

## 《目标、时间管理》

(1~2 天课时)

主讲：魏滨

### 【课程目标】

#### 目标管理：

- 了解目标管理的构思，培养主动工作的意识
- 把握目标管理的本质
- 握目标管理和数值管理的区别
- 掌握目标管理的事实方法
- 练习指导下进行目标管理的能力

#### 时间管理：

- 1、认识到时间管理的重要性。
- 2、做事更具条理性，表现在以下几方面：
  - 能够区分主动性和应对性任务；
  - 按照工作的轻重缓急，确定处理的先后次序；
  - 制定工作计划。
- 3、通过有效地授权管理员工。
- 4、制定行动计划，提高组织管理能力。

### 【课程特色】

- 1、百强企业的内训课程，世界五百强企业定购的必修课程。
- 2、结合中国特有的国情、企情、市情、人情，精心设计的课程内容。
- 3、针对企业存在的实际问题层层剖析，并以独特的“理论讲解+精准案例分析+小组讨论+体验式情景模拟+互动游戏+视频赏析”的激情授课方式展现给学员，以效果为导向，幽默风趣、通俗易懂、见解新颖、深入浅出、别具一格。

### 【课程大纲】

#### 第一篇：目标管理

- 1、目标的意义
- 2、目标管理的定义
- 3、97%的人不设定目标的原因

## **第二篇：目标的设定与分解**

- 1、目标设定的范围
- 2、设定目标的前提
- 3、设定目标的五项原则
- 4、强烈的企图心
- 5、目标一定要视觉化
- 6、遵循以下步骤设定和执行分解目标

一、提前设定目标(设定目标时间)

二、坚持改进

三、定期评估检查

设定目标让我们找到要去的终点

时间管理就是让我们规划如何到达

## **第三篇：时间管理**

一、认识时间管理

二、你目前的时间是如何利用的

三、出色的自我时间管理

四、时间管理的好处

五、时间管理的重要性

1、如何找到浪费时间的原因

2、时间管理的原则

体验游戏：撕纸人生

视频赏析：死神的账单

## **第四篇：用 SMART 标准提高效率**

一、目标明确，行动才有效

二、目标管控，量化要到位

三、目标可实现才有执行力

四、大小可实现之间紧密相连

## **第五篇：四个象限时间管理法——在正确的时间做正确的事**

一、分清工作的紧急、重要，分类管理

二、如何设置不同等级的优先权

三、选择工作处理的最佳时机

四、“做正确的事”与“正确的做事”

#### **第六篇：精简—优化工作流程细则**

- 一、先预想最佳的做事流程
- 二、化繁为简地优化流程
- 三、推倒重来也是流程化

#### **第七篇：80/20 法则—把时间用于少数重要的事**

- 一、把时间留给最重要的事，执行效应的帕雷托分析
- 二、专注于最重要的事，如何判断轻重缓急
- 三、要事优先，为最重要的事创造时间
- 四、减少多余责任的时间消耗
- 五、在高效的时间段做重要的事
- 六、案例讨论：销售老总的一天

#### **第八篇：学会授权**

- 一、高效能的秘诀 ---- 授权
- 二、授权的障碍：舍不得，不信任
- 三、授权的步骤
- 四、授权、合并、精简、舍弃

**"Target, time management"**

**(1~2 days)**

**Speaker: Wei Bin**

**[course objectives]**

**Target management:**

**The understanding of the target management conception, cultivating initiative consciousness**

**We grasp the essence of management by objectives**

**Please hold different target management and value management.**

**The facts are objective management method**

**The practice ability of target management guide subordinates**

**Time management:**

**I realized the importance of time management.**

**I work more rational, in the following aspects:**

**- able to distinguish between initiative and coping tasks;**

**According to work order of priority, to determine the order of;**

**- make work plans.**

**We through the effective authorization management staff.**

**The formulation of a plan of action to improve the ability of organization and management.**

**[course features]**

**The top 100 enterprises internal training courses, compulsory courses in the world's top five hundred enterprises ordered.**

**The combination of specific national conditions, Chinese enterprises, cities, human, well-designed course content.**

**The practical problems for companies of the layers of analysis, and a unique "theory to explain the case analysis + + precise group discussion + scene + + video interactive game simulation of" passion teaching methods show students, results oriented, humorous, easy to understand, easy to understand, have a unique style, innovative ideas.**

**[Course Outline]**

**The first article: Goal Management**

**1, the significance of the target**

**2, the definition of target management**

**3, 97% of people do not set the target of the reason**

**Second: goal setting and decomposition**

**The scope of the goal setting**

**The premise of setting goals**

**The five principles of the goal setting**

**The strong ambition**

**The target must be visually**

**Please follow the steps below to set and implement target decomposition**

**The first, set the target (target setting time)**

**Two, insist on improving**

**Three, regular assessment examination**

**Set goals for us to find the destination we want to go to**

**Time management is to let us plan how to arrive**

**Third: time management**

**First, the understanding of time management**

**Two, your current time is how to use**

**Three, excellent self time management**

**Four, the benefits of time management**

**Five, the importance of time management**

**1, how to find a waste of time**

**2, the principle of time management**

**Experience the game: tearing paper life**

**Video appreciation: the death of bill**

**Fourth: use SMART standard to improve efficiency**

**First, the goal is clear, action is effective**

**Two, target management and control, to be in place to quantify**

**Three, the goal can be realized only execution**

**Four, the size can be achieved between closely linked**

**Fifth: four quadrant time management - doing the right thing at the right time.**

**First, to distinguish the work of emergency, important, classified management**

**Two, how to set the priority of different levels**

**Three, choose the best time to deal with the work**

**Four, "do the right thing" and "the right thing to do"**

**Sixth: streamline and optimize the workflow rules**

**First, to expect the best work process**

**Two, the optimization process is simplified.**

**Three, is also a process of**

**The seventh part: the 80/20 rule - the time for a few important things**

**One, the time left to the most important thing, the implementation of the effect of**

**Pareto analysis**

**Two, focus on the most important thing, how to determine the order of priority**

**Three, to give priority to, create time for the most important thing**

**Four, to reduce the time consumption of excess responsibility**

**Five, in an efficient time to do important things**

**Six, case discussion: Sales Manager of a day**

**Eighth: learn to authorize**

**One, the secret of the high efficiency - authorization**

**Two, the authority of obstacles: do not give up, do not trust**

**Three, the authority of the steps**

**Four, authorization, merger, streamline, abandon**

**Time management is not to let you do more, but to make you better!**