

## Time Management for Team Leaders

"Until we can manage time we can manage nothing else"

Peter Drucker



### Recognize this picture?



### Cold Hard Fact #1

Time can not be managed. The passage of time is fixed. It is impossible to add even one second of time to an hour, a day or a lifetime. We can only manage how we utilize the time allotted to us.

*"The bad news is that time flies. The good news is you're the pilot"*—Michael Altsuler



Time is the most precious resource in the world.

Today we will talk about how successful managers and leaders invest this resource.

*"The key is not spending time but in investing it"*—Stephen R. Covey



### Efficient vs. Effective

Efficient People

Do things right

Effective People

Do the right things

*"Never mistake motion for action"*  
—Ernest Hemingway



### Cold Hard Fact #2



It is physically impossible to get everything that you would like to accomplish done!

Once you accept this fact, what remains are choices.



In order to make good choices  
 You need to know where you are going.  
 You must decide what is important to you.  
 Without clearly articulated goals, you will have no compass to direct how you use your time.



*"In the absence of clearly defined goals, we become strangely loyal to performing daily trivia until ultimately we become enslaved by it"—Robert Heinlein*

The Lakein Question


What is the best use of my time?—**RIGHT NOW!**

*"The common man is not concerned about the passage of time, a man of talent is driven by it"*  
 --Schopenhauer.

The Sales Managers Job

<p>Administrator</p> <ul style="list-style-type: none"> <li>•Complete Reports</li> <li>•Attend Meetings</li> <li>•Track Team's Progress</li> <li>•Participate in Special Projects and Committees</li> <li>•Perform HR Functions</li> <li>•Prepare Forecasts and Budgets</li> <li>•Day to Day Housekeeping—E-mails, Record Keeping etc.</li> </ul>	<p>Leader</p> <ul style="list-style-type: none"> <li>•Drive Sales</li> <li>•Set Standards</li> <li>•Recruit Team Members</li> <li>•Develop Team Skills</li> <li>•Build Team Cohesion</li> <li>•Lead Sales Meetings</li> <li>•Plan</li> <li>•Promote the Team to Upper Management</li> <li>•Build Bridges to Other Departments</li> <li>•Self Development</li> </ul>
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What is the best use of my time?  
 —**RIGHT NOW!**

**Leadership!**

**Administrative functions exist only to support the sales effort.**


**Whenever possible streamline administrative functions to allow more time to be spent developing and leading your sales people.**

Leaders Focus on:

**WIG's**  
 Wildly Important Goals

*"Things which matter most, must never be at the mercy of things which matter least." Goethe*




Doing the important things

First Things First

<p>Quadrant 1 Urgent &amp; Important</p>	<p>Quadrant 2 Important not Urgent</p>
<p>Quadrant 3 Urgent not Important</p>	<p>Quadrant 4 Not Urgent or Important</p>

**Separating Important from urgent**

**Definition of “Important”:**

Strongly affecting the course of events or the nature of things; significant, consequential. Important things affect the future. They are significant because they have consequences. This is your chance to change your situation for the better.

**Definition of “Urgent”:**

Calling for immediate action or attention; pressing. Urgent things only affect the present. When you deal with them they have no long term impact.

The Four Quadrants

**Quadrant 4—Not Urgent or Important**  
Goofing off, few managers have the luxury of doing Q4 activities.

**Quadrant 3—Urgent not Important**  
Example a report your boss wants by this afternoon. Urgent but not critical to the success of your team.

**Quadrant 1—Urgent & Important**  
Example an ad on deadline. Ads are mission critical and must get done.

**Warning Q1 can be addictive**

**Quadrant 2—Important Not Urgent**

Examples: Planning, research, training, goal setting.

Q2 is forward leaning. It is about the future direction of your group.

The more time you spend in Q2, the less time you will have to spend in the other 3 quadrants. Q2 is significantly less stressful than the other three quadrants. Q2 gives you more control over your destiny.

*“The key is not to prioritize what’s on your schedule, but to schedule your priorities” Stephen R. Covey*

**Take Time to Plan**

*“Planning is bringing the future in to the present so that you can do something about it.” Alan Lakein*

Planning is the ultimate Quadrant 2 activity.

Managers who say I don’t have time to plan are only looking at the short-term.

Planning saves the time wasted by going in the wrong direction.

Only by setting goals and making plans that are in alignment with those goals can you achieve optimum effectiveness.

**After you plan—ACT!!**

*“Good plans shape good decisions, that’s why good planning makes elusive dreams true”*

**After you plan—ACT!!**

Indecision and procrastination are the biggest waste of time known to mankind.

Once you have a plan in place implement it.

Learn to trust your decisions, you can not afford to wait to have all the facts or 100% certainty.

You will make mistakes, but no mistake is as costly as the inertia of indecision.

The work and the decisions you put off will gnaw at you and distract you until they are completed.

*“Be sure you’re right, then go ahead” Andrew Jackson*

### Have a routine

Your schedule creates a framework for your week.

Scheduling routine activities saves planning time and lets your people know when you're available.

Include quadrant 2 activities. Schedule time for planning and personal growth.

Remain flexible.

Discipline lies at the heart of effective time management.

*"The secret of your future is hidden in your daily routine"* Mike Murdock



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### Make the tools work for you

The technology we have at our fingertips is designed to help us save time not consume it.

Make conscious decisions on how you will use the tools at your disposal.

Block in time to respond to calls, e-mails etc.

Learn to use tools like Microsoft outlook to your best advantage.

Develop systems that fit your needs & personality.

*"We are becoming the servants in thought, as in action, of the machine we have created to serve us."*

John Kenneth Galbraith



### Remember who's the boss



### Remember who's the boss

Your job is to help your people do their jobs better.

Your job is **not** to do your rep's job.

When you do your reps job for them, you rob them of a chance to grow.

When you help them solve their own problems, you show your trust in them.

Applied Staff Work—when a rep brings a problem to you, they also should bring one or more solutions.

*"Managers must manage."* Hal Geneen



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### Remember who's the boss

By concentrating your efforts on activities which help the entire team you get the best return on your investment of time.

Delegate appropriate tasks to the reps.

Have reps take responsibility for their own territories.

Make use of every opportunity to coach and train.

*"Accountability breeds response-ability."*  
Stephen R Covey



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### Unload your workload

Remember the "Lakein Question" What is the best use of my time right now?

Ideally you and your boss will come up with the same answer.

Open a discussion about your proper priorities.

Make it clear that you are not trying to shirk, your goal is to invest your time on high value activities.

Research indicates that any change that requires a 10 to 20% increase in workload will fail.

Be willing to give up low impact tasks, don't be territorial about them.

*"Multi-tasking—screwing up everything simultaneously"*

### Build margins into your plans

Over scheduling is a sure recipe for failure. Do not be too optimistic about what you can get done.

Expect the best, but plan for the worst.

Start early, schedule planning & preparation time, establish a timeline.

Set aside time for a "Golden Hour", time for reading, reflecting and thinking about your goals.

*"Who begins too much, accomplishes little"*  
German Proverb



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### Lay foundations for tomorrow

Where you are today is the end result of the decisions you have made up to this point in your life.

Where you will be tomorrow depends on how you use your time today.

Time spent developing people, tools, products and systems will pay dividends in the future.

The better trained your people are, the less time you will have to spend in direct supervision.

*"When it comes to the future, there are three kinds of people, those who make it happen, those who let it happen and those who wonder what happened"*

John M. Richardson Jr.

### Value your time



*"The person who coined the phrase 'Time Is Money' must have been a sales rep paid on commission"* John Boe

### Value your time

If time is your most valuable resource, shouldn't you keep careful track of it?

Many people who carefully budget their money waste time without a second thought.

A time log can give you a tool for identifying time wasters.

Breaking the day into small 15 minute increments gives you the data you need to fine tune your use of time for maximum effectiveness.

*"It is not enough to be busy, so are the ants. The question is what are we busy about?"* Henry David Thoreau



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### Conclusion

We are paid for using our knowledge, our experience and our time in concert to produce value for our companies.

The more effectively we can use our time, the more valuable we are.

The better we manage our time, the more of it we can devote to the people and things that are important to us.

*"Fill the unforgiving minute with 60 seconds of distance run"* Rudyard Kipling



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### Conclusion

Time management is about taking control of our own lives.

Psychologists tell us, people who feel a sense of control over their lives are happier, cope better and are more resilient in stressful times.

People who know what they want to accomplish and organize their lives to reach their goals are among the happiest and the most productive people you will meet.

*"Time is the coin of your life. It is the only coin that you have, and only you can determine how it will be spent. Be careful lest you let other people spend it for you."*  
Carl Sandburg



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One final thought

*"Time is limited, so I better wake up every morning fresh and know that I have just one chance to live this particular day right, and to string my days together into a life of action and purpose"*

*Lance Armstrong*



Thank You  
For  
Your Time