Design your Plan for 2016:

Setting Goals and Fulfilling Commitments

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AGENDA

- Laying the groundwork: Review pre-session workbook questions

- Setting goals: Presentation and worksheets

- Fulfilling commitments: Presentation and Workshop Workbook

PRE-SESSION WORKBOOK REVIEW

- Identifying my values, passions and vision

- Acknowledging my strengths and addressing my challenges

- Examining my time management skills

- Evaluating my prior successes, disappointments, and revelations

Design your Plan for 2016:

Setting Goals

WHY IS IT IMPORTANT TO SET GOALS?

- Focus your effort, use resources efficiently, help you accomplish more

- Challenge yourself

- Increase the likelihood you will achieve your desired results

- Goals can be a communication tool-ensure that your goals are aligned with the goals of your section/division/department

PART 2: SESSION WORKBOOK

In today's session:

1) Outline professional goals

2) Outline personal goals

After session, complete any additional information for questions below:

1) Outline steps to complete goals create timeline

2) Outline work-life integration strategy

3) How can I improve my time management skills?

KEY PRINCIPLE:
BEGIN WITH THE END IN MIND

- There must be mutual understanding and buy in between you and your supervisor/chief/chair

- It is essential that you work with others to identify the resources and collaboration that may be needed

- Track your progress and revise goals as needed

GOAL SETTING: KEY PRINCIPLES

- Keep them few in number

- Make them "SMART"

- Write them down

- Review them frequently

- Share them selectively

SETTING SMART GOALS

- Specific

  Clearly state the expected outcome, why it is important, and how it will be accomplished

- Measurable

  Provide the metrics to measure completion

- Attainable

  Identify goals that realistically can be met

- Results oriented

  Describe desired changes, improvements, or output

- Time-defined

  Identify interim milestone dates and a final completion date

EXAMPLES OF SMART GOALS (1)

- Continue with professional development

  Attend the AAMC eWIMS session, July 9-12, 2016; present overview of session to WIMS group in the fall; apply at least one new skill learned at the session to my lab by the end of 2016

- Fix database

  Identify problematic issues with current database and prioritize based on need and time spent to resolve. Rework database to resolve issues, test changes, and launch new database. Review enhancements after two months.

EXAMPLES OF SMART GOALS (2)

- Improve throughput in my outpatient clinic

  Work with clinic manager to document key department processes and procedures and distribute them internally to key stakeholders for review and comment (March 30). Revise based on input and engage WSUPG lean operations head to assist with revision of current process utilizing a series of PDSA cycles (August 30). Measure improvement during a 3 month period (Sept. 1 – Nov. 30). Report out to division at the end of the year with recommendations for implementation for all providers in clinic.

EFFECTIVE GOALS

- Increase something

  Funding, output, effectiveness

- Provide something

  Research results, service, training

- Improve something

  Efficiency, transparency, communication

- Decrease something

  Expenses, inefficiency, redundancy

- Save something

  Time, resources, energy

SMART Goals Worksheet

Draft Goal:

_____

_____

	Answers at time of development	*6 month update*
Specific • What is the expected outcome? • Why is it important? • How will it be accomplished?		
Measurable • How can you quantify (numerically or descriptively) completion? • How can you measure progress? Provide metrics.		

Attainable
• What can realistically be achieved?
   o What skills are needed?
   o What resources are necessary?
   o How does the environment impact goal achievement?		

Results oriented • Describe desired changes, improvements or outputs		
Time-defined • Identify interim milestone dates and a final completion date		

Final Goal:

_____

_____

SMART Goals Worksheet

Draft Goal:

_____

_____

	Answers at time of development	6 month update
Specific • What is the expected outcome? • Why is it important? • How will it be accomplished?		
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Time-defined • Identify interim milestone dates and a final completion date		

Final Goal:

_____

_____

Let's practice

TIPS FOR ACHIEVING YOUR GOALS

- Once your SMART goals are mapped out, identify the deliverables (with time frames) that will contribute to successful goal completion

- Determine what resources are needed to carry out each goal and make sure they are available; ask for help when you need it

- Discuss your goals with others who can help or be supportive

- Consider potential obstacles and then map out possible solutions for each

- Take time to recognize your success after reaching critical milestones

PROFESSIONAL GROWTH AND DEVELOPMENT GOALS

Professional growth and development goals answer the question: "What skills and experience do I need to continue to develop and grow my career?"

Professional growth and development goals:

- Leverage strengths and focus on areas for development

- Help you to deliver expected results and more effectively meet present and future challenges

- Enhance your mobility within the organization. Help you achieve your career goals

- Are owned by you, with the support of your supervisor/chief/chair

PROFESSIONAL GROWTH AND DEVELOPMENT GOALS: KEY QUESTIONS

- Where would I like to take my career within the WSU SOM (and/or beyond)? Is there a gap between the skills and experience I have and those that I need for that role? What steps can I take to fill in that gap?

- What are the key skills and knowledge I need to develop to be *even more effective* in my current role?

- What important skills and knowledge can I develop to help address future needs or challenges for my department?

- How can I leverage my talents/interests to a greater degree in my current role?

- What important skills and experience can I develop to help me accomplish my career goals?

- What would make work even more satisfying for me?

Design your Plan for 2016:

Fulfilling Commitments

SUGGESTED FOUNDATIONS FOR DESIGNING YOUR PLAN

Getting Things Done
the art of stress-free productivity

from the New York Times bestselling author

David Allen

A brand-new edition for 2015 ✓

Bestselling book in business and

time management; thousands
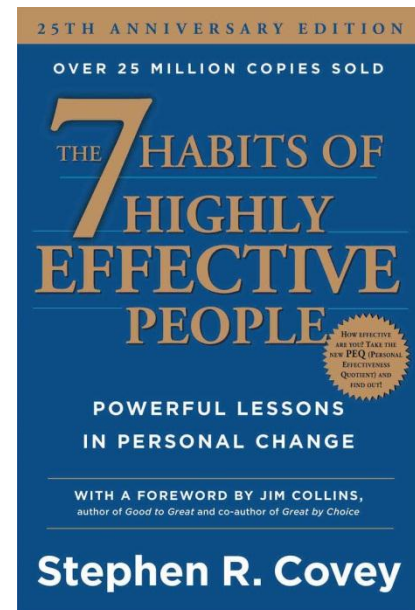
of web pages, newsletters, and videos

Aims of GTD:

➤ Minimize stress and anxiety

➤ Maximize productivity using

trusted external memory devices

7 Habits: Guides planning and decision making based on a holistic, integrated, principle-centered approach.

Examples:
- Be proactive
- Begin with the end in mind
- Put first things first

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POWERFUL LESSONS IN PERSONAL CHANGE

WITH A FOREWORD BY JIM COLLINS,
author of Good to Great and co-author of Great by Choice

Stephen R. Covey

Covey Time Management Grid

	Urgent	Not Urgent
Important	*Quadrant I* *Immediate, important work* ✓ Deadline driven projects ✓ Patient care/laboratory activity ✓ Meetings/conferences ✓ Pressing problems ✓ Crises	*Quadrant II* *Strategizing and developing* ✓ Preparation ✓ Planning ✓ Prevention ✓ Relationship building ✓ Values clarification ✓ True re-creation
Not Important	*Quadrant III* *Time-pressured distractions –* *Usually from others* ✓ Interruptions ✓ Many e-mails ✓ Non-productive phone calls ✓ Some meetings ✓ Repeated reminders to others	*Quadrant IV* *Unnecessary distractions - often* *caused by self* ✓ Constant reminding self of **"open loops"** ✓ Delay of decisions ✓ Lack of supplies at hand ✓ Multiple trips to same place for same purpose

Covey Grid influenced by Allen's Getting Things Done

	Urgent	**Not Urgent**
Important	*Quadrant I* *Immediate, important work* ✓ Deadline driven projects ✓ Patient care/laboratory activity ✓ Meetings/conferences ✓ Pressing problems ✓ Crises	*Quadrant II* *Strategizing and developing* ✓ Preparation ✓ Planning ✓ Prevention ✓ Relationship building ✓ Values clarification ✓ True re-creation
Not Important	*Quadrant III* ✓ Interruptions ✓ Many e-mails ✓ Non-productive phone calls ✓ Some meetings ✓ Repeated reminders to others	*Quadrant IV* *Unnecessary distractions – often caused by self* ✓ ~~Constant reminding self of~~ **~~"open loops"~~** ✓ ~~Delay of decisions~~ ✓ ~~Lack of supplies at hand~~ ✓ ~~Multiple trips to same place for same purpose~~

EXPAND YOUR DEFINITION OF "WORK"

WORK IS…

…anything you want or need to

be different than it currently is.

.

THREE-FOLD NATURE OF WORK

1. **Doing pre-defined work,**

   working from your own list

2. **Doing work as it shows up:**

   you choose to, or have to, respond now

3. **Defining your work**

   Clearing all of your "inboxes" and scheduling your work into your calendar

FREE YOUR MIND: MANAGE YOUR *COMMITMENTS*

Getting Things Done process results in *"flow"*

- Focus on task at hand
- Accomplish smooth and quick progress
- Enhance your well being

Do without

worrying;

be present

in the moment

MASTERING WORKFLOW: THE FIVE PHASES

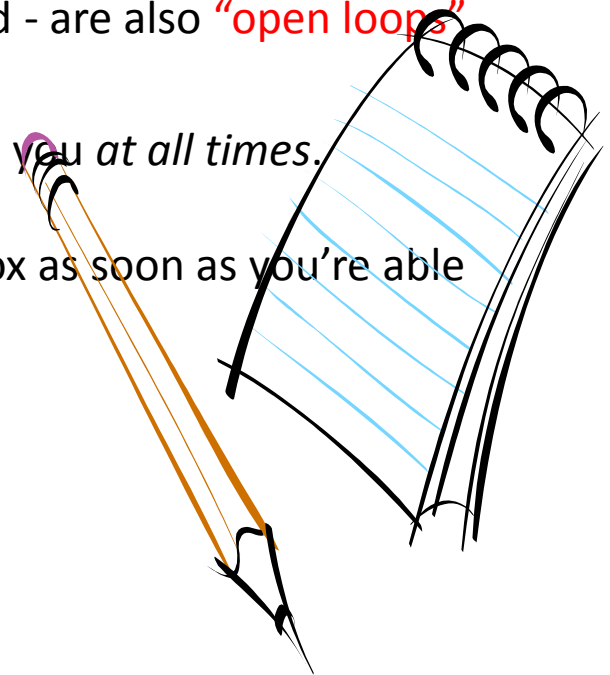- **Collect**

- **Process**

- **Organize**

- **Review**

- **Do**

•**Capture anything and everything that has your attention, throughout your environments**

- Capture all items that are already on current lists

- Capture additional items, e.g., physical objects (or reminders of them, if they are too big) that need attention - these represent "open loops"

- Capture all items that circulate through your mind - are also "open loops"

- Have a personal capture tool – writing tool – with you *at all times*.

- Write one idea to a page/note/memo; put in inbox as soon as you're able

- **Process inbox daily and organize**

- **Review lists weekly**

INBOXES

- ✓ **E-mail**
- ✓ **Voicemail**
- ✓ **Paper**

COLLECTION SUCCESS FACTORS

Every open loop must be in your collection system and out of your head.

You must have as few "inboxes" as you can get by with.

You must empty them regularly.

PROCESS THE ITEMS IN YOUR "COLLECTION"

1. **Start at the top**

2. **Deal with one item at a time**

3. **Never put anything back into 'in'**

4. **Ask yourself: What is my <u>commitment</u> to this?**

5. **If an item requires action**

   - *Do it (if it takes less than two minutes)*

   - *Delegate it, or*

   - *<u>Schedule</u> it – your calendar is your most important tool*

   If not

   - *File it for reference*

   - *Throw it away, or*

   - *Incubate it for possible action later*

Success = no "open loops"

PRIORITIZE MEANINGFUL WORK

New data: 30 – 65% of academic faculty report burnout

– **Greatest contributors are bureaucracy, time on administrative tasks**

– **MedScape Physician Lifestyle Report 2015**

"Career Fit and Burnout Among Academic Faculty"

- The amount of time spent working on the ***most meaningful activity*** related to avoiding the risk of burnout

- Those spending <u>less than 20% of their time</u> on the activity that was most meaningful to them had higher rates of burnout

Shanafelt et al, Arch Intern Med/Vol 169 (NO 10), May 25, 2009

PRIORITIZE REGULAR REVIEW

Daily: **Review calendar and action lists**

Weekly: Clean up, update, maintain, advance systems

Monthly: **Review current responsibilities**

Quarterly: **1 – 2 year goals**

Annually: **3 – 5 year goals**

Annually+:   **Career, purpose, lifestyle**

STRATEGIC ABANDONMENT

We spend a lot of time helping leaders learn what to do. We don't spend enough time helping them learn what to stop."

Peter Drucker

Which activities that you are currently performing yourself should be

- Delegated? (Sometimes an *opportunity* for someone else)
- Jettisoned?
- Streamlined?

What responses can you consider when approached to add to your responsibilities?

"Saying **no** means saying **yes** to something more important."
Stephen Covey

"The key is not to prioritize what's on your schedule, but to schedule your priorities."

Stephen Covey

PLAN YOUR TIME

- ✓ Create a yearly time plan. Follow with monthly and weekly plans for best results

- ✓ Determine discretionary time, and <u>block</u> some of that time to **focus** on activities that fulfill your goals for 2016

- ✓ Turn off all non-urgent notifications and close email during **focus** time.

  Focus even in small blocks of time – 15-30 minutes – you can work incrementally, and this can also motivate you

- ✓ Reschedule this time if you lose it

- ✓ Engage those who are important to you in your plan

Action Planning for 2016: In-session Workbook 3

- What should I **continue?** What continues to work well for me in my work and personal life?

- What should I change?

  - What can I **stop doing** – delegate or jettison? (or streamline, if necessary to keep)

  - What can I **start doing** that can enhance my work and personal life?

- Who will my decisions impact besides me? (You will plan to follow up with them)
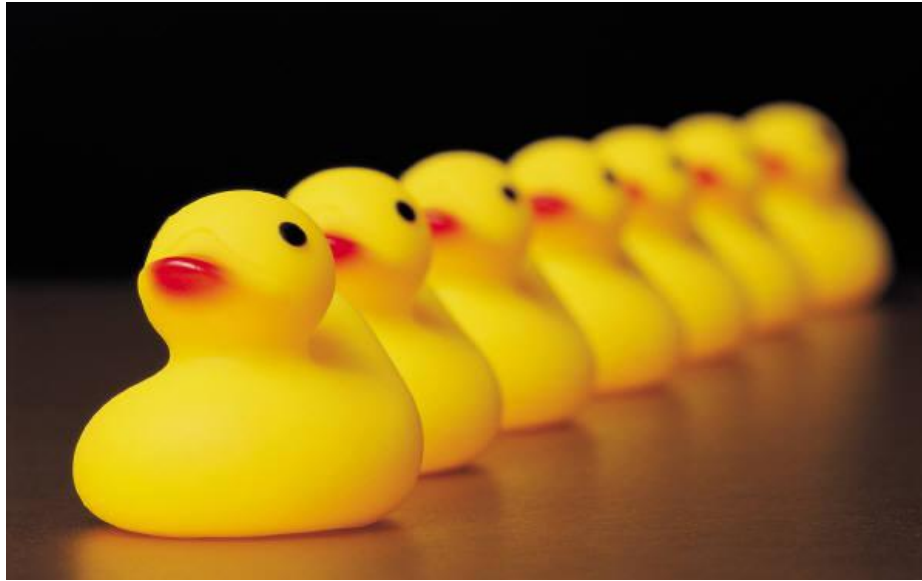
Write:

What actions do I commit to that will facilitate my success and satisfaction in 2016?

Anything less than a **conscious commitment** *to the important*

is an unconscious commitment to the unimportant.

Stephen Covey