



Before we offer some time management techniques, we will briefly explain Pareto's Principle. In lay language, it says this:

Most (80%) of what you finally accomplished is produced by only 20% of all the work that goes into the task.

Examples: 20% of all the Club members will produce 80% of all the money in a fund-raising project; two out of your 10 meetings will likely achieve 80% of your goals. This 80/20 ration, of course, will somewhat vary with each situation; but the principle points out our need to work effectively, that is, to do the right things the right way.

Three Fundamental Ways to Use Our Time More Effectively

1. *We can do things faster.* Yet time is not saved by adding more time-saving devices in our lives. It is saved by personal discipline. Imposing deadlines and exercising self-discipline can help overcome the major enemies of time management: indecision and procrastination. In fact, there is ample evidence that successful, very busy business executives actually "slow down" their day by regularly borrowing time for creative thinking and problem-solving.
2. *We can delegate.* Delegation does not mean giving up a leadership responsibility. It is a leader's way of showing his trust in someone else's ability to do the job, while the leader remains accountable for the outcome.
3. *We can eliminate things that do not help us obtain our goals and concentrate on our higher priorities, those with the biggest payoffs.* Applying Parkinson's Law, for example, we will understand that no matter *how few* or *how many* activities we have in our budget or time frame (an all-day Lion convention, a 40-hour work week, a two-week vacation, etc.), our work and activities will always *completely fill* this budget or frame. We can use our time and energy more effectively by classifying these activities according to: 1) "critical"; 2) "important but not critical"; 3) "unimportant but desirable"; and 4) "unimportant and unnecessary." (Normally, no more than one-fifth of all these activities will be "critical.") Following Pareto's Principle, we should then try to identify that 80% that is producing only 20% of the results -- and take proper action.

Time management, together with your knowledge of establishing goals and priorities and making plans, should enable you to work better (and more peacefully) on what is important to you. By "building fences" around your life's activities, we actually win more freedom for ourselves.

Resources / Tools

- *Use a calendar.* Be able to schedule and make plans well ahead of time, and not have to "get back to you later."
- *Organize your records and materials.* Use a file cabinet and file folders.
- *Use phone, answering machine, phone mail, e-mail.* Leave a full message. Don't waste time with "phone tag."
- *Use a computer, or a personal digital assistant (PDA).*
- *Choose a mentor.* Who do you know that has planning and leadership skills that you admire?
- *Ask for help.* Every problem you encounter has been overcome by someone before.

**It's Great
To Be A Lion**



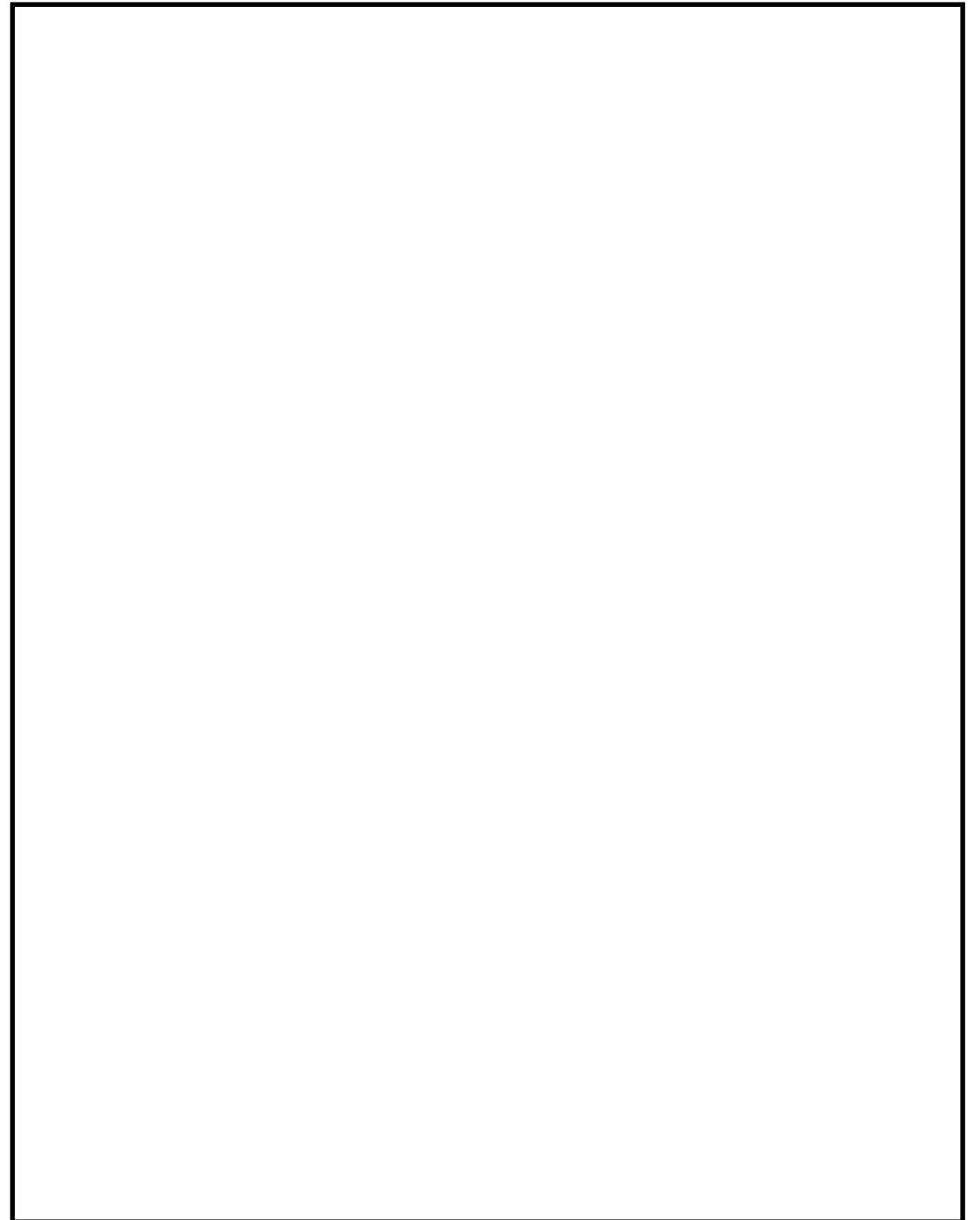
Planning Your Leadership Year



**District
13-E**

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Setting Goals and Priorities

Some Philosophical Considerations

As our world grows more complex each year, we often feel assaulted by the increasing demands on our time and by the increasing amount of information we're expected to assimilate. This is especially true of Lion leaders who, busy with family and job responsibilities, truly need an overall strategy by which to live. One widely successful strategy is this:

Set your goals. Establish priorities. Work out plans to reach your goals. Pay attention to your conscience or that "higher power" that guides you.

Unclear goals or no goals at all will likely produce a muddled life or muddled work.

As you list your goals for Lionism, your family, or your work, you may find you cannot give equal attention to all goals; you need to know which goals are the most important. So, you need to establish *priorities*.

Here is a list of questions you (or your Lion group) might want to ask as you rank each of your goals in priority:

- *How urgent is it?* When must it be done? Right now, today, soon, someday? (I may discover that it does not have to be done at all!)
- *How important is it?* Very important, quite important, somewhat important, not so important? (It seems there is always tension between the important and the urgent. A famous leader once said that important things are seldom urgent, and urgent things are seldom important. But is it not true that the urgent things keep getting in the way of the important things?)
- *How often must it be done?* Every day, occasionally, just sometimes?
- *Can someone else or some other group do it just as well?* (The answer might be "no," "perhaps," or "yes." If "yes," perhaps I should not be involved with this goal at all, but should delegate it to someone else.)
- *Does this goal really belong to my responsibility?* (Or is it just something that might be attracting me for the moment?)
- *What will happen if this goal is not accomplished at all?* Disaster, trouble, nothing? (If nothing, perhaps I should not be involved in it.)

If after asking these questions, you have too many goals that are Number One priority, try dividing your list of goals into these three categories:

- A. "Must do." Very important. High priority.
- B. "Should do." Somewhat important. Medium priority.
- C. "Can do." Goals you do not necessarily have to do and are not so important. Low priority.

Making a Plan

Why Do We Plan?

Because a leader is a person with a vision, he needs plans to organize, guide, and evaluate his actions. Well-made plans give a Lion leader confidence and make him reliable in the eyes of his fellow Lions. Plans help us to:

- *Focus on our goal* and not scatter our time and energy.
- *Build commitment and involvement* of our fellow Lions.
- *Know where we are going and how we will get there*, as a motorist is guided by a dependable road map.
- *Anticipate possible obstacles* (and make alternative plans).
- *Eliminate guessing* about what should or should not occur, thus avoiding unpleasant surprises.



So, extending time is not the answer to any time problem we might have. The solution lies in how we *manage* our time, not vice versa.

To illustrate the above, a District Governor who definitely does not have enough hours in a week for Lionism, family, and his salaried job is not solving his time problem by working until midnight every night or working seven days a week. He is solving it, however, by working more effectively or by reprioritizing his tasks, or by delegating them.

What Happens When We Don't Plan?

Nothing happens in leadership by accident. Nothing falls into place unless we put it there. Here are some things that are likely to happen to your project if you do not have a formal plan:

- You will forget some important details.
- Those anticipated problems *will* occur.
- Your fellow Lions will think you are either impulsive, unorganized, or not sure where you are leading them. (You should avoid anything that lessens your credibility as a leader!)

What Goes Into a Good Plan?

All plans, whether for a Lions activity or the launching of a space craft, have these same major elements:

- *The goal.* What do you want to accomplish? (The goal can be optimistic, but must always be realistic, that is, obtainable.)
- *The dates you will start and reach your goal.* (Experience shows this helps to prime our motivation and commitment.)
- *The tasks necessary to reach your goal.* (Only by listing all these tasks in a chronological sequence—each with a “start” and “complete” date—can a leader know all that his project will entail.)
- *Required resources.* Who and what are needed to carry out this plan? (Consider as you make your task assignments.)
- *A budget.* How much is *everything* going to cost? (Some advice: Do not do any “wishful thinking” about costs. Better to plan on the “high side” and trim off the fat than to be suddenly caught in a deficit and have to ask for more money.)
- *A list of anticipated problems and their likely solutions.* (Tell your fellow Lions. This is essential. Be prepared!)
- *Signs of progress.* How do you know for a fact that you are making progress? (Do not allow overconfidence or lack of discipline to prevent you from regularly monitoring your plan. This way you can spot and correct trouble before it jeopardizes the entire project.)
- *A way to evaluate the end result.* Just how successful were you? What can we do even better next time? Or: what went wrong? Why?

Managing Time

All successful leaders have learned to wisely manage their time. They want to make every minute count, and they do not want to suffer stress and strain that will affect their work. Lions also need to stay within their time and energy budgets, thus avoiding bankruptcy of personal health and happiness.

Parkinson's Law and Pareto's Principle

Experts in time management often quote Parkinson's Law and Pareto's Principle. In lay language, the law says this:

If you have a heavy workload and need more time for it, you will not accomplish your work any better by increasing your hours.

Parkinson's Law maintains that as you make more time available for your work (i.e., longer hours, extra days), additional work will keep slipping in whether or not you want it. This is especially true for the hard-working conscientious person. At first all the work will be done. But eventually the work will not be done, the pressure will mount, and the likelihood of stress and physical or mental breakdown will exist.