



Objectives of the Session

- **Changing World and its impact on people**
- **Importance of Time and setting priorities**
- **Understanding important aspects of Time Management**
- **Setting Priorities and keeping the Focus**
- **Learning to avoid procrastination and delegate**
- **Developing the Win-Win orientation**

Section - I

Today's Changing World & the Choices

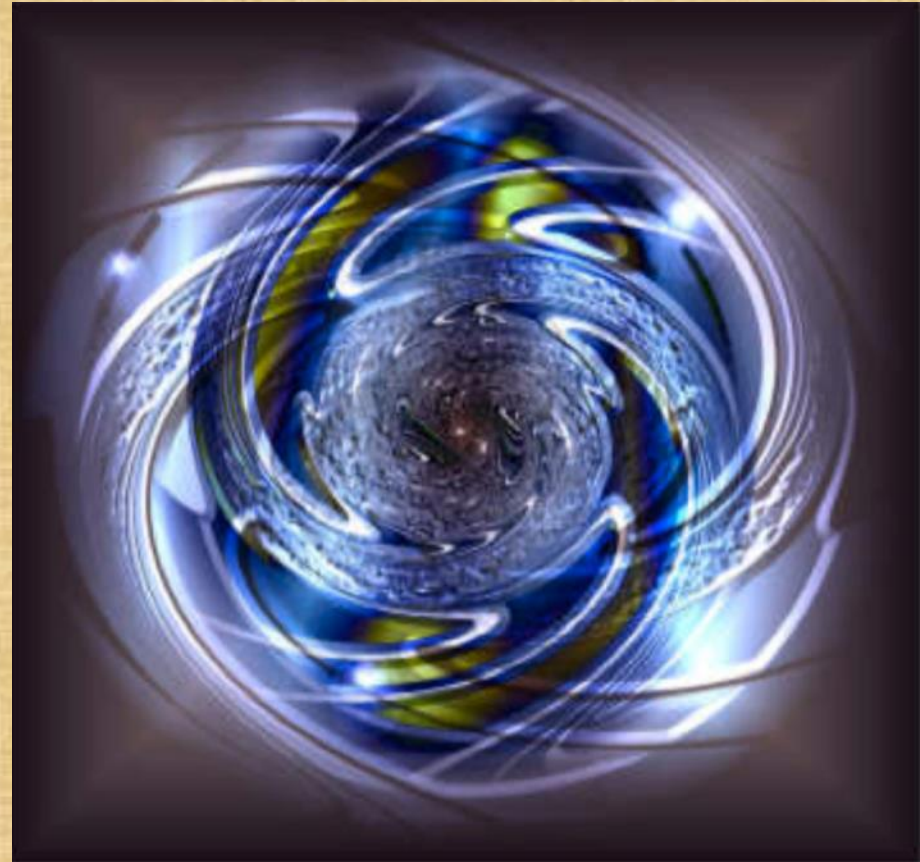


Today's Changing World



Today's World... **ACUTE**

- A**mbiguous
- C**omplex
- U**ncertain
- T**echnology (oriented)
- E**xpectations (high)



**You can plan for a Hundred Years,
But you do not know
What will happen the Next Moment**

Old Order Changeth...

**The old order changeth
yielding place to new
And God fulfills himself
in many ways
Lest one good custom
should corrupt the world.**



Change for Progress – Computer Mouse

- Use of Computer Mouse offers flexibility
- Provides the comfort of moving the Cursor to any part of the Screen with minimal effort
- Has made the use of different software programmes, highly user friendly
- Has increased the productivity levels, to interesting and amazing levels



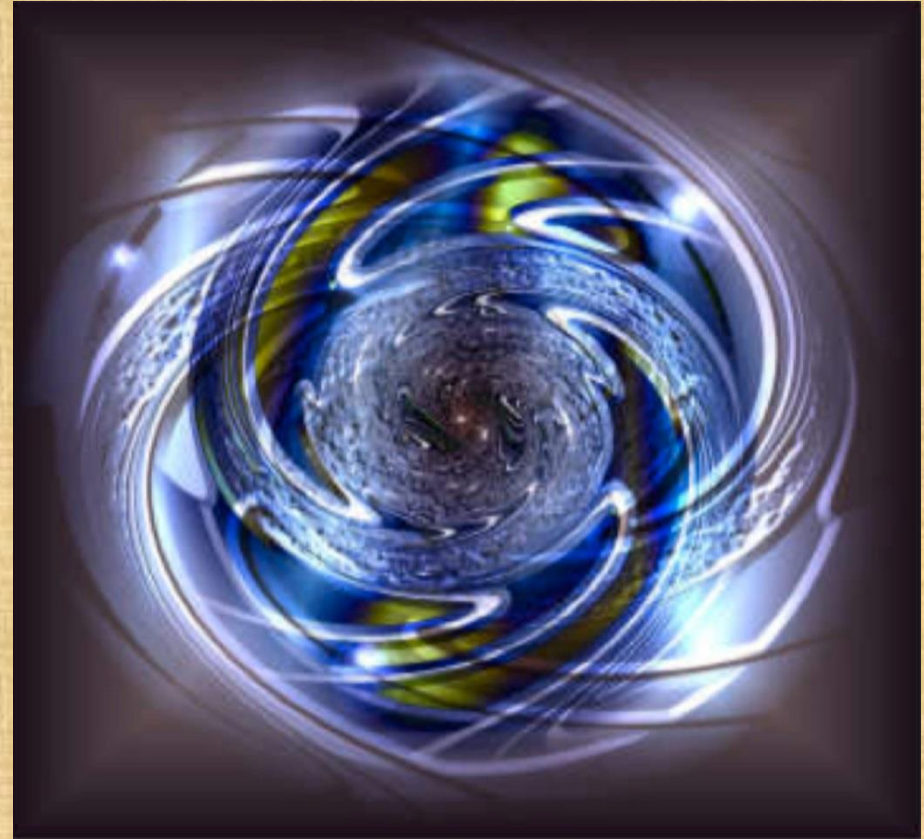
Internet - Communication & Knowledge Enhancement

- ❑ Instantaneous flow of information and exchange of ideas, thoughts
- ❑ Working from remote locations using Internet
- ❑ Required Skills became different
- ❑ Competition for Limited Talent
- ❑ Higher Salaries & Multiple options became a reality



Today's World...You Need to Develop

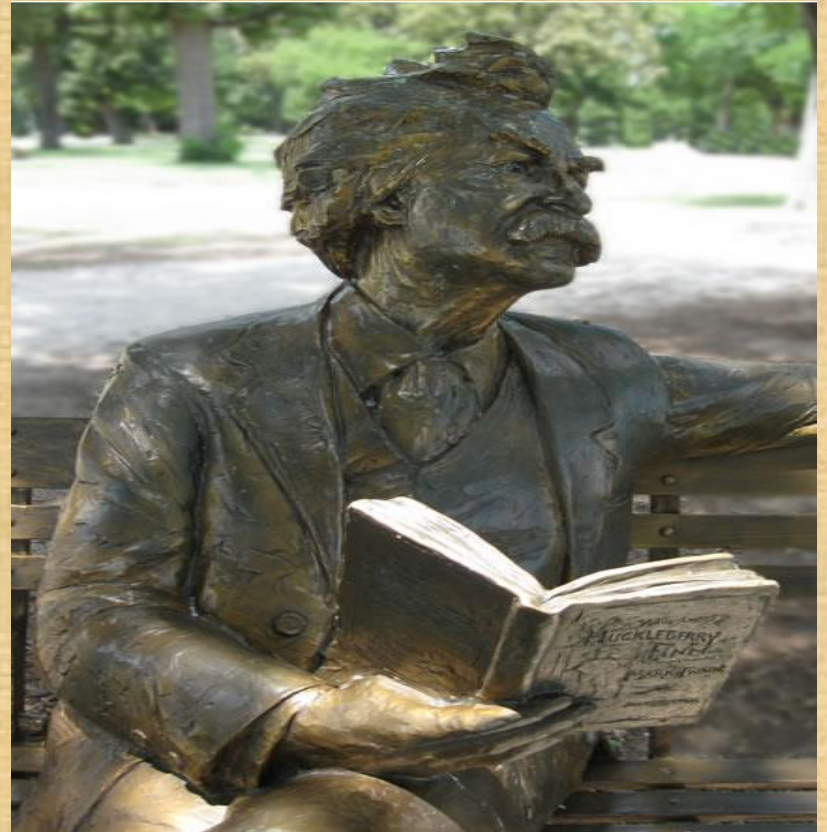
- A**dapatability
- C**ollaboration
- U**nderstanding of All
- T**echnology
(orientation)
- E**xperimentation



Remember the Early Catches The Prey!

Mark Twain

There are basically two types of people:
People who accomplish things and
People who claim to have accomplished things.
The first group is less crowded.

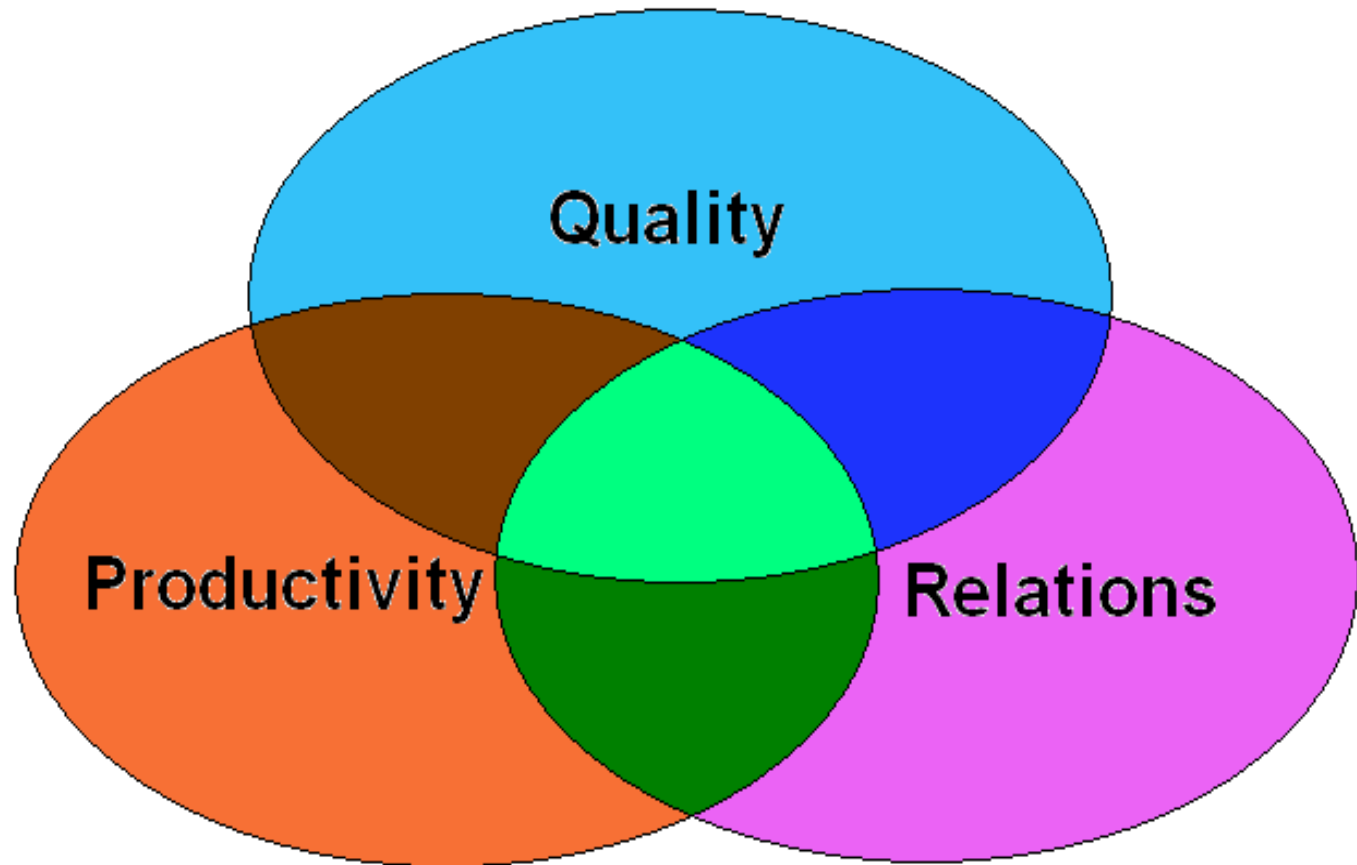


Section - II

Theories of Time Management



3 Essential Requisites for Success



Peter Drucker

□ “Time is the scarcest resource, and unless it is managed, nothing else can be managed.”



Time: The 'infinite' resource

- ❑ A Research Study asked nearly 1,500 executives across the globe, to find how they spent their time:**
- ❑ Only 9% of the respondents deemed themselves “very satisfied” with their current allocation.**
- ❑ Less than 50% were “somewhat satisfied,”**
- ❑ About 33% were “actively dissatisfied.”**
- ❑ Only 52% said that the way they spent their time largely matched their organizations’ strategic priorities.**
- ❑ Nearly 50% admitted that they were not concentrating sufficiently on guiding the strategic direction of the business.**
- ❑ These last two data points suggest that time challenges are influencing the well-being of companies, not just individuals.**

Steps for Effective Time Management

- Determine what is Urgent & Important
- Allot sometime for the unexpected
- Set realistic timelines
- Don't over commit
- Focus on one task at a time
- Learn to delegate tasks
- Identify routine tasks and provide time for them
- Minimise the distractions that take away your time
- Allot time for some fun at work



Stephen Covey's 4 Quadrants

	URGENT (Priority)	NOT URGENT (Necessary)
Important	Time-bound reports Resolution of Customer Issues Customer Regulatory Issues Compliances	Planning Preparation Relationship Building
NOT Important	Routine Phone Calls Regular Team Meetings Responding to internal mails (Manageable)	Filing Preparing to despatch materials Planning Sports Activities PR Interactions (To Be Minimised)

40-30-20-10 Rule Of Time Management

Spend:

- 40% of your time on your Most Important Priority
- 30% on your Second Important Priority
- 20% on your Third Important Priority
- 10% on everything else combined

Inherent in this are choices around:

- 1. Focusing on your top three priorities,
- 2. Prioritising within those three, and
- 3. Setting aside some time for everything else, but not too much time.

Three Top Priorities

- ❑ **Focus on your Top Three Priorities**
 - **Focus produces results.**
- ❑ **Prioritize within your Top Three.**
 - **The 40-30-20-10 rule suggests you should spend twice as much time on your Top priority as on your Third.**
- ❑ **Allot time for everything else , but not too much time.**
 - **The math is simple. If you devote 90% of your time to your top three priorities, you can devote only 10% of your time to everything else.**

Equestrian: Charlotte & Valegro



Dressage_Revised_1401.wmv

Commitment, Risk & Achievement



Hi... I too can Do It!

- Have Confidence that You can reach your desired Goal!
- Make use of the available materials and tools
- Find ways to reach your Goal
- Then only you will be able to **S U R V I V E!**



Any doubts / clarifications?



Questions?



Feedback

Thank You



You need to improve your Focus

- ❑ Practice mindfulness. The single biggest mistake most of us make is in how we start the day. Do you immediately roll over and start checking email on your phone? Bad idea, according to Stanford psychologist [Emma Seppälä](#), author of [The Happiness Track](#).
- ❑ Start trying a simple mindfulness practice when you wake up, which can be anything from quietly taking a few deep breaths to meditating for 20 or 30 minutes.
- ❑ “Meditation is a way to train your nervous system to calm despite the stress of our daily lives. When you are calmer, you are more emotionally intelligent and make better decisions.”

You need to improve your Focus

- ❑ **Organize tasks.** Another common mistake is letting other people fill in your calendar, particularly in the morning.
- ❑ **Creative tasks require dedicated time when you are fresh, not a few distracted minutes squeezed in between meetings. We all love to think we can multitask effectively, but [research shows conclusively](#) that we are terrible at it.**
- ❑ **Instead of struggling to accomplish what matters, you can take advantage of your body's natural rhythms. Focus on complex, creative tasks in the morning; these things will tend to be ones you accomplish individually or with 2–3 other people.**
- ❑ **Push all other meetings to the afternoon. These simpler, execution-focused meetings with larger groups are easier to handle.**

You need to improve your Focus

- ❑ Clean up. Is your desk a mess? What about the desktop of your computer? Your smartphone's home screen? These areas might seem insignificant in the grand scheme of things, but your environment affects your productivity and quality of work**
- ❑ Keeping a clean work environment, both physical and digital, is essential to your ability to stay focused. At work, put everything in a drawer. Create folders on your desktop to get rid of all the random files, and keep only the most important 8–12 apps on your home screen.**

You need to improve your Focus

- ❑ **Shrink meetings.** How many people were in your last meeting? More important, how many of them were actually involved in the creation or fulfilment of deliverables from that meeting? This question might seem like a strange way to stay focused, but countless studies, starting with [this 2015 HBR research](#), have shown the benefits of smaller teams.
- ❑ **Focus and responsibility are more challenging with too many people** — which is how you end up with folks staring down silently at their laptops for an entire meeting.
- ❑ **To stay focused, keep your team focused.** Limit the number of people in any meeting to eight or fewer unless it is a meeting that is purely informational.
- ❑ **Make sure each meeting results in action items, a timeline for each action item, and one person who is responsible for ensuring that it gets done.** That one person is the directly responsible individual, [a powerful technique that Apple uses to effectively manage its vast workforce](#).

You need to improve your Focus

- ❑ **Preserve buffers.** One reason so many people have a hard time staying focused is a lack of margin. You cannot be on top of your game if you run from meeting to meeting. Switching tasks and contexts is difficult for the human brain at any time, and that ability degrades throughout the day. For busy executives, this means up to 70% of their time at work is wasted.
- ❑ If you want to avoid wasting time and burning out, add buffer time between each meeting. For every 45–60 minutes you spend in a meeting, make sure to take 15 minutes or more to process, reflect, and prioritize. This will keep you from wasting time. It will also avoid the burned-out feeling that many of us have at the end of each long day. And it should be an easy sell to your other managers: They will only benefit by also adopting this scheduling tactic.

Pickle Jar Theory

- Time is like a jar of Pickles, that has limited space
- Fill it with large size Stones
- The Stones stand for your Roles, Objectives, Commitments
- These are of Highest Importance for any one interested in Achieving, progressing in Life
- The jar even when it is filled with large size stones has space still left
- You can fill such space with small Pebbles
- The pebbles represent roles and tasks of lesser importance
- These roles and tasks may be small in size but are **URGENT and IMPORTANT**

Stones, Pebbles, Sand and Water

- Rocks:** They represent the highest priority matters with timelines and are of high values and impact most people in the organisation
- Pebbles:** They represent the urgent and important issues
- Sand:** They represent Urgent but not so important issues and tasks
- Water:** This represents the Unimportant and Trivial matters that lead to time wastage and are neither Important nor Urgent



Pareto Principle - 80:20

80% of the results are achieved with 20% of effort

Focus your time and efforts on the tasks that yield high results



Pareto Principle - 80:20

- ❑ 80% of productive decisions are taken by spending 20% of your time
- ❑ 80% of time wastage & interruptions happen due to 20% of non-contributors
- ❑ 80% of business results are achieved by 20% of people



This principle can be used to set priorities

Benjamin Franklin's Time Management Habits

- ❑ **Habit 1: Strive to be authentic.** Be as honest with yourself as you can about what you want and why you do what you do.
- ❑ **Habit 2: Favour trusting relationships.** Put your efforts into building relationships with people you can trust and count on, and make sure those same people can trust and count on you.
- ❑ **Habit 3: Maintain a lifestyle that will give you maximum energy.** Work your way up to doing aerobic exercise at least three times a week, eating a light lunch, and getting enough sleep.
- ❑ **Habit 4: Listen to your biorhythms and organize your day accordingly.** Make it a habit to pay attention to regular fluctuations in your physical and mental energy levels throughout the day; and based on what you learn, make adjustments to how you schedule tasks.

Benjamin Franklin's Time Management Habits

- ❑ **Habit 5: Set very few priorities and stick to them.** Select a maximum of two things that are your highest priority, and plan time to work on them.
- ❑ **Habit 6: Turn down things that are inconsistent with your priorities.** Get good at saying no to other people, and do so frequently.
- ❑ **Habit 7: Set aside time for focused effort.** Schedule time every day to work on just one thing.
- ❑ **Habit 8: Always look for ways of doing things better and faster.** Be on the lookout for tasks you do over and over again, and look for ways of improving how you do them.

Benjamin Franklin's Time Management Habits

- ❑ **Habit 9: Build solid processes.** Set up processes that last and that run without your attention.
- ❑ **Habit 10: Spot trouble ahead and solve problems immediately.** Set aside time to think about what lies ahead, and face all problems as soon as you can.
- ❑ **Habit 11: Break your goals into small units of work, and think only about one unit at a time.** Spend most of your time working on the task in front of you, and avoid dreaming too much about the big goal.
- ❑ **Habit 12: Finish what's important and stop doing what's no longer worthwhile.** Don't stop doing what you considered worth starting unless there's a good reason to give it up.

Section – III

Need to Develop



Need to Develop

- Determination to Succeed
- Focus on the Goals
- Learning from Competition
- Flexibility
- Seize all opportunities to progress



Need to Develop

- Imagination
- Anticipation
- Observation
- Patience
- Perseverance
- Global Mind-set
- Practical Orientation



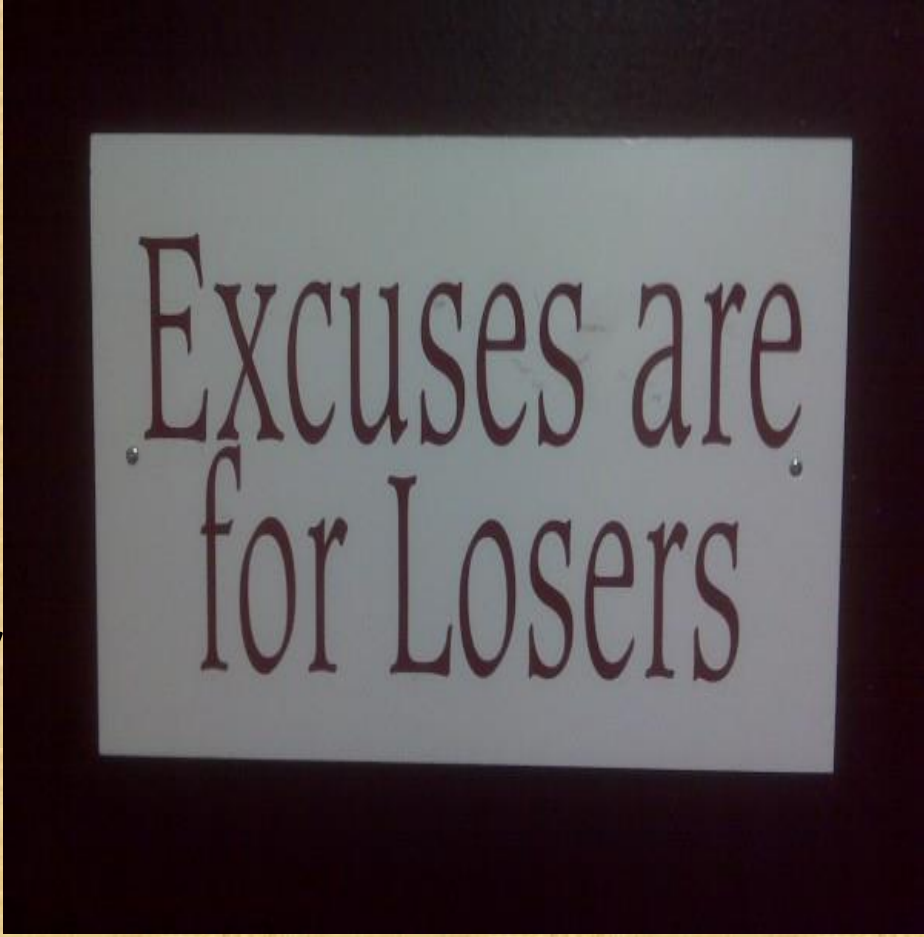
Need to Develop

- Multi-tasking
- Understanding other Team Members' requirements
- Sticking to Timelines
- Meticulousness
- Use of Technology (for better Quality of Service & Productivity)



DO NOT...

- Blame Others
- Give Lame Excuses
- Give too much time / importance to one activity, at a time
- Focus on your interests / requirements only

A rectangular sign with a light gray background and a dark border. The text "Excuses are for Losers" is written in a dark, serif font, centered on the sign.

Excuses are
for Losers

DO NOT

- Indulge in gossip / petty politics
- Reply to e-mails when you are angry
- Use Office equipment, stationery for personal purposes
- Access pornographic content while at Office



Section – IV

Team Building & Collaboration



Culture: The way we Live

- Results Orientation
- Team Orientation
- People Development
- Innovation & Risk-Taking Orientation
- Customer-Focussed Service Orientation
- Encouraging new Ideas
- Adapting Global Standards



Teamwork & F1 Racing



F1 - Indian Racing Team



Achieving Success....Teamwork



Dysfunctions of a Team



Section – V

Inter-personal Relationship Skills, Values



Johari Window

- ❑ A simple and useful tool for developing self-awareness, personal development, improving communication with others, interpersonal relationships, collaboration and intergroup relationships
- ❑ Developed by Two American psychologists Joseph Luft and Harry Ingham in the 1950's, who called it 'Johari' after combining their first names, Joe and Harry ?
- ❑ Highly relevant due to its emphasis on and influence of 'soft' skills, behaviour, empathy, cooperation, inter-group development and interpersonal development

Johari Window & interpersonal relationship

Known to Self

Unknown to Self

Seek Feedback

Known
to Others

Give Feedback

**Arena
(OPEN)**

**Blind Spot
(BLIND)**

**Façade
(HIDDEN)**

**Unknown
(POTENTIAL)**

Unknown
to Others

Constructive Criticism

- ❑ This is a form of communication that helps the receiver to look at his behavior
- ❑ This does not place the receiving person on the defensive
- ❑ **This is NOT to be taken as blaming**
- ❑ In this, you need to replace “You” statements with “I” statements
- ❑ Request changes “in the future” instead of pointing out something negative in the present
- ❑ This is a skill that can be mastered through practice

If you are afraid of criticism -
say nothing,
do nothing,
be nothing.

Personal Values

- Integrity
- Honesty
- Trustworthy
- Careful in financial dealings
- Respect for others
- Team Orientation
- Meticulousness
- Time Consciousness
- Punctuality
- Keeping the Promises
- Compassion
- Curiosity to Learn
- Excellence



Interpersonal Attraction

- People are generally drawn to each other when they find similarities in each other.
- The People start liking each other:
 - Complementary Personality
 - Opposite Sex
 - Human Qualities
 - Handsome & Beautiful
 - Social Behaviour



**Birds of the Same Feather
flock Together**

Service Orientation

**In the world of Internet
Customer Service,
It is important to
remember Your
competitor is
Only One mouse click
away.**

Doug Warner



Section - VII

Conflict Management & Emotional Management



Conflict Management

"A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable".



Symptoms of Team Conflict

- Not completing work on-time or to quality goals
- Not returning phone calls or e-mails
- Not responding to requests for information
- Verbal abuse
- Not attending required meetings
- Absenteeism
- Gossip
- Aggressive behaviour
- Hostility
- Complaining
- Finger pointing
- Delay in completing work
- Filing grievances or lawsuits
- Withdrawal
- Physical violence

Reasons for Conflict

- Poor or no communication
- Lack of problem solving skills or getting to “root cause”
- Lack of clarity in purpose, goals, objectives, team and individual roles
- Uncertainty about or lack of resources and sources for help and support
- Poor time management
- Lack of leadership and management
- Team members get bored, are not challenged and not really interested
- Lack of skills and abilities in team members
- Personality conflicts
- Personal problems
- Turnover

Managing Emotions

Self - Awareness

Social Awareness

Self - Management

**Social
Management**

*“You have as
much right as
anyone else to
stand up and say
what you really
think— as long
as you do it with
respect ”*

Win-Win Position



Section IV

Time Management



Impact of Global Developments

- ❑ Opportunities to work with different nationalities
- ❑ Availability of International standards for improvement
- ❑ Develop right qualities to demonstrate individual capabilities
- ❑ Becoming an International Citizen



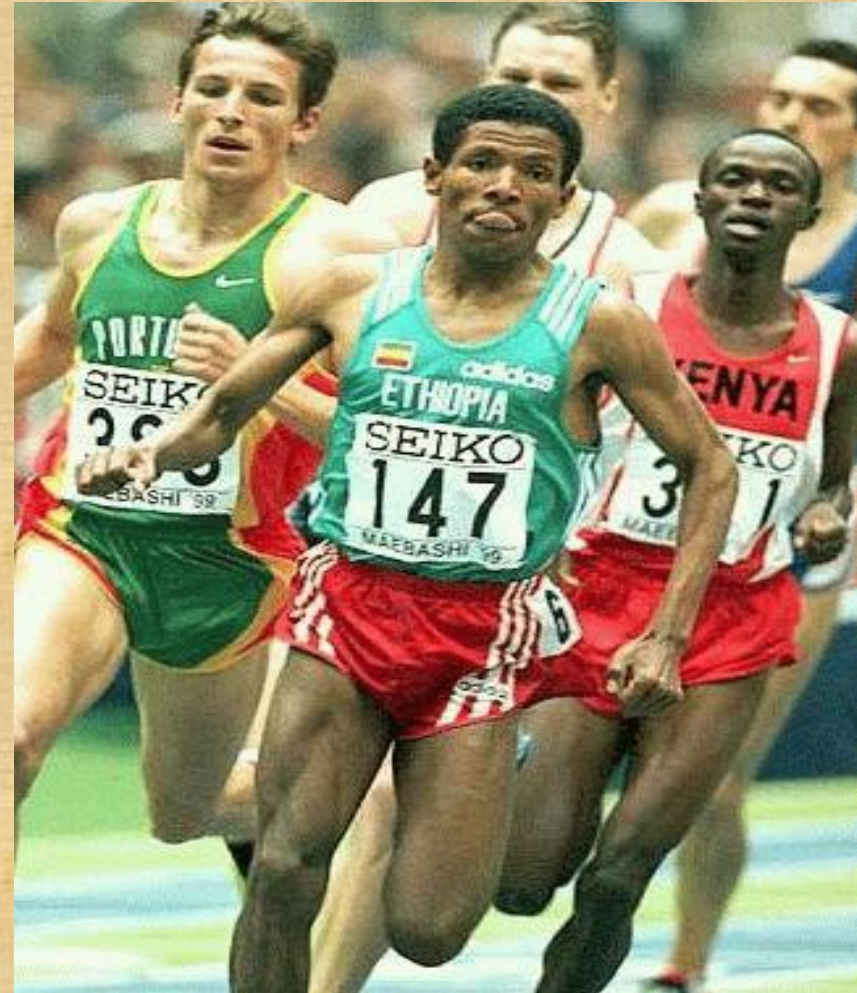
Continuous Improvement of Skills

- ❑ **Increased Competition leads to development of People on a continuous basis**
- ❑ **Online Programmes & Regular In-House Programmes are common**
- ❑ **Mandatory completion of minimum number of Training Days**
- ❑ **Reimbursement of Training Expenses**



Life is Like a Marathon Race – Not a Rat race

- Competition may push you to take short cuts... Beware
- Approach Life as a Participant in a Marathon...
- Enjoy the Privileges of Life and the Fruits of Your Efforts
- Use your Intellect to Develop and Live by Values





Leadership: Don't fall into the 'superstition trap'

- ❑ Your destructive habits— from taking credit for others' efforts to constantly making excuses — probably aren't what helped you reach this level of success, and they definitely won't help you get further.
- ❑ Marshall Goldsmith says:
- ❑ "One of the greatest mistakes of successful people is the assumption, 'I behave this way, and I achieve results. Therefore, I must be achieving results because I behave this way.'

Technical chops aren't enough for leaders

- ❑ The Inter-personal Skills become more and more important as one moves up the corporate ladder.
- ❑ Marshall Goldsmith says:
- ❑ "At the higher levels of organizational life, all the leading players are technically skilled. They're all smart. They're all up to date on the technical aspects of their job. ...
- ❑ "That's why behavioural issues become so important at the upper rungs of the corporate ladder. All other things being equal, your people skills (or lack of them) become more pronounced the higher up you go. In fact, even when all other things are not equal, your people skills often make the difference in how high you go."

Your effectiveness as a leader is based on others' perceptions of you

- What you think of yourself doesn't matter as much — so stop trying to conform to some arbitrary notion of your unique self.**
- Marshall Goldsmith says:**
- "It's an interesting equation: Less me. More them. Equals success.**
- "Keep this in mind when you find yourself resisting change because you're clinging to a false — or pointless — notion of 'me.'**
- It's not about you. It's about what other people think of you."**

Listening to what other people say is the most important skill for a leader to develop

- ☐ That's especially true if you're trying to change your habits**
- ☐ Marshall Goldsmith says:**
- ☐ "The only difference between us and the super-successful among us — the near-great and the great — is that the great ones [listen] all the time. It's automatic for them. For them there's no on and off switch for caring and empathy and showing respect. It's always on.**
- ☐ The Super Successful don't rank personal encounters as A, B, or C in importance. They treat everyone equally — and everyone eventually notices."**

You need to pick and choose your areas of improvement

- ❑ It's best to focus on what's causing the biggest problem among the biggest group of people.**
- ❑ Marshall Goldsmith says:**
- ❑ "Take a look around your office. Someone's the best salesman. Someone else is the best accountant. Someone else is the best manager. No one is the best at everything.**
- ❑ "This isn't a license for mediocrity. It's a reality check. It's your permission to deal in trade-offs and pick one thing to improve upon rather than everything."**



Issues to ponder about

- What do I want to achieve?
(Objectives / Goals)
- What are my strengths?
(Skills / Competencies)
- What are my limitations?
- Should I focus on my
Competencies OR Limitations?
- How do I achieve my Goals?
(Strategies)
- When and where do I make a
start?



Need for Empathy

- ❑ Quantitative Research data on customers provide important insights.
- ❑ To create distinctive customer journeys, companies must not only understand their customers' behaviour but also develop deep empathy.
- ❑ In particular, companies need to empathize with customers, when they experience difficulties and obstacles.



