

H+S

Organisational Skills

TODAY'S AGENDA



Priorities



Planning



Communication

“What is your biggest time stealer?”

Menti.com

How do you know what's a priority,
when everything appears to be a priority?

“Begin with the end in mind”

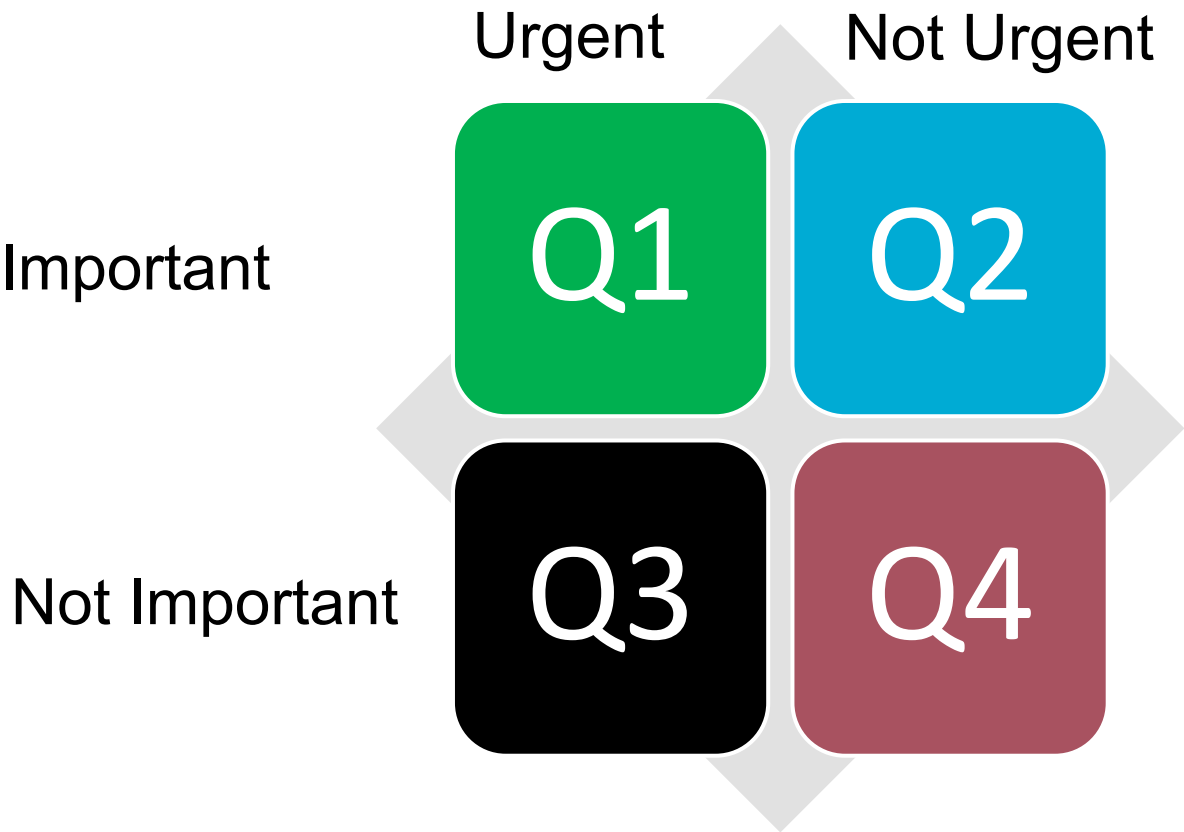
*Stephen Covey,
The 7 Habits of Highly Effective People*

PRIORITISING QUESTIONS

What are the priorities for the agency?

1. Which clients pay most?
2. Which clients are most profitable?
3. Which clients need the most attention right now?
4. Which clients have been allocated the most time?
5. How important is new business, compared to existing clients?

PRIORITISATION

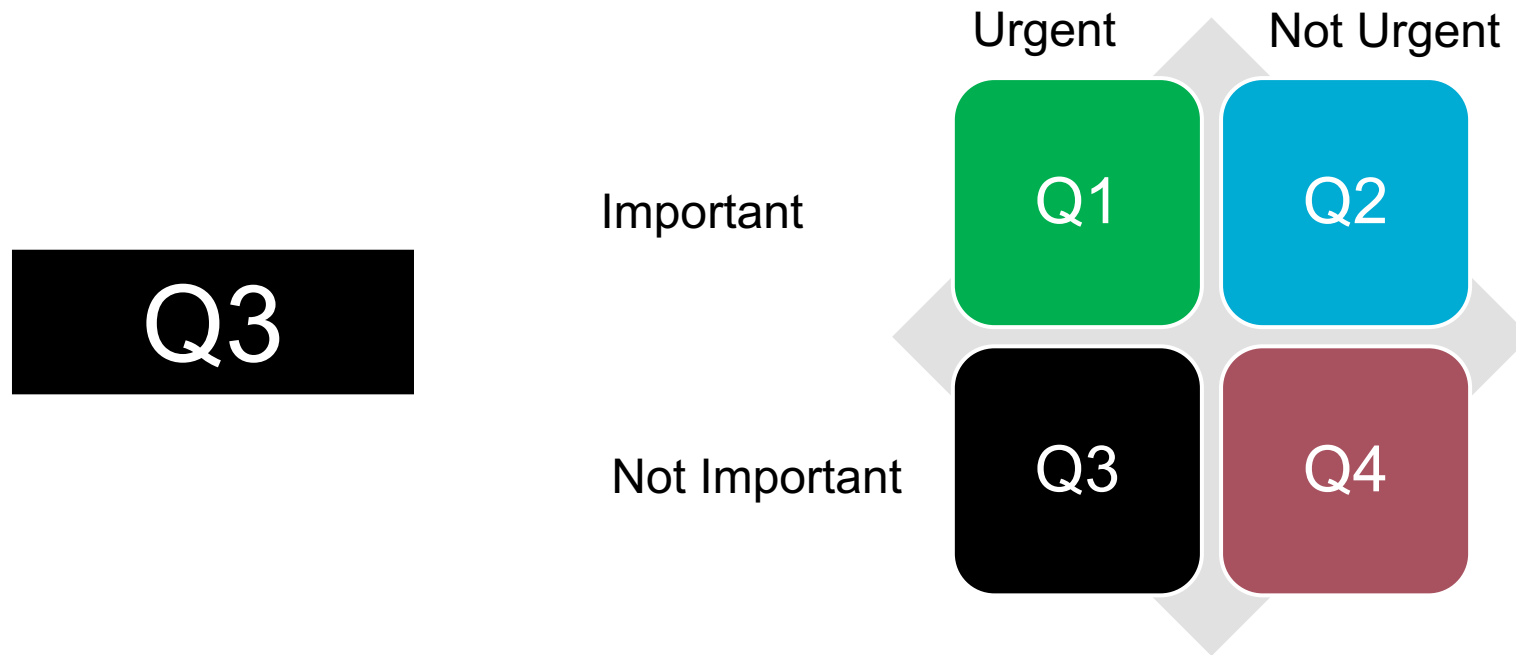


Ref. Stephen Covey,
7 Habits of Highly
Effective People

Urgent: Appears to require immediate attention
Important: Contributes to objectives

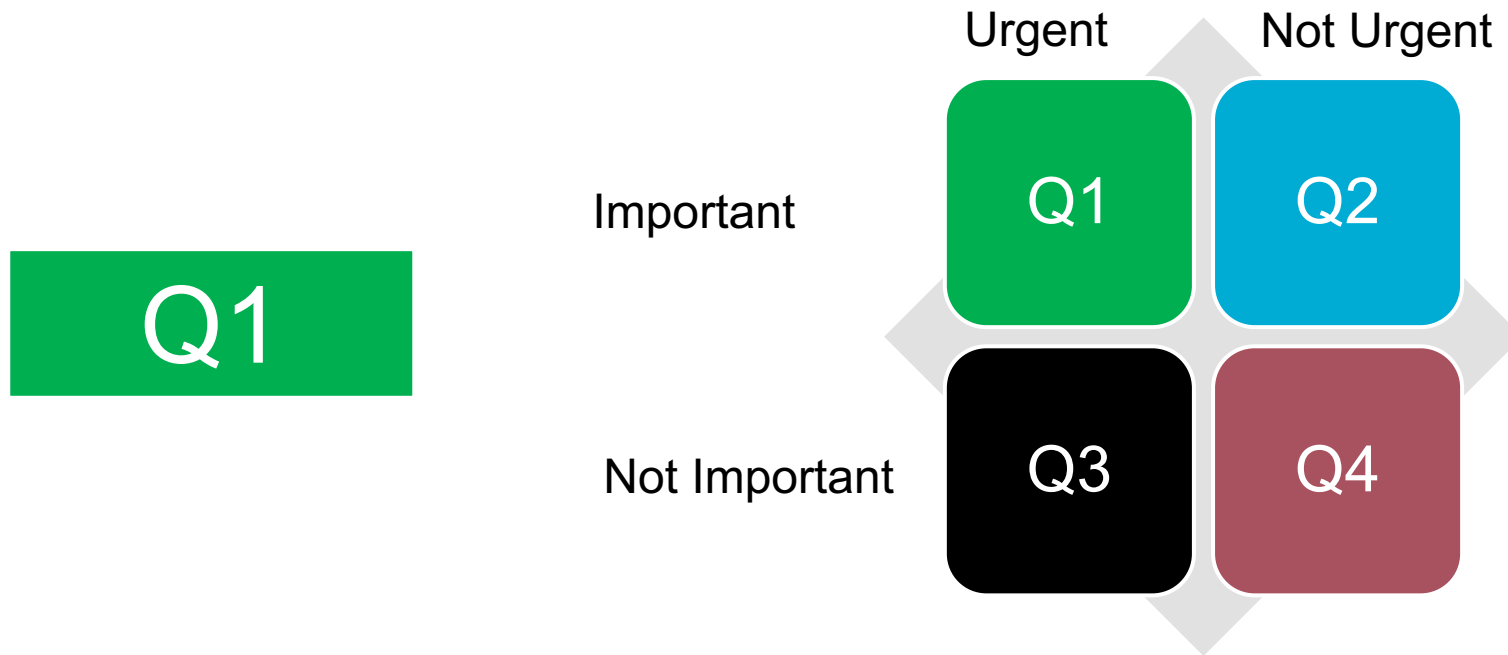
WHICH QUADRANT?

- Your manager asks you to go on a client call with them in 30 mins' time, as an observer. You know it's going to be a long one and you are in the middle of dealing with an urgent issue on a key project.



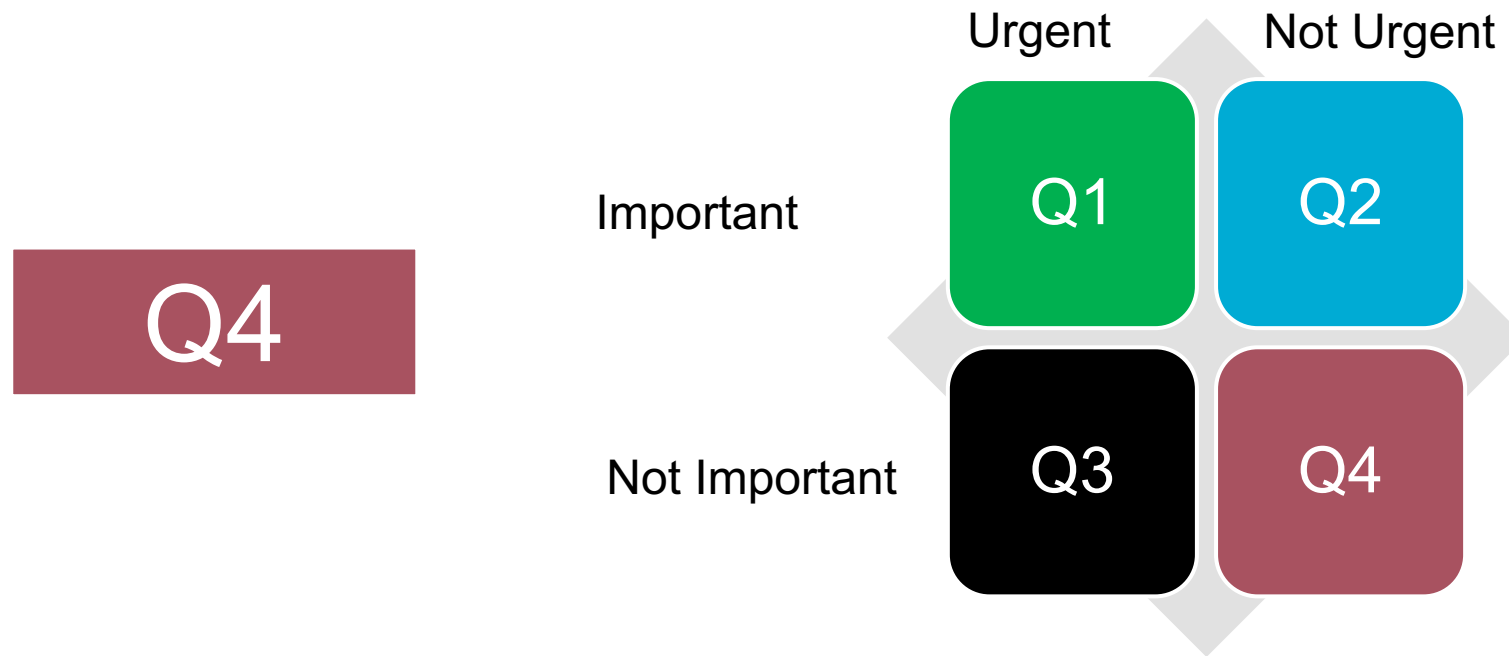
WHICH QUADRANT?

- The client has just sent you last minute amends, which need to be incorporated into some artwork before it goes to print in an hour's time.



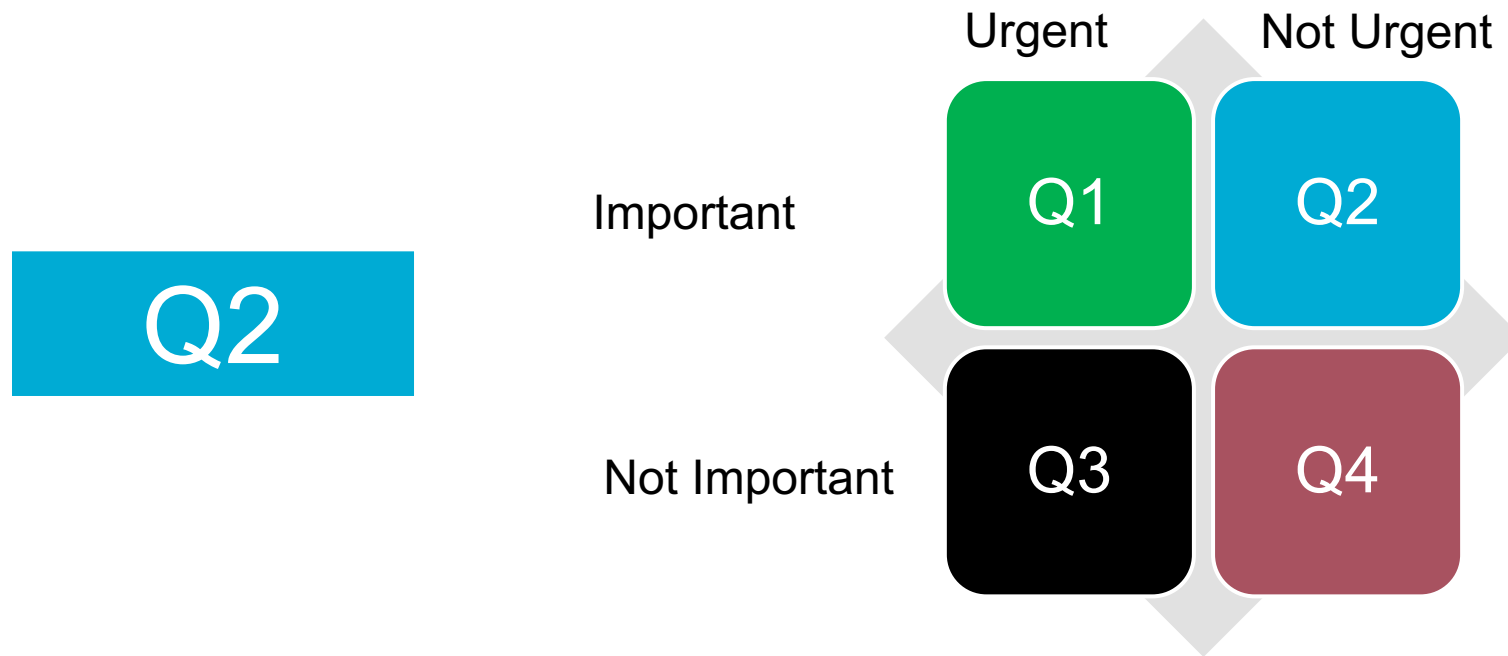
WHICH QUADRANT?

- You find yourself distracted and looking at Instagram.



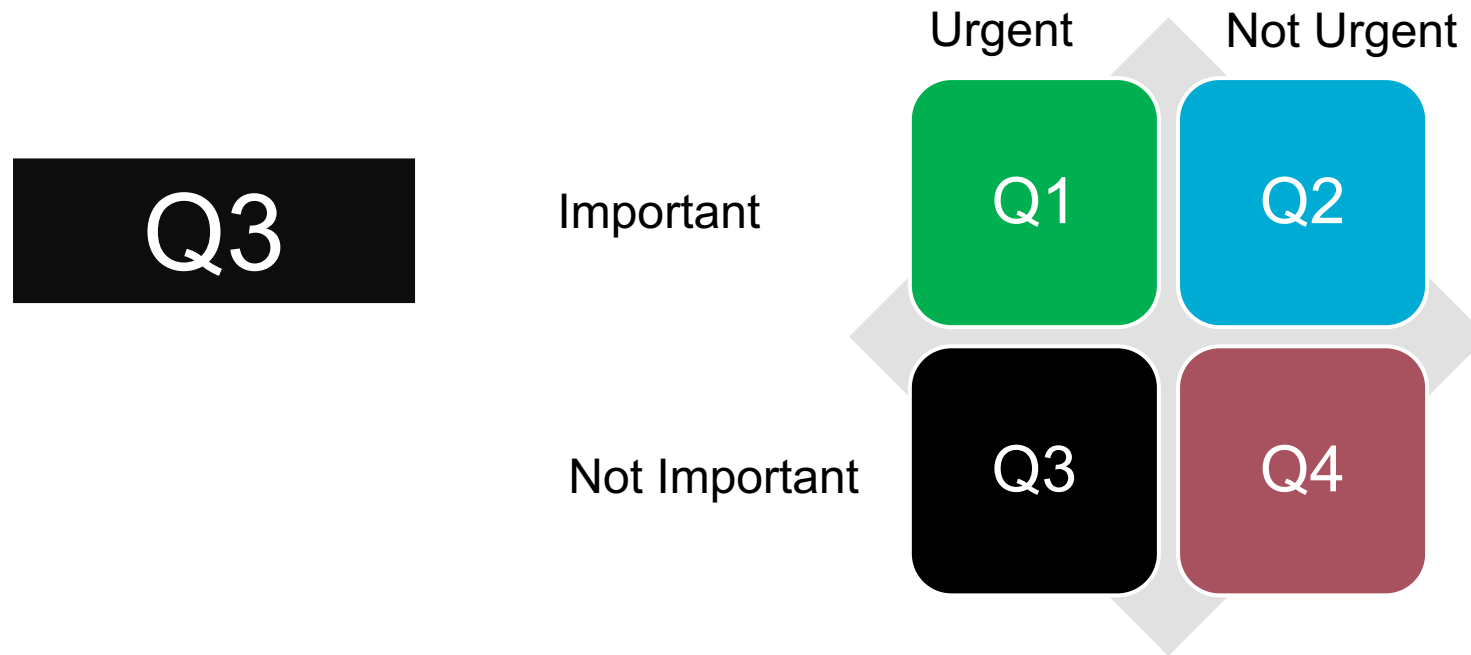
WHICH QUADRANT?

- You need to research the latest digital event technology.



WHICH QUADRANT?

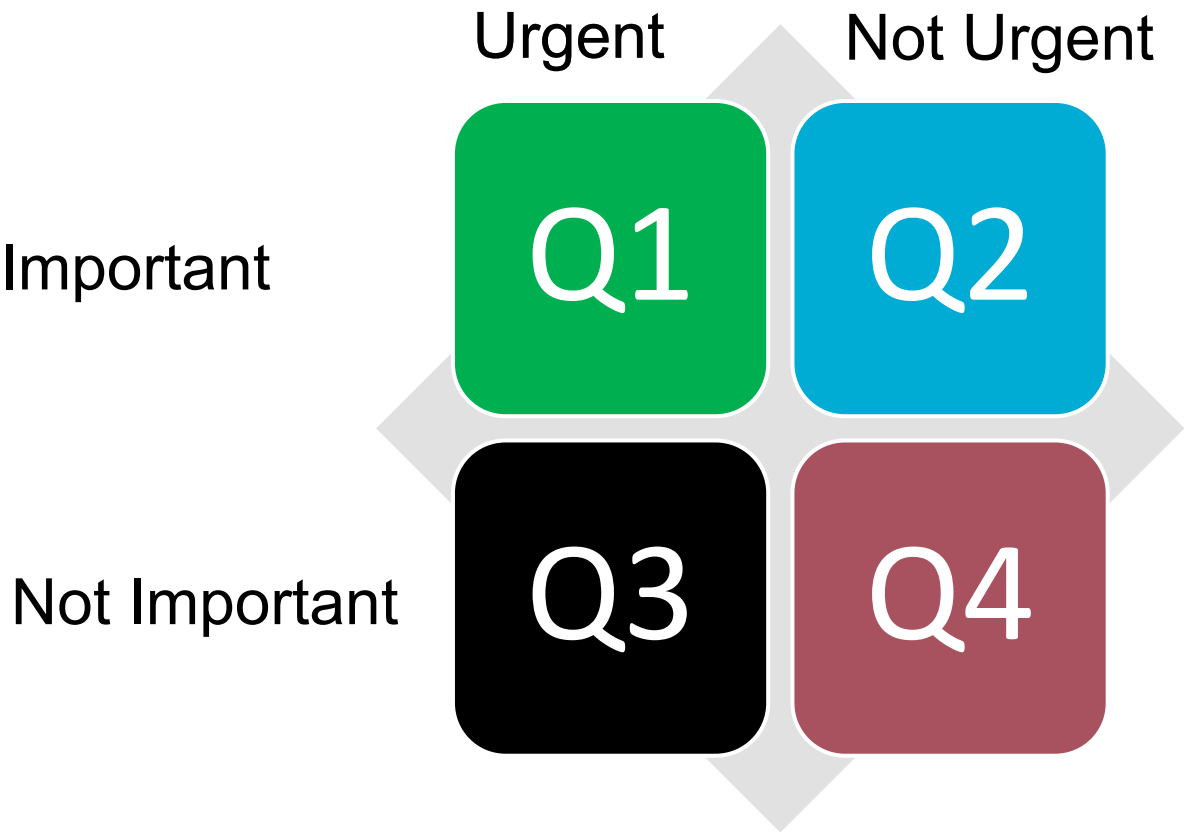
- You are the leader of a team of 10. The client needs a list of event attendees to be sent over to him as soon as possible, for a meeting he's attending.



Exercise:

In groups, thinking about your diaries this week, place 3-4 real examples into each quadrant of the matrix.

PRIORITISATION



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BURN OUT

23% of 7,500 full-time employees surveyed said they were *always* or *very often* burned out. Another 44% said they were *sometimes* burned out.
(Gallup 2020)

These statistics reflect a working culture that is virtually always on, and therefore, not performing at its best.

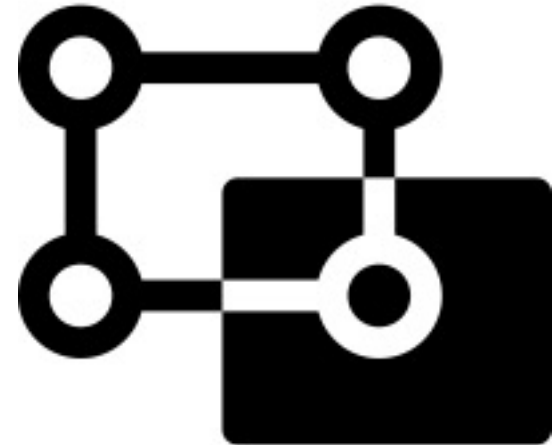
Build in 'Thrive' days.

Like professional athletes: intensity + recovery.

"We ask people to declare an end to their day. Currently, there is really no end to our day, so we need to actually declare an end. People learn through rituals. For example, closing the computer and going for a walk, or turning off your phone and charging it outside your bedroom."
(Ariana Huffington)

CREATE BOUNDARIES

1. Mark the beginning and end of the day.
2. Have a dedicated workspace, if you can.
3. Pause for breaks and exercise.



MINIMISE DISTRACTIONS

1. Block distracting websites, using [Stay Focusd](#).
2. Turn off notifications when concentrating.
3. Let people know you're doing 'deep work'.



THE SWITCHING COST

- It takes 64 secs to get back into a task after checking an email.
- If you check your email every 5 mins, you're wasting over an hour a day.

Energy Levels

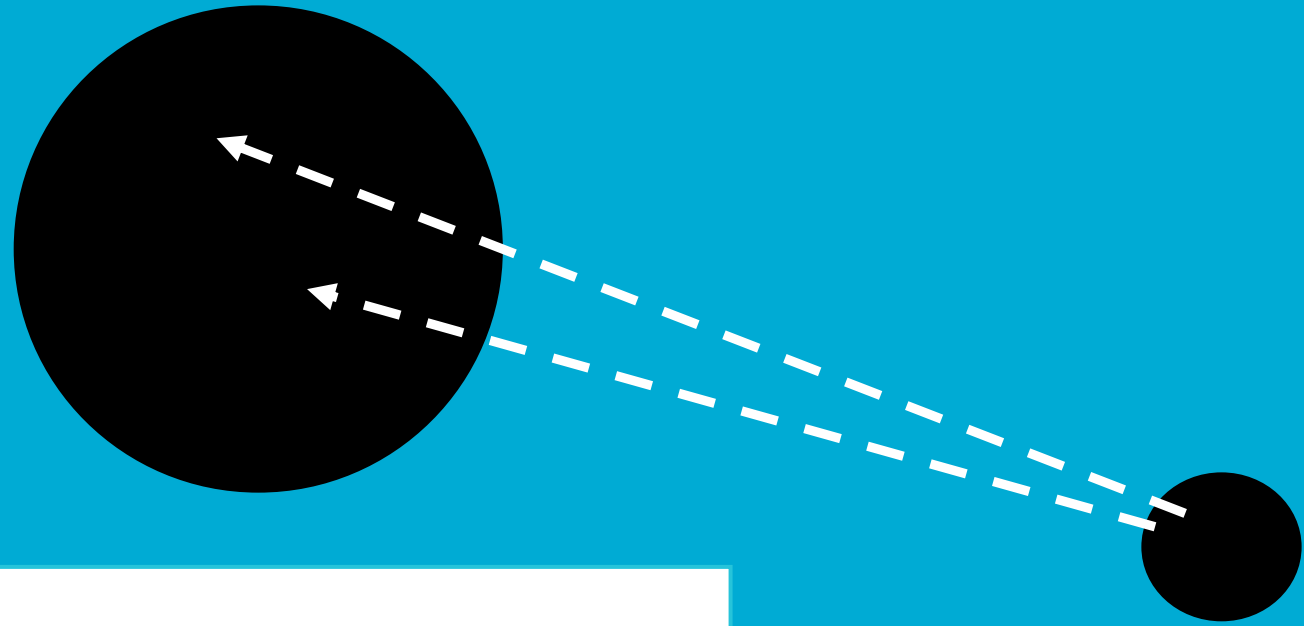
100%

50%

0%

08:00 09:00 10:00 11:00 12:00 13:00 14:00 15:00 16:00 17:00 18:00 19:00

Time of day



Work expands to fill
the time available.

Parkinson's Law

WEEKLY CALENDAR

	8	9	10	11	12	13	14	15	16	17
M	Planning	Calls/Meetings	Calls/Meetings	Asynchronous	Asynchronous	Lunch	Asynchronous	Calls/Meetings	Calls/Meetings	Calls/Meetings
T	Planning	Calls/Meetings	Calls/Meetings	Asynchronous	Asynchronous	Lunch	Asynchronous	Calls/Meetings	Calls/Meetings	Calls/Meetings
W	Planning	Calls/Meetings	Calls/Meetings	Asynchronous	Asynchronous	Lunch	Asynchronous	Calls/Meetings	Calls/Meetings	Calls/Meetings
Th	Planning	Calls/Meetings	Calls/Meetings	Asynchronous	Asynchronous	Lunch	Asynchronous	Calls/Meetings	Calls/Meetings	Calls/Meetings
F	Planning	Calls/Meetings	Calls/Meetings	Asynchronous	Asynchronous	Lunch	Asynchronous	Calls/Meetings	Calls/Meetings	Calls/Meetings

Calls/Meetings Lunch Planning Asynchronous

You must schedule time for Q2 activities.

How many hours a week?

Diarise it.

PLANNING: Daily Routine

- Highlight the most crucial item in your action list each morning; finish it before leaving
- Clear your desk and plan your activities for the next day at the end of the day
- Take an hour every morning for briefings, check ins and feeding back on work



PLANNING Big Tasks

- Create a planning framework before each big task
- Break bigger tasks down into chunks
- Try to finish each chunk in one go – coming back to them wastes time (unless to proof read)



PLANNING EXERCISE

You've been asked to research and design a concept for a major client event. The deadline is 28th June. Today is 16th June.

What are the stages you need to go through, before it's client ready?



PLANNING: Deadlines

- Every task should have an agreed deadline
- Be clear on scope and how long it should take to complete
- Consider all the stages before the deadline, including the approval process
- Be aware of when people are out of the office and factor that in
- Always stick to deadlines or give a reason well in advance



PLANNING EXERCISE

You've been asked to research and design a concept for a major client event. The deadline is 28th June. Today is 16th June, so you have loads of time... or do you?

Your manager is away on 18th June. The client is away 21st June. You have a full day launch event on 25th June. Put together your timeline for this piece of work, including researching, designing and reporting up to your manager. The client's boss, in the US, will also need final approval.

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INBOX ZERO

- **Delete:** If the email doesn't describe an action you need to take, require a response or have information you will need later, it has no use. Be ruthless.
- **Do:** If the email contains tasks you can do within two minutes, do them. Then either delete or file the mail. If the task is longer, add it to your task list then archive.
- **Read:** If you need to read an email later, put it in a folder. Once read either delete or file.
- **Delegate:** If an email contains a task for someone else, forward it to them and then delete or file.
- **File:** If an email contains information that you might need later, file it.

EMAIL TIPS

- Don't copy others in unnecessarily or for political reasons.
- Blind copy, if you want someone to know you've completed a task, but they don't need to be involved in subsequent conversations.
- Use NRN - 'no reply necessary' e.g. 'Meeting changed 3pm to 4pm - same room. NRN.'
- Keep emails as brief as possible.
- Make sure the 'subject' field is meaningful and easily searchable.
- Emphasise important points with bold or italics where it's useful to do so, such as deadlines.

EMAIL TIPS

- Respond to emails, in a timely fashion, even if it's a holding email.
- Avoid sending emails outside of working hours - use the time delay.
- How about 'No Email Friday' for internal emails?
- Consider how you use the various apps vs. email.
- Create templates for regular emails.
- Pick up the phone or go and speak to people.

INTERRUPTIONS

Just before: You know that you're likely to be interrupted or distracted

- Signal you're concentrating e.g. headphones
- Turn off notifications
- Move to a different space
- Let everyone know:

Does anyone need anything? I'm going to be writing a proposal for the next hour?

INTERRUPTIONS

During: Can I brief you on something urgently? Can I ask you a question?


- I'm in the middle of something right now, can I grab you in 5 mins?
- I want to give you all my attention, can I call you in 10 mins?
- When you say urgent, when does it need to be done by?

INTERRUPTIONS

Habitual: Correcting bad habits

- When you do x, it has a negative impact (on you, me, the client, the team, the business)
- It would be great, if you could do y, because it would have a positive impact

ASSERTIVE STRUCTURE



Empathy	I understand that you're probably massively busy and trying to manage lots of client priorities simultaneously.
Current behaviour	When I get lots of interruptions throughout the day...
+ Impact	...it means that I struggle to focus and therefore to deliver the work to the high standard that I know you're looking for.
Desired behaviour	It would be great if we could catch up a couple of times a day, so that you can brief me on everything in one go.
+ Impact	This would mean that I could plan my time better and make fewer mistakes.
Question	How does that sound? (Listen carefully to their response.)

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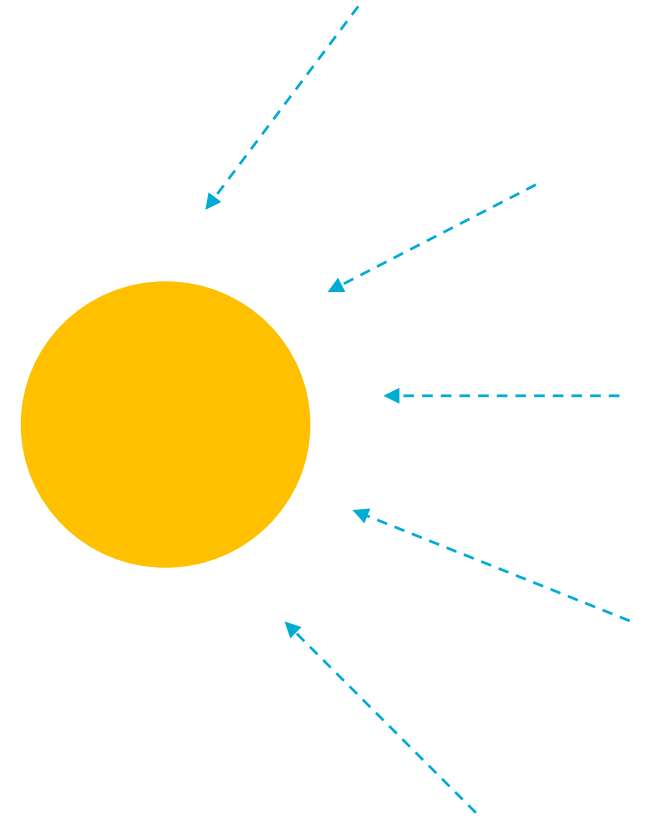
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LEARN MORE

- Thrive, Ariana Huffington
- 7 Habits of Highly Effective People, Stephen Covey
- Pioneering Professional, Dr Derek Biddle & Ali Stewart



SUMMARY

1. What have you learnt about yourself?
2. What will you do differently after today?
3. Who will you schedule time with, to discuss what you've learnt and what support you need?



The Serenity Prayer

*Grant me the serenity
To accept the things I cannot change
The courage to change the things I can
And the wisdom to know the difference*