

WORKING TOGETHER & TIME MANAGEMENT

Presented Rodney O. Jackson, MBA, CSFO, GMC,
Director of Finance-Fayette County Public Schools

I. Introduction

Biographical Information of Presenter

Mr. Rodney O. Jackson, M.B.A, C.S.F.O., C.S.F.M., G.M.C.,

I have served as the Finance Director for the Fayette County School District since 2006. Prior to serving in this current position, I served the District as Grant Accountant and Associate Director of Finance from 1999 until I was named Director of Finance. I am primarily responsible for a \$750 million annual budget and all other activities associated with the finances of the District. I have a staff of 32 people, who work in the departments of payroll, fixed assets, accounts payable, school accounting, grants, revenue/tax collection & insurance/benefits.

I am the recipient of the P.G. Peoples Leadership Award , LYPA Rising STAR Award, and the Leadership and Dedication Award presented by Kappa Alpha Psi. I also serve on many local boards: United Way, Urban League, Bank of Bluegrass, YMCA, Commerce Lexington MDAC, and I served 2 terms as President of Lexington Urban League Young Professionals.

I received my undergraduate degree in Accounting from the University of Kentucky in 1994 and my MBA from U.K. in May 2000. I have also successfully completed Superintendent Co-hort classes

I. Introduction

Introduction Continued

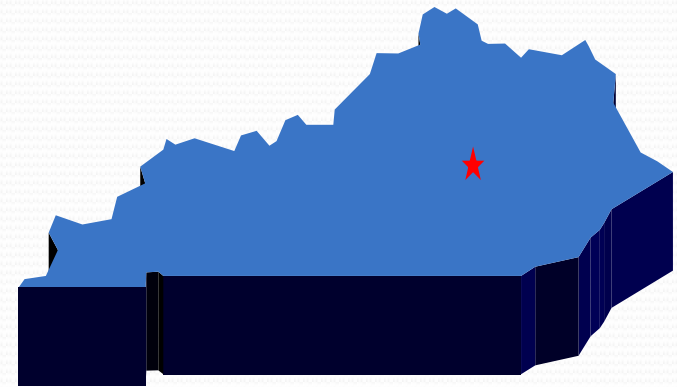
I received my Grants Management Certification in 2004. I am also a Certified Financial Manager (2006) and 1 of the first 2 in the state of KY to receive the designation of Certified School Finance Officer from the University of Kentucky's Gatton School of Business in 2008. In 2017, I was named the Diversity and Inclusion Person of the year by Urban League of Lexington Fayette County.

Member of:

- KASBO (KY Association of School Business Officials)-President
- SASBO –Emerging Leader
- NASBE (National Association Black School Educators)
- SHRM (Society of Human Resource Managers)
- Kappa Alpha Psi (Kappa Tau Chapter-UK and Lexington Alumni)
- Leadership Lexington
- Bethsaida Baptist Church

Where I Come From

- Approximately 42,000 students (2nd largest is state of KY)
- Over 7500 regular employees
- Annual budget \$750 million
- 69 schools and programs
- KY has 171 school districts
- No charter schools (some on the way)
- 2/3 have fewer than 3000 students
- Largest has 94,000 students (metro Louisville)
- Smallest has 109 (independent)



WHO LIKES CHANGE?

A WET BABY



ARE YOU COMFORTABLE?

Comfortable and Change do not mix. The paradox is that change is the only constant. To grow and evolve, we must change and stretch beyond our comfortable zone. TODAY, I AM GOING TO TAKE YOU OUT OF YOUR COMFORT ZONE.....

Consider this...If you are comfortable with the activities you engage in, then you are simply doing what you've already doing. Which will produce the same results as before.

However if you embrace change it will become uncomfortable at times. The lesson is that if it is uncomfortable. It is probably the right thing to do and the quickest path to success. So Get Comfortable with being UNCOMFORTABLE today... Because we are striving for Success!



Question for you!!

**WHAT IS A
LEADERS FIRST
RESPONSIBILITY?**

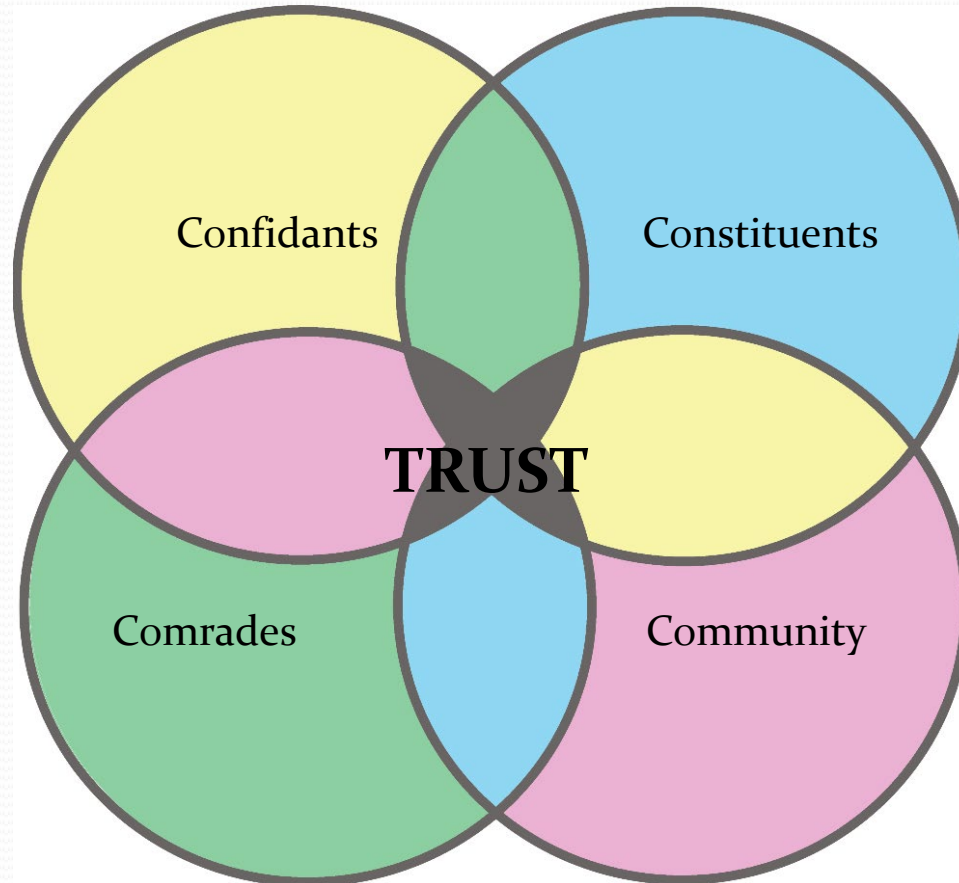
The first responsibility is to define reality...You do so by...

1. Control your destiny (time), or someone else will.
2. Face reality as it is, not as it was or as you wish it were.
3. Be candid with everyone.
4. Don't manage, lead.
5. Change before you have to.
6. If you don't have a competitive advantage, don't compete.

Continually cast a realistic eye on....

- ***The Situation***- it is often worse than you think.
- ***The Process***- it usually takes longer than you think.
- ***The Price*** – it always costs more than you think.

Building & Working in A Team





“Quote”

SOME CAUSE HAPPINESS
WHERE THEY GO.

– OSCAR WILDE



“Quote 2”

SOME CAUSE HAPPINESS
WHEN THEY GO.

.....ANONYMOUS



“Quote #3”

**THE CHOICES
YOU MAKE,
MAKE YOU!**

An Experience Example

There is a parable of a fox, a wolf, and a bear. One day they went hunting together, and after each of them caught a deer, they discussed how to divide the spoils. The bear asked the wolf how he thought it should be done. The wolf said everyone should get one deer. Suddenly the bear ate the wolf. Then the bear asked the fox how he proposed to divvy things up. The fox offered the bear his deer and then said the bear ought to take the wolf's deer as well. "Where did you get such wisdom?" asked the bear. "From the wolf," replied the fox.

- The fox learned from the mistakes of the Wolf. Fox also learned that if he can't win. Don't Compete



The Thought Process of the Fox

- The Ability
- The Challenge
- Your willingness

The Thought Process of the Fox

1. Ability High, Challenge low-Willingness high
2. Ability low, Challenge High-Willingness low
3. Ability high, Challenge High-Willingness high

CLIMBING VERSUS CONNECTING

BE A CONNECTOR, NOT JUST A CLIMBER

- Climbers think vertical – Connectors think horizontal.
- Climbers focus on position – Connectors focus on relationships.
- Climbers value competition – Connectors value cooperation.
- Climbers seek power – Connectors seek partnerships.
- Climbers build their image – Connectors build consensus.
- Climbers want to stand apart – Connectors want to stand together.

YOU

SCHOOLACCTG

GRANTS
MGMT

FINANCE
DUTIES

PAYROLL & INS.

TAXCOLLECTION

EVERY
THING WE
DO RISES
AND FALLS
ON
LEADERSHIP

Don't Judge



Listen Carefully



Walk in Someone Else's Shoes



Crucial Conversations at Top

1. Phenomenal work ethic
2. Very approachable and easy to work with
3. Take ownership of their job
4. They take their job very seriously
5. Dedicated and reliable
6. Do not make excuses
7. Attendance is great
8. Relationship Builder with colleagues and All Stakeholders.
9. Multi-tasker
10. Work is accurate and consistent

Crucial Conversations at the bottom

1. Complacent
2. Brings Personal issues to work and effects their performance
3. Bad Attendance
4. No personality and not approachable
5. Slow and inefficient worker
6. Lack of Patience
7. Does not listen...only hears what they want to hear and misses the message
8. Perception is that they don't care about their job
9. Speaks before thinking
10. Don't know what they don't know or they try to conceal what they don't know

10 Questions for Reflection

1. Do I see myself as the number-one determinant of my department's success or failure?
2. Am I passionate about my role as a leader in our department?
3. Have I defined my purpose for the department that I work in?
4. Do I treat the importance of my position as my mission?
5. Do I have a vision for what I expect for my department to achieve daily, weekly, monthly, and annually?
6. Do I set incremental, clear, long-range goals for myself?
7. Do I plan each day thoroughly, with a view toward the success of my department?
8. Do I have high expectations and standards for myself and my colleagues as applicable and sincerely believe that we will reach them?
9. Do I see myself as a role model for my colleagues and therefore always conduct myself as a professional?
10. Do I conduct daily self-reflections and self-assessments of my professional relationships and work ethic?

How Many Times did you say YES

- 9 or more
- 8 or Less
- 7 or Less
- 6 or Less
- 5 or Less

Translation of Self Reflection into Ranking

- 9 or more –Exceptional
- 8 or Less - Great
- 7 or Less-Good
- 6 or Less-Average
- 5 or Less – Got Work to Do

TIME MANAGEMENT

WOULD YOU LIKE
TO READ MY BOOK
ON TIME MANAGE-
MENT?

YES.

THESE PAGES
ARE BLANK.

I JUST SAVED
YOU THREE HOURS.

DILBERT.COM @SCOTTADAMSSAYS

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Time Management

- Time Wasters
- Self Mastery
- Planning Mastery
- 10 Time Mastery Techniques

TIME

One of Life's Greatest Asset



TIME MANAGEMENT

ARE YOU MANAGING
TIME OR IS TIME
MANAGING YOU?

Internal Time Wasters

Not accepting
delegation

Fire Fighting

Lack of Plans

Lack of
Priorities

Open Door
Policy

Procrastination

Social
Networking

External Time Wasters

Telephone

Meetings

Paperwork

Delays



Time wasters are essentially the same for all busy people. Fortunately, once identified they can be eliminated with minimal effort.

Identify Time Wasters

Lack of
Planning

Under-
challenged
Subordinates

Lack of
Training

Crisis
Syndrome

Haphazard
Exposure

Being Over-
Specialized

Being Under-
Specialized

Unnecessary
/Poorly Held
Meetings

Indecision

Identify Time Wasters

Lack of
Deadlines

Failure to use
Travel Time

Poorly
Arranged
Space

Insufficient
Delegation of
Authority

Overlapping
Assignments

Poor Sense of
Humor

Disappearing
Without
Notice

Playing
Favorites

Poor Use of
Technology

Identify Time Wasters

Messiness

Blaming
Others

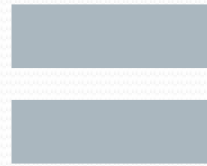
Blaming
Others

Lack of
attention to
Co-Workers

Fatigue



Time
Management



Self
Management

THE PURPOSE OF TIME IN ACCOUNTABILITY

- I. Building a Sensitivity To Time As An Important Resource
- II. Uniqueness of the time resource
- III. Value to be gained by using time savers

FINDING WAYS TO IMPROVE THE USE OF TIME

- a) We will Identify our time wasters
- b) Planning and goal setting
- c) Blocking interruptions
- d) Identifying time savers

PURPOSE OF IMPROVING TIME MANAGEMENT

Improving Communication

- a) With superiors, colleagues, and peers
- b) Achieving a more pleasant work atmosphere

Reduce and the Crisis Atmosphere

- a) Time management is self management
- b) Impact of stress on individuals
- c) What stress does to performing and learning
- d) Work fewer hours by working smarter

Question

WHO ARE OUR STAKEHOLDERS?

The Answer

- School district Kids
- Employees
- Taxpayers
- Colleagues
- Supervisors
- The community



Time Mastery

Self Mastery

Self Mastery

- No such thing as Time Management, have to focus on Self Management
- Doing what needs to be done
- Being Proactive instead of Reactive
- It takes outside discipline first and eventually people develop internal discipline
- Self Development is a must
- Own your Calendar

Valuable Technique

- Surround yourself with people who respect and value your time and behave accordingly.

Have a Militant Attitude

- Resent having wasted your time
- How tough are you on those who would undervalue your time?
- How tough are you on yourself?



Self Mastery

- Urgency vs. Importance
- Make a list of the next week's tasks at the end of each and every week
- Take the list and break it into A, B, and C priorities
- Use goals to focus
- Do A's first, B's if you get time and C's are to be done last

Know Thyself

1. Your energy level (when high/low)
2. Your learning style
3. Your unique abilities

(Your 3 most important roles probably make up 90% of the value you contribute to your organization)

“Do what you can, with what you have, where you are.”

Theodore Roosevelt

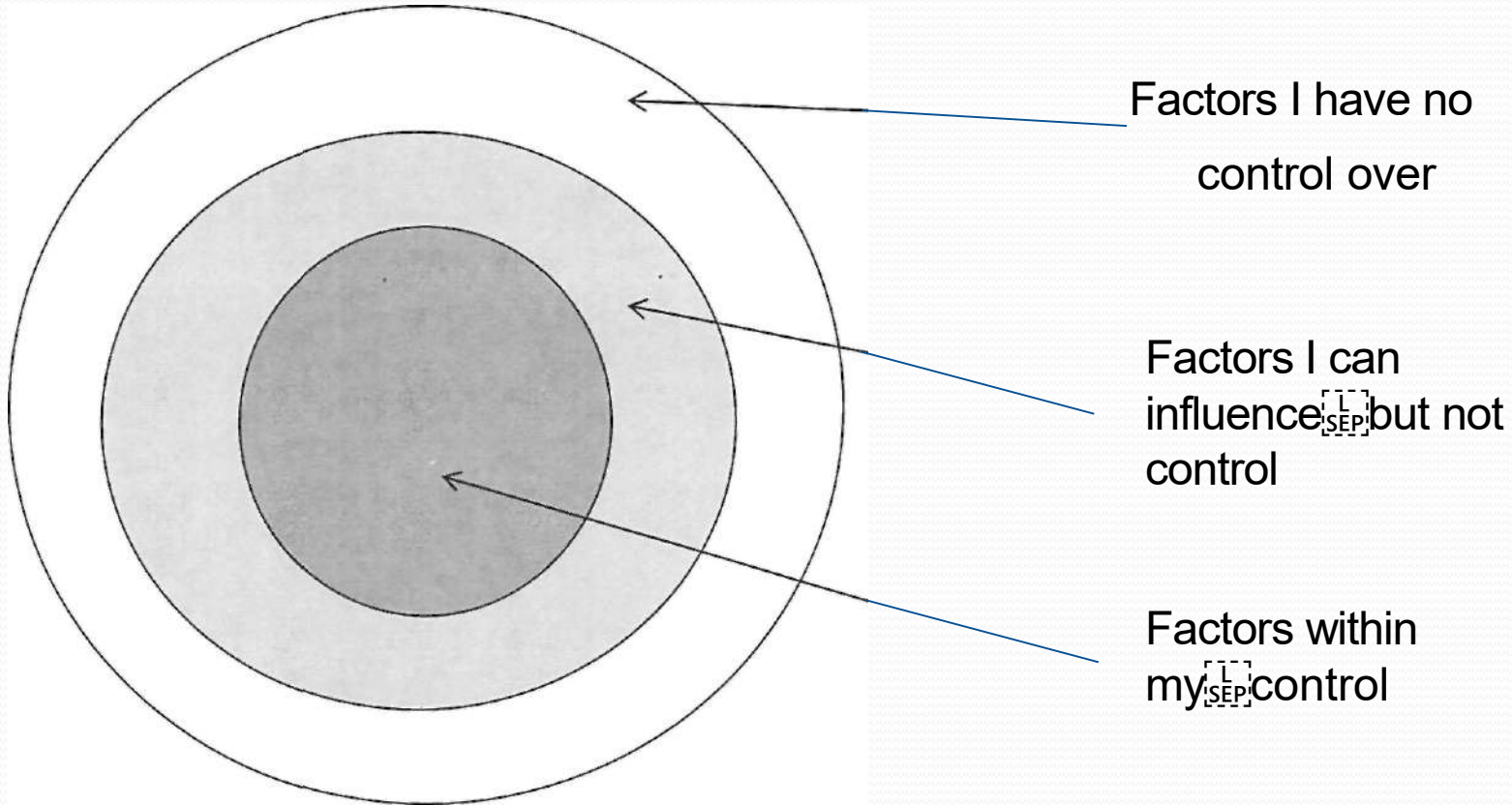
Eat That Frog

Executing the ABCDE Method

- Gather list of tasks, goals, and accomplishments
- Place ABCDE next to each based on importance
 - A: Absolutely must be accomplished-severe consequences
 - B: Should do-consequences not severe
 - C: Nice to do- no consequences and no affect on work
 - D: Can be delegated, if applicable
 - E: Eliminate; not a priority

***Eat That Frog by Brian Tracy**

My “Pond”



Time Target



Time Vampires



- **“Have you got a minute?”**
 - people who drop by-solution is to invite them to go over their items at the end of the day.
- **Mr. Meeting**
 - People do nothing but attend meetings-you need to stop and evaluate: do you really need to be in or hold this meeting- is there a more time efficient way to handle this?
- **Mr. Trivial**
 - People who cannot differentiate between important, unimportant, major to minor- get them to rate how important it is and let them know you are only dealing with 9 & 10's
- **Emotional Crisis**
 - Some people magnify everything- usually they do not want solutions- cut to the core of the problem and provide you with two possible solutions
- **Time Vampires only succeed if you allow them to**
 - It is your fault if you buy into them



Planning Mastery

Benefits of Planning

- More Energy
- More Relaxed
- More Confident
- More Done

Planning is.....

“A vaccination against day to day firefighting.”

David Allen

Getting Things Done

Problems

1. Insufficient resources
(Too much to do-Not enough time)
2. Our jobs keep changing
(Technology-Economy)
3. Volume and variable nature of most professionals workload
4. Anything that causes you to over-react or under-react can control you and often does
5. Bring 3 solutions to every problem.

ARE YOU STARING UP OR STEPPING UP?

“Vision is not enough; it must be combined with venture. It is not enough to stare up the steps, we must step up the stairs.”

Vaclav Havel

Planning Mastery

- A plan needs to be an Action Plan
- Based on what to do, Not theory
- Develop a plan to do what needs to be done
- A good plan is simple plan

Goal Setting (Be S.M.A.R.T.E.R.)

- **S** pecific
- **M** easurable
- **A** chievable
- **R** esults
- **T** ime Bound
- **E** quitable
- **R** esources

Opportunity Valuing

- In short, a “thing” has to be worth x-dollars, whatever you decide x must be, for you to even touch it, think about it, or be involved in it sales.
- This is especially important in valuing your time
- Many professionals hang onto employees that consume far, far more time than they can ever be worth.
- Better to send them to a competitor or delegate them to someone else.

Stewardship

- TRUST but VERIFY
- Define what is to be done.
- Be certain the person you delegate to understands what is to be done.
- Explain why it is to be done
- Teach how it is supposed to be done without micromanaging
- Be sure the person understands the how-to – process
- Set the deadline or completion date to report progress and follow-up
- **“Promise Less and Deliver More” Be sure you have an agreement on date and time.**





10 Time Mastery Techniques Worth Using

1. Know thyself (calculate value of your time, when is your energy the highest, etc.)
2. Practice absolute punctuality & own your calendar.
3. Make and use lists-schedules, to do lists, people to call lists, conference planners, tame the phone and email. Use Technology, Smart phones, etc
4. Fight to link everything to your S.M.A.R.T.E.R. goals.
5. Eat the frogs in your pond (Do most difficult things first & only worry about what you can control)
6. Block your time- default schedule-Avoid anything that causes you to over-react or under react because it will control you and often does.
7. Minimize Unplanned Activity-everyday should be planned in 30 minute blocks-beginning to end.
8. Profit from “Odd-Lot” time-Listen to tapes, CD’s, I-Pod’s when stuck in traffic, waiting in offices, airports
9. Trust but verify
10. Live off Peak-avoid going to the bank on Friday’s especially after 11:00 a.m., avoid going to the market on a holiday weekend

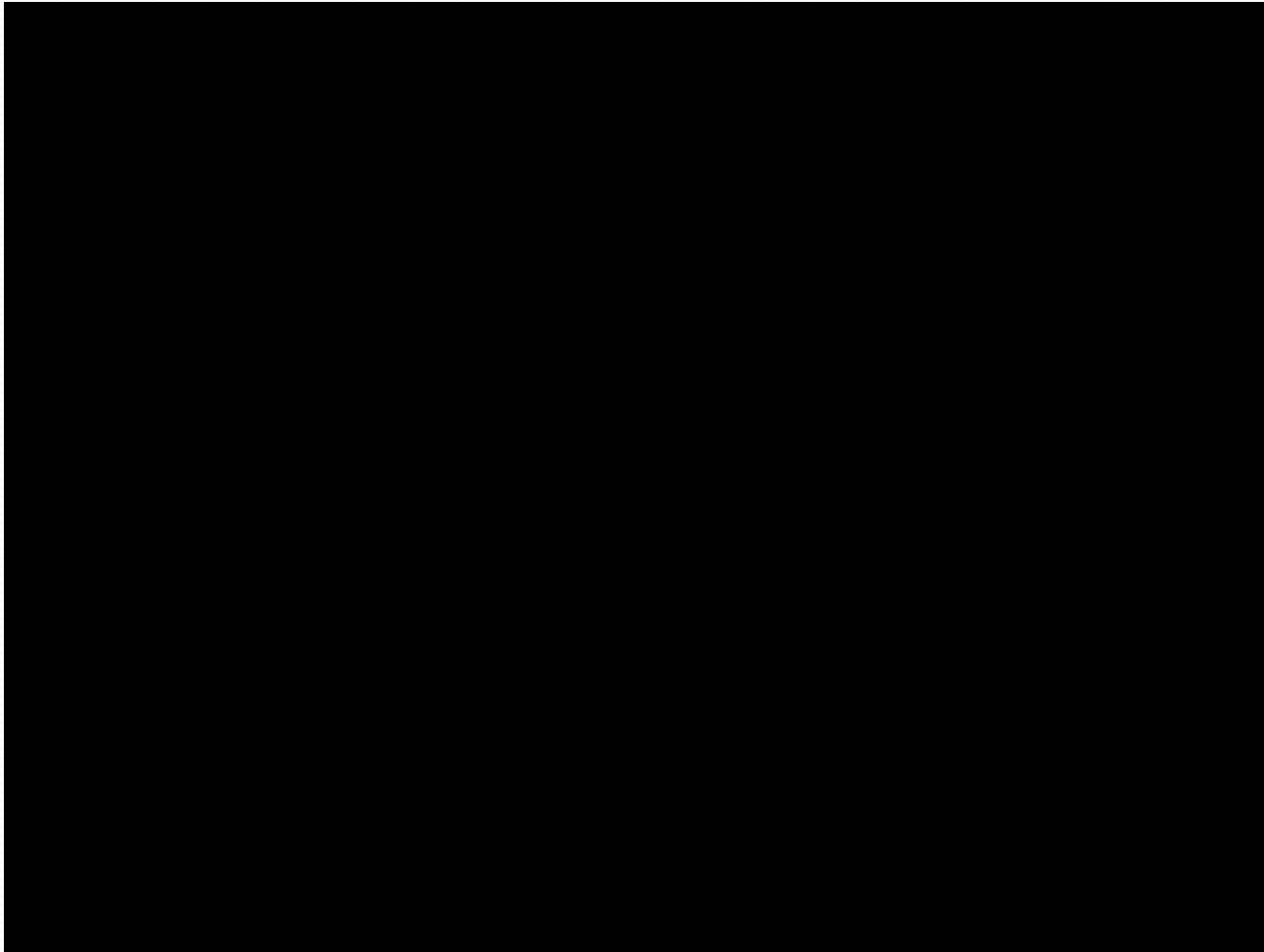
Interruption Strategies

- Get Lost
 - Simply be inaccessible
- Don't answer the phone
 - have a receptionist, voicemail, or answering machine
 - Create a steel curtain of defense
- Regulate e-mail
 - check them at three defined intervals per day
 - 3 D's (Do, Delegate, Delete)
 - Quickly deal with the urgent ones again, integrating all the rest into your next day plan
 - Turn off all your alert bells

Interruption Strategies, cont.

- Set the timer on the bomb
 - If you do not take an incoming call, set the exit time up front
 - *i.e....I have five minutes until I have another call or appointment
- Be busy and be obvious
 - Busy people are less often interrupted than un-busy people
 - When you are visible to others be visibly busy
- Avoid Everyday “Halloween”
 - don’t keep candy or snacks at your desk.
 - When you have candy or snacks, staff stop by to get some and interrupt your time.

Choose Wisely



ANY QUESTIONS?



TOP 10 FINANCIAL ACCOUNTING AND BENEFITS SERVICES (FAB\$) ISM'S

1. EBA you do.
2. Well!
3. (Trust) Trust but verify.
4. (Protect) each other inside and out!
5. (RDR) Respond, don't react!
6. (No Scissors) Cutting corners...don't!
7. (Plan) Plan to work, and work the plan.
8. Excuses...monument of nothingness.
9. Down with OTT (On time and on target.)
10. Excellence- is not an act, but a habit.

****NOTE**When all else fails, refer to #1.**



3 MANAGEMENT LESSONS

I LEARNED IN SCHOOL

LESSON ONE

An eagle was sitting on a tree resting, doing nothing.
A small rabbit saw the eagle and asked him,
"Can I also sit like you & do nothing?"

The eagle answered: "Sure, why not."
"So, the rabbit sat on the ground below the eagle,
and rested. All of a sudden, a fox
appeared, jumped on the rabbit and ate it.

Management Lesson

To be sitting and doing nothing, you must be sitting
very, very high up. >

LESSON TWO

A turkey was chatting with a bull. "I would love to be able to get to the top of that tree," sighed the turkey, "but I haven't got the energy."

"Well, why don't you nibble on some of my droppings?" replied the bull. "They're packed with nutrients."

The turkey pecked at a lump of dung, found it actually gave him enough strength to reach the lowest branch of the tree. The next day, after eating some more dung, he reached the second branch. Finally after a fourth night, he was proudly perched at the top of the tree.

He was promptly spotted by a farmer, who shot the turkey out of the tree.

Management Lesson?

Bullcrap might get you to the top, but it won't keep you there.

LESSON THREE

A little bird was flying south for the winter. It was so cold the bird froze and fell to the ground in a large field.

While it was lying there, a cow came by and dropped some dung on it. As the frozen bird lay there in the pile of cow dung, it began to realize how warm it was.

The dung was actually thawing him out! He lay there all warm and happy, and soon began to sing for joy. A passing cat heard the bird singing and came to investigate. Follow the sound, the cat discovered the bird under the pile of cow dung, and promptly dug him out and ate him.

Management Lesson?

1. Not everyone who craps on you is your enemy
2. Not everyone who get you out of crap is your friend
3. And when you are in deep crap, it's best to keep your mouth shut!

Moment of Clarity

- I learned that.....
- I realized that.....
- I was pleased that.....
- I was not aware of



Time Management Summary

Time Management is Efficiency in the workplace means, when employees carry out the correct task in the right way, with the least waste of time and effort. ‘

In essence, improving workplace efficiency is about leading and helping employees work smarter, not harder!



That's all Folks!