

PPSW

Self Management: Goals and Time Management

Agenda

The Importance of Goals

The Value of Time

How to Achieve Your Goals

Tips and Tricks

The Importance of Goals

A Historical Photograph

The White House, 1962

- Bill Clinton meets President John Kennedy



Goals

What is a goal?

- Something, I want to achieve
- Something, that benefit me or others
- Something, I have to work for

Today we are dealing with personal goals.

There are also ...

- Team goals
- Organizations goals



Differing Definitions

These are not goals:

- *Someday I would like to go to Bali* (whish)
- *I would like to be a millionaire ...* (dream)
- *Next year you will increase sales by 10%!* (instruction)
- *Son, you will be a doctor, just like me!* (expectation)
- *The university offers scientific studies* (principle)
- *I don't smoke* (habit)
- *Buying groceries* (task)

(In the context of this lecture!)

Goals and Tasks

Goals and tasks are often confused

A goal is something to be *achieved*

- Goals can be celebrated

A task is something to be done

- Tasks have to be executed / carried out

Interdependency:

- Tasks can contribute to goals
- A goal can involve several tasks

Goals and Tasks

Example: Thesis defense

- Wrong: *The goal of my talk is to describe X.*
- Correct: *The goal of my talk is to get grade Y.*

Example: Math Lecture

- Wrong: *My goal is to review the lecture.*
- Correct: *My goal is to understand Gaussian elimination.*

Example: Sales Pitch

- Wrong: *The goal of the pitch is to demonstrate product A.*
- Correct: *The goal of the pitch is that the customer buys product A.*

Goals and Tasks

Most people are driven by tasks

Compare the questions:

- *What do I want to do today?*
- *What do I want to achieve today?*

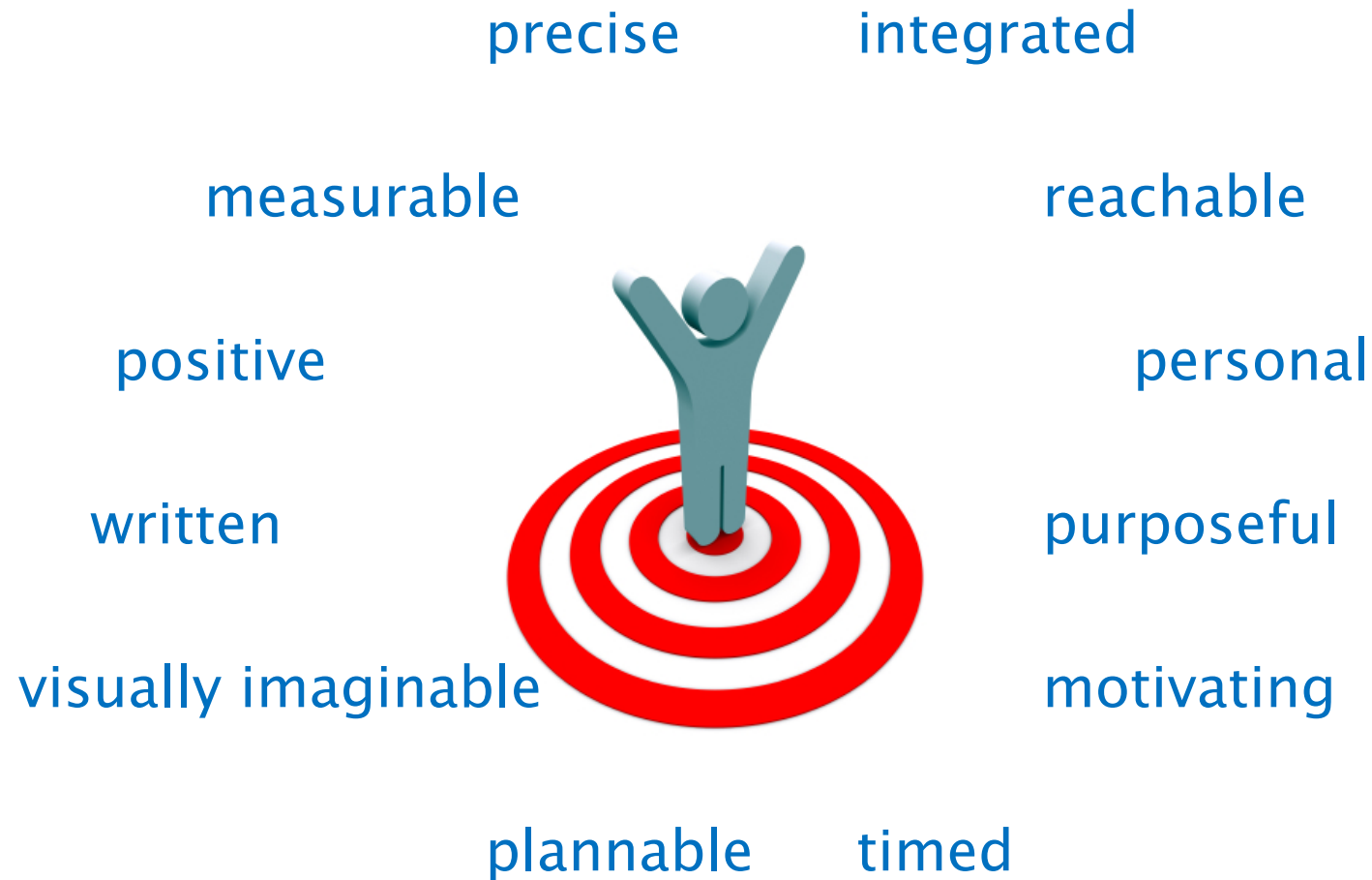
Employers look for people that work goal-oriented

- It is easy to cram a whole day with tasks
- Achieving results is what actually counts

The correct order of the questions should be ...

1. *What do I want to achieve?* (goal)
2. *What do I have to do to achieve that?* (tasks)

Twelve Rules for Goal Formulation



Long Term Perspective

Study: Kids and sweets

- Question: Are there measurable indicators for success?

Finding:

- Acting with a long term perspective

Tip:

- Google (Stanford marshmallow experiment)



YouTube: Joachim de Posada: Don't eat the marshmallow!

- <https://www.youtube.com/watch?v=M0yhHKWUa0g>

Long Term Perspective

Goals are a tool to generate a long term perspective

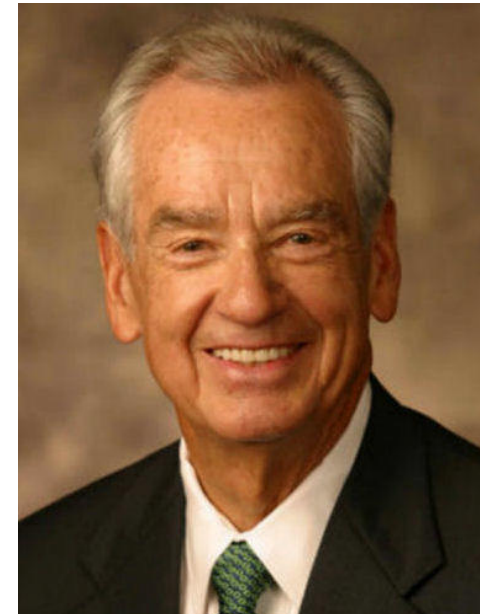
- They can balance a current temptation

Without goals I can easily fall for short term temptations

- This prevents long term success

Zig Ziglar:

- *The chief cause of failure and unhappiness is trading what you want most for what you want now.*



Milestones

Milestones make goals predictable

- Increase personal credibility and motivation

Chinese proverb:

- *A journey of a thousand miles begins with a single step.*

How to eat an elephant?

- One bite at a time!



Back from the Future

Preparation:

- Start with the long-term goal
- Define intermediate goals (milestones) backwards
- Arrive at an easy-to-complete task

Note:

- There is ALWAYS something you can do TODAY!

What?	When?
Start PhD with Simulation group	October 2022
Defend Masters thesis with good grade	August 2022
Get Master thesis topic from Claudia	April 2022
Pass ADM exam with very good grade	January 2022
Ask for preparatory reading material	TODAY

Back from the Future

How to proceed:

- Work for the current milestone
- Reach the milestone
- (Celebrate!)
- Replace achieved milestones with new ones

Advantages:

- Clearly shows the way
- Transfers motivation from goals to tasks
- Preview of future achievements

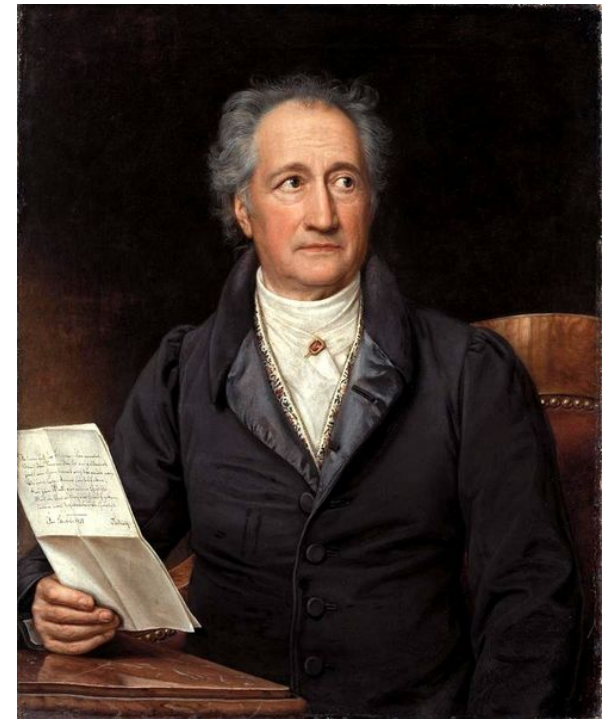
What?	When?
Start your own business	01.08.22
Finances are clear	01.06.22
Business Plan is ready	01.01.22
Business idea is worked out	01.12.21
Read book on Entrepreneurship	TODAY

The Value of Time

A Citation on Time Management

Johann Wolfgang von Goethe:

- *Gegenüber der Fähigkeit, die Arbeit eines einzigen Tages sinnvoll zu ordnen, ist alles andere im Leben ein Kinderspiel.*
- *Compared to the ability to arrange the work of a single day meaningfully, everything else in life is child's play.*



The Value of Time

When does everyone have an effective time management?

- One day before leaving for vacation
- One day before a big celebration (e.g. wedding)

Why is that the case?

- The awareness for the value of time is high
- All upcoming tasks are known
- There is a fixed deadline
- The result is important

That can also hold for the rest of your life

→ One needs a system to organize time

The Value of Time

First fundamental principle of self management

- A sense for the value of time

Everything needs time

- Nothing happens instantaneously

An important question:

- What is one hour worth to you?

Many people do not value their time

- They while away their day
- They do not set priorities
- They waste other peoples time



Why Time Management?

Time Management is important, because ...

- I have many personal goals
- I am confronted with differing demands
- It is easy to lose track of something
- My tasks become more complex
- I get more responsibilities
- My progress depends on my results
- I want to achieve something important in my life



The Pareto Principle

YouTube: „The 80/20 Principle and Parkinson's Law – Richard Koch”

- https://www.youtube.com/watch?v=6ysScJS1KrY&index=50&list=PLg999NlgHHrTRIV4D3QigObuqBSj_8A8z

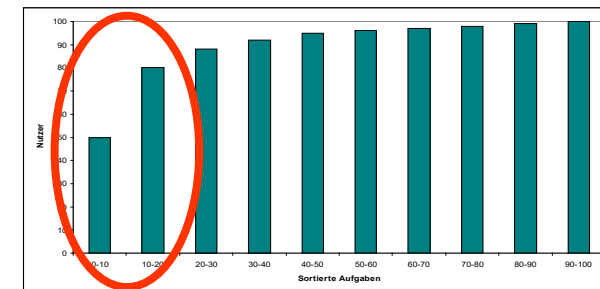
Vilfredo Pareto (1848–1923)

- 80% of the property is owned by 20% of the population
- Banks should concentrate on these 20%



Generalization of this principle:

- 80% of results are due to 20% of activities
- Which of my activities are these 20% productive?
- Reinforce these
- Reduce the others



Efficiency and Effectiveness

It is important to differentiate efficiency and effectiveness

Efficiency:

- achieving a result with minimum possible resources
- Driving the shortest route, buying the cheapest product

Effectiveness:

- having a positive effect on something
- Winning an important game, writing a bestseller

Notice:

- *Efficiency is doing things right,
Effectiveness is doing the right things*

Efficiency and Effectiveness

Efficiency is a management question

- How can I reach a goal as easily as possible?

Effectiveness is a leadership question

- What is the goal we want to achieve?

Good time management supports both:

- It helps to find time for the right things
- It helps to realize these efficiently

Parkinson's Law

C.N. Parkinson (1909–1993)

- How long does it take to write a letter?
- Between 5 minutes and a whole day!

Parkinson's famous law:

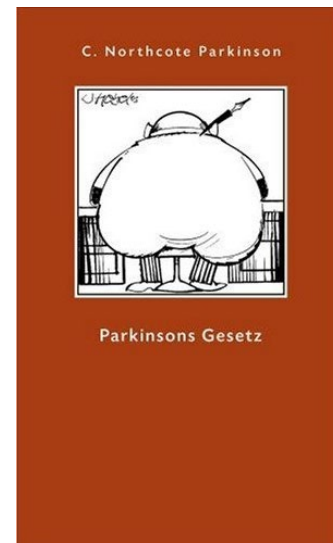
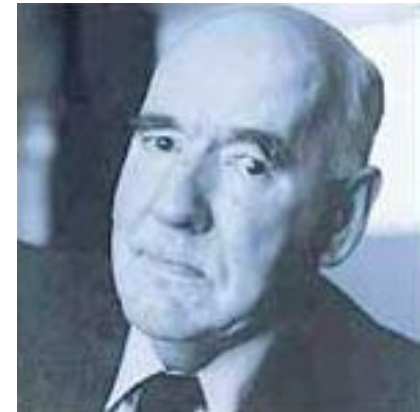
- *work expands so as to fill the time available for its completion*

Consequence from Parkinson's law:

- When there is no sense of time, everything takes forever

Personal consequences for time management:

- Set a deadline for every task
- Set a time limit for every appointment



How to Achieve Your Goals

Urgent or Important?

The second fundamental principle of self management :

- Differentiation of *urgent* and *important*

Urgent means,

- Something demands my attention
- Examples: ringing phone, visitors, fire alarm

Important means,

- Something contributes to my goals
- Examples: planning, rest, education, networking

Many people cannot differentiate

- They perceive urgent issues as important

Urgent or Important?

Urgent things ...

- are prompted by my circumstances
- come from the outside
- threaten to gain the upper hand

Important things ...

- are prompted by my goals
- come from inside oneself
- threaten to disappear

The Eisenhower Method

Dwight D. Eisenhower (1890 – 1969)

- *I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent.*



A method to categorize tasks

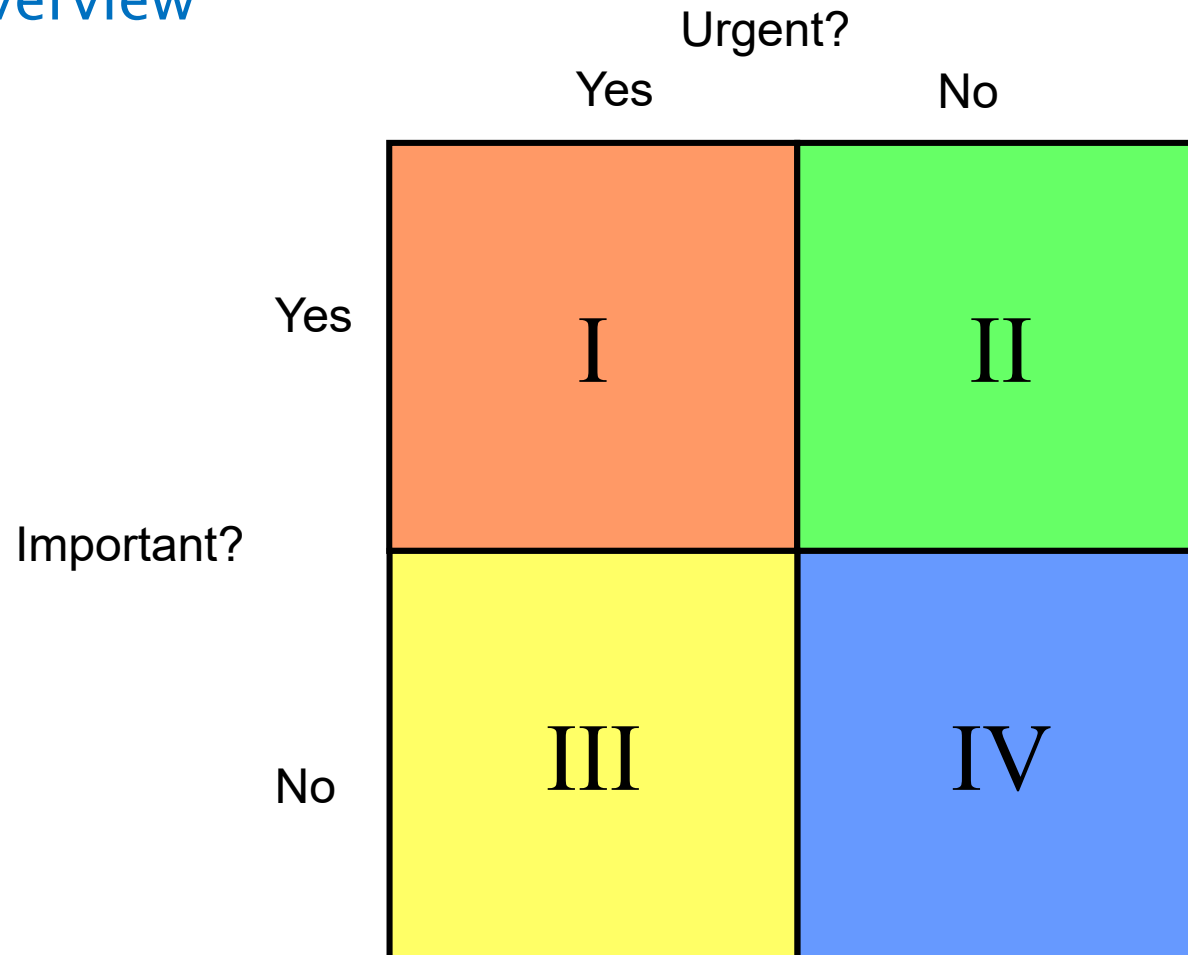
- Stems from the distinction of urgent and important
- Decision support in time planning
- Component of many time management systems today

YouTube: “How to Plan Like Benjamin Franklin & Stephen Covey”

- <https://www.youtube.com/watch?v=6nZwtGh4g7E>

The Eisenhower Method

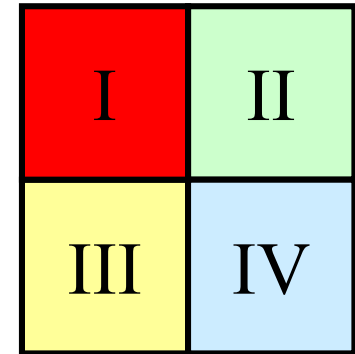
Overview



I: Important and urgent

What is important and urgent?

- Real emergencies
- Acute problems
- Close (important) deadlines



Important to know:

- Quadrant I can neither be delegated nor delayed

How to handle quadrant I?

- Complete a.s.a.p.
- Reduce in the future through better planning (QII)

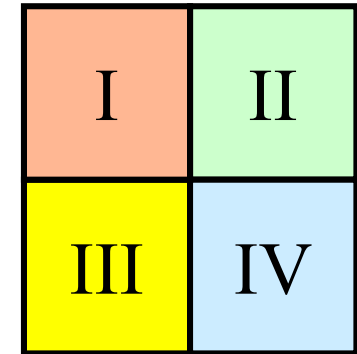
III: Urgent but not important

What is urgent but not important?

- Most (unannounced) visitors & calls
- Bureaucracy

Important to know :

- Quadrant III is the main reason for stress
- Quadrant III can and must be reduced



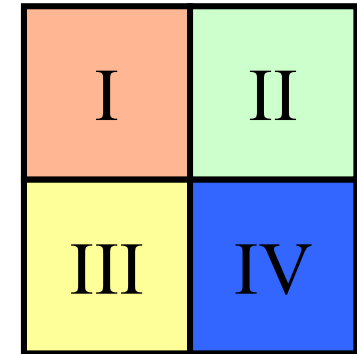
How to handle quadrant III?

- Avoid / prevent / delegate / reject
- Better time management
- Learn to say „No!“

IV: Not urgent and not important

What is neither urgent nor important?

- Being lazy
- Dawdling away time
- Busy work



Important to know :

- Quadrant IV is a pure waste of time
- One should never be in quadrant IV on purpose (or at all)

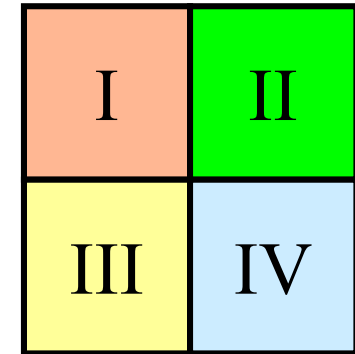
How to handle Quadrant IV?

- Become aware of being there
- Abrogate / Dispose right away!

II: Important and not urgent

What is important and not urgent?

- Tasks stemming from my goals
- Relationships
- Resting
- Education



Important to know :

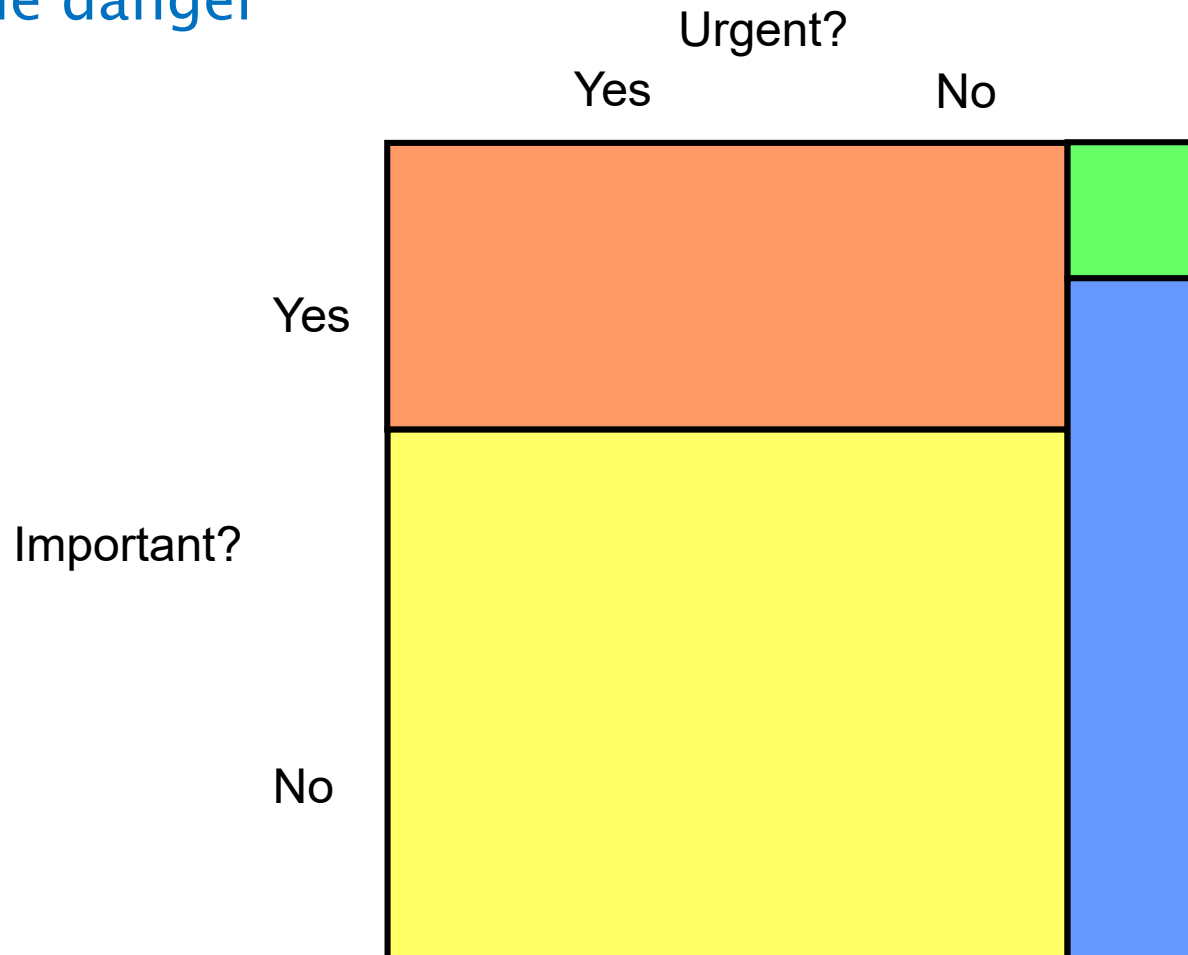
- Quadrant II is the key to success

How to handle quadrant II?

- Engage in these regularly
- Prefer in (life and time) planning
- Make sure that these tasks are being tackled

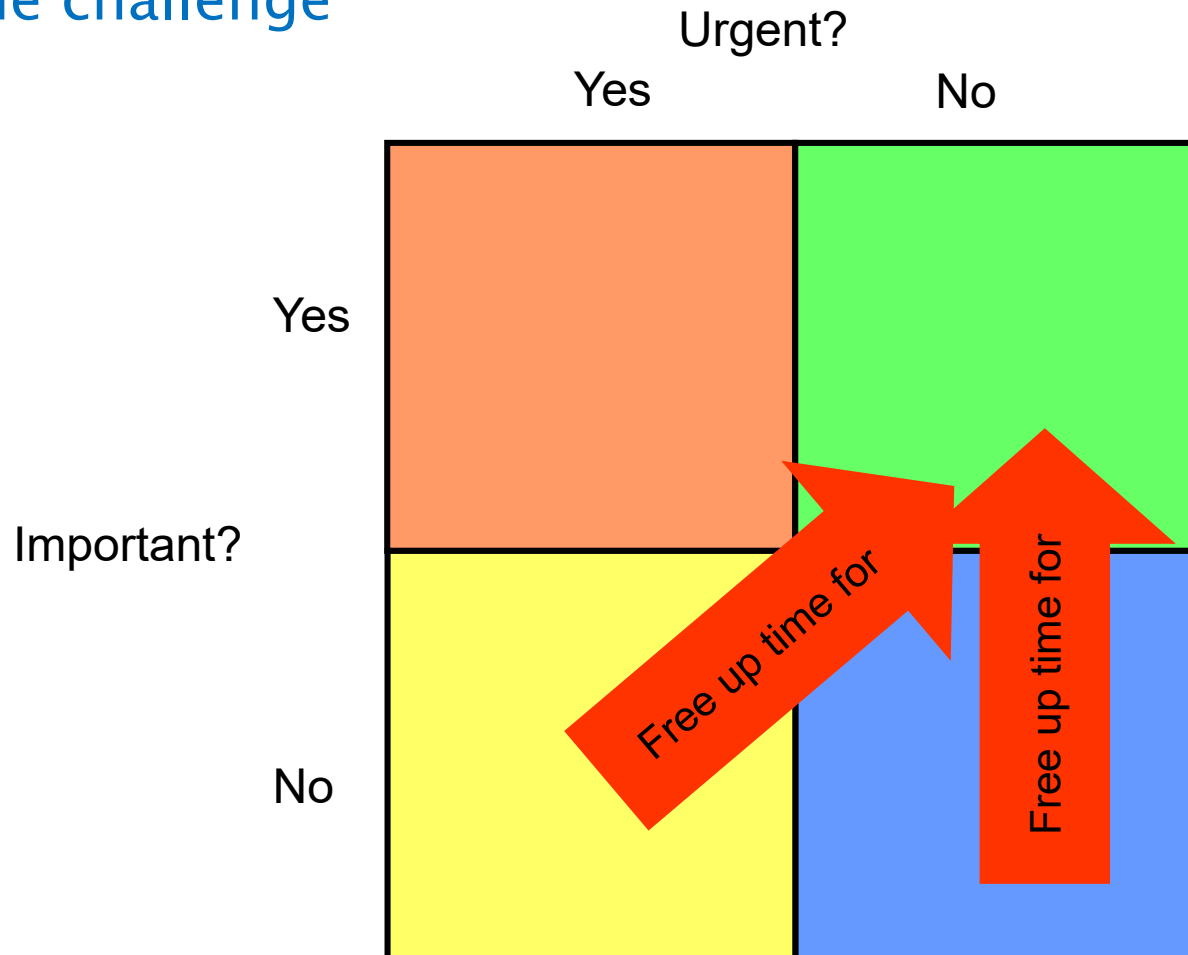
The four Quadrants

The danger



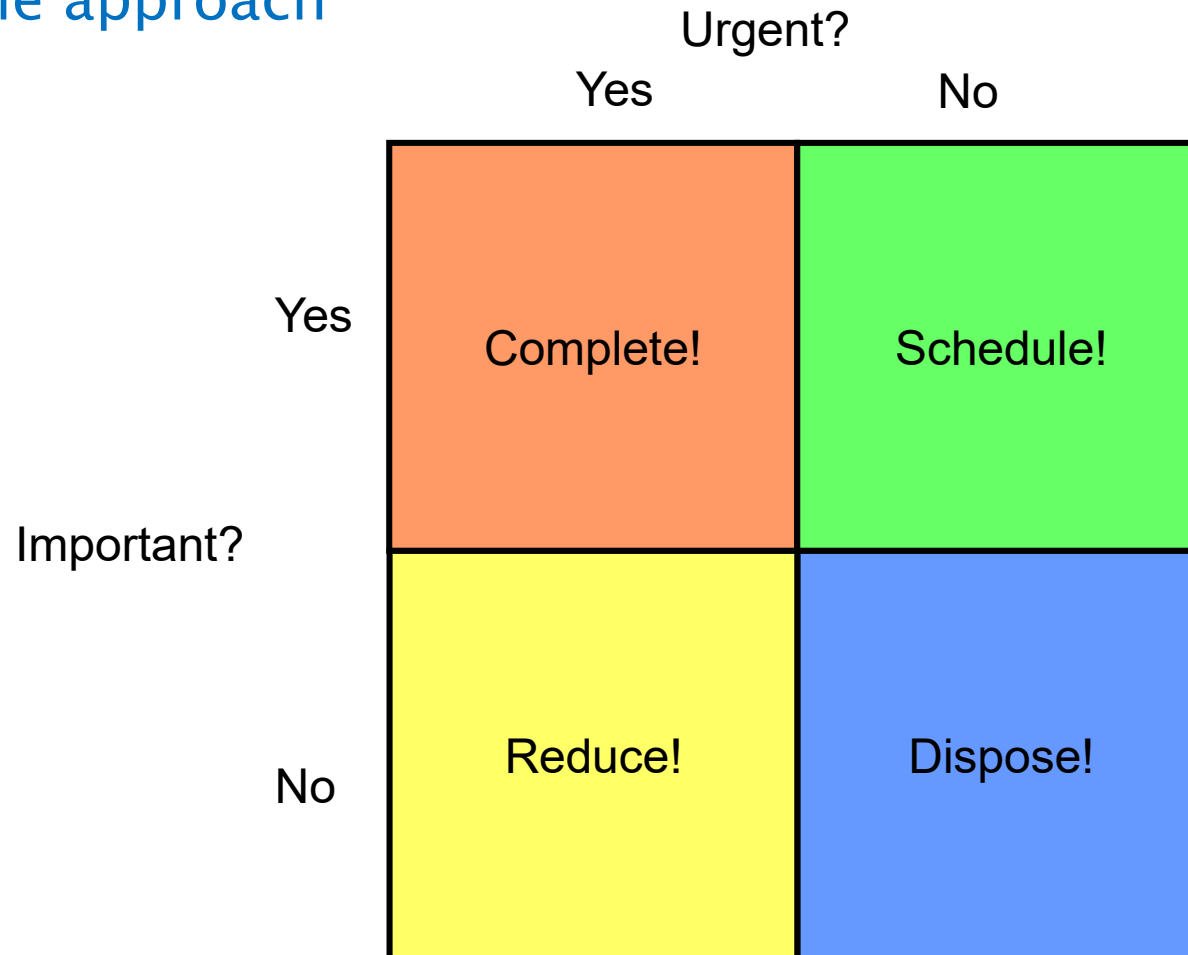
The four Quadrants

The challenge



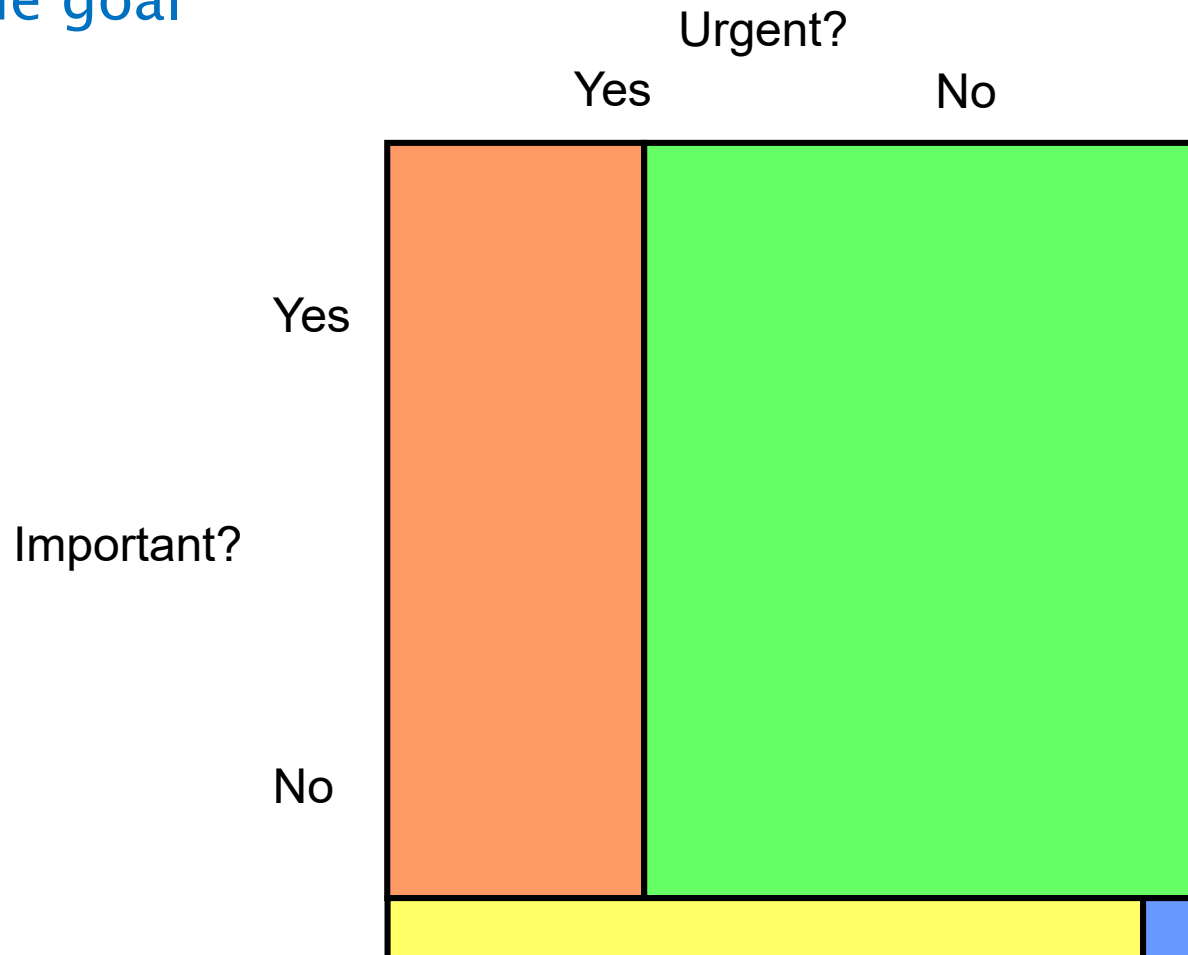
The four Quadrants

The approach



The four Quadrants

The goal



Balance in Life

Covey: The P/PC–Balance

- P = production
- PC = production capability

Production Capability includes:

- Education & competencies
- Being rested and well-adjusted

It is important to balance P and PC

- Production Capability is Quadrant II!

Balance in Life

Everyone has different areas in his life, e.g.

- Personal, professional, finances, relationship, family, clubs, friends, church ...
- They all must be expressed to achieve a balanced life

Only the job / studies produces tasks from QI and QIII

Good time management helps, ...

- not just to be more efficient (P)
- But also to be more effective (PC)

Mahatma Gandhi:

- *There is more in life than increasing its speed.*



Four Stages of Time Management

Stage 1: Reminders

- Post-its & notes
- Danger: complex projects fail



Stage 2: Planning

- Calendar and to-do lists
- Danger: no long term success



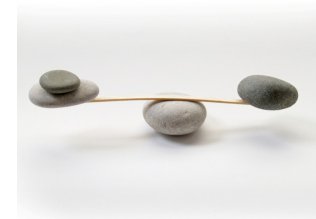
Stage 3: Goals

- Detailed daily plans, using priorities
- Danger: unbalanced life



Stage 4: Proactivity

- Stage 3 plus values and life leadership
- Conscious planning of important (but not urgent) tasks



To-Do Lists

A to-do list (task list) is ...

- A list of all upcoming / currently existing tasks

A to-do list is the last step of a planning process

- Tasks cannot be broken down further
- Tasks can be completed in one session

A to-do list contains at least

- A description of the task
- A deadline for the completion

It often contains

- Priorities for the different tasks

Covey's fourth Stage

Goal of the „fourth stage" of time management:

- Shaping your life, not managing tasks
- Better, rather than more

Covey:

- *No one ever said, on his death bed, that he wished he'd spent more time at the office.*

Mintzberg:

- *Time for important things cannot be found in your calendar, you have to fight for it.*

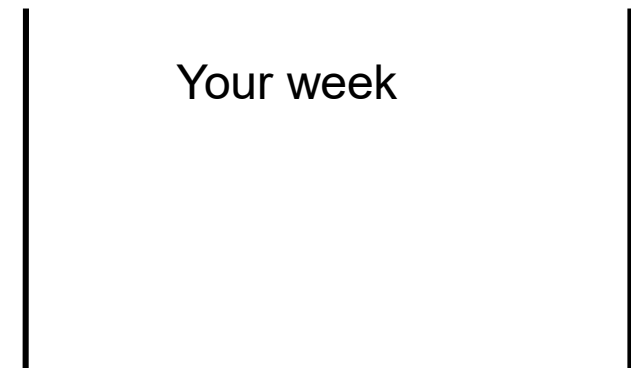
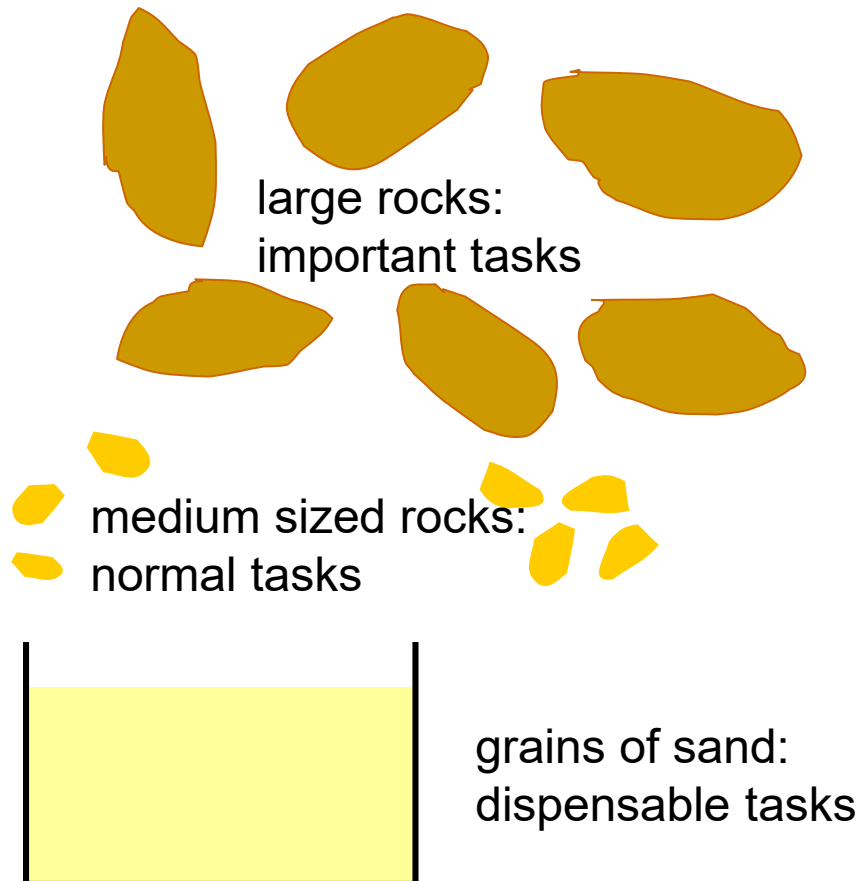
Scheduling a Week

Four steps for a weekly schedule

1. Schedule all fixed appointments
2. For every area of life answer the following question:
 - What is the best thing I could do in this area of my life in the upcoming week?
3. Add these activities as appointments to your schedule
4. Update and prioritize to-do list
 - (complete to-dos in the unplanned free time)

Scheduling a Week

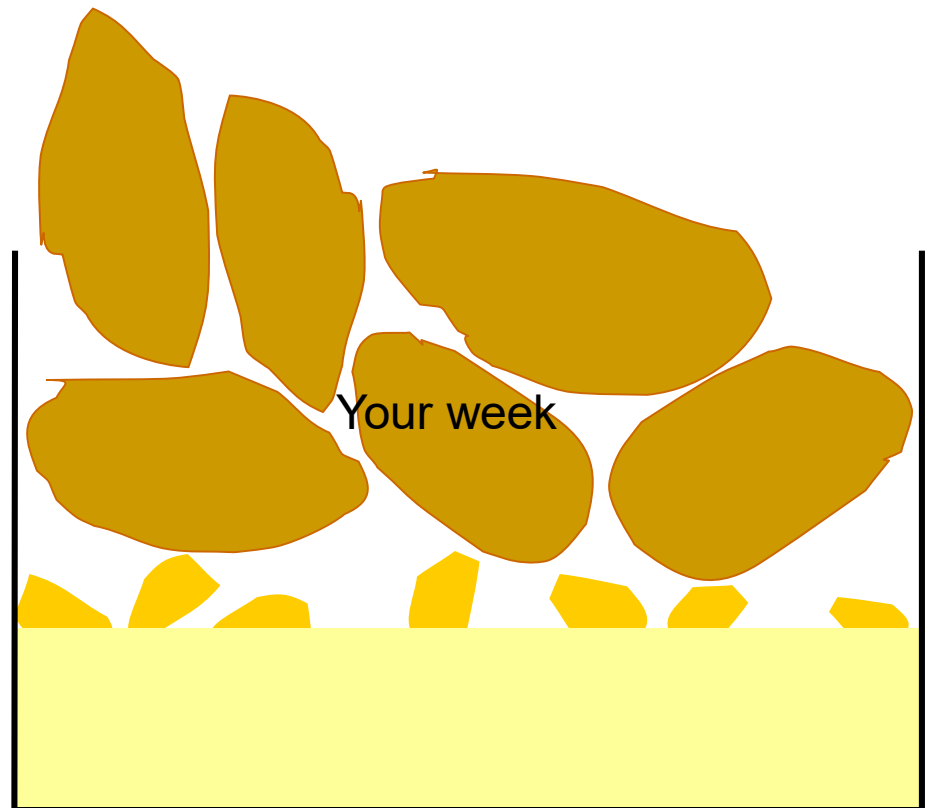
Visualization (Covey)



Scheduling a Week

Wrong order

- React to small tasks
- Not time left for important tasks
- Balance in life is lost
- Progress is in danger



Scheduling a Week

Correct order

- Important tasks are definitely completed
- Smaller tasks arrange themselves around that
- Balance in life is ensured



Scheduling a Week

Step 1: Schedule all fixed appointments

	Mo.	Di.	Mi.	Do.	Fr.	Sa.	So.
8							
9							
10	Lecture		Lecture		Lecture		
11	Exercise	Lecture			Lecture		
12							
13				Exercise			
14							
15				Exercise			
16							
17	Lecture	Exercise					
18							
19	Squash		Choir				
20							

Scheduling a Week

Step 2: Add top appointments for each area of life

	Mo.	Di.	Mi.	Do.	Fr.	Sa.	So.
8							
9				Homework			
10	Lecture		Lecture		Lecture	Homework	
11							Visit grand- parents
12	Exercise	Lecture			Lecture		
13			Lunch with friends				
14				Exercise			
15	Write lecture notes	Amnesty- Office		Exercise			
16			Part time job			Coffee with Peter & Sara	Read book on goals
17	Lecture	Exercise					
18				Time with girlfriend			
19	Squash	Homework	Choir				
20							

Tips and Tricks

The 2/3 rule

A helpful rule for weekly planning:

- Only plan 2/3 of your time ahead!

Reasons:

- You need time for unexpected tasks
- You need time to fulfil the to-do list
- You have to rest in between



Tipp – Pay for your tasks

A tip prioritizing tasks

- Assign an hourly pay for each task!

There are three „salary levels" for tasks:

- 1000€ / h – CEO
- 100€ / h – Professional
- 10€ / h – Anyone

Your goal:

- Earn at least 2000€ per day
- (enhances your sense of importance)



Two Minute Rule

Complete right away



Time protection

First step towards a good time management:

- Plan how to use the available time

A second step is also important:

- Protect your plan!
- (Do not allow your plan to get diluted)

This often involves training

- One self (for more discipline)
- Ones environment (now taking your time seriously)

Warning:

- Not everyone will like the new behavior!

Three Self Induced Time Thieves

„Time thieves" steal your valuable time

Some of them are caused by ourselves

Procrastination

- Avoiding unpleasant tasks, busy work

Bad organization

- Missing information, unnecessary waiting time

Not saying "No!"

- Wasting time on unwanted tasks



Saying "NO!"

Four facts on the word "No" ...

- It is neither negative nor selfish
- It is a tool for (self-)liberation
- It restores your power over your own time
- It increases the value of the things you say „Yes“ to

Two quotes:

- *Its easier to say "No!" when there is a deeper "Yes!" inside you.*
- *Success in life requires a short "Yes" list, and a long "No" list.*

Procrastination

YouTube: „Inside the mind of a master procrastinator”

- <https://www.youtube.com/watch?v=arj7oStGLkU>

What is procrastination?

- I avoid important tasks, instead of completing them consequently, in time and relatively stress free
- Instead I occupy myself with other and less important things

In other words:

- *I am not doing the things,
that I know I should be doing*
- *Instead I reorganize my stamp collection*

Procrastination

Procrastination is a well known time thief

G.C. Lichtenberg:

- *Delaying important business is one of the most dangerous diseases of the soul.*



Motto, to counter procrastination:

- *Worst things first!*
- Complete the worst tasks at the start
- The remainder of the day can only be better

Procrastination

Eat that Frog!



Procrastination

Why does procrastination happen?

- Because the „frog“ causes negative feelings

Examples:

- Making a decision: fear or making a mistake
- Calling someone: Guilt

What to do?

1. Realize why the frog causes negative feelings
2. Eat that frog (Shut your eyes and go for it!)



Four External Time Thieves

Distractions

- Noise, interruptions, Q III–events

People without goals and time management

- Do not get to the point; delay you
→ Have and enforce your own goals and time management

(Badly conducted) meetings

- Most meetings are extremely inefficient
→ Reduce meetings, minimize duration & moderate well

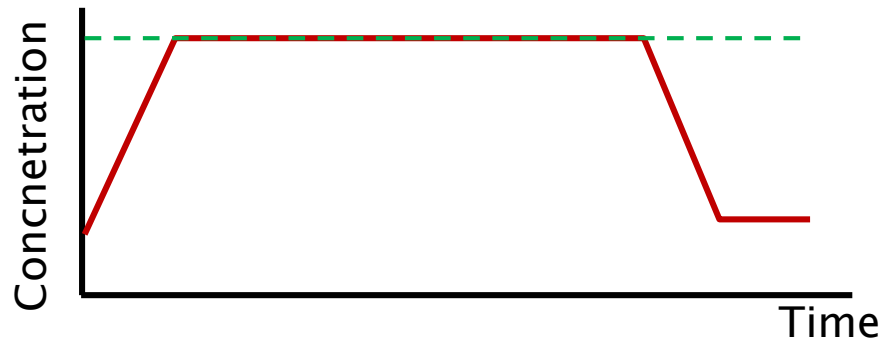
Electronic communication

- Minimize handling incidents; handle strictly

The „Saw-Tooth“ Effect

Necessary for challenging tasks:

- Building up and maintaining a certain level of concentration



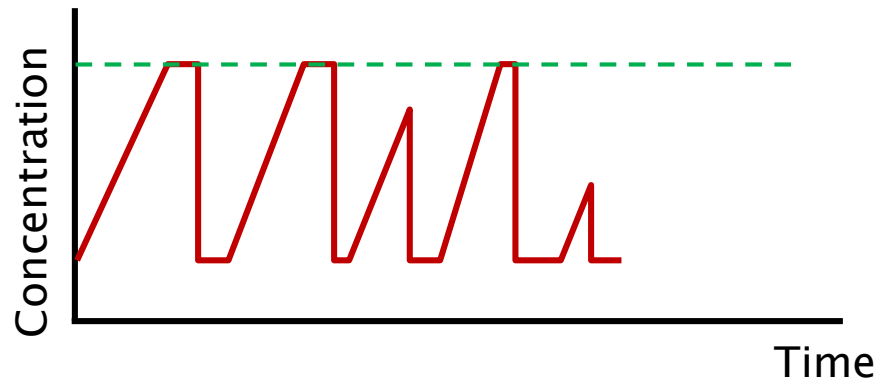
The task can only be completed successful, ...

- when I can sufficiently immerse myself

The „Saw-Tooth“ Effect

Effect of interruptions in short intervals:

- I am constantly drawn out of the flow
- I cannot reach the necessary level of concentration
- The task is not completed
- I am wasting a lot of time



Consequence:

- Protect yourself from interruptions if necessary!

Some Suggestions

Questions for reflection:

- Which 20% of your activities are the most productive?
- How strong is your sense for the value of your time?
- What does being effective mean for you?
- What are your important areas of life?
- Are you addressing every area each week?
- Do you have tasks you are procrastinating?
- Have you ever suffered from the „saw-tooth“ effect?
- Who or what is your worst time thief?
- When have you last not said „No!“ to something urgent?
(At the expense of something important)?
- When have you mistaken something urgent for something important?