Business Leadership
Quick Reference Guide

Top Time Management Tips

- ✓ You can save yourself an hour a day by getting organized. Did your mother ever tell you that there was "a place for everything and everything in its place?" The lesson there is to put things away and know where you put them. There is no need to do a big clean up once a year if you can take a half hour once a week to file, sort, and keep things organized.
- ✓ It is important to identify and operate within two-time horizons: short and long term. Anticipating events allows things to get done in the short term which contribute to achieving long-term objectives.
- ✓ An up-to-date master calendar can be your most helpful planning tool. If you prefer an electronic version, make sure that it is backed up properly so that you don't lose your data.
- ✓ When things begin to get hectic, a "Things to do today" list can help you focus your attention on the highest priority items.
- ✓ Action Planning Worksheets, Milestone Charts, and PERT Diagrams are excellent planning aids when properly used.
- ✓ Planning contact with colleagues and staff will help minimize the disruption of their schedules. Keep a file for each person you meet with on a regular basis, with items to be discussed.
- ✓ The most effective approaches to planning are those tailored to meet individual needs. Concepts, procedures, and worksheets should all be customized.
- ✓ Experts say nothing should be attempted without prior planning, but there must be flexibility in your plan.

Meeting Preparation Checklist

- ✓ What information do you need to take with you?
- ✓ What do you want to get out of the meeting?
- ✓ Is there something in particular you want to get done?
- ✓ Are you just trying to get information?
- ✓ Do you want to follow up something that was raised at an earlier meeting?
- ✓ Do you just want to draw attention to something?
- ✓ Make sure people are aware of a problem so that it doesn't happen again?
- ✓ What contribution do you want to make?

Make sure you have read reports and other documents beforehand, too.
- ✓ Reread the document and check your understanding
- ✓ Establish your own objectives and write them down
- ✓ Identify what you want to do on each item and prioritize

Six Ways to Influence People

- ✓ **Reciprocity:** Treat others as you want to be treated. Give in order to get.
- ✓ **Commitment:** Once we have made a commitment to do something, we feel both internal and external pressure to follow through.
- ✓ **Social Proof:** Find out what others are doing and then do the same thing.
- ✓ **Liking:** People generally prefer to do business with people they know and like vs. people they don't know or don't like.
- ✓ **Authority:** People will be more apt to comply with requests if they think the request comes from a figure of authority.
- ✓ **Scarcity:** If stores are about to run out of something, we feel the urge to stock up whether we need the item or not.

Model for Change

Define the Problem

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Gather Information

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Determine Response

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Analyse Problem Find Solutions

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Select Solution Prepare Plan

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Put the Plan into Action!

Five Easy Ways to Encourage Feedback

- • Reward the person who asks a question.
- • Set aside time for regularly scheduled feedback sessions.
- • Use silence.
- • Watch for non-verbal responses.
- • Ask open-ended questions.
- • Be positive!
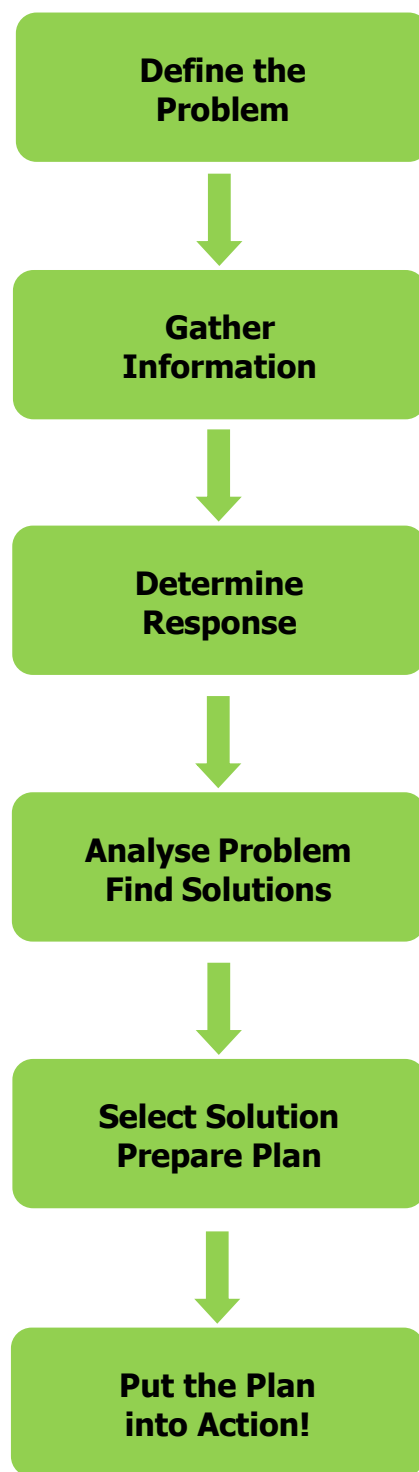
Preparing for Conflict

✓Do your homework so you really know what's fair. Find out what is common practice.
✓Look at the situation through the other person's eyes.
✓Brainstorm some options with your colleagues.
✓Know your hot buttons.
✓Try helping the other party regain their control and mental balance.
✓Watch out for past desires/baggage.
✓Change the game and bridge the gap. Engage the other person in mutual problem solving.
✓Make it easy for the other party to say "yes." Make it hard to say "no."
✓Remain calm in the face of all these challenges.

Tips for Effective Delegation

✓Know your employees' abilities.
✓Don't be afraid of over-delegating.
✓Great communication is necessary for successful delegation.
✓Minimize overlap of authority.
✓Give your employees some freedom in deciding how to implement their authority.
✓Assign related areas of authority and responsibility to each individual.
✓Once you have delegated, let the employee take over.
✓Don't expect perfection the first time.
✓Explain why the job is important.
✓Describe what is needed in terms of results (not how, but what).
✓Give the person the authority they need to do the job.
✓Indicate when the job needs to be completed and get agreement.
✓Ask for feedback to ensure a common understanding.
✓Establish a follow-up process for monitoring progress.

Levels of Delegation

The **first level of delegation** is to have the employee perform the task exactly as instructed with no independence. In our example, we might give the employee a report template, the data, and similar reports. Then, we'll ask them to complete the report and submit it by a certain date.

The **second level of delegation** is to allow the employee to do some research (if necessary) and then give you options for the task. You make the decision and the employee completes the task according to your instructions. In our example, the employee might research different formats and give you some different options. They may also draft a list of items that they want to include in the report. Then, you will outline the format and contents for them. They will complete the report and submit it by a certain date.

The **third level of delegation** is similar to the second, except that an employee makes a recommendation. Continuing with our report example, the employee would recommend a format and possibly prepare an outline. You would approve it and ask the employee to complete and submit the report.

The **fourth level of delegation** is where independence really comes into play. This is the level that you will use most often once team members get up to speed. With our report example, you would simply ask the employee to complete the report and submit it by a certain date. (They may use existing procedures or templates, but the bulk of the decisions are up to them.) You would then review the report, approve it, and send it to the executive team.

The **fifth level of delegation** gives the employee complete freedom. With our report example, you would ask the employee to complete the report and submit it directly to the executive team. You may ask the employee to send you a copy of the report, but you would not have any active role in it.

Eight Steps to Problem Solving

Define Context

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Set Goals

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Analyse Factors

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Consider Options

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Plan

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Communicate

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Implement