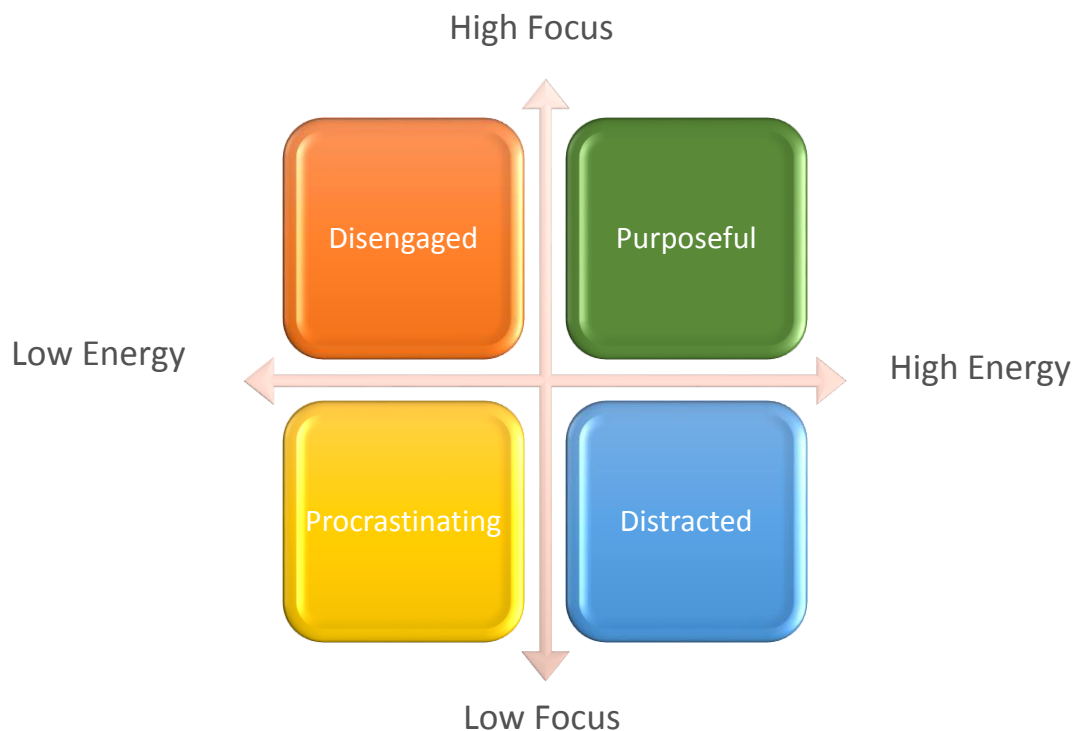




## Managing your Monkeys

### The Focus-Energy Grid



### Demands on your Time

#### Manager-Driven Time

- Time spent doing things at the request of your manager.

#### System Driven Time

- Time spent doing routine tasks.

#### Self-Driven or Discretionary Time

- Time that you decide how to spend.

#### Subordinate – Driven Time

- Time doing things that your team wants you to do



**Four Rules of Monkey Management** (William Onken)

A photograph of a brown monkey sitting and eating a green plant. The monkey is the central focus of the background image.

<b>Rule 1</b>	<b>Rule 2</b>	<b>Rule 3</b>	<b>Rule 4</b>
<b>Description</b>	<b>Owner</b>	<b>Insurance</b>	<b>Feeding and Check-ups</b>
The next moves must be specified.	The monkey must be assigned to a person.	The risk must be assessed and covered.	The time, place and method for review and follow up is agreed.

**Avoiding Monkeys – Three Things to Do**

- Resist the urge to save the day
- Review, check your facts and take everything into account
- Develop your team