



# The Human Factor

Releasing the Power of Your People



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## Highly Effective Time Management

By changing how you think about your tasks, you can create a better return on investment for your time

Do you have more 'to-dos' than time in your day? Is lack of time preventing you from reaching more of your goals? If you had more time, what would it mean to your business, your finances, your family – your life? No one is given more than 24 hours a day. How then do some people accomplish so much while others drown in incomplete 'to-do' lists, missed deadlines and unmet objectives?

Effective time management is the process of ensuring that all of your time is spent on activities that move you closer to your goals. In other words, what you do is far more important than how quickly you do it.

The bottom line; how you spend your time determines your success. The most successful business leaders and entrepreneurs invest their time very carefully - wisely.

Those who develop effective habits for time management create a competitive advantage.

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*Are You Managing Your Time Effectively?*

## Structure + Analysis = Hiring Success

Just like anything else, the key to an effective hiring process is to identify the steps that contribute most directly to achieving success, and then implementing and practicing those steps, making improvements along the way.

First and foremost is the creation of a **standardized hiring process**. Through the creation of such a process, you can better identify the things that work best for you and your company . . . and the

things that don't work at all. This is not to say that some steps in the process should be eliminated altogether, but that some should be weighted more than others, in accordance with what's most effective. Below are the basic steps that any hiring process should include:

- Criteria-based screening of candidates
- A standard background check
- A complete battery of Assessments or Tests
- Structured interviews, both over the phone and in person

Remember, these are just the basics. Depending upon the position being filled, you can add steps or elaborate and build upon existing ones.

### *The Other Half of the Equation . . .*

A **thorough analysis of the open position** will further help you to fill it with the best candidate possible. Unfortunately, many companies overlook this aspect of the hiring process, instead focusing their attention on the candidates that they're screening and interviewing. Those candidates represent only one-half of the equation.

After all, you have to know exactly what you're looking for before you can know that you've found it.

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The secret is understanding where your time is best invested and developing systems, processes, behaviors and habits for priority management and the effective use of your time.

### ***Change Your Attitude***

To change results it is necessary to change behavior. Significant behavior change requires a change in perspective or attitude; in other words, you must change how you think. Effective time habits require effective time attitudes. It is best to think about your time as a limited resource - one to be *invested* rather than to be spent.

### ***First - Know What You Want***

Make a list of your top priorities, both personal and professional. This will help clarify where to focus your energy and speed up decision-making when events arise that are not top priorities. Daily, weekly, monthly and annual prioritization is a powerful time management habit.

### ***Establish Your Personal 80/20 Rule***

Typically, 80 percent of success comes from 20 percent of your effort. Determine what your most profitable 20 percent is and spend the majority of your time in those activities.



### ***Eliminate Unproductive Activity***

One of the most practical exercises for better time use is a personal time study. Track your activities in 15-minute increments for 3-5 days. Look for opportunities to eliminate unproductive behaviors. Often the greatest gains in productivity are the result of eliminating bad habits and non-value added activity.

### ***Automate***

Use technology to your advantage. Automation is a great way to multiply your efforts. Review your time study for opportunities to memorize transactions, create automatic activity series, sort e-mail, auto-complete fields, etc. While it takes time to set up, it is always a wise investment.

### ***Delegate***

If the return on your time investment is less than the cost, yet the task is too important to eliminate and cannot be automated, consider delegating it.

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For this reason, after you have established a standardized and structured hiring process, the next step is to thoroughly analyze the open position and the job description associated with it. Ideally this is done **before** any interviews are scheduled. In doing so, the position should be analyzed in regards to the three main areas below:



- **Knowledge** – Although this is often considered the most obvious qualifier, it must be examined in an exhaustive fashion, since a miscalculation could be costly if not caught before a bad hire is made.
- **Skills/abilities** – This refers to the application of the knowledge needed to perform the tasks required by the position, whatever forms that application might take.
- **Personality/attitude** – This one is often overlooked, since it pertains to the “soft skills” necessary for the job, as opposed to the “hard skills.” It is perceived as hard to measure.

As you can see, achieving hiring success starts before the interviewing process itself begins. Through the combination of a standardized process and an extensive job analysis, you can dramatically increase the chances that the next person you hire... is the best person for the position.

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## **Delegation**

Test how well you delegate authority to your employees by asking yourself these questions:

- **How often** do I say: "I should have taken care of that myself"?
- **What is** the turnover rate among my employees?
- **Are my** employees frequently absent when they're not sick?
- **How many** of the people that I have directly supervised still work with me?
- **How many** of my employees would follow me if I took a new job in another department or at another company?

Source: *Streetwise Managing People*, by Bob Adams et al., Adams Media Corp., Holbrook, MA 02343

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Opportunities abound to use staff, a virtual assistance, contract professionals, temporary help, family members, etc. Eliminate dependency on specific individuals by creating checklists and procedures for each delegated task. This helps bridge the gap if you have to do the task again *and* it improves training effectiveness down the road with new people.

### **Simplify**

Look for every opportunity to simplify processes, decision-making, communications, proposals, customer tracking, etc.

### **Leverage**

This concept refers to multiplying the return you get from every effort. Perhaps creative work can be re-purposed or meetings can serve multiple functions. Look for every opportunity to consolidate your efforts and get greater return on your time investment.

### **Vision**

Take time to create a clear, succinct vision for both yourself and your organization. Don't stop at the words; create pictures of what it will look like once you accomplish your vision. Imagine what it will feel like once you get there. The more emotionally tied you are to your vision; the easier it is to stay aware of the success habits you are trying to create.



### **Time Blocking**

Complete similar types of work or tasks at the same time. Opportunities for blocking include client visits, telephone work, computer work, writing, e-mail correspondence and personal tasks. This strategy maximizes your time investment far better than moving from one unrelated task to another throughout the day.

### **Analyze**

Keep track of what's working really well, personally and for the business. Also, track opportunities for improvement. Review your list regularly and implement improved habits, processes and systems at every opportunity.

Successful entrepreneurs create highly effective habits. If time management is really effective priority management, then creating habits for better self-management is critical to your success. Think about the impact that one or two new time habits and/or attitudes could have on your business over the next year.

Perhaps your best time investment right now is creating your personal action plan for highly effective time habits.

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**Do what you can, with what you have, where you are.**

– Theodore Roosevelt



# **ONE MINUTE IDEAS**

## **Book of the Month**

### ***Sell Something Everyday***

– By Carl Henry

Are you striking out in sales because you're always looking for the home run? In *Sell Something Everyday*, Carl Henry shows why many salespeople make their careers harder than they need to be by missing the steady stream of business that's out there waiting to be found - and then he shows them how to go and get it.



[Click here for more information](#)

[www.carlhenry.com/books-by-carl-henry/sell-something-everyday/](http://www.carlhenry.com/books-by-carl-henry/sell-something-everyday/)

## **Great Managers Remove Obstacles**

"Managing is the art of getting things done through and with people in formally organized groups. It is the art of creating an environment in which people can perform as individuals and yet cooperate towards the attainment of group goals. It is the art of removing road blocks to such performance."

**Don't miss next month's issue.**

**Subscribe now - FREE!**

### ***The Human Factor***

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## Employment Laws You Should Know

**Health Information Portability and Accountability Act** ("HIPAA") is a federal law that protects confidential medical information belonging to all individuals. In the employment context, HIPAA means your employer may not have access to your confidential medical information unless it is necessary for the business (i.e., your employer views the results of a drug-screening test to ensure workplace safety, or you submit medical certification to your human resources department to confirm your eligibility for FMLA leave).



**National Labor Relations Act** ("NLRA") is a federal law that regulates the employment relationship between certain employers and employees. Although the NLRA is most commonly associated with unionized employers and employees, and most of its scope is devoted to regulating that relationship, some of its coverage actually extends to all employers and employees.

**Retaliation for making a claim or reporting a violation** is prohibited by most of the federal and state laws relating to the workplace. In the case of Title VII and other federal antidiscrimination laws, a retaliation claim may be maintained even when an employee cannot show that he or she was discriminated against.

*Few things help an individual more than to place responsibility upon him, and to let him know that you trust him.*

- Booker T. Washington

## ★ ★ ★ We're Expanding Our Offerings!!! ★ ★ ★

Jerry Fons Started Executive Power 10 years ago with a background in Industrial Engineering and Lean Manufacturing, understanding that the Success of any Lean, Total Quality, and other Continuous Improvement initiative required that the people within the organization first be on-board. To date, we have helped our clients with their Strategic and their Professional Development processes, helping them align their teams of people to the vision and goals of the company. In our 10 years in business, we have understood that an organization's success depends on their ability to align Strategy, People and Processes. Yet even though Jerry has a 20-year manufacturing background in industrial processes, we have not offered services to help our clients develop and refine their processes. ***It is with great excitement that we announce the addition of this piece to our service offerings, and in doing so, we welcome Steve Yoder to our team!***

Steve brings a long career of Manufacturing Management with him, and significant knowledge of process improvement. The combination of Jerry and Steve's backgrounds, along with **the tools and support of Total Quality Institute (TQI)** in Wyomissing, PA. we will now be offering processes to help solve challenges directly related to the operational side of business. In facilitating these processes for our clients, our approach is to help them build quality into the business and operating processes by removing variability and/or non-value-added steps and waste, depending upon the situation.

Knowing that change is never easy, we will continue to focus on results, use appropriate tools, and just-in-time training. When variations in a process are causing problems, we will use root cause analysis to produce more consistent results. When excessive time, lack of flexibility, high costs, or lack of successful process outcomes are creating undesirable results, we will look to eliminate waste and non-value-added steps. At times we may create an entirely new process while at other times we eliminate redundancies and bottlenecks.

Feel free to check out TQI at <http://www.rac-tqi.com/whatwedo/processimprov>



TQI's proven model focuses on aligning management and operating systems with strategic direction while focusing on the customers. **After all, if your customers can't see the difference, what has been achieved?** It is the combination of our development processes, our strategic processes, and our operational improvement processes that makes our offerings distinctly unique. If you would like to learn more, call us for a personal discovery session at 262-523-1900.

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