Moving from Time Management to Life Leadership

UW ADVANCE Pre-Tenure Workshop
Joyce Yen
December 2, 2021

Standing on the shoulders of:
Robyn Wright Dunbar and Christopher Loving
Women Did Everything Right. Then Work Got ‘Greedy.’

How America’s obsession with long hours has widened the gender gap.

Ensuring the pandemic doesn’t negatively impact women in STEM, especially those of color (opinion)

Published on Inside Higher Ed (https://www.insidehighered.com)

Home > Ensuring the pandemic doesn’t negatively impact women in STEM, especially those of color (opinion)

Author: Stephanie A. Goodwin and Beth Mitchneck
on May 13, 2020 - 3.00am

Advance Center for Institutional Change
University of Washington
Pandemic burnout is rampant in academia

Remote working, research delays and childcare obligations are taking their toll on scientists, causing stress and anxiety.

Virginia Gewin

Reimagining the spatial organization of institutional power (opinion)

Published on Inside Higher Ed

Home > Reimagining the spatial organization of institutional power (opinion)

Sources:
“Between stimulus and response, there is a space. In that space lies our power and our freedom to choose our response. In those responses lie our growth and happiness.”

~ Stephen Covey
Time Management

- Teaching
- Research
- Scholarly Writing
- Service/ Admin
- Funds raising
- YOU
- Outreach
- Mentoring
- Leadership
- Family
- Friends

ADVANCE CENTER FOR INSTITUTIONAL CHANGE
UNIVERSITY OF WASHINGTON
Roles

Time Mgmt

Narrow Vision

Urgent

Do things right

Life Leadership

Wide Vision

Important

Do the right thing
How can I live more of my day out of what is IMPORTANT instead of URGENT?
How can I live more of my day doing **DEEP WORK** instead of **SHALLOW WORK**?
LIFE LEADERSHIP

Time Management
Life Leadership

Stephen Covey & Colleagues’ Classic Model

7 Habits of Highly Effective People, 1989
First Things First, 1994
Life Leadership

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**Shallow Work:** non-cognitively demanding, logistical-style tasks, often performed while distracted. Generally not much new value and easy to replicate.

Deep Work, 2016
Life Leadership

Stephen Covey & Colleagues’ Classic Model

Urgent

I

II

PLANNING

Not Urgent

Important

Not Important

III

IV

7 Habits of Highly Effective People, 1989
First Things First, 1994
Life Leadership

Stephen Covey & Colleagues’ Classic Model

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Life Leadership

**Deep Work**: Professional activities performed in a state of distraction-free concentration that push your cognitive capabilities to their limits. Create new value, improve your skills, and hard to replicate.

Deep Work, 2016
Life Leadership

Stephen Covey & Colleagues’ Classic Model

Urgent

Not Urgent

Important

Not Important

1

2

RECHARGE

3

4

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Urgent Not Urgent

Important

Not Important

MANY MEETINGS

7 Habits of Highly Effective People, 1989
First Things First, 1994
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7 Habits of Highly Effective People, 1989
First Things First, 1994
## Group Level Quadrants

The diagram illustrates the concept of managing tasks based on their urgency and importance, as introduced by "First Things First, 1994". It divides tasks into four quadrants, each representing a different combination of urgency and importance:

<table>
<thead>
<tr>
<th>Quadrant</th>
<th>Urgent</th>
<th>Not Urgent</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>20 – 25% 25 – 30%</td>
<td>65 – 80% 15%</td>
</tr>
<tr>
<td>II</td>
<td></td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>15% 50 – 60%</td>
<td></td>
</tr>
<tr>
<td>IV</td>
<td>&lt;1% 2 – 3%</td>
<td></td>
</tr>
</tbody>
</table>

- **High performing organizations** typically allocate their time and resources as follows:
  - Quadrant I: 20 – 25% important and urgent tasks
  - Quadrant II: 65 – 80% urgent but not important tasks
  - Quadrant III: 15% not important but urgent tasks
  - Quadrant IV: <1% important and not urgent tasks

- **Typical performing organizations** follow a different distribution:
  - Quadrant I: 25 – 30% important and urgent tasks
  - Quadrant II: 65 – 80% urgent but not important tasks
  - Quadrant III: 15% not important but urgent tasks
  - Quadrant IV: 2 – 3% important and not urgent tasks
Life Leadership – 2 Questions

• What is the 1 activity that you know if you did superbly well and consistently would have significant positive results in your personal life?

• What is the 1 activity that you know if you did superbly well and consistently would have significant positive results in your professional life?
7 items that consistently come up

1. Improving communication with people
2. Better preparation
3. Better planning and organizing
4. Taking better care of self
5. Seizing new opportunities
6. Personal development
7. Empowerment – doing things that would help you be empowered
Life Leadership – a QII perspective

- What Matters to You Right Now?
- What is Important?
- Long-Range Goals?
- What Contributions Would you Like to Make in your Career? Lifetime?

Quad I: Which of these things have clear deadlines?
Quad II: Which are important, but not urgent?
What are the Important Roles in your Life Right Now?

Joyce (2009)
1. Parent of 2
2. Daughter
3. Program Manager
4. Spouse
5. Friend
6. Sister
7. Learner

Joyce (2021)
1. Change agent
2. Parent
3. Spouse
4. Career coach
5. Friend
6. Knowledge synthesizer
7. Sister
What are the Important Roles in your Life Right Now?

YOU

RECHARGE

YOU

SHARPEN

THE SAW
Stimulus → Response

“Between stimulus and response, there is a space. In that space lies our power and our freedom to choose our response. In those responses lie our growth and happiness.”

~ Stephen Covey
QII example
Lessons from Robert Boice
Brief Regular Sessions (BRS) Advice

From Boice’s Writing Workshops:

• Control Group (no change in writing habit.. Occasional and in big chunks of time).

• Group 1 wrote daily and kept record.

• Group 2 wrote daily, kept record, accountable to a colleague weekly.

Control: avg 17 p/year
Group 1: avg 64 p/year
Group 2: avg 157 p/year

Faculty who wrote daily spent about 2x time as those who wrote in big chunks of time, but wrote or edited 10x pages.
Moving Forward: QII Philosophies
What → How
What can I do?

Focus on behaviors and actions.
“... passion is a more valuable force for action and accountability than obligation...”

~ adrienne maree brown
4DX – 4 Disciplines of Execution: Not just WHAT, but HOW
Wildly Important Goal

What are ambitious goals that would drive focused behavior?

- Publish 10 papers this year
- Get 9 hours of sleep every night
- Personally know 100 URM scholars in my field
- Percentage of URM faculty candidates is 5X pool data
Lag vs. Lead Measures

Lag Measure:
An OUTCOME
- what to improve
- The information comes too late to impact your goal

Example:
1. # papers submitted this year
2. % URM applicants

Lead Measure:
Measurable BEHAVIORS (actions)
- drive success
- can be implemented
- impact lag measures (outcomes)

Example:
1. ???
2. ???
Lead Measures

Lag (outcome)  
What?

→

Lag disguised as Lead  
How?

→

Lead (measurable action)  
How?

---

**Measure**

- # papers submitted this year
- 500 words per day

**Improvement**

- 500 words per day
- Spend 30 minutes writing each day
Lead Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Improvement</th>
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<tbody>
<tr>
<td>% URM applicants</td>
<td>→ Increase applicant pool diversity</td>
</tr>
<tr>
<td>Increase applicant pool diversity</td>
<td>→ Develop relationships with people with diverse networks</td>
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<td>→ Invite indv. with diverse networks to “coffee”</td>
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CAUTION!

Lag (outcome) What?

Lag disguised as Lead

Lead (measurable action) How?
4 Disciplines of Execution: Not just WHAT, but HOW

<table>
<thead>
<tr>
<th>Wildly Important Goals</th>
<th>Brainstorm a wildly important goal and possible lead measures (behaviors/actions) that you can do.</th>
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<tbody>
<tr>
<td>Lead Measures</td>
<td>Refine your lead measure by repeatedly asking yourself:</td>
</tr>
<tr>
<td></td>
<td>- “How would I do ...?”</td>
</tr>
<tr>
<td></td>
<td>- “What is the action I am taking?”</td>
</tr>
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</table>
Compelling Scorecard

Public place to record and track lead measures.

Place to note milestones reached.
Accountability Candence

Regularly examine your scorecard and commit to actions to improve.
Wildly Important Goal: Publish 10 papers this year

Lead Measure: Minutes (30) spent writing each day

Scorecard: How many minutes of writing in a week (penny jar, chart on the wall, etc.)

Accountability: Monthly review of scorecard and report out to group
Wildly Important Goal: % URM candidates = 5X pool data

Lead Measure: Invite indv. with diverse network to “coffee”

Scorecard: How many “coffees” invitations I made in a week

Accountability: Monthly review of scorecard
4 Disciplines of Execution: Not just WHAT, but HOW

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<td>Accountability Cadence</td>
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Brainstorm a compelling scorecard and accountability cadence.
Circle of Concern/Influence

Circle of Concern

Loving Leadership
Circle of Concern/Influence
Circle of Concern/Influence

Loving Leadership
Circle of Concern/Influence

Influence

Loving Leadership
“a next elegant step – one that is possible and strategic based on who is taking it and where they are trying to go. Find it and you cannot fail.”

~ Adrienne Maree Brown

https://adriennemareebrown.net/2015/02/02/trust-the-people/
What is your next most elegant step to be in QII?

Personally?

Professionally?
Habit and Community

“For most people who overhaul their lives, there are no seminal moments or life-altering disasters. There are simply communities – sometimes of just one other person – who make change believable.”

~ Charles Duhigg
Power of Habit