



Practical Manager user guidelines

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Practical Manager!

Welcome!

Practical Manager is a web service and your personal tool that helps you and your team achieve business results. It enables you to create leadership excellence by nurturing excellent company culture called *Employeeeeship* and helps you to develop excellent managerial behaviour.

The main areas of Practical Manager include:

- personal time management and results tool
- managerial behaviour tool
- company and team culture development tool – called *Employeeeeship* culture

What is Employeeeeship?

Employeeeeship is what it takes to be a good employee. Just as leadership is what it takes to be a good leader.

When an individual makes a whole-hearted and goal-oriented effort to ensure the success of the organisation, a special kind of personal commitment exists. We call this commitment *Employeeeeship*.

When all employees are deeply committed to the survival and development of the organisation and thus demonstrate Employeeeeship, the organisation can be said to have an *Employeeeeship culture*.

Amongst the many elements that characterise a good employee, the following three are essential: responsibility, loyalty, and initiative.

These three over-all concepts reflect the attitude and behaviour of people who are "good employees".

People display Employeeeeship when they:

- "play" for themselves and the "team" to win
- take responsibility for the results of the organisation
- are loyal to the people and goals of the organisation
- take the initiative to improve the organisation's *productivity, relations and quality*

The success of any organisation is put in the hands of *managers and employees* equally, therefore it's their *shared responsibility* to *create a culture* of Employeeeeship and mobilise everybody's energy to win.

Practical Manager is an online service and implementation tool that helps teams and individuals:

- To develop and maintain Employeeeeship culture
- Focusing on catching people doing things right and sharing positive strokes
- Extraordinary results; by focusing on personal goals (or many times referred to as OKRs) and results-oriented time planning
- Improve performance and personal effectiveness; by focusing on the essence of managerial behaviour

Avoid trust and commitment gap

Excellent managerial behaviour and result-focused management promote trust. You can create trust and openness in your team by exercising *excellent personal managerial behaviour* and by *showing undivided attention and positive recognition* to others: when you delegate tasks, praise the behaviour or congratulate for achievements; in other words, by giving strokes.

However, the best stroke you can give is your undivided attention! Thus, online strokes should not replace personal attention and care for others.

Much too often, undivided personal attention is not possible for many reasons: remote working, absence due to travel, distance, work location, project execution, etc. ***This is where Practical Manager comes in handy.***

It provides new ways for sharing strokes and attention and keeping personal, authentic relationships in your team, and with other teams, despite the obstacles.

Further, Practical Manager will help you exercise managerial behaviour and focus on what matters most for you to achieve your results.

If everyone in a team is capable and willing to do their best, organisations are more likely to survive and develop in the future. The following model is a framework for creating the winning teams.

You can read about the underlying model, the Will/Can, in the next section.

		Will	
		No	Yes
Can	Yes	Motivated Supported Faced with demands	Gets responsibility, freedom of action, new challenges
	No	Transferred or Dismissed	Educated Tested Supported

Demands on employees in an Employeeship organisation

For all employees in a company to do their best and function as good "players in the team", it is necessary to specify what is demanded and expected from them.

In principle, these demands and expectations should not be different from those that apply to "football players" and other "team players" in sports teams. Every employee should contribute actively to the success of the company. To do so, it is necessary to specify the success criteria.

Similarly, the individual's contribution towards achieving success for the entire company, the team / department, and the individual must be determined.

Generally, it must be demanded and expected that every employee:

- helps to create a team spirit in the department and the company;
- works in order to grow both as a human being and professionally;
- is physically and mentally fit;
- both, **can** and **will** fulfil his/her role in the department and the company.

The model below can be used to describe demands on employee **competence**. By competence is meant the sum of know-how, skills and attitudes.

Competence includes both **ability** and **willingness**. An employee can when he/she has the necessary proficiency and skills to be able to do his/her work effectively. An employee **will** when he/she is willing to do his/her best in his/her own interest and in the interest of the company. This means that the person is motivated, has self-esteem, and shows responsibility.

The "can/will" model includes four situations with the consequences they would have in an Employeeship company:

1. **Neither can nor will**
The employee is transferred, dismissed or asked to find another job.
2. **Can but will not**
The employee is motivated and given moral support or is requested to change his/her attitude.
3. **Cannot but will**
The employee is educated, trained and is given the opportunity to test his/her competence with the necessary help and support.
4. **Both can and will**
The employee gets responsibility, freedom of action and new challenges and is rewarded.

Demands on a team

Much of what a person has to do in life is to be done together with others, i.e. in a team. This is true at work, in a football field, and in a family. In other words: in order to accomplish something, you have to be able to "play" with others. To be able to play with others, you need "teamwork competence".

Each player must:

- learn to understand the people he/she is to work with;
- know oneself and know the effect he/she has on the other members of the team;
- learn to function in a team that produces results without major conflicts and internal struggles;
- learn to focus energy on winning the real "struggle".

In a football team, willingness to cooperate is as important as the technical skills of the individual players.

Similarly, amongst managers and staff it takes more than professional skills to achieve significant team performance. It takes both ability and willingness to fight and win together.

If a team is to achieve results, the right tools and equipment must be available. Furthermore, the employees must have the right attitude and necessary competence. Finally, responsibility and tasks must be appropriately allocated.

This may sound elementary and obvious. Nevertheless, it is difficult to achieve in practice.

This may be due to a lack of willingness and/or ability to understand the importance of teamwork for the results achieved by the team.

A word 'partnership' means what it takes to be a good partner. Similarly, Employeeeeship describes what it takes to be a good employee. The following 11 factors characterise an Employeeeeship culture:

1. Commitment
2. Responsibility
3. Loyalty
4. Initiative
5. Productivity
6. Relationships
7. Quality
8. Professional Competence
9. Flexibility
10. Implementation
11. Energy



*Practical Manager helps managers and employees to build and maintain
Employeeeeship culture in their teams:*

- Help team members and team leaders to display 11 Employeeeeship values
- It will assist all employees to establish behaviours which drive long-term results
- Inspire engaging passion and commitment
- Help team leaders assess their teams and team members they lead
- Develop team members to their greatest potential
- Maintain quality relationship in the teams and with other teams
- Create »a team of teams« within your organisation

The Practical Manager enables you to

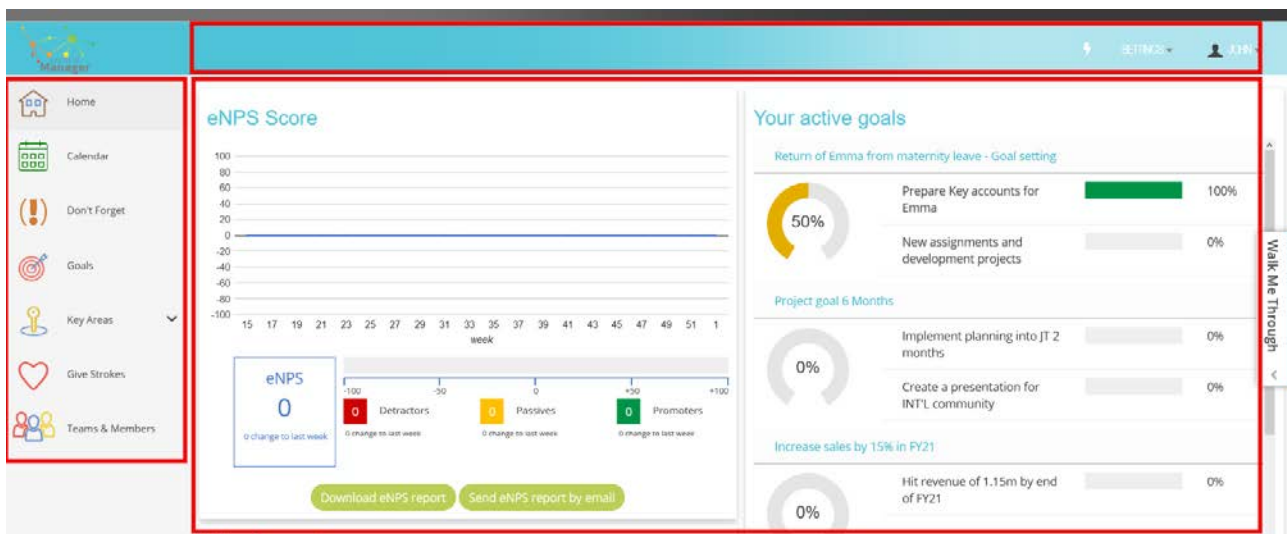
- Track your personal and team goals and milestones to achieve results and employee performance.
- Give attention for behaviour, performance or achievements of other members via Give strokes.
- Manage your time so that you focus on what is important;
i.e. your Key Areas
- Review weekly summaries of strokes for yourself and members you lead in your teams, shown in your Stroke account.
- Track three levels of reports showing capability and willingness to do the best for individuals, teams and your organisation in the Teams & Members reports.

*It also allows you to customise and define your "own" Employeeeeship culture and
adjust the Practical Manager to suit your organisation's values and behaviours.*

Practical Manager layout

Practical Manager screen is divided into three areas:

1. The main menu area on the left side
2. Header menu area on the top
3. Canvas area in the middle, which takes the most of the screen



The main menu area features the home icon and the main sections you can use:

- Home: brings up your Dashboard - the home screen
- Calendar: your time planning section with your agenda and calendar views
- Don't Forget: this is your place to store unimportant but urgent small tasks or notes
- Goals: shows your goals and milestones section
- Key Areas: shows the list of your personal key areas with lists of tasks and activities
- Strokes: shows page with recognition features
- Teams & Members: shows reports for individuals/teams/the organisation

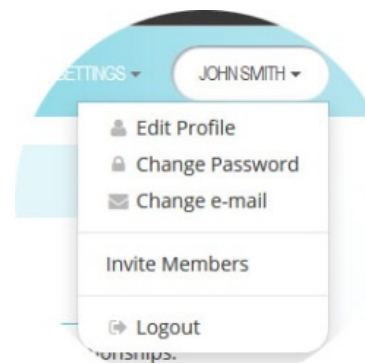
The header menu area is where section related commands and options will appear.

The canvas area shows information and entry fields for working with Practical Manager.

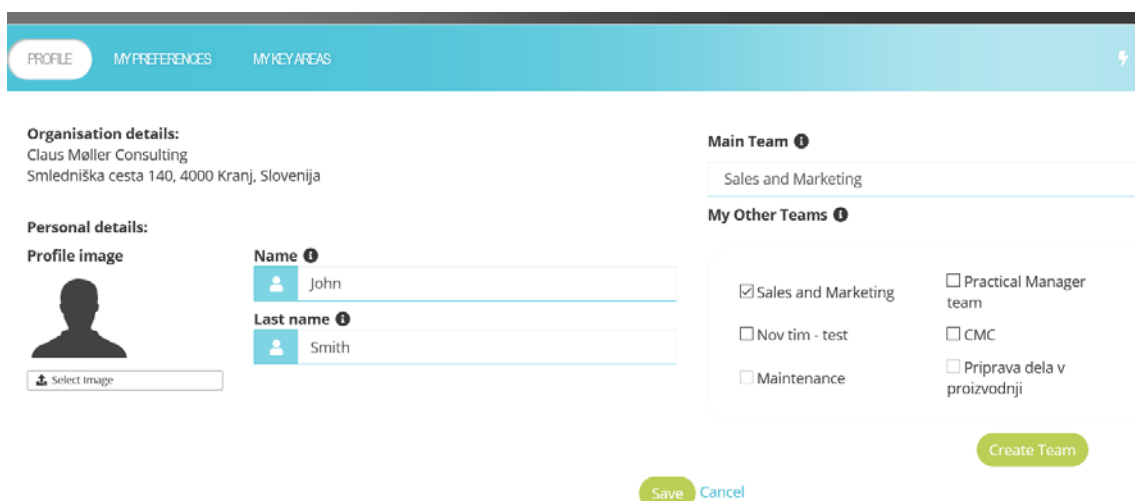
Setting up your Practical Manager

To get the most benefit in shortest time, we suggest to spend a few minutes and do the following steps before you start using Practical Manager:

1. Edit your profile
2. Enter your Key Areas
3. Enter your goals
4. Invite your team members



1. Edit Profile



Fill out your short profile in the "[Edit Profile](#)" section that you can find in the top-right corner of the screen. It consists of:

- Your personal information and your organisation's basic information
- Your **main team** you belong to, and/or your additional teams you are part of
- A simple list of your key areas (explained in a separate chapter)
- Your options for receiving notifications and reminders

Enter your **first and last name and upload your image**.

Select a team you belong to or if there is no team available to select, or the team you are working in, you can create your team by clicking the corresponding button.

Finito! You're done with setting up the basics.

Now, go on with the important stuff: your goals and your key areas, and start using this as your personal planning and results tool.

2. Enter your Key areas

The key areas will highlight your main areas of the tasks that you are responsible for – your responsibilities. They are important for you to maintain an overview and control of what is important to accomplish – that you should spend your time on. They are important for your peers and members as well, because they clarify the responsibilities between everyone involved.

- You can enter no more than 9 key areas. This helps keep the overview
The number of your key areas is limited in order to keep your brain in control and overview of the tasks.
- **Bright Ideas** is a key area that is predefined
Every person should generate and work with ideas for the development of him/herself and their organisation.

Read more [about the Key Areas here](#).

About the key areas

A Key Area is a group of your tasks or projects that you are responsible for. The Key Areas describe areas of your responsibility at work (or even at home) required in order to achieve your goals. They are not necessarily always related directly to one of your goals, but most often you will find out they are.

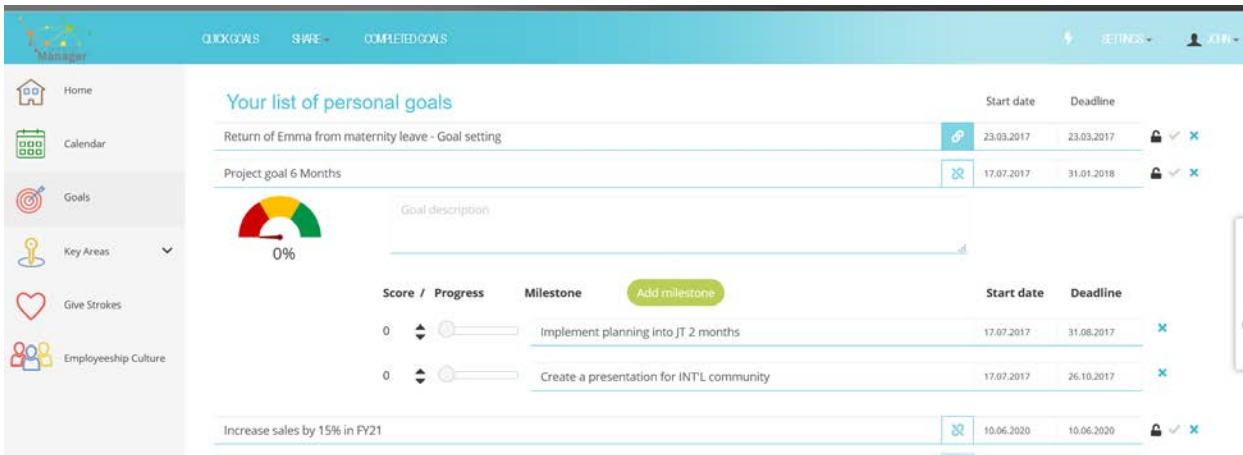
Make sure they are not more than 9 in total, which will help you keep the overview and control of your work. One key area is always on by default; Ideas, which you should always work with and strive to make your future development a reality.

You will better determine your key areas by answering the following questions:

- What am I doing?
- What are my tasks?
- What tasks would I like to have?
- What other tasks should I also be doing?
- What work is involved in performing these tasks?

You can read more about the Key Areas in the Personal Organisation booklet available upon request.

3. Enter your Goals



Goals section is your performance tool for achieving results and tracking the progress. Goals are referred to as Objectives and Key results but we simply call them **Goals** and **Milestones**. These may be personal, but you can always decide to input the goals or milestones for your entire team or the organisation. It is useful to do so when you are a team manager, a project manager or a leader of an organisation.

Using the Goals section

Start entering your first goal you want to track and make sure to achieve by simply clicking into the field provided.

When you're done entering several goals you will find them listed in a simple list. If you click any of the goals entered, the goal will be shown with related details: milestones, deadlines, and the score indicating your progress.

Milestones

Milestones are smaller parts of the overall goal. Their role is to quantify and define the overall goals or the steps that are needed to achieve a goal.

A goal can only be added with at least one milestone – see the arrow showing it on the picture.

Link goals

A goal can be linked with another goal, creating a goal hierarchy. This is suitable if you have many goals to track, a project, or team goals that you are responsible for. You can have an overview of your goals in the *Quick Goals* view.

Score

Goals achievement score is automatically calculated with the scores of progress of each milestone. They are primarily intended to help you score and record goal achievement progress.

You may want to decide whether a goal achievement over score 0.7 is exceeding expectation, 0.5 to 0.7 as meeting expectations and below the 0.5 is underperforming.

You may also want to use any other explanation as to better fit your organisation.

Additional commands

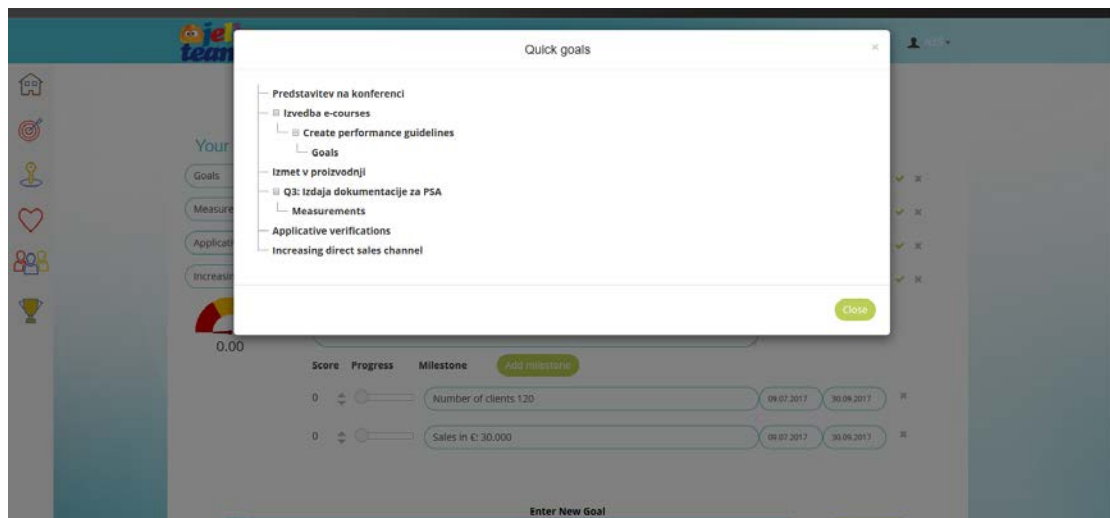
In the header line you will find three commands:

- Quick goals
- Share
- History

Quick goals will show a pop-up window with the goal hierarchy – an overview of your goals.

Share function enables you to create a goal report in a pdf or excel document, which you can print or e-mail to others. The report includes current goals and the goals you have achieved.

History will show the goals you have marked completed.



Read more about the goals

Goals are results you decide to pursue. A goal should be clear and concise, meaningful, realistic and challenging, and with a deadline. This tool allows you to describe your goals.

When you achieve your goals, mark it complete which will make it possible to receive strokes for the accomplishment. Similarly, when your

members accomplish their goals, make sure you share a stroke – a genuine recognition – with them.

We suggest you make sure the goals you enter in your profile have all of the above characteristics, with deadlines included "no-later-than".

When you wish to keep a goal hidden from other members, e.g. your private life goals, special circumstances goals, you can lock them private.



4. Invite your team members

Practical Manager is a team and a personal results tool.

Its functionality is fully used when team members work together, share strokes (recognition and positive feedback) as well as keep their goals visible in order to achieve them and help each other achieve their shared goals.

This altogether helps them develop and maintain the Employeeship culture where everyone is fully

committed and aligned toward big common goals or visions.

Please hover your mouse over your profile name in the top right corner and select [Invite members](#).

Enter the e-mail address of other members or simply copy and paste the unique URL link into an e-mail, and send them a request to click this link.

Your profile

Your profile includes the must-have options of your user profile. You will find it is divided into:

- Profile details
- Key areas
- Preferences

Profile details

You should add your profile image and make sure your name and last name are spelled correctly.

Next, on the right-hand side of the screen you will find any teams that are already existing for your organisation or you can create your own team. By creating your own team, you automatically become its team leader.

But you can always join any other team and be a member of more than just your main team.

Key Areas

This page simply displays a list of your Key areas – the areas of your main responsibilities which are important for achieving your results. You can rename these labels, edit colours, or change their places by dragging them in different orders.

Please [read further about the Key Areas here](#).

Preferences

The preferences allow you to make some further changes:

- Subscribe or unsubscribe to a monthly newsletter with productivity and related topics
- Enable or disable reminders
We suggest you leave reminders active as this will help you be reminded of useful personal habits in time planning and Employeeship behaviours.

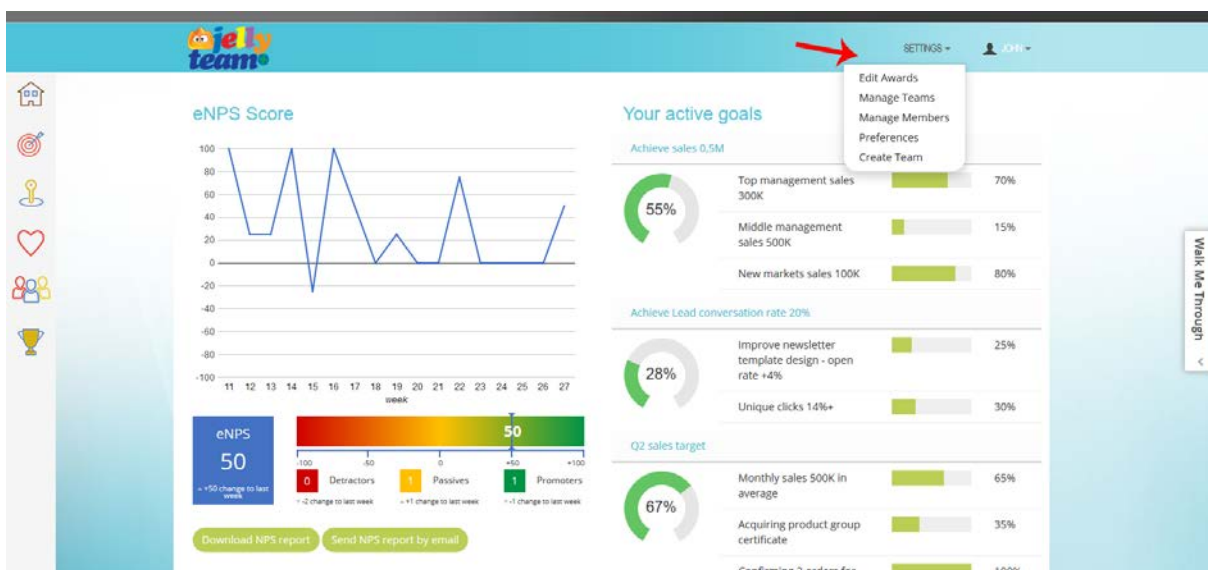
Note!

Reminders are not part of "ring a bell" for your appointments, events, or tasks and activities! We don't do that; we never have thought to pollute people's mind with sounds, pop-up, or any distraction.

Administrator settings

The first user of Practical Manager becomes the administrator with the following additional features:

- Manage teams
- Manage members
- Company preferences
- Create teams



Manage teams

Edit or delete any team in your organisation.

Manage members

Edit or delete any member in your organisation.

Preferences

Define eNPS question e-mail frequency.

Create team

Create a new team and define a team leader.

Working with Practical Manager

There is no one definite way how to benefit most from the Practical Manager. Everyone will use it a little bit different.

There are however a few basic *soft* rules and guidelines to follow so that you and your other members will have a good experience. To ensure the satisfaction of all users of this service it is important everyone complies and agrees with these guidelines and basic rules. We call these prerequisites a »driving license« for the world of Practical Manager and we suggest you to observe the following.

1. *Mind fellow members.*

Members are real people, who provide their real names and work in real organisations. As much as Practical Manager can help you bring out the best from people, it can deteriorate relationships with other if you misuse the tool by:

- Giving double signals,
- Praising on-line with Practical Manager and reprimanding or criticising in face-to-face relationship or meetings,
- Making insincere, false or flattering compliments.

Remember, whatever you do on-line, it's done by you, not somebody else.

2. *Be nice.*

Be considerate and inoffensive to others. When making comments or giving strokes, remain realistic and objective.

3. *Be professional.*

Do not get too personal. Emotions are part of our lives. We believe that positive emotions drive results and the culture, therefore be positive in what you do through Practical Manager and in-line with personal relationships. Keep negative thoughts realistic and with positive intention. Remember, the person is OK.

4. *Respect other members' rights and respect your national and international laws.*

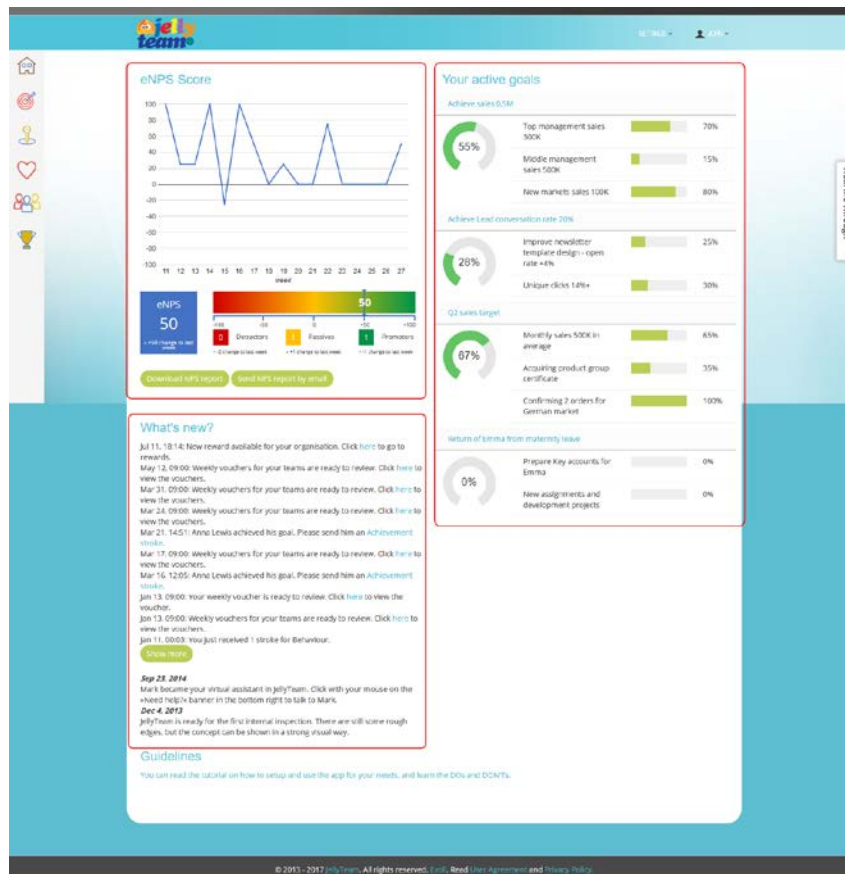
Members' right is to feel OK and welcome. Only by staying within the laws, you can maintain Practical Manager service to run and contribute to your own as well as everybody else's success.

Start using the *Practical Manager* service with these basic soft guidelines in your mind. Here is a short and simple guide through the essentials of the **hard** guidelines of the service to help you start.

Dashboard

The home screen presents your dashboard which displays three areas with features of your organisation:

- eNPS score show your team members experience of your organisation
- You active goals area of the screen – *"What is out of sight is out of mind"*
- What's new area – A list of things that happen 'around' your teams



eNPS

Shows the "Employee Net Promoter Score" as a real-time indicator of all employees' experience in your organisation.

Active goals

This area displays a list of your active goals you're working on right now and are always in front of your eyes.

What's new

This area shows all updates and news about members of your organisations, their achievements and performance which is to remind you to send them recognition stroke.

eNPS

Companies can achieve customer loyalty when they have high employee loyalty. Engaged and committed employees who display Employeeeeship behaviour are the biggest asset of any organisation.

Their positive energy is contagious, their responsibility reaches far and beyond formal responsibility for personal results. Their initiative is more than just ensuring status quo, they're improving and innovating the company.

Their team spirit fights for the best interest of their company and they are promoters of the company brand. Committed employees play a vital role in creating customer loyalty and company success.

eNPS is a quick, short, clear survey of your employee experience to supplement the information on Employeeeeship culture.

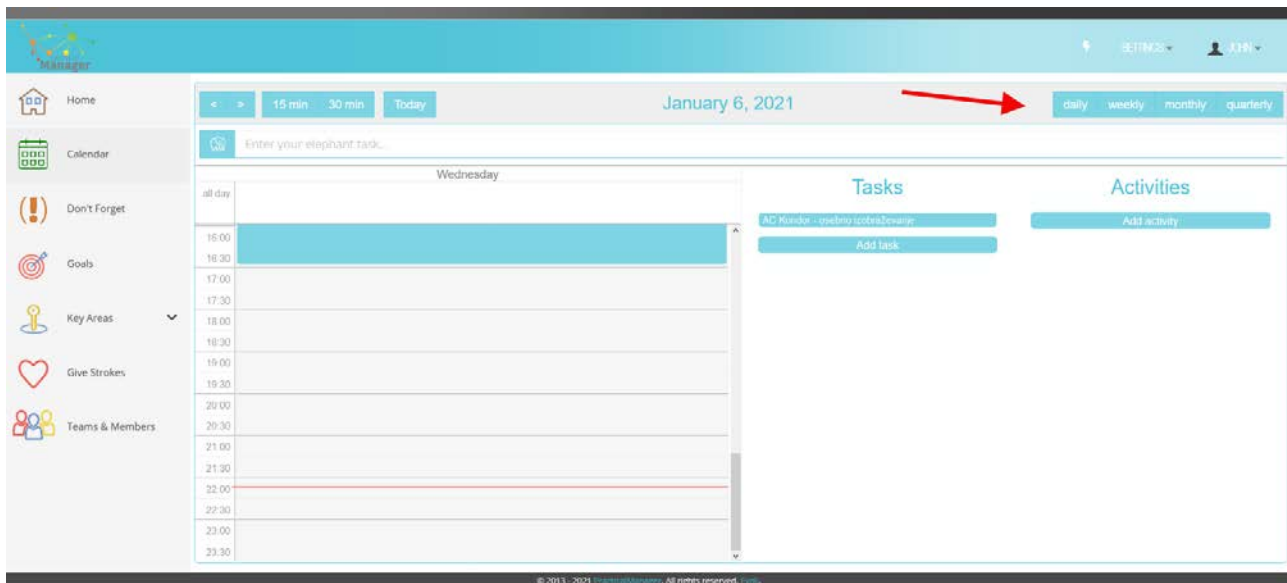
"On a scale of zero to ten, how likely is it you would recommend this company as a place to work?" is the central question to determine employee experience.

Employee Net Promoter Scores can be substantially lower or higher than customer scores. Employees often hold their company to lower or even higher standards than do customers. This is also the case for companies with different regional and cultural background. Read more about eNPS on the public internet.

The result of the eNPS score is shown as a line chart, and as an eNPS score.

You can download the history of the scores as an excel workbook with additional information across different teams.

Calendar



Calendar section is about your plans. Transfer appointments from your other diaries and calendars into this section.

Use it as a normal diary for meetings and appointments. In order to plan time effectively it is necessary to work with different planning periods. This section has a selection of 4 views for different periods: *the quarter, the month, the week, the day*.

Each planning period is treated differently. The longer the planning period, the more you should focus on overall matters. The shorter the planning period, the more you should focus on detail.

Daily and weekly calendar views include a to-do list with your tasks and activities that were assigned either start date or end date. To-do list

brings helps you focus on what you need to spend your time on. A task/activity that doesn't have any date assigned will not show in your calendar section.

Immediately before each planning period, reserve time to as yourself: *what* you want to get out of the next period. Ask yourself the questions:

- What are my goals?
- Which are my most important tasks?
- Which are my "elephant" tasks? (Read more about elephant tasks)
- How much time is already booked?
- How much time do I have at my disposal?
- How should I spend my available time?

You will soon find out that the time you spend on planning pays off many times.

The structure of the calendar section

The calendar section is intended to keep track of all appointments, meetings, trips, tasks etc which are currently planned.

Most people need to have both overview and details in their current planning and to be able to see several periods of time at one glance. These needs are met by the Calendar section.

The quarterly plan can give you the necessary overview in the long term. The weekly and daily views can contain all the details you need in the short term.

The calendar section is organised so that you can work with all planning periods – the quarter, the month, the week and the day.

The quarterly planner is in fact a set of monthly plans; they show the meetings, appointments and tasks which have already been planned and which you have to take into consideration every week when you plan the next week.

Every day when you need to make a plan for the next day, you can collect information from your weekly plan and/or your monthly plan.

You can choose to work with all 4 views or choose to work with only some. Depending on the situation, you can select the views that suit your particular purpose and the tasks you are working on.

It is, however, recommended to work with at least one long-term plan (quarterly or monthly) and at least one short-term view (weekly or daily), so you have both overview and details.

The calendar section is the planning tool that can give you a total overview of the month, the week and the day.

Quarterly planning

At the end of each quarter, set aside one day for making a plan for next quarter. Create overview of the available time – months, whole weeks. Decide which lengthy periods you wish to reserve for projects, major tasks, travelling, holidays, social life, etc. Decide whether you wish to set up a fixed work pattern for doing certain things at certain times.

This view will show you at a glance all the forward commitments for the quarter and the month, such as meetings, travel, holidays, anniversaries, periods reserved for special commitments, projects, etc. They provide an overview of the days already booked and make it easy for you to see the extent and composition of your available time and to co-ordinate your key areas with the use of your time on an annual basis.

This view only shows you all-day events. Switch to monthly view in order to see the details of each day in the month.

How to use the quarterly view

Most people realise how useful monthly weekly and daily planning is. You also need a facility for overall planning for a longer period – the quarter. Making new year resolutions is not enough. The Quarter view provides an overview of the major tasks and events of the year.

Monthly planning

At the end of each month, set aside a few hours to plan the next month. Create overview of the time that is still available – weekdays, weekends, evenings. Decide how to spend the available time and reserve time for your major tasks. Prepare the activities of the month: reservations, meetings, invitations, messages, collecting information, learning and development, shopping, etc.

The monthly view is your diary for making notes of appointments and meetings. It is your *appointment book*.

The monthly view is designed to keep track of current meetings, journeys, commitments and fixed appointments. It is not intended to contain a mass of detail about tasks and activities – which would impair the overview. Such details belong on weekly and daily views. All details, such as information about venues, participants, agenda, etc. should be stores in activities and tasks within the key areas section.

How to use your monthly view

Get used to writing appointments into your monthly planner immediately. Then you will not forget them and you will not double-book appointments.

When you plan the next month and know how much available time you have, you can fetch tasks from your key areas and set aside time for them.

Also, go through your schedules for fixed tasks, birthdays and anniversaries and transfer them to the monthly view – for example, enter a symbol or a reference to a name. Do this for every month or so.

Enter the elephant task(s) of the month, both private and work-related. Set time aside for these elephants. Also allocate time for other things you want to do during the month, e.g. "meeting with myself" (see section "Good advice"), reading, preparation, time for family and friends. Include evenings and weekends in your plans.

Hints and ideas:

- Use abbreviations, key words, and symbols
- Indicate estimated length of appointments
- Don't If you have many appointments on one day, you can fill in a daily plan for the day and indicate on the monthly planner that a separate plan for this day has already been made.

Weekly planning

Every week, set aside 10-15 minutes for planning the next week. Find out how you wish to spend your available time – mornings, afternoons, evenings, hours. Decide what you wish to get done in the course of the week and reserve time for meetings and tasks. Prepare the tasks of the week: make detailed programmes, plan shopping and bookings, check appointments, equipment, materials, etc.

The weekly view includes details for meetings, appointments and tasks of the week, unlike the monthly view, which is mainly meant to show appointments, etc. planned well in advance. The weekly plan links to the long-term planning with the specific details of the daily plan.

This view contains a weekly overview with a daily plan for each day of the week. It can be used for appointments and tasks of the week and can occasionally be used instead of daily plans. You can even disregard the daily view with hours and use this view for notes and checklists per weekday.

How to use the weekly view

At the end of the week, you will see from your monthly view what has already been arranged for the next week.

Based on your overview of the available time of the week, you can now plan what you wish to get out of the week in addition to the appointments and tasks that have already been planned. Collect data from your key areas and schedules and check your Don't forget section.

Remember to enter the elephant task(s) of the week (see section [Elephant tasks](#)) and reserve "elephant time".

Make it a habit every week to consider how to make your mornings, evenings, and weekends more worthwhile.

Daily planning

Every day "take stock" of what you have done and spend just 5-15 minutes on making a detailed plan for the next day. Decide how to use your available time. Prepare the day in detail. Get everything ready: papers, tickets, keys, clothes, etc. Decide what to say, do and achieve.

Drag and drop tasks and activities that you want to book time for from the right hand side onto your daily calendar.

The day as a planning period

The day is the most important of all planning periods. Day planning determines whether your plans are translated into reality. Daily planning is a question of definite action "right here and now", not just thinking about goals or good intentions. In other words, the only job you can do anything about is the one you decide to do something about today. The day is vitally important because the overall results at the end of the year is the sum of the results of each day.

Make a daily plan for tomorrow before you finish your work today.

This is probably the best advice you will ever receive.

By keeping tabs on immediate details, and by not allowing too many loose ends to accumulate, you will gain a number of advantages.

- You will have a feeling of overview and control which will boost your energy and performance. This in turn will lead to more enjoyable evenings, greater energy, a better social life, etc.
- With a clear awareness of the tasks and problems of tomorrow, you can put your subconscious brain to work. It will start to produce ideas and solutions – even while you sleep. You will arrive at work the next day with your mind prepared and with a store of ideas and possible solution.
- With clearly defined plans for the time of day at which the events will take place, it is easier to avoid being side-tracked. You will also find it easier to work off interruptions. In fact, you will find you use your daily capacity – the hours and the minutes – much more efficiently. The fact that you have prepared and planned all your tasks enables you to accomplish the results needed to achieve your goals. Your colleagues will find it easier to communicate with you and coordinate their time with yours. This strengthens your self-esteem and reduces stress.

All these advantages are self-evident for daily planning. However, most of them also apply for the planning of all other periods.

The day is the most important of all planning periods. *If you are not in control of your day, you are not in control at all.*

The daily plan is meant to keep track of your day and provide overview of your daily activities, however large or small. It helps you use every hour and every minutes effectively.

On the left-hand side you enter appointments and commitments at the appropriate time. The right-hand side serves as a structured "to-do" list for those things that you believe you can manage in the time not already committed.

How to use your daily view

At the end of each day, finalise a daily plan for the next day. This will make you feel more relaxed and give the next day a better start.

Daily planning is best done in 3 steps:

1. *Check your booked time*

Verify that all appointments and commitments are currently and correctly inserted. Add anything relevant from your monthly view to the left hand side of the daily plan.

2. *Get an overview of your available time*

Mark an estimate of your booked time by editing the appointment details as you expect it is going to be required. This makes it possible for you to see the extent and composition of your available time. Be realistic in your estimate of the time you need. Allow some extra time as a "buffer".

3. *Make good use of your available time*

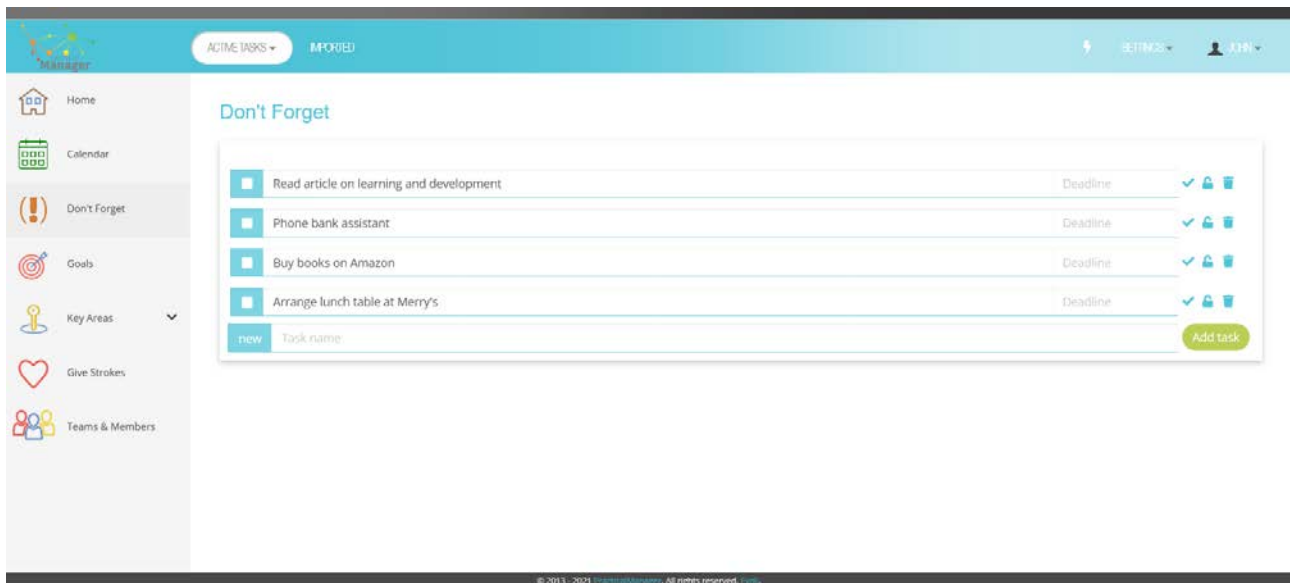
Looking at the time available, consider realistically how many major and/or minor tasks you can put into the day and when to do them.

Transfer tasks and activities to the daily plan's to-do list from the monthly plan, the weekly plan, schedules and the Don't forget section. Any unfinished tasks can be transferred from the previous daily plan. You can also refer to your key areas, but you have probably already done so in your weekly and monthly planning.

Red and green times

Arrange for "red" times when you should not be interrupted. Also arrange for "green" times each day when you will be available and can be contacted. Make sure that people know when these times are.

Don't Forget section



The Don't Forget section is for the minor tasks which you must remember to do some time, but which are not part of the major tasks and projects in your key areas.

The don't forget division is for small on-off tasks,

- Which do not take much time
- Which do not need following-up
- Which require little energy
- Which can be done any time

Examples of minor one-off tasks: *reading and article, making an appointment with the dentist, tidying up a cabinet, ringing for training course prospects, returning a book, sending a thank you letter.*

The more of these you have, the more difficult it is to set priorities. You run a greater risk of getting side-tracked and being controlled by the sequence in which things happen.

You will be more organised if you use your *Don't forget* instead of loose paper scraps.

How to use the *Don't forget* section

Get used to making a note of minor tasks in the Don't forget section instead of sending yourself an e-mail message - as soon as they occur. It saves you trying to remember them.

Do your minor tasks:

- ***When gaps occur in your day;*** i.e. short intervals which cannot be otherwise occupied.
- ***When your energy is low;*** i.e. when you do not feel able to start a new, major tasks.
- ***When the risk of being interrupted is high.*** When it is difficult to continue working undisturbed.

You will be able to get minor tasks done without losing track of the overall goals and without breaking up the periods when you can concentrate on your major, important tasks.

Go through your Don't forget section regularly. If a minor task is getting urgent, transfer it to a daily plan by entering a start date.

If a minor task has to be done on a specific day, transfer it in the tasks section of the daily calendar.

Sequence of tasks

The sequence in which people do their various tasks has a major impact on the quantity and quality of their achievements.

It is tempting to start the day by doing a few minor tasks – "to get them out of the way" or to "warm up". But by doing so, it is easy to break a period of otherwise uninterrupted time. This breaks out the day, so that only minor tasks get done.

Approach your tasks from the other end. Whenever ever possible, take the major, demanding tasks first and fit the small tasks into "the gaps": after you finish a major task, before you start a new major task, before you go lunch or right after you are back, etc.

You can only do this if the minor tasks are easy to find and not mixed up with lots of other tasks – or even e-mails.

Goals section

In order for life to have meaning, it is important to have goals and to reach them. However, it is not just a question of reaching goals, but of enjoying the journey to them.

Goals in a company or a team also create meaning. They also align everyone's efforts in the same direction. Goals help explain roles in the company, and drive performance of the individuals and teams.

A goal is a desired result. A goal is a clear description of a situation you want to be in when you have carried out certain actions.

"Increasing sales" is not a goal, because it does not describe a condition or a situation you wish to achieve. "To have achieved a 20 per-cent increase on last year's sales turnover by December 15th" is a better definition. Similarly, "being able to wear my party clothes" or "weighing 11 stone by the 1st April next year" is better than "losing weight".

Guidelines for goal-setting

You are more likely to achieve your goals if they fulfil the following conditions:

- *A goals should be clearly defined*
A goal should describe the situation you desire as clearly and as specifically as possible.
- *A goal should be realistic*
It should be both possible and probable to achieve the goals.
- *A goal should be challenging*
You should make an extra effort to reach your goal. You should do your best.
- *A goal should have a time limit*
Otherwise, you might easily be tempted to postpone the tasks that lead towards your goals.
- *A goal should be worth-while*
Achieving a goal should be important to you. It should have a high priority.

You should have both small and large goals.
Short-term and long-term goals.

You should get into habit of continually setting goals for different periods: the day, the week, the month, the year.

Your goals will constantly change, depending you your experience, your age, your company role. This is why you should adjust your long-term goals at least once a year.

Make a personal habit of setting up and achieving your goals. If you don't write down goals, it's most likely you will forget about them and fail to focus on things that matter in order to achieve them.

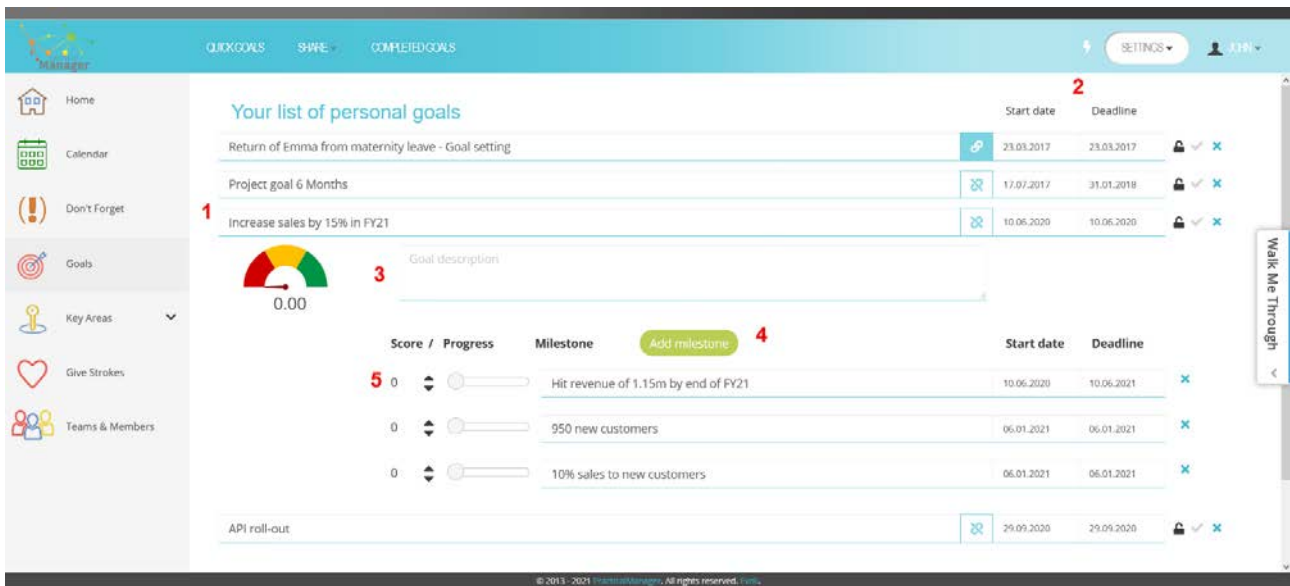
Make a team habit of setting up monthly individual performance review with each team member that report to you.

1. Review the past term (monthly/quarter) goals and score them.
2. Ask the employee to set up next term (month/quarter) goals, and present them.
3. Discuss how you (as a manager) can help the employee reach the desired goals, and how you can remain most helpful to your team members.

At the end of each month, book 20 minutes for individual member performance meetings.

At the end of each quarter, book 30 minutes for individual member quarterly performance meetings.

During these meetings share the screens of the Practical Manager goals, or work with a printed version of goals, which you can create with a **Share** feature.



1 - State your goal here

2 – Enter Start and End dates

3 - Add an optional description of your goal / notes

4 - Add at least one or more milestones with its start and finish dates

5 - As you work on the tasks to reach your goals, increase the progress indicator accordingly or change the Scores for milestones.

- Tick the green arrow next to the goal deadline when finished.
- You can review finished goals in your goal **History**.
- Link smaller goals to larger goals if appropriate for you in order to create overview and control with **Quick goals** feature.

Important!

Mark your goal "Private" only if you think this should not be shared with your team members, but default to open and share goals with others. This allows everyone work toward the same shared goals.

Go to another person's profile to see his/her active goals and know what they strive for and invest their efforts into. Create a culture of "we team", where you all play with the same ball.

Use of Key Areas

The Christmas Tree

Claus Møller pioneered the time management and results philosophy, which is integrated into the Practical Manager, based on desired results and what it takes to actually reach them, thus getting from idea to action. In order to create results, you need three things:

1. **Know your goals**
You can only reach your goals if they are absolutely clear to you and you are constantly reminded of them.
2. **Determine your tasks**
In order to reach your goals, you need to determine which tasks to complete – You need your decision base for how to use your time.
3. **Spend your time on these tasks**
You need to create a bridge between what you decided to spend your time on and the time available for implementing your decision; that is, perform your tasks.
Use your available time to do "the right things", the things that lead to results.

Trunk:

The overall goals for your life at work and at home

Branches:

Your key areas. The main areas in which you should focus your efforts to reach your goals – the areas in which you want to achieve results.

Twigs:

The major tasks to be executed within each of the key areas. These are the details of each key area.

Pine needles:

The practical activities, to-do's, minor items, and the details that are necessary to complete your major tasks.

Know you goals

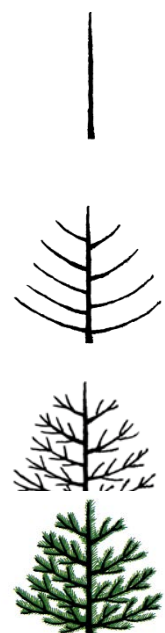
Most people have more goals and wishes than they can fulfil. It is necessary to set priorities and decide: Which goals are the most important and which goals can wait? [Refer to description of the Goals section here.](#)

Determine your tasks

Every person needs overview, structure and the feeling of being in control. This is a necessary for maintaining personal efficiency, achievement drive, and high level of energy, as well as avoiding stress and frustration. Overview and control of the tasks enables you to fully use the brain capacity.

Use the Claus Møller's Christmas Tree concept for achieving overview and control of the tasks in your decision base. Attach all the small pine needles (small activities to be done) onto twigs (bigger tasks and "elephant tasks"), which grow on the branches (your main areas of responsibilities).

We introduced four levels four levels to help create an overview:



The Elephant Technique

Another Claus Møller's technique when faced with very large tasks, i.e. Elephant tasks.

Examples of Elephant tasks are developing a new product, learning a language, learning a programming or other skill, losing weight, getting fit, writing a book.

These tasks are overwhelming, progress difficult to see, no immediate consequence, often postponed.

These tasks are too big to accomplish them or "swallow" in one day. That is why many people postpone them for a while – just to wait until a better time, or until their mouth had grown. It never happens!

How to eat an elephant?

The only way to eat an elephant is by dividing them into "bite-size" pieces.

- Divide the elephant into "bite-size" pieces.
- Schedule regular "bites of the elephant" as "task of the day", "task of the week" or "task of the month".
- Make sure you "eat" a bite every day in addition to completing your other routine tasks.

Make sure you finish the elephant. Thus, focus on no more than 1 or 2 elephant tasks at a time.

The elephant tasks are built into your calendar section of Practical Manager.

Learning French with the elephant technique

If you want to learn French, don't worry about the entire task (the elephant) at once. Instead, make sure you eat a small "French elephant hamburger" every day.

In other words: It is not a question of learning French next year – but of learning 10 French words every day. That will be 3,650 words in a year, which is equivalent to the basic vocabulary.

Become a development person

There are two kinds of person: the "maintenance" person who works to maintain the status quo and the "development" person who applies the elephant technique to achieve development and change.

Are you a "maintenance" person?

A "maintenance" person:

- Uses all their time just to get by.
- Does not schedule any time for development projects.
- Works simply to maintain the status quo, avoids problems and criticism and solves problems in the short term.
- Is controlled by external influences: telephone calls, mail, interruptions and sudden whims.

Be a "development" person

A development person:

- Manages current tasks.
- Always reserves some time for development projects.
- Completes a small part of an elephant task every day.
- Is guided by the goals they have set for the future.
- Has sufficient self-discipline to postpone a short-term pleasure for the sake of major, more long-term goals.

The Key Areas

Determine your key areas using the following procedure:

1. *Are you a manager/supervisor?*
Possible Key areas would include: Staff. Staff/organisation. Staff relations/effectiveness; e.g.: Sales force, sales force relations/effectiveness, etc.
2. *Do you have financial responsibilities?*
Possible Key areas would include: Finance. Finance / administration. Costs. Profitability. Budget/follow-up. Prices; e.g. production costs, sales prices, etc.
3. *Do you have administrative responsibilities?*
Possible Key areas would include: Administration. Administrative tasks/responsibilities/routines; e.g. personnel administration, salaries, maintenance, buildings, machinery, administrative systems, procedures, etc.
4. *Are you responsible for projects/major one-off tasks?*
Possible Key areas would include: projects, tasks for customers, development projects, tasks for stakeholders, sales campaigns, marketing projects, employee tasks like selection, on-boarding, etc.
5. *Do you have internal communication and co-ordination responsibilities?*
Possible Key areas would include: Internal relations. Internal communication/co-ordination. Relations: manager/colleagues; e.g. board, management team, branches/divisions/subsidiary/parent company/panels/committees.
6. *Do I have external communication and co-ordination responsibilities?*
External relations, external communication, e.g. customers, suppliers, business associations, dealers, authorities, organisations, institutions, panels, committees.
7. *Are you responsible for development, improvements, new methods?*
Possible Key areas would include: product development, technical development, method development, market development, organisational development, systems development.
8. *Are you responsible for long-range planning?*
Possible Key areas would include: Strategic planning, future/development/ideas. Strategies.
9. *Do you have any special functions or fields of interest? Locations/offices?*
Possible Key areas would include: Special fields of interest, position of trust, directorships, politics, associations, interest groups, training, freelance work, etc.
10. *Is professional development particularly important for you?*
Possible Key areas would include: professional updating, state relevant type.

Reserve at least 1 or 2 key areas for "Personal Development", Family and friends", Personal finances", "Home", "Hobbies" or other key areas related to your private life.

Give strokes - help people to do their best

Having good personal relations means feeling good about yourself and getting along with others. The efforts made by the individual towards good relations determine the psychological environment in the department and the company.

In an Employeeship company, all employees assume responsibility for the internal and external relations of the department and the company. All employees make a wholehearted and goal-directed effort to create a climate in which everyone finds inspiration and wants to do their best.

In Claus Møller's books: "*My Life Tree – a different book about personal development*", "*Be a Double Bagger – bring out the best in yourself and others*", and "*Heart Work – bring your heart to work*" you will find inspiration, methods and tools to get on well with yourself and others.

People's self-esteem determines whether they feel good about themselves and get along with other people.

Your self-esteem is determined by the amount of recognition your brain registers.

Recognition – in its broadest sense – is also called strokes. Strokes are vitally important to the quality of the psychological environment.

Strokes can be defined as: "*Any kind of attention people can show*".

Strokes are the most powerful means we human beings have at our disposal to develop or destroy our own self-esteem or that of others. It is essential to your wellbeing that you receive strokes. If you do not receive enough strokes, you will feel bad about yourself, you will behave inappropriately, become a loser, or in the worst case, become seriously ill – both mentally and physically.

The way in which you exchange strokes with others determines what kind of relationships you have. Strokes can be positive or negative. Your self-esteem is determined by the amount of positive and negative strokes that you receive.

Positive strokes

Positive strokes increase your self-esteem and make you happy. Positive strokes may be any kind of positive recognition, attention, praise, appreciation, pleasure, pride, and admiration.

Negative strokes

Negative strokes make you upset and disappointed, and make you feel inadequate.

Negative strokes may take the form of criticism, reprimands, scorn, ridicule, distrust, and ingratitude.

Zero strokes

The best thing a person can receive is positive strokes.

The worst thing a person can receive is not negative strokes – but zero strokes. Nothing has a more destructive effect on someone's self-esteem and sense of wellbeing than zero strokes. Lack of strokes has a dramatic effect on people's thoughts, feelings and behaviour.

When people don't get enough positive strokes, they try, consciously or subconsciously, to get negative strokes. This reaction is natural because, in spite of everything, negative strokes are better than no strokes at all.

Conflicts at work and at home, high personnel turnover, high absenteeism, lack of commitment and poor quality are often a direct result of a lack of attention.

Make the following exercise

Sit down in a chair and relax. Close your eyes. Think about your experiences last week. What happened? Who did you spend time with? What did you talk about? How did you feel about yourself? How did you get along with other people?

Did you help to create a positive environment, which encourages yourself and others to develop?

Do this mental experiment for each of the people you have spent time with and with whom you currently live and work: your partner, your children, your parents, your colleagues, your boss. Think about them one at a time and ask yourself the following questions:

- How many times did I give him/her positive strokes? In what situations? For what? How did I do it? Were they superficial or profound?
- How many times did I give him/her negative strokes? In what situations? For what? How did I do it? Did he/she maintain their self-esteem and perceive the strokes as a help?
- What kind of strokes did I give most often last week – positive or negative? Does he or she receive mostly positive strokes from me? Does he or she receive mostly negative strokes from me?
- Did he/she do something last week, which I didn't appreciate at all? Did I invest any time in, and show my interest for this person? Do I take his/her efforts for granted? Did I make any attempts to open the door to the other person's world?

Then ask yourself the following questions about the strokes you received during the past week:

- How many positive strokes did I receive? From my partner? My children? My staff? My colleagues? My boss? My friends?
- How many negative strokes did I receive? From my partner? My children? My staff? My colleagues? My boss? My friends?
- How many times did I make a serious effort without anybody noticing it?
- How many times did I do something for others, which they took for granted? Who is interested in my world?

How do you feel right now? What do you feel?

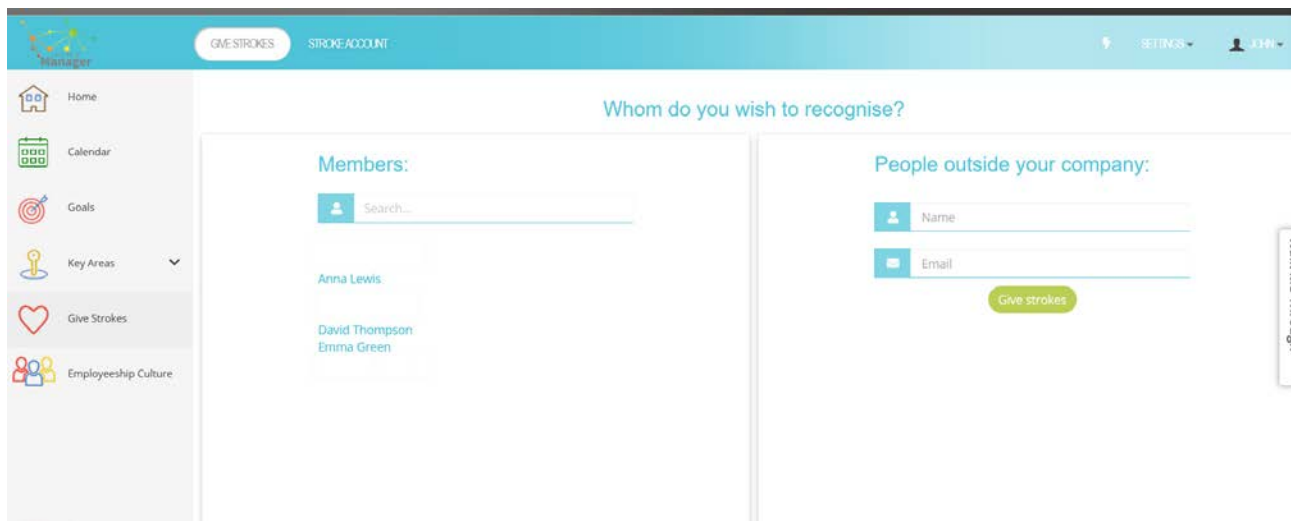
- *Do you give enough strokes?*
- *Do you receive enough strokes?*
- *Are strokes something you need to work with?*

If you do, you will feel better about yourself. You will make more friends and have better relations by giving more positive strokes.

Giving strokes with Practical Manager


Click on Strokes section in the main menu identified with a heart icon.

Tip: “You must use a real person name and surname. Do not pretend to be somebody or something else, as you like to stroke real people. Remember, strokes are basis for relationships, which are the most important part of ones life. They are also the most important part of business since you can only do business and succeed in doing business when having good relationships with people that matter most – your employees and colleagues.”



This is the section where you give strokes to other people. Giving a stroke to somebody means showing recognition and positive attention for his or her behaviour, performance, or recent achievements.

Help people do their best means to catch people doing things right and share a recognition with them. Focus on success and give strokes to your team members for doing a good job in the following three areas: Employee behaviour, performance within one of his or her key area, or Goals achievements.

1. Select a team member from your organisation or enter a name and email of another person on the right hand-side
2. Select an area, e-g- Employee / Performance / Achievement
3. Select  icon as required and add a personal note

Be specific! Remember to **enter a short note for the person** related to the stroke you are giving. Only then, you can submit your stroke. The note or comment is your message you want to tell your friend and a fellow team member.

Stroke Account

When a person receives a stroke it gets written into a record of strokes, i.e. Stroke account.

Every week, each member receives a weekly report, called a *voucher*, with a summary of strokes received. This is where you can see what was noticed and welcomed by your team members.

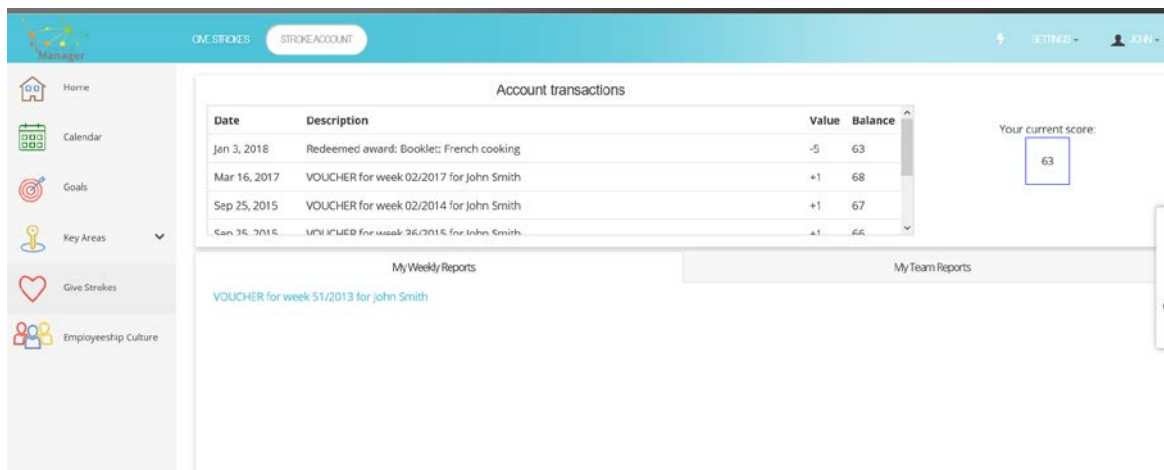
A team member and the team manager will see this information and must confirm it before it gets added in the stroke account.

Knowing the recognitions and strokes you receive from others increases happiness and will make you more self-aware – and it also keeps updates on achievements and behaviour of your staff members visible.

Weekly "vouchers" are a personal summary of what has happened and are emailed to each member every week. They are available for you to review yours under **My weekly reports**.

The number of strokes in each voucher is transferred into your **Account balance** score, that is your account of strokes awarded for your Employeeship behaviour, performance in your key areas, or goal/milestone achievements.

Strokes that a member receives are added to the profile score when they are confirmed by the member and the team leader.



Date	Description	Value	Balance
Jan 3, 2018	Redeemed award: Booklet: French cooking	-5	63
Mar 16, 2017	VOUCHER for week 02/2017 for John Smith	+1	68
Sep 25, 2015	VOUCHER for week 02/2014 for John Smith	+1	67
Can 26, 2015	VOUCHER for week 26/2015 for John Smith	+1	68

Your current score: 63

My Weekly Reports: [VOUCHER for week 51/2013 for John Smith](#)

My Team Reports

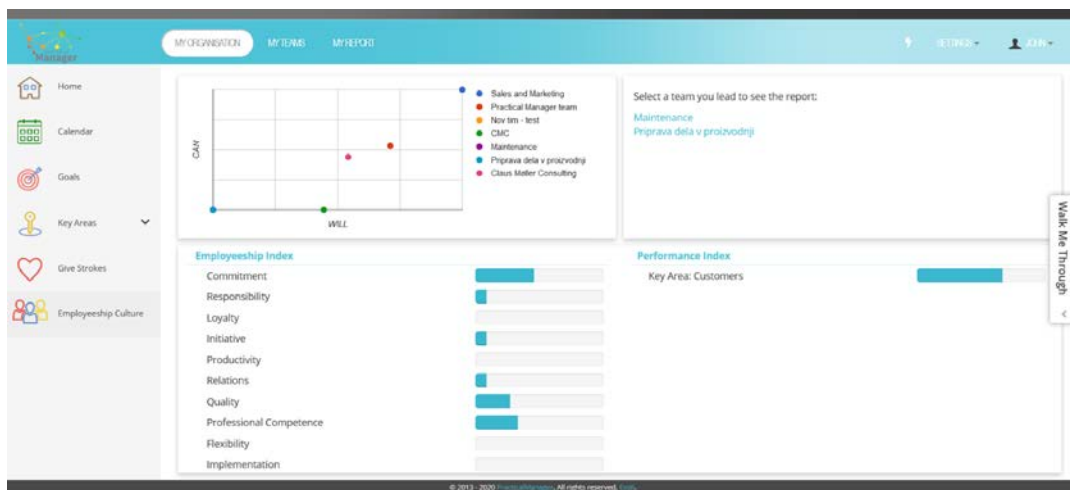
Teams & Members

The Teams&Members section is showing your Employeeship culture status. It is of great value for your team development and your personal development as well. It is showing the team/individual stroke balance in real-time in an adjusted Will-Can model.

- Every team member can see his or her own results and the team results
- Every team member can see the results of other teams' total results
- Every team leader can see the status of his/her teams and his/her team members

This model has shows the teams in your organisation on the ability side and on the side of their willingness to do their best.

At any time, you can take a look at your own "strokes status" or for one of your teams, which is a snapshot of a team's situation.



In the [My Report](#) subsection, you will find your Employeeship status made from the summary of the strokes you received for Employeeship, Key areas and Achievements. This is your personal Employeeship meter in real-time.

You cannot see any data from the other team members. However, scores for your team as a whole is displayed, which gives you an idea for your personal development goal, and maybe some drive to help you improve.



You can see a report for all teams you manage in [My organisation](#). This report will show the information for the teams in your organisation and detailed reports for the teams you are leading.

1. Select one of your teams.
2. See the will/can diagram for your members
3. Read useful information from the tables
4. Select one of the members
5. See personal will/can diagram and tables

Do's and don'ts for giving strokes

When sharing strokes for behaviour, performance or achievements, observe the following recommendations which will help you do that professionally:

1. The golden rule is "**Purpose of the strokes must be positive.**"

This means you may not be negatively critical, cynical, show sarcasm, and it means you're not to share 'double signals' by giving a positive stroke regarding a negative behaviour.

Only give strokes when your intention is positive. Stay polite, friendly and open.

Remember, you are responsible for your relationships.

2. Positive strokes are the normal, and should be given to every member, including team leader, or any superior. There are no company hierarchal limitations. Anybody can stroke anybody, and we encourage you to do so!
3. Do it immediately! Do not hesitate. When you see people doing things right, achieving things or performing well, you should tell them by giving them a stroke. The sooner the better. Only prompt and honest strokes will best develop your team relationships and develop people behaviour.

Don't undertake or exercise the following:

1. Act dishonestly or unprofessionally by engaging in unprofessional behaviour, by posting inappropriate, inaccurate, or objectionable content; publish inaccurate or "second-hand" information;
2. Disclose sensitive personal information such as members' email address, phone numbers, street address, or other confidential information;
Please read our Privacy Policy and Terms of Service.
3. Create a Member profile for anyone other than yourself;
4. Harass, abuse or harm another person, including posting unwelcomed communications;
5. Use another's account or create a false identity, or attempt to do so;

For more help, personal training, or answers to your questions, please e-mail us to support@Practical Manager.com. We're here to help!