



Productivity and Time Management:

Effective Time Management and Project Management for Improved Productivity

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Learning Objectives

At the end of this session, you will:

- Identify skills and techniques for effective time management
- Discuss ways to prioritize your work for increased productivity
- Discuss techniques to effectively manage your time and reduce stress in your daily life
- Identify how to incorporate Project Management skills and techniques





Time Management

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Goals for Today

- Understand what time management really is, potential traps and solutions
- Learn to gain more control over getting things done
- Identify what's truly important vs. urgent
- Understand the importance of delegation to manager success and why it can be a struggle
- How does effective project management tools, methods, and models improve productivity and time management??



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Time Management – Questions

- Do you reach the end of a very busy day and ask yourself what it is you actually accomplished?
- Do you find yourself wishing there were more than 24 hours in a day?
- Do you make time for yourself?
- Do you have to-do lists that include items that just never seem to make it off of that list?



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Time Management – True or False? (Polling)

- We all have the same amount of time every minute of every hour of every day of every week...
- Interruptions and distractions aren't an "if" but "when"
- We'll never finish everything
- Multi-tasking is productive



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Time Management Polling Question: Are These Important To You?

- Increased productivity
- Less stress and anxiety
- Feelings of goal-achievement and accomplishment
- Feeling more in control
- Knowing you're working on what's important
- Healthy work-life integration
- Improved outcomes, less rework, and satisfied constituents



Time Management

*“The bad news is time flies.
The good news is that you’re
the pilot”*

Michael Altshuler





Time Self Management

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Productivity Survey



1. Daily Routines
2. Planning Your Schedule
3. Coping with Your Messages
4. Getting a Lot Done
5. Running Effective Meetings
6. Improving Your Communication Skills
7. Delegating to Others



Time Management Styles (Polling Question)

- Yes...yes...yes...yes
-the procrastinator
- Everything is urgent!!
- I have to be perfect
- The talker



Common Time Management Traps



- Rushing
- Working more hours
- Multi-tasking



Time Management Culprits – Start Here

- Routines
- Planning
- Distractions/Interruptions
- Organizing
- Meetings
- Communication
- Delegation
- Phone/computer “scrolling”



Time Management Tools

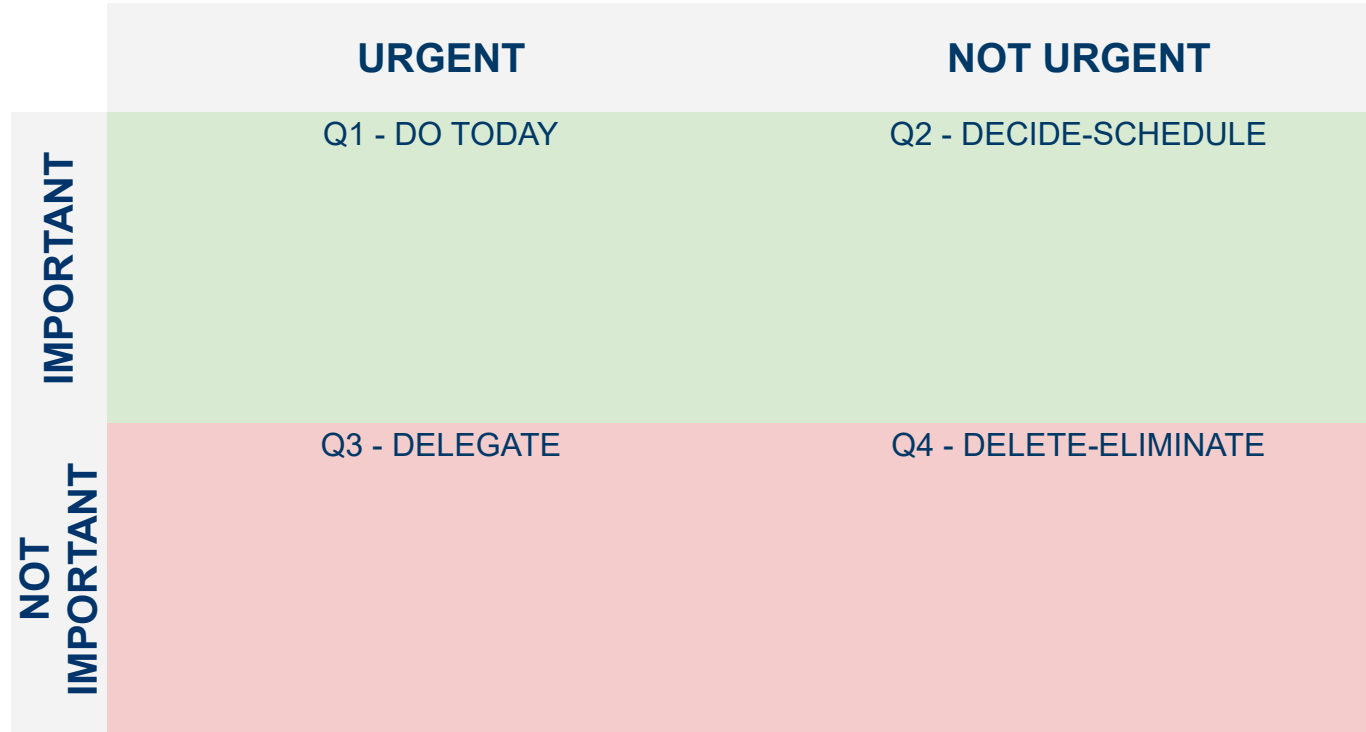


- To-Do Lists
- Planners
- **Calendars**
- Apps



The Eisenhower Box

The Eisenhower Box



**Important
vs.
Urgent**



10 Self Time Management Tips

1. Self-audit your time – where's it going? Use the Eisenhower Box
2. Set a time limit and deadline for each task - put it in your calendar
3. Visualize your end-of-day – what would you like to look back at and say you accomplished?
4. Delegate
5. Practice Effective Project Management
6. Focus on one task at a time
7. Block out distractions – especially our phones
8. Plan at least your next day if not week
9. Learn not to say yes to everything
10. Don't be a perfectionist





Delegation

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What is Delegation?

The assignment of responsibility to another person for to carry out specific job-related tasks and initiatives; the shift of decision- making authority from one level to the level below.



Why Does Delegation Help Us As Managers?

- » Manager / Supervisor Benefits
 - Reduced stress
 - Improved time management
 - Increased trust
- » Employee Benefits
 - Professional knowledge and skill development
 - Elevated self-esteem and confidence
 - Sense of achievement
- » Organizational Benefits
 - Increased teamwork
 - Increased productivity and efficiency



Why Do We Have a Hard Time Delegating?

- » It's too hard...
- » It takes longer to show someone else to do it...
- » I can do it better....
- » Everyone else is just as busy as I am...



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Inspiration ... for Delegation

“The best leader is the one who has the sense to pick good people to do what he/she wants done, and the self-restraint enough to keep from meddling with them while they do it.”

- Theodore Roosevelt



Effective Delegation: Overview

- I - Identify the task and the best person to get it done
- D - Demonstrate clearly what needs to be done
- E - Ensure understanding
- A - Assign Accountability
- L - Let go
- S - Support and Monitor



IDENTIFY the Task and the Best Person to Get it Done

- » The task:
 - Those tasks you used to do in previous or lower level position
 - Those tasks your delegates have more experience or competency with – or are not in your core skill set
 - Routine activities that require little training
- » The person:
 - Consider individual strengths/weaknesses
 - What are others interested in?
 - Where are their needs for development?



DEMONSTRATE

Clearly What Needs to Be Done

- » Use “what/why” statements
- » Show examples of what the outcomes look like
- » Explain objectives
- » Discuss timelines, set deadlines
- » TRAIN!



ENSURE Understanding



- » Communicate the outcomes clearly
- » Ask for clarification – repeat back to you
- » Secure commitment
- » Collaboratively determine methods for follow-up



ASSIGN Accountability

- » Allow them to determine how they are going to get it done
- » Allow them to make decisions along the way
- » Provide access to all required resources – technology and information
- » Refer to an buddy or helper that can assist if needed



LET Go

- » It's ok....step back and trust
- » Manage if things start to go awry or expectations aren't met
- » Accept that mistakes and "failure" are ok. Are we learning/growing?



SUPPORT and Monitor



- » Schedule follow-up meetings to review progress
- » Assist and problem solve when requested
- » Praise progress and milestones
- » Avoid interference and micro-managing



What Happens If...

- » I don't plan well for the delegation?
- » I don't support and monitor?
- » I slip and micro-manage the work?



Takeaway Exercise

- Solidify your learning by applying this training to your job.
- On your own, identify and write down 2 tasks you are currently doing that could/should be delegated.
- Determine who would serve as your best delegate for each of the tasks.
- Compose what – why statements that you will use to communicate the expectations to the delegate.



The Risk/Reward and Complexity Grid

RISK/REWARD	High Risk/Reward Low Complexity (MENTOR THEN DELEGATE-KEY FOR DEVELOPMENT)	High Risk/Reward High Complexity (KEEP BUT STILL EVALUATE CLOSELY)
	Low Risk/Reward Low Complexity (DELEGATE/OFFLOAD)	Low Risk/Reward High Complexity (SIMPLIFY THEN DELEGATE-MOVE TO LOW COMPLEXITY)
COMPLEXITY		



10 Delegation Tips

1. Identify the tasks that can be delegated
2. Delegate early – don't wait
3. Identify the right person to delegate to
4. Demonstrate clearly what needs to be done
5. Explain how the task ties into a larger goal/purpose
6. Ensure understanding
7. Assign accountability
8. Let go
9. Support and monitor
10. Be willing to invest the time on the front end - it'll pay off!



Productivity Resources

Books

- *7 Habits of Highly Effective People* by Stephen R. Covey
- *The Power of Habit* by Charles Duhigg
- *18 Minutes* by Peter Bregman
- *15 Secrets Successful People Know About Time Management* by Kevin Kruse

Podcasts

- “Beyond the To-Do List”
- “Getting Things Done”

Apps

- Trello To-Do List
- Rescue Time





Effective Project Management

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References and Resources

Key Project Management Methodologies

Prince2

COBIT

Agile

PMBOK

Critical
Chain

Six Sigma

Which one is appropriate?

What are the overlaps/similarities and how does this improve productivity??

That will be our focus... rather than one specific model



What defines a Project?

- Before we begin, we need to determine ‘what is a project?’
- The dictionary defines project as
 - *an individual or collaborative enterprise that is carefully planned to achieve a particular aim.*
- What are some key take-aways from that which are most applicable for our understanding and utilization within our government?

(Please put some feedback/comments into the Q&A chat)



What defines a Project?

- 3 key areas of the definition that perhaps we can agree are universal within our organization....
 1. **Individual** or Collaborative – organizationally most are collaborative... can we agree?
 2. Planned. Critical, we will spend much time on this later – but not the emphasis on planning just within the dictionary definition
 3. “Particular Aim”. Let’s agree that all projects must have an objective or defined goal/purpose.

Utilizing this structure – we can apply this across various project types (in fact all??).



What Types of Projects Exist?

- Many different working categories of projects exist. Let's discuss some common types....
 1. Strategic. Business strategy or initiative
 2. Operational. To enhance or improve effectiveness or efficiency.
 3. Management. Organizational structure or alignment.
 4. Research. Focus on information gathering, entry, or update.
 5. Construction/Manufacturing. Build of specific object, asset, etc.

Where does IT fit? We will also explore some components later.



What Types of Projects Exist?

- We also need to define the size, breadth, and scale of projects.
 - We will talk about many tasks, phases, and stages of PM. However, not all steps and activities need to apply to ALL projects.
- To achieve efficiency in PM, and to manage resource allocations most effectively, PM Organization (PMO) or Project Standards/Guidelines need developed and should highlight some distinction of project scale:
 - **Major projects**? Certain size budget, resources, time, etc. anticipated
 - **Minor projects**? Less budget – but still meaningful resource allocation/time
 - **Maintenance/Update/Recurring** – Items needed to maintain activities, or items that are planned to be repetitive (e.g. IT Patch Management, Grant Compliance, Training, etc.)



How do we break this all down?

- Strategic Planning (Planning)
- Product/Deliverable Development
- Communication (Steering Committee, Escalation, Contact Lists, Proj. Org Chart, Plans)
- Resources (Budget, Vendors, Systems?, etc.)
- People (Sponsors, Manager(s), Staffing, Skills, etc.)





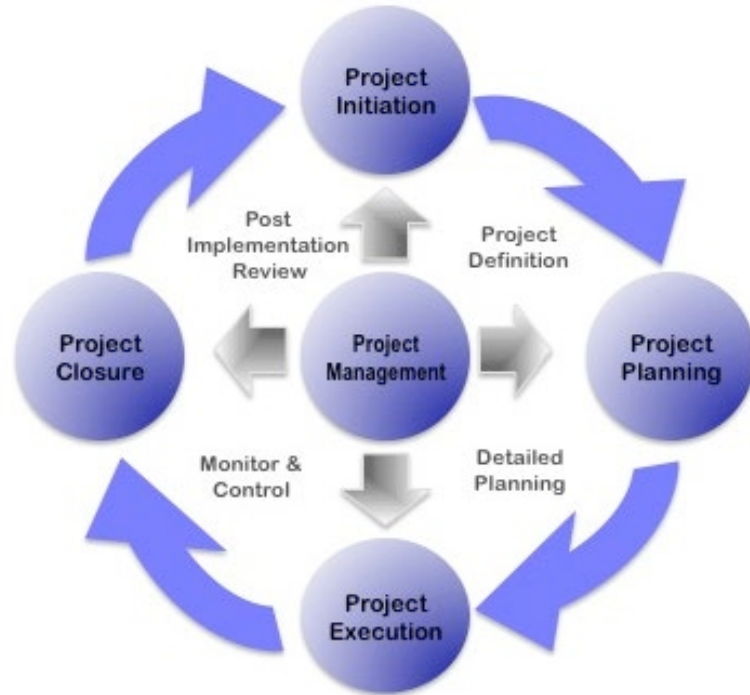
Key Principles, Phases and Considerations



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Walkthrough of Phases



Walkthrough of Phases

- Business Justification and Stakeholder Needs
 - (Needs Analysis)
 - What does this include/entail?
 - Defining the drivers and rationalization for the project
 - Determine goals and understand stakeholder needs
 - Do we know who stakeholders are?
 - How do we gather/validate?
 - Help define the “boundaries” and extent of the project and need
 - Confirm that the project is in conformance with directives, strategy, and/or mission



Walkthrough of Phases

- Project Objectives and Requirements
 - (Requirements Definition)
 - Define and document/assess the project objectives
 - What are the key requirements (system, functionality, process efficiency, reporting, workflows, etc.)?
 - Accessibility? Utilization/Availability? TIMING?
 - Requirements need to be objective and measurable.
 - While some items and considerations will be subjective – without measurable objectives and specific requirements – project success can not be gauged or assessed.



Walkthrough of Phases

- Feasibility Study
 - Before progressing further, we should stop at this juncture in order to evaluate whether the “requirements” and needs determined are possible within the context of stakeholder expectations, budgets, timing requirements, system requirements, etc.
 - If NOT possible, requirements and/or expectations should be revised and communicated



Walkthrough of Phases

- Project Scope and/or Mission Statement
 - Clearly define and document the scope and mission/goals/objective of the project(s).
 - Articulate the objectives, key performance indicators (KPI), and timing
 - Define also the “boundaries” or limits of the project
 - List dependencies



Walkthrough of Phases

- Deliverables, Due Dates, Schedule
 - PROJECT PLAN
 - Define schedules, timing, and what the key deliverables and milestones for each activity/task should be
 - Does the schedule include dependencies?
 - Can we start Task C independent of Task B? If not – do we list this? Does the timing of dependent tasks align (if Task C can't start until Task B complete – do the start/finish dates align)?
 - Are vendors involved? Are their roles, contracts, etc. clearly defined? What do they owe, when? What defines quality and acceptance?



Walkthrough of Phases

- Project Charter
 - Define Roles and Responsibilities
 - Outline Reporting and Status Requirements
 - Define Project Sponsor, Committee, and overall ownership and monitoring responsibilities
 - List resources and support services
 - Will internal audit have a role??
 - Is that role “consultative” or traditional? This should be documented and defined.



Walkthrough of Phases

- Risk Management Plan
 - Conduct Risk Assessment
 - What could go wrong at key junctures of the project?
 - What overall risks to project execution exist?
 - Define how risks will be evaluated
 - What are risk tolerances?
 - Determine how risks, test exceptions, or other related project issues will be documented, monitored, reported, and resolved (escalation?)
 - Ticketing System? Formal Tracking?



Walkthrough of Phases

- Project Execution
 - Perform the activities of the project plan, with monitoring and measurement of milestones, KPIs, etc.
 - Determine routine status reporting and articulate escalation and resolution



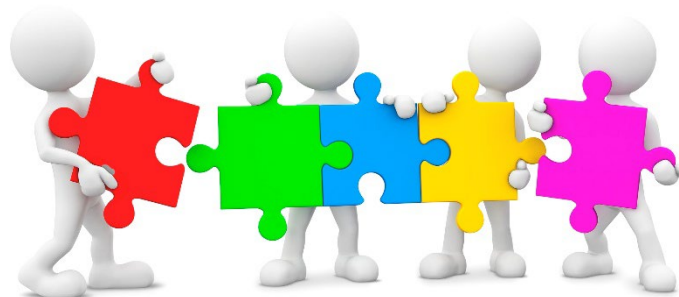
Walkthrough of Phases

- Quality Assurance & Acceptance
 - This phase should include guidance on testing or assessment activities associated with various project tasks and deliverables
 - I.e. reports, functionality, workflows, automated documents/forms,
 - Roles should be defined previously on who makes decision to “accept” the project for implementation, integration, vendor deployment, utilization, etc. Also sometimes called “Go or No Go” point in system or IT related projects.



Summary

- We need to delineate and define Projects
- We can plan, manage, and deliver projects
- We can manage IT, business, operational, and financial projects
- We can leverage and incorporate all these concepts and principles into INDIVIDUAL tasks and activities.



Navipuzzles





Final Thoughts and Questions

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Wrap Up

In this session we learned about:

- Skills and Techniques for Effective Time Management
- Prioritizing your work for increased productivity
- Delegation
- Taking Learning to Action
- Project Management tools for Productivity



Questions



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Thank you!

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