Who Stole My Pie

Imaginarium was brought in to Cambridge University Libraries by a training manager who had worked with us in the past.

Alongside a couple of other courses, we were asked to run two courses based on Joe Cheal's book: "Who Stole My Pie: Managing Priorities, Boundaries and Expectations".

> "I have worked with Joe for many years, delivering management development programmes, customised one off events and coaching. He has a strong foundation in academic study and has written several books. However, it is his very engaging (and often entertaining) style of delivery that workshop delegates particularly enjoy.
>
> He is a great professional to work with and I wouldn't hesitate to recommend him."
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> **Liz Goddard**
> Learning & Development
> Cambridge University Libraries

The courses were very well received and the immediate feedback was excellent (see below). We also did a longer-term/bigger picture survey of the participants asking our 'Three ROI Questions': On reflection, how has the course benefitted you personally, your team and the organisation?

Immediate Feedback from Delegates

How will you apply what you learned?

- With team members, we plan to put together an action plan.
- Considering the impact of my team and their personality styles and how we work together.
- Shift to-do list to end of day. Reduce dilemmas by identifying benefits.
- Will do a workshop with my team looking at the various techniques covered.
- Planning and breaking don projects. Planning delegation better.
- I plan to delegate more and plan how I do it.
- Talk to colleagues, delegate, organise lists, tasks etc.
- Use the third way with decision making.
- Break down projects into tasks to make more manageable. Consider impact of delegation.
- Update my action list with new and more effective headings. Try delegating and limiting distractions.
- Delegate more widely.
- Thinking about the way I interact with colleagues.
- The time it actually takes to do something.
- Polite ways of saying 'no'!
- Will take time out, will follow steps for delegation, will alter team meetings.

- Delegate more appropriately.
- Discuss course with colleague.
- Use it to think about my to-do list in a realistic way.
- Think more deeply about delegating.
- Define my role and my boundaries. Manage expectations.
- Prioritise tasks more effectively
- Find a place to go to work undisturbed
- Think about styles within the team and how to help them with time management.
- Think about and apply the "What I like about your idea is…"
- Use skills learnt to better plan my time, factor in reactive tasks and plan realistic time-frames to better manage expectations.
- Work with wider team to put this into practice and support each other's priorities.

Longer Term ROI Feedback from Delegates

On reflection, what have been the benefits of this workshop for you, your team and the organisation?

- Just a note to say how much I've benefited from the time management training we did in August. Instead of a separate 'to do' list I now schedule each 'to do' thing with a 30 minute or 60-minute slot and then I can see that if someone else appears with another non-urgent task I won't get around to doing it for another 3 days. It really made me think far more realistically about how much I can take on. And I've built in time before conference calls so I don't end up doing everything at the last minute. It's really improved my daily life!
- I have a much more realistic awareness of just how much of my time is taken up in meetings and reactive activities and thus how much is available to actually progress my strategic priorities (very little).
- I've made more of a conscious effort to bunch my meetings and try to keep stretches of time clear to do tasks like report writing which require uninterrupted time. I've scheduled such activities in my calendar and turned off my email during those sessions which has helped to lessen the distraction.
- I think I have more acceptance that I'm not going to get 'all the things' done so I need to be more effective about prioritising and delegating. It's still a work in progress but at least I'm more regularly asking myself the questions 'when does this need to be done?' 'Which task is more important?' 'Does it need to be me that does this?' 'Am I choosing this task because it's more fun rather than the dull/difficult but important one I should do?'
- I have extolled the virtues of time management to my team. As part of the SRD for my direct reports who have cataloguing in their task list, I set them not only targets for cataloguing but also a specific target of blocking out 1 or 2 x 3-hour

sessions a week to get cataloguing done. I realise that I'm going to have to keep monitoring and encouraging them in this until it becomes a natural part of their working practice.

- It's helpful that several colleagues around me also attended the course (including my manager and people I manage) so that we now have a shared language and philosophy around time management which is helpful in managing the meeting onslaught; we're trying to keep each other accountable to what we've learned!