

# DAWSON STRATEGIC CALENDAR REVIEW

## Instructions:

1. Access your calendar of appointments for the last month
2. Assign each event of 60' or more to one of the four categories below.
  - a. The measurement spec: **What value does my presence add to that meeting?**
3. Make adjustments to your calendar going forward:
  - a. Essential & Regret categories speak for themselves – someone gives you a summary, but you stop going.
  - b. Desirable & Optional should be discussed with direct reports as to whether they can be delegated appropriately at this time, and under what conditions.

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1. **BLUE coding: Highly efficient & productive event – lot got accomplished**
2. **GREEN coding: ‘Okay’ meeting – something got accomplished**
3. **RED coding: ‘Bad’ event – unclear agenda, too long, low ROI**

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## PATTERN ANALYSIS: What does my pattern of time utilization tell us?

1. **One-Man Show Pattern 100%-Essential Low Value-Add.** I have to be there for the meeting to be essential, but these are low-ROI meetings. Indicates one of three causes: no team, weak team, poor use of team. Possibly wrong structure beneath you, or right structure and wrong people. Possibly you are not the right leader for this job.

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2. **Reactive Leader Pattern 100% -‘Useless’.** Leader is wasting his/her time in the wrong meeting. Perhaps a leader in title only, or a leader exercising poor judgment.

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3. **Inefficient but Good Value-capture Potential** – Opportunities for capture of my time through delegation to strong subordinate team member. Win/win: you get free time; direct report gets developmental experience. ‘Optional’ & ‘Regret’ time ‘goes away’. Meeting canceled or delegated to someone else.

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4. **Ideal Mature Team: Good Balance.** 100% of my time, I have to be there, and add value to meetings like: outcome-oriented dashboard meetings, 1-1's, 'ceremonial', kick-offs, recognition, strategy and thinking time, external management of the ecosystem. Probably only exists for brief periods with best leaders and their teams.

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5. **New Team: Good Balance.** 75% of my time is well allocated – 25% still waiting to see who can do what requires my attendance at meetings that will later be delegated – just not sure to who, yet.

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6. **Why Do We Need You Pattern?** – If you are not doing anything 'Essential' that requires your presence, what are you doing? Why do we need you?

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