



Releasing potential through learning and development

Personal Effectiveness:

Mastering Time Management and Administration

The following information aims to help you understand the course content.

It is not intended to provide detailed advice on specific points.

Legal references are not necessarily a full statement of the law.

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Delivered on Behalf of:	Directory of Social Change
Last Updated:	04/07/2018
	This Handouts Pack can be made available in accessible formats: Please ask for details



“Learning is a treasure that follows its owner everywhere.”

Chinese Proverb





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Handouts Pack Contents

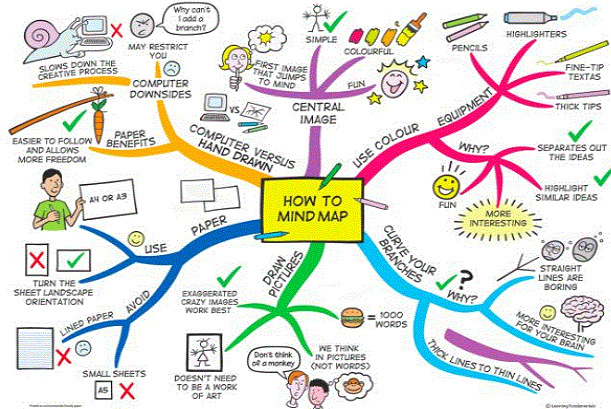
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Use Mind Maps to Release Your Potential

Using a Mind Map is a great way to help you unleash your potential, improve memory and creativity. Why not create a Mind Map to help you remember your training course?



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Find out more about the benefits of Mind Maps and how to use them here:

<https://imindmap.com/how-to-mind-map/>

Use the above link to complete a Free online e-learning course or watch Tony Buzan (the inventor of Mind Maps) on You Tube:

<https://www.youtube.com/watch?v=u5Y4plsXTV0&feature=youtu.be>



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About Your Trainer/Facilitator

Mike is a freelance trainer/facilitator/consultant/coach who is passionate about releasing potential through learning and development.



Mike has delivered training across London, the UK and internationally using diverse interactive training techniques which build upon adult learning, brain-friendly and accelerated learning principles.

Since establishing a charity in Wales in his 20s, Mike has worked mainly in the charity sector within health and social care (including HIV, mental health and dementia).

He has also worked in social services and local government undertaking neighbourhood renewal and community development work.

Freelance since 2008, in addition to his own broad customer base, Mike works as an associate trainer with Affinity Training, Blue Phoenix Communications, Directory of Social Change (DSC) and Dementia Path Finders (formerly Dementia UK - Training).

With a varied career, Mike specialises in topics as diverse as:

- Management, Leadership and Team-building
- Personal Effectiveness
- HR, Learning and Development
- Communication Skills
- Care Matters – Health and Social Care Issues
- Dementia Care
- Working with Diversity

Qualifications/professional memberships



Associate Chartered Institute of Personnel and Development
(No. 22743061)



Eden Alternative® Associate



Belbin™ Team Roles Accredited



Institute of Equality and Diversity Practitioner



Dementia Care Mapper



International Association of Facilitators

Further details

Please email mike@mikephillipstraining.co.uk for details about other course titles available.

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Course Outline



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Course

Aim:

To provide participants with the fundamentals of useful time management and administration techniques

Learning

Outcomes:

By the end of the training day, you should be able to:

- List the benefits of being effective time managers
- Analyse your own time management habits
- Be aware of the impact of procrastination and how to overcome it
- Distinguish between reacting and responding to situations
- Set SMART goals
- Use a range of planning and prioritising techniques
- Identify your personal time stealers and strategies to gain control of your time

Programme



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10:00	<ul style="list-style-type: none">▪ Welcome and Introductions▪ Group Agreement▪ Expectations▪ Benefits of and Barriers to Time Management▪ Time Management Audit
11:15	Tea Break
11:30	<ul style="list-style-type: none">▪ The Brain, Behaviour and Time Management▪ Procrastination
13:00	Lunch
13:45	<ul style="list-style-type: none">▪ Work Habits▪ Goal Setting▪ Planning and Prioritising
15:15	Tea break
15:30	<ul style="list-style-type: none">▪ Managing the Time Stealers▪ Action Planning
16:30	Summary and Close

Please note that the above timings are approximate.

In respect of your fellow learners and so that we can get through the content of the day, please take responsibility to ensure that you return from all breaks on time.

Quotes - Time



"Deadlines, I love the sound of them as they go whooshing by!"

Douglas Adams

"Time only seems to matter when it's running out"

Peter Strup

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"There is time for everything"

Thomas Edison

"Time is the coin of your life. It is the only coin 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

"You will never find time for anything. If you want time you must make it"

Charles Buxton

"Time may be a great healer, but it's a lousy beautician"

Unknown

"Time is but the stream I go a-fishing in"

Henry David Thoreau

"I've been on a calendar, but I have never been on time"

Marilyn Monroe

"Tough times never last, but tough people do!"

Robert Schuller

"A committee is a group that keeps minutes and loses hours."

Milton Berle

"Never leave that till to-morrow which you can do to-day"

Benjamin Franklin



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5 Reasons to Effectively Managing Time

1. To be able to do 'more'

Not, take on 'more', but be able to do more of the things that we need to do.

2. To be more in control

If we manage our time well, we feel more in control of what we have to do and can make better decisions about which work we are going to do and when we are going to do it.

3. To reduce pressure

If we are more organised then we can reduce the pressure on ourselves.

4. To have more energy

If we manage our time well and do what we need to do, it can make us feel more energetic.

5. To feel better about ourselves

A result of managing our time better is that we feel that we are successful and therefore feel better about ourselves.

5 Steps to Effectively Manage Time



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1. Be aware

How do you spend your time each day? We can often have just an impression of how we actually use our time. Keeping a time-log for periods of time will give us an accurate picture.

2. Establish goals

If we establish goals for ourselves at work and at home we then know what we are working towards.

3. Plan

Once we have set a goal or goals then we need to make a plan of how we are going to reach our goal. There is a saying, 'a goal without a plan, is merely a wish'.

4. Set priorities

Once we have set our goal or goals and made a plan in order for us to reach that goal or goals then we can easily set priorities to ensure that we are working effectively towards our goal or goals.

5. Develop habits

Lastly, we need to develop positive habits that become a way of working and will help us reach our goals. This means reviewing your current working habits and practises in order to

Take 5 – Tips to Reflect on and Analyse Your Time





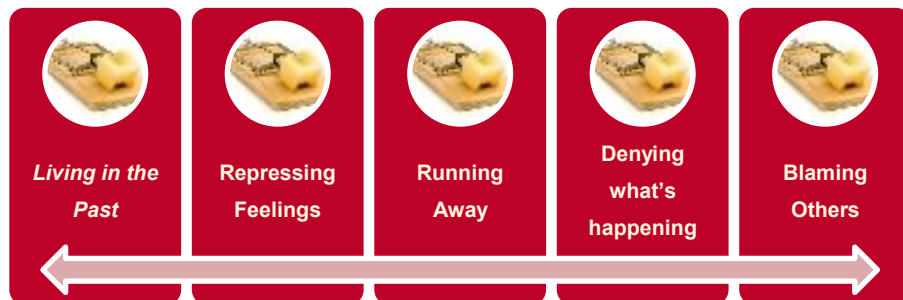
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The Brain and Time Management

Fight or Flight Response – React or Respond?



Thinking Traps



Mind-sets to Help Manage Time and Productivity

- Direction
- Flexibility of Mind and Strategies
- Habits – Know them and Manage Them
- Inside Out
- Know Your Motivational Triggers
- Locus of Control
- Reactive or Proactive
- Remove Inefficiencies



The Multi-tasking Myth

Multi-tasking means doing two things at the same time. Researchers have separated multi-tasking into two circumstances or scenarios:

- One task is demanding or novel, whilst the second task is very familiar and 'routine'
- Both tasks are demanding and novel

Whilst, we seem to be able to multi-task in the first scenario, neuroscience has discovered that this is more difficult in the second example. This is because the brain finds it difficult to 'switch' between tasks and or thoughts that are in competition for our focus and attention.

It is thought that the area of the brain known as 'Brodmann area 10' enables us to stop doing something and return to it later, starting from where we left off.



Research¹ by Ophir, Nass and Wagner has shown that multi-taskers have three key weaknesses:



- **Multi-taskers were unable to ignore irrelevant stimuli resulting in reduced focus**



- **Multi-taskers were poorer at retaining information (e.g. whilst simultaneously completing a task at the same time of texting, phoning etc.)**



- **Multi-taskers were less able to put second tasks out of their minds. Known as 'contamination' this effect resulted in diminished performance of the required tasks.**



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¹ For further information, see Clayton, Mike; Brilliant Time Management (2011)



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Understanding Procrastination

The Vicious Circle of Procrastination



The Impact of Procrastination

- Damage to reputation
- Distress from delaying
- Guilt
- Impact on others
- Impact on professional reputation
- Lack of respect from others
- Last minute anxiety
- Missed deadlines
- Missed opportunities
- Pressure on colleagues
- Pressure on self
- Sub-standard work

Beware the Expense of Perfectionism

Many of us place perfection demands upon ourselves.

Whilst this may be an admirable quality, it can also prove expensive. It can lead us to spending too much time (and money!) on tasks, missing deadlines and/or generating poor results. For example, taking so long to perfect a presentation resulting in no time to rehearse and realising (on the day) we've included too much content!

If you succumb to excessive perfectionism, perhaps you could consider the old adage: "good enough is good enough."

Turning Procrastination into Action

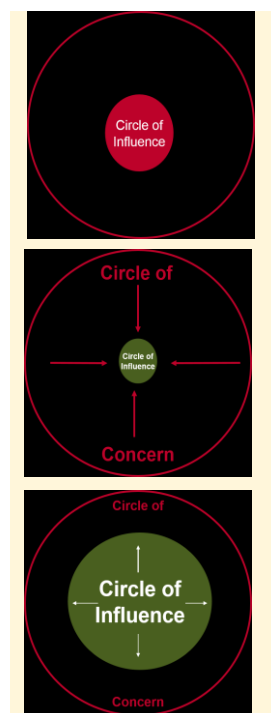
Often changing our 'inner voice' and our 'self-talk' is the first step to changing our thoughts, feelings and behaviours. Here are some phrases as example:

Procrastinators	Producers
✗ I have to	✓ I choose to
✗ I must finish	✓ When can I start?
✗ This is so big	✓ I take one small step
✗ I must be perfect	✓ I can be human
✗ I don't have time to play	✓ I will make time to play



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Focus on the Circle of Influence



➔ Action

👤 Discovery: Reflections:

- Consider the messages you give yourself when thinking about tasks. Identify the procrastination messages and how you can turn them into positive statements to promote action
- ★ **What lessons will you transfer to your workplace?**

Take 5: Tips for dealing with procrastination:



More Top Tips for Dealing with Procrastination



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- Aim to be proactive and a producer, not a procrastinator
- Avoid the action Illusion (“I’m busy, busy, busy...”): do what needs to be done & not the peripherals
- Break each task down into smaller chunks and identify an deadline for each
- Create time fragments: instead of booking an hour, break this down into four 15 minute slots
- Dive in: tackle the tough stuff first (**B**ang **A** Nasty **J**ob **O**ff!)
- Double your estimate of how long a task will take, if you finish ahead of time, then give yourself a treat
- Get going with a 5 Minute start. Do it for five minutes, then decide whether you want to continue: if you do; then commit another five minutes, then repeat and repeat and repeat.
- Identify your emotional barriers to getting started (too stressed, tired). Then imagine the outcome of NOT doing the task: i.e. more stress
- If a task is perceived as really tough or ‘too big’, just plan 30 minutes concentrated effort on it to start with. When you spend any longer on work tasks than planned, record this and reward yourself.
- Invent a way of giving yourself ‘penalty points’ if you don’t achieve what you set out to do (e.g. no chocolate for 24 hours)
- Keep physical: move; stand up, change position, go outside – anything to change your mood and make work ‘brain-friendly.’
- Make a public commitment – (e.g. when we exchange wedding vows, the verbal promise drives us towards honouring our commitments)
- Mix with people who will motivate you to achieve your task
- Put time in your diary for leisure and health activities before putting work activities in.
- Set challenging goals: enough to stimulate interest, but not so difficult to demoralise
- Think about starting a task not finishing, focus on this
- Think of a suitable reward for yourself that matches the challenge you have set yourself
- Write tasks down

Breaking Down Tasks to Prevent Procrastination and Achieve Deadlines



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How do you eat an elephant?

In small chunks, of course! It's the same with completing tasks.

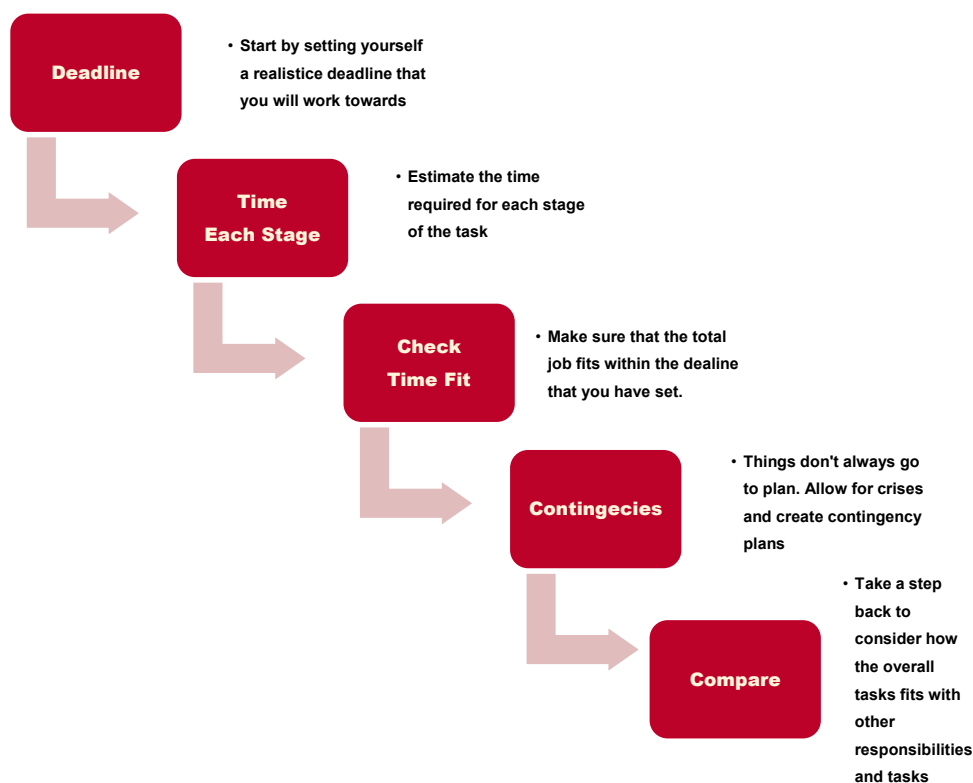


Most tasks can be broken down into smaller chunks or stages. Learning this discipline can help us manage them better and/or delegate some stages of the task to others.

For example, completing the monthly report for the next Board of Trustees meeting, can be broken down to at least five stages:

1. Deciding the content
2. Writing the first draft
3. Editing/finalising the content from the first draft
4. Designing the Report
5. Printing the report

Of course, even these stages can be broken down into even smaller steps, if necessary. When we schedule the task, we need to start with the end in mind:

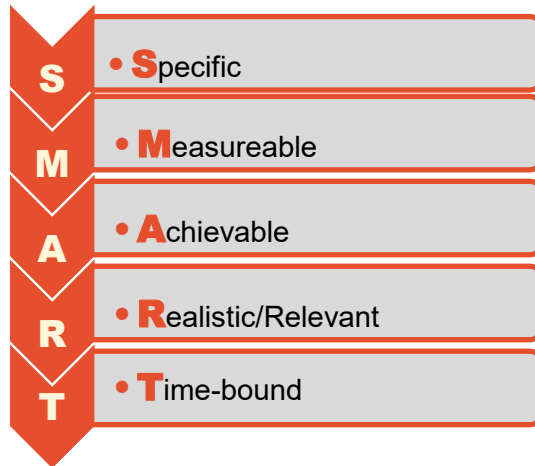




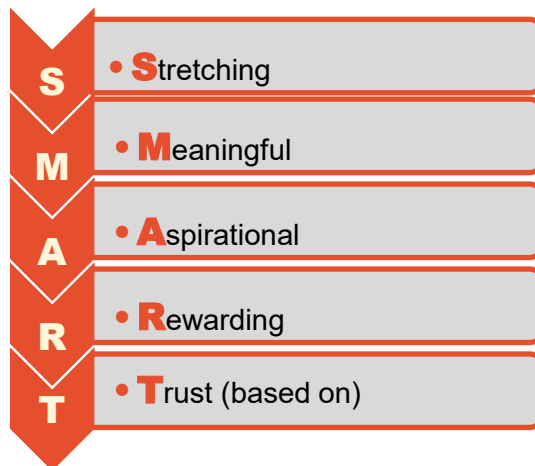
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Developing SMART Goals

Each goal needs to be **SMART**:



You could also think of **SMART** goals as being:



Research suggests that when we write down our goals, we are more likely to complete them (see the action box to find out more).

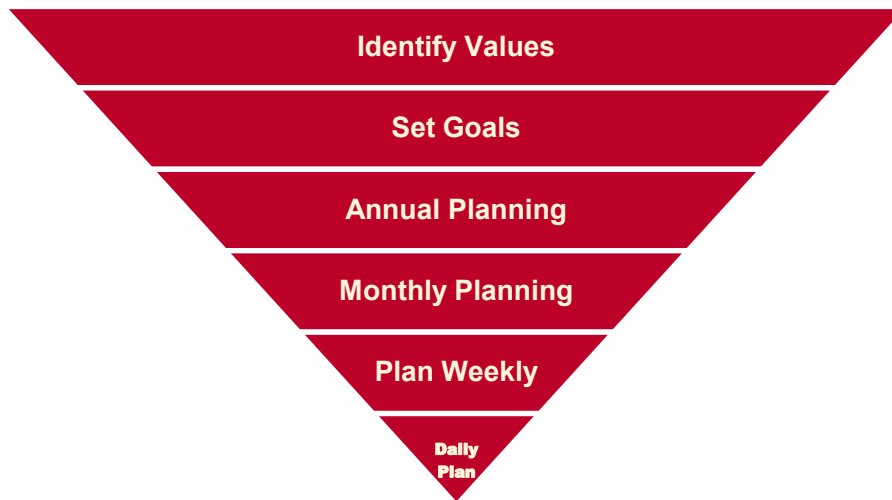
Action

Discovery: Online

- Visit the following website:
<http://www.dominican.edu/academics/ahss/undergraduate-programs/psych/faculty/fulltime/gailmatthews/researchsummary2.pdf>
- ★ **What lessons will you transfer to your workplace?**

Top Tips for Planning

The Planning Pyramid



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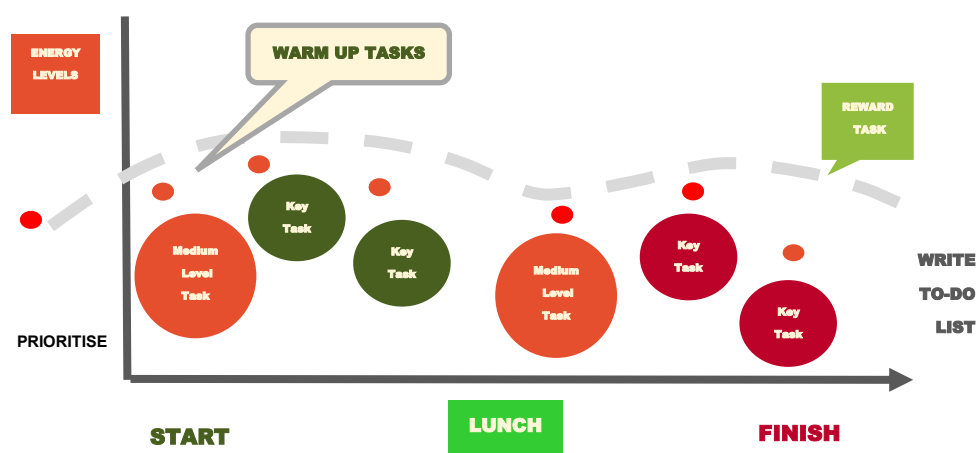
Example diary

Time	Monday	Tuesday	Wednesday	Thursday	Friday
08.00					
09.00	Morning team meeting		1-1 Lesley	Travel to Leeds	Finalize budget
10.00		Funding meeting		Meet Pat in Leeds office	Budget meeting – Head office
11.00			Work on budget	Make calls	
12.00	Lunch with Joe				
13.00					
14.00	1-1 with Pamela				
15.00	Prepare notes for management meeting	Write up Support Network monthly reports		Travel back to London	Friday Support Network meeting
16.00	1-1 Ashley				Admin ready for next week
17.00			Gabrielle's leaving party		
18.00					

Schedule Time: “Focus Tasks” in tune with Energy Levels



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Schedule Time: Prime Time to React or Respond

During a week this could look something like:

Monday a.m.	<ul style="list-style-type: none"> To react to what has cropped up
Monday p.m.	<ul style="list-style-type: none"> Planning time and focus thinking
Tuesday a.m.	<ul style="list-style-type: none"> Meetings
Tuesday p.m.	<ul style="list-style-type: none"> Meeting follow-up
Wednesday a.m.	<ul style="list-style-type: none"> Focus time for proposal/report writing
Wednesday p.m.	<ul style="list-style-type: none"> 'Open Door' time Informal meetings can interrupt general admin time
Thursday a.m.	<ul style="list-style-type: none"> Meetings
Thursday p.m.	<ul style="list-style-type: none"> Meeting follow-up
Friday a.m.	<ul style="list-style-type: none"> To react to what has cropped up
Friday p.m.	<ul style="list-style-type: none"> Review of the week. Finance, personnel issues (e.g. expense claims, time sheets). Forward planning Filing and 'mundane' administration

We will always need to react to a crisis. However, it is impossible to do this is our diary is so full, that we don't have time for them. We therefore need to plan for a potential crisis within our daily and weekly schedule and planning, so that we can respond effectively.

Schedule Time: Know Yourself and Allocate Time

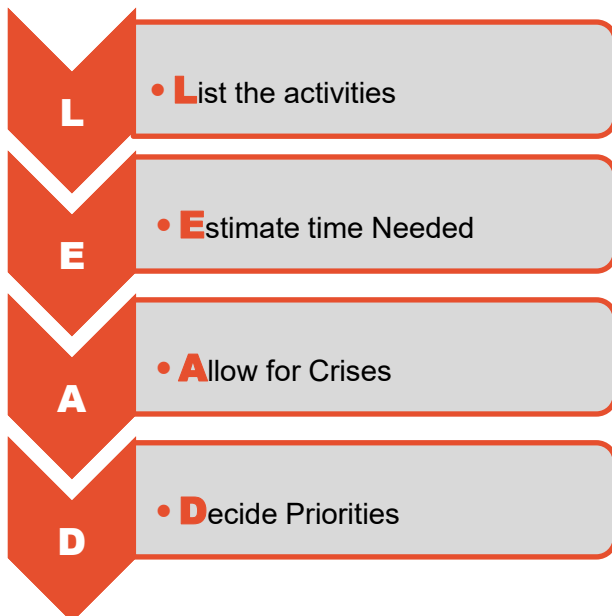
- Contingency Time (for crises and urgent issues)
- Creative Time
- Focus Time
- Golden hour²
- Prime Time (when energy is high)
- Reflection Time
- Relaxation and Fitness Time



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Schedule Time: Take A LEAD on your Work Plan

Take a **LEAD** in creating your Work Plan:



Schedule Time: To Keep Your Brain and Body Healthy

- Be still for a period of time, e.g. have a message or mediate
- Exercise regularly
- Keep hydrated
- Practice mindfulness

² For more information, see



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- Practice relaxation exercises, e.g. Alexander technique, pilates or yoga
- Stop what you are doing and go for a walk
- Take a breath of fresh air at regular intervals
- Take up a new and/or a physical skill to help relieve stress: e.g. art/crafts, circus skills, swimming, running etc.

Schedule Time: Take a Break to Reflect and Review

Take breaks in order to reflect and review upon:

- Achievements/"Successes"
- Areas for improvement/"Failures"
- Priorities
- Processes
- Progress



Break times can also:

- Clear your head
- Create renewed energy, enthusiasm and fervour
- Help you feel revived and refreshed
- Support creative thinking

This does not have to involve a lot of time and could include:

- A short walk outside of the working environment
- Listening to some calming/relaxing music
- Standing up and stretching
- Switching from a 'focus' task to something less demanding (e.g. filing, emails, etc.)
- Taking a lunch break earlier than usual
- Taking a walk and/or grabbing a coffee

• • •
"Despair is the price one pays for setting oneself an impossible aim."

Graham Greene

• • •

Schedule Time: the O.O.D.A. Principle for Reflection



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Schedule Time: Maintain a Work-life Balance



“Learn to pause...or nothing worthwhile will catch up with you.”

Douglas Kling





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Example Rolling To-Do lists

You can use a diary which has a blank page or use a blank book and put in the relevant dates. Every time you gain a task, or someone asks you to do something you can put it into your rolling to-do list, on the day that you need to do it, this way you avoid lots of pieces of paper and lists that you carry around with you.

Time	Monday	To-Do page
08.00		
09.00	Morning team meeting	
10.00		▪ Phone Joe
11.00		▪ Check invoice received from BTB
12.00	Lunch with Joe	▪ Reply to letter from NHSVC
13.00		▪ Fix up meeting with Mr Harrison re: application
14.00	1-1 with Pamela	▪ Speak to John re article on website
15.00	Prepare notes for management meeting	▪ Phone Peter re Friday night
16.00	1-1 with Ashley	▪ Check report deadline
17.00		▪ Fix 1-1 with Joseph
18.00		

Everything book

This is the book that you take everywhere with you: meetings, conferences, events, appointments, 1-1's, etc.

You also use it for all the notes that you make, ideas that you have. This means that you have everything thing you need with you at any time.

Bring Forward System

A concertina/expanding file or drawer with lateral files, numbered 1 to 31. Then, you take any particular piece of paper, note, agenda or letter and place it in the day that you are going to need it.

For example, an agenda you may put in the day before the planned meeting so you will have time to prepare for the meeting. Any relevant notes can be kept in the date of a 1-1 so you have all the right things at the right time.

This requires daily management. If you are not in a position to use this daily and manage the system frequently then this might not be for you. If you are able to do this, the Bring Forward system can be a real winner.



"Next week there can't be any crisis."

"My schedule is already full"

Henry Kissinger



Time Management Quadrant



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Q1. URGENT & IMPORTANT	Q2. NOT URGENT BUT IMPORTANT
<ul style="list-style-type: none"> Fire fighting Genuine crises Pressing problems Projects/work driven by deadlines <p><u>Consequences</u> Burnout Stress</p>	<ul style="list-style-type: none"> Creative thinking – new opportunities, Planning, Preventing crises, projecting Professional knowledge Relationship building, <p><u>Consequences</u> Balance Control Perspective Vision</p>
Q3. NOT IMPORTANT BUT URGENT	Q4. NOT IMPORTANT & NOT URGENT
<ul style="list-style-type: none"> Interruptions Some calls Some mail Some reports Unprepared meetings <p><u>Consequences</u> Feel victimised Out of control Short term focus</p>	<ul style="list-style-type: none"> Irrelevant mail and calls Stuff we like to do Trivia Unproductive activities <p><u>Consequences</u> Dependant on others Irresponsibility</p>

Sector 2 is the key

- Creativity/ designing
- Devising systems & processes
- Exercise/ recreation/ leisure
- Implementing
- Planning – long & short range
- Preparation
- Prevention
- Professional development
- Reading/Knowledge
- Visioning the future



“I don’t know the key to success, but the key to failure is trying to please everybody.”

Bill Cosby

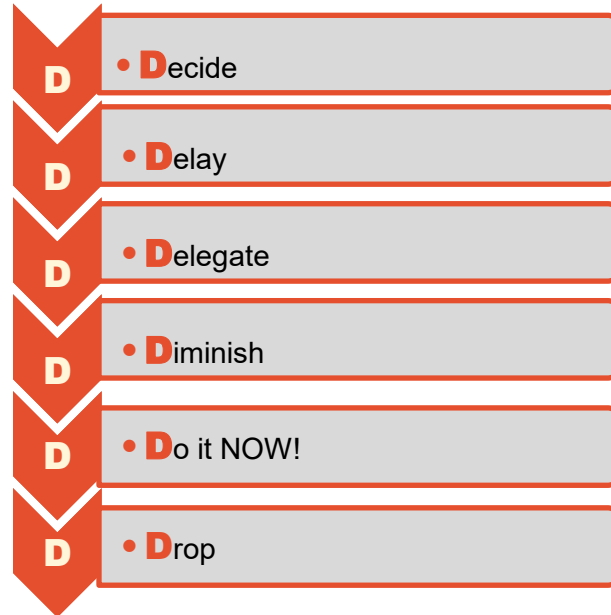




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Setting Priorities

The 6 D's of Analysing Tasks



Probably the first, and most important D is to make a **Decision** about each task and how it should be dealt with.

Chunking Tasks

Another method is to chunk tasks, so that you do similar tasks together, e.g.:

- Action Now/Urgent priority
- Emails
- Filing
- Finance (e.g. expenses submissions)
- Phone Calls
- Reading/research

How to Analyse Task Lists

Your to-do list is your task inventory. You need to analyse it to maximise its' potential.



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Review each item for:

1. Necessity

Scrutinise each task to be sure it is necessary. All too often we continue to do things past usefulness (e.g. monthly reports where information is no longer used)

2. Appropriateness

Who should perform the task (i.e. appropriateness to department and/or skill level)? Reassignment of work beneath your skill level helps you and the organisation

3. Effectiveness

Is this a task you should be doing now, positioned against your priorities and goals?



4. Efficiency

Once satisfied you are doing necessary, appropriate and effective work, ask: "Is there a better way?" Look for faster methods, better procedures.

"It is good to have an end to journey toward; but it is the journey that matters, in the end."

Ernest Hemingway





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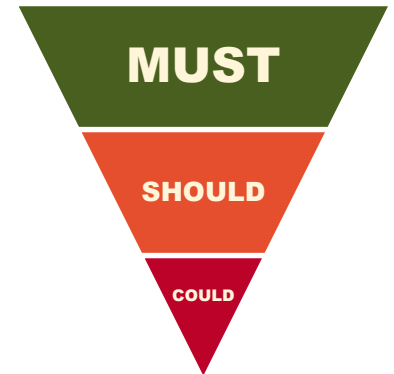
The 1, 2, 3 Method of Prioritising

To help determine the tasks we must address in the order in which we must address them, we must put them in priority order.

Priority 1 “Must Do”

These are critical items.

- What makes them critical?
- Management directive
- Important customer requirement
- Opportunities for advancement/success
- Needed to complete the next stage



Priority 2 “Should Do”

These are important items but they are not essential and do not have critical deadlines

Priority 3 “Could Do”

These are items which may be interesting to pursue but if required may be eliminated, delegated or postponed.

Always remember that priorities change over time.

Due to a change in circumstance for example, a priority 3 item could become priority 1 tomorrow, or a priority 1 could become a priority 3. In order for you to effectively use your time you must constantly review your priorities.

Time Management and Making Effective Decisions



To make timely and effective decisions we need to consider:

- Decisions based on 'instinct' and a 'gut reaction' must be supported by evidence
- Expect the unexpected: things don't always work out as planned or as you may assume; other people will always have a different perspective
- Feelings, tiredness and stress can affect our decision-making abilities
- How much time is available for the decision-making process
- Past results from decisions may be different in current/future situations
- Relying on past experiences and decisions can limit our ability to be creative and explore other options

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Time Management: Working with Others

- Always do the things you need, and promise, to do
- Be punctual – this has an impact on others' perception of you and your organisation
- Delegation can work upwards, downwards and across to colleagues
- Effective communication will prevent misunderstandings, time-wasting and reduce time-stealers
- Take responsibility for your communication
- Time management discipline starts with a personal, inner resolve to do something, regardless of what you would rather be doing



! DELEGATE !

Barriers to Delegation

- Avoiding giving up control
- Belief that you're indispensable
- Can't and/or won't make the time/effort to delegate because
- Concern about overloading others
- Fear of being replaced/losing job
- Fear of failure
- Fear of losing face
- Imposing unnecessarily high standards
- Thinking nobody else can do it as well as me
- Maintaining the impression of being overworked
- Unwilling to give up the tasks you enjoy, even though it's not an appropriate use of your time
- Unsure of how to delegate effectively – lack of training

Nine Steps to Effective Delegation



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1. DEFINE THE TASK

Confirm in your own mind that the task is suitable to be delegated.
Does it meet the criteria for delegating?



2. SELECT THE INDIVIDUAL OR TEAM

What are your reasons for delegating to this person or team?
What are they going to get out of it? What are you going to get out of it?



3. ASSESS ABILITY AND TRAINING NEEDS

Is the other person or team of people capable of doing the task?
Do they understand what needs to be done/ If not, you can't delegate.



4. EXPLAIN THE REASONS

You must explain why the job or responsibility is being delegated. And why to that person or team? What is its importance and relevance?
Where does it fit in the overall scheme of things?



5. STATE THE REQUIRED RESULTS AND SUCCESS CRITERIA

What must be achieved? Clarify understanding by getting feedback from the other person. How will the task be measured? Make sure they know how you intend to decide that the job is being successfully done.



6. CONSIDER RESOURCES REQUIRED

Discuss and agree what is required to get the job done. Consider people, location, premises, equipment, money, materials, other related activities and services.



7. AGREE DEADLINES

When must the job be finished? Or if an ongoing duty, when are the review dates? When are the reports due? And if the task is complex and has parts or stages, what are the priorities?



8. SUPPORT AND COMMUNICATE

Consider who else needs to know what's going on, and inform them. Do not leave the person to inform your own peers of their new responsibility. Warn the person about any awkward matters of politics or protocol.
Inform your own manager if the task is important, and of sufficient profile.



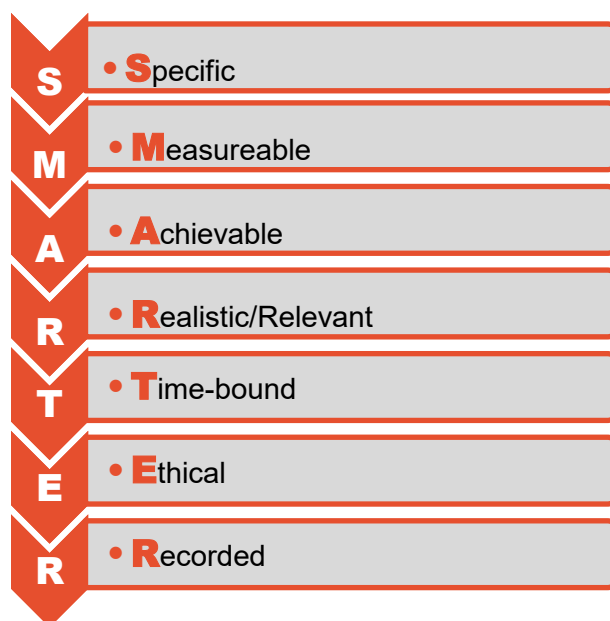
9. FEEDBACK ON RESULTS

It is essential to let the person know how they are doing, and whether they have achieved their aims. If not, you must review with them why things did not go to plan, and deal with the problems. You must absorb the consequences of failure, and pass on the credit for success.

Make Delegation SMARTER



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Effective Delegation: A Summary

- Agree guidelines
- Agree roles, responsibilities and accountabilities
- Assess ability and training needs
- Decide resources
- Define the task
- Discuss desired results
- Select the right person for the job
- Talk about consequences and impact
- Review and evaluate



"It is far better for a man to go wrong in freedom than to go right in chains."

Thomas H. Huxley



Top Tips for Dealing with Interruptions



Create an Interruptions Log

An interruptions log is a piece of work you can complete over the space of a number of days where you make a note of each time you are interrupted.

Date	Time	Who	Why	How Long	Grade

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Date:	The date the interruption happened (this could just be written at the start of the day)
Time:	The time the interruption happened
Who:	Who interrupted you?
Why:	Why did they interrupt you?
How long:	How long did the interruption last for?
Grade:	Grade the interruption to its importance. If the interruption was very necessary then grade it as A up to if the interruption was completely irrelevant then grade it as D. Mark other interruptions in between

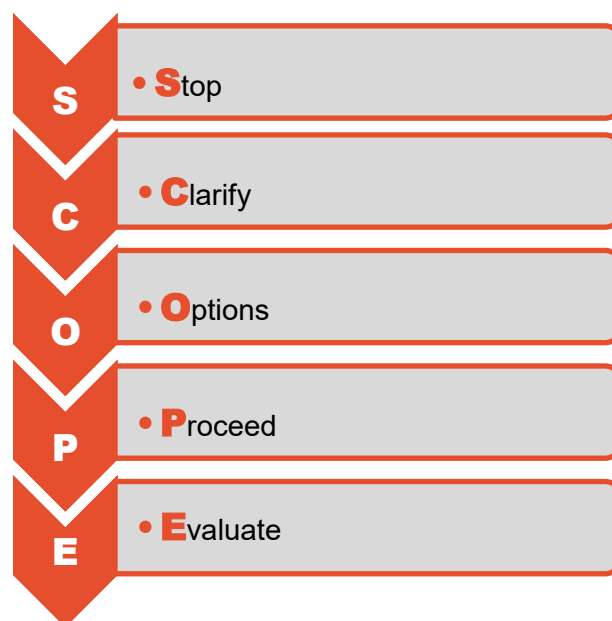
Guidelines of dealing with Interruptions

- Be assertive in saying 'no' and setting boundaries
- Ensure your team know what authority they have to make decisions so that they do not have to interrupt you to ask 'permission.'
- Insist on others to arrange appointments in your diary to discuss issues, rather than interrupt you
- Prevent Interruptions: Use a 'Do not disturb' sign and/or create specific 'availability' times when you can be approached for advice and support.
- Set time limits: "I can give you ten minutes to talk about this, or you can come back at..."
- Stand up, so that you both have equal 'power.'
- Work at home/away from the workplace when you need to focus on specific tasks

Take SCOPE of the Situation



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Stop	Before you do anything without thinking, just stop!
Clarify	Ask questions to find out what the other person needs
Options	What are your options? Which is the best?
Proceed	Move forward with your best option
Evaluate	When finished, evaluate the decision you made

According to Mike Clayton, this then provides us with five options:

1. Respond and act on the interruption
2. Respond and defer/postpone the action to a more appropriate time
3. Delegate the response to a colleague
4. Respond and file the information
5. Reject the interruption.

Dealing with Requests for Help

1. **Facilitate: Lead them to say no for you** – Rather than say no yourself, get them to say no for you
2. **Put your refusal in context:** Elaborate on the principles underpinning why you are saying no.
3. **Show don't tell:** Use an example or an analogy to illustrate why you can't say yes.
4. **Suggest an alternative:** Point out a way of solving the problem that doesn't involve you.



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Top Tips for Assertiveness

Remember being assertive is not about being aggressive.

These assertiveness techniques can be useful when needing to delegate tasks and when being asked to take on more tasks.

1. Basic Assertion

'You promised me that piece of work last week and it is now Tuesday, I need that the work before lunch'

2. Empathetic Assertion

'I know you are busy but I need that data by the end of the day'

3. Consequence Assertion

'If you don't do this...' 'If you do x, I will do y.'

4. Negotiate and Compromise

- Don't say no, try to reach a solution which suits both parties.
- Discuss possible solutions to the problem. Listen and put forward ideas.
- 'How quickly would you be able to complete this?'
- 'I can complete the task, but not until . . .'
- 'I can do that piece of work but I also have these 3 pieces of work to complete for you today, can you tell me what your priorities are?'

5. State the solution

Make sure both parties understand and accept the solution

6. Use 'I', not 'You'

Shows taking responsibility

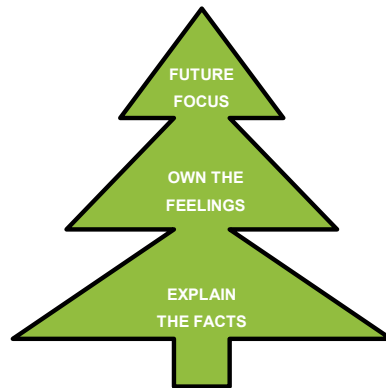
7. Do not apologise

8. Do not allow for post assertion 'guilt'

9. Use strong positive constructive language

10. Avoid circular debates

The Assertiveness Tree



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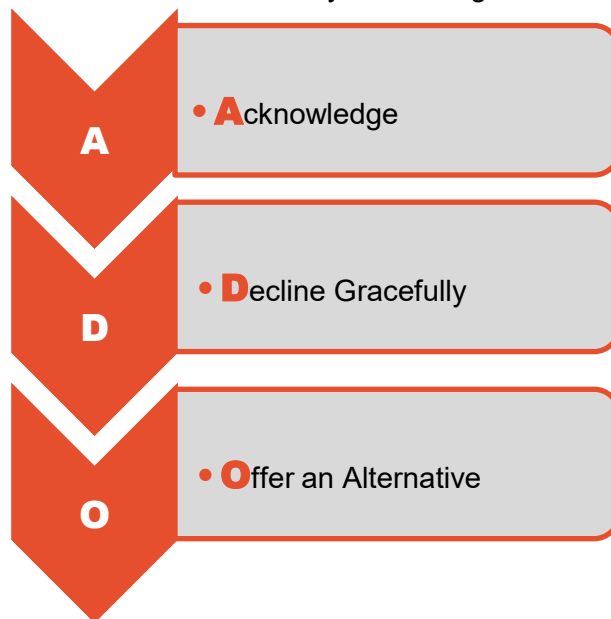
Say NO Assertively and Confidently


When we say no to others, particularly if they are asking us to do something at short notice and they are concerned about their own deadlines, it can be difficult for them to hear that 'no.'


Even though their request might be last-minute because of the other person's own poor time management, our 'no' can still feel like they are having a 'door slammed in their face.'

Therefore, we need to make our 'no' message empathic and as 'gentle' as possible.

The **A.D.O.** technique can help us to do this:



 **Action**

 **Discovery: Further Training:**

- Consider attending the course:
 - ★ 'HR for Non-HR Specialists' at DSC.



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Top Tips for Managing Time Stealers

To manage crisis

- Always think – what problems might arise, who can help?
- Assess urgency/importance of crisis
- Clarify priorities
- Delegate effectively
- Diary in crisis time – review & re-plan
- How can you avoid a repeat?

To manage emails

- Be proactive in planning action & avoid being reactive
- Consider: is this the right method of contact?
- Effectively use 'Rules' and 'sub-folder' facilities
- Ensure all your emails are brief, direct (no ambiguity) and logical
- Get training – auto reply, out of office, confirm / decline meetings & appointments, file management
- Make a routine of it
- Only use 'cc' and 'high importance, when really necessary

To manage interruptions

- Assess training needs
- Clarify priorities
- Delegate effectively – task, responsibility & sources of support
- Delegate some decision making = responsibility – opportunity to learn
- Don't offer a chair - stand up, move, be assertive
- Let people know when you are / are not available

To manage meetings

- Be prepared in advance and assertive: talk to the Chair, offer to help
- Be sure you need to be there – for all or part?
- Ensure you get / give purpose, notice, times, agenda, minutes
- Have stand-up meetings (these will take up remarkably less time)
- Have tele-meetings
- Pre-empt Action Points – diary immediately, check with others in advance if they have theirs done
- Schedule any 'pre-meeting' planning time needed

- Waiting for latecomers only rewards poor timekeeping – always start on time
- Always have a clock visible (don't rely on a watch, as this can be distracting)
- Delegate the task of time-keeping and note-taking to individuals, the person chairing the meeting should not have to be distracted by these tasks)
- Encourage participants to change seats occasionally – this will raise energy levels and change group dynamics
- Use flip chart to record key issues/decisions and to 'car park' ideas that aren't related to the discussion in hand
- Regularly recap and summarise so that participants can note any progress and avoid repetition
-



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To manage paperwork

- Decide and act: avoid touching each piece of paper more than 3 times without acting on it in some way
- Have an 'Everything Book' (Bring it everywhere!)
- Make filing routine and prompt
- Reading – make time, don't hoard, highlight key points & thoughts as you read
- Use a bring forward system
- Use a rolling To Do List – at the back of the Everything book
- Use ABC(D) rule: Act on it, Bin, it, Consult, Delegate it
- Use your diary as a management tool not an appointments book

To manage planning, thinking, & creativity time

- Embrace technology
- ★ Be realistic & proactive
- ★ Schedule out planning time - & - crisis time, interruption time, paperwork time, email etc.
- See Deal with crisis
- See Deal with interruptions
- See Deal with paperwork
- Use your Everything Book, Your diary / To Do List & your Bring Forward system alongside each other



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To manage relationships

- Address conflicts – or move on yourself!
- Chatter less but talk and listen more
- Clarify your own, your managers and your staff's responsibilities – in general & in delegation
- Focus on the results
- Have more 1-1 meetings with key personnel
- Improve & practice your communication skills
- Make appointments and respect time
- Use the best 'method' of communication

To manage regular tasks

- At the beginning of each year, schedule regularly occurring tasks/events that are specific to your role e.g.:
- ★ Annual Awareness Events (e.g. Alzheimer's Awareness Week, Volunteering Week)
- ★ Annual Leave
- ★ Annual reports
- ★ Appraisals
- ★ Evaluation Reports
- ★ Finance Reports/audits
- ★ Personal well-being/"Mental Health" Days
- ★ Preparing/writing regular and/or monthly Reports
- ★ Staff Monthly Briefings
- ★ Supervision Meetings
- ★ Team Meetings
- Create checklists for materials required (e.g. a checklist of items to take to meetings/events; a Training Materials Checklist, etc.)
- Create job-relevant checklists that outline procedures/processes that need to be followed
- Use GANTT charts to plan and manage projects

To manage telephones

- Be clear about the purpose of in & out calls
- Be more assertive
- Consider: is this the best form of communication?

- Set aside time: taking calls, making calls, free time with colleagues
- Use voice mail effectively – time, dates, action
- When making a call, start with: “Is this a good time for you to talk?”



To manage your well-being

- Be clear about your personal goals & values
- Be more assertive
- Create time for exercise, relaxation and life-work balance
- Recognise stress & do something about it


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*“Learning is a treasure
that follows
its owner everywhere.”*

Chinese Proverb

