



MANAGING PEOPLE & TEAMS

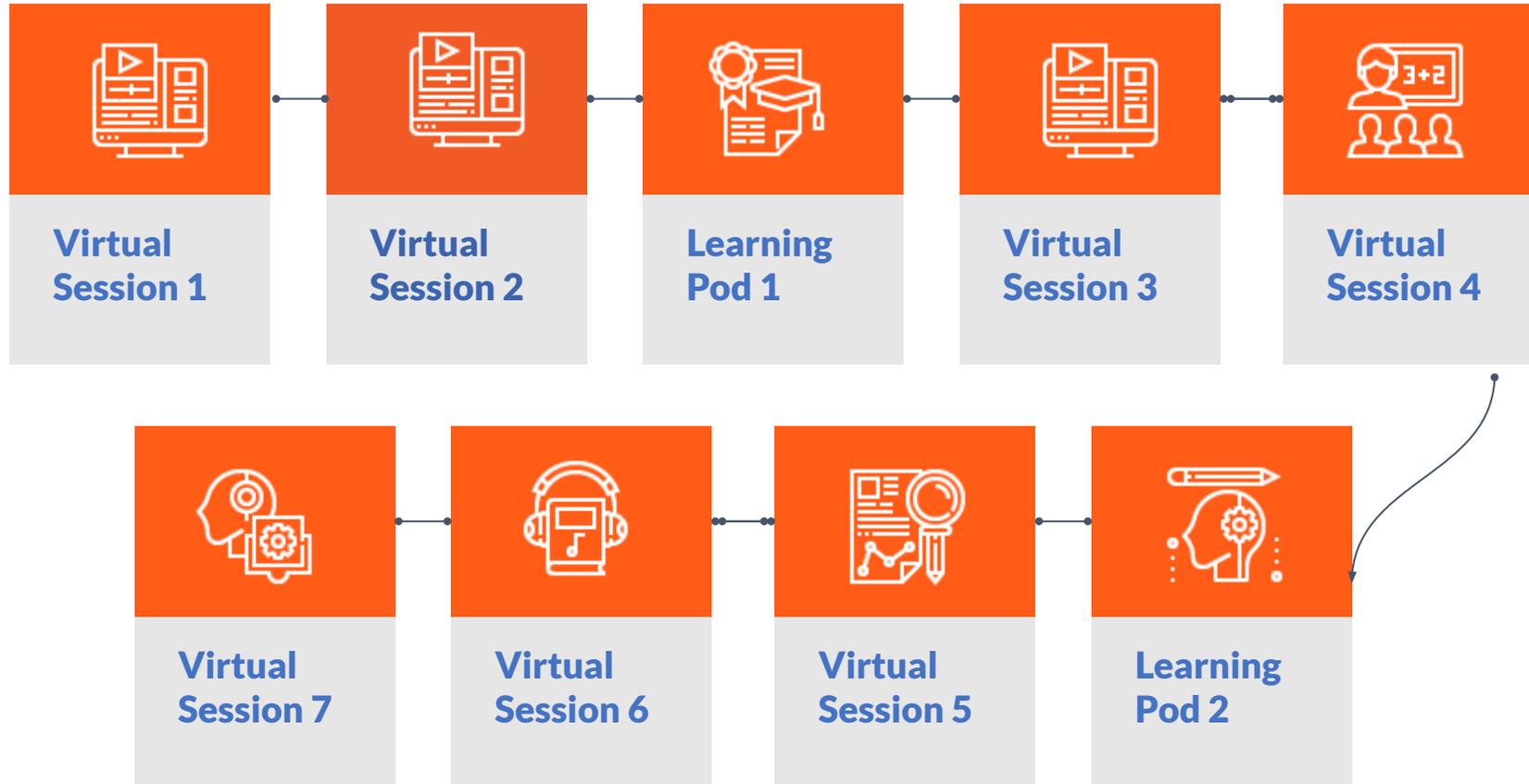
 Jennifer Deane
COACHING

Virtual Meeting Ground Rules

1. Say “Hello” when joining (helps ensure audio is working)
2. Change name to be accurate
3. Video on
4. Minimize distractions
5. Presence - No Multitasking
6. Mute when not speaking
7. Raise hand to speak
8. Assign someone to report back from each breakout



Program at a Glance



Today's Agenda

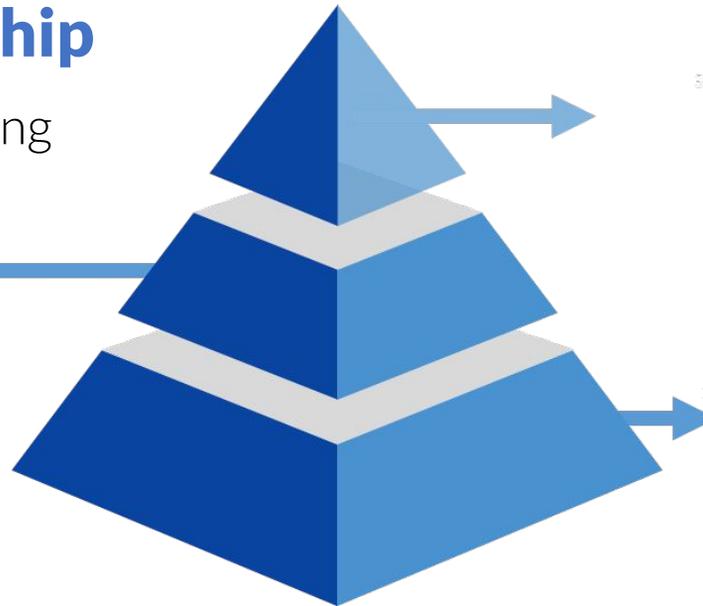
People & Team Leadership

- Balancing Managing & Leading
- Build Clear Expectations
- Delegate Collaboratively
- Develop Others/Empower Performance
- **Lead Meetings**
- Navigate Conflict
- Build Relationships

REFLECT

LISTEN

LEARN



Organizational Leadership

- Lead Change
- Think Big & Strategically

Self Leadership

- Build Self Awareness & Identity
- **Align Time & Priorities**
- Communicate Clearly



“The bad news
is time flies.
The good news
is you’re the
pilot.”

-Michael Altshuler

Breakout

What did you take
away from doing the
**Pre-Work
Assessment?**



Why Align Time with Priorities?



To enable a fulfilling life!



To meet your personal and professional goals



To model this for others



To contribute to the organizational goals

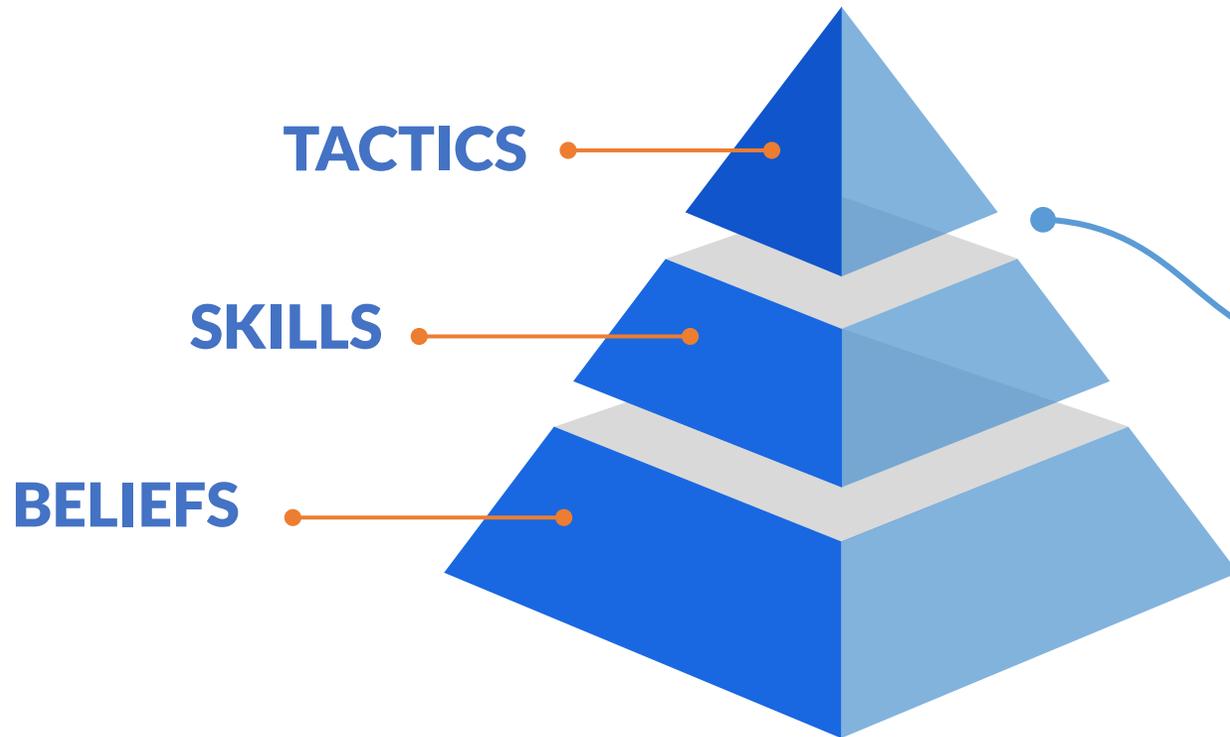


Efficiency in processes



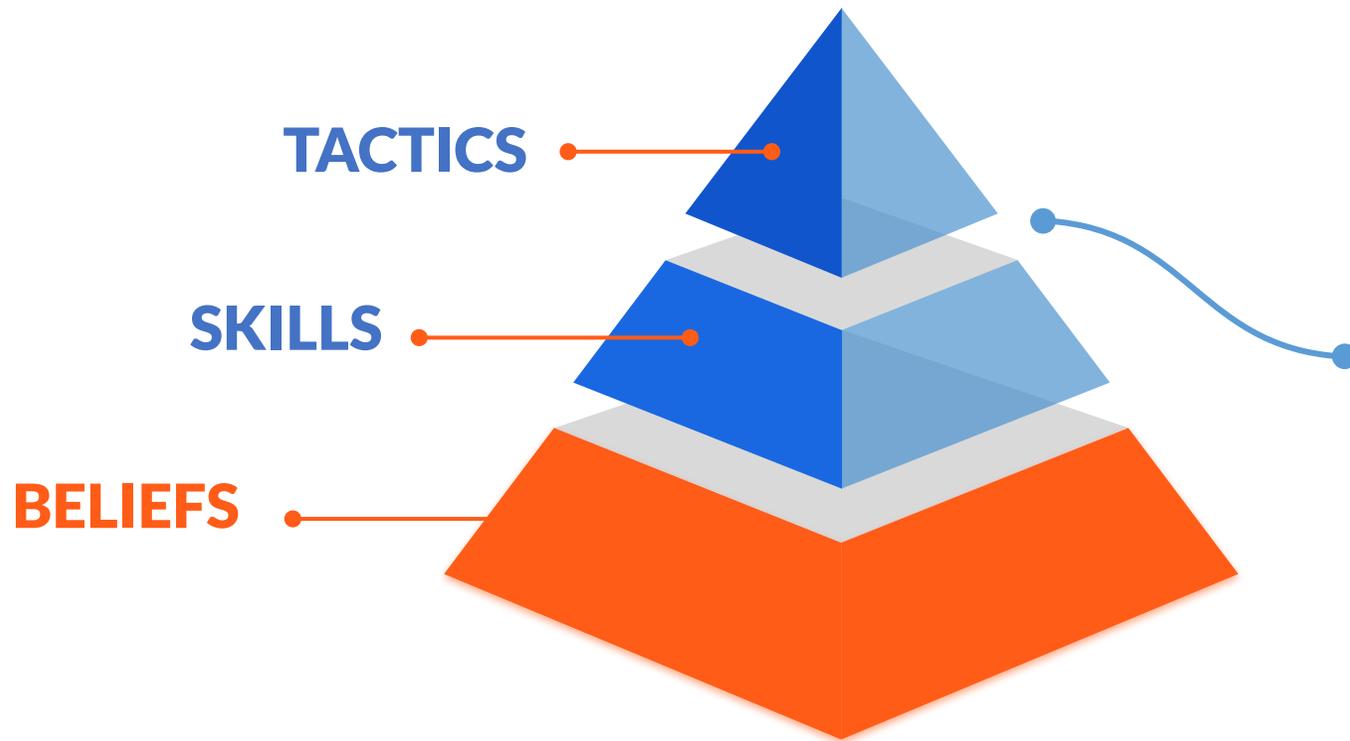
To be on purpose and operating with intention

Aligning Time with Priorities

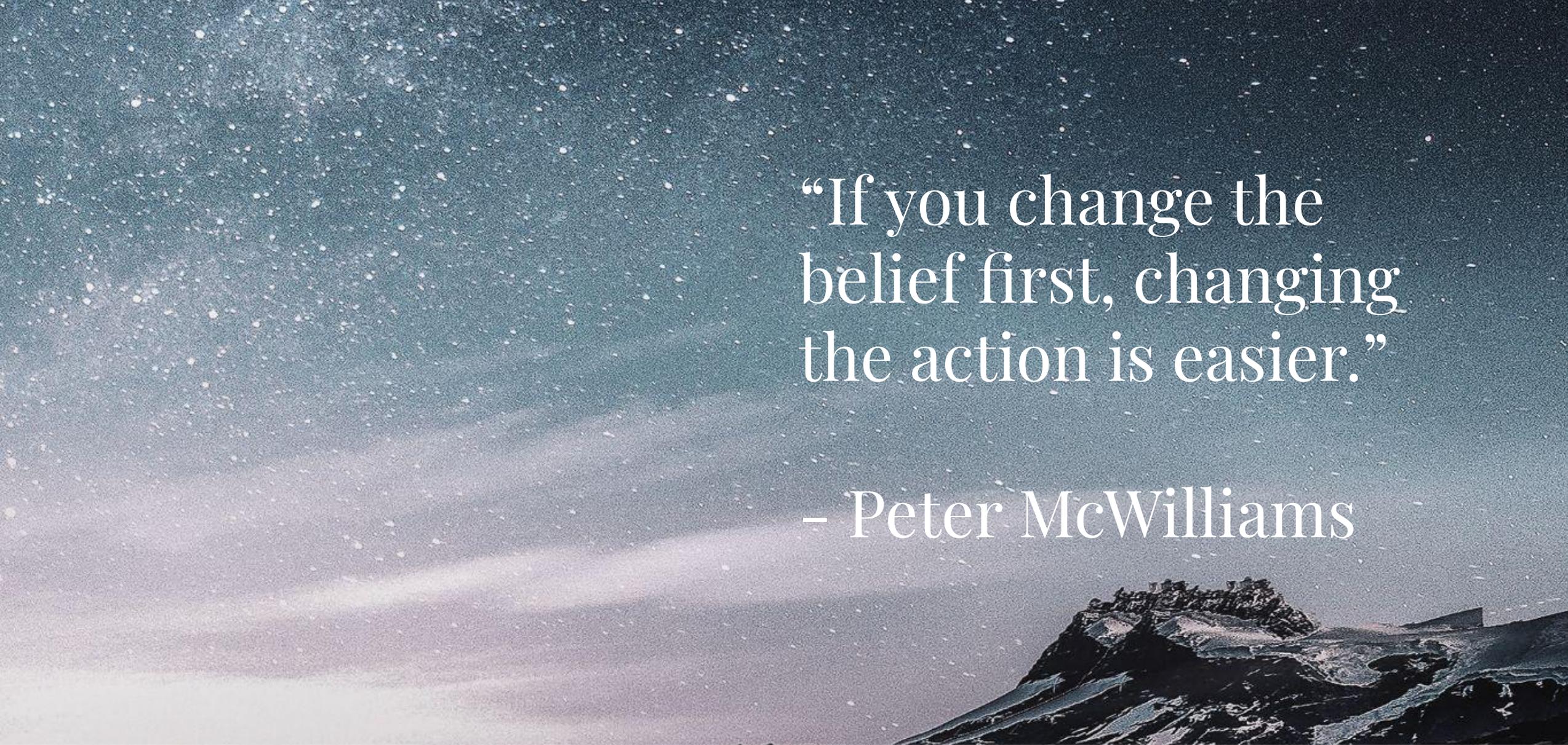


External Factors
(some in our control, some not in our control, some we can influence)

Aligning Time with Priorities



External Factors
(some in our control, some not in our control, some we can influence)



“If you change the
belief first, changing
the action is easier.”

– Peter McWilliams

Your Culture Impacts Your Beliefs

Monochronic

- Doing one thing at a time
- Time is linear
- Schedule may take precedence over interpersonal relationships. These cultures emphasize schedules, punctuality, and preciseness

Polychronic

- Several events at the same time
- Time is flexible
- Relationships with people are valued more than staying on schedule. More value is placed on “being” than on “doing.”

Your Time Beliefs Impact Your Actions

Agency/Control

Your sense of who has ultimate control over your time

Reflection

The value you place on reflection as a tool for aligning time with priorities

Factors that Impact Your Time Can Be:



Within Your
Control & Influence

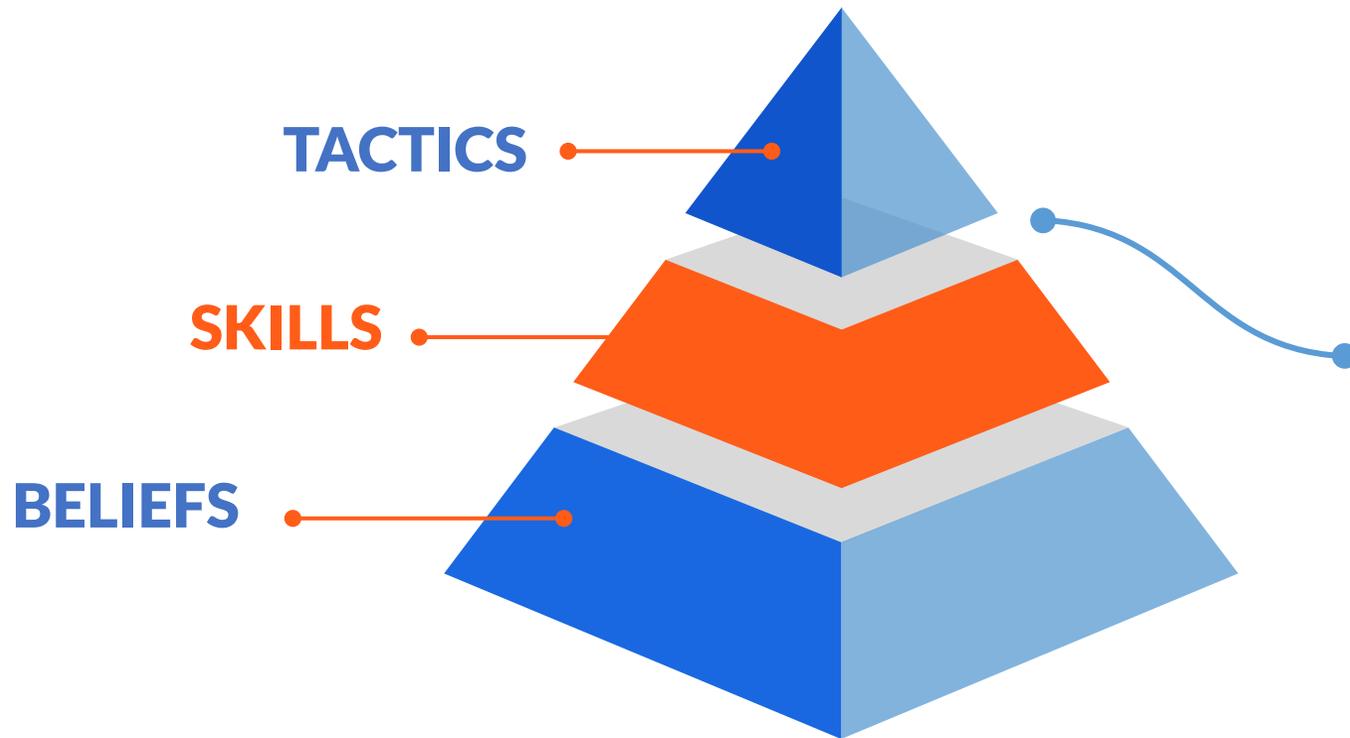


Outside of both
Your Control &
Influence



Outside Your
Control & Inside
Your Influence

Aligning Time with Priorities



External Factors
(some in our control, some not in our control, some we can influence)

Key Time Skills

Delegation

Communication

Tech-Savviness

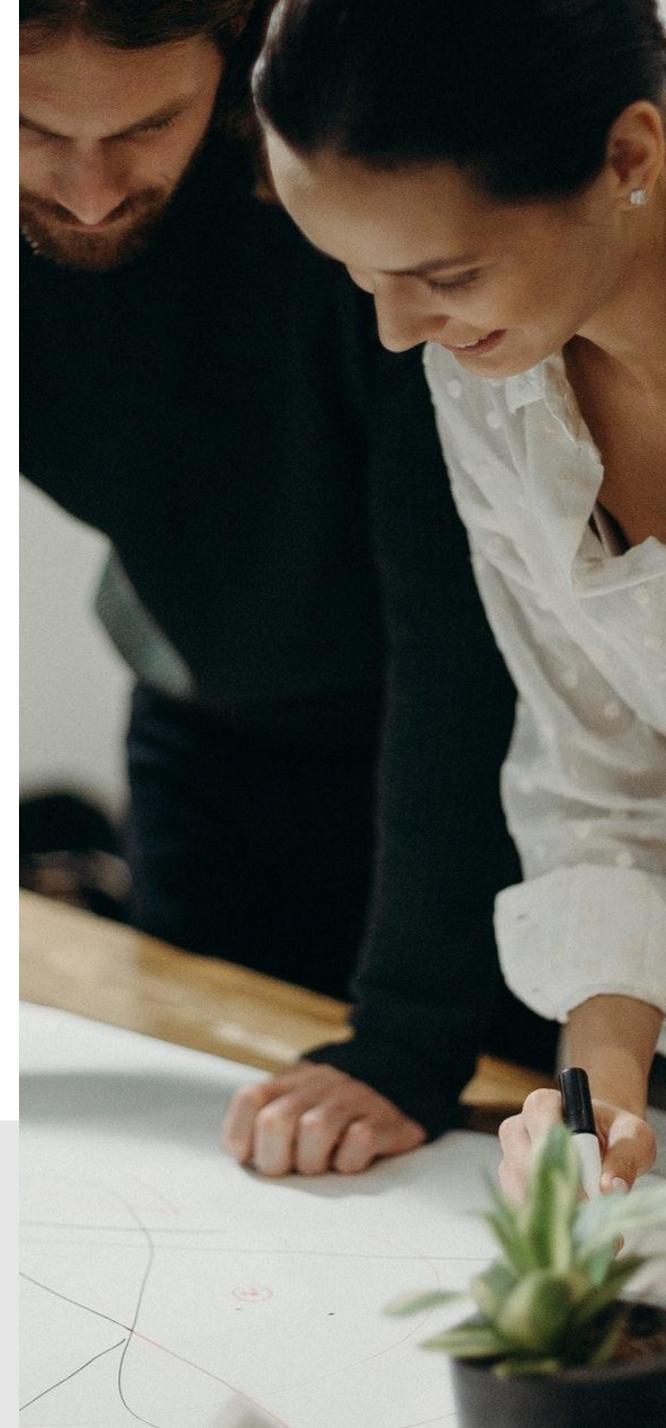
Ability to Focus

Ability to Prioritize

Ability to Estimate

Self-Awareness of Strengths/Challenges

Reflection Habits



Estimation



Your ability to accurately estimate how long tasks will take



Ability to breakdown tasks into steps



Ability to estimate the time it will take to do each step

“The planning fallacy is that you make a plan, which is usually a best-case scenario. Then you assume that the outcome will follow your plan, even when you should know better.”

-Daniel Kahneman

16 Steps of Painting a Room

- | | |
|------------------------------------|------------------------------|
| 1. Decide on which colour | 9. Tape around trims/windows |
| 2. Determine quantity of materials | 10. Prime walls |
| 3. Determine cost | 11. Paint walls |
| 4. Source & purchase materials | 12. Paint ceiling |
| 5. Clean walls | 13. Paint doors |
| 6. Fill holes | 14. Paint baseboards/trim |
| 7. Sand holes | 15. Replace fixtures |
| 8. Remove light fixtures | 16. Clean up |

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Breakout

Estimate the total time it will take for this project

Pay attention to the strategies you use to estimate this project



Strategies for Accurate Estimating

1. Use historical data
2. Have someone else estimate for you
3. Estimate in ranges, or build in time for delays
4. Use three-point estimations (best, worst, most likely)
5. Calculate your fudge ratio
6. Estimate during the low point of your day (to reduce optimism bias)

Prioritization



Our ability to identify the importance/urgency and rank tasks



Knowing where to get info on priorities

Chat Brainstorm

Where are all the
places and people
you get info on
priorities from?



Eisenhower Matrix



	Urgent	Not Urgent
Important	<p>I</p> <ul style="list-style-type: none"> • Staffing Crisis • COVID protocols • Deadline-driven projects, meetings, preparations 	<p>II</p> <ul style="list-style-type: none"> • Preparation • Prevention • Value Clarification • Planning • Relationship building
Not Important	<p>III</p> <ul style="list-style-type: none"> • Interruptions, some phone calls • Some Emails • Some Meetings 	<p>IV</p> <ul style="list-style-type: none"> • Social media, busywork • Some phone calls • Time Wasters • Irrelevant emails

Focus



Your ability to manage procrastination & distractions



Procrastination is the action of delaying or postponing something



Distractions are things that prevent you from giving full attention to something else

Chat Brainstorm

What gets in the way
of your focus?



4 Types of Procrastinators

Performer

“I work best under pressure.”

They force themselves to do work by leaving everything until the last minute. Often perfectionists, Performers work under intense pressure, which can often lead to burnout.

Self-Deprecator

“Ugh I’m so lazy, I’m the worst.”

Procrastinate through pressure, but in a distinctly negative way. They avoid work through negative self-talk, making excuses for themselves even while admonishing these very excuses.

Overbooker

“I have no time! I’m too busy!”

They are stressed by how much they have on their plate at any one time. They say yes to everything, and then once their calendars are completely full, get stressed by how much they have to do, and never actually start.

Novelty-Seeker

“But what about...”

They are like a puppy, always getting distracted by new and exciting ideas. While this can be great – Novelty-Seekers are often creative and entrepreneurial – it can also lead to a lack of action or follow through.

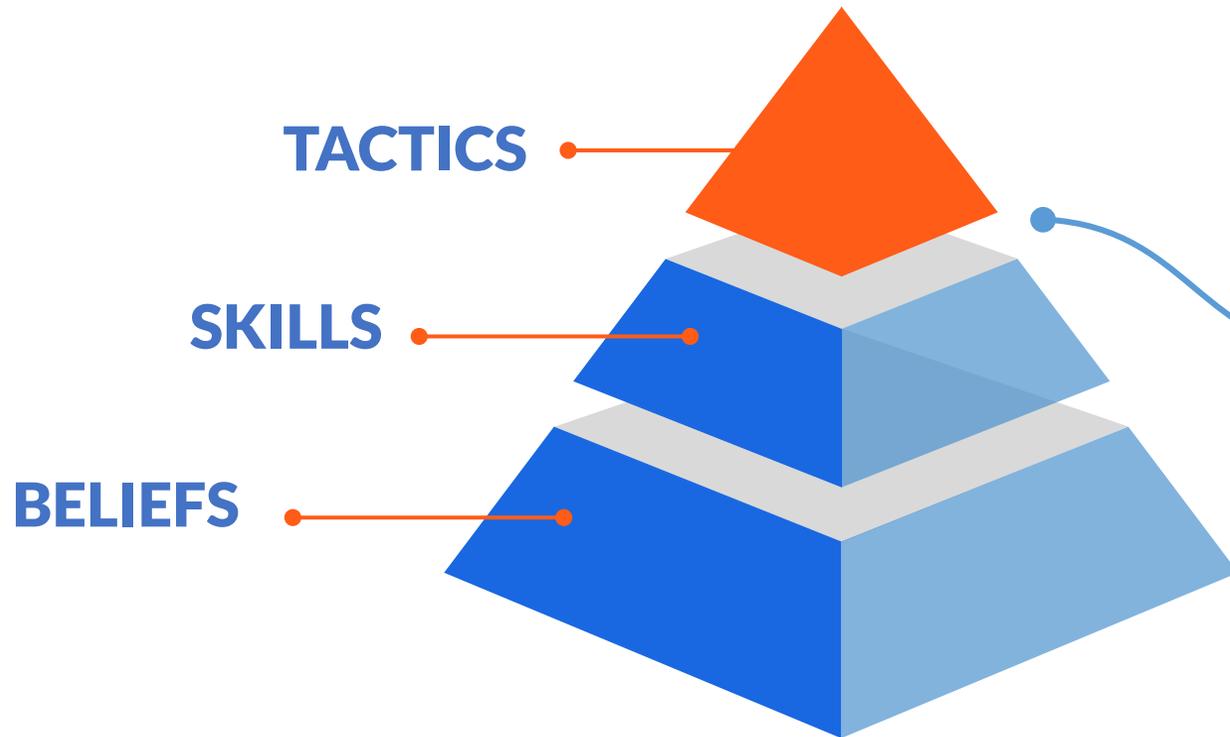
Source: Ali Schiller and Marissa Boisvert

Poll

Which type do you
resonate with most?



Aligning Time with Priorities



External Factors
(some in our control, some not in our control, some we can influence)



Time Tactics

Time Blocking

Time management method that is meant for individuals to organize their workday/week into specific blocks of time. Each block is dedicated to completing a specific task, with the intention for the individual to stay focused on that task exclusively.

Distraction Management Tools

Technology and other tools that help mute distractions that come when we are trying to do focussed work blocks.

Scheduling Tools

Tools that let you to create a scheduling link you can send to people, allowing them to book meetings directly on your calendar.





Time Tactics

Energy Management

How we manage our energy to be support our productivity. Often include Intangible aspects: the feelings one may experience, the sleep hours that one needs to be fresh or the productive hours within the day.

Setting Boundaries/ Saying No

The concept of setting and communicating clearly about your capacity and how you want to spend your time.



Breakout

Discuss and share your favourite time tactics. **Help each other choose one to explore.**



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PRACTICES FOR LEADING EFFECTIVE MEETINGS

1. Educate your team on the types of meetings you use (when and why)
2. Plan your meeting method based on the results you want
3. Activate attendees through excellent set up
4. Create a balanced forum
5. Establish 3 fundamental meeting norms
6. Hold Accountability for actions

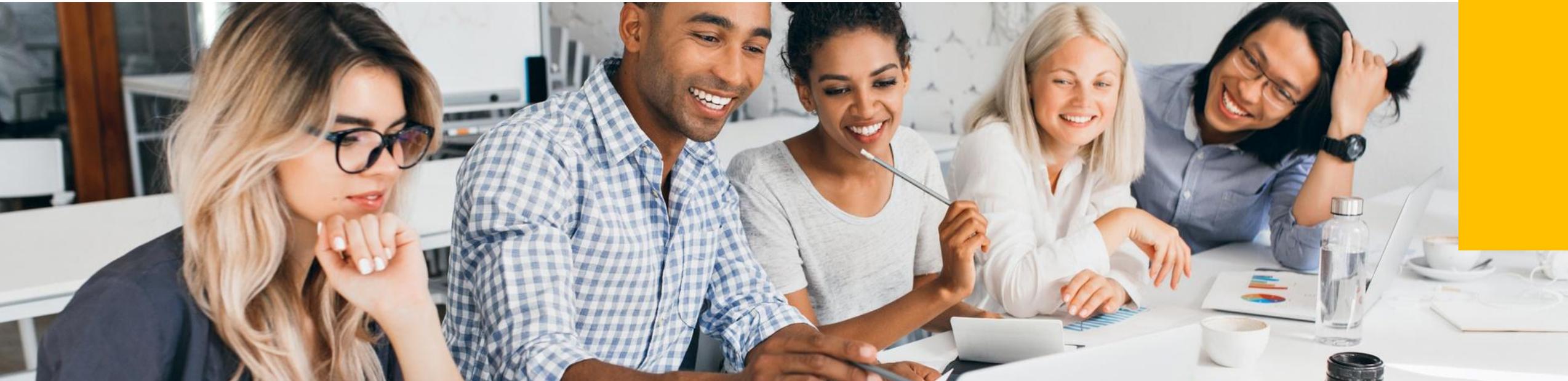
Chat Brainstorm

Why do you think meetings are important?



1.

Educate your team on the types of meetings you use (when and why)



Meeting Types

A clearly defined and consistent meeting schedule enables your team to bring the right information to the right context



Team Huddles

Quickly uncover progress, challenges, and successes



Strategic/Planning Meetings

Teaches your team to think big and contribute to the strategy of the team/organization



1:1 Meetings

Provides a forum to discuss development commitments and feedback



Continuous Conversations

Provides a forum to discuss development commitments and feedback

Consistency in Meetings Empowers your Team

When you team members know what types of meetings you have and when they learn how to engage appropriately.

If they don't know what to bring when they bring it all the time or never bring it.

Result is interruptions and lack of support.



2.

Plan your meeting method based on the results you want



Method	Benefits/Results	Challenges	Best For
In Person	Deeper connection No or little technology	Physical movement to a location can be time consuming & expensive	Longer meetings
Virtual	Time efficient	Can be less engaging and multi-tasking is a risk	Pandemic safety Shorter meetings
Hybrid-People's choice	Maximum flexibility for attendees	Difficult to engage virtual and in person groups effectively	When flexibility trumps effectiveness

3.

Activate engagement from attendees through excellent set up



What is an Excellent set up?

3 Factors

1. Clear subject/purpose of meeting
2. Clear Agenda
3. Attendees are aware of their role

When you provide clarity for attendees you enable them to participate at their highest ability

4.

Create a
balanced forum





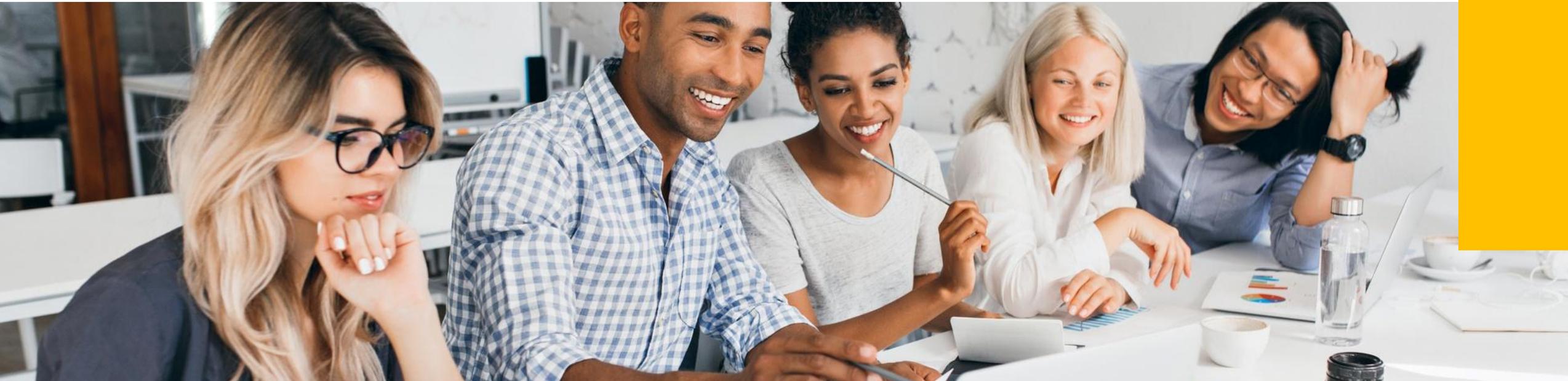
A balanced forum is when you have participation from all attendees

How?

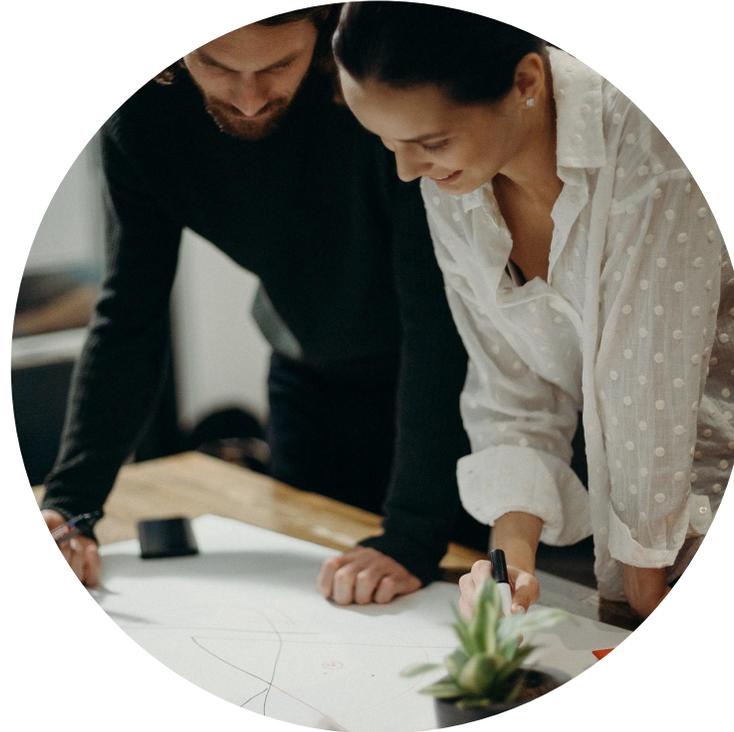
Bake it into the structure by using roundtables at at least 1 point each meeting (check in, check out/takeaways, summarizing actions, sharing perspectives)

5.

Establish **3** fundamental meeting norms

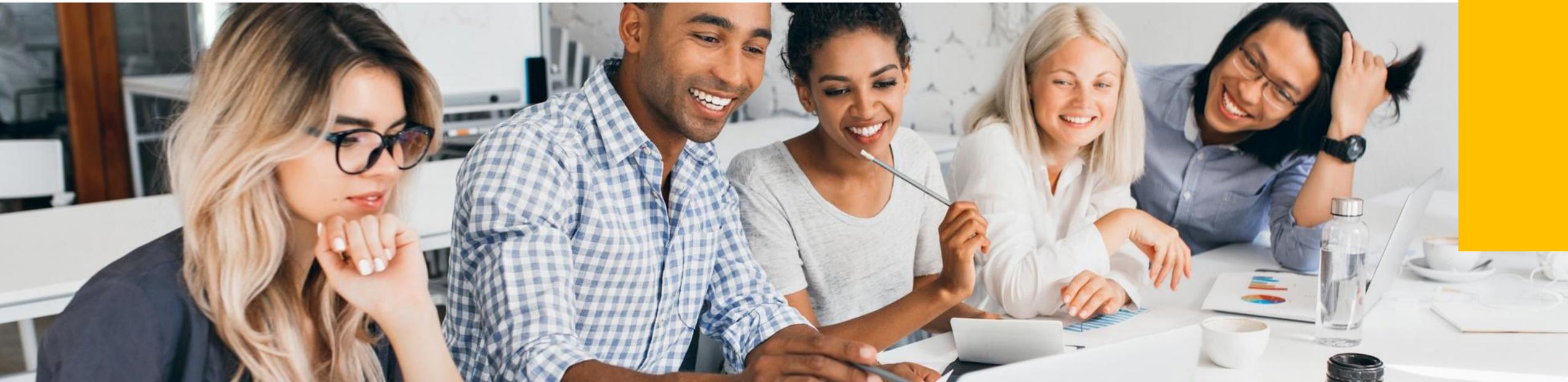


- 
- 1. Honour time**
 - 2. Come prepared**
 - 3. Speak up**



6.

Hold **Accountability**
for actions



7 Considerations of Holding Accountability

1.

You can't hold someone accountable - it is out of your control.

2.

You can Hold Accountability and take steps to build a culture of accountability.

3.

Being accountable is a skill set - not everyone has it developed yet!



4.

Builds trust and psychological safety on team.

5.

Increases engagement & motivation.

6.

Improves performance of individuals and team.

7.

Improves outcomes for organization & clients.

Clear Call to Action

C

Actions were **concrete**.

T

Actions were **time-stamped**.

A

Actions were **assigned**.

Takeaways

Share your Biggest takeaway from today?



Choose Your Own Adventure Assignment

1

Self Leadership

Chose a Time
Tactic to explore
further & read the
extra articles

2

People & Team Leadership

Use the Prioritizing
Tasks Worksheet with
a peer or team member
to help them improve
their skills

3

People & Team Leadership

Audit one of your
meetings (or ask a
team member to do it)
using the 6 practices.
Commit to 1
improvement for next
time