Managing Multiple Projects, Objectives and Deadlines

PARTICIPANT WORKBOOK

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Identifying Your Challenges and Gaining Control of Your Workday

> "…you are in control of your life. Don't ever forget that. You are what you are because of the conscious and subconscious choices you have made."
>
> — Barbara Hall
> Author and television producer

Managing multiple projects, objectives and deadlines can be a full-time job. It will require all your concentration, skills, talents and dedication. If you're going to be successful at managing your time, one of the first things you need to do is to identify your challenges and gain control of your workday.

This can be easier said than done. After all, managers, co-workers and team members may all require a piece of your precious time. Most managers would probably agree with the old adage "There aren't enough hours in the day." You can't change the number of hours in a day, but you can change how you use your time during those available hours. This session will help you identify where you are so you can learn how to manage your day. You can accomplish those tasks that will help you handle competing priorities like a pro.

Learning objectives

- Find out how out of control your workday really is.

- Discover major productivity killers and time-wasters — and how to deal with them.

- Discuss the 10 Golden Rules for time management.

- Learn how to turn priorities into attainable goals.

- Understand how to manage competing priorities — while maintaining quality.

- Discover the importance of delegating as well as what and when to delegate.

An Eye-Opening Test to See Just How Out of Control Your Workday Really Is

This test will help you understand how out of control your workday really is. It will help you define those areas where you need to make changes in order to increase your productivity.

You must first analyze your current situation to pinpoint the areas of your life where you're wasting or inefficiently using your time, energy and resources.

EXERCISE

How out of control is your workday?

	Always	Usually	Often	Sometimes
I am swamped with paperwork.	A	B	C	D
My desk is covered with piles of papers, files and books.	A	B	C	D
My computer files aren't backed up.	A	B	C	D
My computer files are disorganized.	A	B	C	D
I find it difficult to throw things away.	A	B	C	D
I'm often late, and I sometimes miss appointments.	A	B	C	D
I misplace small pieces of paper and sticky notes.	A	B	C	D
People put items on my chair or computer so I'll be sure to see them.	A	B	C	D
My In box is always full.	A	B	C	D
I don't use my computer to get organized or to automate routine jobs.	A	B	C	D
I struggle with conflicting deadlines and demands on my time.	A	B	C	D
I feel discouraged or frustrated by my work environment.	A	B	C	D

	Always	Usually	Often	Sometimes
I don't know which are my real priorities.	(A)	(B)	(C)	(D)
I start one task and then get distracted and move to another one.	(A)	(B)	(C)	(D)
People can't find items that I file or put away.	(A)	(B)	(C)	(D)
I dread starting a new project because I have so many loose ends to tie up on others.	(A)	(B)	(C)	(D)

Tally the number of times you responded with each letter. Now take a look at which letter(s) you chose most often. The bottom line is this:

Cs and Ds aren't real problems — no one's perfect, so it's a fact of life that you'll occasionally be unprepared or disorganized. As and Bs are your real problem areas. A preponderance of As and Bs will tell you much about the energy and commitment you'll need for getting organized and taking control, and how far you must travel to reach "there" from "here."

Source: *Organized for Success!*

How to Eliminate the Big Three Productivity Killers: Procrastination, Poor Planning and Personal Disorganization

You're on the way to work and mentally planning your day. You're feeling good because today, no matter what, you will finish that project that has been hanging over your head, tackle those emails that you have yet to answer, catch up on your reports and finish the budget that was due yesterday. On your way home that evening, you realize, with a heavy heart, that you only succeeded in answering your emails.

If you find you have more days like this than you would like, chances are you're guilty of at least one of the big three productivity killers:

PROCRASTINATION

Procrastinating is so easy to do and so hard to avoid, especially when the task is something you really don't want to do. When you feel yourself procrastinating, ask yourself "What am I avoiding?"

POOR PLANNING

Many people simply don't plan ahead. But this is a vital step in using your time wisely. It's also important that your planning be realistic! Don't set yourself up for failure by making unreasonable expectations for yourself.

DISORGANIZATION

Disorganization is a huge time-waster. In addition, disorganization adds greatly to your stress level, which leads to further disorganization, which leads to more stress, etc.

The secret productivity killer

Indifference: You may believe that there really isn't anything that can be done to improve your productivity. This is the way it is and others around you have the same crazy schedules, so it must be normal. You try to improve, but you think it takes too much effort and only yields small differences.

The good news is, that is simply not true.

- There are a lot of proven tools and techniques that can improve your productivity.

- You have to be willing to put in the initial effort to find and implement them.

- You can't give up if something doesn't work the first time.

Hidden Time-Wasters: Spot Them — and Stop Them — Before They Throw a Wrench in Your Day

According to a survey by *salary.com*, 89% of respondents admitted to wasting at least 30 minutes a day at work, while 26% reported wasting two or more hours per day. (The biggest distraction is personal use of the Internet, with 26% of the people surveyed citing web surfing and social media as their biggest distractions.) You can see that quickly adds up to 40 wasted business hours in a four-week period. Just imagine what you could accomplish with that wasted time!

Top time-wasters:

☐ Surfing Internet for personal use

☐ Making personal phone calls

☐ Talking with co-workers

☐ Texting

☐ Meetings

Others:

☐ Conducting personal business

☐ Daydreaming

☐ Arriving late and leaving early

☐ Running errands off-site

☐ Being reluctant to say "no"

☐ Trying to do everything yourself

☐ Disorganized work space

EXERCISE

Be honest with yourself and check the time-wasters from the list above that are applicable to you.

Deadlines: How to Tell the Real From the Fake

"I love deadlines. I like the whooshing sound they make as they fly by."

— Douglas Adams

✓	A **real deadline** is based on outside factors.

The new software must be installed by the end of the month in order for accounting to meet payroll demands.

✗	A **fake deadline** is an arbitrary deadline set without justifiable reason.

There's no reason my team can't churn this out in under two weeks.

People often make assumptions about deadlines. For example: When your manager asks you to get something done, you assume it has a high priority or they wouldn't be asking.

By not clarifying urgency, your day becomes about "fighting fires" instead of completing your plan. If you don't work on changing fake deadlines into real deadlines, prioritizing won't help manage your time.

How do you change them?

Use questions to clarify the priority when someone else is giving you a deadline.

- When do you need this?

- Which task do you want me to complete first?

- Is it okay to push back the task I'm working on now?

- Is there any room for flexibility if issues come up?

- Is it okay if I assign this to my staff (when applicable and you have followed the delegation checklist)?

- Have you made a time commitment to someone else? This question is useful when they have committed to a deadline or deliverable date and they are "delegating" the task to you.

The 10 "Golden Rules" of Time Management

These 10 Golden Rules can help you learn how to best manage your time. In doing so, you'll be able to free up precious time to spend on the truly important tasks and projects on your plate. Use these rules and watch your productivity grow.

1. Know how you currently spend your time. In order to manage your time, you must first know how you spend it. You may wish to keep a log for a week to see the ways you use your time.

2. Identify your "prime time." Some people work better first thing in the morning while others tend to "wake up" later in the day. Identify your best time and use it to carry out your most important or difficult tasks.

3. Do tomorrow's planning tonight. This allows you to start off working first thing the next morning without having to decide what to do first.

4. Ask yourself "Why am I doing what I'm doing right now?" While this may seem like a silly question, it is, in fact, a valid one. It's easy to get sidetracked on less vital issues. Asking yourself this question can help you refocus your attention where it is most beneficial.

5. Continually look at ways of freeing up time.

6. Plan your work, and work your plan. Don't spend your time making a plan unless you actually intend to put it to use.

7. Delegate whenever possible. Don't fall into the trap of feeling you have to do everything since no one else can do it as well as you do. Not only is this not true, you're causing yourself additional stress by trying to do it all.

8. Delegate wisely. It's poor planning — and unfair to your employees — to delegate tasks to them that they don't have the skills, time, authority or resources to do.

9. Identify your high-payoff items. Spend most of your time and energy on those items with the biggest return.

10. Concentrate on results, not on being busy. While you may work hard and go home exhausted after a long day at work, at the end of the day, consider what you actually accomplished.

A Six-Step ACTION Plan for Turning Priorities Into Attainable, Measurable Goals

Goals are an important step to success. But writing goals takes thought and consideration. To help write effective goals, use the ACTION plan.

Are measurable	Compatible	Time-specific	In writing	Owned	Negotiated
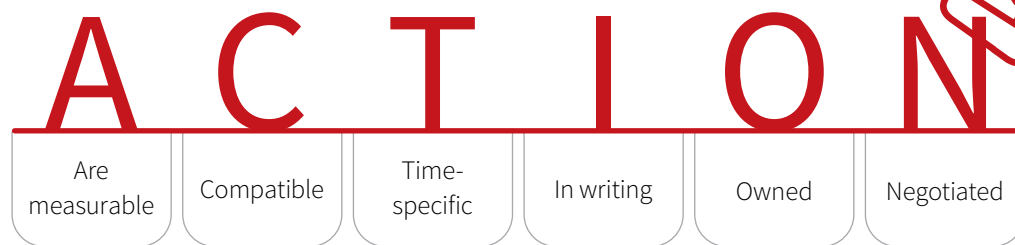
Are measurable

If a goal is not measurable, then it's probably just a wish or a hope.

Compatible with mission

If a goal is not compatible with your company or department mission, then it will probably result in low payoff because it's likely an unimportant goal.

Time-specific

Each of your goals should have a start time and a finish date. Without both, you may lack the commitment to follow through.

In writing

Writing out your goals makes them clearer and easier to communicate to others. A written goal is thought out and, therefore, has a greater chance of being accomplished.

Ownership and accountability

Goals must be owned by those who set them and by others vested with the responsibility for carrying them out — everyone involved must agree that the goals are important and useful.

Negotiated (agreed upon)

If you and others who are involved reach agreement about what the goals should be and how they should be accomplished, then there is likely to be commitment to follow through. If there is disagreement, disharmony and unresolved conflict about the goals, people will "do their own thing" and rationalize that it is the "right thing to do." They will likely receive little payoff.

Source: *Productivity Power*

Managing Competing Priorities Without Sacrificing Quality

In order for you to plan your day, it's important that you identify all of the things you have to do, prioritize them and then decide how to manage them. So how do you decide which tasks to do first and which to hold off on? Use the four quadrants to help you set your priorities — without sacrificing quality.

Identifying and setting priorities

<table>
<tr>
<td>QUADRANT I:
Determine what is important and urgent.</td>
<td>QUADRANT II:
Determine what is important but not urgent.</td>
</tr>
<tr>
<td>QUADRANT III:
Determine what is not important but is urgent.</td>
<td>QUADRANT IV:
Determine what is not important and not urgent.</td>
</tr>
</table>

Adapted from *The 7 Habits of Highly Effective People* by Stephen Covey

1 Make a prioritized action list.

2 Determine your best time of day.

3 Delegate quadrant 3 and 4 tasks.

4 Reward yourself.

Practice prioritizing

Take a few minutes to think about the tasks you did yesterday. Identify which quadrant each task falls into and why you are selecting that quadrant.

TASK	QUADRANT	WHY DID YOU SELECT THIS QUADRANT?

Practice creating a daily plan

You've identified your tasks, analyzed your most productive hours of the day and begun to prioritize what is important and urgent. Now you can create a daily plan. This can be as simple as a to-do list. The items in quadrants 1 and 2 should always be prioritized first. Items in quadrants 3 and 4 hold a lesser priority.
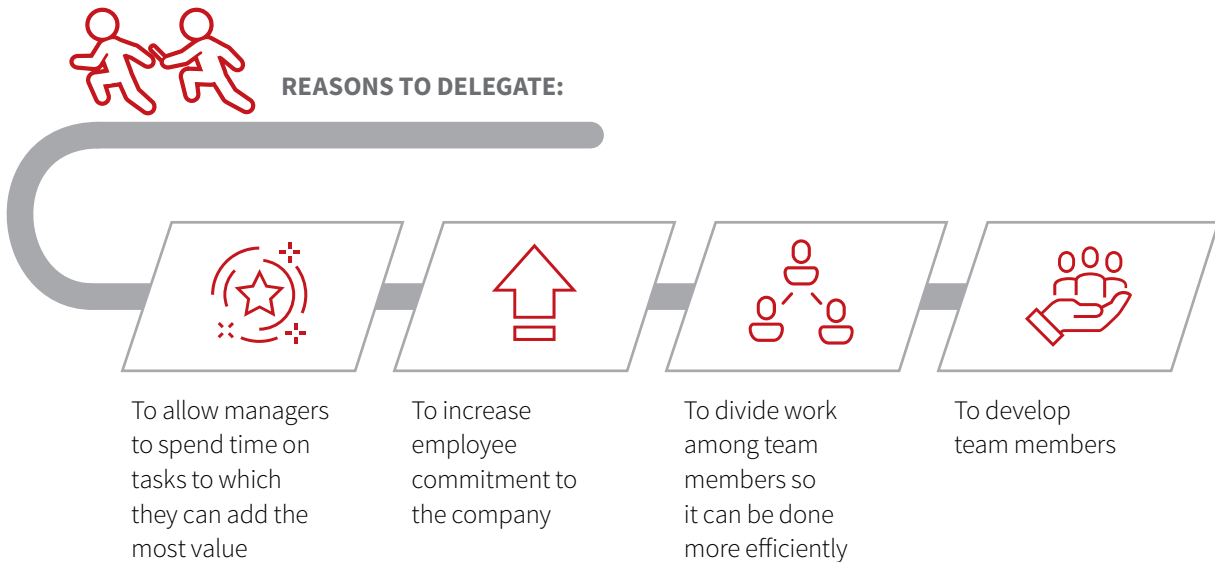
Make a list of three things you have to get done tomorrow. Prioritize them according to the four quadrants and then indicate what time of day you should work on them.

TASK	PRIORITY	WHEN (TIME OF DAY)

Note: Another useful tool to assess your daily time plan is a Time Accountability Log, found in *Appendix A*.

What You Should Delegate and What You Should Do Yourself

Delegation is an important part of a good manager's arsenal of tools. It not only helps you, but it helps your employees by allowing them to tackle new tasks and increase their skills and confidence. This builds value for the company.

REASONS TO DELEGATE:

| To allow managers to spend time on tasks to which they can add the most value | To increase employee commitment to the company | To divide work among team members so it can be done more efficiently | To develop team members |

What you can delegate:

✔ Routines

✔ Jobs that require technical expertise

✔ Tasks or challenges that will interrupt the routine of those who have boring jobs

✔ Tasks that will be enjoyable to others

✔ Cross-training others on day-to-day tasks

✔ Tasks and projects that you are unfamiliar with

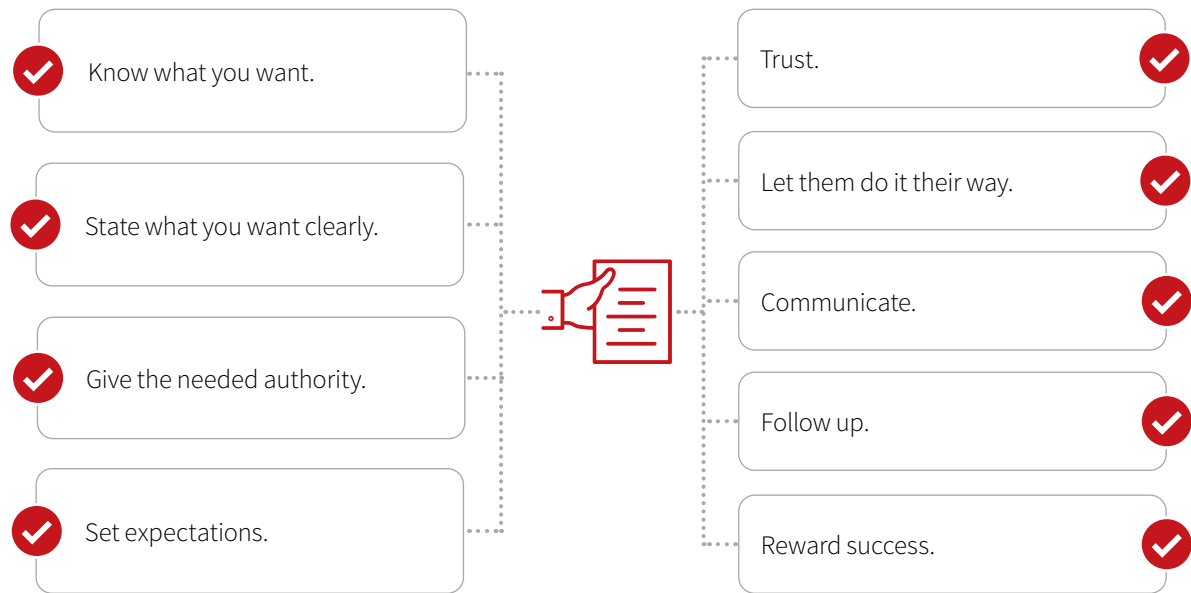## What you shouldn't delegate:

✖ Long-range planning

✖ Selection of key players for your team

✖ Motivating team members

✖ Evaluating team members

✖ Anything that sets precedent or creates future policy

✖ Rituals

✖ "Touchy" or personal matters

✖ Crises

✖ Rewarding team members

✖ Delivering bad news

✖ When trying something new and the risk of failure is high

Using a Nine-Point Checklist to Delegate Successfully

Managers must delegate; it's part of the job. Helping employees take responsibility for their work will increase their value to the company.

When you do delegate:

Know what you want.

State what you want clearly.

Give the needed authority.

Set expectations.

Trust.

Let them do it their way.

Communicate.

Follow up.

Reward success.

EXERCISE

Practice delegating

Now that you know more about delegation, look back at your daily tasks and identify which items you marked in quadrants 3 and 4. Could these have been delegated to others? Why or why not?

Your goal for the tasks in quadrants 3 and 4 should always be to delegate them. For any task that you don't think can be delegated, brainstorm a few actions you can take to train someone else to take over the task.

Conclusion

You've taken the first step toward determining how out of control your workday might be. The information in this session taught you how to take control of your workday by eliminating productivity killers and time-wasters. You also discovered the importance of handling competing priorities like a pro. And you learned the value of turning priorities into goals and how to delegating effectively will make your role as a manager easier and more efficient. In the next session, you'll learn how to get organized — an important step in handling competing priorities.

Organizing and Planning — So You Can Get Down to Business

"Plan your work for today and every day, then work your plan."

— Norman Vincent Peale

In this day and age, when your time is spread thin and you seem to have more to do than ever, being organized is an important step. Being organized helps you use your time more efficiently, helps prevent mistakes, reduces your stress levels and makes you more efficient. And making a successful plan can greatly increase your productivity even more. In this session, you'll explore tools and methods to tame all the information you handle every day, and you'll look at the importance of determining priorities and incorporating your projects into your daily activities. Use this session to gather ideas and tools to increase your productivity so you can focus on your work.

Learning objectives

- Describe how to use the "divide and conquer" strategy of organization.

- Determine how to stem the tide of paperwork, messages and electronic documents.

- Describe why multitasking may not be a good idea.

- Identify tools to sort priorities and set deadlines.

- List questions you should address when determining how long the planning stage should take.

- Name the steps of a project's "life cycle."

- Describe why prioritizing the triple constraints is critical to a project's success.

How to Use the "Divide and Conquer" Strategy of Organization

Is finding something on your desktop like finding a needle in a haystack? Then it's time to dig in and get organized. Organization seems to come naturally to some people. If you're not fortunate enough to be one of those people (and you can't even see your desktop) it's time to use the divide and conquer method of organization:

Break the process into small increments.

- "This morning, I'll spend 20 minutes filing that stack of reports."

- "This afternoon, I'll spend 10 minutes reshelving my research material."
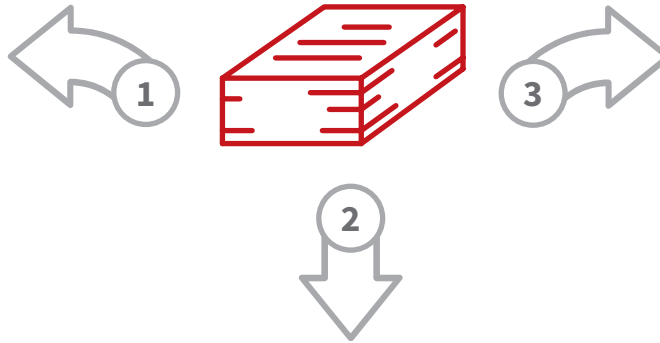
Do the task you dread the most first.

- "I hate going through two weeks of accumulated mail. But I'll do it first since it will be a huge relief to have it done."

Promise yourself a reward with each increment of organization accomplished.

- "As soon as I get these emails answered, I'll go to lunch."

Stem the Tide of Paperwork and Electronic Documents — "Power Filing" Techniques That'll Automatically Supercharge Your Day

In order to stem the tide of paperwork, you need to identify a filing system that works! Everyone seems to have piles and piles of paper to deal with, and doing so can be a real time-waster.

The first and most important tip is to organize your desk and office so you can look at a piece of paper and immediately have a place to put it. Ideally, you should only be touching the paper once.

Paper files:

1. Create files that you need, not ones that you may eventually need.

2. Priority files: Keep on your desk in a file organizer.

3. Upcoming projects or tasks: Create files and store them in a cabinet in an organized fashion.
   — Alphabetically
   — By urgency
   — Chronologically

4. Reference material: Decide if you will really need it.

   Some things to consider:

   — Will the information remain applicable?

   — Why would you need the information in the future?

   — Can you locate the information in the future if you decide not to file it?

   — Is it already stored electronically? No need to have two copies of it.

5. Trash everything else! Be diligent and brave to get rid of what you don't need, can reproduce or may eventually need. Chances are the information will become outdated sooner than you plan to use it.
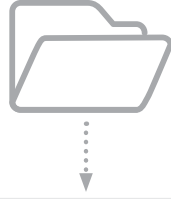
Electronic files:

Use the same methods to decide which electronic files you need to store. The following are some additional ways to organize electronic files:

1. DON'T save multiple copies of responses to the same email over and over. Save the last response that includes what the resolution was.

2. Be sure that your files are organized in a format that makes them easy to locate when you need to file something.

3. Name folders and files in a consistent manner that identifies each document. This allows you to use the search function to locate a file.

4. Archive! If it's old but you need to keep copies of it, create archives. Most companies have some type of data storage backup that allows you to recover important documents. Find out if yours does and then determine what to save.

Make notes

Jot notes to yourself on the paperwork about what you did or what needs to be done:

- "Need to respond by (date)"

- "Requested information sent (date)"

- "Good information on writing budget reports"

Filing tips to make this chore easier:

1. Schedule a time to file and stick to it.

2. Date and title all material to be filed.

3. Sort records before filing.

4. Prioritize using color tabs and ink.

5. Use bold, block lettering on tabs to make finding files easier.

6. Don't file documents only because you think you might need them someday.

7. Don't save drafts of documents unless you need them to demonstrate major changes.

8. Don't save multiple copies of documents.

9. Spell out acronyms and abbreviations to make filing them consistent and locating them easier.

10. Use open-top file containers for ease of use.

11. Don't overstuff file folders or file drawers.

Multitasking Works — Myth or Reality?

Multitasking means doing several things at the same time. It's a buzzword for a "skill" that many people strive to use. But it might surprise you to know that recent research shows that multitasking usually does not save time (which is the basic premise of multitasking).

Because the brain cannot fully focus when multitasking, it takes longer to complete tasks. When people attempt to complete many tasks at one time, or alternate quickly between tasks, errors go way up and it takes much longer — often double the time — to finish the jobs than if they were carried out sequentially. This is largely because the brain must restart and then refocus.

According to the studies:

1. The time it takes to "switch" your mental processes between tasks is time-consuming and inefficient.

2. Multitasking can lead to additional stress and irritability.

3. Multitasking can lead to disorganization and errors.

But in the real world, most people would agree that there are times when multitasking is a necessity.

WHEN YOU MULTITASK, YOU CAN BE MORE EFFICIENT BY:

1. Multitasking simple tasks.

2. Performing those tasks that you do often. They will be easier to carry out due to repetition and familiarity.

Enlist the Help of Others to Stay Organized

Misunderstandings between people often happen because of faulty assumptions we make about communication. Two such faulty assumptions are: (1) You always know what I mean and (2) I should always know what you mean.

The thought process seems to be that since people live or work together, they should be able to read each other's minds: Since I exist, you should understand what I say. People who make this assumption often presume that their communication is clear and understandable simply because they say what they want to say. But in truth, they often leave the people listening to them confused about their message. Misunderstanding is common because clarity of communication simply does not happen.

> The cardinal rule of communication: *Strive for clarity.*

You can achieve clarity in your communication by using:

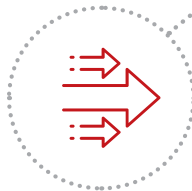**Simple words:** Don't use big words if simpler ones will do.

Correct grammar and style: This helps maintain your credibility.

Active voice: Active voice is direct and authoritative; passive voice tends to be weak.

Feedback to check for understanding: "What is your understanding of the assignment I gave you?"

**Jargon:** But only if you're positive others will know what it means.

Creating a "Get Organized" Tool Kit That Works for You

The tools outlined below will help you with your organizational skills. They can be found in the *Appendix*. You may wish to copy the sheets and keep them handy.

✓ **Vacation Checklist:** Use this tool to be sure you've done everything you need to do to make your return from vacation go smoothly.

✓ **Priority Planning Model:** This tool will help you prioritize your projects.

✓ **Computer Upkeep Checklist:** This tool will help you keep track of regular and necessary upkeep performed on your computer.

Hire Your Email Program as Your New "Electronic Assistant"

Almost everyone has a powerful but under-utilized assistant right at their fingertips. Your email program is capable of carrying out many activities an assistant would do and can be customized to your particular needs. If you aren't familiar with the variety of features your email program provides, take time to read the online help section. It will save you time in the long run.
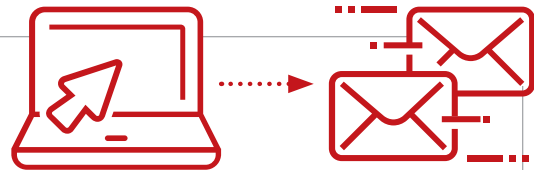
Most email programs allow you to:

- **Set up meetings:** This is much quicker than making phone calls.

- **Schedule reminders:** This can be a vital help in your busy day, reminding you of meetings, tasks, activities, phone calls, etc. Set your email program's calendar to "remind you" at a specific time.

- **Keep track of tasks:** The tasks feature can help you keep track of your tasks and their progress.

- **Use folders:** Use folders to organize your email messages and locate them quickly.

- **Create filters:** A filter is an easy way to view only those items or files stored in folders that meet conditions you specify.

- **Apply rules:** Use rules to tell your program what to do with email when it arrives, e.g., moving all mail from John into a specific folder.

- **Color-code your calendar:** This helps you tell at a glance what types of activities you have scheduled.

- **Keep copies of sent email:** This is always a good idea since you may need to refer back to an email you sent.

- **Use an automatic signature:** This feature saves you time by automatically typing your name, title, company, phone number, etc. on each email you send. You can set up more than one signature.

- **Set recurring appointments:** Use this feature to set recurring appointments without having to add the appointment to each date.

- **View others' schedules:** This can help you schedule meetings by seeing when others are available.

- **Create multiple calendars:** Set up a second calendar for non-work items and set reminders.

- **Make a to-do list:** Use your program's To-Do List feature to keep track of tasks.

- **Preview email messages:** Use the Reading/Preview Pane to make viewing your email quicker.

- **Auto-reply when you're away from the office:** Use the Out of Office Assistant to let others know that you're gone.

Fight Disorganization by Deciding What Works Best for *You*

There are many tools to help you fight disorganization. But it's important to understand that what works for one person may not work for you. Today, many people use smartphones to help them stay organized. With the thousands of applications that can be downloaded, the easy availability of a calendar and the quick access to the Internet, smartphones can be seen as the multipurpose organizer. But smartphones are not for everyone.

DISCUSSION
What are some of your favorite tools to stay organized?

The First Three Questions to Ask When Sorting Priorities and Setting Deadlines

When you're faced with many projects and deadlines, it can become overwhelming when you have to prioritize your time. Many people find it helpful to break down their time based on what is due today, this week and long-term.

Ask yourself:

1. What are my work priorities today?

2. What are my work priorities for this week?

3. What are my long-term work priorities?

The Quick and Easy Rule for Determining How Much Time to Allow for Planning

Prioritizing and setting deadlines are important factors when planning a project. But how much time should you really spend on planning?

> **Rule:** When you've planned for every contingency, you've planned way too long.

The planning stage often stalls out when you lose sight of the big picture of a project and get caught up in the details that would be better addressed during execution of the project. While carefully thought-out planning is crucial to every project's success, you must have confidence in your and your team members' abilities to make decisions and to monitor and adjust when needed.

When estimating how much time to allow for planning, ask yourself the following questions:

- What is the maximum amount of time I have spent on planning for similar projects?
- What is the minimum amount of time I have spent on planning for similar projects?
- Has this team worked together before?
- Has this team worked on a similar project before?
- What is the project's deadline?

When Planning Becomes a Waste of Time

When you dwell on the planning process and can't move on effectively to development, you have spent too much time on planning. Each project varies on its needed planning time but you can use project management tools and past experiences to set realistic time frames.
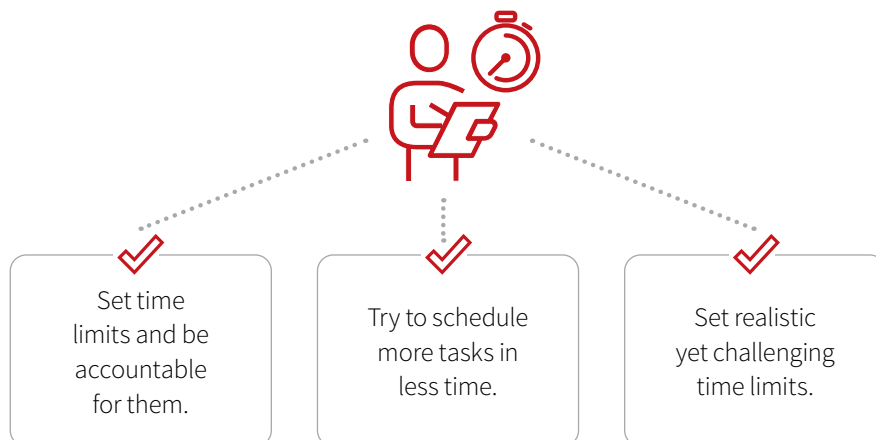
Parkinson's Law: How to Cut the Time Required for Any Project

"Work expands to fill the time available for its completion."
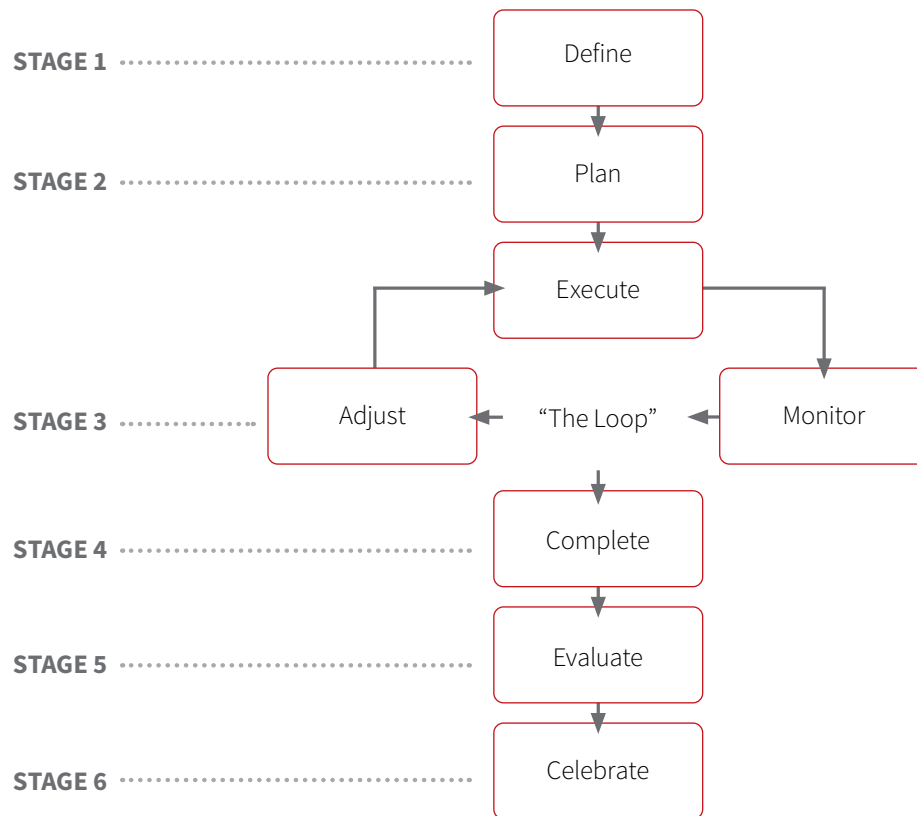
— Parkinson's Law

For example, if a person gets a project that's due in two weeks, he will take the entire two weeks to complete it, even if it should have taken only one, by planning around a two-week time frame rather than shooting for a more efficient time frame.

Parkinson's Law exemplifies the need to set priorities and realistic deadlines. Otherwise, you'll find yourself wasting time on one project and then becoming swamped later with another.

✓ Set time limits and be accountable for them.

✓ Try to schedule more tasks in less time.

✓ Set realistic yet challenging time limits.

Understanding every project's "life cycle"

The life cycle of a project is an overview of an entire project from start to finish. Project managers must understand that each step depends on its predecessor and do the work in this order:

STAGE 1 ·	Define
STAGE 2 ·	Plan
	Execute
STAGE 3 · · · · · · · · · · ·	Adjust ← "The Loop" ← Monitor
STAGE 4 ·	Complete
STAGE 5 ·	Evaluate
STAGE 6 ·	Celebrate

Source: *Practical Project Management*

Why Prioritizing Your Project's Triple Constraints Is Critical to Success

During the planning stage of the life cycle, you must fully understand and rank the triple constraints.

These three constraints are:

1. **Time:** How long do you have to complete the project?

2. **Budget:** How much money do you have to spend on the project?

3. **Performance:** What results must your project achieve to meet its purpose?

Time
(Schedule
and deadline)

Budget
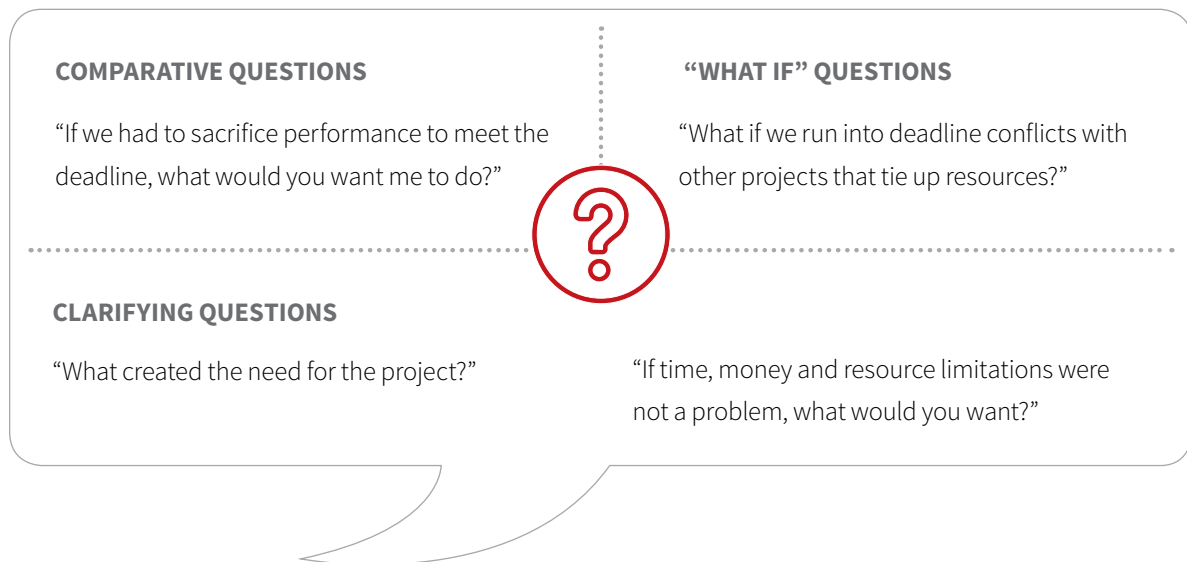(Resources and labor)

Performance
(Quality)
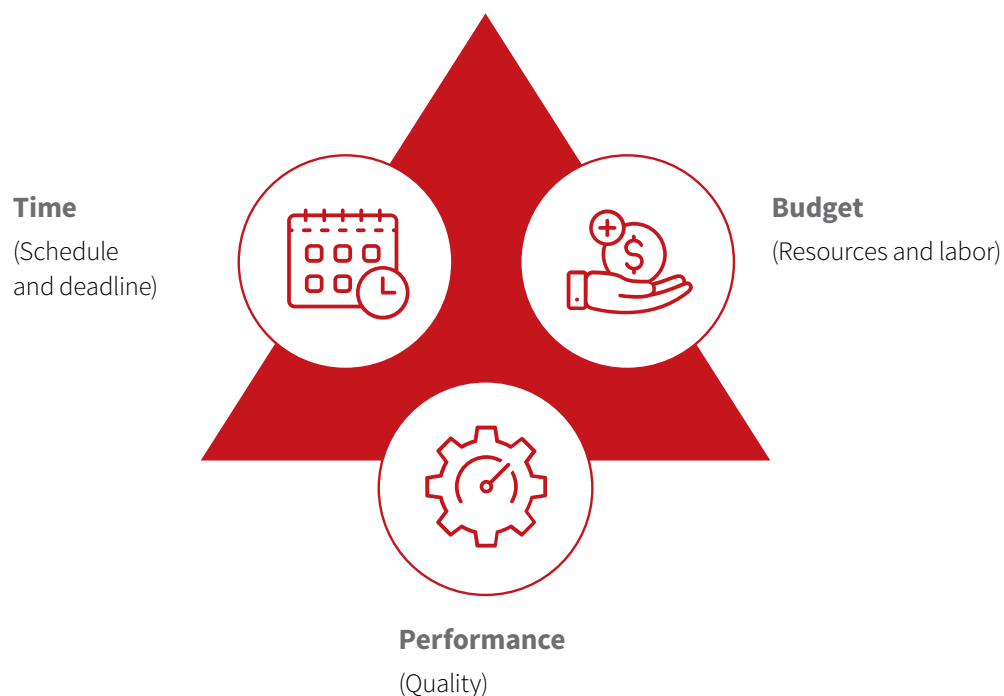
After understanding and accurately defining a project's triple constraints, the constraints must be ranked. It's important to note that the project manager doesn't truly determine the ranking of the constraints; the project originator and the project goal do. However, as project manager, you must establish what the project originator wants as well as the ultimate goal requirements.

Ranking:

- **Driving constraint:** The number one priority, the "driving force" behind the project. If you fail to accomplish the driver, the project is a failure, regardless of how well you accomplish the other constraints.

- **Middle constraint:** Less important than the driver, but more important than the weak constraint.

- **Weak constraint:** Most flexible and/or least important toward achieving your project goal.

Can the triple constraints change during a project? Yes, but rarely. If your triple constraints change on a daily basis, this typically means that you haven't properly defined them in the first place. And if the triple constraints aren't defined correctly, your project will suffer. Taking the time to accurately define and rank your triple constraints can build a strong foundation toward a successful project.

How do you find out the constraints and priorities? Ask questions!

COMPARATIVE QUESTIONS

"If we had to sacrifice performance to meet the deadline, what would you want me to do?"

"WHAT IF" QUESTIONS

"What if we run into deadline conflicts with other projects that tie up resources?"

CLARIFYING QUESTIONS

"What created the need for the project?"

"If time, money and resource limitations were not a problem, what would you want?"

EXERCISE

Think of a project you are currently working on. In the space provided, list when the project is due (Time), how much money you have to spend on it (Budget) and what results your project must achieve (Performance).

Time:

Budget:

Performance:

TIP

Sometimes a phone call may not be the best way to reach someone. Always consider if the information can be relayed in an email. As with voice mail, keep your emails brief and to the point and provide a time frame for when you need the information.

Project Management Tools the Pros Use: Work Breakdown Structures, Gantt Charts and Project Management Software

A work breakdown structure (WBS) in project management and systems engineering is a tool used to define and group a project's discrete work elements in a way that helps organize and define the total work scope of the project.

A WBS element may be a product, data, a service or any combination. A WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Additionally, the WBS is a dynamic tool and can be revised and updated as needed by the project manager.

Work breakdown structures

WBS helps you organize your project and its tasks — it consists of three parts:

1. State the project.

2. Define the subprojects.

   — Consider the structure of your subprojects. Examples might include function, discipline, phases or departments.

3. Assign tasks.
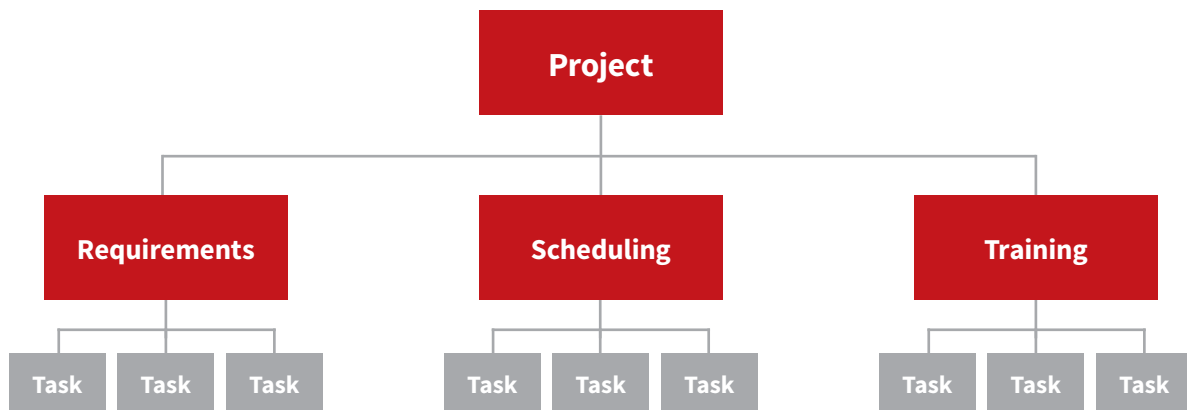
Gantt charts

A Gantt chart is simply a project timeline. It shows the performance of project tasks over calendar time. Utilize your work breakdown structure to build this chart by using the individual tasks you identified. Spreadsheets and other project management software can be used to create your Gantt charts.

TASK	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6
Needs analysis	███	███				
Choose computer			███			
Choose software			███	███		
Make purchases				███		
Install software					███	
Provide training					███	███

Project management software

Project management software can be used to plot a timeline for subprojects and overall projects. This makes it a useful tool for project managers because it can be used to illustrate project progress and completion.
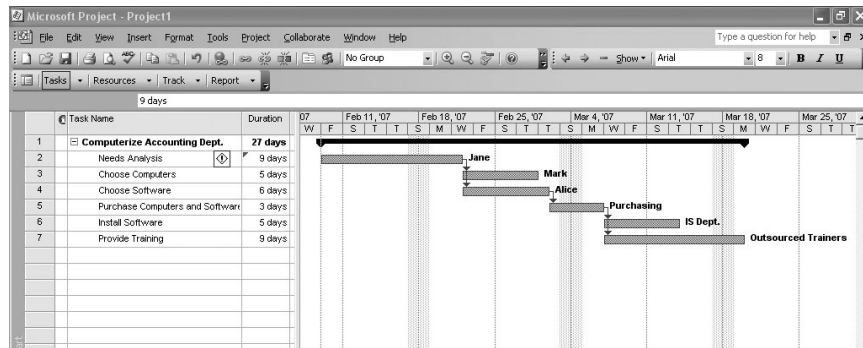
How to Add Projects Into Your Daily Plan

The challenge of managing projects is being able to add additional activities to your daily routine so that everything gets done. You've already identified some tasks that you need to delegate from your daily routine, so now it's time to determine if any project tasks can be delegated.

EXERCISE

Think of a project you're currently working on. List three other tasks with lower priority that are assigned to you and identify what can be done to delegate them.

1.

2.

3.

Conclusion

In this session, you learned the importance of becoming and staying organized. You discovered strategies for handling paper and electronic documents, and you learned the best way to multitask — if you must. Your new insight into how to effectively plan can will also increase your productivity at work. The new ideas and tools uncovered in this session will increase the success of your planning and lead to greater productivity. Evaluate which ideas and tools will work best for your setting and job responsibilities and incorporate them into your planning.

Managing Yourself, Your Surroundings and Your Stress for Greater Results

> "The successful person knows how to put energy into time and draw success from time."
>
> — Denis Waitley
> Author and motivational speaker

In this session, you'll learn how empathetic listening, slowing down and dealing effectively with interruptions can make you more productive. You'll look at the harmful impact that stress can have if you don't learn how to handle your surroundings. Instead, you'll discover how stress can motivate you to accomplish difficult tasks. The difference lies in your ability to recognize your personal stressors and take the necessary steps to effectively manage your stress. You'll then learn how to apply all your new skills to better cooperate with co-workers and supervisors so that you can increase your value and productivity to your boss and your organization.

Learning objectives

- Understand why excellence is a more admirable and achievable goal than perfection.

- Explain how you can manage interruptions and distractions.

- Learn the secret of saying "No."

- Identify your current level of stress.

- Consider methods to slow yourself down to avoid adding to your own anxiety.

- Name action steps that you can take to control stress and avoid burnout.

"Seek First to Understand" — Your Way to Better Results

Stephen Covey says it best: "'Seek first to understand' involves a very deep shift in paradigm. We typically seek first to be understood. Most people do not listen with the intent to understand; they listen with the intent to reply. They're either speaking or preparing to speak…They're filtering everything through their own paradigms, reading their autobiography into other people's lives."

There are several types of communication that you use on a daily basis. While many understand the importance of the spoken word, and may have even practiced how to improve their message, most people have not learned how to listen.

THERE ARE FIVE MAIN TYPES OF LISTENERS:

1	**2**	**3**	**4**	**5**
Pretend listeners:	**Selective listeners:**	**Attentive listeners:**	**Interactive listeners:**	**Empathetic listeners:**
These listeners appear to listen and possibly even nod appropriately, but their mind is far, far away. They probably couldn't begin to answer a question with anything other than a "Yes" or "No."	These listeners only tune in when you bring up a point that truly interests them or possibly when your intonation varies enough to draw their attention to what you're saying.	These listeners concentrate on what you're saying but haven't learned to put aside their own needs. They focus on their response based on their own life experiences.	These listeners are attentive and make the effort to ask clarifying questions. They also take the time to paraphrase for better understanding. However, like the attentive listener, they are still unable to put aside personal needs and experiences in order to truly listen.	These listeners have perfected the art of listening. They put aside their own personal needs to focus on the speaker so that they can truly "hear" what the person is saying. They are attentive and interactive, while listening through the speaker's life rather than their own.

By learning how to become an empathetic listener, you can better learn how to manage your interactions with others to improve your results.

Source: *The 7 Habits of Highly Effective People*

EXERCISE

Choose a partner and assign the roles of speaker and listener. The speaker's role is to describe to the listener a challenging experience that they have had at work. The listener's job is to assume the role of one of the types of listeners. Next, repeat the exercise but have the listener assume a different listening type. Discuss how the conversation changed based on the listening type.

Changes:

Why "Excellence" and "Perfection" Aren't Synonymous

Striving for excellence is a different goal than striving for perfection. While perfectionists never seem to be happy with their work, people striving for excellence know when they have provided excellent performance.

Excellence vs. perfection

Perfection is being right
Excellence is being willing to be wrong

Perfection is taking
Excellence is giving

Perfection is fear
Excellence is taking a risk

Perfection is doubt
Excellence is confidence

Perfection is anger and frustration
Excellence is powerful

Perfection is pressure
Excellence is natural

Perfection is control
Excellence is spontaneous

Perfection is the destination
Excellence is the journey

Perfection is judgment
Excellence is acceptance

The Secret of Master Diplomats — How and When to Say "No"

Some people just don't get subtle hints, and you have to be more direct. There is a simple but powerful method for handling their interruptions: It's called the USA method of saying "No."

The USA method requires practice, but once you've mastered it, you'll be amazed at how well you can control interruptions rather than allowing them to control you.

The USA method

U   **Understanding statement (or statement of empathy):** "Bob, I'm sure this problem (or concern) is important." (It is to Bob and it may be to you too. But it probably isn't urgent.)

S   **Situation statement:** "I'm working on a report that I promised myself I would finish by 11:00 a.m."

A   **Action statement:** "Let's get together this afternoon between 2:00 and 2:15. I'll meet you at your desk (or the conference room)."

Pay particular attention to how these examples allow you to control the environment. You set the appointment time and you suggest meeting at Bob's desk or in the conference room rather than at your own desk. This gives you the freedom to escape if the meeting goes too long.

Source: *Productivity Power*

Six Recommendations for Coping
With Those Who Slow You Down

While self-inflicted perfectionism can hurt your productivity, so can co-workers. In every work environment, there always seem to be those who have a habit of interrupting your thoughts and productivity. You don't want to offend them, but you have to do something.

Try these methods for keeping interruptions to a minimum and preventing them from changing your priorities:

1. Announce a time limit.

2. Maintain your work posture. If someone interrupts you while you're working, continue what you're doing — typing, reading a report and so on.

3. Get to the point assertively.

4. Arrange your desk with you back to the door to discourage drop-ins.

5. Shut your door.

6. Agree to meet the person in their office at a specific time.
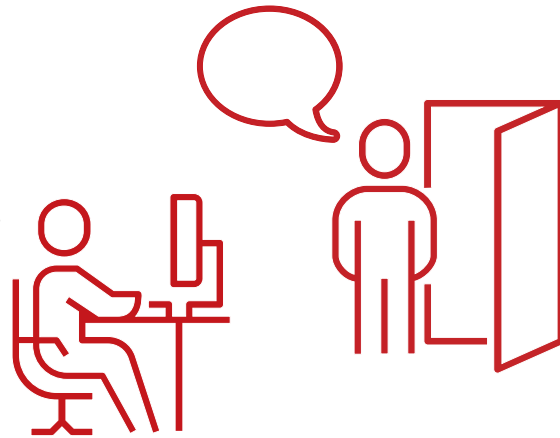
Three Proven Methods for Keeping Interruptions From Wreaking Havoc on Your Priorities

They always seem to happen on the day you have a thousand things to do — interruption after interruption after interruption. Most people allow others to interrupt them because they don't want to seem rude. But the fact is that sometimes you simply must put your work schedule first and refuse to let interruptions sabotage your productivity.

Try these methods:

1

Announce a time limit. "I only have five minutes."

2

Use the "walk-talk" method. "I was just on my way to a meeting. Let's talk while we walk."

3

Get to the point assertively. "Alexis, what can I do to help you?"

How to Handle the Challenge of Working for Multiple Bosses — Especially When They're in Different Locations

If you work for more than one boss, you can be pushed, pulled, shoved, tugged, beat down and stressed-out unless you take control of your productivity and make your supervisors responsible to each other.

Consider the following suggestions when multiple bosses present conflicting instructions:

✓ Be direct and specific. It's not your responsibility to:

  — Fight your supervisors' battles

  — Make a decision for supervisors that has no positive outcome for you

  — Drop everything based on someone else's lack of organization

✓ Encourage your bosses to have face-to-face or telephone conversations with each other to discuss their priorities.

✓ Ask for specific deadline dates to help you prioritize. Be sure to get a specific date, not "ASAP."

✓ Have frequent meetings with your supervisors.

✓ Communicate conflict.

And what about supervisors who work in different locations? Although face-to-face meetings may seldom occur, continue to encourage communication through other means such as teleconferencing.

Six Remedies for "Hurry Sickness"

Have you ever been in such a hurry that it took you twice as long to accomplish the simplest of tasks? Or have you ever felt so overwhelmed that you didn't even know where to begin? These types of feelings are what lead to "hurry sickness," a feeling that you have to always be in a rush.

Continuous partial attention is that state of mind most of us enter while we're in front of a computer screen… or checking out at the grocery store with a cell phone pressed to an ear…or blogging the proceedings of a conference. We're aware of several things at once, shifting our attention to whatever's most urgent — perhaps the chime of incoming email or the beep that indicates the cell phone battery is low. It's not a reflective state.

Consider these six remedies for slowing down and getting back to a more productive you:

1
Recognize that rushing creates more mistakes and more work.

2
Keep a prioritized list and focus on one task at a time.

3
Elicit help from others when appropriate.

4
Celebrate closure of tasks.

5
Lose the watch: Learn and use relaxation techniques that work for you.

6
Look at the big picture in your life: Work to live, don't live to work.
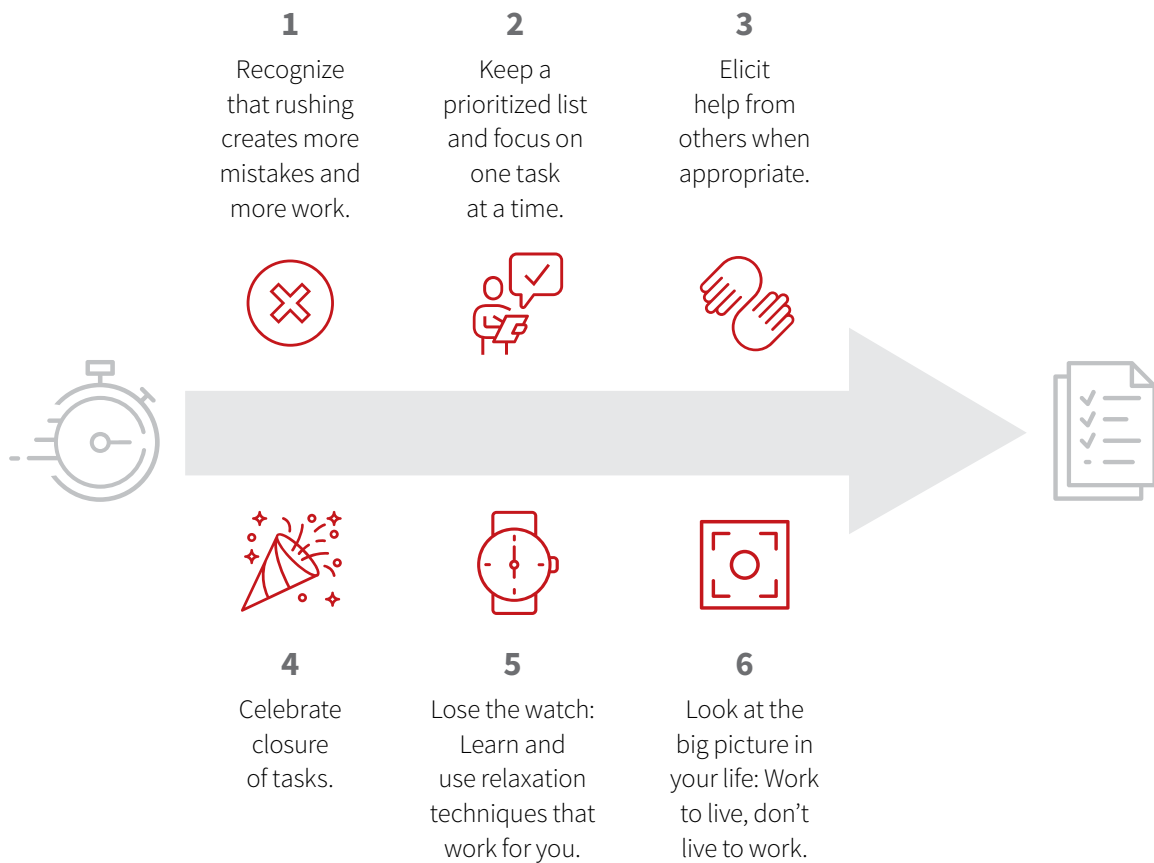
Know What Triggers Push Your "Stress Buttons"

One definition of stress is a condition or feeling experienced when a person perceives that "demands exceed the personal and social resources the individual is able to mobilize." What is unique about this definition of stress lies in the fact that your personal definition may change based on your current life situation or even your tolerance to stress that day. Another unique factor about stress is that it can be both good and bad, depending on the person, the situation or even the day.

EXERCISE

Each of us may define stress a little differently based on our own "stress buttons." Write your definition of stress and be ready to share it with the group.

My definition of stress:

Now it's time to differentiate what you consider your positive sources of stress as opposed to your negative stressors. Remember that positive stress motivates you to accomplish tasks while negative stress decreases your productivity.

My sources of positive stress:	My sources of negative stress:
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

Do you feel like positive stressors can sometimes turn into negative stressors? In a small group, discuss this possibility and what you have done to prevent it from occurring. Write down any reflections that may prove helpful to you.

Take the Test: How Vulnerable Are You to the Negative Effects of Stress?

By identifying your personal "stress buttons," you can begin to learn how to deal with them effectively. Use the following test to determine if you are handling your stress effectively or if stress may be jeopardizing your career, health or relationships.

EXERCISE

How effectively am I handling my stress?

Directions: For each of the following statements, answer true or false. Be honest with your answers as this information is for your personal use only.

	True	*False*
I feel too tired to really work effectively or enjoy my hobbies a good deal of the time.	○	○
I am late for work or for appointments at least once a week.	○	○
I often feel sad, depressed or bored.	○	○
I am working longer and harder and not making any headway.	○	○
I am frequently irritable, impatient, grumpy or short-tempered.	○	○
I wish I could return to the happier days that used to be.	○	○
I have frequent headaches, muscle spasms, stomach or intestinal trouble or high blood pressure, or have gained or lost weight without wanting to.	○	○
It is hard to find time for personal and social activities.	○	○
I have a relationship that is troubling me.	○	○
I have to force myself to go to work…or go home.	○	○
I am hanging on to a job or relationship because I feel I have no other alternative.	○	○
I often wish I were somewhere else.	○	○

There have been too many changes in my life lately.	○	○
I am under pressure to succeed all the time.	○	○
I am unable to relax.	○	○
I have lost sight of my life's dream.	○	○
I take myself and the way others see me very seriously.	○	○
I must push on and keep my nose to the grindstone.	○	○

Give yourself one point for each "true" answer, and then compare your score to the analysis below.

0 – 5   **"Cool under fire."** You report handling stress well and staying calm. Check your answers just to make sure you weren't minimizing some difficulties in your life.

6 – 10   **"In the frying pan."** You are feeling stressed and could become a candidate for a stress-related illness.

11 – 15   **"In the fire."** The flames of burnout have begun. Stress is already taking its toll.

16 – 18   **"Burnt."** You are approaching the "flame-out" stage. Stress threatens your career, health and relationships.

Source: *Stress Control*

Why It's More Harmful to Avoid Stress Than to Deal With It Head-On

We've highlighted the fact that it's crucial to identify and acknowledge your personal "stress buttons" and personality style. Now it's time to look at why it's important to understand how they may increase your level of stress and why ignoring this stress can be devastating.

Stress can negatively influence both your mental and your physical health.

Physical consequences

- 80% of all visits to doctors' offices are for stress-related disorders.

- At least 50% of all deaths in the United States are caused by cardiovascular diseases in which stress plays a significant contributing role.

- Most heart attacks occur around 9:00 a.m. on Monday mornings.

- Severe stress is one of the most potent risk factors for stroke — even more so than hypertension.

- Hypertension (high blood pressure), a stress-related disorder, afflicts at least 30 million people in the United States, with some estimates going as high as 80 million.

- Cholesterol levels in the bloodstream rise during periods of stress.

- One of the top gastrointestinal specialists in the United States reports that 90% of all people with chronic diarrhea (irritable bowel syndrome or colitis) have no organic basis for their condition.

- Ulcers, spastic colon and similar gastrointestinal disorders are the direct result of elevated acidity brought on by the stress hormone cortisol.

- There are 50 – 100 million headache sufferers in the United States. Headache is the number one complaint seen by physicians in this country, and 80% of all headaches are tension headaches. Migraines compose 18% of headaches, but even these (despite the genetic predisposition) are often triggered by stress and tension.

- 50 million Americans suffer from chronic pain, and lower back pain accounts for 50% of this total. Negative emotions and stress can aggravate pain and cause acute pain to develop into chronic pain. The stress hormone ACTH can impede endorphin production.

- Recent research indicates that stress plays a significant role in the development of osteoporosis in women due to increased levels of stress hormones.

- Stress is implicated in rheumatoid arthritis.

- Studies reveal that during college exam week, students possess lower levels of salivary immunoglobulin. Studies also report that students' acne worsens when they are under stress.

Psychological consequences

- Stress is a major factor in the development of anxiety, phobias, panic attacks, depression, PTSD (post-traumatic stress disorder), obsessions, compulsions and all major psychiatric disorders.

- According to the World Health Organization, depression, clearly a stress-related condition, is the number one cause of disability worldwide.

- It has been demonstrated that stress alters serotonin pathways. Imbalances in serotonin levels have been linked to depression and, in some cases, aggression.

- More than 30 million Americans suffer from insomnia. Sales of sedatives are second only to pain relievers.

- An estimated 24 million Americans use drugs to cope with stress.

- Alcoholism is the third major cause of death in the United States. An estimated 10 million Americans struggle with alcoholism. Relief of stress and anxiety is one of the primary motives for the use and abuse of alcohol.

- 55% of marriages in the United States end in divorce. Experts report that stress is a major contributing factor to relationship conflicts and the rising incidence of divorce. Frustration tolerance decreases, and thus individuals are more likely to misattribute the source of their stress and blame their spouse.

Source: *Stress Mastery: The Art of Coping Gracefully* by Juan R. Abascal

Turning Stress Into a Healthy Motivator for Getting Things Done

Stress is a natural part of everyone's day. It's how you handle stress that makes the difference between spurring you into action and causing a health problem.

What happens when you're faced with stress? Your body and mind usually move into action to try to reduce the stress by dealing head-on with the situation.

The 12-Step Plan for Controlling Stress and Avoiding Burnout

When stress is not dealt with in an effective manner, it can lead to physical and emotional exhaustion. Eventually, a person begins to experience symptoms of burnout.

Consider using these 12 action steps to keep your stress under control:

1 Determine why you are always in a hurry. Don't create stress by rushing unnecessarily or not planning ahead.

2 Identify your support group. Sometimes just having someone else to vent to can make a big difference.

3 Figure out how much sleep you need and try to establish a regular sleep routine.

4 Eat nutritious food and drink plenty of water.

5 Exercise on a regular basis.

6 Don't give up on hobbies that are relaxing. Find the time to maintain them even if you have to reduce the amount of time.

7 Focus on one task at a time.

8 Use imagery. You can visualize a more calming environment to help take the edge off.

9 Do some deep breathing throughout the day. This helps provide oxygen to your body as well as lower the effects of stress.

10 Seek privacy when possible. Sometimes you just need a break, so take one in a quiet space.

11 Avoid alcohol, tobacco and caffeine

12 Always set aside some "you" time! You need to have some time to yourself with no distractions or outside influences to be able to relax and decompress.

Conclusion

This session has required you to take a closer look at yourself and how to make yourself more productive in different situations. By overcoming perfectionism, slowing yourself down and controlling stress, you can make a more positive impact on your health, career and relationships and avoid burnout.

Action Planning Worksheet

It's critical to have a plan for how you'll put into practice what you've learned during this training. When you develop specific steps for professional development, you're committing to your own success.

Make a Statement to Make a Change

Set yourself up for success by expressing how you'll use the skills and tools in this training to move in the right direction. Use the area below to set an intention and state your desired result.

If I...
(the action you plan to take)

Then...
(the desired impact of your action)

Planning to Make a Change

According to psychology professor Icek Ajezen and his Theory of Planned Behavior, there are three components to making a change: attitude, social support and perceived effort. Get ahead by setting the stage for your intention to become reality. Use the area below to plan for change.

Attitude	Social support	Perceived effort
When I am successful, I will (feel/think/act) …	I will share my intention with…	List any potential obstacles and ways you plan to overcome them:
	(make a list of people who will help you be accountable)	

Reinforcing Accountability

Consider the more manageable steps for your intention and what you might be able to accomplish in the next 30 days. Use this chart to set a plan and discuss it with your social support (colleague, mentor or supervisor).

Manageable step	Anticipated completion in the next 30 days					
	0%	20%	40%	60%	80%	100%
1.						
2.						
3.						

Continuing on the Path to Success

Now that it has been 30 days, you might have accomplished far more than you anticipated and want to go farther or, like most people, you might have fallen behind schedule. That's okay. The important thing is not giving up on your intention. Continue to make plans and strive to reach your goals. Use the area below to design a new plan for the next 30 days.

If I…

Then…

Step 1:

Step 2:

Step 3:

Appendix A: Your Time Accountability Log

To help gain control of your day, take time to think specifically about how you're spending your time. You can't fix what you don't know. The best tool to use is a Time Accountability Log.

This tool will help you keep track of how you spend each hour of your day.

You can analyze:

- When your best time of day is for tasks that require critical thinking or concentration

- When your best time of day is for routine or data entry tasks that require less concentration

- How long tasks take so you can better plan for projects and daily tasks

- What is consuming too much time so you can look for ways to improve the process

Take a few minutes to think about what you did yesterday.

1. Make a list of the tasks you performed.

2. Estimate the time you spent on them.

3. Identify what project each task relates to, if applicable.

TIME OF DAY	TASK	ESTIMATED TIME	PROJECT
7:00 a.m.			
8:00 a.m.			
9:00 a.m.			
10:00 a.m.			
11:00 a.m.			
12 noon			
1:00 p.m.			
2:00 p.m.			
3:00 p.m.			
4:00 p.m.			
5:00 p.m.			
6:00 p.m.			
7:00 p.m.			

Appendix B: Priority Planning Model

We discussed a lot of information, tools and techniques to help you manage multiple projects, objectives and deadlines. To help you get off to a quick start making real changes, complete a plan for tomorrow.

EXERCISE

Identify five things that you have to do tomorrow. Prioritize them by importance first, then rank them by estimating how much time each task will take.

Things you should consider:

- What will take the most time?

- What will take the least time? Remember to account for interruptions.

- Which have the closest deadlines?

- Which have the biggest payoffs?

- What can I delegate?

TASK	IMPORTANCE	URGENCY	NOTES

Review your plan by the end of tomorrow to see what you have accomplished. Analyze how the day went and think about what you'll need to do differently the next day.

Appendix C: Vacation Checklist

	TASK:
☐	Leave an out-of-office email reply.
☐	Leave an out-of-office voice message.
☐	Arrange for someone to water plants.
☐	Make necessary arrangements to allow others access to your computer and calendar.
☐	Place files needed by others on the shared drive.
☐	Leave office/desk key with someone.
☐	Leave a phone number where you can be reached in case of an emergency.
	If you have a temp fill in for you:
☐	Spell out daily responsibilities.
☐	Leave a list of important phone numbers.
☐	Let the temp know whom to contact with questions/concerns.
☐	Ask someone to show the temp where restrooms, vending machines, copiers, printers, fax machine are located.
☐	Other:

Appendix D: Computer Upkeep Checklist

Task	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Organize email	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Organize favorites folder	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Delete sent and received email	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Delete search history	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Delete temporary internet files	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Delete old folders and files	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Delete unused icons from desktop	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Empty trash/ deleted items folder	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Task	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Update contacts list	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other:	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other:	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other:	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Appendix E: Your Personality Style

Use this assessment to determine your personality style and consider the positive and negative aspects of your style and its effect on your productivity.

Read through each pair of statements. Then circle the letter E or I, and A or P, to the right of the statement that is most true about you. Make a choice for every set of statements.

		E	I	A	P
1.	Easy to get to know personally in business or unfamiliar social environments	○			
	More difficult to get to know personally in business or unfamiliar social environments		○		
2.	Focuses conversations on issues and tasks at hand; stays on subject		○		
	Conversation reflects personal life experiences; may stray from "business at hand"	○			
3.	Infrequent contributor to group conversations				○
	Frequent contributor to group conversations			○	
4.	Tends to adhere to the letter of the law				○
	Tends to interpret the spirit of the law			○	
5.	Makes most decisions based on goals, facts or evidence		○		
	Makes most decisions based on feelings, experience or relationships	○			
6.	Infrequent use of gestures and voice intonation to emphasize points				○
	Frequently uses gestures and voice intonations to emphasize points			○	
7.	More likely to make emphatic statements like "This is so!" and "I feel …"			○	
	More likely to make qualified statements like "According to my sources …"				○
8.	Greater natural tendency toward animated facial expressions or observable body responses during speaking and listening	○			
	More limited facial expressions or observable body responses during speaking and listening		○		
9.	Tends to keep important personal feelings private; tends to share only when necessary		○		
	Tends to be more willing to show or share personal feelings more freely	○			
10.	Shows less enthusiasm than the average person		○		
	Shows more enthusiasm than the average person	○			
11.	More likely to introduce self to others at social gatherings			○	
	More likely to wait for others to introduce themselves at social gatherings				○

	E	I	A	P
12. Flexible about how time is used by others	○			
Disciplined about how time is used by others		○		
13. Goes with own agenda		○		
Goes with the flow	○			
14. More naturally assertive behavior			○	
More naturally reserved behavior				○
15. Tends to express views more readily			○	
Tends to reserve the expression of opinions				○
16. Tends to naturally decide more quickly or spontaneously			○	
Tends to naturally decide more slowly or deliberately				○
17. Prefers to work independently or dictate the relationship conditions		○		
Prefers to work with others or be included in relationships	○			
18. Naturally approaches risk or change more slowly or cautiously				○
Naturally approaches risk or change more quickly or spontaneously			○	

Total number marked:

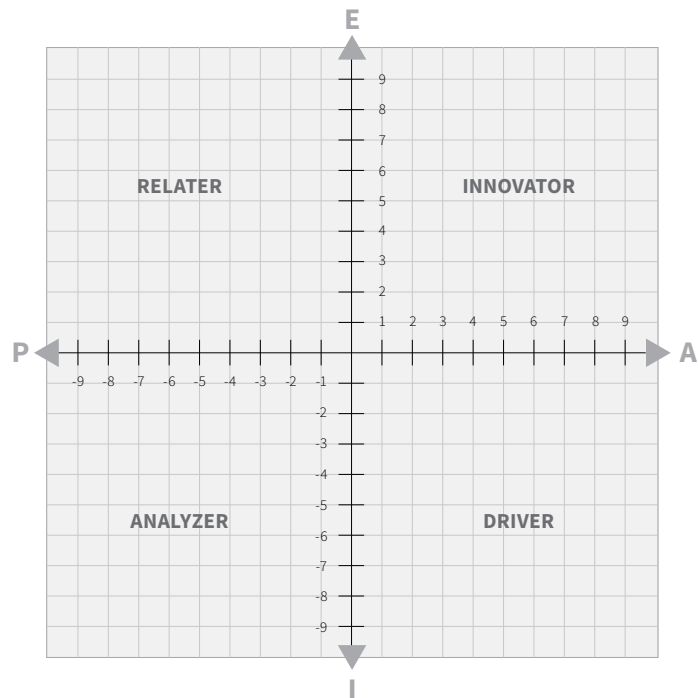E _____   I _____

A _____   P _____

Analyzing the results:

E minus I = _____
Example: E(6) – I(3) = 3

A minus P = _____
Example: A(3) – P(6) = –3

Plot your first score (E minus I) on the vertical line; then plot the second number (A minus P) on the horizontal line. Connect the two points by drawing a line out from each number until they intersect.

This survey is designed to determine how you usually interact with others in everyday situations. Now let's take a closer look at the four different styles and learn how your style might impact the way you interact with other people and the role it plays in your productivity.

STYLE	STRENGTHS	CHALLENGES
DRIVER Drivers may merely be firm and direct or may be aggressive and dominant. Look for a fast-paced and authoritative behavior with a blunt, direct interpersonal style.	• Desires to take charge and get things done • Focuses on results and has the drive and energy to stay on track • Becomes a good leader • Excellent multitaskers	• Cares about rules and procedures only when they help achieve objectives • Doesn't often praise people when they do a good job (it's expected) and chastises people when they don't do a good job • Is not a good team player • Is not a good listener
INNOVATOR Innovators live in the future more than in the present and believe the world is full of exciting options just waiting to be explored. Look for a fast-paced style with lots of "why" questions.	• Expert in problem solving, idea generation, innovation and strategic planning • Skilled model builder and analyst • Never afraid to venture into unknown territory	• Unorganized when it comes to small details • Needs more grounding in reality • Needs more sensitivity to others when it's time to stop brainstorming and go to work
RELATER Relaters measure their work and their lives in terms of the quality of their relationships with others. Look for a slower-paced style and lots of involvement with people.	• Has the ability to facilitate people and to get groups of people together to achieve common goals • Democratic; good listener • Often willing to make exception to rules and procedures • Builds consensus and makes others feel involved	• Lacks task focus and personal assertiveness • Has difficulty accepting negative feelings on the part of others • Tends to lack good negotiation skills
ANALYZER Analyzers have the ability to stay organized and to control the details. They believe these traits are at the core of their success. Look for slow-paced, methodical behavior.	• Loves detail — the "how" of a process • Skilled at documenting, controlling, systematizing and accounting • Master of minutiae, procedures and boundaries	• Strives for perfection • Will follow policies and procedures regardless of outcome • Criticizes people who aren't detail-oriented • Has trouble accepting any kind of variance from the norm

Notes

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