

Human Resource Development & Recruitment

تطوير الكفاءات البشرية والتوظيف

Action Learning: Managing Your Time

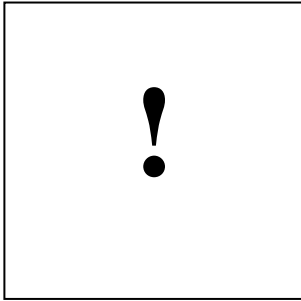
**Time Management is
the single most critical skill
for job success.**

Contact HRD&R

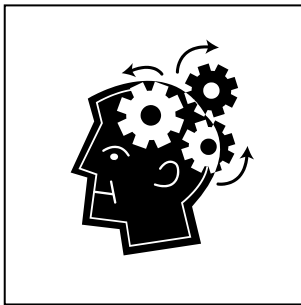
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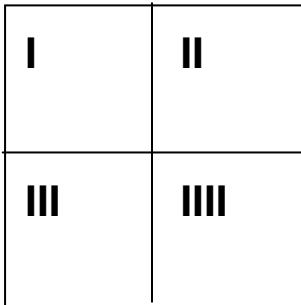
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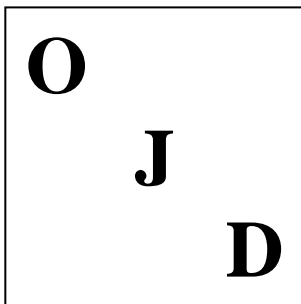
Section 1
Introductions and Ideas



Section 2
Understanding More
About How We Work



Section 3
Planning Your Actions



Section 4
Acting on Your Plans

Managing Your Time

A Note About Action Learning and Self-Development

Parkinson's Law:

“Work expands to fill the time available.”

Time Management is the personal proactive process you use to balance time pressures to achieve goals efficiently. By knowing how your personal style impacts management of your time, and by adding a system to time management, you can quickly become a more effective time manager.

We're here for you today ...

- to embrace successful time management practices in your job.
- to plan a specific at-work development activity to complete in the next ten days.

The contents are designed for *you* to customize the activities to meet needs in *your* specific work.

In this way, to gain the most benefit from today's activities, you should aim to apply the ideas to your job.

We wish you the best for your professional development!

The team at HRD&R

Section 1

**Introductions
and Ideas**

Objectives in this Section

These activities are designed with personal development needs and common business needs in mind.

The theoretical and practical tools and techniques in the activities are mostly from:

- Time Management
- Locus of Control
- Social Styles
- Goal Setting
- Prioritizing
- Action Planning

In this section, you will:

- Introduce yourself.
- Meet the Task Triangle.

Managing Your Time

Introductions & Ideas

Directions: As you introduce yourself and your work role, read these ideas. Say one you agree with and why you chose it.

Time Management

1. Goals are dreams with a schedule.
2. I cannot control events, but I can control myself.
3. The hardest decision in life? To know what you need.
4. It's not what we say we'll do that is important. What is important is what we do.
5. If you don't know where you're going, how will you know when you get there?
6.



Action Learning and On-The-Job Development

Today's work does not end until you show new successes in your work and continue your development on the job. Five minutes a day is how you start.

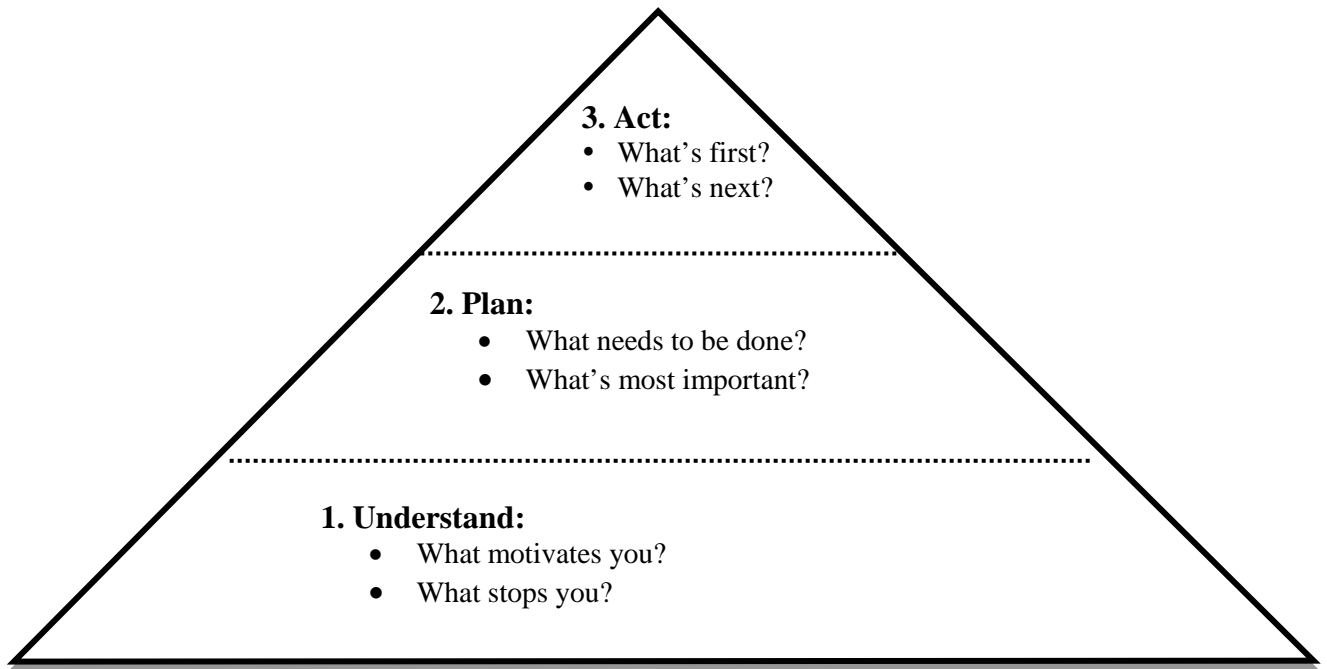
Action Learning and On-The-Job-Development are powerful tools: they combine your knowledge of your work with your other experiences, and link to your organization's needs.

Managing Your Time

The Task Triangle

You can look at organizing your work using the Task Triangle.

- First you **Understand** more about how things get done.
- Next, you **Plan** what's most important to do.
- Last, you **Act** to schedule tasks in order of priority.



Directions: In your group, discuss and give an answer to these questions.

a) **What is good Time Management?** (= What do people do who manage time well?)

.....

.....

b) **What stops you** from being as good at Time Management as you wish? (= The barriers)

.....

.....



Please be ready to report your ideas.

Section 2

Understanding More About How We Work

Objectives in this Section

In this section, you will:

- Discuss personal attitudes and motivation.
- Consider work values and how they impact work groups.
- Check your Achievement Style.
- Make a Do and Don't List for work planning.

Managing Your Time

“Who-Controls-Your-Work-World?” Quiz

Directions: ©ircle the letter that best describes what you believe.

1. a. A good number of my difficulties at work are because of where I come from.
b. People’s troubles on the job are usually because someone didn’t prepare adequately.
2. a. A reason we have problems is because people don’t care to learn how the business works.
b. We will always have arguments at work, no matter how much people train to prevent conflict.
3. a. Sadly, no matter how hard they try many people’s talents and abilities go unrecognized.
b. In the end, employees and managers get the respect and rewards they deserve.
4. a. It’s usually true that most supervisors try to be fair in performance assessments and reviews.
b. Most people don’t realize how much appraisals are affected by how the boss feels on the day he does the reviews.
5. a. Without being given the right support, employees cannot develop into good leaders.
b. Good people who fail to become managers have not taken advantage of their chances.
6. a. No matter how hard you try, some people at work just won’t like you.
b. People who can’t get others to like them haven’t had training in how to get along with others.
7. a. In my work I often find whatever is going to happen will happen, no matter what I do.
b. Just hoping for things to work out is never as good as making decisions and planning actions.
8. a. Becoming a success at work is due to hard work; being lucky has little to do with it.
b. Getting a good job most usually depends on being in the right place at the right time.
9. a. Where I work employees can often influence management decisions.
b. My work is run by a few people who control things. There’s nothing much I can do about it.
10. a. It is really not wise to plan too far ahead because things are changing all the time.
b. When I schedule my work, I’m usually sure we can do what we need to make it successful.
11. a. In my case, getting what I need to do the job has little or nothing to do with chance.
b. To be honest, many times we may as well make decisions by guessing or flipping a coin.
12. a. I often feel that I don’t have enough control over the direction my life is taking.
b. What happens to people in their jobs is basically a result of their own actions.

Score yourself. Start at 0; scores can range from -12 to +12.

- | | | | |
|-----------------|------------------|------------------|------------------|
| 1. a. -1 b. +1; | 2. a. +1 b. -1; | 3. a. -1 b. +1; | 4. a. +1 b. -1; |
| 5. a. -1 b. +1; | 6. a. -1 b. +1; | 7. a. -1 b. +1; | 8. a. +1 b. -1; |
| 9. a. +1 b. -1; | 10. a. -1 b. +1; | 11. a. +1 b. -1; | 12. a. -1 b. +1; |

Your total:

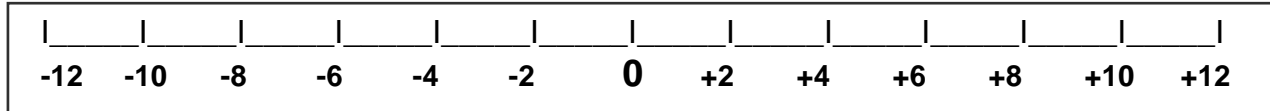
Now put your result on the scale on the following page

Managing Your Time

“Who-Controls-Your-Work-World?” Quiz

These results can show you how you feel about who controls your world at work.

So... who do you believe controls your world at work? Put **X** where your score is.



This end: your world controls you...

This end: YOU have a say in your world.

A positive score (0 to +12) shows internal control. A negative score shows external control.

People who feel they have some control over the world they live and work in (with an internal locus of control) believe that their own actions determine the rewards they get.

People who believe they don't have much control over the world they live and work in (with an external locus of control) believe that their own behavior doesn't matter much and the rewards they get in life are generally outside of their control.

This attitude affects how you plan your work and your work life.



Now you have a view on how much you control the work you do –
look at what *work values* are important.

Managing Your Time

Important Work Values

This is a list of some values people bring to work and want to find in a job.
These can let you know *why* people work.

Directions: a) In a group, discuss each one and agree on *the 4 most important ones*.

Samples of governing work values.

Accomplishment	Excellence	Growth	Patience
Adventure	Family	Health	Prosperity
Authenticity	Financial security	Honesty	Quality
Compassion	Freedom	Innovation	Respect
Creativity	Friendship	Leadership	Responsibility
Enjoyment	Good attitude	Loyalty	Teamwork
.....

Directions: b) Group: List the 4 most important ones here.

.....

.....

These values can show *why* people work as they do, and possibly *how* they could work.

Directions: c) By yourself: Note two values *you* would like to improve in yourself.

.....



These two values could become targets for *your* personal growth.

Managing Your Time

The Time Management Tool Box

To identify what you do, consider these typical activities and where tasks come from. Add others to include your own duties and tasks.

Directions: a) In a group, agree on *the 10 most common* tasks in your workplace.

Sample work tasks.

Solving problems	Safety crisis	Customer inquiry	Today's mail
Your To Do list	Your development	Family calls
The newspaper	Supervise staff	Correcting mistakes	Training others
Phone calls IN	Meetings	Quality control
Today's crisis	Check some info	Problem prevention	Loss prevention
Accident prevention	Friends who call in	A newsletter
Info gathering	Next year's budget	Yearly plan	Write a report
Help your assistant	Info security	The boss calls you
Email	Phone calls OUT
.....

b) Personal: List *your* 6 most common tasks here.

.....
.....
.....

Managing Your Time

Your Daily Log Follow Up

You use this chart to record daily activities and to identify task categories.

Directions: In the first 3 columns record time, activity, duration. Then identify the Task Type.

Date:..... Enter start, activity, duration			Daily Log Check ✓ Task Type					
Start time:	Describe activity	Time (mins)	Phone call	Appoint- ment	Drop in meeting	Set meeting	Workprep reading/ notes/etc.	Comments
Total:			%	%	%	%	%	= 100 %

(8 Hours = 480 minutes)



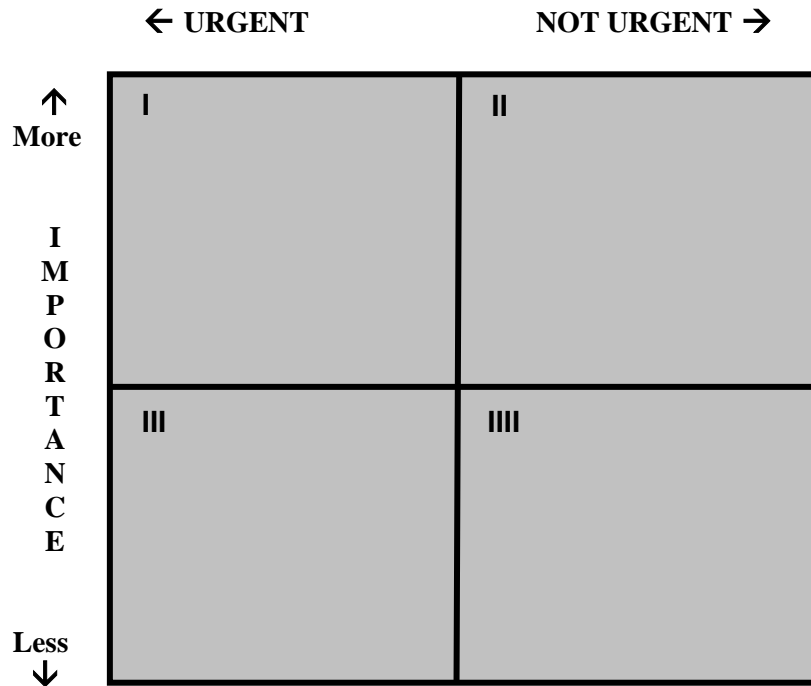
On the next page, decide priorities among your tasks.

Managing Your Time

The Time Management Tool Box

Knowing what's your first priority is a critical part of Time Management.

Directions: a) Personal: place your six most common tasks inside the TM Tool Box.



Directions: b) Group: place four more common tasks inside the TM Tool Box.



Some research shows managers have only 7 minutes of uninterrupted time in an average day.

Directions: c) Can you stop frequent interruptions and time wasters? In your group suggest three ideas that help keep your day in order.

.....

.....

.....

- * time for essential work? * appointments fill your day? * block out time on your calendar?
- * do undesirable work first thing in the day? * minimize unnecessary interruptions?
- * daily or weekly unscheduled or open door time? * “stand up” meetings?
- * can't be disturbed? * make an appointment later?

Managing Your Time

Tips for Managing Time

"Where has my day gone?"

These tips can help you identify and focus on your priorities and reduce interruptions during the day. With a clear understanding of your short- and long-term priorities, you...

- **Don't** react to the crisis of the day. Keep on track.
- **Do** focus on what is most critical to you and your organization in the long view.

For continued focus on achievement in your job duties, repeat this every 90 days:

1. List your primary duties and tasks at work (the Daily Log on p. 13 can identify these).

- | | |
|---------|---------|
| a. | b. |
| c. | d. |
| e. | f. |
| g. | h. |

2. Rank each duty and task by importance and urgency:

I = Most Urgent, Most Important **II** = Important **III** = Less Important, Less Urgent.

Use the TM Tool Box to help you decide the rank, or ask yourself the following questions:

Which tasks are of most benefit to my organization?
Which tasks are most important to my department?
Which of these tasks does my manager consider most important?

3. Arrange (or re-arrange) your schedule and priorities to be sure each day's work is in line with your most critical job responsibilities.
4. Repeat this exercise three or four times each year so your time and energy stays in line with your department's objectives.

(There are more details of this process on p. 30)



Now that you have ways to keep first things first, check your *personal style*.

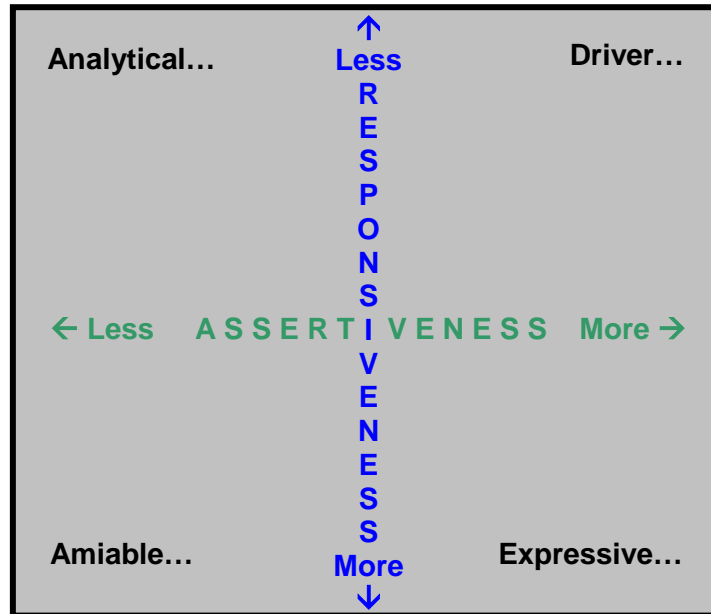
Managing Your Time

Know Your Achievement Style

Which are you?

Assertive: Do you push your own direction?

Responsive: Do you seek what others want?



Are you an Analytical: Albert? Less Assertive, Less Responsive

People may say you are: ↑ logical ↑ self-contained ↑ serious ↑ systematic

Are you an Amiable: Omar? Less Assertive, More Responsive

People may say you are: ↑ patient ↑ cooperative ↑ diplomatic ↑ supportive

Are you a Driver: George? More Assertive, Less Responsive

People may say you are: ↑ independent ↑ decisive ↑ efficient ↑ candid

Are you an Expressive: Oom Kalthoum? More Assertive, More Responsive

People say you're: ↑ outgoing ↑ enthusiastic ↑ fun loving ↑ spontaneous

When you know who you are, how others are, and how others see you,
you have more information on ways to get things done...

Check your Achievement Style on the next pages.

Managing Your Time

Know Your Achievement Style

Directions: ©ircle one answer that is mostly you. There are no “correct” answers.

1. When talking to a customer or another employee, do you mostly...
 - a. keep eye contact the whole time.
 - b. look at the person, look down, and look around.
 - c. look at other things much of the time.
 - d. try to maintain eye contact, but look away from time to time.
2. When you have an important decision to make, do you most usually...
 - a. think it through completely before deciding.
 - b. go with your instincts.
 - c. consider the effect it will have on other people before deciding.
 - d. ask someone whose opinion you respect before deciding.
3. Your office or work area has mostly...
 - a. family photos and inspirational sayings and mottos.
 - b. inspirational art posters and awards displayed.
 - c. graphs and charts displayed.
 - d. calendars and project outlines displayed.
4. If you have a conflict with a customer or another employee, you usually ...
 - a. try to help the situation along by focusing on positive issues.
 - b. stay calm and try to understand the cause of the conflict.
 - c. avoid discussing the issue that caused the conflict.
 - d. confront it right away so that you get it solved as soon as possible.
5. When you talk on the phone at work, most of the time, do you...
 - a. keep conversations short, and focus on the business.
 - b. spend a few minutes chatting before you get to business.
 - c. feel you're in no hurry and don't mind chatting about personal things.
 - d. try hard to keep the conversation as brief as possible.
6. In meetings at work, do you...
 - a. sit back and think about what is being said before giving your views.
 - b. speak up so that your opinions are well known.
 - c. express your opinions enthusiastically, but listen to what others say as well.
 - d. try to find and support the ideas of most of the others in the meeting.

Managing Your Time

7. When a customer talks about a problem to you, most often do you...
 - a. try to understand how he is feeling, and empathize.
 - b. look hard to get the specific facts of the situation.
 - c. listen carefully for the main issue so that you can provide a solution.
 - d. use your body language and voice so that you show you understand.
8. When you go to presentations or take part in training days like this one, do you ...
 - a. get bored if it moves too slowly.
 - b. try to be supportive of the speaker, knowing how hard it is to please everyone.
 - c. want it to be entertained as well as informed.
 - d. look for the ideas and the message in what the speaker says.
9. When you want to get your idea to a customer or another employee, do you...
 - a. first listen to their point of view and then express your ideas quietly.
 - b. state your opinion clearly so that they will know where you stand.
 - c. try to quietly persuade them to see your ideas without being too pushy.
 - d. Carefully explain the logic and thinking in what you say.
10. When you are late for a meeting or an appointment, you usually...
 - a. don't panic, but telephone to say you will be a few minutes late.
 - b. feel terrible about keeping others waiting.
 - c. feel very embarrassed and upset and rush to get there as soon as possible.
 - d. make sure that you apologize sincerely as soon as you arrive.
11. The goals and objectives that you set for yourself at work are usually ones that...
 - a. you think you can realistically get done in the time available.
 - b. you feel will challenge you, but that you can probably get done.
 - c. you need to get done as part of bigger work goals.
 - d. make you feel really good when you achieve them.
12. When you are late and feel pressure to get a project done, do you most often...
 - a. make a list of everything you need to do, in what order, by when.
 - b. block out everything else and focus 100% on the work you need to do.
 - c. become nervous, feel anxious and have a hard time focusing on the work.
 - d. set a time and a date to do the work, put your head down, and go for it.

Now check the following pages to score your Achievement Style.

Managing Your Time

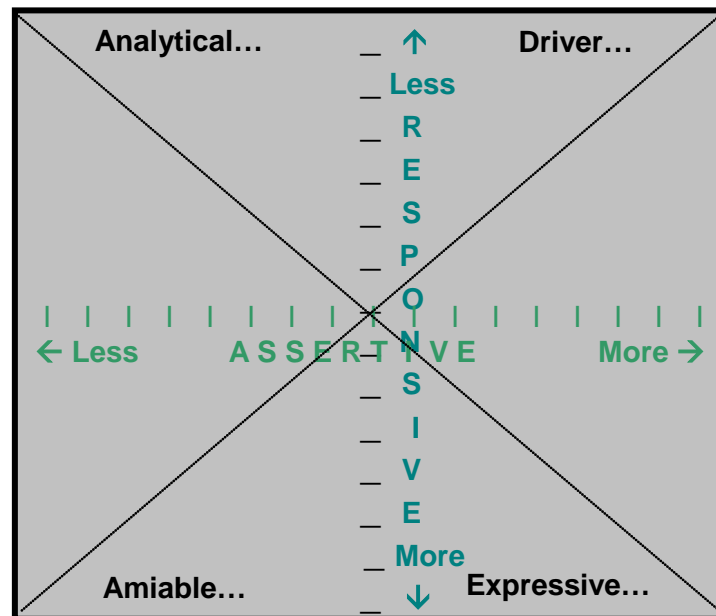
Score Your Achievement Style

Directions: a) Score your answers below. Add only one point for each question.

	An	Am	Dr	Ex
1. A Is Driver, B Is Amiable, C Is Analytical, D Is Expressive.				
2. A Is Analytical, B Is Driver, C Is Amiable, D Is Expressive.				
3. A Is Amiable, B Is Expressive, C Is Analytical, D Is Driver.				
4. A Is Expressive, B Is Amiable, C Is Analytical, D Is Driver.				
5. A Is Driver, B Is Expressive C Is Amiable, D Is Analytical.				
6. A Is Analytical, B Is Driver, C Is Expressive, D Is Amiable.				
7. A Is Amiable, B Is Analytical, C Is Driver, D Is Expressive.				
8. A Is Driver, B Is Amiable, C Is Expressive, D Is Analytical.				
9. A Is Amiable, B Is Driver, C Is Expressive, D Is Analytical.				
10. A Is Analytical, B Is Amiable, C Is Driver, D Is Expressive.				
11. A Is Analytical, B Is Expressive, C Is Driver, D Is Amiable.				
12. A Is Analytical, B Is Driver, C Is Amiable, D Is Expressive.				
Totals:				

Directions: b) Complete the Achievement Style scale. Enter your scores.

What type of Achiever are You?



I am mostly a/an.....

Do you mostly make your own direction, or do you seek to support what others want?

.....

Managing Your Time

Use Knowledge of Styles

Directions: Discuss how knowledge of people's styles can impact ways you handle work tasks:

.....

.....

.....

Good and Bad; Do and Don't

Directions: Using group experience, make a Do's & Don'ts list for good time management.

Organization Do's & Don'ts

To be well organized at work, be sure you:

Do This...

Don't Do This...

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

...And now we'll look at more tools to improve
your impact, your success rate, and your work flow.

Section 3

**Planning
Your Actions**

Objectives in this Section

In this section, you will:

- Discuss Four Steps to Action.
- Consider ways to overcome barriers.
- See ways to write improved goals.
- Consider specific Action-Oriented language

Four Steps to Action

Step 1: Identify Your Goals

- ☐ Needs Long-term; short-term
- ☐ Roles Permanent; temporary
- ☐ Responsibilities Unit, department; branch; organization

Step 2: Set S.M.A.R.T. Goals

- ☐ Specific
- ☐ Measurable
- ☐ Action-Oriented
- ☐ Realistic
- ☐ Time- and Resource-Limited

Step 3: Prepare Plans.

- ☐ Identify goals by types
- ☐ Prioritize within each type What's important; urgent
- ☐ Establish standards of performance
- ☐ Address barriers to achievement
- ☐ Determine "W.I.I.F.M."

Step 4: Take Action

- ☐ Implement
- ☐ Evaluate what you are doing
- ☐ Revalidate all your steps

Managing Your Time

Overcoming Barriers to Performance

There can be physical, conditional or psychological barriers to overcome.

Directions: From your “Do This” list on the last page, brainstorm in your group to make a list of what can slow or prevent you doing what you plan. Suggest solutions.

Identify the barrier	Ways to overcome the barrier



On the next page, there are ways to get past common barriers to good time management.

Managing Your Time

Approaches to Get Things Done

Sample Barrier...	Approaches to solutions...
Physical Barriers There's a question of equipment, manpower, space, time, to get the job done.	Assess what you need: <ul style="list-style-type: none"> • Tasks are specific, measurable • A plan shows who is doing each part • Events are in a progressive sequence • Everyone agrees the timing is realistic • What skills and abilities do you need? • What tools do you need? • Planning allows for what can go wrong • Show % progress toward your goals
Conditional Barriers Do current or recent conditions may make it difficult to get the work done? Are there new legal, environmental or political issues?	Learn about the conditions to address them: <ul style="list-style-type: none"> • You have permission for what you're doing • Can you leave the work to another time? • What is the risk you are considering? • Why is it important to take this risk? • If you took this risk and failed, what is the worst possible outcome? • If you take this risk and succeed, what is the likely outcome? Now can you plan to deal with this...?
Psychological Barriers Low certainty of success? Is it poor self-confidence? Is this outside your experience?	Find where it is OK to open up the "rules". <ul style="list-style-type: none"> • Could new rules be more effective? • Who can help you get this done? • What rules would you like to change? • What's stopping you from breaking them?
Procrastination You don't believe in the job? Is it an unproductive activity? Is it "not your job"?	What other job has a higher priority? <ul style="list-style-type: none"> • Establish <i>priorities</i> for your current tasks • Who can support you get this done? • Find <i>motivation</i> to address the job • Break your tasks into small <i>components</i> • Set <i>mini-deadlines</i> for each task • Reward yourself when tasks are completed Are you ready to start now?
Your W.I.I.F.M. You really don't know what's in it for you?	Relax: life is short. Learn what's in it for you. <ul style="list-style-type: none"> • How can you benefit from doing this? • Who can support you get this done?

Managing Your Time

Set Smart Goals

When you prepare work targets, tie them directly to your own company needs.

S.M.A.R.T. Goals	Details
Specific	<i>Specific</i> = detailed. Everyone knows exactly what is to be achieved or accomplished. Spell out particulars and details of the goal.
Measurable	<i>Measurable</i> = quantifiable. A measurable goal provides a standard for comparison, a specific target (cost? time?) The measurement shows that the goal is reached.
Action-Oriented	<i>Action-oriented</i> = produces a result. Show an activity, a performance, an operation indicated by action verbs.
Realistic	<i>Realistic</i> = practical. A goal is realistic only when someone needs (buys?) the result of your work.
Time & Resource-Constrained	<i>Time & resource limited</i> = deadlines. Scheduled; ruled by time and resources to be used; set duration for the action.



On the following page, look at goal statements.
Decide how to improve them.

Managing Your Time

S.M.A.R.T. Goals are Specific

Directions: a. In groups, rate the following goals. Are they specific enough?

	General	Too specific	OK
1. Wash the delivery vehicles.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Wash and polish, vacuum all delivery vehicles daily.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. All delivery vehicles: wash and clean inside and out weekly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Office areas in better condition.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Survey condition of our public areas to improve safety and company image.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Do budget for office improvements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Improve office spaces to increase customer comfort.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Encourage staff / employees every day.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Directions: b. Prepare goals for 4 of your current work tasks. Make them S.M.A.R.T. Have someone check them.

9.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....			
10.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....			
11.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....			
12.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Be sure all your S.M.A.R.T. goals:

- are specific and detailed
- contain measurable standards
- use specific action verbs
- have realistic, timed deadlines

Managing Your Time

Action-Oriented Statements

Action-oriented goal statements show activity, performance, operations that produce results.

Action-oriented statements tell what you will do to reach the goal. To do this, use action verbs. Keep this as a support for your goal writing.

Act On	Forecast	Negotiate
Activate	Formulate	
Add		Purchase
Answer	Gather	Provide
Appraise		Produce
Authorize	Implement	Prioritize
	Improve	Process
Change	Increase	Plan
		Prepare
Correct	Invest	
Check		
Classify	Investigate	Quantify
Create		Qualify
Complete	Incorporate	
Clarify	Influence	Research
Construct	Interview	Review
	Identify	Revise
Determine	Introduce	Restrict
		Reduce
Document	Learn	
Develop	Lose	Select
Define		Secure
	Make	Sign-Up
Expand	Monitor	Support
Enroll	Match	
Evaluate		
Establish		

Managing Your Time

Time and Resource-Limited Goals

Time and resource limited = deadlined.

If no deadlines are set, people will put off doing things -- something else always has a higher priority. All your business goals must be scheduled; regulated by time and resources to be expended and include duration for the action.

Directions: a. Which of the following are deadlines, and which are just time expressions?

	It's a deadline.	No, it's not.
1. Next week	<input type="checkbox"/>	<input type="checkbox"/>
2. Next Tuesday by noon	<input type="checkbox"/>	<input type="checkbox"/>
3. As soon as possible	<input type="checkbox"/>	<input type="checkbox"/>
4. First thing Monday morning	<input type="checkbox"/>	<input type="checkbox"/>
5. Before the close of business today	<input type="checkbox"/>	<input type="checkbox"/>
6. Before 4:00 p.m.	<input type="checkbox"/>	<input type="checkbox"/>
7. GMT plus 3 hours	<input type="checkbox"/>	<input type="checkbox"/>
8. April 15, 2006	<input type="checkbox"/>	<input type="checkbox"/>

Directions: b. Write your own deadlines for tasks you currently do.

9.	<input type="checkbox"/>	<input type="checkbox"/>
.....		
10.	<input type="checkbox"/>	<input type="checkbox"/>
.....		
11.	<input type="checkbox"/>	<input type="checkbox"/>
.....		
12.	<input type="checkbox"/>	<input type="checkbox"/>
.....		

Managing Your Time

Q & A

What questions do you want to have answered?

1.

2.

3.

4.

5.

Section 4

**Acting On
Your Plans**

Objectives in this Section

In this section, you will:

- See Seven Steps to Managing Your Time.
- Prepare your Time Management follow-up.

Managing Your Time

Seven Steps to Managing Your Time

Quick Tips for Scheduling Time:

- Take both long-term and short-term views
You can set daily tasks on your calendar weeks or months ahead.
- Know your “high energy” times: plan your days accordingly.
- Vary your tasks
Plan times to unwind, for physical exercises, for reading, for site visits, for recreation, for socializing, for email, for meetings, for phone calls, etc.
- Parkinson’s Law: “Work expands to fill the time available.”
Set priorities; schedule actions; review.

Step 1. Analyze your Day.

Use a Daily Log (p. 13) to record all the things you do. Note each activity and how long it takes. Do this for at least two full days.

Check activities as one of several Task Types:

- Phone calls
- Scheduled appointments
- Drop-in/ad hoc appointments
- Scheduled meetings
- Administrative work, paperwork
- Others: e.g., Report writing, Gathering information, Analysis

Total the number of minutes spent on each Task each day. Divide the result by the total number of minutes in your day (an 8-hour day has 480 minutes) and make a percentage of time that you spend working on each Task Type.

- Does the time you spend in each category line up with your key job roles?
- Evaluate your time usage in terms of duties, responsibilities, and results.

Step 2. Review your Goals.

Review your organizational, departmental, and personal roles. Identify your duties. (This is what you’re paid for.)

Consider the percentage that you spend on each duty.

- Are you trying to do too much.?
- If yes, adjust your priorities.

Managing Your Time

Seven Steps to Managing Your Time, continued.

Step 3. Form Tasks from Goals.

Review all your duties one-by-one with the goals they are leading to.

- List all of the key tasks required to achieve each goal.
- Put the tasks into order.
- Estimate time each task or activity will require. Be generous with yourself -- add 20% to allow for unexpected barriers.
- Set a dated target deadline to complete each task or activity. For longer project activities, set up dated milestones to track 10%, 25%, 50%, etc. progress points.
- Assign priorities to conflicting jobs. Base your decision on the importance and urgency of the goal that each task supports. (Use the TM Tool Box, p. 14)
- Note brief tasks which can be done at any time and any order – these can be useful fillers.

Step 4. Schedule your Time.

Put the most important tasks into time slots over several weeks or months.

- Use a wall Scheduler/Calendar that lets you see daily, weekly, or monthly views.
- Allow time for weather, ill health, over-runs, late deliveries, breakdowns, maintenance,
- Schedule important work or tasks that need creative activities in your “high energy” times.
- Leave time each day to deal with crises.
- Put related tasks and similar activities together.
- Start fillers when you have unexpected free time.
- Write your daily To Do list at the start of each day, or at the end of the previous day.
- Post the schedule where you can see it easily.

Step 5. Identify Time Wasters. Solve them.

Review your Schedule, Daily Log or To Do list to see what prevents you from keeping on task.

- Address one time waster at a time; find solutions with tactics that suit your personal style.

Step 6. Implement the Plan.

Consult your To Do list during the day to be sure you’re focusing on completing your top priorities.

- Review it and Renew at the end of the day.
- Take a reward for tasks completed. Relax. Smile. Have a coffee. Read to develop yourself.
- Address unexpected interruptions quickly. Get back to your priorities.
- Change daily and weekly schedules as you get more experience of what you can achieve.
- Practice these disciplines until the actions become habitual and automatic.

Step 7. Re-evaluate and Validate Your Scheduling.

Monitor and modify after 30 days. Ask your manager or staff for feedback. Ask yourself:

Am I completing each day’s tasks?
Am I improving goal achievements?
Do I feel less stressed, more relaxed?
Can I continue this scheduling?

Do I complete tasks I set for the week?
Am I better focused?
Am I avoiding time wasters?
What can I do still better?

Managing Your Time

Time Management on your Job: Your Follow-Up

Directions: a) Identify situations where improving Time Management is important at work.
Identify situations at work where confused priorities or analysis, poor planning, or weak execution are causing problems.

Directions: b) Note some of the people that you work with. Identify one person / group of people / a situation where you plan to improve Time Management.

Co-workers: _____

Supervisors: _____

Vendors/suppliers: _____

Customers: _____

Others: _____

What will you do?

Directions: c) Identify the specific location and what you will do at your next opportunity.



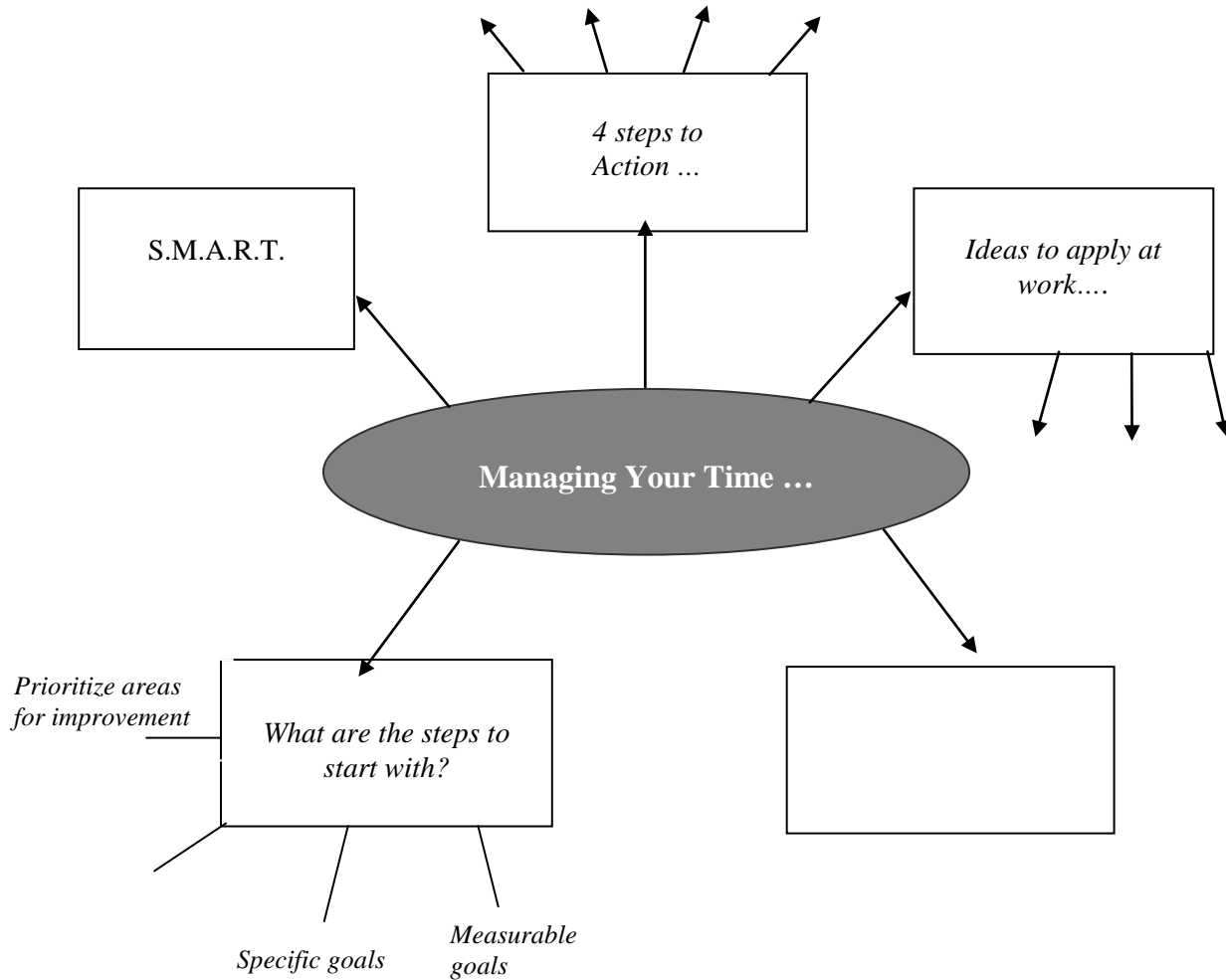
This is your personal follow-up activity.
Plan to complete it in the next ten days.

Date to complete by:

Managing Your Time

Review

Directions: In two days you can review today's work by completing this mind map. Write a main topic in a box and then lines coming off it with details



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- Improving Communications
- Building Innovation
- Safety
- Developing Yourself
- Teamwork
- Managing Your Time

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