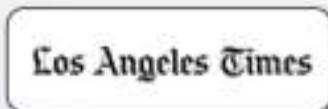
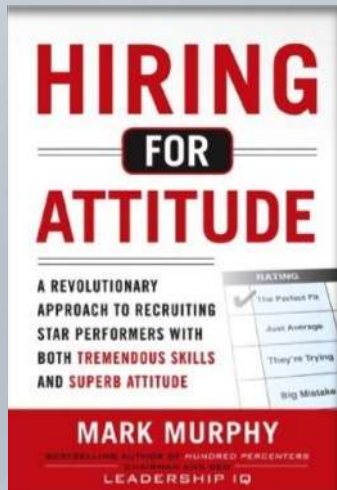
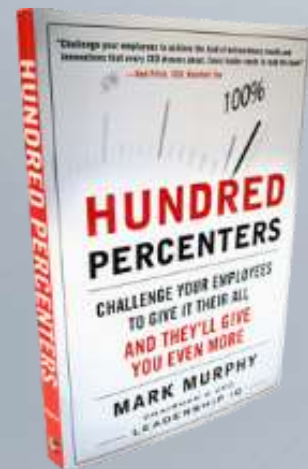




Finding the Time to Be a Leader

Mark Murphy,
Chairman & CEO

Everything Based On Research



Did you succeed today?

- When 1500 leaders were asked “*Did you successfully complete your goals for today?*” the most common answer was

“I have no idea”

Bluma Zeigarnik Knows...

- An incomplete task or unfinished business creates “psychic tension” within us.
- If you don't know what you're supposed to do today, how will you know when you've accomplished everything?
- Without the list, every little thing that crossed your desk will feel like an unfinished to-do.
- Do you want to take that psychic tension home with you?

Setting Goals That Drive Us

1. What's the big accomplishment I want to achieve this year?
2. Why is it important to me?
3. How do I benefit by achieving this?
4. How does the organization benefit by my achieving this?
5. What bad things happen if I don't achieve it?
6. The 3 most important skills required to achieve this are...
7. What skills do I still need to learn to achieve this:
8. How will I develop those skills?
9. What resources (including friends) do I have that can help me achieve this?

Have enough passion?

1. Something inside of me keeps pushing me to achieve this goal, even when things get in my way.
2. When I think about this goal, I feel really strong emotions.
3. I mentally own this goal; it doesn't belong to my boss, spouse, doctor, or anybody other than me. Even if somebody else initially gave me the idea for it, it's 100% my goal now; I own it heart and soul.
4. My goal is so vividly pictured in my mind that I can tell you exactly what I will be seeing, hearing, and feeling at the precise moment my goal is attained.

1 (Never) to 7 (Always)

26-28: Deeply Passionate; 18-25: Concern, Below 18: Red Alert

20% Time

- It's a workday per week when developers can choose projects that aren't necessarily in their job descriptions.
- They can use the time to develop something new, fix something broken, or create Google's next cool thing.
- Google: “We offer our engineers '20-percent time' so that they're free to work on what they're really passionate about. Google Suggest, AdSense for Content and Orkut are among the many products of this perk.”

Cutting-in-Half



Cutting-in-Half (Example)



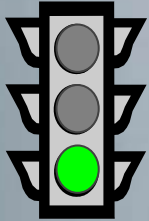
What do I need to accomplish today, for this to be a successful day?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

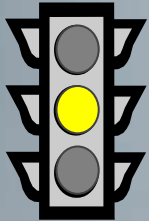
What do I need to accomplish today, for this to be a successful day?

- Before you do anything else
- At least 10 minutes of locked door quiet
- No email
- No voicemail
- No chitchat
- No interruptions

Priorities



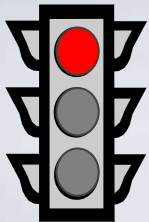
Green Light work: You love doing it. You are great at it. You are uniquely qualified to do this work. This is why the organization hired you. It must be done.



Yellow Light work: You love doing it. You are great at it. You are qualified to do this work. This is not why the organization hired you. It must be done.



Orange Light work: You tolerate doing it. You are competent at it. You are somewhat qualified to do this work. This is not why the organization hired you. It must be done.



Red Light work: You dislike doing it. You are not really competent at it. You are not really qualified to do this work. This is not why the organization hired you. It might not have to be done.

Setting Priorities

	Green Light	Yellow Light	Orange Light	Red Light
How much do you enjoy doing it?	Love	Love	Tolerate	Dislike
How competent are you at it?	Great	Great	Competent	Mediocre
Does it absolutely have to be done?	Yes	Yes	Yes	No
Are you uniquely qualified to do it?	Yes	No	No	No
Is this a critical piece of why the organization put you in this job?	Yes	No	No	No

Regression Analyses

	Green Light	Yellow Light	Orange Light	Red Light
How much do you enjoy doing it?	Love	Love	Tolerate	Dislike
How competent are you at it?	Great	Great	Competent	Mediocre
Does it absolutely have to be done?	Yes	Yes	Yes	No
Are you uniquely qualified to do it?	Yes	No	No	No
Is this a critical piece of why the organization put you in this job?	Yes	No	No	No

How do you reprioritize your day?

- Constrain the time you have available for Yellow Light activities.
- Erect barriers to keep time Green Light and Yellow Light activities separate.
- Practical Tips:
 - Begin your day with Green Light activities
 - Lock your door, shut off your phone, email, email alerts, IM
 - Do not respond to (or punish) those who interrupt your time
- “Procrastinate” is not always a dirty word

Today I Will Accomplish...

Before you do anything else

- At least 10 minutes of locked door quiet
- No email, no voicemail, no chitchat
- No interruptions

Wasteful Work

- The most important 2-5 activities you do will typically be more important than all the other activities you do put together.
- Typically a small number of activities account for 90% of your success.
- **Benchmark leaders** (the top .001% of leaders) spend 80-90% of their time where it counts... on Green Light (value-added) work.
- **Average** leaders spend *less than* 30% of their work-related time on Green Light value added work.

Time Analysis

Date	Task	Time Taken	Priority
5/23	took coffee breaks	30 mins.	red
5/23	worked on budget for next year	15 mins.	yellow
5/23	filed paperwork	20 mins.	red
5/23	prepared report for planning meeting	30 mins.	yellow
5/23	attended planning meeting	30 mins.	yellow
5/23	re-worked Joe's productivity analysis	20 mins.	red
5/23	tracked down missing data on shift attendance	30 mins.	red
5/23	did evaluation for Alice	1 hr.	green
5/23	resolved conflict with shipping	1 hr.	green
5/23	taught orientation session to new employees	1 hrs.	green
5/23	people dropped in to chat	30 mins.	red
5/23	interviewed new candidates	2 hrs.	green
5/23	handled telephone interruptions	30 mins.	red
5/23	returned customer calls	30 mins.	green

Confusing Activity With Achievement

1. Wasteful meetings (no point)
2. Wasteful meetings (off track)
3. Low performers (bad attitudes)
4. Low performers (bad skills)
5. Nagging for incomplete work
6. Correcting wrong work
7. Communication breakdowns
8. “Doing it yourself”
9. Repeating directions
10. Mentally resetting from an off-track day

Confusing Activity With Achievement

- 90%+ of meetings fail to produce an identifiable achievement
- When meeting participants were asked “*Did this meeting accomplish its original objective?*” the most common answer was “*I have no idea*”

If you can't answer, you can't meet.

Statement of Achievement

As a result of this meeting, participants will

We will accomplish this by/through



Winging It

Typical Agenda

Thursday, September 15, 13:00-17:00, BPMI Steering Committee

MPP -BPMI merger and formation of the Steering Committee

Elect steering committee chair(s)

MPP · operating policies overview—

Discuss role of steering committee in MPP

Develop steering committee mission

Discuss web site implications

Discuss action plans

Discuss schedule and agenda for next meeting

**As a participant, how am I supposed to prepare for this meeting?
What files should I have with me, what should I have read, etc?**

How To Write An Agenda

1. Topic
2. Why this topic is on the agenda
3. What we hope to accomplish
4. What should participants do to prepare

Some leaders mistakenly believe that a long agenda is an imposition on the meeting participants. On the contrary, this meeting is costing the organization hundreds or thousands of dollars and it can be an imposition on everyone who attends. So give them the courtesy of forethought.

Better Agenda

Develop steering committee mission

Our mission has historically been to achieve industry-leading quality. But our largest competitor has started a price war and gaining market share. Is their approach likely to succeed? How should we respond? We'll be answering these questions and deciding on a course of action. Be prepared to discuss their data, our data and any relevant research about how to respond in these situations.

Discuss website implications

We're currently accepting bids to build quality dashboards on the website. Based on the outcomes of the above discussion, we'll need to review these plans. We'll decide what actions, if any, should be taken on the website project. Be prepared to discuss current status, cost projections, and recommendations for adjusting timelines.

The One Question for Meetings

- *What are you personally going to achieve and by when?*

Decision Grid

Statement of Achievement: *Create an action plan (with timelines and accountabilities) for the handwashing task force*

Topic	Decision	Who	By When
Handwashing	Install alcohol based sanitizers in every physician's office	Bill Smith	November 4

Daily Huddles



- What are you going to achieve today?
- 9 minute meeting (maximum)
- Each person gets 1 minute to outline their “aligned goals” for day and any potential roadblocks
- Roadblock solving conversations can take place “off line”
- Dedicated timekeeper (forceful personality)

What is delegation?

- Delegating: give an assignment to (a person), or assign a task to (a person)
- This begs the question of responsibility
- Delegation requires shared responsibility between boss and employee (partnership)

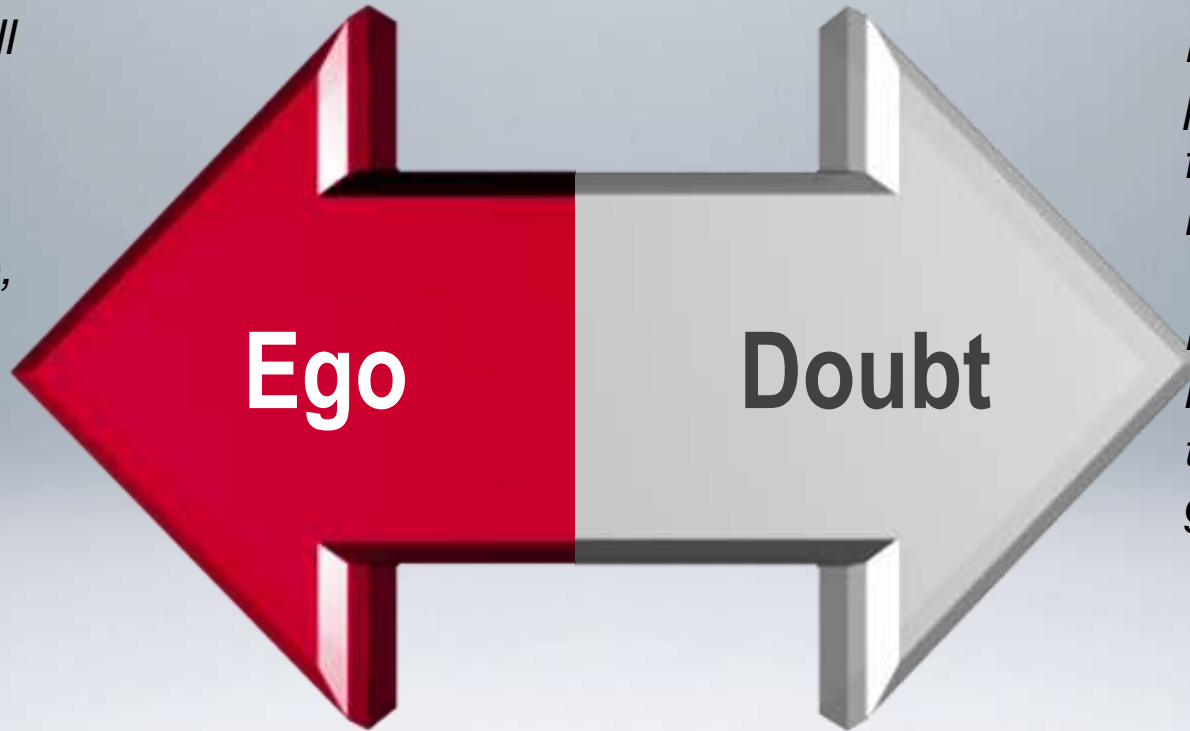
Why is delegation important?

1. Gives you more time to focus on other activities
2. Cost effective and efficient
3. Builds skills in others
4. Increases accountability
5. Motivation of staff
6. Decreases burnout/overwork

Why don't we delegate?

If I do it, it will be done so much faster

I'm in charge, so I need to make all the important decisions



I'm not sure my people are ready for that responsibility

If it isn't the highest quality, I'm the one who will get in trouble

The 7 P's of Delegation

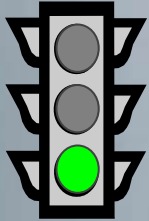
1. Past History
2. Priorities
3. Particulars
4. Progress
5. Positive Expectations
6. Praising
7. Process

#1. Past History

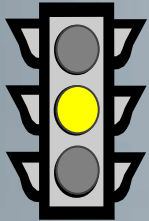
Do you have reason to doubt your employees' abilities?

- Did you hire good people?
- Are your employees getting good performance reviews?
- Are you generally happy with your staff?
- Do they have the right attitudes?

#2. Priorities



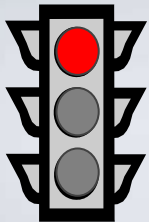
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#3. Particulars

End Point

Date, quantity, quality, color, boundaries, budget, behaviors, etc.

Why

Who benefits?
Customers?
Employees?

Resources

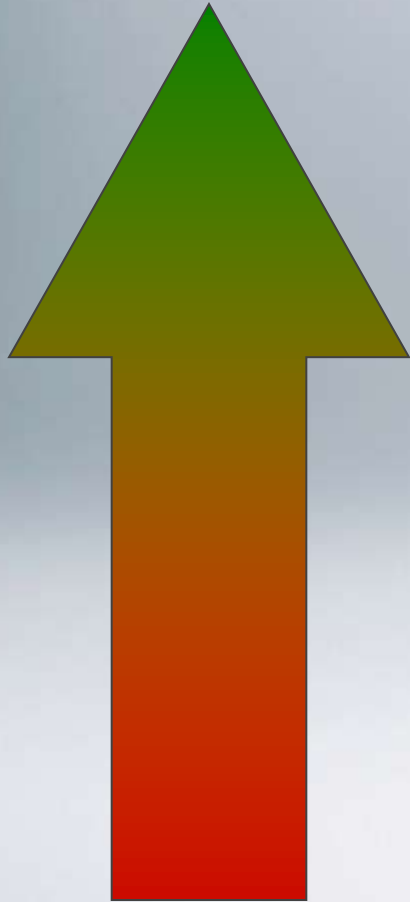
What resources & authority will you need to accomplish this?

Obstacles

Any obstacles that would prevent you from accomplishing this?"

Follow-up in writing

Levels of Freedom



5. Take action; no further communication is necessary.
4. Take action; let me know what you did.
3. Assess the situation; give me a proposal; do it unless I say 'No'.
2. Assess the situation; give me a proposal; don't take action until I authorize.
1. Assess the situation; report all facts; I'll decide.

When You're the Delegatee...

- What specific results are expected?
- When are the results expected?
- What are the expected quantities, quality levels, etc.
- What decisions am I authorized to make on my own?
- What money am I authorized to spend on my own?
- What resources, facilities, staff do I have access to?
- Who will benefit from this?
- What's the underlying reason we're doing this?
- Are there any possible obstacles to this?

#4. Progress



#5. Positive Attitude

- In 20+ studies where “B Players” were assigned to managers who aggressively communicated their belief that they were not managing “average performers” but potential stars, productivity and performance increased 30-150%
- *“Don't screw this up”*
vs.
“I have total confidence that you've got the talent and training to accomplish this”

#6. Praise

- *“Great job on that report ”*
VS.
“The way you got that report done ahead of schedule means a lot to the customer and the extra data analyses were really creative.”
- Timely smaller rewards more powerful than delayed bigger rewards

#7. Process

Discuss with your employee

- How the project went from start to finish
- One thing you'd like to see more of
- One thing you'd like to see less of
- How your level of involvement worked or didn't work; did they need more guidance, less guidance
- How do they think similar projects would go in the future

Manager For A Day

- Identify your top 3-6 performers
- Identify pieces of the manager role that offer appreciation for the role and are delegatable
- Give each employee 1 day (or set of assignments)
- *Develops self-sufficiency, appreciation of management roles*
- *Develops talent pool for succession*

Let's keep in touch



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