Wednesday Webinar Series

Date: April 22, 2020
Title: Making Time for What’s Important (Not Urgent)
Speaker: Michael Riegel, A/E/C Business Strategies

Works Cited in Presentation:
• Carol Dweck at Stanford University on the concept of “Not Yet”
• Stephen Covey, 7 Habits of Highly Effective People
• Ron Heifitz and Marty Linsky at Harvard on the concept of “The Balcony View”

Complimentary: Schedule a 15 or 30 minute coaching/consulting session by clicking below link and referencing “NAWIC webinar”.
• https://calendly.com/mriegel-aec
MAKING TIME FOR WHAT IS IMPORTANT (NOT URGENT)

NAWIC Webinar Series
April 22, 2020
“How are you doing?”
MICHAEL RIEGEL

- Director of A/E/C Business Strategies
- 30 years experience in construction, consulting engineering, and construction management for public agencies and private companies
- Business and Executive Coach, Consultant, and workshop facilitator
- Develop and implement mentor programs for prime contractors to support subcontractors
- Author of Build Like the Big Primes: A Contractor’s Guide to Building Your Business While Balancing Your Life
Quick Operating Principles

✓ Video on
✓ Cell phone away (like, REALLY away)
✓ Be Curious - Ask for what you need
✓ Push back if you don’t agree
✓ Recognize your own “knowing-doing” gap
✓ Have fun!
As a result of today’s webinar, you should be able to:

- **Understand** the importance of attitude and mindset on performance and achieving goals
- **Recognize and Embrace** the impact to regular business and the opportunity presented
- **Manage** time effectively
- **Focus** on high impact activities
- **Allocate** time to strategic projects
- **Utilize the ADKAR Model**
WHAT ARE YOU JUGGLING NOW?
“Whether you think you can or you can’t, you’re right.”

Henry Ford
GROWTH MINDSET

I can learn anything I want to learn.
When I’m frustrated, I persevere.
I like to challenge myself.
When I fail, I learn.
I like being told I try hard.
If colleagues succeed, I’m inspired.
My effort and attitude determine everything.

FIXED MINDSET

I’m either good at it or I’m not.
When I’m frustrated, I give up.
I don’t like to be challenged.
When I fail, I’m no good.
I like being told that I’m smart.
If colleagues succeed, I’m threatened.
My abilities determine everything.

GRIT

Learned Helplessness
The Inner Game of Tennis

The ultimate guide to the mental side of peak performance

W. Timothy Gallwey

Performance = Potential - Interference
What “interference” is getting in the way of your time management?
<table>
<thead>
<tr>
<th>Quadrant</th>
<th>URGENT</th>
<th>NOT URGENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>I M P O R T A N T</td>
<td>Crises</td>
<td>Prevention</td>
</tr>
<tr>
<td>I M P O R T A N T</td>
<td>Pressing problems</td>
<td>Relationship building</td>
</tr>
<tr>
<td>I M P O R T A N T</td>
<td>Fire-fighting</td>
<td>Recognizing new opportunities</td>
</tr>
<tr>
<td>I M P O R T A N T</td>
<td>Deadline-driven projects</td>
<td>Planning</td>
</tr>
<tr>
<td>N O T I M P O R T A N T</td>
<td>Interruptions</td>
<td>Building capacity</td>
</tr>
<tr>
<td>N O T I M P O R T A N T</td>
<td>Some calls</td>
<td>Learning and self-development</td>
</tr>
<tr>
<td>N O T I M P O R T A N T</td>
<td>Some emails and chats</td>
<td>Trivia</td>
</tr>
<tr>
<td>N O T I M P O R T A N T</td>
<td>Some reports</td>
<td>Busywork</td>
</tr>
<tr>
<td>N O T I M P O R T A N T</td>
<td>Some meetings</td>
<td>Some emails and chats</td>
</tr>
<tr>
<td>N O T I M P O R T A N T</td>
<td></td>
<td>Some phone calls</td>
</tr>
<tr>
<td>N O T I M P O R T A N T</td>
<td></td>
<td>Gossip and speculation</td>
</tr>
</tbody>
</table>
PARETO PRINCIPLE

80% of value is achieved with the first 20% of effort

80% of problems originate with 20% of projects

80% of sales come from 20% of your clients

20% of your effort produces 80% of your results
How can we make the “new” normal more productive?

- Consider this period as an opportunity
- Create a structured work schedule
- Be present … for your team, your clients, your family
- Identify and focus on high impact activities
- Think “strategic” vs. “tactical”

- What is in your Action Plan?
ADKAR MODEL

• Model to support and manage change
  – Working remotely
  – Maintaining connection to teams, clients, vendors
  – Shifting responsibilities
  – Entertaining new approaches
  – Addressing strategic initiatives

• A – Awareness
• D – Desire
• K – Knowledge
• A – Ability
• R – Reinforcement
# Shifting Our Focus From Urgent To Important

## Prosci ADKAR Model

<table>
<thead>
<tr>
<th>ADKAR element:</th>
<th>Definition:</th>
<th>What you hear:</th>
<th>Triggers for building:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong> Awareness</td>
<td>Of the need for change</td>
<td>“I understand why...”</td>
<td>Why? Why now? What if we don’t?</td>
</tr>
<tr>
<td><strong>D</strong> Desire</td>
<td>To participate and support the change</td>
<td>“I have decided to...”</td>
<td>WIIFM, Personal motivators, Organizational motivators</td>
</tr>
<tr>
<td><strong>K</strong> Knowledge</td>
<td>On how to change</td>
<td>“I know how to...”</td>
<td>Within context (after A&amp;D), Need to know during, Need to know after</td>
</tr>
<tr>
<td><strong>A</strong> Ability</td>
<td>To implement required skills and behaviors</td>
<td>“I am able to...”</td>
<td>Size of the K-A Gaps, Barriers/Capacity, Practice/Coaching</td>
</tr>
<tr>
<td><strong>R</strong> Reinforcement</td>
<td>To sustain the change</td>
<td>“I will continue to...”</td>
<td>Mechanisms, Measurements, Sustainment</td>
</tr>
</tbody>
</table>
What did we cover?

Understanding the impact of mindset, attitude, and perspective
Recognize and Embrace the “new” normal
Using time effectively
Shifting attention to high impact activities
Spending more time on strategic projects
ADKAR Model to shift from “urgent” to “important”
FINAL THOUGHTS

• How will you share this with your team and when?

• What are your key takeaways?

• What questions would you like to discuss?
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