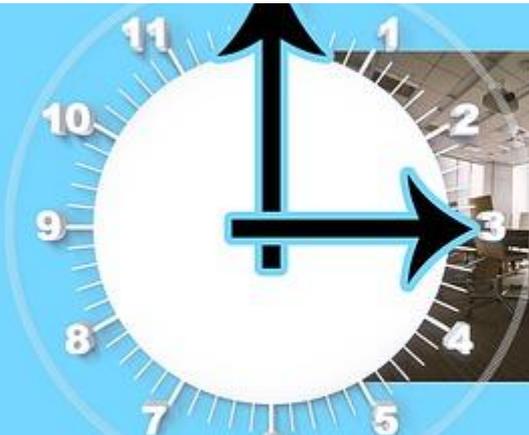


Aligning Time with Priorities & Leading Effective Meetings

Virtual Session 1



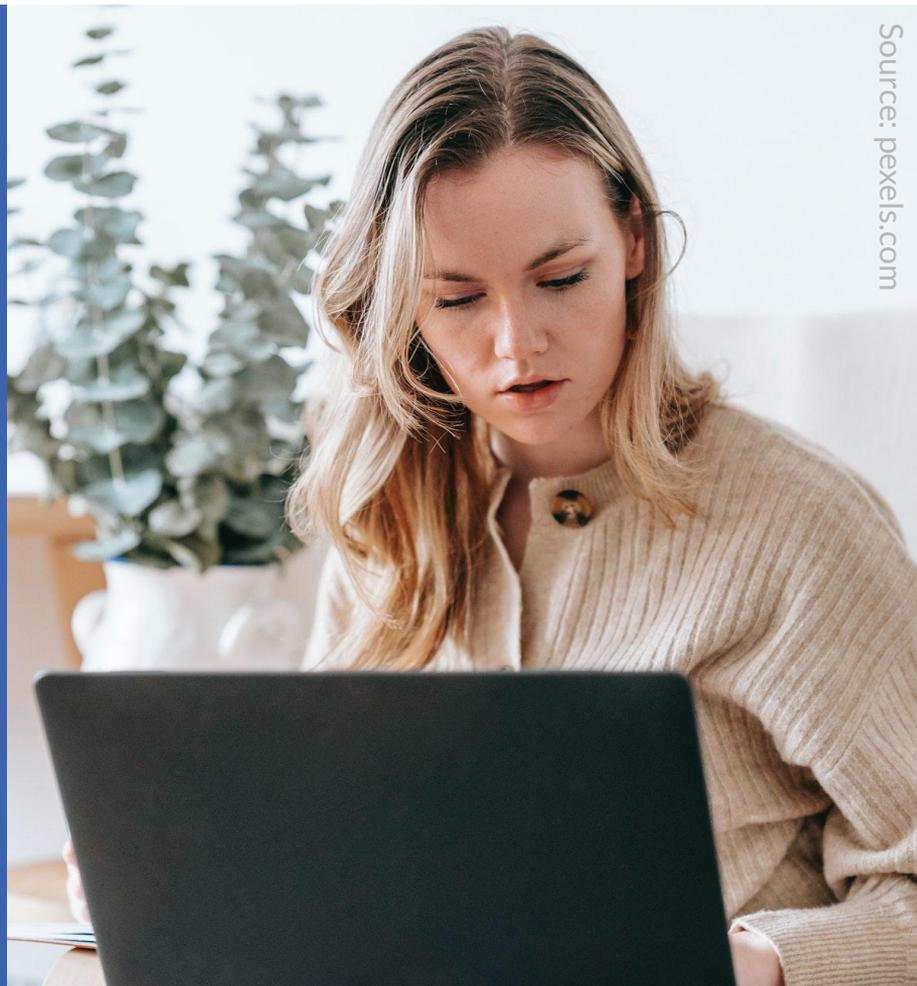
Our Learning Agreements

1. Confidentiality
2. Honour Time
3. All in
4. Open Minds



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



Source: pexels.com



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

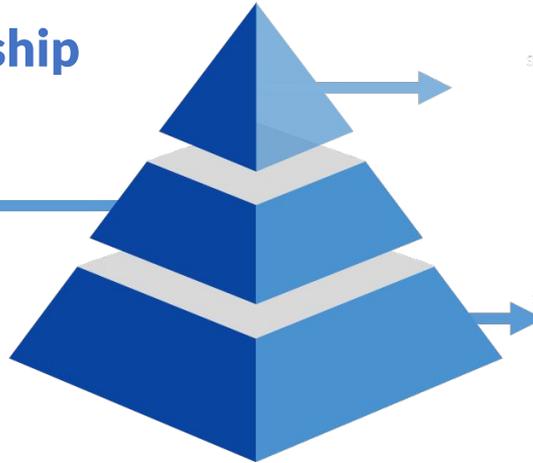
–Michael Altshuler

Foundational Leadership Skills

Today's Focus

People & Team Leadership

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



Organizational Leadership

- Lead Change
- Think Big & Strategically

Self Leadership

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

REFLECT

LISTEN

LEARN

Our Leadership Values

What does it mean to be a successful leader at Munich Re

WE THINK BIG

We create and articulate a compelling and ambitious shared purpose, vision and direction.

We pave the way towards success and see failure as learning.

We role model change and culture continuously.

WE LEAD THE “WE“

We have a passion for winning and growing as a team.

We inspire people to be capable of joint performance. We promote and encourage collaboration across the company.

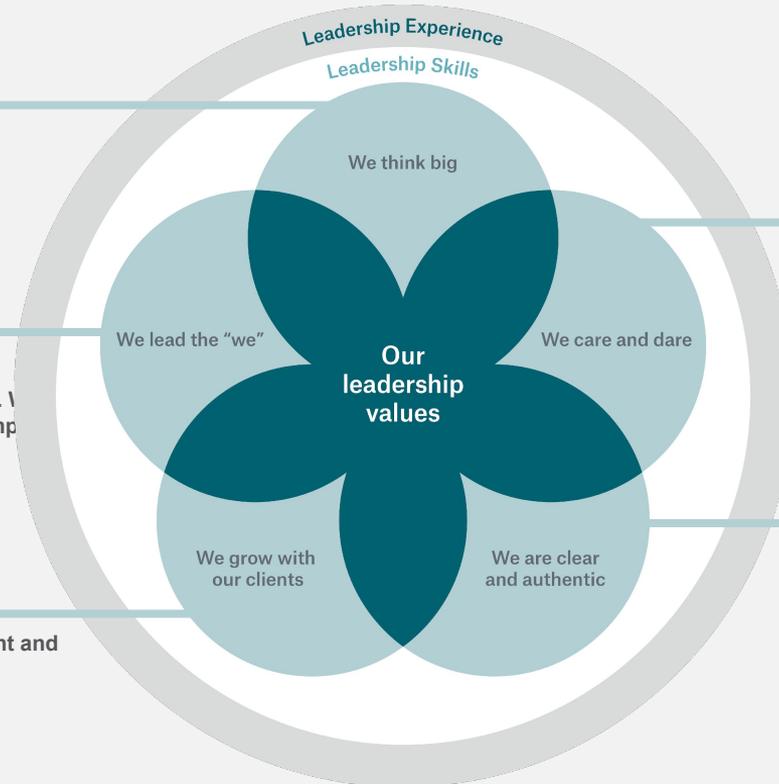
We create an inclusive environment where different thoughts, generations, cultures and experiences are valued and encouraged.

WE GROW WITH OUR CLIENTS

Whatever our role, we support business, in an efficient and effective way, to create value for our clients.

We challenge the status quo and stop practices that do not have a positive impact for our clients or us.

We embrace new ways of working leveraging digitalization to deliver solutions.



WE CARE & DARE

We are empathetic. We know when to lead and know when to let others lead.

We attract, grow and coach future leaders.

We are prepared to take a stand against complacency and conformity. We are good corporate citizens.

WE ARE CLEAR & AUTHENTIC

We communicate in a clear and transparent way. We tell our story with enthusiasm and passion.

We interact with a positive and humble spirit. We solicit feedback, ask and listen, learn and unlearn.

We inspire and energize those around us.

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

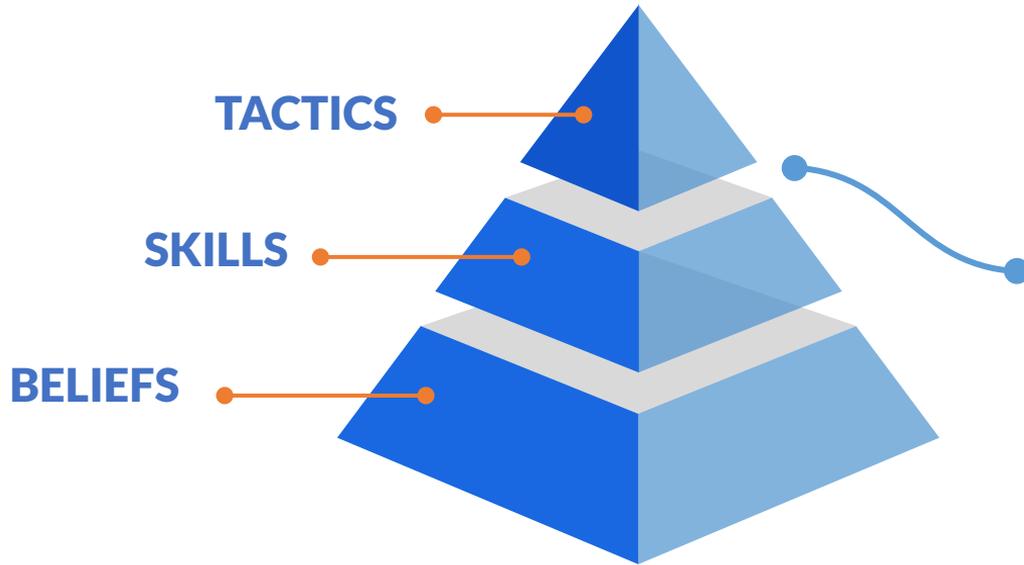


Efficiency in processes



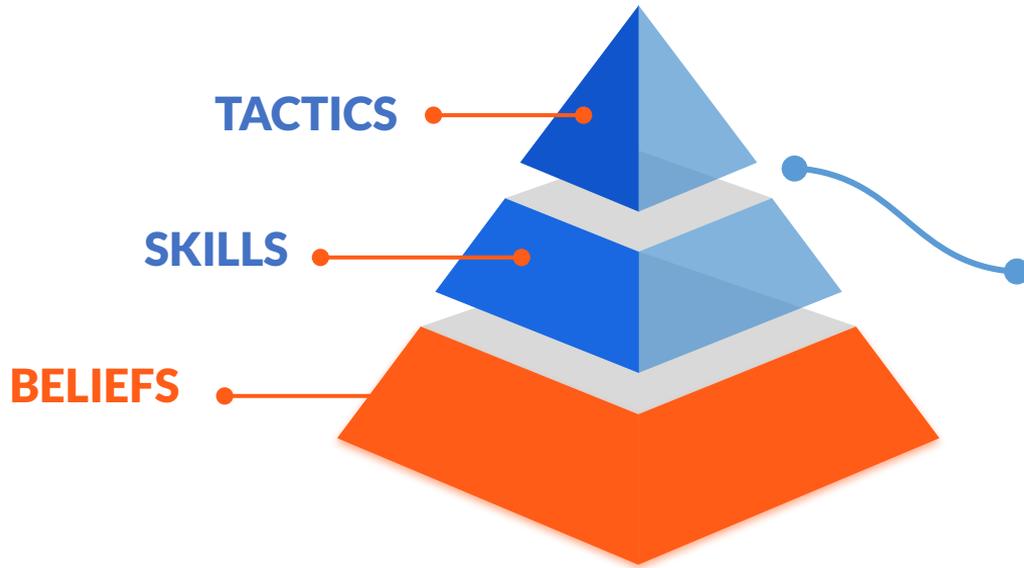
To be on purpose and operating with intention

Aligning Time with Priorities

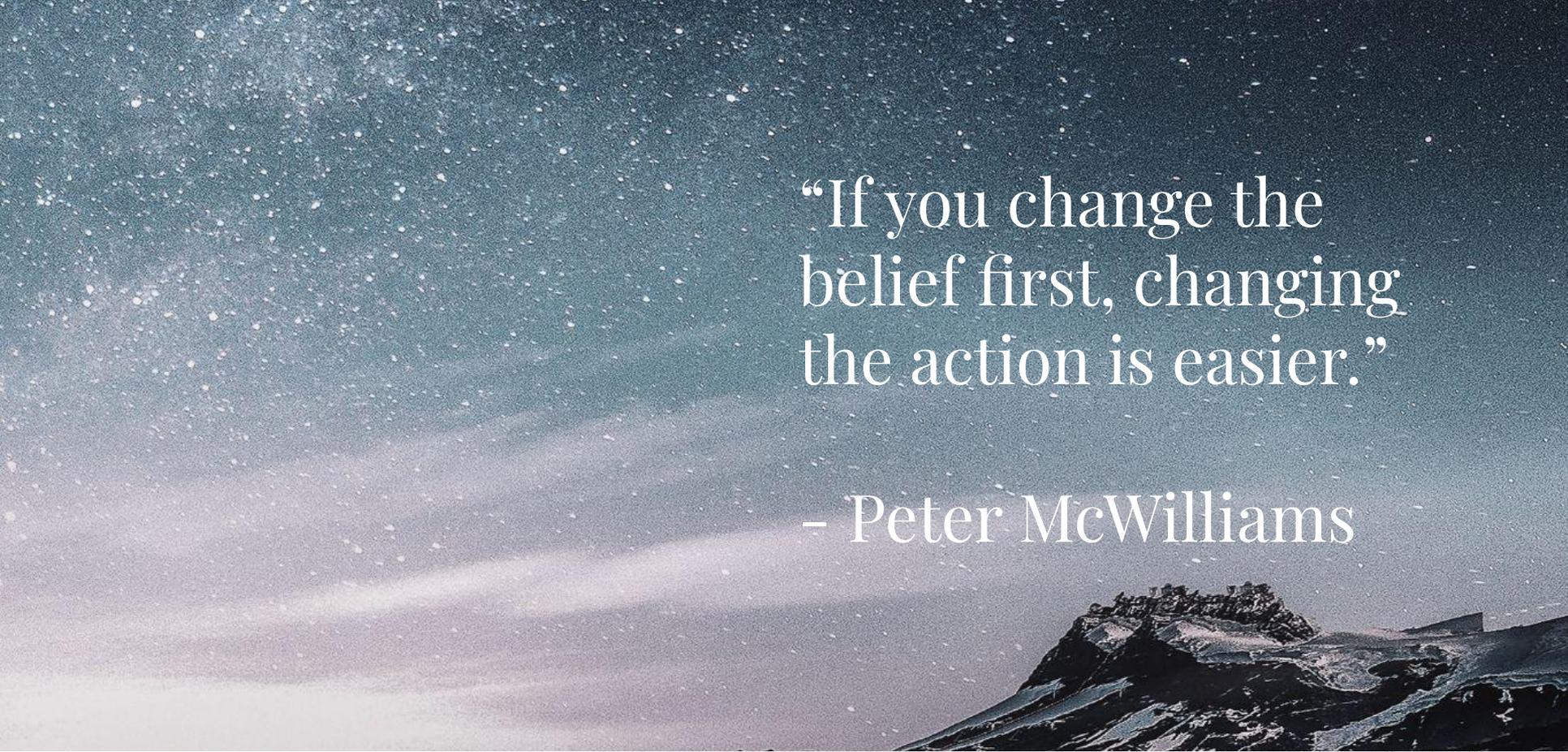


External Factors
(some in our control, some not in our control, some we can influence)

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

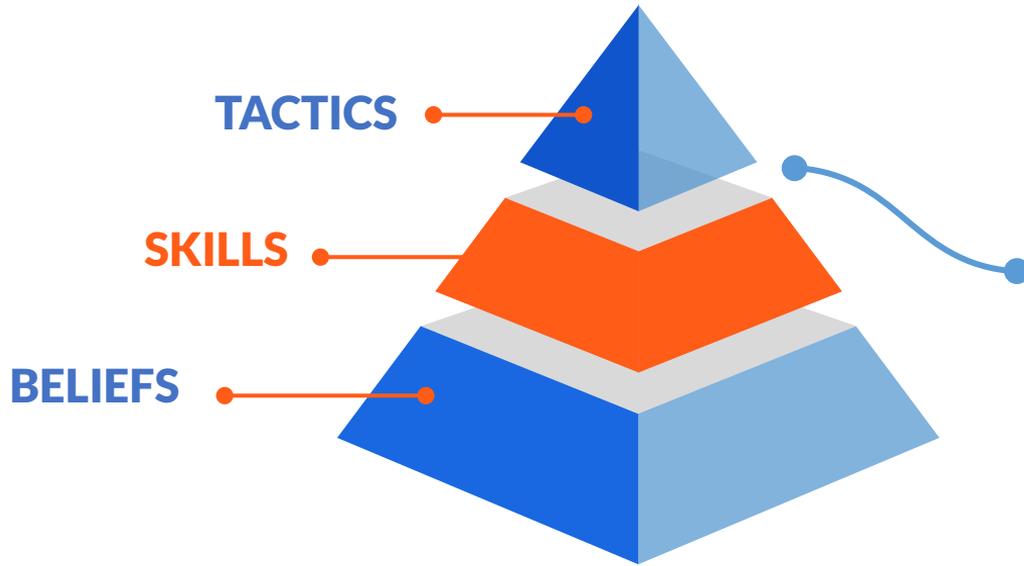


Outside of both
Your Control &
Influence



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



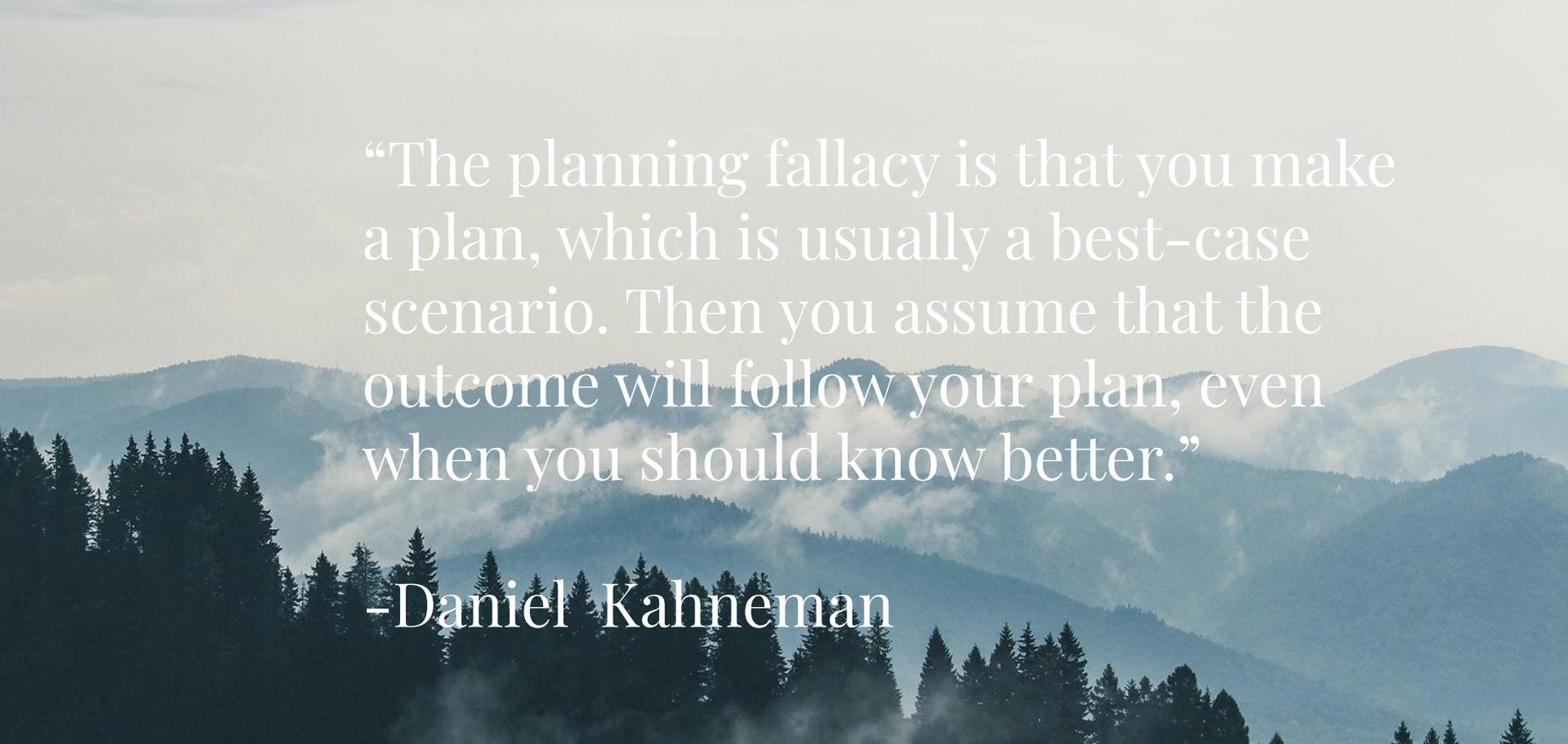
Your ability to accurately estimate how long tasks will take



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 |

19

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

- I
- Staffing Crisis
 - COVID protocols
 - Deadline-driven projects, meetings, preparations

- II
- Preparation
 - Prevention
 - Value Clarification
 - Planning
 - Relationship building

Not Important

- III
- Interruptions, some phone calls
 - Some Emails
 - Some Meetings

- IV
- Social media, busywork
 - Some phone calls
 - Time Waters
 - 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.

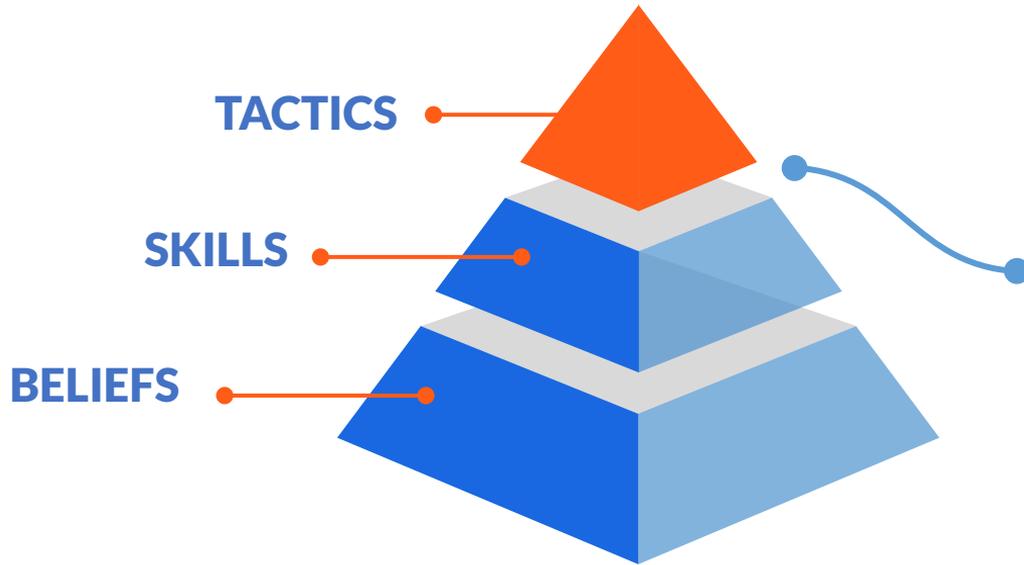
Source: [Ali Schiller](#) and [Marissa Boisvert](#)

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 focused 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.**



6

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**.

Program at a Glance



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

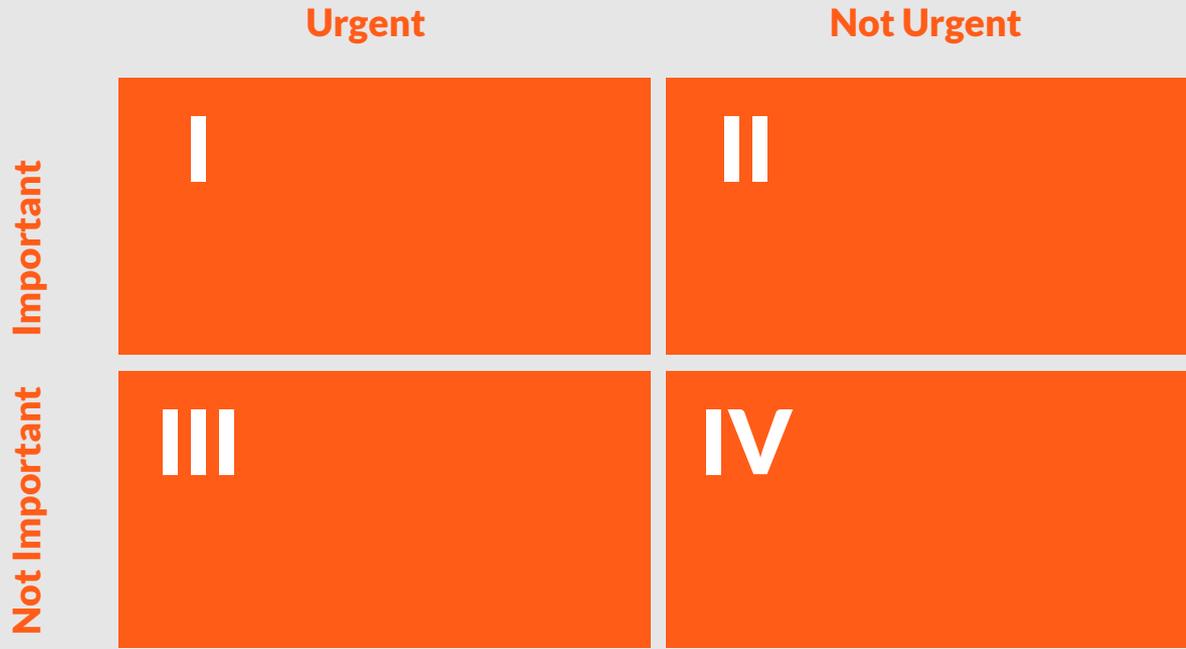
3

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

Questions?







MANAGING PEOPLE & TEAMS

 Jennifer Deane
COACHING