

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

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NEW YEAR'S RESOLUTIONS – DOING IT RIGHT

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

A vision without a task is but a dream.

A task without a vision is drudgery.

A vision with a task is the hope of the world.

-- 1730, a church in Sussex, England

At this time of year, it is traditional that we set goals for ourselves, for our departments, and for our companies. And for many of us, it is the time of year where we often look back on the previous year, scratch our heads, and ask, "Where did the time go?" and "Why wasn't I able to do the things I planned for?"

This article will help you achieve your goals this year.

Three things are required to reach your goals and, in our training, *Time Mastery for Managers*, we've found that most people are aware of two and oblivious to the third. We've also found that many time management training programs focus on one or two and ignore the third.

The three things required to reach your goals are:

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

GOAL SETTING

“Goals are visions – with deadlines.”

The ONLY reason to master time is to *enable you to do something you currently do not have time to do.*

If you were given an extra hour each day, what would you do with it? If you found an extra week every two months, what could you do with that week? How about an extra month every year? By mastering your time, “finding” that extra hour a day or extra month a year is easily achievable. But what would you do with that extra time? Would you simply do more of what you are currently doing? Many of us do not work to master time because we aren’t clear what we would do with the extra time. Successful time masters have clear goals and are able to use their time to achieve those goals.

As a manager at your company, you are responsible for the goals of your department, group, or team. As an individual, you also have career goals: aspirations for advancement, enrichment, and success. You also have goals related to your personal life: community involvement, personal fulfillment, security, etc. You can achieve your goals in all three aspects of your life through time mastery techniques, but only if you know what your goals are. As the saying goes, “If you don’t know where you’re going, any road will do.” The key to success is knowing where you’re going — knowing your goals.

The more defined your goals are, the more likely you are to achieve them. Nebulous, fuzzy goals are difficult to achieve: if you can’t define it, how do you know when you’ve achieved it? Goals should be SMART:

- S pecific — is the goal defined so I know when I’ve achieved it?
- M easurable — is the goal, or its achievement, quantifiable?
- A chievable — is achieving the goal even possible?
- R elevant — is achieving the goal important to me?
- T ime Bounded — does the goal have a timeframe attached to it?

Here are some examples of SMART business goals:

- Increase sales by 12% by the end of Q2, 200x.
- Reduce accounts receivable from 60 days to 50 days by June 30, 200x.
- Increase the percentage of customer problems resolved on the first call from 96.7% to 98% by November 31, 200x.
- Decrease manufacturing rejects by 25% by September 31, 200x.
- Reduce debugging time by 50% by September 31, 200x.

Write at least two goals for your department, group, or team by following the goal writing examples above. Then write at least two career goals and two personal goals by following the goal writing formula.

Publish these goals. Post them prominently. Discuss them with everyone. (If you want to see MY goals, check out www.unlockit.com; that's about as public as you can get!)

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.

Most people forget – and many time management programs ignore – the importance of intermediate range planning. However, it is becoming clear that intermediate range planning may be the single most critical element in successful time mastery.

Most long-range goals are achievable only when worked on with some frequency and regularity. A personal example might be to save enough money for a down payment on a house by Jan 1, 2004. Obviously, unless your strategy is to win the lottery or hope that a windfall finds you, your chances of reaching your goal are greatly enhanced if you put aside a certain amount of money every single week.

Many goals require a series of smaller, discrete tasks to be accomplished on the road to goal achievement. Increasing sales by 15% by year-end MAY mean ratcheting up the sales activity level by 15% OR it may require a new advertising campaign, which may require a customer survey, which may require VP approval, which may require a memo or meeting appointment. Until you write that memo or schedule that meeting, your goal is on hold.

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.

Scheduling time for you to work on your goals is the secret to successful goal achievement. Some people are uncomfortable with the notion of actually scheduling time to work on their goals and prefer a more flexible approach where they will work on the goal when time allows. Wake-up call: TIME NEVER ALLOWS. Unless you schedule the time, your day-to-day activities and crises will always eat up your day. Before you know it, it's January 2004 and you're scratching your head and asking yourself the same questions you asked this year.

Here are a few tips to scheduling the time to work on your goals:

- When scheduling the time, think of it as an appointment – a meeting. You may be meeting only with yourself, but that DOESN'T make it a less important meeting. In fact, I would suggest that it may be the MOST IMPORTANT meeting that you'll attend that day!
- Schedule the meeting at a time that works with your schedule. Most people have days or times in the day that are less hectic than others. Choose a time and day that is less likely to conflict with the realities of your work and life. (If there is no "best day", then take our free Time Mastery Self-Assessment <http://unlockit.com/HPM-TMM.htm> to identify those areas that may be causing you the most problems.)

- Write your meeting time in pen. Treat the meeting as immovable, uncancelable, and unchangeable.
- Don't feel obligated to explain when others are trying to plan around this meeting. Simply say, "I already have another appointment scheduled for that time; how does the next day look?"

Since it's so important, it bears repeating: "The single most important time management and goal achievement element is to schedule time for you to work on your goal."

TACTICAL TIME AND ACTIVITY MANAGEMENT

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.

We will discuss tactical time and activity management in more detail in the next issue of *The Key*.

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 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 DO YOU FEEL ABOUT UNSOLICITED EMAIL?

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A January 3, 2003 poll published by Information Week (<http://www.informationweek.com/story/IWK20030103S0025>) indicates 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.”

Of course, the type of spam that is referred to in the survey is sexually explicit spam, pushy mortgage offers, and investment offers.

This trend is so rampant that Entelechy has instituted a new policy regarding unsolicited email: as of January 1, 2003 we simply won't use it. In November and December 2003 Entelechy sent unsolicited emails to about 50,000 training and HR professionals, which netted us more than a few negative complaints (this in spite of our efforts to target the mailing to those we thought would have an interest).

My questions to you are:

1. What do you feel about unsolicited email?
2. What is the best way for you to find out more about the training products and services that companies like Entelechy offer?

We'll publish the results in an upcoming issue of *The Key*. Please email your responses directly to me at ttraut@unlockit.com?subject=Unsolicited_email_response.

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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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