TIME MANAGEMENT

Participants' Workbook

This book belongs to -

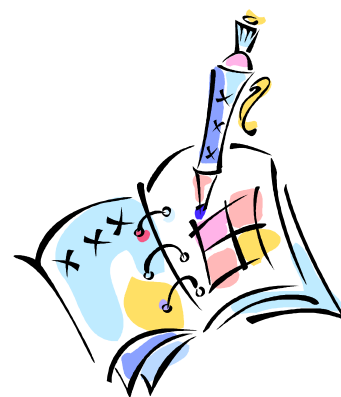**NAME:**   _____

EMPLOYEE ID#:   _____

DIVISION / DEPARTMENT: _____

"Time is the scarcest resource of the manager; if it is not managed, nothing else can be managed"

-Peter F Drucker,

(1909−2005),

Management Guru

<u>Contents</u>

<u>Preface</u>

W e cannot add any more hours to our day; so learning to manage our time more effectively will help us plan our work more efficiently and ensure that deadlines are met. Managing time effectively is a particularly crucial ingredient in *Success!* It is important to manage both our personal and professional lives because as much as we try to keep them separate, they cannot help but infringe upon one another. Managing our own time will not only benefit us but those around as well.

One of the most important messages about time management is that it takes place in the present moment; the choices of how we manage our time are only available to now!

This programme aims to help you manage your time more effectively by suggesting a number of tools and approaches that you will find applicable to your own circumstances.

<div align="center">෫෧</div>

<u>Introduction & Course Overview</u>

Learning Objectives:

At the end of the program you will be able to –

- Understand the Time Management Process.

- Apply basic principles of time management, set goals and prioritize.

- Learn practices that may be undertaken in order to overcome major Time Robbers – Procrastination & Interruptions.

- Identify a Four-Step Approach for deflecting unwelcome tasks.

- Review 12 guidelines for Productive Meetings.

- Recognize how effective Delegation can help Time Management.

- Devise an Action Plan for Better Time Management.

What Do I want to get out of this workshop?

_____

_____

_____

_____

_____

_____

_____

<div style="border:4px double black; padding:20px;">

Time Management

Process

</div>

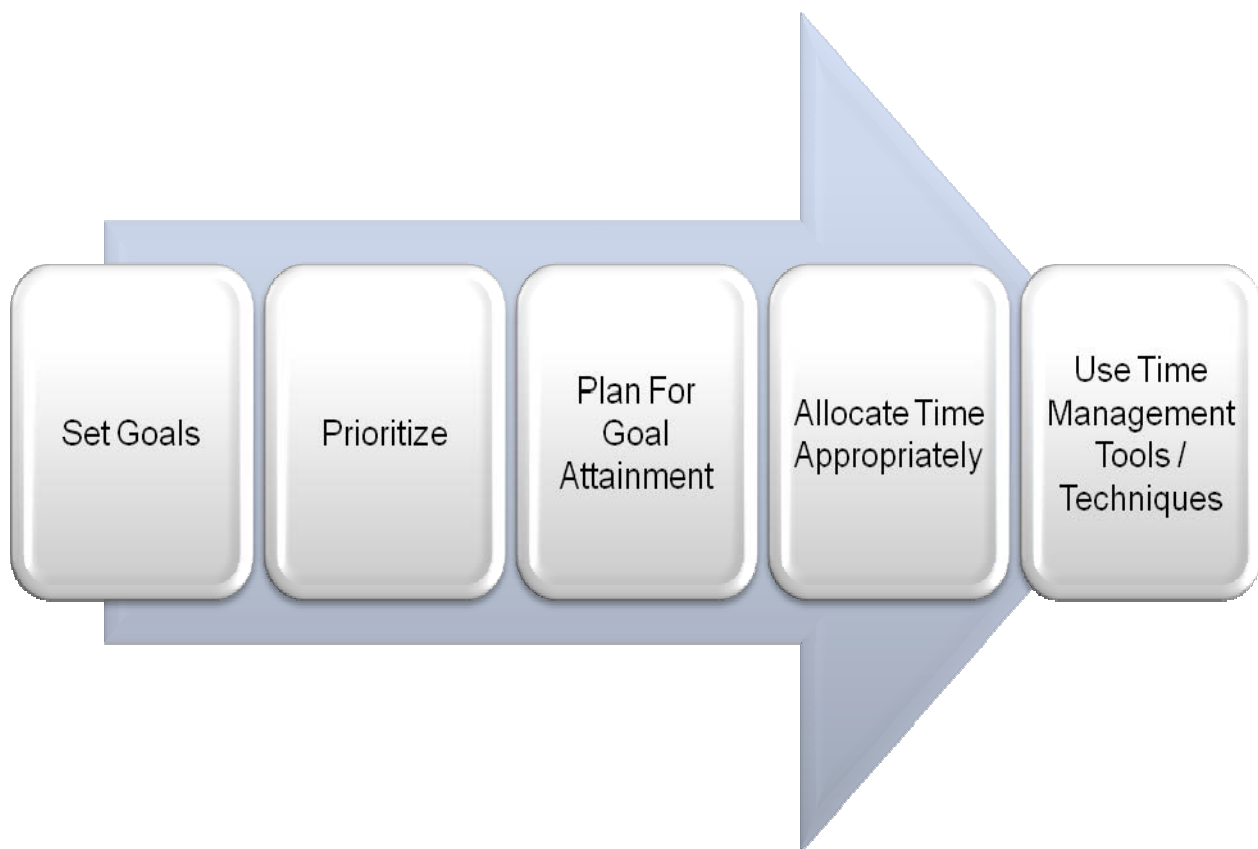**In this module we will -**

❖ Understand the Time Management Process.

❖ Learn to apply the process to everyday routine.

Time Management Process

Time Management is a 5-Phase Process beginning with the process of <u>Goal Setting</u> to establish a context for managing time. The next phase of the system involves <u>Prioritizing</u> your tasks. The third phase of the process is <u>Planning</u>, and this could include making to-do lists, weekly plans, monthly plans and longer-range plans. The fourth phase of the system is <u>Allocating Time</u> in line with your priorities & self-monitoring your action. Self monitoring involves paying attention to how well you are working your plan, how accurately you have planned, how well you have forecasted for various events and so on. The final phase of the cycle is the use of <u>Tools & Techniques</u> learnt, in real life to work towards effective Time Management. Taken together, these phases permit you to initialize a process of gradual, performance-based improvement in time management skill.

Set Goals → Prioritize → Plan For Goal Attainment → Allocate Time Appropriately → Use Time Management Tools / Techniques

1. **<u>Set Goals</u>**

   Goals are the starting point of effective time management. They act as a compass, pointing the way to the things on which we should be concentrating our time. If we identify our goals, we will know what is most important to accomplish on a daily, weekly, and monthly basis. Goals guide time management by helping us assign priorities to the many things that beg to be done.

   Goals need to be:

   S - _____

   M - _____

   A - _____

   R - _____

   T - _____

What are my Goals?	Professional / Personal Long Term / Short Term Critical / Enabling / Nice to Have

GOAL:

_____

_____

How it will be measured?

_____

_____

What is my Deadline for its Achievement?

_____

_____

What are my Goals?	Professional / Personal Long Term / Short Term Critical / Enabling / Nice to Have

GOAL:

_____

_____

How it will be measured?

_____

_____

What is my Deadline for its Achievement?

_____

_____

What are my Goals?	Professional / Personal Long Term / Short Term Critical / Enabling / Nice to Have

GOAL:

_____

_____

How it will be measured?

_____

_____

What is my Deadline for its Achievement?

_____

_____

What are my Goals?	Professional / Personal Long Term / Short Term Critical / Enabling / Nice to Have

GOAL:

_____

_____

How it will be measured?

_____

_____

What is my Deadline for its Achievement?

_____

_____

Goals differ in time frames and importance. Some goals are short-term, and others can be achieved only over months or years. In terms of importance, goals generally fall into one of three categories for individuals, operating units, and entire companies. These categories are critical, enabling, and "nice to have".

CRITICAL

ENABLING

NICE-TO-HAVE

Notes:

_____

_____

_____

_____

_____

_____

_____

_____

_____

ॐ
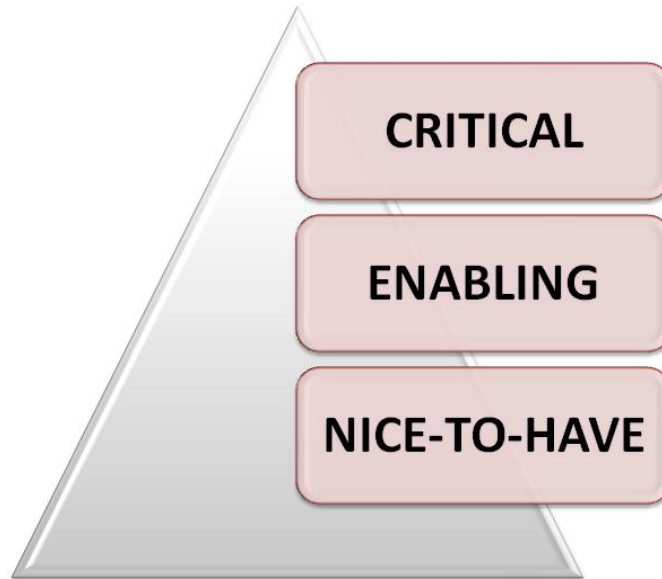
2. **Prioritize**

Prioritizing is about making choices of what to do and what not to do. To prioritize effectively you need to be able to recognize what is important, as well as to see the difference between urgent and important.

The important or high priority, tasks are the tasks that help us achieve our long-term goals or can have other meaningful and significant long-term consequences.

Prioritizing principles can be applied to both planned and unplanned activities.

List down your day at work yesterday / the day before and the approximate time taken for each. Remember: Be Honest!

Activity	**Time (approx)**
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

How Time Managed are You?

Here's a chance to know more about ourselves!

Answer each question on the next page carefully. Keep the following in mind as you work your way through the questions:

- Be honest. For this questionnaire to work, you need to answer the questions honestly about the way you are, *not the way you would like to be.*

- Don't think too much. Answer according to your first instinct.

- Don't change an answer once you've marked it. Again, *first instinct should be your guide*.

- Avoid trying to figure out what this self-survey is getting at. Don't try to figure out if a certain question implies that something is good or bad.

Sr. No	Self Assessment - How Time Managed Are You?	Nope! That's not me at all.	Hmm… That's me sometimes.	Yeah… That's me too often.	Yep! That's me exactly.
1	I generally take things as they come rather than creating a plan & sticking to it.				
2	Troubleshooting & handling important crisis accurately describe my typical day.				
3	I am known for putting other people in crisis mode because of my poor planning.				
4	I must admit, I spend too much time watching Television.				
5	If you want to find me, I will either be racing to be on time to an important appointment or already late.				
6	I consistently find myself wishing I had more time to devote to educating myself.				
7	So many of my days are cluttered with meaningless phone calls, meetings or interruptions.				
8	Idle hours spent lounging around or sleeping often robs me of precious time.				
9	I am so busy that the people I love the most do not get their fair share of my attention.				
10	Someday I need to start eating better & exercising more.				
11	I can't seem to ignore a good gossip session.				
12	Once I finally manage to spend sometime with friends or family, nothing very meaningful takes place any ways.				
13	The wrinkles from the standard grimace on my face spell "Burnout".				
14	I usually do things for others rather than teaching them how to do it for themselves.				
15	What is most important for me to be doing and what I actually end up doing is often not the same thing.				
16	I wake up on the weekends with nothing important to do and end up only getting half of it done.				

Please fill in your scores as per the facilitator's instructions.

QI SCORE: _____

QII SCORE: _____

QIII SCORE: _____

QIV SCORE: _____

Time Management Matrix Technique

A useful way of planning your tasks as a team is to use the "Time Management Matrix". This is also referred to as the "Urgent and Important Matrix". The judgment as to whether activities are urgent, important, both or neither, is crucial for good time management.

Most inexperienced people, and people who are not good at time management, or in managing their environment, tend to spend most of their time in *Quadrants I & III*. Poor time managers tend to prioritize tasks (and thereby their time), according to who shouted last and loudest (interestingly, loudness normally correlates to seniority, which discourages most people from questioning and probing the real importance and urgency of tasks received from bosses and senior managers). Any spare time is typically spent in *Quadrant IV*, which comprises only aimless and non-productive activities. Most people spend the least time of all in *Quadrant II*, which is the most critical area for success, development and proactive self-determination.

Handling the Four Quadrants:

	URGENT	**NOT URGENT**
IMPORTANT	**1 - DO NOW** • emergencies, complaints and crisis issues • demands from superiors or customers • planned tasks or project work now due • meetings and appointments • reports and other submissions • staff issues or needs • problem resolution, fire-fighting, fixes Subject to confirming the importance and the urgency of these tasks, do these tasks now. Prioritize according to their relative urgency.	**2 - PLAN TO DO** • planning, preparation, scheduling • research, investigation, designing, testing • networking relationship building • thinking, creating, modeling, designing • systems and process development • anticipation and prevention • developing change, direction, strategy Critical to success: planning, strategic thinking, deciding direction and aims, etc. Plan time-slots and personal space for these tasks.
NOT IMPORTANT	**3 - REJECT AND EXPLAIN** • trivial requests from others • apparent emergencies • ad-hoc interruptions and distractions • misunderstandings appearing as complaints • pointless routines or activities • accumulated unresolved trivia • boss's whims or tantrums Scrutinize and probe demands. Help originators to re-assess. Wherever possible reject and avoid these tasks sensitively and immediately.	**4 - RESIST AND CEASE** • 'comfort' activities, computer games, net surfing, excessive cigarette breaks • chat, gossip, social communications • daydreaming, doodling, over-long breaks • reading nonsense or irrelevant material • unnecessary adjusting equipment etc. • embellishment and over-production Habitual 'comforters' not true tasks. Non-productive, de-motivational. Minimize or cease altogether. Plan to avoid them.

Notes:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

జోజ

3. <u>**Plan for Goal Attainment**</u>

Planning is the process by which you determine whether you should attempt the task, work out the most effective way of reaching your target, and prepare to overcome unexpected difficulties with adequate resources. It is the start of the process by which you turn empty dreams into achievements. It helps you to avoid the trap of working extremely hard but achieving little.

Weekly Objectives List

Week commencing

Objective	Activities	Time Estimate	Status (at the end of the week)

Monthly & Weekly Planner

MONTH: _____						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY

Daily To-Do List

	Date		
No	**Task**	**Notes**	**Status (Complete/pending)**

Notes:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Case Study: Another Day at the Office

It was 7:20 a.m. when Rajesh arrived at the office. He was early because he wanted to clear the backlog of work that had been piling up on his desk. He turned on the lights and started to go through yesterday's mail. As he read the first piece, he realized he couldn't deal with it until a colleague arrived. He set it aside and went to the next. This item had potential application to a project he was working on, so he walked down the hall and made a copy for his personal use.

As he continued reading his mail he came across a journal article of particular interest and become engrossed in it. He was startled to find as he looked up that others were arriving and it was nearly 9:00.

He quickly pushed the remaining mail to a corner of his desk and reached for a project file due tomorrow with at least two days' work yet to be completed. As he opened the file, Suresh and Smita stopped by and invited him to join them for coffee. Rajesh decided he could spare ten minutes. Suresh and Smita were both anxious to share the details of a play they attended last night. Before Rajesh realized it, thirty minutes had passed and he hurried back to his office.

As Rajesh entered his office, the phone rang. It was Mr. Rao, his manager. There was a meeting scheduled at 10:00. Could Rajesh sit in for him? There was something to be discussed that the department should know about. Rajesh looked at his watch. There wasn't enough time to get started on the project so he pushed the file aside and vowed to start it immediately after lunch.

The afternoon wasn't any better. A few visitors, a few phone calls, a couple of letters, and the day was over. Nothing had been accomplished on the project that was due tomorrow.

As he stuffed papers into his briefcase, he wondered how Suresh and Smita were able to attend plays during the evening.

Questions

Did he make good use of his best time of day?

_____

_____

_____

_____

_____

Did he work on his high priority items?

_____

_____

_____

_____

_____

Did he have a problem saying "no"?

_____

_____

_____

_____

_____

Did he complete the tasks he started?

_____

_____

_____

_____

_____

Did he understand his problems?

_____

_____

_____

_____

What would you recommend for Rajesh?

_____

_____

_____

_____

ชิ๊๊ไ

4. <u>**Allocate Time Appropriately**</u>

Following are the steps to allocate time appropriately for various tasks:

i. Visualize the <u>Your Goal</u>

ii. Estimate the time required.

iii. Break the whole into pieces.

iv. Develop a schedule.

v. Check your progress against your time estimate.

vi. Refine the schedule if needed.

vii. Anticipate/allow for possible problems.

It is critical to understand that work expands or contracts to fit the time allotted. Make pacing work for you by doing the following:

- Estimate the time needed to complete a task.

- Subtract 15% from that estimate.

- Set a timer to help you reach the goal of completing the task in reduced time.

Notes:

_____

_____

_____

_____

_____

_____

ॐॐ

5. Use Time Management Tools / Techniques

One way we can start to effectively manage our time, is to start identifying things that waste our time as well as things that save our time.

Let's try -

Time Wasters	Time Savers

Nine Rules to Avoid wasting Time

i.   **Get started** – Don't waste time getting started on a project.   Get down working quickly and efficiently.

ii.   **Get into a routine** – While it may suppress your creativity, if used appropriately, a routine may release time and energy.   Plan a time every day to accomplish certain tasks (emails, paper work, etc) and stick to it.   Use a day planner to help keep your schedule.

iii. **Do not say yes to too many things** – Saying yes to too many things over-extends energies, forces us to live to other's priorities rather than focus on our own.   With only so many hours in a day, each time you say yes will mean something else doesn't get done.

iv.   **Do not commit yourself to unimportant activities, no matter how far ahead they are** – No matter how far ahead a commitment is, it is still a commitment, and it will still take up the same amount of our time.

v.   **Divide large tasks** – By having small manageable goals and tasks, you can eventually complete the lager project.   Also, smaller projects will be more easily fit into an already tight schedule.

vi.   **Do not put unneeded effort into a project** – There is a place for perfectionism, but there also comes a point when there is not much to be gained from putting in the extra effort. Learn to recognize each situation and put the attention to detail only in those situations that really need it.

vii. **Deal with it for once and for all** – Deal with a task only once.   Schedule the appropriate amount of time for it and get it done.   Don't continually start and stop and stop a task.

viii. **Set start and stop times** – By setting start and stop times you improve your scheduling.   As you continually get better at setting start and stop times, see if you can't shave off time from your deadlines, striving to work for more efficiency.

ix.   **Plan your activities** – Schedule a regular time to schedule your activities.   This will help you focus on your time management and devote the necessary time for it.

Annexure: Time Log

Date(and Sheet No. if relevant):					
Activity	Start	Finish	Time Spent	Did you plan to do this now	Notes

Notes:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

෨෴

Prime
Time Robbers

In this module we will -

- ❖ Explore the major Time Robbers – Procrastination & Interruptions.

- ❖ Learn about practices that may be undertaken in order to overcome Procrastination & Interruptions

Procrastination: The Thief of Time

Procrastination is –

"*Putting off tasks until they are unavoidable!*"

It can be very tempting to put off particular tasks in favor of something more enjoyable or a task that you are more comfortable dealing with. Procrastination can often occur when you do not understand the difference between urgent and important tasks or spend too long doing one and not the other.

Everyone does it. We all feel guilty when we do it; and resolve never to do it again. But we do!

Everyone procrastinates. **Procrastination** — *the burglar of time management* — is allowed to steal into our lives and whisk away one of the most valuable assets we possess.

Causes of

Procrastination
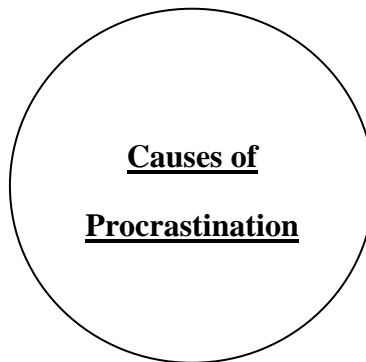
Internal Forces   **External Forces**

__The Eight Factors__

1. <u>The Task seems unpleasant</u>

_____

_____

_____

_____

_____

_____

2. <u>The task seems overwhelming:</u>

_____

_____

_____

_____

_____

_____

_____

3. <u>The task's flow is unclear or unplanned:</u>

_____

_____

_____

_____

_____

_____

_____
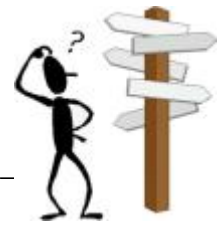
4. <u>Your goals are unclear:</u>

_____

_____

_____

_____

_____

_____

_____

5. <u>You fear change:</u>

_____

_____

_____

_____

_____

_____

_____

6. <u>You fear failure:</u>

_____

_____

_____

_____

_____

_____

_____

7. <u>You tend to over commit:</u>

_____

_____

_____

_____

_____

_____

_____

8. <u>You are addicted to cramming:</u>

_____

_____

_____

_____

_____

_____

_____

Interruptions

Everyday interruptions at work can be a key barrier to managing your time effectively and, ultimately, a barrier to your success.

Think back to your workday yesterday and consider for a minute the many interruptions that occurred. List them out –

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

The key to controlling interruptions is to know what they are and whether they are necessary, and to plan for them in your daily schedule when they truly need your attention. The tips that follow will help you do that and so prevent interruptions from frustrating you and jeopardizing your success.

- Turn phone calls into emails.

- For crucial deadlines, make yourself inaccessible.

- Schedule formal "check-in" meetings.

- Schedule social time.

- Be polite but direct.

- Offer an alternate time.

- Cut things short

Notes:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

ৡৣ
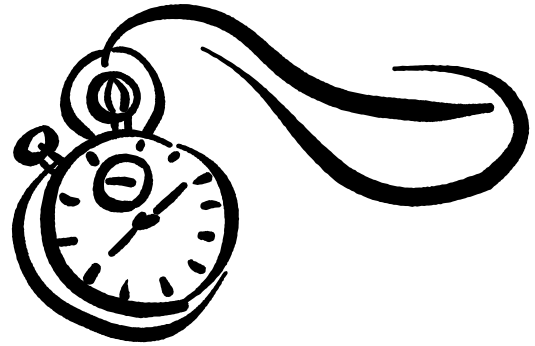
<div style="border:2px solid black; text-align:center;">

Time Tips

</div>

In this module we will -

- ❖ Identify a Four-Step Approach for deflecting unwelcome tasks.

- ❖ Review 12 guidelines for Productive Meetings.

- ❖ Recognize how effective Delegation can help Time Management.

- ❖ Indentifying the importance of Solitude.

- ❖ Learn to use the same to manage our time better.

Learn To Say No

To say *"No"* is exceedingly difficult. It takes will power. Yet, in an age when most people are already too loaded down with obligations, to learn when and how to say a *"No"* becomes one of the most crucial skills you can acquire.

WHAT to say "No" to?

_____

_____

_____

_____

HOW To Say "No"?

_____

_____

_____

_____

_____

_____

_____

_____

_____

꘎ꕥ

Meeting Management

<u>*"A meeting,"* said one pundit *"is an event at which the minutes are kept and the hours are lost."*</u>

The average executive spends half of his or her week in meetings. Of this, about six hours' worth is rated as totally unnecessary. Yet, in many businesses, meetings have become a ritual, and committees a duty, so that it is nearly impossible to say no to them.

Your job: to ensure that the meetings you attend result in a productive use of everyone's time. If you run the meeting, your task requires commitment to time management principles. If you are a participant, your challenge is more acute: to subtly guide the group to productive activity.

Here is a list of **12 Guidelines** that will help you increase a meeting's productivity:

1. **Create a written agenda for each meeting.** Make sure it is distributed to all participants at least 24 hours in advance.

2. **Assign the meeting a clear start time.** Check for conference room availability. Equally important: The meeting's opening should not be delayed for late arrivals. Participants will soon learn that promptness is expected.

3. **Assign an official closing time to the meeting.** There is a beloved adage in time management: Work expands to fill time allotted. But that expansion does not necessarily translate to increased productivity.

4. **Set at least one goal for your meeting.** A meeting without clear-cut objectives is rudderless. A committee meeting should have a "*Para-goal*". Concentrate on how the meeting should achieve that goal's sub-objectives.

5. **Be reasonable about the number of topics to be covered.** Having established a start time, a finish time, and a set of goals, you should be able to designate a reasonable number of subjects for discussion.

6. **Invite only the necessary people.** People who plan meetings often feel they should invite everyone remotely interested in what is going on. This is a serious mistake. The time it takes to get things done in a meeting expands geometrically with the number of its participants. Be merciless when inviting people to attend.

7. **Never schedule a meeting because it is customary.** Many companies have the weekly "Monday morning" conference; many need it. But does yours? Or do most Monday morning sessions encourage people at your work place to think up things to say? If so, it might be time to reconsider that tradition; in effect, to say "*No*" to something that may have minimal value.

8. **Never require a group of people to work on something that one person could do just as easily alone.** Before you schedule any meeting, add up the hourly salaries of all participants, then multiply that number by the projected meeting duration. It will also open up alternatives, like canceling the meeting in favor of proposals that get circulated, for comments, to all relevant personnel.

9. **Create an environment for productivity.** Create a check list of items or things required for the meeting in plan. It is always better to make common list of things needed for the occasion and mark deadlines and responsible persons for arrangements.

10. **Establish an idea bin.** On a flipchart, transparency or blackboard, list all ideas that the meeting generates. Doing so can also guide the person who is taking the official notes.
An interesting variation: Create a "tangent bin" flipchart sheet (tape it to the wall). All tangents should be listed on it and, time permitting; they can be taken up toward the meeting's end. This is a powerful way to diffuse digressions.

11. **At the meeting's close, orally summarize all agreements, assignments, and decisions.** An understood consensus is integral to a meeting's success. This is also the time for participants to pose clarifying questions, to fill out any details missing from the group's action plan, to reinforce accomplishments, and, if appropriate, to set the next meeting.

12. **Via a written meeting summary, list all steps to be taken to fulfill the meeting's consensus.** Prepare a structured and simple Minutes of Meeting with list of attendees, actions agreed upon, deadlines and responsible persons.

ॐॐ

<u>Delegation</u>

Delegation involves passing responsibility for completion of work to other people. Delegate as much as **possible** to others. If you have one, give 25% of your responsibility to your successor.

You don't need to be a manager to delegate. Just asking nicely is sometimes all that's required to turn one of your difficult tasks into an easy one for somebody else better able to do it.

How to Delegate?

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

While you should delegate as many tasks as possible that are not cost effective for you to carry out, ensure that you do not delegate the control of your team. Remember that you bear ultimate responsibility for the success or failure of what you are trying to achieve.

Effective delegation involves achieving the correct balance between effective control of work and letting people get on with jobs in their own way.

ॐ

<u>LEAVE ME ALONE!</u>

Both home and workplace are usually environments of *near-constant interaction*. Kids need help with homework. A secretary requires dearer direction for a memo. The phone rings. The fax spews out something that demands action.

Yet certain responsibilities demand solitude. Interruptions are like so many logs on a railroad track. Each creates big bumps in the ride; one might derail the whole train.

To detour around this problem, consider the following:

- Identify a time each week when you are least likely to have vital interactions.
- Hang a Do Not Disturb sign on your door
- Come to work very early or stay late.
- Have lunch when no one else does.

❧

Notes:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

<div style="border:3px double black; text-align:center; background:#e0e0e0;">

My Personal Plan –

How Time Managed Would I Be?

</div>

In this module we will -

❖ Devise an Action Plan for ourselves.

My Personal Action Plan

List the **TOP FIVE Learning** and propose a personal action plan for Time Management.

This planning sheet will help you to devise the roadmap for implementation of learning's from the activities performed through the day.

Sr. No	Key Learning's	How will I implement it at the workplace?	How will I measure its effectiveness?	When will I conduct first review?
1				
2				
3				
4				
5				

ॐ

<u>Suggested Reading</u>

1. **7 Habits of Highly Effective People** by Stephen Covey

2. **The Tao of Time: Time Management in the Real World** by Diana Hunt, PhD. and Pam Hait

3. **Time Shifting: Creating More Time to Enjoy Your Life** by Stephen Rechtschaffen

4. **Creating you and company: Be the CEO of your own career** by William Bridges

5. **Time Management for Unmanageable People** by Ann McGee-Cooper with Duane Trammel

ॐॐ

The reasonable man

adapts himself to the world

The unreasonable one

persists in trying to adapt the world to himself

Therefore, all progress depends on the

unreasonable man!!!

-George Bernard Shaw

(1856– 1950)