

Extreme Productivity

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Focus on the Final Product

- Articulate and prioritize your goals
- Match how you spend your time to your goals
- Consider supply and demand
 - ■Supply: What you are good at
 - Demand: What others want
 - Diagnose mismatches
- Don't support the office culture of "face-time"

Don't Sweat the Small Stuff

- Discard most of the emails and letters you receive
- Respond immediately to important requests (because you don't want to waste time coming back to this)
- Only multitask during low priority items
- Avoid micromanagment
- Learn how to deal with, or get around,
 bureaucratic impediments that force you to spend too much time on low-priority tasks

Efficient Meetings

- Do you need a meeting? Would a phone call or email suffice?
- Reasons for meeting: (1) Personal relationship or
 (2) debate or (NO!) share information
- Feel free to decline meetings, perhaps by explaining your workload
- Meeting Components: Clear agenda, 10-15 min context presentation, debate, summarize conclusions and next steps
- Avoid distractions

Managing your team

- Delegate low priority goals, but set broad goals for subordinates, suggest that they set success metrics
- Personally recruit or select your top reports
- Provide employees with support and resources
- "Celebrate" well-intentioned mistakes, but don't tolerate repeated errors or ethical lapses

Managing your boss

- Know your bosses management style: inventive, empathetic, cautious, and obsessive
- Agree with your boss about priority of tasks
- Take the initiative to list accomplishments to your boss
- Be loyal; make your boss look good to their supervisors
- Don't jump the chain of command without notification

Balancing home and work

- Be assertive at work to obtain flexibility
- When you are with your family, avoid all but the most critical interruptions from work
- Separate work and home
 - Create a separate "work" space
 - Use "rites of passage" for transition

Discussion

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