



# National Management Institute 2

**Leadership Skills:  
The Journey Continues**



# **Welcome Back!**

## **National Management Institute 2**

### **Leadership Skills**

### **The Journey Continues**



# National Management Institute 2

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# **National Management Institute Mission Statement**

**The National Management Institute (NMI)  
develops leaders and their skills to  
communicate effectively, manage volunteers,  
and administer the programs of the  
Sons of The American Legion**



# National Management Institute

## NMI 1 - Quick Review

- **Basics of Leadership**
  - Qualities of a Leader
  - Art of Leadership
  - Becoming a Leader
- **Effective Communications**
  - Non-verbal
  - Verbal
  - Written



# ***Time Management***





**“I am definitely going to take a course on time management ... just as soon as I can work it into my schedule.”**

**- Louis E. Boone, Academic Author**



# **Time is like money .....**

## **Once it's spent, *it's gone***

- **It is human nature to waste both time and money when we have it, but when faced with adversity, we can and usually do find a solution.**
- **Just as with finances, our challenge is to manage our time effectively to avoid the calendar train wreck.**



# How Good Is Your Time Management?

- Are the tasks you work daily the ones with the highest priority?
- Are you stressed about deadlines and commitments?
- Do you find yourself completing tasks at the last minute?
- Do you set aside time for planning and scheduling?
- Do you use goal setting to decide what tasks or activities to work?
- Do you prioritize your “To Do” list or Action Plan?
- How often do you find yourself dealing with interruptions and distractions?
- Do you leave contingency time in your schedule to deal with “the unexpected”?
- Before taking on a task, do you check that the results will be worth the time put in?



## **There are 3 keys to managing your time:**

- Understanding your perception of time**
- Learning from how you managed time in the past**
- Learning to manage time with effective planning**

# Understanding Your Perception of Time:

Although there is a scientific definition of time

- 60 seconds equals a minute,
- 60 minutes equals an hour,... etc.,

Not everyone perceives time in the same manner.  
For instance...

## Class Exercise # 1... What is a minute ?

*Everyone in the class will close their eyes (no peeking) and at the word “Go” will try on their own to determine the duration of a minute. When each student thinks the minute has passed they will raise their hand, still keeping their eyes closed.*

Once everyone has raised their hand the instructors will report the results.





# Understanding Your Perception of Time:

## Class Exercise # 2...

### Duration of typical Legion activities

*Divide into groups and discuss the length of the following activities. Come up with a general duration of how long these events typically take and then consider whether that time is too short or too long, and if so, how long that activity should take. Be prepared to report and discuss.*

**The activities are:**

- **Squadron meeting**
- **E-Board meeting**
- **Committee meetings**
- **Greetings at a District or Detachment meeting**
- **Guest speaker at a District or Detachment meeting**
- **The “For The Good of The S.A.L.” portion of a meeting**



**“The bad news is time flies...  
...The good news is you’re the pilot.”**

**- Michael Altshuler , Motivational Speaker**



# Managing Time with Effective Planning:

## GET ORGANIZED:

### Maintain a calendar or desk journal

- *Allows you to coordinate your commitments*
- *Plan your day, week, month, and year the same way*
- *Establish goals and develop and achieve action plans*
- *Prioritize goals and action plans*
- *Will help keep you focused on each project*
- *Set aside time each week to review your goals & action steps*
- *Are you on track?*
- *Are revisions required?*
- *Group common tasks together for efficiency*
- *Ex: try to set aside a specific time each day to make and return phone calls*
- *Are all your meetings necessary?*
- *Could alternative communication be used instead, such as e-mail, phone call, web-ex, etc.*



# Managing Time with Effective Planning:

- *Communicate effectively, and often*
- *Neither you nor your team can operate in a vacuum*
- *Look in the mirror ... Identify your bad habits and eliminate them*
- *Learn to delegate effectively*
- *Delegate the task and the responsibility*
- *Be on constant watch for what works for you ...*
- *If it works, continue that method*
- *If you are struggling keep searching and seek advice*
- *Determine what is “wasting” your time and eliminate it*
- *Be flexible ... Priorities can, and will change*
- ***Do Not Forget:*** *your family, your children’s activities, a social life outside the Legion, your Faith, and time for yourself.*



# Time Management Workflow





# TIME MATRIX - Activities

	Urgent	Not Urgent
Important	<div>1</div> <ul style="list-style-type: none"><li>• Pressing Matters</li><li>• Crisis or Panics</li><li>• Fire-Fighting</li><li>• Deadline Driven Projects</li></ul>	<div>2</div> <ul style="list-style-type: none"><li>• Prevention</li><li>• Planning or Preparation</li><li>• Implementing Systems</li><li>• Professional Knowledge</li></ul>
Not Important	<div>3</div> <ul style="list-style-type: none"><li>• Interruptions</li><li>• Unprepared Meetings</li><li>• Some Calls or Mail</li><li>• Popular Activities</li></ul>	<div>4</div> <ul style="list-style-type: none"><li>• Trivia</li><li>• Busy Work</li><li>• Time Wasters</li><li>• Unproductive Activity</li></ul>





# TIME MATRIX - Results

	Urgent	Not Urgent
Important	<ul style="list-style-type: none"><li>• Stress</li><li>• Burnout</li></ul> <b>1</b>	<ul style="list-style-type: none"><li>• Vision</li><li>• Perspective</li><li>• Control</li><li>• Balance</li></ul> <b>2</b>
Not Important	<ul style="list-style-type: none"><li>• Out of Control</li><li>• Short Term Focus</li><li>• Feel Victimized</li></ul> <b>3</b>	<ul style="list-style-type: none"><li>• Irresponsibility</li><li>• Dependence on Others</li></ul> <b>4</b>



**“The key is in not spending time, but in investing it.”**

**-Stephen R. Covey , Author, “The 7 Habits of Highly Effective People”**

***Concentrate on results, not on being busy!***



# Summary and Pointers on Time Management







# 10 Commandments of Time Management

1. Plan your activities daily
2. Do high priority actions first
3. Learn to delegate effectively
4. Group similar activities to save time
5. Learn how to handle interruptions efficiently
6. Learn to say “NO” to non-critical tasks
7. Eliminate inefficient habits
8. Mark appointments, meetings and deadlines on your calendar and review it daily
9. Do ONLY those tasks that are appropriate for your position
10. Learn the difference between “urgent” and “important”



# Brain Teaser





# ***Personal Administrative Skills***







# ***Personal Administrative Skills***

## **Setting Goals:**

- Set concrete Goals
  - Create your Plan of action, with completion dates.
- Prioritize what needs to be done
  - To work efficiently you need to work on the most important, highest value, tasks
  - A “To Do” list must have a solid plan and schedule to support it. Otherwise you’re wasting your team’s time.
- Your ability to effectively delegate specific tasks, responsibilities, and deadlines to your team will determine your level of success

*Ask for feedback...*

*Do they understand their assignments.*

- Review progress regularly...Be prepared to provide assistance, or resolve problems.
- Be flexible...Be prepared to adjust priorities when necessary to insure schedules are met.





# Setting Goals...The Five Golden Rules

## # 1 - Set Goals that Motivate You!

*Tip:* To make sure your goal is motivating, write down *why* it's valuable and important to you. Ask yourself, "If I were to share my goal with others, how would I tell them to convince them it was a worthwhile goal?"

## # 2 - Set **S.M.A.R.T.** Goals

Specific, Measurable, Attainable, Relevant and Time Based

## # 3 - Set Goals in Writing ...

Frame your goal statement positively

## # 4 - Make an Action Plan ...

Make yourself a "To Do" list with completion dates

## # 5 - Stick with It ...

Goal setting is an ongoing activity, sometimes requiring adjustments



# A Thought Regarding Team Building

**“None of us is as smart as all of us.”**

**- Ken Blanchard , Author , “The One Minute Manager”**

# Building an Effective Team

**“The whole is only as good  
as the sum of its parts”**

- Involving the right team members is critical to success
- Select the right talents for the task at hand
- Utilize your volunteer members
  - Use everyone, give them something to do, keep them involved
  - Don't let someone volunteer for the wrong task
- Team members must understand and support the team's vision and goal
- Be certain team members are committed to the team's objectives
- Be prepared to adjust your plan to compensate for the talents or skills your team lacks

# Building an Effective Team

## As a leader be Proactive:

- Be open and honest
- Delegating accountability doesn't let you off the "hook"
- Communications should be directed to the entire team, keep everyone informed
- Encourage feedback from both within and outside your team
- Regularly review the team's progress
- Be available for people when they need help
- Conduct efficient team meetings ... Be prepared



# Building an Effective Team

## Self-diagnosing Checklist for Teams:

- **Charter** ... Does the team understand its purpose?
- **Clear Expectations** ... Have goals and deadlines been clearly communicated?
- **Context** ... Do team members understand why they are on the team?
- **Commitment** ... Are team members “players” or “spectators”?
- **Competence** ... Does the team feel it has the resources, skills, and support needed?
- **Control** ... Has the team been empowered enough to feel the ownership necessary to accomplish its tasks?
- **Collaboration** ... Are team members working together effectively?
- **Communication** ... Do team members communicate clearly and honestly with each other?

**A “No” answer to any of the above will result in a Team struggling to achieve its goals.**



# A Thought Regarding Team Dynamics

“Coming together is a beginning.  
Keeping together is progress.  
Working together is success.”

- Henry Ford



# **Class Exercise # 3**

## **Reaching Consensus and Group Decision Making**



# Group Decision Making:

## Class Exercise # 3: SURVIVAL ON THE MOON

You are a member of a space crew originally scheduled to rendezvous with a mother ship on the lighted surface of the moon.

However, due to mechanical difficulties, your ship was forced to land at a spot some 200 miles from the rendezvous point. During reentry and landing, much of the equipment aboard was damaged and, since survival depends on reaching the mother ship, the most critical items available must be chosen for the 200-mile trip.

Below are listed the 15 items left intact and undamaged after landing. Your task is to rank order them in terms of their importance for your crew in allowing them to reach the rendezvous point.

Place the number 1 by the most important item, the number 2 by the second most important, and so on through number 15 for the least important.







# Group Decision Making:

## Class Exercise # 3: SURVIVAL ON THE MOON

Your Ranking / NASA Ranking - TEAM \_\_\_\_\_

- |   |       |
|---|-------|
| _____ Box of matches                            | _____ |
| _____ Food concentrate                          | _____ |
| _____ 50 feet of nylon rope                     | _____ |
| _____ Parachute silk                            | _____ |
| _____ Portable heating unit                     | _____ |
| _____ Two .45 caliber pistols                   | _____ |
| _____ One case of dehydrated milk               | _____ |
| _____ Two 100 lb. tanks of oxygen               | _____ |
| _____ Stellar map                               | _____ |
| _____ Self-inflating life raft                  | _____ |
| _____ Magnetic compass                          | _____ |
| _____ 5 gallons of water                        | _____ |
| _____ Signal flares                             | _____ |
| _____ First aid kit, including injection needle | _____ |
| _____ Solar-powered FM receiver-transmitter     | _____ |

TOTAL \_\_\_\_\_



# Working Break

**Use the Wash Room if Needed**

**Take a Smoke Break**

**Work Together as a Group**

**Complete Exercise # 3 in the time allowed**

**Be Back on Time!**

# Group Decision Making:

## Class Exercise # 3:

### Debrief Questions:

- How were decisions made?
- Who influenced the decisions and how?
- How was conflict managed?
- How satisfied was each person with the decision?
- What have you learned about the functioning of this group?
- How would you do the activity differently if asked to do it again?





# Group Decision Making:

## Points Items

- 15 Box of matches — Virtually worthless -- there's no oxygen on the moon to sustain combustion
- 4 Food concentrate — Efficient means of supplying energy requirements
- 6 50 feet of nylon rope — Useful in scaling cliffs and tying injured together
- 8 Parachute silk — Protection from the sun's rays
- 13 Portable heating unit — Not needed unless on the dark side
- 11 Two .45 caliber pistols — Possible means of self-propulsion
- 12 One case of dehydrated milk — Bulkier duplication of food concentrate
- 1 Two 100 lb. tanks of oxygen — Most pressing survival need (weight is not a factor since gravity is one-sixth of the Earth's, each tank would weigh only about 17 lbs. on the moon)
- 2 Stellar map — Primary means of navigation – star patterns appear essentially identical on the moon as on Earth
- 9 Self-inflating life raft — CO2 bottle in military raft may be used for propulsion
- 14 Magnetic compass — The magnetic field on the moon is not polarized, so it's worthless for navigation
- 2 5 gallons of water — Needed for replacement of tremendous liquid loss on the light side
- 10 Signal flares — Use as distress signal when the mother ship is sighted
- 7 First aid kit — Needles connected to vials of vitamins, medicines, etc. will fit special aperture in NASA space suit
- 5 Solar-powered FM receiver-transmitter — For communication with mother ship (but FM requires line-of-sight transmission and can only be used over short ranges)

# Group Decision Making:

## Scoring:

For each item, mark the number of points that your score differs from the NASA ranking, then add up all the points. Disregard plus or minus differences. The lower the total, the better your score.

**0 - 25 excellent**

**26 - 32 good**

**33 - 45 average**

**46 - 55 fair**

**56 - 70 poor -- suggests use of Earth-bound logic**

**71 - 112 very poor – you're one of the casualties of the space program!**



# Managing the Team's Performance:

**As a Team Leader your Challenges are:**

## **Clearly communicate the team's objectives**

- **Communicate the team's goals and define action plans**
- **Define the tasks and the action plan time-lines involved**
- **If it's not in writing, then it's subject to interpretation**
- **Ever hear "I'm sorry, I thought you meant..", or, "I guess I didn't understand.."**

## **Delegate assignments**

- **Assign tasks, responsibilities, and accountability**
- **Delegate tasks based on team members' abilities and skills**
- **Insure expectations are understood**

## **Monitor efficiency**

- **Regularly review the team's progress**
- **Identify road-blocks and remove them**
- **Insure team members have the resources required to be successful**
- **Insure all team members are working together to the common goal**
- **Mark progress against the planned time-line**



# Managing the Team's Performance:

## ***Characteristics of Well-functioning Teams:***

- ***Purpose:*** Members understand why the team exists and are invested in accomplishing its mission and goals
- ***Priorities:*** Members know what needs to be done next, by whom, and by when
- ***Roles:*** Members know their roles in getting tasks done and when to allow a more skilled member to do certain tasks
- ***Personal Traits:*** Members feel their unique personalities and skills are appreciated and well utilized
- ***Collaboration:*** Members not only work well together, but communicate openly and freely
- ***Effectiveness:*** Members find team meetings efficient and productive
- ***Success:*** Members know clearly when the team has met with success



# A Parting Thought Regarding Team Building

***“When a team outgrows individual performance and learns team confidence, excellence becomes a reality.”***

**- Joe Paterno**



# *Questions*







# NMI 1: Leadership Skills – The Journey Continues Questionnaire / Survey

*Here is your chance to rate this program.  
We need your comments and suggestions to improve this course.*

*You can and do make a difference!*

**Please take a moment to complete the Survey  
inserted in this book for improvements and  
feedback.**

*Thank You!*



# ***Congratulations !***

**You have just completed Session 2 of  
The Sons of The American Legion  
National Management Institute**



# Thank You!

## National Management Institute 2

### Leadership Skills

### The Journey Continues

*See you Next Year at NMI 3...*