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**Leadership: Getting the Work Done**

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**Your project: What is it?**

What is your endpoint?  
How will you know that you are done/are successful?

Covey: Start with the end in mind.

It's always a good idea to know what target you are trying to hit before starting any project.



Need to know where you are going in order to determine a route to your destination.



What are the basic steps to get to your endpoint? Think about:

- Do I need permission?
- Who do I need to collaborate with?
- What resources do I need?
- Any potential barriers?

When do each of these steps need to take place? Which one is first? Which one is last? Are there other timing issues?



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### Basics of any time management system

- Use only **one** system for **one** life.
- Schedule time for planning every day. Night before or morning of are the usual times.
- Prioritize.
- Be flexible.
- Monitor and track your progress—vital with big projects.

Mark Twain once said, "If it's your job to eat a frog, it's best to do it first thing in the morning. And if it's your job to eat two frogs, it's best to eat the biggest one first."



Work on your most-dreaded task first thing in the morning. The rest of the day will be a breeze compared to eating that "frog."

*Never put off until tomorrow what you can do today.*

*Benjamin Franklin*

There are always more tasks than time.

If you can't get everything done, what should you make sure to get done?

How do you prioritize your list?

- ✓ Is it related to an immediate safety risk?
- ✓ Will there be a negative consequence to you or others if you don't accomplish it today?
- ✓ Is there a deadline to meet?
- ✓ Has this been delegated to you?
- ✓ First in/first out (yesterday's admit before today's)
- ✓ How long to complete the task?
- ✓ Must be done this week, today, or every day?

What if...

- What if what "you think" is a priority may not be "the" priority, or you have others pushing their priorities?
- What criteria have you used to decide "importance"?
- What do you do if there are competing priorities?
- Consider your resources. Could something be delegated to meet deadlines?

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## Delegation

- The transfer of authority to subordinates to enable them to make decisions and use resources.
- Entrusting responsibility and authority to others who then become accountable to us for their results.

## When to Delegate

- When the task offers valuable training to an employee
- When an employee has more knowledge or experience related to the task than you
- When the task is recurring and all employees should be prepared or trained
- When the task is of lower priority/simpler and you have higher priority/more complicated tasks that require your immediate attention

## What to Delegate

- Things a subordinate can do better OR the 70% rule
- Operational work
- Things for which you don't have time, but are important

## Delegation Done Right

- Pick the right person for the right task.
- Explain what you want done, when it should be done, and how it should be done. (What, when, how)
- Check understanding
- Identify when they should check back with you: Situation-based check in: no urine in bag, vital signs out of normal range, etc. Or time-based check-in: next Tuesday at 2:00.
- Check in with them early to see if there are questions or issues with the task.
- Review progress on task regularly and at the end of the task.

## Do not delegate

- What you, yourself, are not able to or are unwilling to do
- Work your subordinates cannot perform effectively
- Management decisions
- Personal accountability

## Delegation Process

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graph TD; A[Determine what to delegate] --> B[Assess skills required and choose who to delegate the task to.]; B --> C[Define the task]; C --> D[Supply the authority and support]; D --> E[Check progress]; E --> F[Provide feedback and reward success];
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Consider these:

- You can only schedule what you know
- Keep flex time built into your schedule, so YOU maintain flexibility and control. (This is crucial for how you schedule meetings, office time, big project work)

Words of Wisdom to consider from a time management expert;

- “The key is not to prioritize what’s on your schedule, but to schedule your priorities.”  
- Stephen Covey
- If something is very important to you (family time, vacations, exercise, friends, etc.), SCHEDULE it. Increases the likelihood of having this time available to do what gives you joy.

Habit #1 Be Proactive

- Proactive people focus their time and energy on things WITHIN their control

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- Proactive people *choose* their responses
- STIMULUS drives the Response?
- In a Proactive Model:  
STIMULUS plus self awareness, creative imagination, AND the option to choose drives the Response

Make a choice that reflects your integrity, honesty, and respect. Assume good intentions unless there is concrete evidence of it being otherwise.

Habit #7 Sharpen the Saw

- Take the time you need to renew YOURSELF
- If you don’t take care of yourself, you won’t be able to take care of others

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### In Conclusion:

- Each day, each shift, our work is an opportunity to make a difference.
- We can and do choose our own attitude and response each day.
- For physical, social and mental well being, I believe we need to cultivate self awareness and practice certain activities to create our own best habits. This will not just happen, it takes a plan.
- Visualize it, write it down, break it down into steps, and devote adequate time to the priorities.
- PRACTICE, PRACTICE, PRACTICE!
- You will develop into successful, skilled LEADERS!

*“The main thing is to  
keep the main thing,  
the main thing.”*

*-Stephen Covey*

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