

# Essential Skills for a Project Manager:

## Tips for Managing Time & Leading Teams through Change



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12 *John C. DeLoach*



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*John W. Snow*

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**ONE DOLLAR**

# Peter Drucker



“Effective executives do not start with their tasks, they start with their time. And they do not start out with planning. They start by finding out where their time actually goes. Then they attempt to manage their time and to cut back unproductive demands on their time.”

# Other Quotes

Nothing else, perhaps, distinguishes effective executives as much as their tender loving care of time.

– Peter F. Drucker

There is nothing so useless as doing efficiently that which should not be done at all.

– Peter F. Drucker

Dost thou love life? Then do not squander time, for that's the stuff that life is made of.

– Benjamin Franklin

The bad news is time flies. The good news is you're the pilot.

– Michael Altshuler

# 24 Hours

## » Rest

- Sleep
- Health & Fitness

## » Personal

- Family
- Church
- Hobbies
- School
- Errands

## » Professional

- Commute
- Meetings
- Breaks

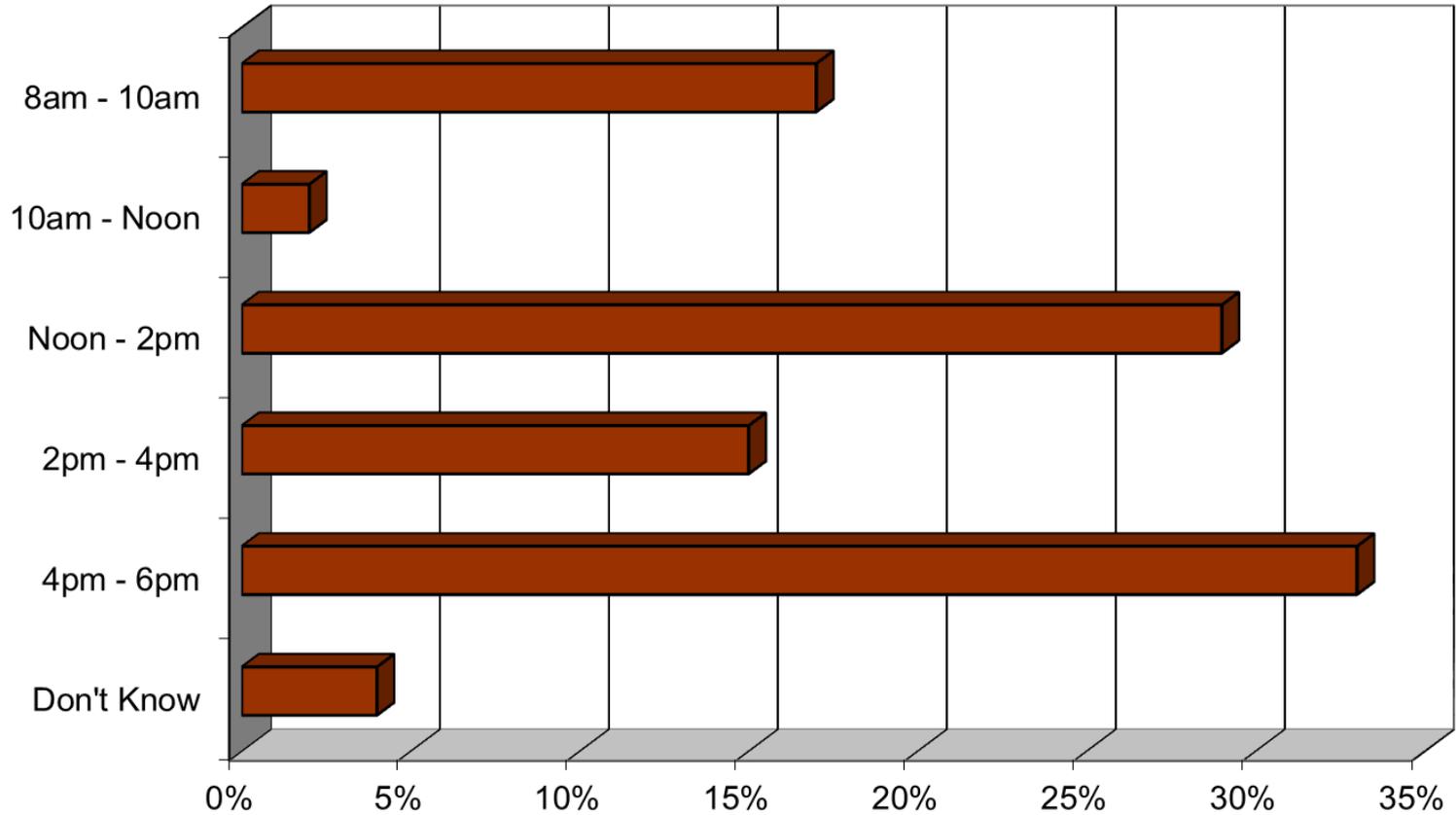
# Goals Precede Time



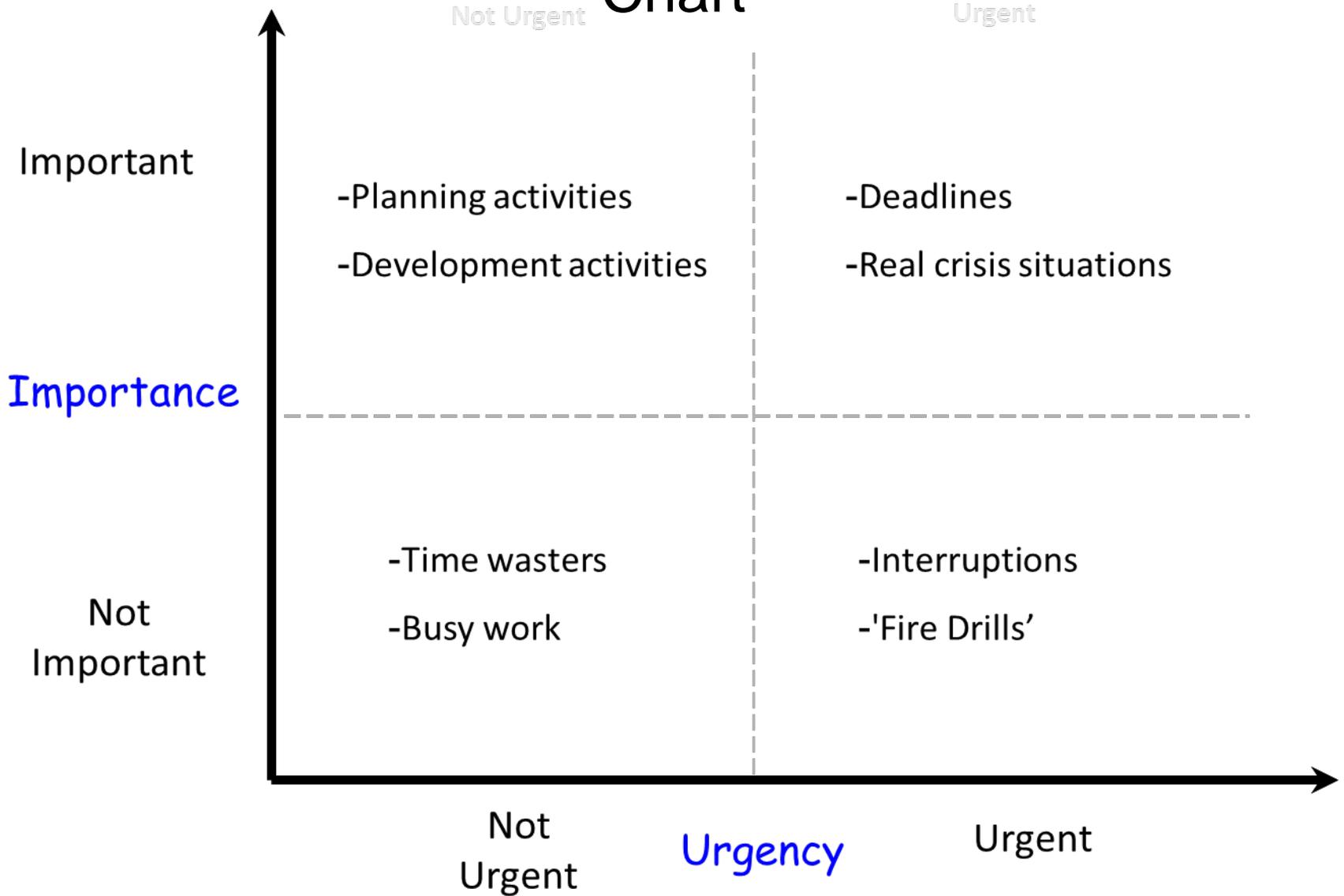
# How Are You Spending Your Time At Work?



# Least Productive Time of Day



# Chart



# Top Workplace Time Wasters

- » Procrastination
- » Unclear Communication
- » Poor Delegation
- » Poor Organization
- » Interruptions
- » Not Saying 'No'
- » Unproductive Meetings
- » Email
- » Burn Out

# Signs of Procrastination

- » Waiting for a better time or the right mood to begin an important task
- » Reviewing messages and reports several times without starting work or deciding what to do
- » Sitting down to begin an important task and quickly begin doing something different
- » Assisting others with tasks that are not important instead of addressing the task at hand
- » Filling your time with low priority items
- » Leaving an important item on your to-do list for an extended time

# Reasons for Procrastination

- » Undesirable task
- » Overwhelming task
- » Lack of organization
- » No clear deadline
- » Perfectionism
- » Underdeveloped decision-making skills
- » Inadequate resources

# Management Time Savers

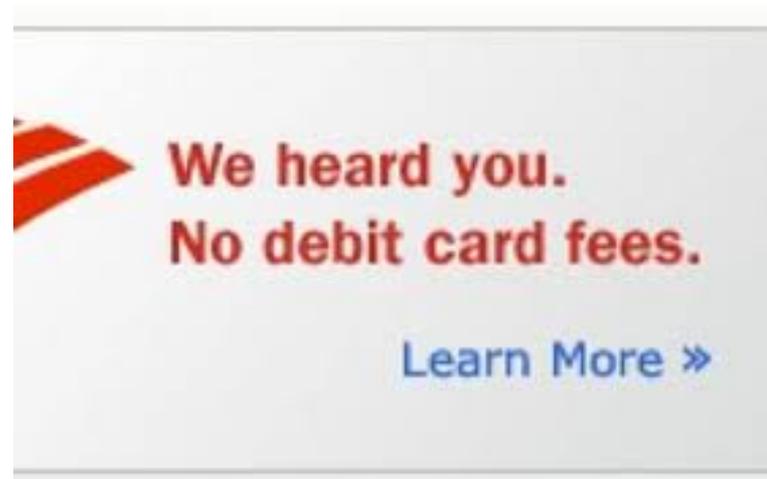
- » Work smart
  - Establish templates for repetitive reports
  - Implement efficiency tools
    - PDA, planner, MS Outlook, etc.
  - Establish routines
- » Delegate as much as possible
- » Identify an accountability partner
- » Sharpen decision-making skills
- » Develop a strong 'No'
- » Probe priorities and deadlines
- » Schedule slack time for unplanned activities



# Managing Change



# Resistance to Change



# Fears to Change

- » Fear of loss
  - Loss of job
  - Loss of status
  - Loss of control
  - Loss of access...
- » Fear of the unknown
- » Fear of failure

# The Faces of Fear

Confusion

Disappointment

Shock

Anxiety

Fear

Frustration

Denial

Anger

Betrayal

Hostility

**RESENTMENT**

Apathy

# Reactions to Change

**Team**

**Leader**



# Overcoming Resistance

## » **Clearly describe the change**

- Emphasize WHAT and WHY
  - Why the change is occurring
  - Why things can not remain the same
  - Why them
- Ensure that people know the Change and the Gain
- When possible, provide advance notice of the change

## » **Clarify people's understanding/perception**

- Create mechanisms for people to ask questions, communicate concerns, etc.
- Maintain clear channels of communication

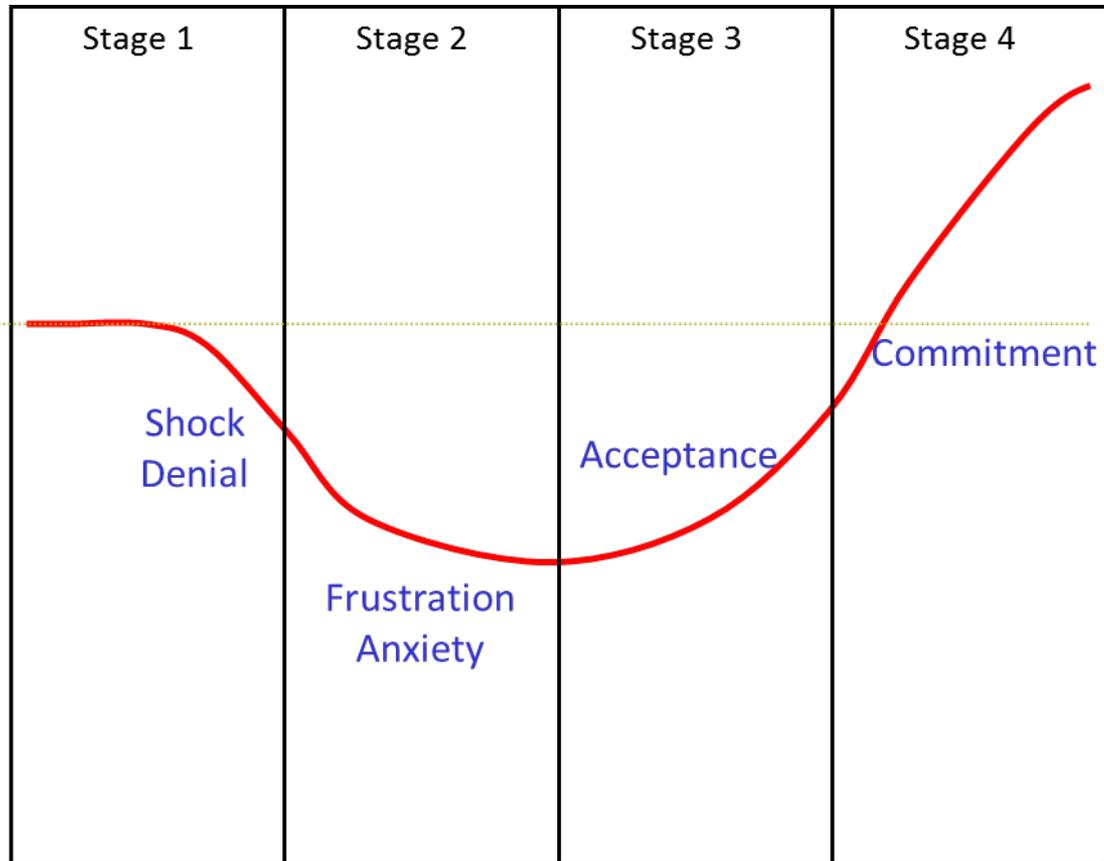
## » **Anticipate resistance**

# Champions of Change

## **People who respond well to change tend to**

- » have a positive outlook
- » have a higher tolerance for shades of grey (not just black and white)
- » focus on what they can influence
- » have a healthy balance of life (mentally, physically, emotionally and spiritually)

# The Change Curve



# Communicating Change

- » Use compelling evidence to explain why the old way is no longer viable
- » Use facts, dates to send a sense of urgency and nudge those in denial
- » Avoid scare tactics and threats
- » Present a simple and clear vision/target as the goal
- » Communicate directly, honestly and calmly
- » Communicate frequently to offset rumors

# Thank You

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