



PARTICIPANT WORKBOOK

MASTERING YOUR TIME



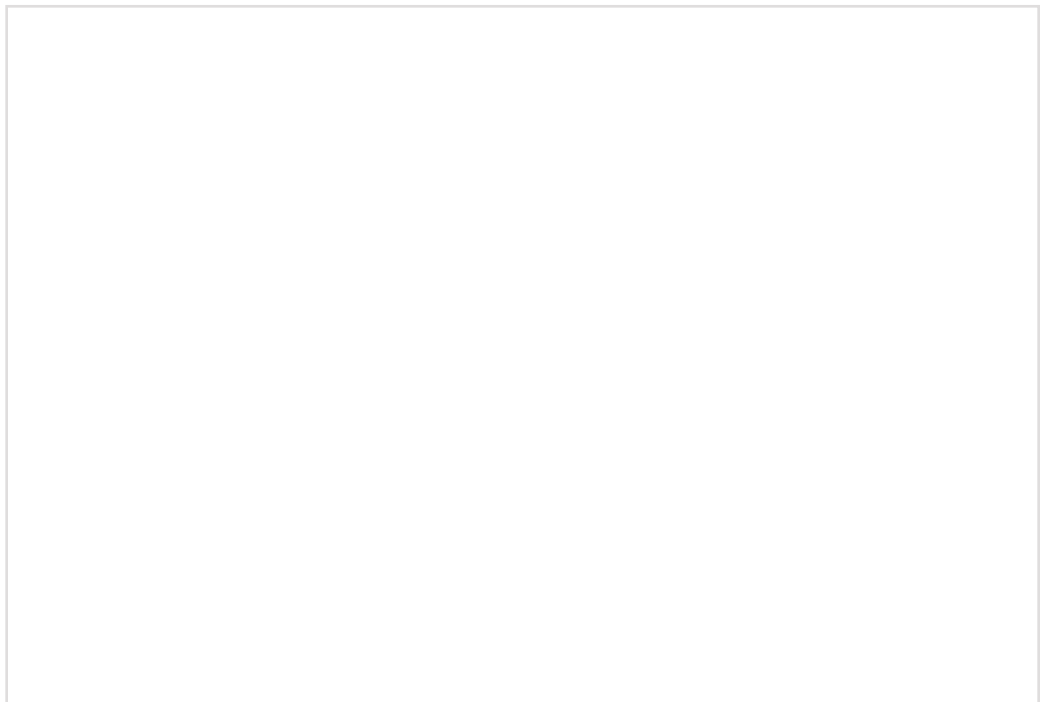
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STAR® MANAGER PROGRESS UPDATE



LEADERSHIP COMMITMENT



Managing Your Time

From Overwhelm to Strategic Leadership

Introducing STAR® Manager

Operational Coaching for Time Liberation – Habit 7 “Sharpen the Saw”

TELLING (Traditional)	COACHING (STAR-Manager)
Manager provides answers	Ask insightful questions
Creates dependency	Builds independence
Limits team growth	Develops team capability (Habit 7)
Manager becomes bottleneck	Frees manager time
Time consumed by directing	1 hour invested = 1 day returned

NOTES:

Powerful vs. Directive Questions

POWERFUL Questions

- What can I learn?
- What's possible?
- What are the facts?
- What's useful about this?
- How can we move forward?

DIRECTIVE Questions

- Who's to blame?
- Why is this happening to me?
- What's wrong with them?
- Why bother?
- How can I prove I'm right?

STAR® Insight: The Enquiry-Led Approach IS Habit 5 "Seek First to Understand."
Ask "What would help you succeed?" not "Why didn't you get this done?"

Covey's 7 Habits: The Foundation

PRIVATE VICTORY

1. _____
STAR®: Choose coaching over telling
2. _____
STAR®: Define outcomes, not tasks
3. _____
STAR®: Invest time in coaching

PUBLIC VICTORY

4. _____
STAR®: Team grows, you free time
5. _____
STAR®: Enquiry-Led Approach = this habit
6. _____
STAR®: Team solutions > solo answers

RENEWAL

7. _____
STAR®: Coaching develops both manager & team (mutual renewal)

STAR® Manager Connection: Habits 4-6 are the foundation of effective coaching.
Ask questions (Habit 5) to build Win-Win outcomes (Habit 4) and synergize team capabilities (Habit 6).

The 80/20 Principle



STAR® Manager Question (Habit 3):

"What activities generate the most value for your team?"

Help your people identify THEIR high-impact 20% and put first things first.

Rather than make a millimeter of progress in one hundred different directions, how about making huge strides in three?

The challenge: Knowing WHICH 20%

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Identify Your Top Three Priorities

10 Minutes - Personal Reflection

Ask yourself (Powerful Questions):

What do I most want to accomplish in the next 90 days?

What am I uniquely positioned to do that no one else can?

What will I regret NOT doing if I look back in a year?

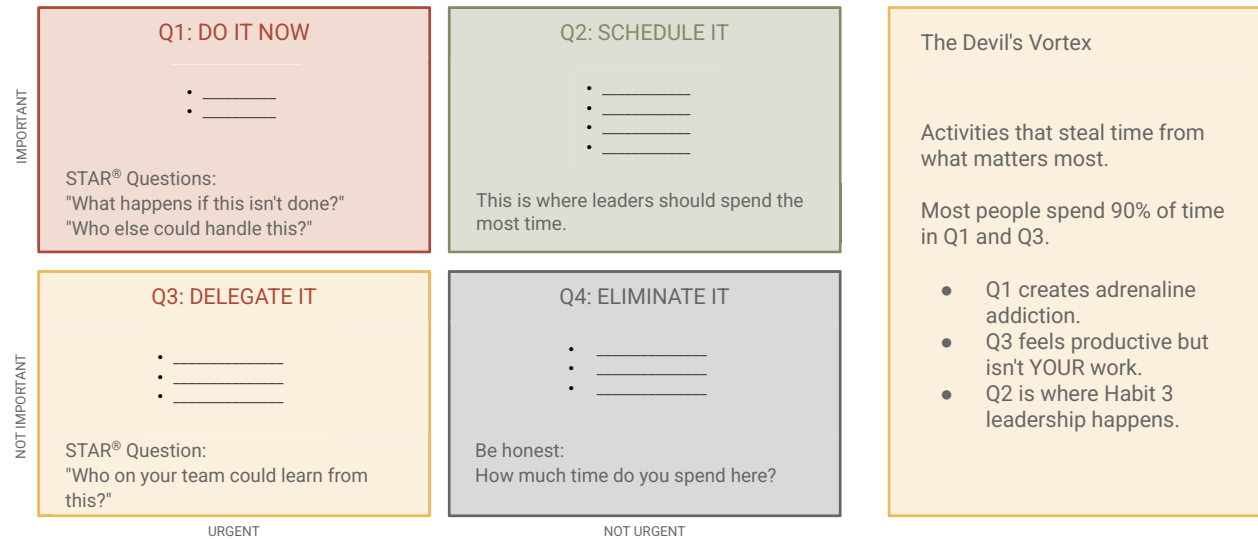
My Top Three Priorities:

1.

2.

3.

The Eisenhower Matrix



The Q2 Strategic Zone

STAR® Coaching: Where Leadership Actually Happens

Strategic Planning Setting direction – Begin with the end in mind	Relationship Building Investing in key stakeholders
Team Development Growing your people's capabilities	Prevention Addressing issues before they become crises
Personal Development Building your own skills and knowledge	Process Improvement Making systems work better

STAR® Insight: Every hour invested in Q2 saves 3-5 hours in Q1 crisis management.



Workload Sort

15 Minutes - Sort Your Current Workload

List 10-15 tasks currently on your plate

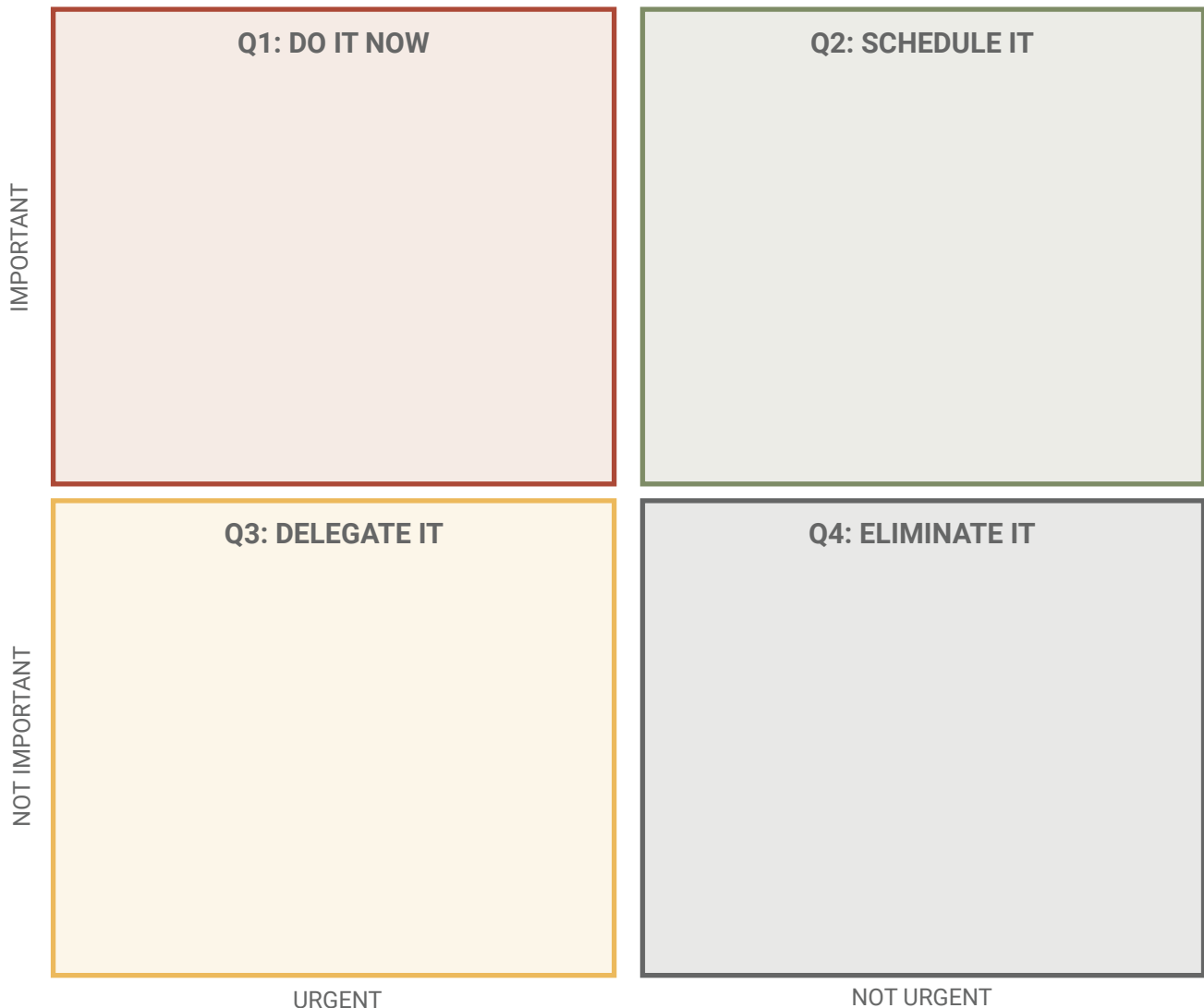
Place each task in the appropriate quadrant

Use Powerful Questions to challenge your placement:

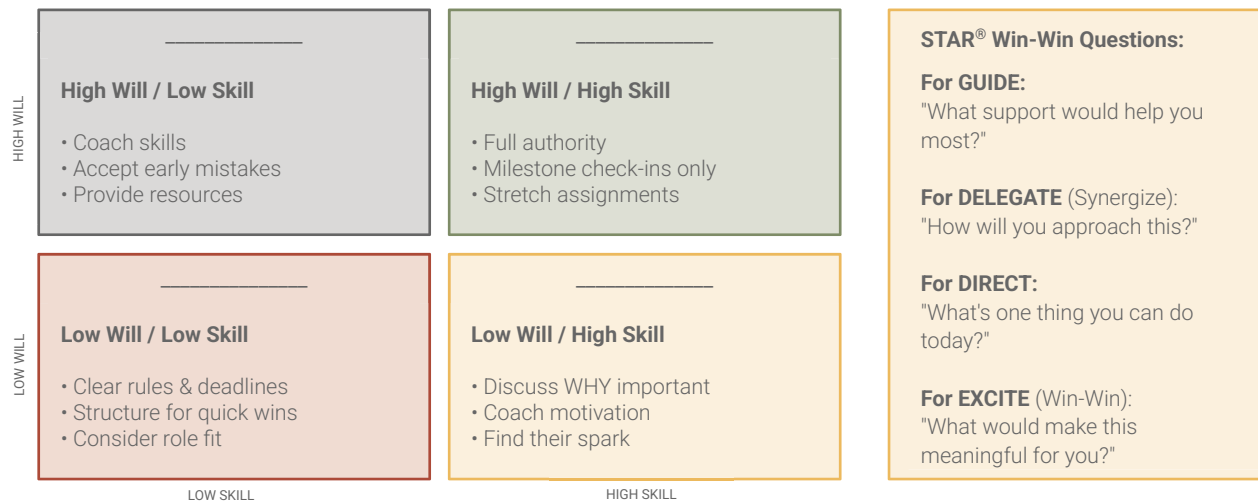
- “Is this truly urgent, or does it just feel that way?”
- “Is this important to MY priorities or someone else’s?”
- “What would happen if I delayed this by a week?”

STAR® Coaching Tip:
Most people misplace
items because of urgency
addiction.

The question “What
would happen if this didn’t
get done?” reveals true
importance.



The Skill/Will Matrix



The Spectrum of Support

Move from Telling to Asking as capability grows



STAR® Coaching: The goal is always to move RIGHT – developing your people (Habit 7).
 STAR® Question: "What level of support do you need to grow in this area?"

Building Margin

Every YES is a NO to something else.

Professional ways to say NO:

"I'm not able to commit to that and do it well."
"Let me check my priorities and get back to you."
"I can do X or Y - which would be more valuable?"
"That's not in my wheelhouse - have you tried [person]?"
"I could do that, but it would mean delaying [current priority]."

STAR® Powerful Question:

(Be proactive): Before saying yes, ask yourself:

"How does this align with my top three priorities?"

"Am I reacting or choosing?"

Most of what you think is expected of you isn't.

The Real Cost of Workplace Interruptions

OPEN OFFICE IMPACT

___%

Face-to-face interaction drops ~70% when companies switch to open-plan offices — while email and IM volume surges to compensate.

Bernstein & Turban, Philosophical Transactions of the Royal Society B, 2018

FOCUS RECOVERY TIME

___ min

After an interruption, it takes an average of 23 minutes and 15 seconds to fully regain deep focus — even if the distraction lasted only seconds.

Gloria Mark, UC Irvine / Wall Street Journal; Mark et al., CHI Conference, 2008

DAILY EMAIL CHECKS

___x

The average information worker checks their inbox 77 times per day, spending over 1.5 hours daily on email — a primary driver of interrupted work.

Gloria Mark et al., 'Email Makes You Sweat', ACM CHI Conference, 2019

Every interruption carries a hidden tax — 23 minutes.
What would recovering even 2 hours per day mean for your team's output?

Focus Time Rules

1. Block 90-120 minutes

Less is too short; more causes diminishing returns

2. Same time each day

Builds habit and sets expectations

3. Protect it like a meeting

Don't cancel for "just a quick question"

4. Communicate the boundaries

Team knows when you're unavailable

5. Match energy to task

Strategic work when fresh; admin when tired

6. Start with the hardest thing

Willpower depletes throughout the day

Schedule your Focus Time NOW - block it on your calendar before you leave today.

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Design Your Ideal Week

20 Minutes - Calendar Blocking

On your weekly calendar template:

- Block 3-5 Focus Time periods (minimum 90 minutes each).
- Schedule your top three priority work into those blocks.
- Identify your best energy times - protect them.
- Batch similar activities (emails, meetings, admin).
- Build in buffer time between commitments.
- Plan ONE thing for each day that moves priorities forward.

The Beliefs-Behavior Connection

Why People Do What They Do

BELIEFS (Hidden)	BEHAVIORS (Visible)
• Self-image and identity • Past experiences & patterns • Assumptions about capability • Expectations of outcomes • Core values & priorities	• Time allocation choices • Response to interruptions • Delegation patterns • Meeting attendance habits • Priority communication style

STAR® Insight: To change behavior, first understand the belief behind it.
Ask: "What makes this important to you?" to uncover driving beliefs.

Coaching Through Beliefs

UNCOVER _____ STAR® Questions: "What's driving this behavior?" "What do you believe about this?"	EXAMINE _____ STAR® Questions: "Is this belief serving you?" "What evidence supports it?"	Non-Negotiables are principles you won't compromise. "Having made the decision before facing a real challenge removes the drama, stress, and urgency." By creating non-negotiables, you've already measured the cost of not abiding by them "I must do everything myself" → _____ "I'm not good at planning" → _____ "Busy = Productive" → _____ "Saying no is selfish" → _____
REFRAME _____ STAR® Questions: "What else could be true?"	REINFORCE _____ STAR® Questions: "What will you do differently?" "How will you know it's working?"	



Beliefs That Shape My Time Management

15 Minutes - Uncover Your Limiting Beliefs

Identify beliefs behind time management struggles by answering the following questions:

When I struggle to delegate, what belief is driving that?

When I say “yes” when I should say “no,” what am I believing?

When I avoid strategic planning, what fear is underneath?

Which of my beliefs about time no longer serves me?

My Limiting Belief to Reframe:

Old Belief:

New Belief:

One Action to Reinforce:

Understanding Personal Values

Core Values That Drive Performance at Work

Achievement

Success, accomplishment, competence

Security

Stability, safety, predictability

Benevolence

Helping others, loyalty, team welfare

Self-Direction

Autonomy, creativity, independence

Power

Status, influence, recognition

Stimulation

Variety, excitement, challenge

The most valuable things in our lives happened because we were intentional.

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Values and Time Alignment

10 Minutes - Connect Your Values to Your Calendar

Identify your top three personal values from the list.

Review your last week's calendar.

Ask yourself:

- "How much time did I spend on each value?"
- "Where is there misalignment?"
- "What one change would bring better alignment?"

My Top Three Values:

1.

2.

3.

"How much time did I spend on each value?"

"Where is there misalignment?"

"What one change would bring better alignment?"

The 21-Day Myth



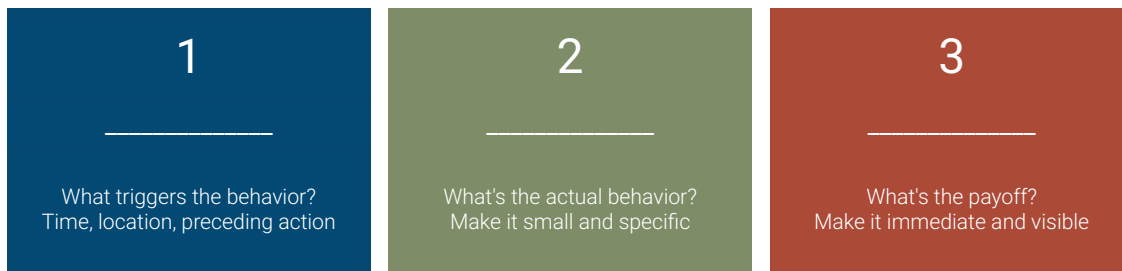
Sharpen the Saw: Build a _____, not just motivation.

The good news: Missing one day doesn't reset the clock.

Covey's Habit 7 "Sharpen the Saw": Continuous improvement requires sustainable systems, not perfection.

Habit Architecture

Habit 1: Be Proactive – Design Your Response



Example:

"After my first coffee (CUE), I will review my top three priorities (ROUTINE), then check them off visually (REWARD)."

STAR® Powerful Question:

"What small habit could I proactively design to improve my daily effectiveness?"

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The 66-Day Challenge

STAR® Powerful Question: What will I commit to changing?

"What one change would bring better alignment?"

Choose ONE time management habit to build:

- ☐ **Morning priority review (5 min)**
- ☐ **Evening planning for tomorrow (10 min)**
- ☐ **Daily Eisenhower sort for new tasks**
- ☐ **Daily Focus Time block (90 min)**
- ☐ **Weekly calendar audit (30 min)**
- ☐ **Other: _____**

Stress, fatigue, and the battle to overcome desire rapidly use up our store of willpower.

Habits free you from constant decision fatigue.

My 66-Day Commitment:

Habit: _____

Cue: _____

Reward: _____

Start Date: _____ Target Date: _____

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Accountability Partners

Find a partner who will:

- Check in weekly on your commitment
- Celebrate wins with you
- Use STAR® POWERFUL questions, not DIRECTIVE questions (Habit 5: Seek First to Understand)
- Practice Covey's Habit 4 "Think Win-Win" through mutual accountability

Research: Having an accountability partner increases success rate from 40% to 95%.

My Accountability Partner:

Name: _____

Check-in day/time: _____

Check-in method: ☐ Text ☐ Call ☐ In person ☐ Email



Round Robin: Share and Commit

15 Minutes - Table Discussion

Each person shares:

- ONE key insight from today's session
- Your 66-day habit commitment
- Who will be your accountability partner

Listeners practice Habit 5 "Seek First to Understand" with STAR® techniques:

- Ask one Powerful Question to help them clarify or strengthen their commitment
- Examples: "What will success look like?" "What might get in your way?"

STAR® Coaching +
Habit 5:

Listen empathically,
then ask questions
that help others think
more clearly.

Before Next Session

Remember:
1 hour of coaching
= 1 day returned

Your Action Items

- ☐ Complete 2-3 delegation conversations using Skill/Will approach
- ☐ Implement Focus Time blocks this week (Goal: 3; Minimum: 1)
- ☐ Begin 66-Day Challenge tracking
- ☐ Calculate hours reclaimed from Q3/Q4 activities
- ☐ Complete STAR® Manager Module 12

Delegate Like a Boss

Self-Awareness and Delegation

% of people thought they were self-aware but in fact, % were.

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Who Did it Best?

INSTRUCTIONS

Think about the best delegator you've worked with. **What did they do (or not do) that made them so effective?**

What was their impact on you?

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Reflecting on Your Role

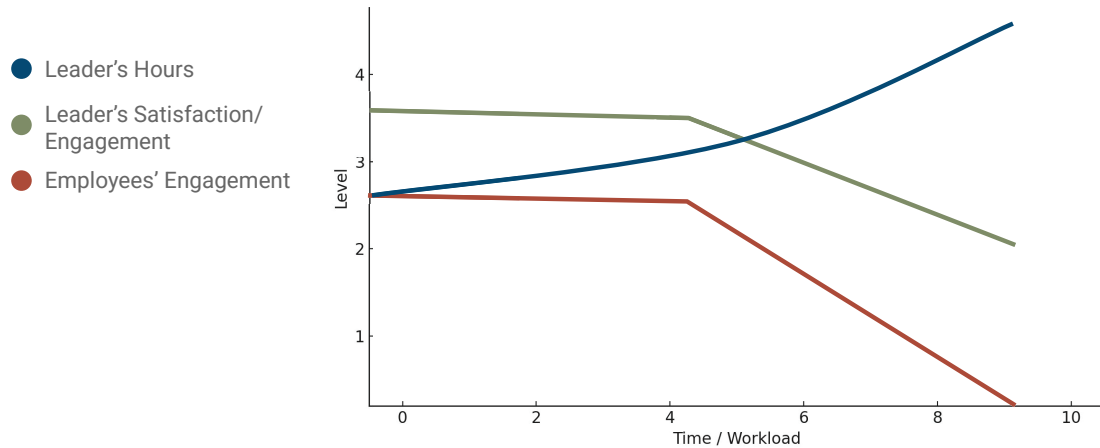
INSTRUCTIONS

Why did you get **promoted to a leadership role**?

What things do **you miss doing** from your individual contributor days?

The Cost of NOT Delegating

Impact of Increasing Leader Workload on Employee Engagement



NOTES

My Leadership Role: **DELEGATION CALCULATOR**

A

Three items you could be **spending more time on** as a leader.

- 1.
- 2.
- 3.

What is the impact of doing those things?

- 1.
- 2.
- 3.

Time needed / week

- 1.
- 2.
- 3.

**TOTAL
HOURS**

A

B

If you were leading properly, **what should you stop doing?**

- 1.
- 2.
- 3.
- 4.
- 5.

What is the impact of not doing those things?

- 1.
- 2.
- 3.
- 4.
- 5.

Time saved /week

- 1.
- 2.
- 3.
- 4.
- 5.

**TOTAL
HOURS**

B

C

List **3-5 items that you should be delegating** but are not.

- 1.
- 2.
- 3.
- 4.
- 5.

What is the impact of delegating those things?

- 1.
- 2.
- 3.
- 4.
- 5.

Time saved /week

- 1.
- 2.
- 3.
- 4.
- 5.

**TOTAL
HOURS**

C

$$\begin{array}{ccccccc}
 & \mathbf{B} & & \mathbf{C} & & \mathbf{A} & \\
 & \square & + & \square & - & \square & = \square \\
 & & & & & & \text{Hours gained per week}
 \end{array}$$



What Gets in Your Way?

INSTRUCTIONS

What's stopping you from delegating today? What are the reasons you've been reluctant or hesitant to delegate items on your list?

Types of Delegation

"Get the laundry out"

- Execute the work that needs to be done
- Short-term and longer term
- Tactical and strategic

Accelerate capability of a person

- Get someone ready to...
- Development w/specific goals in mind
- Short and long term
- Tactical and strategic



Delegation Ideas

INSTRUCTIONS

Brainstorm and write down every task that you might be able to delegate.
Categorize as: **Get the laundry out** or **Accelerate/develop**.



The 3 Elements of Effective Delegation



The Secret Ingredient



Behavioral: drives, needs, and motivations

Cognitive: general cognitive ability and the ability to adapt, grasp, and handle complexity

1. Understand yourself
2. Understand others
3. How to pivot to optimize effectiveness of others (and yourself)

You as a Delegator



NOTES

We'll review your PI Behavioral Assessment (your natural strengths and motivating needs) so you can better understand:

- Your natural strengths as a delegator
- Your potential challenges as a delegator
- How to use PI data to optimize your effectiveness when delegating

My Behaviors and Delegation

Strength	LOW	CAUTION	FACTOR	Strength	HIGH	CAUTION
Comfortable delegating authority. Supportive, helpful, approachable.	May not challenge or push. May have difficulty holding others accountable. Finds conflict difficult.		A Dominance	Holds people accountable. Will push/challenge. Not shy with conflict. Decisive.		Difficulty delegating authority. Holds onto control. May intimidate.
Analytical. Asks substantial, thoughtful questions. Gives others room to share.	Can be hard to read. May not share feedback frequently enough.		B Extraversion	Naturally coaches, teaches, shares info. Inspires, includes, creates sense of camaraderie.		May overtalk. May overestimate their ability to "fix" anyone.
Will push for action. Will delegate all at once (not in pieces). Adept at change.	Will overload and overcommit directs. Has difficulty slowing down and listening.		C Patience	Purposeful, thoughtful approach. Won't give up. Patient and consistent.		May not push/challenge. May be overly patient. Reluctant to load up work.
Big picture focus Let's direct own details. Mistakes = learning	May struggle with process/agenda. May not provide enough structure/clarity.		D Formality	Good at creating process. Holds directs accountable to plan. High quality standards for success		May not delegate soon enough or consistently. Personal standards for quality may be too high.

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You as a Delegator

INSTRUCTIONS

What are your **top two strengths** as a delegator?

What are your **top two challenges** as a delegator?

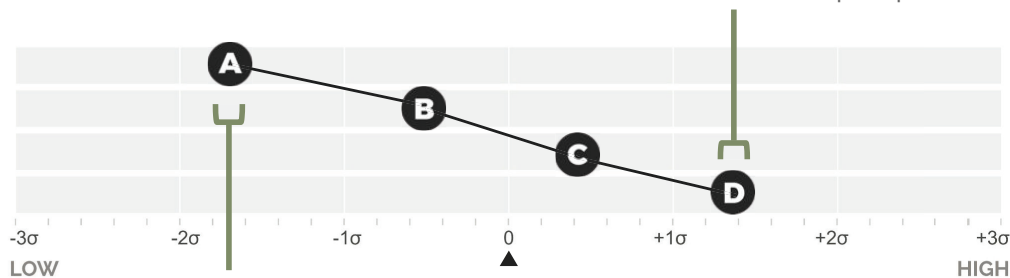
What are your **top two takeaways** from what we've learned so far?

Delegating to Others



Identifying Motivating Needs

Identify the furthest **RIGHT** factor. That is the **strongest** Motivating Need. Coach to, communicate to, and keep top of mind.



Identify the furthest **LEFT** factor. This is likely the **next strongest** motivating need. This should color, flavor, impact how you approach the strongest Motivating Need.



Pivoting to Needs

INSTRUCTIONS

Your group will be assigned a high or low factor. Write down the dos and don'ts for delegating to someone with that factor.

Low A Seeks harmony		FACTOR A Dominance	High A Outcome-oriented	
DO	DON'T		DO	DON'T

Low B Introspection, privacy		FACTOR B Extraversion	High B Inclusion	
DO	DON'T		DO	DON'T



Pivoting to Needs (cont.)

INSTRUCTIONS

Your group will be assigned a high or low factor. Write down the dos and don'ts for delegating to someone with that factor.

Low C Variety, fast pace		FACTOR C Patience	High C Stability, consistency	
DO	DON'T		DO	DON'T

Low D Freedom, flexibility		FACTOR D Formality	High D Structure, no mistakes	
DO	DON'T		DO	DON'T

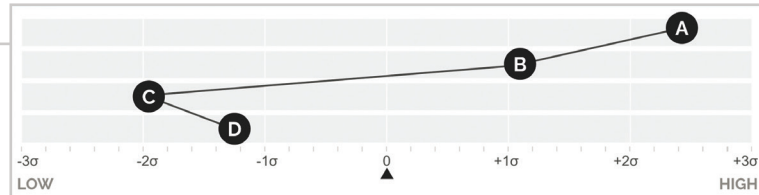


Bert and Ernie

INSTRUCTIONS

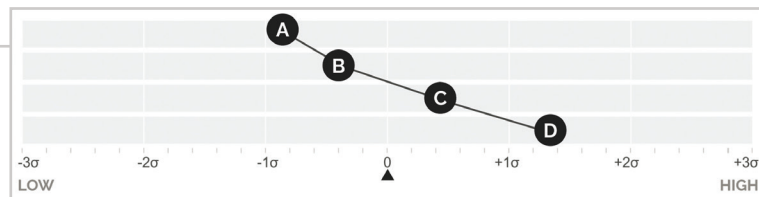
What are Ernie's highest and lowest factors and delegation need? Write some dos and don'ts for Ernie below.

Ernie



What are Bert's highest and lowest factors and delegation need? Write some dos and don'ts for Bert below.

Bert





Motivating Needs

INSTRUCTIONS

Switch Behavioral reports with your partner and fill in your partner's:

Highest and Lowest Factor, Motivating Needs, Dos, Don'ts

LOW		HIGH
☐ Harmony/Collaboration	A	Outcomes/Control ☐
☐ Privacy/Independence	B	Inclusion/Connection ☐
☐ Action/Variety	C	Stability/Predictability ☐
☐ Freedom/Big Picture	D	Clarity/Expectations ☐

Their Needs

DOS

DON'Ts

What and How to Delegate



The Person You are Delegating to

Knowledge
Experience
Skill
Readiness
Interest



The Assignment

Complexity
The kinds of people they
will/won't need to collaborate
with
Ex. Close peers vs. C-Level Execs



The Stakes

Short term or long term?
Strategically important
high-stakes or more
tactical project
Highly visible or behind the
scenes

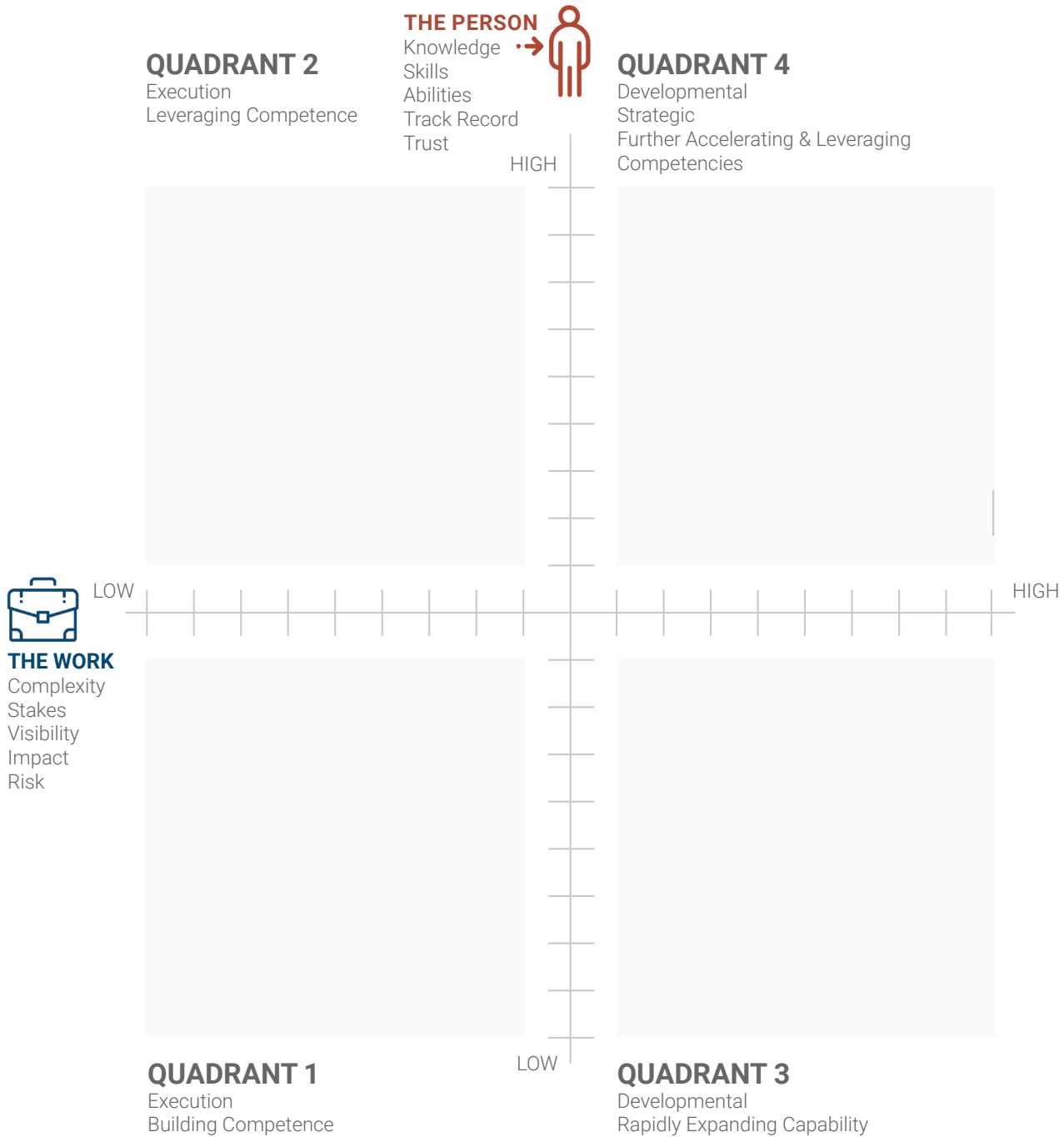
NOTES



Quadrant Activity

INSTRUCTIONS

Consider the items from your delegation calculator. Identify if the work is low or high in complexity and impact. Then, consider which of your team members are low or high in knowledge and skills and add them to the quadrants below.



Delegation Success Factors



All oars in the water



Delegate authority,
not just tasks



Use assessment
data



Communicate with
intention



Get out of your own
way



Track your progress

NOTES

DIRECT REPORT ACTION PLANNING (P1)

DIRECT REPORT NAME

ABOUT MY DIRECT REPORT

HIGHEST FACTOR

LOWEST FACTOR



THE WORK TO DELEGATE

Describe the work, timeline, their decision rights, and what success looks like

THEIR KEY DELEGATION NEEDS

DELEGATION DOS

DELEGATION DON'TS

DIRECT REPORT ACTION PLANNING (P2)



YOU AS A DELEGATOR

Review your strengths and caution areas as a delegator, your direct report's needs, and the work to be delegated.

DIRECT REPORT NAME

What do you need to be aware of regarding your style?

What 1-2 adjustments will you make?

ENSURING SUCCESS

COMMUNICATION

Why did you choose this person to delegate to?

How can this benefit them, the team, and the organization?

LEADERSHIP

What do you need to do to help them begin?

What will they need from you after the initial hand-off to help them succeed?



Conclusion/Wrap-up

INSTRUCTIONS

Answer the questions below and be ready to share with the group:

By this date _____, I'm going to get back _____ hours by delegating more effectively.

What **ONE most important action/commitment** will you will take? WHEN will you take it and how will you know you've been successful?

Choose an **accountability partner**. Write their email address here. Share your commitment with them and describe what would keep you accountable. Be prepared to share out loud.

Date of follow-up:

Appendix

Motivating **NEEDS**

	Motivated By:	How to Connect:	Challenges:
High A	Independence, CONTROL , competition, OUTCOMES , individual recognition.	Bottom line, direct to the point. Outcomes, outcomes, outcomes.	They will argue with you. Everything is a chance to win.
Low A	Encouragement, reassurance, HARMONY , team environment.	Ask for their help based on their expertise, attitude. Considerate, supportive, encouraging dialogue.	Will say things are fine, when they aren't, especially when feeling confronted or responding to a harsh approach.
High B	Positive, personal, public praise. INCLUSION, SIGNS OF STATUS, ACCOMPLISHMENT .	Inclusion: share info, ask their opinion. Never criticize in public, build a relationship, recognition for how they do things with people.	Will get defensive, make excuses out of a desire to protect their image.
Low B	Recognition for technical accomplishments/expertise, time to think, FREEDOM FROM POLITICS .	Allow time to think, clear, factual communication, freedom from too much small talk, straightforward, analytical approach.	May not say much, engage in discussion, tell you how they are feeling, avoid focusing on the "people part."
High C	Paying attention to them. SECURITY, STABILITY , family-like work team, recognition for LOYALTY .	Scheduled: meetings, conversations, everything. Time to consider and reflect before deciding, lessen pressure, give full attention, be very specific on time frames, deadlines.	May be uncomfortable/resistant to changes in routine, schedule, comfort zone. Needs time to think, consider, get used to change.
Low C	VARIETY, CHANGE OF PACE , mobility, lots to do.	Brief, bulleted communication about the action/point, immediate feedback, load them up with a variety of challenges, pressure is productive.	Will interrupt, may not listen well. Can be tense and frustrated when change isn't fast enough for them.
High D	OPPORTUNITY TO GET THINGS RIGHT , structure, plan, SPECIFIC JOB KNOWLEDGE , freedom from risk, RECOGNITION FOR ACCURACY .	Written, precise expectations. Very specific and frequent feedback with examples; opportunities to develop subject-matter expertise, specialized training.	Very sensitive to criticism (they work hard to make NO mistakes.) Very hard on themselves for anything not done exactly "right."
Low D	FREEDOM FROM STRUCTURE , delegate details, give room to decide how, BIG PICTURE FOCUS .	Flexible, informal, casual interactions. Focused on big picture with strong clarity around "guard rails." Freedom from structure.	Thick-skinned, stubborn about their way. May not care very much about your rules, policies, procedures.
Logical	Being correct, ensuring the right decision, driven by data.	Logic, data, analysis, facts, evidence of why something will succeed.	Will slow down or stop when they don't have enough time, data, info to decide.
Intuitive	Deciding, using emotion, gut, experience and going for it.	Flexibility, use estimates, get 80% of what you need and go, consider their emotions.	Will decide, but sometimes wrong. Emotion can drive rash decisions.

