



***Working On Purpose:  
Setting and Achieving Goals, and Managing Time  
More Successfully***

RLI Design Professionals  
Design Professionals Learning Event

DPLE 273

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# ■ Course Description

In this course we learn how to manage time and energy more effectively to achieve greater results with less effort and to successfully set and achieve goals. This includes using the 80/20 rule, entrepreneurial time management principles, fine-tuning how we manage our to do lists - all with the purpose of setting and achieving clearly defined, written goals and objectives.



# ■ Learning Objectives

## Participants will:



Learn the importance of goals and how to detail them in writing;



Review effective elements of goal setting;



Discover how to use Time and Energy More Efficiently; and



Understand how to get better results with the To Do List and the 80/20 Rule.

# ■ Working on Purpose

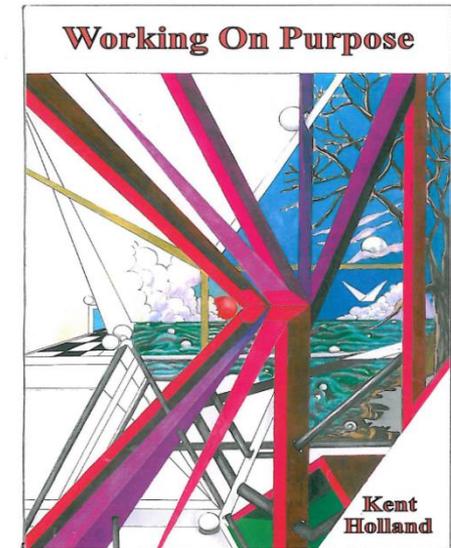


*Written & Presented by:*

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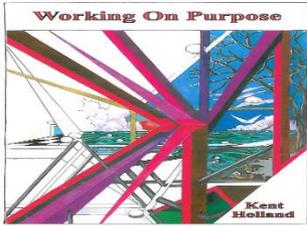
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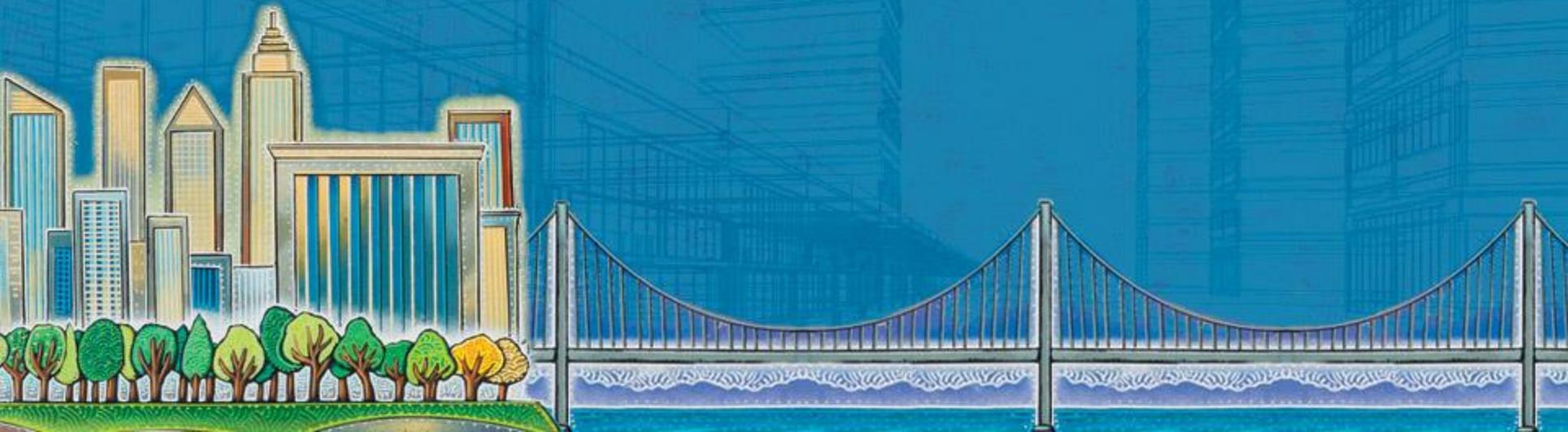


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# Part 1: Setting & Achieving Goals



# ■ Setting & Achieving Goals

**When not seeking goals we begin to stagnate.**

- Only 3 percent of Americans specifically commit their goals to paper.
- In a study at Yale in 1953, researchers interviewed graduating class members and found less than 3 percent established goals or a plan.
- A follow-up study of that class in 1973, found the group with established goals were better adjusted emotionally, socially, and economically. Moreover, the 3 percent with goals were worth more than the other 97 percent of the class members combined.



# ■ Setting & Achieving Goals

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## **Goals: What they do for us**

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Give us a sense of meaning, purpose and direction.

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Enable us to live in present while planning for future.

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Promote our enthusiasm and persistence.

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Help us to prioritize and make us more effective and efficient.

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Provide us a means to evaluate our progress.

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Help us communicate what we want and need.

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# ■ Setting & Achieving Goals

## Elements of Effective Goal Setting

Set goals that come out of your heart – your passion.

Set goals big enough to motivate you but realistically achievable.

State goals as positive statements of what you're doing.

State goals in great detail.

Set long-range goals. Break them down as short-term goals and activities you can begin today.

Set goals to be met on a daily basis.

Share goals with others who will encourage, support and help you, as well as hold you accountable.

Measure and keep track of your progress in achieving your goals.



# ■ Setting & Achieving Goals

## How Big are Your Goals?

Goals should be big enough that they create sufficient excitement to motivate us to accomplish them

In *Good to Great*, Jim Collins calls these Big, Hairy, Audacious Goals (BHAG)



# ■ Setting & Achieving Goals

## Goals: Long and Short

Set long-range goals, and then get started doing short-term activities consistent with the long-range goal.

Keep the big picture always in front of you.

By visualizing into the future you will more likely overcome short-term roadblocks.



# ■ Setting & Achieving Goals

## State Your Goals with Specificity

The more descriptively you state the goal, the more real the goal will become to your subconscious mind and the more ingrained it will become in your psyche.



The more you begin to experience the outcome from this goal as already being reality, the greater the likelihood that it will become true.



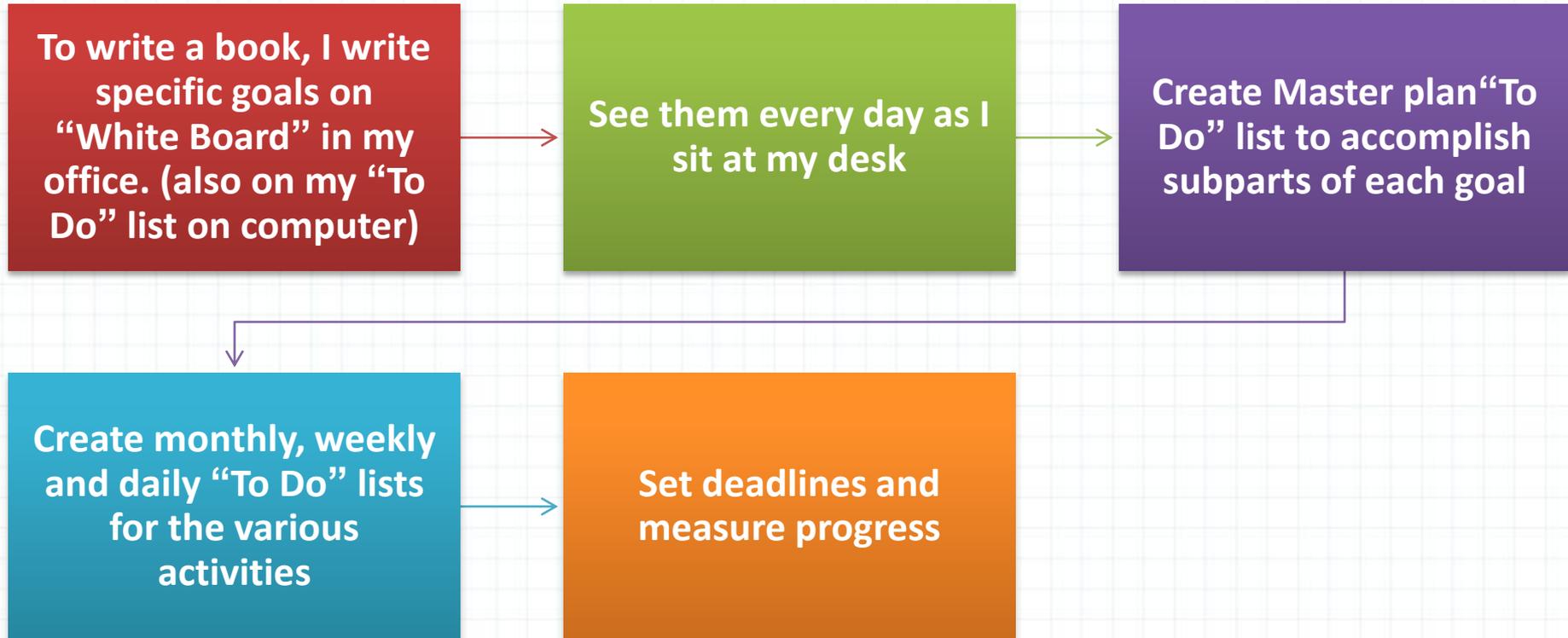
Goals must be specific and focused.

***“I’m driving my new, silver, Chrysler Convertible by this coming Spring.”***



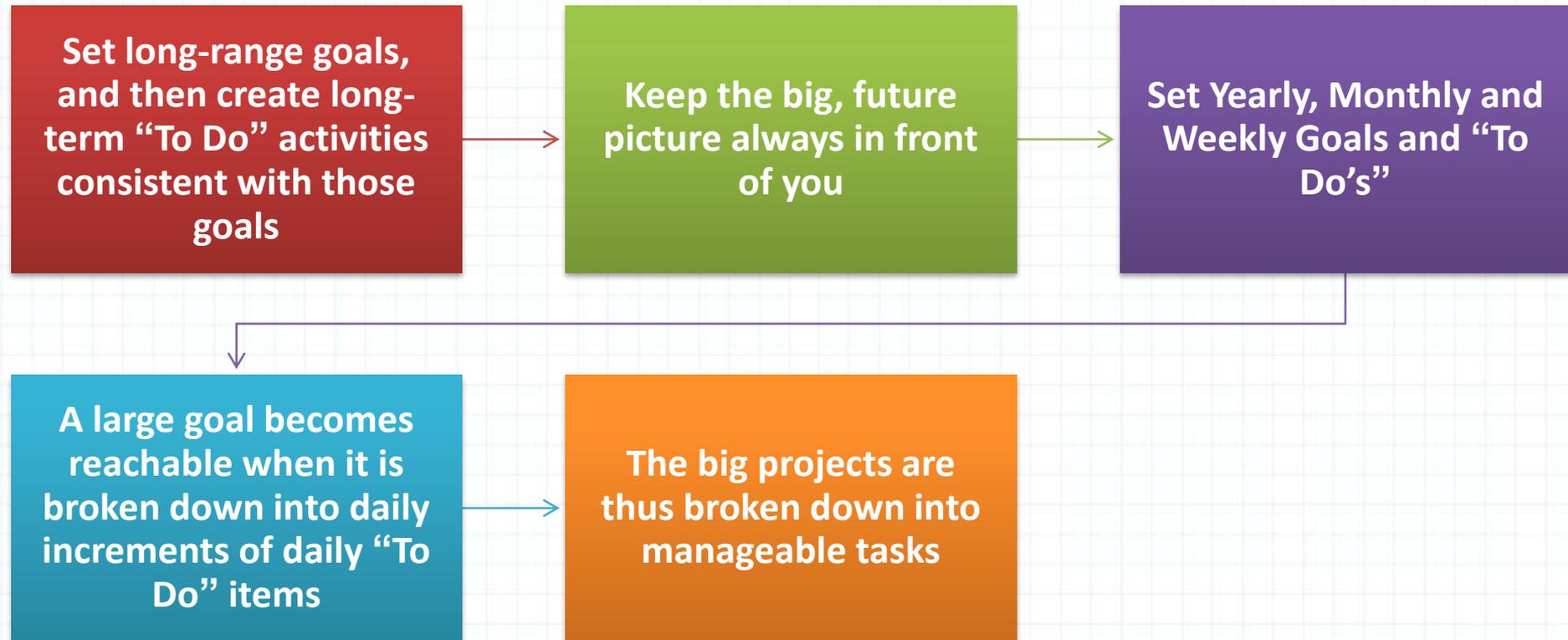
# ■ Setting & Achieving Goals

## Chunking Goals Down to Size



# Setting & Achieving Goals

## Organizing “To Do” List Around Goals



# ■ Setting & Achieving Goals

**Goals are most effective when they are stated as positive statements.**

- State affirmatively what you want to move toward instead of negative goals of what you want to stop doing or move away from.
- Be certain that your focus is on what you want.



Goals

# ■ Setting & Achieving Goals

## Set Goals to be Met on a Daily Basis

- Unless we chunk the big goal down into manageable daily goals, they will remain nothing more than a day-dream.
- How do you eat an elephant?



# ■ Setting & Achieving Goals

## Share Your Goals with Others

- We need positive feedback to assure us that we're on the right track.
- It helps to have others acknowledge our progress.
- Success begets success.



# ■ Setting & Achieving Goals

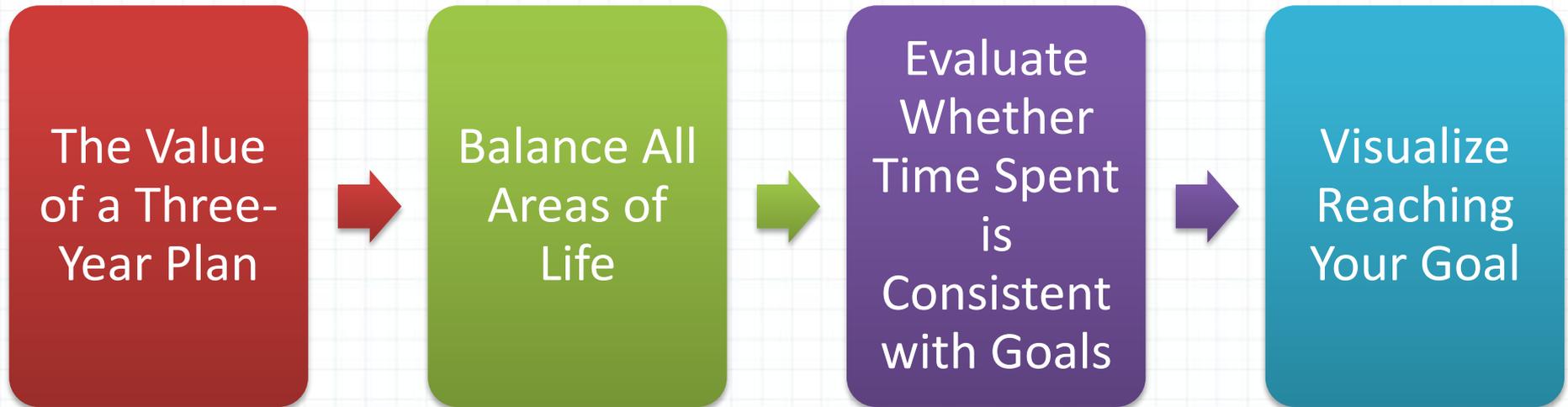
**Establish a way to measure how you are doing in achieving your goals.**

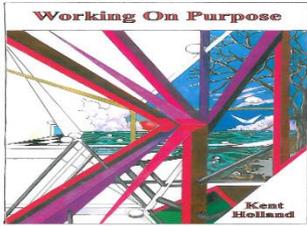
- It's easier to measure accomplishment of specific details than it is vague generalities.
- We need language precisely defining what we want and how we will know when we have gotten it.
- Otherwise our goals will be meaningless generalities that do not pull us forward into action.



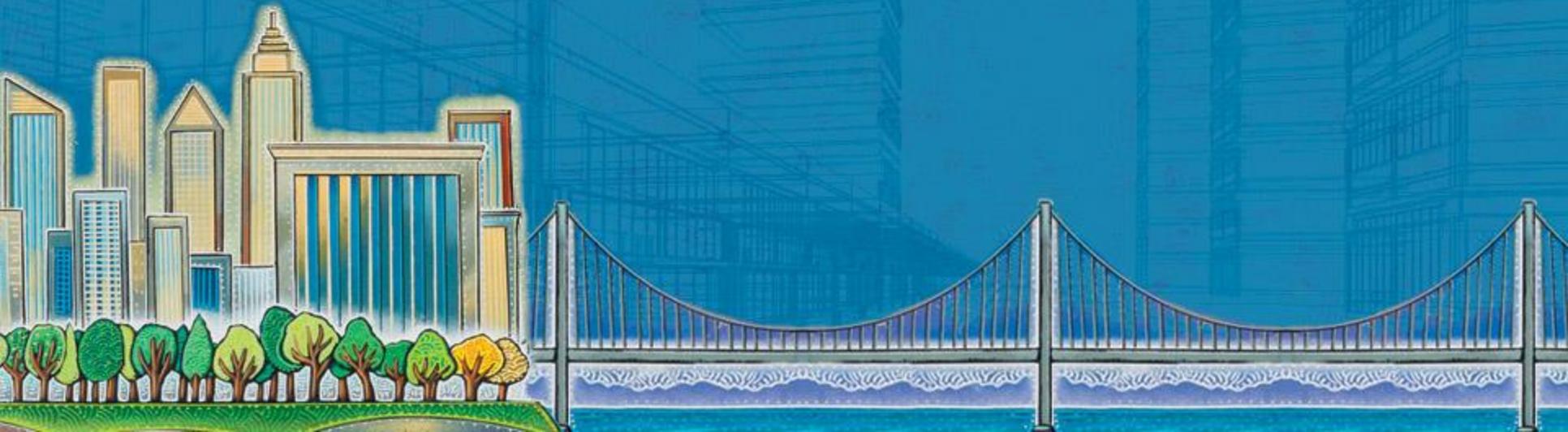
# ■ Setting & Achieving Goals

**Planning for the Long-Term, but with Manageable Time Periods**





# Part 1: Exercises



# Goals Exercise #1: Writing Down Your Goals

- 1) **Write down all your goals.** If time, money and ability were not an issue, and nothing could stop you from succeeding, what goals and activities would you accomplish? *Just write down anything that comes to mind. Don't think too hard on this.*
  - *Short-term—to accomplish as soon as possible*
  - *Intermediate-term—to accomplish within 3 years*
  - *Long-term—to accomplish in your lifetime*
- 2) **Prioritize the Goals you listed.**



# Goals Exercise #2: Refining Goals to Positive Statements

- 1) **Re-write the top two or three goals from each group** (short-term, mid-term, long-term).
  
- 2) **Write them as positive statements of what you are accomplishing** (*Put yourself in the place where you are already accomplishing your goals and describe them from that perspective*);
  - *Make these statements as detailed and specific as you can imagine; and*
  - *State the time period in which you are accomplishing these goals.*



## Goals Exercise #3: Long-Term Goals Beget Intermediate Short-Term Goals

- 1) As you review your long-term goals you will want to chunk them down further into milestones or short-term goals that need to be accomplished along the way to achieve your long-term goals.
- 2) Write down short and intermediate-term goals (not already listed in your previous exercises) that will be needed for you to achieve the long-term goals.
  - *State them in the same positive format.*



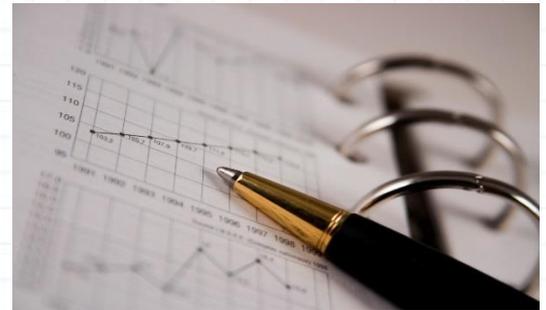
## ■ Goals Exercise #4: Strengths & Resources

- 1) For each goal you wrote down, list strengths and resources you will need to accomplish them.
- 2) For each of these strengths and resources, write down what specific activities you can do to improve on them and use them to better assure your success in achieving the goals.



## ■ Goals Exercise #5: Weaknesses & Barriers to Overcome

- 1) For each of your important goals, list any personal weaknesses or barriers that may get in the way of accomplishing them.
  - *Examples might be things like these: “low energy,” “poor physical fitness,” “unorganized,” “poor use of time,” “addictions,” “temper,” or “not enough education.”*
- 2) Make a list of Weaknesses and Barriers that you feel may be standing in your way of achieving your goals.



## Goals Exercise #6: Developing Good Habits to Overcome Weaknesses

- 1) Referring to the list you made in the last exercise, make a list or table that has three column headings.
  - **In column #1:** “*Weakness/Barrier,*” list each weakness or barrier you identified in the previous exercise.
  - **In column #2:** “*Positive Opposite,*” re-state each negative barrier as its positive opposite.
  - **In column #3:** “*Positive New Habits,*” list positive habits you are developing to *pull* you into the desired change.

*“I’m going to the gym three times a week.”*



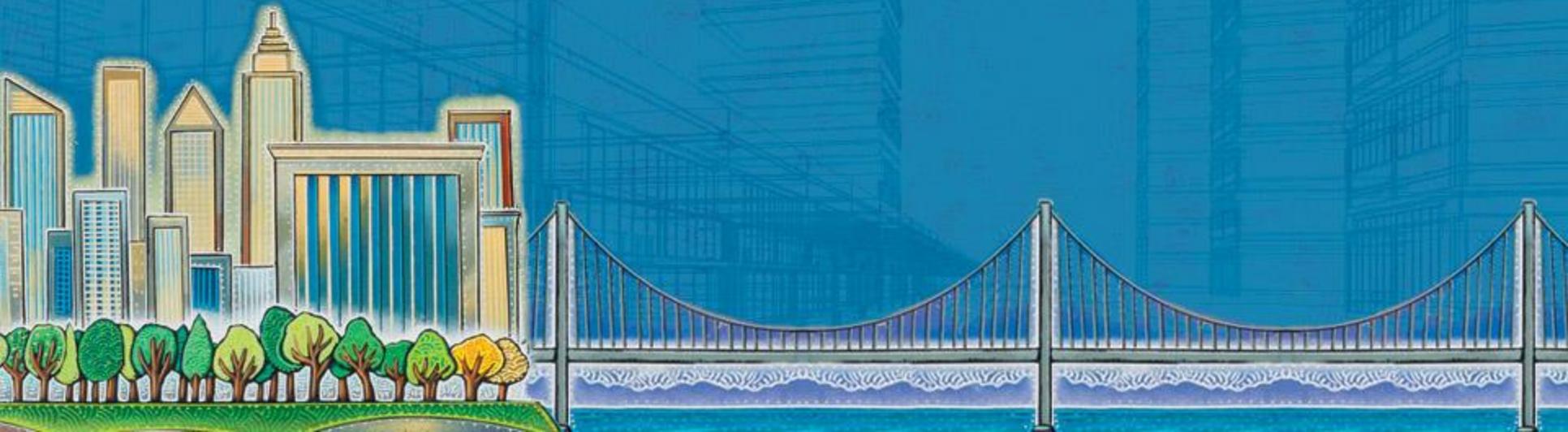
# ■ Goals Exercise #7: Accountability

- 1) Keep track of how well you are following through with your planned new positive habits.
  
- 2) Take the list of positive new activities and habits you noted for yourself in previous exercises and post them someplace where you will see them frequently.
  - On a calendar, a “to do” list, a wall, a refrigerator door, or above your desk.
  
  - Make a check mark or note on the list when you do the activities for growing positive habits.





# Part 2: Managing Time & Energy More Effectively



# ■ Managing Time & Energy More Effectively

## Managing Time Consistent with Our Goals



Part 1 of this workshop addresses “Goals.”



Useful to first evaluate how we use time. Then our “goals” become more apparent from what we do with our time.



Evaluate whether our goals and time utilization are consistent with each other.



Our time must be managed so as to achieve our goals. Otherwise, we may accomplish a lot of “to do” items but feel frustrated, unfulfilled, unsatisfied, because no sense of accomplishment of things that matter the most.



Can result in increased effort (spinning our wheels), burning out and giving up – even becoming depressed.



# ■ Managing Time & Energy More Effectively

## Prioritize our Time (and Goals)

If we pursue every opportunity that is available we will dilute our energy and efficiency

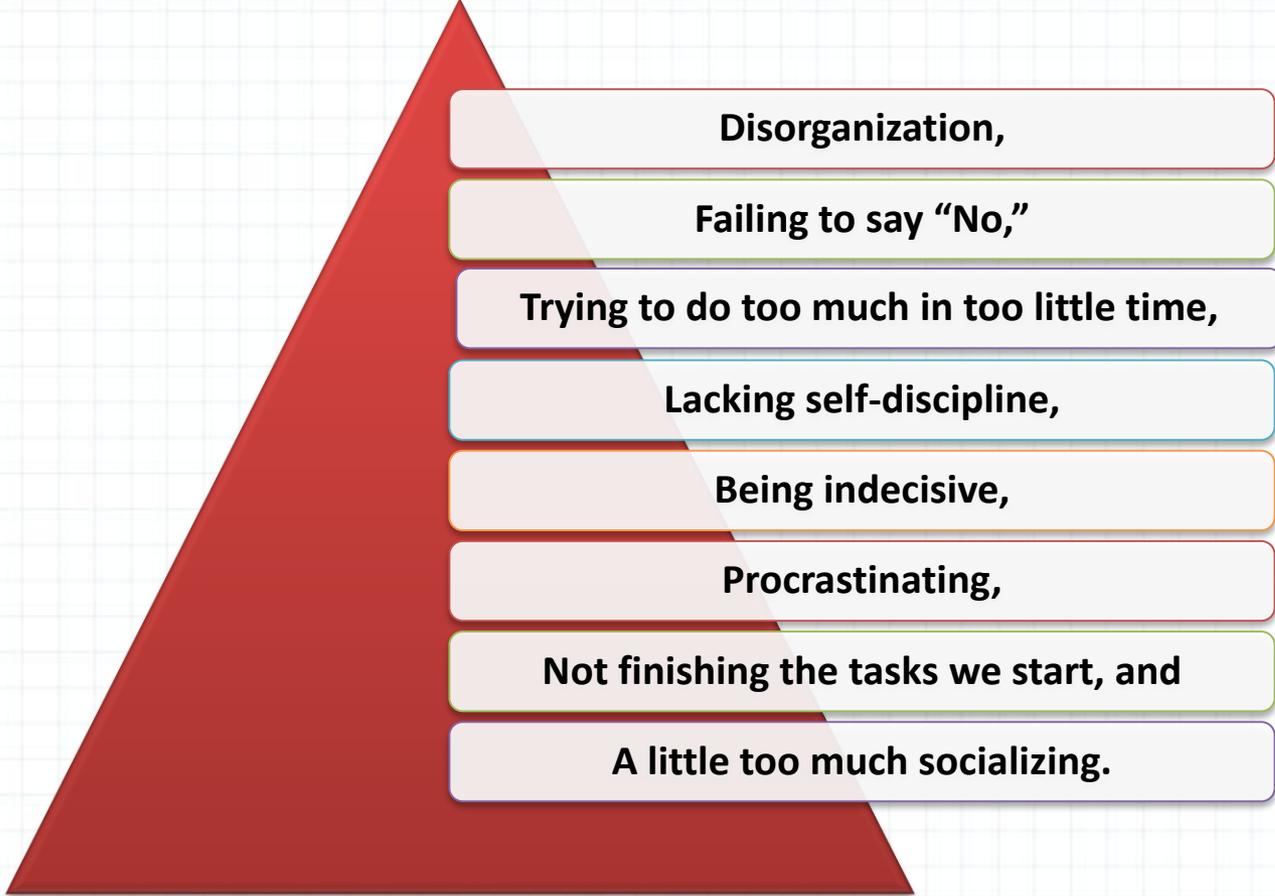
Identify and tackle the “Big Rocks” before doing the less important and mundane. “Big Rocks” is the term coined by Stephen Covey - *First Things First*



# ■ Managing Time & Energy More Effectively

## Dealing with Time Barriers

Some of the most significant time barriers we create include:



**Disorganization,**

**Failing to say “No,”**

**Trying to do too much in too little time,**

**Lacking self-discipline,**

**Being indecisive,**

**Procrastinating,**

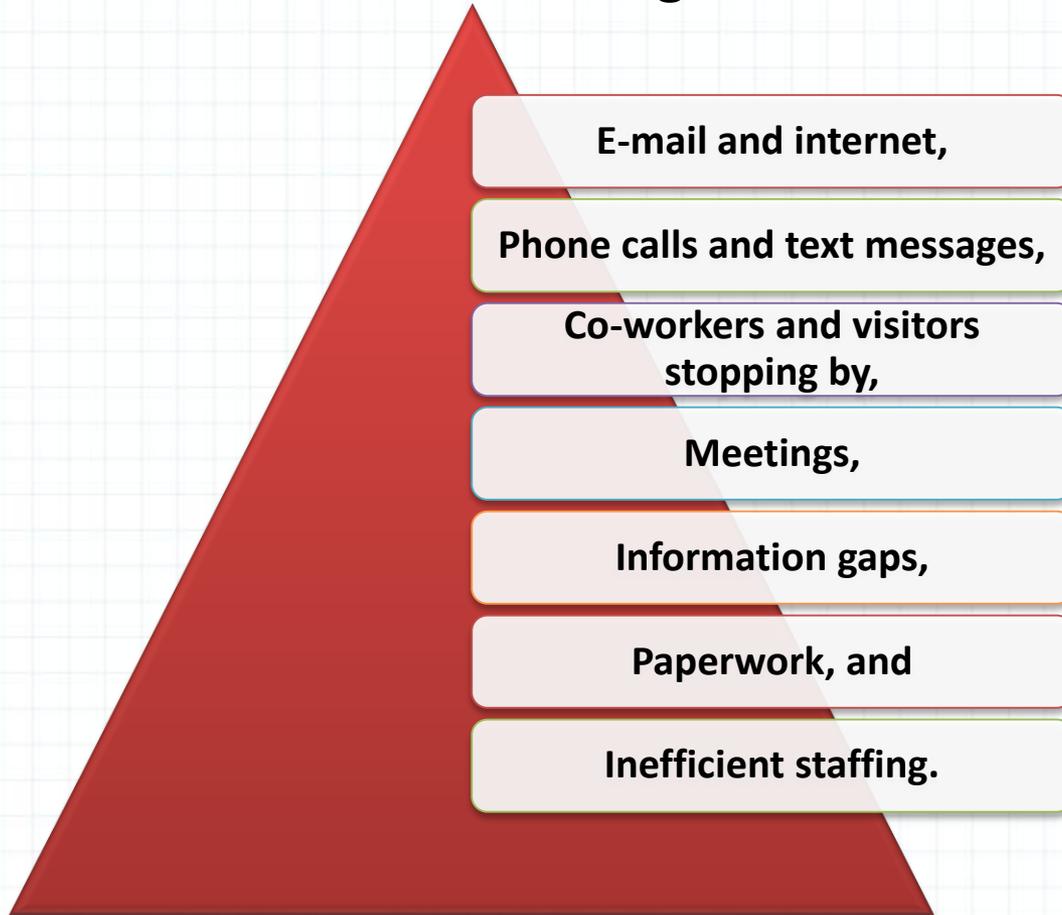
**Not finishing the tasks we start, and**

**A little too much socializing.**

# ■ Managing Time & Energy More Effectively

## Dealing with More Time Barriers

Our environment can also interfere with good use of time:



# ■ Managing Time & Energy More Effectively

## Tracking where time goes...

Do you find yourself wondering where the time went?

Make a list and 3 times a day just jot down what you did in the previous hours.

May be surprised to find an hour got used up checking email over and over again or surfing the news, or in performing insignificant tasks not related to your “Big Rocks.”



# ■ Managing Time & Energy More Effectively

## The Classic “TO DO” list – Still an Effective Tool



Nothing could be simpler than putting into writing what we plan to do.



It doesn't require fancy books or computer programs.



A simple paper pad, word processing program, or smart phone “app” will do just fine.



Calendar the items with specific dates and times for action.



# Managing Time & Energy More Effectively

## What to Include on Your “To Do” List

Start with a *Big Rock* before taking a break to make phone calls, read mail, and perform necessary time-sensitive activities

List only the few big items that must be done

Don't clutter up the list with too many items

As you think of secondary items relating to the big items, add them

By putting fewer items on list, you're more likely to focus on them and get them done



# ■ Managing Time & Energy More Effectively

## Include Work, Family & Play

Time with family, friends, religious activities, sports, and anything else you want to do can be on the list

Treat weekend time and activities just as important as weekday activities

Plan leisure time just as we do work-time

Include physical, emotional and spiritual aspects of life

**GET BALANCED!**

**STAY BALANCED!**



# ■ Managing Time & Energy More Effectively

## Planning the Amount of Time Needed

Everything takes longer than anticipated.

Don't put 10 items down for a single day if it is impossible to do that many.

- Spread them out realistically.
- Or list them in separate column of projects and activities to be done in due course.

Keep the daily list **REALISTIC**.

- Looking at impossible “to achieve” lists can cause despair or distress.



# ■ Managing Time & Energy More Effectively

## How Do We Measure Productivity?

Productivity is measured in terms of whether we accomplish our primary goals and the activities that support those goals. If we fill our day with dozens of activities that we diligently check off our list, but we don't get to our Big Rocks, we have failed!



# ■ Managing Time & Energy More Effectively

## Flexibility & Spontaneity Enhanced in Planning

### Plan your work and work your plan

- ✓ Liberates us to be constructively spontaneous. Gives us freedom to do unplanned things.
- ✓ Knowing we are meeting our plan let's us feel comfortable putting aside planned activities so we can do important, but unplanned, things that come up.
- ✓ Empowers us to take time out to spend on other activities because we know we are accomplishing our Big Rocks.
- ✓ Don't become a slave to your plan and follow it with such fervor that you fail to respond to good opportunities that arise.



# ■ Managing Time & Energy More Effectively

## What is the 80/20 Rule?



**Vilfredo Pareto – 1897**  
**“Pareto Principle”**

He found 20 percent of any given population, of any country during any time period, accounted for 80% of the wealth.



# ■ Managing Time & Energy More Effectively

## Why Does 80/20 Matter to Us?

The 80/20 Rule reveals there is generally a significant imbalance between our efforts and our results.

20 percent of our efforts produce 80 percent of the results.

The other 80 percent efforts produce 20 percent of the results & might even detract from the results produced by the valuable 20 percent time.



# ■ Managing Time & Energy More Effectively

## Applying 80/20 Rule

Seek to be excellent in a few things – not good at many.

Do only what you're best at and enjoy most.

Determine the 20 percent effort that produces the 80 percent return (in every part of your life).

Don't chase every opportunity. Work less by applying your time and energy only to key valuable goals.

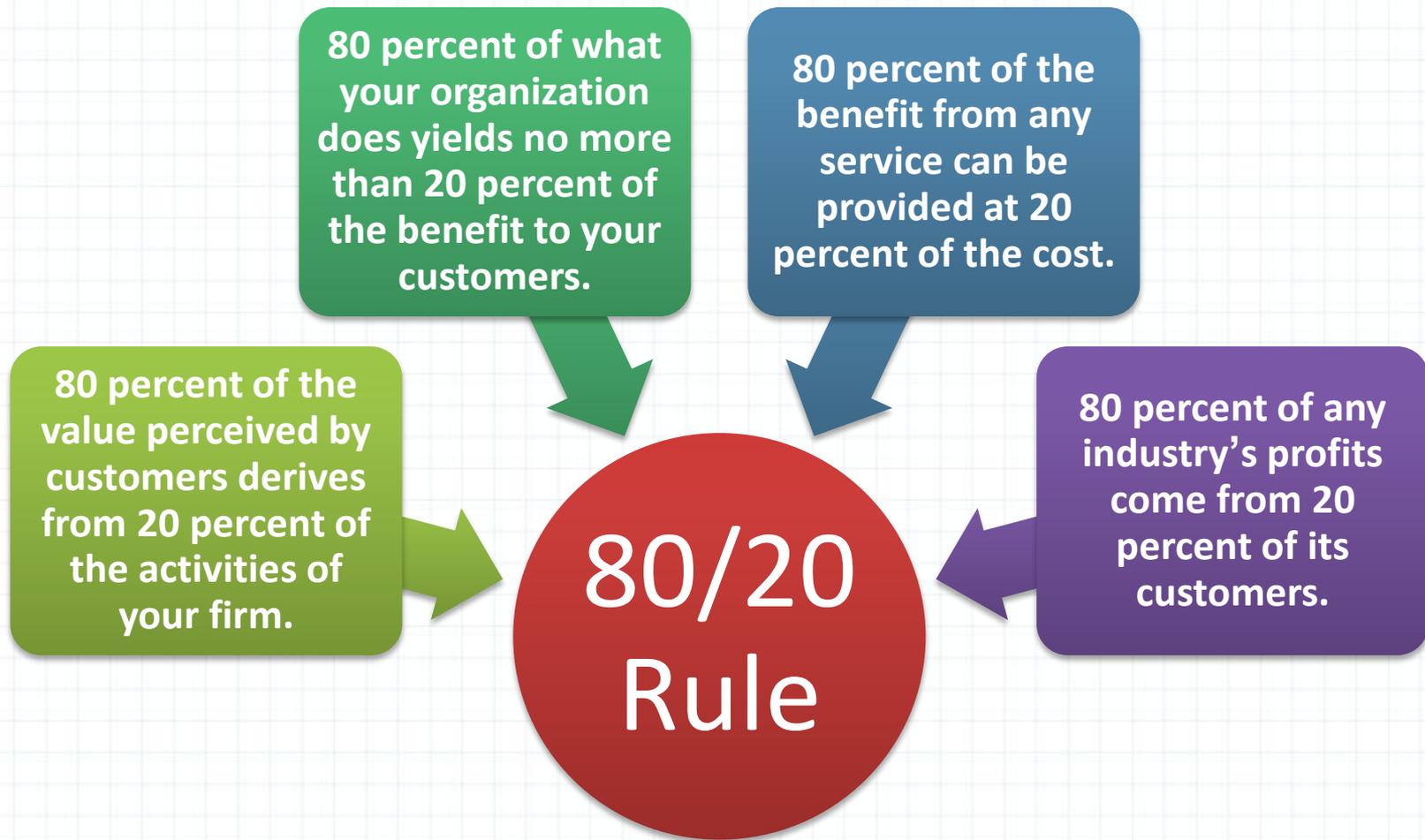
Look for the efficient short cuts.

Learn to say No.



# ■ Managing Time & Energy More Effectively

## More 80/20 Insights...



# ■ Managing Time & Energy More Effectively

## Apply 80/20 to All Aspects of Life

The rule applies at work, family, friends, play, etc.

Directly applies to how successful you will be at accomplishing your goals and mission.

This is true whether your mission is running a happy family or successful business, or a non-profit entity or charitable work.



# ■ Managing Time & Energy More Effectively

## Final Thoughts on Managing Time & Energy

Rather than seek marginal improvement in efficiency through time management, we need to quit some current activities and replace them with ones of greater impact and value.

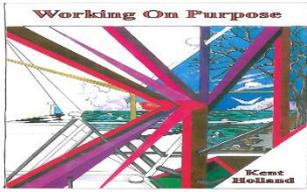
Our problem isn't lack of time. It is that we busy ourselves with unnecessary 80% activities instead of the 20% that count the most.

Figure out which activities support our "Big Rocks" and concentrate on those.

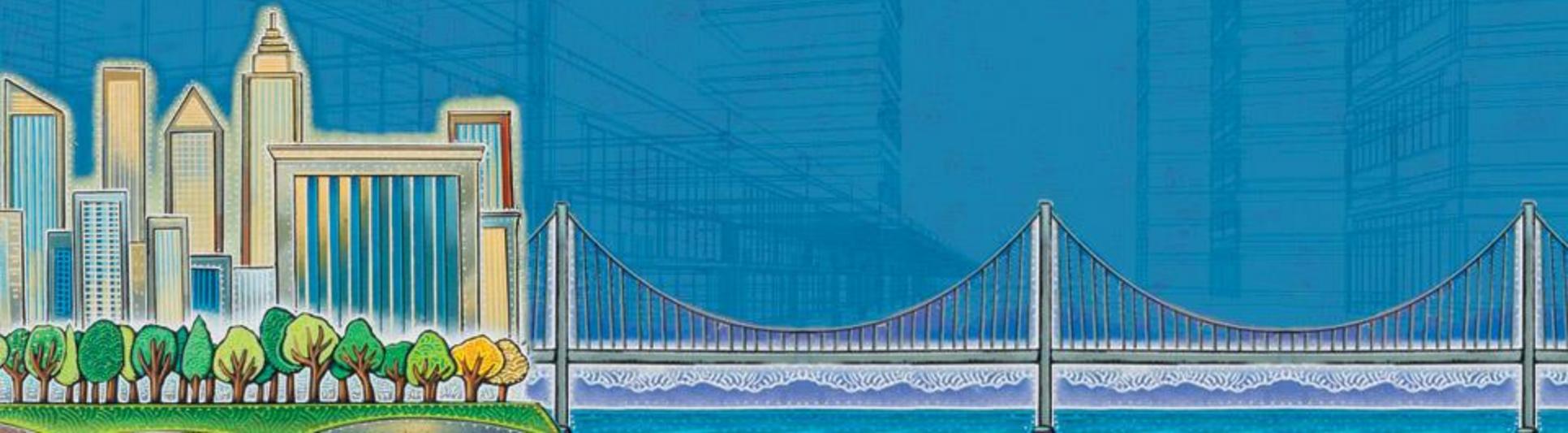
Take time for strategic planning, goal setting, managing time consistent with our purpose/mission.

By conforming time management skills to 80/20 rule we will get greater success with less effort and stress.





# Part 2: Exercises



# ■ Time Exercise #1: Creating “To Do” List

- 1) Take about ten minutes to review your responsibilities (to work, family, community, and self), appointments, key objectives, goals, and any planned activities for the next two weeks. Prioritize these into a list – and put the “Big Rocks” first.
- 2) Using the list developed in number 1, create a basic “To Do” list for what you want to accomplish in the next week. (This is not detailed. The details follow in item 3 below).
- 3) Referring to your plan from item 2, create a “To Do” list for each day of the coming week. This will include priority items, chores and calls you don’t want to forget, and appointments.



**To Do List**  
**1. Big Rock #1**  
**2. Big Rock #2**

## ■ Time Exercise #1 - continued

- 4) As you complete your day using the “To Do” list, move the uncompleted items forward to another day.
- 5) Create a weekend “To Do” list to remind you of activities you may be planning with your family or friends.
- 6) At the end of the week, look over your completed “To Do” lists.
  - Think about why some items went undone.
  - Is there something to do differently to get them done?
  - Do they really deserve the priority you thought they did?



**To Do List**

# ■ Time Exercise #1 - continued

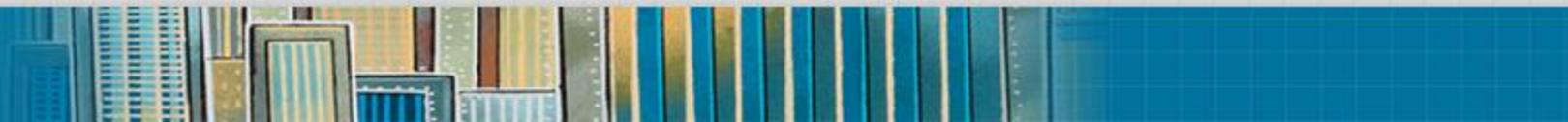
- 7) After doing the thoughtful review of what was accomplished and why you did not do some of the items you listed:
  - Make a new plan and “To Do” list the next week; and
  - Follow each of the steps in items three through six again for the second week.
  
- 8) At the end of the second week, reflect upon your experience and write a short paragraph stating:
  - What specific and practical things you learned; and
  - How you will implement this on an on-going basis.



**To Do List**

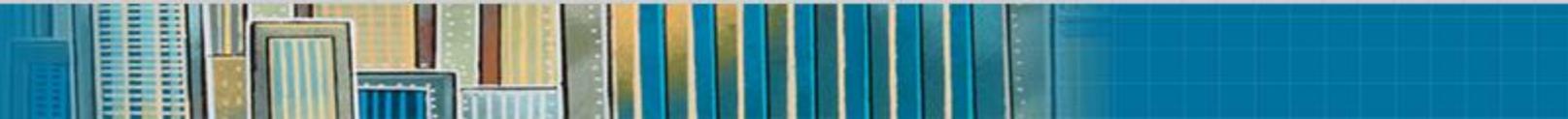
# ■ Time Exercise #2: Overcoming Procrastination

- 1) Write down a specific, detailed goal for a project you have been putting off – and include time period to accomplish it.
- 2) If this is large or complex project, break it into logical small activities, tasks, or subparts (big rock chunk down) – and list each activity.
- 3) List the steps needed to start the project (including the activities, tasks and subparts you identified in step 2).
- 4) Set a time for doing the steps.
- 5) Do it!



# ■ Time Exercise #3: Changing Time Wasting Activities

- 1) Identify the time-wasters impacting your day.
- 2) List the most significant of these.
- 3) Then write down the positive steps you will take to form new habits.
- 4) Keep track of how you are doing with your new habits.



## ■ Time Exercise #4: Track Where the Time Goes

- 1) Three times each day, jot down as bullet items everything you've done in the preceding hours.
  - Don't do this any more often than three times a day or it won't work.
- 2) At the end of the day, look over what you did and consider what can be done differently, and what you will do differently.



## ■ Time Exercise #5: Finding the 80/20 in Everything We Do

1. Look for the powerful 20 percent in everything you do.
  - Inventory what you're doing in work and non-work activities that constitute your most powerful 20 percent.
2. List what immediately comes to mind concerning what you can do right now to move your time, talents, and money into the 20 percent activities and eliminate as much as you can that is in the 80 percent activities.



80/20 Rule



# ■ About the Author/Presenter

- Kent Holland is a construction lawyer and risk management consultant.
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**Thank you for your time!**

**QUESTIONS??**

This concludes The American Institute of Architects  
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