

TIME MANAGEMENT:
SMARTER, FASTER, BETTER

Is it possible?



Life is complicated....

- Evolution 1: *The Perfect "To Do" List*
 - *The written word confirms a commitment*
 - *Supports a focus to the tasks identified*
 - *Enables the establishment of Priorities*
 - *Directs attention to important vs. urgent work*
 - *Enables alignment with Goals*



Life REALLY IS complicated....

- *The Perfect "To Do" List*
 - *Is an incomplete tool for a productive, happy life*
 - *More than ever.....The ability to adapt to rapid change is critical*
- AND HERE IS WHAT CURRENT RESEARCH TELLS US.....



Current research reveals 8 domains where our CHOICES make a difference in creating a productive environment:

- Focus
- Goal Setting
- Decision Making
- Motivation
- Teams
- Managing Others
- Innovation
- Absorbing Data



Let's start with a definition of Productivity....

- “Productivity is the name we give our attempts to figure out the best uses of our energy, intellect, and time as we try to seize the most meaningful rewards with the least wasted effort.”
- Learning how to succeed with less stress and struggle
- Getting things done without sacrificing everything we care about
- Requires Emotional Intelligence/Self-reflection



FOCUS: (Broadband ... Spotlights)

*"In the age of automation, knowing how to manage your focus is more critical than ever before"....**

Important vs. Urgent (Covey: First Things First)

Cognitive Tunneling

The Power of Mental Models....habitual forecasting

- * Philip Nicholas Johnson-Laird "Mental Models and Cognitive Change"
Cognitive Psychology 25 (2013)



GOAL SETTING

- Goal setting is a double-edged sword
 - SMART Goals: Research on the SMART-Goal process tells us that to begin with an assessment of the goal's value: Is this goal WORTH pursuing?* The need for cognitive closure introduces bias into the judgmental process. (The danger here is an over-focus on achievable, inconsequential goals/short-term objectives)
 - STRETCH Goals: Research shows that stretch goals can serve as “jolting events” that promote new ways of thinking about big problems. (The danger here is setting a goal that people/employees view as TOO Big. There is a fine line between a stretch goal that creates amazing results and one that crushes morale.
 - Stretch Goals paired with a SMART format can help bridge that gap
 - *MIT / GE : (2011)



DECISION MAKING

- Probabilistic Thinking

The way you forecast the future determines your ability to make good choices and better decisions (Probabilist Thinking)

Accurate forecasting requires exposing ourselves to :

As many successes as possible, AND

As many disappointments as possible.

Our experiences often draw on biased samples BECAUSE we are much more likely to pay attention to our successes and forget about failures.

However, successful people spend enormous amounts of time seeking information on failures.



MOTIVATION

- The Biological Imperative: The Prerequisite to motivation
 - *Believing we have authority over our Actions and Surroundings (Control is a Biological imperative)*
 - *Locus of Control-A learned skill*
 - *Internal*
 - *External*
 - *Motivation=the linkage between self-directed choices and habit*
 - *Maintaining Motivation requires a linkage to “why” / linkage to values*

“The choices that are most powerful in generating motivation are decisions that do two things: They convince us we’re in control AND they endow our actions with larger meaning.”



TEAMS

- Highly Effective teams need 5 key NORMS:
 - Teams need to believe their work is **IMPORTANT**.
 - Teams need to believe their work is **PERSONALLY MEANINGFUL**.
 - Teams need **DEFINED ROLES** and **CLEAR GOALS**.
 - Team members need to know they can depend on one another.
 - Most importantly, teams need **PSYCHOLOGICAL SAFETY**.



TEAMS

- Psychological Safety has two components:

(1) *“A shared belief and culture, held by members of a team, that the group is a safe place for taking risks.”*

- *Characteristics of Psychological Safety within a team:*
 - *Interpersonal Trust*
 - *Mutual Respect*
 - *People are Comfortable being themselves*
- *Participation is equal (EQUALITY in distribution of Conversation)*

(2) SOCIAL SENSITIVITY - (EQ) *The ability to link nonverbals (tone of voice, expressions, etc.) to feelings*



MANAGING OTHERS

- *Most companies have cultures that fall into one of five groups: **
 - *Star Cultures*
 - *Engineering Cultures*
 - *Bureaucratic Cultures*
 - *Autocratic Cultures*
 - *Commitment Cultures*
- *The only culture that was a consistent winner: Commitment Culture Firms*
 - *Fastest to go Public*
 - *Highest profitability ratios*
 - *Leaner / more productivity*
 - *As a group – there were no failures*
- ** Baron and Hannan (2002)*



INNOVATION

- *Creativity is different from the creative process.*
- *Innovation is more likely when old ideas are mixed in a new way.*
- *To become a creative broker:*
 - *Be sensitive to your own experiences*
 - *Embrace diversity of opinion*
 - *Recognize the stress that occurs when seizing something new*
 - *Maintain some distance from what you create (to keep alternatives alive).*



ABSORBING DATA

- *Data can be transformative only if you know how to USE it.*
- *Receiving information does not equate to engagement BECAUSE our ability to learn from data hasn't kept pace with its proliferation.*
- *Engagement and Interaction is the key to influencing behavior.*
- *Learning and retention requires DOING something with new data.*



Time "Management"

- *Time management and true productivity is about recognizing choices that other people often overlook.*
- *Productivity emerges when people push themselves to think differently.*
- *"Every choice we make in life is an experiment- the trick is getting ourselves to understand our choices and learning from them."*

