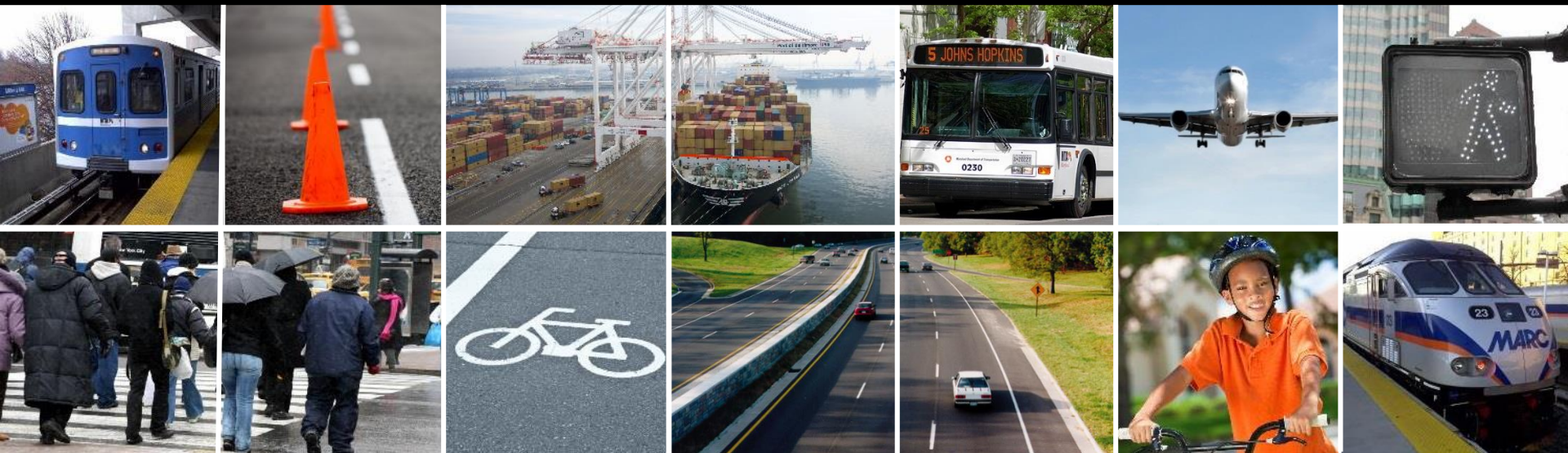




January 26, 2017

Managing Multiple Priorities for Project Managers (Time Management)

MdQI | Continuous Quality Improvement
Maryland Quality Initiative | Maryland's Transportation Industry



Covey's 7 Habits of Highly Effective People

Habit 7: Sharpen the Saw

	Interdependence
Public Victory	Habit 6: Synergize
	Habit 5: Seek First to Understand, Then to be Understood
	Habit 4: Think Win / Win
	Independence
Private Victory	Habit 3: Put First Things First
	Habit 2: Begin with the End in Mind
	Habit 1: Be Proactive
	Dependence

Attitude

6 Critical Words for Success:

**“We become
what we think about.”**

(Napoleon Hill and Earl Nightingale)



Universal Laws of Success

Law of Control

**Law of Cause and Effect
(Sowing/Reaping)**

Law of Belief

Law of Expectation

Law of Attraction

Law of Concentration

Law of Substitution

Law of Correspondence





Goal Setting for Success

**Goal setting
is the master skill of
success.**

Brian Tracy

Managing Multiple Priorities

**“Get busy living,
or get busy
dying”**

**Tim Robbins (Andy Dufresne to “Red”)
(Shawshank Redemption)**





Managing Multiple Priorities

**“Time is the coin of your life.
It is the only coin you have, and
only you can determine how it will
be spent.
Be careful lest you let other people
spend it for you.”**

Carl Sandburg

Goals Set Priorities

With Priorities Set...

What is the most valuable use of my time right now?



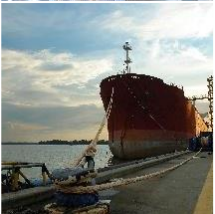
High Priority Task

- High future impacts to your goals
- Important future consequences



Low Priority Task

- Little or no impact to your goals
- Little or no future impacts





Why Time Management

Stephen Covey asks:

“How many people on their death beds wish they had spent more time at the office?”

Ben Franklin's Simple Definition

“Time is the stuff life is made of.”



Time Management

**We are all busy but...
Are we productive?**



Time Management

**“You run the day
or it runs you.”**

Jim Rohn

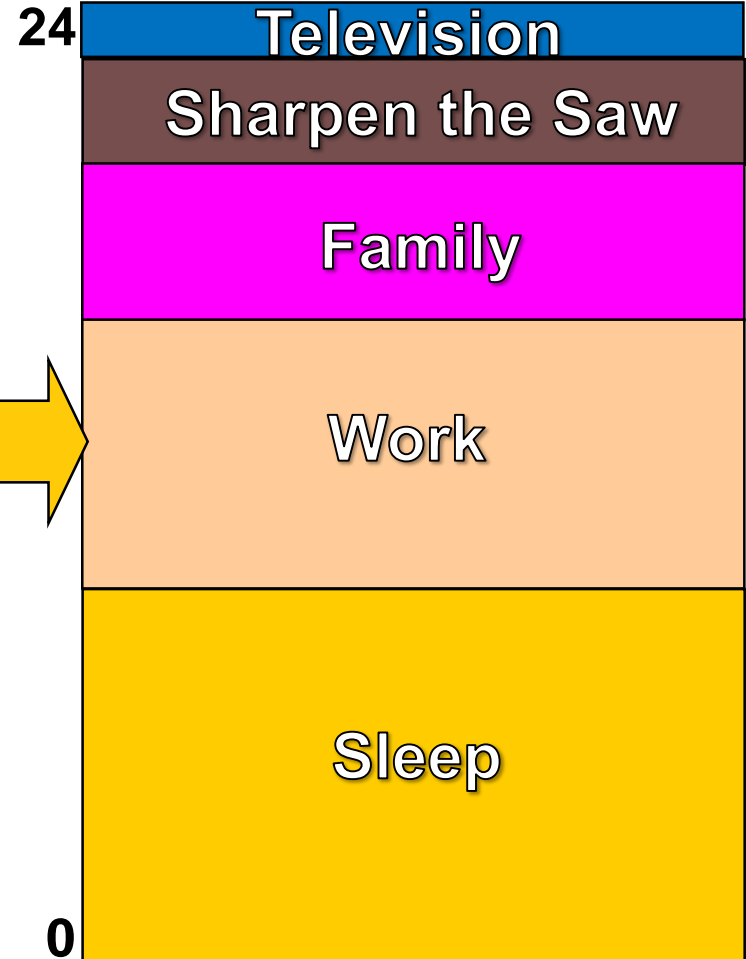
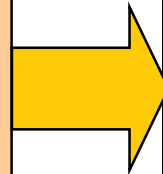
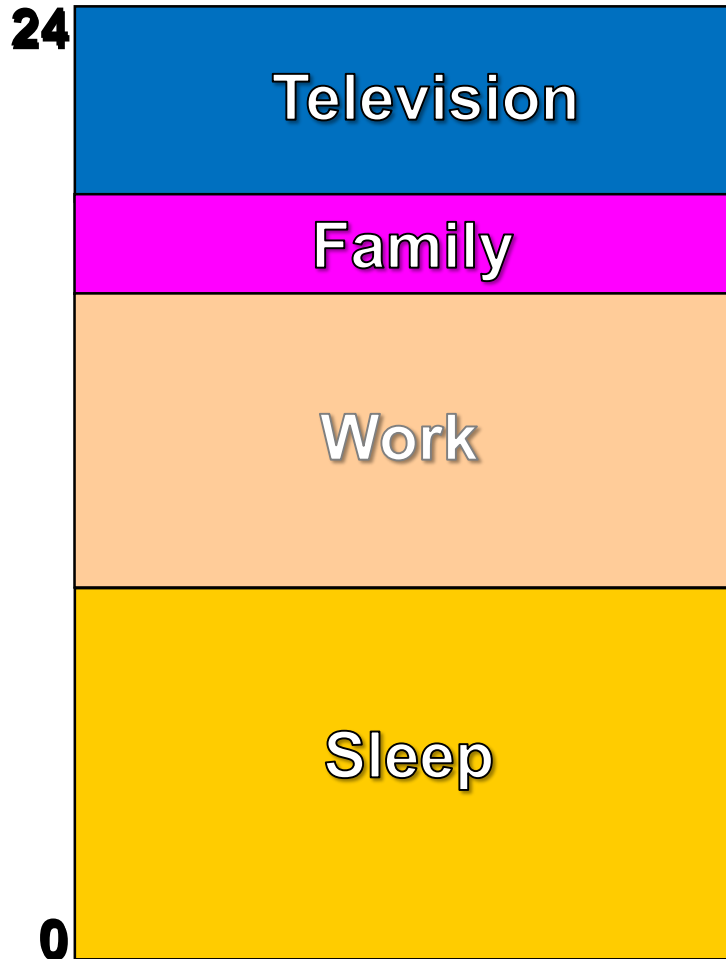


Time – Unique Resource

- Cannot accumulate / store
- Everyone has same amount
- Cannot be replaced
- Spent at constant rate of 60 seconds per minute
- All accomplishments require time



Time – “A Full Day”



Why Time Management

**All Things Being Equal,
TIME Becomes the
Differentiator!**



Value of Time

- 2 Sources of Value - Time & Knowledge
- Every job is to solve problems & satisfy needs of people
- Value added is through increased productivity
- Successful people are more productive than unsuccessful people



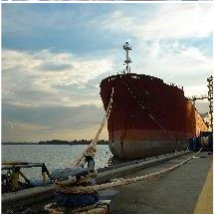
Value of Time

- Rewards in Life will Match Service Provided
- “You can have anything you want in life if you just help enough other people get what they want.” [Zig Ziglar]



Time Management

Save time by wasting less of it!



Time Management

- **Can't save time in large blocks but...**
- **Saving 30 seconds every 5 minutes provides nearly one hour every day**





Time Management



All successful people have
one thing in common...



They value time!



Definition of Time Management

“Time Management is planning and organizing your time in such a way that you accomplish your most important goals as quickly as possible.”





Keys to Effective Time Management

- **Psychology of Time Management**
- **Set Clear Goals and Objectives**
 - Consistent with highest aspirations
 - Consistent with values and convictions
- **Create Detailed Plans of Action**
- **Establish Clear Priorities – Work on Highest Value Task**
- **Develop Good Work Habits**
 - Focus, Concentrate & Singlemindedness
- **Plan Complex Tasks**



Keys to Effective Time Management

“Law of Forced Efficiency”

- The more you take on, the more efficient you will become in achieving your most important tasks.
- Never enough time for everything but always enough time for the most important things.
- Want to get something done, give it to a busy person.

Pareto's Principle (80-20 Rule)

- 80% of effects comes from 20% of causes (Law of Cause and Effect)
- 80% of sales comes from 20% of clients
- Focus on 20% of tasks that create 80% of results
- Do not “major in minor things”





Time Management Matrix

Not Important

<p>I</p> <ul style="list-style-type: none"> • Crises • Pressing Projects • Deadline Driven Projects 	<p>II</p> <ul style="list-style-type: none"> • Preparation • Crisis Prevention • Values Clarification • Planning
<p>III</p> <ul style="list-style-type: none"> • Interruptions • Some mail and messages • Some meetings • Many popular activities 	<p>IV</p> <ul style="list-style-type: none"> • Trivia, busy work • Junk mail, junk • Some phone calls • Time Wasters and escape activities

Quadrant of Crisis

Quadrant of Quality

Quadrant of Deception

Quadrant of Waste

Urgent

Not Urgent

Best Practices – Value of Time

- **Law of Compensation: “You are always fully compensated for whatever you do, positive or negative.”**
- **Whatever you put in, you get out (Law of Sowing and Reaping)**



Best Practices – Value of Time

- If you want to increase the quality and quantity of your pay, you must increase the quality and quantity of your contribution (the service you provide).
- “When we do more than we are paid to do, eventually we will be paid more for what we do.” [Zig Ziglar]



Best Practices – Value of Time

- “Law of Comparative Advantage”
- Hourly rate (current and desired)
- Can someone else less expensive do the task?
- If so, delegate.



Focus on Your Strengths



STRENGTHS	WEAKNESSES
1.	1.
2.	2.
3.	3.
4.	4.

FOCUS ON STRENGTHS

DELEGATE WEAKNESSES!

Marcus Buckingham “Now, Discover Your Strengths”

7 Ways to Get More Done

- **Work harder with greater focus & concentration.**
- **Work with faster tempo.**
- **Batch similar tasks - learning curves.**
- **Do more important things, higher value tasks. with higher potential payoff.**
- **Do things that you are better at.**
- **Make fewer mistakes. Do it right first time.**
- **Simplify work – reduce, eliminate or consolidate steps.**



8 Time Wasters

- Cluttered/Messy Desk and Office
- Phone and E-Mail Interruptions
- Drop-in Visitors
- Meetings
- Firefighting
- Procrastination
- Socializing
- Indecision with Paper and Tasks



Organize Your Life

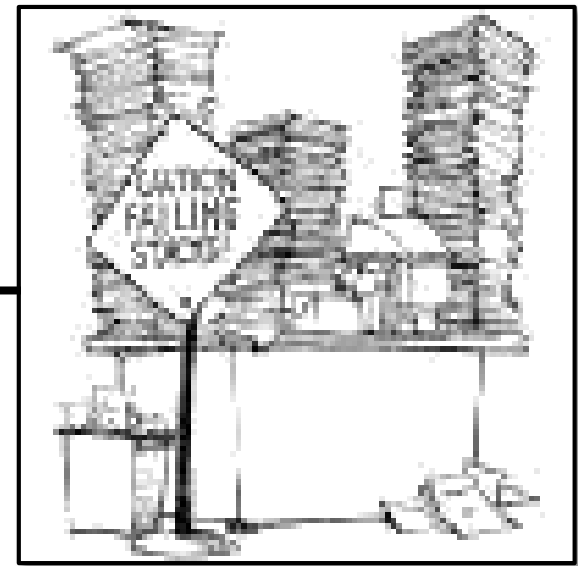
“Clutter is a pile of unmade decisions.”

Julie Morgenstein

“Organizing from the Inside Out”



Organize Desk



- **Clear your desk**
 - Pilemania – Eliminate clutter
 - 60% of papers on desk, no value
 - Save 30 secs. every 5 mins = 1 hour per day
 - Save 30 mins. per day = 3 weeks per year
- **Start every new task with clear desk**
- **New Tasks – Pull out what you need**





Organize Desk

Organize (TRAF Method) *Stephanie Winston*

- T = Toss
- R = Refer or delegate
- A = Action
- F = File (Only those items we will need)

Best Practices

- Handle each piece of paper only once
- Handle each e-mail only once
- Answer mail when picked up
- Don't let things end up on your desk



Best Practices – Quiz Question

Two letter word that saves more time than any other word?

NO!

“Say no to others in order to say yes to ourselves.”





Best Practices

- **To-Do List**

- **Daily: Accomplishments anticipated**

- Large tasks broken into component parts
- Prioritize A, B, C; then A-1, A-2, A-3, etc.
- Set time frames
- Set Daily List at end of day for next day

- **Long Range Plans and Projects**

- Prioritize
- Move to Daily To-Do Lists

- **Keep List in Visible Location**

- **Review before leaving office & before bed**



Simplified Method To Do List

- Write out 6 most important items to-do
- Prioritize the list from 1 to 6
- Work on Item 1 until completely done, then Item 2, & so on...
- Rewrite the list at end of every day
- Review before going to sleep and first thing in the morning

Best Practices

- **Know your peak performance period**
 - Schedule most important / most difficult tasks
 - If morning, go to work 1 hour earlier
 - Hold calls, close door, avoid e-mail
 - Avoid little tasks



Best Practices – People Interruptions

- Intercept people by standing up
- Walk them out of your office
- Walk to their office to continue
- Avoid having desk visible from door
- Turn desk so no eye contact from door



Best Practices – Phone Interruptions

- **Screen calls**
- **Establish times for taking calls**
- **Bunch return phone calls in less productive times**
- **Call others before lunch, before leaving**
- **Plan out important calls**
- **Do easy jobs while on phone**
- **Don't interrupt someone else**



Best Practices – E-Mail

- **More Polite than Phone Calls**
- **Multiple People Can be Copied**
 - Copy those Who Need to be Copied
- **E-Mail is “forever”**
- **E-mailing across Internet, Request Reply as Evidence of Receipt**
- **E-Mail provides interruptions**



Best Practices – Meetings

“Meetings are indispensable when you don’t want to do anything.”

John Kenneth Galbraith



Best Practices – Meetings

- **Share Expectations In Advance**
- **Schedule in advance to prepare**
- **Distribute materials in advance**
- **Agree upon desired products/results**
- **Attendees List**
 - Hourly costs = value of meeting
 - Number of People
 - Know What is Expected
- **Attend Meetings not to Discuss Issues but to RESOLVE Issues**



Best Practices – Meetings

- **Distribute Agenda in Advance**
 - Objective
 - Proposed Attendees
 - Location
 - Items to be Addressed with Time Limits
- **Start on time**
- **Meeting Minutes**
 - Distributed 2 Business Days
 - Actions Items Addressed
 - Who is Responsible
 - When is the Action Item To Be Completed



Best Practices – Waiting Times

- Confirm all appointments
- Carry reading materials for wait time
- Car commuting – University on Wheels



Procrastination

**“Things that are easy to do
are easy not to do.”**

Jim Rohn



Best Practices – Avoid Procrastination

- Think on paper. Prepare thoroughly.
- Gather materials and tools in advance.
- Do one small thing to get started.
- Salami slice the project.
- Swiss cheese technique - punch hole in it.
- Start at outside and move to core.
- Start from center and do hardest task.
- Do task that causes most anxiety.



Best Practices – Avoid Procrastination

- Reward yourself at intervals.
- Start with most unpleasant task.
- Think of negative consequences if not done.
- Think of benefits of completing task.
- Set aside a designated time.
- Don't be a perfectionist.
- Develop compulsion to do it.
- Maintain fast tempo.

DO IT NOW!!!

Make More Time for Yourself

- To earn more, you must learn more
- Knowledge is doubling every 2 years
- To move further, you must learn more



Renewal - Interdependence

Habit 7 – Sharpen the Saw

- Physical
- Spiritual
- Mental
- Social / Emotional



Sharpen the Saw – To Learn More...

- Read 1 hour per day in your field
- Take speed reading course
- Invest 3% of income in improving self
- Rip and read – Use during waiting times
- Read books by experts (see “Book List”)
 - Make sure authors are successful
 - Wait for paperbacks
 - Read reviews
- **University on Wheels**





University on Wheels

Zig Ziglar

- Goals, See You at the Top, Top Performance...

Brian Tracy

- How to Master Your Time, Psychology of Achievement, Maximum Achievement, The Universal Laws of Success and Achievement

Lou Heckler – Leadership Training

Edwin Bliss – Doing it Now

Jeffrey Mayer – If You Haven't Got the Time...

Napoleon Hill

- Keys to Positive Thinking, Think and Grow Rich



Recommended Books and Audiobooks

Page 1 of 2		Recommended Books and Audiobooks		Date:	1/24/2017	Contact:	Joel.Oppenheimer@stvinc.com (410-281-2850)
Author	Title	Media	No.	Subject	Description	Rating	
Ziglar	Zig	Goals	Cassettes	6	Goal Setting	Excellent recording on setting goals	9
Ziglar	Zig	Top Performance	Cassettes	6	Self-Improvement	Excellent motivational tape on success	8
Ziglar	Zig	See You at the Top	Book/Cassette	382	Self-Improvement	Success principles. Ziglar's first book.	8
Ziglar	Zig	Over the Top	Book/Cassette		Self-Improvement	Excellent motivational tape on success	8
Tracy	Brian	How to Master Your Time	Cassettes	6	Time Management	Tremendous overview on time management	10
Tracy	Brian	Psychology of Achievement	Cassettes	6	Self-Improvement	A classic must listen to tapes on success	10
Tracy	Brian	The Universal Laws of Success and Achievement	Cassettes	6	Self-Improvement	Attitude, finances, goals, and success	9
Tracy	Brian	Maximum Achievement	Book/Cassette	344	Self-Improvement	Book supporting Psychology of Achievement	9
Tracy	Brian	Time Power	Book		Time Management	Book detailing time management	9
Tracy	Brian	Change Your Thinking, Change Your Future	Book		Self-Improvement	Attitude for success	8
Tracy	Brian	Eat That Frog	Book/CD		Time Management	Short simple tips on time management. Quick read.	8
Tracy	Brian	Goals	Book	278	Goal Setting	The Ultimate goal setting book. Must Read!	10
Tracy	Brian	Millionaire Habits	Book/Cassette		Self-Improvement	Attitude, goal setting, finances, excellent overview	9
Tracy	Brian	Creating Your Future	Book		Self-Improvement	Overview on creating a successful life.	8
Bliss	Ed	Doing It Now	Cassettes	6	Time Management	The ultimate time management guru.	9
Wetmore	Donald	KISS Guide to Organizing Your Life	Book		Time Management	Excellent overview on time management	9
Morgenstern	Julie	Organizing from the Inside Out	Book/Cassette		Time Management	Excellent time management guru	8
Covey	Stephen	The 7 Habits of Highly Effective People	Book/CD/Cass		Self-Improvement	The classic book that frames success. Must read.	10
Heckler	Lou	Leadership Training (CareerTrack)	Cassettes	4	Leadership	Excellent audiobook on leadership	9
Hill	Napoleon	Think and Grow Rich	Book/CD/Cass		Self-Improvement	The original self-improvement, goal setting book	10
Hill	Napoleon	Keys to Positive Thinking	Book/Cassette		Self-Improvement	Excellent overview of positive mental attitude.	9
Nightgale	Earl	The Strangest Secret	CD	6	Self-Improvement	First audiobook from father of audiobooks	9
Nightgale	Earl	Lead the Field	CD	6	Self-Improvement	Outstanding self-improvement overview	9
Nightgale	Earl	The Essence of Leadership	CD	20	Self-Improvement	Detailed self-improvement overview	9
Mayer	Jeffrey	If You Haven't Got the Time to Do It Right...	Cassettes		Time Management	Short overview on time management tips.	8
Mayer	Jeffrey	Time Management for Dummies	Book		Time Management	Excellent book on time management.	9
Carnegie	Dale	How to Win Friends and Influence People	Book/Cassette		Relationships	A classic book that has survived time. A must read.	10
Buckingham	Marcus	Know Your Strengths	Book/Cassette		Self-Improvement	Excellent book to evaluate your strengths.	9
Rohn	Jim	7 Strategies for Wealth and Happiness	Book		Self-Improvement	Excellent author, excellent overview of success	8
Rohn	Jim	The Weekend Seminar	Cassettes	12	Self-Improvement	Excellent overview on success techniques	8
Rohn	Jim	The Power of Ambition	Cassettes	6	Self-Improvement	Excellent author and good tape on ambition	8
Rohn	Jim	Challenge to Succeed, A Philosophy for Successful Living	Cassettes	6	Self-Improvement	Excellent tape program on elements of success	8
Robbins	Tony	Giant Steps	CD/Cassettes		Self-Improvement	Robbins is animated presenter with great ideas	8
Robbins	Tony	Awaken the Giant Within You	CD/Cassettes		Self-Improvement	Robbins is animated presenter with great ideas	8
Robbins	Tony	Lessons in Mastery	CD/Cassettes		Self-Improvement	Robbins is animated presenter with great ideas	8
Robbins	Tony	Unlimited Power	CD/Cassettes		Self-Improvement	Robbins is animated presenter with great ideas	8



Recommended Books and Audiobooks

Page 2 of 2		Recommended Books and Audiobooks		Date:	1/24/2017	Contact:	Joel.Oppenheimer@stvinc.com (410-281-2850)
Author	Title	Media	No.	Subject	Description	Rating	
Waitley	Denis	The Psychology of Winning	Book/Cassette	6	Self-Improvement	An outstanding classic by an excellent presenter	10
Sommer	Bobbe	How to Set and Achieve Your Goals (CareerTrak)	Cassettes	4	Goal Setting	A good seminar on goal setting.	8
Canfield	Jack	The Success Principles	Book/CD		Self-Improvement	A book on all principles for success by author of Chicken Soup for the Soul	10
Canfield	Jack	Self-Esteem and Peak Performance	Cassettes	6	Self-Improvement	The value of self-esteem on peak performance	9
Maxwell	John	Today Matters	Book		Time Management	Excellent writer on variety of self-improvement	8
Maxwell	John	Developing the Leader In You	Book		Leadership	Excellent book on leadership	8
Maxwell	John	Winning with People	Book/Cassette		Relationships	Excellent book on people skills	8
Maxwell	John	The Five Levels of Leadership	Book/Cassette		Leadership	Excellent book on leadership and various levels	9
Bach	David	The Automatic Millionaire	Book/CD		Finances	Excellent book for young adults to manage finances	10
Stanley	Tom	The Millionaire Next Door	Book/Cassette		Finances	Interesting facts about average millionaires	10
Clason	George	The Richest Man in Babylon	Book		Finances	Easy reading timeless classic from 1920's	10
Solin	Daniel	The Smartest Investment Book You'll Ever Read	Book/CD		Finances	Excellent overview on investing for long term	9
Orman	Suze	The Courage to Be Rich	Book/CD		Finances	All of Suze Orman books are excellent & clear	8
Orman	Suze	The Nine Steps to Financial Freedom	Book/CD		Finances	All of Suze Orman books are excellent & clear	8
Orman	Suze	The Laws of Money, The Lessons of Life	Book/CD		Finances	All of Suze Orman books are excellent & clear	8
Orman	Suze	You've Earned It, Don't Lose It	Book/CD		Finances	All of Suze Orman books are excellent & clear	8
Orman	Suze	The Road to Wealth	Book/CD		Finances	All of Suze Orman books are excellent & clear	8
Kiyosaki	Robert	Rich Dad, Poor Dad	Book/CD		Finances	Very interesting discussion on finances	7
Ramsey	Dave	The Total Money Makover	Book		Finances	Excellent, especially for getting out of debt	9
Ramsey	Dave	More Than Enough	Book		Finances	Excellent, money and living life	9
Ramsey	Dave	Financial Peace Revisited	Book		Finances	Excellent, overview on finances and money mgmt.	9
Malkiel	Burton	A Random Walk Down Wall Street	Book/CD		Finances	Excellent, investing and market behavior	8
Bogle	John C.	The Little Book on Common Sense Investing	Book/CD		Finances	Excellent, investing in index mutual funds and why	9
Robbins	Anthony	Money--Master The Game	Book/e-book		Finances	Excellent, reinforces all ideas & presents new ideas	9
Byrne	Rhonda	The Secret	Book/CD/Movie		Self-Improvement	Focuses on the Law of Attraction for success. Exce.	8
Souza	Brian	Become Who We Were Born To Be	Book/CD/Tape		Self-Improvement	General rules for success with people case studies	9
Ben-Shahar	Tal	Happier	Book/CD		Self-Improvement	Study on how to be happier	8
Shimoff	Marci	Happy for No Reason	Book/CD		Self-Improvement	Study on what leads to happiness	9
Izzo	John	The 5 Secrets You Must Discover Before You Die	Book/CD/DVD		Self-Improvement	230 wise, elderly people commonalities on life	10
Collins	Jim	Good to Great	Book/CD		Business/Ldrshp	Study of what makes great companies great	8
Thomson	Peter	The Best Kept Secrets of Great Communicators: Nine Secret Weapons to Shine Socially, Uncover Opportunities, and Be Perceived as Smarter, Sharper, and Savvier	CD		Communications	Excellent CD program on communicating for success	10
Sinek	Simon	Start with Why--How Great Leaders Inspire Everyone to Take Action	Book/CD/iPhone		Business/Ldrshp	Excellent on leadership and strategic planning	10



Learn Success

- **Take a Successful Person Out to Lunch**
- **Read Books Highlighting Attributes of Successful People**
 - “Think and Grow Rich” by Napoleon Hill
 - “The Secret” by Rhonda Byrne
 - “The Five Secrets You Must Discover Before You Die” by John Izzo
 - Be True to Yourself: Follow Your Heart
 - Leave No Regrets
 - Be Love
 - Live the Moment
 - Leave More Than You Take



Closing Thoughts

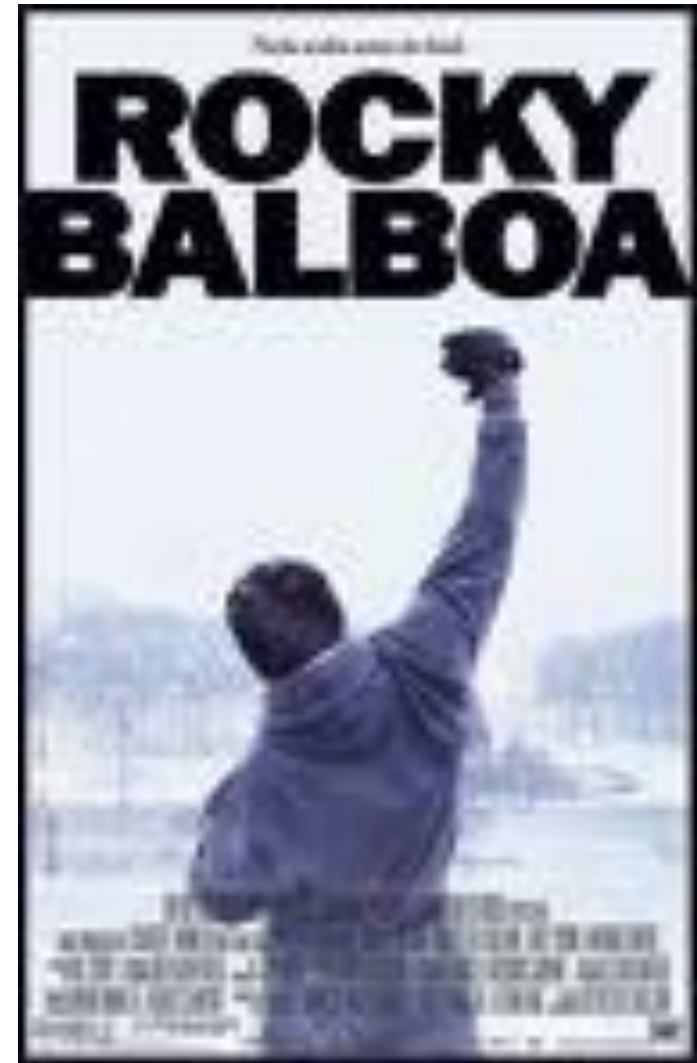
**“This is Your Life,
Not a Dress Rehearsal”**

Book by Jim Donovan

No “Do-Overs”

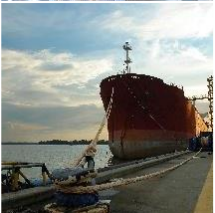
Starting the Day Right

- Opportunity Clock
- Pump Hand into the Air
- Think the Right Thoughts



Starting the Day Right

- Opportunity Clock
- Pump Hand into the Air
- Think the Right Thoughts
- “Something wonderful is going to happen today!”
- Attitude of Gratitude
- Skip Listening to News
- Exercise Mind, Exercise Body
- Breakfast
- Waking kids
- Saying goodbye to family members





Starting the Day Right

- **Driving to Work**
 - Audiobooks
 - Go Lights
- **Arrive at Work 1 Hour Early**
- **Review Work Goals**
- **Prioritize To-Do List**
- **2 Hours Uninterrupted on Highest Priority Task**

Continuing the Day Right

- **Lunch**
 - Healthy Bag Lunch
 - Off Peak
- **Organize Tomorrow's Priorities**
- **Leave on Time, Clean Desk**
- **Take Index Card of Tomorrow's Tasks**



Concluding the Day Right

- **Healthy Dinner, Healthy Conversation**
- **Exercise**
- **Read**
- **Time with Family**
- **Review Goals**
- **Review Task List for Tomorrow**
- **Early to Bed**



Concluding the Day Right

**“Early to bed and early to rise...
Makes a man healthy, wealthy
and wise.”**

Ben Franklin



Some Final Thoughts

Key to Time Management:

Not finding more time but making better use of time we have





Some Final Thoughts

- **Time Manager = Life Leader**
- **Attitude – Proactive, Positive, Responsible**
- **Set your goals**
- **Know your priorities**
- **“What is the most valuable use of my time right now?”**

Conclusion

“The main thing is to keep the main thing the main thing.”

Fred Smith



Conclusion

**“You can’t go back
and make
a new beginning,
But you can make a
new end.”**



Conclusion

**“When you do the things you ought to do when you ought to do them,
The day will come when you can do the things you want to do when you want to do them.”**

Zig Ziglar



Conclusion

**“Happiness is a journey,
not a destination.”**

“The Station”

Robert Hastings





Contact Information and References

Contact Information:

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Phone: 410-281-2850

REFERENCES:

- Stephen Covey – “The 7 Habits of Highly Effective People”
- Brian Tracy – “Time Power”
- Zig Ziglar – “Goals”
- Brian Tracy – “Goals”
- Jack Canfield – “The Success Principles”