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"In preparing for battle I have always found that plans are useless, but planning is indispensable."

Dwight Eisenhower

"If you don't know where you are going, you'll end up someplace else."

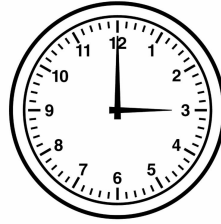
Yogi Berra

"Efficiency is doing things right; effectiveness is doing the right things."

Peter Drucker



Time



Tightening belts and getting ready for the recession? Read this to save money in 2019 and beyond. BTW, did you meet all of your goals for this past year? Are you finding yourself feeling pressured with not enough time to get everything accomplished? Noticing an uptick of do-over projects? These problems can often be attributed to poor time management. Time wasting comes in many different guises. It's like a leaky faucet where a gallon of water equals 15,140 drops and before you know it, your water bill has exploded.

What can you do to stop the problem?

- Identify the leaks
- Set a plan in motion with parameters
- Delegate to the correct people
- Understand leadership styles
- Explain, train, and become transparent about budgets
- Get organized

As usual I take the umbrella approach, meaning these solutions work best if applied simultaneously. Perhaps the last point should be first as organized workers produce higher output in less time. Experts agree that having a tidy environment enables individuals to have greater focus and limits time spent searching for items necessary to accomplish the tasks. But again, I don't think there's an order. It's a mashup.

Some people say that their people are their greatest asset. I'd say there's an *and* to that statement--time. The right people working the correct projects are worth their weight in whatever you choose. The other way to look at that...well, time is money and people who for whatever reasons waste that time aren't doing your bottom lines any good. Course, management is in charge and it's their job to identify the right person for the task.

Stick with tried and true measurements for managing delegation:

Low task-relevant maturity means they are new and inexperienced in the job. In this case, use a directive delegation style. Tell people exactly what you want them to do. Schedule regular check-ins, be straightforward about milestones and be specific about expectations. Consistency matters here as do well-tuned training programs.

Medium task-relevant maturity means staff has experience in the job; they know what they are doing. In this case, use the effective, *management by objectives* delegation method. Tell people the end result that you want and then get out of their way and let them do it. There's still training associated with this level, especially where ambitious employees want leadership positions. At his level it's important to explain specific avenues open for advancement. Clearly delineate responsibilities and expected outcomes at this level. Reviews must include targets to be reached. At this point these individuals should understand the value of time and employee retention as they would be in a management positions.

High task-relevant maturity is when the staff person is completely experienced and competent. Your method of delegation in this case is simply, easy interaction. By this time corporate image and profitably along with client retention are at the forefront.

Tracking the Invisible:

When time appears invisible it leads to meetings with numerous billable people discussing options with no constraints or accountability. A project without a plan, a deadline or a specific budget (including time) is only a discussion. Too often I see projects turned over to people with little or no experience with the task. They rarely have concrete directions, no definitive budget, and little oversight. Before a project even begins, management would do well to calculate the real costs of a bunch of well meaning amateurs vs an efficient and experienced consultant. And bear in mind, that even consultants will absorb time as they require management to articulate the desired outcome. In either case, principals still need to establish and maintain control by setting clear timelines, producing detailed expectations and deadlines where regular reviews occur to keep from veering off and incurring overruns. And if the in-house choice looks like the best course, do you have the time and resources to provide direction and training.

Time hiring and training new people amounts to enormous costs. Massive employee turnover is like turning on the faucet at full force and letting the water run without a care to the consequences. How many people left your office last year and how many new people came on board? How are you tracking that time in terms of cost to the bottom line? How have you altered your hiring process? Your review process? Do you have a training program? How do you explain your process? Where are your *how to* folders? Is anyone making sure the process you have in place is followed? Training on the fly ultimately causes delays, do-overs, and higher costs.

And it isn't always just the right staff that needs to fit with a project. Principals who are best aligned to match their management styles can prevent time wasting before a project even gets off the ground. Directors are known for getting things done quickly and efficiently, they can make fast choices, and they insist on research and facts, while thinkers and relaters need time to process, they move slowly and deliberate and tend to be perfectionists, and finally socializers get energy from others and often tend to be the idea champs. Obviously, choosing the right one to manage the situation at hand matters. Companies fast forward with narcissistic leaders who enjoy the limelight, provide the vision, and take risks, combined with empathetic leaders who manage people well and who keep the ship afloat by staying in budget and delivering projects on time. There are often three key principals for that very reason: one to do marketing and business development, one to handle the purse strings, and the creative one. Key here is to stay inside of the lines. If the creatives and marketing folks have free reign and walk off with the cash, the outcome could turn gloomy. That goes for the principal who decides on a whim to go off on a spending tangent that wasn't part of the planned budget. That last point really makes it difficult to set examples for staff who look to leaders to set the direction. Which is why, I have to ask, which principal is in charge of organization? I'd suggest a director type or you could be years getting a database completed. Or anything for that matter. And, how does how well your company is organized get factored into the time to complete projects or locate new business?

Resources aren't always tied to cash output or staffing. Time also gets eaten up when searching for information, when the best photos and project descriptions aren't reviewed, sorted and up to date; when brand standards don't exist; and when a contact list isn't the only one used by everyone in the company instead of individual islands and pockets of information. A well-oiled machine is just that--one machine. If people are working for you, then they don't keep their own database of your contacts and clients-it all goes into one pot. And so does the information. Who, what, where and when. After meetings, time can be saved for future meetings by immediately adding a recent contact's pertinent information like hobbies and possible future opportunities to the company's main database. Everyone on the same page people.

Pincipals set the tone for how a company works efficiently, which means they have to adhere to their own rules. It does put an extra burden on principals as the days of Girl Fridays are long gone. Time

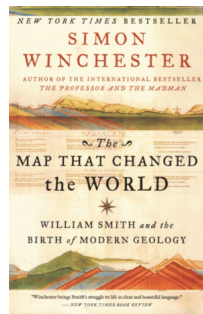
blocking helps. Setting aside sections of time to do certain tasks without any interruptions actually makes room for a better work outcome. That means setting the time on calendars and sticking to the regime. It takes 48 days to build a habit. Principals have to watch out for overloading which can be helped considerably with proper delegation.

I'm happy to help your company get to a point where time works in your favor. Please give me a call and we can find a way together to streamline your process and get your company moving swiftly again.

Thank you in advance for reading the rest of this newsletter,



Please remember the average person reads one book a year. It really doesn't take that much to improve your business acumen, your personal life, and the world - to read a few more.



Challenge yourself this year to read outside of your area of expertise or your normal reading. These two books are similar in that they trace the beginning of genealogy and geology. They're about maps - but totally different kinds of maps. They're about how people of all kinds throughout history have been resistant to change and how despite ignorance, truth and wisdom somehow prevails...although it might sometimes take a little longer to get to the right conclusion.

[Recommended Reading.](#)

For those of you not familiar with my book I was once the best and largest off-premise caterer in Western New York. For years I have paired business acumen with my fabulous recipes to help cement business concepts for my clients and that teaching idea became the foundation for my book. The book conveys my story of how to achieve the American Dream; where anyone in this country can become whatever they want with hard work and a never-give-up attitude. Hence the title:

Please feel free to send me an email for a copy.
mmendell@wincspinc.com

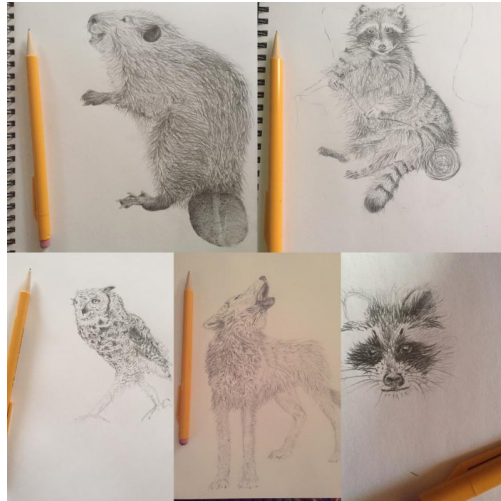
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ELBOW GREASE + CHICKEN FAT

Business Advice That Sticks to Your Ribs



Marilynn Deane Mendell



[The Tails of Furry Logic](#)

Have written and illustrated five children's stories.
Now looking for an agent and publisher...life is an adventure.

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