

Time and Project Management



Who's Got the Monkey?

The “monkey” is the next move in a task, job, assignment or project

Source: Harvard Business Review, “Who’s Got the Monkey?”, by William Oncken Jr. and Donald L. Wass

Project / Assignment Failure Analysis

Think about very important project, you were leading ,that turn out to be much less than than you expected.

What did you experience?

What did you feel?

False Starts

Gradual Change

Frustration

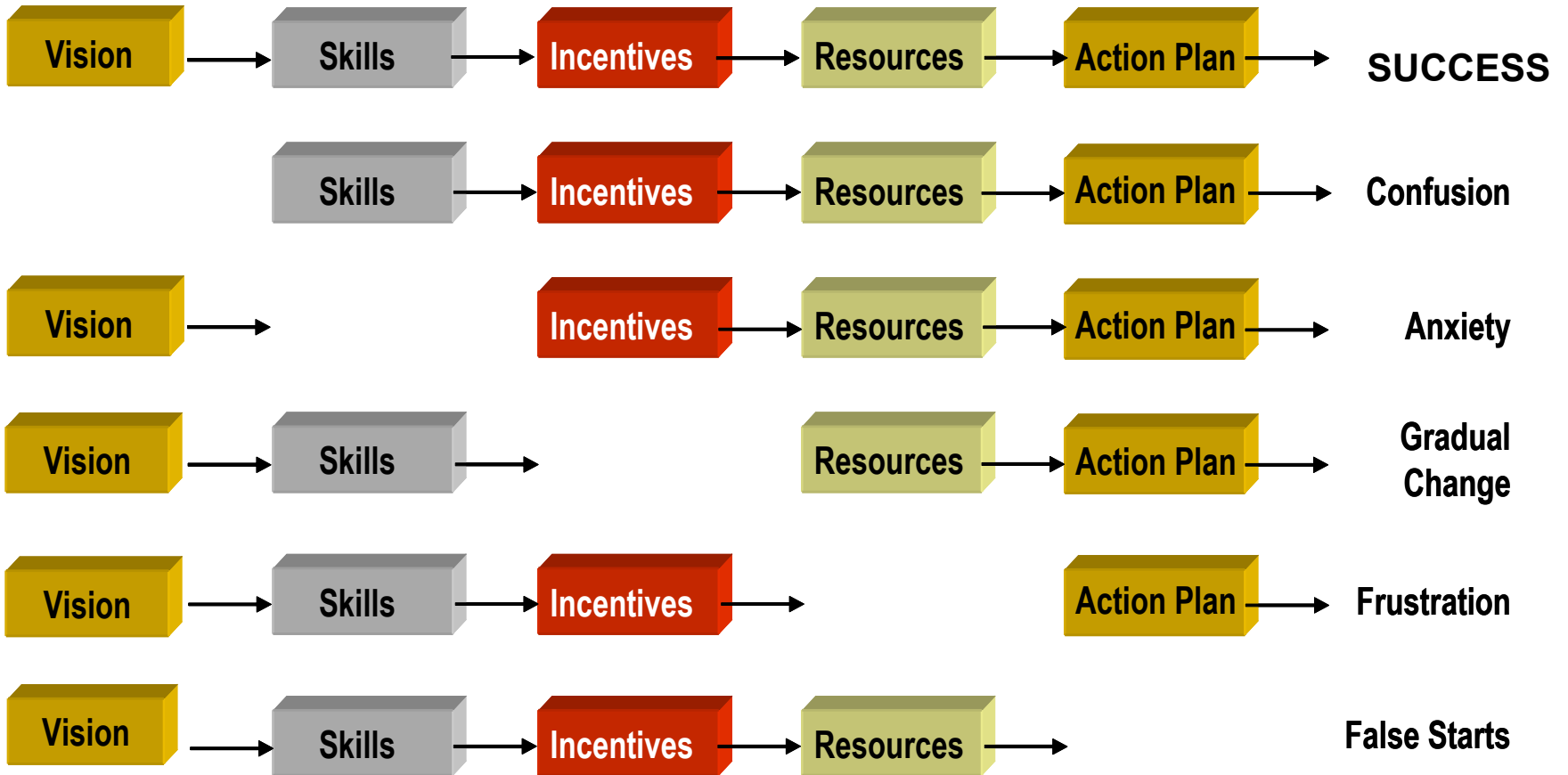
Anxiety



Confusion



Project / Assignment Success Analysis



Source: American Productivity and Quality Center



Management Time:

- Boss - Imposed Time (Priorities, Projects, Assignments)
- System-Imposed Time (Administrivia)
- Self-Imposed Time (Job Description)
 - Subordinate / Volunteer
 - Discretionary – Projects & Assignments

	Q1		Q2	
	Urgent/Important		Not Urgent/Important	
	Functional Priorities		Organizational Priorities	
	Adding Value		Creating Value	
	Job Description		Projects	
	Time Management		Calendar Management	
	Reactionary		Discernment	
	Q3		Q4	
	Urgent/Not Important		Not Urgent/Not Important	
	Email		Escape from Q1	
	Many Phone Calls		Recovery from Q1	
	Upward Delegation			



Upward Delegation:

Them: “Good morning. By the way, we’ve got a problem. You see ...”

You: “So glad you brought this up. I’m in a rush right now. Meanwhile, let me think about it, and I’ll let you know.”

Them: “How’s it coming?”

Them: So that’s my idea , but it needs some work, don’t you think

You: “I’m kinda busy (silent stare) . I’ll will draw up an initial draft for discussion with you”

Them: How’s that draft thing – I’ll really like to talk about..



Delegation:

“At no time while I am helping you with this or any other problem will your problem become my problem. I cannot help a person who hasn't got a problem.

When this meeting is over, the problem will leave this office exactly the way it came in – on your back. Etc.

In those rare instances where the next move turns out to be mine, you and I will determine it together. I will not make any move alone.”

The Care and Feeding of Monkeys



- Monkeys should be fed or shot
- The monkey population should be kept below the maximum number the manager has time to feed.
- Monkeys should be fed by appointment only
- Monkeys should be fed face-to-face or by telephone – never by mail or email.
- Every monkey should have an assigned next feeding time.

5 Degrees of Delegation: Based on level of Skill & Will

Skill = Done before ? know how?

Will = motivated ? know why?

Skill Low 1

+++++

Skill High 5

1- Wait until told

3- Recommend, then
take resulting action

5- Act on own,
then routinely report

2- Ask what to do

4- Act, and advise
at once

Will Low 1

+++++

Will High 5

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