The Managing Me management system has six skills (steps).

**AIM** – Know where I am going and how I am going to get there.

**SORT** – Use my goals to triage my inputs.

**SELECT** – Use my goals to pick my next task from my tasklist and calendar.

**DO** – Do my selected task with focus and disciplined use of tools.

**REVIEW** – Review to learn and improve.

**BREAK** – Take good breaks to recharge.

---

**AIM**

Know where I am going and how I am going to get there.

- **Purpose → Goals, tasklist, & calendar**
  - Start of day, week, & year

**SORT**

Use my goals to triage my inputs.

- **Inputs → Trash, files, tasklist & calendar**
  - Start of day

**SELECT**

Use my goals to pick my next task from my tasklist and calendar.

- **Tasklist & calendar → Next task**
  - Many times during the day

**DO**

Do my selected task with focus and disciplined use of tools.

- **Selected task → Progress towards goals**
  - Many times during the day

**REVIEW**

Review to learn and improve.

- **Past → Learning & improvement**
  - End of day, week, & year

**BREAK**

Take good breaks to recharge.

- **Tired spirit, body, & mind → Recharged**
  - During day, after work, weekends, & vacations

---

**AIM – Know where I am going and how I am going to get there.**

Start with my life purpose. Purpose brings health and clarity. Write out my life purpose informed by my desired eulogy and passions. Define my roles and write out my purpose and goals for each one. Use my purpose to drive my goals, projects, tasklist, and calendar.

<table>
<thead>
<tr>
<th>My roles</th>
<th>My purpose</th>
<th>My goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>My spirit</td>
<td></td>
<td>Under my control</td>
</tr>
<tr>
<td>My body</td>
<td></td>
<td>Longer-term</td>
</tr>
<tr>
<td>My mind</td>
<td></td>
<td>Focused on character</td>
</tr>
<tr>
<td>My family</td>
<td></td>
<td>Not measurable</td>
</tr>
<tr>
<td>My work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My money</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My world</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

My purpose (by role)
- Under my control
- Longer-term
- Focused on character
- Not measurable

My goals (by role)
- Under my control
- Longer-term
- Focused on doing
- SMART goals: Specific, Measurable, Achievable, Results-oriented, & Time-specific

Write out inspiring purpose-driven goals and believe I can achieve them. Add the minimal viable next step to my tasklist. Start tasks with an imperative action verb (e.g., buy milk). Add events (with time buffers), ticklers, and stage gates to my calendar. Schedule the important first and the difficult early. Schedule regular reviews and post-project reviews. Schedule meetings with breaks and travel time between them.

**SORT – Use my goals to triage my inputs.**

Use my goals and all seven filters to triage my inputs.

---

**Input queues**

- Valuable filter
  - Stop the inflow.
  - Stop it now. (Allen, 2016: Getting Thing Done)

- Actionable filter
  - File reference items.

- Two-minute rule filter
  - Only do what only I can do.
  - Act my wage (rule of 2000).

- Offloading filter
  - Outsource/delegate.

- Boundaries filter
  - Mow my own lawn.
  - Out of my control

- Project filter
  - Team, WBS, schedule, & stage gates

- Margins filter
  - Protect my margins.
  - Maximum revenue, minimum cost

**Tasklist**

- Minimum viable next step (task)
- Events, ticklers, & stage gates

**Calendar**

- Say “no.”
  - Clarify, and renegotiate.

---

Copyright © 2019 Professor Arthur V. Hill, Carlson School of Management, University of Minnesota
• The valuable filter – Immediately trash low-value inputs and stop the inflow.
• The actionable filter – Immediately file reference items to increase visibility so I can better prioritize and see anomalies.
• The boundaries filter – Decline if not my job. Clarify/renegotiate boundaries and job descriptions as needed.
• The margins filter – Decline if no capacity. Clarify/renegotiate priorities, capacities, capabilities, and schedules.
• The two-minute rule filter – Do it now if it requires less than two minutes – and then get back to sorting.
• The offloading filter – Outsource or delegate if others can do it better, faster, or cheaper – and then add follow-up reminders to my calendar and/or waiting-for list.
• The new project filter – Create a folder, team, work breakdown structure, and schedule (stage gates & post-project review).

If an input makes it this far, add the minimal viable next step to my tasklist and/or add events (with time buffers), ticklers, and stage gates to my calendar.

SELECT – Use my goals to pick my next task from my tasklist and calendar.

Filter tasks based on context (available technology, tools, information, and people), time, and energy. Select based on importance, urgency, and effort. Don’t let the urgent push out the important. Use a kanban board to make work visible.

Don’t procrastinate: Avoid overload, create self-imposed deadlines, break larger tasks into smaller ones with earlier rewards, build self-regulatory resources (sleep, exercise, & diet), obstruct fun tasks, and invite accountability. Don’t foolishly multi-task: Multi-tasking is dangerous, stressful, unfocused, unproductive, and rude; but use my time twice when one task has low cognitive load and low switching cost (e.g., meal with a friend, reading while waiting for an appointment).

DO – Do my selected task with focus and disciplined use of tools.

Do with focus: Do less & obsess. Get in the flow. Don’t foolishly multi-task. Take breaks. Avoid distractions and interruptions. Be present with others (don’t phub). Do with email disciplines: Only handle it once (OHIO). Avoid first thing in day and don’t check too often. Don’t copy needlessly. Use a clear subject line. Keep emails short & simple. Make a phone call after two emails. Avoid email emotion. Do with paper disciplines: Only handle it once (OHIO). Go paperless. Use a file pile and file now. Use project folders. Do with meeting disciplines: Use to make decisions and/or build culture – not just share information. Define clear goals and agenda. Start and end on time. Consider using a timekeeper and/or note taker. Use Post-its. Use scrum standup meetings with questions: What did you do before our last meeting? What are you going to do before our next meeting? What is holding you back? Ask for last thoughts and define next steps. Do with the capture habit to escape and store intrusive ideas. Do with the next step question to sustain progress.

REVIEW – Review to learn and improve.

Schedule daily, weekly, and annual reviews as recurring events. Conduct a post-project review after finishing a project using a plus/delta session and conduct a Root Cause Analysis after an adverse event to mitigate future risks. Reviews should reflect, celebrate, and improve. Reflect to evaluate and learn from experience. Celebrate to reinforce learning. Improve to better align my processes, workplace, rules, and habits with my goals. Processes: Analyze processes, define standard work (e.g., checklists), and eliminate waste. Workplace: Make my work visible so I can see my priorities and anomalies. Use 5S/KonMari. Standardize and simplify. Rules: Create simple rules to enable success and shape habits. Habits: Change cues, routines, and rewards. During my reviews, capture ideas to improve my work management system.

BREAK – Take good breaks to recharge both at work and away from work.

Take breaks to replenish attention, refresh self-regulatory resources, retain memories, reactivate goals, and increase productivity and quality. At work: Use frequent and regular breaks to replenish self-regulatory resources and pursue energy-boosting activities. Away from work: Unplug and nurture meaning, purpose, service, new skills, relationships, and exercise. Meditate without distractions to nurture joy, increase clarity, improve listening skills, and find encouragement.

MANAGING ME APPLICATIONS

1. The one MM skill I will focus on improving is: AIM SORT SELECT DO REVIEW BREAK

2. The one MM practice I will start applying today is:

3. The one MM practice I will encourage my team to apply is:

4. Today, I will share my personal MM applications with ________________

Please invite Art Hill to share the MM talk with your organization (ahill@umn.edu).
Please take the Managing Me skills assessment at http://tinyurl.com/hcgcgb78. All participants receive a free personalized 22-page benchmark report to help them improve their MM skills.