ART

of Time Management

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

Personalized Report For:
Sample Report

REPORT CONTENTS

INTRODUCTION

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 to bringing balance to all aspects of your life.

Report
This Report provides the results of your Time Management 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 categories.

Results - As Your Observers See You
If you chose to receive feedback from Observers - superiors, peers, subordinates or others 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

Success begins with well-defined work and non-work objectives. They direct and motivate you to focus on pursuing both, work and personal interest. Your objectives help you plan your future and evaluate accomplishments. Well-written objectives will bring you greater career success and personal satisfaction.

+ 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.

+ Stop struggling with organizing the work on some of your complex and/or long-term objectives. Take more control of those objectives. Break each objective into logical projects and each project into its required activities. Activities are what you do everyday. Complete your Activities, and you complete your projects and objectives.

+ With only frequent agreement on the priority values of your work objectives, you must keep trying for full agreement. Yet, the "A", "B" or "C" priority value decision for some of your objectives may have to be made by you. You cannot treat all of your objectives the same. Assign the priorities, and do your highest priority objectives 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.

- Reviewing performance on your work objectives, only occasionally, is too risky. You need to take more control. Arrange timely, pre-scheduled performance reviews. Also, identify milestones, critical events and other changes to "trigger" immediate performance reviews of progress on your work objectives.

Your Personal Score -   **41%**
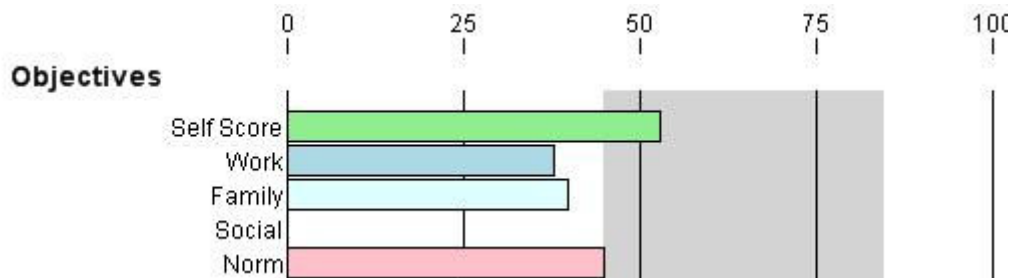
PROJECTS

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.

-- If you have not discovered project mapping, you need to do so. It integrates project thinking time and organizing time into the same time. For your complex and/or long-term projects, use project mapping to identify all project work. You are then prepared to use project scheduling techniques to control the work.

- Not always trying to get agreement on the priorities of your projects leaves you with too much uncertainty. Yet, when you cannot get the agreement needed, you must decide the relative importance and the deadlines for your projects. You will be evaluated on the relative importance of the project results accomplished, and how timely the results.

-- All of your projects are not of equal importance. The importance of each relates to the results it contributes. Use "A", "B" and "C" designations to highlight the differences in their importance. Give the appropriate time and effort to each project. If short of time, do "A" projects first, then "Bs" and "Cs."

-- A better approach to scheduling work on your projects is needed. Arrange your project activities in a sequence with reasonable time estimates and deadlines for each activity. Schedule all project activities from start to finish. You will have more control over projects from the time you start working on them than you have had in the past.

- On the many occasions that team projects are disorganized due to lack of member participation, increase member involvement. If you are the team leader, ask questions that help team members discover for themselves the best way to organize a project. If a team member, ask questions that will get other members involved in the decisions.

Your Personal Score -   32%
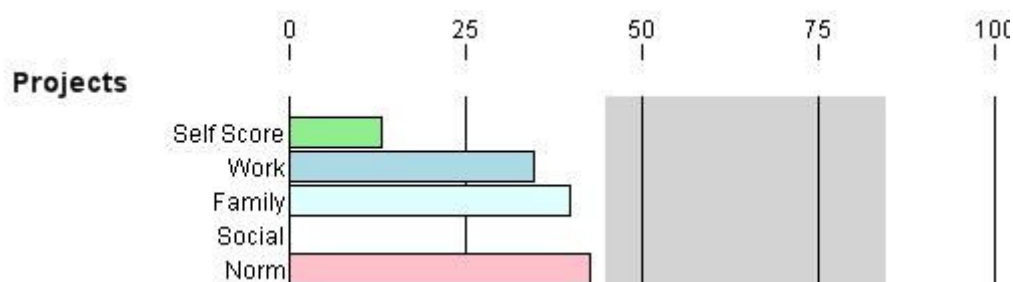
ACTIVITIES

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

Activities are what you do daily, not results. Results only state what you are to accomplish in the long-term and the short-term. Every activity leads to a result. Control your activities daily, and you control your results. Below, learn how well your activities are helping you achieve planned results.

+ Knowing the priority values of most of your work activities is a good beginning. But, you must clarify the priority values of all activities necessary to accomplish your work. Seek help if you are uncertain. Ask your boss and others who should know, what they believe to be the priority values of your work activities, and why.

- Estimating time requirements for only a few of your work activities, and not checking them for accuracy, will keep you in the "golfer's rough." Write down an estimate for each work activity. Check the accuracy of your estimates by comparing them to actual times used. The feedback will help you improve your time estimates.

- 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.

+ Frequently anticipating changes in work responsibilities is helpful, but it is not as good as anticipating continuously. Unanticipated changes in work responsibilities may leave you "a day late and a dollar short." Continuously anticipate changes in your work responsibilities. Add new activities and drop out-dated activities to stay current.

+ Completing most of your work activities before the last minute, or they become late, still leaves room for improvement. Analyze the few activities you are not completing on time. Discover what is unique about those activities that make it difficult to complete them ahead of time, or on schedule. Then, change your approach to working on them.

Your Personal Score -   54%
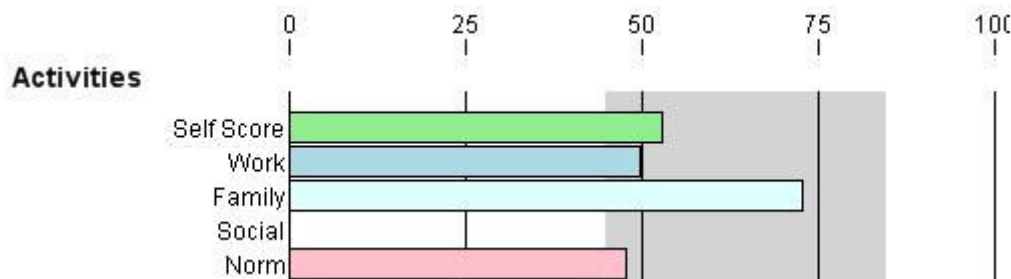
PRIORITIES

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

Setting priorities is a major challenge, and your time is the most limiting factor. All things in your life are not equal in their importance or urgency. Many competing demands must be balanced. There is not time to procrastinate decisions or do everything, just time to make wise priority choices.

+ 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.

+ Usually, you properly use importance and urgency to rank your priorities. Begin, always, to recognize that importance and urgency are never at opposite ends of the same scale. Evaluate every priority 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.

+ Keeping most of your priorities updated is an achievement. Yet, you can do better with more advanced information on which to update your priorities. Look for more leading indicators, some you may have missed. They may be found in progress on your goals and projects, changing customer needs and buying trends, competition, economic conditions, new technologies or even a fickle boss.

+ Having to react to the urgency of your priorities, infrequently, means you control priorities most of the time. Yet, additional progress can be made. Look for what causes the urgencies. If they are your personal habits, change them. Eliminate busy work and unproductive interruptions. Control everything you can that interferes with your work.

+ 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 -   **51%**
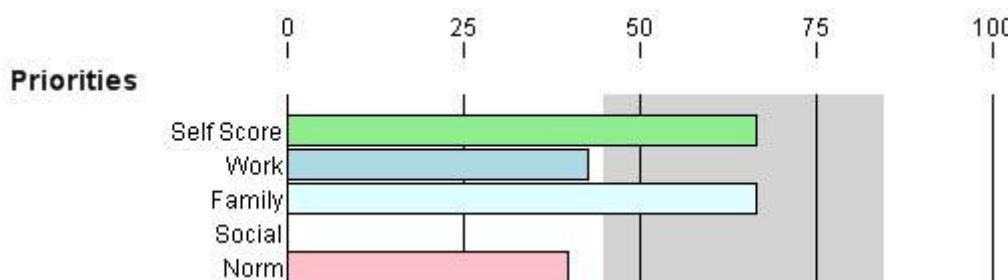
CRISIS

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.

+ You must analyze the symptoms and underlying causes of all crises, not just most crises. Your identifying both their symptoms and causes, will help your analyses address underlying causes, not just observable symptoms. Analyzing the causes and acting on them will resolve your crises. Treating symptoms never prevents or ends crises.

+ Your usually recognizing that crises have different types of causes and all cannot be treated the same is a good step to effective resolutions. Crises with uncontrollable causes need contingency plans that become routine crises response procedures. Crises with controllable causes can be eliminated; eliminate their causes, and you end the crises.

- 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.

+ You typically use the right approaches to following up on progress toward resolving crises. But, you still leave a few resolution plans unmonitored. That leaves you too vulnerable to unnecessary risk. Routinely monitor the effectiveness of your resolutions to both your uncontrollable and controllable crises.

+ Stop procrastinating the few difficult, unpleasant or long-term tasks that already are, or soon will be, causing you self-imposed crises. Focus on the positive results of difficult, unpleasant and long-term tasks, not the undesirable work required. Accomplish them on time by scheduling them with required lead times and doing them on schedule.

Your Personal Score - **59%**
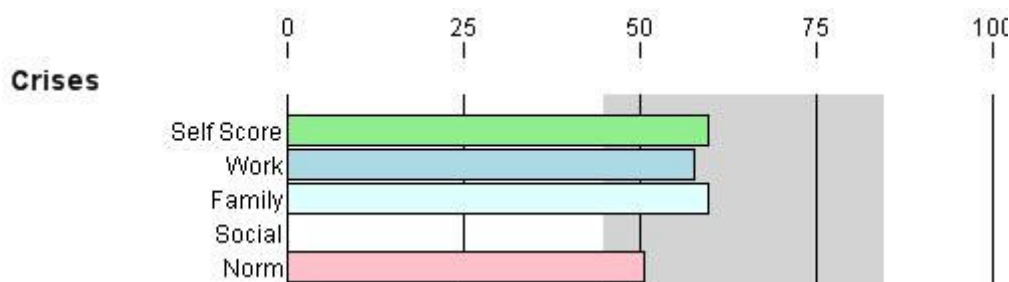
ANALYSIS

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

Change demands analysis. Without analysis of your time strength and timewasters, you do not know how you can perform better. Are your objectives, projects and activities aligned with your priorities? What would it mean to your choices among activities if you knew the value of your time?

-- Timewasters "creep" into everyone's work. Start now to use time logs to analyze your work. You will discover time wasting, nonessential work activities to eliminate. You also will find new ways to perform many tasks in less time. Do an analysis anytime you feel some of your work activities or the results achieved are a waste of time.

-- Stop guessing, and analyze how much time is needed by each of your priorities. Each priority must have the time needed for quality performance. Your most important priorities do not necessarily demand the most time, nor do your least require the least. Good planning and scheduling ensure your priorities receive the appropriate time needed.

-- Analyze your interruptions. Discover who interrupts, the number of phone calls and visits, what they are about, when they occur and times spent on various topics. Assess the purposes for interrupting you, based on the value added for both you and them. You will be more in control and less the victim of interrupters. Treat all interrupters with respect.

-- An analysis of the paper and E-mail flowing through your office will help you discover and solve many problems. They may involve the paperwork and E-mail you receive and those you initiate. Start with a workflow analysis of each. You will discover what you are doing well and what you must change to be more effective and efficient.

-- Like most people, you have not analyzed the value of your time. Compute yours on a per minute basis in dollars and cents. Include salary, fringe benefits, overhead costs, perquisites, cost of assistants and contribution to profit. You will discover the incredible dollar and cent value of a minute well used and the cost of one lost.

Your Personal Score -   27%
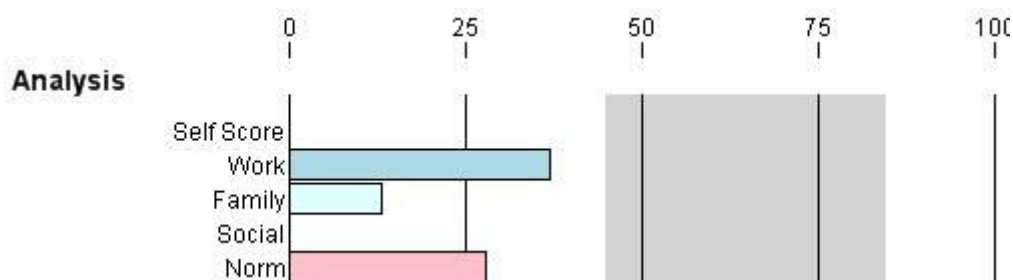
PAPERWORK/E-DOCS

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

- 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.

- Change from being occasionally up-to-date with your work, professional and industry reading to always being up-to-date. Daily, read all items influencing the work you do, and how you do it. Identify and begin reading your most important professional and industry publications. Save the least important for future reference.

++ You are doing a great job with your approach to preparing written materials. Keep using your word processing or dictation software, and learn about using mapping techniques to organize the content of your documents. The more you use them, the more efficiently you will write and the more time you will have for other responsibilities.

Your Personal Score -   46%
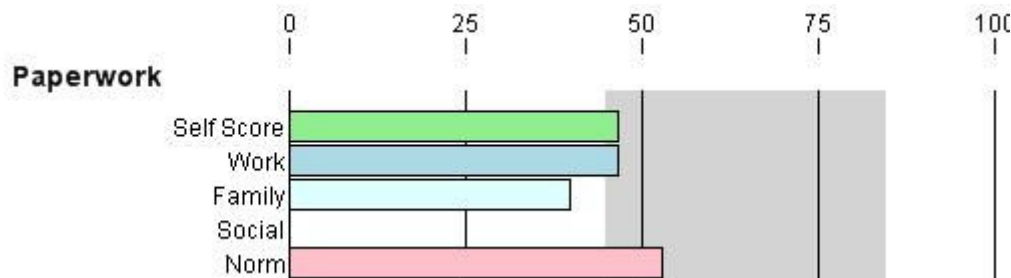
At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Interruptions.

++ Excellent   + Good   - Fair   - - Poor

Think about the power of a phone call or drop-in visit. Information is shared, plans are completed or decisions are made. Yet, if not handled professionally, calls and visits can be major sources of frustration and wasted time. Discover below, how well you are turning your interruptions into productive experiences.

+ Your interruption control techniques can benefit from a few additional ideas. Use voice-mail and E-mail to arrange preferred times or appointments for future contacts. Take time on a call or visit to schedule time for the next contact. Try to limit as many unexpected visits or calls as possible to emergencies or crises.

- You need to make more progress in screening your interruptions to reduce lost time. People will be offended, only if your approach offends them. Respect all who phone and visit you. Separate the person from the purpose for interrupting. Focus on the importance and urgency of their needs and yours. Always screen "in", not "out."

+ Your attempt to get organized before phoning or visiting is a positive step that can be strengthened. Add to your list of topics the purpose of each. Organize the topics in a logical sequence. It will help you guide discussion, increase control and save time. Do not be so structured you function like an impersonal robot.

- Your using interruption time for socializing to build relationships is probably excessive, and you can test it. First, are any of your performance standards and work schedules going unmet? Second, do those calling or visiting you appear anxious to get on to other things? If either, reduce your socializing. It will save you time, too.

- You need to take a much more assertive approach to controlling and ending phone calls and visits. If phoned or visited, clarify the purpose; you will know when it's achieved. Work on how to end interruptions with confidence. Politely say, "Thank you for . . . (what was discussed), is that all you need?" or summarize the points covered.

Your Personal Score -   42%
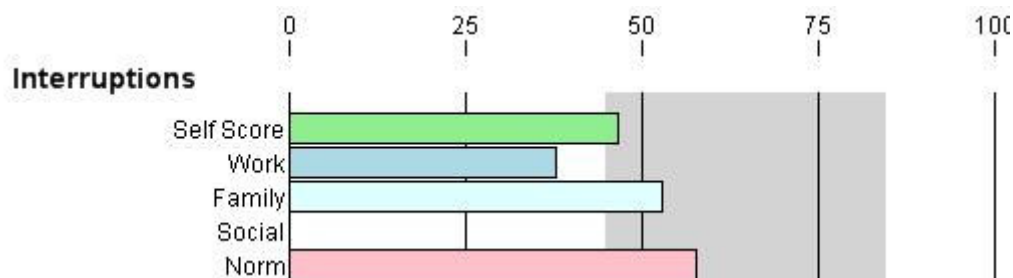
MEETINGS

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

The number of meetings held in your organization is most likely increasing at a rapid rate. The emphasis placed on creating teams to improve performance will continue. More employees than ever, from all levels, need to have the team skills to serve as a meeting participant as well as a chairperson.

+ Chairpersons need to provide participants advance agendas for all meetings, not just most meetings. Then, everyone can come prepared. Good agendas list topics to be discussed and have start and stop times for each topic. They include a statement of what is to be accomplished for each topic. All involved will enjoy more successful meetings.

++ Having meeting chairpersons and participants present and punctual is a great accomplishment. Emergencies and crises make it improbable everyone will always be there and on time. Be sure to accept legitimate reasons for tardiness and absence. Start on time; it recognizes and rewards those who are present and punctual.

++ Having the right participants present, in the right numbers, results in your successful meetings. It is a routine challenge to keep participants' knowledge, skills and experiences aligned with meetings' purposes and topics. Keeping participant selection under control saves you meeting time and improves everyone's performance.

++ You apparently have excellent guidelines that ensure balanced and controlled participation in meetings. The more they are followed, the more they serve both chairpersons and participants in making optimum contributions. Your balanced and controlled participation saves time and makes meetings more effective.

++ Your success as a meeting chairperson or participant is increased by effective assignment and follow-up procedures now being used. Keep ensuring everyone is aware of feedback and deadline requirements for all assignments. Timely reporting on work accomplished enhances the progress and performance that all can enjoy.

Your Personal Score -   57%
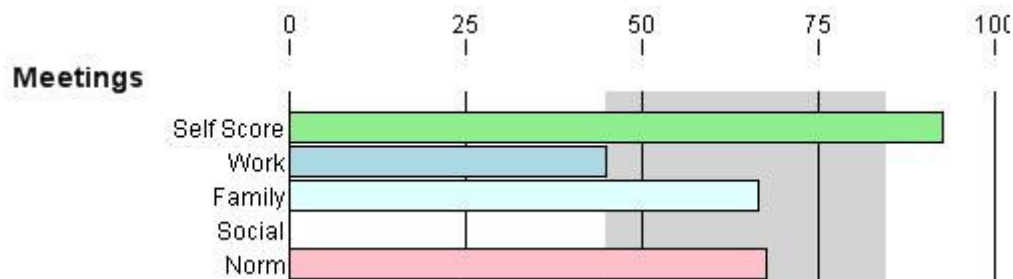
DELEGATION

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

The old saying, "don't do it; delegate it," has never been more fitting. It is the best way to ensure the development of "new blood" among the employees at all levels. Below, learn about your thoughts on selecting the right person for an assignment Delegating is teaching, and expanding responsibility and authority.

+ Delegation planning needs minor improvements. Confirm delegated responsibilities clearly, specify the results to be accomplished and the authority needed to get those results have guidelines. Then, confirm correct feedback is reported to verify actual results. Delegation works best when bosses and subordinates plan assignments jointly.

+ Frequently assessing subordinates' knowledge, skills and interests to match subordinates with assignments is a good beginning. But, making the assessments a delegation routine is necessary. Subordinates must always be matched with challenging assignments, especially those that help them expand their resourcefulness.

- A mostly directive, "telling", approach to delegation leaves little room for being participative, for "asking." When bosses "tell" what, how and when, they learn little about the depth of subordinates' understanding of assignments. When bosses and subordinates ask questions of each other to clarify details, both understand better.

+ Bosses meddling in the work delegated to subordinates, even if infrequently, is far too much. Meddling is not following up on delegated work; it is interfering with subordinates' work. It frustrates subordinates and wastes bosses' time. Most delegation is going well. Discover why infrequent meddling is occurring and stop it.

- The too infrequent feedback and poor follow-up on delegated assignments that result in frustration and rework need immediate correction. Doing things over means you are using time and other resources unnecessarily. Plan and schedule routine reports. Also, identify milestones and critical events that signal timely changes or corrections.

Your Personal Score -   49%
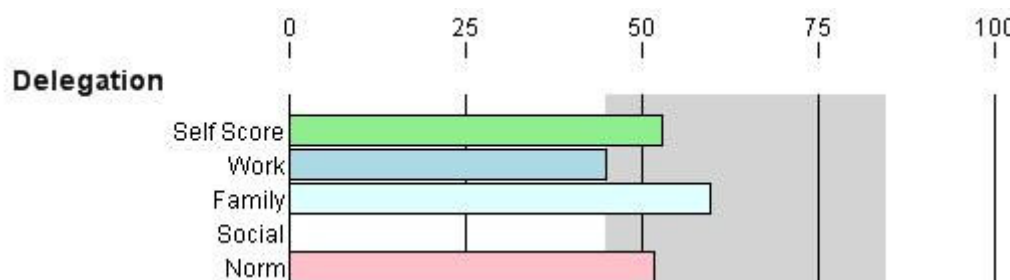
TEAM TIME

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

Team member punctuality, respect, and dependability are among terms used to describe ethical behavior. Ethics are the standards by which team members avoid abusing others, impairing their performance or wasting their time. Honesty, openness and trust must be among the Ethics that guide those with whom you work.

++ Your routinely considering the impact of organizing your work on team objectives, team projects and other planned and scheduled team activities is appreciated by all who depend on your work. Keep being a model of good coordination and cooperation. It can be contagious to all team members. It fulfills Dr. Larry Baker's Team Time Ethic.

+ Additional cooperative planning among team members is needed to prevent and solve the infrequent crises your team is experiencing now. The challenge is one of "fine tuning", not "major overhaul." Get team members the professional help they need to become "first class" team planners and performers.

+ Your often considering how your team paperwork and E-mail impact your team is good. Doing so routinely is even better. Team paperwork and E-mail received from others, and that which you initiate, helps you fulfill your team responsibilities. Effectively handling team paperwork and E-mail means you enhance team performance.

- 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.

+ You are close, and you can move to the top of the scale for ethical teamwork. Always consider, not just sometimes, the impact on team members of not procrastinating your team work. They depend on you finishing your work, so they can do theirs on time. Be punctual and dependable, and you will be respected and supported by your team.

Your Personal Score -   **51%**
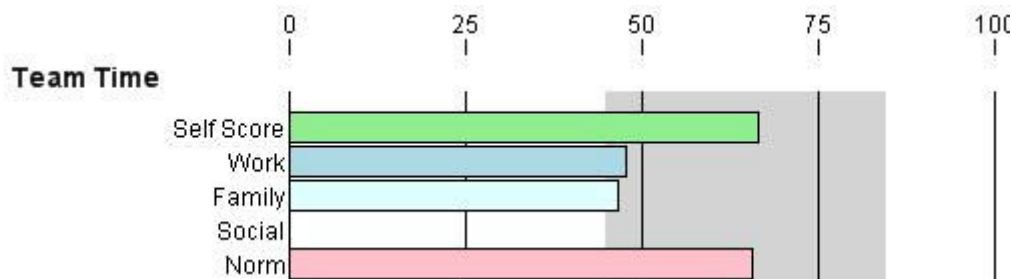
PERSONAL TIME

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

Balancing your personal time commitments can be a challenge. There is always a need to decide how your time will be divided between work and among your family, religious, social, economic and other aspects of your life. Below, learn how well your balancing decisions fit your values and current interests.

+ Usually, having the right amount of time with your family, if it is quality time, is good for all of you. Ask family members how they would like you to spend more time with them, individually and collectively. Limit self-serving activities that involve your family as onlookers or spectators. They want to do things with you, not watch you.

+ 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.

+ Having started to take care of your possible nutritional, medical, dental and other health problems is a good start. Routine exams for preventive health care and exercising more regularly are good habits. Now is the time to tackle any other health issues you face. Ask health care professionals to advise you. Follow their advice for a longer life.

++ Your control of daily and long-term financial affairs saves you much anxiety. Money does not guarantee your happiness, but it can help provide and enrich additional options in other aspects of your life. Be sure to stay current in your knowledge and control of the daily and long-term financial aspects of your future.

+ Keep pursuing personal and professional development opportunities. The knowledge explosion requires that you stay current. Look for your least useful activities to give up. Spend the time you have given to those activities on useful books, tapes, magazines, programs and professional associations. Development is a life-long event.

Your Personal Score - **50%**
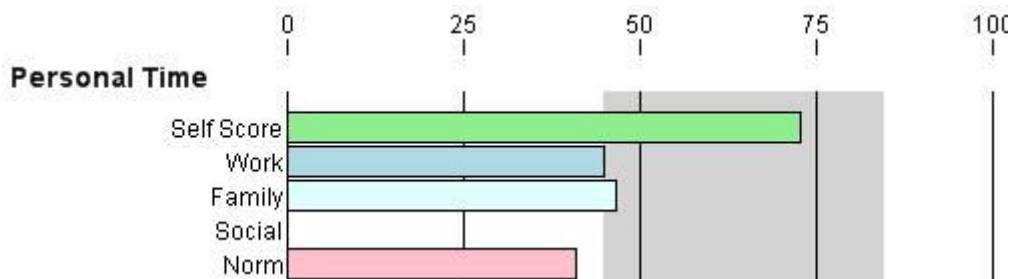
All of the time management topics in this program are important to your work and other interest. Yet, all are not likely to be of equal importance. Some make greater contributions than others to your success and personal happiness. Make your first improvements on the topics that will add the most immediate 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.

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OBJECTIVES - 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 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	OBJ	Objective Planner
ACT	Weekly and Monthly Schedulers	PRO	Planning and Scheduling
OBJ	Role and Purpose	PRI	Importance and Urgency
OBJ	Basic Characteristics	PRI	Analysis and Decisions
OBJ	Writing Objectives	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	Writing
PAP/EDOCS	Flow Analysis	PAP/EDOCS	Reading
PAP/EDOCS	Sorting Mail	TEAM	The Team Time Ethic
PAP/EDOCS	Filing		

INTERRUPTIONS - 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 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. _____
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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 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. _____
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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 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. _____
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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 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. _____
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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 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
25. I procrastinate difficult and unpleasant tasks until they become crises.	2.40
42. Expected meeting attendees arrive late or are absent without giving notice.	2.40
57. Work interferes with my time for spiritual, religious and moral development.	2.40
51. I consider how doing my share of the team's work affects the team.	2.20
2. I struggle when organizing work on complex and/or long-term objectives.	2.00

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
26. I use time logs and other methods to analyze and eliminate timewasters.	0.40
58. I eat right, exercise and have routine physical exams.	0.40
8. I assign an "A", "B", or "C" importance code to each of my projects.	0.60
37. I screen the purpose of phone calls and drop-in visits.	0.60
59. I set aside time for both short-term and long-term personal financial planning.	0.60

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
59. I set aside time for both short-term and long-term personal financial planning.	-2.40
45. Meeting participants' assignments and follow-up responsibilities are clarified.	-2.20
35. I use word processing or dictation software, rather than longhand.	-2.00
58. I eat right, exercise and have routine physical exams.	-1.60
27. I analyze how my time is allocated to my priorities.	+1.40

Questions	Category	# of responses	Average within category

Objectives

	Category	# of responses	Average within category
1. I have written work objectives that are clear, achievable and measurable.	Self Work Family Social Variance	1 4 1 0	2.00 0.75 1.00 0.00 -1.20
2. I struggle when organizing work on complex and/or long-term objectives.	Self Work Family Social Variance	1 4 1 0	2.00 2.00 2.00 0.00 0.00
3. Those interested agree on the priorities of my work objectives.	Self Work Family Social Variance	1 4 1 0	2.00 1.00 1.00 0.00 -1.00
4. I monitor changing conditions at work that require re-writing my objectives.	Self Work Family Social Variance	1 4 1 0	1.00 1.00 2.00 0.00 0.20
5. I have performance reviews of the progress on my work objectives.	Self Work Family Social Variance	1 4 1 0	1.00 1.00 0.00 0.00 -0.20

Projects

	Category	# of responses	Average within category
6. I use project mapping techniques to help organize all project work.	Self Work Family Social Variance	1 4 1 0	0.00 0.75 1.00 0.00 0.80
7. I try to gain agreement on my projects' priorities among those interested.	Self Work Family Social Variance	1 4 1 0	1.00 1.00 2.00 0.00 0.20
8. I assign an "A", "B", or "C" importance code to each of my projects.	Self Work Family Social Variance	1 4 1 0	0.00 0.75 0.00 0.00 0.60
9. Before even starting projects, I have scheduled all of their required activities.	Self Work Family Social Variance	1 4 1 0	0.00 1.00 0.00 0.00 0.80
10. Team projects are unorganized because of little team member participation.	Self Work Family Social Variance	1 4 1 0	1.00 1.75 3.00 0.00 1.00

Activities

	Category	# of responses	Average within category
11. I know the priority value for each of my	Self Work	1 4	2.00 1.75

individual work activities.		Family Social Variance	1 0	3.00 0.00 0.00
12. I estimate time requirements for my work activities and check their accuracy.		Self Work Family Social Variance	1 4 1 0	1.00 1.25 2.00 0.00 0.40
13. I sequence related work activities to ensure their orderly, timely completion.		Self Work Family Social Variance	1 4 1 0	1.00 1.75 1.00 0.00 0.60
14. I anticipate work responsibilities to change and alter my activities accordingly.		Self Work Family Social Variance	1 4 1 0	2.00 1.00 2.00 0.00 -0.80
15. I complete work activities at the last minute or after their due dates.		Self Work Family Social Variance	1 4 1 0	2.00 1.75 3.00 0.00 0.00

Priorities

16. I am happy with the balance of priorities between my work and personal lives.		Self Work Family Social Variance	1 4 1 0	2.00 1.25 2.00 0.00 -0.60
17. I use importance and urgency, not importance vs. urgency, to rank priorities.		Self Work Family Social Variance	1 4 1 0	2.00 1.50 1.00 0.00 -0.60
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 Work Family Social Variance	1 4 1 0	2.00 0.75 1.00 0.00 -1.20
19. I let my priorities become urgent with deadlines that frustrate me.		Self Work Family Social Variance	1 4 1 0	2.00 1.25 3.00 0.00 -0.40
20. I procrastinate priorities, if difficult, long-term or unpleasant.		Self Work Family Social Variance	1 4 1 0	2.00 1.75 3.00 0.00 0.00

Crises

21. When in crises, I identify and analyze both their causes and their symptoms.		Self Work Family Social Variance	1 4 1 0	2.00 1.75 2.00 0.00 -0.20
22. I determine early if crises have uncontrollable causes or controllable causes.		Self Work Family Social Variance	1 4 1 0	2.00 1.25 2.00 0.00 -0.60

23. I use well planned and effectively implemented resolutions to crises.		Self	1	1.00
		Work	4	1.25
		Family	1	1.00
		Social	0	0.00
		Variance		0.20
24. I follow up on implemented solutions to crises until they are fully resolved.		Self	1	2.00
		Work	4	2.25
		Family	1	1.00
		Social	0	0.00
		Variance		0.00
25. I procrastinate difficult and unpleasant tasks until they become crises.		Self	1	2.00
		Work	4	2.25
		Family	1	3.00
		Social	0	0.00
		Variance		0.40

Analysis

26. I use time logs and other methods to analyze and eliminate timewasters.		Self	1	0.00
		Work	4	0.50
		Family	1	0.00
		Social	0	0.00
		Variance		0.40
27. I analyze how my time is allocated to my priorities.		Self	1	0.00
		Work	4	1.50
		Family	1	1.00
		Social	0	0.00
		Variance		1.40
28. I analyze interruptions -- who interrupts, when, about what, and how long.		Self	1	0.00
		Work	4	1.00
		Family	1	0.00
		Social	0	0.00
		Variance		0.80
29. I analyze paperwork and E-mail to process them more effectively and efficiently.		Self	1	0.00
		Work	4	1.25
		Family	1	0.00
		Social	0	0.00
		Variance		1.00
30. I analyze the value of my work time on a dollar and cent per-minute basis.		Self	1	0.00
		Work	4	1.25
		Family	1	1.00
		Social	0	0.00
		Variance		1.20

Paperwork

31. I schedule the time to open and complete paperwork and E-mail on time.		Self	1	1.00
		Work	4	1.50
		Family	1	1.00
		Social	0	0.00
		Variance		0.40
32. I sort my paperwork and E-mail into categories for further processing.		Self	1	1.00
		Work	4	1.00
		Family	1	0.00
		Social	0	0.00
		Variance		-0.20
33. I file paperwork and E-documents in folders and easily can find what is filed.		Self	1	1.00
		Work	4	2.00
		Family	1	0.00
		Social	0	0.00
		Variance		0.60
34. I am up-to-date in reading for my daily work, profession and industry.		Self	1	1.00
		Work	4	1.75
		Family	1	3.00

	Social	0	0.00
	Variance		1.00
35. I use word processing or dictation software, rather than longhand.	Self	1	3.00
	Work	4	0.75
	Family	1	2.00
	Social	0	0.00
	Variance		-2.00

Interruptions

36. I try to arrange mutually convenient times for phone calls and visits.	Self	1	2.00
	Work	4	1.75
	Family	1	2.00
	Social	0	0.00
	Variance		-0.20
37. I screen the purpose of phone calls and drop-in visits.	Self	1	1.00
	Work	4	0.75
	Family	1	0.00
	Social	0	0.00
	Variance		-0.40
38. Before calling or visiting someone, I plan and sequence my discussion topics.	Self	1	2.00
	Work	4	0.75
	Family	1	1.00
	Social	0	0.00
	Variance		-1.20
39. I socialize with callers and visitors, rather than focusing on topics related to work.	Self	1	1.00
	Work	4	1.50
	Family	1	2.00
	Social	0	0.00
	Variance		0.60
40. I wait for the person who has called or dropped-in to end the call or visit.	Self	1	1.00
	Work	4	1.00
	Family	1	3.00
	Social	0	0.00
	Variance		0.40

Meetings

41. Advance meeting agendas are distributed to all meetings' participants.	Self	1	2.00
	Work	4	0.75
	Family	1	1.00
	Social	0	0.00
	Variance		-1.20
42. Expected meeting attendees arrive late or are absent without giving notice.	Self	1	3.00
	Work	4	2.25
	Family	1	3.00
	Social	0	0.00
	Variance		-0.60
43. All meeting attendees have the knowledge and abilities to be contributors.	Self	1	3.00
	Work	4	1.75
	Family	1	2.00
	Social	0	0.00
	Variance		-1.20
44. Attendee participation at our meetings is out of balance and uncontrolled.	Self	1	3.00
	Work	4	1.25
	Family	1	3.00
	Social	0	0.00
	Variance		-1.40
45. Meeting participants' assignments and follow-up responsibilities are clarified.	Self	1	3.00
	Work	4	0.75
	Family	1	1.00
	Social	0	0.00
	Variance		-2.20

Delegation

46. Delegation of responsibility, authority and accountability is planned well.		Self Work Family Social Variance	1 4 1 0	2.00 1.00 1.00 0.00 -1.00
47. Delegated work is matched to subordinates' knowledge, skills and interests.		Self Work Family Social Variance	1 4 1 0	2.00 1.25 2.00 0.00 -0.60
48. A directive, not participative, approach is used to delegate and clarify tasks.		Self Work Family Social Variance	1 4 1 0	1.00 1.75 3.00 0.00 1.00
49. Bosses meddle in work they have delegated to their subordinates.		Self Work Family Social Variance	1 4 1 0	2.00 1.25 2.00 0.00 -0.60
50. There is timely follow-up on delegated assignments to detect problems.		Self Work Family Social Variance	1 4 1 0	1.00 1.50 1.00 0.00 0.40

Team Time

51. I consider how doing my share of the team's work affects the team.		Self Work Family Social Variance	1 4 1 0	3.00 2.00 3.00 0.00 -0.80
52. Preventable team crises are minimized by cooperative team planning.		Self Work Family Social Variance	1 4 1 0	2.00 1.75 2.00 0.00 -0.20
53. I assess how doing my team paperwork and E-mail affects team performance.		Self Work Family Social Variance	1 4 1 0	2.00 0.75 1.00 0.00 -1.20
54. I consider how my interrupting team members affects their performance.		Self Work Family Social Variance	1 4 1 0	1.00 1.50 0.00 0.00 0.20
55. I consider how my procrastinating affects the performance of team members.		Self Work Family Social Variance	1 4 1 0	2.00 1.25 1.00 0.00 -0.80

Personal Time

56. I am disappointed with the amount and quality of time I devote to my family.		Self Work Family Social Variance	1 4 1 0	2.00 1.75 3.00 0.00 0.00

57. Work interferes with my time for spiritual, religious and moral development.	Self	1	2.00
	Work	4	2.25
	Family	1	3.00
	Social	0	0.00
	Variance		0.40
58. I eat right, exercise and have routine physical exams.	Self	1	2.00
	Work	4	0.50
	Family	1	0.00
	Social	0	0.00
	Variance		-1.60
59. I set aside time for both short-term and long-term personal financial planning.	Self	1	3.00
	Work	4	0.75
	Family	1	0.00
	Social	0	0.00
	Variance		-2.40
60. I spend the time needed for personal and professional development.	Self	1	2.00
	Work	4	1.50
	Family	1	1.00
	Social	0	0.00
	Variance		-0.60

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.**