



**FAIRPORT CONVENTION**  
*Sandy Denny on vocals*  
 "Who Knows Where the Time Goes?"

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Supervisory Leadership Certificate Series: Session 10


# GETTING THINGS DONE:

## Personal Productivity & Time/Event Management


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### TODAY'S PRESENTER




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His experience in HR management is in the public, private for-profit, and private non-profit sectors, having served in executive and other management positions. He received his BA in English Literature and Education at Bucknell University, and his EMBA & Ph.D. from the University of New Mexico. He is also a Lecturer on the faculty of the UNM Graduate School of Public Administration, teaching in the areas of human resource management, leadership, organizational behavior, strategy and change, and NPO management.

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**POMS** TO EVERY THING TURN, TURN, TURN

There is an appointed time for everything. And there is a time for every event under heaven. A time to give birth and a time to die; A time to plant and a time to uproot what is planted.

Ecclesiastes 3:1-2

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**MAPPING YOUR TIME - ASSESS TODAY**

- On the 2<sup>nd</sup> page of the “Organization Skills” handout is a week grid.
  - Map a typical week for you - how you *normally* distribute your time.
- On the next slide are some example categories.
  - It is not expected that you will use all of them, or that you will not have any of your own not covered here.
  - These are intended as suggestions to jog your thoughts.
- You have 10 minutes to complete the exercise.

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**POMS** MAPPING YOUR TIME - Some Possible Categories

|                 |                     |
|-----------------|---------------------|
| • Chores        | • Relationship time |
| • Driving       | • Relaxation        |
| • Eating        | • Research          |
| • Education     | • Shopping          |
| • Family time   | • Sleeping          |
| • Hobby(s)      | • Socializing       |
| • Hygiene       | • Spirituality      |
| • Laundry       | • Time with friends |
| • Office work   | • Watching TV       |
| • Organizations | • Working out       |
| • Reading       |                     |

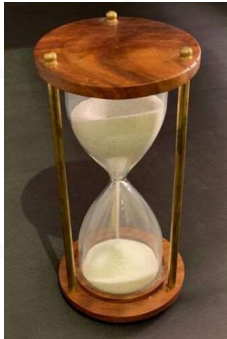


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**POMS** WHERE DOES TIME GO?

During an 80-year life span, it is estimated that we spend:

- ✓ 7 years in the bathroom;
- ✓ 6 years eating;
- ✓ 5 years waiting in line;
- ✓ 4 years cleaning the house;
- ✓ 3 years in meetings;
- ✓ 2 years playing telephone tag
- ✓ 1 year searching for things;
- ✓ 8 months opening junk mail; and
- ✓ 6 months sitting at red lights




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**POMS WHERE DOES TIME GO?**

During an average day, it is estimated that we will:

- ✓ Spend half of it sleeping, eating, grooming, and commuting;
- ✓ Be interrupted seventy-three times;
- ✓ Take an hour's worth of work home;
- ✓ Spend less than five minutes reading;
- ✓ Talk with your spouse for four minutes;
- ✓ Exercise less than three minutes; and
- ✓ Play with your child for two minutes.




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**POMS THE PROBLEM IS SEVERE**

By some estimates, people waste about 2 hours per day.

- ✓ The average businessperson receives 190 requests for their time and energy each day.
- ✓ The average businessperson wastes 150 hours each year looking for stuff. Add 10 hours to that and you have an entire work month.
- ✓ We have created more information in the past 30 years than had been created in the previous 5000.
- ✓ 85% of the interruptions that occur during an average day waste your time. Only 15% are worthy of your attention.
- ✓ You can no longer do everything that is available to you.
- ✓ Few people have even 25% of their attention available to them at any point in time.



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**POMS THE TIME OF YOUR LIFE: WHERE DOES IT GO?**

- Proper time management is *more* than keeping a schedule ... It is life management!
- Your life and time management skills should always be grounded in your:
  1. Personal Core Values;
  2. Personal Mission Statement;
  3. Personal and Professional Life Roles; and
  4. Personal and Professional Life Goals
- Life management is about transforming your mindset so you can handle stress, master your emotions and take control of your life.
- Life management skills include everything from creating healthy habits to learning how to delegate to setting SMART goals so that you can measure your progress.

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**POMS THE TIME OF YOUR LIFE: WHERE DOES IT GO?**

**1. Identify your Personal Core Values (Remember Kouzes & Posner?)**

- Personal values are how you differentiate between “good” and “bad” in your community, culture, or society. They’re what you view as the ideal standards of behavior, like patience and honesty.
- You probably have some guiding principles in your life that inform your decision making, goal setting, and overall disposition. These are probably your core values.
- Here are some sample core values to get you started:
 

|                   |                       |
|-------------------|-----------------------|
| • Dependability   | • Community           |
| • Integrity       | • Professional Growth |
| • Generosity      | • Helping Others      |
| • Gratitude       | • Well-Being          |
| • Family          | • Justice             |
| • Personal Growth | • Change Agent        |

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**POMS THE TIME OF YOUR LIFE: WHERE DOES IT GO?**

**2. Identify your Personal Mission Statement**

- A personal mission statement defines who you are as a person (or as a team member where you work) and identifies your purpose, whether that’s in the office or simply in life. It explains how you aim to pursue that purpose, and why it matters so much to you.
- A good mission statement should include three things:
  1. Your skills and abilities (what you like to do)
  2. Your personality traits (how you operate)
  3. Your values, dreams and passions (why you want to excel)

**Here are some sample personal mission statements:**

- "To be a teacher. And to be known for inspiring my students to be more than they thought they could be." – Oprah Winfrey
- "To have fun in [my] journey through life and learn from [my] mistakes." – Sir Richard Branson, founder of the Virgin Group
- "To offer support and inspiration to others through leadership and subject matter expertise."

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**POMS THE TIME OF YOUR LIFE: WHERE DOES IT GO?**

**3. Identify your Personal and Professional Life Roles**

- Your life roles are your key relationships, areas of responsibility, and areas of contribution. They will change as you go through life.
- Your roles are a natural outgrowth of your values.
- Exploring your different roles enables you to see that your life is made up of more than your job
- Be aware of your own roles so that you can either change it by initiating personal change, manage it or cherish various roles of your life.
- Once you know what are different roles in everyday life you will be able understand your needs and the needs demanded by the society. Examples:

|        |           |               |
|--------|-----------|---------------|
| Spouse | Teacher   | Facilitator   |
| Parent | Counselor | Role Model    |
| Child  | Employee  | Care Giver    |
| Friend | Volunteer | Church Member |

- The average person lists out between 15-20 life roles but can effectively and efficiently only handle five.

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**POMS THE TIME OF YOUR LIFE: WHERE DOES IT GO?**

**4. Identify your Personal and Professional Life Goals**

- Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality.
- By knowing precisely what you want to achieve, you know where you have to concentrate your efforts. You'll also quickly spot the distractions that can, so easily, lead you astray.
- Your goals are your “dreams with deadlines.” Your “SMART” goals should be:
  - S - Specific (or Significant).
  - M - Measurable (or Meaningful).
  - A - Attainable (or Action-Oriented).
  - R - Relevant (or Rewarding).
  - T - Time-bound (or Trackable).
- For example, instead of having "to sail around the world" as a goal, it's more powerful to use the SMART goal "I will complete my trip around the world by December 31, 2027." Then you make specific plans to accomplish your goal.
- Your goals should be consistent with your governing values, your mission statement, and your life roles

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**POMS THE TIME OF YOUR LIFE: WHERE DOES IT GO?**

- **There are some important techniques you can use to help you manage your life.**

✓ Use a daily planner

- Write down your governing values, mission statement, roles, and goals so that they are always with you.
- Set aside time to plan out your week.
- Schedule your fixed time.
  - Work, classes, church, family time, and appointments.
  - Do these tasks help you meet your goals?
- Schedule your flexible time
  - Eat, sleep, chores, personal/professional development time
  - Do these tasks help you meet your goals?

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**POMS** **TEN MYTHS ABOUT TIME**

1. *Myth:* Time can be managed.
2. *Myth:* The longer or harder you work the more you accomplish.
3. *Myth:* If you want something done right, do it yourself.
4. *Myth:* You aren't supposed to enjoy work.
5. *Myth:* We should take pride in working hard.
6. *Myth:* You should try to do the most in the least amount of time.
7. *Myth:* Technology will help you do it better, faster.
8. *Myth:* Do one thing at a time.
9. *Myth:* Handle paper only once.
10. *Myth:* Get more done and you'll be happier.


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**POMS** **UNDERSTANDING TIME MANAGEMENT**

“Time is a continuum ... in which events succeed one another from past through present to future.”  
- Webster’s Dictionary

The basic element of time is an event.

The key to managing time is controlling the events of your life.



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**POMS** **UNDERSTANDING TIME MANAGEMENT**

If you fail to control the events in your life, then the events in your life control you.

Most people live their lives in a reactive mode.

The goal of time/event management is to live your life in a proactive mode.


**EVENT CONTROL IS THE KEY TO MANAGING YOUR TIME**



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**POMS** **UNDERSTANDING TIME MANAGEMENT**

**THE KEY TO EVENT CONTROL IS: PLANNING EVENTS OF YOUR LIFE**




Take a minute to write down your answer to this question:

*Suppose I give you a check for \$500,000, and the check is only good for today ... you can't deposit it in the bank or invest it. What are you going to spend it on?*

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**POMS UNDERSTANDING TIME MANAGEMENT**


- Every day, you are given a “check” for 24 hours ...
- You can’t put the hours in a bank ... or invest them ...
- How are *YOU* going to spend them each day?
- It’s up to you ...



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**POMS TIME WASTERS**

- Attempting too much.
- Not saying no.
- Incomplete information.
- Management by crisis.
- Interruptions.
- Distractions.
- Social Media.



1. Saying Yes
2. Perfectionism
3. Worrying
4. Multi-Tasking
5. No prioritisation
6. Hesitation

- What other time wasters do you have?

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**POMS HUMAN BEINGS RESPOND TO URGENCY, BUT ...**

- 15% of interruptions are Urgent and Important - Most of us do these tasks because they are important, and somebody is usually bugging us to complete them. We should do these tasks.
- 85% of interruptions are Urgent and NOT Important - These tasks are the thieves of our time. These are usually "somebody else's emergencies" but we can be easily caught up in the adrenaline.
  - Unfortunately human beings are pre-programmed to respond to urgency, and we do not stop to evaluate if it is important to us or not. We should **not** do these tasks!

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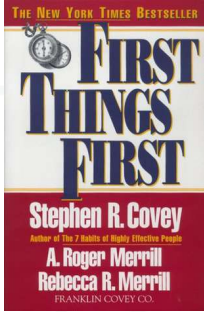
**POMS IF WE WASTE OUR TIME WITH THE 85% THAT ARE NOT IMPORTANT, WHAT HAPPENS?**

- **Goals and Visions** - These are the most important tasks on your list because they are what make life worth living. They are your life's goals. The problem is they are silent - nobody is calling us and bugging us to complete them, yet if we do not do them, the scenery will never change. We **MUST** do these tasks - at least one every day!
- **Beware the other time thief...**some tasks are neither important nor urgent, but sometimes we do them anyway, such as watching mindless TV, or mindless reading, or puttering to avoid doing something we need to do but are avoiding. Treat each moment as precious.

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**POMS ORGANIZE AND PRIORITIZE**

- *Steven Covey:*
  - *Keep in mind that you are always saying "no" to something.*
  - *If it isn't to the apparent, urgent things in your life, it is probably to the most fundamental, highly important things.*
  - *Even when the urgent is good, the good can keep you from your best, keep you from your unique contribution, if you let it.*



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**POMS SETTING PRIORITIES AND PLANNING YOUR TASKS/EVENTS -**  
SEE ARTICLE IN HANDOUT MATERIALS

Stephen Covey's "First Things First" Quadrants

|                                     |   |
|-------------------------------------|---|
| <b>1</b><br>Urgent<br>Important     | <b>2</b><br>Not Urgent<br>Important     |
| <b>3</b><br>Urgent<br>Not Important | <b>4</b><br>Not Urgent<br>Not Important |

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**POMS ORGANIZE AND PRIORITIZE**

**Quadrant I**  
Immediate Attention Required

|               |   |   |
|---------------|---|---|
|               | Urgent  | Not Urgent                                      |
| Important     | <b>I</b><br>Important<br>and<br>Urgent        | <b>II</b><br>Important,<br>but<br>Not Urgent    |
| Not Important | <b>III</b><br>Urgent,<br>but<br>Not Important | <b>IV</b><br>Not Urgent<br>and<br>Not Important |

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**POMS ORGANIZE AND PRIORITIZE**

- **Quadrant I**
  - ✓ **Urgent And Important**
    - Tasks created when we find ourselves rushed to make a deadline or to accomplish a task.
    - Estimated that we spend 90% of our time here.
    - Some of these crises can be avoided if time is spent addressing the task while it is still in a non-urgent mode, or quadrant II.
    - **Examples:** a crying baby, cramming for tomorrow's examination, finishing a report due today, dealing with patient emergencies.

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**POMS ORGANIZE AND PRIORITIZE**

**Quadrant II**  
Requires attention, but not yet critical

|               | Urgent                           | Not Urgent                         |
|---------------|----------------------------------|------------------------------------|
| Important     | I<br>Important and Urgent        | II<br>Important, but Not Urgent    |
| Not Important | III<br>Urgent, but Not Important | IV<br>Not Urgent and Not Important |

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**POMS ORGANIZE AND PRIORITIZE**

• **Quadrant II**

- ✓ **Not Urgent But Important**
  - Acting on tasks in the second quadrant means focusing on goal-oriented activities.
  - People tend to put quadrant II activities off until they become more urgent, instead performing activities that are less important and more urgent.
  - Put the items in quadrant II as first priorities and then fill the rest of your schedule with activities from other quadrants.
  - Examples:** quality time with family, planning, improving skills to increase productivity, preventative maintenance, counseling, starting to study for the final examination on the first day of class.

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**POMS ORGANIZE AND PRIORITIZE**

**Quadrant III**  
"Nice to do"

|               | Urgent                           | Not Urgent                         |
|---------------|----------------------------------|------------------------------------|
| Important     | I<br>Important and Urgent        | II<br>Important, but Not Urgent    |
| Not Important | III<br>Urgent, but Not Important | IV<br>Not Urgent and Not Important |

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**POMS ORGANIZE AND PRIORITIZE**

**Quadrant III**  
"Nice to Do"

|               | Urgent                           | Not Urgent                         |
|---------------|----------------------------------|------------------------------------|
| Important     | I<br>Important and Urgent        | II<br>Important, but Not Urgent    |
| Not Important | III<br>Urgent, but Not Important | IV<br>Not Urgent and Not Important |

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**POMS ORGANIZE AND PRIORITIZE**

**• Quadrant III**

✓ **Urgent But Not Important**

- Tasks created by time deadlines but have little value.
- **Examples:** a one-day sale that ends “today,” interruptions while you are planning or studying, priorities of a leader that do not contribute to personal goals or the mission of the organization, some phone calls, some meetings, some projects, and some popular activities, etc.

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**POMS ORGANIZE AND PRIORITIZE**

**Quadrant IV**  
These activities are time eaters

|               | Urgent                                  | Not Urgent                                |
|---------------|---|---|
| Important     | I<br><b>Important and Urgent</b>        | II<br><b>Important, but Not Urgent</b>    |
| Not Important | III<br><b>Urgent, but Not Important</b> | IV<br><b>Not Urgent and Not Important</b> |

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**POMS ORGANIZE AND PRIORITIZE**

**• Quadrant IV**

✓ **Not Urgent And Not Important**

- These are non-productive tasks that will not help you to reach your goals and, therefore, time is lost that could be used on activities from quadrants I or II priorities.
- These activities are essentially “time wasters.”
- **Examples:** social media rabbit holes, worthless television shows, trivial pursuits, gossiping, sleeping in, playing video games, and other things that are not in furtherance of your life goals, roles, and responsibilities

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**POMS HOW DO YOU KNOW WHAT’S IMPORTANT?**

| <i>PRIORITIZE BY QUADRANTS</i> | URGENT  | NOT URGENT  |
|--------------------------------|---|---|
| IMPORTANT                      | <ul style="list-style-type: none"> <li>• Crises</li> <li>• Pressing Problems</li> <li>• Deadline Driven Projects</li> </ul>                     | <ul style="list-style-type: none"> <li>• Preparation</li> <li>• Crises Prevention</li> <li>• Planning</li> <li>• Relationship Building</li> </ul>                             |
| NOT IMPORTANT                  | <ul style="list-style-type: none"> <li>• Interruptions, some phone calls</li> <li>• Some mail, some reports</li> <li>• Some meetings</li> </ul> | <ul style="list-style-type: none"> <li>• Trivia, busy work</li> <li>• Junk Mail</li> <li>• Some phone calls</li> <li>• Time wasters</li> <li>• “Escape” activities</li> </ul> |

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**POMS GOALS, PRIORITIES, AND PLANNING**

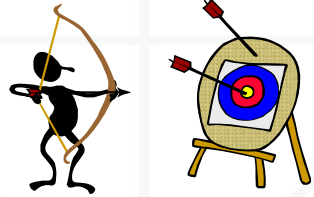
- Why am I doing this?
- What is the goal?
- Why will I succeed?
- What happens if I chose not to do it?



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**POMS 1 Define Goals**

|          |                  |
|----------|------------------|
| <b>S</b> | Specific         |
| <b>M</b> | Measurable       |
| <b>A</b> | Attainable       |
| <b>R</b> | Results Oriented |
| <b>T</b> | Time Limited     |



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**POMS 2 Set Priorities**

1. Understand the tasks at hand - both personal and professional
2. Identify tasks that will assist you in accomplishing your goal in the most efficient way - write them down.

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**POMS 3 Create a 'to do list'**

1. List the task in priority order
2. Create the list from beginning to end of the work week
3. Understand the list is ever changing
4. Break things down into small steps *"Small Wins" and celebrate accomplishments to motivate*

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## 4 Schedule Time

1. Set time for specific tasks
2. View each task as an appointment
3. Understand your personal characteristics

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## 5 Organize


1. Hone your organizational skills
2. Take a look at your workspace
3. What works best for you?

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## 6 Work Smart

1. Understand your environment
2. Ensure the task is completed accurately the first time
3. Major project-How do you eat an elephant?




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## 7 Delegate


1. Delegate don't Dump (*Remember SL II*)
2. Advantages when you delegate
  - Team Development
  - More TIME
3. Disadvantages when you don't delegate
  - Poor Morale
  - High Stress and Less TIME

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 **8 Learn to Say 'NO'**


1. Is the task related to your duties?
2. Accepting this new task, will it hinder your goals?
3. So you don't have a choice...what next?
  - Remember the ever changing priority list ... Revisit

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 **9 Manage Meetings**

1. "A committee is a group that keeps minutes and loses hours." *Milton Berle*
2. Come prepared for the meeting
  - Set a timeframe for the meeting
  - Have an agenda
  - Stay on topic
3. Recap meeting highlights and clarify responsibilities and deadlines on action items

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 **10 Stay Flexible**

1. Murphy's Law...If it can happen-it will. Be prepared.
2. Caution...don't fill every minute of your day. Leave room to navigate.
3. Be a Palm not an Oak Tree.



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 **NOW IT'S YOUR TURN!**

**What are YOUR Tips for Successful Time/Event Management and Organization?**

- *Take a few minutes to write down things that have worked for you to improve your time management and organization.*
- *Please email to [smeilleur@pomsassoc.com](mailto:smeilleur@pomsassoc.com)*

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**POMS LEARN TO USE MS-OUTLOOK EFFECTIVELY (OR WHATEVER YOU'RE USING)**

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**POMS TELEPHONE**

- Keep calls short; stand during call
- Start by announcing goals for the call
- Don't put your feet up
- Have something in view that you're waiting to get to next
- When done, get off: "I have somebody here waiting"
- If necessary, hang up while you're talking
- Group outgoing calls: just before lunch and 5pm

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**POMS SCHEDULING YOURSELF**

- You don't find time for important things, you make it
- Everything you do is an opportunity cost
- Learn to say "No"
- Find your creative/thinking time. Defend it ruthlessly, spend it alone, maybe at home.
- Find your dead time. Schedule meetings, phone calls, and mundane stuff during it.

- ✓ SCHEDULE YOUR TASKS AND MEETINGS
- ✓ GIVE YOURSELF TIME TO TRANSITION
- ✓ CHECK YOUR CALENDAR BEFORE YOU MAKE COMMITMENTS
- ✓ CHECK WHAT'S COMING UP NEXT
- ✓ BLOCK TIME FOR YOURSELF

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**POMS CUTTING THINGS SHORT**

- "I'm in the middle of something now..."
- Start with "I only have 5 minutes" - you can always extend this
- Stand up, stroll to the door, complement, thank, shake hands
- Clock-watching; on wall behind them
- Prepare and stick to a meeting agenda

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**POMS MANAGING TIME & ENERGY**

- Prioritize projects and their value
- Listen to your body & feelings for signs of stress
- Be aware of high stress habits
- Schedule time for recreation & fun
- Enjoy the moment - enjoy where you are
- Combine tasks when possible
- Purchase services when possible



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**POMS IMPROVE YOUR EXTERNAL ENVIRONMENT**

- Get enough rest & sleep
- Improve the way you relate to others
- Build a support system - develop friendships
- Enjoy what you do - do what you enjoy
- Procrastinate constructively

**TIPS FOR HEALTHY SLEEP**

**✓ YES**

- GET UP AT THE SAME TIME
- EXERCISE REGULARLY
- RESTORE ROUTINE
- COMFORTABLE BED
- COOL AND DARK ROOM
- RELAXING BATH

**✗ NO**

- NARROW BED
- SLEEPING WITH PHONE
- HARD TO WAKE
- ALCOHOL, SMOKING
- Caffeine
- STRESS



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**POMS IMPROVE YOUR INTERNAL ENVIRONMENT**

- Learn to take it easy
- Set aside quiet time
- Talk out your worries with others
- Set your goals on inner peace - learn to accept what you cannot change
- Keep a sense of humor
- Focus on Communication


|   |  |
|---|--|
| <p><b>EAT HEALTHY</b></p>  <p>Eat good-for-you filling foods and limit desk snacking to fruits and nuts</p>                                    | <p><b>TAKE BREAKS</b></p>  <p>Taking short periodic breaks will help rejuvenate &amp; boost productivity</p>                                |
| <p><b>STAY HYDRATED</b></p>  <p>Your afternoon need for caffeine is probably dehydration. Drink 6-8 glasses of water during your work day!</p> | <p><b>BE HYGIENIC</b></p>  <p>Wash your hands and use hand sanitizer often. Clean your workstation daily, including mouse and keyboard.</p> |

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**POMS IMPROVING YOUR PHYSICAL CONDITION**

- Do regular exercise
- Develop a healthy eating habit
- Initiate relaxation exercises to restore energy
- Take a walk after work
- Check ergonomics of workstations

**MOST EFFECTIVE YOGA POSES that You Can Do at your DESK OR OFFICE**




**Top10 Home Remedies**  
To explore more, visit [www.Top10HomeRemedies.com](http://www.Top10HomeRemedies.com)

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**POMS MEETINGS**

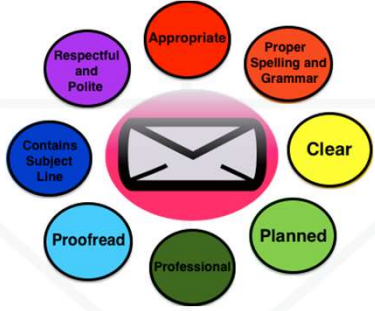
- Average manager: > 40% of time
- Lock the door, unplug the phone
- Maximum of 1 hour
- Prepare: there must be an agenda
- 1-minute minutes: an efficient way to keep track of decisions made in a meeting: who is responsible for what by when?
- Follow up on assignments



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**POMS E-MAIL TIPS**


- If you want somebody to do something, make them the only recipient. Otherwise, you have diffusion of responsibility. Give a concrete request/task and a deadline.
- Better yet, use Task Manager in MS-Outlook
- If you really want somebody to do something, CC someone powerful.
- Nagging is okay; if someone doesn't respond in 48 hours, they'll probably never respond. (True for phone as well as email).



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**POMS PERSONAL PRINCIPLES FOR TIME USE AND EVENT MANAGEMENT**

- Ask yourself:
  - What do I stand for?
  - What do I care passionately about?
  - What do I want to be remembered for?
  - What do I want to have accomplished 20 years from now?
  - What principles do I want everyone in the world to follow?




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**What causes stress?**

- Internal sources
- External sources

**What is stressful for you?**

**What is the impact of stress for you?**



**WHAT'S STRESS GOT TO DO, GOT TO DO WITH IT?**

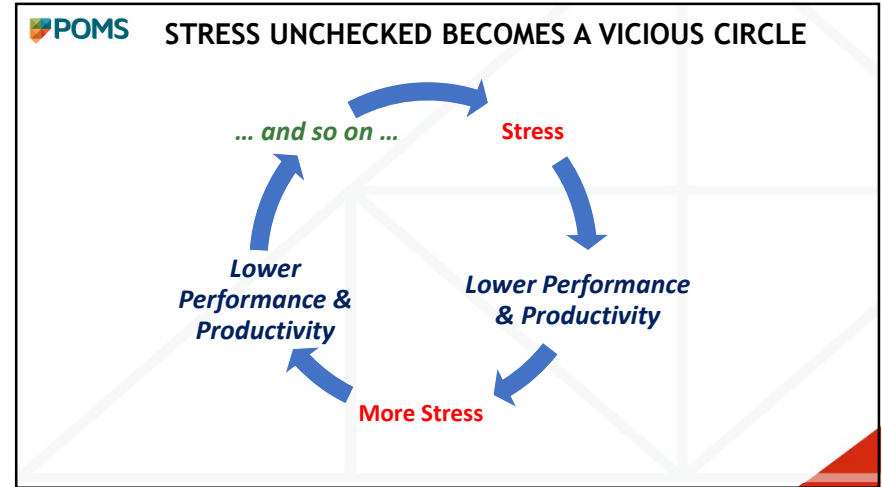
**POMS**

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**POMS EFFECTS OF STRESS ON PERFORMANCE AND LIFE**

- **Cognitive Symptoms**
  - Memory problems
  - Inability to concentrate
  - Poor judgment
  - Seeing only the negative
  - Anxious or racing thoughts
  - Constant worrying
- **Emotional Symptoms**
  - Moodiness
  - Irritability or short temper
  - Agitation and inability to relax
  - Feeling overwhelmed
  - Sense of loneliness and isolation
  - Depression or general unhappiness
- **Physical Symptoms**
  - Aches and pains
  - Diarrhea or constipation
  - Nausea and/or dizziness
  - Chest pain and/or rapid heartbeat
  - Loss of sex drive
  - Frequent colds
- **Physical Symptoms**
  - Eating more or less
  - Sleeping too much or too little
  - Isolating yourself from others
  - Procrastinating or neglecting responsibilities
  - Using alcohol, cigarettes, or drugs to relax
  - Nervous habits (e.g., nail biting, pacing)

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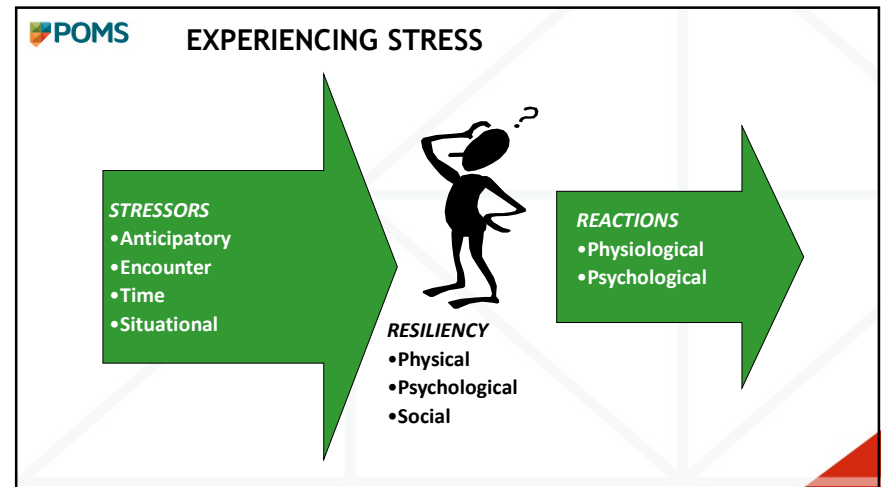


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**POMS TYPES OF STRESSORS**

- **Time Stressors**
  - Work overload
  - Lack of control
- **Encounter Stressors**
  - Role conflicts
  - Issue conflicts
  - Action conflicts
- **Situational Stressors**
  - Unfavorable working conditions
  - Rapid change
- **Anticipatory Stressors**
  - Unpleasant expectations
  - Fear

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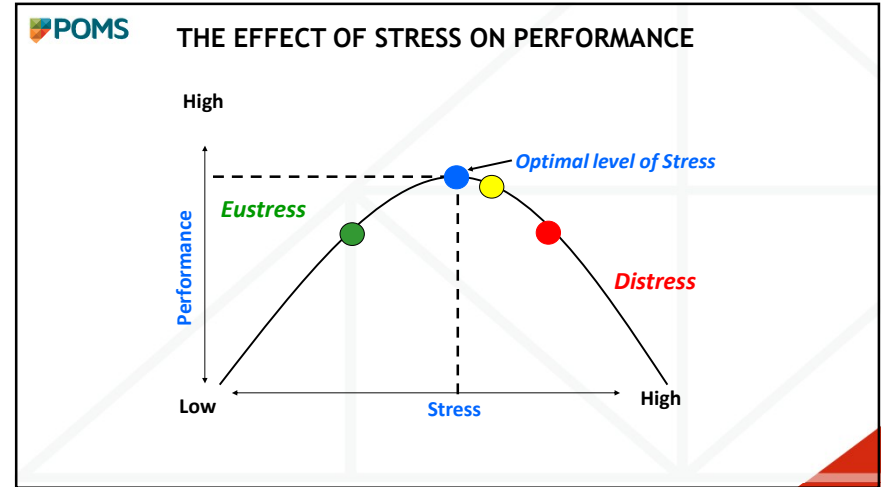


**POMS** **STRESS AS A PERSON/ SITUATION INTERACTION**

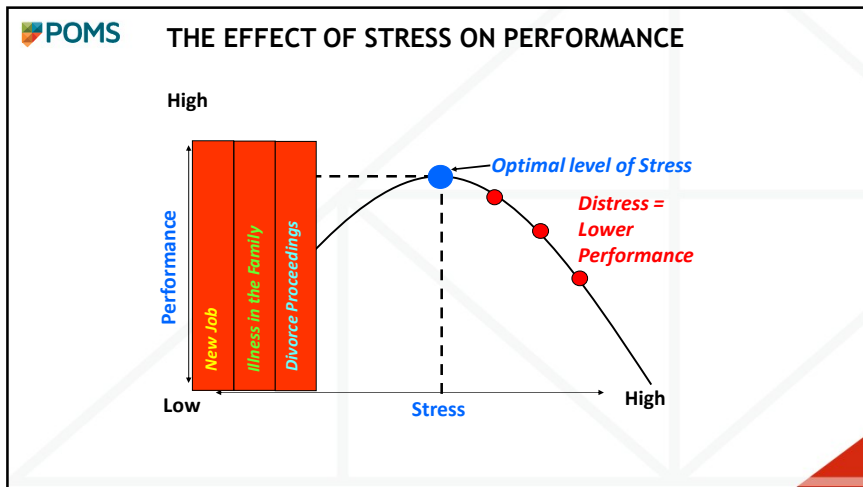
- Events trigger stress, but people respond to stress differently
- Resiliency factors moderate stress
- The goal is not necessarily to eliminate stress, but rather to learn how to manage it, and moderate its effects.

The diagram illustrates the interaction between stressors and resiliency. On the left, a yellow lightning bolt labeled 'Stressors' points towards two paths. The top path, labeled 'Without Resiliency', leads to a red starburst labeled 'Reaction'. The bottom path, labeled 'With Resiliency', leads to a blue oval labeled 'No Reaction'.

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**POMS** **STRESS MANAGEMENT TOOLS AND TECHNIQUES**

- Look for the materials in your handouts.

A 3D illustration of the word 'STRESS' in large, red, block letters. A small, white, 3D human figure is sitting on the ground next to the letters, appearing overwhelmed or stressed.

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**POMS MANAGING STRESS**

|               | Enactive Strategies | Proactive Strategies | Reactive Strategies |
|---------------|---------------------|----------------------|---------------------|
| Purpose       | Eliminate stressors | Develop resiliency   | Temporary coping    |
| Effects       | Permanent           | Long term            | Short term          |
| Approach      | Enactive            | Proactive            | Reactive            |
| Time Required | Long                | Moderate             | Immediate           |

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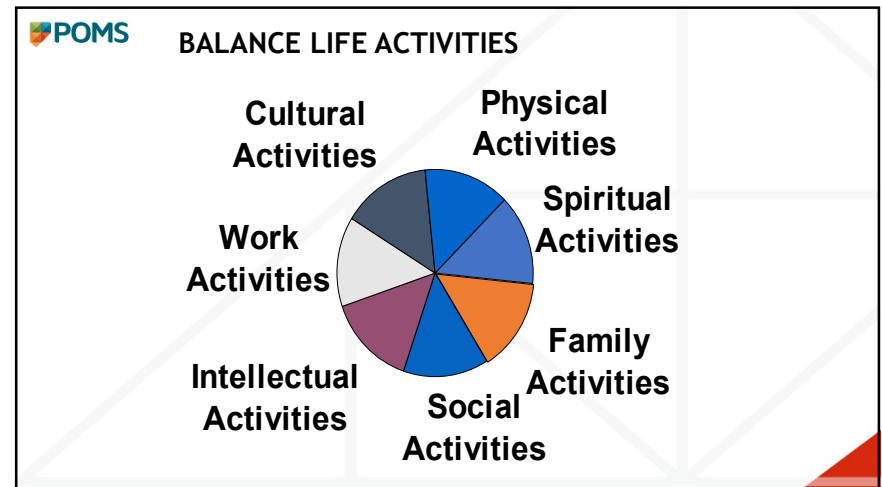
**POMS ELIMINATING OR MITIGATING STRESSORS**

| Stressor            | Elimination Strategy   |
|---------------------|--|
| <b>Time</b>         | <ul style="list-style-type: none"> <li>Effective time/event management</li> <li>Efficient time/event management</li> <li>Delegating</li> </ul> |
| <b>Encounter</b>    | <ul style="list-style-type: none"> <li>Collaboration and team building</li> <li>Emotional intelligence</li> </ul>                              |
| <b>Situational</b>  | <ul style="list-style-type: none"> <li>Work &amp; process redesign</li> </ul>  |
| <b>Anticipatory</b> | <ul style="list-style-type: none"> <li>Goal setting</li> <li>Small wins</li> </ul>   |

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- POMS WORK REDESIGN**
- Lack of freedom to do the job is most important contributor to stress
  - Use job redesign model to reduce stress
    - combine tasks
    - form identifiable work units
    - establish customer relationships
    - increase decision-making authority
    - open feedback channels
  - Use work process improvement to “work smarter” - use a high-involvement process

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**POMS ACTION ITEMS**



- Get a day-planner (or PDA) if you don't already have one
- Start keeping your TO DO list in four-quadrant form or ordered by priorities (not due dates)
- Do a time journal for at least a week, and record time you spend on various things.
- Make a note in your day-planner to revisit this material in 30 days. At that time, ask yourself "What behaviors have I changed?"

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**POMS MANAGING TIME EFFICIENTLY: 20 RULES FOR ALL**

1. Read selectively
2. Make a list of things to accomplish
3. Have a place for everything
4. Prioritize your tasks
5. Do several trivial things simultaneously
6. List five 10-minute tasks
7. Divide up large projects
8. Determine critical 20 percent of tasks
9. Save best time for important matters
10. Limit others' access to you
11. Don't procrastinate
12. Keep track of time
13. Set deadlines
14. Do something productive while waiting
15. Do busy work at one set time
16. Reach closure on one thing per day
17. Schedule some personal time
18. Don't worry on continuing basis
19. Write down long-term goals
20. Be alert for ways to improve your time management

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**POMS MANAGING TIME EFFICIENTLY  
16 RULES FOR MANAGERS AND PROFESSIONALS**

1. Hold routine meetings at end of day
2. Hold short meetings standing up
3. Set a time limit
4. Cancel meetings sometimes
5. Have agendas, stick to them, and keep track of time
6. Start meetings on time
7. Prepare meeting minutes and follow up
8. Insist that subordinates suggest solutions to problems
9. Meet visitors in doorway
10. Go to subordinates' offices
11. Don't over schedule your day
12. Have someone else answer phone and e-mail
13. Have a place to work uninterrupted
14. Do something with each piece of paper
15. Keep workplace clean
16. Delegate work, identify amount of initiative granted, and give others credit for their success


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**POMS TO SUMMARIZE: SIMPLIFY YOUR LIFE**




- **Say "no" to unnecessary commitments** (Family/ friends sometimes ask us to do something without thinking. Learn to say "No" and offer alternatives.)
- **Make and use lists** (Making a list is easy, but following it requires self-discipline. Plan your work and work your plan!)
- **Keep track of important dates--use a calendar** (Humans forget, especially if they lead a busy life! Put things in writing to aid your memory.)
- **Organize effectively** (Discover what makes you most effective and efficient. Stick with it!)
- **Keep an open mind to change** (When a strategy is not working, change it! Try a different approach!)

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 Excellence is not about being better than anyone else ...

It's about being better than you were yesterday.



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**YOU MUST CHOOSE...  
BUT CHOOSE WISELY**




**YOU MAKE THE CHOICE TO BE A LEADER**



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 **QUESTIONS**

- This is the chance to address issues that may not have been covered to your satisfaction; or
  - To expand a point; or
  - To clarify a point.
- If there are any further questions which we were not able to get to today, please feel free to contact the instructor(s).



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**PINK FLOYD**  
"Time"  
*"And then one day you'll find ten years have got behind you ..."*

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