

BUAD 3000 - Integrated Skills for Management

Session 9

- I. Review of Midterm Exam
- II. Today's Session
 - Time Management and Individual Decision Making
 - Using one of Covey's 7 Habits to become effective time managers; i.e. Putting First Things First
 - Team preparation time for Ethics cases (next session)
- III. 3 Flavors of Time Management
 - Non-impactful/administrative
 - Impactful/crisis driven
 - Impactful/influence driven
- IV. Using "First Things First" to become an effective time manager
 - Effective Time Management is Putting First Things First
 - Based on self-control, not being controlled
 - Based on our values vs. others' perceptions
- V. 4 Generations of Time Management
 - First—Notes and Checklists
 - Second—Calendars and appointment books
 - Third—Same as second, but with goal-setting
 - Fourth—Results and Relationship-oriented

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VI. The 4 Quadrants

- The urgent and Important—QI
- Not urgent, but important—QII
- Urgent, but not important (activity trap)—QIII
- Not urgent and not important—QIV

<p>QUADRANT I (URGENT/IMPORTANT)</p> <ul style="list-style-type: none"> ▪ REACTIVE ▪ CONTINUAL CRISIS MODE (CCM) ▪ STRESS/BURNOUT ▪ FIRE FIGHTING ▪ CRISIS MANAGEMENT ▪ ADRENALINE FREAK ▪ NO LEGACY 	<p>QUADRANT II (NOT URGENT/IMPORTANT)</p> <ul style="list-style-type: none"> ▪ PROACTIVE ▪ DISCIPLINE ▪ SELF-CONTROL ▪ PERSPECTIVE ▪ MISSION-CENTERED
<p>QUADRANT III (URGENT/NOT IMPORTANT)</p> <ul style="list-style-type: none"> ▪ BUSY, BUSY, BUSY ▪ FOOLING YOURSELF ▪ SHORT-TERM FOCUS ▪ CAN'T SAY "NO" ▪ REACTIVE 	<p>QUADRANT IV (NOT URGENT/NOT IMPORTANT)</p> <ul style="list-style-type: none"> ▪ TIME WASTERS ▪ GETTING FIRED ▪ DEPENDENT ON OTHERS

VII. Understanding your mission/values

VIII. The power of the word "NO"

- Yes = Commitment
- No = Ability to say "YES" later

IX. Quick Team Case Study using a "Huddle Meeting"

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Team Case Study

Your "In Basket" for Tuesday, 24 October

Using what you've learned about "Putting First Things First", assign each activity to its appropriate "quadrant".

You are the VP Human Resources for a major company, you arrive in your office at 8:00 am and begin to put together a list of activities that you'd like to attend to that day. You estimate the time each one will take. Your unprioritized list is as follows:

1. You'd like to have lunch with the VP Sales. (1-1.5 hours)
2. You have 30 unanswered emails and phone calls from yesterday (1 hour)
3. You were instructed the day before to prepare your departmental budget for the following year. (2-3 days)
4. Your "IN" basket is overflowing into your "OUT" basket. (1-1.5 hours)
5. You need to talk with your Manager of Recruiting. Several of your peers have been complaining about the length of time it's been taking to fill jobs. They're not happy and they've asked you to "look into it." (1-1.5 hours)
6. You'd like to catch up on HR Journals piled up on your desk. One of the articles is about Gainsharing, a particular "hot button" of interest for you. (1/2 hour)
7. A woman from the EEOC wants you to call her and discuss your firm's upcoming EEOC audit. (1/2 hour)
8. There is a meeting at 2:00 pm of the firm's executive board that you've been asked to attend. You don't know what it is about. (1 hour)
9. You need to prepare for a major presentation you're giving in a week to the national SHRM meeting. (2 hours)
10. The VP Finance wants to meet with you to discuss terminating the Controller. This is "new news" to you. (1 hour)
11. You have several items of correspondence that your secretary says are urgent. (1 hour)
12. Your Director of Compensation has asked to meet with you today. For the past month, you've suspected that he is actively interviewing outside of the company. Your concern is that he may be announcing his resignation and you just can't afford to lose him now. (1 hour)

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Team Case Study (Continued)

Your "In Basket" for Tuesday, 24 October

13. Your 8-year old daughter has a dance recital at school at 7:00 pm. You missed her last recital as you were out of town on business. You've promised her you won't miss this one. Even if you go straight to the school from work, it will take an hour to get there.

Additional Team Case Studies

1. Your boss, the VP HR, has a major presentation scheduled on Friday, at 9:00 am with your company's operating committee. The subject of the meeting is a discussion of major changes being considered to the company's employee benefit program. Although, she has been working on her presentation for over a week, on Wednesday, your boss asks you to assist her with the financial analysis needed to support the changes. You work until 11:30 pm Wednesday evening to complete the analysis. On Thursday morning, your boss quickly scans over your work and says, "Looks good" and leaves your office. However, at 4:00 pm, she unexpectedly returns and says, "I've decided to make some changes to my presentation. This morning I thought your numbers looked okay, but now I want to go in a different direction. I need you to rework the whole thing. I'll need this by the time I come in tomorrow at 6:00 am. Don't hesitate to call me at home--I'll be up late preparing for the meeting tomorrow. In fact, give me a call when you're done." You look at her somewhat stunned as you had already made dinner plans with an old college friend who called you yesterday. You haven't seen him in 10 years. He indicated that by pure chance, he'd be in town for one day (today) and would be flying out early tomorrow morning. What do you do?
2. You are the new Manager of Training and Development for a large pharmaceutical company—having joined the firm only 3 weeks prior. It's Wednesday morning and you're in your office working hard. You are going to be delivering a major training program next week on Leadership Skills development to key executives in the Finance department, and you're making changes to a few of the modules. The phone rings and it's the VP of Sales for the company. He's asking you if he can stop by right away and discuss a few of his ideas on training for his sales team. He was also wondering if you'd like to go out in the field for a few days next week to travel with a few of his sales people. As you're "the new guy", you'd really like to go, but you also have the commitment of your Leadership Seminar with which to contend. What do you do (regarding the "instant" meeting and the "road trip" next week)?

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Additional Team Case Studies (Continued)

3. You are a mid-level recruiter for a major corporation. Times have been very good for your company—putting it into high-growth mode with many new openings. You are currently carrying 60 open positions—primarily for IT and Finance talent. All of a sudden, unannounced, the SVP of Marketing and Sales comes into your office. He sits down immediately and informs you that due to the company's growth, the CEO has given him permission to hire 20 new sales people immediately. He wants you to get started right away on recruiting these additions to his sales team. He says, "We have to strike while the iron is hot! I need these sales people yesterday!" While you're personally excited that such a "big shot" in the company would come into your office needing your help, you also know that you already have 60 open positions and that to have to recruit 20 new sales people ASAP will significantly disrupt your recruiting efforts on those roles. What do you do?
4. You are the Manager of Compensation for a mid-sized (\$500mm) manufacturing company. On the train going into work, you are reading the *Wall Street Journal*. As you read the paper, your attention is caught by an article referencing a new government contract being offered to The Boeing Company. The contract is for manufacturing the next generation Space Shuttle. The article quotes a Boeing representative as stating, "We're really happy to have this contract. We're going to need help from subcontractors in a few areas, but otherwise we're in good shape to complete the contract." You immediately put down the paper and say to yourself, "Hey, our company manufactures propulsion subassemblies for the F-22 fighter. I wonder if we could apply that expertise to the new Shuttle? Hmm, maybe we could be one of those subcontractors that Boeing is looking for." Manufacturing is definitely not your area of expertise. Should you tell someone at your company about this possibility? Just suppose that what Boeing really needs is not what your company can do—you might look pretty stupid offering up your opinion—particularly to the Manufacturing VP and the VP of Sales. They are both powerful people in the company and you sure wouldn't want to look stupid in front of them. What do you do?
5. You are the Manager of Human Resources for a large call center. You are in a closed-door meeting with an employee discussing an attendance problem they're having. You are getting ready to tell the employee that the next absence will lead to their termination, when your boss sticks her head in your office and indicates that she needs to talk to you right away. What do you do?
6. You are the HR Manager for a division of a large financial services company and notice that over a 2-year period, turnover in a particular department in your firm's call center is running over 40% versus the rest of the company's 15% turnover. No one has complained or even mentioned turnover in that department. What do you do?

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Additional Team Case Studies (Continued)

7. You are a Human Resources Representative for a large department store and notice that one of your best friends in the company, the 38 year-old Home Furnishings department manager, seems to be getting "very friendly" with one of his employees—a high school sophomore. What do you do?

8. You are an HR Rep for a large company and are currently working in Chicago, IL. You have just been offered a promotion to HR Manager at one of the company's plants located in Hastings, NE. While you're excited about the promotion, you also know that if you accept the offer and relocate, that it's almost certain, your spouse, a college professor, will not be able to find a job in this small, rural community. Your new salary will not be great enough to offset the loss of your spouse's income. What do you do?

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The 4 Quadrants

