

LEADERSHIP **IQ**

Mark Murphy, Chairman & CEO

**STOP BEING BUSY,
START BEING PRODUCTIVE**

DOWNLOADABLE RESOURCES

2

Slides:

LEADERSHIP IQ

JOIN WEBINAR

Join us on Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

Dear Kim,

Thank you for registering for:

Speak the Truth Without Making People Angry
Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

1. Click here to join:

<https://www1.gotomeeting.com/join/681027312/106529318>

This link **should not be shared** with others; it is unique to you.

2. You will be connected to audio using your computer's microphone and speakers (VoIP). A headset is recommended.

Or, you may select Use Telephone after joining the Webinar.

Toll-free: 1 877 739 5903

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Toll: +1 (909) 259-0034

Access Code: 487-802-838

Audio PIN: Shown after joining the Webinar

Webinar ID: 681-027-312

YOU'LL WANT TO READ THIS:

You will receive the slides that accompany this webinar on September 17, 2012 in a reminder email.

- Please direct any questions to Sarah at sarah@leadershipiq.com or call 1-800-814-7859

System Requirements

PC-based attendees

Required: Windows® 7, Vista, XP or 2003 Server

Macintosh®-based attendees

Required: Mac OS® X 10.5 or newer

Talking Points:



LEADERSHIP IQ
TALKING POINTS MEMO

Why we care: Keeping tough conversations free from emotional distraction allows people to listen, take accountability and respond with the desired behavioral changes. Take the four-question Speak the Truth quiz (found in the webinar slides) to determine how successful you are at Speaking the Truth without Making People Angry.

Avoid:

- Conversations that are attacking, pleading, disintegrating, shirking, soft pedaling, or that include "compliment sandwiches" (a criticism sandwiched between two compliments).
- "Trigger words" that instantly make people defensive ("you" language that attacks, adverbs and absolutes that exaggerate the facts, and negations and negative emotions).
- Interpretations ("Sally ignores everything I say"), emotional Reactions ("I'm really irritated at Sally"), and desired Ends ("Everything Sally writes has to be edited"). The F.I.R.E. model eliminates the IRE and keeps conversations focused on the Facts.

Instead: stick to fact-based communications that are candid, objective, specific, timely and unemotional ("Yesterday there were two typos in Sally's memo") by using one of three scripts:

I.D.E.A.L.S.: the foundation script used in most tough conversations with employees who have moderate self awareness, this conversation (which takes seconds to have) focuses on the facts, establishes accountability, and quickly moves on to finding solutions:

Step 1: Invite them to partner: "Would you be willing to have a conversation with me about (insert the facts)?"

Step 2: Disarm yourself: "I'd like to review the situation to make sure I'm on the same page as you."

Step 3: Eliminate blame: "And if we have different perspectives, we can discuss those and develop a plan for moving forward."

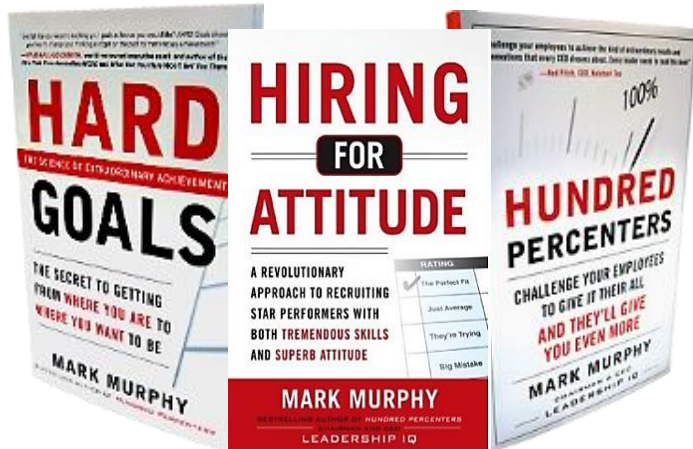
Step 4: Affirm their choices: "Does that sound OK? I can talk now, or if necessary, I have time later today."

Step 5: List corrective feedback: list the facts and then listen to determine whether or not they've made a corrective leap.

Step 6: Synchronize your understanding: "Tell me how you think we can work together to build on this and make things even more effective next time."

EVERYTHING BASED ON RESEARCH

3



Forbes

Business Investing Technology Entrepreneurs Opinion Le



Contributor

Mark Murphy

I solve the "people pain points" that keep leaders awake at night. [Full Bio »](#)

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Feb 19, 2016 | 3,669 views

New Data Shows That Leaders Overestimate How Much Their Employees Want To Change

Thirty-seven percent of top executives say that people generally like to remain in the status quo, while 45% of

Feb 11, 2016 | 16,507 views

5 Signs Your Leadership Style Is Too Soft

Feb 5, 2016 | 19,806 views

This Neurological Trick Makes Your Presentations Twice As Memorable

<http://www.forbes.com/sites/markmurphy>

STOP BEING BUSY, START BEING PRODUCTIVE

4

1

BE MORE STRATEGIC WITH YOUR TIME

2

FOCUS ON GREEN LIGHT WORK

3

DELEGATE AND DEVELOP

4

WASTE LESS TIME IN MEETINGS



01

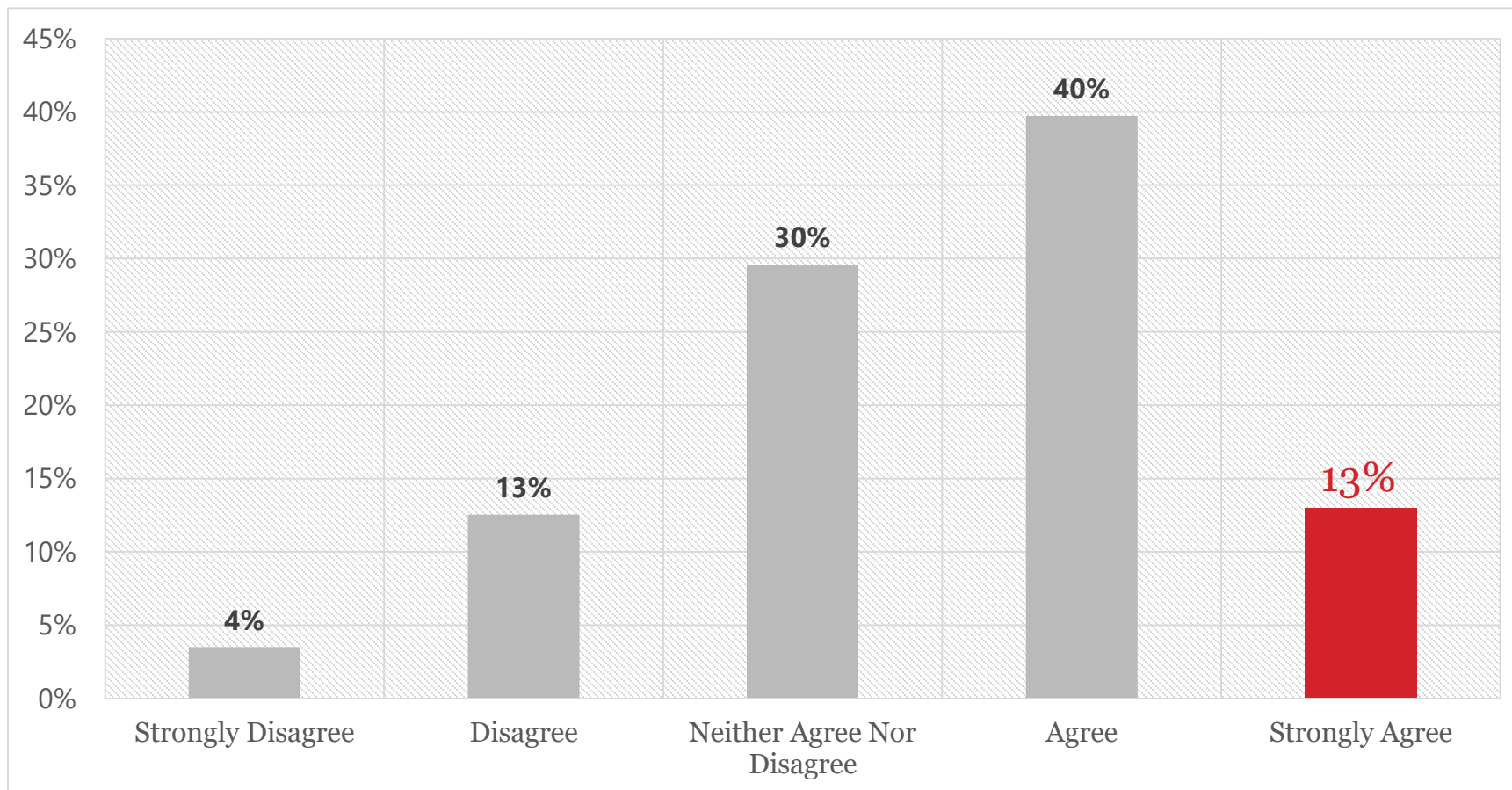
BE MORE STRATEGIC WITH YOUR TIME



SHOCKING FACTS ABOUT YOUR TIME

- › Using time-diary studies, it is found that people claiming to work 60 to 69 hours per week clocked an average of 52.6 hours, while those who believed they worked 70-80-hour or greater weeks totalled 58.8 hours. (Prof. Robinson, 2006-2007 comparisons, American Time Use Survey, Bureau of Labor Statistics)
- › Most people actually use 60% or less of available work time. When more than 38,000 people in 200 countries were queried about individual productivity, it showed that even though they were physically at work five days a week, they were only productively using three days. (Microsoft Survey, March 15, 2005)
- › On a typical day, office workers are interrupted about seven times an hour, which adds up to 56 interruptions a day, 80% of which are considered trivial, according to time-management experts. (Wendy Cole, TIME Magazine, 10/11/2004)

PERCENTAGE OF RESPONDENTS FOR THE QUESTION
**"MY GOALS THIS YEAR WILL HELP ME
MAXIMIZE MY FULL POTENTIAL."**



easy or hard

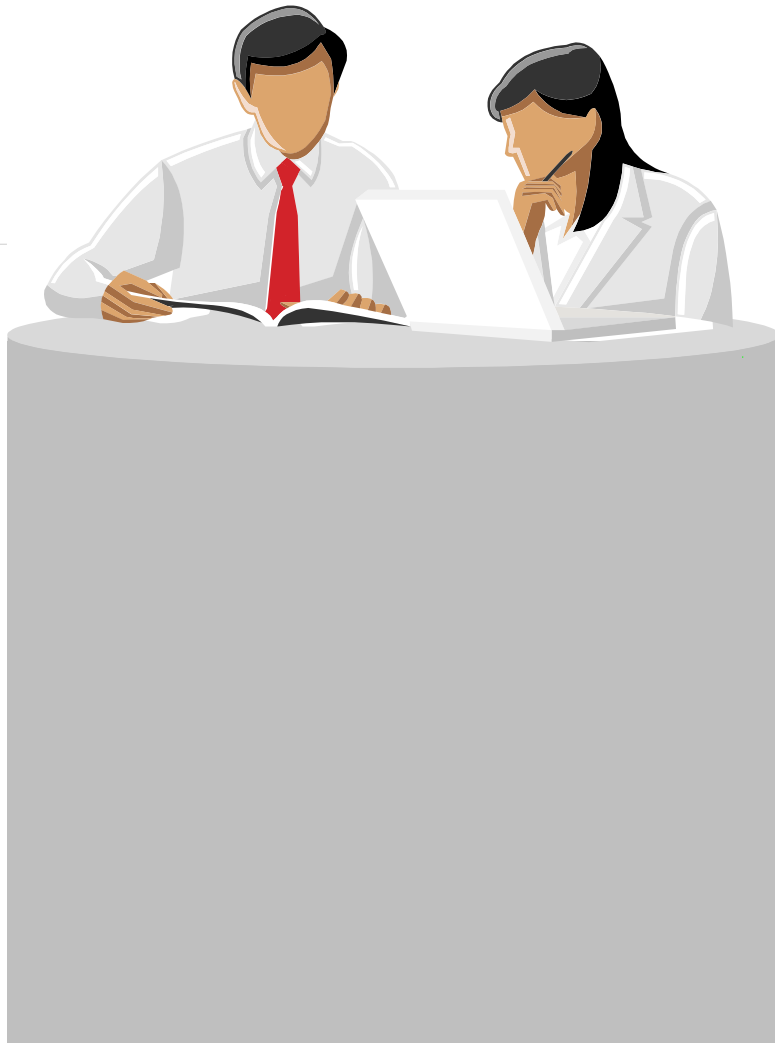
inside comfort zone or outside comfort zone

little effort or lots of effort

knew everything or learned new skills

totally relaxed or amped up

TESTING LEARNING IN GOALS



Ask your employees what new skills (if any) they had to learn to achieve these goals.

If they aren't learning all sorts of new skills, then your goals are probably not hard enough.

Try making your goals 30% harder and then evaluate again in 3 months.

IF YOU PAUSE TO REFLECT BEFORE ACTING, YOU'LL ACHIEVE BETTER RESULTS

10

Table 2
Chances of stopping a penalty kick

		Jump direction			
		Left	Center	Right	Overall
Kick direction	Left	29.6%	0.0%	0.0%	17.4%
	Center	9.8%	60.0%	3.2%	13.4%
	Right	0.0%	0.0%	25.4%	13.4%
	Overall	14.2%	33.3%	12.6%	14.7%

Action bias among elite soccer goalkeepers:
The case of penalty kicks

Michael Bar-Eli ^{a,b}, Ofer H. Azar ^{a,*}, Ilana Ritov ^c,
Yael Keidar-Levin ^a, Galit Schein ^b

IF YOU PAUSE TO REFLECT BEFORE ACTING, YOU'LL ACHIEVE BETTER RESULTS

11

Table 2.
Univariate Tests across Conditions, Study 1

	Reflection (n=56)		Practice (n=45)		T-test	
	Mean	S.D.	Mean	S.D.	t	Sig
<i>Control Variables</i>						
Age	24.768	0.483	25.787	0.560	1.385	0.169
Gender	0.752	0.060	0.872	0.049	1.769	0.080
Work experience	31.245	4.483	26.930	4.053	-0.702	0.484
<i>Dependent Variable</i>						
Performance	71.536	1.308	54.422	3.088	-5.474	0.000

MAKING EXPERIENCE COUNT:
THE ROLE OF REFLECTION IN INDIVIDUAL LEARNING

Giada Di Stefano
HEC Paris

Francesca Gino
Harvard University

6 months

What do I have to accomplish in 6 months in order to stay on track of that big one-year goal?

90 days

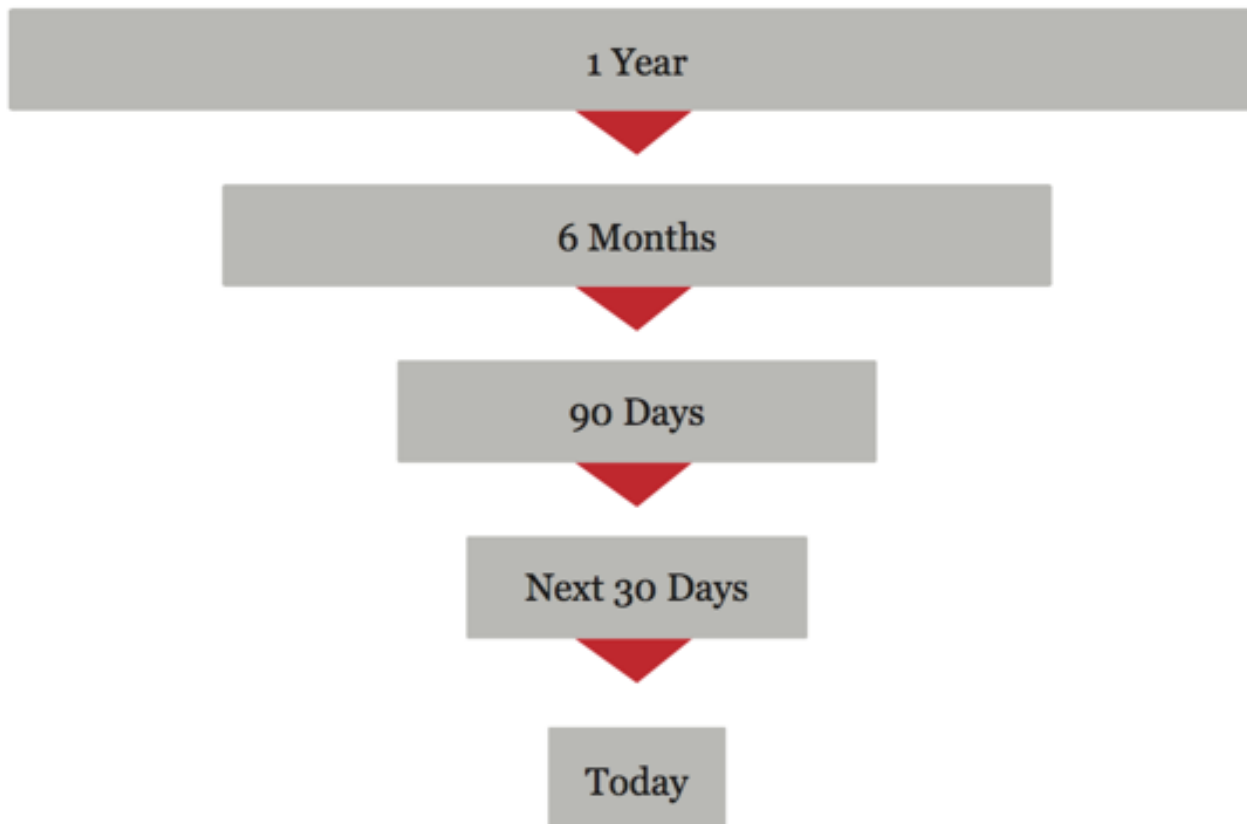
What do I have to accomplish in the next 90 days to reach that 6-month mark?

30 days

What do I have to accomplish in the next 30 days to reach that 90-day mark?

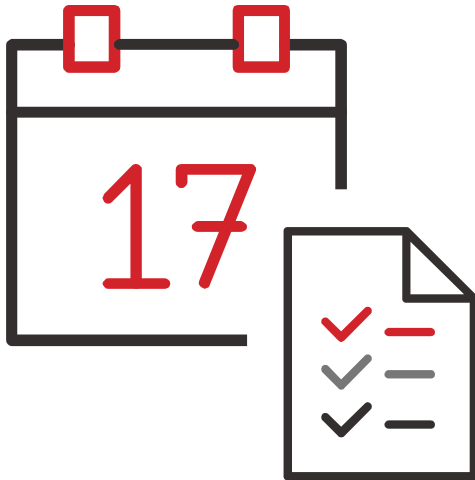
Today

What do I need to accomplish today to stay on track of it all and make today a successful day?



HOW DO YOU REPRIORITIZE YOUR DAY?

13



Practical Tips:

- › Begin your day with Green Light activities
- › Lock your door, shut off your phone, email, email alerts, IM
- › Do not respond to (or punish) those who interrupt your time



“Procrastinate” is not always a dirty word

OVERCOME SUNDAY NIGHT BLUES

14



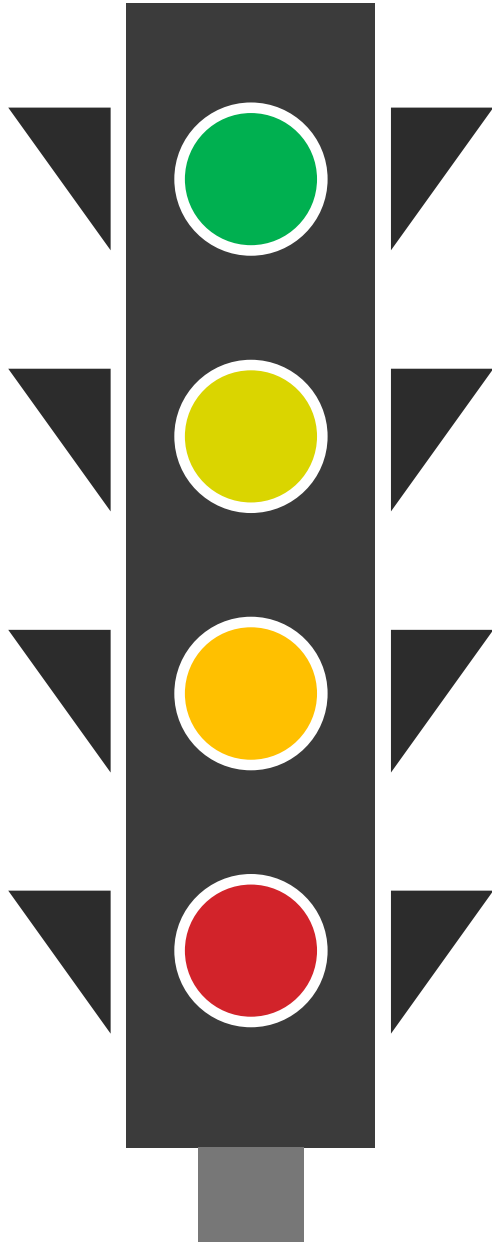
- › **Prepare for Monday morning on Friday afternoon**
- › Use Friday afternoon to clean out inbox, straighten desk
- › Write down your big accomplishments for the past week
- › Write down anything stressing you about the next week and then map your plan for dealing with it
- › Prepare your Monday morning goal plan (you can revisit it again on Monday morning)
- › Plan something fun for Sunday night
- › Plan something fun for Monday night (or a cool lunch for Monday)



02

FOCUS ON **GREEN LIGHT WORK**

PRIORITIES



Green Light work: You love doing it. You are great at it. You are uniquely qualified to do this work. This is why the organization hired you. It must be done.

Yellow Light work: You love doing it. You are great at it. You are qualified to do this work. This is not why the organization hired you. It must be done.

Orange Light work: You tolerate doing it. You are competent at it. You are somewhat qualified to do this work. This is not why the organization hired you. It must be done.

Red Light work: You dislike doing it. You are not really competent at it. You are not really qualified to do this work. This is not why the organization hired you. It might not have to be done.



The big lie of the knowledge-working world is that we are really doing eight hours of work in our eight-hour days. The truth is we're doing about two-three hours of real work, just taking eight hours to do it. The overwhelming majority of workers aren't even using the productivity tools that are all around them. Constraints in business help increase efficiency and drive innovation. It's why three guys in a garage can disrupt a massive corporation. They are constrained with money and people, so they find creative hacks to compete. Those hacks that startups identify become a competitive advantage.

Stephan Aarstol, CEO

SETTING PRIORITIES

18

	Green Light	Yellow Light	Orange Light	Red Light
How much do you enjoy doing it?	Love	Love	Tolerate	Dislike
How competent are you at it?	Great	Great	Competent	Mediocre
Does it absolutely have to be done?	Yes	Yes	Yes	No
Are you uniquely qualified to do it?	Yes	No	No	No
Is this a critical piece of why the organization put you in this job?	Yes	No	No	No

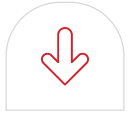
SETTING PRIORITIES

19

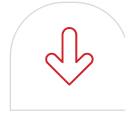
	Green Light	Yellow Light	Orange Light	Red Light
How much do you enjoy doing it?	Love	Love	Tolerate	Dislike
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Does it absolutely have to be done?	Yes	Yes	Yes	No
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Is this a critical piece of why the organization put you in this job?	Yes	No	No	No

WASTEFUL WORK

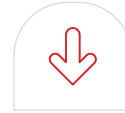
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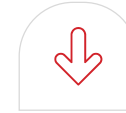
The most important 2-5 activities you do will typically be more important than all the other activities you do put together.



Typically a small number of activities account for 90% of your success.



Benchmark leaders (the top .001% of leaders) spend 80-90% of their time where it counts... on Green Light (value-added) work.



Average leaders spend *less than* 30% of their work-related time on Green Light value added work.

TIME ANALYSIS

21

Date	Task	Time Taken	Priority
5/23	Took coffee breaks	30 mins.	Red
5/23	Worked on budget for next year	15 mins.	Yellow
5/23	Filed paperwork	20 mins.	Red
5/23	Prepared report for planning meeting	30 mins.	Yellow
5/23	Attended planning meeting	30 mins.	Yellow
5/23	Re-worked Joe's productivity analysis	20 mins.	Red
5/23	Tracked down missing data on shift attendance	30 mins.	Red
5/23	Did evaluation for Alice	1 hr.	Green
5/23	Resolved conflict with shipping	1 hr.	Green
5/23	Taught orientation session to new employees	1 hr.	Green
5/23	People dropped in to chat	30 mins.	Red
5/23	Interviewed new candidates	2 hrs.	Green
5/23	Handled telephone interruptions	30 mins.	Red
5/23	Returned customer calls	30 mins.	Green

RESCUETIME

22

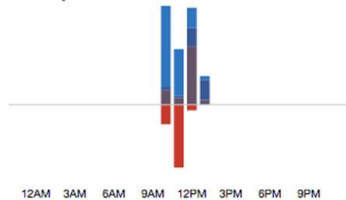
Your **Daily** Dashboard

Tuesday, July 14

Filter: Mon-Fri 6am-8pm

 **3h 14m** Logged so far today
10.9m less than the day before

time by hour



productivity pulse



↑ 269% from day before

25% Communication & Scheduling

24% Business

18% Software Development

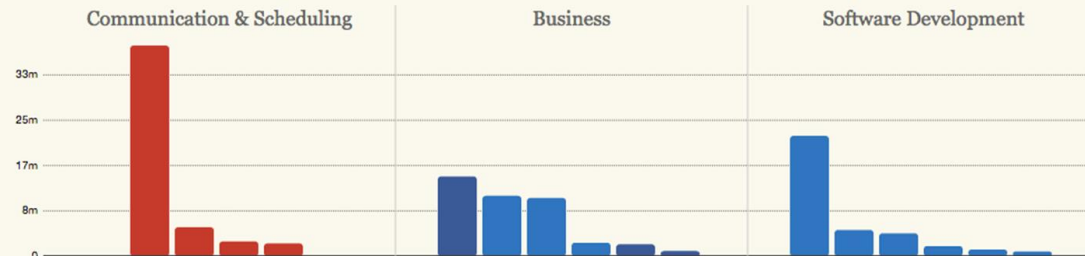
17% Uncategorized

6% Utilities



Hooray! Your productivity pulse today is 28% higher than your normal average of 46.

Spotlight on your top activities this day



23

3 h 01 min

EVERHOUR

24

@weavora Landing page redesign 4h 45m fo

Alrighty

ProTip: Refer specific project like "@instagram performan

for today

for tomorrow

for yesterday

for Sunday

for Saturday

To-do

Oct 23rd @weavora Manifesto

Jan 25th @weavora-site2 Contact us page update #wo

Jan 26th @weavora HB dribbble img

Today

Timer

Today

Timer

Today

Timer

My Week Entries (25 hrs)

THU, 23 Jan 2014

☰ ☒

Today

#lunch

Track

@weavora Blogpost cover IMG (Manifesto)

Track

@everhour landing A/B - img&icons (svg/png) #work #web

Restarted: 2 times

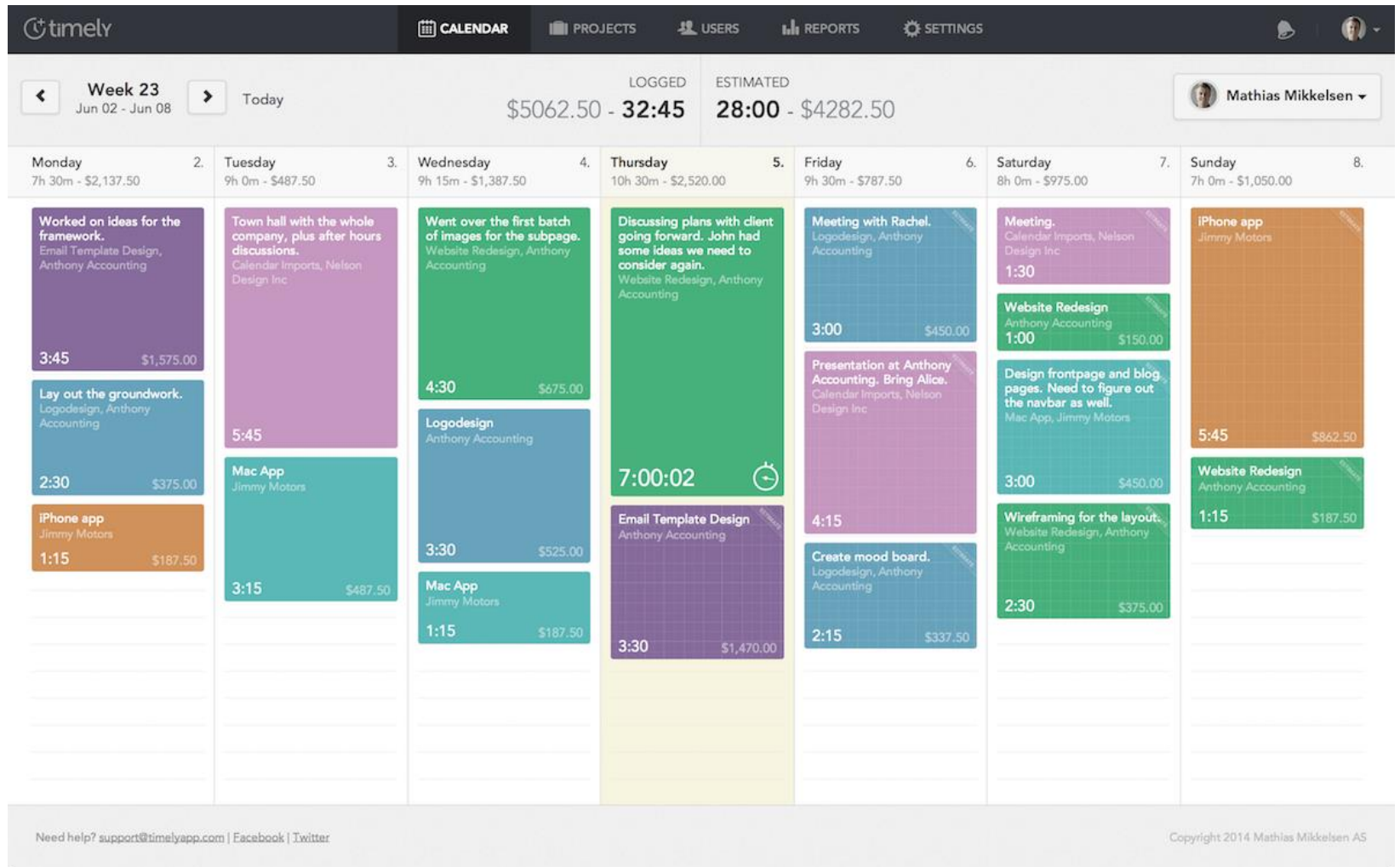
Average input: 9 min

01 : 54 : 30

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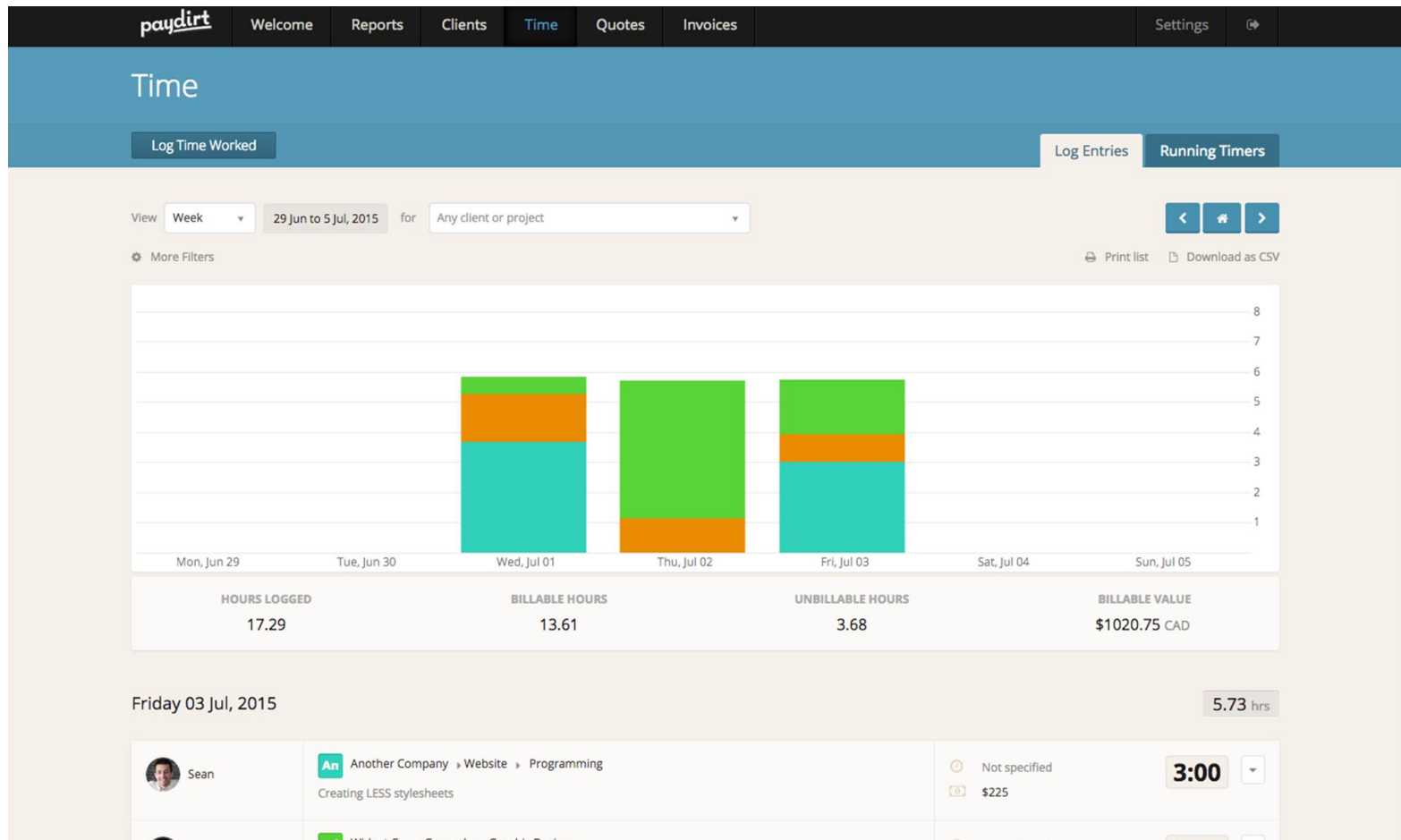
TIMELY

25



PAYDIRT

26



CONFUSING ACTIVITY WITH ACHIEVEMENT

27

Wasteful meetings (no point)

01

02

Wasteful meetings (off track)

Low performers (bad attitudes)

03

04

Low performers (bad skills)

Nagging for incomplete work

05

06

Correcting wrong work

Communication breakdowns

07

08

“Doing it yourself”

Repeating directions

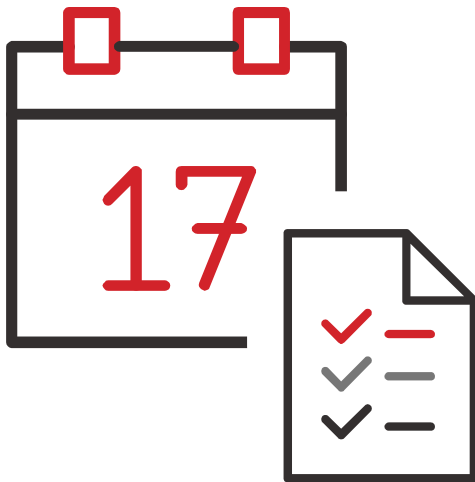
09

10

Mentally resetting from an off-track day

HOW DO YOU REPRIORITIZE YOUR DAY?

28



⇒ Constrain the time you have available for Yellow Light activities.

⇒ Erect barriers to keep time Green Light and Yellow Light activities separate.

⇒ Practical Tips:

- › Begin your day with Green Light activities
 - › Lock your door, shut off your phone, email, email alerts, IM
 - › Do not respond to (or punish) those who interrupt your time
-

⇒ “Procrastinate” is not always a dirty word



03

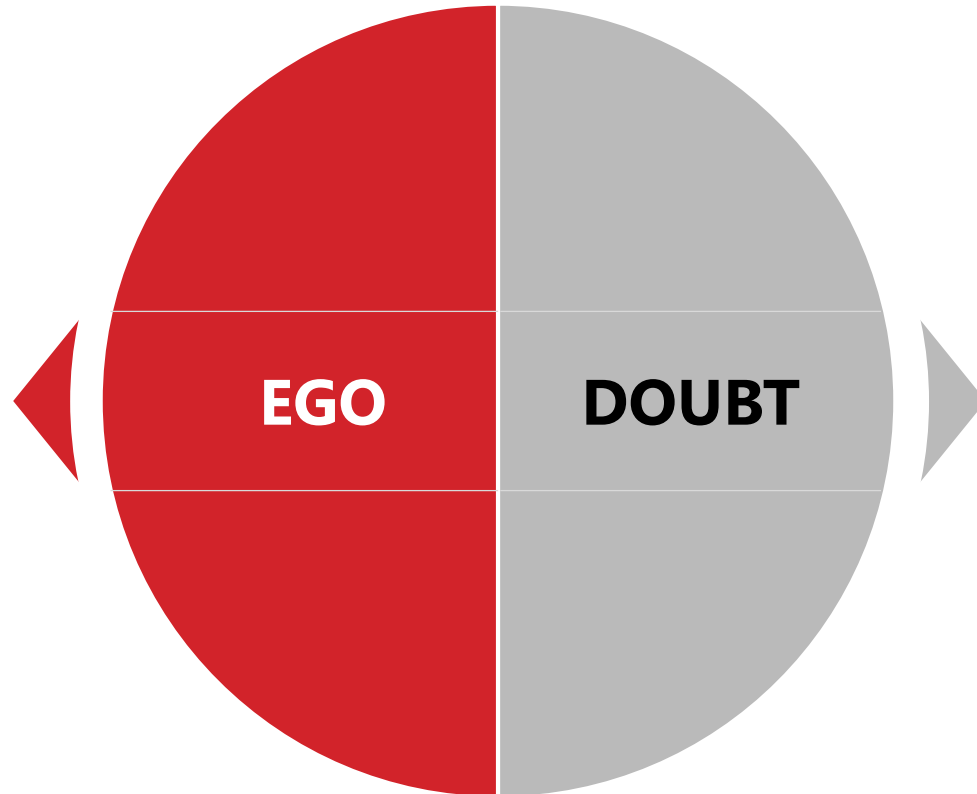
DELEGATE & DEVELOP EMPLOYEES

WHY DON'T WE DELEGATE?

30

If I do it, it will
be done so
much faster

I'm in charge,
so I need to
make all the
important
decisions



I'm not sure my
people are
ready for that
responsibility

If it isn't the
highest quality,
I'm the one who
will get in
trouble

THE 6 P'S OF DELEGATION

31

01

Past History

02

Priorities

03

Particulars

04

Positive Expectations

05

Praising

06

Process

#1. PAST HISTORY

32

Do you have reason to doubt your employees' abilities?



Did you hire good people?



Are your employees getting good performance reviews?

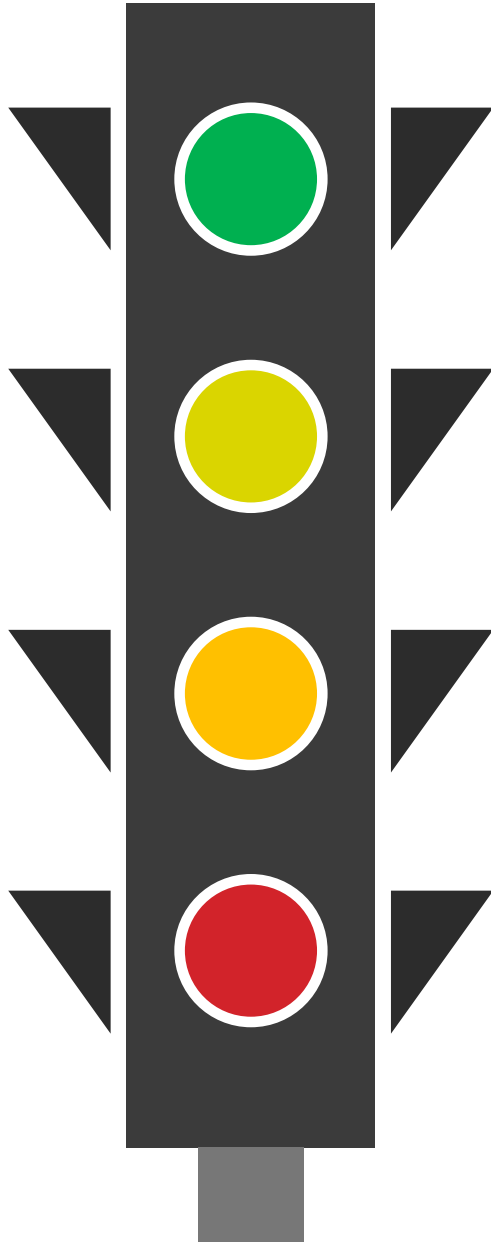


Are you generally happy with your staff?



Do they have the right attitudes?

#2. PRIORITIES



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#2. PRIORITIES

34

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How much do you enjoy doing it?	Love	Love	Tolerate	Dislike
How competent are you at it?	Great	Great	Competent	Mediocre
Does it absolutely have to be done?	Yes	Yes	Yes	No
Are you uniquely qualified to do it?	Yes	No	No	No
Is this a critical piece of why the organization put you in this job?	Yes	No	No	No

#3. PARTICULARS

35





WHEN YOU'RE THE DELEGATEE...

- › What specific results are expected?
- › When are the results expected?
- › What are the expected quantities, quality levels, etc.
- › What decisions am I authorized to make on my own?
- › What money am I authorized to spend on my own?
- › What resources, facilities, staff do I have access to?
- › Who will benefit from this?
- › What's the underlying reason we're doing this?
- › Are there any possible obstacles to this?

#4. POSITIVE ATTITUDE

37

In 20+ studies where “B Players” were assigned to managers who aggressively communicated their belief that they were not managing “average performers” but potential stars, productivity and performance increased **30-150%**

“Don't screw this up”

vs.

“I have total confidence that you've got the talent and training to accomplish this”

#5. PRAISE

38

“Great job on that report”

vs.

“The way you got that report done ahead of schedule means a lot to the customer and the extra data analyses were really creative.”

Timely smaller rewards more powerful than
delayed bigger rewards

#6. PROCESS

Discuss with your employee



How the project went from start to finish



One thing you'd like to see more of



One thing you'd like to see less of



How your level of involvement worked or didn't work; did they need more guidance, less guidance



How do they think similar projects would go in the future



04

WASTE LESS TIME IN MEETINGS



SHOCKING FACTS ABOUT MEETINGS

- › Office workers spend an average of 4 hours per week in meetings. They feel more than half of that time is wasted. (Opinion Matters, for Epson and the Centre for Economics & Business Research, May 2012.)
- › The #1 time-waster at the office is “too many meeting, up from No. 3 in 2008,” according to 47% of the surveyed. (Salary.com, 2012)
- › Unnecessary meetings cost U.S. businesses approximately \$37 billion each year. (U.S. Bureau of Labor Statistics, 2005)

FOCUS ON THE IMPORTANT

42

**Productive
Energy and
Attention**



**Attention in
conference
calls**



Duration

FOCUS ON AN OBJECTIVE



90%+ of meetings fail to produce an identifiable achievement

When meeting participants were asked ***“Did this meeting accomplish its original objective?”*** the most common answer was ***“I have no idea”***

FOCUS ON AN OBJECTIVE

44



Statement of Achievement

As a result of this meeting,
we will have accomplished

If you can't answer, you can't meet

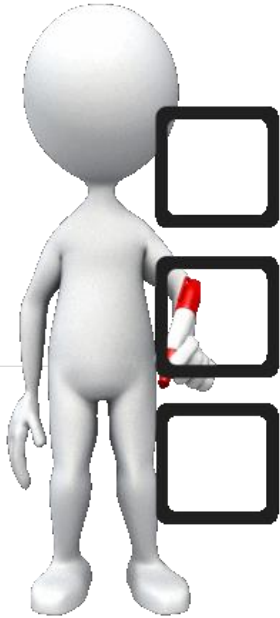
THE ONE QUESTION FOR MEETINGS

45



What are you
personally going
to **achieve and**
by when?

DECISION GRID



Statement of Achievement:

Finalize proposal for ACME



Topic

Pricing for ACME



Decision

Increase by 10% in
All proposal sections



Who

Bill Smith



By When

November 4

STOP BEING BUSY, START BEING PRODUCTIVE

47

1

BE MORE STRATEGIC WITH YOUR TIME

2

FOCUS ON GREEN LIGHT WORK

3

DELEGATE AND DEVELOP

4

WASTE LESS TIME IN MEETINGS

**THANKS
FOR
WATCHING**



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