



PARTICIPANT GUIDE –

TIME MANAGEMENT

Content Outline :-

- *Introduction to Work Life Balance*
- *What is time management?*
- *Four generation of Time Management*
- *Four Pillars of Time Management*
 - *First pillar: Goal Setting*
 - *Second pillar: Planning & Prioritizing*
 - *Third pillar: Overcoming obstacles*
 - *Fourth pillar: Attitude- Self Management*
- *How do you manage your time?*
- *Time Management matrix*
- *How to become Quadrant 2 manager*
- *Time Wasters*

INTRODUCTION TO WORK LIFE BALANCE

STORY:

A man came home from work late, tired and irritated, to find his 5-year old son waiting for him at the door.

Son: Daddy can I ask you a question?

Dad: Yes sure, what is it?

Son: Daddy, how much do you make an hour?

Dad: That's none of your business, why do you ask such a thing? (he asked angrily)

Son: I just wanted to know, please tell me how much do you make an hour? (he pleaded)

Dad: If you must know, I make 20\$ an hour.

Son: oh .. (with his head down).. May I please borrow 10 \$?

Dad : (furiously) if the only reason you asked to borrow money was to buy some silly toy or some other nonsense, then you march yourself straight to the room and go to bed. I work long hours everyday and don't have time for such childish behaviour.

(boy quietly goes to the room and shuts the door.. The man sat down and started thinking about his son's question. After an hour, he thought he was too harsh on his son, so he decided to go talk to his son)

Dad: are you asleep ?

Son: No daddy

Dad: I'm sorry I think I was too harsh on you.. I took my day's aggression on you.. Here tak ethe 10\$

Son: Thank you Daddy (and then he takes off a few notes from under his pillow)

Dad: if you already had money, why did you want to borrow more?

Son: I didn't have enough that time. Now I do.. Here is 20\$ daddy. Can I please buy one hour of your time tomorrow? I would like to eat dinner with you.

A study conducted by [Stewart D. Friedman](#) in Sept 2014, highlights that – ‘Balance is Bunk’ is a misguided metaphor because it assumes we must always make trade-offs among the four main aspects of our lives: work or school, home or family (however you define that), community (friends, neighbors, religious or social groups), and self (mind, body, spirit). A more realistic and more gratifying goal is better *integration* between work and the rest of life through the pursuit of *four-way wins*, which improve performance in all four dimensions.

Work life balance occurs when individuals with finite amount of physical, mental and emotional resources allocate those resources in way that corresponds their personal and professional goals.

ANOTHER DAY AT OFFICE

It was 7:20 a.m. when Myron arrived at the office. He was early because he wanted to clear the backlog of work that had been piling up on his desk. He turned on the lights and started to go through yesterday's mail. As he read the first piece, he realized he couldn't deal with it until a-colleague arrived. He set it aside and went on to the next. This item had potential application to a project he was working on, so he walked down the hall and made a copy for his personal use.

As he continued reading his mail, he came across a journal article of particular interest and became engrossed in it. He was startled to find as he looked up that others were arriving and it was nearly nine o'clock.

He quickly pushed the remaining mail to a corner of his desk and reached for a project file due tomorrow with at least two day's work yet to be completed. As he opened the file, Bill and Claire stopped by and invited him to join them for coffee. Myron decided he could spare ten minutes. Bill and Claire were both anxious to share the details of a play they had attended last night. Before Myron realized it, 30 minutes has passed, and he hurried back to his office.

As Myron entered his office, the phone rang. It was Mr. Wilson, his manager. There was a meeting scheduled at 10:00. Could Myron sit in for him? There was something to be discussed, about which the department should know. Myron looked at his watch. There wasn't enough time to get started on the project, so he pushed the file aside and vowed to start it immediately after lunch.

The afternoon wasn't any better. A few visitors, a few phone calls, a couple of letters and the day was over. Nothing had been accomplished on the project that was due tomorrow. As he stuffed papers into his briefcase, he wondered how Bill and Claire were able to attend plays during the evening.

Examine Myron's use of time:

Yes No

1. Did he make good use of prime time?
2. Was he working on his highest-priority task?
3. Did he seem able to say no?
4. Did he practice task completion?
5. Does he seem to understand his problem?

INTRODUCTION TO TIME MANAGEMENT

Time is a valuable resource. Time passes inexorably in a fixed rhythm: 60 seconds per minute, 60 minutes per hour, 24 hours in a day and so on.

But if you stop to think you will realize that you cannot manage time. **There is only one thing you can manage, and that is you self.**

THE VALUE OF TIME

You may have seen this popular, uncredited e-mail that has widely circulated on the Internet

- ◆ To realize the value of one year, ask a student who failed a grade.
- ◆ To realize the value of one month, ask a mother who gave birth to a premature baby.
- ◆ To realize the value of one week, ask the editor of a weekly newspaper.
- ◆ To realize the value of one hour, ask the lovers who are waiting to meet.
- ◆ To realize the value of one second, ask the person who just avoided a traffic accident.
- ◆ To realize the value of one millisecond, ask the person who won an Olympic medal.

"Being successful doesn't make you manage your time well. Managing your time well makes you successful"

"THE TIME FAMINE"

In this turbulent world we never seem to have enough time. Yet there has never been so much time available to us. We live longer; we use less time

to make/produce and do things, as we get more efficient. Therefore we should have more time to spare. Yet we are always complaining about the lack of time.

Time is very democratic – everyone irrespective of their status gets the same amount of time – 24 hours a day, 168 hours a week and 8,736 hours a year; plus 24 hours in a leap year. Most interesting, it cannot be spent in advance; so, we get it every day without fail. But lost time is never found again. One always has time enough, if one will apply it well.

WHAT IS TIME MANAGEMENT?

Time is a valuable resource. Time passes inexorably in a fixed rhythm: 60 seconds per minute, 60 minutes per hour, 24 hours in a day and so on. Time that has passed never comes back. Time is a democratically shared resource: we all have 24 hours in a day. Many people claim that lack of time is a big problem, until they come to the nasty realization that it is not a problem, it is a symptom, a symptom of unclear objectives, of poor allocation of priorities and poor planning.

Time is like money, the less we have of it to spare the further we make it go.
- Josh Billings

Time is a special resource because it takes time to accomplish anything. The way you manage time, like the way you manage your money, energy, and other resources, plays a large part in determining the goals you can accomplish, and the satisfaction you receive from everything you do. You really manage yourself with regard to time. There are many ways to make the most of your time.

TIME IS:

Measured — by clock or calendar, by season, by life stages.

Limited — we all have 24 hours.

Unique — we really manage ourselves in relation to time.

Perishable — we cannot save it for future use.

Money — it has a dollar value.

The key — to finding satisfaction and enjoying life.

But if you stop to think you will realize that you cannot manage time. There is only one thing you can manage, and that is you self.

Therefore “Time Management” is actually “Self Management”,

It is about YOU, and the way you do your job and the way you live your life.

How do we manage ourselves and what stops us from being effective?

Produce a list of all the time-wasters you are faced with at work and at home:



“I’d like to schedule a time-management seminar on my calendar...as soon as I can find time to buy a calendar!”

FOUR GENERATIONS OF TIME MANAGEMENT

NOTES AND REMINDERS

PLANNERS AND DIARIES

PRIORITIZING AND SCHEDULING

SELF-MANAGEMENT

EXERCISE: COSTING MY TIME

Objectives:

The main objectives of this exercise is to quantify the actual value of my time and become aware of the worth of my time to myself, to my customer and my company; and also to seriously introspect, learn and practice effective and efficient time management skills to be more productive in business.

Task:

Please complete the following calculations as per instructions given therein.

1. Please enter the following figures (approximately): - In Rs

- a) My salary per year :
 - b) Add 100 % for my share of the overheads spent by the company :
 - c) Add 50 % for perks and benefits which I will receive from the company :
-
-

TOTAL:

2. Please do the following calculations to cost your time: -

- d) Calculate weekly cost - Total / 52 weeks :
- e) Calculate daily cost - weekly / 5 days :
- f) Calculate hourly cost - daily / 8 hours :
- g) Calculate minute cost - hourly / 60 minutes :

3. Now, please cost the following activities: -

- h) Coming late to work by 10 minutes :
i) 5 mins with a visitor who lingers on in your office
or when you hang in someone else's office :
i) A delay of 2 minutes when you ask a customer
to hold on because you do not have the
information ready before the call :
j) Just 1 minute spent in locating a paper which
has not been filed in the correct file on time :

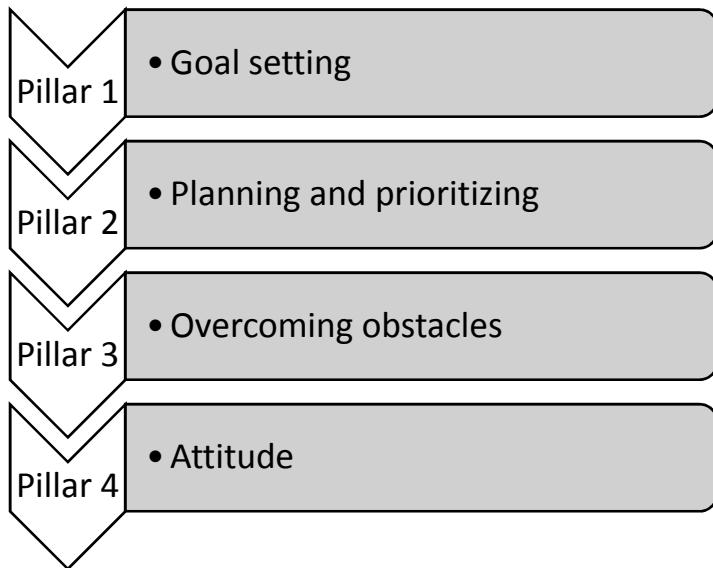
I learnt the following points from
this exercise

I will do or will NOT do the following
from now

I learnt the following points from
this exercise

I will do or will NOT do the following
from now

FOUR PILLARS OF TIME MANAGEMENT



FIRST PILLAR: GOAL SETTING

"If you can dream it, you can do it" - Walt Disney

Goals give **Direction** to your life, your time, and your dreams. Without them, you flounder and react erratically to opportunities and problems, with little perspective on the effects they will have on your personal and professional life. Goals give creative people a much-needed sense of direction.

When asked the secret to amassing such a fortune, one of the famous Hunt brothers from Texas replied: "First you've got to decide what you want."

- Write down 3 things you would like **to have/ get** 3/5 years from now – both professionally and personally.

I would like to have/get

Personal	Professional



- b. Write down 3 things you would like **to do** in the next 3/5 years – both personally and professionally

I would like to do

Personal	Professional

- c. Write down 3 things you would like **to be** – both personally and professionally

I would like to be

Personal	Professional

HOW TO SET GOALS?

It's not enough to be busy. The question is '*What are we busy with?*'

- Henry David Thoreau

1) Be in control

When you set your goals and objectives you should feel totally sure that these are indeed your goals and you really want to reach those goals. It simply won't work otherwise.

2) Put your Goals in writing

Writing down goals means committing yourself to them so that they become more specific and concrete rather than being just your dreams and wishes.

3) Set SMART goals

Set goals, which are specific, measurable, realistic and achievable. Your optimum goals are those, which cause you to "stretch" but not "break" as you, strive for achievement. SMART goals are:

S	Specific	Not vague
M	Measurable	Quantify the standard of performance
A	Attainable	Can be attained realistically
R	Rewarding	Has specific reasons & known expected rewards
T	Timely	By what time it should be achieved

4) There are two ways of thinking about goals

a) Range them from particular to general. For example :

Particular goal	I want to write a book on time management
More general goal	I want to write books for managers
General goal	I should like to be a better author

b) Group goals according to time – Short term, middle term and long term. For example :

Short-term goal	We should complete the planning stage of the product by the end of next month
Middle term goal	By the end of next year we should have five new products on the market
Long term goal	Within five years we want to be the leading Indian supplier of electrical light fittings

1) Identify Roles

Every person can have different goals for the different roles they play in life. These roles could be:

Personal	These goals could be related to you being a husband/wife, son/daughter, Son-in-law/daughter-in-law, and mother/father. They could also be about your own personal development like pursuing a hobby.
Professional	These are goals related to your career and vertical movement in it like getting further educational qualifications.
Social	These relate to your social life like helping out a friend or being a member of your society or social club.

In each of these roles, you could have a short-term and long-term goal. If the goals can be bifurcated in these areas, it is easier to achieve and review them.

2) Find out the Key Result Areas (KRA)

To be effective and show results, concentrate on only a few areas of goals at a time. These areas are the KRAs. KRAs can often change according to time and nature of responsibilities, hence it is important to review them often and modify them according to circumstances.

Too many KRAs will make us lose focus and too little will make planning useless. Remember a KRA is an end and not a means to an end

Remember that more men fail through lack of purpose than lack of talent.

Based on the SMART formula, this would not be a very good goal statement. It is not specific enough, it's difficult to measure, it contains elements outside your control, and it doesn't have a clear timeline.

Dream vs Goal

Example A simple example may help to clarify the difference between dreams and goals. One of your dreams in the health & fitness area might look something like this: "I have a healthy and fit body that gives me energy and allows me to enjoy my life."

Smarter goals derived from this dream statement might look something like this:

- ◆ I weigh a healthy XXX pounds
- ◆ I take 20-minute jogs 3 to 5 times a week
- ◆ I eat a reasonable and healthy diet
- ◆ I have eliminated my habit (take your pick) that negatively impacted my health
- ◆ I keep myself informed by researching a health related topic once a month

You may even want to break down the goal of eating a reasonable and healthy diet into smarter goals since it is not very specific or measurable. For instance, you might decide on the following goals:

- ◆ I eat 3 to 5 servings of fruits and vegetables every day
- ◆ I limit deserts and pastries to no more than one serving a week
- ◆ I eat half a portion when going out and save the rest for later
- ◆ I limit myself to at most one soft-drink each day

As you can see, the goals are much more specific and focused than the dream that inspired them.

However, having the dream allows you to keep sight of the big picture and periodically evaluate the goals to determine if they are still helping you move towards your dream.

If they are no longer working for you, or you find an even better alternative, you change your strategy and try something else.

SECOND PILLAR: PLANNING & PRIORITIZING

"If you fail to plan, you plan to fail."

Plan each Day, each Week, each Month, and each Year

A typical example is the setting up of Toyota Kirloskar Motor Co. After finalizing the site and buying the land, the factory came up very quickly, and with all provisions for operating Toyota Production Systems. It was only 18 months between the day of 'bhoodmipoojan' and the day the first car rolled out!! However, they spent two years in the initial studies of feasibility, commercial viability, selection of location, etc.

STEVEN COVEY MATRIX OF TIME MANAGEMENT

	URGENT	NON-URGENT
I M P O R T A N T	I ACTIVITIES Crises Pressing Problems Deadline-driven projects Some meetings Some preparations	II ACTIVITIES Prevention, PC activities Relationship Building Working on new opportunities Planning, Values clarification True recreation Empowerment
NOT I M P O R T A N T	III ACTIVITIES Other people's issues Interruptions Some mails/ phone calls Some meetings/ reports Many proximate, pressing matters Many popular activities	IV ACTIVITIES Trivia, busy work Some mails/ phone calls Time wasters 'Escape' activities Excessive TV

URGENT AND IMPORTANT:

Urgent matters are usually visible. They press on us, and insist on action. Often they are pleasant, easy and fun to do.

Importance on the other hand, has to do with results. If something is important, it contributes to our mission, our values, and our high priority goals. You find it personally valuable.

Urgent We react to urgent matters.

Important matters, on the other hand, require more initiative, more pro-activity.

TIME ANALYSIS GRID

Anticipated Activity	Unanticipated Activity
1. Targeted Accomplishment	2. Fire Fighting
3. Other People's Priorities	4. Time Wasters

- **Quadrant 1:** Less than 60% - problem of planning
- **Quadrant 2:** Greater than 15% - again a problem of planning which leads to crises and fire fighting
- **Quadrant 3:** Greater than 15% - other people control a large percentage of your time. You must learn to say 'No'
- **Quadrant 4:** Greater than 5% - you need to organize yourself better. Are you surprised or shocked to realize your time wastage?

HOW TO PLAN?

1) Plan your actions for achieving your goals

People know what they want, have a goal, but have no plan to achieve it except by sheer hard work.

2) Schedule time for your tasks

Your concentration can be easily lost in the sea of many boring or less important things waiting to be done in your head.

3) Know how you spend your time:

Keep a time log during some time interval, like a week, and then analyze it to see where your time goes.

Use the Time Journal Data and find out -

- ◆ What am I doing that does not 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?

PRIORITIZE - THE 80:20 RULE: THE PARETO PRINCIPLE

According to the Italian economist Vilfredo Pareto 80 percent of the reward comes from 20 percent of the effort. The trick to prioritizing is to isolate and identify that valuable 20 percent. Once identified, prioritize time to concentrate your work on those items with the greatest reward.

This is neatly summed up in the Pareto Principle, or the '80:20 Rule'. This argues that typically 80% of unfocussed effort generates only 20% of results. The remaining 80% of results are achieved with only 20% of the effort.

By applying the skills in this chapter you can optimize your effort to ensure that you concentrate as much of your time and energy as possible on the high payoff tasks. This ensures that you achieve the greatest benefit possible with the limited amount of time available to you.

The High leverage tasks or the important tasks should take most of your time and focus.

WHAT DISTRACTS US FROM PRIORITIES?

Given below are some of the traps- see if you can recognize any of them:

Trap 1: Urgencies, Crises, and Panics

We are tyrannized by urgency. We do the urgent, and neglect the important. We let deadlines dictate our priorities. If jobs only get done when they get urgent you will live in a permanent state of crisis and stress.

Trap 2: Fire Fighting is Fun

We are tempted into fire fighting at the slightest opportunity, while the high leverage fire prevention tasks sit on the desk waiting for tomorrow.

Trap 3: The Post-Adrenaline Dip

You have just had a good crisis, three hours of furious activity and excitement, but now at ...nothing happens. You sit there pushing bits of paper about but achieve very little.

There is a physiological dimension to this problem. The body having pumped up for action, later has to rebalance itself, and there is a corresponding dip in our energy. Some exercise or high-energy activity could help relieve the stress in this situation.

Trap 4: Fire Fighters get Promoted

Fire fighters love to work on deadlines and pressure, and those tasks that don't have deadlines, don't get done. Such people learn through experience on the job.

Trap 5: Comfortable, Familiar, Easy tasks

We all have our comfort zones and that's here we retreat when we need a break, which we all occasionally do. Also we are more comfortable doing those tasks that we are good at and those, which got us promoted, rather the new challenging ones.

The important thing that we need to realize is that, we complete our most difficult task first and watch how the rest of our day, sails through.

Trap 6: Immediate reward

Many of us are suckers for rewards, which are immediate. We like the illusion of progress that comes from ticking things off on a list. You might want to concentrate on taking on tasks that take longer to do, as they would be the high leverage tasks, rather than start that are smaller and take lesser time.

"Quality of work is always more important than the quantity"

1) Use a 'to do' list

Some people thrive using a daily To Do list which they construct either the last thing the previous day or first thing in the morning. Remember to keep the list.

2) Be flexible

Allow time for interruptions and distractions. Time management experts often suggest planning for just 50 percent or less of one's time.

3) Do the right thing right

Noted management expert, Peter Drucker, says "doing the right thing is more important than doing things right." Doing the right thing is effectiveness; doing things right is efficiency. Focus first on effectiveness (identifying what is the right thing to do), then concentrate on efficiency (doing it right).

4) Consider your biological prime time

That's the time of day when you are at your best. Are you a "morning person," a "night owl," or a late afternoon "whiz?" Knowing when your best time is and planning to use that time of day for your priorities (if possible) is effective time management.

5) Action plan analysis

Problems will always occur. The value of a good plan is to identify them early and seek out solutions. Good time management enables you to measure the progress towards your goals because "What you can measure, you can control". Always try to be proactive.

Balancing Act

Set realistic deadlines. Time yourself. Think about the Parkinson's Law given to us by Cyril Parkinson in 1957 which best explains the importance of time limits in planning

"Work expands so as to fill the time available for its completion"

THIRD PILLAR: OVERCOMING OBSTACLES

"Obstacles are those frightful things you see when you take your eyes off your goal." -- Henry Ford

In order for a time management process to work it is important to know what aspects of our personal management need to be improved. Besides unclear goals and lack of planning and prioritization, below you will find some of the most frequent reasons for reducing effectiveness in the workplace.

"TIME STEALERS"

1. Interruptions
2. Telephones
3. Personal Visitors
4. Meetings
5. Tasks you should have delegated
6. Inability to say "No"
7. Desk management and personal disorganization
8. Procrastination and indecision
9. Doing Other's Work
10. External Appointments
11. Scheduling Projects
12. Stress and fatigue
13. Acting with incomplete information
14. Dealing with team members
15. Crisis management (fire fighting)
16. Unclear communication
17. Inadequate technical knowledge

DELEGATION

What is Delegation?

Delegation is a process by which managers, transfer part of their authority to subordinates, for the performance of certain tasks and responsibilities.

Why delegate?

Benefits to the leader

- ◆ Eased work pressures - not dominated by minor details
- ◆ Increased time for primary (broader) responsibilities
- ◆ Increased time for self-development

Benefits to the subordinate

- ◆ Challenge and interest
- ◆ Increased motivation
- ◆ Increased opportunities to learn and grow

The twin goals of delegation are (1) the development of subordinates and (2) the increased effectiveness of the leader.

Consequences of non-delegation

- ◆ Decreased managerial effectiveness
- ◆ Affects creative thinking as a group
- ◆ Subordinates do not get opportunity to grow
- ◆ It's the "one-man-show" syndrome
- ◆ Maximizes a crisis atmosphere
- ◆ Does not leave time to think

Barriers to effective delegation

Some managers are reluctant to delegate. They may choose not to delegate tasks feeling that they can do better than anybody else.

They may feel that it will take too long a time to explain to the subordinate undertaking the assignment. Such feelings may be contributed by concerns such as:

- ◆ **Insecurity:** Where the leader is not ready to take chances/risks or fears that the subordinate may let him down.
- ◆ **Loss of power:** If the subordinate does the task very well, and even better than the leader would have done it.

Here are 12 steps for masterful delegation

1. Identify the task to be delegated
2. Trace out, on paper, the assigned project's flow
3. Find the right person
4. Explain the assignment
5. Explain the benefits
6. Specify your standards
7. Discuss deadlines
8. Establish a reporting method
9. Encourage questions
10. Conduct unscheduled status checks
11. Evaluate results
12. Praise/Suggest Improvements

PILLAR IV: ATTITUDE: SELF MANAGEMENT

By all means, let us simplify the means of controlling time and the myriad details of our lives, but let us vigorously preserve our responsibility to direct our lives toward human accomplishment, rather than the pure accumulation of information'

Be Active, Not reactive

Time Management should be FUN. It doesn't have to be a complicated daily chore. And so we must keep it as simple as possible.

Active Time Management is about winning the "Eff" words:

Effective - having a definite or desired effect.

Efficient - productive with minimum waste or effort.

The 4 D's that are essential for the quest for success and change of attitude are:

1. Desire - to do something extra
2. Discipline - in work and thoughts
3. Dedication - doing things with full concentration
4. Determination - I **will** do it!

Commit yourself to Time Management and see the difference it makes to your Life!

Introduction to Self-Management

People who use time management techniques routinely are the highest achievers in all walks of life, from business to sport to public service. They help you to get the most out of the limited time you have.

Managing Self

- **Concentrate on results, not on being busy**

Many people spend their days in a frenzy of activity, but achieve very little because they are not concentrating on the right things.

- **Prioritize events**

It is the art of balancing events to increase our personal productivity. We can manage what we do with the time we have.

How can you improve time management skills if your time isn't "your own" – i.e., *your boss is always changing schedules and plans at the last minute and giving you unplanned tasks?*

This is definitely a tough situation

- The first thing to do is to make sure you have your systems in order.
- The more organized and efficient you are, the better you'll be able to deal with someone who's not.



1. When you are faced with a task that requires careful attention to detail, how are you likely to react?
 - a) I hate highly detailed work. I avoid it as much as possible. I'll gloss over the details and try to get the "big picture" quickly.
 - b) I love highly detailed work. I could spend my life doing it. In fact, when I have such work to do, I'm likely to stretch it out because I enjoy it so much.
 - c) I fall between the two extremes. I can do highly detailed work, but I know when to wrap it up and get on to other things.
2. Do you generally put in longer hours than other people who work at jobs similar to yours?
 - a) Yes, just about all the time.
 - b) Yes, frequently.
 - c) Occasionally.
 - d) Rarely or never.
3. Is it very important for you to feel popular with coworkers?
 - a) Yes.
 - b) Somewhat.
 - c) Not really.
4. Would you be more likely to agree or disagree with this statement: "If you want a job done well, you usually have to do it yourself."
 - a) Agree.
 - b) Disagree.
5. When you tell someone you will meet him at a specific time, do you usually arrive when you said you would?
 - a) Yes.
 - b) I'm occasionally late.
 - c) I'm often late.
 - d) I'm just about always late.
6. When an important decision has to be made at work, you generally prefer to make it:
 - a) On your own.
 - b) In conjunction with others at a meeting or brainstorming session.

7. Are you a pack rat? Do you have trouble throwing things out even when you know there's virtually no chance you'll ever need them again?
 - a) Yes.
 - b) Somewhat.
 - c) No.
8. Do you have trouble-saying no to people?
 - a) Yes.
 - b) Sometimes.
 - c) No.
9. Do you worry a lot?
 - a) Yes.
 - b) Yes, but probably no more than most people.
 - c) Some, but not much.
 - d) No, hardly at all.
10. Do you take up various interests, sports or hobbies only to abandon them before you've achieved any real competence in the area you've chosen?
 - a) Yes, frequently.
 - b) Sometimes.
 - c) Not usually.
11. Do you often make false starts at work, beginning projects and then not finishing them?
 - d) Yes.
 - e) No.
12. Are you a perfectionist?
 - a) Yes.
 - b) No.

13. If you have two tasks to do and one is easy while the other is difficult, which one will you try to do first?
- a) The difficult one.
 - b) The easy one.
14. When you have several things that need doing, do you have trouble setting priorities and deciding which are the most crucial?
- a) Yes, a lot.
 - b) I have some trouble doing this.
 - c) I have little or no trouble setting priorities.
15. Do you often try to do more than one thing at a time (like studying or reading reports while you watch TV)?
- a) Yes.
 - b) Occasionally.
 - c) No.
16. Do you usually get things done on time?
- a) Yes.
 - b) No.
 - c) Sometimes yes, sometimes no.
17. When faced with a task, do you usually set a deadline for yourself, even in instances where no official deadline has been imposed?
- a) Yes.
 - b) Sometimes.
 - c) No, I usually assign it a lower priority and do it when I have time.
18. Do you tend to leave things until the last minute?
- a) Yes.
 - b) Sometimes.
 - c) No.

19. Would you be more likely to agree or disagree with this statement: "I find I often underestimate the amount of time I need to get things done."
- a) I agree.
 - b) I disagree.
20. How's your attention span?
- a) Very good. I can concentrate for long periods of time without getting distracted.
 - b) Pretty good. I can concentrate when I really have to, but if I'm not under heavy pressure, my concentration sometimes slips.
21. Would you say that, deep down, you really know what you want out of life?
- a) Yes.
 - b) No.
22. Do you feel you never really have enough time to do all the things you need to do?
- a) Yes.
 - b) Sometimes I feel like that.
 - c) Not usually.
23. Do you often work on holidays and weekends, and postpone or cancel vacations because you have too much work to do?
- a) Yes.
 - b) No.
24. By the end of the day have you usually accomplished the things you set out to do when you began the day?
- a) Yes.
 - b) Not always, but most of the time.
 - c) No.
 - d) I don't generally set an agenda for my day. I take things as they come.
25. Is the area where you do your primary work messy and disorganized?
- a) Yes.
 - b) Somewhat, but it's not badly disorganized.
 - c) No.

26. Which of the following statements most closely reflects your decision-making style?

- a) I often make impulsive, spur-of-the-moment decisions.
- b) I don't make a decision until I have every possible relevant and useful fact at hand.
- c) I'm between the two extremes.

SCORING: For each of your answers, find the assigned point value below, and add all the values. The highest possible score is 130, the lowest is 26.

1. a=1, b=2, c=3	10. a=1, b=3, c=5	19. a=1, b=5
2. a=1, b=2, c=4, d=5	11. a=1, b=5	20. a=5, b=5, c=1, d=1
3. a=1, b=3, c=5	12. a=1, b=5	21. a=5, b=1
4. a=1, b=5	13. a=5, b=1	22. a=1, b=3, c=5
5. a=5, b=4, c=2, d=1	14. a=1, b=3, c=5	23. a=1, b=5
6. a=5, b=1	15. a=1, b=3, c=5	24. a=5, b=5, c=1, d=1
7. a=1, b=3, c=5	16. a=5, b=1, c=2	25. a=1, b=3, c=5
8. a=1, b=3, c=5	17. a=5, b=3, c=1	26. a=1, b=1, c=5
9. a=1, b=2, c=4, d=5	18. a=1, b=3, c=5	

If you scored 96 to 130 points: You are extremely thrifty with your time. You manage it well and don't get sidetracked easily into doing things you didn't plan to do. You are probably extremely good at setting priorities and you don't let minor things take up major portions of your time. Actually, people who score high on this psychograph often look like time-wasters. This is because they organize their priorities so well that they have plenty of time left over to do, as they like. The executive who spends large chunks of time on the golf course or the tennis court is often the most effective type of manager. He knows how to delegate work so he doesn't get bogged down in minor details that his subordinates should handle.

61 to 95 points: You are about average when it comes to wasting time. When something is really important, you'll usually get it done on time and in good order, but in other areas of your life you tend to be lackadaisical about organizing your time. Non-critical work assignments keep slipping further and further down in the growing pile of paperwork on your desk. If you don't get organized, you'll find your life has spent by without your ever doing the things you most wanted. Look at any answers you chose that carried point values of 1 or 2. These are your weak areas; start working on them.

26 to 60 points: You are a spendthrift when it comes to time. You very rarely get full value for the time that slips through your fingers at an alarming rate. However, since time wasting is basically due to bad habits, you can do something about it.

To improve your habits in using your time, work on these areas: concentration, setting priorities, and keeping a time diary.

TIME MANAGEMENT MATRIX

	URGENT	NON-URGENT
I M P O R T A N T	I ACTIVITIES Crises Pressing Problems Deadline-driven projects Some meetings Some preparations	II ACTIVITIES Prevention, PC activities Relationship Building Working on new opportunities Planning, Values clarification True recreation Empowerment
NOT I M P O R T A N T	III ACTIVITIES Other people's issues Interruptions Some mails/ phone calls Some meetings/ reports Many proximate, pressing matters Many popular activities	IV ACTIVITIES Trivia, busy work Some mails/ phone calls Time wasters 'Escape' activities Excessive TV

Urgent and Important:

Urgent matters are usually visible. They press on us, and insist on action. Often they are pleasant, easy and fun to do.

Importance on the other hand, has to do with results. If something is important, it contributes to our mission, our values, and our high priority goals. You find it personally valuable.

Urgent We react to urgent matters.

Important matters, on the other hand, require more initiative, more pro-activity.

Exercise: Prioritization

Objectives: The main objectives of this exercise are to apply the principles of prioritization to our daily work situation and learn the skills for quick prioritization of tasks.

Task: Given below are ten tasks on your unprioritized list. Using the principles of prioritization (one or combination of any), rearrange them in to a prioritized list. Give your brief reason for the allotted priority.

S. No	Task Description	Estimated Time	Priority & Reason
1	Lunch and discussions with your boss GM	2 hours	
2	Preparation of budget for next year	3 days	
3	Clear 'in-basket' pending work	2 hours	
4	Discuss next month's plan with your team work	4 hours	
5	Answer urgent mails pending for the past 4 days	1 hour	
6	Read journals and articles directly related to work	1 hour	
7	Return pending telephone calls	1 hour	
8	Prepare presentation for the quarterly performance review due in two weeks	3 hours	
9	Attend to quality problems reported by customers	2 hours	
10	Attend GM's meeting at 1400 hrs – agenda not known yet	1 hour	

Exercise: Prioritization

Step 1 : In the next 10 minutes , list out below some of your personal and professional tasks which are pending as on date as they come to your mind at random .

Step 2 : Then prioritize the tasks listed out by using any of the prioritization tools which suits your style of thinking and working within 10 minutes .

Sl No	Task Description	Priority No
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		

Exercise: Identify the quadrants

Application Exercise – Activity Log (For Official Life)

Time	Activity	Quadrant/Quadrants
9.00 – 9.30 am		
9.30 – 10.00 am		
10.00 – 10.30 am		
10.30 – 11.00 am		
11.00 – 11.30 am		
11.30 – 12 noon		
12 noon – 12.30		
12.30 – 1.00 pm		
1.00 – 1.30 pm		
1.30 – 2.00 pm		
2.00 – 2.30 pm		
2.30 – 3.00 pm		
3.00 – 3.30 pm		
3.30 – 4.00 pm		
4.00 – 4.30 pm		
4.30 - 5.00 pm		
5.00 – 5.30 pm		
5.30 – 6.00 pm		
6.00 – 6.30 pm		
6.30 – 7.00 pm		
7.00 – 7.30 pm		
7.30 – 8.00 pm		

Case Study

Shekhar is a Communications Manager in your department. He is a good manager and has several years of experience. Recently, both of you were talking about time management and Shekhar outlined the following thoughts to you. Shekhar believes he manages his time effectively, although he recognizes that sometimes distractions prevent him from accomplishing what he considers to be the most important aspect of his job. So he generally tries to do some informal planning of what he feels must be done each day.

To illustrate his point, Shekhar went on to give you the following illustration. On Sunday evening, whilst relaxing at home, he was thinking about some of the things he knew he had to do the next day. In his mind he prepared the following schedule of how he would allocate his time on Monday.

Time	Activity
09.00 to 9.30 a.m.	Dictate replies to any correspondence. Review various work orders. Check paper stocks for printing work to be done that week.
09.30 to 10.00 a.m.	Check attendance and make whatever last minute changes are needed to maintain operations
10.00 to 10.30 a.m.	Complete job and time cards from previous working day
10.30 to 11.00 a.m.	Meeting with his boss (you) to discuss plans
11.00 to 11.30 a.m.	Check progress of employees on the day's work and provide assistance where required
11.30 to 12.30 p.m.	Meet engineer to resolve persistent fault in main switchboard.
12.30 to 01.00 p.m.	Visit post room to see how new procedures are working out
01.00 to 02.00 p.m.	Lunch Break
02.00 to 02.30 p.m.	Review reprographics output from previous week and make preliminary estimates for next week's output schedules
02.30 to 03.00 p.m.	Prepare the detailed analysis of labour costs for the draft budget due at the end of the week
03.00 to 04.00 p.m.	Instruct Inder Kumar, a new employee
04.00 to 05.00 p.m.	Attend monthly safety training meeting
05.00 to 05.30 p.m.	Sign letters. Complete remaining paper work
05.30 to 06.00 p.m.	Finalize draft report recommending new facsimile transmission system

Shekhar arrived at his office in the plant at 8.45 a.m. He began to review his paper work. He looked through some work schedules and reports that had been received late of Friday. After everyone had checked in, Shekhar realized that three people were absent from his department, two from the printing operations and one of his telephone operators.

This potential crisis being resolved at 9.45 a.m. Shekhar returned to the paper work in his office. He reviewed the time cards submitted for the previous week, since these had to be passed to the wages department by 10.00 a.m. that morning. As Shekhar was working on these time cards, one of his employees from support operations, Venkat Iyer, came in and asked if he had the time to discuss a personal problem.

Shekhar learned that Venkat had several major medical expenses recently, all of which were covered under the company's medical scheme. Venkat told Shekhar that he had not been reimbursed for several of these expenses. The personnel department at the plant usually handled these problems. However, since Venkat had already pulled out some of the forms, Shekhar thought he should listen to all the details that Venkat obviously wanted to relate to him.

After about 15 minutes of explanations, Shekhar realized that this was a matter that he could not deal with and he asked Venkat if he would kindly bring it to the attention of the personnel department. It was then about 10.15 a.m. and Shekhar continued to work on the time cards for the wages department, as they were already overdue. After a few minutes the phone rang. It was Shekhar's wife. She told him that their daughter had taken ill and was running fever. She mentioned that it was apparently 'flu' and the doctor had prescribed some medicine. Since Shekhar's wife was without transport, she asked Shekhar if he could pick up the medicine at the local chemist in his lunch hour and bring it home so that she could give it to her daughter as soon as possible. Shekhar said he would try to do that. Shekhar then completed the time cards for the wages department at about 10.40 a.m. and handed them to the department.

He then arrived late for his meeting with you.

On his way back to his department, Shekhar made his usual morning rounds, greeting all employees and checking to see whether there were any problems, only to find a machine breakdown. Unfortunately, it was a machine that was used to print letterheads that were most urgently needed. Because stock was running low, Shekhar was quite concerned.

However, since he felt he could repair the machine himself, he did not notify the maintenance department.

Shekhar then rolled up his sleeves and went to work on repairing the machine. Unfortunately it took him much longer than he anticipated and, about 40 minutes later, he was finally able to get the machine back in order. The employee who operated the machine said jokingly to Shekhar that he probably could have fixed the machine in 15 minutes, since he felt he knew the machine better than Shekhar did.

At about 1.00 p.m., just as Shekhar was going to lunch an engineer came up to him and asked if he had a few moments to review a new technical problem. They went to Shekhar's office and spent about 30 minutes looking at the problems. Shekhar offered some specific suggestions on what was practical based on what Shekhar knew to be the limitations of the equipment.

Shekhar then went for a quick snack and returned to his office at 2.00 p.m. After lunch, Shekhar began to work on the analysis of labour costs. As he started to review the figures, the telephone engineer came to Shekhar's office and explained that he was having some significant problems. Shekhar phoned the telephone company headquarters and asked a representative to check the drawing to see if anything could be done to change the specifications. A minor modification was possible and Shekhar then reset the switchboard.

This took about 45 minutes and it was about 2.50 p.m. when he returned to his office. There he found another employee waiting for him with a question about whether he could take a day off in two week's time to attend an important school function. Shekhar spent five minutes with the employee; of course, he granted the request.

At 3.00 p.m. Shekhar remembered that he had to pick up the prescription at the chemist. He drove to the chemist, picked up the prescription, dropped it at home and returned to office.

When he got back, the works manager was waiting for him with a complaint about the telephone service. Shekhar spent the next 30 minutes arguing with the works manager.

About 3.30 p.m. Shekhar returned to his department and checked progress. As he walked round the reprographics department, he saw that the paper for the letterheads had not been received. Shekhar phones the supplier immediately and asked if they could send another 300 boxes quickly. They said they would do so and Shekhar was relieved. At 4.00 p.m. Shekhar realized that the paper had not arrived yet. Naturally, he became anxious and phoned them again. They reassured him that the paper would be there soon.

At 4.30 p.m. when the paper still had not arrived Shekhar decided to go to the supplier and pick up the paper himself. When he completed that errand and he returned to his department, it was 5.00 p.m. Several messages were on his desk. Whilst none appeared to be urgent, Shekhar called them back immediately since he did not like to delay responding to telephone calls.

About 5.15 p.m. after returning all the calls, Shekhar left his office in a rush to attend the safety meeting in the training room. The meeting had finished and he returned to his office. His staff was preparing to leave for the day.

Shekhar then began to work on some of the reports that he had tried to start earlier that day, when suddenly one of the messengers ran into his office holding his hand. Apparently he had caught his fingers in the lift door and while it was not a serious situation, Shekhar decided he should accompany the employee to the medical department and have the nurse examine his hand. Fortunately there was no serious damage and Shekhar returned to his office at 6.00 p.m. Since the office was closing for the day, Shekhar decided to take several of the reports that he had tried to do during the course of the day home with him.

As he drove home that evening, Shekhar reflected " Why can't I get more done? Everyday seems to fly by and I never really accomplish any of the important things that I had planned to do during that day."

His uncompleted work include:

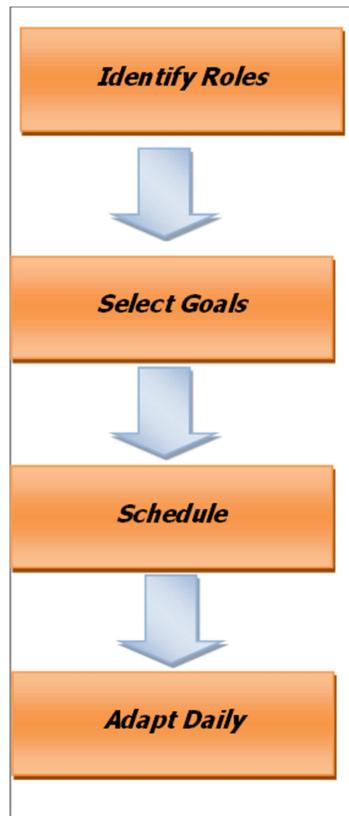
- 1) Monday's correspondence
- 2) Paper Stocks (Until Crisis at 4.20 p.m.)
- 3) Job Cards
- 4) Analysis of Labour costs
- 5) Estimates for reprographics output
- 6) Job instructions for Inder Kumar
- 7) Safety training
- 8) Report on Facsimile

HOW TO BECOME A QUADRANT II MANAGER

From the Time log that we have maintained, estimate the percentage of time spent in each quadrant.

If you are in Quadrant I primarily, then probably you are shifting priorities and doing crisis management. Management guru Peter Drucker says that "crisis management is actually the form of management preferred by most managers". The irony is that actions taken prior to the crisis could have prevented the fire in the first place.

For becoming a Quadrant II manager follow the simple steps



Not concentrating on important but not-urgent tasks leads to two types of vicious cycles viz.:

- ◆ Lack of time leads to No planning; which leads to crisis, 'Fires'; which in turn leads to crisis management and stop-gap solutions; which is primarily due to lack of time.
- ◆ Lack of time leads to no delegation and no subordinate development; which leads subordinates not sharing load or making too many mistakes; which in turn leads to doing things on your own and getting exhausted; which is due to lack of time.

To achieve proper prioritization one needs to ask the following questions:

- ◆ Which activities move you closer to your most important results?
- ◆ Which activities give you the most personal satisfaction?
- ◆ What can you do to serve the organization more?
- ◆ Which are the high pay-off activities in your life?

Sharpening the saw

The seventh habit that makes the other entire six last is **Sharpening the Saw**. This powerful idea can really only be described by Covey's word-picture:

Suppose you were to come upon someone in the woods working feverishly to saw down a tree.

"What are you doing?" you ask.

"Can't you see?" comes the impatient reply. "I'm sawing down this tree."

"You look exhausted!" you exclaim. "How long have you been at it?"

"Over five hours," he returns, "and I'm beat! This is hard work."

"Well why don't you take a break for a few minutes and sharpen that saw?" you inquire. "I'm sure it would go a lot faster."

"I don't have time to sharpen the saw," the man says emphatically. "I'm too busy sawing!"

Sharpening the saw is about renewing yourself - physically, mentally, spiritually and emotionally.

Sharpen the Saw means preserving and enhancing the greatest asset you have--you. It means having a balanced program for self-renewal in the four areas of your life: physical, social/emotional, mental, and spiritual. Here are some examples of activities:

Physical:	Beneficial eating, exercising, and resting
Social/Emotional:	Making social and meaningful connections with others
Mental:	Learning, reading, writing, and teaching
Spiritual:	Spending time in nature, expanding spiritual self through mediation, music, art, prayer, or service

As you renew yourself in each of the four areas, you create growth and change in your life. Sharpen the Saw keeps you fresh so you can continue to practice the other six habits.

You increase your capacity to produce and handle the challenges around you. Without this renewal, the body becomes weak, the mind mechanical, the emotions raw, the spirit insensitive, and the person selfish. Not a pretty picture, is it?

Ask yourself these questions. What am I doing to sharpen my mind? Am I engaged in a programme or education or learning of something kind? What am I doing to improve my professional knowledge?

TIME WASTERS

Top Twenty Time Wasters

		1	2	3	4	5	6	7	8	9	10	Small Problem	Big Problem
1.	Worrying too much without reason												
2.	Fear of decisions going wrong												
3.	Lack of a strategic career plan or work goals												
4.	Low personal motivation												
5.	Lack of knowledge or skills for the job												
6.	Promising too much & unable to deliver												
7.	Tendency to wait for others to start												
8.	Lack of Planning & Prioritization												
9.	Personally disorganized												
10.	Lack of self-discipline												
11.	Postponing (Procrastination)												

Personal Cluster (Internal)

12.	Getting easily distracted / diverted										
13.	Leaving tasks unfinished										
14.	Attempting too many things										
15.	Lack of delegation										
16.	Inability to say 'NO'										
17.	Social loafing at work (Too many breaks)										
18.	Regular and long list maker										
19.	Starting trouble beginning of the work day										
20.	Closing trouble end of the work day										

Top Twenty Time Wasters
Work Environmental Cluster (External)

		1	2	3	4	5	6	7	8	9	10	Small Problem	Big Problem
1.	Crisis management work culture												
2.	Too many meetings / discussions / delays before decisions are taken												
3.	Delayed information / reports from the previous work station												
4.	Information / Reports with repetitive errors												
5.	Lack of teamwork												
6.	Lack of systems and procedures												
7.	Basic Domain Work Overload												
8.	Dumping of extra work												
9.	Waiting for superiors												
10.	Nothing works to a plan /												
11.	Lack of authority for decision making												
12.	Confusing reporting channels												
13.	Lack of resources												
14.	Lack of clarity on roles / responsibilities												

15.	Too much / Too less technology / Lack of expertise on technology											
16.	Too much travel											
17.	Too many visitors											
18.	Too many telephone calls											
19.	Duplication of work											
20.	Compulsory extended working hours											