Regions 3 & 4 Parent Technical Assistance Center (PTAC) Conference

Controlling the Time Robbers

Presented by:
Shirley J. Burks
June 19, 2018
Nashville, TN
Instructor Information

Shirley J. Burks

Shirley Burks holds a Bachelor's Degree in Business Administration and a Master's Degree in Organizational Management. Her educational background includes numerous professional development programs such as; Project Management, Essentials of Management Development Certificate, Faculty College (UWM), Microsoft Office User Specialist (MOUS) certifications, Train the Trainer Certificate and various continuing education topics on capacity building related issues.

Burks currently serves as the Coordinator of Partnerships and New Initiatives within the University of Wisconsin Milwaukee's School of Continuing Education. Her primary role includes exploring new growth opportunities for the various departments and centers of the School of Continuing Education to meet community professional development and workforce needs through the development of special projects and collaborations with partners both internal and external to the School. She researches current labor/market trends for new programming areas to develop growth strategies and generate revenue. Burks serves as liaison for negotiating new contracts between the School and new vendors. She organizes and facilitates meetings and presentations with staff and partners in an effort to share information and provide needs assessments. She represents the School on University wide committees to foster collaborative relationships.

Burks has extensive knowledge and over 20 years of experience working in the nonprofit sector. She has worked in various capacities as a Director, Employment Recruiter, Workshop Facilitator, Admissions & Training Specialist and Instructor. Her background includes program and curriculum development, as well as overall project implementation and evaluation.

Burks creates curriculum and teaches topics for new and existing online and face to face topics including Organizational Development, Change Management, Stress & Time Management and Critical Thinking Skills Development. Burks has presented trainings for numerous organizations locally and internationally including the University of Wisconsin-Milwaukee, Solutions Inc. (Cairo, Egypt), The Neighborhood House of Milwaukee, Girl Scouts of Milwaukee Area, Goodwill Industries of Southeastern Wisconsin, Employee Solutions Inc., YMCA Community Learning Centers and Milwaukee Public School System.

Contact Information

Shirley J. Burks
UWM School of Continuing Education
161 West Wisconsin Avenue, Suite 6000
Milwaukee, WI 53203
Phone: 414-227-3157
Fax: 414-227-3330
sbufford@uwm.edu
Workshop Description

Controlling the Time Robbers

Time management is about organizing the use of your most precious resource, your time. One common goal that most of us share is to be our most productive throughout the day. This session will identify ways to better utilize and structure your daily time to maximize your contribution to your team’s continued success. We will take a look at strategies to efficiently navigate through your day from managing and responding to emails; to planning and running effective meetings; to dealing with multiple demands and prioritizing your workload.

Learning Objectives

Identify the 'time robbers' within your life.

Discern how to set and accomplish goals

Recognize distraction and distractive behaviors within your daily interactions
Disclaimer:

- Time management is truly individualized. It can only be identified, monitored and resolved by the individual.

- The information that you are about to receive is designed to be tips and suggestions not a prescription or a cure.

- These suggestions only work when practiced over time.

- This session does not hold a magic pill, recipe or solution to dissolve all time related issues.

- This session does not have the ability to add additional time within each day or the technology to clone any individual to assist in accomplishing additional tasks.

  Thank you!
**Symptoms of Poor Time Management**

*What is Personal Time Management?*

Personal Time Management (PTM) is about controlling the use of your most valuable (and undervalued) resource.

TIME TIME TIME

Notes:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Myths of Time Management

- There’s too much to do; I can’t handle it all.
  - True
  - False

- There’s plenty of time; I can do that later.
  - True
  - False

- I’m busier than usual right now, so it makes sense to shift some tasks off to another time.
  - True
  - False

- Re-scheduling something to a later time is procrastinating.
  - True
  - False

- This little task is not important.
  - True
  - False

- Planning my time just takes more time.
  - True
  - False

- The busier I am, the better I’m using my time.
  - True
  - False

- I feel very hurried, busy, so I must have a time management problem.
  - True
  - False
Common Symptoms of Poor Time Management

• Irritability
  o Fellow workers may notice this first
  o _______________________________________________________
  o _______________________________________________________

• Fatigue
  o How many adults even notice this?
  o _______________________________________________________
  o _______________________________________________________

• Difficulty Concentrating
  o You often don’t need to just to just get through the day!
  o _______________________________________________________
  o _______________________________________________________

• Forgetfulness
  o You can’t remember what you did all day, what you ate yesterday.
  o _______________________________________________________
  o _______________________________________________________

• Loss of Sleep
  o This affects everything else!
  o _______________________________________________________
  o _______________________________________________________

• Physical Disorders
  o Headaches, rashes, tics, cramps, etc…
  o _______________________________________________________
  o _______________________________________________________

• Withdrawal and Depression
  _______________________________________________________
  _______________________________________________________
Your Closet – Your Time

Cluttered Closet

• Limited amount of space
• Crammed with more stuff than storage
• Items jammed into any available pocket of space, in no particular order
• Haphazard arrangement makes it difficult to see what you have
• Inefficient in its use of organizing tools

Cluttered Schedule

• Limited amount of hours
• Crammed with more tasks than time
• Tasks jammed into any available pocket of time, in no particular order
• Haphazard arrangement makes it difficult to see what you have to do
• Inefficient in its use of time management tools

Notes:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Is time synonymous to…?

- Wealth  □ yes □ no
- Life     □ yes □ no
- Value    □ yes □ no
- Quality  □ yes □ no
- Experience □ yes □ no
- Career   □ yes □ no

______________________________________________________________________
______________________________________________________________________

What are some common sayings or clichés about time?
______________________________________________________________________

______________________________________________________________________

What are some value words that you associate with time?
______________________________________________________________________

______________________________________________________________________

In your groups re-write your phrase or cliché. This time, replace the value words.
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

Take a moment to reflect on the new phrase. Describe how your life might be different if this were the way you viewed these values including time.
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
Examining Attitudes and Values Towards Time

Just as we grow up with attitudes towards work, we also inherit attitudes about leisure time. These attitudes have much to do with our daily pace, our relationship with time, and our perception of time itself. This exercise will help you become more conscious of the forces which have shaped your attitudes about time, and your current way of using time.

1. List the attitudes or values towards time which you have inherited. To help generate the list, consider how you were raised. Check off anything which describes your family’s attitude about or experience with time.

| My family was extremely organized and followed schedules. |
| My family was extremely disorganized and did things at random times. |
| I am related to a procrastinator. |
| My parents were very time conscious, used scheduled, laid down deadlines, specified times for meals etc… |
| Time was used to punish me (confined to my room for a certain period of time, loss of play time). I had little free time. |
| Free time was punishing because I was often bored. |
| My family was always punctual for appointments. |
| My family was always late for appointments. |
| Other |
| Other |

2. Consider your answers. List one or two attitudes or values towards time which you learned as a child.

________________________________________________________________

3. What has changed from your childhood? As an adult, how do you view time differently today?

________________________________________________________________

4. What new attitudes do feel you must develop about time? What can you do to feel more comfortable about the way you use time?

________________________________________________________________

Adapted from Jean-Louis Servan-Schreiber “The Art of Time”
Biggest Time Wasters

1. ______________
2. Interruption
3. Procrastination
4. ______________
5. Poor delegation skills
6. ______________

Let’s take a look at a few time wasters

• Interruption
  – There will always be interruptions. It is how they are handled that wastes time. Do you drop everything? Do you plan for them?

• Hopelessness
  – People “give in”, “numb out”, “check in and out” and “march through the day "without connection or motivation

• Poor delegation skills
  – This involves not sharing workload with others

Notes:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Burnout

What is burnout?
A Feeling of physical and emotional exhaustion due to stress from working with people under difficult or demanding conditions. Burn out is followed by signs such as chronic fatigue, quickness to anger and suspicion, and susceptibility to colds, headaches, and fevers.

13 Signs of Burnout

1. Chronic fatigue – exhaustion, tiredness, a sense of being physically run down
2. Anger at those making demands
3. Self-criticism for putting up with demands
4. Cynicism, negativity, and irritability
5. A sense of being besieged
6. Exploding easily at seemingly inconsequential things
7. Frequent headaches and gastrointestinal disturbances
8. Weight loss or gain
9. Sleeplessness and depression
10. Shortness of breath
11. Suspiciousness
12. Feelings of helplessness
13. Increased degree of risk taking

Prevent Burnout

Communicating for Healthy Interactions

• Stay Focused
• Listen Carefully
• Try to See Their Point of View
• Respond to Criticism with Empathy
• Own What’s Yours
• Use “I” Messages
• Look for Compromises
• Take a Time-Out
• Don’t Give Up
• Ask for Help If You Need It
Time Management Helps You:

- Reduce wasted time
- Improve productivity
- Make time for the important relationships
- Focus time and energy on what is most important
- Make time for things you want and value
- Improve your performance while reducing stress
- Find greater balance and fulfillment
- Set and achieve your long-term goals

What Makes You Feel …

<table>
<thead>
<tr>
<th>Exhusted</th>
<th>Energized</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐  Depressing news</td>
<td>☐  Sunshine</td>
</tr>
<tr>
<td>☐  Interpersonal hassles</td>
<td>☐  Exercise/sports</td>
</tr>
<tr>
<td>☐  Death</td>
<td>☐  Children</td>
</tr>
<tr>
<td>☐  Sickness</td>
<td>☐  An inspiring speech</td>
</tr>
<tr>
<td>☐  Overwork</td>
<td>☐  Laughter</td>
</tr>
<tr>
<td>☐  Too many people</td>
<td>☐  Fruit</td>
</tr>
<tr>
<td>☐  Too few people</td>
<td>☐  Coffee</td>
</tr>
<tr>
<td>☐  A heavy meal</td>
<td>☐  Music</td>
</tr>
<tr>
<td>☐  Children</td>
<td>☐  Good friends</td>
</tr>
<tr>
<td>☐  A boring speech</td>
<td>☐  Time alone</td>
</tr>
<tr>
<td>☐  Alcohol/medication</td>
<td>☐  Medication</td>
</tr>
<tr>
<td>☐  Rainy days</td>
<td>☐  Sugar</td>
</tr>
<tr>
<td>☐  Sugar rebound</td>
<td>☐  New ideas</td>
</tr>
</tbody>
</table>

Incorporate Time Savers

- Establishing daily, short-term, mid-term and long-term priorities
- Ensuring all meeting have a purpose, time limit and include essential people
- Maintaining accurate calendars
- ________________________________
- Using checklist/to-do lists
  i.e. - https://www.youtube.com/watch?v=fjjKuoeYP5A&feature=related
**Tips for Scheduling A High-Energy Workday**

- **Up and at ‘em**
  - Get a solid 8 hours of sleep
  - When you wake up visualize your day the way you would like it to be
  - Give yourself time to prepare for the day (avoid the rush)
  - Motivate yourself be reading an inspiring quote or passage/listen to upbeat music
  - Motion creates emotion – do something physical in the morning
  - Make time for breakfast

- **Getting there is half the fun**
  - Enjoy your commute (reinforce w/upbeat music)
  - Arriving early
  - Review your “to do” list

- **Take a lunch break**

- **Go with the flow of the day**
  - Learn when you need a break or to switch activities
    - 30/30 or 45/15 methods
    - Apps on smartphone
  - Breaks can allow you to:
    - Switch brain hemispheres (numbers vs details)
    - Release tension (stretch/laughter)
    - Obtain oxygen (deep healing breath go along way)

- **Ease into the evening**
  - Review the day’s successes
  - Play relaxing music
Time Management Questions to Ask Yourself

- Is this what I want or need to be doing right now?
  ______________________________________________________
  ______________________________________________________

- Where can I help?
  ______________________________________________________
  ______________________________________________________

- Where am I really needed?
  ______________________________________________________
  ______________________________________________________

- Do I need to do this now?
  ______________________________________________________
  ______________________________________________________

- Do I need to do this at all?
  ______________________________________________________
  ______________________________________________________

- Is this what I want or need to be doing right now?
  ______________________________________________________
  ______________________________________________________

- If yes, then keep doing it. If no, stop! The act of questioning yourself makes you aware of your actions
  ______________________________________________________
  ______________________________________________________
### How Do You Spend Your Week?

<table>
<thead>
<tr>
<th>Daily Activities:</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
<th>Sat</th>
<th>Sun</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sleeping:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Care/Grooming:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meal Preparation/Eating/Clean-up:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family Commitments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Socializing/Entertainment (with friends):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relaxing (alone):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exercise/Sports:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation (work, school, etc):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classes/Studying:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hours left in each day:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### How Do You Spend Your Day?

<table>
<thead>
<tr>
<th>Daily Activities</th>
<th>Hours spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sleeping:</td>
<td></td>
</tr>
<tr>
<td>Personal care/grooming:</td>
<td></td>
</tr>
<tr>
<td>Meal preparation/eating/clean-up:</td>
<td></td>
</tr>
<tr>
<td>Family commitments:</td>
<td></td>
</tr>
<tr>
<td>Socializing/entertainment (with friends):</td>
<td></td>
</tr>
<tr>
<td>Relaxing (alone):</td>
<td></td>
</tr>
<tr>
<td>Exercise/sports:</td>
<td></td>
</tr>
<tr>
<td>Transportation (work, school, etc):</td>
<td></td>
</tr>
<tr>
<td>Work:</td>
<td></td>
</tr>
<tr>
<td>Classes/Studying:</td>
<td></td>
</tr>
<tr>
<td>Other ___________________:</td>
<td></td>
</tr>
<tr>
<td>Other ___________________:</td>
<td></td>
</tr>
</tbody>
</table>

Hours left in your day: _______
<table>
<thead>
<tr>
<th>Daily Activities:</th>
<th>Hours spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings:</td>
<td></td>
</tr>
<tr>
<td>Telephone (Placing &amp; Receiving):</td>
<td></td>
</tr>
<tr>
<td>Email (Placing &amp; Receiving):</td>
<td></td>
</tr>
<tr>
<td>Actual Job Specific Duties:</td>
<td></td>
</tr>
<tr>
<td>Networking:</td>
<td></td>
</tr>
<tr>
<td>Future Planning:</td>
<td></td>
</tr>
<tr>
<td>Completing Past Tasks:</td>
<td></td>
</tr>
<tr>
<td>Ongoing Projects:</td>
<td></td>
</tr>
<tr>
<td>Training:</td>
<td></td>
</tr>
<tr>
<td>Other ___________________:</td>
<td></td>
</tr>
<tr>
<td>Other ___________________:</td>
<td></td>
</tr>
</tbody>
</table>
How much time does it take to…?

- Make dinner reservations
- Make dinner
- Write thank you note
- Create party invitation
- Pay bills
- Make doctor’s appointment
- Fix bicycle
- Back up computer
- Plan weekly meeting at work
- Write a speech

What did you observe? Are there differences? Similarities? Why?

Identifying Your Energy Cycles and Sources

- Mornings are the best time for me to
  - and the worst time for me to

- Afternoons are the best time for me to
  - and the worst time for me to

- Evenings are the best time for me to
  - and the worst time for me to

- Late at night is the best time for me to
  - and the worst time for me to
What’s working?

- No matter how busy I get, I always find time for
  
  ____________________________
  ____________________________

- My goals are well defined when it comes to
  
  ____________________________
  ____________________________

- I’m pretty clear on how long it takes me to
  
  ____________________________
  ____________________________

- I never procrastinate about
  
  ____________________________
  ____________________________

- I am never late for
  
  ____________________________
  ____________________________

Notes:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Time Management Tips

1. **Write things down**
   A common time management mistake is to try to use your memory to keep track of too many details leading to information overload. Using a to-do list to write things down is a great way to take control of your projects and tasks and keep yourself organized.

2. **Prioritize your list**
   Prioritize your to-do list helps you focus and spend more of your time on things that really matter to you. Rate your tasks into categories using a ABCD prioritization system.

3. **Plan your week**
   Spend some time at the beginning of each week to plan your schedule. Taking the extra time to do this will help increase your productivity and balance your important long-term projects with your more urgent tasks. All you need is fifteen to thirty minutes each week for your planning session.

4. **Carry a notebook**
   You never know when you are going to have a great idea or brilliant insight. Carry a small notebook with you wherever you go so you can capture your thoughts. If you wait too long to write them down, you could forget. Another option is to use a digital recorder.

5. **Learn to say no**
   Many people become overloaded with too much work because they overcommit; they say yes when they really should be saying no. Learn to say no to low priority requests and you will free up time to spend on things that are more important.

6. **Think before acting**
   How many times have you said yes to something you later regretted? Before committing to a new task, stop to think about it before you give your answer. This will prevent you from taking on too much work.

7. **Continuously improve yourself**
   Make time in your schedule to learn new things and develop your natural talents and abilities. For example, you could take a class, attend a training program, or read a book. Continuously improving your knowledge and skills increases your marketability, can help boost your career, and is the most reliable path to financial independence.

8. **Think about what you are giving up**
   It is a good idea to evaluate regularly how you are spending your time. In some cases, the best thing you can do is to stop doing an activity that is no longer serving you so you can spend the time doing something more valuable. Consider what you are giving up in order to maintain your current activities.

9. **Use a time management system**
   Using a time management system can help you keep track of everything that you need to do, organize and prioritize your work, and develop sound plans to complete it. An integrated system is like glue that holds all the best time management practices together.

10. **Identify bad habits**
    Make a list of bad habits that are stealing your time, sabotaging your goals, blocking your success. After you do, work on them one at a time and systematically eliminate a bad habit, it to replace it with a better habit.

 Adapted from “16 Secrets of Effective Time Managers”
 [www.timethoughts.com](http://www.timethoughts.com)
Wise Principles of Good Time Management

1. Learn your signs for having a time management problem.
   – Ask your friend/family about you. Perhaps they have noticed signs.

2. Most people feel that they have a time management problem. Verify that you really have a problem.
   – What do you see, hear or feel that leads you to your conclusion?

3. Don’t have the illusion that doing more will make you happier.
   – Is it quantity of time that you want, or quality?

4. Time management problems have many causes and usually require more than one technique to fix.
   – You don’t need a lot, usually more than one, but not a lot.

5. One of the major benefits of doing time planning is feeling that you’re in control.

6. Focus on results, not on busyness.

7. It's the trying that counts – at least as much as doing the perfect technique.

Tips for The Future

• Find a way to realistically and practically analyze your time.
• Do your “to do list” at the end of the previous day, use A and B to mark priorities.
• At the end of the day take 5 minutes to clean up your space.
• Learn the difference between “Where can I help?” and “Where am I really needed?”
• Learn the difference between “Do I need to do this now?” and “Do I need to do this at all?”
• Delegate!
• Use a “Do not Disturb” sign!
What’s My Level?

- Another quick tip is creating a visual queue for others
- You could use the stop light method which is placing color coded stickers or decals on your office door/desk
- Each decal would represent your availability, i.e.
  - Green = available
  - Yellow = maybe
  - Red = bad time to interrupt

Notes

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
16 Ways To Lead A Bad Meeting
By Wayne Hedlund - APRIL 2, 2015

1. **Begin the meeting late.**
   Whatever you do, be sure to NOT start the meeting until everyone has arrived. Even better, show up late yourself to the meeting.

2. **Kill several trees.**
   Hand out lots of documents and papers. Make sure several of the documents were handed out at the last meeting. To add a layer of confusion to the meeting, include a document or two which you will never explain or refer to. Lots of paper will help you feel important and will require everyone to shuffle things around a lot and look busy.

3. **Take attendance before you begin.**
   You know, like your teacher’s did in school. This will remind the team that you are in charge and that they should never miss a meeting.

4. **Vote on the previous meeting’s minutes.**
   This is especially effective when there is no reason to vote on the previous meeting’s minutes *(for example: it’s not a meeting that requires a vote based on an article in your organization’s by-laws.)* The best way to facilitate this act of boredom is to request that everyone read the minutes from top to bottom; then ask for a motion to accept the minutes, for a second motion, and be sure that all in favor says, “I”. Don’t forget to personally record who made the first motion and who seconded as well.

5. **Rehash old conversations.**
   From the minutes, go over all of the previous meeting’s discussions, adding commentary and inviting additional discussion. One of the best ways to frustrate your team is by spending the bulk of your meeting re-hashing conversations and decisions that have already been made.

6. **Recruit a scribe or note-taker on the fly.**
   In particular, do so after you’ve already led the meeting for 15 minutes and ask the scribe to write down what’s already happened. You can also ensure your scribe loses several hours sleep that night if you ask him about every 4-5 minutes, “Did you get that in the minutes?”

7. **Overload the agenda.**
   Make sure there are more items on the meeting agenda than you will have time to address. This will provide an amazing tension in the room as the participants wonder if the meeting was meant to be an all-day meeting. It will also create an added layer of discontentment because the meetings will never seem to accomplish the designated goals.

8. **Do most of the talking.**
   You love the sound of your own voice as well as your own opinions, so you know your team will hang on your every word. Well, not really. If they hung on your every word the meeting wouldn’t be very boring would it? No. Just talk a lot and make sure what you have to say is mostly irrelevant and delivered with the least amount of energy and passion as possible. Think of your History Professor in college.

9. **Lose track of the conversation.**
   Focus is your enemy. Go on as many rabbit trails as you want, especially if they aren’t on the agenda or if they are discussions you have already hashed over in past meetings. Make sure you never really get back to the agenda item. Just close down one of the rabbit trail discussions, make sure it was recorded in the minutes, and move on to the next agenda item. Bonus idea: skip one agenda item.
10. **Interrupt people.**
   If people start talking, wait until they are just getting to their point and either finish their sentence for them or thank them for their comments and move on to the next agenda item without inviting other thoughts. Note: never ask your note-taker if they got other people’s comments in the minutes, just yours.

11. **Veto discussions.**
   An alternate to interrupting people would be to allow the team to discuss the topic at hand without your input for a long time and then veto their ideas with the one you’ve been planning all along. Don’t allow the team to question your decision, just move on to the next agenda item. Another option would be to ask someone else to lead a discussion while you are away on a business trip and then veto the decisions made in the room later in the week via email. These tactics require preparation: you have to have already made up your mind about what you want to do, before you ask for the team’s input.

12. **Assume everyone is on board.**
   This is easy to do. Just make sure you NEVER ask people if they understand or agree with the ideas or decisions being made. Don’t encourage questions either. If someone does ask a question, let them know they will understand once the discussion is over. Don’t follow up later to find out if that happened. Also, it’s really good to be slightly condescending when people ask questions. This will help them realize that they are big boys and girls and should be able to figure out what’s going on themselves. This will ensure others don’t ask questions later in the meeting.

13. **Don’t hold anyone accountable.**
   Make sure nobody gets held accountable for outstanding action items assigned to them. One great method to accomplish this is to simply “forget” to send previous minutes. Also, don’t worry about setting due dates. If there is a due date and something doesn’t get done, just set a new due date. Using these methods, you will be sure to get almost nothing done as a team.

14. **Mix things up.**
   Detail oriented tactical conversations don’t mix well with big picture strategic conversations. So to lead a bad meeting, mix them into the same meeting. Start talking tactical, like who is going to do that upcoming event, and then move into a strategic discussion about why it’s important; then go back to more tactical. This method will confuse and exhaust your team over the long haul.

15. **Avoid constructive conflict.**
   You probably have this one figured out. Best case, avoid all conflict. If you can’t prevent conflict, then simply pick which side of the conflict you are on and join in the battle. The key to avoiding constructive conflict is to ensure that everyone involved is defensive and focused on protecting themselves and their ideas. Do that, and you will succeed every time in alienating and destroying team trust.

16. **Go long.**
   No. That’s not a football reference. I just mean that you should make sure your meetings all go much longer than scheduled. Bonus: start a new discussion 2 minutes before (or after) the meeting is supposed to end.
Step-By-Step How-To Plan to Set up Effective Meetings

By Melanie Woodward - Updated April 14, 2018

If you are like most people I know, the thought of spending a day in back-to-back meetings brings feelings of dread. Meetings may be boring, are often unnecessary, and definitely take time away from other work. But meetings can be very efficient and productive if they are planned right. Here are some simple steps for planning effective meetings.

Decide If You Really Need a Meeting
First, decide if planning a meeting is really necessary. Oftentimes, we think of a formal meeting as the best way to share information or discuss a topic. But if your news can be delivered via email or conference call, or just by rallying a few people in your office for 15 minutes, then skip the formal meeting.

Only Invite the People That Really Need to Be There
Ever been invited to a meeting and wondered — halfway through — why you are there? Don’t waste people’s time by inviting them to a meeting that they do not need to attend. That will not be an effective meeting. Does someone from accounting need to be present at the meeting to answer budget questions? Then invite one individual from accounting who is suited for that task.

If a colleague or supervisor needs to be informed of what was discussed at a meeting, you don’t need to invite them to the actual meeting. Simply prepare a meeting summary and send it to them afterward. They will appreciate the time saver and you have the assurance that — because you put the information in writing — that they are fully informed of discussions.

Send Out Meeting Reminders
Life is busy and calendars quickly become booked with scheduled activities. Send out a follow-up meeting reminder two days before your meeting. This will confirm those people who responded that they would be in attendance and also lets you know ahead of time if schedules have changed and key participants cannot make the scheduled meeting time.

Have an Agenda
To plan effective meetings, you must first plan what will be discussed. What is the objective of the meeting? What are you seeking to accomplish? Develop a meeting agenda ahead of time and distribute it to attendees. Indicate the start time and include a short list of topics to be addressed. Don’t bog down your own meeting with a lengthy, overly detailed agenda. Indicate by name any individuals that will be responsible for reporting on a specific area.

Be Clear About Expectations
When you first send out notification of the meeting, be clear about its purpose and your expectations. Will the meeting revolve around a presentation and attendees should be prepared to take notes? Or is this a brainstorming session where attendees are expected to show up with ideas and suggestions?

In some corporate cultures, employees are gathered to listen only and then head back to their workspaces. In other companies, employees freely participate. In today’s collaborative workplaces, interaction and sharing of ideas are not only welcome at meetings; it is frequently the purpose of the meeting itself.
Start on Time
If you are the person who typically shows up for meetings on time, then you understand how frustrating it is when the actual meeting doesn’t get going for 15 minutes as folks trickle into the room. What inevitably happens is, going forward, everyone knows that these meetings never start on time so everyone starts showing up late. Take charge of your meeting. Start promptly at the given start time. Shut the door and begin. Those stragglers will quickly get the message that they are arriving late and they should only make that mistake once.

Keep It Short and Simple
Most meetings are slated for an hour when — in many cases — 30 minutes or even 45 minutes will suffice. When too much time is allotted, the usual outcome is that time is wasted. People linger after the meeting is over or spend too long on a given agenda item. Keep meetings short and to the point.

Stay on Topic
An agenda alone will not run your meeting efficiently. Stick to the agenda and keep discussions from wandering off on tangents. Address any off-topic questions, stating that it is a topic for another meeting, it will be addressed privately, or the like. No one likes a runaway meeting where the purpose of the meeting took a backseat to other conversation.

Take Smaller Meetings Outside the Conference Room
Sitting in the same familiar conference room gathered around the same familiar table is just that — familiar. To encourage employees to interact, think creatively, and have lively discussions, consider taking the meeting outside of the standard conference room. Consider meeting at a table outside if venue and weather allow. Try gathering in a common area that has sofas and small tables instead of a large conference table and swivel chairs.

Don’t Be Afraid to Take a Different Approach
If the approach to the meeting isn’t working, don’t be afraid to switch course. For example, if a brainstorming session is yielding a quiet room with very little dialogue, change direction. Be flexible and pay attention to how the overall meeting is progressing.

Use Technology
Plan to use technology to keep attendees engaged. In today’s digital world, most people are used to seeing graphics or videos to support the words they hear. Appeal to that mindset and incorporate audiovisuals when planning your meeting. Computers projected onto large screens and Smart Board presentations that encourage interaction are a welcome change from the standard lengthy PowerPoint presentations.

Send out a Meeting Summary
Within a day after the meeting, send out a brief summary of what was discussed. Disseminate this via email to all those in attendance, those that were unable to attend the meeting, and those that need to be informed. Also include any action items, specifying who is responsible for each item as well as the due date.
Sample Meeting Agenda

Team Meeting

Date: 
Place: 

Meeting Roles

Host: 
Facilitator: 
Time-Keeper: 
Refreshments: 
Note-taker: 
Buddy for absent members:

Meeting Objectives:

1. 
2. 
3. 

Next Meetings dates and places:

Agenda:

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Type of Action</th>
<th>Decision Required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00</td>
<td>Welcome/Introductions</td>
<td>info sharing</td>
<td>no</td>
</tr>
<tr>
<td>9:15</td>
<td>Action plan updates</td>
<td>discussion</td>
<td>yes</td>
</tr>
<tr>
<td>9:30</td>
<td>Specific Topic</td>
<td>discussion</td>
<td>yes</td>
</tr>
<tr>
<td>9:45</td>
<td>Planning</td>
<td>discussion</td>
<td>yes</td>
</tr>
<tr>
<td>10:00</td>
<td>Meeting summary &amp; adjourn</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Before you leave, what is your plan?

- Get started.
- Get into a routine.
- Do not say yes to too many things.
- Do not commit yourself to unimportant activities, no matter how far ahead they are.
- Divide large tasks
- Do not put unneeded effort into a project.
- Deal with it for once and for all.
- Set start and stop times
- Plan your activities.

Notes

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
Goals –

Objectives – Priorities

List three goals or objectives that are most important to you, and indicate whether they are long range, medium range, or immediate:

<table>
<thead>
<tr>
<th></th>
<th>Long Range</th>
<th>Medium Range</th>
<th>NOW!</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

How much time have you set aside to meet each goal during your week?

A. 
B. 
C. 

Does your time allocation reflect the priority of your goals?

Can you change your hourly commitments to meet your priorities?

Where do you have the most flexibility: weekdays or weekends?

Can you change one or the other? or both?

Can you change your goals? What are your options?
*The Big Picture of Time*

[http://www.youtube.com/watch?v=BqBwswtK4U0&feature=related](http://www.youtube.com/watch?v=BqBwswtK4U0&feature=related)

**Notes**

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________
References and Reading List
Blair, Gerard M., “Personal Time Management for Busy Managers” www.see.ed.ac.uk
Hagberg, R. & Heifetz, J., “Telling the CEO his/her baby is ugly”, Corporate/Organizational Culture: Understanding and Assessment, HCG 2000
Lee, Roberta, MD, The Superstress Solution, Random House, 2010
Littauer, Florence, Personality Plus; How to Understand Other By Understanding Yourself, Fleming H. Revell, 1999
McNamara, Carter, MBA, PhD, Field Guide to Leadership and Supervision, Authenticly Consulting, LLC 1997-2007
Morgenstern, Julie, Time Management From the Inside Out; The Foolproof System for Taking Control of Your Schedule – and Your Life, Henry Holt and Company, LLC, 2000
Scott, Elizabeth M.S., ‘‘Top 8 Strategies to Sharpen Thinking Skills’’
Woodgold, Cathy, Myths of Time Management, www.web.ncf.ca

Web Resources:
www.assesement.com “13 Signs of Burnout and How To Help You Avoid It” 4/9/07
www.cdc.gov/niosh/stresswk.html, American Psychologist, NIOSH Publication
www.dictionary.reference.com/browse/stress
www.dying.about.com/od/glossary/g/stress.htm
www.stress.org “NIOSH Report from The American Institute of Stress”
www.stress.about.com Stress Management 4/9/07
https://www.thebalancesmb.com/simple-steps-for-planning-meetings-4105855
www.timethoughts.com Time Management
www.timethoughts.com 16 Secrets of Effective Time Managers
http://waynehedlund.org/how-to-lead-a-bad-meeting/