



# How to Manage Multiple Projects, Meet Deadlines & Achieve Objectives

**AUDIO WORKBOOK**

# **How to Manage Multiple Projects, Meet Deadlines & Achieve Objectives**

**with Ab Jackson**

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# 1

## PLANNING AND PRIORITIZING FOR HIGH PERFORMANCE

### Introduction

Welcome to *How to Manage Multiple Projects, Meet Deadlines & Achieve Objectives*. This program will help you gain more control over your time, tasks, and priorities than you ever thought possible. This workbook is designed to accompany your audio program. We hope you enjoy your program.

### Establishing Direction

*Effective visions prepare for the future, but honor the past.*

— Tom Peters

Which of my responsibilities/projects has the greatest positive impact on the mission or bottom-line of my organization?

Which of my responsibilities/projects has the greatest potential to advance my career?

Which of my responsibilities/projects do I enjoy the most?

## The Characteristics of High-Quality Goals

- 
- 
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Example

Long-range Goal	Short-range Goal

# CAPTURING EVERY TASK AND IDEA

## Your Master To-Do List

Why?

**Tips:**

When you think it — ink it

Constant companion

Daily review

Selectively choose

## Calendar/Planning Systems

**Components/characteristics of an effective system**

# TECHNIQUES FOR PRIORITIZING

## 1. Paired Comparison

#	Item	Check	Rank
1			
2			
3			
4			
5			

### Compare

1-2, 1-3, 1-4, 1-5  
 2-3, 2-4, 2-5  
 3-4, 3-5  
 4-5

## 2. Deadline/Payoff

**Deadline:** 1 = long-term  
 visibility  
 2 = short-term

**Payoff:** 1 = low recognition/impact/  
 3 = moderate recognition/  
 impact/visibility  
 4 = high recognition/  
 impact/visibility

Item	Deadline	Payoff	Weight Score	Rank
		+	=	
		+	=	
		+	=	
		+	=	
		+	=	



### 3. Importance/Time

**Importance:**

- 1 = high pay-off/impact
- 2 = moderate pay-off/impact
- 3 = low pay-off/impact

**Estimated time:**

- 3 = significant time investment
- 2 = moderate time investment
- 1 = brief time investment

Item	Importance	Time	A/R/E

<input type="checkbox"/>	Action	1-1	1-2	1-3	2-1
<input type="checkbox"/>	Reduce	2-2	3-1		
<input type="checkbox"/>	Eliminate	2-3	3-2	3-3	

		<b>Time</b>		
		1	2	3
<b>Importance</b>				



# BUILDING A HIGH-IMPACT WEEK

*To choose time is to save time.*  
— Frances Bacon

## Creating a Weekly High-Pay-off List

Collect the “Generally Important”

Prioritize

Activity	Priority	Est. Time
Prepare for stockholder’s meeting	1	1 hr.
Develop hardware purchasing recommendations	2	3 hr.
Review staff proposals	3	1 hr.
Revise business plan	4	2 hr.
Review 2nd quarter expense reports	5	.5 hr.
Begin preparing operational budget	6	2 hr.
Work on convention presentation	7	1 hr.

### Success Tip

**Identify your prime time (energy cycle).**

Each of us has a particular time of the day when we have the most energy and are most creative. If you already are aware of your prime time, make an effort to schedule your top priorities during that time. If you aren’t sure when your prime time is, analyze your work style for one week, looking for common times each day when you are most productive.

## Weekly Block Plan

	Monday	Tuesday	Wednesday	Thursday	Friday
7					
8	<b>1</b> Prepare for stockholder's meeting	<b>2</b> Develop hardware purchasing recommendations	Meeting	<b>5</b> Review 2nd qtr. expense reports	<b>6</b> Begin preparing operational budget
9					
10				Appointment	
11		Appointment	<b>4</b> Revise business plan		
12	Lunch	Lunch	Lunch	Lunch	Lunch
1		<b>3</b> Review staff proposals			
2					<b>7</b> Work on convention presentation
3	<b>2</b> Develop hardware purchasing recommendations	Meeting	<b>4</b> Revise business plan	Meeting	
4		<b>3</b> Review staff proposals	<b>6</b> Begin preparing operational budget		
5					
6					

### Success Tip

#### Determine your optimal work area.

Think back through the times when you have had to do private, creative work. Of all the places you chose to work, has there been a setting where you performed best? Try to consistently plan to do your most creative, intense work in that area.

# GETTING THE MOST OUT OF YOUR DAYS

## Building a Focused Daily To-Do List

Review

Transfer

Check

Add

### Success Tip

**Acquire and use more time-saving devices.**

Some useful devices/techniques include:

- Listening to educational, motivational tapes in your car, office, home, during exercise, etc.
- Taping programs to watch at convenient times
- Recording ideas on a miniature tape recorder while driving
- Relying more on answering machines, E-mail, and/or voice mail
- Investing in car phones, FAX machines at home, modems, etc.
- Using a headset or phone cradle to free both hands

Others?

# 2

## DEVELOPING EFFICIENCY AND ORGANIZATIONAL SKILLS

### Diagnosing Improvement Areas

*Dost thou love life? Then do not squander time, for that is the stuff life is made of.*  
— Ben Franklin

**What activities take the majority of my time during the day?**

**What activities need to be given more time?**

**What activities should be given less time?**

### Objections to Keeping a Time Log

I already know how I spend my day.

It takes too much time.

This week/day isn't a typical week/day.

### Techniques for Keeping a Time Log

- 
- 
- 
- 

Time	Activity	Time Used	Priority	Comments

#### Success Tip

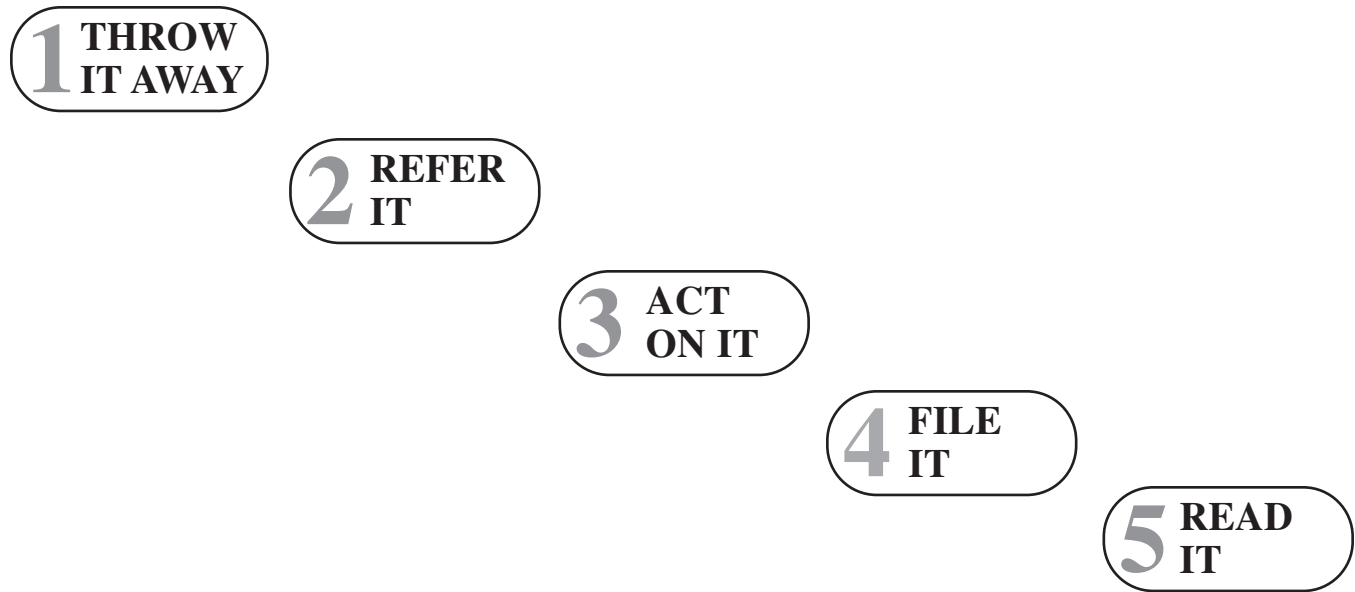
##### Consolidate similar tasks. Group tasks to save trips.

Types of tasks to consolidate include: returning phone calls, checking phone mail/E-mail, filing, answering letters, sorting mail, appointments, etc. Before you drive anywhere or see anyone, briefly check your master, weekly, and daily lists for items that can be taken care of conveniently during the trip/visit.

# STREAMLINING AND ORGANIZING PAPERWORK

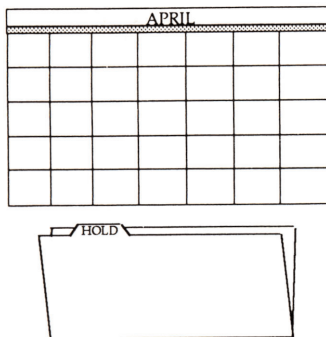
*Knowledge is of two kinds; we know a subject ourselves, or we know where we can find information upon it.*  
— Samuel Johnson

## The Five Things You Can Do with a Piece of Paper

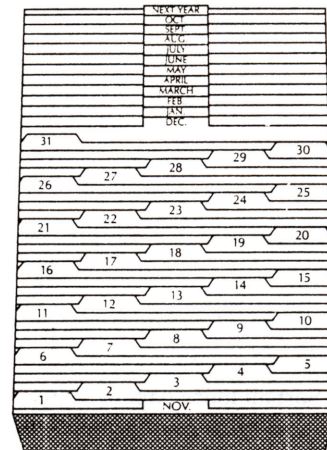


### Failsafe Follow-up

Calendar/Holding File



Tickler File





## Streamlining Paperwork

*Next to the dog, the wastebasket is your best friend.*

— B.C. Forbes

Respond on the spot

Standardize

“Chicken Pox”

Re-think FYI copies

Request/create more  
efficient reports

### Success Tip

**Schedule a time to reorganize your office/work area.**

Some primary tasks may include:

- Sort all loose papers.
- Place most-used materials near you (keep them there).
- Throw away or move clutter.
- Rearrange your workspace for maximum productivity.

# CONSIDER THIS . . .

## Filing Tips

Use **broad, generic headings** to generate a fewer number of files. If you can be positive that a document is in a folder, it is worth the extra seconds to find it.

**Initially file all documents in chronological order** with the most recent date toward the front.

**Return frequently used papers to the front of the folder.** Gradually, all frequently used papers will become more quickly accessible.

**Avoid using adjectives or numbers** to begin file names. Label all folders with simple nouns whenever possible. When you do use modifiers, put them after the noun (i.e., “Lists, Current” “Lists, West Coast,” etc.)

**Consider using loose-leaf notebooks** for large, frequently accessed files containing material that could be highly organized.

**Avoid filing papers as you receive them.** Put papers in a to-be-filed box and schedule periodic filing sessions for your assistant or yourself.

## Reading Tips

**Read the table of contents (periodicals) or skim all headlines (newspapers) first**, circling the articles you wish to read.

Flip directly to the articles and either:

- (1) **tear them out** if the publication is yours, or
- (2) **photocopy** them.

This allows you to **easily access, categorize, and file** all of the articles so they can be put to maximum use.

**Keep from becoming engrossed** in articles that only deserve a quick skim.

**“Speed-skim” articles** and books by skipping to the first subheading and reading the first few sentences of each paragraph.

Learn to comprehend material at high speeds by taking a **rapid reading course**.

# CREATIVE AND EFFECTIVE DELEGATION

*To be good is noble, but to teach others to be  
good is nobler — and much less trouble.*  
— Mark Twain

## The Delegation Dilemma

Benefits	Barriers

## Achieving Results through Delegation

1. Think through your decision
  - Are they trained?
  - Do they have the time?
2. Think through possible training needs
  - Direct toward self-instruction
  - Delegate training when possible
3. Clearly define the task/project
  - Objectives/optimum results
  - Importance
  - Scope of responsibility/authority

4. Continue to supply resources and support
5. Allow for maximum flexibility
6. Follow up

## **Techniques for Delegations when You're Understaffed or Have No One to Delegate To**

Determine the Priority

Arrange a trade

Ask for help

Make a deal

### **Success Tip**

**Establish a routine for your absence.**

Ask yourself these questions.

What must be done while I am gone?

Who will do it?

What authority will they have?

What training/information do they need?

# CONTROLLING TELEPHONE AND DROP-IN INTERRUPTIONS

Time	Person	Reason	Comments

## Is The Telephone Reducing Your Effectiveness?

Almost always Often Sometimes Seldom Never  
4 3 2 1 0

- \_\_\_\_\_ I tend to assume that most calls are legitimate demands for my attention.
- \_\_\_\_\_ I assume that taking that call at that moment is more important than the task I have currently chosen to do.
- \_\_\_\_\_ I tend to use incoming calls as an excuse to put off beginning an important project or task.
- \_\_\_\_\_ I assume that if I do not take calls immediately and spend significant amounts of time with them, I may offend my clients, vendors, or coworkers.
- \_\_\_\_\_ I tend to view many of my calls as opportunities to socialize.
- \_\_\_\_\_ I like to answer incoming calls because the fact that others want information from me makes me feel important.

**TOTAL**

- 16-20 The telephone may be significantly wasting your time. Use many of the techniques that follow to make some immediate changes.
- 11-15 The telephone is demanding more of your time and immediate attention than it should. Improve your effectiveness by implementing the techniques presented today that are most relevant to your work.
- 6-10 While you handle incoming calls efficiently, you still have areas for improvement. Use the techniques presented today as reminders of how you should handle your calls most effectively.
- 0-5 You handle incoming calls effectively. Listen for new ideas presented today that will help you improve your efficiency.

## Minimize Telephone Interruptions

Have someone screen your calls

Get it done solely through phone mail/E-mail

Leave and request detailed messages

Actively schedule and communicate a “best time to receive calls”

Encourage others to schedule a “best time to receive calls”

## Tips for Shaving Time off Phone Calls

Summarize

Eggtimer

“How can I help you?”

“I know you’re very busy, so I’ll just . . .”

Set a time limit

“I was just on my way out . . .”

“I have a meeting in 5 minutes . . .”

Schedule for a block of time

“Well, before we hang up, I just want to . . .”

## Minimize Drop-in Visits

- 
- 
- 

## Tips for Shortening Visits

Be candid

Walk to/meet in their office

Refer to an appropriate person/source

Stand

Set a time limit

Summarize

# CONQUERING PROCRASTINATION

*After all is said and done, more is usually said than done.*  
— Old Proverb

## Why do we procrastinate?

### How Well Do You Control Procrastination?

Often   Sometimes   Occasionally   Rarely   Never



Receiving multiple follow-ups, reminders, or questions from others on projects



Noticing that you make little or no progress between follow-ups from coworkers



Collected materials for a project sitting untouched for weeks on your desk or shelf



Tasks or projects “floating” through weekly or daily to-do lists without being scheduled or acted upon



Scheduling a time to work on a project and then generating excuses or rescheduling once the time arrives



Staying late or working weekends before a major project is due



Waiting for a time when you can complete the project all at once



Not wanting to begin a project until you are prepared enough to do it “perfectly”


25-32 Procrastination is significantly decreasing your effectiveness.

17-24 While not a major problem procrastination is hindering many aspects of your performance.

9-16 You have a few areas that need improvement.

0-8 You control procrastination well.



## Tips for Conquering Procrastination

1. Plan and schedule
2. Delegate
3. Trade
4. Break down payment
  - a. Punch holes
  - b. Random start
  - c. Start with easiest
5. Plan a reward
6. Plan an event
7. Work together
8. Establish standard starting format
9. Tell others
10. Set a deadline

# TOO MANY REQUESTS FOR YOUR TIME

*Besides the noble art of getting things done, there is the noble art of leaving things undone. The wisdom of life lies in eliminating the nonessentials.*

— Chinese Proverb

## How Do You Handle Them Now?

Some Thoughts:

**A** LWAYS SAY IT EARLY

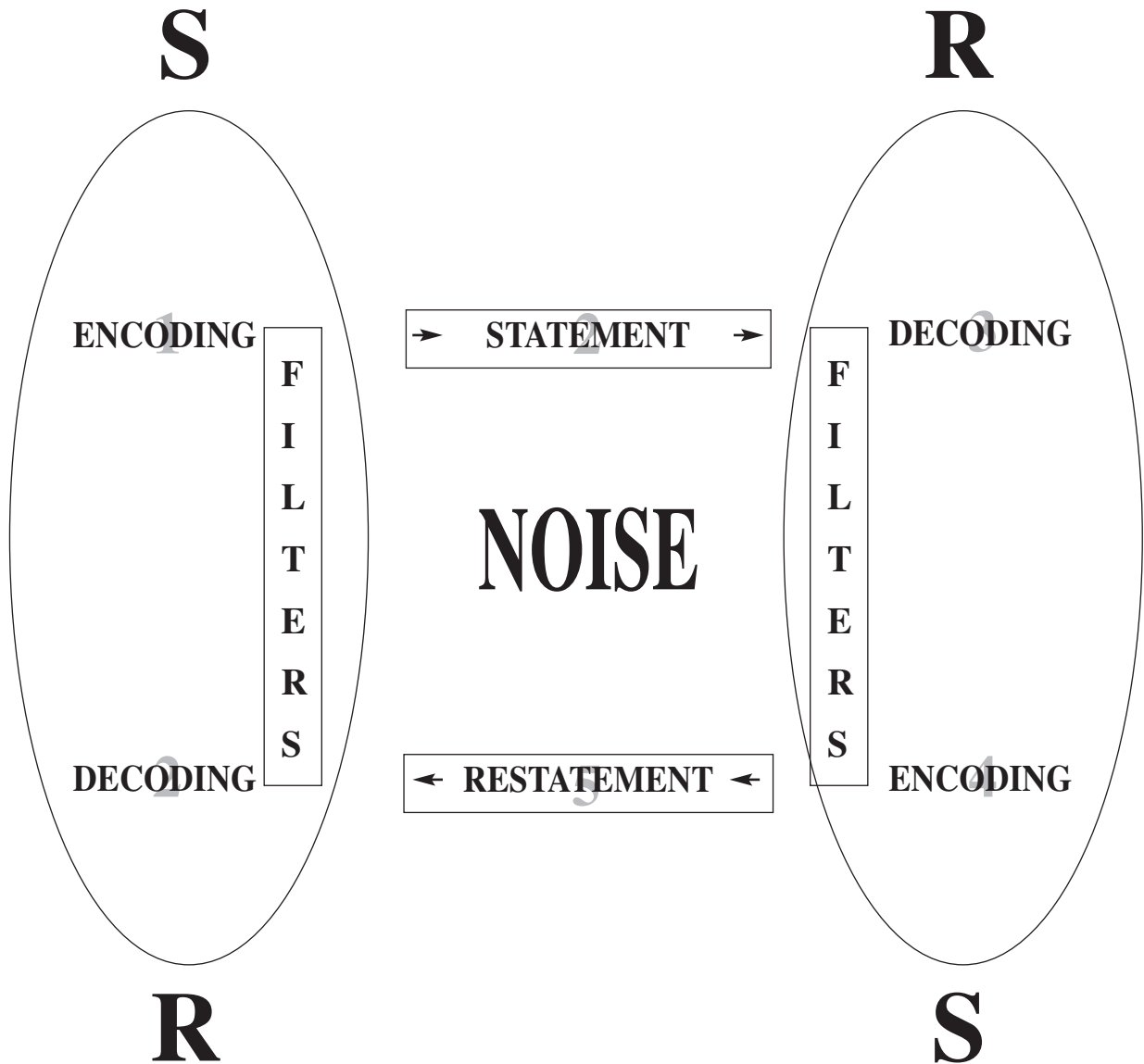
**A** CKNOWLEDGE

**A** SSERTIVELY DECLINE

**A** CCOUNT FOR RESOURCES

**A** LTERNATIVE SOLUTIONS

# ACHIEVING RESULTS THROUGH EFFICIENT COMMUNICATION



# CREATING EFFECTIVE MEETINGS

## Characteristics of Unproductive Meetings

Rate how often you encounter these characteristics in the meetings you lead or attend.

Often	Sometimes	Seldom		Often	Sometimes	Seldom	
___	___	___	No printed agenda	___	___	___	No material given to participants for preparation
___	___	___	Ineffective agenda (too vague, too long)	___	___	___	Too much socializing
___	___	___	Drifts off subject	___	___	___	Inadequate notice given
___	___	___	Unnecessary (trivial)	___	___	___	Not able to contribute effectively
___	___	___	Wrong people attend	___	___	___	Leader unprepared
___	___	___	Objective/purpose not clear	___	___	___	Lack of listening
___	___	___	Too long	___	___	___	Lack of participation
___	___	___	Participants “ramble” or dominate discussion				

From the characteristics you rated above, select the two that need the most improvement. Use the techniques and reminders presented today to help reduce them in your upcoming meetings.

## Tips for Creating Productive Meetings

*A committee of three often gets more done if two don't show up.*  
— Herbert V. Prochnow

- 
- 
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### Agenda

1. Comments
2. Work duplication
3. Equipment installation
4. Engineering dept.
5. Other issues

OR

### Agenda

1. Eliminating Work Duplication
  - Preparation: – Review April 12th minutes (enclosed).
    - Prepared a list of action steps based on results of research tasks assigned on April 12th.
  - Objective: – Develop a tentative action plan for eliminating at least two forms of task duplication in processing EFI and DI reports.
  - Process: – Present individual findings and suggested actions.
    - Brainstorm additional actions.
    - Decide on, organize, and assign tasks.
2. Installation of DSI System
  - Preparation: – Review scheduling proposal (enclosed).
    - Prepare a personal schedule of heaviest system-use between May 21st and June 2nd.
  - Objective: – Revise proposed installation schedule to interfere as little as possible with daily system use and still meet critical time constraints.
  - Process: – Present personal schedules.
    - List all revision possibilities.
    - Prioritize revisions and implement all that will not alter deadline.
3. Informing Engineering Dept.
  - Preparation: – Write out two ideas for helping us more quickly inform engineering of policy changes.
  - Objective: – Select and implement the three most effective ideas.
  - Process: – Share, brainstorm, and prioritize.

# THE HIGH COST OF MEETINGS

## Individual

1. Add together the per-hour salaries of all the people who attended.
2. Multiply the figure by two to account for benefits and general overhead paid by the company.
3. Multiply this figure by the number of hours the group met.

## Average

Cost of Meetings to the Nearest Dollar per Hour

Average Annual Salary	Number of Meeting Participants									
	1	2	3	4	5	6	7	8	9	10
\$50,000	\$48	\$96	\$144	\$192	\$240	\$288	\$337	\$385	\$433	\$481
\$40,000	\$39	\$78	\$117	\$156	\$195	\$234	\$273	\$312	\$351	\$390
\$35,000	\$34	\$68	\$102	\$136	\$170	\$204	\$238	\$274	\$306	\$340
\$30,000	\$28	\$57	\$87	\$115	\$144	\$173	\$202	\$231	\$260	\$288
\$25,000	\$24	\$48	\$72	\$96	\$120	\$144	\$168	\$192	\$216	\$240
\$20,000	\$19	\$38	\$58	\$77	\$96	\$115	\$135	\$154	\$173	\$192

— Think of a meeting you attended where little was accomplished.

— Compute an estimated cost of the meeting \$ \_\_\_\_\_

— Was this money well-spent?

— How could this money have been spent more wisely if the participants and leader had practiced more effective meeting skills?



# 3

## MINIMIZING PRESSURE AND HANDLING STRESS

### Combating Stress by Working Effectively

Prioritizing allows you to focus.

Proper planning eliminates  
procrastination, neglect, and confusion.

A time log diagnoses stressors.

Processing paper effectively gives you control.

Delegation reduces workload.

Controlling interruptions reduces a  
constant sense of urgency.

Practicing effective communication  
builds your personal power.





# REDUCING AND MANAGING STRESS

## Relaxation Techniques

Breathing

Stretching/posture

One-minute countdown

Progressive relaxation

Guided imagery

Massage

Reading

## Consider This . . .

### Watching for the Symptoms of “Burn-out”

1. Complaining of fatigue, being overworked, exhaustion
2. Showing loss of enthusiasm, energy, drive, team spirit
3. Showing loss of imagination, creativity, and a refusal to take risks
4. Fighting changes — being inflexible, rigid, unyielding
5. Becoming defensive easily — allowing relationships with key people to deteriorate
6. Growing disorganized — having poor recall, memory loss
7. Rationalizing, passing the buck, withdrawing

The key to eliminating burnout is early detection within yourself or in others. Watch for the gradual development of any of these symptoms. If you detect some of them, help yourself or the other person to step back from their situation, re-evaluate their role within it, and take some of the steps presented today to minimize the symptoms.

## Easy Steps for Day-to-Day Stress Reduction

Schedule leisure time and  
commit to it

Continually search for  
a change of scenery

Find ways to laugh

Rethink what you eat

Consciously slow down when  
you're not working

Exercise

Change negative self-talk to  
positive

Consistently focus on what  
you can control

**SEMINAR  
REFERENCE  
MATERIAL**

# ACTIONS TO HELP YOU PRIORITIZE WHEN WORKING WITH MORE THAN ONE BOSS

Use traditional planning and prioritizing methods whenever possible. The more you are able to incorporate the work for all your bosses into your regular planning/prioritizing routine, the more efficiently you will be able to perform.

## **When conflicts arise:**

In most cases you should either **try to have your bosses work together and decide which work should come first, or ask for enough authority to prioritize your work on your own.** Many multiple-boss problems result from being given too much responsibility and not enough authority. Try to make it clear to your bosses that you can be much more productive if you do not have to communicate with all of them every time a potential change in your plans comes up.

**Request a general, prioritized job description list from your bosses.** By having them initially decide which aspects of your job are generally most important, you can use this list as a justification for what you are working on when conflicts arise in the future.

**Regularly submit your prioritized weekly plan to all of your bosses** with the understanding that if they have objections to your major priorities that they will promptly let you know. This way, if a boss initially does not object and then comes to you late in the week with a demand, you can use your submitted plan as bargaining power.

**Present your weekly plan to your bosses when one of them comes to you with a last-minute request.** After seeing written evidence of the important tasks you had planned to do, the boss you were planning to do work for is prepared to directly work out the issue with the boss who presented the immediate request.

**During “crunch” times, generate a list of your most important tasks among your bosses, prioritize them, and submit the list to each of them for a general critique.** Many times the fact that the list has been thought out and put into writing will convince them to go along with your plan.

# TECHNIQUES FOR HANDLING DIFFICULT PERSONALITIES

## Aggressive

1. **Give them time to cool down.** Consciously choose less hectic, more positive times to talk.
2. Before approaching them, **prepare specific ways to gain their attention** (i.e., new information; presenting the most interesting, surprising part of your idea; stating specific benefits). These attention-getters pave the way for better listening.
3. Attempt to **acknowledge the aspects of their ideas that you believe are true or important.** This recognition will defuse some of their aggression and make them more open to your ideas. Remember, acknowledgement does not have to mean agreement.
4. **Hold your ground and stand up for your position.** Consistently backing down or changing your ideas to appease them will tend to reinforce their aggression.

## Negative

1. Be prepared to **directly but calmly disagree with them.** Remaining silent or agreeing with them for the sake of quieting them (when you actually disagree) will only encourage more negativism. Firmly stating positive opinions stops their growing momentum of criticism.
2. Try to **avoid arguments** with them by simply restating the same objective, positive opinions. (i.e., “I think it is a helpful system. It has reduced the amount of work I have to do and it speeds up my mail processing,” “I think it’s helpful. I makes my job easier”) Because this repetition doesn’t blame or criticize, they have little reason to argue.
3. **Overlook brief negative comments in conversation** by continuing to talk about the original subject as if the negative comment was not made. This lack of acknowledgement will discourage their negativism.
4. Continually **ask for and expect effective and practical solutions to problems.** Eventually, this repetition will draw ideas out of them that may never have been mentioned.

## Expert

1. Try to **give them credit and acknowledge their expertise whenever it is appropriate**. While not always easy to do, brief, professional acknowledgements will reduce defensiveness in conversations and increase their overall openness to your ideas.
2. **Paraphrase their ideas** when appropriate. This will also make them more receptive to your ideas.
3. Be prepared to **gather more objective data and facts for discussions** with experts than you would for a typical meeting. Logical evidence, when presented clearly and calmly, is often the most persuasive material to use with an expert.
4. **Phrase counterpoints in the form of questions**. (e.g., “In what ways will that system be able to operate smoothly even during our heaviest months?” instead of “But, that system won’t be able to handle our order volume during September and October”). Asking questions will allow them to save face and keep them more open to your ideas.

## Unresponsive

1. **Ask open-ended questions** (i.e., beginning with how, why, or what). Such questions, when used over time, will gradually show the person that when they speak with you, they are expected to elaborate more than they usually do.
2. After asking questions, try to **train yourself to wait through potentially uncomfortable silences** for a response. Resist the temptation to “rescue” them by providing responses for them to agree with. Be prepared to encourage elaboration with additional open-ended questions.
3. Be prepared to **reschedule meetings or arrange follow-up discussions** with unresponsive people. Don’t allow them to think that issues will be dropped if they ignore, show apathy toward, or neglect them. Following up will demonstrate your genuine interest in their ideas and will encourage them to be more confident and responsive.

# THE ESSENTIALS OF PROBLEM-SOLVING

## A Six-step formula for controlling and solving problems

1. Investigate the problem/collect information
2. Define the problem/determine causes
3. Generate alternatives
4. Select a tentative/best solution
5. Implement the solution
6. Follow up

## Innovative Approaches to the Six Steps for Problem-Solving

### Brainstorm and decide within each step

1. In the first step, instead of selecting arbitrary methods for investigating the problem, brainstorm as many different methods for collecting information as possible. From this list the best methods can be selected.
2. After collecting information, brainstorm as many possible causes and problem definitions as possible. This list will keep you from jumping to conclusions and will enable you to better select the most likely causes.
3. Brainstorm possible solutions.
4. In the fourth step, brainstorm all possible criteria for the solutions and select the best that could be used to evaluate the solutions.
5. After the solution has been selected, you can also apply brainstorming to the process of selecting methods of implementation.

### Repeat the first four steps three or four times with the same problem.

All can agree on the importance of revising the work that we do. However, when we follow these five steps through only once, we have few opportunities to revise. Instead of immediately implementing the solutions you select in step four:

1. **Present the solutions to the people who will be carrying them out** and get feedback.
2. With these solutions and feedback in mind, **return to step one and attempt to collect additional information** to locate additional or potential problems and their causes.
3. After these investigations, you are prepared to **generate new ideas and revisions** for solutions to the problem.

This process of revision can be repeated as needed and will generate more practical, high-quality solutions through the natural process of revision.



# THE ESSENTIALS OF PLANNING FOR SMALL TO LARGE PROJECTS

1. **Establish goals and objectives for your project.** Do this by analyzing and writing out the three primary constraints for your project:

Time constraint — What are your primary deadlines?  
 Budget constraint — What are your resources? (monetary, human, equipment)  
 Performance criteria — What are the specifications for the quality of the project outcome?

2. **Brainstorm all of the necessary tasks** that must be completed within the project. Generally group the tasks together into project “chunks.”

3. **Apply the three primary constraints mentioned above to each task:**

What is the estimated task duration?  
 What are the objectives and specifications for the task?  
 What is the budget for the task?

4. **Determine the people to whom various tasks or “chunks” of tasks can be delegated.**

5. **Determine the general order** in which the tasks or “chunks” of tasks must be completed. Look for tasks that cannot be performed until another task is completed (dependent task). Also, look for tasks that can be completed simultaneously in order to save time (parallel tasks).

6. **Create a rough chart (GANTT Chart)** for all of the tasks by rewriting them in approximated chronological order down the left side of a piece of paper and writing time increments across the top. Draw lines next to each task that correspond to the estimated time for the task and the time increments across the top. Plot dependent tasks and parallel tasks accordingly.

**Newsletter Production**

Time	Task	Mar. 5	Mar.12	Mar. 19	Mar. 26	Apr. 2	Apr. 9	Apr. 16
1.5w	Research leads	—————	—————					
3w	Sell ads	—————	—————	—————				
2w	Research other	—————	—————					
3w	Write articles		—————	—————	—————	—————		
3w	Design ads		—————	—————	—————	—————		
2w	Full layout					—————	—————	—————

7. **Brainstorm as many potential problems as possible and develop contingency plans** for keeping the project within time, budget, and specification constraints.

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