

Living in a Last Minute World

Your Guide to
BREAKING
the Crisis Management Cycle



Poll #1



Poll #2



Poll #3



“Understanding and managing attention is
now the
SINGLE
MOST IMPORTANT
determinant of...success.”

Thomas Davenport and John Beck
Accenture Institute for Strategic Change

Today's Purpose

- Create awareness of how you manage your time and attention each day
- Determine specific ways to increase your effectiveness and productivity through time and attention management



**Produc-
tivity**



**Personal
Satisfaction**



Quality

WHY?



Stress

What Would It Feel Like To...



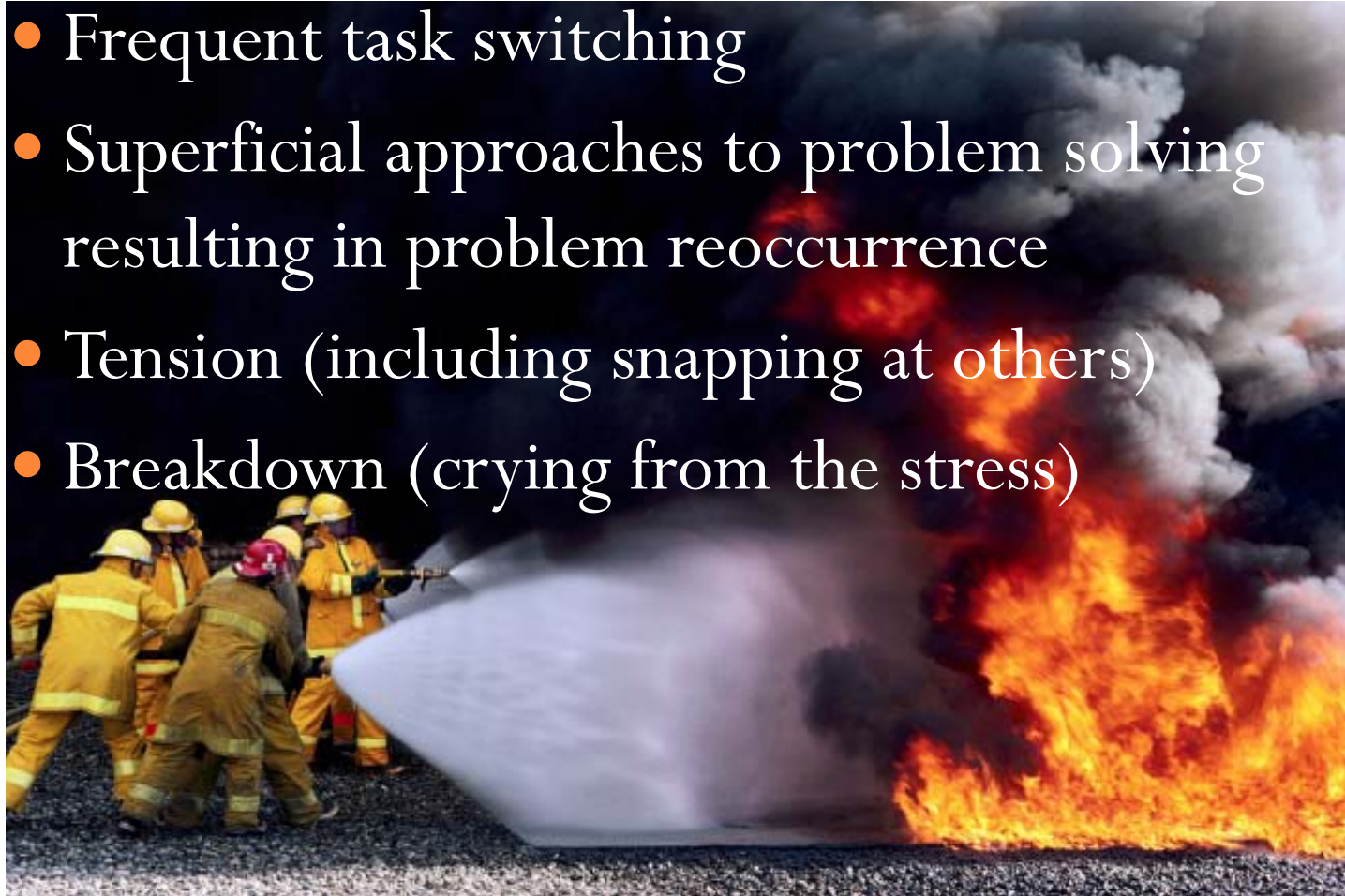
on what's **REALLY**
important, not just
what needs to be
done?

Poll #4



Firefighting Defined

- Frequent task switching
- Superficial approaches to problem solving resulting in problem reoccurrence
- Tension (including snapping at others)
- Breakdown (crying from the stress)



Rescue from the Fire

- Firefighting lures us to multi-task as a reaction to work overload, but by multi-tasking we accomplish less
- The U.S. Office of Naval Research studies show we are 20-40% less productive when firefighting than when we concentrate on one thing at a time
- Creates a “hero” complex that addicts us to adrenaline

Poll #5



How Do We STOP Fighting the Fires?

- Distinguish between **URGENT** and **IMPORTANT**
- Pay attention to where you're paying attention
- Value and protect your attention like it's money



It's Time to Change Your Habit

- Identify the behavior (old habit) you want to change
- Define the new behavior (new habit)
- Perturb the old habit
- Consciously engage in the new habit – never deviate
- Ask for help



Getting in the Right Zone



Time sensitive demands
Crisis
Stress

Strategic thinking & planning
Building reserves
Maintenance & renewal



Unnecessary interruptions
Distracting calls
Email

Inefficiencies
Trivial activities
Excessive entertainment

It's

time

to

CHANGE

PERTURB, PERTURB, PERTURB



your

habit!

Feelings in the Reactive Zone

Impatient

Irritable

Frustrated

Angry

Defensive

REACTIVE

Fearful

Anxious

Worried

Feelings in Distraction & Waste

Empty

Exhausted

DISTRACTION

Depressed

Sad

Hopeless

WASTE



Feelings in Proactive Zone

Calm

Optimistic

Challenged

Confident

Engaged

PROACTIVE

Carefree

Mellow

Peaceful

Relaxed

Relieved

Be aware of your ZONE

Perturb the habit



PROACTIVE

Align Values & Goals

A photograph of a river flowing over large, smooth rocks in a forest. The water is clear and greenish-brown, with white rapids around the rocks. The background is a dense forest of green trees.

We need

WISDOM

COURAGE

DISCIPLINE

to do the important things **FIRST.**

“A wealth of information creates **poverty**
of attention.”

-Herbert Simon
Nobel-prize winning Economist

“Besides the noble art of getting things done,
there is the **noble art of leaving
things undone**. The wisdom of life
consists of eliminating the non-essentials.”

- Chinese Proverb

80% of our activities produce
ONLY 20% of our results
**20% of our activities
produce 80% of our results**

**What will you STOP doing and
where will you focus your 20%?**

Your New Habits

FOCUS

- What's important for you to accomplish this week?
 - Mission/purpose
 - Core values
 - Goals – quarterly, monthly
- Review current strategic projects
- Schedule appointments for the week that support your mission and strategic projects

The Reactive Zone schedules anything you don't...

SAY “NO”

- Block planning time on your calendar and keep that commitment
- Tell them why you must decline – honestly & firmly
- Provide options
- Pay attention to your feelings – don’t commit by obligation

The Distraction Zone feeds on your obligations...

FILTER

- Use email folders and filters
 - Review high-priority folders 4 times each day
 - View low priority folders once each week
- Deal with it, delay it for a scheduled time, delegate it, or dump it
- Schedule important projects, decisions, or creative work during your highest energy time of the day

The Waste Zone loves when you do the same thing
over...and over...and over again...

ANALYZE

- Use a budget spreadsheet and track your time for a couple of weeks
- Use a timer to budget your time
 - What do you THINK you're doing?
 - What OUGHT you be doing?
 - What are you ACTUALLY doing?
- www.rescuetime.com

The Distraction and Waste Zones are sneaky...

GROUP

- Group similar activities together
- Create uninterrupted focus time for each activity
 - Block up to 90 minutes for each task
 - Bring ALL your attention to what you are doing
 - Turn off automatic email notification
- Honor this focus time
- Renew

The Distraction Zone is shrinking...

“To maintain a powerful pulse in our lives, we must learn how to *rhythmically spend and renew energy.*”

-Jim Loehr & Tony Schwartz
The Power of Full Engagement

COMMUNICATE

- Schedule and keep appointments with yourself – inform others
- Use real time effectively
 - Complex or emotionally charged issues
 - Important decisions
- Switch off or mute cell phones when...
 - ...in important meetings
 - ...working on projects (blocked time)
 - ...spending time with friends or family

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PERTURB,

PERTURB,



PERTURB!!

The Right Zone

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