

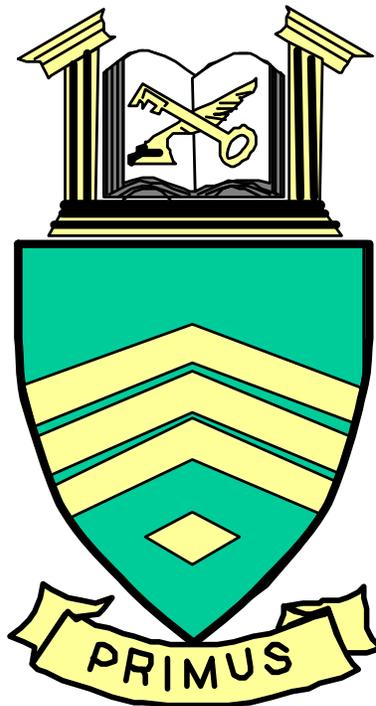
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

W659R (052002)

OCT 02

DEVELOP A PLANNING STRATEGY

STUDENT HANDOUT



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Appendix D**Index of Student Handouts**

**This
Appendix
Contains**

This Appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Student Slide Note Sheets	SH-2-1 thru SH-2-4
SH-3, Procrastination	SH-3-1 thru SH-3-5

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Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of three hours of small group instruction.

Overview Awareness of all the tasks to accomplish is one of the basics of effective time management. Though many people keep track of day-to-day activities in their heads, effective time managers facilitate planning and productivity by making a task list. If you develop the skill of listing tasks regularly, you will benefit in several ways:

- . You will be less likely to forget even minor tasks.
- . You may procrastinate less when you have a realistic idea of the work that needs doing, and the time available to do it.
- . You will have more flexibility when deciding what to do and when to do it, because you determine which tasks have high priority.
- . You have both a short- and long-range view of work scheduled.

Learning Objective Terminal Learning Objective (TLO)

Action: Develop a company level planning strategy.

Condition: As a first sergeant in a classroom environment, given UR 350-9, The 7 Habits of Highly Effective People, and SH-3.

Standard: Develop a company level planning strategy IAW UR 350-9, The 7 Habits of Highly Effective People, and SH-3.

ELO 1 Review doctrine responsibilities.

ELO 2 Control procrastination.

ELO 3 Manage effective time planning strategies.

Assignment The student assignments for this lesson are:
Read: The 7 Habits of Highly Effective People, p 71 and 78, 81 thru 88, and 149 thru 154; SH-3; and UR 350-9, chapter , and Appendix P.

**Additional
Subject Area
Resources**

None.

Bring to Class

All reference material
Pen or pencil and writing paper.

**TERMINAL LEARNING
OBJECTIVE**

**Develop a company level planning
strategy**

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**COMPANY LEADERSHIP TEAM
MISSION-BOX RESPONSIBILITIES**

- Providing leadership over station commanders and recruiters.
- Providing guidance for effective planning.
- Effectively analyzing the Station Production Management System.
- Maintaining sales through training and development.
- Identifying training needs through “choke” points.

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**TIME MANAGEMENT AND
MISSION-BOX SUCCESS**

**Effective time management
=
Mission-box success**

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COMPANY LEADERSHIP TEAM (CLT) TIME MANAGEMENT

- **General.**
- **Procedures.**
 - **Daily.**
 - **Stick to the plan.**
 - **Weekly.**
 - **Monthly.**
- **Analysis.**
 - **Commander/1SG plan together.**
 - **CLT present to impact production.**

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PROCRASTINATION

- **Excuses.**
- **Causes.**
- **Remedies.**
- **Techniques to manage.**

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PROACTIVE MODEL

- **Freedom to choose.**
- **Proactive language.**

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CIRCLE OF CONCERN

- Proactive focus.
- Reactive focus
- Direct, indirect, and no control.
- Expanding the circle of influence.

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FOUR GENERATIONS OF TIME MANAGEMENT

- Notes and checklists.
- Calendars and appointment books.
- Current time management.
- Do not manage time, manage yourselves.

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TIME MANAGEMENT MATRIX

	URGENT	NOT URGENT
I M P O R T A N T	QUAD 1	QUAD 2
N O T I M P O R T A N T	QUAD 3	QUAD 4

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This is a USAREC developed handout.

STUDENT HANDOUT 3

PROCRASTINATION: TEN WAYS TO "DO IT NOW"

Procrastination plagues us all at one time or another. For some, it is a chronic problem. Others find that it hits only some areas of their lives. The net results, though, are usually the same--wasted time, missed opportunities, poor performance, self-deprecation, or increased stress.

Procrastination is letting the low-priority tasks get in the way of high-priority ones. It's socializing with colleagues when you know that important work project is due soon, watching TV instead of doing your household chores, or talking about superficial things with your partner rather than discussing your relationship concerns.

We all seem to do fine with things we want to do or enjoy doing for fun. However, when we perceive tasks as difficult, inconvenient, or scary, we may shift into our procrastination mode. We have very clever ways of fooling ourselves. See how many of the following excuses hit home for you:

- I will wait until I am in the mood to do it.
- It is OK to celebrate ... besides, I will start my diet (sobriety) tomorrow.
- My health problem is not that bad. Time will heal this pain.
- There is plenty of time to get it done.
- Why does the boss give us so much to do? It is not fair.
- It is too hard to talk about. I do not know where to begin.
- I work better under pressure so I do not need to do it right now.
- I have too many other things to do first.

Once exposed, these self-defeating statements do not sound so convincing. However, when we privately tell ourselves these excuses, they seem quite believable. Do not fool yourself by how innocent they sound. They get us to postpone important tasks and duties.

CAUSES

Procrastination is a bad habit. Like other habits, there are two general causes. The first is the "crooked thinking" we employ to justify our behavior. The second source is our behavioral patterns.

A closer look at our crooked thinking reveals three major issues in delaying tactics-- perfectionism, inadequacy, and discomfort. Those who believe they must turn in the exemplary report may wait until they review all available resources or endlessly rewrite draft after draft. Worry over producing the perfect project prevents them from finishing on time. Feelings of inadequacy can also cause delays. Those who "know for a fact" that they are incompetent often believe they will fail and will avoid the unpleasantness of having their skills put to the test. Fear of discomfort is another way of putting a stop to what needs doing. Yet, the more we delay, the worse the discomforting problem (like a toothache) becomes. Our behavioral patterns are the second cause. Getting started on an unpleasant or difficult task may seem impossible. Procrastination is like the physics concept of inertia-- a mass at rest tends to stay at rest. To start a change rather than to sustain a change requires greater forces. Another way of viewing it is that avoiding tasks reinforces procrastination, which makes it harder to get things going. Not knowing what to do--not the lack of desire--may also be what sticks a person. Here are some things to break the habit. Remember, do not just read them, go ahead and do them!

REMEDIES

1. Rational Self-Talk. Those old excuses really do not hold up to rational inspection. The "two-column technique" will help. Write down all your excuses on one side of a piece of paper. Start challenging the faulty reasoning behind each of the excuses. Write down your realistic thoughts on the opposite side of each excuse. Here are two examples of excuses and realistic thoughts.

EXCUSE: I am not in the mood right now.

REALISTIC THOUGHT: Mood does not do my work, actions do. If I wait for the right mood, I may never get it done.

EXCUSE: I am just lazy.

REALISTIC THOUGHT: Labeling myself as lazy only brings me down. My work is separate from what I am as a person. Getting started is the key to finishing.

2. Positive Self-Statements. Incorporate a list of self-motivating statements into your repertoire of thoughts. Consider this:

- "There is no time like the present."
- "The sooner I get done, the sooner I can play."
- "There is no such thing as perfectionism. It is an illusion that keeps me from doing what I have to do right now."

- "It is cheaper and less painful if I do it now rather than wait until it gets worse."
3. Don't make assumptions. Jumping to the conclusion that you will fail or that you are no good at something will only create a wall of fear that will stop you cold. Recognize that your negative predictions are not facts. Focus on the present and what positive steps you can take toward reaching your goals.
 4. Design Clear Goals. Think about what you want and what you need to do. Be specific. If it is getting that work project completed by the deadline, figure out a timetable with realistic goals at each step. Keep your sights within reason. Having goals too big can scare you away from starting.
 5. Set Priorities. Write down all the things that you need to do in order of their importance. The greater the importance or urgency, the higher their priority. Put "messaging around" (distractions) in its proper place - last! Start at the top of the list and work your way down.
 6. Break Down the Tasks. Big projects feel overwhelming. Break them down into the smallest and most manageable subparts. You will get more done if you can do it piece by piece. For example, make an outline for a written report before you start composing, or do a small portion of the job rather than doing it all at once. Breaking jobs down works especially well with the unpleasant jobs. Most of us can handle duties we dislike as long as they only last for a short time and we do them in small increments.
 7. Get Organized. Have all your materials ready before you begin a task. Use a daily schedule and have it with you all the time. List the tasks of the day or week realistically. Check off the tasks when you have completed them.
 8. Take a Stand. Commit yourself to doing the task. Write yourself a "contract" and sign it. Better still; tell a friend, partner, or supervisor about your plans.
 9. Use Prompts. Write reminders to yourself and put them in conspicuous places like on the TV, refrigerator, bathroom mirror, front door, and car dashboard. The more we remember the greater the likelihood we will follow through with our plans.
 10. Reward Yourself. Self-reinforcement has a powerful effect on developing a "do it now" attitude. Celebrate, pat yourself on the back, smile, and let yourself enjoy the completion of even the smallest of tasks. Do not minimize your accomplishments. Remember that you are already that much closer to finishing those things that you need to do. Go ahead, get started ... NOW!

Techniques to Manage Procrastination

Set Priorities.

Not: I do not know where to begin, so I cannot begin at all.

Not: I have to do EVERYTHING! Nothing less will do.

Instead: The most important step is to pick one project to focus on.

Break the Task down into Little Pieces

Not: There is so much to do, and it is so complicated. I am overwhelmed by my English term paper.

Instead: I do not have to do the whole project at once. There are separate small steps I can take one at a time to begin researching and drafting my paper.

Set Up Small, Specific Goals.

Not: I have to write my thesis within two months.

Instead: If I write two pages per day, Monday-Friday, I can finish a first draft in one month. I will have a revised final draft in 2 months.

Take One Small Step at a Time.

Not: It is too much. I will never get it all done.

Instead: What is the one next step on my list? I will concentrate on that step for right now

Reward Yourself Right Away when you accomplish a Small Goal.

Not: I cannot take any time out until I am completely finished.

Instead: I spent an hour working. Now I will call a friend.

Use a Time Schedule.

Not: I must devote the whole week to this project.

Instead: I can use these times this week to work on my project:
Monday 7-8; Tuesday 7-9; Saturday 10-12.

Learn How to Tell Time.

Not: Sorting through these papers and reorganizing my file cabinet will be a snap. It will not take me more than an hour, so I can do it any time.

Instead: Sorting papers always take longer than I expect, so I will start tonight. I will spend 1 hour filing one stack of papers.

Optimize Your Chances for Success.

Not: I will do my writing this weekend at home.

Instead: I will write during the week in a library. (Choose whatever conditions are optimal for you to get work done.)

Delegate, if possible.

Not: I am the only person in the world who can do this.

Instead: I do not have to do this all by myself. I can ask someone else to do part of the job and still feel a sense of accomplishment.

Just Get Started.

Not: I cannot write this speech until inspiration hits me.

Instead: I will write what first comes to mind, and then improve it later.

Look at What You Have Accomplished.

Not: I have barely made a dent in all there is to do.

Instead: I have reviewed my lecture notes and read three chapters. That will not guarantee me an "A," but it is more than I did yesterday.

Be Realistic!

Not: I should be able to work full-time, take 4 classes, be president of the Esperanto Club, spend more time with friends, and play tennis 2 hours a day with no trouble at all.

Instead: I have limits. I can take on fewer responsibilities and still like myself.

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