

*Entelechy's Newsletter for Trainers, Managers, HR Professionals and Others  
Responsible for the Performance of Others*

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TACTICAL TIME AND ACTIVITY MANAGEMENT

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Tip: Cut this out and use it! Send this to your colleagues, department heads, and managers.

In the last issue of *The Key*, we stated that three things are required to reach your goals:

1. Goal setting skills
2. Intermediate-range planning skills
3. Tactical (day-to-day and hour-to-hour) time management skills

After outlining our goals, we talked about the absolute critical importance of intermediate-range planning. Often we fail to achieve our goals simply because we treat them as afterthoughts. We don't treat staff meetings or vacations or client engagements as afterthoughts, so why would treat THE most important things in our lives – our goals – any less? Important activities are scheduled on our calendars. We make time for them. We plan for their achievement.

Intermediate planning is nothing more – and nothing short of – scheduling time for you to work on your goal. Just as you would schedule time to meet with staff, take a vacation,

or any other important activity, you need to schedule time to write that memo or meet with a decision maker.

In this issue, we'll look at some ways to "find time" using tactical time and activity management skills.

Sometimes the reality of the day forces us to change our plans and priorities. Emergencies and crises seem to block out any other work. That's normal! If the day forces you to postpone your appointment with yourself, simply reschedule the meeting.

If, on the other hand, you're finding yourself rescheduling more than you're meeting, you may need some tactical time and activity management help.

**Crisis management:** Create a Crises Log. Predict and plan for crises. Prioritize. Weigh alternative responses. Develop routines for crises.

**Telephone interruptions:** Use voice mail or have calls screened. Start and stay business-focused. Say, "Hi Bob, what's up?" Set time limits. Cue ending.

**Drop-in visitors:** Handle quickly, refer them to someone else, or schedule them in calendar. Stand up. Walk them out.

**Meetings:** Set clear purpose and agenda ahead of time. Invite selected people. Stay focused. End on time. Follow up on action items.

**Managing the monkey (taking on responsibilities when they really belong to someone else):** Recognize the jumping monkey. Make sure employee retains responsibility for problem. Provide help, direction, etc. but don't take the monkey!

**Procrastination:** Do it NOW! Plan it NOW! Communicate it NOW! Delegate it NOW! Organize it NOW! Identify the one thing that will cause the result and do it NOW!

**Delegation:** Use delegation to offload tasks AND to develop people. Match level of delegation with readiness level. Set clear expectations. Follow up.

**Managing upward:** Know your boss and his goals, problems, pressures, and style. Flex your style. Communicate your goals and status. Be dependable.

Managing information: Create a filing system and use it. Assign a priority to information and do high priorities first. Organize your computer files like your paper files.

Office organization: Strategically place your files, desk, and equipment to help you do your most important thing. Move inbox out of sight.

Project management: Identify critical path and dependencies using a PERT chart. Establish clear deadlines and milestones using a Gantt chart. Ensure accountability.

Ask yourself: “What is the one thing I can do TODAY that – if I did superbly – would have significant positive results in my department, career, or personal life?” Then do that one thing.

STAY TUNED! In the next issue you will be invited to preview Entelechy’s *Time Mastery* eGuide. Cost to *The Key* subscribers – FREE!

This information comes from *Time Mastery for Managers*, one of the modules in Entelechy’s *High Performance Management* program. You may download and customize the training materials for this module to deliver to YOUR company. Visit us at [www.unlockit.com](http://www.unlockit.com) and select Training & Tools -> High Performance Management -> Time Mastery for Managers. You can even take our Time Mastery Self Assessment for free!

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## WHAT YOU FEEL ABOUT UNSOLICITED EMAIL

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In the previous issue of *The Key*, I cited a recent poll conducted by Information Week indicating a growing distaste for unsolicited email. They state that, “according to a new Harris Interactive poll, every demographic and political group favors – by at least 70% – a government ban on spam.” They further state that, “Eighty percent of respondents today say they're very irritated by spam, compared with 49% almost three years ago.”

I asked you what you thought of unsolicited mail and, more specifically, “What is the best way for you to find out more about the training products and services that companies like Entelechy offer?”

Based on a rather unscientific analysis of the tone and words of those of you who responded, *The Entelechy Survey* indicates that:

- About 80% absolutely despise the true junk spam (mortgage offers, offers to enlarge various body parts, etc.).
- Approximately one third of you hate unsolicited email offers from vendors like Entelechy who normally provide information. Renee D. illustrates this group:

“I do not like unsolicited email. I REALLY don't like email sent from a source that I normally receive email from (such as distance-educator.com or the like) that contains "an offer" and no news of value. To send me offers, include them at the bottom (not interspersed throughout) the email.”

Surprisingly, almost two thirds of those who responded expressed tolerance or even acceptance of unsolicited email as a viable information-gathering tool. Here are a couple of responses that illustrate this group:

- Craig P: “It's the pure junk mail that I disdain, which I get mostly on my home PC. When it's work-related, I make a quick choice: read it or delete it.” And in response to the question, “What is the best way for you to find out more about the training products and services that companies like Entelechy offer?”, Craig states, “E-mail is fine by me...but it might be wise to put an ad or listing in professional association vendor catalogs.”
- Nancy H. echoes the feelings of this majority: “As long as it's pertinent or of interest to me, I am not bothered by it. It's fairly easy to tell what's what by reading the first line of a message.” Nancy feels the unsolicited relevant email “allows me to "deal with it" on my own schedule, rather than being interrupted by phone solicitations or visits by salespeople.”

Thanks to all who replied. We will use this information to channel our marketing efforts. As always, our best marketing comes word-of-mouth from you. If you like what you read here, if you enjoy being affiliated with a group of training and performance professionals, and if you don't mind the occasional training-related offer, please refer us to your colleagues. Invite them to subscribe to *The Key* at [www.unlockit.com](http://www.unlockit.com). Thank you!

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DUMB WARNINGS – A LITTLE HUMOR  
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Want a 5-minute reprieve from work? Visit <http://www.dumbwarnings.com/> for a collection of some of the most inane, insane, and just plain ridiculous warnings that have ever been written for appliances, toys, yard implements, and other items. What's even CRAZIER is that – knowing human nature – I can understand why they were written!!!

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MORE ARTICLES ON THE WEB  
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Check out these other articles written by yours truly and posted at The Manager.Org.

Characteristics of high performing teams:

[http://www.themanager.org/HR/High\\_Performance\\_Teams.htm](http://www.themanager.org/HR/High_Performance_Teams.htm)

Handle challenging situations with a customer-focused mindset:

[http://www.themanager.org/Strategy/Challenging\\_Situations.htm](http://www.themanager.org/Strategy/Challenging_Situations.htm)

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MAILING AND PRIVACY INFORMATION  
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You have received this email because you are in Entelechy's database of people that we've interacted with directly or indirectly or you've signed up for *The Key*. If you've received this email in error, please click on <http://unlockit.com/optout.htm> to be removed immediately from our mailing database with our apologies. (If you have trouble with the opt out link, please reply to this email directly and I'll personally remove your name.)



Send this email to your friends and colleagues who may be involved in training and the performance of others and could benefit from FREE performance tips, tools, and techniques.

Entelechy will not sell, rent, or otherwise provide anyone else your membership information for any reason. Period.

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