



Breakthrough Scheduling™

The 4th Fundamental Practice



the
break|through
coach

Creating Accomplished, Energized, Inspired School Leaders

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Background Philosophy

We believe it is the secretary who makes the biggest difference to the transformation of a school or department. The secretary creates the time and space for the executive to coach the staff. In order to accomplish this, the secretary's first job is to make the executive's time more valuable by making the executive's time more scarce. We consider scheduling **The Fourth Fundamental Practice**.

The Breakthrough Coach (TBC) program is designed to produce breakthroughs in an administrator's and a secretary's time, results and satisfaction by allowing this leadership duo to:

- Work fewer hours, with less effort and less difficulty
- Increase performance results in their organizations
- Expand their personal fulfillment

The following pages present TBC's insights into the discipline of Breakthrough Scheduling™. Please use them to produce breakthroughs in your own time, results and satisfaction.

Thank you in advance for your partnership,
Jill Pancoast – President, The Breakthrough Coach

Goals of Breakthrough Scheduling™

- Executive coaches staff 2-3 days per week
- Executive is scheduled 6-8 weeks in advance
- Secretary schedules every minute of every day – no empty space on the calendar
- The focus is on high impact work ONLY
- Secretary anticipates potential breakdowns and envisions possible resolutions

When an executive attempts to manage their own schedule, Coaching Days never happen. This is why secretaries are so important to the process. As a secretary masters Breakthrough Scheduling™, the executive gets to coach more than ever before.

Scheduling Infrastructure

Most scheduling methodologies do not deliver breakthrough results because they lack:

- Awareness of a typical day's activities and workflow
- An accurate presentation of how people really view their time
- A thoughtful process to handle anomalies

Infrastructure is the daily, reoccurring activities around which all new action is accommodated, scheduled and recorded. The following categories represent your executive's *Infrastructure*:

- Arrival Procedure Time
- Go Home Time
- Lunch Time
- Daily Secretary Meeting
- Standard Weekly Meetings
- Office, Coaching and Rest Days
- Coaching Time on Coaching Days
- Office Time on both Office Days and Coaching Days
- Personal Activity Time

You begin the Breakthrough Scheduling™ process by planning for these nine elements first.

Step 1: Schedule Arrival Procedure Time

What do you need to know about your executive? Start with the simple facts:

- What time does your executive get to work? ____ AM
- What time does your executive really start working? ____ AM

This period is called *Arrival Procedure Time*:

- Identify the time your executive gets to the office in the morning
- Add time needed to hang up coat, secure a cup of coffee and “land”
- Estimated time “in and ready” is 15 minutes

Begin by scheduling the *Arrival Procedure Time*:

- As a repeating event
- 6 to 8 weeks out
- Monday – Friday
- In an early 15-minute AM time slot. Example: 7:30 – 7:45 AM

Then examine the reality of each week. If every Tuesday the executive arrives at 7:45 AM, but the rest of the week at 7:30 AM, plot this as it actually happens.

- Schedule Tuesday's *Arrival Procedure* from 7:45 – 8:00 AM
- And the rest of the week from 7:30 – 7:45 AM

Making this slight alteration is key.

By editing this single occurrence of a repeating event, it demonstrates the overall accuracy of the executive's calendar, rather than simply presenting the calendar as a theoretical idea.

Step 1 Calendar

| | MON | TUE | WED | THU | FRI | SAT | SUN |
|-----------|------|-------------------|-------------------|-------------------|-------------------|-------------------|-----|
| 07 | 00am | | | | | | |
| | 15am | | | | | | |
| | 30am | Arrival Procedure | | Arrival Procedure | Arrival Procedure | Arrival Procedure | |
| | 45am | | Arrival Procedure | | | | |
| 08 | 00am | | | | | | |
| | 15am | | | | | | |
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Step 2: Schedule Go Home Time

Most executives leave the office whenever they tire of what they are doing and decide to leave.

Scheduling a specific time to go home significantly improves your executive's chances of leaving the office as scheduled. There are days when your executive may need to leave early for a special event. Again, approach that day's time specifically and accurately.

- Consider your executive's goal for total hours per week at work.
- When does your executive actually need to leave in order to achieve that goal?

Then plug in their *Go Home Time*:

- As a repeating event
- 6 to 8 weeks out
- Monday – Friday
- In an afternoon time slot. **EXAMPLE:** 4:30 – 5:00 PM

Step 2 Calendar

| | MON | TUE | WED | THU | FRI | SAT | SUN |
|-----------|------|-------------------|-------------------|-------------------|-------------------|-------------------|-----|
| 07 | 00am | | | | | | |
| | 15am | | | | | | |
| | 30am | Arrival Procedure | | Arrival Procedure | Arrival Procedure | Arrival Procedure | |
| | 45am | | Arrival Procedure | | | | |
| 08 | 00am | | | | | | |
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| | 30pm | Go Home | Go Home | Go Home | Go Home | Go Home | |
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| | 45pm | | | | | | |

Step 3: Schedule Lunch Time

To ensure a balanced, healthy work situation for both you and your executive, *Lunch Time* needs to be scheduled as a regular part of the daily routine.

Schedule a minimum, 30-minute, mid-day lunch break.

- As a repeating event
- 6 to 8 weeks out
- Monday – Friday
- In a 30-minute mid-day time slot. **EXAMPLE:** 12:00 – 12:30 PM

Again, examine the reality of each week and make *Lunch Time* alterations where necessary to accommodate meetings, etc., **but never omit *Lunch Time***.

This is a habit worth building – maintaining the accuracy of the calendar **and** the physical well-being of your executive team. Then sit back and watch your organization thrive!

Step 3 Calendar

| | MON | TUE | WED | THU | FRI | SAT | SUN |
|-----------|------|-------------------|-------------------|-------------------|-------------------|-------------------|-----|
| 07 | 00am | | | | | | |
| | 15am | | | | | | |
| | 30am | Arrival Procedure | | Arrival Procedure | Arrival Procedure | Arrival Procedure | |
| | 45am | | Arrival Procedure | | | | |
| 08 | 00am | | | | | | |
| | 15am | | | | | | |
| | 30am | | | | | | |
| | 45am | | | | | | |
| 09 | 00am | | | | | | |
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| 11 | 00am | | | | | | |
| | 15am | | | | | | |
| | 30am | | | | | | |
| | 45am | | | | | | |
| 12 | 00pm | Lunch | Lunch | Lunch | Lunch | Lunch | |
| | 15pm | | | | | | |
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| | 30pm | Go Home | Go Home | Go Home | Go Home | Go Home | |
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Step 4: Schedule the Daily Secretary Meeting

The Daily Secretary Meeting happens on **both** *Office Days* and *Coaching Days*. When regularly scheduled, the odds of having the *Daily Secretary Meeting* increase. An added benefit: the more frequently you meet with your executive, the less time you will need to schedule per meeting.

When is the best time for the Daily Secretary Meeting?

Whenever you say it's the best time... it's your meeting.

Ask yourself, based on your schedule and your executive's commitments:

- When is the best time for my meeting?
- How long do I need to meet?

Then plug the *Daily Secretary Meeting* into the schedule as a repeating event:

- 6 to 8 weeks out
- Monday – Friday
- **EXAMPLE:** 7:45 – 8:15 AM

To you ensure you both meet at the same time every day:

- Gather all papers and materials needed for your daily meeting
- Walk into the executive's office
- Join any meeting currently in progress
- Inform all visitors this time is now reserved for another meeting
- Wait until the current meeting concludes (your presence will significantly speed this up)
- And create the expectation that your meeting will be kept, no matter what

Step 4 Calendar

| | MON | TUE | WED | THU | FRI | SAT | SUN |
|-----------|------|-------------------|-------------------|-------------------|-------------------|-------------------|-----|
| 07 | 00am | | | | | | |
| | 15am | | | | | | |
| | 30am | Arrival Procedure | | Arrival Procedure | Arrival Procedure | Arrival Procedure | |
| | 45am | Secretary Mtg. | Arrival Procedure | Secretary Mtg. | Secretary Mtg. | Secretary Mtg. | |
| 08 | 00am | | Secretary Mtg. | | | | |
| | 15am | | | | | | |
| | 30am | | | | | | |
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| 12 | 00pm | Lunch | Lunch | Lunch | Lunch | Lunch | |
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| | 30pm | Go Home | Go Home | Go Home | Go Home | Go Home | |
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| | 15pm | | | | | | |
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| | 45pm | | | | | | |

Step 5: Schedule Standard Weekly Meetings

Chances are you already have most of these meetings scheduled on your executive's calendar, but if you are missing any, add them in now.

Consider:

- Which ones are currently missing on the executive's calendar?
- How much time is needed for each?
- Which days are best for them to occur?
- Does travel time need to be included? If so, how much?
- Is prep time needed? If so, how much?

After answering these questions, plug your executive's *Standard Weekly Meetings* into the schedule 6 to 8 weeks out.

Where possible, cluster *Standard Weekly Meetings* close together in time to make these days more efficient. Begin a dialogue with your District Office about their current schedule of meetings and explain how their schedule either supports or thwarts your intended plan. (Consider requesting a *District-Wide Coaching Day*.)

Step 5 Calendar

| | MON | TUE | WED | THU | FRI | SAT | SUN |
|-----------|------|-------------------|-------------------|-------------------|-------------------|-------------------|-----|
| 07 | 00am | | | | | | |
| | 15am | | | | | | |
| | 30am | Arrival Procedure | | Arrival Procedure | Arrival Procedure | Arrival Procedure | |
| | 45am | Secretary Mtg. | Arrival Procedure | Secretary Mtg. | Secretary Mtg. | Secretary Mtg. | |
| 08 | 00am | | Secretary Mtg. | | | | |
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| | 30am | | | | | | |
| | 45am | | | | | | |
| 12 | 00pm | Lunch | Lunch | Lunch | Lunch | | |
| | 15pm | | | | | | |
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| | 45pm | | | | | | |
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| 02 | 00pm | | | | | | |
| | 15pm | | | | | | |
| | 30pm | | | | Travel Time | | |
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| | 15pm | | | | DO Mtg. | | |
| | 30pm | | | | | | |
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| 04 | 00pm | | | | | | |
| | 15pm | | | | Travel Time | | |
| | 30pm | Go Home | Go Home | Go Home | Go Home | Go Home | |
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Step 6: Schedule Office, Coaching & Rest Days

Your executive's week will be allocated into three specific types of days:

1. Coaching Days

- These days are dedicated to coaching staff out in their environment
- The goal is **2 Coaching Days** per week

2. Office Days

- Your executive spends these days completing paperwork, making phone calls, holding/attending meetings, etc.
- The goal is **3 Office Days** per week

3. Rest Days

- 24 hour periods dedicated to rest, rejuvenation and relaxation
- **Rest Days** allow the brain and body a chance to relax and connect with family and friends
- No business is done on these days – absolutely none
- Schedule **2 Rest Days** per week.

Then look out **6 to 8 weeks from today** and determine which days will be your executive's *Coaching, Office and Rest Days*. If you look at your executive's calendar over the next six weeks, do you see any wide-open days? Probably not. This is why we recommend you look 6 to 8 weeks ahead.

Scheduling these days far in advance removes the "tyranny of the urgent." If you are only scheduled 2 to 3 weeks out with your executive's *Coaching and Office Days*, then you have no wiggle room to adjust the days should any changes arise.

Schedule **Coaching, Office and Rest Days** as headings at the top of each day so that they appear at the top of the calendar on the assigned day, not in a specific time slot.

During your *Friday Daily Secretary Meeting* take time together to update your executive's calendar one week beyond the eight week perimeter. This maintains a consistent plan of action for you and your executive.

Step 6 Calendar

| | MON | TUE | WED | THU | FRI | SAT | SUN |
|-----------|--------|-------------------|-------------------|-------------------|-------------------|-------------------|------|
| | Office | Coaching | Office | Office | Coaching | Rest | Rest |
| 07 | 00am | | | | | | |
| | 15am | | | | | | |
| | 30am | Arrival Procedure | | Arrival Procedure | Arrival Procedure | Arrival Procedure | |
| | 45am | Secretary Mtg. | Arrival Procedure | Secretary Mtg. | Secretary Mtg. | Secretary Mtg. | |
| 08 | 00am | | | | | | |
| | 15am | | Secretary Mtg. | | | | |
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| 12 | 00pm | Lunch | Lunch | Lunch | Lunch | | |
| | 15pm | | | | | | |
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| | 30pm | Go Home | Go Home | Go Home | Go Home | Go Home | |
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Step 7: Schedule Coaching Time on Coaching Days

Once you have scheduled your executive's *Coaching Days*:

- Drop down into each *Coaching Day* and reserve all empty space as **Coaching**
- Large blocks of time should now appear as **Coaching**

This is the whole purpose of TBC's Scheduling Methodology™. Your executive now has time to:

- Wander the halls
- Observe instruction "while the game is being played"
- Coach staff
- Evaluate teachers when appropriate

EXAMPLE: On your executive's next *Coaching Day*:

- Schedule **Coaching** between 8:30 AM – 12 noon
- Schedule *Lunch* between 12 – 12:30 PM
- Continue next block of **Coaching** between 12:30 – 3:00 PM

WARNING:

Your executive cannot be in two places at once. You never want to schedule two events side-by-side on the calendar, even if they are happening at the same time.

EXAMPLE: The **Science Fair** appears on the calendar because you want your executive aware that it's taking place, but not necessarily because he or she will be attending. Therefore, **Science Fair** is added as a heading at the top of the calendar day, directly under *Coaching Day*.

Step 7 Calendar

| | MON | TUE | WED | THU | FRI | SAT | SUN |
|-----------|-------------------|------------------------|-------------------|-------------------|-----------------------------|------|------|
| | Office | Coaching | Office | Office | Coaching | Rest | Rest |
| | | Science Fair 9-12pm | | | Blood Drive 12:30-2:30pm | | |
| 07 | | | | | | | |
| 00am | | | | | | | |
| 15am | | | | | | | |
| 30am | Arrival Procedure | | Arrival Procedure | Arrival Procedure | Arrival Procedure | | |
| 45am | Secretary Mtg. | Arrival Procedure | Secretary Mtg. | Secretary Mtg. | Secretary Mtg. | | |
| 08 | | Secretary Mtg. | | | | | |
| 00am | | | | | | | |
| 15am | | | | | | | |
| 30am | | Coaching | | | Coaching | | |
| 45am | | | | | | | |
| 09 | | | | | | | |
| 00am | | | | | | | |
| 15am | | | | | | | |
| 30am | AP Mtg. | | | | | | |
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| 15am | | | | | | | |
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| 12 | Lunch | Lunch | Lunch | Lunch | Lunch | | |
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| 15pm | | | | | | | |
| 30pm | | Coaching | | | Coaching | | |
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Step 8: Schedule Office Time on Office Days

Working in the same time period as in Step 7:

- Drop down into each *Office Day* and reserve all empty space as **Office Time**
- Large blocks of time should now appear as **Office Time**

Office Time is literally a placeholder – it’s code for “time being held.”

This is time available for your executive to do office work, conduct meetings, phone calls, etc.

TIP: It is possible for your executive to do some office work every day, including on *Coaching Days*. On *Coaching Days*, schedule **Office Time** placeholders after **Coaching**.

Step 8 Calendar

| | MON | TUE | WED | THU | FRI | SAT | SUN |
|-----------|-------------------|------------------------|-------------------|-------------------|-----------------------------|------|------|
| | Office | Coaching | Office | Office | Coaching | Rest | Rest |
| | | Science Fair 9-12pm | | | Blood Drive 12:30-2:30pm | | |
| 07 | | | | | | | |
| 00am | | | | | | | |
| 15am | | | | | | | |
| 30am | Arrival Procedure | | Arrival Procedure | Arrival Procedure | Arrival Procedure | | |
| 45am | Secretary Mtg. | Arrival Procedure | Secretary Mtg. | Secretary Mtg. | Secretary Mtg. | | |
| 08 | | Secretary Mtg. | | | | | |
| 00am | | | | | | | |
| 15am | | | | | | | |
| 30am | Office Time | Coaching | Office Time | Office Time | Coaching | | |
| 45am | | | | | | | |
| 09 | | | | | | | |
| 00am | | | | | | | |
| 15am | | | | | | | |
| 30am | AP Mtg. | | | | | | |
| 45am | | | | | | | |
| 10 | | | | | | | |
| 00am | | | | | | | |
| 15am | | | | | | | |
| 30am | Office Time | | | | | | |
| 45am | | | | | | | |
| 11 | | | | | | | |
| 00am | | | | | | | |
| 15am | | | | | | | |
| 30am | | | | | | | |
| 45am | | | | | | | |
| 12 | Lunch | Lunch | Lunch | Lunch | Lunch | | |
| 00pm | | | | | | | |
| 15pm | | | | | | | |
| 30pm | Office Time | Coaching | Office Time | Office Time | Coaching | | |
| 45pm | | | | | | | |
| 01 | | | | | | | |
| 00pm | | | | | | | |
| 15pm | | | | | | | |
| 30pm | | | | | | | |
| 45pm | | | | | | | |
| 02 | | | | | | | |
| 00pm | | | | | | | |
| 15pm | | | | | | | |
| 30pm | | | | Travel Time | | | |
| 45pm | | | | | | | |
| 03 | | Office Time | | | Office Time | | |
| 00pm | | | | | | | |
| 15pm | | | | DO Mtg. | | | |
| 30pm | | | | | | | |
| 45pm | | | | | | | |
| 04 | | | | | | | |
| 00pm | | | | | | | |
| 15pm | | | | | | | |
| 30pm | Go Home | Go Home | Go Home | Go Home | Go Home | | |
| 45pm | | | | | | | |
| 05 | | | | | | | |
| 00pm | | | | | | | |
| 15pm | | | | | | | |
| 30pm | | | | | | | |
| 45pm | | | | | | | |

Step 9: Schedule Office Time Activities on Office Days

With a secretary's assistance, an executive can "brain-dump" all projects, tasks, to do's, promises, agreements, and arrangements onto paper. The secretary then manages the successful accomplishment of that data by scheduling it for completion in actual time frames. The secretary also understands the executive's over-arching goals – both personal and work-related. These goals become the secretary's "North Star" for scheduling.

As you identify phone calls, meetings and projects that require your executive's attention:

- Plug the actual name of the activity into a specific time slot during the **Office Time** placeholders.
- The activity is now a time-bound task to be done and the **Office Time** placeholder shrinks.

When you get to an actual *Office Day* on the calendar, these **Office Time** placeholders disappear entirely, replaced by scheduled "to do" items for your executive to work on. This causes rapid movement in the direction of a breakthrough for you and your executive. Your executive's precious time is now being honored.

Step 9 Calendar

| | MON | TUE | WED | THU | FRI | SAT | SUN |
|-----------|--------|------------------------|-------------------|-------------------|-----------------------------|-------------------|------|
| | Office | Coaching | Office | Office | Coaching | Rest | Rest |
| | | Science Fair 9-12pm | | | Blood Drive 12:30-2:30pm | | |
| 07 | 00am | | | | | | |
| | 15am | | | | | | |
| | 30am | Arrival Procedure | | Arrival Procedure | Arrival Procedure | Arrival Procedure | |
| | 45am | Secretary Mtg. | Arrival Procedure | Secretary Mtg. | Secretary Mtg. | Secretary Mtg. | |
| 08 | 00am | | Secretary Mtg. | | | | |
| | 15am | | | | | | |
| | 30am | AP Mtg. | Coaching | Write ABC | Drop-Ins | Coaching | |
| | 45am | Call w/Steve | | | | | |
| 09 | 00am | Call w/Supt. | | Sign Diplomas | | | |
| | 15am | Mtg. Preparation | | | | | |
| | 30am | AP Mtg. | | Review Data | Finish ABC | | |
| | 45am | | | | | | |
| 10 | 00am | | | Call w/Jane | | | |
| | 15am | | | Call w/Joe | | | |
| | 30am | Signature File | | Call w/Smith | Call w/Lynn | | |
| | 45am | Call w/Mary | | Call w/Ellie | Call w/Fran | | |
| 11 | 00am | Call w/Jane | | Call w/Mike | Call w/Mary | | |
| | 15am | Mtg. w/John | | Call w/Sandy | Call w/Sue | | |
| | 30am | | | Call w/Jim | Call w/Ann | | |
| | 45am | | | Check Email | Check Email | | |
| 12 | 00pm | Lunch | Lunch | Lunch | Lunch | | |
| | 15pm | | | | | | |
| | 30pm | Write ABC | Coaching | Mtg. Preparation | Mtg. w/Dan | Coaching | |
| | 45pm | | | Mtg. w/Chair | Mtg. w/Rich | | |
| 01 | 00pm | | | | Mtg. w/Lou | | |
| | 15pm | | | | Review LMN | | |
| | 30pm | Review LMN | | | | | |
| | 45pm | | | | Office Time | | |
| 02 | 00pm | Call w/Jason | | | | | |
| | 15pm | Call w/George | | Call w/Sam | | | |
| | 30pm | Office Time | | Call w/Ben | Travel Time | | |
| | 45pm | | | Review Data | | | |
| 03 | 00pm | | Office Time | | | Office Time | |
| | 15pm | | | Office Time | DO Mtg. | | |
| | 30pm | | | | | | |
| | 45pm | Review Email | | | | | |
| 04 | 00pm | Office Time | | | | | |
| | 15pm | | | | | | |
| | 30pm | Go Home | Go Home | Go Home | Go Home | Go Home | |
| | 45pm | | | | | | |
| 05 | 00pm | | | | | | |
| | 15pm | | | | | | |
| | 30pm | | | | | | |
| | 45pm | | | | | | |

Step 10: Schedule Personal Activity Time

Lastly, schedule your executive's *Personal Activities* on the calendar as well. *Personal Activities* are those specific activities your executive has agreed to use for rest, rejuvenation and relaxation. It is important to schedule them rather than leaving them to chance.

Your executive may or may not have specific activities to schedule now. If none are currently on the calendar, you will need to use *Personal Activity Time* as a placeholder until specific activities are determined.

***Personal Activities* on the calendar could include:**

- Workouts
- Doctors' Appointments
- Date Nights

Create a personal activities list with your executive for use throughout the year. Remember to schedule these activities 6 to 8 weeks out.

Step 10 Calendar

| | MON | TUE | WED | THU | FRI | SAT | SUN |
|----|--------|------------------------|-------------------|---------------------|-----------------------------|-------------------|------|
| | Office | Coaching | Office | Office | Coaching | Rest | Rest |
| | | Science Fair 9-12pm | | | Blood Drive 12:30-2:30pm | | |
| 07 | 00am | | | | | | |
| | 15am | | | | | | |
| | 30am | Arrival Procedure | | Arrival Procedure | Arrival Procedure | Arrival Procedure | |
| | 45am | Secretary Mtg. | Arrival Procedure | Secretary Mtg. | Secretary Mtg. | Secretary Mtg. | |
| 08 | 00am | | Secretary Mtg. | | | | |
| | 15am | | | | | | |
| | 30am | AP Mtg. | Coaching | Write ABC | Drop-Ins | Coaching | |
| | 45am | Call w/Steve | | | | | |
| 09 | 00am | Call w/Supt. | | Sign Diplomas | | | |
| | 15am | Mtg. Preparation | | | | | |
| | 30am | AP Mtg. | | Review Data | Finish ABC | | |
| | 45am | | | | | | |
| 10 | 00am | | | Call w/Jane | | | |
| | 15am | | | Call w/Joe | | | |
| | 30am | Signature File | | Call w/Smith | Call w/Lynn | | |
| | 45am | Call w/Mary | | Call w/Ellie | Call w/Fran | | |
| 11 | 00am | Call w/Jane | | Call w/Mike | Call w/Mary | | |
| | 15am | Mtg. w/John | | Call w/Sandy | Call w/Sue | | |
| | 30am | | | Call w/Jim | Call w/Ann | | |
| | 45am | | | Check Email | Check Email | | |
| 12 | 00pm | Lunch | Lunch | Lunch | Lunch | | |
| | 15pm | | | | | | |
| | 30pm | Write ABC | Coaching | Mtg. Preparation | Mtg. w/Dan | Coaching | |
| | 45pm | | | Mtg. w/Chair | Mtg. w/Rich | | |
| 01 | 00pm | | | | Mtg. w/Lou | | |
| | 15pm | | | | Review LMN | | |
| | 30pm | Review LMN | | | | | |
| | 45pm | | | | Office Time | | |
| 02 | 00pm | Call w/Jason | | | | | |
| | 15pm | Call w/George | | Call w/Sam | | | |
| | 30pm | Office Time | | Call w/Ben | Travel Time | | |
| | 45pm | | | Review Data | | | |
| 03 | 00pm | | Office Time | | | Office Time | |
| | 15pm | | | Office Time | DO Mtg. | | |
| | 30pm | | | | | | |
| | 45pm | Review Email | | | | | |
| 04 | 00pm | Office Time | | | | | |
| | 15pm | | | | Travel Time | | |
| | 30pm | Go Home | Go Home | Go Home | Go Home | Go Home | |
| | 45pm | | | | | | |
| 05 | 00pm | | Workout | Dentist Appointment | Workout | Date Night | |
| | 15pm | | | | | | |
| | 30pm | | | | | | |
| | 45pm | | | | | | |

In Conclusion – Keys to Success

1. Stay in front of your executive's schedule by at least six weeks.
2. Make time at least once a week in your *Daily Meeting* to work together on your executive's calendar.
3. Never allow your executive open **Office Time** on the calendar without specific actions to accomplish.
4. If you begin to run out of things for your executive to do, either look ahead to your executive's yearly recurring work (example: master planning) or switch **Office Time** to **Coaching**. You may even want to add another *Coaching Day*.
5. Eliminate duplication and/or side-by-side activities. Your executive can not be in two places at once.
6. Eliminate surprises. Hand your executive a paper copy of the next day's schedule before leaving. If they "get a visual" showing what's already been planned, they will be better prepared.
7. Post your executive's calendar at your desk for all to see. When people come looking for your executive, point to the calendar. Let people know when the executive's next *Coaching Day* is scheduled. This way, you are not the "Bad Cop" but more correctly, the "Keeper of the Calendar."
8. There will be breakdowns! There will be days when your executive is scheduled to be in classrooms **and** an emergency parent meeting is needed, **or** the District Office calls, **or** your executive gets sick. When this happens, don't panic. As you and your executive continue to work together, it will become clearer which breakdowns need to be dealt with in the moment and how to manage them. However, your focus never changes. As the secretary, you keep your executive's calendar. Do what needs to be done for your executive to be successful.





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