Executive Time Management

Managing workload and energy for sustainable high performance

Today's executives are running out of time. Working under the assumption that longer hours lead to improved productivity, they are driving themselves and others harder and harder to increase effectiveness.

But conventional approaches to time management are inadequate for helping leaders resolve key *strategic* issues they face: how to achieve high levels of *sustainable, long-term* performance while meeting the challenge of doing more with less.

In Cambridge, Massachusetts

2006
December 4-5

2007
March 26-27
July 25-26

Executive Time Management meets a need left unfulfilled by traditional time management approaches. It offers an innovative self-management framework for prioritizing your time and getting the *right* things done. You'll learn how to establish a climate of meaningful and deliberate action, both for yourself and the people you manage, through a unique approach that combines:

- action *with* self-reflection on how you spend your time and why
- tactics *with* strategy in four domains where leaders *must* focus their attention
- "tips" *with* a proven behavioral change model for reshaping the way you work to successfully meet organizational goals

About the Program

The conventional focus of time management is primarily tactical. It is about getting more done with less. The focus of this program is both tactical *and* strategic. It provides a self-management framework for:

- expanding your responsibilities as a leader
- making hard trade-offs
- sustaining intention and focus over time
- learning to say no to more work when more work would be counter-productive

Crafted by an experienced faculty skilled in leadership development, visionary planning, systems thinking and managing time and workload, this innovative framework will enable you to identify the cultural, organizational and individual drivers of unsustainable workload, change the way you work, and translate time management strategies into sustainable results.

1. Making the Case for Changing The Way You Work

As a leader, you cast a long shadow. How you manage your time affects how others manage their time. What kind of signals are you broadcasting to others? How do you influence awareness, direction, focus, reliability, trust and follow-through in your organization? Do you project an image of calmness or chaos? You'll learn why you might want to change what you're doing now and work differently. What are the benefits of changing the way you work and the costs of not changing? How do you make the business case for undertaking the effort that's required to change your approach to time?

2. Clarifying Your Current Reality: *How you spend your time now and why*

The way you approach work is a consequence of the cultural, organizational and individual drivers that influence your actions and decisions: technologies that make you available 24/7, companies' increasing focus on short-term results, your agreeing to meet impossible deadlines. Before you can effectively manage your time, you need to clarify why you approach work the way you do. What are the pressures you're under? Do you find yourself wasting time by solving the same problems over and over again vs. building the capacity to solve them

"Enabled me to reflect on my time management behaviors in ways I never have. I am now charged and excited."
Robert Muller, Director, Supply Chain Planning, QVC

"Addresses underlying behaviors and beliefs that keep most of us from meeting our fullest potential at work and home."
Martin DeBerardinis, Director, Pharmaceutical R&D, AstraZeneca

"If you want to understand why you work the way you do and want to make a change, this is the seminar to attend."
Joanne Russell, Vice President, Core Enhancement Center Operations, Healthways, Inc.

"Marilyn and David are an excellent team. Their experiences and insights bring the whole program together."
Patricia Keefe, Vice President, Administrator, Loomis Sayles & Co. LP

"The program has shown me several areas that I could improve almost immediately with only minor changes in my behavior."
Scott Campbell, Manager, Regulatory Analysis, Kaiser Foundation Health Plan, Inc.

permanently? Do you tend to fight fires instead of preventing them in the first place, or contribute to the very problems you're trying to solve by making promises you can't keep?

3. It's About Time: *Envisioning how you want to spend your time*

Ideally, you should be organizing your time to accomplish what matters most to you. However, most people tend to focus more on what's in front of them, or on avoiding what they don't want, than on what they care deeply about. This module is about making better choices in your work, home and community lives. How do you activate your imagination and identify both the big and small things you really want as a leader? You'll learn how to become the author of your own choices and cultivate a positive image of what you'd like to accomplish with your time.

4. Developing Strategies for Managing Time, Energy, Information and Relationships in a More Sustainable Way

We often get rewarded for what we do best. As a result, we lean on those attributes more heavily over time. But, as you become more successful and take on additional responsibility, how do you acquire a broader repertoire of capabilities than the ones that contributed to your initial success? Leadership is much more than getting things done. It includes the abilities to cultivate relationships and build community; plan your work to achieve both long- and short-term results; and sustain positive energy so you can be an inspiration to yourself and others. In this session you will learn a strategic time management framework for acquiring and sustaining the range of skills that will allow you to function at a higher level.

5. Identifying Support Structures

Support is essential if you're going to learn how to change your behavior, manage your time better, and become more balanced as a leader. You need to take risks to learn to do the things you don't do now. But who do you ask to become part of your support team? Bosses don't tend to mentor employees the way they used to, and competitiveness is all too common today among peers. How do you overcome the natural tendency to go it alone and go about assembling a support structure for change?

6. Planning Next Steps

It's important to make formal commitments to yourself and others if you're going to succeed. This session focuses on executive time management action planning and what to do as a fall-back when you lose track of the plan. You will learn to plan with more intention and focus and to discover the power of doing a few things well rather than a lot of things ineffectively.

7. Going Deeper

Before you leave, you'll identify the competing commitments that could undermine your efforts to change and surface the reasons why you might not follow your action plan. You will learn how to resolve those commitments in favor of what you really want.

> "Your clear-minded presence might be the greatest contribution that you can make to your colleagues and family."

Program Faculty

Dr. Marilyn Paul, Ph.D., Yale University, is an organization and management consultant skilled in facilitation, organizational diagnosis, systems thinking, leadership development, organizational learning and coaching. She has a special ability in combining a focus on results with attention to individual growth.

Her current research focuses on helping people in organizations manage time and workload with greater awareness and clearer intention.

She is the author of the recent book *It's Hard to Make a Difference When You Can't Find Your Keys: The Seven Step Path to Becoming Organized*, (NY: Penguin Compass, 2004).

David Peter Stroh is a principal in Bridgeway Partners (www.bridgewaypartners.com) and a founding partner of Innovation Associates, the pioneering consulting firm in the area of organizational learning. His expertise lies in visionary planning, leadership development, systems thinking, organization design, and change management.

His clients over the past twenty five years have included Procter and Gamble, Shell, Hewlett-Packard, the World Bank and the Kellogg Foundation.

Mr. Stroh is the author of many articles on organizational learning and is a well-known speaker. He was a National Science Foundation Fellow at MIT, where he earned an M.A. in City Planning. He also graduated *summa cum laude* with degrees in Civil Engineering and Urban Studies from the University of Michigan.