

# Time Management

## Part 1

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**BASED ON THE RANDY PAUSCH COURSE  
CARNEGIE MELLON UNIVERSITY**



**Enhanced by Phil Andrews**

# You Will Learn To:

- Clarify your goals and achieve them
- Be involved in better delegation
- Work more efficiently with others
- Learn specific skills and tools to save you time
- Overcome **stress** and procrastination
- Handle people and projects that waste your time

Words in **red** denote that additional course is available

*Remember that time is money*

Ben Franklin, 1748

Advice to a young tradesman

# But we still need to laugh!

4

**Time  
Management is  
a key part of  
Management**



**Because  
humor heals  
by removing  
stress**

**"There's no time for thinking. We have  
to make a *management decision*."**

# Why Time Management is Important

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- **“The Time Famine”**
- **Bad time management = stress**
- **This is life advice**

# The Problem is Severe

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- By some estimates, most people waste about **2 hours** (25% of productive time) **per day**. Signs of time wasting:
  - Messy desk and cluttered (or no) files
  - Can't find things
  - Missed appointments, need to reschedule them later and/or unprepared for meetings
  - Tired/unable to concentrate
  - Asking other people to help them out and then volunteering to do things other people should do

# This Is Not A Joke. It Is Reality!

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**“How do they expect us to learn time management when every hour here feels like three hours, a week feels like a year, and the weekends fly by like ten minutes?”**

# Hear me Now, Believe me Later

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- Being successful doesn't make you manage your time well
- However, managing your time improves your chances of becoming successful





# Important Up front Consideration

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- There are **trade offs** for everything in life
- Before you try to manage your time you must be crisp and clear what is important to you because you will be forced to make tough decisions, such as this one:

What is more important?

An 1.5 hours of Bible Study or 2 hours of Golf?

# What Is More Important?



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- Time with kids
  - Time with wife
  - Time in church
  - Time vacationing
  - Time to improve self
  - Time to exercise
- Time with employees
  - Time with #1 customer
  - Time to complete a critical proposal or report
  - Time at work to save job
  - Time to restructure the organization
  - Time to work overtime to impress boss and get promotion

# Some People Are Too Busy To Even Do These:

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**Time to:**

**Hug and kiss**

**Eat with the family**

**Have fun together**

**Smile**

**Say prayers together**

**Show appreciation**

**Teach and mentor**

**Help**

**Improve**

# Why?

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**Because money, promotions, titles, fame and power are more important than having a “good” and balanced life.**

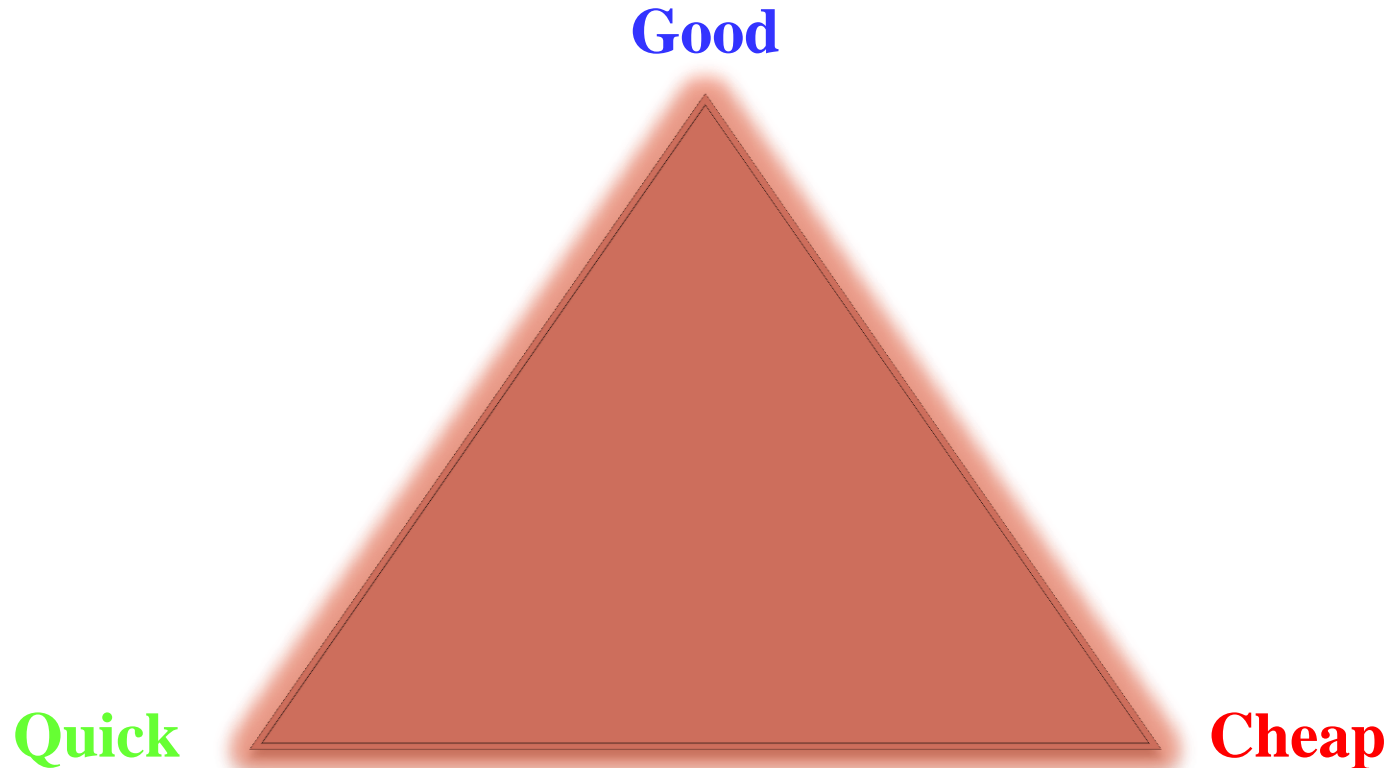
**We overemphasize the material and deemphasize the spiritual.**

**Time Management means two dramatically different things to a materialist and to a spiritualist.**

**What are you? Who are you?**

# In Business We Have Trade Offs

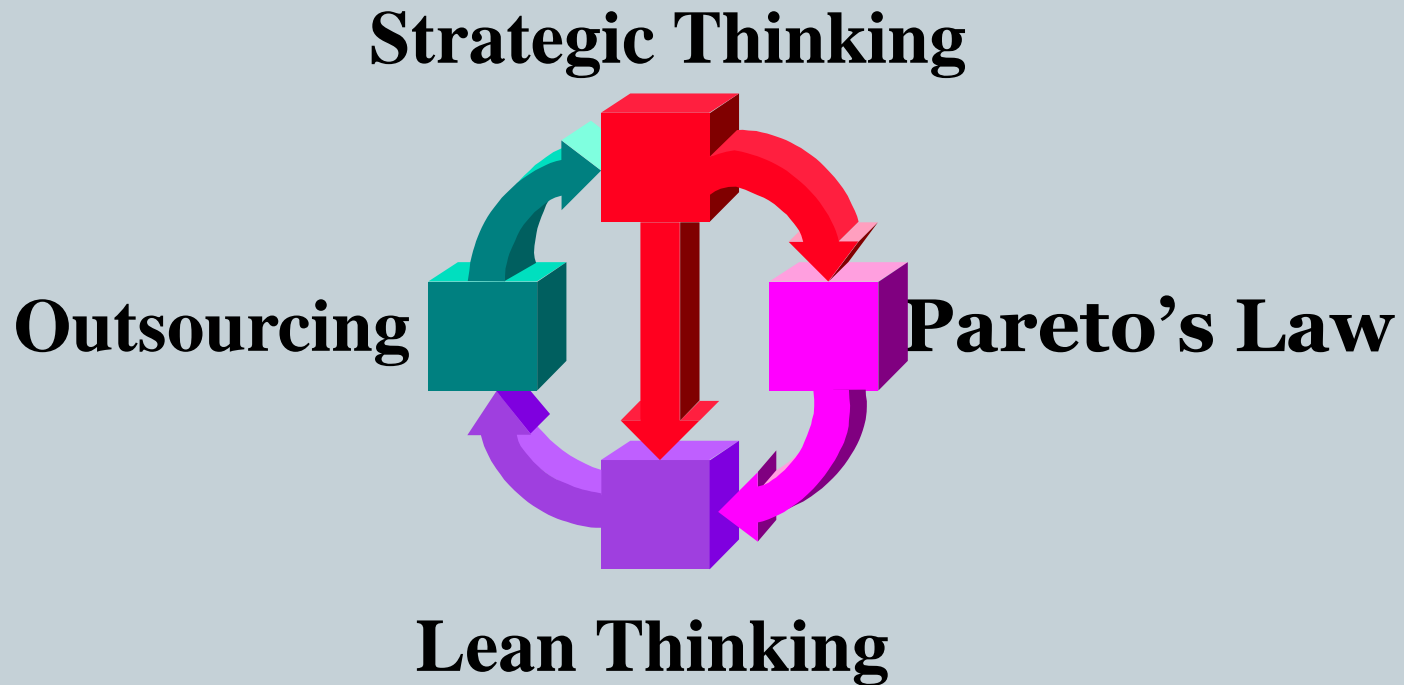
13



**You can only have two. Which ones do you want?**

# Four Key Principles

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# 1. Strategic Thinking

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- **Think strategically.** See and understand the big picture. Focus on what is strategic and critical to the success of the business
    - Strategic Sales
    - Strategic Relationships
    - Strategic Investments
    - Strategic Divestitures
    - Strategic Technologies
    - Strategic M&As
- Behave as a Sales VP
- Behave as a CAO
- Behave as a CFO
- Behave as a CFO
- Behave as a CIO
- Behave as Chief Strategist

# Strategic Thinking → Strategic Planning

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- Failing to plan is planning to fail
- Plan each Month, each Week, each Day
- You can always change your plan, but at least you have one!



# Strategic Planning is about: Goals, Objectives and Priorities

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- Why am I doing this?
- What is the goal?
- How will I succeed?
- What happens if I chose not to do it?

# Two Key Points

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- Ensure that Business Goals and Objectives are aligned with Personal Goals and Objectives
- The ultimate:

**Follow your  
bliss** in your  
business and  
personal lives



*"Follow your bliss  
and the universe will open doors for you  
where there were only walls."*

*~ Joseph Campbell*

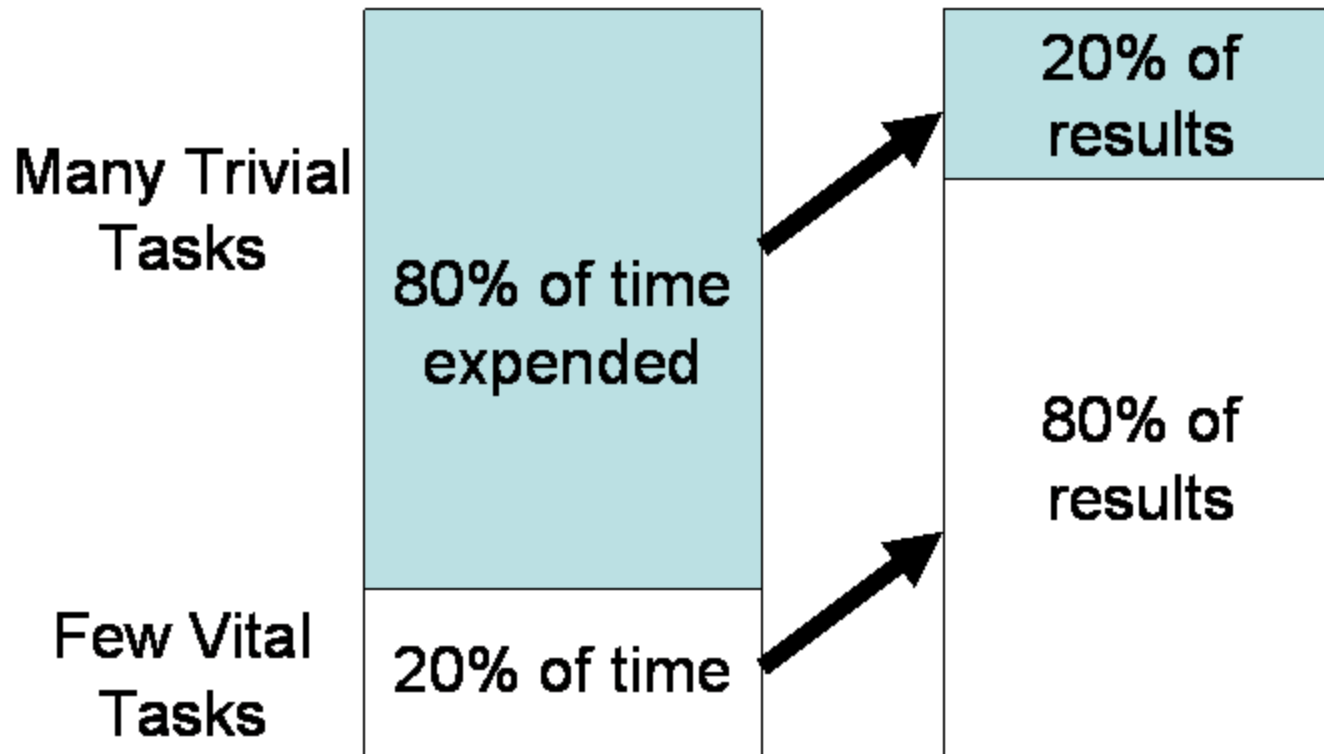
## 2. Pareto's Law (The 80/20 Rule)

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- **Critical/Vital few versus the trivial many**
- Having the courage of your convictions
- Good judgment comes from experience
- Experiences comes from bad judgment

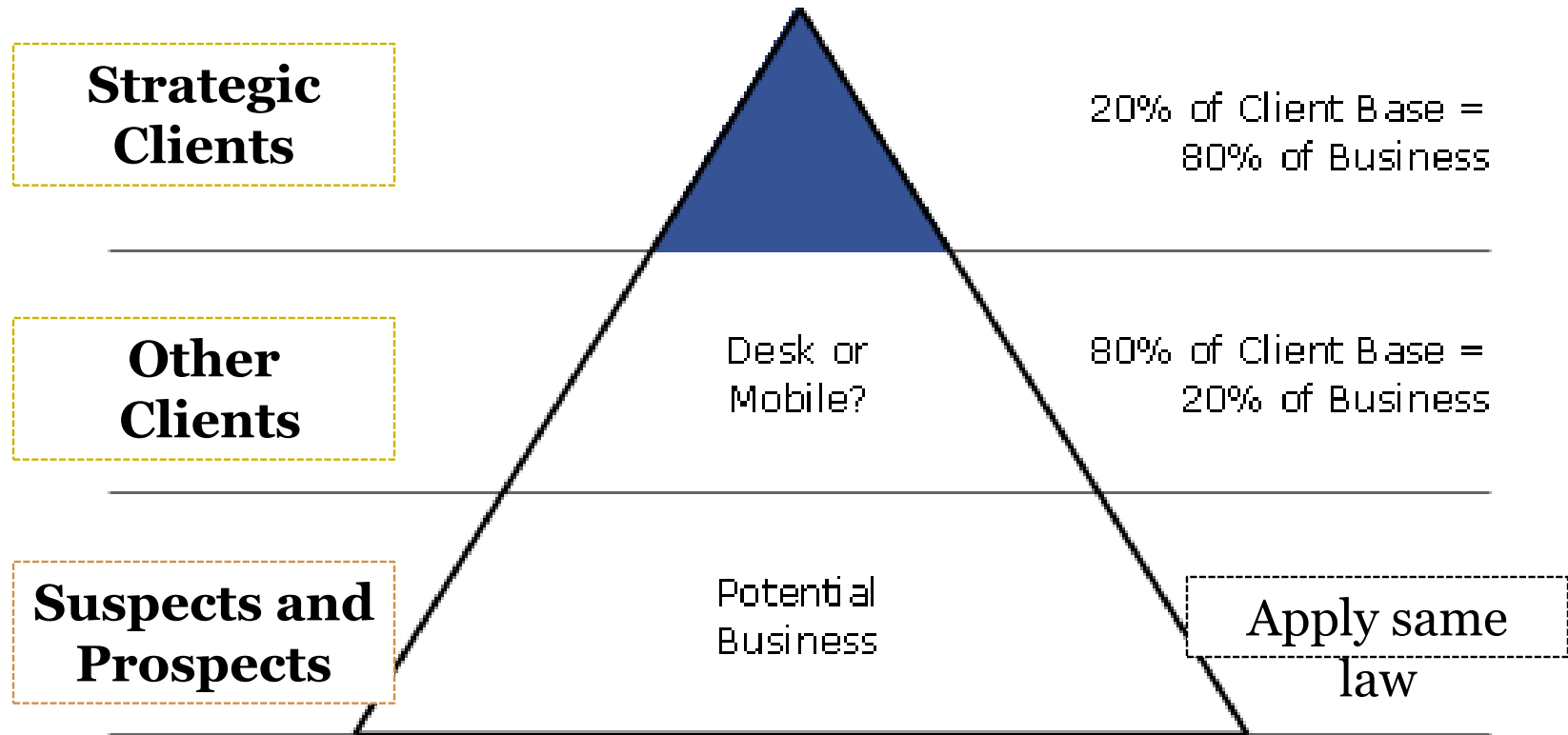
# Key Realization

20



# Pareto's Law Applies Everywhere

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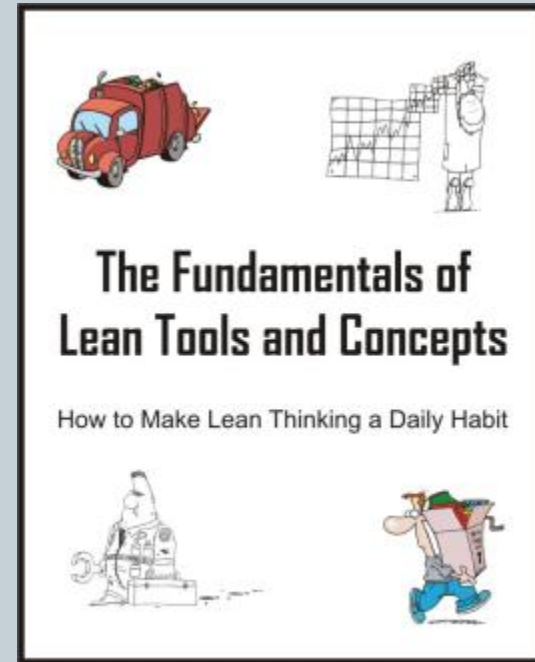
**Client Analysis Profile**

# 3. Lean Thinking

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- **Keep everything lean**

- Lean Manufacturing
- Lean Office
- Lean IT
- Lean Accounting
- Lean Warehousing ...



Lean → Streamlined Work → Fewer Mistakes/Errors →  
Greater Speed → Higher Productivity → Less Stress

# 4. Outsourcing

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- All the **non-strategic and non-core aspects of work** and business should be handled by others that like to do those types of work and can do them faster-better- cheaper.

- Consider:

- |              |                           |
|--------------|---------------------------|
| ✦ Paychex    | Payroll                   |
| ✦ ADP        | HRM, Benefits Mgmt        |
| ✦ Accontemps | Accounting                |
| ✦ EDS        | IT Management and Support |
| ✦ Xerox      | Reprographics             |

# Key Awareness

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- **Delegation** is a form of outsourcing





# Getting Started

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# Make Sure You Have the Right Foundation

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- Know yourself
- Know your team and key players in your company
- Know your friends and significant others
- Know your business
- Know your customers
- Know your industry
- Know your projects and/or programs
- Know all your activities, tasks and things to do



**WHY?**

# Why Is Knowing Important?

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- Deep knowing means **wisdom**
- Wisdom means correct decisions
- Correct decisions means no errors →
- No errors means speed and quality
- Speed and quality mean lower your cost
- Speed and quality also mean happier customers
- Happy customers mean bigger profits
- Bigger profits mean growth and prosperity
- Growth and prosperity mean a good and healthy company



# Develop your **TO-Do Lists**

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- Break things down into small steps
- Start with the simple things (like a child cleaning his/her room). Sorting, getting organized, getting rid of clutter
- Do the ugliest thing first --- overcome the mental block

# The 4-Quadrant TO-DO List

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	Due Soon	Not Due Soon
Important	1	2
Not Important	3	4

# Best Way To Bucketize Tasks

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	Urgent	Not Urgent
Important	<b>I</b> <ul style="list-style-type: none"><li>➤ Crises</li><li>➤ Pressing problems</li><li>➤ Firefighting</li><li>➤ Major scrap and rework</li><li>➤ Deadline-driven projects</li></ul>	<b>II</b> <ul style="list-style-type: none"><li>➤ Prevention<ul style="list-style-type: none"><li>➤ <i>Production capability</i> activities</li></ul></li><li>➤ Relationship building</li><li>➤ Recognizing new opportunities</li><li>➤ Planning</li><li>➤ <i>Re-creation</i></li></ul>
Not Important	<b>III</b> <ul style="list-style-type: none"><li>➤ Interruptions</li><li>➤ Some calls</li><li>➤ Some mail</li><li>➤ Some reports</li><li>➤ Some meetings</li><li>➤ Proximate pressing matters</li><li>➤ Popular activities</li><li>➤ Some scrap &amp; rework</li></ul>	<b>IV</b> <ul style="list-style-type: none"><li>➤ Trivia</li><li>➤ Busywork</li><li>➤ Some mail</li><li>➤ Some phone calls</li><li>➤ Time-wasters</li><li>➤ Pleasant activities</li></ul>

# Start With Your Own Desk or Office

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# A Good Example









**Speaker phone:  
hands are free to  
do something else;  
perform stress  
reduction when  
I'm on hold**

# Telephone

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- Keep calls short; stand during call
- Start by announcing the goal or purpose for the call
- Don't put your feet up
- Have something in view that you're waiting to get to next

# Telephone

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- Use an excuse to get off the phone: “I have a client waiting”
- Group outgoing calls, especially to talkative people: just before lunch and before 5pm
- However, never hang up on anyone. Follow the Phone Etiquette





# Additional Improvement: Get rid of all that



# Paperwork

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- Clutter is death; it leads to thrashing. Keep desk clear: focus on one thing at a time
- A good file system is essential
- Touch each piece of paper once
- Touch each piece of email once; your inbox is not your TO-DO list
- Drive for a **paperless environment** throughout the entire operation





**A messy desk is a sign  
of a genius?**



# Other Office Logistics

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- Make your office comfortable for you, and optionally comfortable for others
- No soft comfortable chairs or sofas
- Make the environment friendly and inviting. Remove and/or **revamp hostile office layouts and equipment**

# Hostile Office Environments?

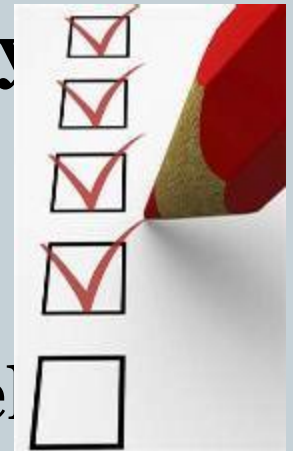
45



# Organize Everything

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- **Everything has a place and everything should be in its place**
- **Set priorities**
- Follow the **Get Ready → Do → Put Away** approach
  - Remember that Getting Ready is 50% of the total work
- Go through your tasks quickly and effectively
  - Without cutting corners or delivering “half baked” results



# If You Feel This Way, You Are In Deep Trouble

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# Best Advice

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- Simplify, Simplify, Simplify
  - Simplify processes --- apply simple **business process reengineering** tricks
  - Simplify technology --- get rid of old technologies and systems
    - ✦ Seek maintenance free solutions
    - ✦ Outsource maintenance
  - Simplify your organization
    - ✦ Streamline structure
  - Simplify decision making
    - ✦ Clear cut roles and responsibilities

# General Advice: Vacations

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- Phone callers should get two options:
  - If this can't wait, contact John Smith at 555-1212
  - Otherwise please call me back September 1
- This works for Email too!
- Vacations should be vacations!
  - It's not a vacation if you're reading email

# General Advice

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- Reduce non-value add activities in your life, like watching TV and playing computer games
- Don't forget **Work-Life Balance** ★ ★ ★
- Eat and sleep and exercise. Above all else!



# Some Useful Tools





# Why We Need Time Journals?

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**off the mark**.com by Mark Parisi



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**Because our lives are a little more complicated than those of cats**

# Time Journals (Track Your Time)

54

- It's amazing what you learn!
- Monitor yourself in 15 minute increments for between 3 days and two weeks.
- Update every 15 mins; not at end of day

# TIME LOG

[illegible]

# TIME LOG

	ACTIVITY										BUSINESS FUNCTION	NOTES
TOTAL	READING	DICTATION	TRACERWORK	PHONE CALLS	CONSULTATIONS	MEETINGS	INSPECTIONS	TRAVEL	PLANNING	OTHER		
7:00- 7:15												
7:15- 7:30												
7:30- 7:45												
7:45- 8:00												
8:00- 8:15												
8:15- 8:30	X										X	CHATTING
8:30- 8:45		X									X	INCOMING MAIL
8:45- 9:00			X								X	MAIL
9:00- 9:15	X										X	MISC. PHONE CALLS
9:15- 9:30	X										X	READING NEWSPAPER
9:30- 9:45											X	READING TRADE JOURNAL
9:45-10:00											X	COFFEE BREAK
10:00-10:15			X								X	COFFEE BREAK
10:15-10:30											X	ACME - WARRANTY PROBLEM
10:30-10:45											X	SAW RICHARDSON
10:45-11:00			X								X	" "
11:00-11:15			X								X	WORK ON SALARY SCHEDULE
11:15-11:30			X								X	" "
11:30-11:45				X							X	WEEKLY REPORT
11:45-12:00					X						X	SAW OFFICE MACHINE SALESPERSON
12:00-12:15				X							X	LUNCH WITH RICHARDSON
12:15-12:30				X							X	" "
12:30-12:45				X							X	" "
12:45- 1:00				X							X	" "
1:00- 1:15					X						X	RETURN TO OFFICE
1:15- 1:30			X								X	RETURNED MISC. PHONE CALLS
1:30- 1:45			X								X	" "
1:45- 2:00			X								X	MET WITH BOSS
2:00- 2:15			X								X	" " "
2:15- 2:30											X	PERSONAL ERRANDS
2:30- 2:45											X	" "
2:45- 3:00											X	TRAVEL TO SEE JOHNSON
3:00- 3:15											X	JOHNSON MEETING
3:15- 3:30											X	" "
3:30- 3:45											X	RETURN TO OFFICE
3:45- 4:00											X	CHAT WITH ROGERS
4:00- 4:15		X									X	DICTATION ON SALARY SCHEDULE
4:15- 4:30	X										X	READ PM NEWSPAPER
4:30- 4:45											X	SAW MURPHY RENEW PROCEDURES
4:45- 5:00											X	" "



	Monday	Tuesday	Wednesday	Thursday	Friday
10:30 am	33-107 DH 2315		33-107 DH 2315		33-107 DH 2315
11:00 am					
11:30 am					
12:00 pm					
12:30 pm		15-211 DH 2315		15-211 DH 2315	
1:00 pm	15-211 SC 203		15-211 SC 203		
1:30 pm					
2:00 pm		18-240 DH 2315		18-240 DH 2315	
2:30 pm					
3:00 pm					
3:30 pm		18-200 DH 2210	18-200 SH 206	18-200 DH 2210	
4:00 pm					
4:30 pm					
5:00 pm		33-107 WeH 5403		33-107 WeH 5403	
5:30 pm					
6:00 pm					
6:30 pm					
7:00 pm					
7:30 pm					
8:00 pm			18-240 HH 1303		
8:30 pm					
9:00 pm					
9:30 pm					

Course	Sec	Units	Professor	Course Name
15-211	E	12.0	Blum, Goldstein	Fundamental Structs of Computer Science I
18-200	C	12.0	Hoburg	Mathimatical Foundations of EE
18-240	B	12.0	Thomas	Fundamentals of Computer Engineering
33-107	G	12.0	Meyer, Feenstra	Physics for Engineering Students II
80-210	A	9.0	Scheines	Introduction to Logic

	Monday	Tuesday	Wednesday	Thursday	Friday
10:30 am					
11:00 am	DH 2315		DH 2315		33-107 DH 2315
11:30 am					
12:00 pm					
12:30 pm		15-211 DH 2315		15-211 DH 2315	
1:00 pm	15-211 SC 203		15-211 SC 203		
1:30 pm					
2:00 pm		18-240 DH 2315		18-240 DH 2315	
2:30 pm					
3:00 pm					
3:30 pm		18-200 DH 2210	18-200 SH 206	18-200 DH 2210	
4:00 pm					
4:30 pm					
5:00 pm		33-107 WeH 5403		33-107 WeH 5403	
5:30 pm					
6:00 pm					
6:30 pm					
7:00 pm					
7:30 pm					
8:00 pm			18-240 HH 1303		
8:30 pm					
9:00 pm					
9:30 pm					



Course	Sec	Units	Professor	Course Name
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18-240	B	12.0	Thomas	Fundamentals of Computer Engineering
33-107	G	12.0	Meyer, Feenstra	Physics for Engineering Students II
80-210	A	9.0	Scheines	Introduction to Logic

# Using Time Journal Data

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- What am I doing that doesn't really need to be done?
- What am I doing that could be done by someone else?
- What am I doing that could be done more efficiently?
- What do I do that wastes others' time?

# Other Useful Tools

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- MS Outlook
- MS Exchange
- Launchy
- Quicksilver
- Hyperwords
- Autohotkey/Memokeys
- Google Calendar
- Rescue Time
- Now Do This ...



	Mon, Oct 29	Tue, Oct 30	Wed, Oct 31	Thu, Nov 01	Fri, Nov 02	Sat, Nov 03	Sun, Nov 04	October 2001
	David Woolley bir		Halloween Halloween (United States)	MONTHLY STUFF NO TINA	ORlando lunches: Kyle, M TADI Peter Thadd	visit Mom & Dad	EstN. Anniversary PUMP Football Rain Date	M T W T F S S 24 25 26 27 28 29 30 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
7 am								November 2001
8 00	EXERCISE	EXERCISE	EXERCISE		EXERCISE			M T W T F S S 1 2 3 4
9 00								5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
10 00	Don & Janeen (ETC)	earth theater demo? dentist	Call Jane Prey (703-292) Ph.D. Student Meetings (Stage3)	Basketball	9:45am-10 Jai Doctor visit			December 2001
11 00					Kodak conference call		Church	M T W T F S S 1 2
12 pm	Brad myers amulet (stage3)	SCS council						3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
1 00	Mocap (ETC)	PUI (NSH 1305)	ETC	PUI (NSH 1305)			Steelers HOME Baltimore	January 2002
2 00								M T W T F S S 1 2 3 4 5 6
3 00	Randy S. (ETC)		Kodak confer call	CSD Faculty Meeting (Wean 4623)	Time Management Talk (5409)			7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
4 00	Sara Masters <mast41@> Research Seminar	Alice Team (stage3)	Stage3 Meeting	CSPR (We)		Drive to Sheriffs	Football (Taylor Alderdice)	February 2002
5 00	5:45pm-6:00pm drive home					sheriffs		M T W T F S S 1 2 3
6 00	call "Steven Dow" HCII g				Drive Home			4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 1 2 3 4 5 6 7 8 9 10
7 00	Monday DINNER	Tuesday DINNER	Wednesday DINNER	Thursday DINNER	Friday DINNE			
8 00								
9 00	Steelers HOME Tennessee		West Wing					
10 00			Law & Order					
11 00								

Calendar - Microsoft Outlook (Logging Enabled)

File Edit View Go Tools Actions Help

Type a question for help

Day Week Month Show week view Show full view

December 19 - 23, 2005

Navigation Pane

	19 Monday	20 Tuesday	21 Wednesday	22 Thursday	23 Friday
9:00	Daily Morning Meeting Conf. Room 36(335L)	Daily Morning Meeting Conf. Room 36(335L)	Daily Morning Meeting Conf. Room 36(335L)	Daily Morning Meeting Conf. Room 36(335L)	Daily Morning Meeting Conf. Room 36(335L)
10:00	Have coffee with Cheryl Co		Have coffee with Cheryl Co	Have coffee with Cheryl Co	Have coffee with Cheryl Co
11:00					
12:00					Call Customer
1:00		Afternoon Meeting			Lunch with Derek, Radu, and Ryan
2:00				Team Meeting 36(1015) msacheth-b	
3:00			Important Meeting with Important People My Office		
4:00					
5:00					
6:00					
7:00		Dinner with friends Pacific restaurant			John's party

Show tasks on: Due Date

Tasks

Task	19 Monday	20 Tuesday	21 Wednesday	22 Thursday	23 Friday
Call Customer	✓				
Follow up with Don	✓				
walk the dog	✓				
Call to learn about flowers		✓			
Change Oil		✓			
walk the dog		✓			
Write Blog		✓			
walk the dog			✓		
Write Document			✓		
Get Document Signed			✓		
Decide: Lowest Company			✓		
Write Blog Entry			✓		
Follow Up with Michael				✓	
Research Bugherosias				✓	
Call Mother				✓	
Joe: Ask @ Carson P...				✓	
Find accountant online					✓
Hank owes you \$10					✓

To-Do Bar

December 2005

S M T W T F S

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

Daily Morning Meeting  
Thu 9:00 AM - 10:00 AM  
Conf. Room 36(335L)

Have coffee with Cheryl  
Thu 10:30 AM - 11:00 AM  
Cafe

Team Meeting  
Thu 2:00 PM - 3:00 PM  
36(1015) msacheth-b

Type a new task

Arranged By: Due Date | T

No Date

Now offering \$...

Today

walk the dog

Write Document

Get Documents...

Decide: Lowest...

Write Blog Entry

Getting Things...

Will it snow?

Pick up laundry

Send Status Re...

Buy Gift Cert for...

Call Sue

Tomorrow

Follow Up with...

Research Bug...

All folders are up to date. Connected



# The Number 1 TM Tool Today

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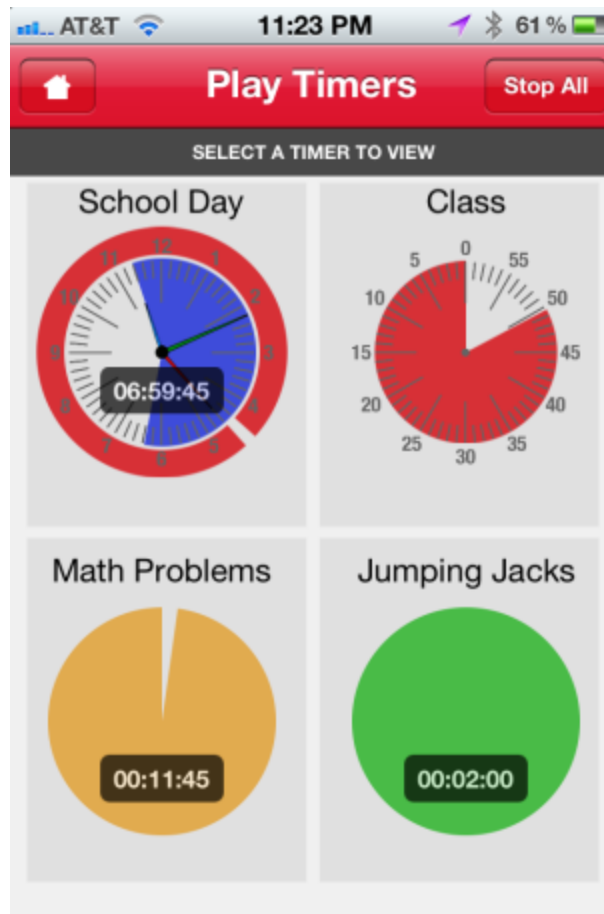


## Smart Phones



# This Kid Has Future

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# Caution

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**SOCIAL MEDIA** is the biggest  
killer of Time Management  
because it is used mostly for  
silly reasons

972-672-6657



For an in-house presentation  
to thrill and motivate your  
team or organization.

We will customize our  
courses to fit your needs.