

# **Managing Priorities**

**ELM Module : Planning & Organising**

# The Programme

## Aim:

To equip ISG managers with the skills and behaviours to effectively manage and develop their teams, maximising potential and creating engagement

### Core Modules

- Understanding Personality Styles
- The Role of the Manager
- Vital Conversations
- Developing People



### Elective Modules

- Planning & Organising
- Problem Solving
- Stakeholder Management
- Influence & Negotiation



# Skill Elements & Learning Outcomes

## SE 1 Managing Priorities

Understanding what impacts our ability to effectively manage priorities

Discovery of tools to help streamline and organise our work

## SE 2 Smarter Working

Introduction to a number of smarter working principles

Development of principles for use in 'my world'

## SE 3 Managing Meetings

Understand how to prepare, chair and follow up with your team to ensure meetings are effective

Discover how to keep meetings focused on achieving outcomes and making decisions

## Dream Smart

Thinking Bold

Implementing Improvements

## Always Care

Taking Pride

Working Collaboratively

## Speak Frankly

Speaking Up

Acting Considerately

## Never Stop Learning

Developing Self

Encouraging Others To Improve

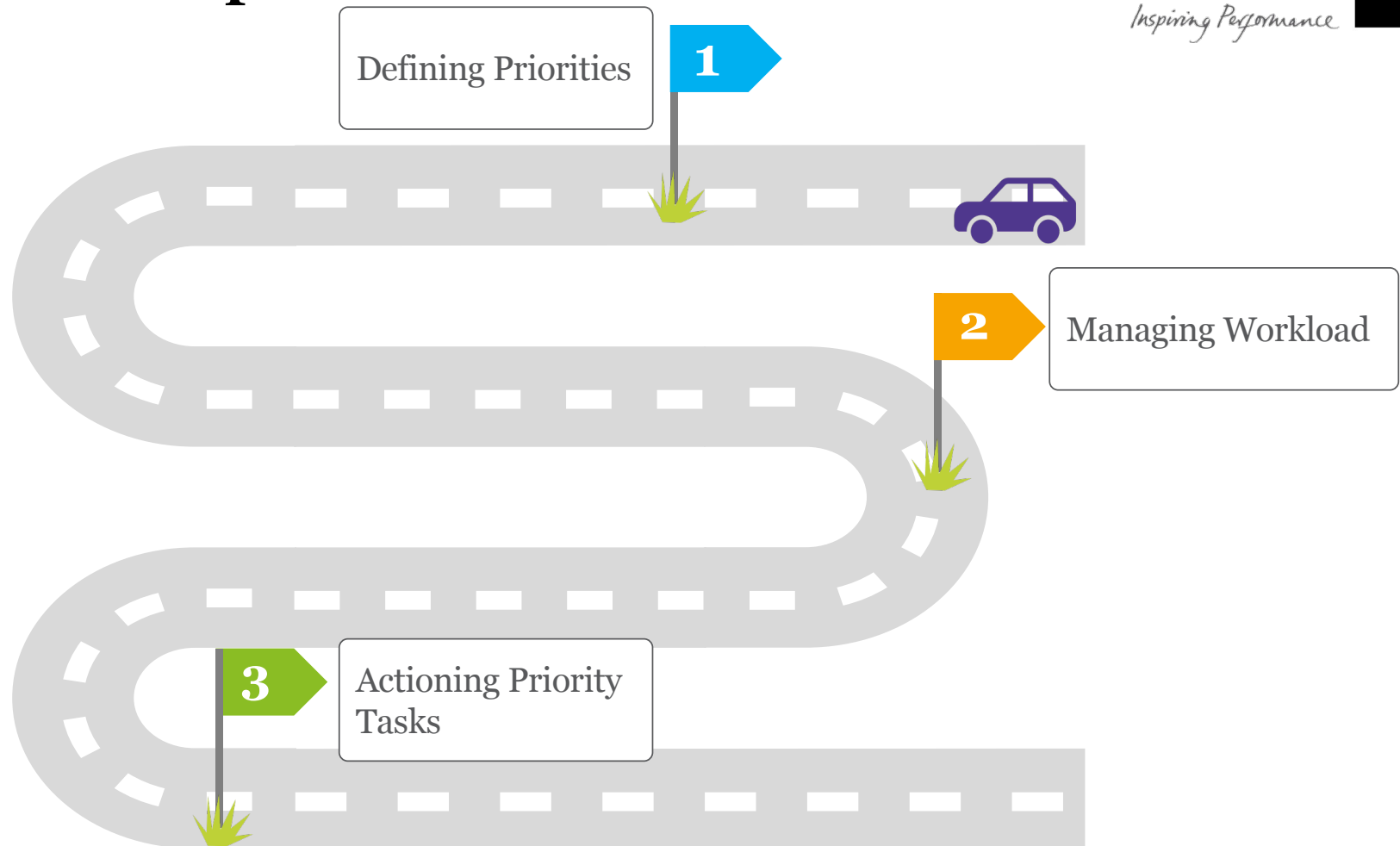


## Learning outcomes

Understanding what impacts our  
ability to effectively manage  
priorities

Discovery of tools to help  
streamline and organise our work

# Session roadmap



# Defining Your Priorities



## Managing Priorities: Defining Your Priorities



What is a priority?



How can you be sure?

Let's consider a technique that will help us identify priorities

# Managing Priorities: **The RICE Model**

**R**each

How far reaching is this thing – e.g. how many people does it effect?

**I**mpact

What's the effect of doing/not doing this?

**C**onfidence

How confident am I that I'm right about Reach & Impact?

**E**ffort

How much effort will this involve?



# Managing Priorities: **Breakout**

**R**each

**I**mpact

**C**onfidence

**E**ffort



**You are about to enter a breakout room**  
**In pairs:**

Consider one of your priorities

How does it benchmark against RICE?

Does it still feel like a priority?

How does it rank relative to your other tasks?

# Managing Workload



## Managing Workload: **Context**

- In order to manage our priorities effectively, we need to ensure we've captured all our tasks.
- Think about all of your collection points – places such as emails, phone calls, meeting minutes, actions from meetings assigned to you etc to ensure no source is missed off.
- We'll then brain dump all of our tasks into a master list to help us begin our prioritisation.



## TASKS

# Managing Workload: Building an Action-Focused Task List

T  
A  
S  
K  
S

| Make doctor's appt         |  |  |  |  |  |  |
|----------------------------|--|--|--|--|--|--|
| Book contractor            |  |  |  |  |  |  |
| Draft CGA proposal         |  |  |  |  |  |  |
| Contact ILM Centre         |  |  |  |  |  |  |
| Write up coaching sessions |  |  |  |  |  |  |
| SEO website                |  |  |  |  |  |  |
| Expenses                   |  |  |  |  |  |  |
| Blog ideas                 |  |  |  |  |  |  |
| Email funnels              |  |  |  |  |  |  |
| Mentoring Programme        |  |  |  |  |  |  |
| Prepare for new coachee    |  |  |  |  |  |  |
| Google review              |  |  |  |  |  |  |
| ILM Programme design       |  |  |  |  |  |  |



# Managing Workload



What stops us focusing on, and achieving, our priority tasks?



Whose day has started exactly as they'd planned, with no surprises, crises, dramas etc?

# Managing Workload: **The Chimp Paradox**

The Human Brain – dramatically simplified!



Human

Seeks purpose

Logical thinking

Links Past/Present/Future



Chimp

Survival and threat

Black & white emotional thinking

In the NOW

**5 x** stronger than Human



Computer

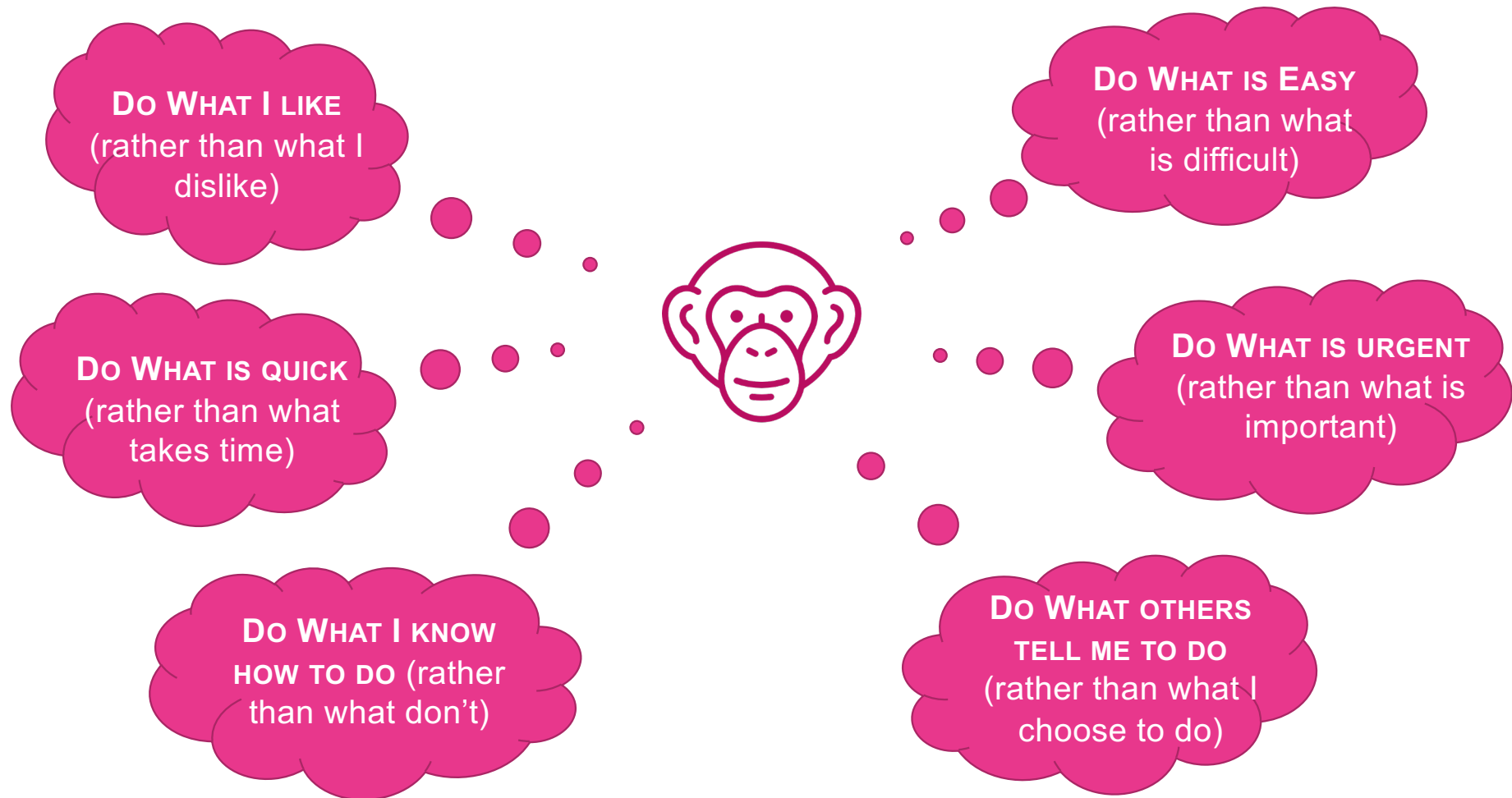
Automatic acts and thoughts

Reference source for  
information, beliefs and values

**20 x** faster than Human

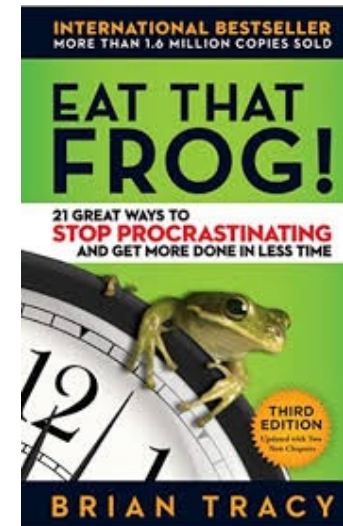
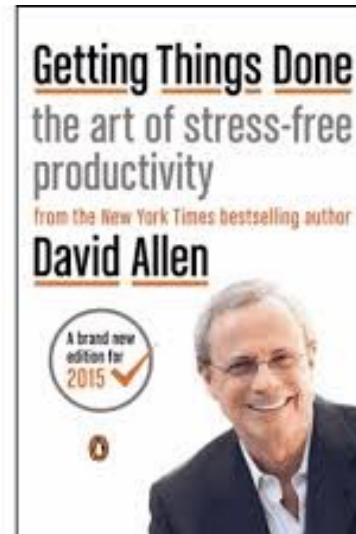
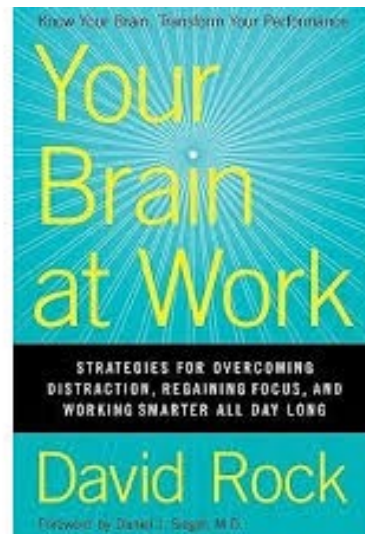
The Chimp Paradox:  
Dr Steve Peters, 2012

# Managing Workload: **The Chimp Paradox**

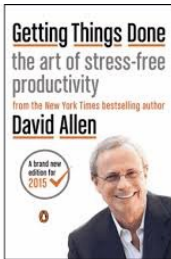
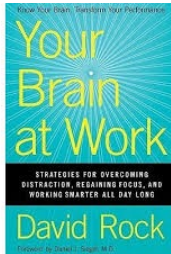




# Managing Workload: Resources



# Managing Workload: Resources



1. Be aware of the influence of the chimp!
2. Check your collections points
3. How many tasks are on your list
4. Brain dump your tasks at the end of the day
5. Choose one frog to swallow the next day
6. Apply RICE first thing in the morning – definitely before checking emails or starting your list
7. Coffee up, buckle up, and swallow that frog!

# Managing Workload: Building an Action-Focused Task List

## PRIORITIES

## TASKS

|                            |  | Coach | Trainer | Bus Dev | Home | Action |
|----------------------------|--|-------|---------|---------|------|--------|
| Make doctor's appt         |  |       |         |         |      |        |
| Book contractor            |  |       |         |         |      |        |
| Draft CGA proposal         |  |       |         |         |      |        |
| Contact ILM Centre         |  |       |         |         |      |        |
| Write up coaching sessions |  |       |         |         |      |        |
| SEO website                |  |       |         |         |      |        |
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| Email funnels              |  |       |         |         |      |        |
| Mentoring Programme        |  |       |         |         |      |        |
| Prepare for new coachee    |  |       |         |         |      |        |
| Google review              |  |       |         |         |      |        |
| ILM Programme design       |  |       |         |         |      |        |

# Managing Workload: Building an Action-Focused Task List

## PRIORITIES

## TASKS

|                            |  | Coach | Trainer | Bus Dev | Home | Action |
|----------------------------|--|-------|---------|---------|------|--------|
| Make doctor's appt         |  |       |         |         | ✓    |        |
| Book contractor            |  |       |         |         | ✓    |        |
| Draft CGA proposal         |  |       |         | ✓       |      |        |
| Contact ILM Centre         |  | ✓     | ✓       |         |      |        |
| Write up coaching sessions |  | ✓     |         |         |      |        |
| SEO website                |  |       |         | ✓       |      |        |
| Expenses                   |  | ✓     | ✓       |         |      |        |
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| Mentoring Programme        |  | ✓     |         |         |      |        |
| Prepare for new coachee    |  | ✓     |         |         |      |        |
| Google review              |  |       |         | ✓       |      |        |
| ILM Programme design       |  |       | ✓       |         |      |        |

# Actioning Priority Tasks: 5Ds

# Managing Workload: Eisenhower Grid



# Managing Workload: Into Practice

## PRIORITIES

## TASKS

|  |                            | Coach | Trainer | Bus Dev | Home | Action   |
|--|----------------------------|-------|---------|---------|------|----------|
|  | Make doctor's appt         |       |         |         | ✓    | Do       |
|  | Book contractor            |       |         |         | ✓    | Delegate |
|  | Draft CGA proposal         |       |         | ✓       |      | Dedicate |
|  | Contact ILM Centre         | ✓     | ✓       |         |      | Do       |
|  | Write up coaching sessions | ✓     |         |         |      | Dedicate |
|  | SEO website                |       |         | ✓       |      | Dedicate |
|  | Expenses                   | ✓     | ✓       |         |      | Do       |
|  | Blog ideas                 |       |         | ✓       |      | Diminish |
|  | Email funnels              |       |         | ✓       |      | Delegate |
|  | Mentoring Programme        | ✓     |         |         |      | Do       |
|  | Prepare for new coachee    | ✓     |         |         |      | Dedicate |
|  | Google review              |       |         | ✓       |      | Delete   |
|  | ILM Programme design       |       | ✓       |         |      | Dedicate |

## Managing Workload: **Review**

You are about to enter a breakout room



In pairs, review your task list and associated actions – can you turn some of the **Do** actions into **Delegate**, to free time to **Dedicate**?



Then, look to actually book time in your calendar to Dedicate time to the important priorities you've identified?



If you get this right, how will this positively impact your efficiency & effectiveness?



# Wrap Up



## Learning outcomes

Understanding what impacts our  
ability to effectively manage  
priorities

Discovery of tools to help  
streamline and organise our work

## Managing Priorities: Key points



Understand the difference between efficiency and effectiveness, urgent and important – know where you should be spending your time



Be aware of the behaviours and thinking that can distract your focus



Brain dump regularly, plan daily/weekly (in advance), review often



Apply the 5D methodology to dedicate time to your high value priorities

# Managing Priorities: Action planning



Apply RICE to identify real priorities for you and your team



Use the Eisenhower Grid to ensure you and your team are focused on key activities



Review periodically to determine where further improvements can be made