

A Practical

Focus Management Guide



EXPAND



“to leave time unmanaged
is akin to being managed
by your time”





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It's Time to Discard the Firefighter Mindset

Firefighting, much like a leadership position, is a stressful and intense job. But, unlike a leader, firefighters require a sprinter's mindset; they train their bodies and minds for short bursts of strenuous exertion with a high degree of short-term focus followed by a period of extended rest and recovery. This is because their duty is primarily reactive and, in a very real sense, firefighters are in permanent “damage-control” and “rescue” mode.

This is good for fires, but not so much for the everyday work life where 80% of our time is wasted on little to “no value” activities.⁽¹⁾

Additionally, there is a fundamental synergy between growth mindset, the developing of a leadership mindset, and focus management. This overlap is apparent in the ability to navigate complex decision making, optimizing of resources and maximizing productivity.

Focus Management as a concept is not about arbitrarily learning a time management technique, or uniformly applying a tool in the hope of achieving increased productivity en masse, but about understanding why you, as any leader, should focus your energy and attention correctly, take ownership of the time you have and rely on (*and trust*) the available resources at your disposal.

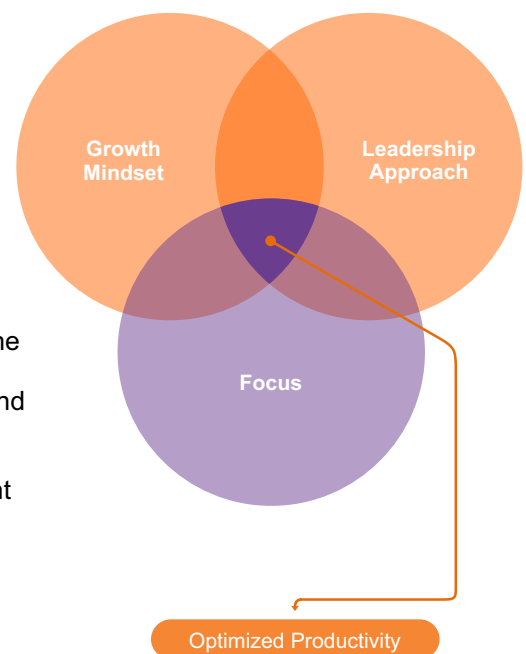
In the work environment, and to a greater extent our general life, we need to employ a marathon runner's persistence; a keep-going mindset, which means adopting a manageable pace.

The tools of a marathon runner is, after all, similar to that of a junior employee, a mid-level manager and a leader; the runner has to develop the ability to plan their approach, understand the impact of the race on the runner and make efficient use of the available resources, both internally and externally.

Without the aforementioned, and short of just putting in an endless amount of extra hours, a balanced and fulfilling work life can seem elusive, often resulting in wasted time, which is, ultimately, wasted focus.

And, without focus, neither firefighter nor marathon runner would get very far.

This document is a practical approach to restructure the usage of time; a commodity that we cannot create or destroy but one we can certainly borrow or spend; productively or otherwise.



A Guided Approach

To benefit most from this guide and develop a more considered approach, it's recommended that each step below is completed in sequence by carefully reading and considering each instruction and reflecting on your thoughts as you progress.

Avoid the urge to speed read or skim over the text.



Identify & Connect

Start by acknowledging the obstacles you face due lack of time and identify the things that cause you to suffer from poor focus or lack of productivity, then check the box next to each one.

Quick tip

To tackle a specific, known challenge, identify it on the next page and then go directly to the suggested solution(s).



The 3-Pillar approach

This section covers 27 of the most popular and effective actions and tools required for everyday time & focus management.

The information is presented as a 3-tiered system, intended to reframe the reader's mindset through the adoption of a sequential, structured process that includes tips, rules, practical actions and skills that can be adopted irrespective of position or responsibility. The reader is encouraged to consider the practical application of each and understand that the process of effective focus management requires perseverance and lateral thinking.



The 5-Piece Toolkit

Apply the tools as necessary.

The toolkit consists of 5 near universal productivity boosters, presented in a poster-style layout for easy digestion and future reference. It is strongly recommended pages 6 - 14 before proceeding to this section

Cheat Sheet

This section lists the most common characteristics of poor focus management.

Check the box next to each bullet point that resonates with you.

This means taking the time to reflect on the meaning of each line and how it may apply to you.



Identify the Time Wasters & Obstacles to

Effective Focus Management

Check the box next to each challenge you experience.

Suggested solutions in the 3 Pillars that focus on each challenge.

• Interruptions / Distractions	<input type="checkbox"/>	→ 9, 10, 11, 12, 14, 17, 21, 22, 26
• Poor Planning	<input type="checkbox"/>	→ 1 - 27
• Perfectionism	<input type="checkbox"/>	→ 2, 13, 14, 15, 16, 22, 26
• Trying to do Everything Yourself	<input type="checkbox"/>	→ 6, 7, 9, 10, 13, 14, 22, 24 - 27
• Frequent Crisis Management	<input type="checkbox"/>	→ 1, 2, 3, 7, 8, 9, 10, 13, 15, 16, 20 - 27
• Too Much Socialising	<input type="checkbox"/>	→ 1, 2, 3, 6, 7, 8, 9, 11, 12, 15, 16, 17, 18, 24
• Not Valuing Your Own Time	<input type="checkbox"/>	→ 1 - 27
• Lack of Skill	<input type="checkbox"/>	→ 6, 7, 9, 10, 13, 16, 22, 23, 24, 26
• Unclear Objectives	<input type="checkbox"/>	→ 9, 10, 18, 21 - 24
• Disorganised	<input type="checkbox"/>	→ 1 - 10, 12, 14, 15, 17, 22, 24
• Unmotivated	<input type="checkbox"/>	→ 1, 2, 3, 5 - 10, 12, 15, 19, 22
• Exhaustion	<input type="checkbox"/>	→ 1 - 10, 12, 13, 15, 19, 22
• Lack of Resources	<input type="checkbox"/>	→ 7, 9, 10, 13, 22 - 24, 26

Realise the Power of

Effective Focus Management

- Save Time
- Reduce Stress
- Function Effectively
- Increase Work Output
- More Control Over Job
- Prioritise Tasks
- Get More Done in Less Time
- Higher Quality Work
- Discipline Oneself
- Deliver on Promises

On a separate page, give some thought as to why you're experiencing each *time waster*. This will help to better understand the impact of each tool as you apply them,



then,

consider the potential results that you hope to achieve by working on improving your focus and productivity and how they might align with the list on the left.

The 3-Pillar Approach

Each pillar consists of a collection of commentary, best practices and actions that are meant to build on each other as you work through the guide.



THE STRUCTURE:

Mindset: Understand and adopt the needed mindset to benefit from the action.

Rule: Know that some things are non-negotiable.

Action: Apply or use the tool in your daily worklife.

Best Practice: Be aware of suggested best practices that relate to the recommended action.

Pillar 1

Planning & Pacing

How should you start your day?

Setting priorities and knowing what should come first is key to making most of your time and staying focussed.

So, start with the basics.

These are tried and tested fundamentals, found in every piece of literature on time management. The reason for this? It's because they work.

Don't have time to plan?

Consider all the time you've wasted in an average day and you'll realise how much you actually have.



The Basics

1. Set 3 Goals Per Day

Sure, it doesn't have to be three, or two, or four. The point is to pick a number you're comfortable with, not the number your boss or team members would approve of. This is not about impressing others. Once you've decided on how many sizeable goals you can reasonably commit to every day, apply the **SMART** approach, where each goal must comply with the five rules.

One hour of planning is said to save six to eight hours on the back-end.⁽²⁾



2. Stick! to Your Goals

Yes, this is obvious. And no, this isn't always easy. However, if you don't respect your goals and stick to them, others won't either. If you can't meet each daily goal, that's ok, though. In fact, it's perfectly normal. Schedule it for a more realistic time frame and commit to it. Just don't move it to the bottom of the to-do list.

One way to avoid evading the important stuff is to map your tasks or goals out on the **4D** or **Urgent / Important Matrix**, also referred to as the **Eisenhower Matrix**.

3. Keep a Journal

This may seem obvious but many don't know the power of keeping a written record or to-do list. Include useful info that relates to time, such as deadline info, labels and who it relates to. This could be a client, a colleague, an employee or supplier. Also, try to think of yourself as your own client and supplier, and what your response would be when you don't meet a goal. Updating your journal before you go home with the next day's to-do list is a great way to set the tone.



4. Keep... Space... Between Meetings

Meetings are like speed limits on the highway; no one likes them but they serve a purpose. That said, too many meetings can really slam the brakes on your productivity. Keep sufficient space between each to give yourself (and others) time to process, take action and catch up with other tasks.

If you don't have any control over the frequency of meetings, you might need to rethink your workday altogether.

MINDSET

RULE

ACTION

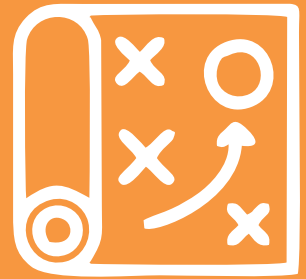
BEST PRACTICE

Pillar 1

Planning & Pacing

This is where you start clearing out and tidying up.

Taking charge of your schedule means making choices and learning to look ahead.



Take Charge

5. Schedule Breaks & Healthy Routines

A healthy routine and more generally employee and employer wellness is becoming all the more important, especially with the ever increasing pace of business. Taking a needed break is important, and not feeling guilty about that break is just as crucial.

Some of the most successful employers today pride themselves on the support they provide to their employees' physical, emotional, and mental well-being.

6. Remove Items That Never Get Done

Be honest with yourself. If Task X lives rent-free at the bottom of your to-do list, it might be time to let go and move on. "Needs to be done" is different from "want to do". When you've determined whether Task X is really worth the bother, you can either take care of it straight away, or toss it in the recycling bin.

Both actions will feel good. Just make sure you know which choice is the right one.

7. The 4Ds, or, The Eisenhower Matrix

Do, Defer, Delegate or Delete. This ties in with other tools, as is typical for many soft skills, but knowing what to do with any particular task or project is an ability that doesn't always come naturally. Even so, knowing when to act and when not to is crucial to your mental well-being. If a team member can do it faster than you, rope them in. If that to-do can wait a while and doesn't fall within the *15-minute rule*, let it sit for a bit.



8. Develop a Periodic Outlook

Just as you need a daily refresh of your to-do list, so, too, should you have a longer term view of things. This is especially true the higher up you are in the organisation. Scheduling a weekly meeting with the team, employing a project management program, time-boxing the week ahead or developing a feedback protocol to stay up to date on the eb and flow of work is crucial to staying updated.

MINDSET

RULE

ACTION

BEST PRACTICE

Pillar 2

Honour Your Time

Sure, you have 24 hrs every day and if you squeeze real hard you can compress more into it, but eventually you'll suffer the consequence.

Setting boundaries means claiming back what's yours - the opportunity to focus.

Pillar 1 is about organising, but to keep to your commitments you need to be in charge of the time you have. It won't always be perfect, but every step forward is one closer to success.



Time it Right

9. Learn to say “NO”

If a colleague wants to pass something on to you that isn't yours to hold, don't. There's nothing wrong with refusing what isn't yours.

Additionally, don't self-impose or act simply out of pride. Something such as “Oh, I've come across that problem before, let me help you with it” is an example of taking on extra responsibility that you may not be able to handle right now.

10. Push Back

It's easy to get overloaded with work, especially when it DOES belong to you. Nonetheless, you need to know your limits. One task completed is better than two tasks failed. Push back when your plate is full, but be realistic about the size of the plate you should be holding. If you're expected to be able to do something and you simply can't, it's time for a serious chat with your line manager. If you're the CEO, then adding another C to the suite might help.

11. Disconnect from Technology (at the right time)

It's almost too obvious. but schedule time away from tech or disconnect from the internet when you catch up on e-mail. A constant stream of new items in the inbox can be debilitating. It really can be like a twitter feed from hell.

The same applies to social media, of course, unless you're the social media manager, in which case, this might sound like the very last thing one should do.

12. [Block] Your Time

This is not the same as taking a break.

Blocking, or booking your time means setting a meeting with yourself, closing all the doors to your office (or cubicle), and working on the goals that you set. Be realistic about the time needed and about the time available because taking shortcuts or rushing a job is the exact situation you want to avoid.

MINDSET

RULE

ACTION

BEST PRACTICE

keep going 

Pillar 2

Honour Your Time

With your existing workflow organised in **Pillar 1** and boundaries firmly set (at least mentally), you now have the opportunity to perform.

A painfully cliched quote is that time is money, but it really is.

If it's not your money being spent or wasted, it's someone else's; usually the organisation you work for. Adopting a "money vs time" mindset is useful when you care about the former but seem to always lack the latter.

Being mindful of the cost of time will encourage a more considered approach when dealing with matters that tend to rob you of your time.



Slow Down

13. Getting it Done is Better Than Perfect

It's as simple as that. When it comes to a shortage on time, it's good to keep in mind that rarely anyone besides you will notice the smallest details and, provided you don't compromise on the required outcome, it's perfectly acceptable to submit the completed task without that value-add that no one expected.

14. Stop Multitasking if You Aren't Good at it

This is a fundamental struggle for many. According to one study an average of only 2% of the general population are any good at it.⁽³⁾ While there are many thoughts on how to combat this, the simplest solution is to just not try. Yip. Addressing just one task at a time is perfectly fine.

Now, keep in mind that this is not the same as monitoring or supervising many activities at the same time and it shouldn't be confused as such.

15. Prioritize

Prioritize everything. This includes the people that fight for your attention and the minor things that could take just a few minutes to complete. You might want to start with a written list or visual aid, but in time the ability to know when to do what will come naturally. Tools such as the **Pareto Principle (80-20)**, the **Eisenhower / 4D Matrix**, and the **15 Minute rule** (which is: If it can be done in 15 minutes, do it immediately) are some of the ways to organise incoming work.



16. Avoid Shortcuts

Of course, not having it perfect is not the same as taking shortcuts. Just as buying cheap can mean buying twice, not doing a proper job initially might later result in you having to spend time that was already allocated to something else. If a version 1.0 is acceptable and it's all that your schedule allows, learn to be OK with a version 1.1 later on or leave it as is.

MINDSET

RULE

ACTION

BEST PRACTICE

keep going

Pillar 2

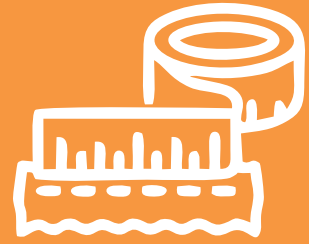
Honour Your Time

Organising is great, but to keep to your commitments you need to maintain control of the time you have.

It won't always be perfect, but every step forward is one closer to success.

Being concise and frugal with your time means spending what's needed and knowing how much is necessary.

Equally, the value of time off should not be forgotten either.



Be Concise

17. Avoid Distractions

Closing the door to your office (if you have one) and turning on airplane mode has already been mentioned, but this is not about that. This is about decluttering. Decluttering your sensory feed. Tidying your desk, your desktop, avoid the after-meeting gossip circle, or simply avoiding things that are meant to be left outside the office - like your personal life. Note that the same applies to your private life and if you can manage that you'll be happier all around.

18. Concise and to-the-point Meetings

We'd all love fewer meetings, until we're the ones calling them. However, if you're able to keep them clear, concise and to the point, they'll hurt far less. That said, there is a fine line between what should be a meeting and what could be an e-mail. If you need to discuss possibilities and brainstorm ideas, calling the team together makes more sense. Keeping a meeting concise is as simple as minimising the number of topics and setting a time limit to each one.

With virtual meetings having become the norm (for the time-being), this is far less of an issue. Yet, it's still possible to leave a session feeling less satisfied and more confused than when you went in. This is the trademark of a waste of time.

19. Micro Holidays

Micro Holidays apply to situations where a marathon runner has reached the finish line; ie, a relatively large project has been completed and some real, deserved rest is warranted. Not every job places this kind of demand on a person, but for those that do work on major deliverables, a micro holiday can make a huge difference not only in recovery, but in general sentiment towards the employer. Micro holidays are usually a few hours to a day or two.

MINDSET

ACTION

BEST PRACTICE

Pillar 3

Lean on Resources

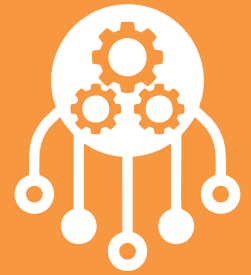
Yes, lean. While employees are often referred to as, sometimes controversially, a resource, or in some sectors, as capital, we never really consider our resources in full.

Your team members are definitely a resource, but so is management, suppliers, clients, industry regulators, the office stationery and even a break room.

The point is, you're not alone.

Pillar 3 is about leaning on, or into, the resources you might have around you.

This requires you to stand back and really consider your environment in order to take full advantage of it.



Capitalize

20. Use Alternative Tools

Sometimes, taking an alternative seat is as effective as taking a backseat; you get to see things from a different angle. Same applies when you decide to jot down a few ideas on a notepad using a pencil, or asking the opinion of a colleague, even if they aren't in your department. This might seem counterproductive but, just like novelists get writer's block, it's possible to get stuck, become clueless or overwhelmed without realising it.

21. Adopt a High-Question-to-Answer-Ratio Approach

This is simple and applies to all situations where dialogue about a potential challenge is held. When presented with a concern or issue, phrase your response in a constructive but deflective manner. For example, if team leader informs you of a failed delivery, ask "what are the possible alternatives?", instead of saying "I'll take care of it." Of course, while doing so, you should always be realistic about who's concern the situation really is.

22. Delegate When You Can!

For many, delegating is hard. High performers are prone to want to control and take charge of everything and increase or retain the respect of their colleagues. This is an OK short term strategy but you risk burnout in the long term as well as not maximising the resources already at hand. Handing a category B task or project to a team member or subordinate while you take care of category A is smart, not weak.



23. Meet with Your Stakeholders

Stakeholders are, for all intent and purposes, everyone that might have an interest in what you or your organisation do. So, logically, they have opinions, ideas, concerns and solutions. While engaging stakeholders can be a time consuming process, and although the reason for doing so should be well considered, asking the right questions, for example, might redefine your understanding of the expectations and cut down on the expected workload.

MINDSET

RULE

ACTION

BEST PRACTICE

Pillar 3

Lean on Resources

Whether you're a junior employee or a CEO, some fundamental parallels remain; we are all tasked with duties and provided with a set of tools.

And let's be honest, every person on the payroll is expected to perform.

Maximizing the usefulness of resources requires constant monitoring and awareness, knowing how and where to improve them and when it's time to replace.



24. Be. Intentional. About. Your. Communication.

Intentional means to speak with conviction and purpose; to be clear and to approach the right people. It's not just about confidence, though this too is important. Believe in your story, your proposal or your suggestion and speak up, clearly, when you should.

This may seem insignificant but every great salesperson would agree it's not about the features of the product but about the performance and delivery of the seller.

25. Pay Attention to Patterns

As a team leader, middle manager or senior executive, the majority of our work entails a high degree of repetitiveness. Patterns emerge and familiarities abound. The same applies to "time-wasters"; things, habits and people that leach the productivity out of our day. Make it a rule to pay attention to patterns, because, when you do, you find ways of fine-tuning performance and optimizing your resources. An example of often overlooked optimization is to re-organise desk layout to minimize distances between interdependent disciplines and departments or doing away with an open plan layout where it just doesn't make sense.

26. Make a Case for More / Alternative Resources

Don't be shy to voice your need for resources when it is entirely justifiable. This is an issue even in the most communication-savvy companies. Resources, as per the introduction, are all the things you have, or don't have, at your disposal, including team members and lunch breaks.

When voicing your need, make sure you prepare the business case, listing the reasons for the need, but also highlighting the benefit to the company.

27. Recognise Good and Bad Performance

This is where you, as a leader, need to be firm and fair. Many companies set KPIs and employ other measuring tools to aid evaluation of performance, but they may still face the same challenges as those that don't; not taking action or taking the wrong action. Unproductive team members are like locked brakes, while overworked or undervalued employees are ticking time bombs that companies are rarely prepared to deal with when they decide to leave abruptly.

MINDSET

RULE

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BEST PRACTICE



The 5-Piece Focus Toolkit

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Daily Task / To-Do Journal



Essential Toolkit



A productivity journal is a time log of your day-to-day activities. What you do in your entire day; right from the moment you get up to the time you retire to bed at night. It may seem a simple concept and not worth thinking about, but a successful journaling habit sets the tone for how you approach and manage other time-related activities.

Priority	Due Date	Description	Who	Status

DO

- Write down what you want to accomplish. Make sure your first three priorities of your day are the most important.
- Use your productivity journal every day.
- Plan the night before, rather than doing it after getting up in the morning.
- Cross off or mark completed tasks. This is a motivating action.
- Carry over unfinished tasks and don't feel frustrated or embarrassed when you do so.

DON'T

- Use it sporadically.
- Forget about the tasks or goals at the bottom of the list.

BENEFITS

- Creates a good foundation for the next day.
- Easy way to organise and gain clarity
- Provides mental satisfaction.

DISADVANTAGES

- Can feel tedious and result in loss of dedication to the task
- May not apply to all kinds of tasks.

Alternatives:

Instead of using a book, try a whiteboard



Goal Setting - The SMART Way

Essential Toolkit



The type of goals you set and the way you set them significantly influences your likelihood of success.

Goals have to meet certain criteria in order to be motivating, attainable and beneficial for the company. SMART goals incorporate all these criteria.

SMARTER



Specific: Objectives should be defined as precisely and specifically as possible. Business goals should be especially clear about the desired outcome and shouldn't leave any room for interpretation. The goal should always be stated positively. (Positive statement: "We want to be profitable again." Negative statement: "We want to get out of the red.")

Measurable: The goal should be stated so that progress can be verified objectively. Define reliable metrics such as monthly sales, the number of conversions per month, or the number of sales per quarter. However, not every goal can be measured using quantitative indicators. In that case, use qualitative metrics such as customer or employee satisfaction and rank them on a graded scale.

Attainable: Everyone involved has to consider the goal attainable so they are motivated to reach it. The chances of success are slim without this commitment and an emotional connection to the goal.

Realistic: You should set realistic goals so that employees can achieve them and accept their responsibilities. Goals can be ambitious, but don't set the bar too high for the team. A goal that seems unrealistic will kill all motivation right from the start. To define a realistic goal, you have to consider the resources and time available.

Timed: Every goal should have a clear deadline. Employees will be more motivated if there's a clear timeline for milestones. A schedule also counteracts the tendency for team members to procrastinate and postpone tasks.

Evaluate: By evaluating your goals every single day, you'll be much more likely to achieve them. Why is that? Well, long-term goals (and also goals that are 3 months or 6 months out), can easily be ignored if they aren't evaluated every single day.

Readjust: Readjust doesn't mean that you have to throw your goals out and start all over. What it means is that you have to try different approaches until you find yourself getting closer and closer to your goals.

BENEFITS

- Makes it easier to reach goals
- Creates Clarity about priorities.

DISADVANTAGES

- Can inhibit innovation if goal is not ambitious enough.
- Increases pressure to perform, though this is a weakness of any goal setting.

Alternatives:

Search online for ALPEN or WOOP Method



Eisenhower / 4D Hybrid Matrix



The Eisenhower Matrix provides a basis for setting sensible priorities and optimizing of time management.

This variation on the matrix incorporates the 4D analysis, where the user starts by listing all tasks, projects and goals, then categorises them according to the urgency and importance.

	Urgent	Not Urgent
Important	Do	Decide
Not Important	Delegate	Delete

Do – important and urgent

These tasks have the highest priority and must be completed immediately. Otherwise, the goals set cannot be achieved.

DECIDE – important, but not urgent

These tasks must also be completed so that you can achieve your own goals. However, it is quite possible to postpone these tasks for a while.

DELEGATE – urgent, but not important

These tasks should be completed quite quickly. However, the tasks are of minor importance, which is why Eisenhower recommends delegating these as much as possible.

DELETE – neither important nor urgent

These tasks are the last on the list of priorities, as they are not relevant (or are hardly relevant) for achieving the objectives and do not have to be completed particularly urgently. If there is little time available, these tasks can often simply remain unfinished.

BENEFITS

- The model is clear and unambiguous.
- Most important goals get completed first.

DISADVANTAGES

- Can be difficult to classify things correctly
- Uneven distribution of tasks may occur, creating unfair workload (work vs resources).

Alternatives:
Split the tools into two to create a filtering process



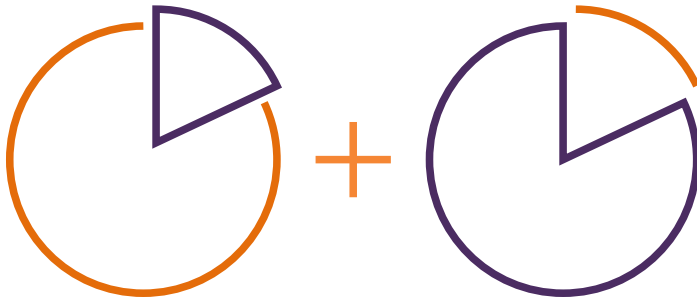
The Pareto Principle



Essential Toolkit



The Pareto Principle, or 80-20 rule, is best known for its application in time management. With the right prioritization you can do 80 percent of the work by spending 20 percent of the time. The principle is popular because it can be applied to inventory management, statistical analysis and many other areas of business and life.



Purpose of the Pareto Principle

The purpose of the Pareto method is to achieve great success with the least possible effort. After all, a lot of time is often invested in tasks that have only a low priority. However, with the right priorities and better time management, you can work more efficiently and purposefully. Especially in work areas with strict deadlines, the Pareto principle helps in focusing the workload correctly in order to complete the tasks in the given time.

The 80-20 rule is also often used together with other time management methods, such as the Eisenhower principle.

An example of the 80-20 Rule Applied

If your family or friends announce a spontaneous visit, there may be little time to tidy the home. If it normally takes three hours to complete all household tasks, a visit announced at a late stage can only take an hour and a half. For this reason, taking into account the Pareto principle, you should first occupy yourself with the tasks that have the greatest effect on the well-being of the guests. This includes, for example, removing objects and clothes lying around, stowing the dirty dishes in the dishwasher and wiping the tables. Since living rooms, guest rooms, and bathrooms will be visited more frequently by the guests than the cellar, you should concentrate on them.

BENEFITS

- Can be a great motivation tool.

DISADVANTAGES

- Misconceptions about the principle leads to misunderstandings about the amount of effort overall.
- 80/20 split is not exact and can vary.

Alternatives:

Search online for *Thiel Index & the Yerkes-Dodson Curve*



The Art of Delegating

Essential Toolkit



Delegating is hard. Setting boundaries and letting others set boundaries is a skill that each person has to learn.



Trusting your team members or employees is equally important and being able to delegate the right task to the right person is an ability that will thank you in the future.

- Work with people you trust. Build a referral culture where team members help bring talent.
- Set standard operating procedures. Equip your staff with the knowledge they need to make decisions independently.
- Start small. Delegate a few small projects you know you can't get close to.
- Clarify what needs to be done and why it's important. Provide expectations for deadlines and outcomes.
- Have a mid-flight review. Ask your team to report back in the middle of a project. Revise goals and metrics as needed.
- Don't delegate things that put people in compromising positions.
- Let them find their way. Set the outcome and then let your employees achieve it on their own.



BENEFITS

- Frees up time to focus on your core goals and projects.
- Creates a sense of inclusivity.
- Creates opportunity for growth.

DISADVANTAGES

- Requires taking risks.
- Requires a degree of skill to be inherent in team members or staff.

Before You Delegate, Ask Yourself:

In relation to speed & efficiency:

- Is this work more aligned with another team member's priorities?
- Is there someone else who has the information and context to do this work?

In relation to the opportunity for growth:

- Is this work an opportunity for someone else to grow and develop their skills?
- Do I have time to effectively delegate this work, including training the other person, answering their questions, and reviewing their work?
- Will this work recur in the future?

In relation to importance & risk:

- Is this something I should personally work on (because it's high-impact or business critical)?
- Would failure impact the success of the project?
- Do we have time to re-do the work if necessary?

When Delegating, remember P.A.C.T:

Purpose. Assigned. Concretize. Time-Stamped

Remember:

Effective delegation skills takes time and practice.



References

- (1) <https://www.dovico.com/blog/2018/03/06/time-management-facts-figures/>
- (2) Jason Hartanov, Speaker, Vistage.com
- (3) <https://www.forbes.com/sites/lisaquast/2017/02/06/want-to-be-more-productive-stop-multi-tasking/?sh=4d32520755a6>
- (4) <https://www.forbes.com/sites/lisaquast/2017/02/06/want-to-be-more-productive-stop-multi-tasking/?sh=4d32520755a6>

Further Reading

<https://hrpa.s3.amazonaws.com/uploads/2020/10/HRPA-Millennials-Report-20161122.pdf>

Mountain For Leaders *by* Services EKSPAND Inc.

Leadership Iceberg Model *by* Services EKSPAND Inc.



