



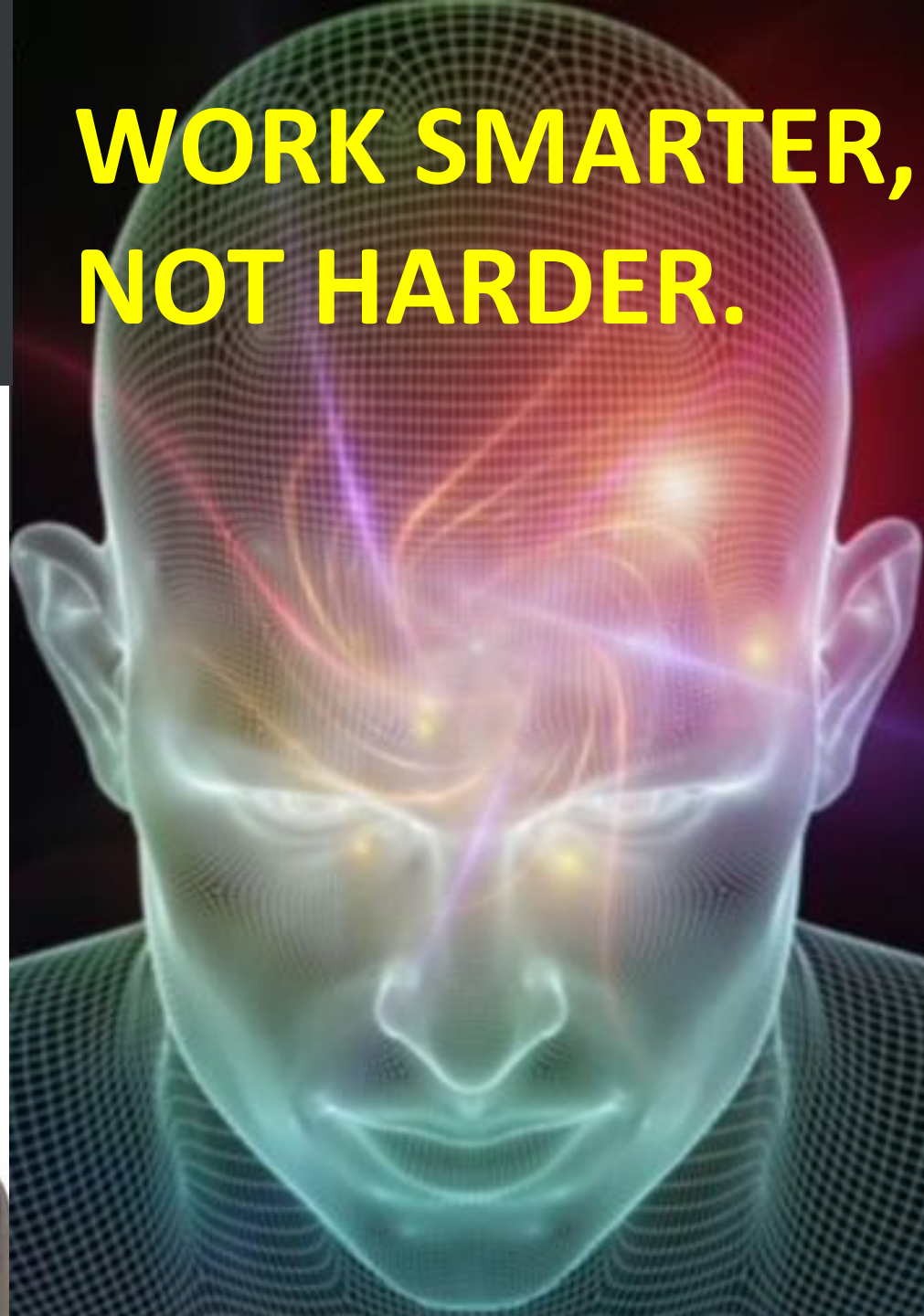
Chartered
Insurance
Institute

Standards. Professionalism. Trust.

**The key is not in
spending time, but in
investing it.**



**WORK SMARTER,
NOT HARDER.**



Steve Smith



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Best SME Management
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My Journey



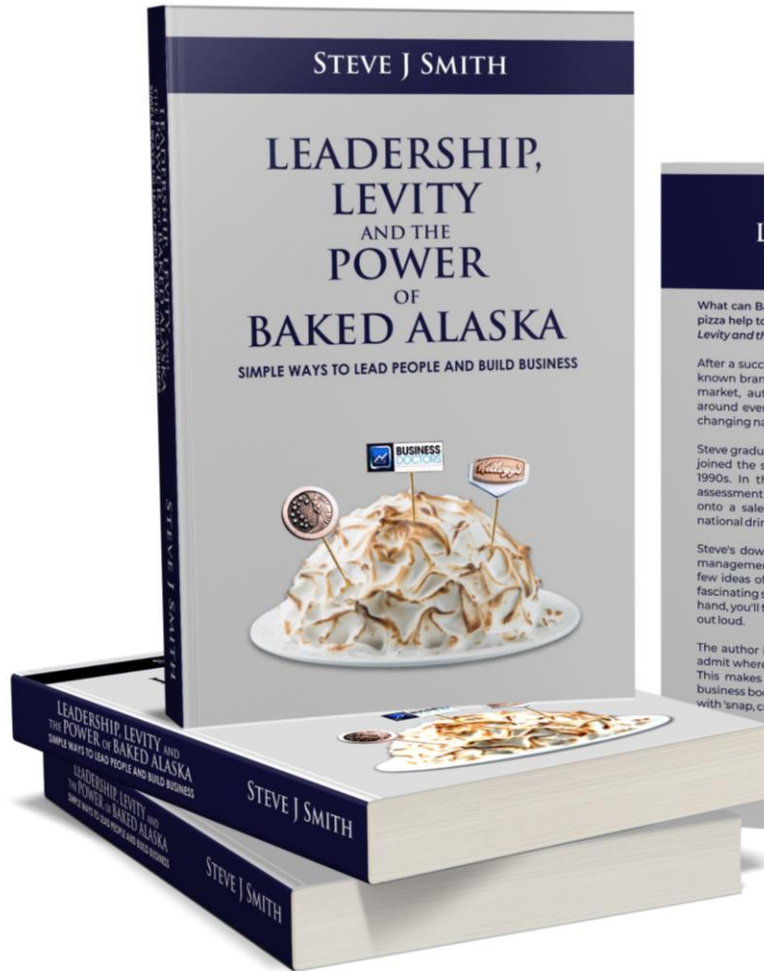
The
University
Of
Sheffield.

P&G

Kellogg's



Captured for Posterity !



The meaning of life is to find your gift.
The purpose of life is to give it away.



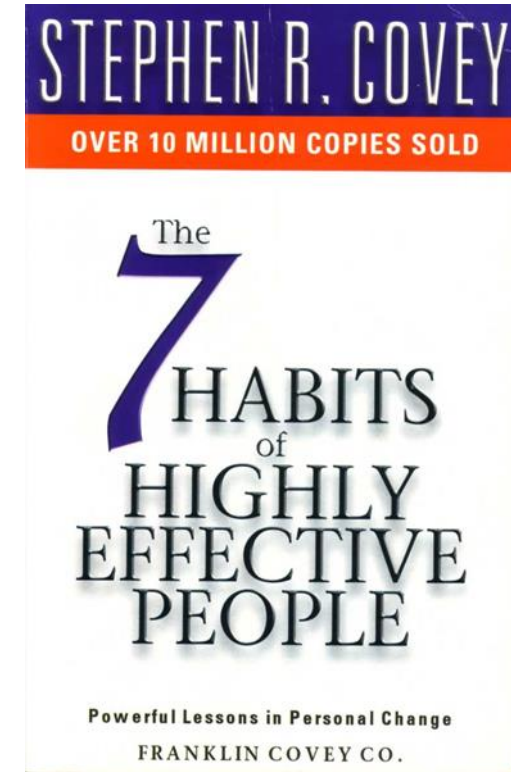
—Pablo Picasso

Recommended Reading

7 HABITS OF HIGHLY EFFECTIVE PEOPLE



1. BE PROACTIVE
2. BEGIN WITH THE END IN MIND
3. PUT FIRST THINGS FIRST
4. ALWAYS THINK WIN/WIN
5. SEEK FIRST TO UNDERSTAND
6. ALWAYS SYNERGIZE
7. SHARPEN THE SAW



Dr Stephen R Covey

Recommended Viewing



What will we cover Today ?

The purpose of this seminar will be to introduce attendees to the concept of personal leadership, by providing tools for effective time management and personal organisation.

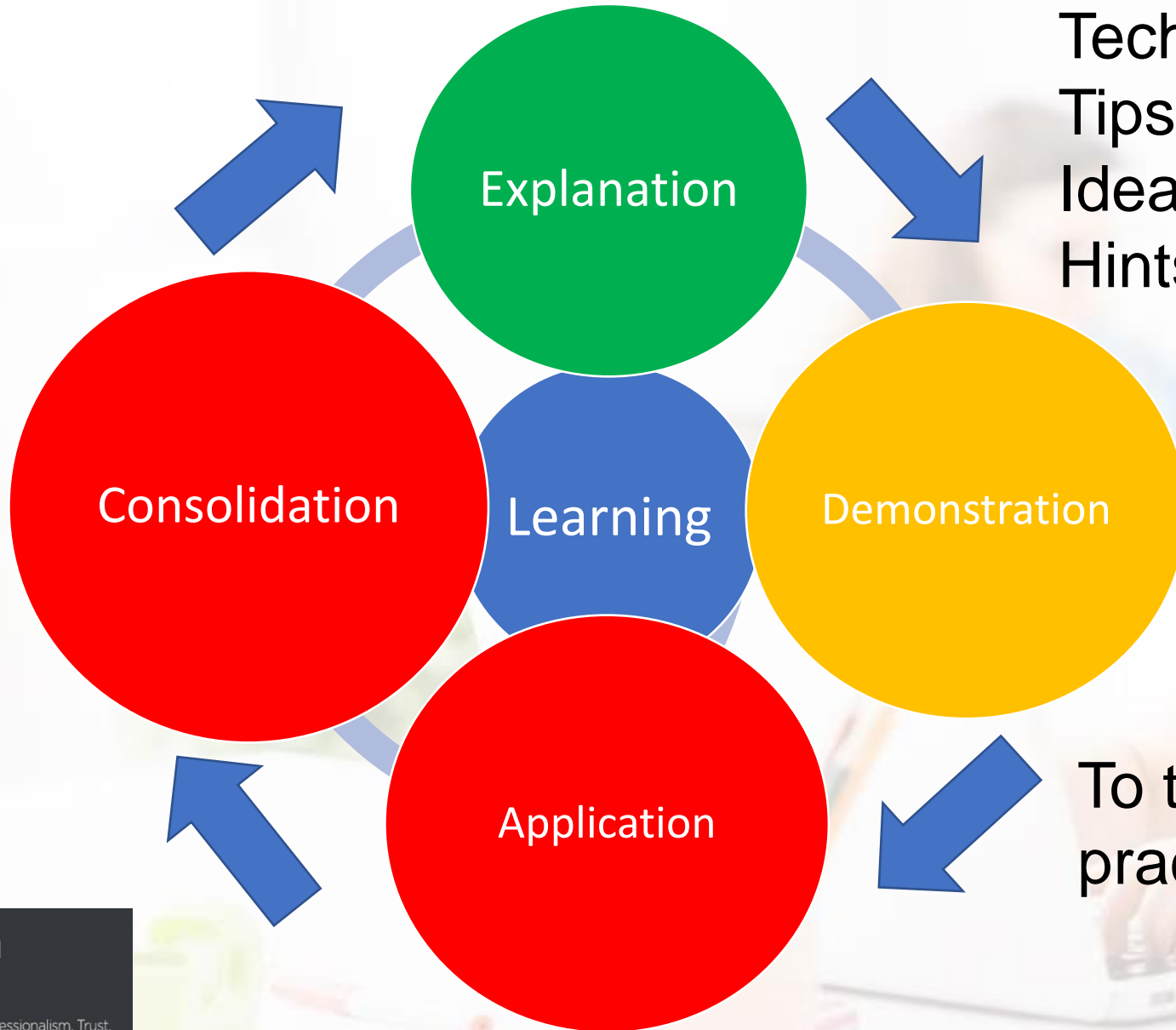
Topics covered:

- Covey's 7 Habits of Highly Effective People
- How effective communication saves time
- Prioritisation and To Do Lists
- Avoiding interruptions and other Time Stealers
- Effective delegation
- Confidence in "saying no"

We can't update people's software.....



We have to learn!



Tools
Techniques
Tips
Ideas
Hints

"Tell me & I forget.
Teach me & I remember.
Involve me & I learn."

To take away, apply and
practice, practice, practice.

Effective Communication

The ability to convey information effectively and efficiently :

Those with good verbal, nonverbal and written **communication** skills help facilitate the **sharing** of information between people within an organisation for its (commercial) benefit.



Importance of Effective Communication

When communication is effective, it leaves all parties involved satisfied and feeling accomplished.

By delivering messages clearly:

- there is no room for misunderstanding
- or alteration of messages
- which decreases the potential for confusion.

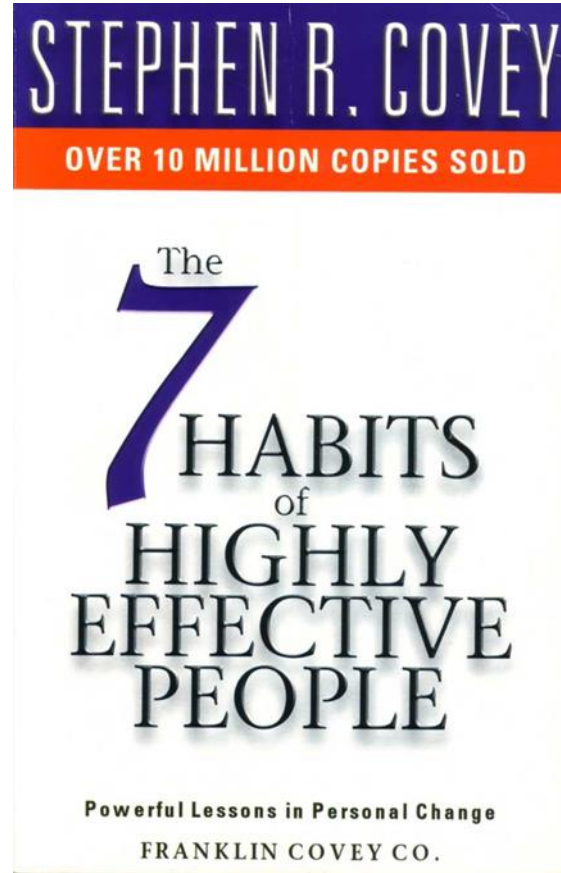
Importance of Effective Communication

Good communication ensures:

- Errors and misunderstandings are kept to a minimum
- The right level of detail can be provided
- Good business practice
- People feel enabled and motivated.

Effective communication saves **TIME** and Money!

“The key is not in spending time, but in investing it”



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Dr Stephen R Covey

The Habits for Managing Time

- Habit One - Be Proactive
- Habit Two - Begin with the End in Mind
- Habit Three - Put First Things First
- Habit Seven – Sharpen the Saw

Habit One – Be Proactive

- Working on things you can ***do something about.***
- ***Anticipating*** things needing to be done.
- Working on ***your timescales***, not those imposed by others
- Operating on the “***front foot***”
- ***Taking responsibility*** for ourselves
- Facing reality, but having the ***power to choose*** a positive response

Habit One – Be Proactive, **not Reactive**

- “Dancing to someone else’s tune”
- Responding to unexpected things needing to be done.
- Working on timescales that are unrealistic
- Operating on the assumption that things will be done
- Invariably leading to more pressure

**We can't
always
eliminate this,
but we need to
minimise it !**

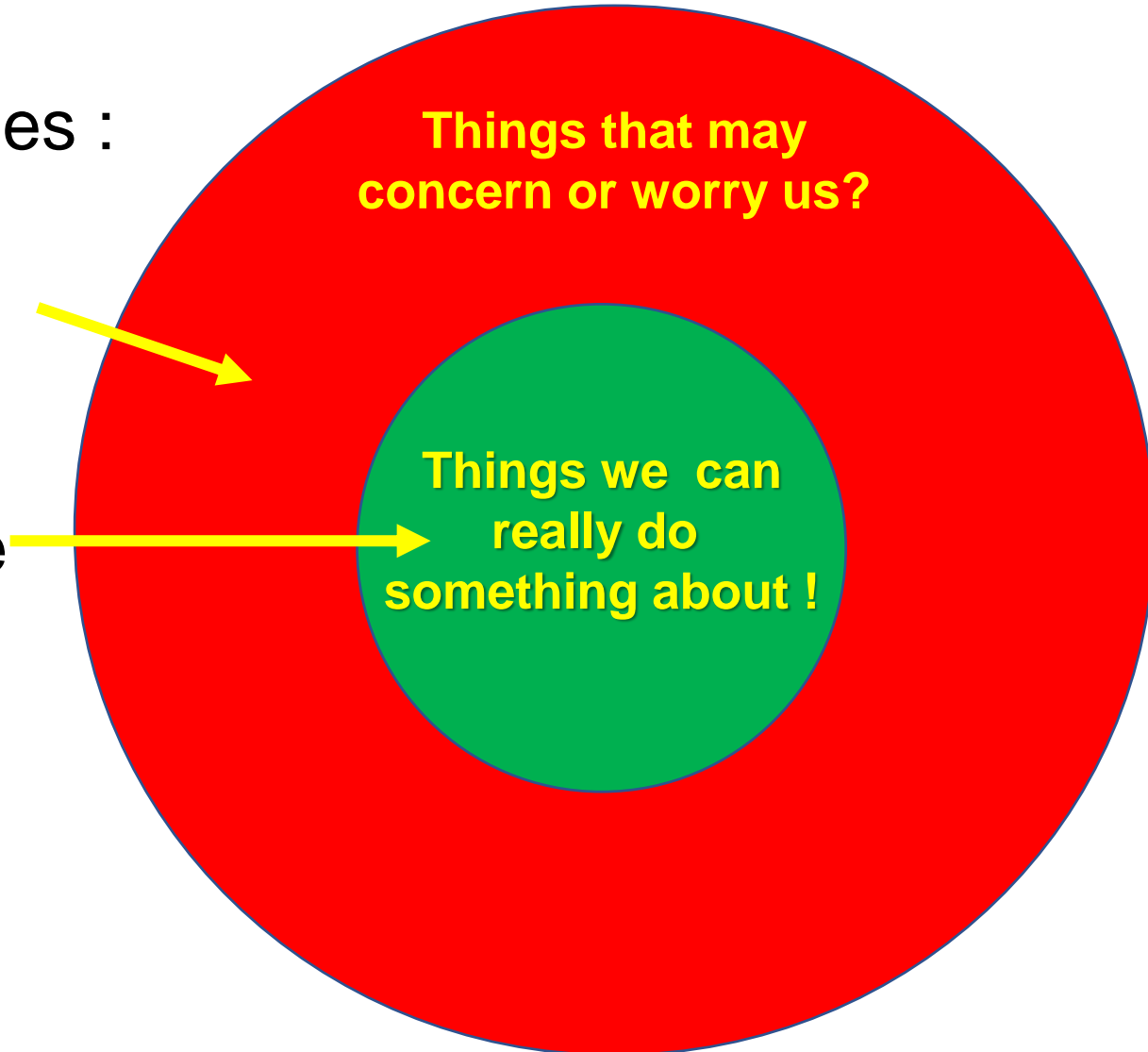
Habit One – Be Proactive

Understanding how we focus our time & energy to be effective

Imagine Two Circles :

Circle of Concern

Circle of Influence



Exercise One – 2 minutes

List 3 things in your
Circle of Concern

List 3 things in your
Circle of Influence



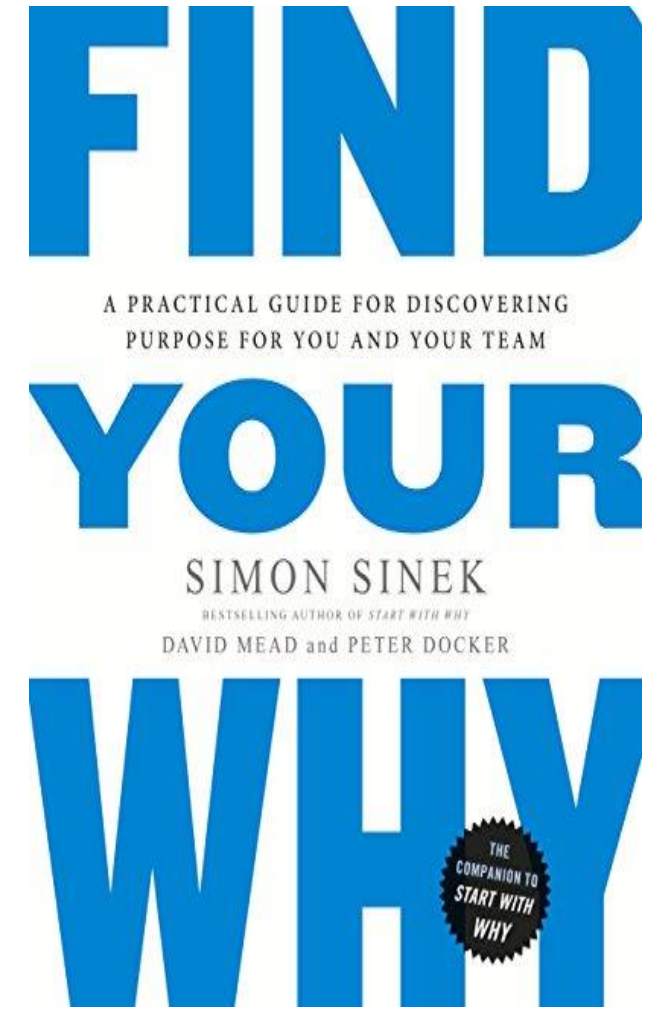
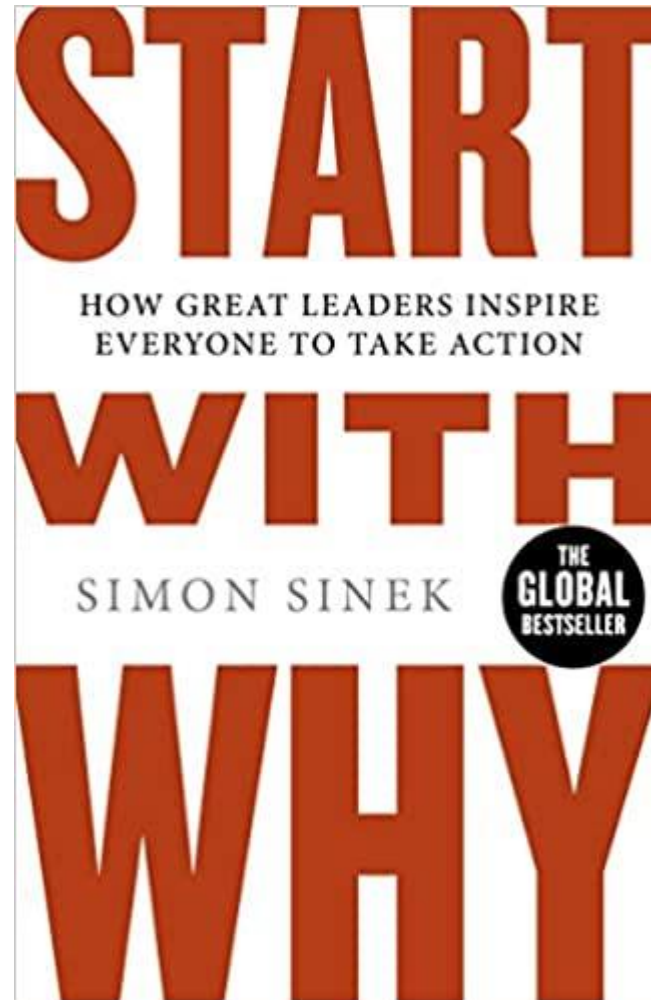
Habit One – Be Proactive Examples

- Planning your workload in advance
- Beating a deadline, not just meeting it.
- Anticipating others' needs so you aren't on the “back foot”
- Focus on your job, not “sticking your beak” into what others are doing – unless it is impacting you !
- Concentrating on the job in hand, not the football news or the latest styles on ASOS.

Habit Two

“To begin with the end in mind means to start with a clear understanding of your destination. It means to know where you are going so that you better understand where you are now so that the steps you take are always in the right direction.”

- *Stephen Covey*



Habit Two – Begin with the End in Mind

Thinking about Ourselves.

- Personal Leadership - What do I want to accomplish ?
- Personal Management – How can I best accomplish it ?
- Personal Productivity – Doing it efficiently and effectively:
Time Management !

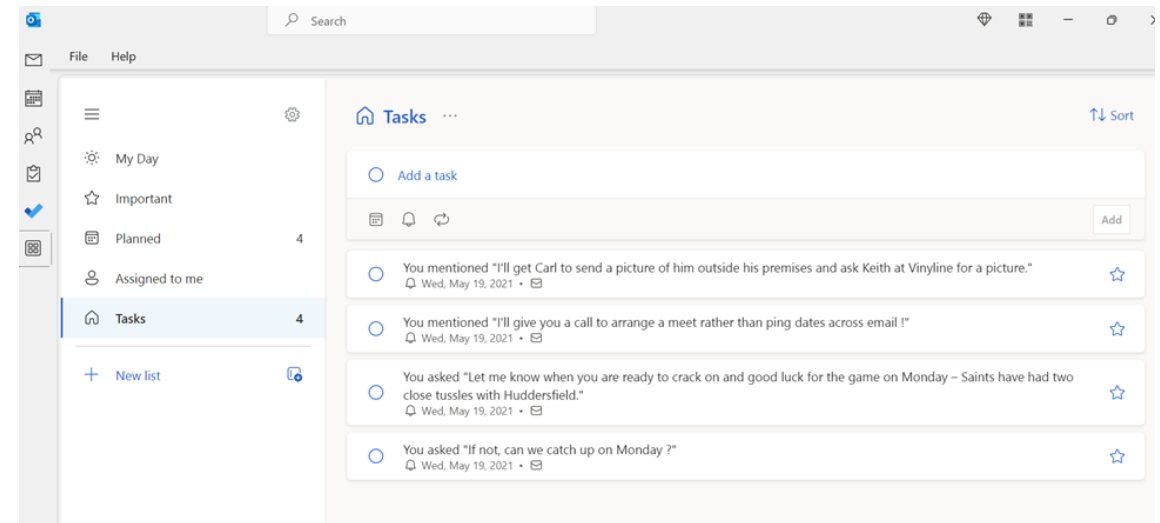
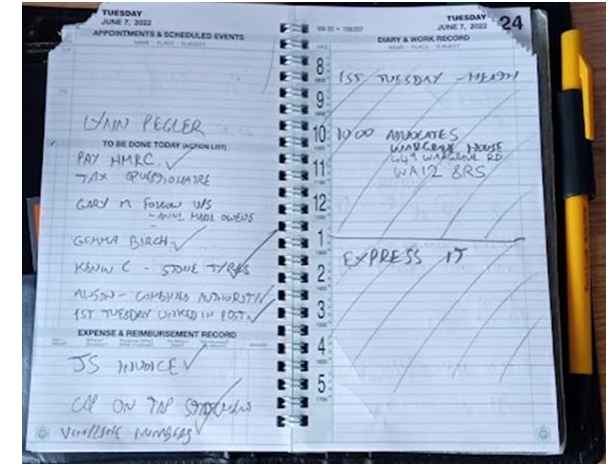
**“Management is doing things right,
Leadership is doing the right things”**

Habit Three – Put First Things First

The essence of time management is to organise and work on priorities

Prioritising tools and techniques continue to develop:

- Checklists and To-Do Lists
- Outlook and On-line Diaries
- Shared Documents
- Project Management Software



Habit Three – Put First Things First

Time Management – The Eisenhower Matrix

A grid with the characteristics of activities, classifying them as:

- Urgent,
- Not urgent,
- Important, or
- Not Important



Habit Three – Put First Things First

Time Management –

The Eisenhower Matrix

	URGENT	NOT URGENT
IMPORTANT	<p>Box I Problems and Crises “Fire-fighting”</p>	<p>Box II High Impact - heart of Effective Time Management “Working ON the business, not IN it”</p>
NOT IMPORTANT	<p>Box III Often Confused with Box I “Delusion”</p>	<p>Box IV “Distraction or Escape”</p>

Habit Three – Put First Things First

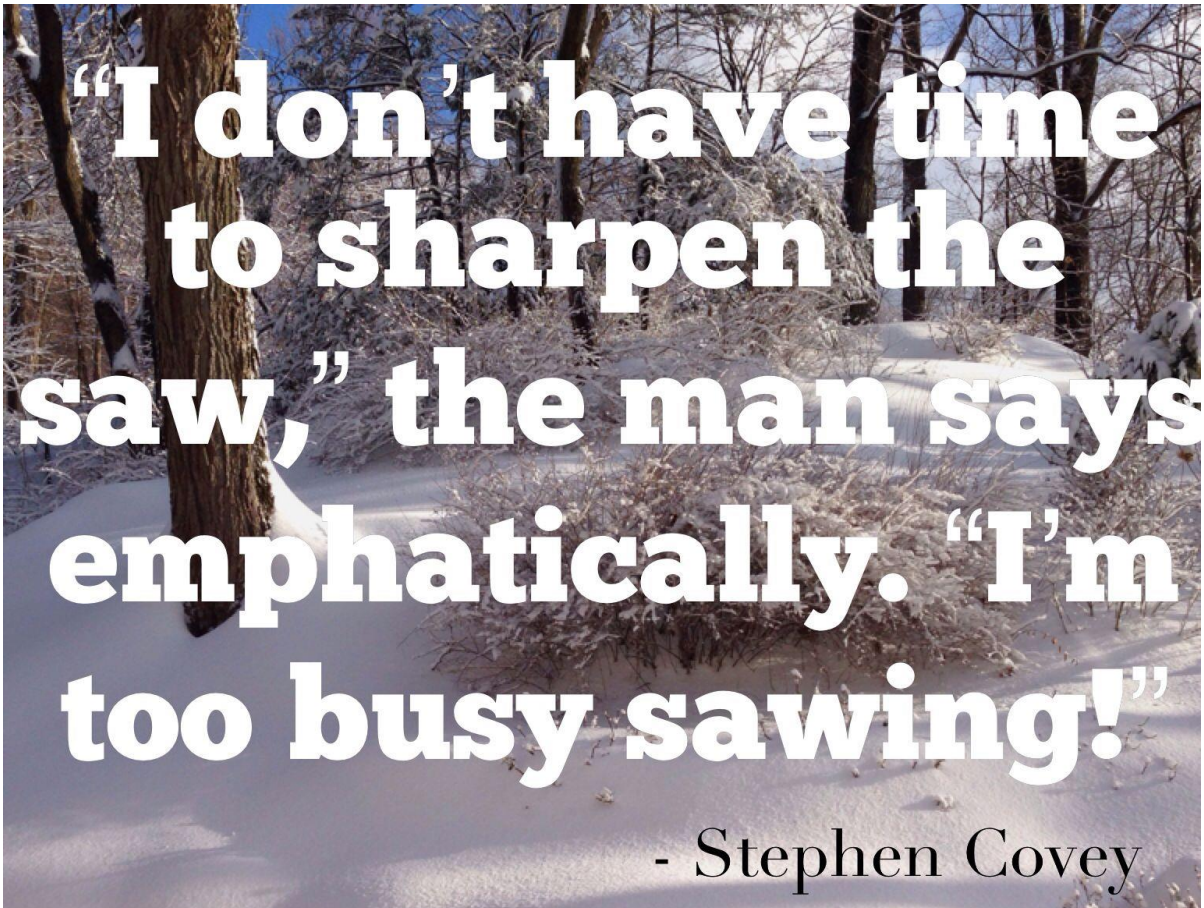
The 3 Step application is :

1. Prioritise your tasks and responsibilities
2. Organise your workload around these Priorities
3. Keep your discipline !

“The key is not to prioritize what's on your schedule, but to schedule your priorities.”

Stephen Covey

Habit Seven – Sharpening the Saw



“I don’t have time to sharpen the saw,” the man says emphatically. “I’m too busy sawing!”

- Stephen Covey



We must never be too busy to take time to sharpen the saw.

Stephen R. Covey

Priority into Practice



YOU GOT NO IDEA ... YOU DON'T HAVE A CLUE ...
YOU DON'T KNOW THE POWER, OF THE DARK SIDE!
YES! THAT'S IT!



Vader used to practice in front of the mirror for hours.



Interruptions and other Time Stealers

- Unexpected interruptions
- Telephone calls – Inbound/Outbound
- A cluttered and disorganised workplace
- Systems or Wi-fi problems
- Procrastination – putting off today what we can do tomorrow



Dealing with Unexpected Interruptions



- Specify how much time you've got to talk.
- Arrange a better time.
- Use a "flag" to indicate periods when you should be left alone.
- Go off-line if you need to.
- Mute notifications.
- Turn your phone off.



Managing Outbound Telephone Calls

- Consider others' prime time.
- Group calls together.
- List everything you want to discuss and deal with them in one call.
- Arrange a specific time to call.
- Listen, summarise and make legible notes.

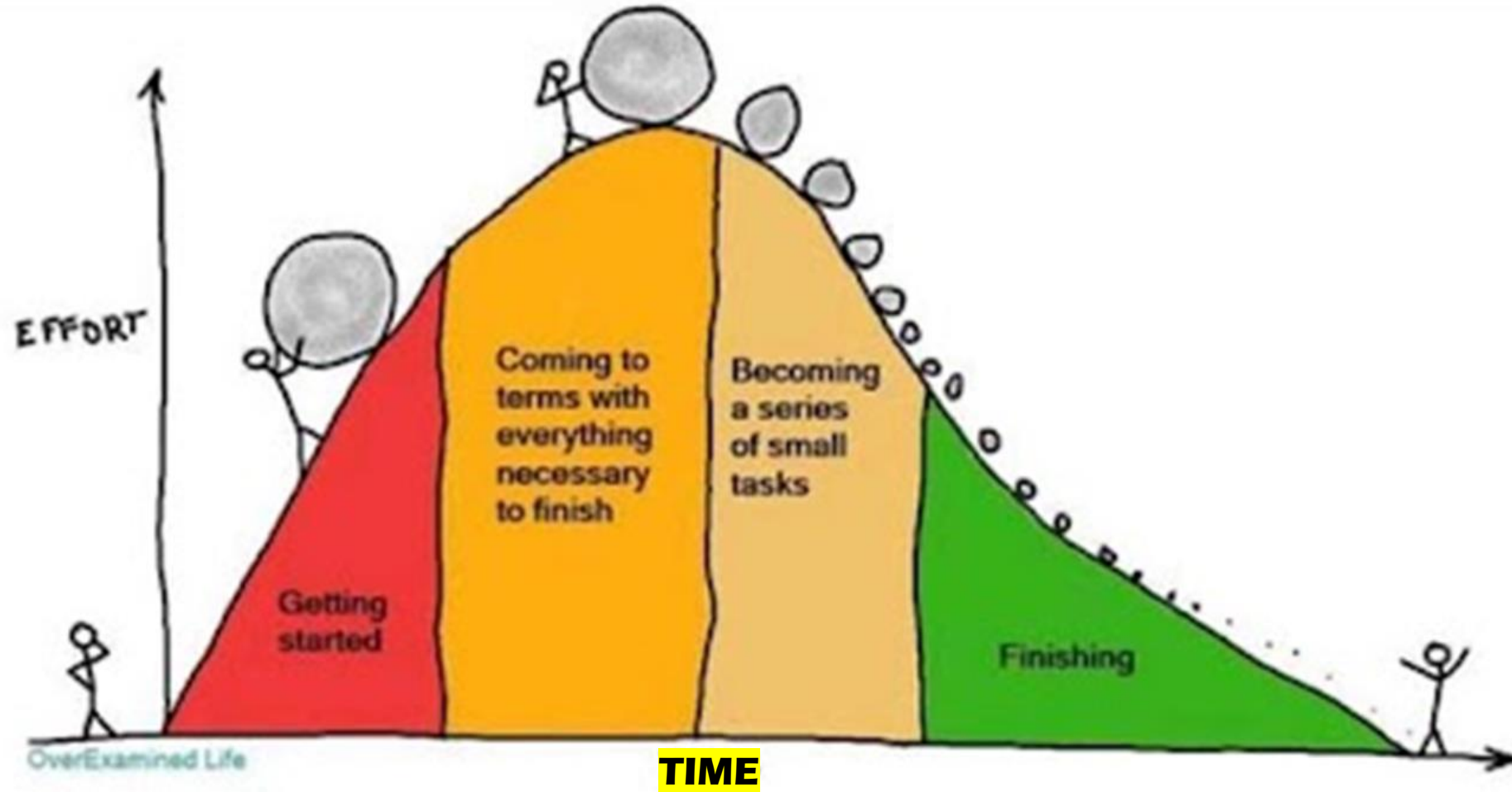


Systems or Wi-Fi Problems

- Don't wait – do something else.
- Reschedule work.
- Share information
- Make a phone call
- Use the time to do some non-urgent, non-important tasks.



Procrastination – putting things off!



Procrastination



- Get started! Jump In.
- Set aside designated time.
- Analyse and understand your fears
- Seek help and advice
- Break the task up into easily managed pieces



Procrastination : The Swiss Cheese Method

Turn the task into a series of subtasks (the holes).

Get started on it; even if you have only a few minutes.

Tell yourself that since you are only spending a few minutes on the task, it doesn't matter if you don't enjoy it.



Identify the first subtask in the sequence.

A close-up photograph of a small, rectangular piece of light-colored, textured paper with irregular, torn edges. The words "Make Time" are written on the paper in a bold, black, sans-serif font, arranged in two lines. The paper is set against a plain, light-colored background. The entire image is framed by a white border, which is itself set against a yellow background.

Make
Time

How can you make more time for yourself ?

Prioritise

Minimise Time Stealers

Communicate Clearly

Be Pro-active



Delegate !

Why can delegation be so difficult?

Culture

Lack of skill

Insecurity

Laziness

Fear

Lack of Trust

Lack of knowledge

Confidence – in self and others

“The inability to delegate (properly) is one of the biggest problems I see with managers at all levels”

Eli Broad, Entrepreneur & Philanthropist

“If you really want to grow as an entrepreneur. You’ve got to learn how to delegate”

Richard Branson, Virgin.

How You Should Delegate : 10 Rules

1. Be Patient
2. Don't Over-Delegate
3. Pick the Right People
4. Explain Why You are Delegating
5. Be Specific
6. Provide Training – EDAC
7. Check In...
8. But Don't Micromanage
9. Offer Feedback
10. Say Thanks !



Saying NO !

Saying No

Many people find it difficult to say No

Why ?

- Frightened to refuse a boss.
- Don't want to seem unhelpful
- Like helping others
- Chance of over-time
- Keen to impress
- Want to get promoted
- Domestic reasons
- Enjoy what they do

Saying No

Understand how to say No constructively.

- Only say No if you need to.
- Say No to the task, not the person.
- Ask for something equal in return.
- Offer alternatives.
- Use positive language, be polite!





PLAN
Your Work

WORK
Your Plan

Your Plan, Your Style

Organise your work in a way that works for you !

- Use a Desk Planner, Diary, Software or App – whichever works best for you **(and your organisation)**.
- Ensure meeting details are captured
- Build in travel time where necessary
- Highlight any key work deadlines
- Prioritise your daily tasks worked around the above (Box II)
- Mark tasks as complete or carry over
- Use a booklet or journal (physical or on-line) for notes



- Define Key Measures
- Set targets
- Measure performance
- Evaluate
- Review

I can't update your software...



but today's tips & practice will help!

A man with dark, curly hair, wearing a light brown trench coat over a white shirt and a dark tie, is shown from the chest up. He has a stressed or frustrated expression, with his right hand pressed against his forehead. The background is a plain, light-colored wall.

**JUST ONE
MORE THING..**

**Unexpected
Time!
How Do You
Use It?**

Golden Time

Days and Months – Think about your own Big Picture..

Hours – Consider your own Personal Development.

10-15 Minutes – Quick tasks or sharpen the saw?

Use your instinct.

If you need a rest take one,

If you can get more done, you may feel better for it!

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Distinction Award for Crisis-Time
Business Resilience 2021

