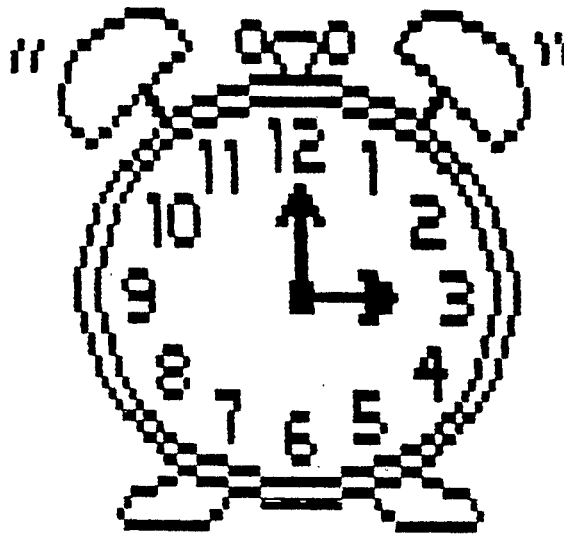


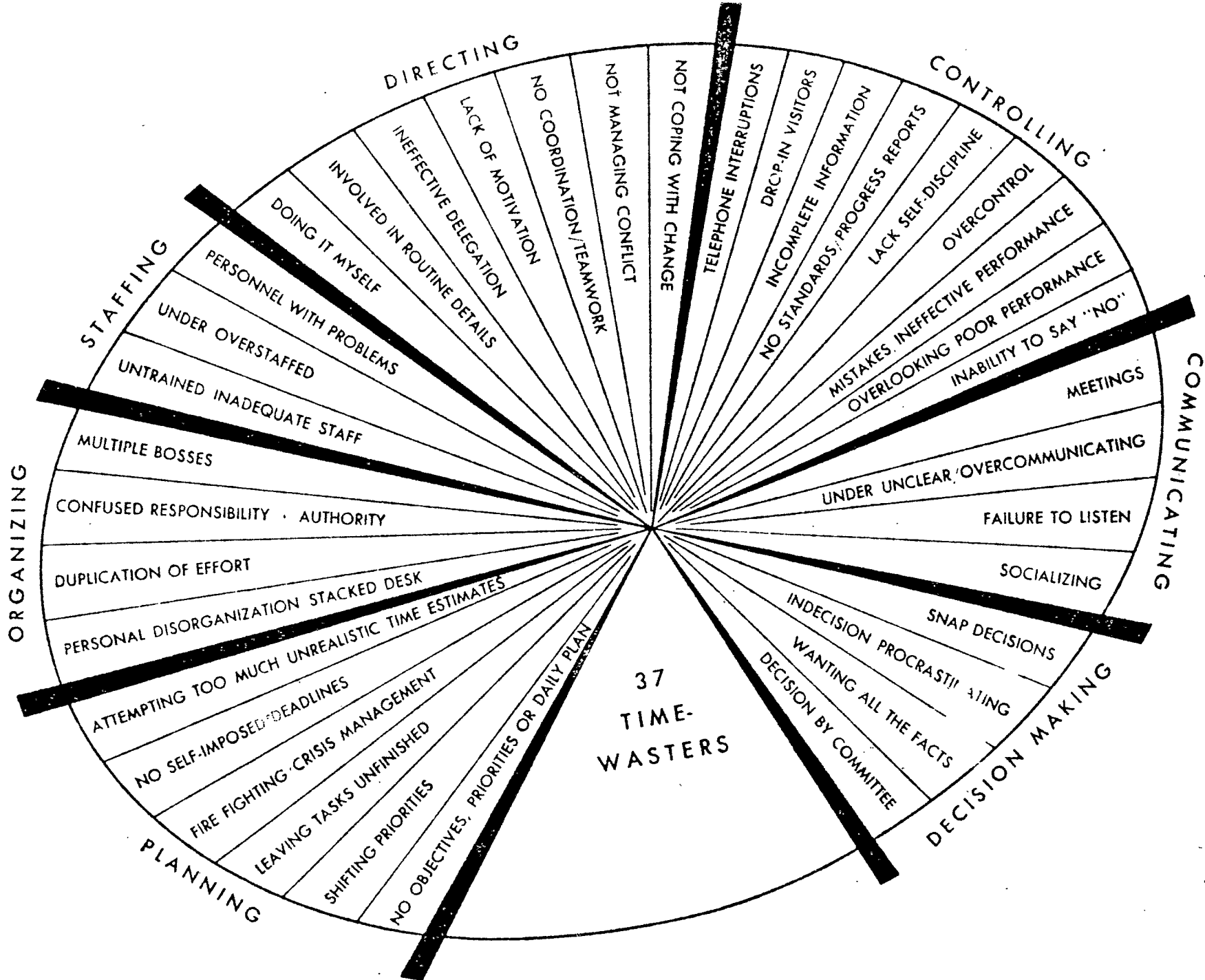
# TIME



# MANAGEMENT

## FIFTEEN GREATEST INTERNATIONAL TIMEWASTERS

1. Telephone Interruptions
2. Drop-In Visitors
3. Meetings (scheduled and unscheduled)
4. Crisis
5. Lack of Objectives, Priorities, Deadlines
6. Cluttered desk-personal disorganization
7. Ineffective delegation
8. Attempting too much-unrealistic time estimates
9. Lack of unclear communication or instruction
10. Inadequate, inaccurate and delayed information
11. Indecision and procrastination
12. Confused responsibility and authority
13. Inability to say "no"
14. Leaving tasks unfinished
15. Lack of self discipline



## PRINCIPLES OF TIME MANAGEMENT

### 1. Faulty Perception

Things are not always as they appear. A time log forces you to analyze how you actually spend your time. How much time do you really spend on your objectives?

### 2. Anticipation

Remember Murphy's Law: Anything that can go wrong-will! Expect the unexpected. Have an alternative in mind just in case something doesn't work out as planned.

### 3. Planning - Long-Term and Short-Term

Failing to plan is planning to fail. Planning should be a written function. Keep a calendar, keep a To-Do List.

### 4. Focus on Objectives

The most effective results come from a purposeful pursuit of planned objectives. Direct your activities toward results. What activities have planned to reach your goals?

### 5. Prioritize: A, B, C

You can't do it all! Label tasks A, B, and C. Put B's into A's or C's. Work on A tasks first. Without listing tasks in priority order we tend to spend time in an inverse proportion to their importance.

### 6. Effectiveness vs. Efficiency

Efficiency is doing a job right. Effectiveness is doing the right job right.

Ask yourself, what is the most effective use of my time right now?"

Don't do a C task when you could do an A.

### 7. Optimum Results

Concentrate on getting the most milage out of every activity.

How many objectives can be served by one activity?

### 8. Realistic Time Estimates

Remember Murphy's Second Law: Everything takes longer

than you think!  
Build in cushions. Don't cut yourself short to meet someone else's deadline. If it's going to be late, let the person know.

9. Consolidate, Minimize Routine

Group similar tasks together, for example: out going phone calls, memo writing, or photo-copying. This takes planning and organization.

10. Planned Unavailability

Arrange time when you won't be interrupted so you can complete those important tasks.

11. Overcome Habit

This takes self-discipline and is difficult at first. You must know why your time wasters exist in order to overcome habit.

## Time Saving Tips

### Getting Organized:

1. Make a daily "Things to do" list with 3-4 major "things" you need to accomplish before the day is out.
2. Take first or last half-hour of every day to plan and get organized for day's events.
3. Identify all the persons you must confer with at the beginning of each day.
4. Work by the appointment system as much as possible.
5. Keep your desk free of papers you are not working on that day. This prevents papers being mixed up or lost.
6. Set your priorities first thing in the morning before any work gets under way.
7. Do not overschedule. (rule of thumb: leave at least 2 hours of the day free from appointments).
8. Use calenders and appointment books as much as possible.
9. Write down your thoughts and ideas. **DO NOT TRUST YOUR MEMORY**, however good it might be!

### Getting Started:

1. Ask Lakein's Question: "What is the most effective use of my time right now?" (rule of thumb; go with your first answer).
2. Tackle time consuming projects in workable stages. (stages with beginnings and endings.)
3. Use the "Swiss Cheese" method of starting a task. That is keep biting off little pieces until you're hooked.
4. Do all leading tasks, i.e., sharpen pencils, get out paper, etc...
5. To help put an "unsightly" project in perspective make a list of all the items I would delegate if I could. (Be as specific as possible, this helps identify what you're procrastinating about as well as breaks the project into workable stages.)
6. Resist doing a very easy (but unimportant) task that is right in front of you.

### Paperwork:

1. Set a block of time aside to "tackle" paperwork.
2. Keep paperwork moving.
3. Aim to handle paperwork only once.

Paperwork (cont.)

4. When writing letters, notes and memo's be brief and specific only address the issue.
5. Go through in-basket no more than once a day.
6. Set up a filing system (caution: Don't over file, it becomes confusing).
7. When work passes through many hands, make sure to make a duplicate copy for yourself.

Meetings

When you run them

1. Always set an agenda for meetings you run. Distribute agenda to all participants and stick to it.
2. Set a specified time limit. Don't run over, if necessary reschedule follow-up time.
3. Make sure your allotment of time is realistic to cover all topics, answer questions, and discuss issues.
4. Don't wait for late-comers. Begin on time. They'll get the message.
5. Make sure meeting time is free of outside interruptions.
6. Explain the "rules" and be an example.

When you are a participant

1. Ask the person in charge for an agenda (before the meeting).
2. Ask what the time limit is. Remind person in charge when time limit is approaching.
3. Keep the conversation on target.

Unexpected visitors/phone calls

1. Next time someone asks "Do you have a minute?", answer honestly, you might say "sure I have a minute but if it takes longer we'll have to do it later."
2. Meet "visitors" outside your desk area and talk with them standing if you wish consultation to be brief.
3. Set time limits. Ask how long a consultation or meeting will take. Stick to it.
4. Don't make that extra chair in your office always look so inviting. Leave some papers or a briefcase on the seat to discourage sit down visitors.

5. When you work closely with another person, collect items and talk with him or her at certain times. Do not make contact every time you have an item.
6. Set the limits of your phone calls in the beginning of the conversation.
7. Practice how to keep a call on track.

Waiting for Information:

1. Keep reading material always available. Use waiting time to read.
2. Learn to take action.
3. Follow-up.
4. Find out who holds the information you need. Go directly to that person.
5. Explain the importance of receiving information.
6. Share information with others.

To Avoid Miscommunication and Duplication:

1. If something isn't clear ask for clarification. Do not assume. You might find you have to do it all over again.

For Your Sanity:

1. Plan time to be unavailable.
2. Learn to say no, follow these steps
  1. Listen to proposal or request
  2. Decide (to say yes or no)
  3. Explain why
  4. Offer alternatives
3. When a day's work is taxing, get out of the office at lunchtime.
4. Do something every day to achieve your lifetime goals!



# THINGS TO DO TODAY

DATE \_\_\_\_\_

COMPLETED

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_
- 7 \_\_\_\_\_
- 8 \_\_\_\_\_
- 9 \_\_\_\_\_
- 10 \_\_\_\_\_
- 11 \_\_\_\_\_

# THINGS TO DO TODAY

DATE \_\_\_\_\_

COMPLETED

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_
- 7 \_\_\_\_\_
- 8 \_\_\_\_\_
- 9 \_\_\_\_\_
- 10 \_\_\_\_\_
- 11 \_\_\_\_\_
- 12 \_\_\_\_\_

# THINGS TO DO TODAY

DATE \_\_\_\_\_

COMPLETED

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_
- 7 \_\_\_\_\_
- 8 \_\_\_\_\_
- 9 \_\_\_\_\_
- 10 \_\_\_\_\_
- 11 \_\_\_\_\_
- 12 \_\_\_\_\_

Goal-Setting Exercise

Instruction:

1. Write out a goal in one of these areas.

Professional Advancement

Financial

Family

Personal Self

- II. After writing this goal, list 5 activities you want to do in the next 3-6 months to accomplish this goal.

\_\_\_\_\_ 1. \_\_\_\_\_  
\_\_\_\_\_ 2. \_\_\_\_\_  
\_\_\_\_\_ 3. \_\_\_\_\_  
\_\_\_\_\_ 4. \_\_\_\_\_  
\_\_\_\_\_ 5. \_\_\_\_\_

- III. Of these 5 activities, decide which activities are "A's". Then choose the very best A's and indicate them as A-1, A-2, A-3. Next, take the A-1 to the next step.

- IV. Write A-1 activity here and write down five specific steps you can take in the next 3-6 months to get the maximum benefit from your ideas.

A-1 \_\_\_\_\_

\_\_\_\_\_ 1. \_\_\_\_\_  
\_\_\_\_\_ 2. \_\_\_\_\_  
\_\_\_\_\_ 3. \_\_\_\_\_  
\_\_\_\_\_ 4. \_\_\_\_\_  
\_\_\_\_\_ 5. \_\_\_\_\_

- V. After you have listed five actions steps for your A-1 activity you continue to do the same for your A-2 and A-3 on your own. (Not within this seminar exercise).

At this point you should have an average list of 20 steps.

Then you Set Priorities on these 20 items and find the best five, labelling them A-1, A-2, etc.

Make sure you apply these action steps within your given time frame.

TIME MANAGEMENT LOG SHEET\_\_\_\_\_  
Day of Week\_\_\_\_\_  
Date

For each fifteen-minute interval, record the activities performed during that period, indicating with whom the activity was performed (if another person was involved) and what the activity or the subject of the activity was.

Be sure to include all activities, including casual conversations, coffee breaks, restroom breaks, telephone calls, etc. Also, in the space labeled evening be sure to record any work performed for your employer outside normal working hours.

TIME	SUBJECT OR ACTIVITY	TIME	SUBJECT OR ACTIVITY
8:15 AM		12:15 PM	
8:30		12:30	
8:45		12:45	
9:00		1:00	
9:15		1:15	
9:30		1:30	
9:45		1:45	
10:00		2:00	
10:15		2:15	
10:30		2:30	
10:45		2:45	
11:00		3:00	
11:15		3:15	
11:30		3:30	
11:45		3:45	
12:00 PM		4:00	
EVENING			

P E R S O N A L  
P R O D U C T I V I T Y /  
T I M E  
M A N A G E M E N T

Name \_\_\_\_\_

Cycle \_\_\_\_\_

GOAL SETTING WORKSHOP

	LIFETIME	SIX MONTHS	EIGHT WEEKS
P E R S O N A L			
F A M I L Y			
C A R E E R			
C O M M U N I T Y			

# Time Management

## TIME WASTERS

1. Lengthy or unnecessary conversations with co-workers
2. Telephone
3. Unclear about the task or your responsibilities
4. Getting coffee
5. Inability to say "No"
6. Procrastination
7. Attempting to do too much
8. Not well organized
9. Failure to establish clear, meaningful goals
10. Misplaced items
11. Failure to listen
12. Routine task overdone
13. Messy desk
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

Add  
Your  
Own



# Time Management

## SOME REASONS WHY SCHEDULES MAY NOT WORK

1. YOU MAY BE TRYING TO ACCOMPLISH TOO MUCH.
2. YOU MAY NOT BE READY TO DO SOME OF THE THINGS YOU LISTED OR YOUR GOAL IS NOT CLEARLY FORMULATED.
3. YOU MAY NOT BE PAYING ATTENTION TO TASK PRIORITIES.
4. YOU MAY BE FAILING TO COMPLETE DECISION-MAKING TASKS IF YOU FIND IT DIFFICULT TO MAKE A DECISION.
5. DUE TO A BREAK DOWN IN COMMUNICATION, YOU MAY NOT HAVE ALL THE NEEDED INFORMATION TO COMPLETE THE TASK.
6. YOUR SELF-DISCIPLINE MAY BE FAILING YOU AND YOU ARE:
  - NEGLECTING TO PLAN BECAUSE YOU ARE FEELING PRESSURED.
  - NOT STAYING WITH THE TASK BECAUSE YOU ARE FINDING IT DIFFICULT OR BORING.
  - ALLOWING A CONTRARY DESIRE TO WEAKEN YOUR PRINCIPAL PURPOSE.

# Time Management

## SOME REASONS WHY SCHEDULES MAY NOT WORK -- CONT.

7. YOU MAY LACK SELF-CONFIDENCE TO ACHIEVE YOUR GOAL.
8. YOU MAY BE TESTING THE WATER AROUND THE EDGES OF A TASK INSTEAD OF PLUNGING IN.
9. YOU MAY BE DWELLING ON PAST FAILURES INSTEAD OF OPTIMISTICALLY WORKING TOWARD SUCCESS.
10. YOU MAY BE THINKING, I PROBABLY WON'T FINISH IT INSTEAD OF I CAN AND I WILL.

# **Time Management**

## **TIME ANALYSIS QUESTIONS**

1. WHAT AM I NOW DOING THAT I DON'T HAVE TO DO AND DOESN'T HAVE TO BE DONE BY ANYBODY? (ELIMINATE IT.)
2. WHAT AM I NOW DOING THAT I HAVE TO DO BUT CAN DO IN A DIFFERENT WAY TO SAVE TIME? (DO IT LESS OFTEN, LESS WELL, IN LESS TIME.)
3. WHAT AM I DOING THAT I DON'T HAVE TO DO BUT DOES HAVE TO BE DONE BY SOMEONE? (DELEGATE IT.)
4. WHAT AM I NOW DOING THAT WASTES OTHERS' TIME? (STOP IT.)
5. WHAT AM I NOT DOING THAT WOULD BE A HIGH PAYOFF FOR ME IF I DID IT? (DO IT?)

MY TIME ROBBERS

TIME SAVERS THAT MIGHT WORK

# THINGS TO DO

# TODAY

DATE \_\_\_\_\_

COMPLETED

Priority

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_
11. \_\_\_\_\_
12. \_\_\_\_\_
13. \_\_\_\_\_
14. \_\_\_\_\_

# Daily Plan

Day \_\_\_\_\_ Date \_\_\_\_\_

Tasks, projects, assignments	Time required	Start- ed	Comp- leted
<b>A Priorities</b>			
<b>B Priorities</b>			
<b>C Priorities</b>			

<b>Planned activities</b>
8:30 - 9:00
9:00 - 9:30
9:30 - 10:00
10:00 - 10:30
10:30 - 11:00
11:00 - 11:30
11:30 - 12:00
12:00 - 12:30
12:30 - 1:00
1:00 - 1:30
1:30 - 2:00
2:00 - 2:30
2:30 - 3:00
3:00 - 3:30
3:30 - 4:00
4:00 - 4:30
4:30 - 5:00
5:00 - 5:30

# Time Management

## TIME DIALOGUE JOURNAL

TODAY IN TIME:

1. I felt good about doing \_\_\_\_\_
2. I was not pleased with \_\_\_\_\_
3. I said "Yes" when I could and should have said "No" \_\_\_\_\_  
\_\_\_\_\_
4. I said "No" when I could and should have said "Yes" \_\_\_\_\_  
\_\_\_\_\_
5. I felt that I was wasting time or using it inappropriately \_\_\_\_\_  
\_\_\_\_\_
6. High points of my day were \_\_\_\_\_
7. Low points of my day were \_\_\_\_\_
8. I was unable or did not complete these tasks \_\_\_\_\_
9. I spent too much time doing \_\_\_\_\_
10. Agreements made that impacted my time \_\_\_\_\_  
\_\_\_\_\_
11. Insights I gained today about using my time \_\_\_\_\_  
\_\_\_\_\_
12. Things I could, should and would have done today if I had managed my  
time more effectively \_\_\_\_\_  
\_\_\_\_\_
13. Ideas and thoughts I had today \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Time Management

Today's Date: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Dear (your name) \_\_\_\_\_:

I have set the following goals for myself:

1)

2)

3)

4)

Being of sound mind and full intention, by \_\_\_\_\_, I will be using my time better in the following ways:

1)

2)

3)

4)

5)

And, I will have completed the following tasks I have been putting off:

1)

2)

3)

Congratulations!

Sincerely,

\_\_\_\_\_



# Time Management

## THE TELEPHONE

TELEPHONE CALL ANALYSIS FORM \_\_\_\_\_

(YOUR NAME)

(DATE)

PERSON I TALKED TO: \_\_\_\_\_  
\_\_\_\_\_

SUBJECT: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

CALL INITIATED BY:	TIME IN MINUTES:
SELF _____	
OTHER PARTY _____	

COULD SOMEONE ELSE HAVE HANDLED? \_\_\_\_\_  
WHO? \_\_\_\_\_

WAS CALL A FOLLOW-UP OF CORRESPONDENCE? \_\_\_\_\_ OR PREVIOUS CALL? \_\_\_\_\_

WOULD A BRIEF MEMO HAVE TAKEN LESS TIME AND SERVED EQUALLY  
AS WELL? \_\_\_\_\_

VALUE OF CALL IN RELATION TO MY PRIORITIES:

LOW \_\_\_\_\_ MEDIUM \_\_\_\_\_ HIGH \_\_\_\_\_

-----  
USE THIS SPACE TO RECORD ANY OTHER PERTINENT INFORMATION YOU WISH TO  
STUDY, SUCH AS NUMBER OF INTERRUPTIONS DURING CALL. DID YOU HAVE  
TO WAIT WHILE YOUR ASSISTANT LOOKED UP RELATIVE INFORMATION? ETC.