not given them 'with the task'.

Having decided the priorities for your task, you can decide how much time to spend on each in order to accomplish the level of output you have set yourself as a target. Eg: by the end of the day to complete all priority A and half of priority B items

Your supervisor can help you identify your tasks and their priorities.

This is better than someone doing it for you, by doing it together,
you can learn to do it yourself.

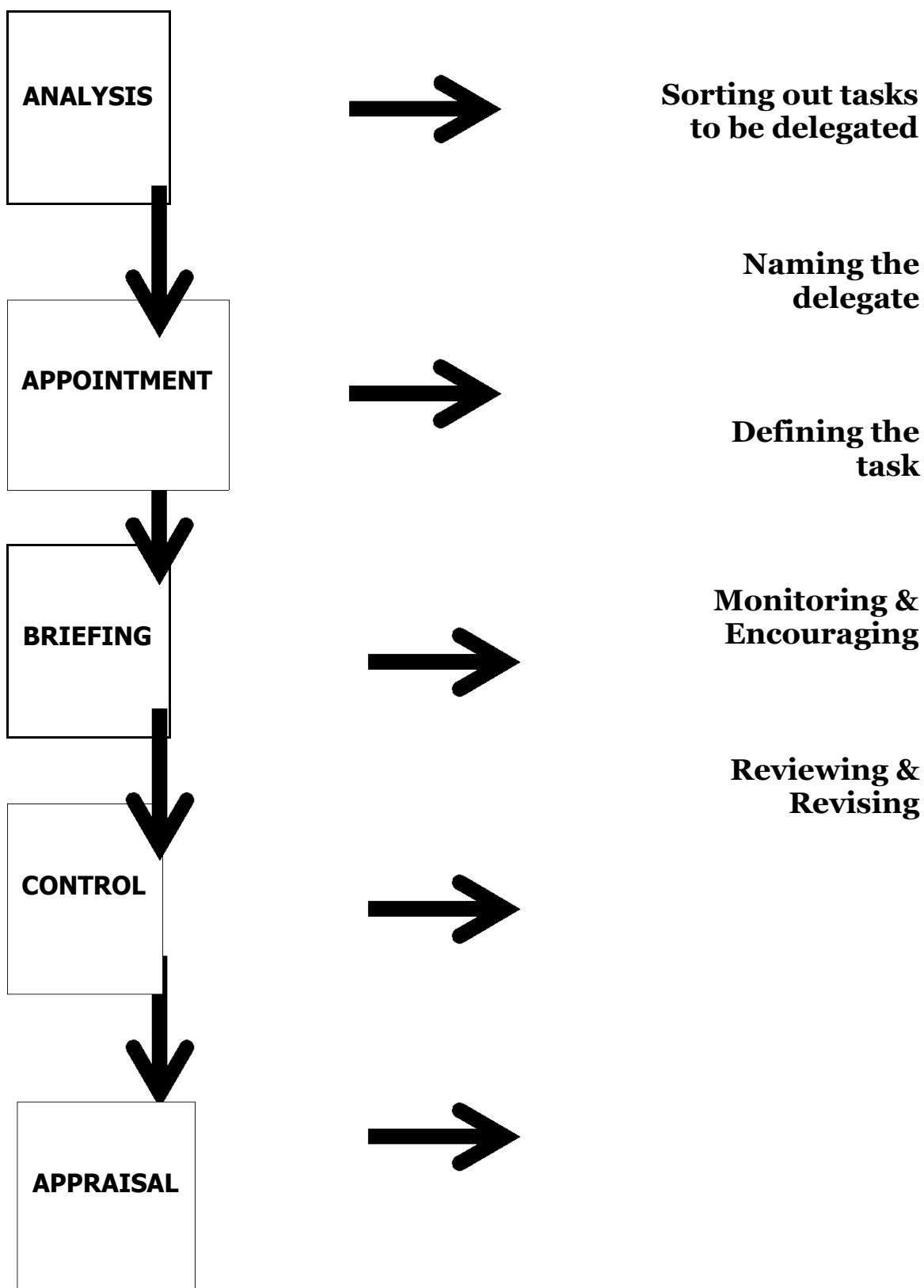
Chapter 5 - Leadership tools/workbook

Developing your leadership skills

Leading is about setting direction and ensuring that direction is followed. Leading can apply to leading other individuals, groups, organizations and societies. The nature of how leading is done depends on the context of the situation, one's perspective, and on the nature and needs of those involved. Many people today are seeking to understand the concepts and practices of leadership, as it is believed that leadership bring about change and people, groups and organizations are faced with changes like never before. Effective leadership is required to understand and navigate through the many of these changes. One important aspect of leadership is a leader's ability to delegate effectively.

Here is a chart to help you understand the stages of delegation.

UNDERSTANDING THE DELEGATION STAGES



DELEGATION

DO'S AND DON'TS

DO encourage all delegates to make their own decisions

DON'T say or hint that you doubt the delegate's ability

DO move from hands-on to hands-off as soon as possible

DON'T miss any stage in the briefing process

DO intervene when absolutely necessary, but only at that time

DON'T place seniority above ability

DO ask delegates if they feel thoroughly prepared for the task

DON'T surreptitiously take back a task

DON'T deny a delegate the chance to learn by interfering too much

EVALUATING YOUR ACTIVITIES

What tasks am I doing that need not be done at all?

Do not complete them yourself or delegate them

-

What am I doing that could be done by someone else?

Delegate these tasks to sub-ordinates

-

What tasks am I doing that can only be done by me?

You cannot delegate these, so prioritize them

CONSIDERING OTHER IMPORTANT FACTORS

When you come to choose which tasks to delegate, there are several points you must consider. Some of the most important of those factors are:

- That unnecessary activities are eliminated from the task list altogether;
- That you are able to concentrate your attention on the task only you can do;

- That they are enough suitable qualified delegates for the tasks to be delegated;
- That, where necessary, the delegation has been cleared with your supervisor

Your 'to do' list

Please use the table below to:

- Produce a 'to do' list of the tasks that you will have to tackle immediately after you have worked your way through this self-study programme.
- Divide the tasks into active and reactive categories
- Rate each task for importance and urgency on a scale of 1 to 3 (1=most; 3=least)

Tasks	Active	Reactive	Important (Scale 1-3)	Urgent Scale 1-3)

ASSERTIVE BEHAVIOUR

In simple terms, assertiveness is all about getting the attention and respect that you deserve.

To be assertive is to stand up for your rights but in such a way that you do not violate someone else's rights. If you are clear about your own rights and those of others, then you will find it easier to decide whether they are violating your rights or you are violating theirs - whether to raise an issue and if so, how far to go.

Some rights are based on laws - such as consumer rights and equal opportunities. Other rights are based on accepted standards or norms of behaviour - what people have come to expect in a given situation.

Assertiveness further demands the following four underlying principles

- Always remain emotionally neutral
- Be honest about what is relevant
- Stick to your bottom line
- Make it clear that you are negotiating as equals

Remember, assertiveness gives you the best opportunity to influence a win/win situation in many difficult time management situations. However, it is not guaranteed to work, but will give a platform for a balanced transaction and the opportunity for good working relationships in the future.

ORGANISING YOURSELF

- **Make a list:**
 - positive active tasks
 - reactive tasks

- **Establish priorities according to:**
 - importance (important tasks need plenty of time)
 - urgency (urgent tasks should be done at once)

- **Schedule your time:**
 - schedule active tasks
 - allow time for reactive tasks

Organising other people

- **Barriers to delegation**
 - giving up jobs you enjoy doing
 - getting over the fear of losing control

- **How to delegate. Ask yourself:**
 - which task?
 - who should do it?
 - are they capable of doing it?
 - how long will it take them to be capable of doing it?
 - how should progress be monitored and support provided?

TIME DEMONS (Exercise)

There are **TIME DEMONS** all around you. List the current Time Demons that you know in your life (i.e. emails, telephone calls, people coming into your office...)

My Time Demons are

Events + RESPONSE = Outcome
AVOID REACTIONS!
Challenge Your Beliefs
Choose Your Perceptions
Change the Thoughts

NAME & SHAME

Now it is time to NAME & SHAME the people who cause you to lose time in your life. Emails come from someone, who is the person calls for a “chat”...(initial or pseudonyms are acceptable)

The PEOPLE who waste my time are...

The MAIN PERSON who wastes my time is...

YOU

DEALING WITH TIME DEMONS

What techniques are available to deal with time-wasting interruptions (while still remaining on speaking terms with the Time Demon)?

Dealing with Time Demons

- Look at watch
- Interrupt
- Stand up
- Establish a timescale “is a minute a minute?”
- Establish times you are/not available for calls or impromptu meetings
- Saying no
- Keep door open or closed at certain times of day
- Have a piece of paper in hand
- Establish an agenda, “anything else?”
- Be polite & friendly
- Gracious with people ruthless with time
- Meet people at door
- Suggest YOUR time frame
- Resume tasks immediately
- Remove extra chairs
- Do not sit down if you are followed into the office
- Place your chair out of view if your door is open
- Pick up the phone to indicate the end of a meeting

- Ask your secretary or a colleague to screen incoming phone calls for you
- Use negative body language to fend off intrusions
- Form a physical barrier between you and the intruder
- Read emails/faxes at an established time only during the day
- Sort/file emails quickly upon receiving
- Sign on door
- Say, “This isn’t a good time to talk”
- Use voice mail and out of office assistants
- Consolidate time to listen for phone messages, have pen to hand
- Master the art of ending a conversation

Other ideas?

TIME CRUSHERS (Exercise)

- 1** You need a report from a co-worker to continue on a deadline job. You've anticipated receiving it, but now the co-worker disappoints you by not coming through. This traps you in a time crunch. You're at a loss at what to do.

WHAT TO DO?

- 2** You have an appointment at 12 p.m. to go over a joint project with a colleague from a branch office. By 12:30, he's a no-show, and now you're cooling your heels in the restaurant wasting time you can't afford to lose

WHAT TO DO?

- 3** Your work is ballooning because your company is downsizing and not hiring replacements when employees leave. As the work is divided among the remaining employees, you've been given so many additional jobs you don't have time to do your own work as adequately as you'd like to.

WHAT TO DO?

- 4** You're asked to work late or take a client to dinner, and there's no way you can do this on that particular day.

WHAT TO DO?

**WHAT ACTION WOULD YOU
TAKE TODAY, TO GET TO
THAT NEXT LEVEL?**