

TRAINING TOOL “MANAGING TRANSITION”



- **THE NAME OF THE TOOL**

- The Eisenhower / Covey matrix

- **DESCRIPTION OF THE TOOL**

- *"What is important is rarely urgent and what is urgent is rarely important."*

The Eisenhower / Covey matrix provides a graphical representation of priority management

The origin of the matrix is attributed to General Eisenhower, President of the United States between 1953 and 1961. The tool can be used to accompany the manager in acquiring greater awareness of which less urgent and important activities can also be unattended directly. That is, activities that lend themselves to being delegated to their collaborators.

The matrix is made up of 4 quadrants:

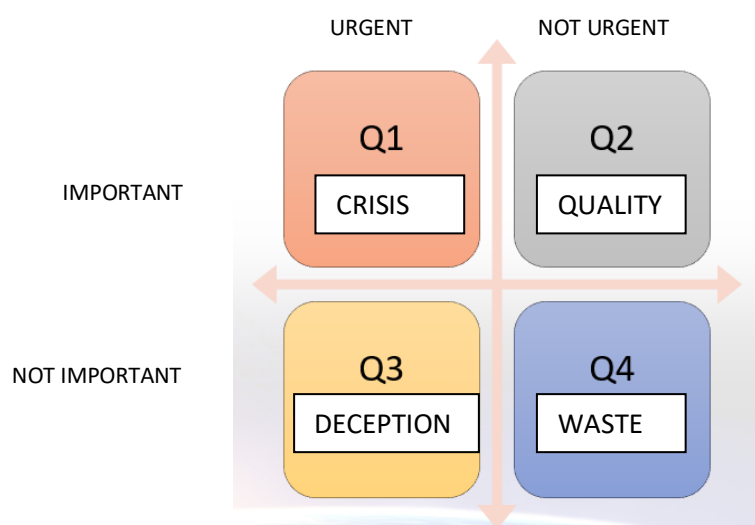


Figure 1

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- Q1 = Crisis: urgent and important
- Q2 = Quality: important and not urgent
- Q3 = Deception: urgent and not important
- Q4 = Waste: not important and not urgent

Q1 - includes all activities that cannot be delegated, to be processed immediately, typically these are activities with imminent deadlines.

Q2 - includes all the activities that can be planned, long-term and therefore can be planned (training, new business opportunities ...)

Q3 - includes all activities that in some way create interference in the management of the Work (for example ineffective meetings, urgencies of others, etc.)

Q4 - includes low-priority boundary activities and (for example, venting, social networks, etc.)

Therefore, the declination of delegable and non-delegable activities is presented as in the graphic below

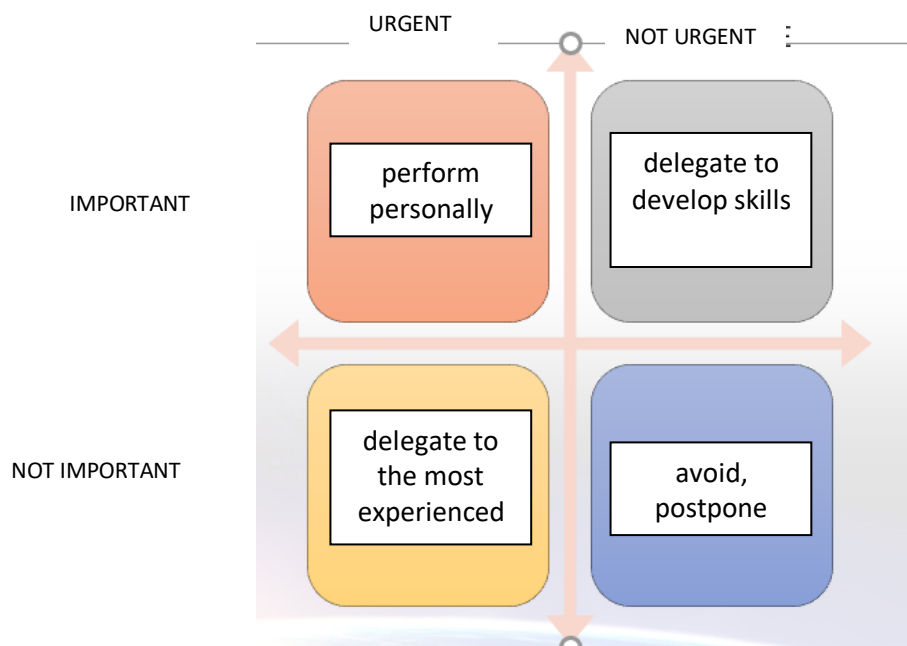


Figure 2

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● OBJECTIVES OF THE TOOL

The main objectives of the exercise are:

- Context and situation analysis of the activities supervised
- Identification of the areas of activity that can be delegated
- Action plan to act in the direction of greater delegation

● CONNECTION THE TOOL WITH THE SKILL

- The declination of the matrix made in the graphic of figure n. 2 highlights how the activities carried out by the manager can be mapped with a perspective that sees in the delegation of functions and responsibilities an indispensable element to be able to act with a view to enhancing one's role and the skills / abilities of one's collaborators.

Therefore, the relationship with the Skill Delegation Style - Manager Transition appears clear.

● RESOURCES AND MATERIALS

- For the experimentation of the instrument 3 cards are needed; the first card is the one represented by figure 1; second card is like that on figure 2; and a third card with empty quadrants in which to write down the "to do list".

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It could be also useful to prepare a further fourth card on which to note the different steps of the experimentation and training for any corrective actions.



● IMPLEMENTATION OF THE TOOL

- The tool can be tested in the classroom or independently by the manager.

The application of the matrix must sequentially follow the following steps:

- S1: build your "to do list";
- S2: places the "to do" in the quadrants;
- S3: compare your choices with your colleague or boss for a check;
- S4: review your card;
- S5: define and implement an "action plan".

● WHAT YOU LEARN

- Through the analysis, the definition of an action plan and the training it will be possible to experiment the delegation function by identifying gradually the activities that the manager can delegate with responsibility or with control.

The concrete application allows you to acquire greater awareness and at the same time put into practice actions by verifying behaviours.

The tool can be used with the support / flanking of a colleague / tutor to check progress and learnings.