

TIME MANAGEMENT

This is a pack of time management handouts that I have written, adapting both original source material and my own experience. The pack gives people practical tips on how to improve the way they use their time. Time is precious; use it wisely!

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Richard Maun
Managing Director
Primary People Ltd
2009

TIME FOR TIPS

THINGS TO THINK ABOUT

Healthy Meetings

1. Have a meeting objective.
2. Have an agenda and publish it.
3. Make sure only value adding people are present.
4. Invite a competent person to facilitate the meeting.
5. Start all meetings by giving people time to 'check in'.
6. Leave 20% of the available time spare for overruns or interruptions.
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Timely Quotes

Time is the coin of life and you decide how to spend it.

Parkinson's Law: Work expands to fill the time available for its completion.

'management' is a We can only make me.

a resource, which be saved, d, purchased, ctured or stored. is gone, it is gone



Top

- W ho long back
- Ask peo 2 minutes.
- Put your watch on the desk, or use an egg timer to time calls.
- Block calls together to save time.

ities. er once. sk. lay.

- ry?
- show the correct
- ep a To Do list of current key actions?
- ✓ Do you plan your week?
- ✓ Do you allow for some 'playtime'?

CONTROL vs INFLUENCE

FOCUS ON THE RIGHT THINGS

People can easily spend time worrying about details which are beyond their control or their influence. This can result in delay, inaction or sidetracking. The chart below is a good way to sort out the various elements which will add value.



DRIVERS

PROFILING EXERCISE

Please read through the following pen portraits. Which one(s) sound similar to you? Then look at the Drivers & Time Management pages and see what you can do differently to improve things.

1) Harry is always rushing about and tends to gallop into meetings two minutes after they have started. His diary is full of tasks and often there is never enough time to finish one job before starting the next one. Although he can produce a large volume of work he often misses deadlines and his reports can be littered with mistakes. When you recently asked him about some errors he said "Were there? Not enough time to chat now. Must dash!" Then he rushed off waving some pieces of paper.

When **Harry** fetches the coffees, he always tries to carry three cups at once. Instead of putting them down when he reaches the door he juggles them, or tries to open the door with his elbow. Sometimes you help him.

2) Peter is a really friendly person. You can always rely on him. Some of his ideas are deleted.

When he is in a case...

3) Peter is a really friendly person. You can always rely on him. Some of his ideas are deleted.

Poppy is the only person who is calm.

4) Trevor is a really friendly person. You can always rely on him. Some of his ideas are deleted.

You can always rely on him. Some of his ideas are deleted.

5) Betty is the only person who is calm. She is very organized and likes to do, Betty sails on without even stopping for a break. She prefers to work on her own and has a logical approach to tasks. Poppy finds her 'cold' and difficult to get to know. Recently you have noticed that Betty has started to look strained and that for some reason her desk drawers are difficult to shut. When you asked her if everything was okay she said "Yes, fine" and changed the subject.

Betty only gets coffee when she is thirsty. She only tends to get one for herself, unless one of the others specifically asks her to fetch one for them. Trevor often jokes that "She's the office Camel!"

© Richard Maun 2005 / Adapted from: Transactional Analysis for Trainers, Julie Hay, 1996

DRIVERS

HOW WE USE OUR TIME

1. BACKGROUND

Drivers are styles of behaviour which developed as we grew up, in response to the messages we received about how to survive and thrive. As a result, they influence (outside of our awareness) how we manage our time.

By recognising what we do and by challenging its appropriateness we can make some new and positive choices. We can then increase our productivity and reduce our stress levels.

2. MAKING USE OF TIME

Driver behaviour motivates us in different ways. Think about your own style when under pressure. What do you do? What would you like to do differently?

- Hurry Up – we are motivated to do things as quickly as possible.
- Be Perfect
- Please
-
-

<p>Bette</p> <ul style="list-style-type: none"> ☺ A ☺ pr ☺ S ☺ at ☺ A ☺ as ☺ P ☺ H ☺ al ☺ ar ☺ O ☺ cc 	<p>This is a sample only.</p> <p>Please purchase this product to see the rest of the detail.</p> <p>Thank you.</p>	<p>an help to:</p> <p>s, setting</p> <p>ng carefully</p> <p>shed</p> <p>ounding</p> <p>deep</p> <p>them each</p> <p>ed, so aim to</p> <p>uracy as well.</p>
<p>Bette</p> <ul style="list-style-type: none"> ☺ W ☺ (ir ☺ W ☺ '7 ☺ P ☺ ric ☺ D ☺ to ☺ Pla ☺ plan ☺ Check ☺ only give ☺ people in an avalanche of facts and figures. ☺ We are reluctant to use any time management system until we are sure it's foolproof. Choose one which best fits our need. Use a pencil on manual systems to easily change entries when needed and avoid designing the ultimate filing system. 		<p>an help to:</p> <p>for</p> <p>uracy.</p> <p>If what the</p> <p>are. Do this</p> <p>mistake.</p> <p>others that</p> <p>serious.</p> <p>ts of praise for</p> <p>to also look for</p> <p>ng <i>deadlines</i> and</p> <p>ropriate levels of detail</p>

<p>Better time management for PLEASE PEOPLE types</p> <ul style="list-style-type: none"> ☺ We need to learn to say 'no' skilfully to avoid being dumped with unrealistic requests and unimportant tasks. Reasonable boundaries can often be maintained with a polite and firm refusal. ☺ We need to set our own limits and priorities in order to be respected by others. ☺ Stop worrying about what other people think is right. ☺ Choose and... ☺ Pe... ☺ wh... ☺ in... ☺ S... ☺ e... 	<p>If you are a Please People it can help to:</p> <ul style="list-style-type: none"> ✓ Start asking people <i>questions</i> to check out what they really want, instead of guessing. ✓ Please <i>our self</i> more often and ask other people for what you want. ✓ Practice <i>telling</i> other people firmly wrong. <p>Please People are raise for being <i>assertive</i>.</p>
<p>Bette</p> <ul style="list-style-type: none"> ☺ V... ☺ th... ☺ T... ☺ o... ☺ V... ☺ p... ☺ h... ☺ S... ☺ n... ☺ S... ☺ ju... ☺ H... ☺ u... ☺ n... ☺ o... ☺ e... 	<p>...n help to:</p> <p>...udes <i>finishing</i> ...k to that plan</p> <p>...aries of a task ...hat it</p> <p>...nthusiasm, so ...this by getting ...lly <i>completing</i> tasks.</p>
<p>Bette</p> <ul style="list-style-type: none"> ☺ W... ☺ is... ☺ Bef... ☺ and ch... ☺ resources. ☺ We also need to remind ourselves that there is nothing wrong in asking for help sometimes. People will not think less of us for doing so (this is true). ☺ Other people may have useful skills, or knowledge, or experience, or enthusiasm for the task we are doing. They may welcome the chance to contribute to our mutual success. ☺ We wonder why the other types need a time management system and sometimes secretly believe that a good memory is all you really need! ☺ We benefit from a system which is very practical and which comes with clear and logical instructions, so we do not have to ask for assistance when setting it up. Plain and serviceable systems appeal to us. 	<p>...an help to:</p> <p>...log so that ...r workload. ...o help you. ...time activity that ...any enjoy.</p> <p>We often 'don't need help' and so can get low recognition for our efforts. Instead we can help improve our relationships by letting people <i>help</i> us.</p>

Ref: Working It Out At Work, Julie Hay, 1993 / Richard Maun 2007

DRIVERS

ACTING COMPULSIVELY

1. BACKGROUND

Drivers are styles of behaviour which developed as we grew up, in response to the messages we received about how to survive and thrive regarding:

- How we should help other people.
- Good standards to aim for.
- Ways in which we should be reliable and dependable.
- The importance of having a go and doing our best.
- How to make good use of time.

As a Child we will have been rewarded with more positive responses when we then, have now become:

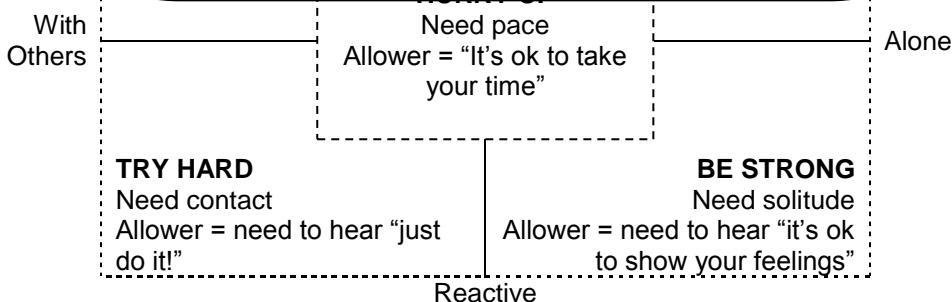
- I will
- I will
- I will
- I will
- I will

The idea of **Try Hard**, which is related to respond to manager, and more severe challenging

Julie Hay certain Drivers never do enough to get more successful

Although Drivers have useful aspects and we are

The Assessment Matrix



The Assessing Cube can be used to help us work out what sort of Driver preferences we may have. Think of a situation, such as going to a party with people you have never met before and ask yourself: What do you do? How do you interact with other people?

2. DRIVER SUMMARIES

The following table summarises each style. Think about what you do and then choose the most useful behaviour from the most useful style to suit each new situation.

HURRY UP – agitated gestures, fidgety, eyes move around, words used = quick, got to, time

<p>Benefits: Works quickly and get lots done in a short space of time. Energy peaks under pressure and respond well to short deadlines. Enjoys having too much to do. Good at juggling many tasks. Can appear on top of things.</p>	<p>Difficulties: Delays until deadline is near. Makes mistakes through haste. Corrections can take time and thus misses deadline. Work is focused on volume of output and not quality. May appear busy but diary. Can be over-optimistic, can be over-ambitious.</p>
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<p>T B E O th sol on all pays atte including what others have overlooked.</p>	<p>It n wear rying than before being left s tasks with time ains loads of irrelevant details. Confuses people.</p>
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BE STRONG – stoical posture, face expressionless, monotone, long pauses, no 'feeling' words

<p>Benefits: Stays calm under pressure. Feels energised when having to cope. Good in a crisis. Thinks logically when others panic. Stays emotionally detached and can make 'unpleasant' decisions without torturing soul. Seen as reliable and steady. Handles others firmly and fairly. Gives honest feedback and constructive criticism. Even tempered. Solves problems.</p>	<p>Difficulties: Gets overloaded rather than asking for help. Hates admitting weakness. Hides work away – to look tidy and 'in control'. Highly self-critical. Others uncomfortable about lack of emotional responses. Hard to get to know 'robots' or people who appear 'cold'. Fears being unlovable, so doesn't ask in case it's refused. May become absent minded. May withdraw.</p>
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DRIVERS

PERMISSIONS

Driver behaviour waits out of our awareness to trip us up and increase our levels of stress. Catch yourself in driver behaviour and learn to switch off the negative messages by giving yourself permission to think, feel and act in awareness. The permissions below are all true statements and people have used them to good effect. Feel free to add your own!

Hurry Up

- You can choose to be on time.
- It's OK to slow down and give some time to work through stuff.
- It's OK to remember that people work at different speeds.
- You can organise yourself differently and enjoy being under less stress.
-

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Thank you.

waiting to be done.

Be

- You can take a break and take care of yourself.
- It's OK to share your concerns with someone you trust.
- It's OK to stop working and think things through.
- Other people have thoughts and feelings and that's OK.
- It's OK to tell someone when you're overloaded, unsure or just plain tired.

PLANNING YOUR TIME

USEFUL GUIDELINES

1. BACKGROUND

Time cannot be created or stored or destroyed. Effective time management starts with people drawing conclusions about their current work styles and preferences. Which styles are helpful? Which styles get in the way of effective time management?

Combine positive healthy behaviour with practical techniques to become a more effective manager of time. There is no magic to it, only understanding and application.

2. PLAN YOUR TIME

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3. CONSIDER

People who plan effectively can still waste time because they get caught up in unhealthy behaviours. These can be deep seated and difficult to change, so the best way to deal with them is to recognise when you are using that behaviour. *Is it appropriate? What could you do differently?*

Which behaviours sound most like you?

- You need to print five draft letters before getting to the most perfect one.
- You start another task, when you have a pile of unfinished tasks already in front of you.
- You feel obliged to please the other person. If they need an hour of your time, but half an hour would be plenty, then do not be afraid to put yourself first.

- You write emails when a quick call would do, or you chat away on the phone when a two line email would be sufficient.
- You struggle on your own, when a quick call to the person who set the task would clarify their requirements and get you moving again.

Sometimes our own fears keep us from acting in healthy ways. Helpful behaviour comes when people remind themselves that they have value, are entitled to ask questions and have permission to make the odd mistake. We choose our behaviour and we can choose to change it.

If you find yourself
this way?"

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4. TAKE PR

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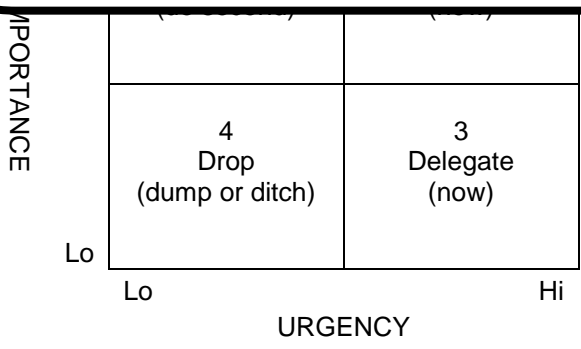
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Take away message: Everyone is responsible for making use of their own time.

MANAGING MEETINGS

REDUCING NVAW IN GROUPS

Please complete the following exercises and then think about the meetings you attend in your own organisation. NVAW is 'non-value added work', i.e. time wasting!

<p>Part (A) Exercise: Morning Meeting</p>	<p>Part (B) Exercise: Make Improvements</p>
<p>Each morning, between 9.30 am and 10.30 am you have a one hour meeting between you and your five department heads to discuss the new customer orders.</p>	<p>What steps could you take to increase the amount of value adding time to 80%?</p>
<p>Here is a</p>	<p>1)</p>
<ol style="list-style-type: none"> 1. The 2. In 3. Be 4. m 5. St 6. (1 7. Di 8. m 	<p style="text-align: center;">This is a sample only. Please purchase this product to see the rest of the detail.</p>
<p>Q1) W</p>	<p style="text-align: center;">Thank you.</p>
<p>Q2) H meetin meetin</p>	<p>h the first ortant to</p> <p>ening for 20 h to increase</p> <p>ve a</p>
<p>Q3) If thi one each o are lost each ye weeks per year and 6 people always attend)?</p>	<p>minutes at the start comfortable in the space.</p> <p>BONUS TIP: Work out the annual cost in wages <i>wasted</i> in holding regular meetings. Then ask what else could the money be spent on?</p>