BPY-NME1B   TIME MANAGEMENT

Syllabus

UNIT 1: Nature of time management and its importance. Goal setting, goal alignment.

UNIT 2: Prioritizing goal .The urgent versus- important dilemma. From goal to task.

UNIT 3: Four times styles- advantages and limitations.

UNIT 4: Handle demands, schedule of events, control time.

UNIT 5: Manage self, art of delegation and outsource.

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UNIT-I

TIME MANAGEMENT-DEFINITION

Time management is the strategy of planning out your available time and controlling the amount of time you spend on specific tasks in order to work more efficiently. Effective time management comes easier to some people than to others, but everyone can develop habits to improve their time management skills.

Without strong time management, your work and wellbeing can suffer, and it can lead to:

- Producing poor quality work
- Missing deadlines
- Increasing your stress levels
- Ruining your work-life balance
- Harming your professional reputation

IMPORTANCE OF TIME MANAGEMENT

Time management is important because it helps you control your workday so you can build your business without compromising your work-life balance. Here are seven benefits of proper time management:

IMPROVE YOUR PERFORMANCE:

- When you learn to block time out of your day for all your important tasks, you'll have a better idea of everything you need to accomplish and how long each task should take.

- When you have a schedule to follow, you'll likely find that you spend less time deciding what to work on or procrastinating and more time getting down to important work.

- Time management can help you focus on just the essential tasks ahead of you and avoid time-consuming distractions.

PRODUCE BETTER WORK

- ❑ When you're not constantly racing to meet a deadline, you can put more effort and thought into your work.

- Time management helps you prioritize your tasks so that you ensure you have enough time available to complete every project.

- The quality of your work increases when you're not rushing to complete it ahead of a fast approaching deadline.

DELIVER WORK ON TIME

- Properly managing your time involves assigning every task on your list to specific blocks of time.

- Many people use time management to allow themselves several days to complete a project, or finish it ahead of the due date to provide a buffer for any challenges that might arise.

- If you properly schedule the time needed to complete your work, you'll be able to hit your deadlines every time.

REDUCE YOUR STRESS

- It's easy to become anxious when you have a full list of tasks to accomplish both for work and in your personal life.

- Good time management can help you prioritize your to-do list and set aside the time needed for your most important tasks, so you know exactly what you need to do and how much time you have available to complete everything.

- Prioritizing your tasks and giving yourself enough time to accomplish them can help reduce your stress levels.

IMPROVED CAREER OPPORTUNITIES

- Time management can help you become a more reliable employee who always submits high-quality work by your due dates.

- This in turn will make you more valuable as a worker and improve your professional reputation, which can help you find new opportunities to expand your career.

BOOST YOUR CONFIDENCE

- When you manage your time properly and successfully meet your deadlines, you'll feel a sense of accomplishment and confidence in your abilities.

- Consistently finishing your daily to-do list is a huge motivator that can drive people to further improve their time management skills and take on new work opportunities.

BECOME MORE EFFICIENT

- When you understand how to manage your time effectively, you'll become more focused at work which allows you to accomplish more with less time available.

- For example, instead of trying to work on a big project when you have fifteen minutes free before a meeting, you can accomplish a few small tasks in that time and save the bigger tasks that require more brain power for when you have a large block of time free. You'll be able to work more efficiently to achieve more with less time.

GOAL SETTING:

Goal setting helps put our day-to-day activities into the broader context of long-term goals. ... For example, goal setting helps arrange priorities and map out the key smaller activities that are essential to success on a larger objective or initiative

ADVANTAGES OF TIME MANAGEMENT AND GOAL SETTING

Developing a goal-oriented approach to time management can help you achieve success in two ways.

1. The first is that you are no longer watching the clock and waiting for the day to end so you can go home. When you set goals for yourself, you are driven by those goals and the clock becomes an instrument you use to ensure that you meet your deadlines.

2. The other advantage to using goals to manage time is that you are able to accomplish more in a day than you could when you were watching the clock.

When we base our performance on reaching goals during the day, we can eliminate the things that waste time such as extended phone conversations and internet surfing.

FEATURES OF TIME MANAGEMENT AND GOAL SETTING

• When you set goals as part of your time management system, it is important to set specific goals with defined criteria.

• Setting generic goals can make your goals seem unattainable, while using specific and definable goals can help you to complete tasks on time.

• For example, if the goal you set is to finish all invoicing by the end of the day, then that goal is too vague (unclear, confused) and encompasses too many tasks(it comprises of many tasks).

• Break down that vague goal into specific goals that involve generating invoices based on various ranges of dates and you can then attack those goals in order and complete the task on time.

IDENTIFICATION OF EFFECTIVE GOALS

• There is a difference between goals and activities.

• Goals are tasks that are important to your job and your career, while activities can make doing your job a bit easier but are not essential to your success.

• Schedule activities after you have achieved your goals.

THE SMART PROCESS OF GOAL SETTING

The SMART process is an excellent way to quantify and prioritize goals so that they can become a regular part of your time management routine.

❑ **The "S" stands for choosing specific goals**. Outline exactly what you want your goals to be, and how you intend to reach them.

❑ **The "M" is to remind you to make your goals measurable.** Give them a time limit and develop a system that will allow you to know when the goal is satisfied. This is critical to making your goals a part of time management.

❑ **The "A" reminds us to make sure the goal is attainable.** If you determine a goal is not attainable, then you may need to break it down into smaller goals to make sure the job gets done.

❑ **The "R" means that you need to keep the goal realistic.** Set goals that you are likely able to achieve with a realistic amount of dedication.

❑ **The "T" stands for the time frame needed to get the job done.** Give yourself a deadline to complete your goals. This will help to keep you on track and get you on way to completing your next goal.

UNIT-II

PRIORITIZATION

Prioritizing Tasks

❑ The ability to choose and complete tasks in the order of importance highly desirable and more challenging for some business types than others.

❑ In order to do this, every planning session must have a list.

❑ List all your tasks, then rate them, and list them again in order. Then you can schedule them.

❑ When all tasks and projects are rated, use these additional filters to prioritize:

  ✓ Imagine the consequences of eliminating the task. – This exercise will often remove some unneeded tasks altogether.

  ✓ Decide if each task should be performed in prime time or secondary time.

  ✓ Determine who will be affected by the task.

Now Reduce Your List

Until we can effectively clone ourselves to be in more than one place at a time, most of us need to reduce our workload.

Before you start prioritizing, consider these task elimination criteria:

  ✓ Does This Task or Project Make Sense?[Is it make any side effect to be decided)

  ✓ Every task you do should first have to pass this benchmark.[scale]

  ✓ You have goals, priorities, and objectives. Does every task contribute to your big picture?

  ✓ Estimate how much time each task will take, then imagine what you would do with the time if the task were cancelled. While not always possible, everything you do should contribute to your objectives.

Why is the Task Urgent?

❑ While urgency should be a mindset of business, urgency should also be questioned – ruthlessly.

❑ Is the urgency only appeasing(make happy) someone else?

- ❑ What has caused the urgency? Many urgent situations have been caused by mistakes.

- ❑ Determining the cause of urgency can eliminate or postpone a task and lead to prevention measures of interruptions and mistakes.

- ❑ Some seemingly imperative (compulsory) tasks are not urgent at all. Customers might be making demands that are unnecessary.

THE URGENT VS IMPORTANT DILEMMA

What Are "Urgent" and "Important" Activities?

- ❑ **Important activities** have an outcome that leads to us achieving our goals, whether these are professional or personal.

- ❑ **Urgent activities** demand immediate attention, and are usually associated with achieving someone else's goals. They are often the ones we concentrate on and they demand attention because the consequences of not dealing with them are immediate.

- ❑ When we know which activities are important and which are urgent, we can overcome the natural tendency to focus on unimportant urgent activities, so that we can clear enough time to do what's essential for our success. This is the way we move from "firefighting" into a position where we can grow our businesses and our careers.

HOW DO SUCCESSFUL ENTREPRENEURS RESOLVE THE PRIORITY DILEMMA?

The below table shows the urgent versus important activities which is developed by Eisenhower's

	URGENT	NOT URGENT
IMPORTANT	Quadrant 1: *Important* *Urgent*	Quadrant 2: *Important* *Not Urgent*
NOT IMPORTANT	Quadrant 3: *Not Important* *Urgent*	Quadrant 4: *Not Important* *Not Urgent*

Eisenhower's Principle:

The original decision matrix is credited to Dwight D. Eisenhower, former US President, General and Supreme Allied Commander in Europe during World War II.

- ❑ Eisenhower summarizes his decision matrix succinctly as "What is important is seldom urgent and what is urgent is seldom important."

- ❑ This matrix design is normally a quick way to sort through tasks. However, smart business leaders also use it clarify their priorities.

Important Not Urgent – priorities here are not time-sensitive but do involve being proactive in dealing with change.

- ✓ Meeting goals
- ✓ Improving systems
- ✓ Planning strategies
- ✓ Defining core values
- ✓ Making better decisions
- ✓ Creating end results

Not Important Urgent – priorities here are reactive and crisis based. They pop up continuously and by necessity are time-sensitive.

- ✓ Respond to a fast approaching deadline
- ✓ Deal with unanticipated circumstances or problems
- ✓ Interrupted by the demands of others to respond to their urgent priorities
- ✓ Stop to answer significant calls, emails or requests

Not Important Not Urgent – priorities that "feel good."They don't necessarily advance business as much as time spent focused on a specific priority.

- ✓ Be on every social media platform
- ✓ Respond to every media comment made
- ✓ Have to incorporate the latest shiny object offer
- ✓ Want to have comprehensive media exposure – blog, video, podcast, webinar, e-book, reports, free offers etc.

Important Urgent – priorities that make an ultimate difference

- ✓ Impact your overall success in a shorter amount of time
- ✓ Leverage your business to the next level with deadlines
- ✓ Minimize potential problems from escalating into crisis mode
- ✓ Indicate where to focus your time and energy for best results

PRIORITY DILEMMA SOLVED IN FOUR STEPS

- ▪ First, have some form of a business planner to help organize a to-do list.
- ▪ Second, decide which items should be important priorities.

- Third, we know that urgent priorities will occur demanding immediate action.

- Fourth, use the decision matrix to clarify your priorities. Some will be easy to schedule, while others will require a certain amount of motivation to kick into action mode.

The value of a decision matrix is that it —

- Allows you to take an important priority and treat it as a meaningful urgent priority.

- Gives your brain time, attention, and mental energy to focus on your important and urgent priority.

- Let's urgent priorities wait to be addressed during breaks in your schedule.

- Provides for your other important priorities to have a greater chance of completion.

- Puts in place an important and urgent priority system.

- Frees up any anxiety about having a priority dilemma over what's important or urgent.

UNIT-III

STYLES OF TIME MANAGEMENT

The various styles of time management are:

1. **Hoppers**

2. **Hyper Focus**

3. **Cliffhanger**

4. **Big Picture**

5. **Perfectionist**

6. **Impulsive**

HOPPERS

Hoppers are people who **work on multiple things simultaneously.** They shuffle from one task to another before either task is completed.

This style of time management goes hand in hand with feeling busy. Hoppers tend to work on multiple things at once and switch between tasks before finishing one. This lets them get involved with many different things, but it isn't usually conducive to productivity.

Advantages

These hustlers like to stay busy and can do several different things at the same time. It's easy for them to transition between tasks.

Disadvantages

Multitasking is not a very productive way of working, despite popular belief. In fact, studies suggest it can even lower your IQ

Moreover, multitasks often find it difficult to stay organized, complete specific tasks, and meet deadlines.

HYPERFOCUS

This style is the opposite of the hopper. People with a **hyperfocus** style of management get **deeply involved** in the task at hand. Instead of constantly moving between tasks, people in this work style are consumed by the task at hand. This can produce high-quality work, but it can also increase stress and allow other important things to fall through the cracks. These people often feel like they can't make it through their daily to-do list. Time-blocking can be really useful here. If you tend towards this style, you may need to set an alarm to remind you it's time to switch tasks.

Advantages

Hyper focus style users are incredibly productive and produce high-quality work with meticulous attention to detail.

Disadvantages

Focusing on only one task can lead to failure to meet deadlines and stress for the unfinished tasks, taking the individual's attention away from important things that need it. They lack flexibility, as it's challenging for them to move on from one task to another.

CLIFFHANGER

Working best **under pressure** indicates a **cliff-hanger** personality. The thing that moves such individuals forward is the adrenaline rush they get as the clock ticks closer to the deadline. These people will often say, 'I work really well under pressure'. And while that can be a great skill to have, you don't want it to become your norm. People with this time-management style depend on that pressure for motivation to complete a task. This can lead to rushing to finish a project, producing lower-quality work, and elevating your stress levels. Cliff-hangers can often benefit from working to get an accurate sense of how long certain tasks take them and scheduling windows in their calendar to work on longer-term projects in advance.

Advantages

Those who use the Cliff-hanger management style thrive in stressful situations and can withstand a lot of pressure.

Disadvantages

The work performed under pressure is generally rushed and of low quality. These people are often procrastinators who wait for the last possible second to begin work.

BIG PICTURE

People with this personal time management style have a **bird's eye view** of the different tasks and plans they have to perform. They spend the majority of their time planning and strategizing over paying attention to the fine details. They can be highly creative and quick to spot smart solutions to challenges. They spend the majority of their time focusing on vision and strategy and not enough on the smaller details necessary to execute. For big-picture thinkers, routines and collaborating with more detail-focused individuals can help them achieve a balance.

Advantages

Since people in this category see the bigger picture, they are quick thinkers and spontaneous problem solvers. They often come up with creative ideas and novel strategies for different problems.

Disadvantages

The most significant disadvantage for those who use the big picture style is their inability to pay attention to smaller tasks and details. This might be unable to do high-quality work.

PERFECTIONIST

The **perfectionist** time manager spends too much time on details and engages in an endless pursuit of making everything just right. For perfectionists, it's all in the details — usually *too much* in the details. Unlike big-picture thinkers, perfectionists spend the majority of their time focused on the small things, sometimes at the expense of the larger vision. They may miss a deadline, for example, because they stall their progress seeking perfection on a single step. They also tend to have very high standards for themselves and rarely say no when someone asks them to take on a project. Prioritizing and saying no when necessary are two important strategies for perfectionists.

Advantages

These people understand the intricacies of a task and produce very high-quality work.

Disadvantages

They often miss deadlines in the pursuit of trying to make everything perfect by micromanaging the details.

IMPULSIVE

People with **impulsive** time management style like to work without a plan. The adrenaline rush that comes with spontaneity gets them going. They dread the idea of setting up a routine or creating a task list. This style of time management often means operating without a plan. They enjoy the feeling of acting spontaneously and dread the idea of a rigidly fixed schedule. These people tend to operate well in the face of unexpected challenges, but they often struggle with

deadlines and organization in their day-to-day work. Incorporating some routines into their lives and working to design a schedule that is clear but flexible can help them to succeed.

Advantages

As they are great improvisers, people who use this style often thrive in situations of unexpected challenges.

Disadvantages

The impulsive time manager very often cannot keep deadlines. They find it difficult to do work that requires consistent long term effort.

UNIT-IV

Effective scheduling

Scheduling is the process by which you plan how you'll use your time. Doing it well can maximize your effectiveness and reduce your stress levels.

The Importance of Scheduling

Scheduling is the art of planning your activities so that you can achieve your goals and priorities in the time you have available. When it's done effectively, it helps you:

- ✓ Understand what you can realistically achieve with your time.

- ✓ Make sure you have enough time for essential tasks.

- ✓ Add contingency time for "the unexpected."

- ✓ Avoid taking on more than you can handle.

- ✓ Work steadily toward your personal and career goals.

- ✓ Have enough time for family and friends, exercise and hobbies.

- ✓ Achieve a good work-life balance.

Time is the one resource that we can't buy, but we often waste it or use it ineffectively. Scheduling helps you think about what you want to achieve in a day, week or month, and it keeps you on track to accomplish your goals.

How to Schedule Your Time

Set a regular time to do your scheduling – at the start of every week or month, for example.

There are a number of different tools to choose from. A simple and easy way to keep a schedule is to use a pen and paper, organizing your time using a weekly planner.

You can also use apps and software such as Google Calendar®, MS Outlook® and Business Calendar. Choose a scheduling tool that suits your situation, the current structure of your job, your personal taste, and your budget.

The most important thing when choosing your planner is that it lets you enter data easily, and allows you to view an appropriate span of time (day/week/month) in the level of detail that you need.

Once you have decided which tool you want to use, prepare your schedule in the following way:

Step 1: Identify Available Time

Start by establishing the time you want to make available for your work.

How much time you spend at work should reflect the design of your job and your personal goals in life.

For example, if you're pushing for promotion, it might be prudent to work beyond normal hours each day to show your dedication. If, on the other hand, you want to have plenty of time for out-of-work activities, you might decide to do your allocated hours and no more.

Step 2: Schedule Essential Actions

Next, block in the actions you absolutely must take to do a good job. These will often be the things you are assessed against.

For example, if you manage people, make sure that you have enough time available to deal with team members' personal issues, coaching, and supervision needs. Also, allow time to communicate with your boss and key people around you.

Step 3: Schedule High-Priority Activities

Review your **To-Do List**, and schedule in high-priority and urgent activities, as well as essential maintenance tasks that cannot be delegated or avoided.

Try to arrange these for the times of day when you are most productive – for example, some people are at their most energized and efficient in the morning, while others focus more effectively in the afternoon or evening.

Step 4: Schedule Contingency Time [Plan time for unexpected]

Next, schedule some extra time to cope with contingencies and emergencies. Experience will tell you how much to allow – in general, the more unpredictable your job, the more contingency time you'll need. (If you don't schedule this time in, emergencies will still happen and you'll end up working late.)

Frequent interruptions can eat into your time. Learning how to **manage them** can reduce the amount of contingency time you need to set aside. Some interruptions will be hard to predict, but leaving some open space in your schedule gives you the flexibility you need to rearrange tasks and respond to important issues as they arise.

Step 5: Schedule Discretionary Time [Plan time as your wish]

The space you have left in your planner is "discretionary time": time that is available to deliver your priorities and achieve your goals. Review your prioritized To-Do List and **personal goals** , evaluate the time you need to achieve them, and schedule them in.

Step 6: Analyze Your Activities

If, by the time you reach step five, you find that you have little or no discretionary time available, you need to go back through steps two, three and four, and question whether all of the tasks you've entered are absolutely necessary. It may be that some things can be delegated or tackled in a more time-efficient way.

One of the most important ways that you can build success is by maximizing the **leverage** you can achieve with your time. Increase the amount of work you can complete by **delegating** to other people, **outsourcing** key tasks, or using technology to automate as much of your work as possible. This will free you up to achieve your goals.

If you find that your discretionary time is still limited, then you may need to **renegotiate** your workload or **ask for help**. Use your newly prepared schedule as evidence of your heavy commitments. This demonstrates to your boss how well-organized you are, and might make him or her more receptive to your request!

Key Points:

Follow this six-step process to prepare your schedule:

1. Identify the time you have available.

2. Block in the essential tasks you must carry out to succeed in your job.

3. Schedule high-priority urgent tasks and vital "housekeeping" activities.

4. Block in appropriate contingency time to handle unpredictable events and interruptions.

5. Schedule the activities that address your priorities and personal goals in the time that remains.

6. Analyze your activities to identify tasks that can be delegated, outsourced or cut altogether.

It's important that your schedule makes time for your professional and personal goals. If you have little or no discretionary time left when you reach step five, revisit your tasks to see if you can do them differently – otherwise, your work-life balance will suffer.

HANDLING DEMAND

Fortunately, there is a wealth of research that investigates into the skills that undergird time management. Here, time management is defined as the decision-making process that structures, protects, and adjusts a person's time to changing environmental conditions. Three particular skills separate time management success from failure:

- **Awareness**: thinking realistically about your time by understanding it is a limited resource.

- **Arrangement**: designing and organizing your goals, plans, schedules, and tasks to effectively use time.

- **Adaptation**: monitoring your use of time while performing activities, including adjusting to interruptions or changing priorities.

How to Improve Your Time Management Skills

There are three steps you can take to prime your improvement efforts.

Build accurate self-awareness of your time management skills. This can be accomplished by using objective assessments like a micro simulation, seeking feedback from others like one's peers or boss, or establishing a baseline of behaviours against which gauge improvements.

Recognize that preferences matter, but not how you think. Self-awareness of one's preferences or personality related to time management, such as multitasking or being proactive, can deepen an

understanding of where you might struggle as your change efforts go against existing habits. But remember that skills, not personality, are the most malleable personal attributes and provide the greatest ROI (**Return on investment)** on self-improvement efforts.

Identify and prioritize the skill you need to improve. Although this sounds obvious, the key point here is to avoid self-improvement that is an "inch deep, but a mile wide," where efforts are spread too thin across too many needs. It is best to prioritize your skill development, focusing on the most pressing skill need first and then moving on to the next.

There are a number of evidence-based tactics for enhancing time management skills. Below are some examples. Again, it is critical to understand that tactics are for developing your underlying skills, which will ultimately improve your time management. Simply implementing these tactics is not the end-goal.

Developing awareness skills. Effectiveness is different than efficiency, with effectiveness being about doing things well and efficiency being about doing things fast. Both are critical. Pursuing efficiency for its own sake is counter-productive.

- **Find your peak performance time.** Break your typical day into three to four time slots and, over the course of a week, rank-order these slots from your most to least productive (most productive is peak performance).

- **Treat your time like it's money.** Create a time budget that details how you spend your hours during a typical week. Categorize time into fixed time ("must do's") and discretionary time ("want to do's").

- **Try timing-up.** Record how long you've spent on tasks with very clear deadlines, rather than how much time you have left.

- **Evaluate how realistically you assess time.** After finishing a project, evaluate how long you thought it would take and how long it actually took.

- **Take a "future time perspective."** Think about how the tasks you are doing right now will help or hurt you in the future (e.g., how do today's project tasks impact next week's tasks?).

- **Avoid "sunk cost fall."** When you think you might be spending too much time on an activity, step back and evaluate its importance (e.g., how valuable is the outcome, who will be affected if it's finished or not finished, etc.)

- **Developing arrangement skills.** Unfamiliar but important tasks often have steeper learning curves and more unpredictable time requirements. Developing arrangement skills is not about organizing your work to better control your life – it's about taking control of your life, then structuring your work around it.

- **Prioritize activities and obligations.** It's not enough to simply list out your tasks, to-do lists, and meetings.

- **Avoid the "mere urgency effect."** Urgency and importance are related but distinct concepts; urgent tasks require immediate action, whereas as important tasks have more significant and long-term consequences. Tasks that are *both* urgent and important should be done first.

- **Use a calendar app.** Record due dates for tasks and appointments — and do this immediately when they are planned or requested. Label or color-code entries (e.g., work, school, life, etc.).

- **Schedule protected time.** Make calendar appointments with yourself to ensure uninterrupted time to dedicate to your most important projects.

- **Reduce underestimation errors.** When forming plans, ask a neutral party for feedback about your forecasted time requirements.

- **Try half-sized goals.** When struggling to attain a goal that seems to be too challenging, set a less difficult version of the goal.

Developing adaptation skills. These skills are tested and developed in situations that naturally involve high pressure and sometimes even crisis – the challenge is to handle such situations without getting upset, anxious, or distracted.

- **Create contingency plans.** Think about best case/worst case scenarios when you outline possible outcomes of your plans.

- **Seek to reduce time wasters.** Create do-not-disturb time slots and block social media sites during critical work time.

CONTROL TIME

Change your perception

- Time just is. The first step towards feeling in control of time is to accept this fact. Time is not something we can change, or have more of. What we can do is change the way we perceive it. Our culture's exclusively linear view of time hasn't helped our relationship with it, says Taylor. 'We think of time as a river that flows in one direction. We're aware it's taking things away from us while we hurtle towards the future, losing good looks and slim waistlines along the way.'

- **Live in the present**

- Not every culture has chosen to perceive time this way, he explains. 'Some indigenous cultures don't count the years that pass, or their own ages. They are very present-centred and tend to live in the now. For example, some Native American tribes don't have words for the future or the past, or future or past tenses, and don't seem to be interested in the future at all.

- The phrase "time is money" has come to define the modern era. It sounds very Eighties but actually it's 250 years old – it was Benjamin Franklin who said it at the dawn of the industrial era, where the roots of our accelerated, hyper-busy culture seem to start.'

- Time became the prism through which everything was refracted. We no longer controlled time; it controlled us. These days, being busy has become addictive, says Honour. 'We've got to wean ourselves off this drug slowly. The best way to get value from your time is not to do more and more at light speed but to find the correct tempo, what musicians call the tempo giusto. When you approach every moment at the tempo giusto, your relationship with time is redefined. You become less obsessed with it and more in control of it.'

- **Take time out for yourself**

- In all the rush we often neglect ourselves, adds Taylor. 'We work hard at relationships with other people, but don't work as hard on our relationship with ourselves.' It's hard to feel in control of time while living in a hurry-up culture and we often think that we don't have a choice, says Honour. 'But even in this wired, pushy era we all have the power, and the autonomy, to take control. That is the mark and measure of a life well lived: you've lived your life instead of hurrying through it. This is what we do when we take back control of time.'

- **Step outside time: Meditation**

- When it feels as though you are being crushed by worries about future events or regrets about the past, meditating can help overcome this stifling sense of time because it calms your mind's endless chatter and helps you embrace the quiet space that's left. 'It can be difficult in the beginning. You need to practise it with discipline but if you can do it every day for a few weeks your mind will start to become quieter,' says Taylor. 'Time will become expanded.'

UNIT-V

What is Delegation?

The verb "to delegate" means to assign the responsibility for doing something, such as a task or project, to another individual. Delegating common time-consuming tasks to lower-level employees or contractors is a common practice among efficient entrepreneurs, business owners, and managers as it allows them to focus on more impactful tasks that require their full attention.

Why Is Delegating Tasks Important?

Delegation is one of the most important and effective management skills. Without the ability to delegate effectively, it is impossible for you to advance in management to higher positions of responsibility.

Develop Your Management Skills

Learning how to delegate is not only about maximizing your own productivity and value; it is also about maximizing the productivity of your staff. Your job as a manager is to get the highest return on the company's investment in people.

The average person today is working at 50 percent of capacity. With effective management and delegation skills, you can tap into that unused 50-percent potential to increase your staff's productivity.

How To Delegate The Right Tasks To The Right People

There are seven essentials for effective management and delegation:

1. Pick the right person. Picking the wrong person for a key task is a major reason for failure.

2. Match the requirements of the job to the abilities of the person. Be sure that the person you delegate the task to is capable of doing the job.

3. Delegate effectively to the right person. This frees you to do more things of higher value. The more of your essential tasks that you can teach and delegate to others, the greater the time you will have to do the things that only you can do.

4. Delegate smaller tasks to newer staff to build their confidence and competence.

5. Delegate the entire job. One hundred percent responsibility for a task is a major performance motivator. The more often you assign responsibilities to the right people, the more competent they become.

6. Delegate clear outcomes. Make them measurable. If you can't measure it, you can't manage it. Explain what is to be done, how you think it should be done, and the reasons for doing this job in the first place.

7. Delegate with participation and discussion. Invite questions and be open to suggestions. There is a direct relationship between how much people are invited to talk about the job and how much they understand it, accept it, and become committed to it. You need to delegate in such a way that people walk away feeling, ''This is my job; I own it.''

Follow These Six Steps To Effectively Delegate Tasks

To delegate effectively in your work with others, there are six steps that you can take. If you neglect any one of these steps, you run the risk of miscommunication, misunderstandings, demoralization and poor performance.

1. Match the Person to the Job

Match the person to the job. One of the great time wasters in the world of work is delegating the task to the wrong person. Often the task is delegated to a person who is not capable of doing it properly or getting it done on schedule.

The only accurate predictor of future performance is past performance. The rule is that you never delegate an important task to a person who has not performed that task satisfactorily in the past. It is unfair to expect a person who has not done a job before to perform at a sufficient level of quality when they are given the job for the first time.

2. Agree on what is to be Done

Once you have selected the right person for the job, take the time discuss the job with that person and agree upon what must be done. The more time you take to discuss and agree upon the end result or objective, and achieve absolute clarity, the faster the job will be done once the person starts on it.

3. Explain How the Job Should Be Done

Explain to the person your preferred approach or method of working. Explain how you would like to see the job done, and how you or someone else has done it successfully in the past.

4. Have Him Feed It Back

Ask the person to feed your instructions back to you in his or her own words. Have him or her explain to you what you have just explained and agreed upon. This is the only way that you can be sure that the other person actually understands the job or assignment that they have been delegated to accomplish.

5. Set a Deadline

Set a deadline and a schedule for completion of the task. At the same time, arrange for regular reporting and for periodic inspection. Invite feedback and questions if there are any delays or problems.

6. Manage By Exception

Manage by exception whenever possible. Managing by exception is a powerful time management tool that you can use to work more efficiently with other people.

If the job is on track, and on schedule, managing by exception means that the person does not have to report back to you. If you don't hear from him, you can assume that everything is going well. The individual only has to report back to you when an exception occurs and there is a problem with getting the job done on time, to the agreed upon level of quality.

Delegate and Outsource

You can't do everything by yourself, so cut yourself some slack and delegate. Maybe it's time for you to train someone to do some simple processes in your work or office. That frees you up to focus on the bigger projects or the more complicated tasks. You can even outsource the work to an experienced freelancer and save money.

Learn to delegate/outsource.

Delegation and outsourcing can get a bit tricky. For some it's hard to let someone else do work that they used to do. For others, they don't have the time to train someone else to complete certain tasks.

The thing is, delegating or outsourcing are real time-savers since it lessens your workload - which means you have more time to spend on more important tasks or doing less work. Either hand over responsibilities to team members who are qualified or hire an experienced freelancer. And, if you do decide to do in-house training, the initial investment will be worth-it in the end.