

TIME MANAGEMENT SOURCE BOOK

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Introducing Time Management

WELCOME to the 'Time Management' workshop.

The CIDAlearning team is passionate about learning and about personal development. We believe that everyone has within them the potential for greatness, and it is our job to help you reach inwards, grasp that potential, and make it happen!

For this reason we believe that today is an incredibly important day. It's a day when you have the opportunity to embark on an extraordinary personal journey - a journey that offers genuinely life changing opportunities. The skills, tools and resources that you will be shared with you in today's workshop can transform the way you manage your life, and interact with others, in a profound and uplifting manner.

All that is needed is for you to grasp these resources with complete commitment and passion. You, ultimately, are the only one that can make transformation a reality in your life. Believe in yourself. Believe in your ability to master new skills and new approaches. Everything is possible, and nothing is beyond your grasp. This workshop is the catalyst for change, and it is jam packed with tools and resources that you can use to make change happen.

You have been given a file containing two resources today – a Workbook and a Source Book. The Workbook contains all games and activities that you will be taking part in, with lots of space for you to make notes and record your insights.

The other resource is your Source Book. This gives you detailed information about everything that will be covered in today's workshop. It is important that you read it carefully after this workshop, and return to it whenever you need to refresh your memory about the skills and information we'll be exploring together.

Today is a very important day – but is still just one day in your personal journey of self-development. Make learning, reading and practicing new skills a part of your everyday life. You are on a grand adventure that is filled with exciting and uplifting challenges. The more you learn, and the more you grow the grander that adventure will be.

We are excited to be sharing this workshop with you. May it bring you inspiration – the inspiration to learn more, to achieve more and to be more.

The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and re-learn
Alvin Toffler

Unit standard map and assessment process

This workshop orientated you to key time management, providing you with key embedded knowledge within the 114589 - Manage Time Productively and 117171 - Manage time effectively to enhance productivity and enable a balanced lifestyle unit standards. A unit standard map has been included to help you to see the links between the content and activities in this workshop and the unit standard.

This Source Book provides embedded knowledge to the following unit standard:

SAQA US ID	Description	NQF Level	Credits
114589	Manage Time Productively	3	4
117171	Manage time effectively to enhance productivity and enable a balanced lifestyle	3	2

For these unit standards and in this module you will acquire time management skills and be able to use those skills in your own life and workplace. You will learn how to be an efficient worker who is able to make decisions and recommendations about effective time management in a business and lead a balanced lifestyle.

You will be able to:

- Identify, explain and describe the purpose and process of scheduling activities.
- Organise and prepare business activities.
- Develop strategies to deal with interruptions
- Develop an effective business schedule.
- Reflect on personal use of time in order to plan a balanced lifestyle.
- Investigate tools and techniques to manage time.
- Apply knowledge of time management to enhance own productivity and lifestyle.

Your Learning Style

We all have different learning styles. What is your learning style? How can you use this to unlock your learning potential?



ACTIVIST

Activists are 'doers', exposing themselves to new experiences, trying out new procedures and different methods. Their learning comes from doing, by active participation, and maybe by trial and error. They tend not to be interested in theory, and would sooner move on to new 'challenges'. Generally they do not like passive learning situations such as lectures.



REFLECTOR

Reflectors consider all aspects by reflecting on their experience and other information before making a decision. They tend to listen and observe as part of the process of gathering information and considering the implications. Reflectors learn best of all where there is time for thinking, and planning before action has to be taken.



THEORIST

Theorists like to research in depth. Their approach tends to be rational and step-by-step, using information and experiences as part of their research into models and theories, which in turn are used to underpin their own theories. They tend to want to deal in facts rather than in subjective opinion.



PRAGMATIST

Pragmatists are down to earth, practical people whose learning is gained most from events and activities, which have clear practical benefits. Their testing is done by application in practical environments such as the workplace. They tend to want to get on with the job and prefer situations where the learning has an immediate impact.

Your Icons



Fact Icon: This indicates an important fact



Unit Standard Link Icon: This indicates the link to a unit standard. More detailed information is found in your unit standard map.



Reflect Icon: This indicates an opportunity for personal reflection.

Introductory Module: Learning as Fuel for High Performance

Learning Outcomes

On completion of this module, you will be able to:

- Understand the need for high performance in the New Economy.
- Define ABSA's vision, mission and values.
- Describe how learning fuels high performance and activates careers.
- Understand how CIDAlearning's offering can impact on your own high performance goals.
- Use the ESS system to register for CIDAlearning programmes.

Overview

This module introduces insights and understanding around the subject of 'Time Management' and, in particular, it explores critical concepts relating to time management which include:

Working in the high performance, New Economy

The world in which we work has changed so substantially over the last ten years that it is often called the 'New' Economy. The New Economy describes a world of work in which organisations need to do more, with less, cheaper and faster. Technology has linked the globe and created a communication revolution. Competition is global and ruthless. Mergers and acquisitions, reorganisation and restructuring are a fact of daily life. Products and even markets become redundant. Time is scarce and the pace is accelerated. The customer wants it all, wants it customised and wants it now! Choices abound and customer centricity is critical to attract and retain business. The war for talent is a battle fought at all organisational levels. Change is relentless. The New Economy requires organisations to surpass both current and predictable levels of performance and productivity. High performance is required at an individual, team and organisational levels.

ABSA's Vision, Purpose, Mission and Values

Playing a significant role in the international Barclays Group, ABSA operates within the New Economy paradigm. The challenges to achieve and deliver are clearly articulated in the ABSA Vision, Purpose, Mission and Values.

Vision

To become the pre-eminent bank in South Africa and the rest of Africa

Mission

- By ensuring we:
- Put the customer at the centre of everything we do
- Differentiate through superior service and competitive products
- Continuously innovate
- Are brilliant at execution
- Have the best people and engage them in our business
- Lead by example

Values

- Value our people and treat them with fairness.
- Demonstrate integrity in all our actions.
- Strive to exceed the needs of our customers.
- Take responsibility for the quality of our work.
- Display leadership in all we do.

Purpose

To enable our customers to achieve their ambitions and by doing so, deliver superior benefits to all our stakeholders...

The Vision, Purpose, Mission and Values outline the need for high performance, customer centricity, responsibility, quality output, execution and delivery, innovation and internal leadership. They outline the importance of both Sales and Service in driving towards the ABSA vision. As an ABSA employee working with the New Economy the demands on you to perform and out perform, are unprecedented! The need to think and act differently is clear. A Harvard Business School Professor, John Kotter, captures this in:

'...as we move from 30 miles an hour to 70 to 120 to 180 ... as we go from driving straight down the road to making right turns and left turns to abandoning cars and getting on motorcycles ... the whole game changes, and a lot of people are trying to keep up and learning how not to fall off'.

High performers in the New Economy context are characterised by personal and social competence, as they skilfully manage both themselves and their relationships with colleagues, customers and leaders across both Sales and Service pillars. Developing these competencies requires courage, discipline and commitment to learning.

Learning ignites high performance and activates your career

Learning ignites high performance. It equips us with new concepts and understanding, new tools and tactics to think and act in a high performance style. It fuels our ability to deliver to our customers across Sales and Service. It activates our careers.

Within the New Economy, career concepts have been turned upside down. Career development is no longer seen as progressing up a ladder. The ladder is gone, and there is not even a rope ladder for support. It is more like a jungle, with you required to bring your own machete as you develop a personalized career path. This career path is seen as a quest for personal development. It requires self knowledge and awareness, clarification of an ideal future and development towards the competencies which unlock this. This is illustrated below:



CIDAlerning accelerates learning within ABSA

CIDAlerning, formerly know as Connectivity, has been ABSA’s partner delivering learning across personal and social competency areas since 2000. Understanding the changing ABSA environment, business drivers and culture, has enabled the development of a menu of learning which enables high performing ABSA employees and teams. Our learning is accelerated, highly contextual to the workplace, practical and ‘how to’ focused.

CIDAlerning’s framework fast tracks learning through:

1. Highly contextualised learning.
2. Using practical, toolkit approaches.
3. Conceptualising levels of learning across sales and service pillars – Essentials, Excellence and Leadership creating learning pathways.
4. Entrenching learning using different media: coaching, action learning projects, entrenchment tools and structured workplace learning maps.

CIDALearning has an extensive and comprehensive range of foundational workshops that cover the full gambit of human behavioural issues. These include *Interpersonal Skills, Conflict Handling, Assertiveness, Stress Management, Time, Problem Solving, Conflict Management, Service Excellence, Negotiation Skill, Business Writing, Facilitation, Managing Meetings and Presentation Skills.*

These programmes are designed to powerfully add to your personal and social competencies, and fuel high performance within ABSA.

Register for CIDALearning Programmes

Ignite your high performance potential by registering for additional CIDALearning Programmes:

1. Using the ESS System, or
2. Contact the People Management Contact Centre.

Below is a list of all the CIDALearning workshops available to you on the ESS System:

Course Name	Course Code
Assertiveness	ASSERTIVENESS
Basic Business Skills And Entrepreneurship	BUSSKILLS
Business Language	BUSEGLISH
Business Report Writing	BUSREP
Coaching	COACHING
Conflict Handling	CONFLICTHAND
Conflict Management	CONFLICT MAN
Customer Engagement Learning Programme	4 step process, please check on ESS for registration process
Emotional Intelligence	EMOTIONAL
Facilitation Skills	FACILI
Financial Self Management	FINANCIALMAN
Interpersonal Skills	INTERPERSONA
Managing Meetings	MEETINGSMAN
Negotiation Skills	NEGOTIATION
Presentation Skills	PRESENTATION
Problem Solving	PROBLEMSOLVE
Service Excellence	SERVICEEXCE
Stress Management	STRESSMAN
Study Skills	STUDYSKILLS
Time Management	TIMEMAN

To schedule a CIDAlerning course on the ESS system follow these steps:

- 1 Sign on to ESS with your password (on the Absa Employee Portal)
- 2 Select 'Training' on the left hand side. There are 4 options.
- 3 Click on 'Training Centre'.
- 4 Your cursor will flash in the yellow line on the top next to the word 'Find'.
- 5 This is where the name of the course can be typed (e.g. Conflict Handling) or the course code. (e.g. Confhand).
- 6 Click on 'Start Search'. All scheduled workshops for the country will be displayed. Under 'Location' you need to expand the column to see which location is closest to you. All the green radio buttons show there is space available on the workshop and the red radio buttons show the workshop is full. You also have the option of changing the 'Period' to one year from today. This will display available workshops. Note - you can only register for a workshop 10 working days in the future. E.g. if today's date is the 2nd April 2007, you can start looking for workshops from the 12th April 2007.
- 7 Once you have selected the workshop you would like to attend, click twice on 'workshop', a mini training catalogue will pop up. You can then 'Add to basket' or 'back'. If you do not need more information about the workshop, click on 'Add to Basket' if you need to attend the workshop. (If these workshops are not suitable, click on 'back', to go back to the previous page.)
- 8 Click on 'Proceed to Request'.
- 9 Click on 'Request Attendance'.
- 10 All your current list of bookings will be displayed. This request has now gone to your manager / Team Leader for approval. The manager / Team Leader will receive this within 30 minutes. If it is not approved within 10 days, it will escalate to his/her Team Leader / Manager.
- 11 You will receive confirmation in your 'Office - In Box' on ESS.

Module 1: Lights! What is time management?

Learning Outcomes

On completion of this module, you will be able to:

- Define time management and its relevance for high performance.
- Identify misunderstandings about time management.
- Define what is gained from effective time management.

"Don't say you don't have enough time. You have exactly the same number of hours per day that were given to Helen Keller, Pasteur, Michelangelo, Mother Teresa, Leonardo da Vinci, Thomas Jefferson, and Albert Einstein."
-- H. Jackson Brown

Overview

In this module we will explore the importance of managing time. We will look at essential time management concepts:

- A definition of time management.
- The value of time.
- Misconceptions about time management and
- The gains to be made from managing time.

These concepts add insight and understanding to the Time Management Toolkit we will build together throughout today's programme.

Let's start by understanding what is meant by the term 'time management'.

Defining Time Management

Lights! Camera! Action! Managing Time as a High Performer

Time is a scarce resource when working in the New Economy. There is never enough of it, and everyone is conscious of all that needs to be delivered in this time scarce context. Managing time effectively is a critical competence to operate as a high performer. Let's explore this concept using the metaphor of performing in a different context – that of a movie. Here you are required to perform many different roles. Managing the time demands of each role takes flair. It also takes a Toolkit of techniques and tools. We will use this metaphor throughout this workshop as we turn on the set lights, roll the cameras and, finally, proceed to the action of the movie. Light! Camera! Action! Let's get going as we explore a definition of time management.

A definition of time management

Do any of these scenarios feel familiar?

Lizelle is always swamped. She discusses delegating tasks to colleagues and subordinates but confesses to her manager that if she wants to do things right she has to do them for herself.
Badia often misses deadlines, and can not understand why.
Mohammed finds himself often working late and over weekends to complete critical tasks like month or year end reports.
Tebogo volunteers for an important new project, even though he is already overloaded because it is too important for anyone else to take on.
Amanda feels rushed, stretched and over extended, but thinks that that is how people need to work these days. iust to stav ahead.

Do you have an idea that you could do things differently, but are not really sure of how?

If you identify with most of these scenarios, you probably do have a problem with time management. But before you can correct a problem, you must understand it. Let's define time in more detail.

Time is a scarce resource. It can never be used again. It passes and is gone forever. To use time more effectively, your only choice is to get more done in the limited time available. This is where time management becomes essential.



Time Management teaches a number of techniques that aim to increase an individual's effectiveness in getting done the things that need to be done.

Time management is somewhat of a misnomer since time passes without regard to what we do; the only thing we can manage is ourselves. So, managing time is intertwined with managing ourselves. Taking control of your time, means facing up to the fact that you are usually the problem, not someone else.

Taking control of your own life requires that you change well-established habits. This is not easy, but it is definitely worth the effort because the benefits are tremendous. Almost all solutions to time management problems are easy to implement. The challenge, however, is exercising the self-discipline to actually implement them!

The value of time

"Time is money"
Benjamin Franklin

Consider how we refer to time in our daily life. Many of the words associated with time are linked to money. We speak of spending, making, saving time. More and more people are talking about being 'time poor'. The link between time and money expresses the enormous value of time.

How time compares to money:

- Time is like money - it can get spent very quickly and easily.
- Time is unlike money in that what you don't spend cannot be saved.
- Unspent time is lost.
- If you overspend time in one area, something else is lost in another area.
- Time is intangible - money is not.
- You cannot make time, like you can make money. However, through planning, you can use it more efficiently.

Misunderstandings about Time Management

There are many mistaken ideas about time management and how it impacts on high performance.

Direct Speech	Overhearing snatches
I'm performing well, so I must be managing my time.	What is more likely is that you are successful despite your lack of time management. What if you could double your productivity by working even smarter?
I work best under pressure; time management would remove that edge!	Individuals seldom work at their best under continual pressure. What really happens is that you do the best you can under the pressured circumstances. If you work only at the last minute, with the excuse that you work better under pressure, you leave yourself no time to plan, review or evaluate your work. This could well produce better results. By not managing your time, you deny yourself the opportunity to operate as a high performer!!
I use a diary and have a weekly to-do list. That's time management, isn't it?	Integrating your task list and time planner is the best time management tool – one that allows you to record enough detail to set and prioritise deliverables; as well as track progress.
People take time management too seriously – it takes all the fun out of life.	Is constant stress, forgetting appointments, missing deadlines, and working until midnight your idea of fun?
Time management takes away your freedom.	True freedom comes through discipline. Test yourself to see if you are disciplined. Suppose you were suddenly offered an opportunity to travel internationally to your dream destination on an all expenses paid trip for a month. But you had to leave in 24 hours. Are you organised enough so that you could reschedule your work and go?
Time management might be good for some kinds of work, but my job is very creative – I can't be tied to a routine.	Time management is not primarily about routine – it's about self-discipline and the associated freedom that that brings. Effective time management gives you time to be creative. It releases your mind of the worry that stands in the way of your creativity and so enhances your ability to be creative.
The stuff they teach you in time management courses such as this one is a lot of work – I don't have time to do all that.	Keeping a time log and writing a daily plan are not really time-consuming once you have done them a couple of times. A few minutes can save you hours in the long run!
I can not manage my time. My life is completely controlled by external events.	You can have some control over many aspects of your life, but you and you alone are responsible for initiating that control. Learn to recognize what you can and can't control before making your choices. Anticipate the future and clarify the external demands that must be faced. From there, it is easier to determine what can be done, and within what time frame, despite the demands.
I feel as if I should meet everyone's expectations.	The needs and demands of others may be inappropriate for you and your lifestyle. They may be poorly timed, highly questionable, or simply unattainable. They may be of a different priority than your own. By trying to meet the expectations of others, you may be shortchanging yourself and your needs. First become clear about what your needs are and then you consider what others expect of you.

Direct Speech	Overhearing snatches
I feel as if I should be able to do it all and not set limits.	We all have limits . . . failure to acknowledge this may cause you to become perfectionistic in your expectations. Perfectionists are especially prone to procrastination because the perfection they demand is impossible. For example, no document will ever be perfect in all ways. The immediate consequence of submitting a 'good enough' document may be anxiety, but the long-term consequences of procrastination - e.g., inconveniences, pushed out deadlines, and lingering self doubts--are usually more devastating

Gains from Effective Time Management



Good time management can pay huge dividends. The main benefit of effective time management is that it can drastically improve the quality of your life. The time you save will give you more time to do what you want. You can also profit from time management in other ways. Good time management is likely to:

- Improve your productivity, efficiency and effectiveness.
- Improve your health and energy levels. The undone things circulating in your mind cost you much more time and energy than the things you have done or are doing. With effective time management you get organized and unclutter your mind from those energy drains of unhandled things and "unfinished businesses". You will experience much higher energy levels.
- Make you feel more relaxed.
- Minimise the risks you take.
- Reduce stress and frustration. Many of the frustrating situations can be avoided with effective planning and organizing techniques. When you have overcome frustration, it is a lot easier to release the full power of your creativity and productivity.
- Give you a sense of achievement and peace of mind. Much of dissatisfaction and anxiety comes from the fact that you are not sure where you are going, or you feel like you are going nowhere. Effective time management includes smart goal setting techniques, which will help you to realize where you are going and to see the optimal path to get there.
- Get more satisfaction and enjoyment from what you do. We are often burdened by subconscious guilt for those undone things we think we should be doing or should have done. With effective time management you learn to overcome procrastination and you learn to prioritize. This will keep you feeling that you did most of the important things you possibly could do. That makes you more confident and decisive in your choices, leaving less space for guilt or dissatisfaction.

And this is not all. The overall effect of a happier and healthier life will inevitably have many other positive consequences.

Summary

In this module we explored the importance of managing time. We looked at essential time management concepts:

- A definition of time management.
- The value of time.
- Misconceptions about time management and
- The gains to be made from managing time.

These concepts added insight and understanding to the Time Management Toolkit. Start thinking now about how you, as a high performance employee, can translate these insights into action and implement this new understanding back in your workplace as you take greater control of your time – and yourself!

In the next module we will assess your current time management practises.

Module 2: Camera! You and Time Management

Learning Outcomes

On completion of this module, you will be able to:

- Assess your current quality of life and identify what you would like to improve about this.
- Review your present time management skills.
- Identify current psychological and environmental reasons for time inefficiency.

Never put off until tomorrow what you can do today
Lord Chesterfield

Overview

In order to learn to maximise your time, you need to know how effectively you are working with your time at the moment. This module is designed to help you assess the way you work with your time at the moment and suggest ways of improving this. It includes three essential tools for your Time Management Toolkit:

1. Understanding your current approach to managing time.
2. Balancing the Seven Vital Areas of your life.
3. Identifying current psychological and environmental reasons for time inefficiency.

Time Management Tool – Understanding Your Current Approach to Time Management



Continue to think of your life as if you are acting in a movie in which you constantly have to manage your time because of the many roles you have to play. You have put on the lights and seen what time management is. Now you are going to turn on the camera and scrutinise your current time management skills. This self reflection and analysis is an important part of your Time Management Toolkit.



Managing time in a high performance manner ensures that your focus is not on busyness, but on achievements of results and outputs. It also relies on a more holistic approach to time investment, focusing on accomplishing what is most important for **you**. When you don't accomplish what you truly want, you may feel confused, compromised, and frustrated. Many people try to use time management techniques that work for others, only to be disappointed. Often this is because they don't also identify the goals most important to **them** and gear the techniques toward those goals. Effective time management must include techniques for understanding what **you** value, and what provides **your** life with meaning and significance. This will enable greater awareness and understanding to help prioritise demands which compete for your time.



Our lives are made up of seven vital areas:

THE WHEEL OF LIFE



You will not necessarily spend time or equal amounts of time in each area every day. But if, in the long run, you spend sufficient quantity and quality time in each area, your life should be in balance. If you neglect any one area, you might eventually sabotage your success overall. Much like a table, if one leg is longer than the other, the entire table is unbalanced and wobbles! How does this image reflect your life currently?

The impact of working in the New Economy, in which balancing the Seven Vital Areas of life is challenging, powerfully captured in the article in the following page:

I love the line from the song "Circle of Life" from The Lion King: "There's more to see than ever can ever be seen/More to do than can ever be done". It's the law of time. We get an inner twinge that says: There's not enough time in the whole universe to do what you need or want to do." The twinge prods you to rush around like a maniac. Many people are perpetually hurried, harried, busy, and tense. We are synchronized with the hurried clip of contemporary society. We're living in a rhythm that goes snap-snap-snap.

Besides being a recovering perfectionist, I'm a recovering hurrier. I skipped a year of high school and completed both my undergraduate degree and MBA by the age of twenty-one. When people ask me "Why did you do that", "What was your hurry?" I don't have a good answer. I simply did everything as if I was running a race. I pushed to accomplish it. Eventually though, it felt like a race to nowhere. I've since learnt to be more purposeful in putting my energies into things that make sense. Sure, I'm still committed to success, but it's a different kind of success. It takes

discipline to ensure my time includes my husband, my children, and my service to my church. I try to remember that life isn't about the race.

I recognise myself in so many people. Professionals thrive on adrenalin and busyness. They often only have goals for the sake of racing towards something. When they achieve a goal, they still aren't happy. They simply set another goal. "I'll be happy when..." They are very busy people. In fact busyness has become a type of competition. "How are you?" "Busy!" "Oh yeah, I'm so busy" "I'm just going insane!"

"Oh yeah, me too, I've totally lost it!" Like this something to be proud of! Larry Dossey, in his book *Space, Time, and Medicine*, described this distinct pathology as "time sickness". Victims of time sickness, Dossey says, are obsessed with the notion "that time is getting away and that there isn't enough of it, and that you must pedal faster to keep up." The trouble is, the body has limits that it imposes.

Emotions as a Lighthouse

So how do you stop rushing around? Use your emotions as a guide, because they will signal you when something needs your attention. Like a lighthouse at sea, they are warning signals that tell you when something is wrong. When a boat sees the beacon through the fog (warning: you're too close to shore), it decides on a remedy (get away), and takes action (steers the boat back out to sea). You, too, need to go through this three-step process:

1. **Heed the Warning:** be aware that you're rushing around. When you feel irritated, frustrated and impatient, stop. Listen to your emotions. Your emotions provide valuable feedback that you should use as a prompt. Check out what your body is saying to you. Emotions are an alarm that prompts you to make needed changes.
2. **Decide What to Do:** Challenge a few of your assumptions, change or clarify your priorities, alter your behaviour, set limits, get out of the situation. You're in charge of how important things are to you, and you can re-order them if you want to.
3. **Act:** If you commit to doing one or more thing and it makes you want to throw up, change your mind. It's never too late to go back to someone and say, "I know I said I would do this, but I've reconsidered. I decided it just doesn't work for me after all." You may have to repeat that mantra several times. The other person may be disappointed, but you have remained true to yourself and your priorities.

Gaining control of your time allows you more time to do what you want to do. A Time/CNN poll found that 65% of people spend their leisure time doing things they'd prefer not to do. What's the point of leading a full life if you don't have time and energy to enjoy it? Make it your goal to spend time on the activities that are meaningful in your business and personal lives, instead of rushing around being busy with things you don't really care about.

Do you suffer from the 'time sickness' described? Many colleagues, subordinates and leaders in your workplace do! The irony is that busyness does not equate to high performance. High performance requires effective and smart use of time, and balance between work and the other Vital Areas in your life.

To begin living a balanced life that gives time to each of these areas, you need to be able to assess how you currently manage your time. This will help you identify which areas you neglect and which you spend too much time on, enabling you to take action and achieve a higher level of quality of life. Understanding personal reasons for time inefficiency is another essential tool to understand your approach to time management.

Time Management Tool – Reasons for Time Inefficiency

Understanding your current approach to time management requires a deep understanding, not only of how you would ideally balance your life, but, also, personal reasons for time inefficiencies. No one sets out to manage their time badly. Yet, most people have experienced having their plan for a day or week hijacked by unexpected events; and asking themselves questions like – Where did the time go? What got in the way of my plan? Understanding the reasons behind your own personal time inefficiencies deepen your understanding of your own approach to time management.

Psychological and Environmental Obstacles to Time Inefficiency

Time inefficiency is explained by a variety of psychological and environmental obstacles and barriers. These often create the perception that time management is not within your control. Yet an awareness of psychological barriers, and management of environmental barriers enable time inefficiencies to be overcome.



Psychological	Environmental
<ul style="list-style-type: none">• Poor prioritisation• Procrastination• Immediacy• Optimism• Perfectionism• Underdeveloped decision making skills	<ul style="list-style-type: none">• The telephone• Interruptions• Meetings• Email

Prioritisation and Pareto's Law

One of the main reasons we waste time is because we spend too much time on things that give us very little result. One of the major tricks to prioritising is identifying tasks that will give us the best results for the amount of time we would have to spend on them.

Pareto's Law (or the 80/20 rule) says we spend approximately 80% of our time doing work that produces only 20% of the result. The remaining 80% of results are achieved with only 20% of the effort. While the ratio is not always 80:20, this broad pattern of a small proportion of activity generating highly effective results so frequently that it is seen as a norm. It is essential that you are clear on what activities in your work role generate 80% of the results achieved, and which require significant time investments, showing a much smaller return.

Time inefficiencies can result from too great a focus on spending too long on those deliverables which contribute to only 20% of your results. Analyse your critical outputs, and the amount of time allocated to these. Focus your time and set priorities based on areas which deliver the greatest results. Set sensible limits on how long you will spend on something, and if it takes longer, evaluate the outcome of spending more time on it, considering where better to allocate your time.

Procrastination

Delays and postponements are part of life, but procrastination is deliberately putting off things which you ought to be doing. Things won't disappear just because you ignore them. Eventually you will end up with too much to do in one day, and something will be missed. Starting a new day with a large number of leftover tasks is daunting. Do things now!



The article below explores the dynamics of procrastination in detail:

Procrastination www.sas.calpoly.edu

Procrastination is the thief of time. - Edward Young (1683-1765)

Procrastination is a complex psychological behavior that affects everyone to some degree or another. With some it can be a minor problem; with others it is a source of considerable stress and anxiety. Procrastination is only remotely related to time management, (procrastinators often know exactly what they should be doing, even if they cannot do it), which is why very detailed schedules usually are no help.

Characteristics

The procrastinator is often remarkably optimistic about his ability to complete a task on a tight deadline; this is usually accompanied by expressions of reassurance that everything is under control. (Therefore, there is no need to start.) For example, he may estimate that a paper will take only five days to write; he has fifteen days; there is plenty of time; no need to start. Lulled by a false sense of security, time passes. At some point, he crosses over an imaginary starting time and suddenly realizes, "Oh no! - I am not in control! There isn't enough time!"

At this point, considerable effort is directed towards completing the task, and work progresses. This sudden spurt of energy is the source of the erroneous feeling that "I only work well under pressure." Actually, at this point you are making progress only because you haven't any choice. Your back is against the wall and there are no alternatives. Progress is being made, but you have lost your freedom.

Barely completed in time, the paper may actually earn a fairly good grade; whereupon the student experiences mixed feelings: pride of accomplishment (sort-of), scorn for the professor who cannot recognize substandard work, and guilt for getting an undeserved grade. But the net result is reinforcement: the procrastinator is rewarded positively for his poor behavior. ("Look what a decent grade I got after all!") As a result, the counterproductive behavior is repeated over and over again.

Positive reinforcement for delay (a good grade) is a principal contributor to continued procrastination.

Other Characteristics

Low Self-Confidence - The procrastinator may struggle with feelings of low self-confidence and low self-esteem. He may insist upon a high level of performance even though he may feel inadequate or incapable of actually achieving that level.

I'm Too Busy - Procrastination may be used to call attention to how busy he is. "Obviously I cannot do such and such because my affairs are so complicated and so demanding. That is why I am late, etc." The procrastinator may even spend considerable time justifying his reasons, time that could be spent doing the work.

Stubbornness - Procrastination may be used as an expression of stubbornness or pride: "Don't think you can push me around. I will do it when I'm good and ready."

Manipulation - Procrastination may be used to control or manipulate the behavior of others. "They cannot start if I am not there." Let's face it: deliberate delay drives others crazy.

Coping with Pressures - Procrastination is often truly difficult to eradicate since the delay behavior has

become a method of coping with day-to-day pressures and experiences. Obviously if one is cured, others will put new demands and expectations upon you. It's easier to have an excuse, to delay, to put off.

A Frustrated Victim - The procrastinator often feels like a victim: he cannot understand his behavior or why he cannot get work done like others. The whole thing is a frustrating mystery. The reasons for his behavior are hidden from him.

Benefits of Overcoming Procrastination

What are the benefits of overcoming procrastination? Peace of mind, a feeling of strength and purpose, and healthy feeling of being in charge of your life. While procrastination makes you feel weak, useless, and helpless, taking charge of your life will make you feel strong, competent, and capable. You will experience increased personal freedom!

Four Simple Reasons for Procrastination

1. **Difficult** - the task seems hard to do; we naturally tend to avoid difficult things in favor of those which seem easy to us.

2. **Time-consuming** - the task will take large blocks of time, and large blocks of time are unavailable until the weekend.

3. **Lack of knowledge or skills** - no one wants to make mistakes, so wait until you learn how before you start.

4. **Fears** - everyone will know how you screwed up.

The simple cure? Do everything opposite. Tell yourself: this isn't so hard, it won't take long, and I am sure that I know how to do it, or that I can learn while I'm doing it. And no one else really cares because they are all so busy with their own problems.

Four Complex Reasons for Procrastination

1. **Perfectionism** - unrealistically high expectations or standards. Everything must go completely right. It may be either imposed or self-imposed. The perfectionist is long on criticism and short on praise.

It creates a high degree of dissatisfaction and frustration because seldom is anything accomplished that is completely acceptable the very first time. The perfectionist nitpicks it to death.

A perfectionist may delay in starting a project because he feels overwhelmed by the sheer amount of energy it will take to criticize and nitpick something, and all the frustration it will generate in the process.

The words should, ought, must, have to occur frequently in the person's conversation. (I should get straight A's; I must do everything right the first time, etc.) "If you can't do it right, don't do it at all."

The desire to have everything absolutely perfect may mask problems of self-esteem and self-confidence.

How to resolve: (1) try self-reassurance that this effort or version will be good enough, (2) make an effort to praise what you have done, (3) it's impossible to eradicate all mistakes, and (4) you have undoubtedly found all the fatal errors by now. Finally, remind yourself that great writers, poets, artists at one time or another completed their work; therefore, it will be okay to say that yours is done also.

2. Anger/Hostility - if we are unhappy with someone, we'll often withhold our best efforts. For example, if you are upset with a professor, you are likely to delay in starting a demanding project as a way of "getting even." But you are the one who loses; you are the one with the low grade.

How to resolve: Determine that you are the one who is feeling upset and see how your actions will actually harm you in the long run. You are not going to let how you feel about a particular class stand in the way of your personal future, are you?

3. Low Frustration Tolerance - circumstances overwhelm you easily; you find situations radically intolerable and terribly unfair. Frustration is characterized by whining and complaining, and such phrases as "it isn't fair," "this is too hard," and "no one else has to," etc. Feeling the way you do, it seems reasonable to "put it off" until you feel better about doing the work. The trouble is, you feel just as frustrated the next day.

How to resolve: the more you want something and can't have it, the greater your level of frustration. (1) Get help from someone who can show you how to solve the problem; (2) learn how to temporarily postpone your desires. Most of the time, you will eventually get what you want.

4. Self-Downing - this happens when you continually minimize your own skills and abilities and express doubt about your ability to succeed. A person who habitually puts himself down tends to disbelieve himself even when he is successful: it was "just dumb luck." In addition, he may also find it hard to accept praise and compliments for work performed - false modesty. ("Wow, you did so well on the exam!" "Oh, I just lucked out; I really didn't know it all that well.")

The trouble with self-downing is that, given a long enough time, the person will actually come to believe that he is incapable of certain levels of achievement.

Self-downing results in procrastination because the person who is uncomfortable with success will seek ways to become less successful and less visible. Turn in that important quarterly report late, and soon success will fade. ("Why did they fire you?" "I told them all along I couldn't sustain the pace, and see! I was right. I can't work at that level.")

How to resolve: (1) practice accepting compliments about your work performance by simply saying "Thank you." (2) Figure out why you feel uncomfortable with success. Did significant others in your life often make you feel that way? Were you taught to minimize your success? Why is success so scary? Will it make you stand out in the crowd? Do you feel as though others will not accept you if you are successful? (3) Remember to compliment and praise yourself for work accomplished.

The Inner Workings of Procrastination

A = Activating Event. The activating event is whatever you are putting off, such as studying, tests or unpleasant tasks.

B = Belief System. These are your "hidden" feelings about the task; your feelings govern your motivation. If you have negative feelings, you will tend to put off or delay. These feelings control your response.

C = Consequence. This is what we actually do. There are two approaches: rational and irrational. A rational response is "I don't like writing papers at all, but I had better get going on it anyway." An irrational approach is "I hate writing papers, and even though it's due next week, I'll start it later."

The fact is, all tasks are really neutral. Examine your belief system, understand why you dislike the task, then change your way of thinking.

Steps to the Cure

1. Realize you are delaying something unnecessarily.
2. Discover the real reasons for your delay. List them.
3. Dispute those real reasons and overcome them. Be vigorous.
4. Begin the task.

Practice What You've Learned

Think of one thing you are currently procrastinating in, and write it on the line below. It might be personal, school or work-related.

Now write all the reasons for your delay. This may take five or ten minutes because some of them are really hidden from you. These reasons are the controlling influences. Write down as many as possible.

In the "Arguments Against Delay" column, argue against all the reasons for delay in a convincing manner. If you can argue against them successfully, you will be able to start the task.

I'm delaying on _____ because

Reasons for Delay	Arguments Against Delay
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

Some Tools That Will Help

Make the tasks look small and easy in your mind. ("I've written lots of excellent papers; this is just one more paper.")

Do only a small part of the task each time. ("I'll just check out the books tonight. Later on, I'll glance through them.")

Five-minute plan: Work on something for just five minutes. At the end of five minutes, switch to something else if you want. Chances are, you'll get involved enough to keep going.

Advertise your plans to accomplish something, and let peer pressure push you forward. ("I told everyone that I was going to finish this tonight.")

Use a good friend as a positive role model. If you have trouble concentrating, study in the presence of someone who doesn't.

Modify your environment - if you can't study at home, find a place where you can study; or, change your study situation at home.

Plan tomorrow and establish priorities - some students find that simply writing down reasonable starting and stopping times help them get going.

Expect some backsliding. Don't expect to be perfect even when you're trying to get rid of perfectionism! So occasionally, your plans will not work. Accept setbacks and start again.

Common Impediments to Overcoming Procrastination
Procrastination is relatively hard to overcome since you can delude yourself about it so easily. The following is a list of things we often tell ourselves:

Mañana - "I'll do it tomorrow."
 Contingent mañana - "I'll do it tomorrow, if ..."
 Grasshopperism - "I need to have some well-earned fun first." (In sop's fable, the grasshopper fiddled and played all summer while the ants stored up winter supplies. When winter came, the grasshopper suffered.)
 Escapism - "I've got to get out for a while to clear my mind."
 Impulsiveness - "My problem will be solved if I change my major, or attend a different college, or "
 Music and reading - "I'll relax a while and then get started."
 Cavalry to the Rescue - "The professor will get sick and cancel finals!"

Common Rationalizations
 Each of these rationalizations needs to be argued against and defeated so that you can experience success. Write a rebuttal for each one.

"I'm more productive when I work under pressure, so I'm postponing all my work until the pressure builds up and then I'll get it done easily."
 "I don't know how to do this problem, so I'm waiting until I know how before I do it."
 "This task isn't getting done because I really don't want to do it. And that's the honest truth"
 "Relax. The world isn't going to come to an end if this doesn't get done."
 "This job is easier to do when I'm in the mood, and I'm simply not in the mood right now."
 "I waited until the last moment before and it worked out okay, so why not this time?"
 "If I wait until the last minute, I won't spend so much time on it."
 "If I do this work right now, I'll miss out on a once-in-a-lifetime social event."
 "Circumstances beyond my control prevented me from doing so."
 "I've worked on this for so long that I have no interest or energy for it."

Immediacy

The opposite of procrastination is immediacy – wanting to do everything now – not being able to bear the thought of leaving things to wait. It is often the reason why so many people work long hours. Immediacy is often self-defeating. Working longer and longer to finish more and more means we get tired, then make more mistakes, and we work slower, achieving less and less, to a lower and lower standard.

Optimism

Positive thinking is a good thing, but being too optimistic is being unrealistic. Often, optimists are good starters of work, but finish poorly – be realistic; finish what you start; don't take on more than you can achieve.

Perfectionism

Perfectionists set impossibly high standards, and then set about trying to achieve them. The problem is that enough is never enough. There is always more information to be obtained, more people to consult or more matters to be discussed. Perfectionists are usually also good starters, but poor finishers – do things well enough; don't miss deadlines to work to an improved standard. This psychological obstacle has been discussed in depth in the procrastination article above.

Underdeveloped decision making skills

The final psychological obstacle is that of taking too much time over decisions. This can waste valuable time. This could be linked to fear of failure or fear of success. Fear can paralyse your ability to get on with things. You need to be able to take a reasonable risk in order to begin to do any task.

Environmental Obstacles

Whilst psychological barriers are likely to be personal and integral to your own personality, environmental obstacles relate to the work context and environment. Leadership style, expectations, organisational culture and structure all have a role to play. Yet, the most frequently mentioned environmental obstacles to time management relate to interruptions, email and time spent in meetings. The article below explores the reality of working in a highly technological, and constantly interrupted working world:

April 24, 2005 By Randall Parker at 2005 April www.futurepundit.com

Work Distractions Lower Effective IQ

Getting interrupted a lot by email and other messages has the equivalent effect on work efficiency of a 10 point IQ drop.

- One in five will break off from a business or social engagement to respond to a message.

- Nine out of 10 people thought colleagues who answered messages during face-to-face meetings were rude, while three out of 10 believed it was not only acceptable, but a sign of diligence and efficiency.

...

Better to be stoned than to lose sleep or be interrupted?

- In 80 clinical trials, Dr. Glenn Wilson, a psychiatrist at King's College London University, monitored the IQ of workers throughout the day. He found the IQ of those who tried to juggle messages and work fell by 10 points -- the equivalent to missing a whole night's sleep and more than double the 4-point fall seen after smoking marijuana.

"This is a very real and widespread phenomenon," Wilson said. "We have found that this obsession with looking at messages, if unchecked, will damage a worker's performance by reducing their mental sharpness.

How real is this phenomenon? In my first real job I was placed in a small office next to the company's machine shop. While I tried to debug the software and hardware for a scientific instrument next door I heard drilling and hammering. I went to a gunshop and bought one of those headsets that target practice gunners use to protect their ears. It helped some.

"Companies should encourage a more balanced and appropriate way of working."

But many managers want their workers to promptly answer messages, promptly answer the phone, and come out to meetings and other distractions from getting work done.

...

"This is very, very real; but it is not a new phenomenon." Adam Boettiger, an author, publisher and professional coach to executives on time management and managing email overload says. "I've suspected the connection and witnessed it first-hand for years. Why this is a significant find is because (to my knowledge) it is the first clinical study that makes the connection."

Adam Boettiger is right. This is so not new.

The study was done using consistent types of problem solving tasks to measure differences of productivity under different conditions.

Eighty volunteers were asked to carry out problem solving tasks, firstly in a quiet environment and then while being bombarded with new emails and phone calls. Although they were told not to respond to any

messages, researchers found that their attention was significantly disturbed.

... The extent to which distractions decrease productivity depends on the type of mental work being performed. Some people work on much larger mental tasks, Therefore interrupts cause them to lose a lot of context from working memory. A person who is trying to picture and move around between many parts of a large computer program or a silicon chip design suffers a greater loss in productivity from being interrupted than, for example, a person who handles 5 minute service calls where the answers are pretty rote. Someone who writes complex technical manuals or who tries to find connections between many parts of a complex body of law similarly may hold a lot of mental state and the cost of interruption of such a person is much higher than, say, a person who is simply proofreading a legal document for obvious syntax and grammar errors.

Methods of batching up interrupts would allow workers to have longer stretches of mental time during which to concentrate on handling large interacting sets of rules and relationships. For example, rather than having all email arrive immediately an email program could be set to check email only at many hour intervals. Perhaps email inboxes should be updated at lunch time so that a person could come back from lunch and process all new morning email at once. Also, imagine phone extensions where the message at the extension reports up "Bob will not be accepting calls for the next 93 minutes. Please call back at 3:30 PM to reach Bob".

...Update: Note the larger effective IQ drop in men than in women. This is consistent observations I've read elsewhere: Women are less irritated by interruptions and can function better through interruptions. Is this a female adaptation for child raising? Young children are like distraction machines. A mother can't get too wrapped up in some work or else her toddlers might wander off into danger. Even if they are nearby they make noises or do other things that demand attention. Are female minds better adapted to dealing with these interrupts?

...Another point here: Modern technology automates the production of distractions. Will the problem get worse? The technologies which produce distractions appear to be mining fertile ground. Human minds seem drawn to many kinds of distractions. Are we stimulus junkies? Or are our minds wired up to evaluate distractions as potential attacks from predators? Did selective pressure on our neolithic ancestors make our minds geared up to constantly evaluate messages from humans in order to check for potential threats?

Once business executives finally understand that they are providing productivity-robbing work environments to their employees (and business managers appear to be slow learners on this score) we can expect to see lower distraction workplaces become all the rage. Some of the distraction lowering technologies developed for workplaces will find their way into homes as well.

Some day in the future cars will drive themselves for much of commuter trips down electronically instrumented highways. Before then more people will work from home and at least for some home workers the distractions of driving will be eliminated altogether. But we need to find more lower and higher tech ways to reduce the distractions that lower our productivity and reduce our ability to enjoy leisure activities.



The biggest mental barrier to time management is believing that other people and/or circumstances control our time. Whilst environmental factors certainly play a role in time inefficiencies, there is a lot you can do to keep control of your own time. Delivering in a high performance style requires that you understand the control that you exert over your environment, and apply time management tools to exercise this control.

Summary

This module helped you to assess the way you work with your time at the moment and suggested ways of improving this. It includes three essential tools for your Time Management Toolkit:

1. Understanding your current approach to managing time and
2. Balancing the Seven Vital Areas of your life.
3. Identifying current psychological and environmental reasons for time inefficiency.

Start thinking now about how you, as a high performance employee, can translate these insights into action and implement this new understanding back in your workplace as you strive towards greater balance and quality of life.

The next module adds the first organising tools to your Toolkit.

Module 3: Preparing to Perform: First Organising Techniques

Learning Outcomes

On completion of this module, you will be able to:

- Set CSMART goals.
- Use the STONE tool to develop action plans.
- Prioritise effectively using the Important-Urgent tool.
- Use a To Do List and Diary as Time Management Tools

"If you want to enjoy... the luxury of having enough time... Take enough time to think and plan things in the order of their importance... you will add years to your life, and more life to your years. Let each part of your business have its time."
Benjamin Franklin

Overview

Now that you have an understanding and awareness of how you are currently using your time, it is essential to add practical tools to your Time Management Toolkit. This module equips you with practical tools which enable more effective management of time, focusing on results, rather than busyness. This module equips you with important organising tools:

1. Setting CSMART goals.
2. Developing action plans using the STONE technique.
3. Prioritising effectively using the Important – Urgent tool and
4. Using To Do Lists and Diaries as tools.

Let's begin by exploring how to plan and set CSMART goals.

Time Management Tools - Planning and Setting CSMART goals

Time in a Bottle

Continue to think of your life as if you are acting in a movie in which you constantly have to manage your time because of your many roles. Having turned on the lights and camera, the next step is to get ready to perform. This requires that you get organised - an important step towards performance.

How often have you heard someone say that getting organised requires that you 'plan the work and work the plan'? Effective time management needs a plan. This should be in writing. It should also be reviewed and updated regularly. An effective plan shows an accurate and complete picture of your work plan for the immediate future and gives an idea of what lies beyond this. The plan must work for you as an individual, and should stem from an ideal of balancing the Seven Vital Areas of your life. It should help you to set goals, prioritise your tasks and put together a to do list. It should link to your diary and appointment system.

Once the plan is in place, you can develop a system that suits your needs, and that keeps up with the way in which your job, and its responsibilities, changes over time.

Think about the lyrics of the Jim Croce song "if I could save time in a bottle". He is an example of a performer who expressed the need to have time management skills in his Toolkit! Much like us performers, he wanted to be able to make the best use of the time he had available. See if you can identify with the sentiments expressed in his song lyrics.

If I could save time in a bottle
The first thing that I'd like to do
Is to save every day
Till Eternity passes away
Just to spend them with you

If I could make days last forever
If words could make wishes come true
I'd save every day like a treasure and then,
Again, I would spend them with you

But there never seems to be enough time
To do the things you want to do
Once you find them
I've looked around enough to know
That you're the one I want to go
Through time with

If I had a box just for wishes
And dreams that had never come true
The box would be empty
Except for the memory
Of how they were answered by you

But there never seems to be enough time
To do the things you want to do
Once you find them
I've looked around enough to know
That you're the one I want to go
Through time with

Planning effectively helps you to literally 'save time in a bottle'. Planning gains even more impact when it is accompanied by goal setting and action planning. These are two very useful Time Management tools.



Setting CSMART goals

Goals are set on a number of different levels: First you create your "big picture" of what you want to do with your life, and what large-scale goals you want to achieve. Second, you break these down into the smaller and smaller targets that you must hit so that you reach your lifetime goals.

When setting goals, there's a simple four-step guide we can use:

F

1. See it
2. Say it
3. Write it
4. Do it

F

CSmart Goals

There are certain attributes that effective objectives must have: objectives should be CSMART, that is:

Challenging: Goals should stretch and challenge you.

Specific: If your objective is vague and unspecific, how will you know when you have achieved it? With specific objectives you have something concrete to work towards, and you have a way of knowing if you have succeeded.

Measurable: "To delegate more" is not a measurable objective. How much and what specifically will you delegate, and to whom and when?

Achievable: How well can you attain this objective within set standards?

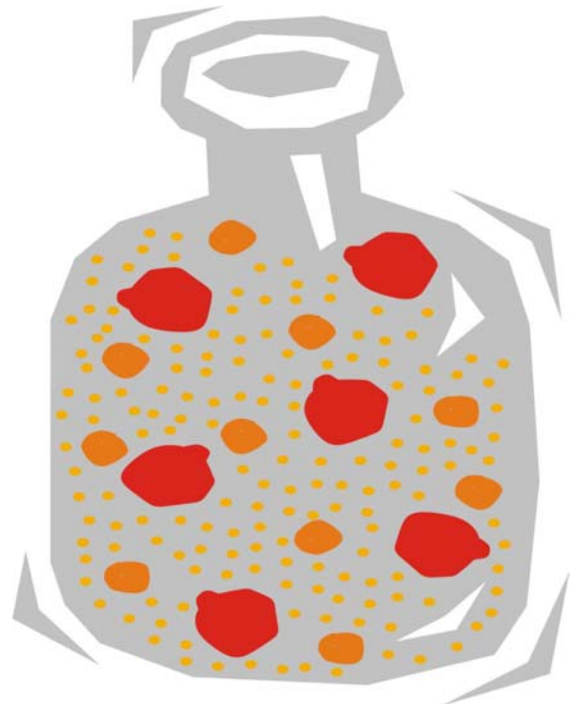
Realistic: The objective should be practical without under- or over-estimating yourself.

Time-related: If your objective doesn't have a deadline (start and/or end date), it will not be taken seriously. Deadlines provide a sense of urgency and a way of tracking progress. An objective without a deadline is a dream.



Using STONES to develop action plans

Setting goals gives your life direction. You will only get where you want to be, if you know your destination and can identify the path that will lead you there. Once you have clarified your goals, you need to identify the necessary action steps. It is here that goal setting and time management come together. One of the reasons many people do not achieve their goals, and subsequent success, is not because they are not ambitious. It is usually because they don't follow through on the actions required to get them there. Your action plans are like stepping stones to your goals.



One of the reasons many people do not achieve their goals and subsequent success, is not because they are not ambitious. It is usually because they don't follow through on the actions required to get them there.



In order for your Stepping Stones (action plans) to be useful, they need to meet the following (STONE) criteria:

Specific action:	What specific actions will you take?
Time-frame:	How much time will it take, and by when must you have taken this step?
Obstacles identified:	What are the possible obstacles?
Noteworthy:	Will this action make a significant impact in achieving your Goal?
Evidence:	How will you know the step is complete?

You should set a life-time action plan which details how to achieve the major long-term goals you would like to achieve in a particular area of your life, then based on that, a 25 year plan, then based on that a 5 year plan, then based on that a 1 year plan, then a six months plan, then a monthly plan, then a weekly plan and finally a daily to do list based on your weekly plan.

The steps in the time planning process reflected by each of your action plans, can be summarised as follows¹:

1. Brainstorm activities
2. Differentiate between urgent and important tasks,
3. Prioritise
4. Schedule

Time Management Tool - Prioritising: Urgent vs. Important



We explored Pareto's Law in the previous module. This highlighted the importance of focusing your time and attention on activities which lead to in the most business significant outcomes. Operating at a high performance levels requires a significant understanding of prioritisation. The Urgent v important Tool is essential in this regard.

¹ Tom Prinsloo; Effektiewe Tydbenutting; 1991



Urgency and importance are two categories used to prioritise work activities and tasks. This distinction helps to clarify where to focus, what to do first and define what the best use of time is. This is essential when facing a demanding workload.

Just because something is important, is it urgent? Does it have to be done first? Important things are important - which doesn't mean you have to drop everything and do them right away, but it means you have to do them, and do them properly.

Sometimes we become crisis driven – focusing on what’s urgent and immediate – because of the adrenalin and excitement of operating in the moment and solving problems. Stephen Covey refers to this as "urgency addiction" and warns that this form of addiction is just as dangerous as any other commonly recognised dependencies. It can become a habit, and create predictability. It can become difficult to shift out of this mode of behaviour.

The Urgent - Important Tool is a practical and visual way of categorising tasks and activities by simply assigning letter A, B, C, or D and establishing a level of prioritisation.

		Urgent	Not Urgent	
Important	1	<p>A tasks -both important and urgent needing to be handled immediately and effectively.</p> <ul style="list-style-type: none"> • Crises (e.g. furious customer) • Problems impacting on delivery unless handled immediately (e.g. repair a broken printer to print off urgent documents) • Deadline-driven projects (eg financial year end) • Meetings 	2	<p>C tasks - important but not urgent. These need to be given adequate time to complete thoroughly deserving time and effort. If left too long they could become urgent.</p> <ul style="list-style-type: none"> • Preparation and planning • Preventing problems • Building relationships • Own personal wellbeing
	Not Important	3	<p>B tasks – urgent but not important, requiring quick and immediate action. Do not spend too much time on them.</p> <ul style="list-style-type: none"> • Some interruptions • Some phone calls • Some email, some reports • Some meetings 	4

Grid of Urgency (Adapted from Stephen Covey; 1994)

This tool enables you to use the level of classification given to each task to allocate priorities and time. Delivering results demands that you focus attention to urgent and important tasks. Inboxes, in and out trays, diaries and to do lists can be structured in the Urgent-Important format to enable easy classification.

Human nature determines that we often focus on tasks which either we enjoy, or which are easier to complete before tackling the more complex and difficult ones. As a high performer, we need to display sufficient discipline to recognise that sometimes challenging activities need to be completed first.

Ignoring them creates crisis management.

Any working day, week or month should include a mix of A, B and C tasks. Develop a list of activities which can be completed in a working day, and spread the different levels of activities throughout the day depending on when you function most effectively. You can then focus your full concentration for short amounts of time to A-tasks, followed with periods of less demanding B- and C-tasks.

The article below builds on this concept, with the innovation metaphor of 'eating frogs':

Extract from: Eat that frog!

Author: Brian Tracy

Introduction:

This is a wonderful time to be alive. There have never been more possibilities and opportunities for you to achieve more of your goals than exist today. As perhaps never before in human history, you are actually drowning in options. In fact, there are so many good things you can do, that your ability to decide among them may be the critical determinant of what you accomplish in life.

If you are like most people today, you are overwhelmed with too much to do and too little time. As you struggle to get caught up, new tasks and responsibilities just keep rolling in, like the tide. Because of this you will never be able to do everything you have to do. You will never be caught up. You will always be behind in some of your tasks and responsibilities, and probably in many of them.

For this reason, and perhaps more than ever before, your ability to select the most important task at each moment, and then to start on the task and get it done, both quickly and well, will probably have more of an impact on your success than any other quality or skill you can develop.

An average person who develops the habit of setting clear priorities and getting important tasks completed quickly will run circles around a genius who talks a lot and makes wonderful plans but gets very little done.

It has been said for many years that if the first thing you do each morning is to eat a live frog, you can go through the day with the satisfaction of knowing that it is probably the worst thing that is going to happen to you all day long.

Your "frog" is your biggest, most important task, the one you are most likely to procrastinate on if you don't do something about it now. It is also the one task that can have the greatest positive impact on your life and results at the moment.

It has also been said, "If you have to eat two frogs, eat the ugliest one first."

This is another way of saying that if you have two important tasks before you, start with the biggest, hardest, and most important task first. Discipline yourself to begin immediately and then to persist until the task is complete before you go onto something else. Think of it as a "test". Treat it like a personal challenge. Resist the temptation to start with the easier challenge. Continually remind yourself that one of the most important decisions you make each day is your choice of what you will do immediately, and what you will do later, if you do it at all.

Here is one final observation: "If you have to eat a live frog, it doesn't pay to sit and look at it for very long."

What are your frogs? How do you 'eat' them on a daily, weekly and monthly basis? The Important – Urgent Quadrant is a powerful tool to get to the ugliest frog early and effectively!

Time Management Tools - "To-Do" lists and Diaries



To do Lists

To Do lists should form part of a system of larger plans that you have in place to enable yourself to ultimately achieve your lifetime goals. A weekly or daily To Do list, identifies things that you should do today to work towards your performance, and more broadly, lifetime goals.



"To do" lists are very simple, but also very powerful and effective because:

- They are memory prompts, ensuring that you do not forget the activities and tasks you need to deliver in a specific timeframe.
- They contribute to you getting organized and prioritizing.
- They impact on stress levels, reducing what psychologists call 'free floating anxiety'. Rather than worrying about an undefined variety of things, To Do lists help you to get real concerns and requirements onto paper and off your mind! This enables you to start problem solving and delivering on the list.

There are some basic guidelines for making lists:

1. First just get things off your mind. Write them all down, without worrying about order, priority.
2. Get to the detail - breaking up large tasks into smaller activities.
3. Prioritise the list, as shown in the previous module. Allocating time to each task, and prioritising in a way that works for you. Sometimes people like to get a sense of progress, and complete a short task first. Others may prefer to tackle the most complex or longest first thing, whilst they are fresh.
4. Review your priorities regularly. These change and shift.
5. Update your list, rewriting and crossing off completed tasks. This gives a real sense of satisfaction!

A young, successful entrepreneur has the following tips about how to manage your time with the help of to do and not to do lists. Notice how the listing techniques she suggests involve clearly prioritising your tasks.

Article: Time Management Tips - Kristine Geimure

When preparing a "to do" list you should also consider the things you should not be doing during your day. It's fine to have a well planned to do list each day, but if you are easily distracted then it will be the things that you are doing in-between completing your list that will be the big time wasters.

Must do List!

First, get clear about what is really important and what must be done during the day. Try to only have one or two really major tasks that you have to do for the day and make them an absolute priority. Obviously you will have more time to do other thing during the day, but the Must Do list is the list that has to be done before we even think about leaving the workplace.

To do List.

After you are clear about a couple tasks that must be done, list several other jobs to do of lesser importance. These tasks should be done only after you have completed your Must Do list. That doesn't mean that they should be taken lightly or treated as a wish list. List a sensible amount of tasks to complete and perhaps an extra one or two things to challenge yourself. But do not go overboard with way too many things as you will only be setting yourself up to fail each day by never completing all your set jobs.

Must Not do List!

Now that you know what should be done, work out what should not be done, or what should be given the least priority. These are the tasks that we find ourselves doing when we lose focus or have a lapse in concentration during the day. Things like checking your E-mail every 10-20 minutes, checking statistics too often, browsing the Internet, watching hourly news reports, or whatever it is that you do to escape from your real work!

You can also use some of these time wasting tasks as a form of motivation to increase your productivity. For example, after completing a Must do task you could reward yourself with 15 minutes of browsing the Internet or writing E-mail to friends.

Most people that are actively trying to increase their productivity are aware of the importance of a To Do list, but many people forget to include the Not to do list. For those of us with wandering minds or restless feet it's easy to get distracted and caught up in doing very low priority jobs while our highest priority jobs continue to pile up. Get clear about what you should be doing AND what you shouldn't be doing to get the most out of each day.

Lists could be developed using paper and pencil, or, increasingly, be generated using technology. This often has the advantage of integrating To Do lists and diaries.



Diaries

Most high performers use a diary - either a manual, paper version or a technology enabled scheduler. In either case, the following are key requirements when selecting a diary format which suits your personal needs:



- Contain a "planner" format which enables time management. It is more than an appointment book - it's a planning tool.
- Be easily accessible on desk or desktop at any time in and out the office.
- Appeal to you aesthetically
- Be simple and uncluttered in its layout
- Include usable forward planning components.

Diaries are powerful time management tools, if the following principles are applied:

1. Enter important dates at the beginning of each year, for example recurring meetings, reporting cycles, budgeting cycles, holidays, conferences, launches.
2. Block activities into time chunks with a clear start and completion.
3. Never book out an entire day. Leave time to accommodate the unexpected.
4. Do not schedule yourself too tightly. Include travel time, preparation time and breaks.
5. Block out time to complete important projects.

6. Allocate important tasks when you function at your most effective. This could be the beginning of the day.
7. Schedule long-winded callers or meetings at strategic times - just before lunch or the end of the day!

Summary

This module equipped you with practical tools which enable more effective management of time, focusing on results, rather than busyness. The following important organising tools were added to your Toolkit:

1. Setting CSMART goals.
2. Developing action plans using the STONE technique.
3. Prioritising effectively using the Important – Urgent tool and
4. Using To Do Lists and Diaries as tools.

Start thinking now about how you, as a high performance employee, can translate these insights into action and implement this new understanding back in your workplace as you implement these tools.

The next module adds further time management tools to your Toolkit.

Module 4: Action! Managing Time Using Further Workplace Tools

Learning Outcomes

On completion of this module, you will be able to:

- Handle telephonic and face-to-face interruptions effectively.
- Reduce time wasting meetings.
- Organise your physical space.
- Delegate tasks.
- Say 'no' effectively.
- Prioritise your own wellbeing.

Overview

In this final module, we will add further tools and techniques to your Time Management Toolkit to enable action and results. These include:

1. Handling interruptions effectively
2. Reducing paperwork and emails
3. Organising your physical space
4. Delegating
5. Saying 'no' and
6. Prioritising your own wellbeing.

We will start with how to successfully manage interruptions.



Time Management Tool – Handling Interruptions Effectively

We explored the impact of interruptions on high performance in module 2. Both telephonic and face-to-face interruptions are a part of most people's working days. Yet implementing specific techniques in handling them can add considerably to their impact.



Handling Telephonic Interruptions

Taking unexpected calls can reduce effectiveness dramatically when you are completing more complex tasks or working towards deadlines. Whilst we work in a culture where we are used to colleagues and managers always being available, this is not always effective. It is useful at these critical times to adopt the following guidelines to handle telephonic interruptions:

Screen calls using a secretary, a colleague, voicemail, or an answering machine. Clearly brief a switchboard operator if necessary.	Use a timer and keep your calls to a five minute maximum.
Confirm the time limit with the caller, for example 'I have a meeting shortly, could you tell me about the situation briefly now, and I will get back to you on this.'	Indicate the end of the call by using words like 'the last point', 'finally' or 'before we sign off'.



Handling Face-to-Face Interruptions

Effectively handling face-to-face interruptions can be challenging, and require tact, courtesy and good judgement. High impact techniques to manage face-to-face interruptions or drop in visitors include:

Screen all visitors through a secretary or receptionist. Ensure they determine the objective of the visit, and your availability. If you are not available, request that an appointment be made at a specific time when it is more convenient to meet or ascertain the urgency of the visit to determine whether you should be interrupted.	Meet standing up. Get up from your desk and greet the visitor. If it is an important interruption, offer a chair. If not, meet standing up.
Control the length of the interruption by contributing little from your side, particularly if it is not an important conversation.	If the conversation is not focused, voice your understanding of the visit. If you are correct, you will move the meeting forward. If not, the visitor will get to their point.
Flag your lack of time in statements like 'I am sorry that I only have five minutes, as I have another appointment shortly'; 'You have caught me in the middle of urgent preparation for month end, I am afraid I only have a few minutes today.'	A secretary or colleague could remind you that you have another issue that requires attention or a meeting pending. Stand up, and signpost that time is up.

It may be useful to consider keeping a Visitor Log for a month. This will enable you to understand your face-to-face interruptions and manage and plan for these. This is particularly useful in dealing with customers who drop by.

Time Management Tool – Reducing Meetings

Meetings are a feature of most working weeks, but they are time consuming and their value is often questioned. CIDAlearning has a 'Managing Meetings' programme which equips you with a depth of knowledge and useful tools to manage meetings effectively. Here we will provide a few high level guidelines for reducing the number of meetings attended.



1. Review why so many meetings are held. Is it tradition? Is it because other departments are meeting? Is the primary objective to socialise? Do you meet because you lack decision making skills?
2. Limit the number of people attending meetings. This will ensure that all who attend add value and are relevant to the topic. If you are invited to a meeting which does not seem relevant, question this.

3. Define the objectives of every meeting. Request the purpose of a meeting if you are invited and the purpose is not clearly defined. Valid reasons for attending include decision making, obtaining clarity and alignment, and sharing information.
4. Compile a formal agenda. This should include start time, end time, venue, topics to be discussed, time allocation and participants.
5. Explore alternatives to meeting face-to-face. These could include email, telephone conferencing, video conferencing or on line meetings.

Time Management Tool – Handling Paperwork and Emails

Although administrative tasks such as filing, handling incoming mail, reading and writing memos, faxes and letters have long been part of most roles, the volume of information and email received in our technology enabled working world can be debilitating. Dealing with paperwork and email quickly and efficiently has a powerful impact on time effectiveness. Here are useful tools to handle paperwork and emails:

Adopt a system and set up rules on your email to process emails



Using the DRAFT system is a useful way of handling incoming documents or email. Sort these into five categories. Set up your email rules or folders to accommodate this process.

1. Delegation pile: Scan the email or document, and if the actions required should be delegated to someone else, delegate it immediately by forwarding this email; or redistributing the document.
2. Reading pile: Documents which need to be read (articles, reports, updates, product and policy information) should be filed into a "read" tray or folder. Time should be diarised to clear this folder on a regular basis.
3. Action pile: These require action in the form of a reply, a review, a decision or analysis. These should be prioritised using the Urgent-Important Tool covered previously. Time should be planned to handle these.
4. Filing pile: Documents to be filed should be processed on a weekly basis, based on the Urgent-Important Tool. Inboxes – physical or electronic should be cleared weekly at a minimum.
5. Toss pile: Be ruthless in avoiding junk mail, spam and unimportant documents. Delete or throw these away. Inbox rules can ensure these are filed centrally automatically. If you are uncertain, question the impact of deleting this item. Erase all e-mails that do not need to be stored as soon as they are read or dealt with. Send back a request to be removed from an irrelevant distribution list immediately upon receipt of an e-mail.

Schedule time each day to process mail and email. Being constantly available and responding immediately to emails can be very disruptive and distracting. Best practise emphasises clearing your inbox at certain points of the day, rather than handling each email as it arrives in your Inbox.

Never handle a document twice

Deal with paperwork and emails by handling them once and once only. Avoid the habit of putting pieces of paper into in-trays or emails into inboxes, reviewing them, procrastinating, completing another, easier task and then returning to them. Schedule time to handle this document, complete the task and move on.

Reply directly on memo's or emails received

Cut down paperwork by jotting replies on memos you have received, and passing them back to the originator, whenever possible. Do not generate another memo to reply to a first memo. Respond to emails similarly, ensuring that you do not copy unnecessary recipients and do not respond to all if not essential!

Develop skimming skills

Skim background information getting a high level understanding of material without wasting time. Learn to read faster, either through a formal speed-reading course, or by practising on your own. With even a short course in speed reading, most people can double their reading rate with no loss in comprehension.

Talk to people face-to-face or use the telephone

We live in an email intensive world. The rule of thumb should be to preferably talk to people, face-to-face or telephonically. For immediate queries or responses, and where no documentation is required, get into the habit of talking to colleagues, customers or leaders instead of sending emails or compiling memos and letters.

Our offices are far from paperless, despite the promises of ten years ago! Handling both paperwork and electronic correspondence effectively is a critical component of managing time effectively.

Time Management Tool – Getting your physical space organised

Working in an organised, uncluttered environment enables more effective management of time. Organised chaos is often just chaos! This (despite some colleagues, leaders, and perhaps

even our own assertions) impacts on efficiency. Practical ways of organising your physical space include:



A Clear Desk

A cluttered, untidy desk usually doesn't indicate a lot of work, it indicates poor organisation. Untidy or cluttered desks increase error, slow down progress or work, increase distractions and limit ability to find documents. Converting to a clear desk policy has been shown to save an hour a day or 20 hours a month! Finally, untidy desks create a perception of lack of professionalism, poor self discipline and an untidy mind!

Clearing a desk is easy. Keeping it clear is the hard part! Here are some ideas which should help:

1. Handle documents once only.
2. Have one tray.
3. Do not store things on your desk, or let anyone put things on the desk - make them use the in-tray, so you don't lose control over where things are.
4. Understand that volume of work is not the biggest problem - it's organisation!

This article below includes additional useful tips:

Article:

Author: Dr. Donald E. Wetmore- Professional Speaker
Productivity Institute Time Management Seminars

During thirty years as a Time Management speaker and consultant, I have learned and shared a lot of simple practices that help my audiences to increase their daily results. A lot of time is wasted because we don't have a system in place for many of the repetitive tasks we do so that we have to pay over and over again, with our time, for the same results.

So here's one neat tip: systematise. (I don't think this is really a word, but hey, if no one invents new words, how will our language grow?).

Systematise is the simple procedure of creating a routine way of responding to a myriad of tasks that will free our time for more important things. We can systematise in all areas of our life.

Here are a few places you may wish to begin:

1. Standard text documents. I have dozens of documents in "My Documents" section of my computer. These include a lot of the articles that people request through our website and standard letters I send out for business and personal contacts, standard information documents (like directions to our office). Most of the information I need to send to respond to my emails is there or easily modified and tailored so that I don't have to type out a lot of repetitive information.
2. A single calendaring system. Some people use as many as a dozen ways of tracking their appointments and scheduled events and their "To Do" list items. There's a calendar for work and one for personal

things. There's stuff lying out on the desk reminding us what needs to be done. The dentist appointment card is on the bathroom mirror and the dry cleaner claim slip is hanging from the visor in the car. The softball schedule is on the refrigerator and we have several other commitments in our heads. Boil this all down to a single system. I use Daytimer products, but whatever product you feel comfortable with is fine. Just make it a simple, singular, master system from which you take control of appointments and scheduled events and your "To Do" list items.

3. Clean up the messy desk or work area. Studies have shown that the person who works with a messy desk spends, on average, one and a half hours per day looking for things or being distracted by things. That's seven and a half hours per week! ("Out of sight, out of mind." And the reverse of that is true too, "In sight, in mind".) And, it's not a solid block of an hour and a half, but a minute here and a minute there, and like a leaky hot water faucet, drip, drip, drip, it doesn't seem like a major loss, but at the end the day, we're dumping gallons of hot water down the drain that we are paying to heat. If you have ever visited the office of a top manager, typically, that person is working with a clean desk environment. Many would attribute this result to that person's access to other staff members. While there may be some truth in that conclusion, in most cases, if we went back some years

in that person's career, they probably were working with a clean desk back then which gave them the focus they needed to become promoted to where they are today.

4. Have adequate supplies. Some people spend a lot of their productive time looking for a pen or a pad of paper or staples for their stapler. Have enough pens, pencils, yellow markers, "sticky notes", writing pads, fax paper, printer cartridges, updated telephone directories, staples, "Write Out", report forms, index cards, paper clips, rolls of adding machine tapes, etc., etc.

5. Make your physical surroundings workable. Move the fax machine closer (or further away!) from your desk. Have the most frequently used and needed files within arm's reach and the less frequently required items further out. Have adequate space at your desk to do what you need to do. Remove some unnecessary items, if necessary, to make room.

6. Set up a functional briefcase. I travel a lot and am out of my office at seminars or meetings with clients requiring that I tote along a briefcase. In addition to the stuff I need for where I am going, I have my briefcase stocked with a lot of neat things like a calculator, a pocket map of the United States, basic office supplies (writing pads, pens, yellow markers, small stapler, paper clips, stamps and a few envelopes), blank checks, a few deposit slips, a

paperback book I have been intending to read, and at least one project I can work on if I get stuck in traffic or am waiting for the meeting to begin. It gives me more choices.

7. Schedule maintenance. The equipment you use, your car, stuff around the house, and oh yeah, you. You know your car needs to be serviced. Why wait for a breakdown to get it done and spend more time on what could have been accomplished in less time. (You still need a tune-up, but now you have to wait for the tow truck to arrive.) Regular medical and dental checkups save huge amounts of time in our future by fixing small conditions before they become major costly issues.

8. Catalogue contacts. Develop and maintain your contacts list so that networking can enhance your future with the contacts you make. A computer-based program such as ACT is excellent, but even a simple 3x5 card system will work. Keep track of a growing list of contacts, help them at every turn and they will be there to help you. Would you like to receive free Timely Time Management Tips on a regular basis to increase your personal productivity and get more out of every day? Sign up now for our free "TIME MANAGEMENT DISCUSSION LIST". Just go to: <http://www.topica.com/lists/timemanagement> and select "subscribe". We welcome you to our list!

Time Management Tool – Delegating



Delegation is giving someone the authority to carry out part of your job for you; giving them the responsibility and authority to execute a task or complete a project. Delegation is probably the single most important tool to use to generate more time for yourself.

There are seven steps to delegating properly²:

Step 1 - Communicate: Clarify task requirements. Encourage ownership. Confirm with relevant others what you are delegating to whom to ensure support and provide authority.

Step 2 - Agree the limits: You are accountable for the task being done correctly. This requires support and guidance to be provided.

Step 3 - Set objectives: Be clear about standards, progress checks and deadlines. Set CSMART goals.

Step 4 – Empower the person to deliver. Give them the space to perform and offer support.

Step 5 - Monitor progress: Monitor what is being done and how it is being completed.

Step 6 - Intervene promptly, where necessary: Step in to support if things are not being delivered as contracted, but offer support and guidance. Do not take the task back.

² www.balancetime.com

Step 7 - Evaluate success: Arrange a review session. Check whether the objective has been met, and if not, why not. Find out how the other person found the task. Remember, feedback helps them to improve, and to know whether they have done well.

Time Management Tool – Saying No

Taking on too many tasks is a challenge for effective time management. Saying 'no' to inappropriate requests from colleagues or leaders is a critical tool. CIDAlearning has an Assertiveness programme which covers this in detail. Here, high level guidelines will be provided.

Four Step Technique

Use this four step technique to say 'no' effectively.

1. Listen: People expect their views to be heard and considered. Make sure you fully understand what is being asked of you.
2. Say no: If your decision is no, say so politely, but firmly. Don't build false hopes with vague answers.
3. Give reasons: Explain why you decided the way you did. Make it very clear that all the options were carefully taken into account - this reinforces your credibility.
4. Offer alternatives: If you think it is appropriate, you may consider suggesting other ways to meet the person's need. Such an approach can soften your refusal.

Additional techniques to enable you to effectively say 'no' are included in the article below:

Article: The Complete Idiot's Guide to Managing Your Time

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Loaning yourself out less, and being happier because of it.

What to do when your boss wants you to be a workaholic.

FINISHED? HERE'S MORE!

The great paradox of today's work environment is that the more you can do, the more is expected of you. Unfortunately, expectations about what you can accomplish rise immediately with the introduction of tools that facilitate greater accomplishment. This explains why you frequently feel squashed in the gears of your work life like a present-day version of Charlie Chaplin in *Modern Times*. Instead of working on a real assembly line, with which you can't keep pace; your assembly line is digital, byte-size, and cyber-driven at nearly the speed of light.

TEACH YOUR BOSS

Whole books have been written on this subject! Fortunately for you, I'm going to encapsulate them

into the following single sentence: Ultimately, you'll be treated by your boss in the way that you teach your boss to treat you.

There, I've said it! A gross oversimplification? Look around your organization. Who gets stepped on the most? Who is handled with kid-gloves?

Generally the office wimps get treated as doormats, and those who are a bit more particular as to how their workday unfolds are treated with a tad more respect. The key to not having your boss consume the time in your life beyond your normal workday, is re-examining the issues discussed in chapter 1, "The Overtime Epidemic: How to nip it in the Bud," and learning some specific phrases that you can offer as needed.

Read on...

WORKAHOLICS WANTED

You've got this great position in this great organization. There's only one itty-bitty little problem: Your boss is a workaholic and expects you to be the

same. This situation requires great tact and professionalism because you're not likely to change your boss' nature. You are likely to be confronted with his workaholicism and its effects.

Here are key phrases that might help unstuck you. (They work even better if your boss is not a workaholic!). Commit these to memory; in many cases it's essential that your retort be automatic:

- "I'm over committed right now, and if I take that on I can't do it justice."
- "I appreciate your confidence in me. I wouldn't want to take this on knowing that my other tasks

and responsibilities right now would prohibit me from doing an excellent job."

Ask yourself:

- What other pressing tasks and responsibilities are you likely to face around that time?
- Does the other party have options beyond you? Will he be crushed?
- Do you like the person asking?

If none of the above works make your decision in three days hence, particularly when you can respond by phone, e-mail or fax. It's much easier to decline when you don't have to do so in person.

Time Management Tool – Prioritise Your Own Wellbeing



The final tool is that of prioritising your own wellbeing. Your personal and working life are intertwined. Revising how you prioritise your own wellbeing will add enormously to managing time effectively, productivity, and ultimately high performance at work:

1. Eat regularly. Three balanced meals, of which breakfast is the most important.
2. Exercise regularly. Be physically active to relief tension - endorphin hormones - "feel good". If you look good, you feel good, if you feel good, you will be effective.
3. Leave work at the office. Bring work home only if you absolutely have to. Don't alienate your companion / family. Your home is for relaxing. (See the section at the back of this Source Book called further reading for the dangers of being always available for work when you are at home by taking your mobile desktop/laptop with you, when you leave work to go home). Limit your availability after hours and over weekends and holidays.
4. Make quick decisions. Some will be wrong, whether you take ages to make them, or make them quickly.
5. Take a break. Relaxation during the day is essential. Working flat out results in decreased energy, high level of physical stress and tension.
6. Maintain psychological distance from work. You and your work are close, but you are not joined at the hip. Do not be available all the time!

The article below highlights the importance of prioritising well being and avoiding the 'always available' trap:

Well don't we just have it all at our fingertips these days? Mobile telephony, satellite monitoring, wireless go anywhere internet connection, SMS and 'always on' email straight to our palm devices.

As soloists, there's no excuse for failing to stay in touch with our work (and our clients) regardless of where we are or when. The marketers of course, would have us believe this is all good.

I disagree. Sure, some of it can be good and at times it is very convenient, but the worrying trend is that always available may become the workplace norm.

A quick glance at how these new services are being marketed and you'll see imagery depicting young, happy executives tapping away at the keyboard while at the beach or in the garden. In the distance we see friends and family supposedly playing and communing happily.

Everyone is doing what they love. How nice.

Let's now consider the reverse scenario: Friends and family playing happily in the office while you work. Do you reckon you'll get much done? Nope. Me neither. You'll be distracted and certainly won't be concentrating on your work.

Relaxing with friends and family isn't a totally passive past time. You need to participate if you are to give and receive. It's called 'being present'. If you're not joining in, all you're really doing is moving the office to a new location...and one where nothing terribly meaningful is achieved.

Let's look at other implications of the always available trap.

Remember the good old days when you took a day or two off and were pleasantly surprised when everything ran smoothly in your absence? The times when your clients and associates rose to the challenge of management and decision-making and showed themselves much more capable than you had given credit?

Why would anyone risk making a decision about anything now, when you're just a moment away?

On the other hand, if you want to make every micro decision (er, control freak!) then carry on, you're doing just fine.

While some soloists may quite rightly say that being always available and in-touch is wonderful for their business, a survey on our site suggested over 72% of you would be more than happy if a surprise law banned mobile phones. Chances are partners and friends are sure to agree!

The answer to this is not that complex. Being available can most certainly be good, but we have to establish boundaries with our colleagues and clients.

If you don't stay in control of your involvement in your business, you'll forever be its prisoner.

That doesn't sound like a good recipe for loving your work does it?

Summary

This final module added tools and techniques to your Time Management Toolkit to enable action and results. These included:

1. Handling interruptions effectively
2. Reducing paperwork and emails
3. Organising your physical space
4. Delegating
5. Saying 'no' and
6. Prioritising your own wellbeing.

Start thinking now about how you, as a high performance employee, can translate these insights into action and implement this new understanding back in your workplace as you implement these tools.

Module 5: Time Management Toolkit

Learning Outcomes

On completion of this module, you will be able to:

- Apply your tools in the workplace to managing your time effectively.
- Develop a Personal Development Plan to accelerate your own development.
- Complete a Workplace Assignment.

'Learning is defined as a change in behaviour. You have not learned a thing until you take action and use it.'
Don Shoal and Ken Blanchard, International Bestsellers and Psychologists

Summary of your Time Management Tools

Here is a summary of all the tools in your Time Management Toolkit. You now have the challenge of using the tools provided in the programme and applying them in your workplace as you think and act like a high performance ABSA employee.

What is Time Management:

- A definition of time management.
- The value of time.
- Misconceptions about time management and
- The gains to be made from managing time.

You and Time Management:

- Understanding your current approach to managing time
- Balancing the Seven Vital Areas of your life
- Identifying current psychological and environmental reasons for time inefficiency.

First organising techniques:

Put your Toolkit into action:

- Setting CSMART goals.
- Developing action plans using the STONE technique.
- Prioritising effectively using the Important – Urgent tool and
- Using To Do Lists and Diaries as tools.

Managing Time Using Further Workplace Tools:

- Handling interruptions effectively
- Reducing paperwork and emails
- Organising your physical space
- Delegating
- Saying 'no' and
- Prioritising your own wellbeing.

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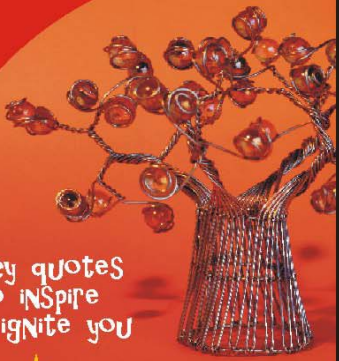
www.balancetime.com

www.mindtools.com

www.getmoredone.com

www.time-management-guide.com

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Juicy quotes
to INSPIRE
and ignite you

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INSIDE OF YOU ARE TREASURES

Why: **you can** do & be anything you want

discover your INNER WEALTH

re-INVENT HOW YOU are

Make your creative dreams **visible**

Forgive surprise your Fears

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GOAL!

Lay stepping **STONES** that will lead you to your goals.

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"IF I could Save time in a bottle ..."


Bottle = Your diary

STONES (1st)
Action Steps towards big goals.

PEBBLES (2nd)
Medium tasks & actions towards Medium goals

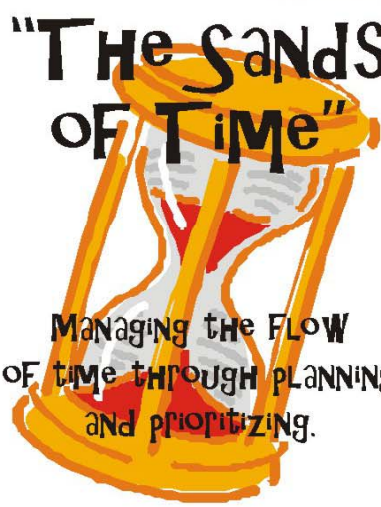
SAND (3rd)
Daily routine tasks

How to Fit everything into your available time



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"The Sands OF Time"



Managing the FLOW OF time THROUGH PLANNING and prioritizing.

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Time VS Money



Budget your time as carefully as you would budget your Money.

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your dreams Need **you** to Make them real!



HOW MUCH
time is
Slipping through
your Fingers?

Avoid time
Slipping away:

- ① JUST do it!
- ① PLAN it!
- ① REMOVE obstacles!

TIME MANAGEMENT

- ① Specific Actions that Move you towards your goal.
- ① Time Frame - to complete action.
- ① Obstacles - What obstacles could possibly affect you?
- ① Noteworthy - Will this action make a significant impact in achieving your goal?
- ① Evidence - How will you know the step is complete?

TIME MANAGEMENT



HANDY TOOLS

- EVERY DAY:
- ① IS a NEW adventure, a NEW opportunity, a NEW challenge.
 - ① I can Feel inspired to be the best I can be.
 - ① I can contribute positively & powerfully to My World.
 - ① I am bursting with potential and overflowing with courage.
 - ① I am alive with possibilities!

TIME MANAGEMENT

TIME MANAGEMENT

Remember to
use the CSMART
principles to set
your GOALS:

C CHALLENGING
S SPECIFIC
M MEASURABLE
A ACTIONABLE
R REALISTIC
T TIME-LINE

TIME MANAGEMENT

TIME VS MONEY

- ① Time cannot be saved.
- ① Time not used, is time lost.
- ① Time needs to be planned, as money needs to be budgeted.
- ① There is no 'credit' or overdraft allowance for time.

TIME MANAGEMENT

①
Time Management
means being
in control of
you!
①

TIME MANAGEMENT