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.
7. Make sure people have been informed of the start time.
8. Invite people to stay only for as long as they are needed.
9. Make sure all actions are clearly agreed, have delivery dates and are measurable.
10. Avoid overloading people – only 3 actions per person.
11. Use a simple action log sheet to avoid taking lengthy minutes.
12. Think about your own behaviour. Are you grandstanding, grenade throwing or keeping a grumpy silence?

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.

Time 'management' is a myth. We can only make use of time.

Time is a resource, which cannot be saved, stretched, purchased, manufactured or stored. Once it is gone, it is gone forever.

Managing Paper / Emails

RAFT – 4 options for success
1. **R**efer it onwards.
2. **A**ct on it!
3. **F**ile it.
4. **T**hrow it away.

Productive Paper Management

☐ Have one diary and one notepad.
☐ Have a To Do list showing priorities.
☐ Aim to handle each piece of paper once.
☐ Avoid high-rise trays on your desk.
☐ Work on one project at a time.
☐ Tidy up briefcases / desks each day.

Top Telephone Techniques

- When you answer the phone ask how long the person needs – if it's too long agree a better time for them to call back or limit them to just 5 minutes.
- Ask people to summarise their issues in 2 minutes.
- Put your watch on the desk, or use an egg timer to time calls.
- Block calls together to save time.

Happy Habits

✓ Do you use a diary?
✓ Does your watch show the correct time?
✓ Do you keep a To Do list of current key actions?
✓ Do you plan your week?
✓ Do you allow for some 'playtime'?

Ref: (Adapted from) Successful Time Management
Declan Treacy, 1998

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 of a project, so that people spend their energy on those elements which will add value.

No Influence & No Control = Don't spend time on this.
Recognise these items exist and avoid getting caught up on detailed discussion.
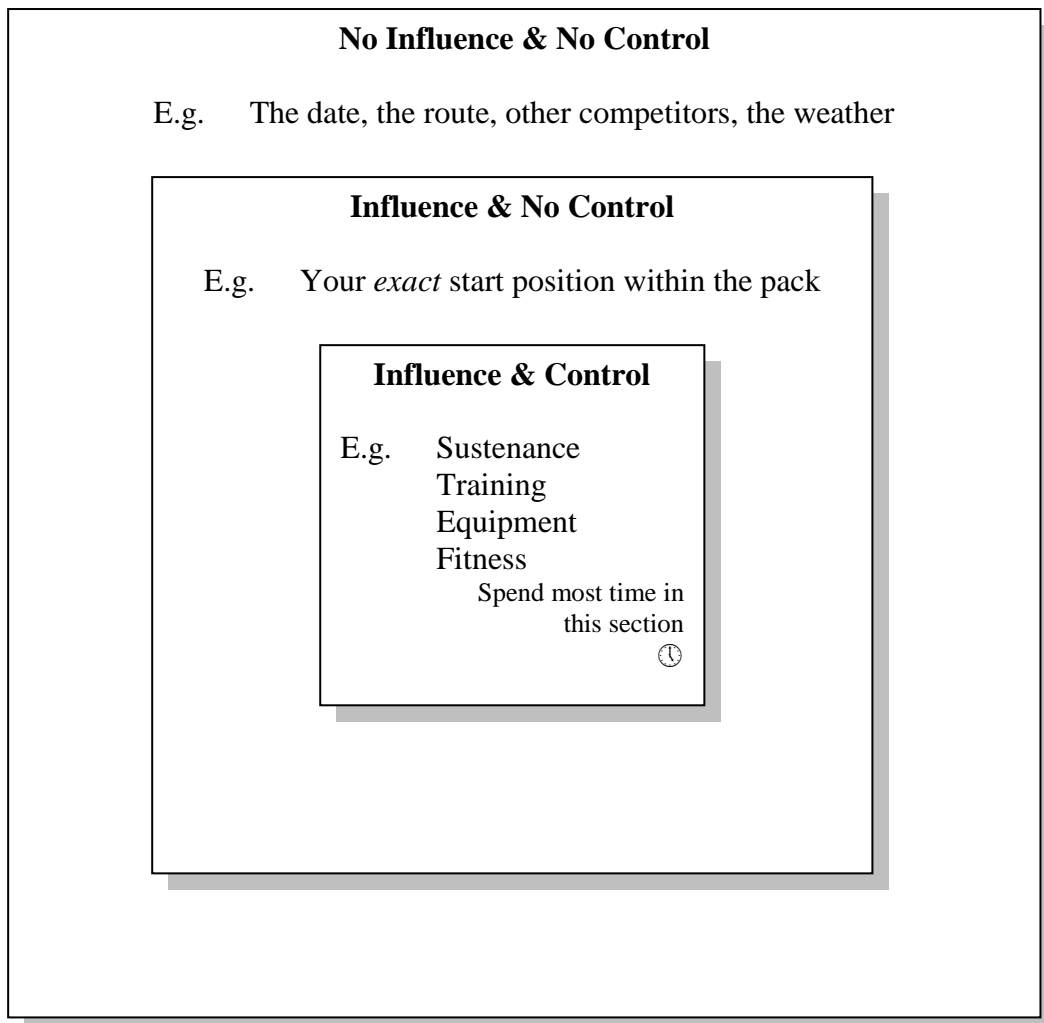
Influence & No Control = Recognise this area is full of 'time wasting traps'.
Often you are unable to change the decision and may only be able to nudge it a bit. Spend limited time on this to avoid trying to overturn things which you disagree with, but which are beyond your control.

Influence & Control = Invest your energy here.
You may need to check out your assumptions as we often think we have more control than is really the case. Avoid filling this area with things you would *like* to have control over, but which you don't.

Example of preparing for a marathon race

No Influence & No Control

E.g.   The date, the route, other competitors, the weather

Influence & No Control

E.g.   Your *exact* start position within the pack

Influence & Control

E.g.   Sustenance
       Training
       Equipment
       Fitness

Spend most time in this section

Ref: Tools for Success, Suzanne Turner, 2002

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 clear up the coffee which gets spilt in the process!

2) Peter is a detail person. He tends to miss deadlines because he spends his time checking and rechecking his work, to make sure it looks great and has no mistakes. If you find one and tell him, he really hates it! He uses lots of time to plan and is always keen to make sure the "Job is done right". You worry that he is poor at deciding where to invest time and when to do things once and move on. Some of the staff grumble to you that he is always nit-picking with them and that he tends not to delegate much work, or if he does it's only the easy jobs.

When **Peter** fetches the coffees he always carries them on a tray. He even has a cloth on the tray in case there are any spillages (which there never are, as he is careful).

3) Poppy is a really nice person and everyone likes her. She spends lots of her time helping other people. In fact Poppy often doesn't ask you what you need doing, she just gets on with it. This is frustrating sometimes when she completes the wrong task! Her desk is full of work (mostly other people's) and she finds it hard to say *No*. When you question her about her priorities, she tends to say "Okay then, if that's what you want" and looks really anxious. You worry that she's not very assertive.

Poppy is great at getting the coffees and gets them more often than anyone else. When she gets to the door she will often open it for other people, even when she has her hands full and the other person is carrying nothing!

4) Trevor is great at starting new tasks and getting things off the ground. He is Mr Volunteer and if you need someone to tackle a new project, Trevor's hand is up first, even if he already has a full workload. In fact, you have had to talk to him about this recently because in the last six months he has started ten projects and "Nearly finished one". He's great at seeing all the possibilities with each new project. This can be useful, but he tends to overwhelm others with the size of it all. If you looked, most of the work on Poppy's desk is from Trevor, where he has lost interest and passed it to her to finish.

Your experience tells you not to ask **Trevor** to fetch the coffees. The last time you asked he came back with 'new' chocolate bars and the time before that he did bring coffee, which was cold. Trevor had stopped to sort out a stock issue on the way back. Typical!

5) Betty is the office rock. Her desk is always tidy and when there's lots of work 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!"

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 – we are motivated to get things right and avoid mistakes.
- Please People – we are motivated to please others without needing to be asked.
- Try Hard – we are motivated to put lots of effort into a task, without finishing it.
- Be Strong – we are motivated to cope and stay calm under pressure.

Better time management for HURRY UP types	If you are a **Hurry Up** it can help to:
☺ Avoid mistakes by planning enough time for the preparation, which we are prone to skimping. ☺ Slow down our rapid fire style, so that other people can absorb what we are saying to them. ☺ A good tip is to ask people about their needs, instead of assuming we know what they are. ☺ Paraphrase back to people to check our understanding. ☺ Have a very simple time management system which allows us to sort things quickly, such as Post-It notes or an 'everything book' for rapid note taking. ☺ Our impatience will only cause us frustration with complicated systems!	✓ Plan our work in *stages*, setting interim target dates. ✓ Concentrate on listening carefully until someone has *finished* speaking. ✓ Learn relaxation or grounding techniques, such as "3 deep breaths" and *practice* them each day. We often get praise for speed, so aim to get recognition for *accuracy* as well.

Better time management for BE PERFECT types	If you are a **Be Perfect** it can help to:
☺ We need to relax more and accept that human beings (including ourselves) are not capable of total perfection. We learn to change our behaviour by contracting for '70%' accuracy. ☺ Prioritise jobs to ensure only the right ones receive the right level of detail and accuracy. ☺ Deadlines are important to other people and we need to remember this. ☺ Plan to finish on time instead of using too much time to plan. ☺ Check how much detail is really necessary and then only give the key information. Resist the urge to bury 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.	✓ Set *realistic* standards for performance and accuracy. ✓ Practise asking our self what the *consequences* really are. Do this whenever we make a mistake. ✓ Make a point of *telling* others that their mistakes are not serious. We tend to get lots of praise for accuracy, so it's good to also look for recognition for meeting *deadlines* and the use of appropriate levels of detail

Better time management for PLEASE PEOPLE types	If you are a **Please People** it can help to:
☺ 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 a time management system which you like, and don't adopt one simply because others have it. ☺ Personalise our system by using stickers or colours (or whatever we choose) to reinforce our right to be individualistic. ☺ Stop worrying that we are not doing it the same way as everyone else – it's ok to be different.	✓ Start asking people *questions* to check out what they really want, instead of guessing. ✓ Please *our self* more often and ask other people for what you want. ✓ Practice *telling* other people firmly when they are wrong. Everyone thinks Please People are nice, so we need to get praise for being *assertive*.

Better time management for TRY HARD types	If you are a **Try Hard** it can help to:
☺ We need to control our tendency towards boredom with the latter stages of projects. ☺ This style particularly benefits from putting all aspects of a task into our diary. ☺ We enjoy the feeling of success when we finish a project and so it can help to replay these feelings to help us get over a dull bit. ☺ Sometimes we can find creative ways of making mundane tasks seems interesting. ☺ Sometimes we simply need to get on with things and just do it! ☺ Have a flexible time management system, which allows us to adjust it from time to time. Ensure it needs the minimum of detailed recording. We need to stop ourselves from keeping on discovering new and exciting (and therefore better) systems.	✓ *Stop* volunteering. ✓ Make a plan that includes *finishing* a task – and then stick to that plan until completion. ✓ Check out the *boundaries* of a task so that you do only what it expected. We often get praise for enthusiasm, so we need to balance this by getting praise for successfully *completing* tasks.

Better time management for BE STRONG types	If you are a **Be Strong** it can help to:
☺ We may have the hardest working style to identify. This is because our potential weaknesses are well hidden. ☺ Before we start new tasks we should review the details and check to make sure we have access to appropriate 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.	✓ Keep a task and time log so that you can *monitor* your workload. ✓ *Ask* other people to help you. ✓ Take up a spare time activity that you can really *enjoy*. 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 *help* us.

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:

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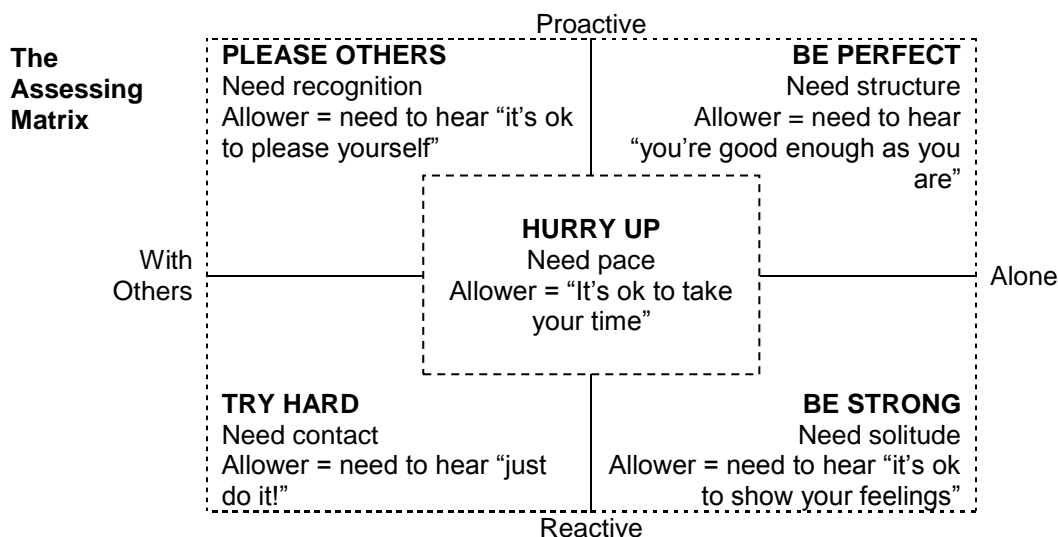- o How to make good use of time.

As a Child we will have made decisions that if we do things in specific ways we will be rewarded with more positive recognition and will be looked on more favourably. The decisions we made then, have now become unconscious compulsive 'driver' behaviours. We survive by saying to ourselves:

- o I will only be OK if I please you and everyone else.
- o I will only be OK if I am perfect.
- o I will only be OK if I am strong.
- o I will only be OK if I try hard.
- o I will only be OK so long as I hurry up.

The idea of drivers was developed by **Taibi Kahler** and there are five: **Please Others**, **Be Perfect**, **Try Hard**, **Be Strong** and **Hurry Up**. **Ian Stewart** has suggested that we tend to have one Driver which is readily available and which we are 'in' around 60-70% of the time, particularly when we respond to small stresses. This may include presenting, joining a new group, responding to our line manager, dealing with an angry customer or starting a new project. In addition, when we are under more severe stress we may show a second Driver, such as when we lose our job or are tasked with a challenging assignment.

Julie Hay describes Drivers as 'being like superstitions' meaning that part of us *believes* that if we use certain Driver behaviour we will avoid problems and earn respect. However, the reality is that we can never do enough of what the Driver calls for and so we create problems for ourselves and others, can get more stressed and can often end up 'tied up in knots' or 'totally exhausted' or 'out of time'.

Although Drivers can cause us to operate in a vicious circle, of ever increasing anxiety, there can be useful aspects to them. These are available to use when our stress levels are within acceptable limits and we are acting within awareness (are conscious of the behavioural choices we are making).

The Assessing Matrix

Proactive

PLEASE OTHERS
Need recognition
Allower = need to hear "it's ok to please yourself"

BE PERFECT
Need structure
Allower = need to hear "you're good enough as you are"

HURRY UP
Need pace
Allower = "It's ok to take your time"

With Others

Alone

TRY HARD
Need contact
Allower = need to hear "just do it!"

BE STRONG
Need solitude
Allower = need to hear "it's ok to show your feelings"

Reactive

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

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 tasks. Prepares quickly. Saves time on tasks to spend with people.	**Difficulties**: Delays until deadline is near. Makes mistakes through haste. Corrections can take time and thus misses deadline. Work is focussed on volume of output and not quality, which can be poor. May appear impatient, rushed, with a crammed diary. Can forget papers, don't get to know people, can feel an outsider.

BE PERFECT – upright posture, counts on fingers, uses parenthesis and detail = size, colour

Benefits: Accurate, reliable work. Checks facts thoroughly and prepares well. High attention to detail. Good at layout, well organised, looks ahead, plans well with contingency plans. Smooth, efficient, well co-ordinated projects, checks progress. Cares how things look.	**Difficulties:** Cannot be relied upon to produce work to deadlines, due to too much checking for mistakes and constant redrafting for only minor changes. Struggles to include others input. Misjudges level of detail. Demotivates through criticism and finds it hard to delegate. May feel worthless and dissatisfied.

PLEASE OTHERS – raised eyebrows, wide eyes, nodding, info at the end of a sentence

Benefits: Makes good team members. Aims to please people without having to ask them. Understanding and empathetic. Uses intuition. Encourages harmony in teams, invites quieter members into discussion. Notices body language and other signals.	**Difficulties:** Avoids risk of upsetting people, so will not challenge ideas (even if wrong). Cautious with criticism, which is easily deflected. Appears to lack commitment. Appears to lack assertiveness, allows others to interrupt. Reading minds can lead to feeling misunderstood when others don't like the results.

TRY HARD – hand on cheeks, screwed up face, tone tense, words = try, hard, difficult

Benefits: Tackles things with enthusiasm. Energy peaks with something new to do. Others value motivation and ability to get things off the ground. Popular. Problem solving. Volunteers for new tasks. Follows up on all avenues. Finds all implications and pays attention to all aspects of a task, including what others have overlooked.	**Difficulties:** Yes, but… approach can wear people down. Is more committed to trying than succeeding. Initial interest wears off before task is finished. Others may resent being left to sort out the mundane bits. Makes tasks impossibly large. Creates havoc with time schedules. Written work contains loads of irrelevant details. Confuses people.

BE STRONG – stoical posture, face expressionless, monotone, long pauses, no 'feeling' words

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.	**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.

Ref: Tactics, Newton & Napper, 2000 / Transactional Analysis for Trainers, Julie Hay, 1996

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.
- You can plan in advance and stop last minute rushes.

Be Perfect

- Good enough is good enough!
- It really is OK to make a start without knowing all the answers.
- You can benefit from other people's views and experience.
- It's OK to stop working and go and play.
- You can relax and let it go.

Please Others

- It's OK to want things!
- It's OK to share your wants/needs with others and be heard.
- You can let other people sort things out for themselves.
- You can put yourself first sometimes.
- It's OK to say no sometimes, people will still like you.

Try Hard

- You can choose to complete tasks, because there's always another task waiting to be done.
- You can find fun ways to make the work interesting for you.
- It's OK to be quiet sometimes and take a moment to think.
- It is OK to complete the task at the first attempt and then stop and relax.
- It's OK to give other people space to be creative too.

Be Strong

- 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

Time always needs to be planned, to avoid it slipping through our fingers. Effective self managers always have a plan and they use materials and styles that best suit them. For example, a complex pc package is unlikely to work for people who enjoy using paper based systems.

Read the following guidelines and tick the ones you already do. Put an asterisk by the ones you feel would help you most to develop new and positive behaviours.

1. **Make time to plan.** Planning is a task and needs to be thought of as such.
2. **Use week to view sheets**, so that you can 'see' the plan.
3. **Plan a rolling two weeks** to avoid nasty surprises when you turn the page on a Monday morning.
4. **Only plan to 80%** of your available 'time capacity'. Planning to 100% leaves no room for interruptions or for errors you make when estimating the length of time needed to complete work. Planning to 110% of available time by saying "I'm sure it will all fit in" will guarantee high stress and poor quality customer service.
5. **Have a diary.**
6. **Use it.**
7. **Plan journey times** to and from meetings as well as the length of the meeting itself.
8. **Plan 'thinking' time** as well as 'doing' time. Thinking is still work.
9. **Identify small packets of time** which lurk around the edges of our working week. These are often to be found as waiting time. We may wait for a print-out or watch our inbox fill up with emails. For example, we could switch on the pc whilst we boil the kettle, or do some filing whilst collecting emails.
10. **Use small packets of time** for extra thinking space, or for quick calls, or for checking emails.
11. **Group together like minded tasks.** For example, emails or telephone calls are best completed in blocks. Plan a block in the morning and a block after lunch. This avoids a piecemeal approach, which is not time efficient.
12. **Review the plan** at least daily and be prepared to change it. Use a pencil instead of ink.

3. CONSIDER YOUR OWN BEHAVIOUR

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.
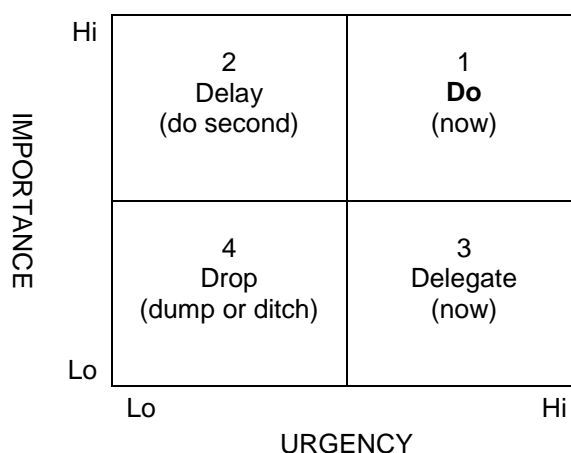
If you find yourself caught up in time inefficient behaviour ask yourself out loud *"Is it necessary to do it this way?"*

4. TAKE PRACTICAL ACTION TO IMPROVE

Once people have a plan and some insight into their behaviour they are ready to apply some basic principles of time management.

Put an asterisk by the ones which will make the most difference to you.

1. Ensure meetings have a **start and finish time**.
2. Ensure meetings start and finish **on time**.
3. **Contract with people** in advance of a meeting so everyone knows how long it will last.
4. If you work at home **contract with your family** so there is a clear understanding of what you are doing and what support you require from them.
5. **Set an alarm** to remind you of a deadline. Most mobile phones have alarms which are very useful and can be used to ring 10 minutes before the end of a meeting. This breaks the flow of conversation and gives you the chance to close the meeting.
6. **Have a HIGEY tray** in the office. HIGEY stands for "Have I Got Enough Yet?" This means putting magazines or unimportant items in one place and only dealing with them when you have enough.
7. **Kick out NVAW**. This stands for non-value added work and can clog up a perfectly good plan. Frank Williams, the Formula 1 team owner always asks: "Will it make the car go faster?"
8. **Ask people if they have time** to take your telephone call. If they do not, then agree a time to call back.
9. **Focus on the task**. For example: before a telephone call decide what your objective is and stick to it.
10. Prioritise effectively by using the **urgent/important model** as a filter:

	Lo ——— URGENCY ——— Hi	
Hi	2 Delay (do second)	1 **Do** (now)
Lo	4 Drop (dump or ditch)	3 Delegate (now)

(IMPORTANCE on vertical axis; URGENCY on horizontal axis)

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!

Part (A) Exercise: Morning Meeting	Part (B) Exercise: Make Improvements
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.	What steps could you take to increase the amount of value adding time to 80%?
Here is a sample of a typical meeting:	**1)**
1. Three people arrive late. (5 mins)	
2. In depth analysis of Eastenders. (5 mins)	**2)**
3. Begin meeting and run through agenda. (10 mins)	
4. Stop meeting to take a surprise phone call. (10 mins)	**3)**
5. Discuss agenda and ask for options. (10 mins)	
6. Wait while two people fetch their notes from their offices. (5 mins)	**4)**
7. Get sidetracked moaning about the MD's new pet project. (5 mins)	
8. Agree actions and update 'action sheet'. (10 mins)	**5)**
Q1) What % of the total time is value adding?	**TIPS:**
	A) 80% of the value is generally held in the first 20% of the items discussed, so it's important to prioritise effectively.
Q2) How much time is wasted in total during the meeting (remember there are 6 people in the meeting)?	**B)** People tend to get fatigued after listening for 20 minutes, so use small group discussion to increase energy levels.
	C) Avoid overburdening people, so have a maximum of 3 actions each.
Q3) If this is an average meeting and there is one each day, then how many 'person hours' are lost each year (assume there are 50 working weeks per year and 6 people always attend)?	**D)** People do need a couple of minutes at the start to check in, say hello and feel comfortable in the space.
	BONUS TIP: Work out the annual cost in wages *wasted* in holding regular meetings. Then ask what else could the money be spent on?