Moving from Time Management to Life Leadership

UW ADVANCE Pre-Tenure Workshop

Joyce Yen

December 2, 2021

Standing on the shoulders of:
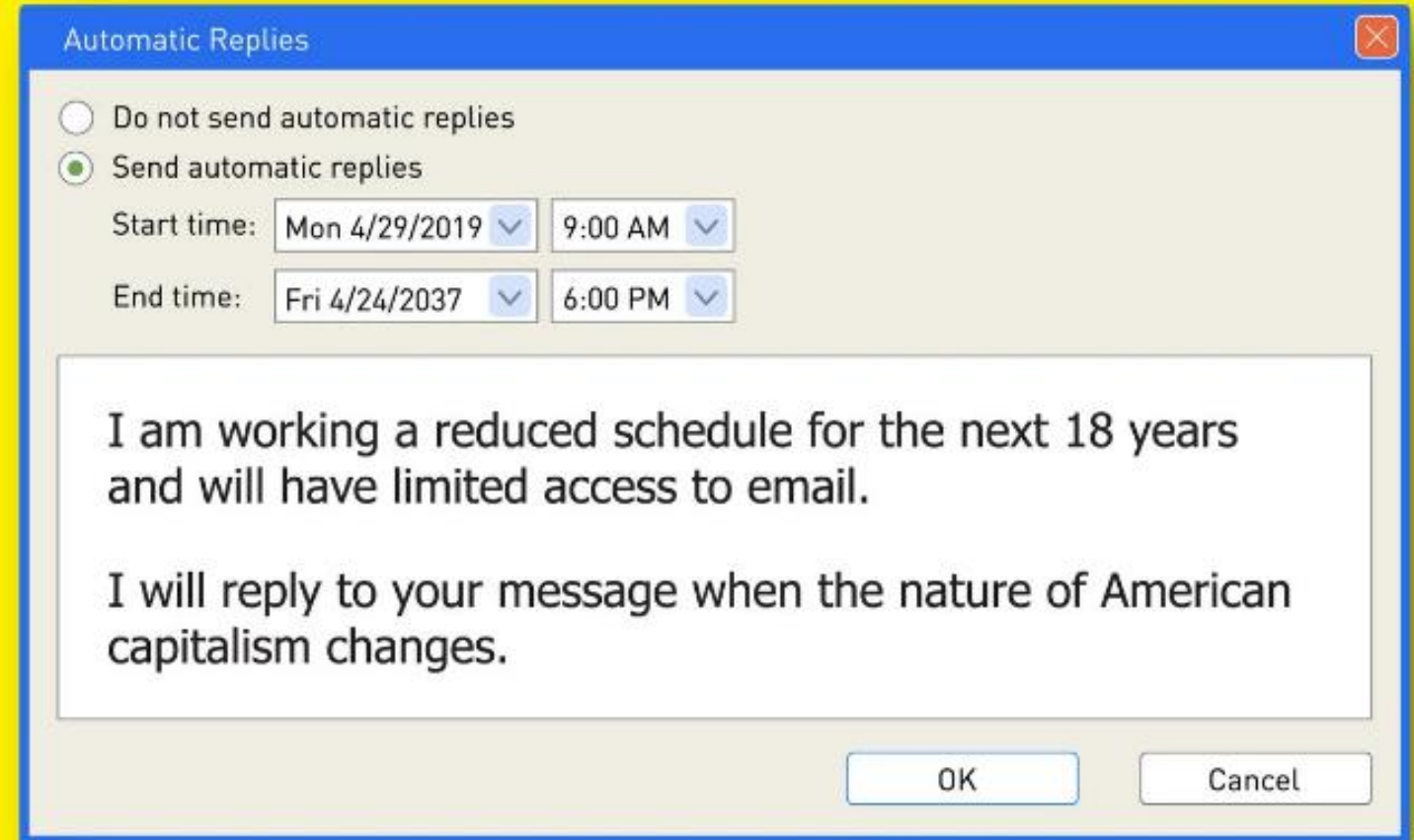Robyn Wright Dunbar and Christopher Loving

WEBS
Women Evolving Biological Sciences

LATTICE

BRAINS

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2019

The New York Times

Women Did Everything Right. Then Work Got 'Greedy.'

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

Automatic Replies

○ Do not send automatic replies
● Send automatic replies

Start time: Mon 4/29/2019 ⌄ 9:00 AM ⌄

End time: Fri 4/24/2037 ⌄ 6:00 PM ⌄

I am working a reduced schedule for the next 18 years and will have limited access to email.

I will reply to your message when the nature of American capitalism changes.

OK   Cancel

2020

INSIDE HIGHER ED

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)

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

Authored by
Stephanie A. Goodwin and Beth Mitchneck
on May 13, 2020 - 3:00am

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2021

now

nature

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nature > career feature > article

CAREER FEATURE | 15 March 2021

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

INSIDE HIGHER ED

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

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

Reimagining the spatial organization of institutional power (opinion)

Authored by
Reshmi Dutt-Ballerstadt, Patti Duncan and Marie Lo
on October 1, 2021 - 3:00am

Sources:
https://www.nytimes.com/2019/04/26/upshot/women-long-hours-greedy-professions.html; https://www.nature.com/articles/d41586-021-00663-2; https://www.insidehighered.com/print/views/2020/05/13/ensuring-pandemic-doesnt-negatively-impact-women-stem-especially-those-color; https://www.insidehighered.com/print/advice/2021/10/01/reimagining-spatial-organization-institutional-power-opinion

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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

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Time Management

Research   Service/ Admin

Scholarly Writing

Funds raising

Teaching   **YOU**

Outreach

Family

Mentoring

Leadership

Friends

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Time Mgmt	Life Leadership
Narrow Vision	Wide Vision
Urgent	Important
Do things right	Do the right thing

Roles

Research   Service/ Admin

Scholarly Writing

Funds raising

Teaching   **YOU**

Outreach

Family

Mentoring

Leadership

Friends

How can I live more of my day out of what is
IMPORTANT instead of URGENT?

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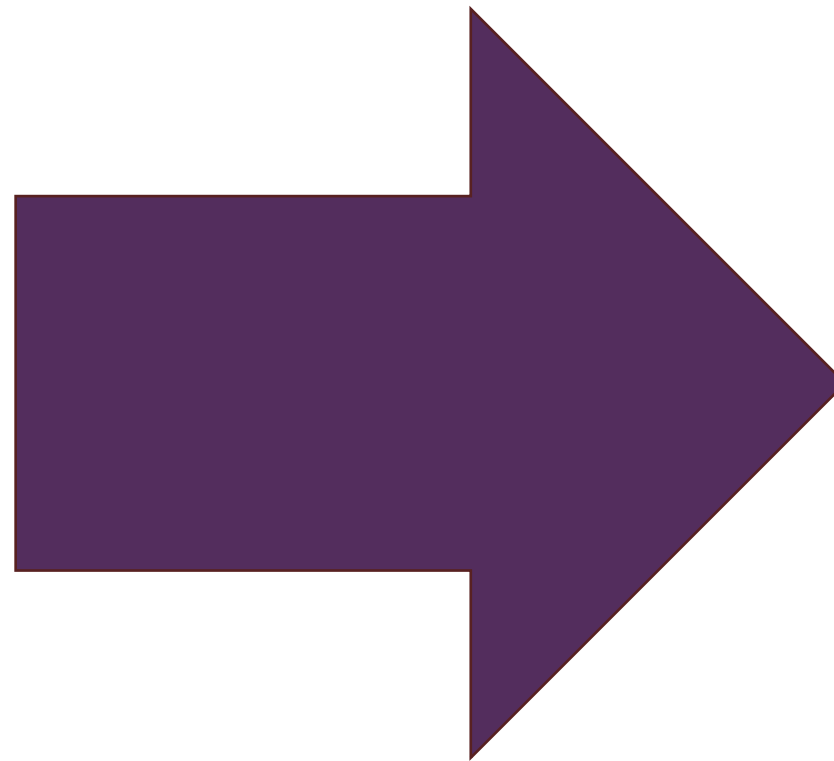
Research   Service/ Admin

Scholarly Writing

Funds raising

Teaching   **YOU**

Outreach

Family

Mentoring

Leadership

Friends

How can I live more of my day doing DEEP WORK instead of SHALLOW WORK?

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Life Leadership

Stephen Covey & Colleagues' Classic Model

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

	Urgent	Not Urgent
Important	I	II
Not Important	III	IV

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Life Leadership

Stephen Covey & Colleagues' Classic Model

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

	Urgent	Not Urgent
Important	I TEACHING	II
Not Important	III	IV

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Life Leadership

Shallow Work:
non-cognitively demanding, logistical-style tasks, often performed while distracted. Generally not much new value and easy to replicate.
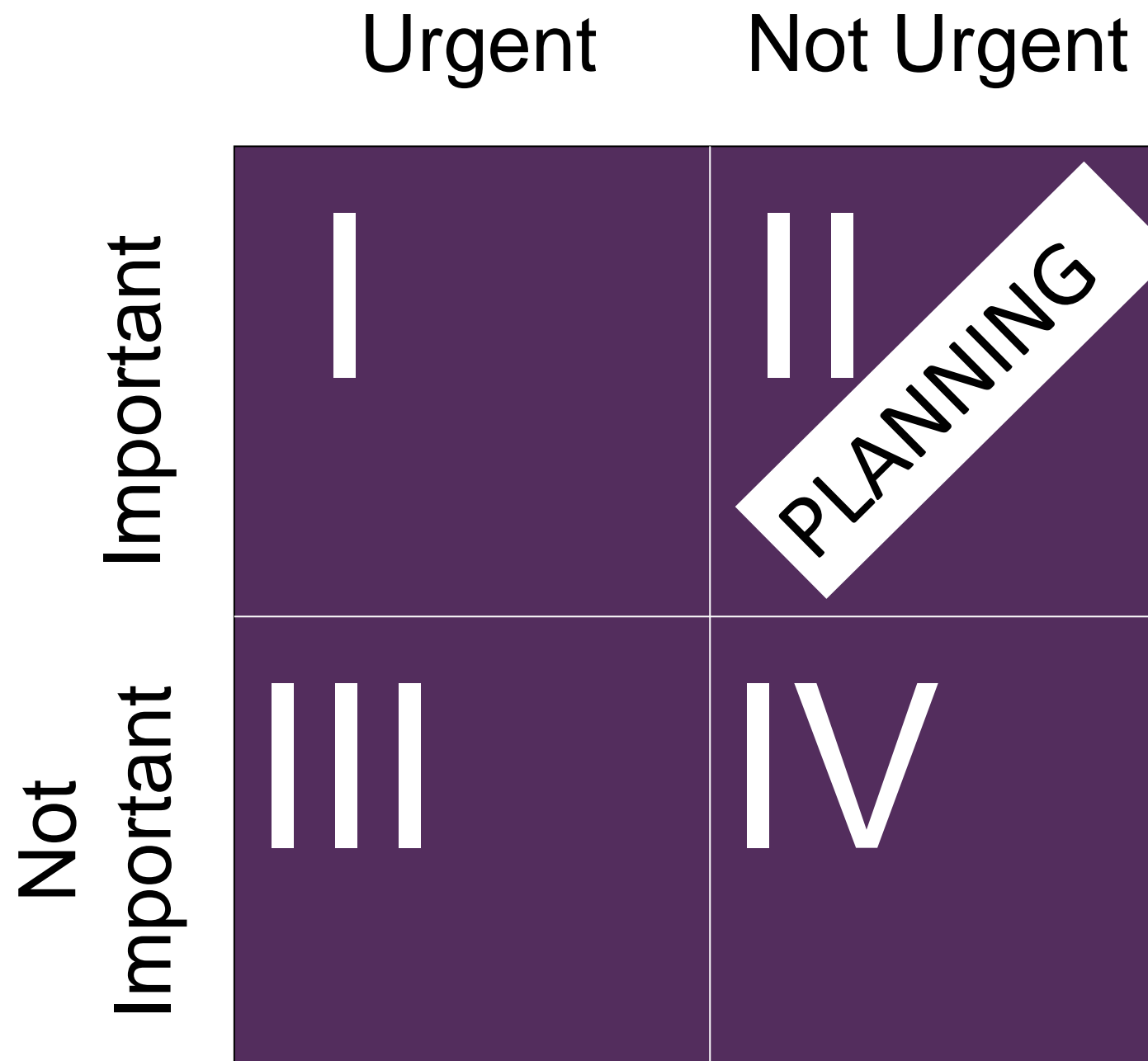
Deep Work, 2016

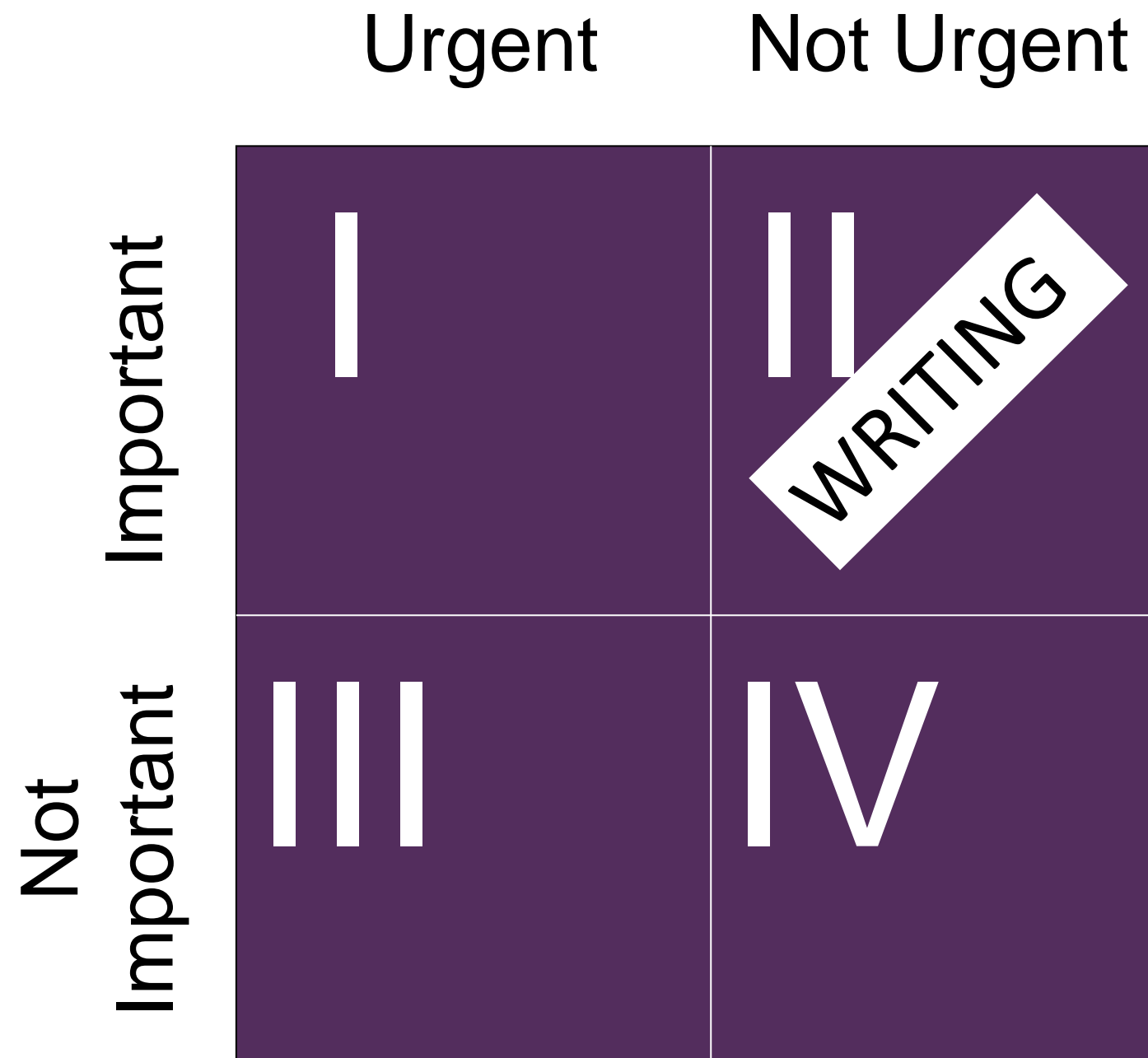|	Urgent	Not Urgent
Important	I	II
Not Important	III	IV

SHALLOW WORK

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

Life Leadership

**Stephen Covey
& Colleagues'
Classic Model**

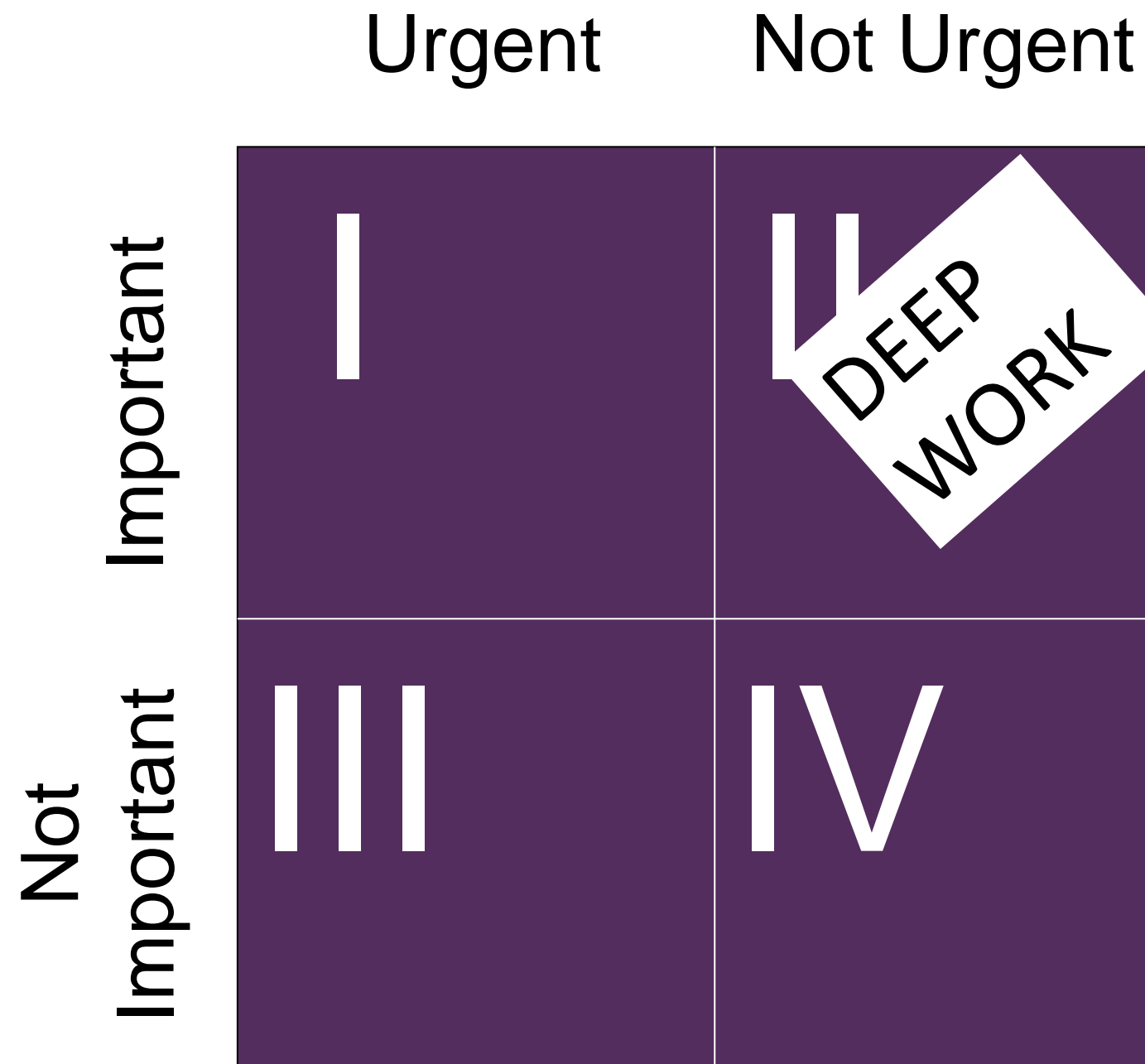*7 Habits of Highly Effective People, 1989
First Things First, 1994*

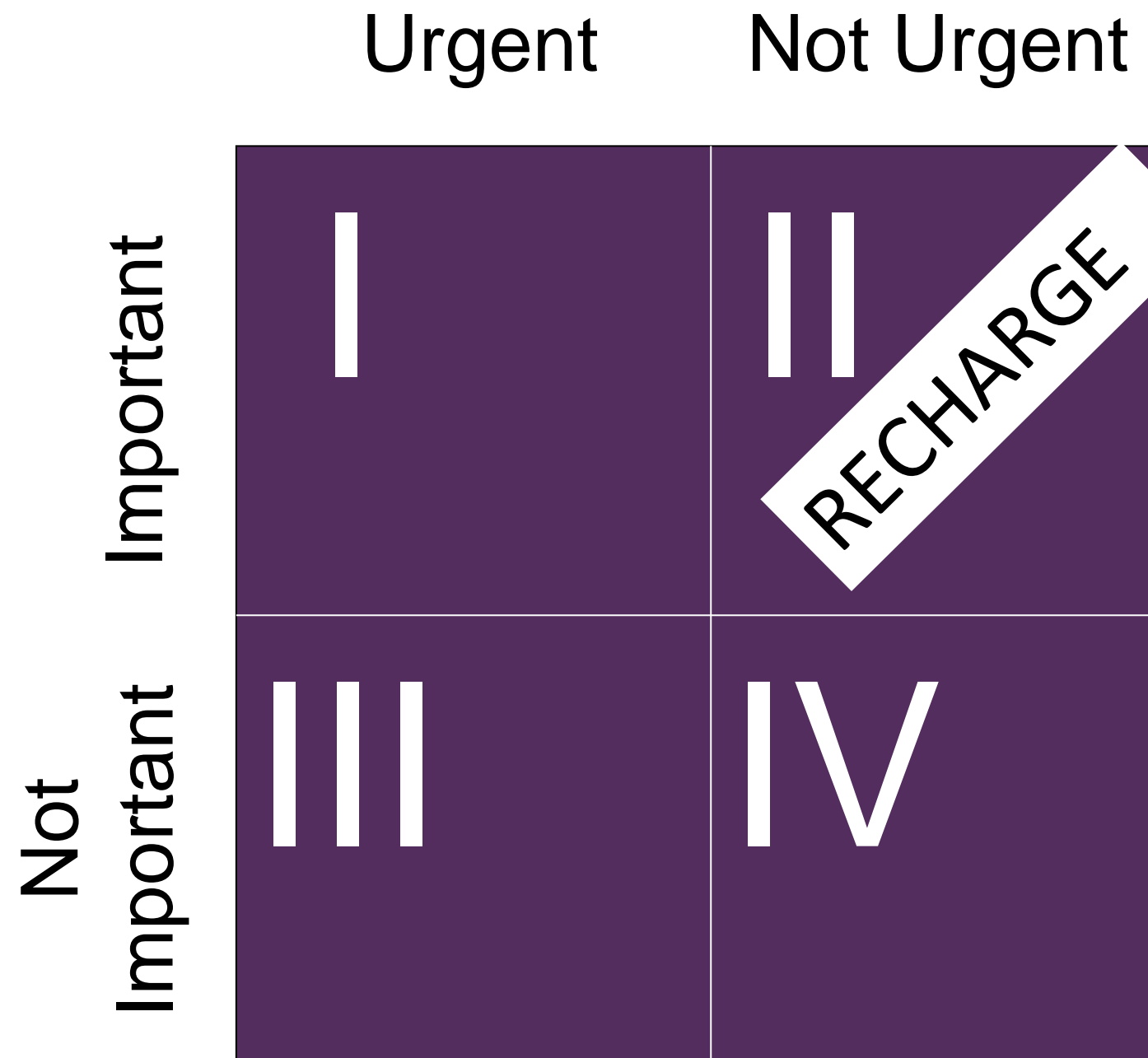|	Urgent	Not Urgent
Important	I	II PLANNING
Not Important	III	IV

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.

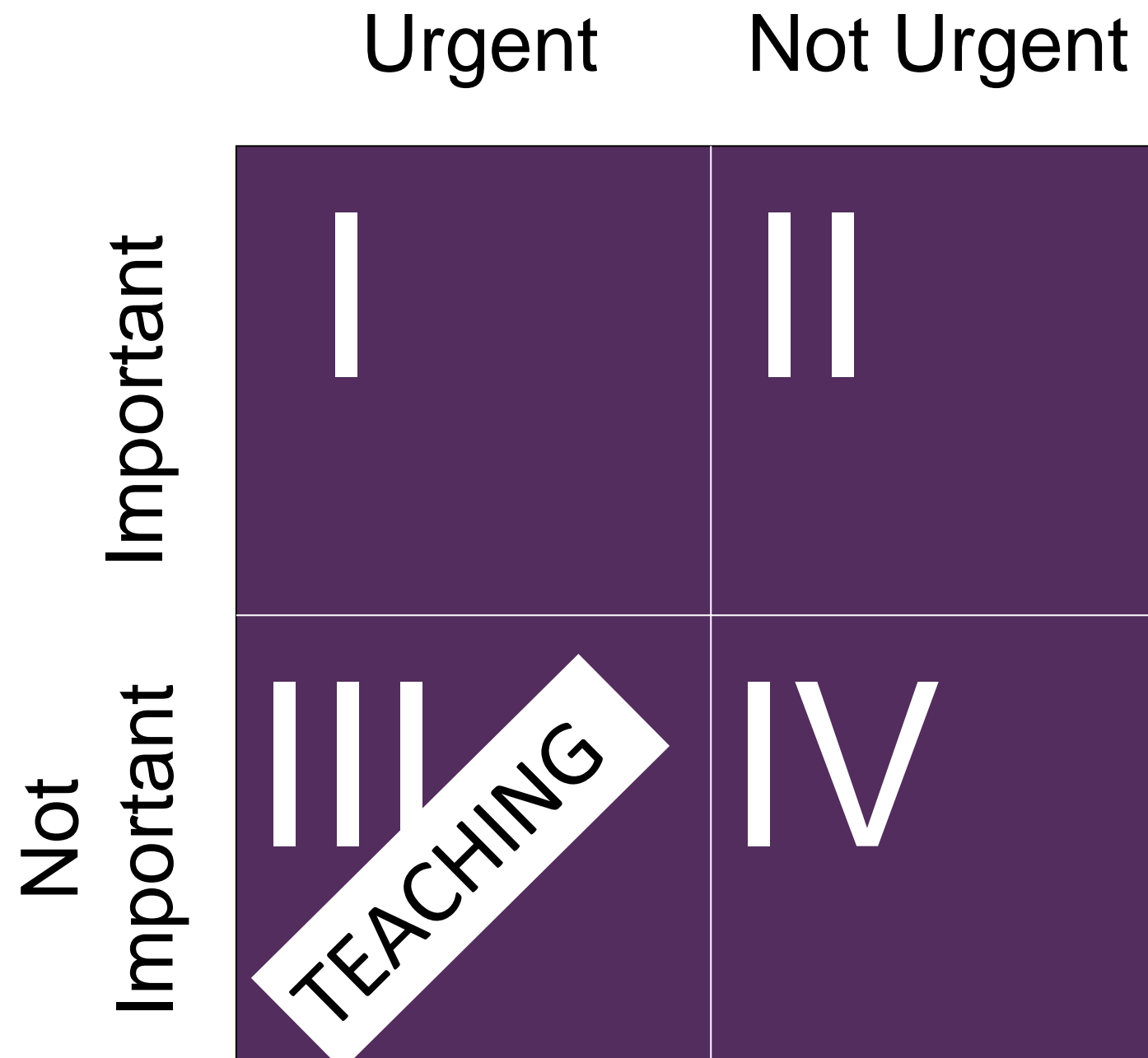|	Urgent	Not Urgent
Important	I	II DEEP WORK
Not Important	III	IV

Deep Work, 2016

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

Life Leadership

**Stephen Covey
& Colleagues'
Classic Model**

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

	Urgent	Not Urgent
Important	I	II
Not Important	III	IV

TEACHING

Life Leadership

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

Deep Work, 2016

	Urgent	Not Urgent
Important	I	II
Not Important	III	IV

SHALLOW WORK

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

Life Leadership

**Stephen Covey
& Colleagues'
Classic Model**

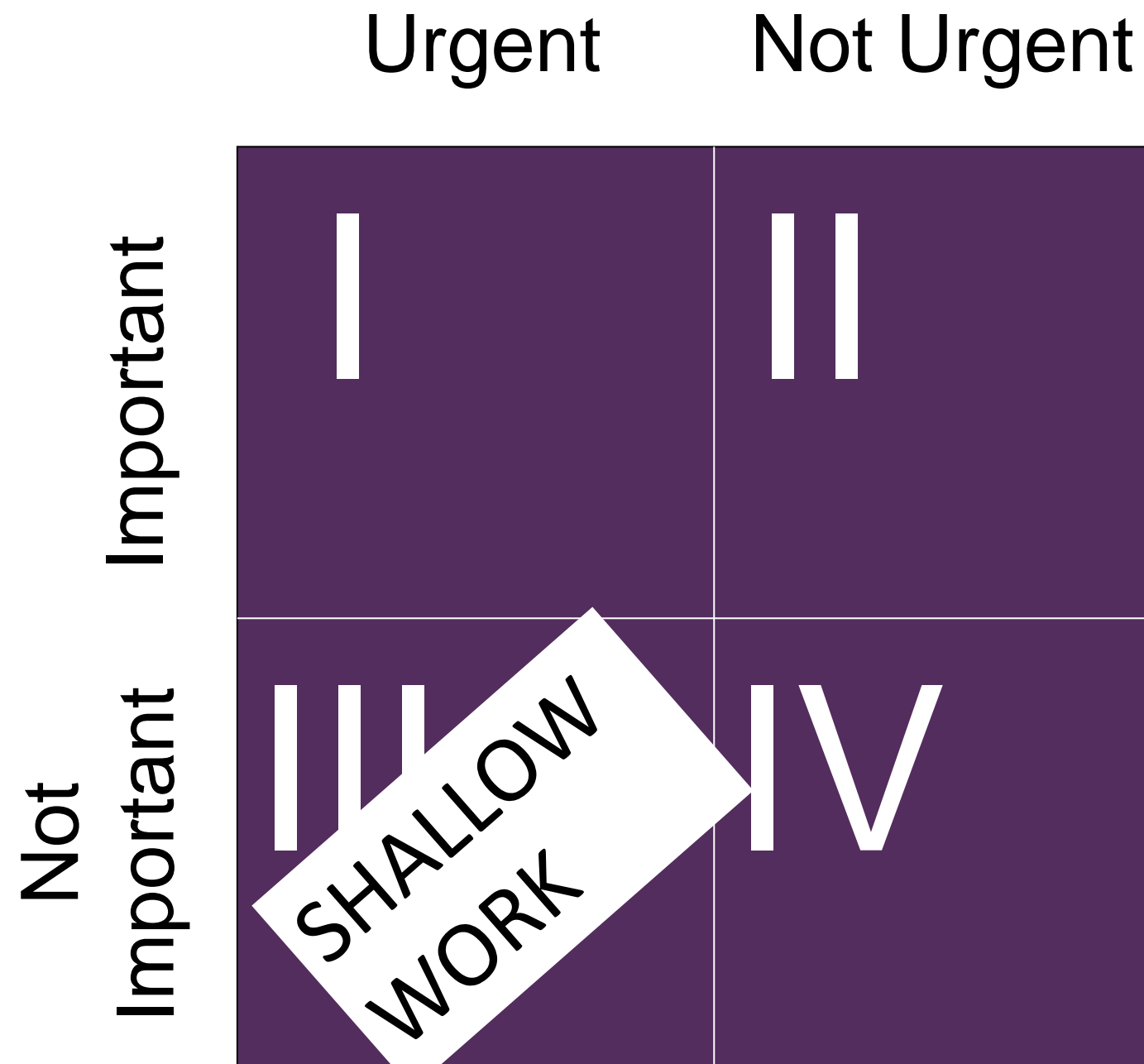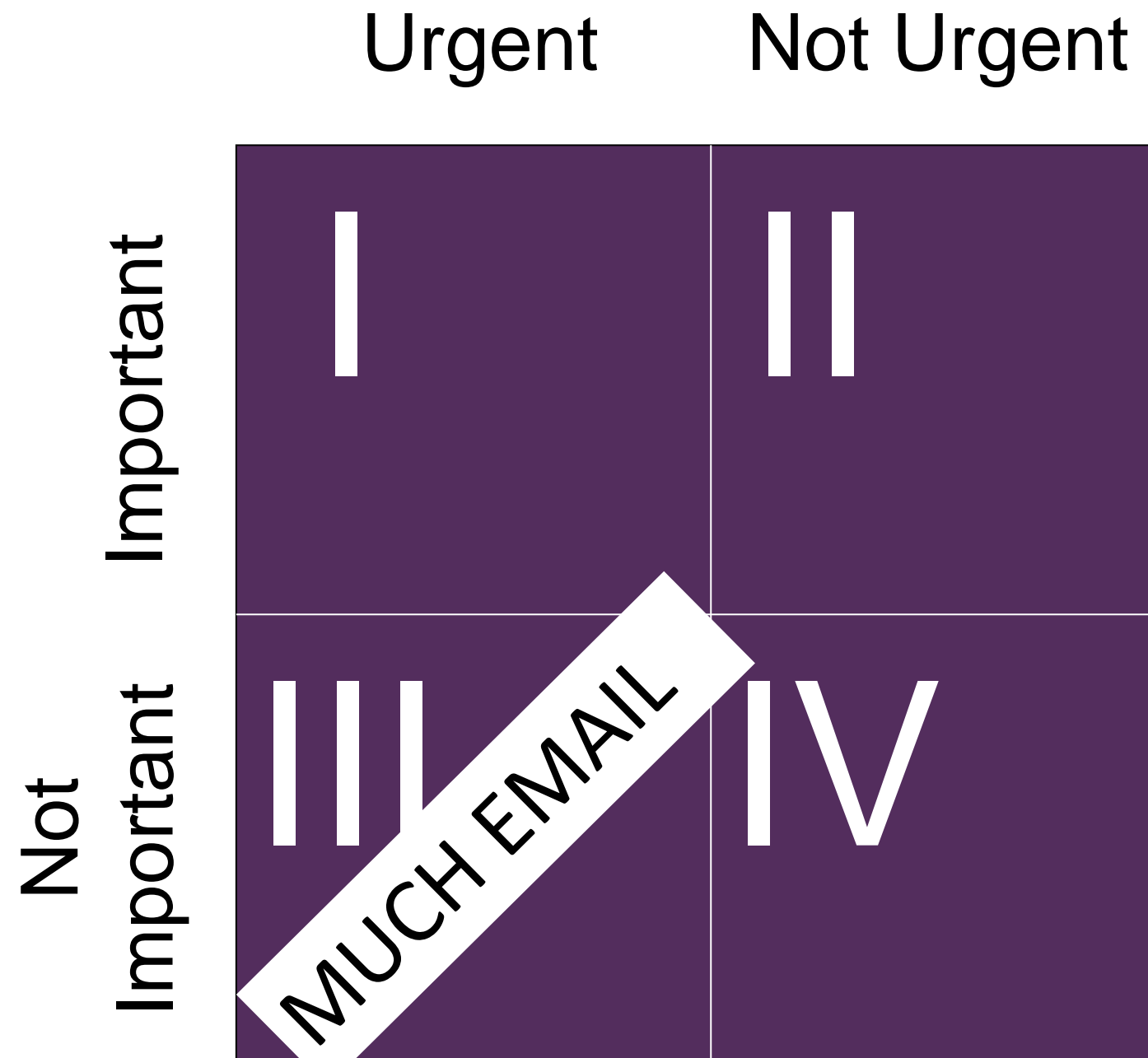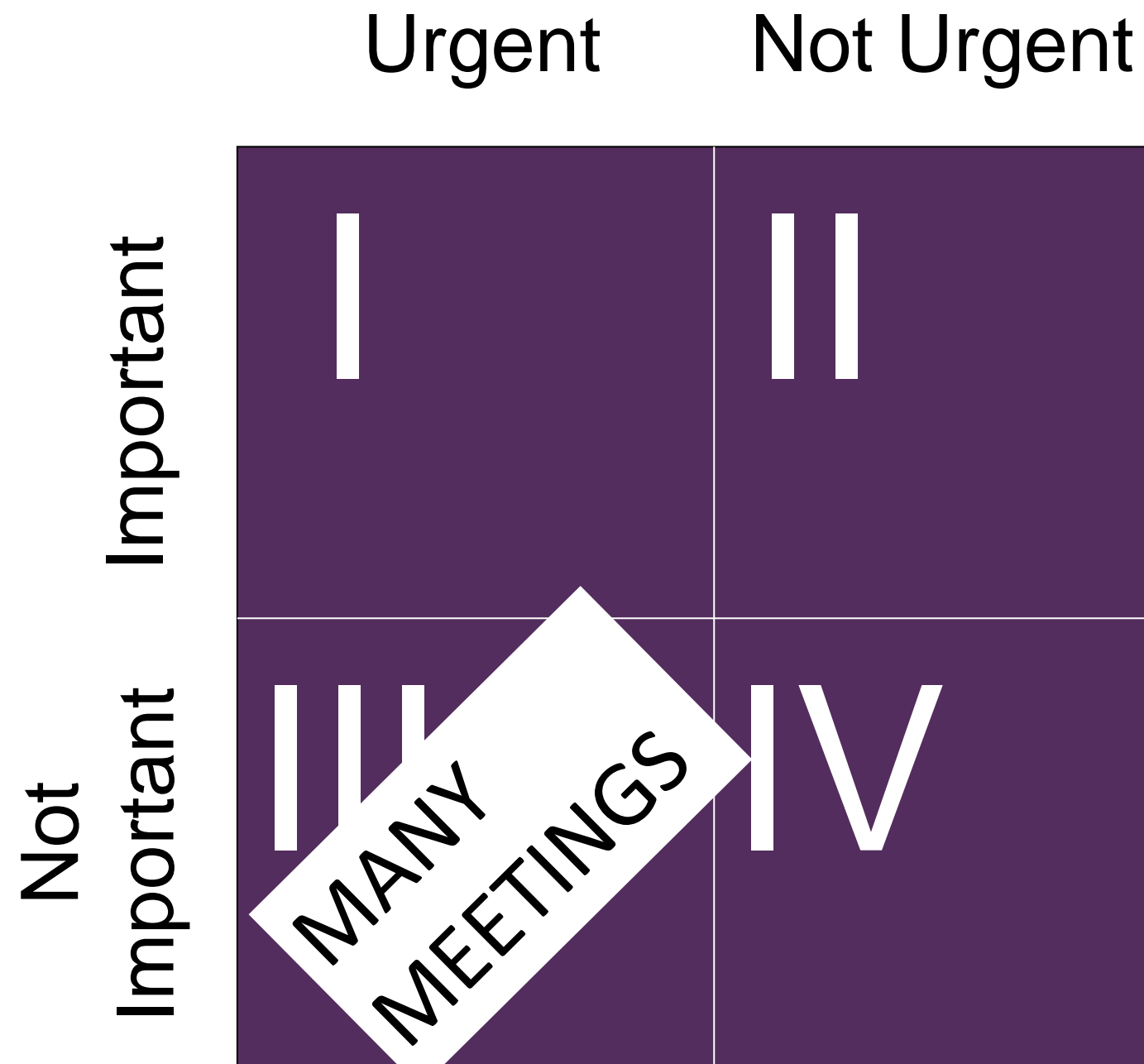7 Habits of Highly Effective People, 1989
First Things First, 1994

	Urgent	Not Urgent
Important	I	II
Not Important	III — MUCH EMAIL	IV

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Life Leadership

Stephen Covey & Colleagues' Classic Model

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

Urgent | Not Urgent

Important

I | II

Not Important

III | IV

MANY MEETINGS

Life Leadership

**Stephen Covey
& Colleagues'
Classic Model**

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

	Urgent	Not Urgent
Important	I	II
Not Important	III	IV WASTED TIME

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Life Leadership

Stephen Covey & Colleagues' Classic Model

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

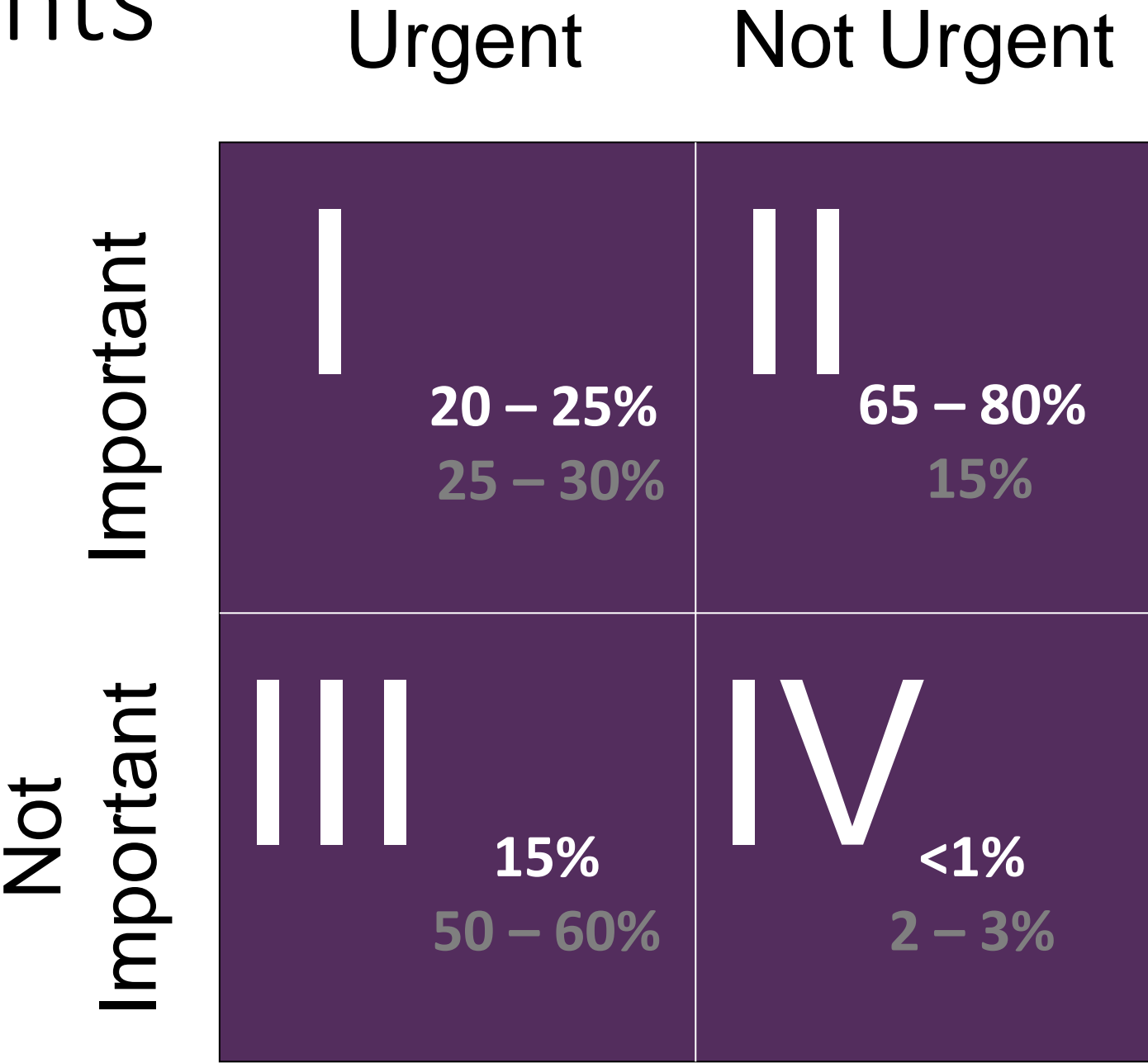|	Urgent	Not Urgent
Important	I — TEACHING, SHALLOW WORK	II — WRITING, DEEP WORK
Not Important	III — MEETINGS	IV — WASTED TIME

Group Level Quadrants

	Urgent	Not Urgent
Important	**I** **20 – 25%** 25 – 30%	**II** **65 – 80%** 15%
Not Important	**III** **15%** 50 – 60%	**IV** **<1%** 2 – 3%

High performing organizations
Typical performing organizations
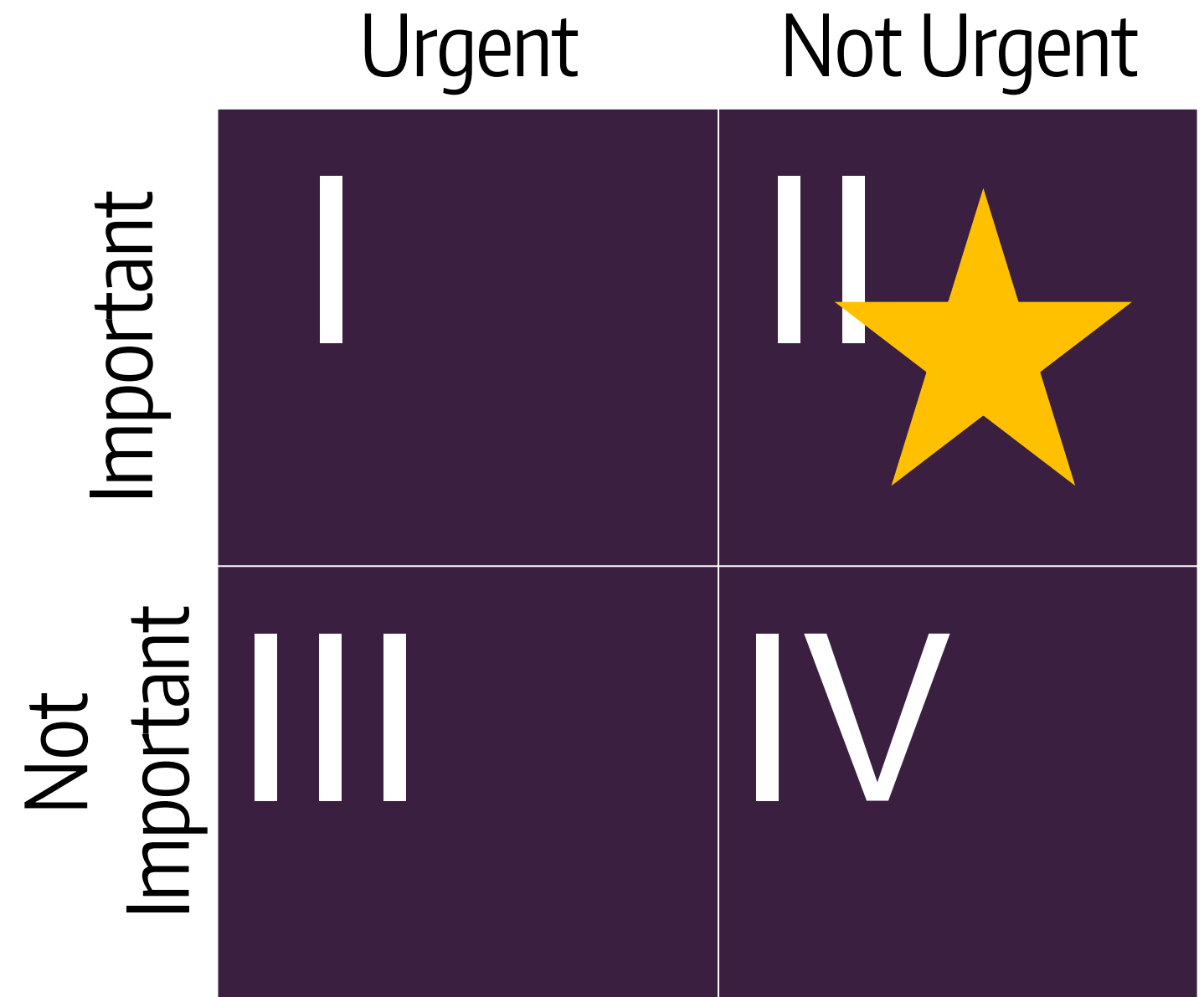
First Things First, 1994

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

	Urgent	Not Urgent
Important	I	II ⭐
Not Important	III	IV

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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?

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What are the Important Roles in your Life Right Now?

RECHARGE

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

SHARPEN THE SAW

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What are the Important Roles in your Life Right Now?

YOU

YOU

RECHARGE

SHARPEN THE SAW

-
-
-
-
-
-
-

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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

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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.
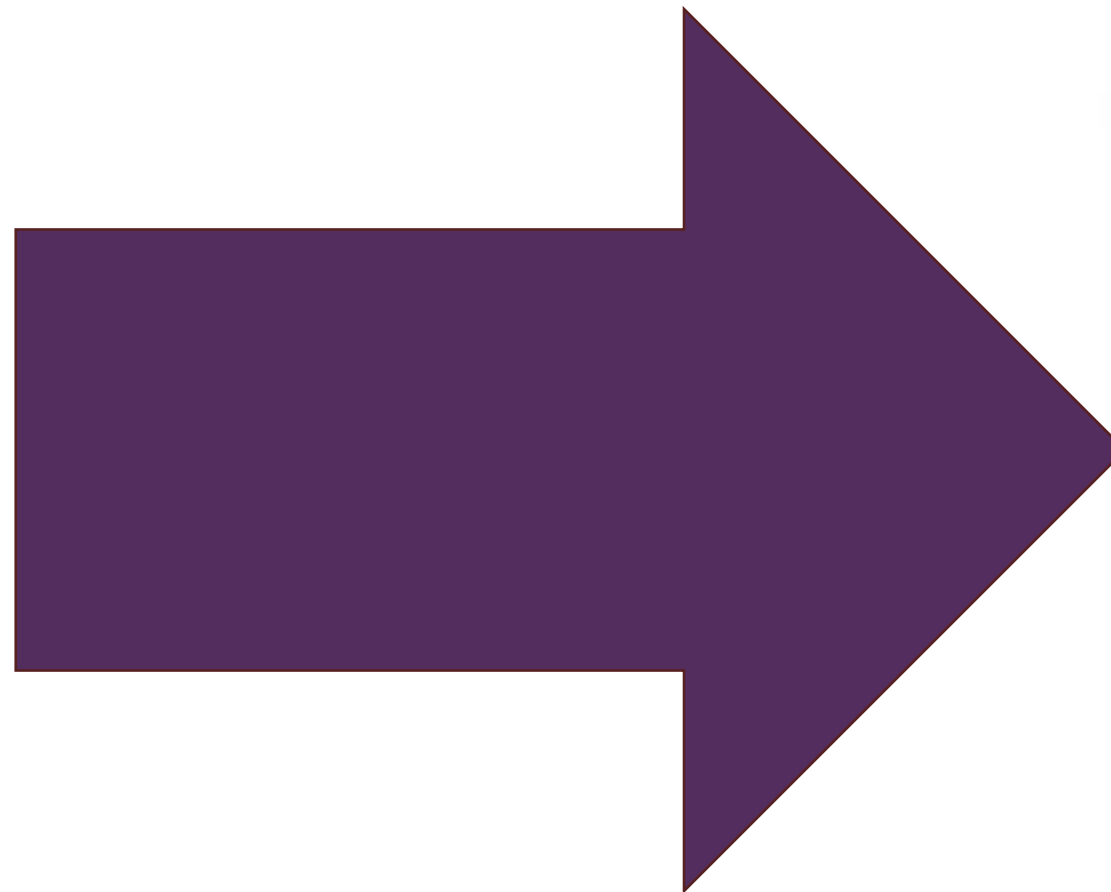
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Moving Forward: QII Philosophies

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What

How

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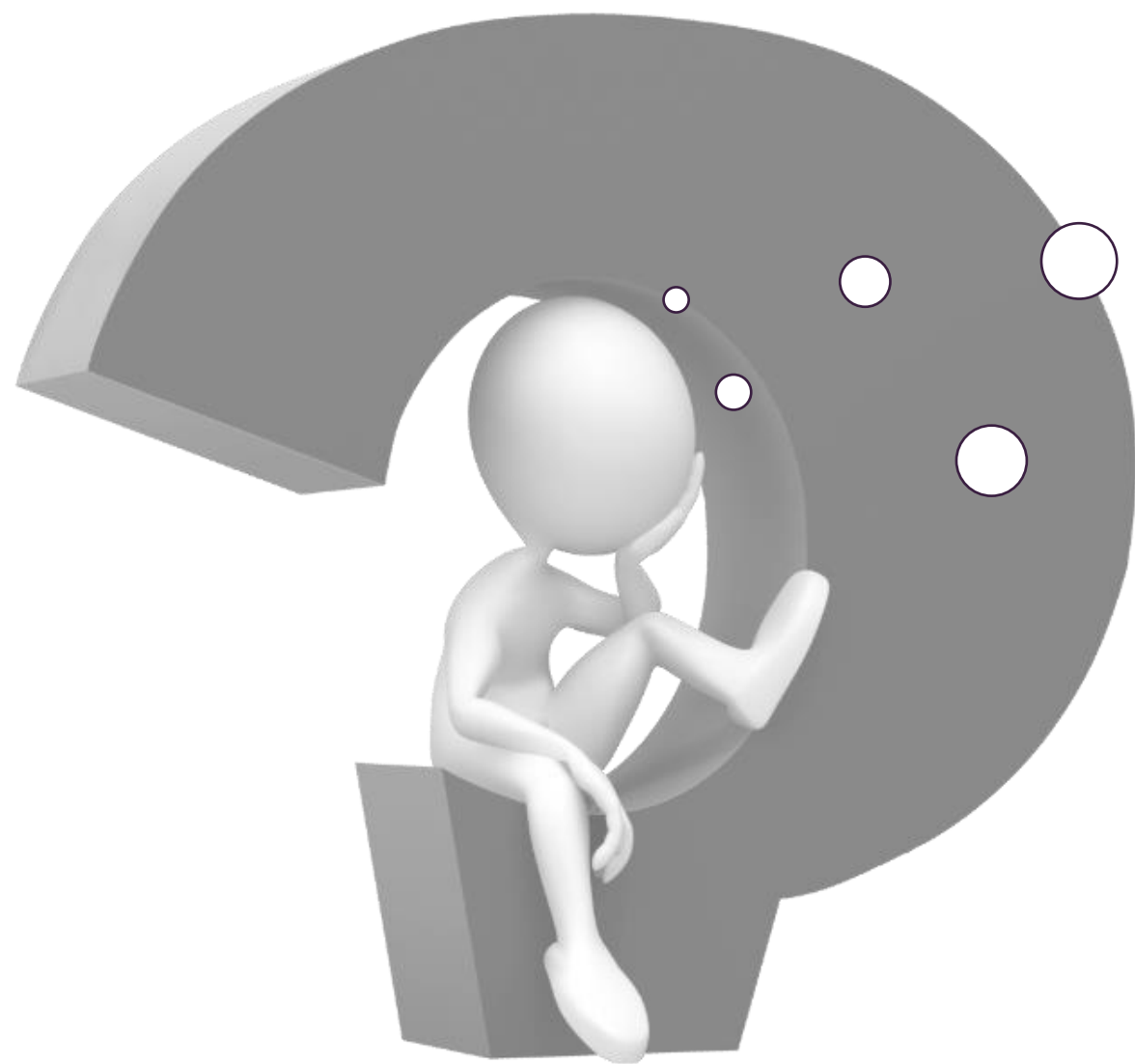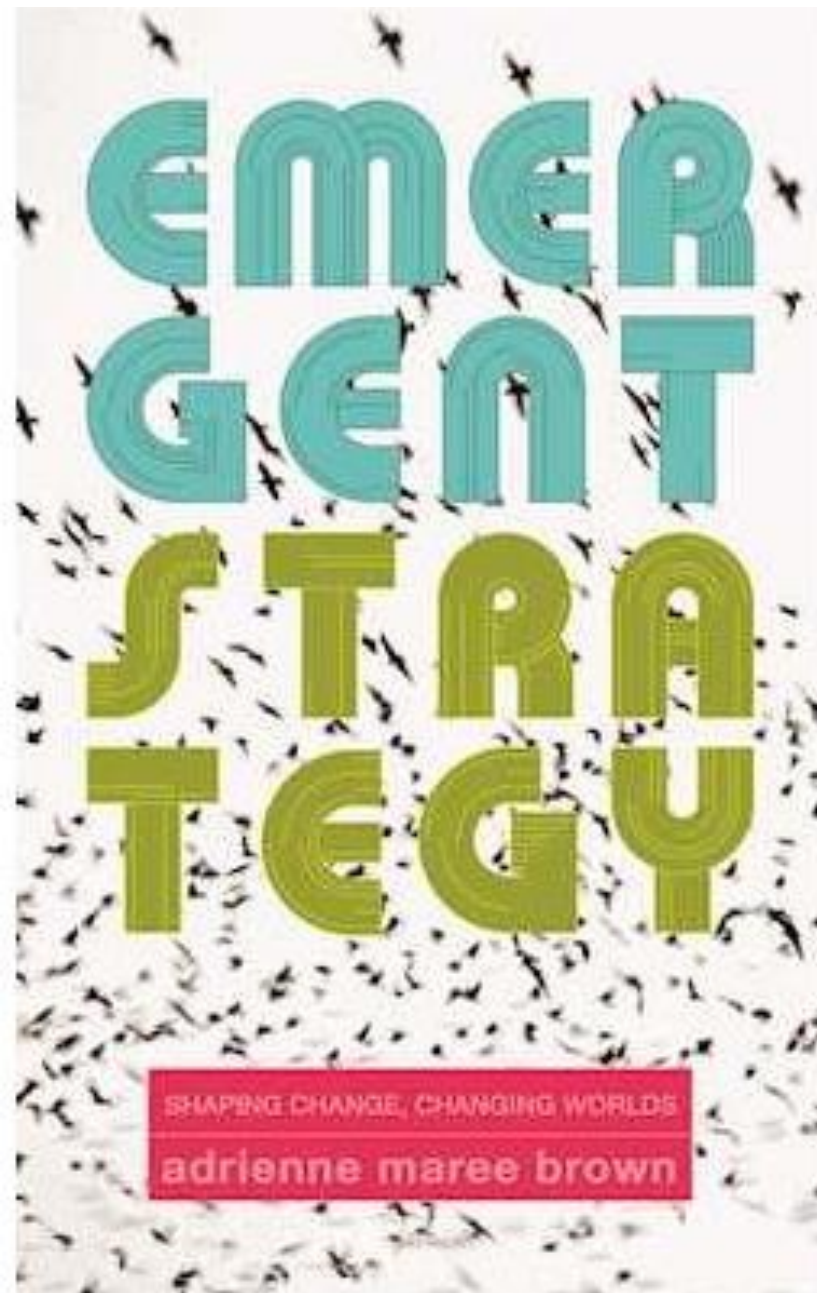
"... passion is a more valuable force for action and accountability than obligation..."

~ adrienne maree brown

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4DX – 4 Disciplines of Execution:
Not just WHAT, but HOW

Wildly Important

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Lead Measures

Compelling Scorecard

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Savage Chickens   by Doug Savage

YOU'VE GOT A PROBLEM WITH AVOIDING PERSONAL ACCOUNTABILITY

YA, AND WHOSE FAULT IS THAT?

© 2006 BY DOUG SAVAGE

www.savagechickens.com

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Accountability Cadence

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Deep Work, 2016

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

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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. ???

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Lead Measures

Lag
(outcome)
What?

La[CAUTION!]s Lead

Lead
(measurable action)
How?

Measure	Improvement
# papers submitted this year	→ 500 words per day
500 words per day	→ Spend 30 minutes writing each day

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Lead Measures

Lag
(outcome)
What?

Lag is Lead

CAUTION!

Lead
(measurable action)
How?

Measure	Improvement
% URM applicants	→ Increase applicant pool diversity
Increase applicant pool diversity	→ Develop relationships with people with diverse networks
Develop relationships with people with diverse networks	→ Invite indv. with diverse networks to "coffee"

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4 Disciplines of Execution:
Not just WHAT, but HOW

Wildly Important Goals
Lead Measures
Compelling Scorecard
Accountability Cadence

Brainstorm a wildly important goal and possible lead measures (**behaviors/ actions**) that you can do.

Refine your lead measure by repeatedly asking yourself:
- "How would I do …?"
- "What is the action I am taking?"

Compelling Scorecard

Public place to record and track lead measures.

Place to note milestones reached.

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Deep Work, 2016
Franklin Covey

Accountability Candence

Regularly examine your scorecard and commit to actions to improve

Deep Work, 2016
Franklin Covey

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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

Savage Chickens   by Doug Savage

YOU'VE GOT A PROBLEM WITH AVOIDING PERSONAL ACCOUNTABILITY   YA, AND WHOSE FAULT IS THAT?

Accountability: Monthly review of scorecard

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4 Disciplines of Execution:
Not just WHAT, but HOW

Wildly Important Goals
Lead Measures
Compelling Scorecard
Accountability Cadence

Brainstorm a compelling scorecard and accountability cadence.
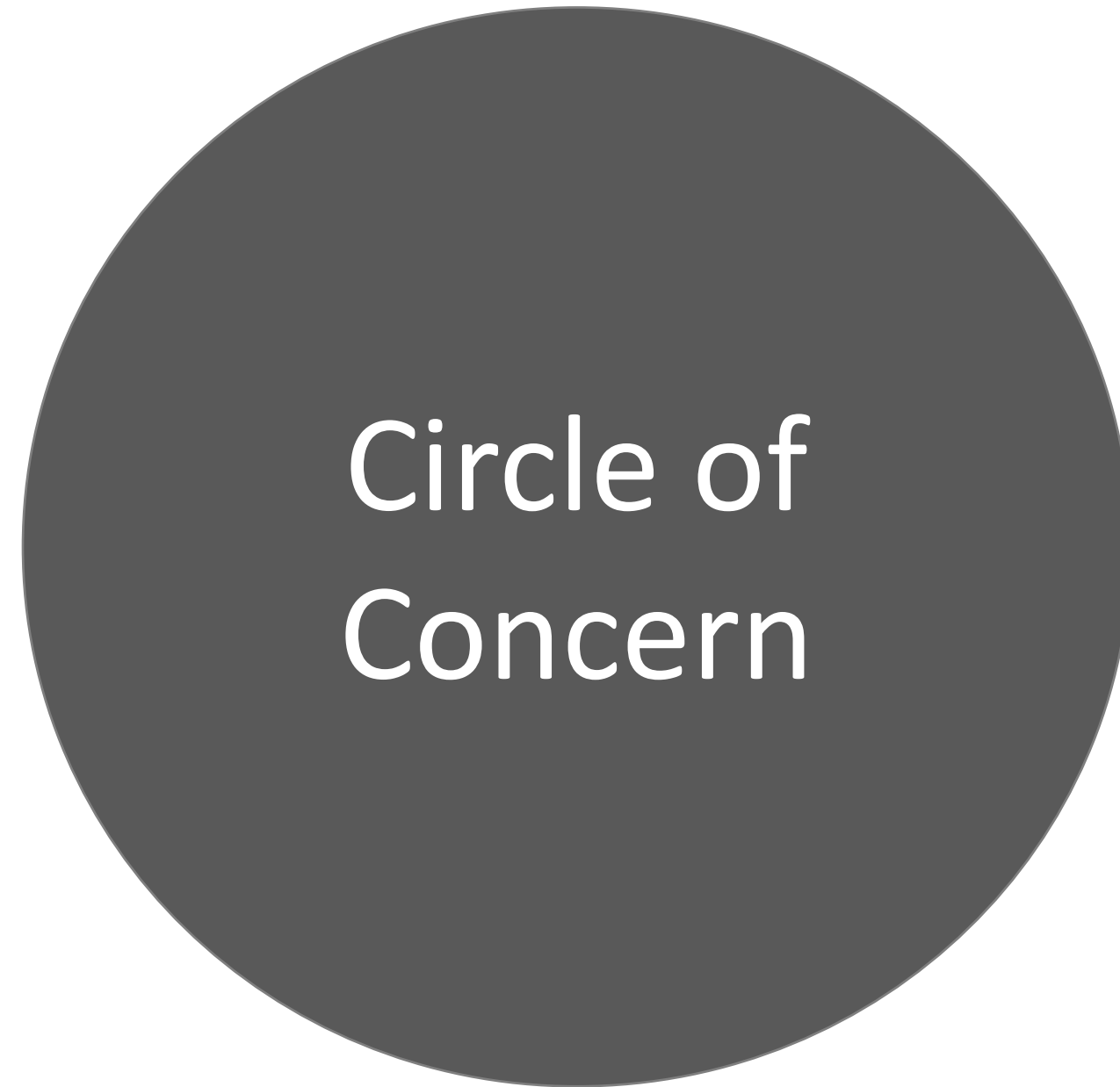
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Circle of Concern/Influence

Loving Leadership

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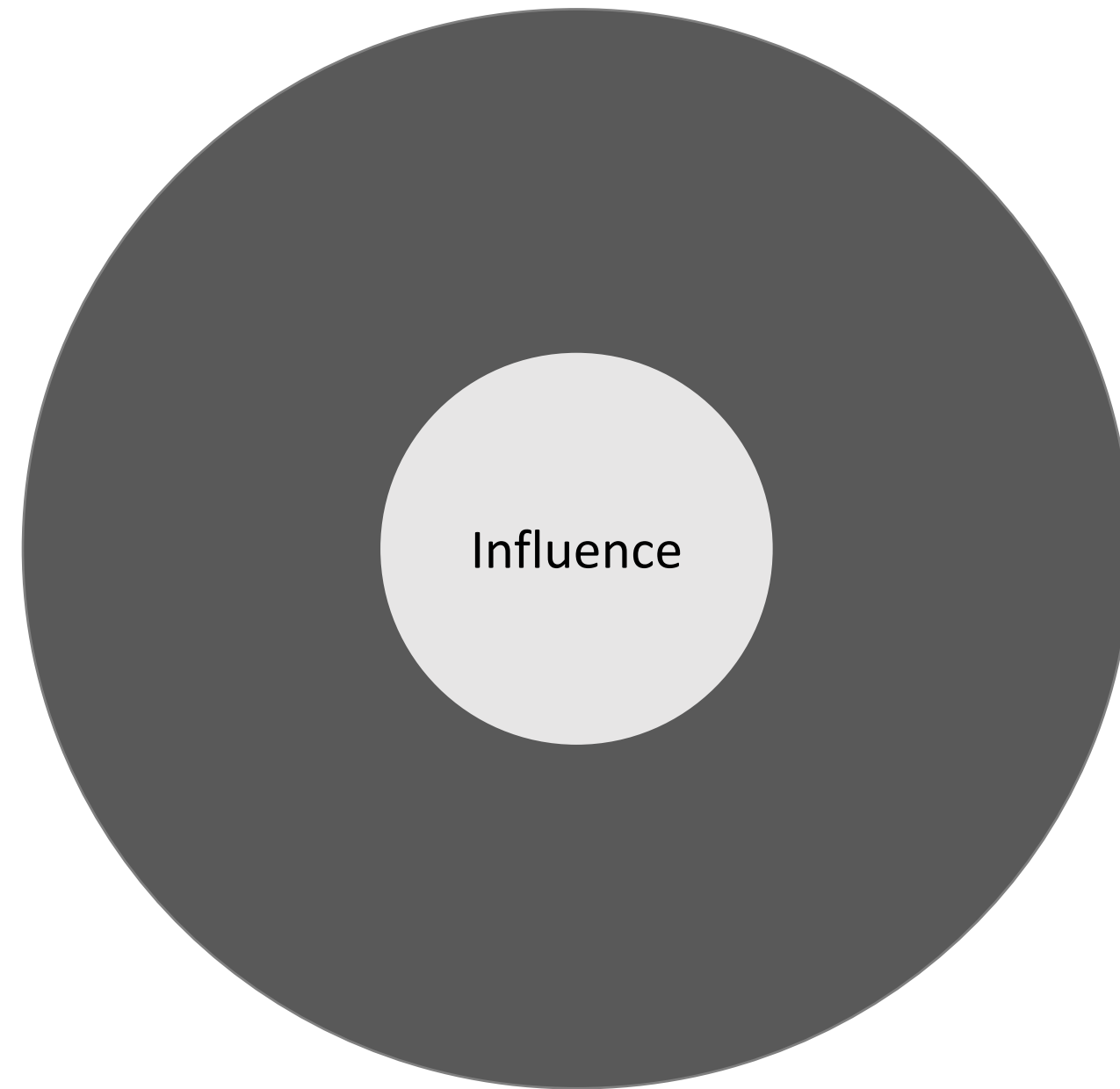UNIVERSITY *of* WASHINGTON
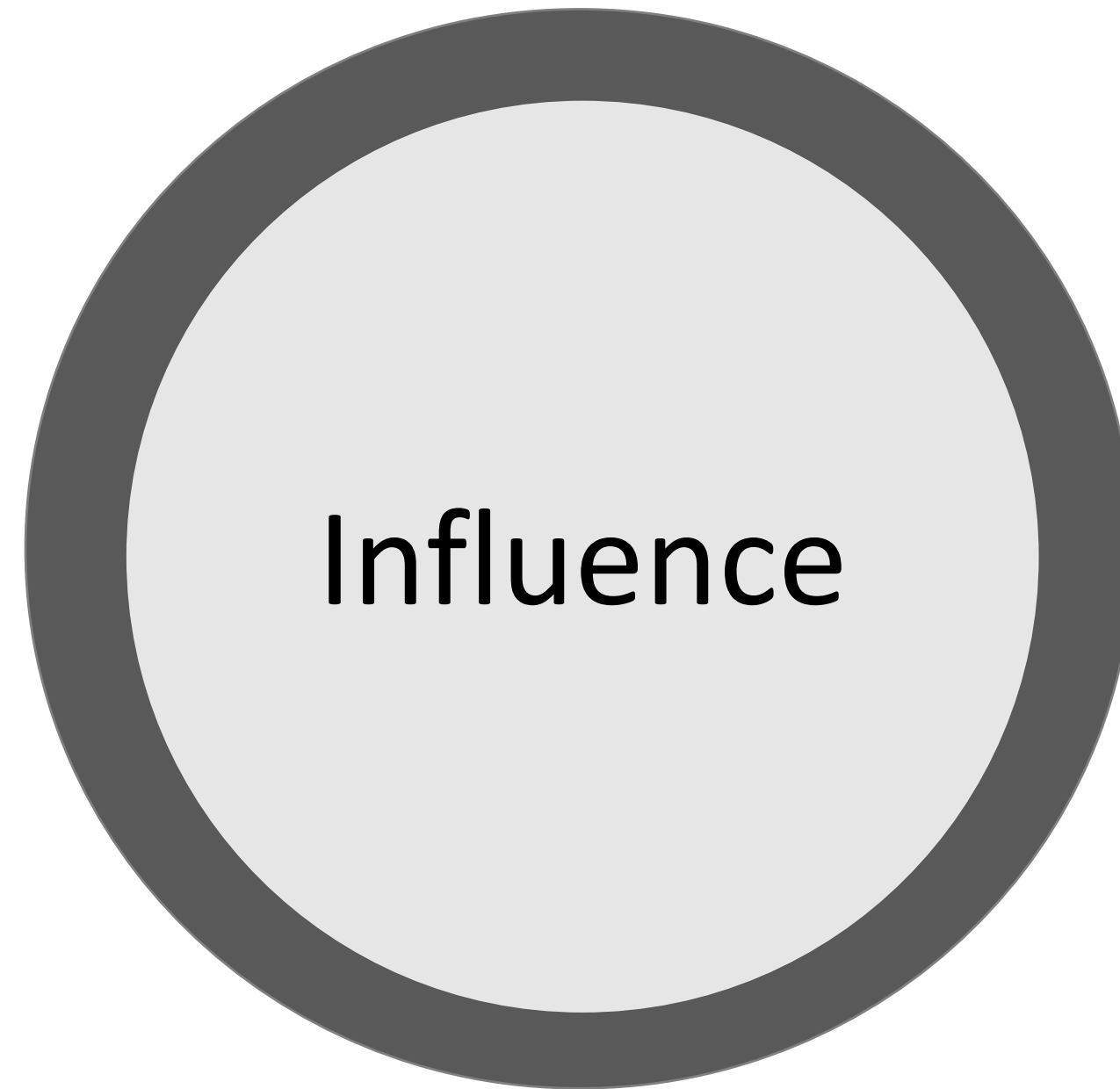
Circle of Concern/Influence
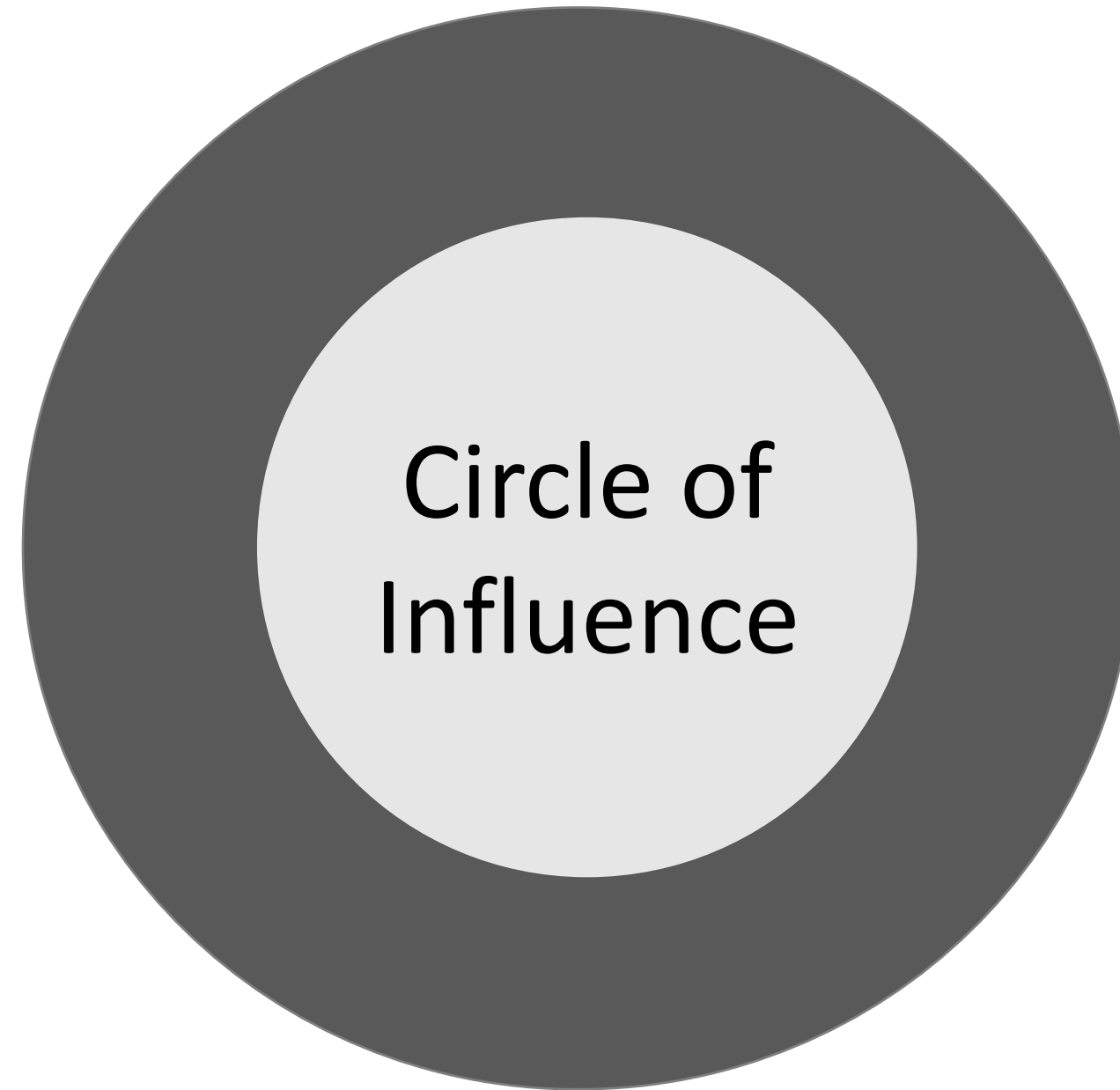
Loving Leadership

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Circle of Concern/Influence

Loving Leadership

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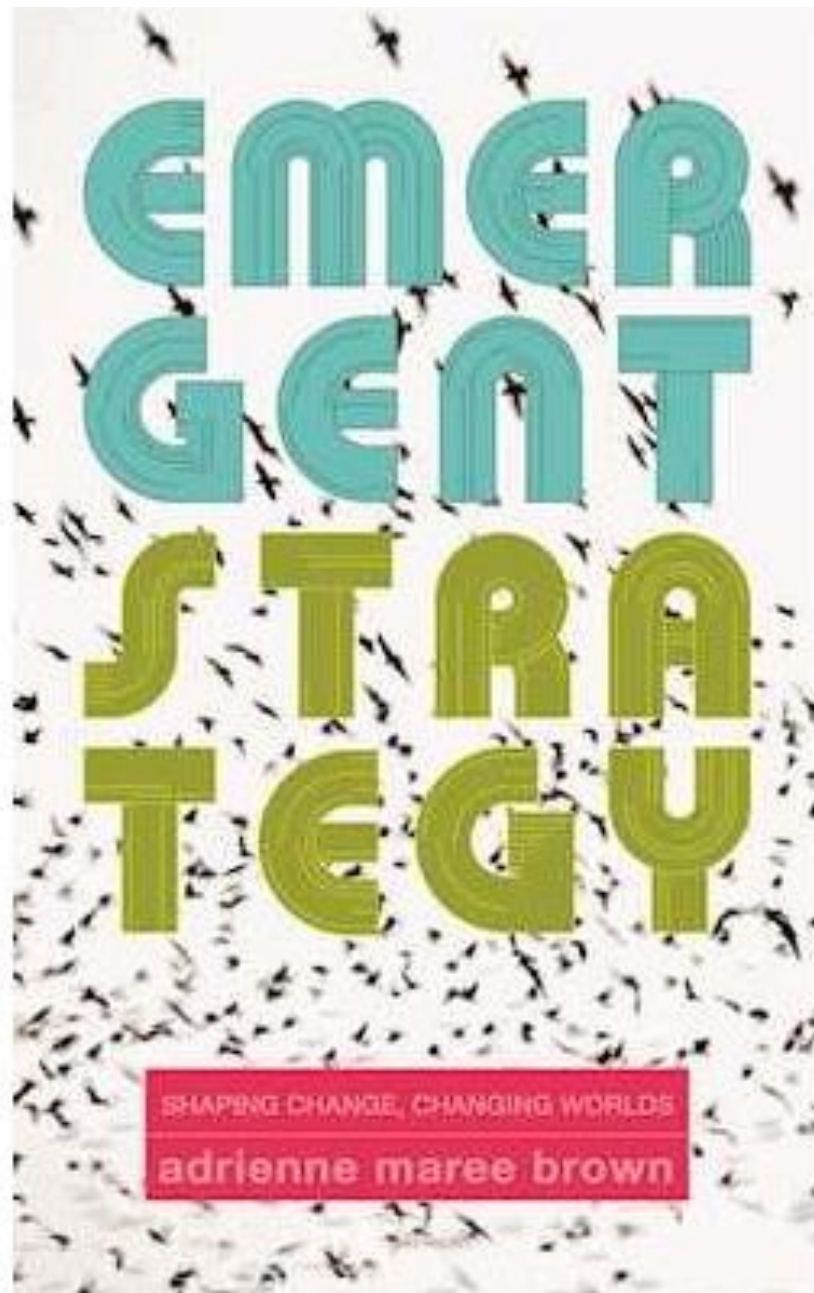UNIVERSITY *of* WASHINGTON

Circle of Concern/Influence

Loving Leadership

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"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."
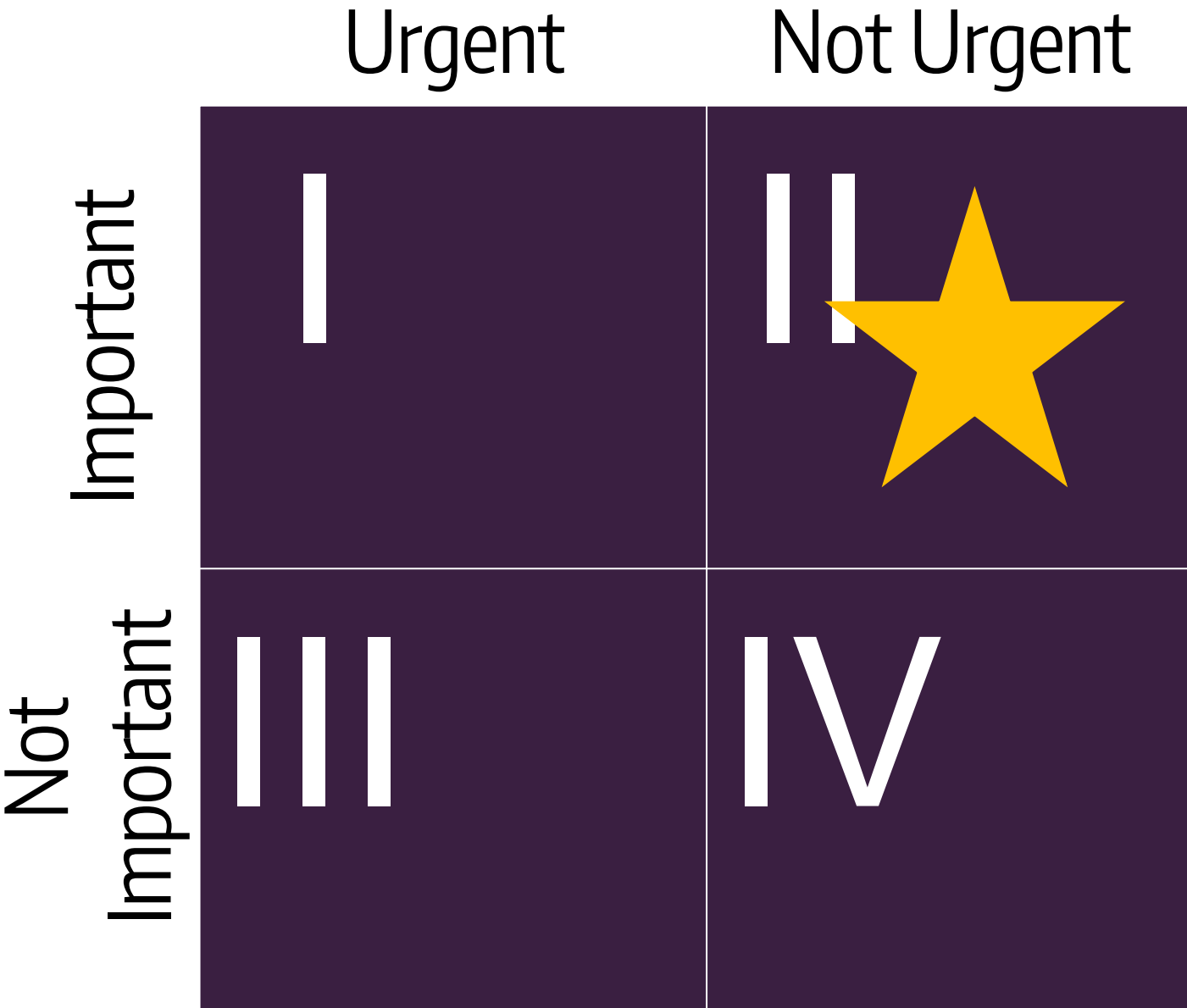
~ adrienne maree brown

https://adriennemareebrown.net/2015/02/02/trust-the-people/

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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

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