AnalystS📊lutions
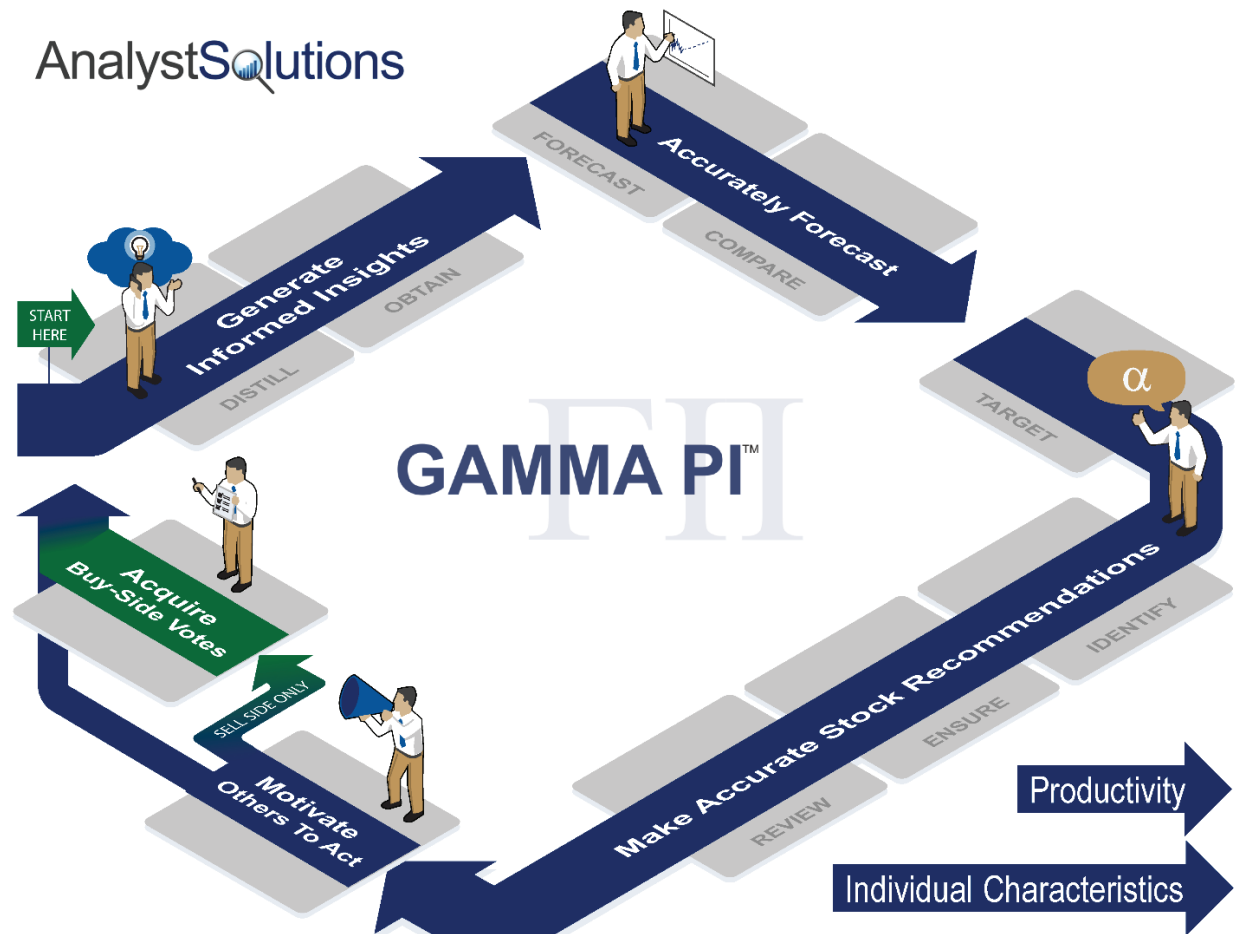
Time Management Assessment

- Please ensure you can access the output from your time management assessment during this workshop
(not GAMMA PI™); or

- If you didn't complete the assessment please do so now
  - Check your email account for the token by searching for: "Your Time Management Assessment Token"
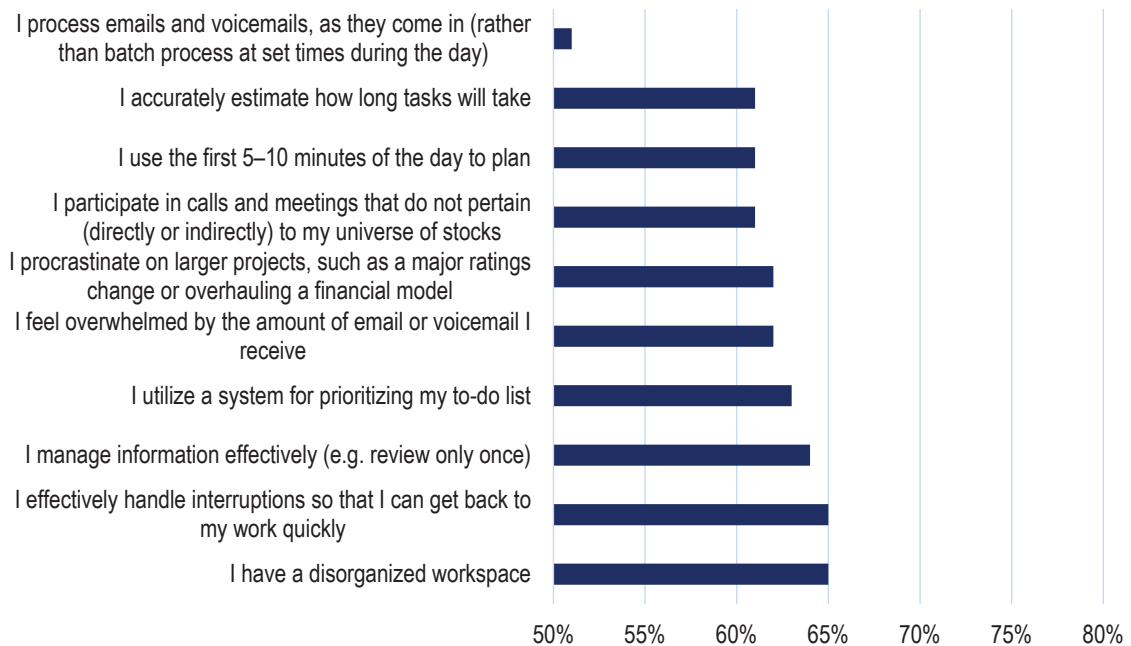
Go to: https://www.analystsolutions.com/**tm**/

Maximize Your Time for Alpha Generation

CE Qualified Activity — CFA Institute

Drinking from Fire Hose

Survey Responses: Productivity

Statement	Percentage
I process emails and voicemails, as they come in (rather than batch process at set times during the day)	~50%
I accurately estimate how long tasks will take	~61%
I use the first 5–10 minutes of the day to plan	~61%
I participate in calls and meetings that do not pertain (directly or indirectly) to my universe of stocks	~61%
I procrastinate on larger projects, such as a major ratings change or overhauling a financial model	~62%
I feel overwhelmed by the amount of email or voicemail I receive	~62%
I utilize a system for prioritizing my to-do list	~63%
I manage information effectively (e.g. review only once)	~64%
I effectively handle interruptions so that I can get back to my work quickly	~65%
I have a disorganized workspace	~65%

50%   55%   60%   65%   70%   75%   80%

Workshop Flow

1. **Assess where you are…**

2. **Create a pathway to your destination…**
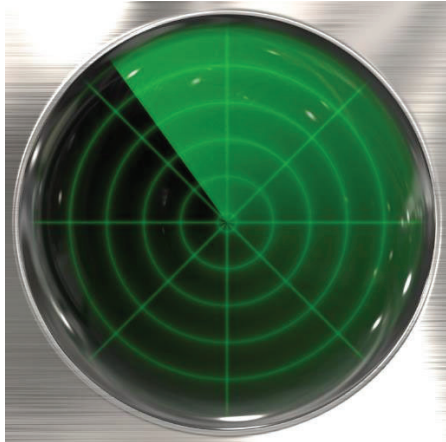
"Do I Need to Improve P, S or E?"

It looks like this…

"Do I Need to Improve P, S or E?" Exercise

	Behaviors	Never	Rarely	Sometimes	Frequently	Always	
1	Accurately estimate how long tasks will take						S
2	Create an orderly workspace						E
3	Automate, delegate, or avoid low-value activities						E
4	Effectively handle interruptions						E

Areas for Time-Management Self-Assessment

Prioritization

Scheduling

Efficiency

Score "Prioritization, Scheduling and Efficiency" Exercise

Complete Your TAP
Section 1

Transformation Action Plan (TAP)

Instructions for the Transformation Action Plan (TAP):
- Throughout this workshop complete the TAP below
- Apply the key points after the workshop to help you improve your performance
- This will not be collected and so write in a manner that will help you utilize the concepts being learned

---

Based on Our Observations, Poor Stock Picking Performance Is…

- Usually not due to:
  - Lack of motivation
  - Lack of intelligence

- Often the result of:
  - Ineffective time allocation

Time Management Is Your Primary Weapon

- The 3 elements that can make a great analyst:
  - Superior intelligence
  - Superior firm resources
  - Superior work skills

- Which can you control?

What Would 10% More Time Mean to You?

At least 5 extra hours per week could be used for...

- Better identifying the critical factors most likely to move a stock
- Calling information sources about a critical factor
- Conveying your insights to those colleagues you need to influence

Most analysts play *defense*…

…while the best play *offense*

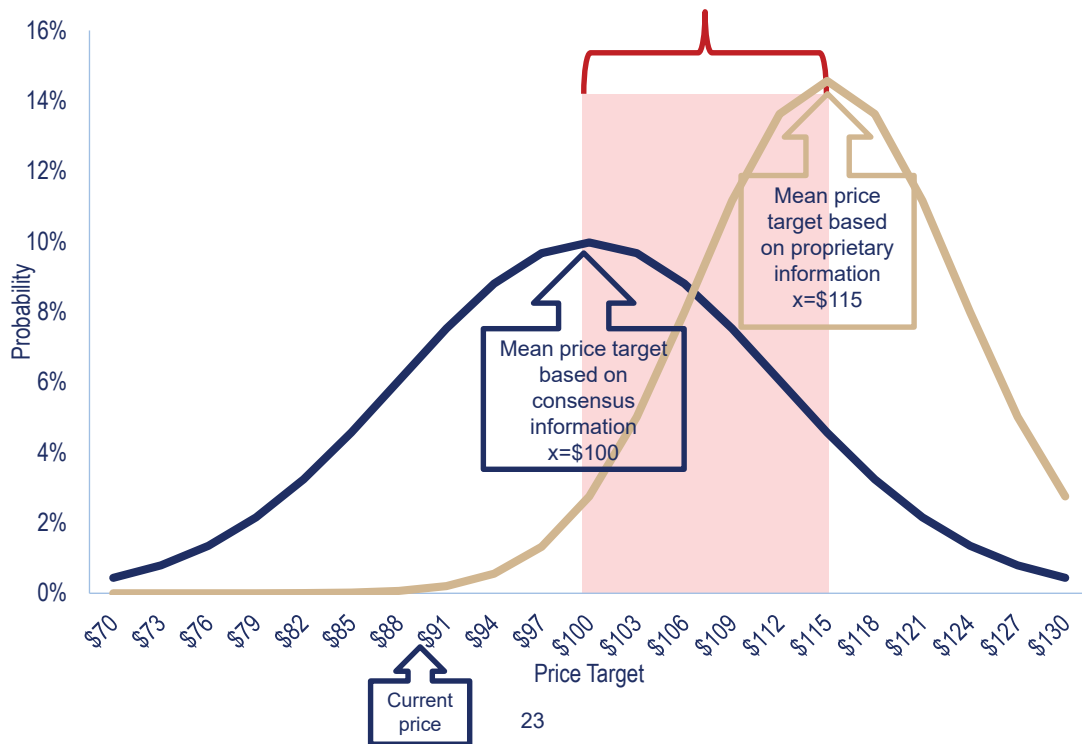# A goalie may play an important role but will rarely score
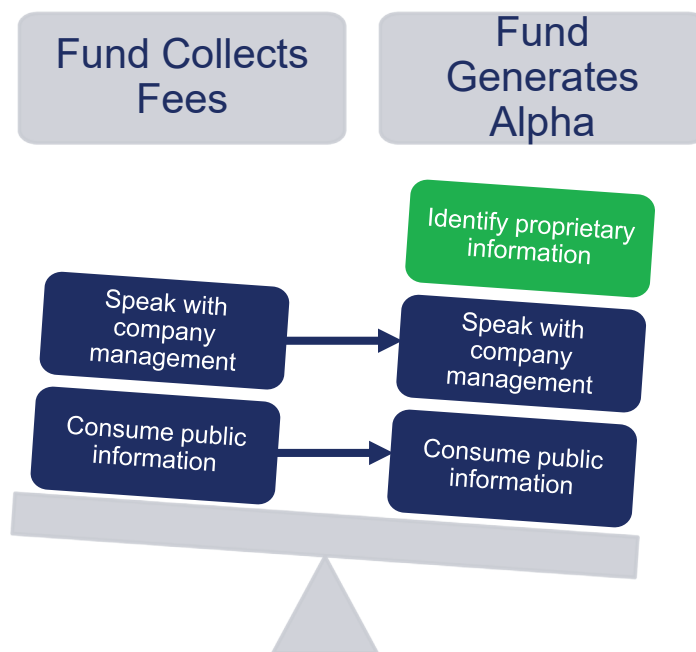
Buried in the Watch Tower

Worthy of Analysis

Cumulative flows to, and net share issuance of, U.S. domestic equity mutual funds and ETFs (billions of dollars)

Domestic equity ETFs

Indexed domestic equity mutual fund

Actively-managed domestic equity mutual funds

Source: Investment Company Institute, http://www.icifactbook.org

Information Asymmetry

Probability (y-axis): 0%, 2%, 4%, 6%, 8%, 10%, 12%, 14%, 16%

Price Target (x-axis): $70, $73, $76, $79, $82, $85, $88, $91, $94, $97, $100, $103, $106, $109, $112, $115, $118, $121, $124, $127, $130

Mean price target based on consensus information x=$100

Mean price target based on proprietary information x=$115

Current price

23

Information Asymmetry = Alpha

Fund Collects Fees

Fund Generates Alpha

Identify proprietary information

Speak with company management

Speak with company management

Consume public information

Consume public information

24

Great Analysts Play Offense

What Gets an Analyst Paid?

"Is this the highest and best use of my time?"

"Is this a justifiable way to spend my time?"
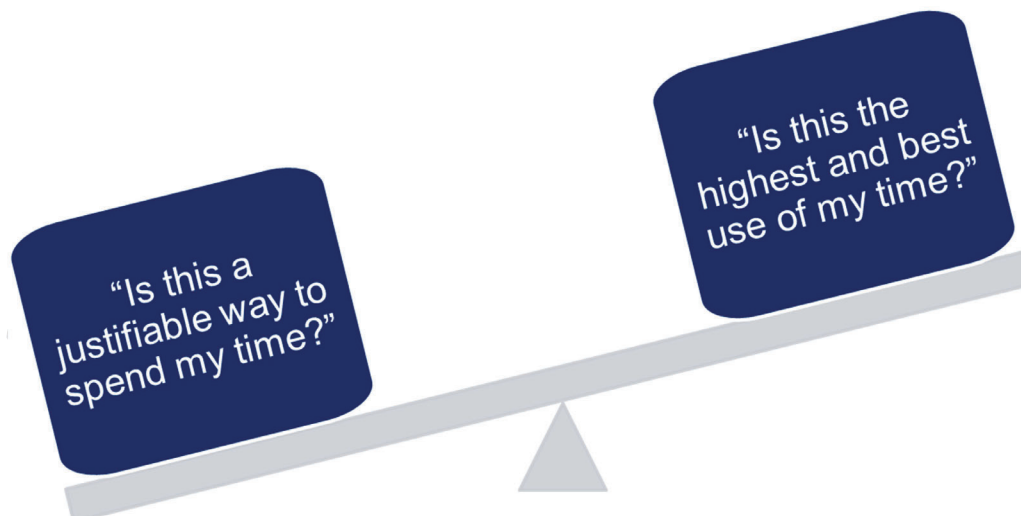
Exercise: Working Offensively vs. Defensively Case Study

Amit

Lucas

Prioritization

Goals

Tactics

Scheduling

Efficiency

Challenge to Balance

Likelihood activity will help achieve goal $=$ Time dedicated to activity

Potential Payoff

Goals

Tactics

Day-to-day Activities

DEEM™ to Prioritize Your Time

| **D** | • Step 1: **D**efine and prioritize professional goals and tactics (Parts A & B online) |

| **E** | • Step 2: **E**stimate current (or prior) time spent on daily activities (Part C online) |

| **E** | • Step 3: **E**valuate time spent on daily activities vs. the goals and tactics they support |

| **M** | • Step 4: **M**odify time usage when activities are not aligned with goals and tactics |
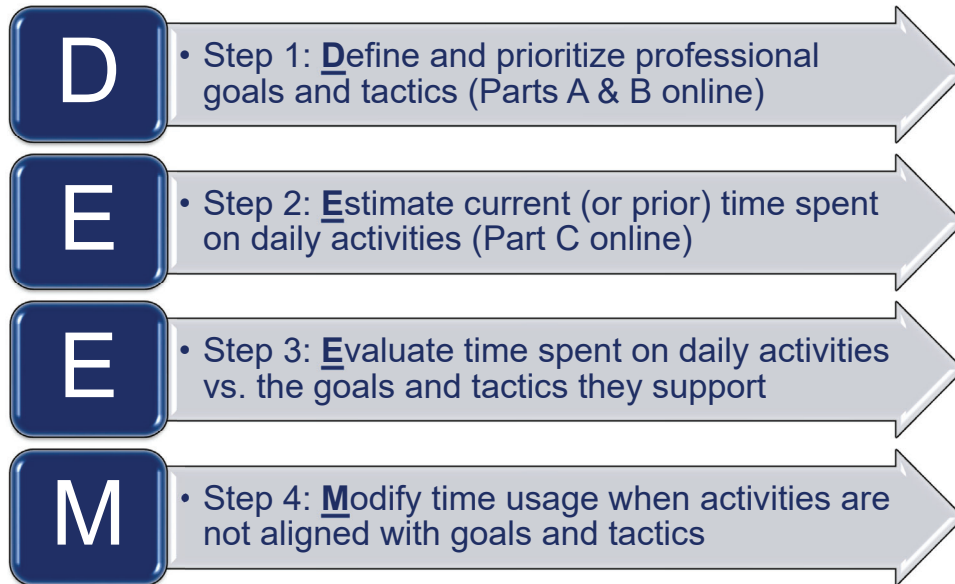
Time Used On Any Activity Should Balance with the Goals It Achieves

Primary Goals

Generate Alpha or Help Clients Generate Alpha

Get Recognized for Your Efforts

Step 1A: Define and Prioritize Professional **Goals** and Tactics

| D | • Step 1: **D**efine and prioritize professional goals and tactics (Parts A & B online) |

| E | • Step 2: **E**stimate time spent on daily activities (Part C online) |

| E | • Step 3: **E**valuate time spent on daily activities vs. the goals and tactics they support |

| M | • Step 4: **M**odify time usage when activities are not aligned with goals and tactics |

Goals

Tactics

Day-to-day Activities
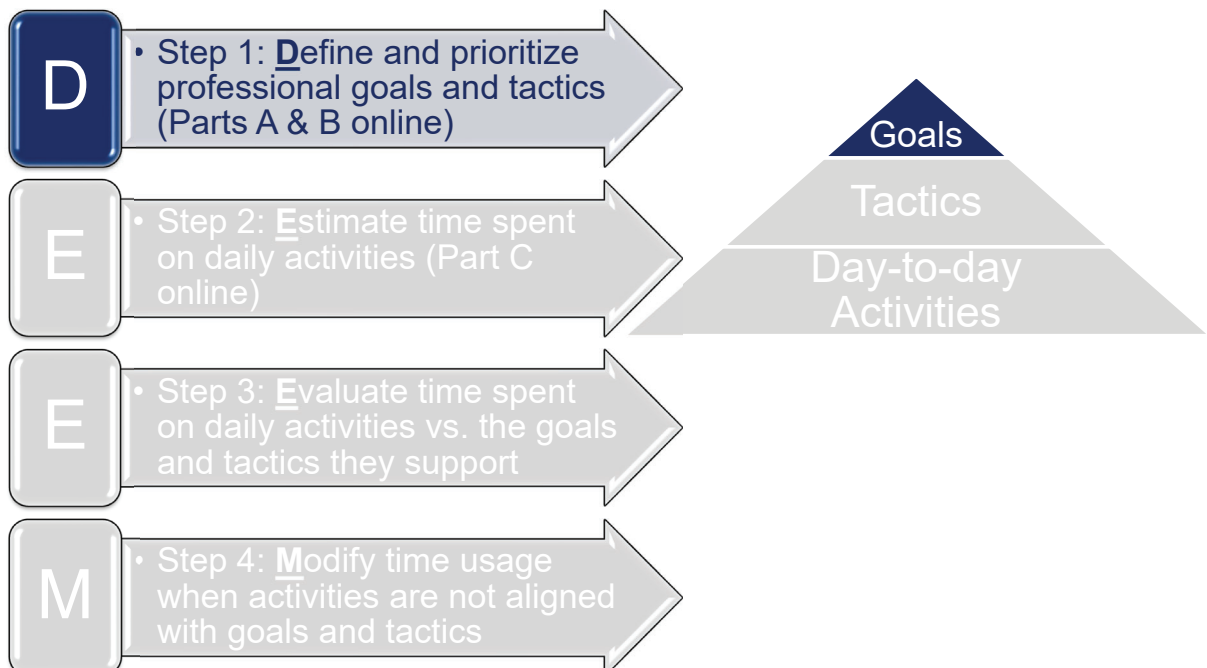
Step 1B: Define and Prioritize Professional Goals and **Tactics**

D
- Step 1: **D**efine and prioritize professional goals and tactics (Parts A & B online)

E
- Step 2: **E**stimate time spent on daily activities (Part C online)

E
- Step 3: **E**valuate time spent on daily activities vs. the goals and tactics they support

M
- Step 4: **M**odify time usage when activities are not aligned with goals and tactics

Goals

Tactics

Day-to-day Activities
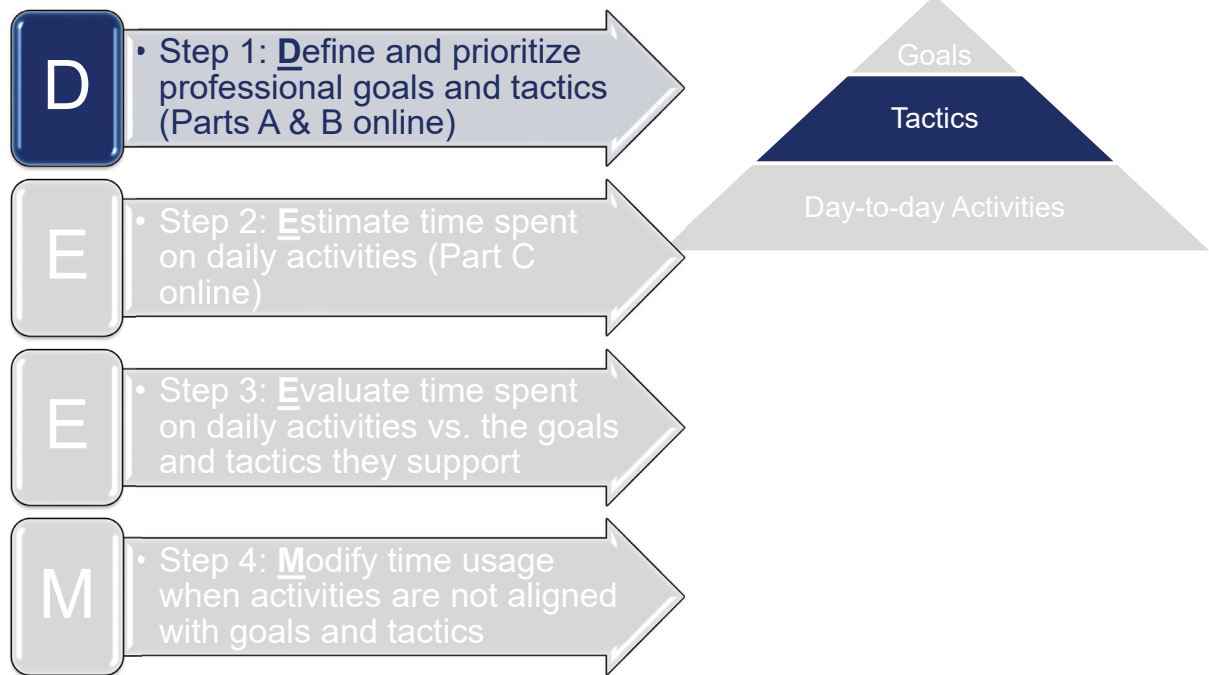
Part B, Item A

Part B: Are Your Activities Aligned with Your Tactics?

	Tactic Category	Your Initial Ranking (Item "A")	
1. Distill macro, industry and company information to identify the most important critical factors for my assigned stocks	GI: Generate insights more accurate than consensus	10	
2. Build/contact network of informed/accurate information sources to identify/validate my out-of-consensus views for my critical factors	GI: Generate insights more accurate than consensus	10	
3. Generate a financial forecast(s) more accurate than consensus by using unique insights not held by consensus	FA: Forecast accurately	10	
4. Apply the most appropriate valuation method(s) and multiple(s) to create a price target(s) more accurate than consensus	VA: Value (stocks) accurately	9	

Step 2: Estimate Time Spent on Daily Activities

D	• Step 1: **D**efine and prioritize professional goals and tactics (Parts A & B online)
E	• Step 2: **E**stimate time spent on daily activities (Part C online)
E	• Step 3: **E**valuate time spent on daily activities vs. the goals and tactics they support
M	• Step 4: **M**odify time usage when activities are not aligned with goals and tactics

Goals

Tactics

Day-to-day Activities
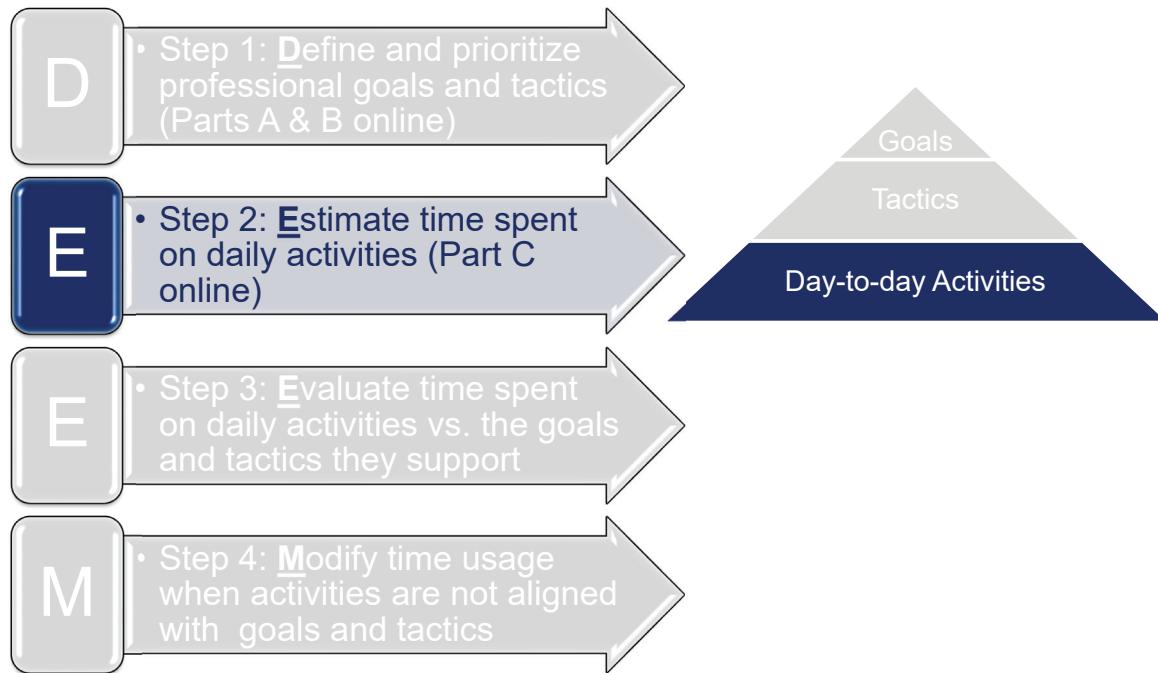
Activities Are Categorized as a Means to Achieving a Tactic

Tactic:

"Ensure I'm getting into or out of a stock at the ideal time (not early or late)"

Activities

Before making a major change in stock recommendations, setting aside time to assess market sentiment towards a stock

Researching elements of risk rather than just upside for my high-conviction stock calls

Reviewing my investment thesis with a colleague/committee before changing, in order to reduce my potential biases or blind spots

When making recommendations, verifying my forecasts and/or valuation multiples are accurate and justifiably out-of-consensus

Step 3: Evaluate Time Spent On Daily Activities vs. Goals And Tactics They Support

D • Step 1: **D**efine and prioritize professional goals and tactics (Parts A & B online)

E • Step 2: **E**stimate time spent on daily activities (Part C online)

E • Step 3: **E**valuate time spent on daily activities vs. the goals and tactics they support

M • Step 4: **M**odify time usage when activities are not aligned with goals and tactics

Goals

Tactics

Day-to-day Activities
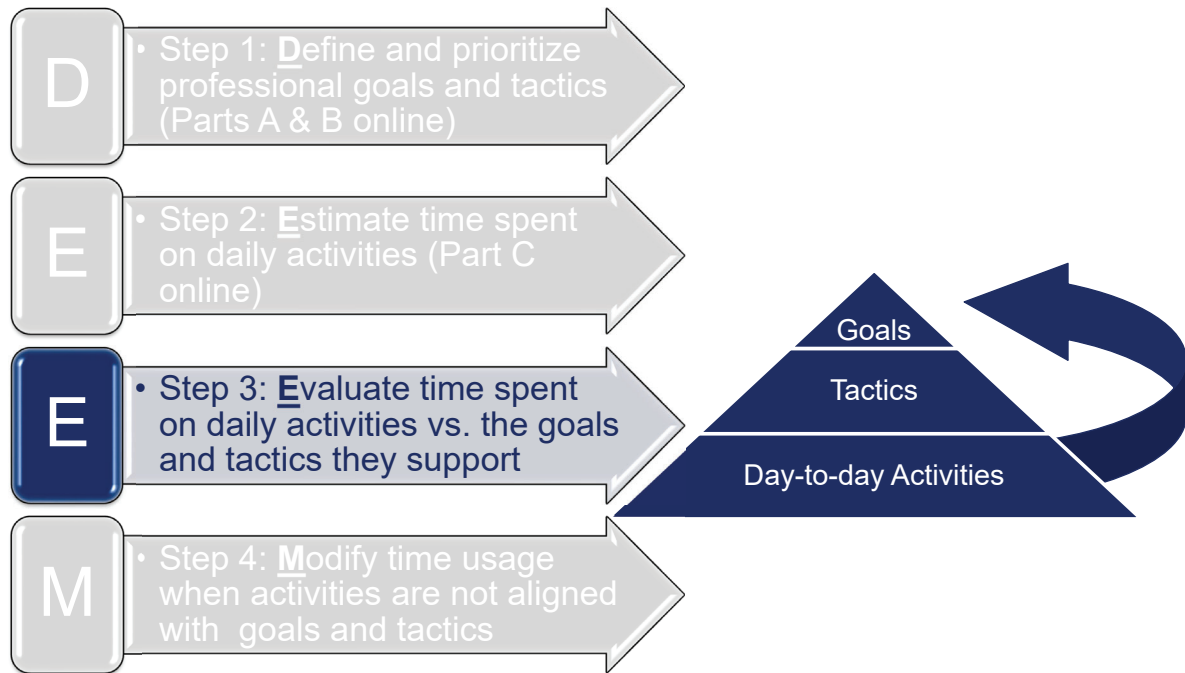
Part B: Item B & "Activity Score"

Part B: Are Your Activities Aligned with Your Tactics?

	Tactic Category	Your Initial Ranking (Item "A")	Ranking Based on Prioritizing Your Activities in the Recent Past (Item "B")	Activity Score: Ratio of Item B divided by Item A
1. Distill macro, industry and company information to identify the most important critical factors for my assigned stocks	GI: Generate insights more accurate than consensus	10	6.5	65.5%
2. Build/contact network of informed/accurate information sources to identify/validate my out-of-consensus views for my critical factors	GI: Generate insights more accurate than consensus	10	6.5	65.5%
3. Generate a financial forecast(s) more accurate than consensus by using unique insights not held by consensus	FA: Forecast accurately	10	5.3	52.5%
4. Apply the most appropriate valuation method(s) and multiple(s) to create a price target(s) more accurate than consensus	VA: Value (stocks) accurately	9	8.5	94.4%

"WOT?" or "Value Add?"

- At the request of others, participating in activities that do not support my professional tactics
- Fine tuning my financial forecasts based on new public information
- Initiating non-work activities during business hours (e.g. looking up sports scores, personal discussion conversation, etc.)
- Participating in widely-publicized conference calls/meetings/field trips arranged by others (e.g. quarterly conference calls)
- Reading company regulatory filings/press releases to get a general understanding of the company and its performance
- Reviewing emails and voicemails coming from anyone who is not one of my trusted information sources
- Reviewing news or other widely disseminated, publicly-available data

---

Do You Need to Reprioritize?

Review column "Future Priority Minus Past Priority"

- Positive scores are those that you want to increase
- Where will you find the time?
- Negative scores are those you want to reduce

Part C

Part C: Do You Need to Re-Prioritize How You Spend Your Professional Time?

Activity	Tactic Category	Past Priority	Future Priority	Future Priority Minus Past Priority
1. Validating my out-of-consensus financial forecasts with informed non-biased information sources	FA	3	7	4
2. Conducting scenario analysis to stress-test my financial forecasts	FA	2	6	4
3. Meeting privately one-on-one with company management	GI	3	7	4
4. Reviewing my investment thesis with a				

Activity	Tactic Category	Past Priority	Future Priority	Future Priority Minus Past Priority
32. Reading publically-available information, seeking specific insights that pertain to a critical factor that is not understood by consensus	GI	9	7	-2
33. Accepting an inbound call/meeting from a sell-side analyst who has NOT helped in generating alpha in the past	WOT	9	7	-2
34. Reviewing emails and voicemails coming from anyone who is not one of my trusted information sources	WOT	6	3	-3
35. Reading sell-side research in response to something that did not change consensus expectations for one of the companies in my universe	WOT	9	6	-3

Squandered Time

Significant time dedicated to this activity

Potential Payoff

Missed Opportunity

Minimal time dedicated
to this activity

Potential
Payoff
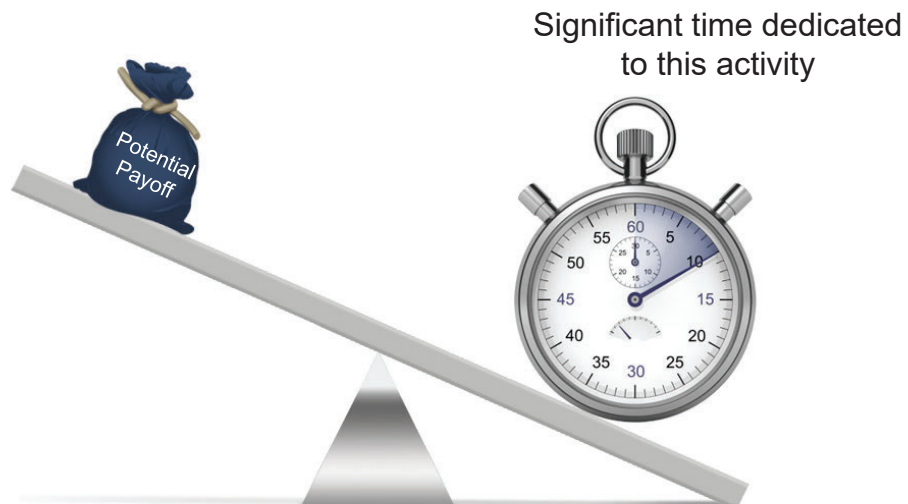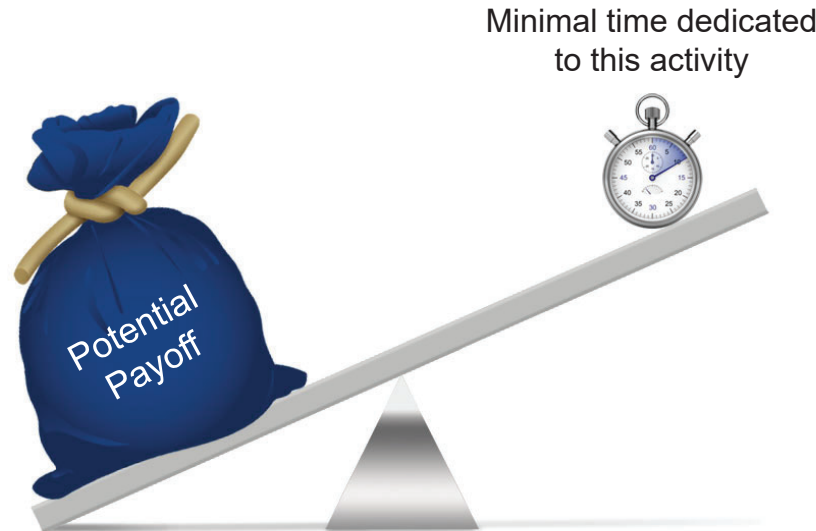
Activities that generate alpha deserve the most time and attention

α

- Read industry journals, websites and blogs for new information sources
- Make outgoing calls to info sources
- Analyze data in unique manner
- Forecast financials based on proprietary insights
- Scan regulatory filings just for issues that impact critical factors
- Buy-side: contact sell-side for updates regarding critical factors

Complete Your TAP
Section 2

Transformation Action Plan (TAP)

Instructions for the Transformation Action Plan (TAP):
- Throughout this workshop complete the TAP below
- Apply the key points after the workshop to help you improve your

D	• Step 1: **D**efine and prioritize professional goals and tactics (Parts A & B online)
E	• Step 2: **E**stimate time spent on daily activities (Part C online)
E	• Step 3: **E**valuate time spent on daily activities vs. the goals and tactics they support
M	• Step 4: **M**odify time usage when activities are not aligned with goals and tactics

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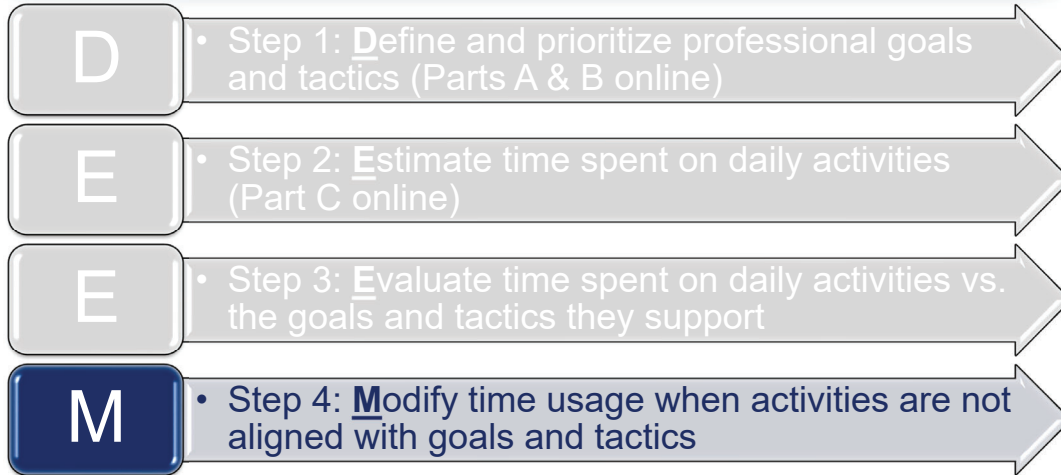
EPIC™ Stock Calls Require Critical Factors Meet All Four Criteria

Exceeds Materiality Threshold

Probably Going to Occur

I'm Good at Forecasting

Consensus is Poor at Forecasting

Critical Factor

What Will Your Day Look Like?

Critical Factors Not Defined
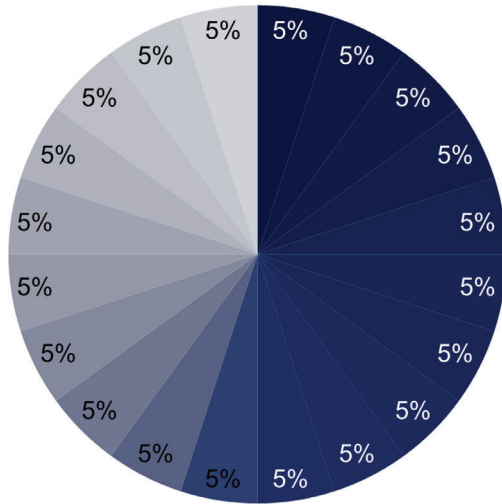
Critical Factors Defined
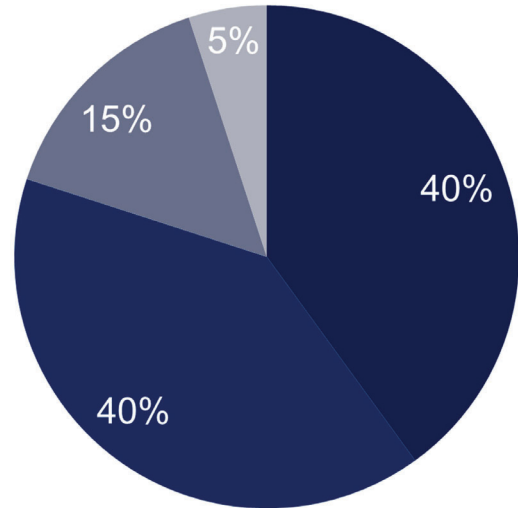
Make the Alpha-Generating Time Matter

Total Work Time

Research Time

Alpha-Generating Activities

Non-research Time

Research Time

Non-alpha Generating Activities

Alpha-generating Activities

Researching critical factors

Researching non-critical factors
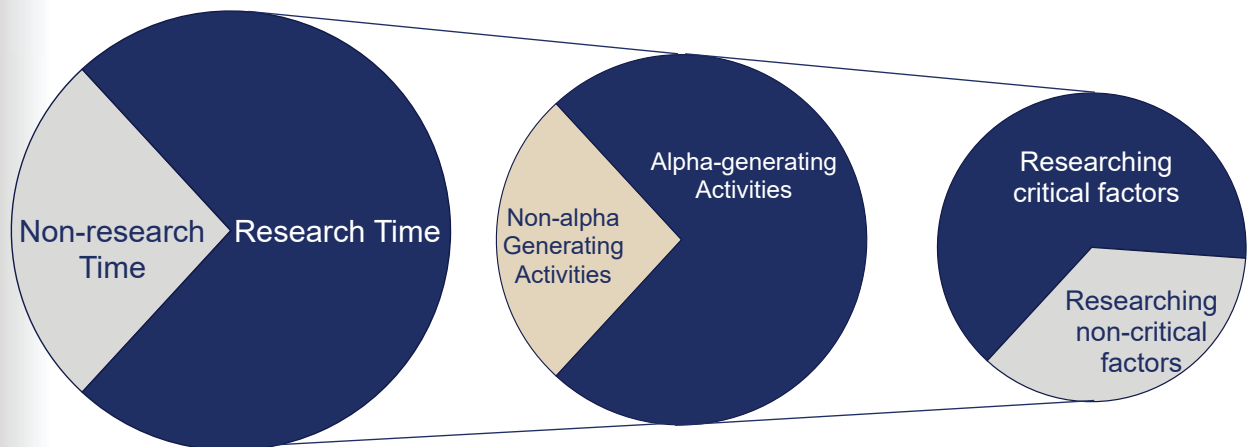
Three Levels of Knowledge

Insights about critical factors

Know more than consensus about critical factors

Know as much as consensus about critical factors

Understand company and industry fundamentals

Time spent identifying and monitoring critical factors
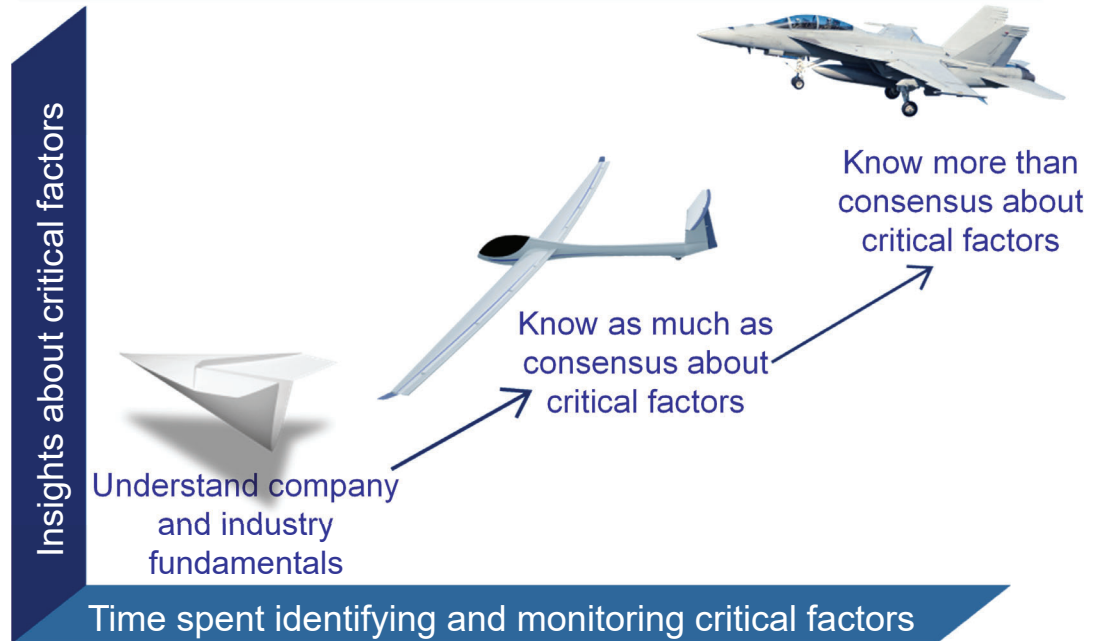
Are Your 3 Levels Aligned?

Goals

Tactics

Day-to-day Activities

Can You Tell if You're Aligned?

Perfect alignment

Goals

Tactics

Activities

Goals, tactics and activities not aligned

"Wall of Worry"

Procrastination may be eliminated by confronting negative, often unobserved beliefs

-- *Learned Optimism* by

Martin Seligman

Prioritization Is About…

…Starting   **…Stopping**

Goals
Tactics

Prioritization

Scheduling

Efficiency
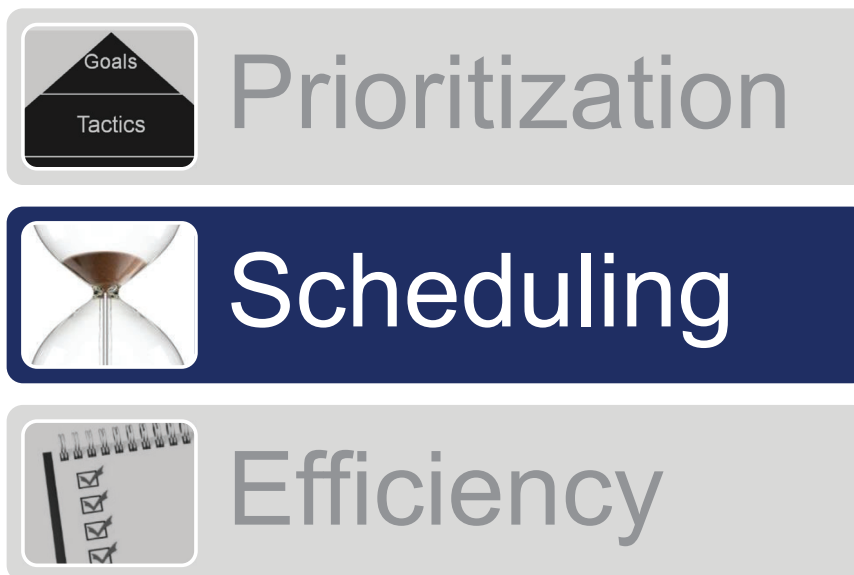
Every choice is a trade-off…

…and you ultimately determine where the sand falls

Analyst Solutions Time Management Matrix

		Generates Differentiated Insights Useful for Stock Picking	
		LOW	**HIGH**
		"Enabler" for Alpha	Generate Alpha
Initiating vs. Responding	You **INITIATE** (Offense)	Read portions of regulatory filing that pertain to critical factors and their catalysts	Make 10 outgoing calls in one day to discuss assumptions for critical factors with proprietary sources of information
	You **RESPOND** (Defense)	IR contact from company you don't cover calls to tell you about an issue that has no importance to your assigned coverage	Accept a last-minute one-on-one with management at investor conference
		Waste of Time?	Surprise Find

Evaluate Your Professional Calendar Exercise
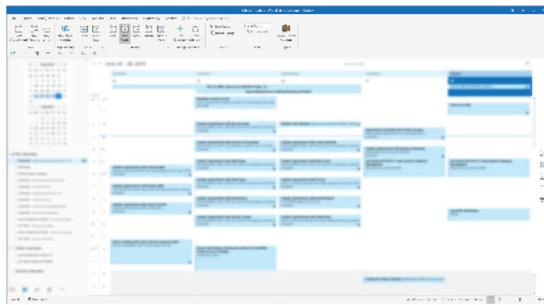
		Activity Generates Differentiated Insights Useful for Stock Picking	
		LOW	HIGH
		"Enabler" for Alpha	Generate Alpha
Initiating vs. Responding	YOU INITIATE (Offense)		
	YOU RESPOND (Defense)		
		Waste of Time?	Surprise Find

Getting Things Done Weekly Review

The Weekly Review

GET CLEAR

Collect Loose Papers and Materials
Gather all accumulated business cards, receipts, and miscellaneous paper-based materials into your in-basket.

Get "IN" to Zero
Process completely all outstanding paper materials, journal and meeting notes, voicemails, dictation, and e-mails.

Empty Your Head
Put in writing and process any uncaptured new projects, action items, waiting-for's, someday-maybe's, etc.

GET CURRENT

Review Action Lists
Mark off completed actions. Review for reminders of further action steps to record.

Review Previous Calendar Data
Review past calendar in detail for remaining action items, reference data, etc., and transfer into the active system.

Review Upcoming Calendar
Review upcoming calendar events - long and short term. Capture actions triggered.

Review Waiting-For List
Record appropriate actions for any needed follow-up. Check off received ones.

Review Project (and Larger Outcome) Lists
Evaluate status of projects, goals and outcomes, one by one, ensuring at least one current action item on each. Browse through project plans, support material & any other work-in-progress material to trigger new actions, completions, waiting-for's, etc.

Review Any Relevant Checklists
Use as a trigger for any new actions.

GET CREATIVE

Review Someday/Maybe List
Review for any projects which may now have become active, and transfer to "Projects." Delete items no longer of interest.

Be Creative & Courageous
Any new, wonderful, hare-brained, creative, thought-provoking, risk-taking ideas to add into your system???

Implement Best Practices for Scheduling: Planning

Schedule 10-15 minutes each week for planning:

1. Review & block out time for appointments that lead to alpha generation

2. Reflect on this: "What unique insights were found this past week?"

3. If none (or few)….

Block out time for value-added research

ANALYSIS

Implement Best Practices for Scheduling: To-Do Lists
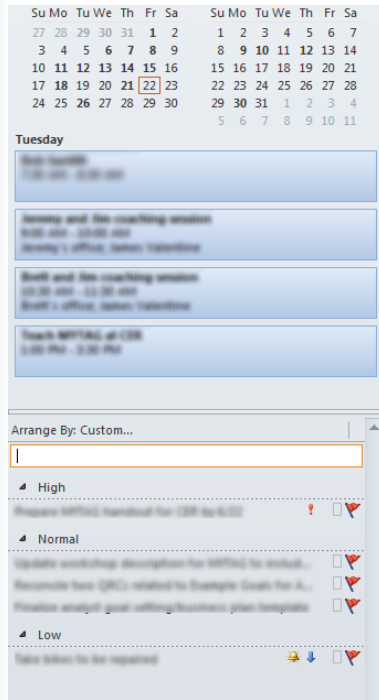
- Record to-do items in one reliable location (never keep more than one to-do list)
  - Accessible 24x7 from any location
  - Syncs between smart phone, work and home computing devices (e.g. Outlook's tasks, Google's tasks, Apple's reminders)
- Find a format that works for you and that allows for flexibility (Getting Things Done, "GTD" and FranklinCovey have two of the more highly-rated options)
- Prioritize tasks to ensure important ones get done first
- Break down large tasks into pieces
- Schedule for long term and short term
- Overestimate how long tasks will take
- Avoid over-booking to allow for interruptions and unexpected urgencies
- Build in breaks for yourself
- Be ready to "let it go" if necessary; not all days will go according to plan

---

Implement Best Practices for Scheduling: Saying "No"

Say "No" (politely) when:

- Meetings are ineffective or unnecessary
- New projects are misaligned with goals or resources
- Tasks are a waste of time; look for alternative actions
- You are not the right person for the task
- You need to focus

Leverage Your Travel Time

- Once you understand your companies, attend only the portion(s) of events likely to help identify or understand the critical factors
- Leverage time on a trip by accomplishing more than one goal
- Commuting and travel time can comprise 20% of the work week
  - Leverage technology and plan ahead to use time out of the office wisely
  - Do more than just read the financial press

Best Practices for Scheduling

Quick Reference Card (QRC)
Best Practices for Scheduling

Complete Your TAP
Section 3

Transformation Action Plan (TAP)

Instructions for the Transformation Action Plan (TAP):
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---

Goals

Tactics

Prioritization

Scheduling

Efficiency

Interruptions Self-Assessment

It looks like this…

Distraction Behaviors	Letter	Rarely	To some extent	For the most part	To a great extent
When handling interruptions, I...					
1. Specify a time to get back to the interrupter					
2. Remove myself from the distracting environment					
3. Notify others when I cannot be disturbed					

Score and Debrief Interruptions Self-Assessment

Causes and Consequences of Interruptions

Figure 1
Integrative Process-Based Model of Sources, Mediators, Outcomes, and Moderators of Work Interruptions
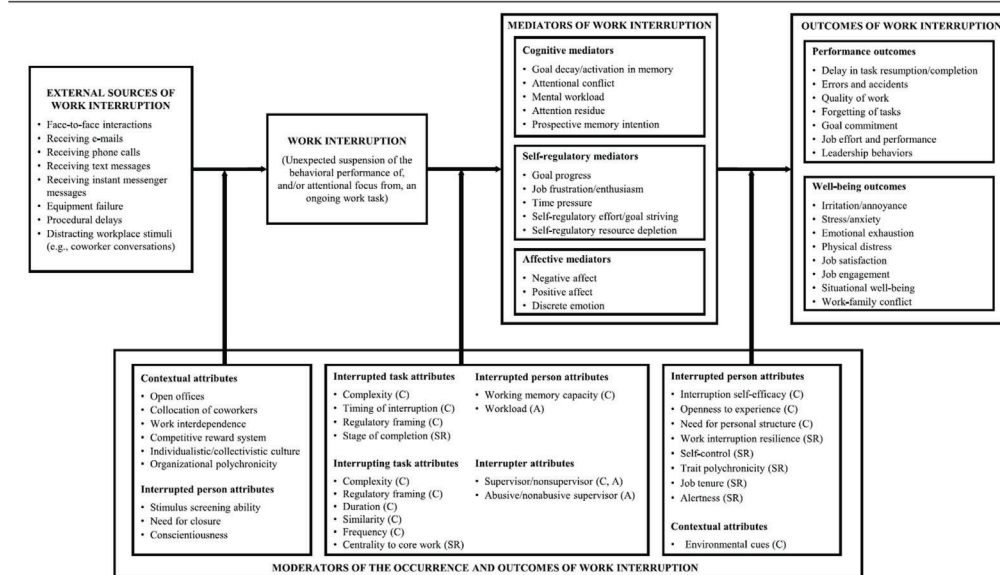
Puranik, H., Koopman, J., & Vough, H. C. (2020). Pardon the Interruption: An Integrative Review and Future Research Agenda for Research on Work Interruptions. *Journal of Management*, *46*(6), 806–842. https://doi.org/10.1177/0149206319887428

The Dark Side of Interruptions

- 2.1 hours per day
- Error rates double
- 25-40 minutes to regain focus
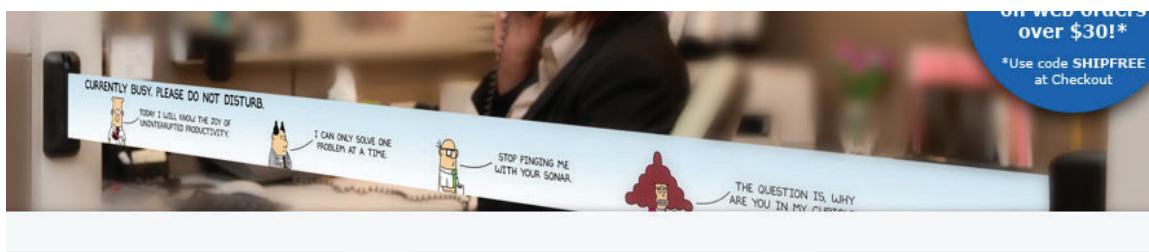
Quick Reference Card (QRC)
Best Practices for Preventing and Minimizing Disruptions

See QRC for details
- Play Offense, Not Defense
- Treat Your Research Time Preciously
- Covet Your Space
- Manage Internal Colleagues

Speed Up Recordings

Windows Media Player
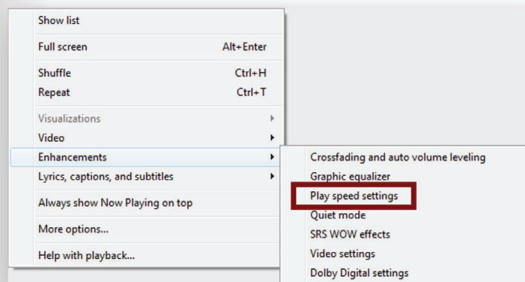
Chrome Video Speed Controller
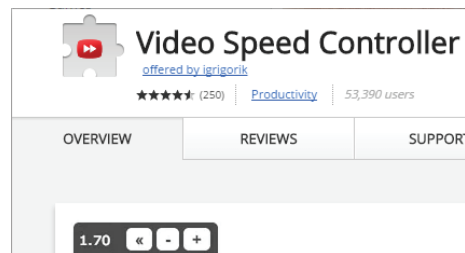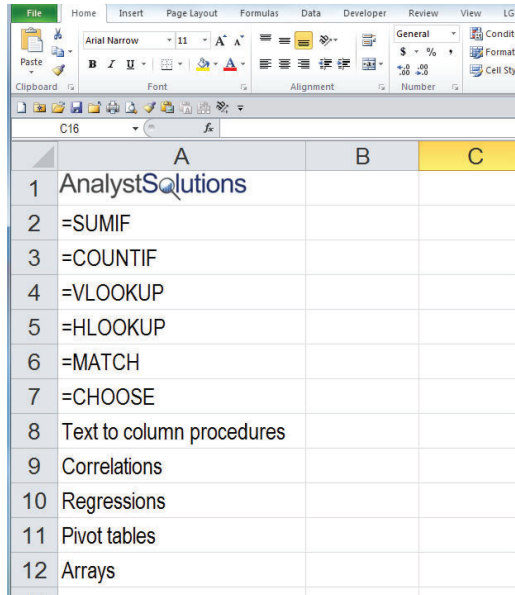
YouTube Player
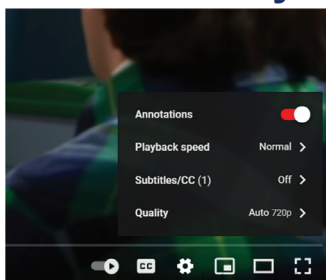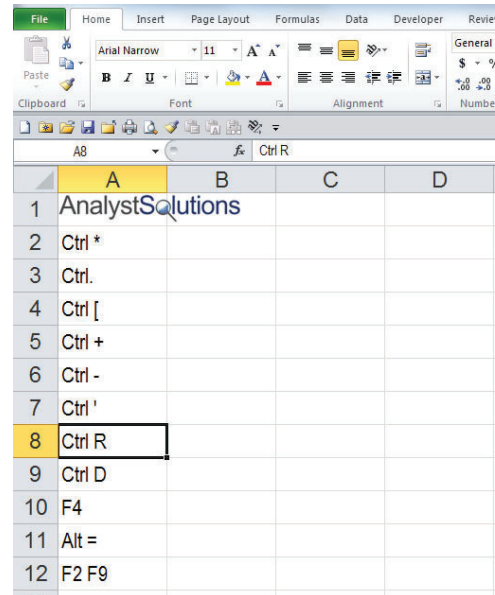
Master Excel

42 Key Features

Useful Keyboard Shortcuts

Best Practices for E-mail Productivity (1 of 2)

- Minimize the distraction of a pop-up box by shutting it off or setting it to check every hour.
- Designate blocks of time in your schedule to check email; start with 3–4 times a day and gradually reduce it to 2–3 times.
- Sort incoming messages by author to process related email together
- Unsubscribe or remove your email address from unwanted or unread mailings.
  - Stay on top of it by removing the first instance of spam (waiting won't save you time)
  - When returning from vacation, sort all email by sender or subject line to quickly find the worst spammers (who's filling your inbox over the course of a week?)
- Try to read emails only once -- take action before moving on:
  - Delete it; or
  - File it; or
  - Reply/act

Getting Things Done Workflow
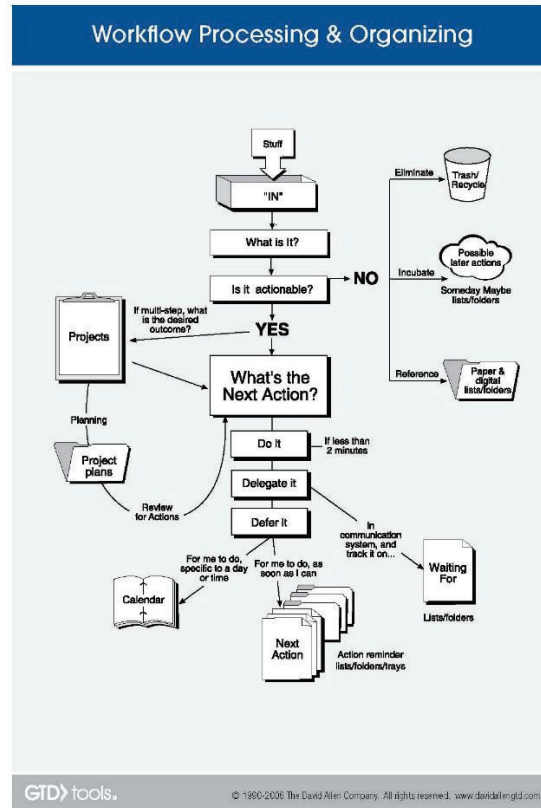
Best Practices for E-mail Productivity (2 of 2)

- Turn emails into calendar appointments or tasks; avoid using your Inbox as a "to-do" list.
- Write less text; keep messages short and to the point.
- Use rules to automatically send certain messages into designated folders.
- Complete the "TO" and the "SUBJECT" lines last. When appropriate, the subject line should have a call to action to catch attention and for ease of filing.
- Use templates for repetitive messages.
- Use "Out of office" auto-responder to avoid being distracted from email when conducting off-site research

SAVING EMAILS AS TASKS, CALENDAR ITEMS AND ONENOTE ENTRIES

Parkinson's Law

…by setting time limits

QRC: Best Practices for Setting Time Limits

Quick Reference Card (QRC)
Best Practices for Setting Time Limits

Complete Your TAP
Section 4

Transformation Action Plan (TAP)

Instructions for the Transformation Action Plan (TAP):
- Throughout this workshop complete the TAP below
- Apply the key points after the workshop to help you improve your performance
- This will not be collected and so write in a manner that will help you utilize the concepts being learned

BEST PRACTICES FOR AUTOMATING, DELEGATING, AND OUTSOURCING

Automate, Delegate or Outsource Exercise

It looks like this…

Instructions for the "Automate, Delegate, or Outsource Low-Valued Activities" Exercise:

- For each of the activities below, decide whether to:
  - Delegate
  - Automate
  - Outsource; or
  - Complete on your own
- Assume that you have resources to help you with these activities, such as a capable internal associate who understands finance or an outside vendor who is capable of completing basic financial analysis.
- Place a check mark in the box that represents the best course of action.

Activity	Delegate	Automate	Outsource	Self
Update earnings model within 10 minutes of a company reporting earnings				
Update the balance sheet in an earnings model with information only available from the quarterly regulatory filing				

QRC: Assessing When to Automate, Delegate or Outsource

Quick Reference Card (QRC)
Assessing When to Automate, Delegate, or Outsource

QRC: Best Practices for Delegating

Quick Reference Card (QRC)
Best Practices for Delegating

Complete Your TAP
Section 5

Transformation Action Plan (TAP)

Instructions for the Transformation Action Plan (TAP):
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- Apply the key points after the workshop to help you improve your performance
- This will not be collected and so write in a manner that will help you utilize the concepts being learned

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REINFORCE BEST PRACTICES

Do We Deliver On Our Commitments?

What We Tell Our Clients…

- "We like to say that investment research is in our DNA"
- "Research is not simply a priority for us, it is part of what defines us and distinguishes our firm"
- "The investment team uses a bottom-up research process to identify companies that, among other things, sell at a discount to their intrinsic value"
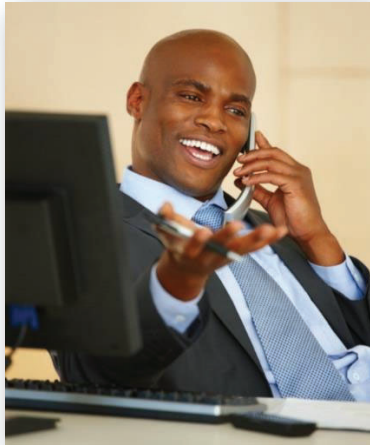
What Analysts Tell Me…

- "I cover too many stocks to come up with anything new"
- "There are too many demands on my time to come up with unique insights"
- "I'm spending too much time marketing to clients to do decent research"

Breadth and depth of your universe matters

Avoid Burnout

Endurance & success…
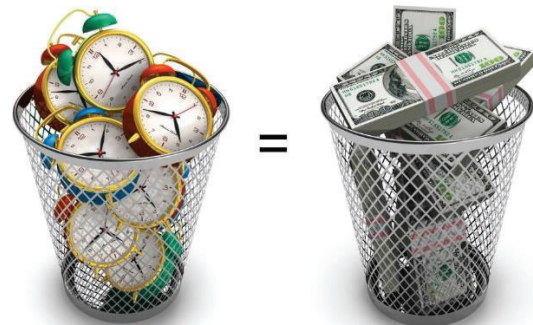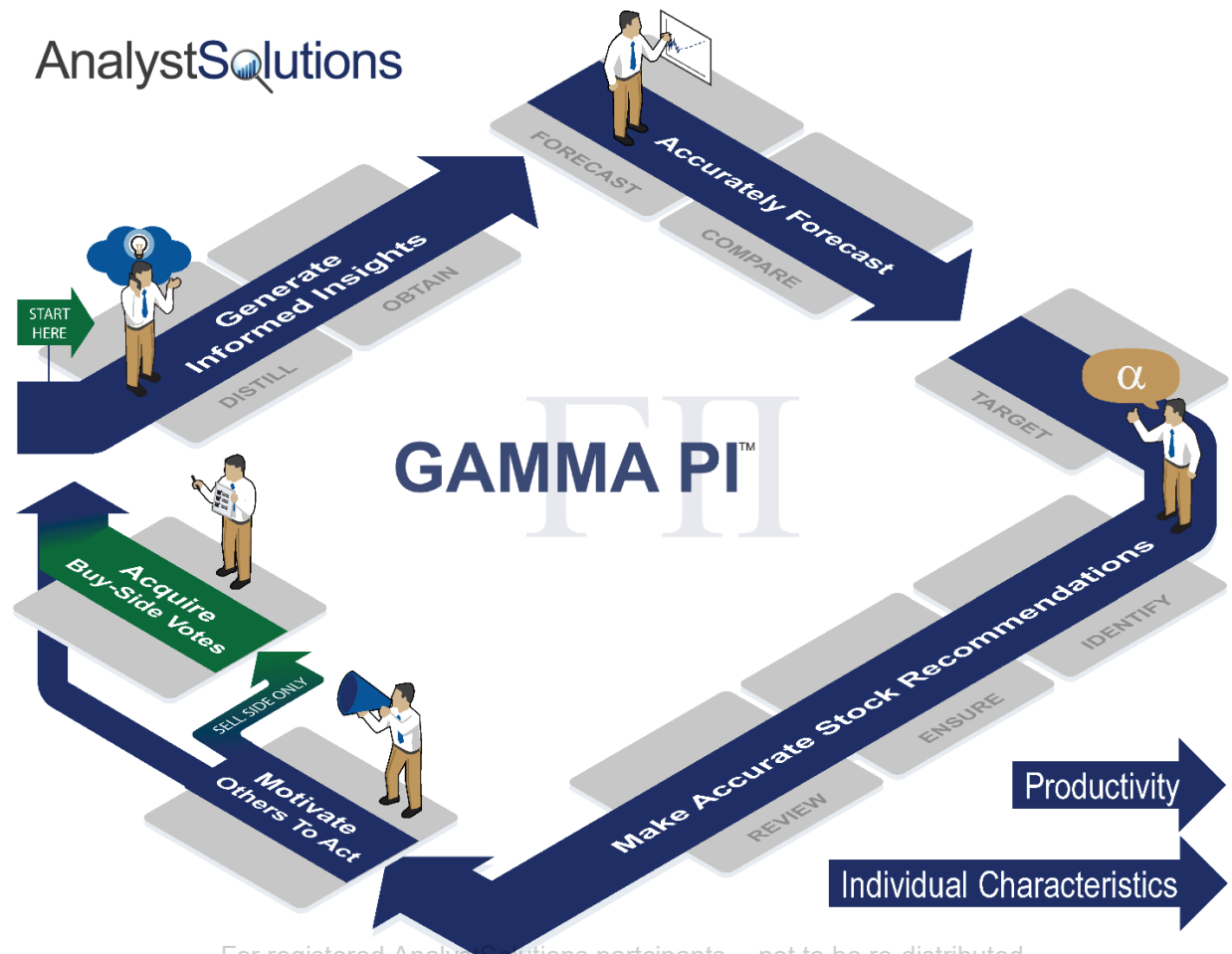
…or burn-out?

Are You Throwing Away Money?

- Wasting just 30 minutes of a typical 10-hour day, amounts to a loss of $5,000 per year for every $100K of annual income

- What would you do with an extra $5,000 a year?

=

What Are Your Going to Do With Your Extra Time?

At least 5 extra hours per week could be used for…

- Better identifying the critical factors most likely to move a stock
- Calling information sources about a critical factor
- Conveying your insights to those colleagues you need to influence

AnalystSolutions

GAMMA PI™

START HERE

Generate Informed Insights

DISTILL OBTAIN

FORECAST

Accurately Forecast

COMPARE

α

TARGET

Make Accurate Stock Recommendations

IDENTIFY ENSURE REVIEW

Acquire Buy-Side Votes

SELL-SIDE ONLY

Motivate Others To Act

Productivity

Individual Characteristics

Follow through by continually practicing these three steps…

Train to Retain	Employ an Action Plan	Reinforce Knowledge

QRC: Best Practices for Time Management

Quick Reference Card (QRC)
Best Practices for Time Management

Best Practices for Playing Offense

- **Maximize offensively-focused activities** where proprietary insights are most likely to be found. Examples include:
  - Making outgoing phone calls to information sources who offer insights that improve forecast of critical factors
  - Participating in private or small group meetings with industry expert(s) or company management
  - Attending an industry conference where few financial analysts are in attendance
  - Review only what's changed (e.g. Bloomberg's Redline and FactSet's Blackline for quarterly reports)
- **Stop or minimize defensively-focused activities** such as those that may provide background but not alpha-generating insights. Examples include:
  - Quarterly earnings conference calls (reading the transcript can be done in half the time as listening to the call)
  - Reading regulatory filings (use services that highlight the information that has changed from the prior filing)
  - Sell-side-sponsored investor conferences (only attend if one-on-ones are available)
  - Site tour, especially when no senior management are present (if the tour doesn't cover a potential critical factor, spend time elsewhere)
- Participate in calls/meetings only when they directly pertain to your universe of stocks
- **<u>Hold a weekly meeting with yourself</u>** to evaluate the prior and upcoming weeks to ask "Am I filling my calendar with "offense" activities (those that help generate more stock ideas) and eliminating "defense" activities?"
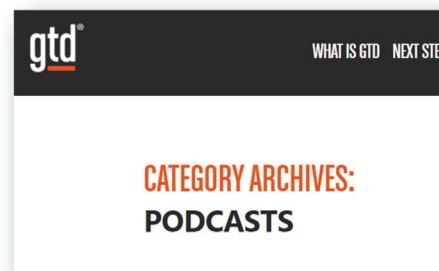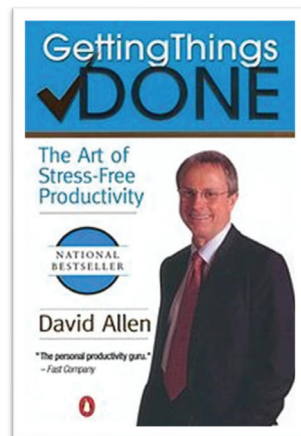
Best Practices for Working Efficiently

- **Batch process emails** and return phone calls during 2-4 pre-blocked times each day
- Handle information only once (don't keep an email in your in-box for future reference)
  - Immediately convert all emails into tasks, calendar events or OneNote entries
  - Leave the office each day with an empty in-box
- **Schedule your week in advance**, noting important tasks and use the first 5–10 minutes of the day to plan
- **Set time limits** (mentally or in a calendar) before starting calls, meetings or tasks (and stick to the time limit)
- **Actively utilize a to-do list** that allows for prioritization and is accessible 24x7, including from mobile devices
- Utilize a note-taking system that can be quickly searched and cross referenced (e.g. OneNote or Evernote)
- Continually fine tune news filters (reduce the noise and increase critical factor insights)
- Learn Excel short-cuts if utilizing spreadsheets extensively
- When traveling, use time for research beyond reading the news or consuming publicly-available information
- Read transcripts rather than listen (or listen post call at 2x the speed)
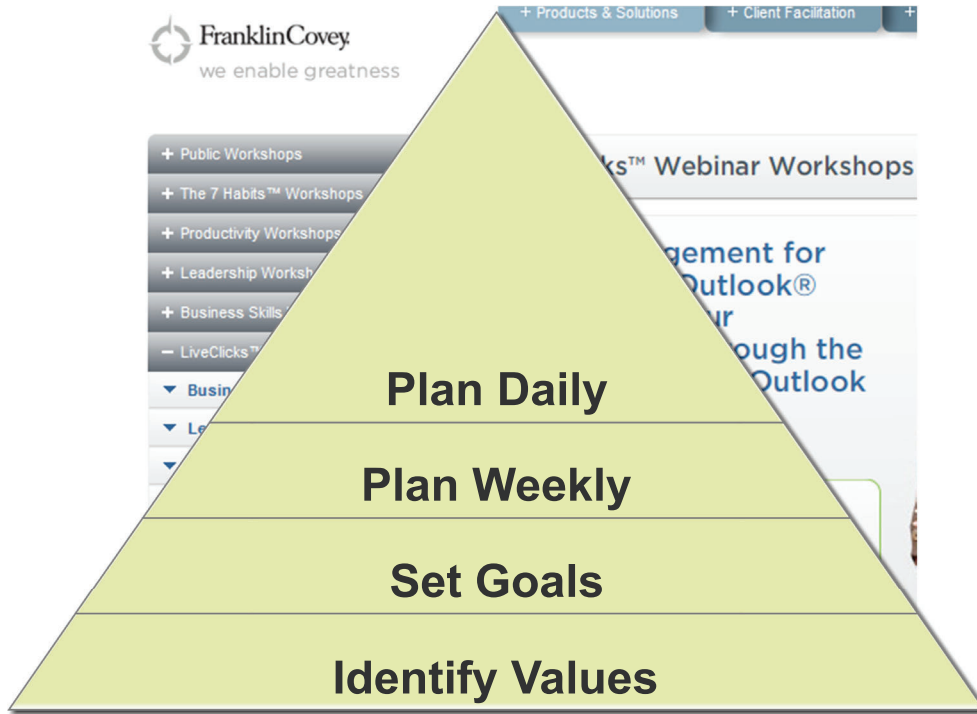- When possible, automate, delegate or outsource lower-valued activities that occur regularly

Best Practices for Reducing Distractions

- **<u>Shut off all pop-up boxes</u>** (instant messaging, email, news and price alerts)
- Phone:
  - **Pre-screen all incoming calls**
  - Put phone in do-not-disturb mode when conducting research
- Wear a headset while at work
- **Say "no" to others** when
  - Meetings are ineffective or unnecessary
  - You are not the right person for the task
  - You need to focus on higher-priority tasks for the firm
- Immediately unsubscribe from all unwanted email distribution lists
- Tell those who interrupt you need to get onto a call
- Stand up when someone enters your office
- Put books or papers on your chairs to dissuade others from sitting

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David Allen's Best Practices

Collect → **Process** → **Organize** → **Review** → **Do**

FranklinCovey's Best Practices

Plan Daily

Plan Weekly

Set Goals

Identify Values

Other Resources

Recap

- Use our strategies for:
  - Prioritizing
  - Scheduling
  - Working Efficiently
- Use DEEM™ to Prioritize:
  - Alpha-generating on top
  - Drop low-valued activities
- Set time limits
- Plan your week in advance
- Proactively reduce interruptions
- Delegate, automate, or outsource low-value activities
- And most importantly…

Prioritization

Scheduling

Efficiency
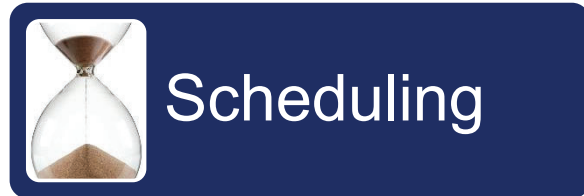
Change the Way You Play the Game

Defense

Offense

What Gets an Analyst Paid?

"Is this a justifiable way to spend my time?"

"Is this the highest and best use of my time?"
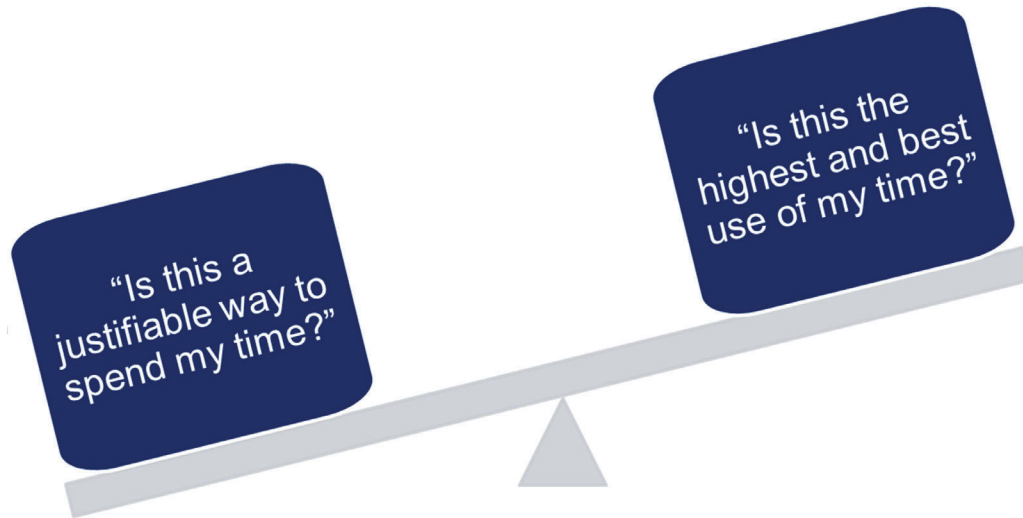
Maximizing Your Time for Alpha Generation Creates More Resources Than Your Competitors

Our Tools

Workshops

One-on-one coaching

GAMMA PI™

Assessments

Consulting

Keynote/offsite presentations

Workshops that Address Universal Analyst Needs

CRITICAL FACTORS	Identify & Monitor a Stock's Critical Factors
	Generate Differentiated Insights Through Better Discovery, Questioning and Influencing
	Apply Practical Valuation Techniques For More Accurate Price Targets
	Master the Stock Call Techniques of Highly Experienced Analysts
	Communicate Unique Stock Calls Successfully So Others Take Action
	Maximize Your Time for Alpha Generation

Best Practices Bulletins

10 Steps for Equity Research Analysts to Perform Better

According to Reuters, one of its sister companies, Lipper, finds that roughly 85% of active large-cap stock funds are lagging their benchmarks year-to-date through late November. Investors are voting with their feet as shown by the $206 billion of inflows into ETFs through the first 10 months of 2014 vs. only $36 billion for the...

Portfolio Managers' #1 Frustration With Equity Research Analysts

While I was studying the Japanese language during college, I initially didn't take notice that the word "chigau" (ちがう) is used to convey both "different" and "wrong." But after moving to Tokyo and learning the importance of conforming to the group, I developed a newfound appreciation for why these two English words require only one...

think DIFFERENT

Read the Entire Bulletin ›

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