



Tyme Management™

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Delegating Basics

As an organization expands, managers can no longer control the growing number of tasks and events that inundate them on a daily basis. There comes a point in which other employees must be trained to carry some of the load. **The following are tips for delegating more effectively:**

- ◆ Select people who have the ability to do the job. Your team members each have their own individual interests and abilities. Assign high-priority projects to those who are appropriately skilled.
- ◆ Make sure the people you select understand your expectations. Sit down with them and talk about what you expect from them. Ensure that they have a clear picture of the projects you assign.
- ◆ Let them know you sincerely believe in their ability. Your employees will do what you believe they can do. By expressing your confidence, you'll motivate them to give the job their best effort.
- ◆ Secure deadlines. As you delegate, negotiate deadlines. Be reasonable, allowing for employees to accomplish their own work as well.

Race Ahead with Delegation

People who say, "If you want a thing done right, do it yourself," or "I can do it faster than I can teach you how," are indulging in false time-savers. Effective time managers, on the other hand, realize their own limitations and their need for other people. They know that working together – not working alone – is the only way to get things done.

Not only does delegation allow you to get more done, but it also enables you to develop the potential in other people. You instill confidence when you delegate, since it communicates your trust in other's abilities to do things well.

How often do you take advantage of delegation? **Answer the following questions to rate your ability to delegate:**

- T F** 1. Your "in" basket becomes a mountain heap when you spend just one day away from your office.
- T F** 2. You keep your eye on everything that goes on in your company.
- T F** 3. You work longer hours than your coworkers do.
- T F** 4. You spend your time working on details that others could handle.
- T F** 5. You waste time doing other people's work for them.
- T F** 6. You can't seem to stay on top of your priorities.
- T F** 7. You regularly practice a last minute rush to meet deadlines.
- T F** 8. You take work home with you



almost every day.

- T F** 9. You're often interrupted by others for clarification or help on their projects.
- T F** 10. You still handle problems and activities that you should have left behind after your promotion.

Scoring:

Give yourself one point for every question you answered "False."

Results:

8-10 points: Congratulations! You're an excellent delegator who knows how to organize tasks efficiently. Seek out ways to delegate even greater responsibilities.

4-7 points: You are relatively adept at managing your workload, but should consider how to further incorporate delegation into your management style.

0-3 points: Educate yourself more about delegation methods to improve both your productivity and your peace of mind.

Are You Under Too Much Pressure?

Everyone feels pressure from time to time, but if you feel pressured on a regular basis it may be time to “stop and smell the roses.” Ongoing pressure is unhealthy and unproductive.

Symptoms of too much pressure include: changes in sleep patterns or appetite; headaches, dizziness, or skin rashes; mood swings and irritability; an inability to concentrate; feeling out of control of your destiny; or being “out of sync” with other people.



If you feel bound by pressure, consider the following steps for relief:

- Identify the source of the pressure. Is it your job, your family, your friends, or yourself? If the source is unavoidable, try cutting out other activities to take away some of the pressure.
- Examine your priorities. What gives you meaning in life? If your time is mostly consumed with things that aren't important to you, re-evaluate your schedule and adjust it to center around your priorities.
- Find a time management system you feel comfortable with, and use it. Write down appointments, phone calls, and deadlines – both short- and long-term. Then, block out time to handle these concerns.
- Don't get so caught up in work that you forget about the other areas of your life. Take time for pleasure. Spend time having fun with your family. Keep appointments for recreation just as you would for business meetings.

Rid Your Home of Paper Clutter

Here are some strategies for getting rid of excess paper at home:

- ▲ *Decide whether you'll ever actually use the paper.* If it's a recipe that watered your mouth but has yet to tickle your taste buds, throw it away.
- ▲ *Recycle papers you're holding onto because “you may need them someday.”* How often do you use the information? Don't keep it if you'll only need it once every 10 years or so and another reliable source, such as the library, already has it.
- ▲ *Imagine what you'd do if a fire, flood, or other natural disaster destroyed the paper.* If you won't miss it, get rid of it.
- ▲ *If you're behind on reading and have no spare time to catch up,* eliminate the irrelevant papers you're keeping for that unknown day when you'll have time to read them.
- ▲ *Look at the date on material.* This is the “information age,” so anything more than five years old is probably out of date already.
- ▲ *Go for quality over quantity.* Instead of saving every card, letter, memo, term paper and memento from your past, keep only those that mean the most to you.



Be the Leader of Your Pack

Knowing how to pack well can be a great timesaver for family vacations and last-minute weekend trips. When you pack efficiently, you can travel with fewer bags and find the things you've packed more easily. **Try the following to save space and avoid forgetting items when packing:**

- ◆ Make a list of the items you'll need. Use this as a checklist before leaving home. Refer to your list again to make sure you have everything with you before returning home.
- ◆ Pack only enough to last the number of days you'll be gone. Be willing to wear the same clothes more than once, and mix pieces to make different outfits. Be sure to include clothes and equipment for each of the different types of activities you'll be doing.
- ◆ Use a carry-on garment bag whenever possible. They're easier to carry and will save you having to lug heavier items around.
- ◆ Go for compartments. For all your luggage, choose pieces with compartments, pockets and closeable sections that can separate smaller articles of clothing and hold loose items together neatly.
- ◆ Put handbags, shoes and other heavy items at the bottom of your luggage. Or, place them in special pouches or sections in the sides of your suitcase.
- ◆ Pack items that wrinkle in the middle section of your luggage.
- ◆ Put your toiletries in the corners of your luggage. Seal liquid containers in zipper bags.
- ◆ Carry a small bag for items you'll need while traveling. That way you won't have to dig through your luggage until you arrive.

Raise Assistant Productivity

The support of a highly efficient and productive assistant is desired by all managers. But managers themselves play an important role in how productive their assistants can be. **Here are several ways you can help your assistant become more productive:**



- ▲ Schedule a time to meet with your assistant each morning and afternoon. Honor these meetings like you would any other scheduled meeting.
- ▲ Delegate the authority to answer correspondence to your assistant. Once the power is granted, your assistant can save you time that you can spend working on higher payoff activities.
- ▲ Maintain a list of your assistant's weekly, semimonthly and monthly tasks. Each of you should keep a copy of this list. Consider it a checklist for your assistant to work from each week.
- ▲ Grant authority over routine and low-priority tasks. Your assistant can complete these items more cost-effectively than you can.
- ▲ Inform your assistant of organizational updates. Any changes, projects, assignments and other pertinent items should be shared with your assistant.
- ▲ Avoid interrupting your assistant. Most items can wait until later. Write down tasks in your planner as they come up. Then discuss them during one of your scheduled meetings together.
- ▲ Enroll your assistant in seminars and lectures. Seek opportunities that will help your assistant to improve proficiency in your field.
- ▲ Solicit input for improvements. Support and implement suggestions your assistant gives to simplify or eliminate tasks.
- ▲ Encourage your assistant to join a professional association. If possible, pay the membership dues for your assistant.
- ▲ Express your appreciation on a daily basis. Nothing raises morale better than the two words, "Thank you."

Taking Control of Paper Clutter

The following are suggestions for managing your paper piles:

- ◆ Use your trash can. Sort through paperwork as it arrives, and toss the junk away immediately.
- ◆ Get your name removed from unwanted mailing lists. Also, inform employees of memos that you don't need to see.
- ◆ Set aside material to be read later. Look over it when you're on the phone or waiting for an appointment.
- ◆ Act promptly on important paperwork. When possible, write your response on the memo, and give it back to the sender.
- ◆ Leave your desk clean at night. Start fresh each day. A desktop piled with unfinished business can give you a slow start the next morning.



Winning a Game of "Phone Tag"

Does this scenario sound familiar? You call a prospect and leave a message in that person's voice mail. Then, that person calls you back and leaves a message for you. You both continue to play this game of "tag" until you're both tired of saying, "Tag, you're it!"

To end this game and make your phone calls more meaningful, **consider the following action steps:**

- ◆ Catch people when they're in the office. The most likely time for people to be away from the office is between 11:45 a.m. and 2:30 p.m., after 4:45 p.m. and anytime on Friday afternoons.



- ◆ E-mail or fax your message instead. This allows your contact to look over your information and either E-mail, fax, or call you back with the answer you're seeking.
- ◆ Answer questions before they're asked. In your return message to someone who's been leaving messages for you, include where you'll be and at what times you'll be most likely available.

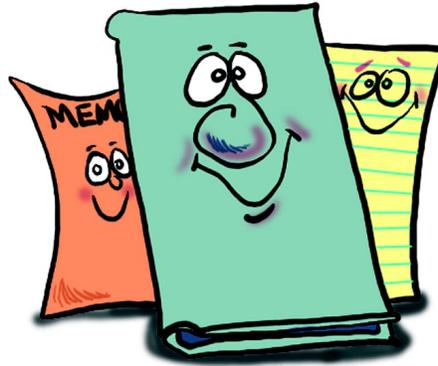
Smart Appointments

When making an appointment, agree to a specific time limit for the meeting by setting an ending time up front. Knowing how long you have to discuss a subject will discourage social talk and keep you focused on the subject at hand.

Smart Study Skills for a Lifetime of Learning

Whether you're taking a class to learn something new in a subject outside your field, or you want to refresh your knowledge in your area of expertise, knowing how to study effectively is essential. **The following are tips that can help you make the best use of your study time:**

- Schedule your study time. Make studying a habit by studying at the same time and place every day. Write this time down on your planner to give you a visual reminder each day.
- Use a wall or desk calendar to highlight important dates. Make sure to note test dates and when major projects are due. Use this calendar to plan the amount of homework and study time you'll need to do in advance to prepare for these



- important dates.
- Study and do your homework as soon as possible after class. Work when the material is still fresh in your mind. This will not only make the work easier, but will also help reinforce the material in your memory.
- Avoid cramming. Rely on what you've

stored in your memory through regular study rather than waiting until the last minute to get ready for a test.

- Take breaks when necessary. Avoid being too rigid about studying. Allow yourself breaks, and plan activities that will help you to relieve stress and keep things in perspective.
- Study with classmates. By studying together, you can gain important insights and information from each other that you couldn't have gathered on your own.
- Balance all areas of your life. Make time for other things, too. Don't spend all your time worrying about studying for your class. Remember to eat, sleep and have fun as well.

Develop an Empathetic Attitude

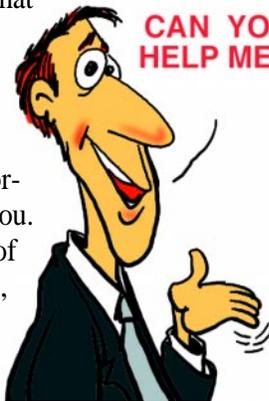
"Market thyself" has been the theme of career advancement books in recent years. But now many experts say that building rapport with co-workers and customers will produce better, longer-lasting results.

This is especially important when others work for you. Daniel Goldman, author of *Emotional Intelligence*, says, "To inspire people and move them in the right direction, you have to engage them emotionally." Career success, says Goldman, comes more from the ability to deal with others' feelings than from personal power.

When working with your own boss, you'll be more effective if you take time to understand his or her style of communication. One boss might say, "Could you please do this?" and it would mean the same as when another says, "I need this

done right away." By knowing the boss's communication style, it's easier to know what is needed.

CAN YOU HELP ME...



Here are some additional ways to improve your emotional rapport and understanding in your relationships at work:

- ◆ When someone asks for help, do so cheerfully. Also look for things you can do to go out of your way for others.
- ◆ Grant credit to those who earn and deserve it.
- ◆ Listen to and respect the ideas of others, even when you disagree.
- ◆ Live up to your promises no matter how small or big they may be.
- ◆ Provide copies of letters and memos to everyone involved.
- ◆ Show kindness to coworkers who are overburdened with bad news.
- ◆ Help uphold the reputations of others by not spreading rumors.

Memorize in the Mornings

Aim to memorize speeches and other important material on weekday mornings between 8 and 10 a.m. This is



the best time to learn new things, since your mind is usually more clear and free than at other times.

Once late afternoon and evening rolls around, your memory's efficiency is 10 percent lower than in the morning. In other words, your power to retain information deteriorates as the day grows longer. So, if you can't memorize material between 8 and 10 a.m., do so as soon as possible. Also, avoid trying to memorize anything on Sundays. Sunday is the day that most people take it easy, and in turn, their minds don't function as efficiently.

Overcome Your Growing Workload

With the growth of technology and the downsizing of organizations, employees are doing more and more work. The workload of today's businessperson can easily average 50, 60, or even 70 hours of work crammed into a 40-hour week. So how do you face a monstrosity of growing workload and still keep your sanity? **Here are some suggestions:**



- ▲ Think about what you do.
- ▲ Streamline your tasks for each week by delegating some of your work to employees who need or deserve more challenging work.
- ▲ Forget the ways you did things in the past, and instead look for ways to do things faster and more efficiently.
- ▲ Identify the difference between urgent and important. What would be the worst thing that would happen if you didn't complete a project? If the consequences aren't too bad, the project is probably not very important.
- ▲ Set and focus on priorities, objectives and deadlines on a daily, weekly, monthly and yearly basis.
- ▲ Never say "Yes" just to be appreciated more or to be a "nice person." Let others do their work, and set your goals to do your own.
- ▲ Avoid involving yourself with problems others can solve without your input.
- ▲ Shoot for giving your boss a good long-term record rather than short-term "explosive" work.
- ▲ Lower your perfection standards to a level that's reasonable and accessible.
- ▲ Keep your ambitions under control. Look at your abilities, and aim for goals that can be reached.
- ▲ Supervise employee performance more closely. Evaluate your staff to determine if more or less employees are needed.
- ▲ Continue to grow as a businessperson each time your workload increases. Stagnant people stagnate; you want to thrive.

Catch the Time Thief of Worry

Worry could possibly be the worst time thief of all. For every moment you spend fretting over something out of your control, worry steals time from your enjoying and doing good now. Concern over serious matters is natural, but too much worry will block you from accomplishing other important things in the present. Once you've given something your best and done all you can, stay busy with fulfilling tasks and keep your mind involved in other matters.

Motivate Yourself on Mondays

Monday is usually the most despised day of the week. But, Monday doesn't have to be a day to dread. Instead, make it a day that starts your week off right. **Consider these tips for making your Mondays more enjoyable:**

- ◆ Wind down on Sunday evening. Avoid staying up late on Sunday night. Instead, start relaxing early, and go to bed earlier than you would on other days.
- ◆ Start Monday with some exercise. Since you went to sleep earlier, you'll be able to wake up early enough to fit in a brief jog, swim, or aerobics routine.



- ◆ Dress in something out of the ordinary. Wear your favorite outfit, or add a unique tie, scarf, or piece of jewelry that can serve as a fun and interesting conversation starter with others.
- ◆ Give yourself a treat. Go out to breakfast at your favorite restaurant, listen to your favorite music on the way to work, or take time to watch or read the news.
- ◆ Go out to dinner with a special someone Monday evening. Or, go out to lunch with a friend every Monday to give you something in your day to look forward to.
- ◆ Find a way to brighten someone else's Monday. Call friends to see how they've been doing, or volunteer to do the dishes.

Believing Precedes Succeeding

One of the greatest elements to a person's success is a firm faith in one's ability to succeed. To contemplate failure, to think of yourself as unlucky or destined not to succeed, is to court failure.

You can accomplish little without confidence, and to lose faith in yourself is infinitely worse than a loss of capital, a loss of position, or even a loss of health. An invalid or a person without money can succeed, at least to some extent, but when confidence is gone, all is gone.

As a rule, people who have a firm, unyielding belief in their ability to succeed will reach the goal of their ambition no matter the obstacles that come their way. You must resolve to believe firmly that if there isn't a way, you will find one and that in the end you will triumph.

Cut Common Time Wasters at Work

Here are common ways people waste time and inhibit productivity in the workplace:

- ✗ Absence of plans
- ✗ Procrastination
- ✗ Indecision
- ✗ Unnecessary mistakes
- ✗ Misplaced materials
- ✗ Paper shuffling
- ✗ Ineffective meetings
- ✗ Unnecessary meetings
- ✗ Misunderstood communication
- ✗ Unspecified priorities
- ✗ Socializing
- ✗ Failure to delegate
- ✗ Perfectionism
- ✗ Nonselective reading
- ✗ Excessive email writing

Boost Yourself to New Heights

What makes a person productive, someone who gets more accomplished and completes more rewarding activities than the average person? The answer is more than just making lists and using planners. It requires developing yourself as a person in every area of your life. When all the areas of your life are developed and in balance, you will be more likely to set goals and reach them.

The following are suggestions for developing yourself to have a more productive life:

- ▲ Do what you do well. Identify what you're most competent at doing. These talents are generally what people are willing to pay you to do. They are also what you enjoy doing.
- ▲ Prioritize your activities. Rank your tasks according to priority. Ignore low-priority tasks, delegate medium-priority ones, and work on and accomplish your high-priority tasks.
- ▲ Take risks. Weigh the pros and cons of a risky decision by determining what the worst possible outcome could be. Then, if you decide you can live with that result, take the risk.
- ▲ Stay in good health. Your health is important no matter how busy or successful you are. Include at least three relaxing activities in your weekly

schedule along with three 30-minute segments of exercise. Remember to eat a well-balanced diet and to get enough sleep, too.

- ▲ Look for ways to improve your relationships. Write down the five most important qualities you want in a relationship. Then measure your relationships against this "measuring stick." Seek to improve your relationships by offering to meet more of the other person's needs. As you do so, this person will be more willing to gladly

meet yours as well.

- ▲ Develop a positive self-image. Write down four things you like about yourself and four areas that you would like to im-

prove. Acknowledge your good qualities, and take action to improve the areas that need to change.

- ▲ Envision yourself achieving your goals. "Rehearsing" success in your mind is a powerful incentive for striving toward and grasping goals.
- ▲ Decide what the word "commitment" means to you. Why do you do what you do? What brings you joy? What makes you want to celebrate? What fills you with purpose? What fires your idealism? Your answers to these questions should unlock the secret to what motivates you.



"Each problem has hidden in it an opportunity so powerful that it literally dwarfs the problem. The greatest success stories were created by people who recognized a problem and turned it into an opportunity."
— Joseph Sugarman

Matching Your Selling Steps to the Buyer's Mindset

Selling time is too short to waste butting your head against the wall – trying to present options when the buyer has no awareness of need. Instead, you'll both be happier if you can get in step. **The following tips may help match your selling activities to the buying cycle:**

Listen for Leapfrog Opportunities.

During your discussion, listen for comments from your buyers signaling that they're looking for ways to grow their business or improve their operations. Some individual buyers and leading-edge organizations sit poised waiting for the next opportunity to leapfrog over their competition with the next big idea. They never think in small incremental steps.

You'll hear comments such as: • "We're different around here." • "You've got an idea? I'll get you to the right people." • "We need to talk. Let me get the right players in the room."

Listen to such signals from your buyers so you understand when they're ready to make a huge investment in your offering and leapfrog to the next level.

Listen for Plug-the-Drain Opportunities.

"Aren't all buyers interested in improving and growing themselves or their business?" Not on your life. Because sales professionals are a self-motivated group, it's hard to believe the rest of the world can remain stagnant. Nevertheless, that's often the case. Some businesses are in mature stages and don't intend to invest further to grow market share or expand. Their goal is to make their profit and loss statements look good and sell quickly. Other businesses and other consumers have any number of reasons to maintain the status quo. Their focus is to plug the drain on current problems.

Listen for phrases such as: • "Let's get real." • "One thing at a time. Let's get this approved first." • "First things first." • "How much does it cost?" • "Where's the break-even on the investment?" • "What's the guarantee?"

Take your cue and follow their lead. They can think of only one leaking drain at a time. Focus on the first drain before you try to get them to re-plumb the whole building.

Listen for Keep-Me-Informed Opportunities.

Listen for buyers who tell you they're satisfied with the current situation – but not convincingly. Change takes effort, and buyers tend to take the path of least resistance. They may say they're "happy with our current supplier," but they may actually mean, "My boss likes them, but I don't think they do a good job. And when I have enough time to fight the political battle, I'm going to do something about it."

Listen for comments such: • "We always like to keep up-to-date." • "I wish I could make a change, but my hands are tied. I may be in a better position to do something later."

Of course, these phrases sound like the typical "Don't call me, I'll call you" put-offs from a buyer who just doesn't know how to be direct. It'll be up to you to read between the lines with other information you've collected on the account, in the industry, and from competitor situations.

Avoid Presenting Solutions Too Quickly.

First, lead your buyers to clarify the cost of problems or the value of growth or improvements. Examples: "In what way does this affect how your drivers get the deliveries to your customers?" "How does this slow down your invoicing process?" "Would a product like this make your life easier?"

Buyers need to feel the pain before they're motivated to invest the time, energy, and money necessary for improvement.

Make Sure Conversations Benefit the Buyer.

Picture yourself in your workplace all day long, being approached by callers or visitors who have only one interest – "What can you do for me today?" That's the experience of many of your own buyers. No wonder they resist taking "just one more call" from someone they perceive to be selling them something.

So take a different approach from your competitors. Approach the buyer to give them something – an interesting new angle on handling an industry problem, an intriguing insight from an expert, new research, a new set of guidelines for judging a process, a job aid or reference tool, or personal concern and well wishes.

When you plan your calls and appointments, consider adding to your sales objective: What can I leave with them of value?

Never Make Buyers Feel Interrogated.

Avoid run-on questions – multiples that buyers can't answer or that make them feel as though they're being cross-examined. With a sensitive question particularly, explain why you're asking it with a lead-in that lets them know the benefit of having an answer.

Not: "Do you know what percentages of your files in this department are never referred to again?"

But: "Most document managers report that 85 percent of their documents are never referenced again once filed. If we could identify those unnecessary files, that would represent a huge savings of floor space. What's your estimate on the percentage of such files in this department?"

The key point to remember is that phrasing makes a huge difference in reception. Matching your selling approach to the listener is vital.



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TIMESAVERS

Stop Interrupting Yourself

Do you find yourself wandering around your office just to feel things out? Or, do you chat with other employees for no apparent reason? Are you visiting your branch offices just in case you need to solve some unknown problem there?

If these scenarios describe your work day, you're wasting your own time. Stop placing interruptions into your own day, and learn to use your time wisely. **Consider these tips:**

- ◆ Concentrate on what you're doing. Nothing wastes more time than having your mind race through several ideas and problems all at once.
- ◆ Keep a scratch pad handy. Write down your random thoughts and ideas as they come to mind, and then proceed with what you're working on.
- ◆ Use your telephone. Traveling from place to place wastes time. The telephone can usually take care of most problems.
- ◆ Examine underlying motivations. Are you distracting yourself in order to put off doing something that you don't want to do?

Making Filing Work for You

Some people just don't seem to get along with their filing cabinets. Try as they might, maintaining their filing system never works like it should.

But, there's hope. The key to much filing madness is simply making a system that works for you. Create a consistent system that makes sense to you, and stick with it. **The following are possible approaches for organizing your files:**

- ▲ Hot files – are files you access every day. Keep these in a desk file drawer, a file rack on top of your desk, or in a wall-mounted file rack nearby.
- ▲ Tickler or daily files – remind you of what you plan on doing each day. Keep these in a desk drawer or in a cart next to your desk. There should be a folder in the file for every day of the month that contains all the materials you'll need for that day.
- ▲ Pending files – are files for various items to handle in the near future. Assign different colored files for differing levels of priority, and keep copies of memos and E-mails in them to remind you of what needs to be done soon.
- ▲ Project files – are files that are related to one project. Rolling carts are good for these since these items are only temporarily stored in your office.
- ▲ Alphabetical files – are usually prospects, clients, or information filed alphabetically for quick access. They're most often stored in a filing cabinet and should be kept current.
- ▲ A chronological file or planner – should be kept in a notebook or case you can carry with you. It contains daily, weekly and monthly plans.
- ▲ Archives – are files to be kept for longer than two years. They should be placed in a storage space such as a storage room or closet for easy access when needed.

