STOP BEING BUSY, START BEING PRODUCTIVE
DOWNLOADABLE RESOURCES

Slides:

LEADERSHIP IQ

JOIN WEBINAR

Join us on Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

Dear Kim,

Thank you for registering for:
Speak the Truth Without Making People Angry
Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

1. Click here to join:
https://www.gotowebinar.com/join/b1f1227313/106526518
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2. You will be connected to audio using your computer's microphone and speakers (VoIP). A headset is recommended.
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   - OR -
   Toll: +1 (603) 256-0554
   Access Code: 487-802-838
   Audio PIN: Shown after joining the Webinar

Webinar ID: 681-027-312

YOU'LL WANT TO READ THIS:

You will receive the slides that accompany this webinar on September 17, 2012 in a reminder email.

- Please direct any questions to Sarah at sarah@leadershipiq.com or call 1-800-614-7060

System Requirements
PC-based attendees:
- Required: Windows 7, Vista, XP or 2003 Server
- Required: MacOS X 10.5 or newer

Talking Points:

Why we care: Keeping tough conversations free from emotional distraction allows people to listen, take accountability, and respond with the desired behavioral changes. Take the four-question Speak the Truth quiz (found in the webinar slides) to determine how successful you are at Speaking the Truth without Making People Angry.

Avoid:
- Conversations that are attacking, pleading, disintegrating, shaming, self-pedaling, or that include “compliment sandwiches” (a criticism sandwiched between two compliments).
- “Trigger words” that instantly make people defensive (“you” language that attacks, degrades and absolutes that exaggerate the facts and negates and negative emotions).
- Interpretations (“Sally ignores everything I say”), emotional Reactions (“I’m really irritated at Sally”), and desired Ends (“Everything Sally writes has to be edited”). The F.I.R.E. model eliminates the I.E. and keeps conversations focused on the Facts.

Instead: stick to fact-based communications that are candid, objective, specific, timely and unemotional (“Yesterday there were two typos in Sally’s memo”) by using one of three scripts:

I.D.E.A.L.S. is the foundation script used in most tough conversations with employees who have moderate self-awareness, this conversation (which takes seconds to have) focuses on the facts, establishes accountability, and quickly moves on to finding solutions:

| Step 1: | Invite them to partner: “Would you be willing to have a conversation with me about (insert the facts) in?” |
| Step 2: | Disarm yourself: “I’d like to review the situation to make sure I’m on the same page as you” |
| Step 3: | Eliminate blame: “And if we have different perspectives, we can discuss those and develop a plan for moving forward.” |
| Step 4: | Affirm their choice: “Does that sound OK? I can talk now, or if necessary, I have time later today.” |
| Step 5: | List corrective feedback: list the facts and then listen to determine whether or not they’ve made a corrective leap |
| Step 6: | Synchronize your understanding: “Tell me how you think we can work together to build on this and make things even more effective next time.” |
EVERYTHING BASED ON RESEARCH

http://www.forbes.com/sites/markmurphy
STOP BEING BUSY, START BEING PRODUCTIVE

<table>
<thead>
<tr>
<th>1</th>
<th>BE MORE STRATEGIC WITH YOUR TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>FOCUS ON GREEN LIGHT WORK</td>
</tr>
<tr>
<td>3</td>
<td>DELEGATE AND DEVELOP</td>
</tr>
<tr>
<td>4</td>
<td>WASTE LESS TIME IN MEETINGS</td>
</tr>
</tbody>
</table>
BE MORE STRATEGIC WITH YOUR TIME
Using time-diary studies, it is found that people claiming to work 60 to 69 hours per week clocked an average of 52.6 hours, while those who believed they worked 70-80-hour or greater weeks totalled 58.8 hours. (Prof. Robinson, 2006-2007 comparisons, American Time Use Survey, Bureau of Labor Statistics)

Most people actually use 60% or less of available work time. When more than 38,000 people in 200 countries were queried about individual productivity, it showed that even though they were physically at work five days a week, they were only productively using three days. (Microsoft Survey, March 15, 2005)

On a typical day, office workers are interrupted about seven times an hour, which adds up to 56 interruptions a day, 80% of which are considered trivial, according to time-management experts. (Wendy Cole, TIME Magazine, 10/11/2004)
PERCENTAGE OF RESPONDENTS FOR THE QUESTION
"MY GOALS THIS YEAR WILL HELP ME MAXIMIZE MY FULL POTENTIAL."

![Graph showing percentages of respondents for different levels of agreement with the statement.]

- Strongly Disagree: 4%
- Disagree: 13%
- Neither Agree Nor Disagree: 30%
- Agree: 40%
- Strongly Agree: 13%
<table>
<thead>
<tr>
<th>Easy</th>
<th>or</th>
<th>Hard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inside comfort zone</td>
<td>or</td>
<td>Outside comfort zone</td>
</tr>
<tr>
<td>Little effort</td>
<td>or</td>
<td>Lots of effort</td>
</tr>
<tr>
<td>Knew everything</td>
<td>or</td>
<td>Learned new skills</td>
</tr>
<tr>
<td>Totally relaxed</td>
<td>or</td>
<td>Amped up</td>
</tr>
</tbody>
</table>
TESTING LEARNING IN GOALS

Ask your employees what new skills (if any) they had to learn to achieve these goals.

If they aren’t learning all sorts of new skills, then your goals are probably not hard enough.

Try making your goals 30% harder and then evaluate again in 3 months.
IF YOU PAUSE TO REFLECT BEFORE ACTING, YOU’LL ACHIEVE BETTER RESULTS

Table 2
Chances of stopping a penalty kick

<table>
<thead>
<tr>
<th>Jump direction</th>
<th>Left</th>
<th>Center</th>
<th>Right</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Left</td>
<td>29.6%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>17.4%</td>
</tr>
<tr>
<td>Kick direction</td>
<td>9.8%</td>
<td>60.0%</td>
<td>3.2%</td>
<td>13.4%</td>
</tr>
<tr>
<td>Center</td>
<td>0.0%</td>
<td>0.0%</td>
<td>25.4%</td>
<td>13.4%</td>
</tr>
<tr>
<td>Right</td>
<td>14.2%</td>
<td>33.3%</td>
<td>12.6%</td>
<td>14.7%</td>
</tr>
</tbody>
</table>

Action bias among elite soccer goalkeepers:
The case of penalty kicks

Michael Bar-Eli a,b, Ofer H. Azar a,* Ilana Ritov c, Yael Keidar-Levin a, Galit Schein b
If you pause to reflect before acting, you’ll achieve better results.

Table 2.
Univariate Tests across Conditions, Study 1

<table>
<thead>
<tr>
<th></th>
<th>Reflection (n=56)</th>
<th>Practice (n=45)</th>
<th>T-test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>S.D.</td>
<td>Mean</td>
</tr>
<tr>
<td><strong>Control Variables</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>24.768</td>
<td>0.483</td>
<td>25.787</td>
</tr>
<tr>
<td>Gender</td>
<td>0.752</td>
<td>0.060</td>
<td>0.872</td>
</tr>
<tr>
<td>Work experience</td>
<td>31.245</td>
<td>4.483</td>
<td>26.930</td>
</tr>
<tr>
<td><strong>Dependent Variable</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td>71.536</td>
<td>1.308</td>
<td>54.422</td>
</tr>
</tbody>
</table>

Making experience count: the role of reflection in individual learning

Glada Di Stefano
HEC Paris

Francesca Gino
Harvard University
6 months
What do I have to accomplish in 6 months in order to stay on track of that big one-year goal?

90 days
What do I have to accomplish in the next 90 days to reach that 6-month mark?

30 days
What do I have to accomplish in the next 30 days to reach that 90-day mark?

Today
What do I need to accomplish today to stay on track of it all and make today a successful day?
HOW DO YOU REPRIORITIZE YOUR DAY?

➔ Practical Tips:
   › Begin your day with Green Light activities
   › Lock your door, shut off your phone, email, email alerts, IM
   › Do not respond to (or punish) those who interrupt your time

➔ “Procrastinate” is not always a dirty word
OVERCOME SUNDAY NIGHT BLUES

› Prepare for Monday morning on Friday afternoon
› Use Friday afternoon to clean out inbox, straighten desk
› Write down your big accomplishments for the past week
› Write down anything stressing you about the next week and then map your plan for dealing with it
› Prepare your Monday morning goal plan (you can revisit it again on Monday morning)
› Plan something fun for Sunday night
› Plan something fun for Monday night (or a cool lunch for Monday)
FOCUS ON GREEN LIGHT WORK
**Priority Priorities**

**Green Light work:** You love doing it. You are great at it. You are uniquely qualified to do this work. This is why the organization hired you. It must be done.

---

**Yellow Light work:** You love doing it. You are great at it. You are qualified to do this work. This is not why the organization hired you. It must be done.

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**Orange Light work:** You tolerate doing it. You are competent at it. You are somewhat qualified to do this work. This is not why the organization hired you. It must be done.

---

**Red Light work:** You dislike doing it. You are not really competent at it. You are not really qualified to do this work. This is not why the organization hired you. It might not have to be done.
The big lie of the knowledge-working world is that we are really doing eight hours of work in our eight-hour days. The truth is we're doing about two-three hours of real work, just taking eight hours to do it. The overwhelming majority of workers aren't even using the productivity tools that are all around them. Constraints in business help increase efficiency and drive innovation. It's why three guys in a garage can disrupt a massive corporation. They are constrained with money and people, so they find creative hacks to compete. Those hacks that startups identify become a competitive advantage.

Stephan Aarstol, CEO
## SETTING PRIORITIES

<table>
<thead>
<tr>
<th>How much do you enjoy doing it?</th>
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<td>Competent</td>
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<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Are you uniquely qualified to do it?</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
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</tr>
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<td>Is this a critical piece of why the organization put you in this job?</td>
<td>Yes</td>
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</table>
# Setting Priorities

<table>
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</table>
The most important 2-5 activities you do will typically be more important than all the other activities you do put together.

Typically a small number of activities account for 90% of your success.

Benchmark leaders (the top .001% of leaders) spend 80-90% of their time where it counts... on Green Light (value-added) work.

Average leaders spend *less than* 30% of their work-related time on Green Light value added work.
## TIME ANALYSIS

<table>
<thead>
<tr>
<th>Date</th>
<th>Task</th>
<th>Time Taken</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/23</td>
<td>Took coffee breaks</td>
<td>30 mins.</td>
<td>Red</td>
</tr>
<tr>
<td>5/23</td>
<td>Worked on budget for next year</td>
<td>15 mins.</td>
<td>Yellow</td>
</tr>
<tr>
<td>5/23</td>
<td>Filed paperwork</td>
<td>20 mins.</td>
<td>Red</td>
</tr>
<tr>
<td>5/23</td>
<td>Prepared report for planning meeting</td>
<td>30 mins.</td>
<td>Yellow</td>
</tr>
<tr>
<td>5/23</td>
<td>Attended planning meeting</td>
<td>30 mins.</td>
<td>Yellow</td>
</tr>
<tr>
<td>5/23</td>
<td>Re-worked Joe's productivity analysis</td>
<td>20 mins.</td>
<td>Red</td>
</tr>
<tr>
<td>5/23</td>
<td>Tracked down missing data on shift attendance</td>
<td>30 mins.</td>
<td>Red</td>
</tr>
<tr>
<td>5/23</td>
<td>Did evaluation for Alice</td>
<td>1 hr.</td>
<td>Green</td>
</tr>
<tr>
<td>5/23</td>
<td>Resolved conflict with shipping</td>
<td>1 hr.</td>
<td>Green</td>
</tr>
<tr>
<td>5/23</td>
<td>Taught orientation session to new employees</td>
<td>1 hr.</td>
<td>Green</td>
</tr>
<tr>
<td>5/23</td>
<td>People dropped in to chat</td>
<td>30 mins.</td>
<td>Red</td>
</tr>
<tr>
<td>5/23</td>
<td>Interviewed new candidates</td>
<td>2 hrs.</td>
<td>Green</td>
</tr>
<tr>
<td>5/23</td>
<td>Handled telephone interruptions</td>
<td>30 mins.</td>
<td>Red</td>
</tr>
<tr>
<td>5/23</td>
<td>Returned customer calls</td>
<td>30 mins.</td>
<td>Green</td>
</tr>
</tbody>
</table>
Your Daily Dashboard

3h 14m Logged so far today
10.9m less than the day before

- Communication & Scheduling: 25%
- Business: 24%
- Software Development: 18%
- Uncategorized: 17%
- Utilities: 6%

Hooray! Your productivity pulse today is 28% higher than your normal average of 46.

Spotlight on your top activities this day

<table>
<thead>
<tr>
<th>Communication &amp; Scheduling</th>
<th>Business</th>
<th>Software Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>33m</td>
<td>17m</td>
<td>8m</td>
</tr>
</tbody>
</table>
## TOGGL

<table>
<thead>
<tr>
<th>Task</th>
<th>Duration</th>
<th>Time Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Today</td>
<td>3 h 01 min</td>
<td>01:12:00 - 2:32 PM - 3:44 PM</td>
</tr>
<tr>
<td>Campaign</td>
<td>34:00 min</td>
<td>12:21 PM - 12:55 PM</td>
</tr>
<tr>
<td>Meeting</td>
<td></td>
<td>01:15:00 - 10:05 AM - 11:20 AM</td>
</tr>
<tr>
<td>Dashboard UI</td>
<td></td>
<td>01:07:00 - 9:05 AM - 10:12 AM</td>
</tr>
<tr>
<td>Fri, 3 Apr</td>
<td>7 h 52 min</td>
<td>06:45:00 - 11:41 AM - 6:26 PM</td>
</tr>
<tr>
<td>Posters</td>
<td></td>
<td>07:20:00 -</td>
</tr>
<tr>
<td>Website</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thu, 2 Apr</td>
<td>7 h 20 min</td>
<td></td>
</tr>
</tbody>
</table>

**This week**
- DESIGN: 3 h 01 min
- MARKETING
- FACTORY

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CONFUSING ACTIVITY WITH ACHIEVEMENT

1. Wasteful meetings (no point)
2. Wasteful meetings (off track)
3. Low performers (bad attitudes)
4. Low performers (bad skills)
5. Nagging for incomplete work
6. Correcting wrong work
7. Communication breakdowns
8. “Doing it yourself”
9. Repeating directions
10. Mentally resetting from an off-track day
HOW DO YOU REPRIORITIZE YOUR DAY?

⇒ Constrain the time you have available for Yellow Light activities.

⇒ Erect barriers to keep time Green Light and Yellow Light activities separate.

⇒ Practical Tips:
  › Begin your day with Green Light activities
  › Lock your door, shut off your phone, email, email alerts, IM
  › Do not respond to (or punish) those who interrupt your time

⇒ “Procrastinate” is not always a dirty word
DELEGATE & DEVELOP EMPLOYEES
WHY DON'T WE DELEGATE?

If I do it, it will be done so much faster.

I'm in charge, so I need to make all the important decisions.

I'm not sure my people are ready for that responsibility.

If it isn't the highest quality, I'm the one who will get in trouble.
THE 6 P'S OF DELEGATION

01 Past History
02 Priorities
03 Particulars
04 Positive Expectations
05 Praising
06 Process
#1. PAST HISTORY

Do you have reason to doubt your employees' abilities?

- Did you hire good people?
- Are your employees getting good performance reviews?
- Are you generally happy with your staff?
- Do they have the right attitudes?
#2. PRIORITIES

**Green Light work:** You love doing it. You are great at it. You are uniquely qualified to do this work. This is why the organization hired you. It must be done.

**Yellow Light work:** You love doing it. You are great at it. You are qualified to do this work. This is not why the organization hired you. It must be done.

**Orange Light work:** You tolerate doing it. You are competent at it. You are somewhat qualified to do this work. This is not why the organization hired you. It must be done.

**Red Light work:** You dislike doing it. You are not really competent at it. You are not really qualified to do this work. This is not why the organization hired you. It might not have to be done.
#2. PRIORITIES

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<td>No</td>
</tr>
</tbody>
</table>
#3. PARTICULARS

<table>
<thead>
<tr>
<th>END POINT</th>
<th>WHY</th>
<th>RESOURCES</th>
<th>OBSTACLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date, quantity, quality, color, boundaries, budget, behaviors, etc.</td>
<td>Who benefits? Customers? Employees?</td>
<td>What resources &amp; authority can you use and NOT use?</td>
<td>Any obstacles that would prevent you from accomplishing this?</td>
</tr>
</tbody>
</table>

**FOLLOW-UP IN WRITING**
WHEN YOU'RE THE DELEGATEE...

 › What specific results are expected?
 › When are the results expected?
 › What are the expected quantities, quality levels, etc.
 › What decisions am I authorized to make on my own?
 › What money am I authorized to spend on my own?
 › What resources, facilities, staff do I have access to?
 › Who will benefit from this?
 › What's the underlying reason we're doing this?
 › Are there any possible obstacles to this?
#4. POSITIVE ATTITUDE

In 20+ studies where “B Players” were assigned to managers who aggressively communicated their belief that they were not managing “average performers” but potential stars, productivity and performance increased 30-150%.

“Don't screw this up”

vs.

“I have total confidence that you've got the talent and training to accomplish this”
#5. PRAISE

“Great job on that report”

vs.

“The way you got that report done ahead of schedule means a lot to the customer and the extra data analyses were really creative.”

Timely smaller rewards more powerful than delayed bigger rewards
#6. PROCESS

Discuss with your employee

1. How the project went from start to finish
2. One thing you'd like to see more of
3. One thing you'd like to see less of
4. How your level of involvement worked or didn't work; did they need more guidance, less guidance
5. How do they think similar projects would go in the future
WASTE LESS TIME IN MEETINGS
Office workers spend an average of 4 hours per week in meetings. They feel more than half of that time is wasted. (Opinion Matters, for Epson and the Centre for Economics & Business Research, May 2012.)

The #1 time-waster at the office is “too many meeting, up from No. 3 in 2008,” according to 47% of the surveyed. (Salary.com, 2012)

FOCUS ON THE IMPORTANT

Productive Energy and Attention

Attention in conference calls

Duration
90%+ of meetings fail to produce an identifiable achievement

When meeting participants were asked “Did this meeting accomplish its original objective?” the most common answer was “I have no idea”
FOCUS ON AN OBJECTIVE

Statement of Achievement
As a result of this meeting, we will have accomplished

If you can’t answer, you can’t meet
THE ONE QUESTION FOR MEETINGS

What are you personally going to achieve and by when?
### Decision Grid

#### Statement of Achievement:

*Finalize proposal for ACME*

<table>
<thead>
<tr>
<th>Topic</th>
<th>Decision</th>
<th>Who</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pricing for ACME</td>
<td>Increase by 10% in All proposal sections</td>
<td>Bill Smith</td>
<td>November 4</td>
</tr>
</tbody>
</table>
STOP BEING BUSY, START BEING PRODUCTIVE

1. BE MORE STRATEGIC WITH YOUR TIME

2. FOCUS ON GREEN LIGHT WORK

3. DELEGATE AND DEVELOP

4. WASTE LESS TIME IN MEETINGS
THANKS FOR WATCHING

Contact us for information about our employee engagement surveys, eLearning, onsite training or keynote speaking

info@leadershipiq.com
www.leadershipiq.com
800-814-7859