

# Top 7 Time Management Templates

Team FME



## Copyright Notice

© [www.free-management-ebooks.com](http://www.free-management-ebooks.com). All Rights Reserved

The material contained within this electronic publication is protected under international and Federal Copyright Laws and treaties, and as such any unauthorized reprint or use of this material is strictly prohibited.

You may not copy, forward, or transfer this publication or any part of it, whether in electronic or printed form, to another person, or entity.

Reproduction or translation of any part of this work without the permission of the copyright holder is against the law.

Your downloading and use of this eBook requires, and is an indication of, your complete acceptance of these 'Terms of Use.'

**You do not have any right to resell or give away part,  
or the whole, of this eBook.**

## Welcome



I'd like to personally thank you for downloading this free eBook from our online management library.

You are someone who seeks out ways to improve what you are doing and to ensure your success. That's why we have created this FREE eBook of the 7 most popular time management templates our website visitors download every day.

Our free eBooks, Templates and Checklists have been written and designed so that you get sound practical advice on how to approach the most common management tasks you will face in your career.

They are organized into key skills sets such as finance, productivity, strategy, leadership, communications, coaching, career and project management.

Don't forget to [click here](#) to receive regular FME updates on the new management material available FREE from our website. You'll also be able to take advantage of the special offers we find to help you perform at your best.

By having these ten templates in one document you can easily find the one you need to become an outstanding manager and leader.

A handwritten signature in black ink, appearing to read 'Helen Bristoll', written over a light blue rectangular background.

Helen Bristoll

Free Management eBooks (FME)

*P.S. If you can't find the template you need send me an email as it's probably one we're working on & I'll send you an advance copy.*

## Visit Our Website

More free management eBooks (FME) along with a series of essential templates and checklists for managers are all available to download free of charge to your computer, iPad, or Amazon Kindle.

The FME online library offers you over 500 free resources for your own professional development. Our eBooks, Checklists, and Templates are designed to help you with the management issues you face every day.

We are adding new titles every month, so don't forget to check our website regularly for the latest releases.

Visit <http://www.free-management-ebooks.com>

## Table of Contents

<b>Welcome .....</b>	<b>3</b>
<b>Visit Our Website .....</b>	<b>4</b>
<b>Introduction .....</b>	<b>6</b>
<b>Top 7 Time Management Templates .....</b>	<b>8</b>
Urgency / Importance Grid Worksheet Template .....	9
Successful Delegation Checklist .....	11
SMART Goal Setting Worksheet Template .....	13
Team Briefing Checklist .....	15
Meeting Minutes Template .....	17
Questioning Technique Checklist .....	19
Setting up a Meeting Worksheet Template .....	21
<b>Free Online Library for Managers .....</b>	<b>23</b>
<b>Other Free Resources .....</b>	<b>24</b>

## Introduction

The role of a manager has become more complex and the breadth of skills an individual must have to succeed has expanded considerably. You can no longer just be a subject expert you must have a working knowledge of key management skills.



Knowledge in the form of market intelligence is the life-blood of organizations and managers are constantly asked to supply such data to aid in the analysis of the internal capabilities of an organization. Managers must have excellent written and verbal [communications](#) so they can express themselves competently when discussing:

- [Financial](#) principles and statements
- [Strategy](#) and planning
- [Project Management](#)
- [Leadership](#) and [productivity](#)
- [Sales](#) and [marketing](#)

Being able to express your decisions and requirements in the language of each discipline above has become a basic requirement of any manager.

Our FREE management resources will help you acquire the level of such skills needed to perform your role effectively.

Whether you need the detail of an eBook, the guidance of a checklist or template to help you perform and manage a specific task [www.free-management-ebooks.com](http://www.free-management-ebooks.com) website has a free resource you can download onto your PC, Mac, laptop, tablet, Kindle eBook reader, iPhone or Smartphone.

## Top 7 Time Management Templates

The following seven templates are the most popular downloads requested on our website and each one will help you to perform your role more efficiently.

Setting up a Meeting Worksheet

Successful Delegation

SMART Goal Setting Worksheet

Team Briefing

Meeting Minutes

Questioning Technique

Urgency / Importance Grid Worksheet

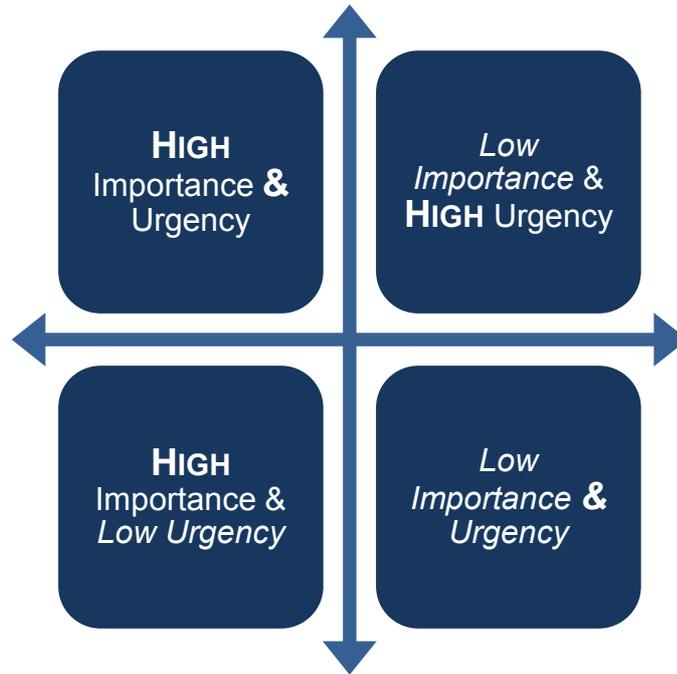
You no longer have to create your own template or wonder if you've thought of everything you need to do to perform a task the knowledge you need is at your fingertips.

1. [Urgency / Importance Grid Worksheet](#)
2. [Successful Delegation](#)
3. [SMART Goal Setting Worksheet](#)
4. [Team Briefing](#)
5. [Meeting Minutes](#)
6. [Questioning Technique](#)
7. [Setting up a Meeting](#)

Before each template there is a description of how it will aid your performance and some background information to clarify its purpose if you are using it for the first time.

## Urgency / Importance Grid Worksheet Template

This [Urgency / Importance Grid worksheet](#) template will help you discern which of their tasks is important and the level of urgency attached to it. This worksheet template is designed along the classical grid layout so that you can easily add tasks into one section and move them to another as their importance or urgency alters as other tasks are taken into account.



If one or more of your tasks do not fit into one of the four quadrants (shown above) of the urgency and importance grid then you need to either discard or avoid accepting it.

Using this worksheet allows you to quickly identify which tasks you should be focusing on and those that should be put off till later and planned for. As part of this process you will spot which tasks have no place in your own grid. You will need to decide whether to delegate or deleted them from your work schedule.

You have been assigned certain goals to achieve and these should always be at the forefront of your mind when filling in this worksheet. Making sure that you communicate clearly with these individuals will ensure everyone understands what they need to contribute to achieve success.

Special circumstances will occur and at these times you can't rigidly protect your work schedule, as part of the modern customer focused organizations it is essential that every person is flexible and adaptive in how they perform their role. Actively listening to those around you so that you can empathize with them but not get dumped on!

Each quadrant of the urgency and importance grid worksheet offers you a way of handling the tasks that fall into it.

- **Tasks of High Importance & High Urgency** – action at once and deliver to a high standard.
- **Tasks of High Importance & Low Urgency** – 'long-term' in nature and managed by breaking down into manageable chunks. Ensure it has a SMART goal as these are critical to your success is judged.
- **Tasks of Low Importance & High Urgency** – allocate enough time to complete and NO MORE, don't let them divert you from the tasks above.
- **Tasks of Low Importance & Low Urgency** – don't waste time procrastinating over such tasks, known as '*comforters*'. Deal with them quickly and efficiently by:
  - Delegating it to an individual that will find it challenging.
  - Discard it giving an explanation as to why it is not appropriate for you to action.
  - Avoid accepting it onto your action list, explaining why you are rejecting it.

Download your copy of the [Urgency / Importance Grid worksheet](#).

## Successful Delegation Checklist

The [Successful Delegation](#) checklist outlines the correct process you should follow when delegating a task and reminds you of the three key principles of effective delegation.

One of the most important management skills you can master is learning how to delegate. As a specific skill, delegation is one that becomes increasingly more important as you progress through levels of management and will greatly increase your own productivity. There is no other skill that will increase your productivity to the same degree as being able to delegate successfully.



By successfully reduce the amount of time you spend performing the latter through delegation the more time you will have to dedicate to the growth and planning of your organization. By delegating the disruptive operational tasks to someone else who is equally capable of performing this role your productivity will increase.

Indeed, a key aspect of delegating efficiently is to ensure that whilst your time is organized more effectively, tasks must be allocated to suitable people to minimize risks, and to ensure the optimum outcome. By following three principles you will create opportunities to develop your team members increasing their morale and motivation.

- **Principle of delegation by results expected** - the degree of authority delegated to an individual manager should be adequate to assure their ability to accomplish the results expected of them. Without this level of authority, they will be unable to complete the task, as others they need to interact with will hinder their progress due to lack of 'real' authority. It is essential that this devolved authority be communicated to all necessary parties.
- **Principle of absoluteness of responsibility** - it is vital that delegation is not used as way of avoiding or abdicating ultimate responsibility and ownership of tasks. Responsibility for the activities of subordinates, who have been assigned duties, remains at all times with whoever originally delegated the task.
- **Principle of parity of authority and responsibility** - the degree of authority that is delegated in conjunction with the task has to be consistent with the level of responsibility and role of the subordinate. As an initial step it is best to delegate routine, planned or tasks a team member has expressed an interest in performing.

For all of these, you should ensure that you have sufficient time within your workload to brief and explain exactly what is required.

DON'T delegate last minute, unpleasant tasks, or those that have been delegated to you. It is crucial to provide a sound brief and be able to control issues or risks that could arise.

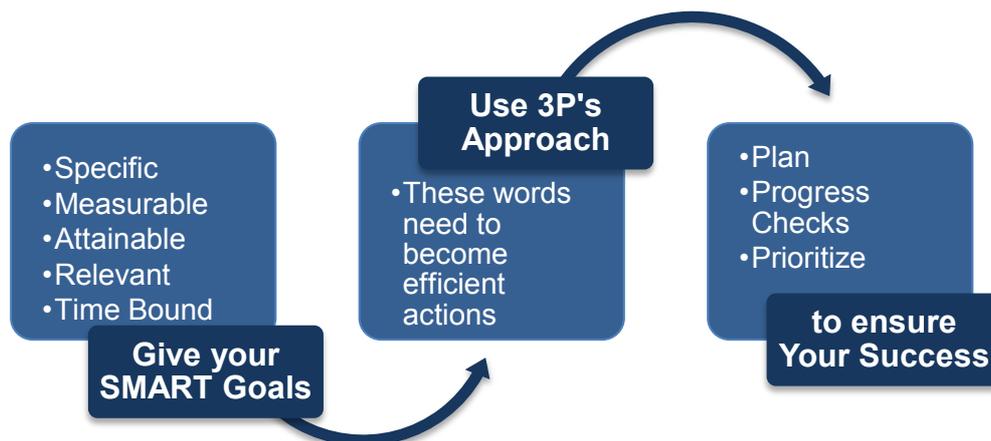
Download your own copy of the [Successful Delegation](#) template.

## SMART Goal Setting Worksheet Template

This template will enable you to test the goals you have been set or have given yourself against the five criteria of a [SMART goal](#). By using this worksheet you will ensure that your goals are smart, measurable, attainable, relevant and time bound.

As a manager being able to set goals that are motivational for you and challenge your team to expand their potential, is not easy and requires effort and good judgment. This worksheet has been designed to assist you the process of setting yourself, and others, goals that adhere to the SMART criteria.

- **Specific** (can you provide a concise answer to the 5 'W's' – *What, Why, Who, Where & Which*)
- **Measurable** (is the end result quantifiable – *How many? How much? Is the end clear?*)
- **Attainable** (can I see - achieving it or is it completely overwhelming?)
- **Relevant** (can you answer 3 things – Does it fit in? Is the timing right? Are there enough resources/budget?)
- **Time Bound** (it has an end date – one can plan for, provides focus, sense of urgency vs importance?)



Ensuring your goals meet each of the SMART criteria is only part of what you need to do to be a successful manager, they represent the 'words' of what is needed, but it is how you 'action' the attainment of each goal that will set you apart from others and enable you to realize your aspirations.

In addition to just ensuring the words of your goals are SMART we have included our 3P's approach to ensure that you can efficiently and effectively action how you will achieve each goal. This worksheet guides your actions for success with a simple method we refer to as 'The 3P's':

- **Plan** (How to achieve goal by breaking it into manageable chunks.)
- **Progress** (Make regular checks of how well your progress matches your plan.)
- **Priority** (After every progress check evaluate your priorities to ensure it is appropriate.)

The combination of the SMART method and the practical execution using the 3P's will enable you to effectively achieve your goals. The worksheet can be used as part of your own personal development or in conjunction with an annual appraisal form to aid the creation of your next annual goals.

SMART goals you set need to inspire and motivate others to make things happen. They act as self-regulatory tool that enables each individual to know exactly what is expected of them and how their performance impacts that of the team overall. There is a simple question you can ask yourself for each goal you set:

*'If I don't accept this goal is there any detrimental effect on, or is an opportunity missed for, the organization or an individual?'*

The answer will quickly show you what benefit the goal has for the individual, yourself as manager and the organization. If you find that your answer is 'No' then you need to re-write the goal description so that it brings it into focus and offers a challenge.

Any goal must communicate its level of importance and urgency to the individual to be effective. Download your own copy of the [SMART Goal Setting Worksheet](#).

## Team Briefing Checklist

The [Team Briefing](#) checklist provides you with memory jogging list that walks you through your team brief preparation ensuring they are effective and informative.

Each briefing offers you the chance to engage with your team enabling you to assess their level of satisfaction and motivation. This communication offers you the ideal forum to update your team on what is happening within the organization and get their feedback on they feel about it. Making your team briefs an opportunity for you to raise morale within the team, reinforce a common purpose and your credibility as leader.



These briefings form a key part of building an effective team as it offers an opportunity for two-way communication process. Usually most managers conduct their briefings in a semi-formal style encouraging open exchanges that are structured and have a 'real' purpose. These events should not turn into moaning sessions. If they do it will undermine the team's performance and damage the interpersonal relationships within the group, it may even cause the group to fragment.

For teams over twenty people it is best to split your team briefs into smaller groups of between five and twenty individuals, e.g. by functions or client. Make sure that your briefings happen regularly and don't occur only when there are problems to report or displeasure from above to communicate. If you have used them in the latter way in the past your team will see the briefings as negative events to be avoided.

Make sure to communicate any information using language your team are familiar with in a way and helps them to appreciate how it affects them or impacts their work. Always try to find a positive aspect to communicate but use your discretion in deciding what is important to your team. Everyone must feel confident to ask questions and if you can't answer them, arrange to get back with an answer as soon as you can.

Download your own copy of the [Team Briefing](#) template.

## Meeting Minutes Template

The [Meeting Minutes](#) template outlines a common structure used to record the details, actions and findings that result from the discussion. In many instances the minutes from meetings are used to resolve conflicts as they record prior activities and to provide a legal record of past events and actions of the various parties.



There are a number of essential items that you will need to include in your meeting minutes and they are the name of presenters, key topics covered, and a list of attendees. The diagram below explains why minutes help you to perform more efficiently.

- **Legal Record** – the meeting minutes provide an approved and signed off record of the meetings findings and actions. Your minutes also provide a
- **Track & Record Activities** – actions agreed at a meeting can be easily identified, monitored and tracked through the minutes. They also document who attended the meeting so that it is easy to ascertain whether or not a person was aware of the assigned action or decision.
- **Establishing Accountability** – the minutes establish who is accountable for ensuring an action is performed. This enables

corrective measures to be introduced if the action is falling behind its agreed schedule or encounters problems.

- **Ensures effective use of peoples' time** – if you ensure that your minutes template reflects your timed agenda everyone's time will be used efficiently. This is because all attendees know what is expected of them and the purpose of why they are there.
- **Offers a Point of Reference** – well-documented and informative meeting minutes create a point of reference that can be referred to as events progress. They also enable you to keep others not at the meeting informed of progress and any issues that arise. It enables management to be proactive and address any issue before it becomes a serious problem.

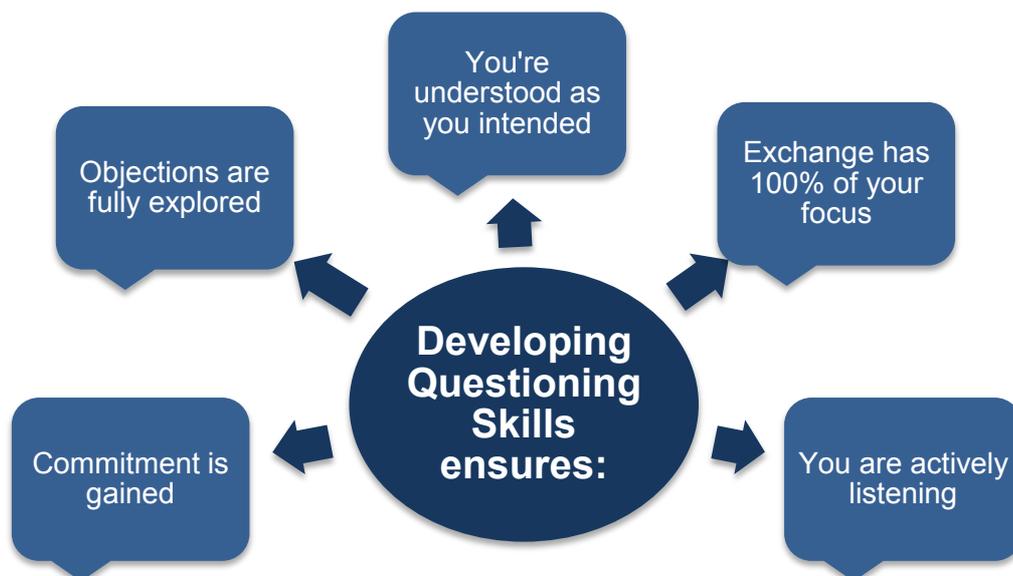
Download your own copy of the [Meeting Minutes](#) template. If you want to read more about how to take accurate meeting minutes and all its associated activities refer to our free eBook, '[Taking meeting minutes](#)'.

## Questioning Technique Checklist

This [Questioning Technique](#) checklist reminds you of the different ways to ask for information so that your communications are more effective.

Communication is an essential skill for any management professional and every exchange must be clear and precise so that you avoid confusion and misunderstandings. This checklist explains how to use each type of question to ensure your exchanges and discussions are productive.

It is only by listening carefully to what is said to you that you will be able to ask the pertinent questions to gain clarification that your request has been understood. To learn more about [active listening](#) download our free eBook of this title.



Using questions is one of the most effective ways to achieve this level of comprehension and know that any resulting actions will be effective.

Whether you want to ensure understanding, overcome objections or gain commitment, learning the best question to ask is essential to succeed.

When asking questions be clear about what you wish to attain from the conversation and select the best style to draw out this information. Make sure your non-verbal signals match the technique you're using and that your question reflects what you've heard.

There are seven questioning techniques you need to become familiar in using so that you that you select the most appropriate style of question to reflect needs of the conversation.

<b>Question</b>	<b>Purpose</b>	<b>Examples</b>
<b>OPEN</b>	Used to gather data during a conversation	<i>'How helpful was that procedure?' 'What did you do to resolve the problem?' 'Why did you react to the customer's concerns in that way?'</i>
<b>CLOSED</b>	Drawing an issue to conclusion. Controlling a conversation ( <i>only require Yes or No answer</i> )	<i>'Where you aware that procedure had not been followed?' 'Was the customer happy with this result?' 'Did you know of this situation before?'</i>
<b>PROBING</b>	Draw out additional information. Clarify your understanding	<i>'Could you be more specific?' 'Who is involved in this situation?' 'Why do you think that?'</i>
<b>REFLECTIVE</b>	Review a situation & actions taken ( <i>Use same words</i> )	<i>'You describe the situation as 'making you annoyed' why is that?' 'When you describe the other team 'as being disparaging' what do you mean?'</i>
<b>HYPOTHETICAL</b>	Helps to gauge how others might act or think in a situation	<i>'If you had no constraints how would you approach...?' 'Have you thought about what would happen if...?'</i>
<b>PARAPHRASING</b>	Check your understanding of what you've heard. Refocus attention	<i>'The cause of each defect is due to the quality of goods supplied by X and if they meet the service level agreement the defects would disappear? Can you confirm this would be the case?'</i>
<b>LEADING</b>	To influence an other's thinking or draw out an answer ( <i>Use with caution</i> )	<i>'Do you think it would have been better to...?' 'Shouldn't we have done this instead?'</i>

To develop your questioning competency always ask yourself would you have done things differently with the benefit of hindsight? This willingness to reflect on your conversations and adjust your behavior next time to attain a better result will ensure your practice makes you into an excellent communicator.

Download your own copy of the [Questioning Technique](#) checklist.

## Setting up a Meeting Worksheet Template

One of the most significant ways you can make more effective use of your time is by carefully controlling how much time you spend in meetings. This both those you set up and attend. This worksheet, [Setting up a Meeting](#), has been designed so that you ask yourself the pertinent questions about why the meeting is happening and what its purpose is.

*Research says that the average number of meetings management attend on a monthly basis exceeds 60! This equates to 2 every day!*

So you need to make sure that any meetings you request are successful and effective. You don't want to get a reputation for calling unnecessary and futile meetings; it won't help your career aspirations.

For those you are asked to attend you first ask yourself, '*Is it the best use of your time?*' if your answer is 'Yes' then you work through the remainder of the worksheet to ensure it will be a productive meeting. Having decided that the meeting is a good use of your time you need to ask yourself four simple questions.

As you answer each question you will shape your meeting into an effective use of everyone's time and attain the aim you have set for it. The final area that follows answering the questions is the setting of your agenda, a necessity for every meeting.

It is essential that any meeting you attend is focused on a single purpose and those who are at the meeting are engaged in attaining that aim too. If the discussions become unfocused people will become bored and lack any enthusiasm displaying behaviors that show they are unwilling to put in the necessary effort you need.

The amount of time you dedicate to preparing will reflect in how effective your meetings are. Regardless of the issue under discussion, a positive outcome is needed and serves to justify the time and resources taken up by

the meeting. Part of that preparation must be asking yourself four key questions and related issues you need to consider.

- Is this a good use of my time?
  - Is my contribution essential? Does it add value?
  - Is the topic relevant?
  - What impact occurs if I don't go?
  - Can another attend in my place? Does this develop the individual?
- Does the meeting have an obvious purpose?
  - Is there a timed agenda?
  - Who else is attending? Does it help me network?
  - Can the chair control the meeting?
  - Does it have an action list?
- What preparation is required?
  - Is there any preparation needed before the meeting?
  - Can I easily get hold of the necessary data to prepare?
  - Do I have any outstanding actions?
- Effective use of my time?
  - Does the date & time of the meeting easily fit into my current work schedule?
  - Does the travel time/expense required to go to the meeting justify my attendance?
  - Is someone else better placed/qualified to make the required contribution to the meeting?

If after considering all these items you have concluded that attending or organizing this meeting is worthwhile then you need to produce an agenda that conveys all this information.

Download your own copy of the [Setting up a Meeting](#) worksheet.

## Free Online Library for Managers

We have over 500 free eBooks, templates & checklists to help you gain the advanced skills you need to become an outstanding leader. The management resources are organized into different skills areas:

- [Productivity](#)
- [Leadership](#)
- [Finance](#)
- [Communications](#)
- [Strategy](#)
- [Project Management](#)
- [Coaching](#)
- [People](#)
- [Career Development](#)
- [Meeting](#)
- [Appraisal](#)
- [Sales](#)
- [Marketing](#)
- [Technology](#)
- [Thinking](#)

## Other Free Resources

The Free Management eBooks website offers you over 500 free resources for your own professional development. Our eBooks, Checklists, and Templates are designed to help you with the management issues you face every day. They can be downloaded in PDF, Kindle, ePub, or Doc formats for use on your iPhone, iPad, laptop or desktop.

**eBooks** – Our free management eBooks cover everything from accounting principles to business strategy. Each one has been written to provide you with the practical skills you need to succeed as a management professional.

**Templates** – Most of the day-to-day management tasks you need to do have already been done by others many times in the past. Our management templates will save you from wasting your valuable time re-inventing the wheel.

**Checklists** – When you are working under pressure or doing a task for the first time, it is easy to overlook something or forget to ask a key question. These management checklists will help you to break down complex management tasks into small controllable steps.

**FME Update** – [Subscribe](#) to our free regular updates and stay in touch with the latest professional development resources we add every month.

**Social Media** - Share our free management resources with your friends and colleagues by following us on LinkedIn, Facebook, Twitter, Google+, and RSS.

Visit [www.free-management-ebooks.com](http://www.free-management-ebooks.com)