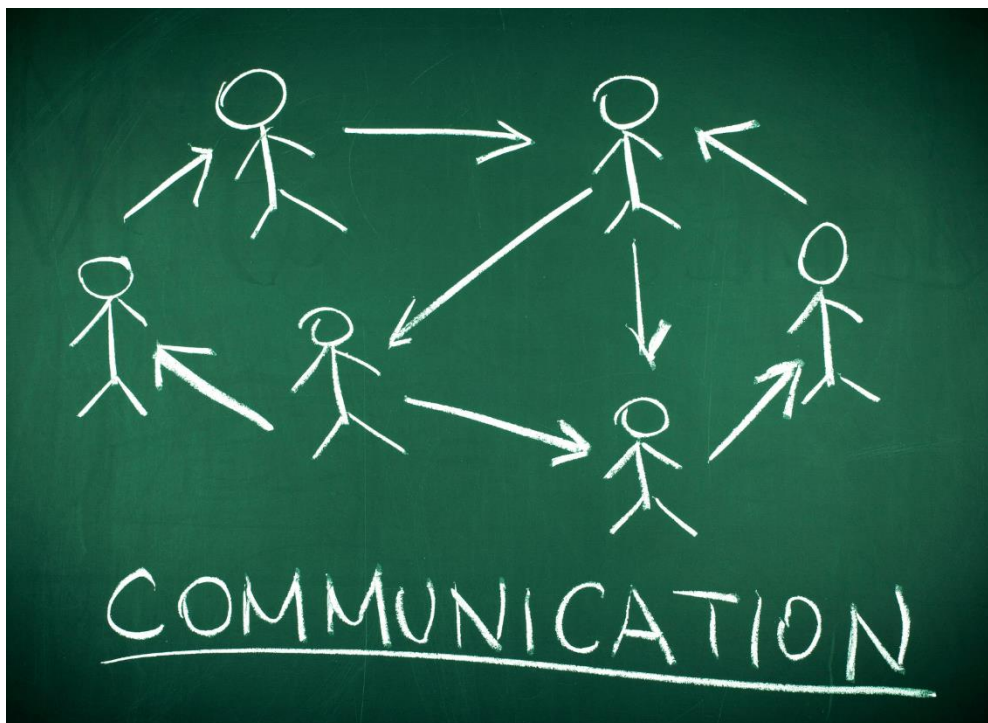


# Leading & Managing Teams

## DAY FOUR

Time Management



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## True False Questions on Forward Planning & Objective Setting

Answer each of the following questions with a **T** or an **F** placed in **Column A** to indicate whether you believe the statement is more **TRUE** or more **FALSE**.

### TEST YOUR ASSUMPTIONS-

	A	B	C
1. Most people are overworked because of the nature of their job.			
2. Your job is unique and not subject to repetitive time patterns.			
3. No one has enough time.			
4. Higher-level people with more authority usually make better decisions.			
5. Further delay will probably enable you to improve the quality of your decisions.			
6. Most people can find many ways to save time.			
7. Managing time better is essentially a matter of reducing the time spent in various activities.			
8. Your job deals with people, and since all people are important, you can't establish priorities.			
9. Delegating will probably free a great deal of your time and relieve you of some accountability.			
10. Finding a "quiet hour" is usually impossible, especially in small offices.			
11. Most people can solve their time problems by working harder.			
12. People who concentrate on working efficiently are the most effective performers.			
13. If you do it yourself, you can get more done in less time. In other words, "If you want it done right, you'd better do it yourself" is still the best advice.			
14. Most of the ordinary day-to-day activities don't need to be planned; most people couldn't plan for them anyway.			
15. It isn't always possible to work on the basis of priorities.			
16. Finding the problem is easy; it's finding the solution that is difficult.			
17. A good way to reduce wasted time is to look for shortcuts in managerial functions.			
18. Most people know how they spend their time and can easily identify their biggest time wasters.			
19. If you really manage your time well, you'd be working and living like a robot.			

## LEADING & MANAGING TEAMS

	A	B	C
20. The busy and active people who work the hardest are the ones who get the best results.			
21. If you really tried to control or manage your time, you would miss out on many unexpected opportunities.			
22. The problem with time management is that it doesn't allow for spontaneous behaviour; it's dull and mechanical rather than dynamic.			
23. It isn't necessary to write out your objectives.			
24. Most of the results you achieve are produced by a few critical activities.			



# The Seven Deadly Sins of Poor Planning

1. Failing to be clear about what exactly needs to be achieved.
2. Under/overestimating the capacity of your resources.
3. Not collecting sufficient facts about the situation and making too many assumptions.
4. Neglecting to consult with other people who may be able to contribute further information and expertise to your plan.
5. Dealing with purely the obvious and short-term, and not considering the longer-term implications.
6. Failing to have considered a contingency plan should any of our assumptions prove to be incorrect.
7. Allocating insufficient time and discipline to your planning, thereby ensuring it not to be thorough and purely ad-hoc.

## Time Robbers



**Rating System: 1-5**

- 1. Not at all like me
- 3. A fair bit like me
- 5. That's me!

**PROBLEM**

**SEVERITY**

- 1. I procrastinate
- 2. I don't put enough time into planning.
- 3. I have too few clear-cut objectives
- 4. I let myself get too immersed in details
- 5. I do not have my projects properly prioritised
- 6. I have too many telephone/ interruptions
- 7. I lack self-discipline
- 8. I don't say 'no' often enough
- 9. I let myself socialise too much
- 10. I spend too much time reading 'junk' emails.


**TOTAL:**

## Role Clarity

Many (if not all) of us have experienced the frustration of not completely understanding our role and responsibilities within our workplace. We might term this condition as:

### *Role ambiguity*

“Role ambiguity denotes uncertainty about the expectations, behaviors, and consequences associated with a particular role.”

Blackwell Management Dictionary

Role ambiguity is one of the most significant factors involved in determining self-drive or motivation.

It is first experienced as confusion, leading to frustration, then anger and finally, resignation (figuratively, then literally).

Too often, Managers observe the final symptoms of role ambiguity; the response being to commence a performance management intervention based on an individual's lack of effort or under-performance.

As we know, Leaders are responsible for setting the direction and performance standards of the organisation. Managers are accountable for maintaining and monitoring performance.

If then, we as Leaders and Managers are creating an environment of role ambiguity for our staff, we are so to then accountable for their performance (or lack thereof).

Performance planning is a sound and effective strategy to support our staff to perform at their expected levels; but there is a pre-condition that we can create that will enhance the impact of performance planning, lift morale and feelings of ownership within your organisation; not surprisingly, it is the antithesis of role ambiguity; **ROLE CLARITY**.

Role Clarity =

One tool to help you create role clarity within your team is to create the concept of the **internal client / consultant** relationship.

Each member of our organisation provides a unique contribution and is solely responsible for the application of a specific set of skills to achieve goals. This role could be seen as one of a specialist or consultant.

We each require others within our organisation to complete tasks that enable us to do our own. In that sense, we are clients; we have needs that must be filled by others.

In an effective client / consultant relationship, both parties understand the service offering of the consultant and the requirements of the client. If we are able to establish clarity throughout the organisation regarding each division's service offering and the process of engagements, we create **Organisational Role Clarity**.

## Delegation

One of the ways a manager or supervisor can make the most effective use of their own time is by delegating to others the tasks they need not do himself. In this way they are fulfilling their key task of getting work done through other people.

### **A. Why do managers and supervisors fail to Delegate?**

Giving team members greater responsibility, more opportunities to make their own decisions and the chance to develop their capabilities should also be ways of motivating them to give their best - a prime objective. Yet many leaders fail to delegate. Why? There are a number of reasons.

1. All delegation involves risk. The first time you ask a team member to carry out a new duty, you are probably more worried than they are. You are accountable - 'the buck stops here'. They may make a mess of it, and you may have to sort it out.
2. The difficulty in letting go of certain duties which you enjoy performing, even if they are not central to getting the results that matter. These aspects which we hate to let go have been aptly named 'occupational hobbies'. We have to be tough with ourselves, and ration them to not more than five per cent of our time. They are useful if kept down to that proportion, because surprisingly often our best ideas about important problems come when our minds are diverted from them. But, if these 'occupational hobbies' creep above five per cent, we are flagrantly misusing our time.
3. Then there is the problem of daring to sit and think. We all want to 'look busy'; but constructive thought, as opposed to idle daydreaming, is nothing to be ashamed of. You have to accept the chance that one of your team members will catch you apparently staring into space, because when you are thinking you don't look busy; but you are probably more 'busy' than at any other time.
4. The increase in your workload in the short term. When you start delegating you will find that your workload is greater, because you have to train, guide and correct the employees to whom you are assigning the work. Once you have made the effort to do this, however, you begin to reap cumulative rewards.
5. Some leaders are reluctant to delegate because they want to feel 'on the top of everything'. As a result, they take all-important decisions personally and require frequent detailed reports, checks and data from their team members.

In fact, you will keep more truly 'in touch with your team' through spot checks and regular discussions on progress and problems with your team members than by inspecting and approving all their work personally.

6. There are also the natural human weaknesses a leader may have:
  - a. Reluctance to admit that someone else might know more than they do.
  - b. Fear of being shown up or undermined.
  - c. Fear of not getting credit
  - d. Fear of team members advancing too quickly.
  - e. Jealousy, pettiness, and narrow-mindedness.



- f. An over developed sense of perfection - a natural feeling that they won't do the job as well as you. Maybe they won't at first, but did you carry it out faultlessly when you first started?

### **B. *Planning Effective Delegation***

1. Define the main objectives of your job. Know what you have to achieve and what is necessary to achieve it.
2. Look at your record of how you spend your time. Compare it with your objectives and consider what you should not be doing at all and what someone else might do.

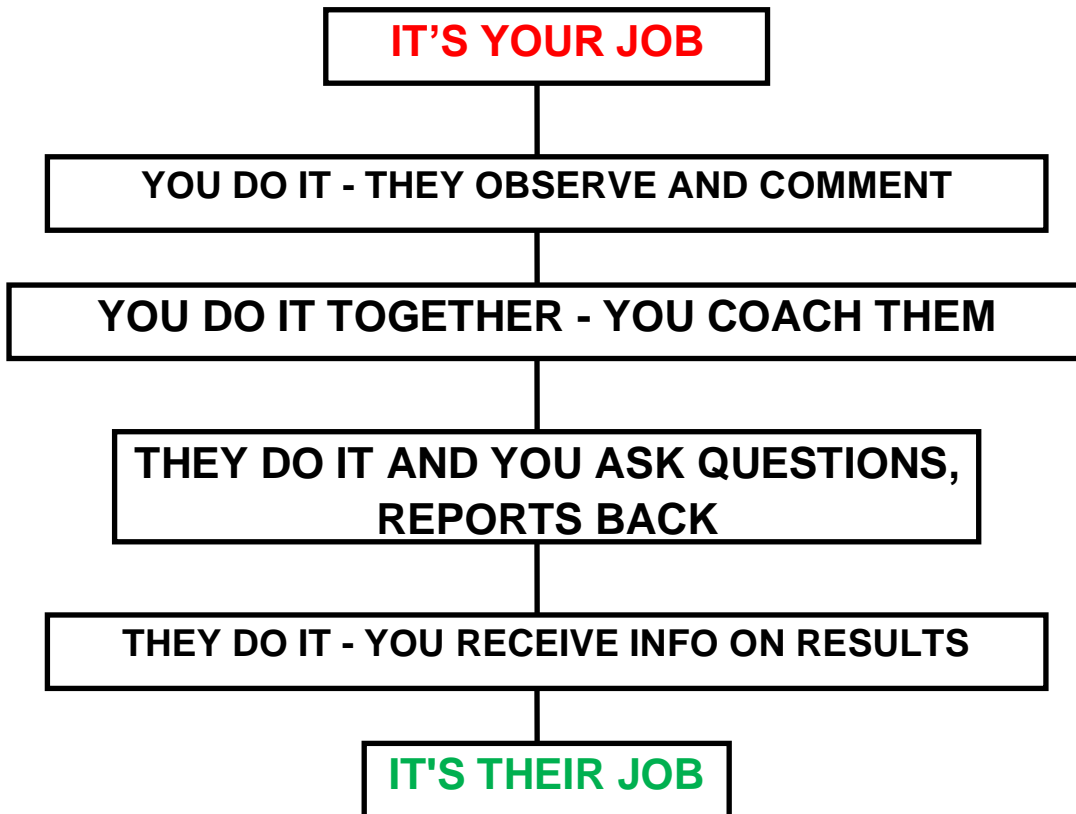
The tasks which a leader should delegate are:

- a. Anything in their own job which team members can do better than himself, perhaps because of more direct knowledge of the detailed phases involved.
  - b. Anything, which team members, can do at less expense. They may take longer but at a lower salary, the total may still be cheaper.
  - c. Anything which they can do quicker or with better timing. (Perfect handling of a situation may lose its value if delayed because of other priorities).
  - d. Anything which might make an unusually valuable contribution to the training and development of team members. There are often occasions when a leader could safely get a junior team member to stand in for them, to give them experience - e.g., meetings, committees, etc.
3. Check that you have not included tasks, which are:
    - a. Well beyond the skills and experience of the team member(s).
    - b. Confidential, security, and political matters which are restricted to your own level of seniority.
    - c. Matters involving exercising discipline over the subordinate's own colleagues at their own level.
  4. Plan in detail for assigning these tasks to your team members. Consider each individual's unused abilities, their interests, and the tasks you could delegate which they could tackle. Then decide what additional experience and authority they need and arrange for them to receive it.
  5. Delegate the tasks, following the process set out below. Make sure you exercise control without constant interference and checking up.

**C. The Process of Delegation**

For a straightforward task, or when you know the team member is fully competent to handle it, the process of delegation is just a matter of agreeing the results to be achieved and the resources needed.

Often, however, delegation is a gradual process of developing the subordinate's abilities. The diagram below illustrates the shift of responsibility from your job to theirs. The delegation process becomes the training process.



## Some Do's and Don'ts in Delegation

### DO-

1. Tell the team member what to do. Be specific, thorough, and clear.
2. Tell them what specific result they are expected to accomplish; give them an exact description of what will be considered acceptable and satisfactory.
3. Tell them with whom they should work, and what those others will be expected to do.
4. Tell them what kind of progress reports are wanted, when, and how often.
5. Tell them under what conditions they should call for assistance.
6. Try to distribute your delegated work. Arrange for as many people as possible to take decisions. By giving everybody a chance, you will spread the advantages and risks, and not overload one person.
7. Make the person's authority clear. If you give a person responsibility you must ensure that they have enough authority for carrying it through. So, make sure that other people whose help they will need know that they have been given the job.
8. Delegate gradually. It may take a year to delegate all you can, so don't rush it.
9. Delegate the thinking and decision making as well as the doing. You are not delegating unless you leave sufficient discretionary powers to the person who has to do the job. In the best-run firms, from the managing director downwards every decision is taken at the lowest possible level.
10. Delegate the right to be wrong. Any work decision is based on knowledge and experience, which will produce two or three alternative solutions to the problem in hand. The final decision is a matter of discretion - often a question of weighing each alternative and selecting the best. If the person to whom you have delegated the job has enough knowledge and experience, but in weighing the alternatives they make a different choice from yours, resist the temptation to interfere. Their decision may turn out to be wrong - but they had to have the right to make it. If they don't, they will form the habit of checking back constantly and relying too heavily on your advice.'
11. Stand by their decisions and accept responsibility for them. It's a tough job. It may look as though your team member will get the credit if the project turns out well and you will be blamed if it fails. However, every leader is responsible for the actions of their team members and good results from the team means good leadership. If one of your staff makes a mistake, stand by them and their reasons for making it, even if the decision itself cannot be justified, and accept overall responsibility. They will save face if you let them rectify their own error instead of stepping in yourself.
12. Encourage people to think through their own problems. You can do this by turning people's questions back to them and asking them for their ideas on how a given problem should be solved.

### **DON'T-**

1. Delegate to separate people jobs, which overlap unless this is specifically recognised. Nobody likes to find that somebody else has been working on the job, which they have been given. It seems to show a lack of trust.
2. Be a constant 'checker-upper'. Decide how you are going to appraise results, but remember how it feels to have someone constantly at your elbow watching you. Leave them to get on with the job.
3. Hound a person for their failures. Use them as a platform for coaching to do a better job next time.

## LEADING & MANAGING TEAMS

Please tick the box if you do NOT wish us to use your comments as testimonials.

 <p><b>The Proven group</b> Great people Better results</p>	<h1 style="margin: 0;">Course Evaluation Form</h1>
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### Course Details

<b>Facilitator Name:</b>	
<b>Date:</b>	
<b>Your Name – (optional)</b>	

### Instructions

- Please respond to the following statements by placing a ✓ in the appropriate column.
- The rating codes are **SA** – strongly agree, **A** – agree, **N** – neither agree or disagree, **D** – disagree and **SD** – strongly disagree.

Course Outcomes	SA	A	N	D	SD
The course objectives were met.					
I've learnt something that I can apply on-the-job immediately.					
My time was well spent.					
I would recommend this course to others.					
Course Content	SA	A	N	D	SD
The content was presented in a logical order.					
The content was paced appropriately.					
The course notes were clear.					
The course notes were relevant.					
There were sufficient opportunities to practice using the new skills.					
Course Facilitator	SA	A	N	D	SD
Was well prepared.					
Presented the material clearly.					
Made sure all participants were actively involved.					
Summarised group discussion in a meaningful way.					
Showed a depth of knowledge on the subject matter.					
Was able to respond to group questions.					

### General Questions

What was most beneficial and why?

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What was the least beneficial and why?

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What (if anything) would you change about the course?

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Would you like to make any other comments about the course?

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