

A Secretary has an important role to play in the planning process. The Secretary may:

- ensure officers have a "quiet time" during which they can concentrate on planning;
- make systematic plans and develop check-lists to help keep secretarial projects on track;
- use calendars on which to write events coming up, deadlines to reach, and tasks to be performed, (large monthly calendars of the desk blotter variety are good for scheduling deadlines, due dates for reports, regular meeting etc.);
- make weekly and daily lists of things to do, for personal use and that of the boss, with the priorities clearly marked, and check each list daily;
- make visual aids/charts as appropriate (useful for managing multiple projects/plans especially if there are several managers in the team);
- suggest ways to accomplish tasks.

B) ORGANIZING is deciding HOW to achieve WHAT has to be done.

Organizing starts during the planning stage. After the goals are set, action plans are written to determine how those goals are to be achieved, and organized for implementation and for allocation of resources. We often "budget" use of money, but we should also budget the use of the other resources, including time and people.

Deciding WHO should perform activities means DELEGATION. Delegation is getting the job done by the appropriate person in terms of potential, skill and experience. It works to free the time of the one who delegates it. Offers a challenge to the delegate, is economical, develops team spirit, provides backup and creates new approaches to the work.

Why some people have trouble with delegation:

- * It takes time and patience;
- * It is risky since the task may not be done as/when you would have done it;
- * It may involve asking two people separately to work on the same project;
- * It requires you to have confidence in those to whom you delegate.