

## **6: TIME & MEETING MANAGEMENT**

### **Discussion Questions:**

- 1. What is time management?**
- 2. What are two governing principles of time management?**
- 3. What are some effective time management guidelines?**
- 4. What are some effective meeting management tools?**
- 5. Why is delegation an important tool for effective time management?**
- 6. What is the five step process of delegation?**

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"WHEN WE ARE DOING WHAT WE LOVE, WE DON'T CARE ABOUT TIME.  
FOR AT LEAST AT THAT MOMENT, TIME DOESN'T EXIST AND WE ARE TRULY FREE."

**~ MARCIA WIEDER**

### **1. What is time management?**

- A. Simply stated, time management is \_\_\_\_\_. Time is a precious commodity, and every individual is given the same amount of time each day to be used or wasted. How people choose to use their time makes a difference in whether or not they achieve their goals. When people are in control of their time, they seem to perform better, feel better about themselves, and suffer fewer stress and anxiety-related illnesses. In essence, time management is really self-management. Good leaders are able to maximize their time in the most efficient and effective way.
  
- B. The first thing to do in \_\_\_\_\_ is to determine if you are suffering from any of the typical negative symptoms of poor self-management. The most common symptoms are indecisiveness; procrastination; always running late; stress illnesses like headaches, backaches, and insomnia; and irritability and anger. These symptoms will make you look out of control and keep you from getting positive results in your daily activities.

**2. What are two governing principles of time management?**

- A. The first governing principle is based on the real issue of “\_\_\_\_\_?” Are you governing the events of your life or are the events of your life governing you? What really controls you? To manage your time, you have to be in control. You have to do what you feel is truly important based on your own sense of values. When other people and other things are in charge of you, it’s just too hard to plan and perform effectively.

As you realize that being in control of the events of your life is the key to becoming proactive, you obtain power, freedom, and the ability to choose your actions and prevent your circumstances from controlling you. Developing the \_\_\_\_\_ is the first key in becoming an effective time manager.

- B. The second governing principle is \_\_\_\_\_. People become slaves to the habits they develop. The well-known writer, John Dryden, said, “We first make our habits and then our habits make us.” Successful time managers simply develop the habit of doing those things that unsuccessful people don’t like to do. Those things are the topics of discussion in this lesson as you become acquainted with many guidelines used by leaders to become slaves to good time management techniques.

It is important to remember that the acquisition of good habits is an on-going process of \_\_\_\_\_ a bad time management habit and replacing it with a habit that gives you the control of your life and makes you more productive.

**3. What are some effective time management guidelines?**

- A. All time management experts agree that the best tool for improving time management is to create a \_\_\_\_\_. When a leader is having difficulty in getting control of his or her time, a place to begin is to get in the habit of list making. Identifying and organizing what must get done each day will immediately increase daily productivity.

- B. The second most effective tool is to get in the habit of spending time each morning to prioritize your “To Do” lists. Most leaders find “to do” lists valuable for keeping track of jobs and details they might otherwise forget. Those items that are high priority and important in value should be done first. Most leaders develop the \_\_\_\_\_ by putting “A” items as high priority, “B” items as important but not necessary to do that day, and “C” items as those that could be eliminated and done only if you have available time throughout the day.
- C. Develop the habit of \_\_\_\_\_. An effective leader delegates tasks to employees and follows up to ensure that they are done properly and on time. The majority of a leader’s duties can probably be delegated to people in fulfilling assignments, and the path toward delegation begins by examining everything you do and asking yourself if it is really necessary for you to do each task. If the task can be delegated, then delegate it. If you don’t have an employee who can do certain tasks, then think about training one who can do them. By systematically going through your job this way, you will probably find that you’re doing some things that can be eliminated.
- D. Develop the ability to \_\_\_\_\_. When you are interrupted by a personal visit, ask yourself the question, “Does this need my immediate attention?” If it doesn’t, tell the person that you will write down the question or request and get back with the person before the end of the day or ask politely if you can get back to him or her during your next break. When you have to handle an interruption right away, don’t get sidetracked—handle the request and then get back to your original task. Develop the foresight to let your employees know when you’re doing certain tasks that shouldn’t be interrupted except for emergencies.
- E. \_\_\_\_\_ can require different techniques than controlling personal interruptions. Be sociable but don’t waste time socializing if you don’t have the time. Plan ahead what you’re going to say on the phone when making phone calls by gathering information you will need during the conversation before you make the call. Some time management experts actually time their calls with an egg timer on their desk to help keep calls brief. Stand up while you talk on the phone and tell long-winded callers you have an appointment that requires your immediate departure.

- F. Take \_\_\_\_\_. Procrastination is putting off or intentionally delaying activities that need to be done. Begin by asking the questions, "Is this job really important?" and "What will happen if I don't do it?" If you have to do it, break the task into several smaller ones to get you going. Don't look at a job too long before starting it to avoid excuses or wasting time thinking of a better way to begin the task. Avoid encouraging your work delays with pleasant activities like getting a snack, and reward yourself when you don't procrastinate by scheduling a time for something enjoyable.
- G. Develop some \_\_\_\_\_. The first rule should be to "handle paper work one time," and the second rule is to "handle the paper work now and be done with it." Whenever you get your hands on a piece of paper, do something with it that will guarantee you won't spend any more time with it. Answer it, redirect it to the appropriate person, file it away if you have to keep it, or throw it away.
- H. Use good, \_\_\_\_\_ to avoid repeating yourself and to save time. If possible, prepare ahead of time what you want to say in personal conversations and letter correspondence. Avoid those places and times that create interruptions and interference. Take the time to listen and follow up with questions to clarify anything that appears to be misunderstood.
- I. Watch the \_\_\_\_\_. Many leaders kill their day by "shooting the bull" with the first person who enters their offices, and this practice creates a pattern for the day. The policy of "my door is always open" is for productive times besides casual conversations. Know when to end a conversation and get back to work.
- J. Don't always trust your memory. Don't attempt to use your mind as your daily planner. Get in the habit of writing important things down. \_\_\_\_\_ are a must in jotting down reminders of the things you need to do.

4. **What are some effective meeting management tools?**

- A. For meetings to accomplish meaningful results, certain \_\_\_\_\_ should be established and agreed upon in advance by all concerned. Imagine playing a sport in which every participant had his or her own set of rules. Chaos would be a certainty. Most sports need an umpire or referee whose job is to enforce the rules and prevent infractions. This role is the leader's to play. Several essential rules can be helpful as a guide while planning and conducting meetings.
- B. Before the meeting, \_\_\_\_\_ for the meeting. When you have a specific purpose for the meeting, communicate it to the group in advance of the meeting.
- C. Provide the research. Give the members of the group all the \_\_\_\_\_ you have accumulated to assist them in adopting a realistic point of view. This practice also gives members a chance to read material in advance so that they can come to the meeting ready to reveal ideas and opinions.
- D. Prepare an \_\_\_\_\_. Let the people know where, when, what, how, and in what order the group will consider the issues. A well-prepared agenda will do more than anything else to keep a meeting from wandering off the track. Some leaders actually give time limits to each of the items on the agenda. Meetings lasting longer than one hour are usually counterproductive.
- E. Define the \_\_\_\_\_. Be certain that the limits such as time, company policies, and the amount of authority the group will have are clear to the group.
- F. Reserve and prepare the \_\_\_\_\_. Reserve the space or room you will need to meet, gather the aids necessary for the conduct of the meeting like flip charts, pencils, overhead projector, and video equipment. Set a specific starting time and ending time.
- G. \_\_\_\_\_ the group members. Before each meeting, all who have been chosen to attend should be made aware of their responsibilities to prepare for the meeting. It might be wise to send out the agenda in advance.

- H. Keep \_\_\_\_\_ of the meeting. The leader must keep the meeting moving along and must control the discussions of each topic. The leader of the meeting must be able to stop private discussions, deal with the member who argues on every point, handle the compulsive talker, and involve the group members who won't say anything.
- I. Follow up and \_\_\_\_\_ of those items discussed so that after the meeting you can monitor that the decisions and actions discussed are being carried out. Get copies of the meeting minutes out within 48 hours.

**5. Why is delegation an important tool for effective time management?**

- A. Delegation is the act of \_\_\_\_\_ to another person. It involves the downward transfer of formal authority from a superior to a subordinate. Delegation is a tool to empower employees and allow them act for the leader. Failure to effectively delegate is always one of the major reasons why leaders struggle and successful delegation can enhance overall organizational effectiveness.
- B. A leader usually is in need of \_\_\_\_\_ if the following problems are occurring—employee moral and motivation is down, the leader is always working late, employees are often confused about the tasks they are performing, questions often surface about assigned tasks, and work deadlines are constantly missed.
- C. Among the many benefits that comes to a leader through effective delegation include \_\_\_\_\_ to do higher priority tasks, enhancing leadership skills, expanding employee's capabilities, increasing employee motivation, improving work distribution, and the preparation of future leaders. Some tasks that a leader should not delegate are hiring, firing, pay issues, and policy enforcement.

**6. What is the five step process of delegation?**

- A. An effective five step process of delegation is the \_\_\_\_\_. This process consist of the following steps: Identifying the task, Choosing an appropriate person, Preparing the person, Monitoring progress, and Evaluating results.

- B. The first step of the delegation process is to \_\_\_\_\_ to be delegated. A leader should start off with simple and routine tasks like daily duties, least critical tasks, and tasks that can be better performed by others. A leader should always ask, "Where can I best spend my time?"
- C. The second step of the delegation process is to \_\_\_\_\_. Ask yourself the question, "Who is an appropriate person for the task?" You need to know your people so you can assess their individual skills and capabilities. Consider each person's motivational level and desire to learn and take on new responsibility. As you consider appropriate people for a delegated task, remember that this tool of delegation can help screen future candidates for your organizational leadership structure.
- D. The third step of delegation is to \_\_\_\_\_. Communicate clearly to the person who will be receiving a delegated task the boundaries, expectations, expected results, deadlines, required authority, and needed training. Write down key points to remember and be willing to give up some power and control to the person. Consider also what required resources are needed to perform the delegated task.
- E. The fourth step of delegation is to \_\_\_\_\_. Allow the person to grow with the assigned task and encourage individuality. Also, consider a variety of methods that can be used to carry out the task, and check up carefully on the person without micromanaging the situation. A high level of trust needs to be developed between the leader and the organizational member with heavy initial support and guidance then allow a weaning period in which the leader slowly backs off.
- F. The fifth and final step of delegation is to \_\_\_\_\_. Always look at the results first instead of the methods utilized. Remember the expectations that were established at the beginning and use them as a measuring stick when evaluating the performance and results. Provide appropriate acknowledgment and recognition for the completion of the task and keep a written record for future use. Mutually discuss the process, the progress, and the overall experience allowing the organizational member to have adequate input.

- G. Delegation has its many benefits, and though a leader has delegated a task to someone else, the leader is still responsible for making sure the task is done on time and correctly. If the task is not accomplished, a leader can not point the finger and needs to evaluate whether an appropriate person was picked for the task. The secret of delegation in leadership is not to do all the work yourself, but to recognize and train the right person to do specific work assignments. Successful leaders are able to surround themselves with the \_\_\_\_\_ and then delegate effectively.