ART

of Time Management

- **A**ssessment
- **R**eport
- **T**ools

Personalized Report For:
Sample Report

REPORT CONTENTS

ART of Time Management™

- **A**ssessment

- **R**eport

- **T**ools

Dear Sample,

The happiest people are those who manage their time wisely to maintain a well-balanced life. They know their current time strengths, continually search out their time weaknesses and quickly make needed improvements.

Assessment
Deciding to complete the ART of Time Management ™ Assessment was the first step toward bringing balance to all aspects of your life.

Report
This Report provides the results of your TimeManagement360 Assessment. It can help you gain control of how you use your time more productively at work and in many other aspects of your life and achieve the balanced life you believe is best for you.

You will discover how well you believe you are currently performing in each of the twelve Time Management topics below:

Objectives	Projects	Activities	Priorities
Crises	Analysis	Paperwork/E-Docs	Interruptions
Meetings	Delegation	Team Time	Personal Time

Your results for each topic are shown describing your strengths and improvement opportunities. As you read these pages, feel good about your strengths and commit to seize the opportunities to improve your performance.

Graphs
The next section of the Report shows bar graphs of your scores to quickly identify the skill level for each of the 12 Time Management Topics. It also includes bar graphs of your Observer average and each of the Observer groups.

Results - As Your Observers See You
If you chose to receive feedback from Observers - manager, piers/co-workers and direct reports who are aware of how you spend your time - the presentation of their combined results is graphically illustrated, along with your own results. This will help you see your Time Management habits and skills through the eyes of others. In each of the twelve qualities sections in your report, you will see your **Personal Score**. This score is the the average of your self score and all your observer scores and it will continually change as new observers submit their feedback.

Comparing your score to the Observer scores will make it apparent if you are scoring yourself higher or lower than what your Observers are scoring you. Where your scores and theirs are different, you need to discover what is behind those differences. Near the end of this report will be a page listing your **strengths** (a snapshot of the five areas with the highest average scores - from highest to lowest - from all your raters combined), your **areas for improvement** (a snapshot of the five areas with the lowest average scores - from lowest to highest - from all your raters combined) and your **blind spots** (a snapshot of the 5 areas with the greatest difference between your scores and the average scores from all your raters combined). Pay particular attention to this page.

You have 30 days to invite Observers for feedback. You may want to regenerate your report a few times to display Observer results. Simply regenerate your report from your Member Home Page.

Tools

Performance Improvement Plans

Setting personal goals is the first step to directing you toward targeted accomplishments. Goals also provide the benchmarks against which your progress is measured. For each Time Management topic, there is a Performance Improvement Goals Form that you are to complete. Each provides you space to write improvement goals and expected changes you and others will begin to observe as your goals are achieved.

Documenting your improvement goals and the positive changes you expect to experience is a powerful step to immediate progress. Do not allow yourself to procrastinate getting started and enjoying the benefits of the ART program.

Tool Modules and Forms

The ART program provides more than 40 Time Management Tool Modules to assist you in achieving better use of your time at work, a more balanced life and greater happiness. Each provides numerous time-saving tips and ideas for managing your time more effectively and efficiently. Many of the Tool Modules contain forms to help you organize your work in your quest to manage your time better.

You may access the Tool Modules and Forms for up to 60 days from the date of completing your Assessment. These are for your personal use only. Be sure to download them from the Tool Modules and Forms links on your Home Page before your 60 days are up. You never know what Time Management help you may want in the future.

The ART of Time Management is not a "cure-all." You are the most critical element in managing your time better, getting better results and achieving greater happiness. The Assessment, Report and Tools that comprise ART can provide direction and help reduce uncertainties, but it is really up to you. And, what you want to accomplish is not beyond what many others have accomplished in the past. You can do it, too.

World's Greatest Time Secret

I want to share with you the world's greatest time secret. Everyone wants more time. Many blame their limited time for all of their Time Management problems and they relentlessly look for ways to get more time to bring balance into their lives. Here is the great time secret: The only way to get more time is to live longer! That's right, live longer. Yet, people are working longer hours, trying to balance more complex lives and rapidly accumulating more stress that dissipates more slowly than it accumulates. That stress is harmful to their health� It all adds up to a shorter life and less time.

As you read your Report and discover many ideas and techniques to help you use your lifetime better, keep these points in mind. You need to eat healthy foods, exercise routinely, get a good night's sleep and see your health care professionals routinely. As you travel ahead in time, preserve and protect the physical, mental and emotional you that makes the journey.

Best wishes for a long and well balanced life.
Dr. Larry Baker

OBJECTIVES

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Objectives.

++ Excellent   + Good   - Fair   - - Poor

Clearly stated objectives, both in your work and non-work lives, can be compelling sources of direction. They describe results you want to accomplish. The greater your identification with those results, the greater your commitment to achieve them. Learn below, how well you are writing and using objectives.

+ Writing work objectives frequently is a good start. Always having them is even better. Give more attention to writing clear, achievable and measurable results to be accomplished. Knowing the results to be accomplished can be coupled with realistic deadlines for each objective. Then, you can measure your performance.
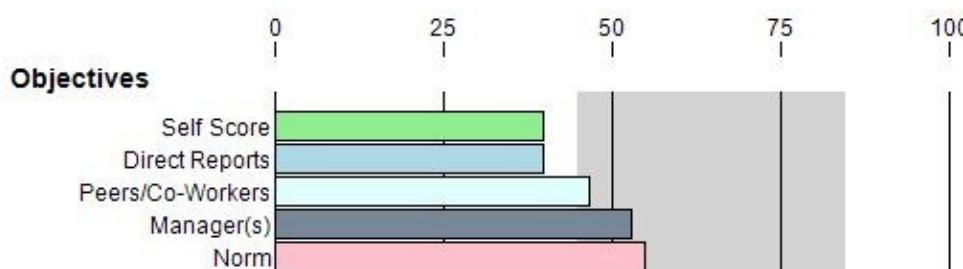
- You cannot afford to have frequent problems caused by unorganized, complex and/or long-term objectives and hope to complete them on time. Objectives must be broken down into projects and projects into activities. Activities are what you can plan, schedule and control, daily. Control activities; and you control projects and objectives.

-- Each of your work objectives does not contribute equally to the results to be accomplished. Begin to gain agreement on the priority value of each objective among those concerned. If you cannot get agreement, assign your highest priority objectives an "A" value. Assign the rest a "B" or "C", as appropriate. Do "A" priorities first.

- Increase the attention given to monitoring conditions that could make your work objectives obsolete. Some conditions will be more volatile than others. When re-writing your objectives to make them current, confirm: you are still personally committed to them; they are specific and well written; the resources required are available.

+ It is good that you have frequent reviews of performance on your work objectives. However, your frequent reviews should be supported with regularly, prescheduled performance reviews. Also, be sure you identify the milestones, critical events and other changes that will "trigger" immediate performance reviews.

Your Personal Score - 45%

PROJECTS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Projects.

++ Excellent   + Good   - Fair   - - Poor

Strengthening your approach to organizing projects will help you accomplish more work in less time. The project organizing techniques described below are based on proven planning and scheduling approaches. They will help you link major responsibilities to daily activities and overall project results.

++ Your use of project mapping is to be commended. Few people have achieved that much control over project planning in preparation for scheduling all of the work necessary to complete their projects. Since you have mastered the mapping technique, begin to use mapping to organize the work for your other responsibilities.

-- Approach your projects by always trying, first, to gain agreement on their relative priorities. If not successful, set the level of importance of each and their deadlines. Start with the most important projects and balance their deadlines the best you can. You will be rewarded, mostly, for important project results and their timely achievement.

- You sometimes recognize that all of your projects are not of equal importance and assign each an appropriate importance code. But, sometimes is not adequate. A project's contribution to your results determines its importance. Routinely, assign an "A" to your most important projects, "B" to those in the middle and "C" to the least important.

- Frequently starting projects without all of their work scheduled is causing you performance problems. Your issue appears to be a need to sequence the activities, make time estimates for each activity and assign deadlines for every activity to get the right start on your projects. Scheduling is not just writing activities in a scheduler.

+ Frequently asking project team members to participate in deciding who is to do what, by when is a good beginning. Project team leaders who consistently take a participative approach gain team commitment and support for project work. If there is no team leader, you, as a member, can ask the questions that will get members involved.

Your Personal Score - 50%

ACTIVITIES

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Activities.

++ Excellent   + Good   - Fair   - - Poor

Controlling your activities daily, is the key element in accomplishing desired results. Your results, both short-term and long-term, depend on how well you are choosing among hundreds of possible activities every day. Below, learn how well your activities add to or distract from planned results.

++ Knowing the priority values of your work activities keeps you in focus and helps you manage your time efficiently. You know what activities are most important and can give them the necessary time and effort. Staying focused on your highest priority activities will lead to greater success.
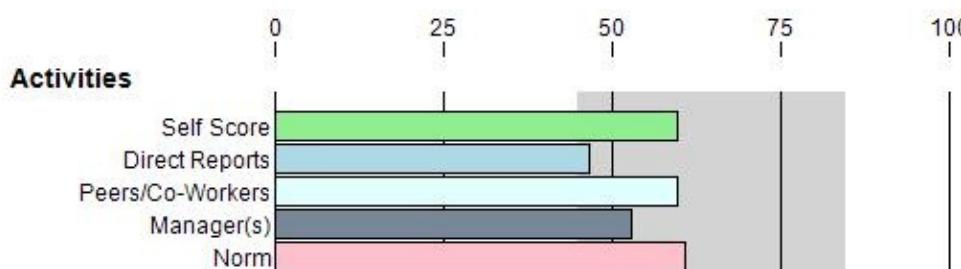
++ You have discovered a critical ingredient of time control. Estimating time requirements for your work activities is essential. Checking on their accuracy and using the feedback to make even better predictions is powerful. You have overcome a troublesome timewaster that plagues most people.

- Your infrequent use of techniques to sequence related work activities is far too inadequate. Use flow-charting, or other graphic techniques, to help you gain a better perspective of the sequential relationships among related activities. You will make fewer false starts, be more in control of your work and waste less time.

- Your job will always, not occasionally, have a mixture of changing responsibilities and activities. Anticipate your work responsibilities will change, and you will recognize evolving changes sooner. Be more vigilant than you have in the past in anticipating changes in your work responsibilities. Discontinue all activities that become out-dated.

- With only a few of your activities completed before the last minute or becoming late, you need to practice better planning and scheduling. Only you can "kick" your last minute and late work habits. Learn the planning and scheduling techniques needed to do your work on time with less stress and more success.

Your Personal Score - 55%

PRIORITIES

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Priorities.

++ Excellent   + Good   - Fair   - - Poor

Managing your priorities is a challenge daily. The issues, situations and events you face are constantly changing. Objectives and projects can change, as can timetables and deadlines. Discovering the real meaning of importance and urgency, and correctly applying them, will help you clarify your priorities.

+ Work hard to maintain the priority balance you currently enjoy between your work and most aspects of your personal life. What is still out of balance? Set the priorities that will bring those remaining aspects into balance. Work and life priorities change with age and circumstances. Revisit your life priorities, often.
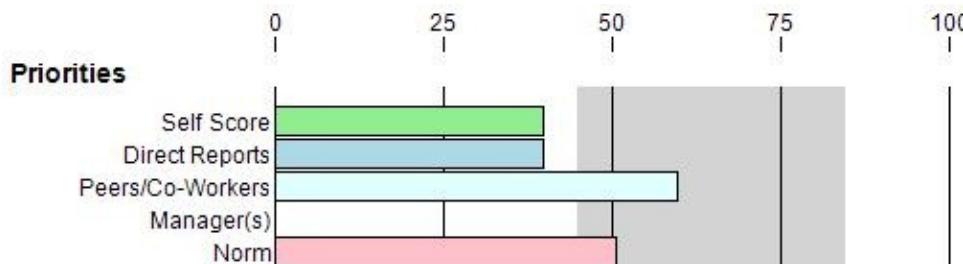
-- Ranking priorities is difficult because you mis-apply importance and urgency in evaluating them. Importance and urgency are never at opposite ends of the same scale. Every priority must be evaluated on both scales. Ask, how important is it: and then, ask how urgent is it. Use both answers to rank your priorities and schedule work on them.

- You are not using enough leading indicators to signal your priorities need to be updated. The need to update your priorities can be more predictable. Find more indicators, such as progress on your goals and projects, changes in customer buying trends, changing economic conditions, changing technologies, competitors, even a fickle boss, a combination of these and/or other indicators.

- Being behind schedule or completing most priorities after their deadlines is a frustrating way to work. Schedule your priority work, anticipate your boss' needs and the needs of coworkers as much as you can; also, ask for earlier notice of work needed by all others. Avoid unimportant activities. Reduce interruptions to those necessary.

+ You usually control the tendency to procrastinate important and urgent priorities, even the difficult, long-term or unpleasant. Unfortunately, many unimportant and non-urgent things are easy, quick and fun. You need to focus more on your highest priorities, first. Prefer rewarding results to useless, but pleasant, activities and tasks.

Your Personal Score - 35%

CRISIS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Crisis.

++ Excellent   + Good   - Fair   - - Poor

Daily situations confront you that can cause crises. They involve things that are important to you and demand urgent responses. You cannot control the causes of all crises, but you can control your responses to all of them. Below, discover your current approaches to preventing and resolving crises.

- Investigate all of your crises more thoroughly. Identify both their symptoms and underlying causes. Analyzing symptoms and causes before you respond will lead to better results. Identifying and focusing on the causes of your crises will prevent you from simply treating their symptoms. Treating symptoms never ends or prevents crises.
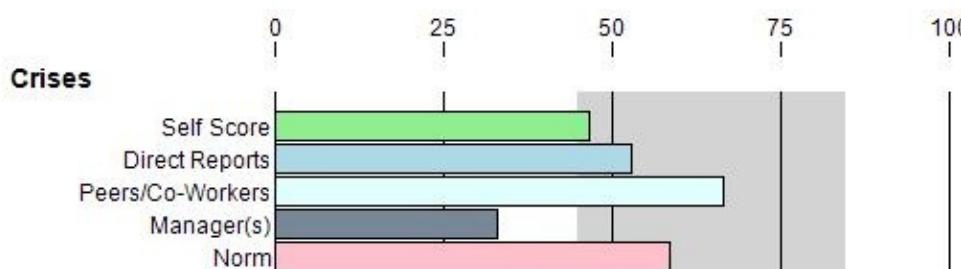
- Recognizing the differences among crises with uncontrollable causes and those with controllable causes, only occasionally, is inadequate. Crises with uncontrollable causes require contingency plans that can become routine crises response procedures. Crises with controllable causes can be eliminated by ending what causes them.

- It is good that you may not be mixing up the symptoms and causes of crises and may be recognizing you need different resolutions to crises with uncontrollable causes than to those with controllable causes. But, it is not good that you only occasionally plan resolutions to your crises and schedule their implementations effectively.

++ Monitoring, routinely, resolutions you have implemented to crises is a good follow-up strategy. Resolutions become ineffective if the causes of the crises change. Then too, your plans or their implementation may falter. Remain vigilant in your follow-up on all crises, and you are unlikely to be caught by unpleasant surprises.

- Procrastinating some difficult, unpleasant or long-term tasks is better than turning all of your tasks into crises. Yet, that is little consolation. Doing tasks at the last minute, unnecessarily, costs you control of time and jeopardizes your performance. Focus on positive results. Do the tasks that produce them, and do them on time to avoid crises.

Your Personal Score - 50%

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Analysis.

++ Excellent   + Good   - Fair   - - Poor

Analysis of your daily work and your accomplishments is critical to performing at your best. What was a time strength yesterday, may be a timewaster today. Your objectives, projects, activities and priorities must be checked for alignment; and you should know the dollar and cent value of your time.

- No more than you analyze your work for time wasting activities, you may be plagued with many useless activities. Use time logs regularly to analyze your work. You will discover timewasters to eliminate, and essential work that can be performed in less time. Also, lost time or poor results should always "trigger" a time log analysis.
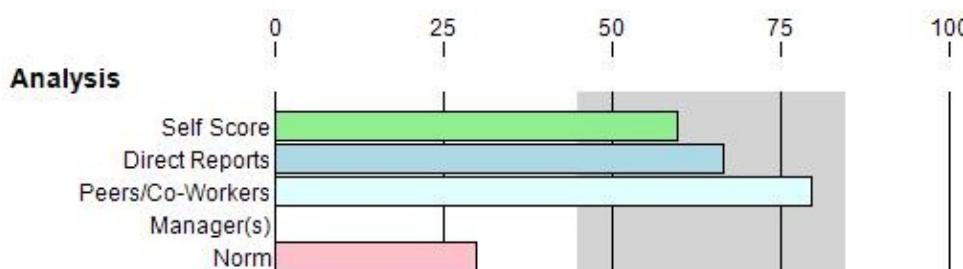
++ Time requirements for your priorities are subject to constant change. Your frequent analyses of the time required for your priorities ensure you are making the right time allocations and commitments. Continue staying in control of time allocated to your priorities, and you will continue to stay on top of your ever-changing time requirements.

- Analyze your interruptions routinely. Discover who phones and visits you, and why. When do your interruptions occur; and what does each add to your work and to the work of your interrupters? Treat all who interrupt you with respect. Respond to their purposes based on the value added to your performance and to theirs.

- You need a routine, not infrequent, approach to analyzing both the paperwork and E-mail received and initiated by you. You will learn what you are doing well and what needs to be changed. The more frequently you analyze your paper and E-mail flows, the more you will stay ahead of evolving problems and changes.

++ Unlike you, few people know the value of their work minutes in dollars and cents. Re-compute yours when there is any change in your salary, fringe benefits, overhead costs, perquisites, costs of assistants or contribution to profit. But most of all, keep your value per minute in mind as you make daily time commitments.

Your Personal Score - 52%

PAPERWORK/E-DOCS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Paperwork/E-docs.

++ Excellent   + Good   - Fair   - - Poor

What would it be like to go to work knowing that you were prepared to handle what, in the past, have been too many pieces of paper and E-mail messages to sort, documents to file, things to read, reports to write and deadlines to meet? It can happen. Read on to discover your paperwork strengths and opportunities.

- You need to regularly, not sometimes, schedule enough time to open and process paperwork and E-mail, and to meet their deadlines. Consider both what you receive and what you initiate. Your paperwork and E-mail time needs will vary from item-to-item, day-to-day and week-to-week. Whatever the patterns, schedule time for them.
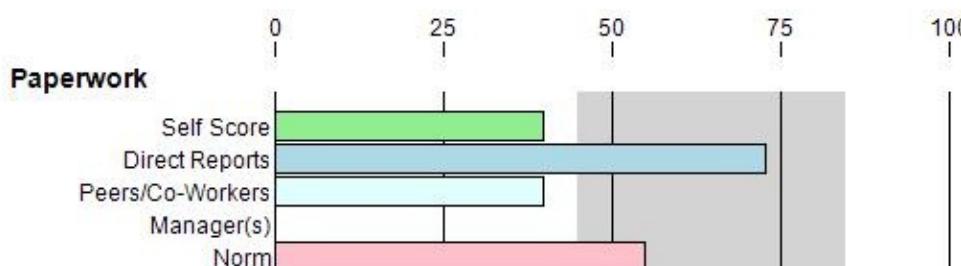
- Sorting your paperwork and E-mail, only irregularly, is far too little effort; do much more. Sort your items requiring action into an ACTION folder. Those to be read the day received go into an INFORMATION folder. Place long-term professional and industry awareness items into a READ folder and discard all wastebasket items.

- Improve your filing. Confirm that the titles on paperwork and E-document file folders are current and specific. Use different colored file folders and/or tabs for quick identification. Open desk file drawers when sorting paper documents, and file what you can. Place your most used files in desk file drawers, or in a cabinet within arms' reach.

+ Being frequently up-to-date with your reading requirements helps, but you can still make progress. Your approach has provided some help in identifying and reading the items most important to your daily work. It has you closer to getting on top of reading your professional and industry publications. More effort, routinely, will put you on top.

- Now is the time for you to switch completely from longhand to more efficient ways to draft letters, memos and reports. Further develop the word processing or dictating skills you sometimes use. Also, use mapping techniques to organize your documents. More of your first drafts will be final drafts.

Your Personal Score - 38%

INTERRUPTIONS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Interruptions.

++ Excellent   + Good   - Fair   - - Poor

Interruptions from telephone calls and drop-in visits continue to be major timewasters. Yet, they continue to serve as critical sources of daily communications. They help keep organizations functioning smoothly. Here, learn how well you are controlling and making the best of your interruptions.

- Give much more attention to setting preferred call times and appointments to reduce interruptions. Your commitment to do so must be routine, not just occasional. When calling or visiting, set preferred times or appointments to follow-up, or do it by voice-mail or E-mail. Reduce unexpected interruptions to emergencies or crises only.
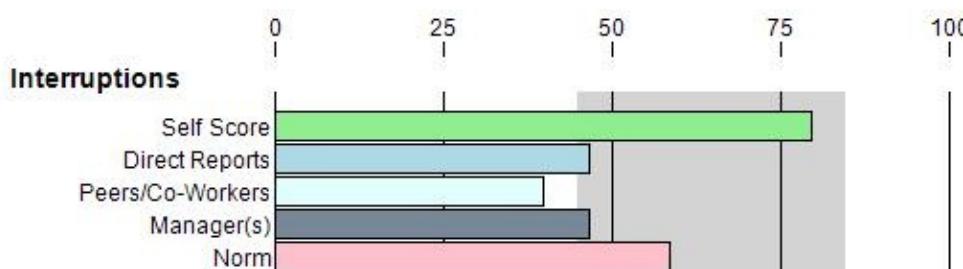
+ Screen all of your interruptions, not just most of them. Always do it professionally, and you will not offend anyone phoning or visiting. The respect you show them personally, allows you to treat their purposes for interrupting you according to their relative importance and urgency to both of you. Always screen "in", not "out."

++ Planning phone calls and visits with others is not one of your time use problems. Be careful; it is often easy to slip out of a good habit and unintentionally replace it with a bad one. Also, stay flexible in planning and controlling your visits and calls. Becoming too structured will be dysfunctional for you and those you phone or visit.

++ Your approach to controlling socializing during interruptions is excellent. Just as important is your building and maintaining good relationships and, hopefully, meeting performance standards and work schedules. Keep giving those who converse with you in calls and visits, and yourself, the right mix of work and social time.

++ Knowing "when" and "how" to end interruptions is not a problem for you. You may wish to expand your techniques. Make it a practice to observe how others politely end their calls and visits with you. If not offended by their ending statements or questions, they may work just as well for you in similar situations.

Your Personal Score - 53%

MEETINGS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Meetings.

++ Excellent   + Good   - Fair   - - Poor

Meetings are an increasingly important venue for conducting business. No longer are they reserved just for top level executives. In addition to traditional committees, meetings are held by project teams, work teams, quality teams and network teams of many kinds. You can make your meeting time productive time.

++ Routinely using advance meeting agendas serve both chairpersons and participants well. Having a list of topics to be discussed, start and stop times for each topic and a statement of what is to be accomplished for each topic strengthens everyone's preparation and participation. Everyone will enjoy the results of better organized meetings.
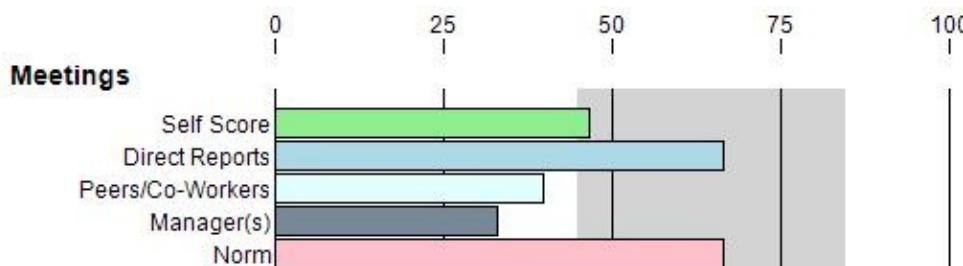
- There are rarely enough emergencies or crises to make it necessary that most chairpersons and participants will have excuses for being absent or late. Your meetings will be more effective if everyone attends and arrives on time. Start on time. It rewards those present and punctual. Also, be a good model for others.

- Having non-contributors attend meetings, even if infrequently, is a waste of time and effort. Consider what the knowledge, skills and experiences of possible participants will contribute to the purposes of meetings and topics covered. Also, too many attendees hamper your meetings; too few rob your meetings of needed ideas, information and facts.

- With participation in your meetings often out of balance and uncontrolled, you need to improve both. Chairpersons and participants must hold each other accountable for ensuring balance and control in using all available expertise. No one should dominate or withhold involvement. Set participation guidelines for all to follow.

- In your meetings, the haphazard approach to clarifying assignments and follow-up activities probably causes problems. Your meetings must end with chairpersons reviewing responsibilities and deadlines to ensure participant accountability. Participants must always know their feedback requirements to report timely progress, and to whom.

Your Personal Score - 47%

DELEGATION

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Delegation.

++ Excellent   + Good   - Fair   - - Poor

Delegation need not be a mystery. It relies on a few common sense rules and techniques that help executives, managers and supervisors create a learning relationship with those who report to them. Below, discover how you evaluate the honest, open and trust relationships between bosses and subordinates.

++ You have discovered bosses and subordinates accomplish more when planning delegation together. Jointly planning helps clarify responsibility, authority and accountability. Keep planning all three elements of delegation successfully. Time spent planning is a positive investment in better delegation and better performance.
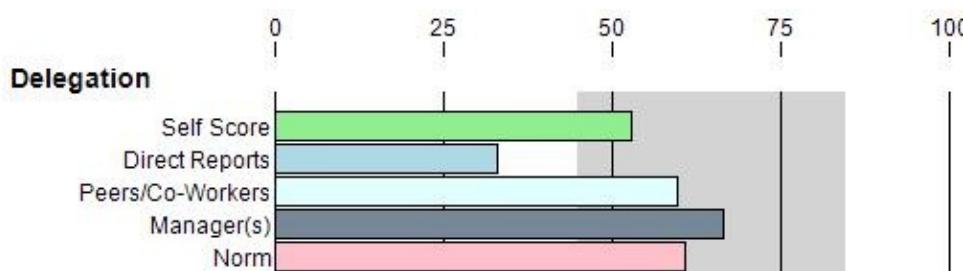
- Occasionally assessing subordinates' knowledge, skills and interests to match them with assignments falls short of effective delegation. Matching must be an integral part of all assignments. Effective delegation is bosses sharing assignments among subordinates who can get the work done and help subordinates increase their resourcefulness.

-- A directive approach, not a participative approach, to delegation is least effective. Bosses must stop "telling" subordinates what to do, and how and when to do it. "Telling" leaves little opportunity for in-depth clarification and understanding. Participation through "asking" questions increases subordinates' understanding of assignments.

- Bosses are meddling far too much in the work delegated to their subordinates. Delegation requires good follow-up, not meddling. Meddling in subordinates' work is a symptom of poor delegation skills. Bosses who meddle must learn to delegate; and then, they can use their time training and coaching subordinates, not doing subordinates' work.

++ Your timely and effective feedback on delegated assignments is serving you well. Keep planning and scheduling routine reports, identifying milestones and critical events that "trigger" timely feedback. There always will be a need to monitor and adjust delegated work. Effective follow-up always saves time and frustration.

Your Personal Score - 53%

TEAM TIME

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Team Time.
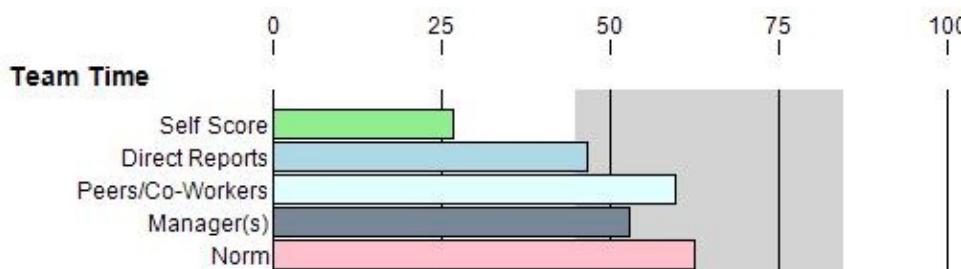
++ Excellent   + Good   - Fair   - - Poor

Teams set the ethical standards for behavior that impact their members. Ethical behavior excludes poor time habits that abuse other team members, impact their performance adversely, and waste their time. Your team must be guided by Time Management ethics that are fair and reasonable. How is your team doing?

-- It is time you consider, fully, the impact on team members of your accomplishing your part of team objectives, completing team projects and finishing other planned and scheduled team activities. Take the lead in ensuring the team's work is coordinated, and model the cooperative attitude needed by all team members.

-- Team members must start learning how to work together to prevent and resolve crises. The crises result from a lack of cooperative planning among team members. Learn about cooperative team planning and share the information with team members, or get them professional help. Your team will have fewer preventable, time wasting crises.

-- Stop ignoring how your work on team paperwork and E-mail affects team member performance. Paperwork and E-mail received from team members for further processing, and team documents you initiate, help fulfill team responsibilities, and yours. If unsure, ask team members about paperwork and E-mail priorities.

- Always consider, before you interrupt, if it is a convenient time for team members to be interrupted. Be ethical. Ask yourself, "Am I extending to them the same consideration, before phoning or visiting them, that I want them to extend to me?" If not, start considering the impact your interrupting will have on their time and performance.

++ Being considerate enough to avoid procrastinating team responsibilities has a positive impact on team members who depend on your work. You are to be commended for being punctual and dependable. Your ethical concern for the impact you have on the work of team members builds positive team relationships and gains you team support.

Your Personal Score - 47%

PERSONAL TIME

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Personal Time.

++ Excellent   + Good   - Fair   - - Poor

Choosing how to spend your personal time is challenging. Different people want a different balance between work and among the times devoted to family, religious, economic and other aspects of their lives. Balancing time is a zero-sum game. What you add to one aspect, you must subtract from other aspects.

- Your happiness requires more family time on more occasions. Quality time with family can make up for disappointments resulting from too little time, but not always. Look for non-family activities to give up, or other ways for them to be accomplished. Seek balance among all activities for more family time and more personal happiness.
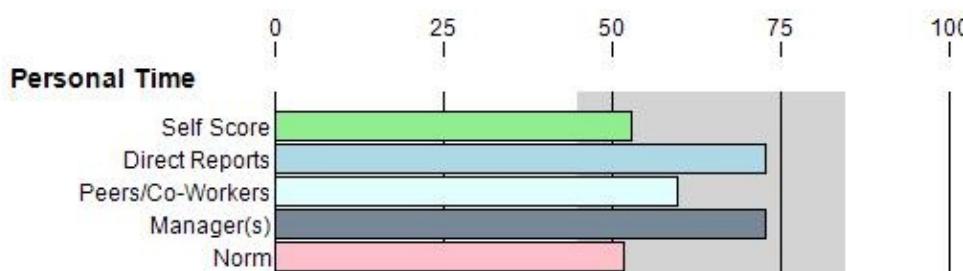
+ You have somewhat met your challenge to feel fulfilled in your spiritual, religious and moral interests. You currently are satisfying most of your needs. What uplifting experiences do you want to add? Take time from less meaningful pursuits for them. They are vitalizing and the bases for everlasting happiness.

++ Your approach to personal health care is commendable. You are not likely to have nutritional, medical, dental, or other health problems sneak up on you. The routines that keep you healthy and physically fit, also, help keep other aspects of your life in order. The only way to have more time is to live longer; enjoy your time - enjoy your life.

- Far too little time is spent budgeting and keeping your daily and long-term finances under control. If you lack the knowledge and experience to secure your financial future, get professional help with your daily budgeting and long-term investments. Neither today's employers nor government programs guarantee lifetime financial security.

- Your infrequently reading materials and attending programs in pursuit of personal and professional development is inadequate. New knowledge comes in a continuous flow. Schedule time for books, tapes, CDs, magazines, programs and professional associations. Pursue only the personal and professional interest to which you will commit your time.

Your Personal Score - 65%

APPLYING WHAT YOU HAVE LEARNED

All of the time management topics in this program are important to your work and other interest. Yet, all are not likely to be of equal importance. Some make greater contributions than others to your success and personal happiness. Make your first improvements on the topics that will add the most immediate and long-lasting benefits to your personal and professional success.

PERFORMANCE IMPROVEMENT PLANS (PIMs)

Documenting your improvement goals and the positive changes you expect to experience is a powerful step to immediate progress. Do not allow yourself to procrastinate getting started enjoying the benefits of the ART program. For each topic there is a PIM. Each provides you space to write improvement goals and expected changes you and others will begin to observe as your goals are achieved.

TOOL MODULES and FORMS

The ART program provides over 40 Time Management Tool Modules and Forms to assist you in achieving your improvement goals. Every Tool Module relates to one or more of the 12 Time Management topics in this Report. For example, if you are struggling with Project Planning or Project Management, you can download the Tool Module for Project Planning and learn how to use "mapping" techniques to organize a project. The module also contains two Project organizing forms to help you document your plans and schedule your project activities.

WHERE TO BEGIN

The best time to begin improving your Time Management habits and skills is now! Look at your Personal Scores below, by Time Management topic area, to help you identify the most immediate areas to focus on. Pages 18-29 have detailed PIM for each of the 12 Time Management topic areas. You do not need to work on all of them, although some people choose to do so even when they have a high score (typically a Personal Score of 80 or above) in a Time Management topic area. Although it is a personal decision which areas you choose to work on to improve your performance, we suggest you start work on those Time Management topic areas below where you have the lowest Personal Scores.

At the bottom of each of the PIM pages are the suggested Tool Modules to help you achieve your improvement goals for that topic. The Tool Modules and Forms are available online and accessed from the Tool Modules or Forms link on your Member Home Page. You may download these for up to 60 days from the date of your Assessment. However, they are only for your own personal use. Be sure to download all of the modules before your 60 days are up for your account access. You never know what Time Management help you may want in the future.

Objectives (see the PIM on page 18) - **Your Personal Score - 45**
Projects (see the PIM on page 19) - **Your Personal Score - 50**
Activities (see the PIM on page 20) - **Your Personal Score - 55**
Priorities (see the PIM on page 21) - **Your Personal Score - 35**
Crises (see the PIM on page 22) - **Your Personal Score - 50**
Analysis (see the PIM on page 23) - **Your Personal Score - 52**
Paperwork/E-Docs (see the PIM on page 24) - **Your Personal Score - 38**
Interruptions (see the PIM on page 25) - **Your Personal Score - 53**
Meetings (see the PIM on page 26) - **Your Personal Score - 47**
Delegation (see the PIM on page 27) - **Your Personal Score - 53**
Team Time (see the PIM on page 28) - **Your Personal Score - 47**
Personal Time (see the PIM on page 29) - **Your Personal Score - 65**

OBJECTIVES - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
_____
_____

2. _____
_____
_____

3. _____
_____
_____

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for OBJECTIVES:

OBJ - Role and Purpose	PRI - Importance and Urgency
OBJ - Basic Characteristics	PRI - Analysis and Decisions
OBJ - Writing Objectives	DEL - Assignments and Subordinates
OBJ - Objective Planner	DEL - Directive vs. Participative Approaches

PROJECTS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
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2. _____
_____
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3. _____
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How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for PROJECTS:

PRO - Planning and Scheduling   PRI - Importance and Urgency
PRO - Project Planners I & II   PRI - Analysis and Decisions
PRO - Mapping and Flowcharting   DEL - Assignments and Subordinates
OBJ - Objective Planner   DEL - Directive vs. Participative Approaches
ACT - Planning and Scheduling

ACTIVITIES - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
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2. _____
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3. _____
_____
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How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for ACTIVITIES:

ACT - Planning and Scheduling
ACT - Weekly and Monthly Schedulers
OBJ - Role and Purpose
OBJ - Basic Characteristics
OBJ - Writing Objectives

OBJ - Objective Planner
PRO - Planning and Scheduling
PRI - Importance and Urgency
PRI - Analysis and Decisions
TEA - The Team Time Ethic

PRIORITIES - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
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2. _____
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3. _____
_____
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How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for PRIORITIES:

PRI - Importance and Urgency	DEL - Directive vs. Participative Approaches
PRI - Analysis and Decisions	PER - Creating Balance
OBJ - Role and Purpose	PER - Life Objectives
ACT - Planning and Scheduling	PER - Daily Time Record Log

CRISIS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
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2. _____
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3. _____
_____
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How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for CRISIS:

CRI - Understanding and Preventing   ACT - Planning and Scheduling

CRI - Analysis   ACT - Weekly and Monthly Schedulers

PRO - Planning and Scheduling   PRI - Importance and Urgency

ANALYSIS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
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2. _____
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3. _____
_____
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How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for ANALYSIS:

ANA - Time Value   ACT - Planning and Scheduling
ANA - Daily Time Record Log   PRI - Analysis and Decisions
ANA - Time Record Summary

PAPERWORK/E-DOCS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
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2. _____
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3. _____
_____
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How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for PAPERWORK:

PAP/EDOCS - The Challenge
PAP/EDOCS - Flow Analysis
PAP/EDOCS - Sorting Mail
PAP/EDOCS - Filing

PAP/EDOCS - Writing
PAP/EDOCS - Reading
TEAM - The Team Time Ethic

INTERRUPTIONS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
_____
_____

2. _____
_____
_____

3. _____
_____
_____

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for INTERRUPTIONS:

INT - Analysis   INT - Personal Quiet Time
INT - Visitors   INT - Organizational Quiet Time
INT - Telephone Calls   TEAM - The Team Time Ethic

MEETINGS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
_____
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2. _____
_____
_____

3. _____
_____
_____

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for MEETINGS:

MEET - Expanding Need	MEET - Following-Up
MEET - Planning	DEL - Basic Concepts
MEET - Preparing an Agenda	TEAM - The Team Time Ethic
MEET - Participant's Preparation	

DELEGATION - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
_____
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2. _____
_____
_____

3. _____
_____
_____

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for DELEGATION:

DEL - Basic Concepts   DEL - Directive vs. Participative Approaches
DEL - Analysis   CRI - Understanding and Preventing
DEL - Planning Assignments   ANA - Daily Time Record Log
DEL - Doing vs. Delegating   ANA - Time Record Summary
DEL - Assignments and Subordinates

TEAM TIME - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
   _____
   _____

2. _____
   _____
   _____

3. _____
   _____
   _____

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for TEAM TIME:

TEAM - The Team Time Ethic	OBJ - Objective Planner	PAP/EDOCS - The Challenge
TEAM - The Time Ethic	ACT - Planning and Scheduling	INT - Visitors
OBJ - Role and Purpose	ACT - Weekly and Monthly Schedulers	INT - Telephone Calls
OBJ - Basic Characteristics	PRI - Importance and Urgency	
OBJ - Writing Objectives	PRI - Analysis and Decisions	

PERSONAL TIME - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. _____
   _____
   _____

2. _____
   _____
   _____

3. _____
   _____
   _____

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

Suggested Tools for meeting your goals for PERSONAL TIME:

PER - Creating Balance	ANA - Time Value
PER - Life Objectives	ANA - Daily Time Record Log
PER - Daily Time Record Log	PAP/EDOCS - Reading
PRI - Importance and Urgency	TEAM - The Team Time Ethic

YOUR STRENGTH AREAS

This section gives you a snapshot of the five areas with the highest average scores (from highest to lowest) from all your raters combined.

Questions Relating to Strengths	Average
13. I sequence related work activities to ensure their orderly, timely completion.	2.33
21. When in crises, I identify and analyze both their causes and their symptoms.	2.33
49. Bosses meddle in work they have delegated to their subordinates.	2.33
54. I consider how my interrupting team members affects their performance.	2.33
55. I consider how my procrastinating affects the performance of team members.	2.33

YOUR IMPROVEMENT AREAS

This section gives you a snapshot of the five areas with the lowest average scores (from lowest to highest) from all your raters combined.

Questions Relating to Areas of Improvement	Average
52. Preventable team crises are minimized by cooperative team planning.	0.33
5. I have performance reviews of the progress on my work objectives.	0.67
8. I assign an "A", "B", or "C" importance code to each of my projects.	0.67
19. I let my priorities become urgent with deadlines that frustrate me.	0.67
20. I procrastinate priorities, if difficult, long-term or unpleasant.	0.67

YOUR BLIND SPOTS

This section gives you a snapshot of the 5 areas with the greatest difference between your scores and the average scores from all your raters combined. A + sign means you scored yourself lower than the raters (this is good!). A - sign means you scored yourself higher than the raters (this is not so good).

Questions Relating to Blind Spots	Average
50. There is timely follow-up on delegated assignments to detect problems.	-2.33
7. I try to gain agreement on my projects' priorities among those interested.	+2.00
11. I know the priority value for each of my individual work activities.	-2.00
38. Before calling or visiting someone, I plan and sequence my discussion topics.	-2.00
39. I socialize with callers and visitors, rather than focusing on topics related to work.	-2.00

Questions	Category	# of responses	Average within category

Objectives

1. I have written work objectives that are clear, achievable and measurable.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	2.00 1.00 1.00 3.00 -0.33
2. I struggle when organizing work on complex and/or long-term objectives.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 3.00 1.00 2.00 1.00
3. Those interested agree on the priorities of my work objectives.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	0.00 1.00 3.00 0.00 1.33
4. I monitor changing conditions at work that require re-writing my objectives.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 1.00 1.00 2.00 0.33
5. I have performance reviews of the progress on my work objectives.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	2.00 0.00 1.00 1.00 -1.33

Projects

6. I use project mapping techniques to help organize all project work.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	3.00 3.00 1.00 2.00 -1.00
7. I try to gain agreement on my projects' priorities among those interested.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	0.00 3.00 1.00 2.00 2.00
8. I assign an "A", "B", or "C" importance code to each of my projects.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 1.00 1.00 0.00 -0.33
9. Before even starting projects, I have scheduled all of their required activities.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 0.00 3.00 1.00 0.33
10. Team projects are unorganized because of little team member participation.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	2.00 1.00 2.00 2.00 -0.33

Activities

11. I know the priority value for each of my individual work activities.	Self Direct Reports Peers/Co-Workers Manager(s)	1 1 1 1	3.00 1.00 1.00 1.00

		Variance		-2.00
12.	I estimate time requirements for my work activities and check their accuracy.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	3.00 1.00 1.00 2.00 -1.67
13.	I sequence related work activities to ensure their orderly, timely completion.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 3.00 3.00 1.00 1.33
14.	I anticipate work responsibilities to change and alter my activities accordingly.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 1.00 3.00 2.00 1.00
15.	I complete work activities at the last minute or after their due dates.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 1.00 1.00 2.00 0.33

Priorities

16.	I am happy with the balance of priorities between my work and personal lives.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	2.00 2.00 2.00 0.00 -0.67
17.	I use importance and urgency, not importance vs. urgency, to rank priorities.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	0.00 1.00 2.00 0.00 1.00
18.	I use leading indicators (such as progress on goals and projects, customer buying trends, changing technologies, etc.) to signal when my priorities need to be up-dated.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 1.00 3.00 0.00 0.33
19.	I let my priorities become urgent with deadlines that frustrate me.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 1.00 1.00 0.00 -0.33
20.	I procrastinate priorities, if difficult, long-term or unpleasant.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	2.00 1.00 1.00 0.00 -1.33

Crises

21.	When in crises, I identify and analyze both their causes and their symptoms.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 2.00 3.00 2.00 1.33
22.	I determine early if crises have uncontrollable causes or controllable causes.	Self Direct Reports Peers/Co-Workers Manager(s) Variance	1 1 1 1	1.00 1.00 1.00 1.00 0.00
23.	I use well planned and effectively implemented	Self Direct Reports	1 1	1.00 3.00

resolutions to crises.	Peers/Co-Workers	1	2.00
	Manager(s)	1	1.00
	Variance		1.00
24. I follow up on implemented solutions to crises until they are fully resolved.	Self	1	3.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	3.00
	Manager(s)	1	0.00
	Variance		-1.67
25. I procrastinate difficult and unpleasant tasks until they become crises.	Self	1	1.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	1.00
	Variance		0.00

Analysis

26. I use time logs and other methods to analyze and eliminate timewasters.	Self	1	1.00
	Direct Reports	1	2.00
	Peers/Co-Workers	1	3.00
	Manager(s)	1	0.00
	Variance		0.67
27. I analyze how my time is allocated to my priorities.	Self	1	3.00
	Direct Reports	1	2.00
	Peers/Co-Workers	1	3.00
	Manager(s)	1	0.00
	Variance		-1.33
28. I analyze interruptions – who interrupts, when, about what, and how long.	Self	1	1.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	3.00
	Manager(s)	1	0.00
	Variance		0.33
29. I analyze paperwork and E-mail to process them more effectively and efficiently.	Self	1	1.00
	Direct Reports	1	2.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	0.00
	Variance		0.00
30. I analyze the value of my work time on a dollar and cent per-minute basis.	Self	1	3.00
	Direct Reports	1	3.00
	Peers/Co-Workers	1	2.00
	Manager(s)	1	0.00
	Variance		-1.33

Paperwork

31. I schedule the time to open and complete paperwork and E-mail on time.	Self	1	1.00
	Direct Reports	1	2.00
	Peers/Co-Workers	1	2.00
	Manager(s)	1	0.00
	Variance		0.33
32. I sort my paperwork and E-mail into categories for further processing.	Self	1	1.00
	Direct Reports	1	2.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	0.00
	Variance		0.00
33. I file paperwork and E-documents in folders and easily can find what is filed.	Self	1	1.00
	Direct Reports	1	3.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	0.00
	Variance		0.33
34. I am up-to-date in reading for my daily work, profession and industry.	Self	1	2.00
	Direct Reports	1	3.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	0.00
	Variance		-0.67

35. I use word processing or dictation software, rather than longhand.	Self	1	1.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	0.00
	Variance		-0.33

Interruptions

36. I try to arrange mutually convenient times for phone calls and visits.	Self	1	1.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	3.00
	Variance		0.67
37. I screen the purpose of phone calls and drop-in visits.	Self	1	2.00
	Direct Reports	1	3.00
	Peers/Co-Workers	1	2.00
	Manager(s)	1	1.00
	Variance		0.00
38. Before calling or visiting someone, I plan and sequence my discussion topics.	Self	1	3.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	1.00
	Variance		-2.00
39. I socialize with callers and visitors, rather than focusing on topics related to work.	Self	1	3.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	1.00
	Variance		-2.00
40. I wait for the person who has called or dropped-in to end the call or visit.	Self	1	3.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	1.00
	Variance		-2.00

Meetings

41. Advance meeting agendas are distributed to all meetings' participants.	Self	1	3.00
	Direct Reports	1	3.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	2.00
	Variance		-1.00
42. Expected meeting attendees arrive late or are absent without giving notice.	Self	1	1.00
	Direct Reports	1	0.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	2.00
	Variance		0.00
43. All meeting attendees have the knowledge and abilities to be contributors.	Self	1	1.00
	Direct Reports	1	3.00
	Peers/Co-Workers	1	2.00
	Manager(s)	1	1.00
	Variance		1.00
44. Attendee participation at our meetings is out of balance and uncontrolled.	Self	1	1.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	0.00
	Variance		-0.33
45. Meeting participants' assignments and follow-up responsibilities are clarified.	Self	1	1.00
	Direct Reports	1	3.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	0.00
	Variance		0.33

Delegation

	Self	1	3.00

46. Delegation of responsibility, authority and accountability is planned well.	Self	1	3.00
	Direct Reports	1	0.00
	Peers/Co-Workers	1	3.00
	Manager(s)	1	2.00
	Variance		-1.33
47. Delegated work is matched to subordinates' knowledge, skills and interests.	Self	1	1.00
	Direct Reports	1	3.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	2.00
	Variance		1.00
48. A directive, not participative, approach is used to delegate and clarify tasks.	Self	1	0.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	2.00
	Variance		1.33
49. Bosses meddle in work they have delegated to their subordinates.	Self	1	1.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	3.00
	Manager(s)	1	3.00
	Variance		1.33
50. There is timely follow-up on delegated assignments to detect problems.	Self	1	3.00
	Direct Reports	1	0.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	1.00
	Variance		-2.33

Team Time

51. I consider how doing my share of the team's work affects the team.	Self	1	0.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	1.00
	Manager(s)	1	3.00
	Variance		1.67
52. Preventable team crises are minimized by cooperative team planning.	Self	1	0.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	0.00
	Manager(s)	1	0.00
	Variance		0.33
53. I assess how doing my team paperwork and E-mail affects team performance.	Self	1	0.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	2.00
	Manager(s)	1	1.00
	Variance		1.33
54. I consider how my interrupting team members affects their performance.	Self	1	1.00
	Direct Reports	1	3.00
	Peers/Co-Workers	1	3.00
	Manager(s)	1	1.00
	Variance		1.33
55. I consider how my procrastinating affects the performance of team members.	Self	1	3.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	3.00
	Manager(s)	1	3.00
	Variance		-0.67

Personal Time

56. I am disappointed with the amount and quality of time I devote to my family.	Self	1	1.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	3.00
	Manager(s)	1	2.00
	Variance		1.00
57. Work interferes with my time for spiritual, religious and moral development.	Self	1	2.00
	Direct Reports	1	1.00
	Peers/Co-Workers	1	3.00
	Manager(s)	1	3.00

		Variance		0.33
58. I eat right, exercise and have routine physical exams.		Self	1	3.00
		Direct Reports	1	3.00
		Peers/Co-Workers	1	1.00
		Manager(s)	1	2.00
		Variance		-1.00
59. I set aside time for both short-term and long-term personal financial planning.		Self	1	1.00
		Direct Reports	1	3.00
		Peers/Co-Workers	1	1.00
		Manager(s)	1	2.00
		Variance		1.00
60. I spend the time needed for personal and professional development.		Self	1	1.00
		Direct Reports	1	3.00
		Peers/Co-Workers	1	1.00
		Manager(s)	1	2.00
		Variance		1.00

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Before completing your PIMs for each of the 12 Time Management topic areas, go to the page 30 of this report and review your **strengths**, your **areas for improvement** and your **blind spots.**