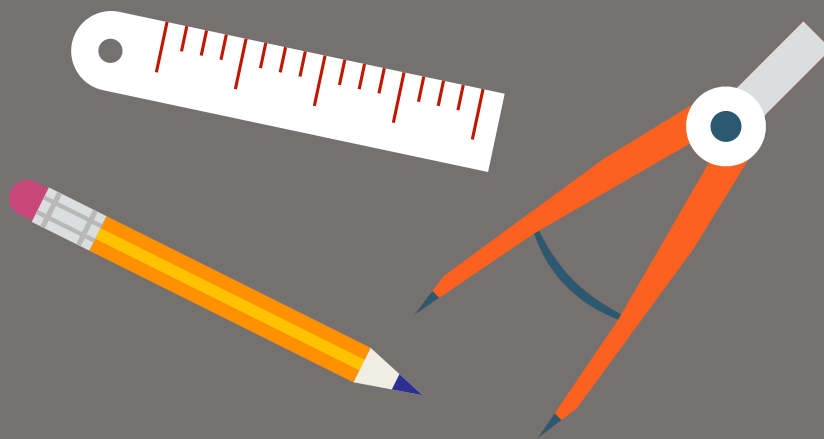


What Your Schedule Should Look Like

Sample Schedules for Supervisors,
Middle Managers and C-Suite Executives



PRACTICAL TOOLS

What Your Schedule **Should Look Like**

Sample Schedules for Supervisors, Middle Managers and C-Suite Executives



Using Your Schedule To Maximize Productivity

Staying productive means making and keeping a good schedule.

That can take some practice.

One key to creating a reliable schedule is to allocate your time not so much by your individual tasks as by your strategic responsibilities.

Here's how.

First, list all the things you're responsible for. That's usually a longer list than most people realize.

Next, list all your normal day-to-day activities.

Then, put those activities and responsibilities into one of these four categories:

- Urgent & Important
- Urgent & Not Important
- Important & Not Urgent
- Not Urgent & Not Important

Hint: Dump the last category. If it's neither urgent nor important, why are you doing it at all? If there really is a reason for it to be done, look to delegate it.

Using this formula, urgent means it needs immediate attention. These are the kinds of things that put people in reactive mode: There's a fight on the loading dock. The Dumpster is on fire. There's no one manning the front desk.

Important things are not always urgent, but contribute in a significant way to the organization's mission, values and goals. Monthly and long-term planning fit the bill.

Things that are urgent, but not important are also prime to-do items that might be ideal for delegating.

The amount of time you allot for your responsibilities will vary depending of your own specific job, industry and operation.

But by putting your activities into one of these four categories, you'll be better able to allot the right amount of time.

Key Responsibilities For Frontline Supervisors

Frontline and production supervisors generally are responsible for the day-to-day results within a specific area, whether it's an assembly line, a customer service operation, a retail or inside sales team, the claims department of a large insurance operation, or even a medical office.

Though the particulars of the job can vary widely, many of the general responsibilities of these supervisory positions are actually quite similar.

Most supervisors also are in a leadership role in that they must accept the responsibility for building morale and keeping staff productive as well as supporting and representing the directives of upper management.

Key Responsibilities

- Meet overall production scheduling and staffing requirements.
- Recognize how changes affect the work week, scheduling, overtime, etc.
- Plan ahead to assure quotas, milestones or inventory expectations are met.
- Serve as primary production person within the department; supervise and mentor assistants.
- Represent the department in meetings, report progress and discuss challenges, solutions, etc.
- Troubleshoot as necessary.
- Manage day-to-day department planning issues, such as work schedules, overtime and vacation; review time sheets.
- Perform walk-arounds to check in with employees.
- Assure all production data is shared for daily reports.
- Create and maintain reports that clearly illustrate department progress.

Other Responsibilities/Working Closely With Department Head

- Assure complexity of work is consistent with capabilities.
- Help develop and manage department workflow.
- Identify potential pitfalls and highlight any vulnerabilities.
- Create and maintain reports to document productivity.
- Coach, mentor, and give performance feedback to employees.
- Develop an employee training plan.

- Inspire and manage an environment conducive to achieving quotas.
- Manage conflict within department.

A Week In The Life Of A Typical Supervisor

The schedule below is a strategic look at how a Supervisor might allot time for a week. It sets aside time to handle these responsibilities, though the actual blocks of time might get broken up differently on any given day.

Here is a quick explanation of the categories as they are listed hourly:

Morning Prep: Most professionals should start the day with some quiet time, reviewing the day's tasks, yesterday's events and making adjustments. It could include some phone and email.

Staff Meeting: Frontline supervisors typically attend a hand-off or shift-change meeting, or other types of quick gatherings with key people to start the day.

High Priority/Urgent/Important Tasks: These are the things that MUST get done, NOW. For a frontline supervisor, these include making needed adjustments for unanticipated absences, delivery problems, technology snafus, equipment failures, and similar kinds of events that will directly impact the supervisor's ability to fulfill the day's needs and quotas.

Department/Miscellaneous Meetings: Time must be allotted for supervisors to communicate with department heads, either their own direct manager or managers in areas closely associated with them. Often, these are update meetings after the day is underway. It could also be safety or technical training for staff.

Routine Email: Many professionals agree it's best to handle email in set chunks of time, rather than trying to deal with it as it trickles in throughout the long.

High Priority/Important/Not Urgent Tasks: These include long-term planning, as well as performance reviews, or adjustments you might make with suppliers and vendors. etc.

One-on-One with Employees: This might be time for a formal performance review, more technical or safety training, or even people-building type interactions.

Wrap-up: It is very important to try to end the day with time to tie-up loose ends and prepare for tomorrow.

Use the sample schedule for Frontline Supervisors on the next page as a guide.

Frontline Supervisor Schedule

Workdays should be planned around activities that assure daily goals and quotas are met. Supervisors work closely with employees, so it can be difficult to set aside enough time for high priority/urgent tasks.

	Mon	Tues	Wed	Thur	Fri
8am	Morning Prep	Morning Prep	Morning Prep	Morning Prep	Morning Prep
	Staff Mtg	Staff Mtg	Staff Mtg	Staff Mtg	Staff Mtg
9am	High Priority/Urgent/Important Tasks				
10am					
11am	Dept/Misc Mtg	Dept/Misc Mtg	Dept/Misc Mtg	Dept/Misc Mtg	Dept/Misc Mtg
12pm	Lunch				
1pm	Routine (email, etc)	Routine (email, etc)	Routine (email, etc)	Routine (email, etc)	Routine (email, etc)
	High Priority/Urgent/Important Tasks	High Priority/Urgent/Important Tasks	High Priority/Urgent/Important Tasks	High Priority/Important	Urgent/Important
2pm	One-on-One with Employees				
3pm	One-on-One with Employees				
4pm	Urgent/Not Important Tasks	Urgent/Not Important Tasks	Misc Mtg	Urgent/Not Important Tasks	Wrapup, email, etc.
	Wrapup, email, etc.		Next day Planning	Important Tasks	Planning for next week.
5pm					

Key Responsibilities for Middle Managers

Middle-level managers are the intermediaries between top executives and frontline supervisors.

In most cases, middle managers report directly to C-level executives, and spend more time in co-ordination and communicating activities.

Some have profit and loss responsibilities.

On a strategic level, middle managers deal with goal-setting and department-level decision-making. They take direct responsibility for various functions so that top management is free to pursue longer-term goals.

To do this, middle managers usually need summarized reporting and information from across various areas, or functional lines.

Some common areas that require regular shared information are:

- Finance/Accounting
- Human Resources
- Manufacturing or Service Depts.
- Research & Development
- Marketing & Sales

To be most successful, middle managers should

- Co-operate among themselves, with top management and with supervisors to keep the operation running smoothly.
- Understand the interlocking of departments in major policies, and co-ordinate work with respect to that.

- Give sound recommendations and advice to top executives.
- Prepare short-term plans for their areas.
- Hire and develop new supervisors.
- Improve supervisor competence.
- Deal with underperforming supervisors.
- Build morale so that people are working at their best.
- Interact directly with employees to build rapport.

A week in the life of a Middle Manager

Morning Prep, Email, Daily Planning: It's essential to set aside time first thing each day to prepare for the day's work.

High Priority/Urgent/Important Tasks: The first half of most work days for middle managers should be set aside for essential things that absolutely must get done in a timely fashion.

Department & Miscellaneous Meetings: Sharing information and understanding progress in other departments and how it relates to your own is essential to success. As mentioned above, those areas include Finance, HR, Production and Service, R&D and Sales.

One on Ones: Employee growth is essential, and middle managers should play a key role in making training available and identifying people who are in growth positions.

Wrap-up, Email etc. An end-of-day ritual includes assessing what went well, what's left hanging and what's ahead.

Use the sample schedule for middle managers on the next page as a guide.

Middle Manager Schedule

High priority/urgent tasks can eat up most of a Middle Manager's day. So will inter-departmental meetings and planning. Just don't forget to set time aside to engage with your staff.

	Mon	Tues	Wed	Thur	Fri
8am	Morning Prep Email, daily planning	Morning Prep Email, daily planning	Morning Prep Email, daily planning	Morning Prep Email, daily planning	Morning Prep Email, daily planning
9am					
10am		High Priority/Urgent/Important Tasks			
11am					
12pm			Lunch		
1pm	Dept/Misc Mtg	Dept/Misc Mtg	Dept/Misc Mtg	Dept/Misc Mtg	Dept/Misc Mtg
2pm				High Priority Important	
3pm	One-on-One with Your Subordinates, Employees			Not Urgent Planning	One-on-One with Subordinates
4pm	Urgent/Not Important Tasks		Misc Mtg		Wrapup, email, etc. Planning for next week.
5pm		Wrapup, email, etc.	Next day Planning		

Key Responsibilities for Top Level Executives

If there is a traditional job description for a C-Level executive, it's that all top executives drive strategic leadership.

They have overall responsibility for creating, planning, implementing and integrating the strategic direction of an organization. CEOs are taking care of business 18-to-36 months out.

Along with setting strategy and direction, they generally:

- Build and lead the senior executive team.
- Allocate capital to key priorities.
- Set and model the company's culture.
- Enable the Board of Directors to fulfill its roles.

Most top executives have to continually strive to understand their business as a whole and not just as the sum of its parts. They don't just develop a vision, they own it. They provide resources, build the culture, make good decisions (or try to) and deliver on their promises.

Other, more specific job duties might include:

- Assessing the capabilities of mid-level subordinates.
- Delegating responsibilities to middle managers properly.
- Focusing on long-term profitability.
- Focusing on long-term value.

- Communicating to ensure long-term plans are realistic.
- Challenging mid-level managers to achieve.
- Evaluating overall success.
- Positioning the organization to win new business.
- Shaping market opportunities.
- Influencing senior stakeholders
- Where necessary, challenging performance levels.
- Building alliances and partnerships with other organizations.

A day in the life of a C-Level Executive

Morning Prep/Email/Planning: There is no average morning, or average day, for an exec. There is, however, a never-ending list of things that must be done. Most mornings start before the CEO steps one foot in the office. Email and similar communication can take up a huge part of some days. Most CEOs say they wake up to email and go to bed to email.

High Priority/Urgent/Important: Whether reaching out to investors, board members, customers or employees, CEOs spend most of their time trying to manage relationships. Emergencies can pop up frequently, putting the entire schedule on hold until these things are cared for.

Meetings: Execs can spend days on end traveling for meetings, conferences and business-related gatherings. Trying to schedule meetings into a timeline is difficult.

One-on-one with key reports: Building strategic relationships outside the building is essential. But not at the sake of losing touch with those in-house. It's important to get amped up with people inside the building, the ones getting the job done. Both quality time and quantity time matter when interacting with key reports and other employees.

Wrap-up, email, next day planning. At the C-Level, there really is no day's end, and planning ahead is a constant function. If you feel your work life is too exciting to miss any of it by sleeping, you're in the right job. Of course, if you don't sleep, your work life will be shorter than you might had hoped for!

Use the sample schedule for C-Suite executives on the next page as a guide.

Directors, C-Suite Execs Schedule

The workday of a high-level executive is rarely 8 a.m. to 5 p.m. Still, it's essential to plan enough time for high priority/urgent tasks, in-house organizational meetings and long-term planning.

	Mon	Tues	Wed	Thur	Fri
8am	Morning Prep Email, daily planning	Morning Prep Email, daily planning	Morning Prep Email, daily planning	Morning Prep Email, daily planning	Morning Prep Email, daily planning
9am					
10am		High Priority/Urgent/Important Tasks			
11am					
	Routine (email, etc)	Routine (email, etc)	Routine (email, etc)	Routine (email, etc)	Routine (email, etc)
12pm			Lunch		
1pm	Meetings	Meetings	Meetings	Meetings	Goodwill Sessions
2pm			One-on-One with Key Reports, Managers		
3pm	Goodwill Sessions Meetings or Walkaround		High Priority Important/Not Urgent Planning		Wrapup, email, etc. Planning for next week.
4pm		Wrapup, email, etc. Next day planning			
5pm					