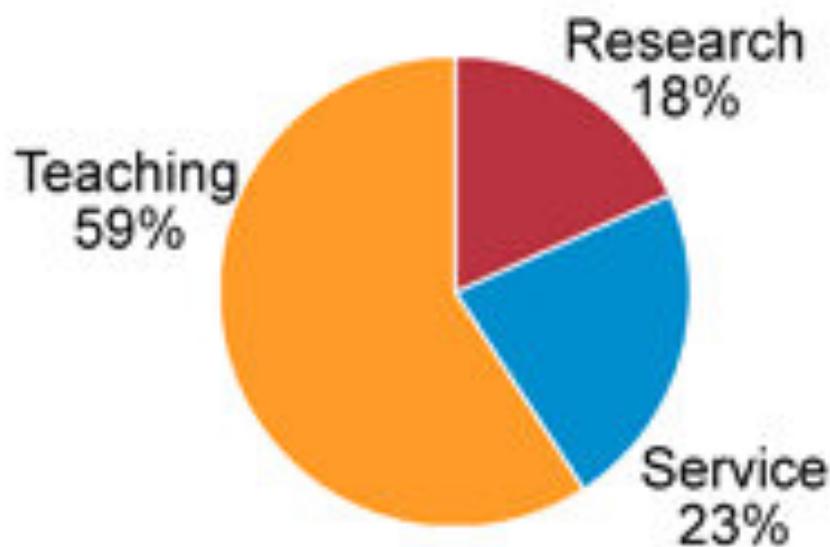


Time Management for Academics

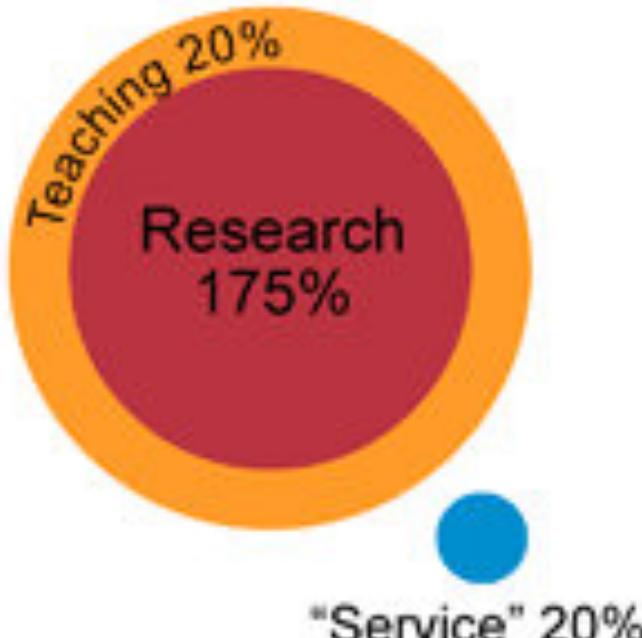
HOW PROFESSORS SPEND THEIR TIME

How they actually spend their time:



Source: Higher Education
Research Institute Survey
(1999)

How departments expect them to spend their time:



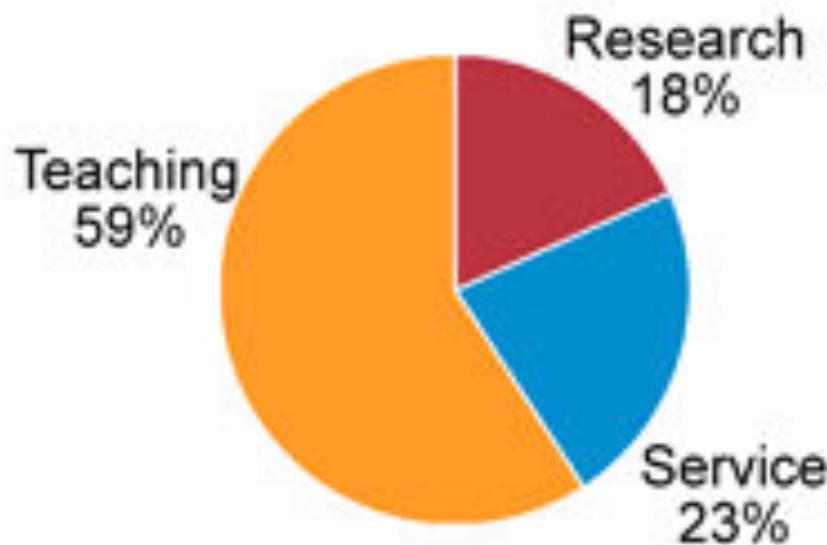
How Professors would *like* to spend their time:



What does a professor do all day?

HOW PROFESSORS SPEND THEIR TIME

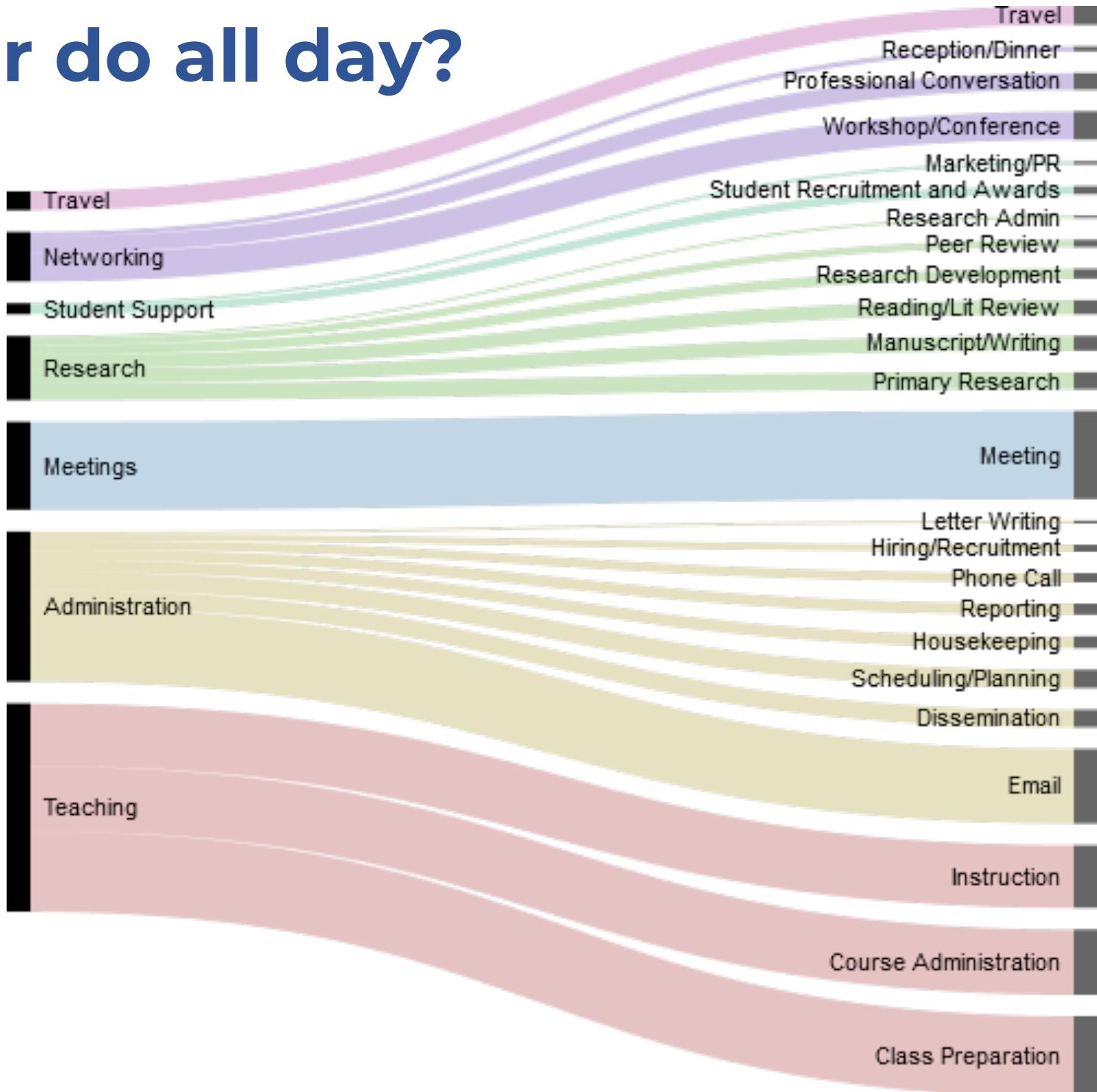
How they actually
spend their time:



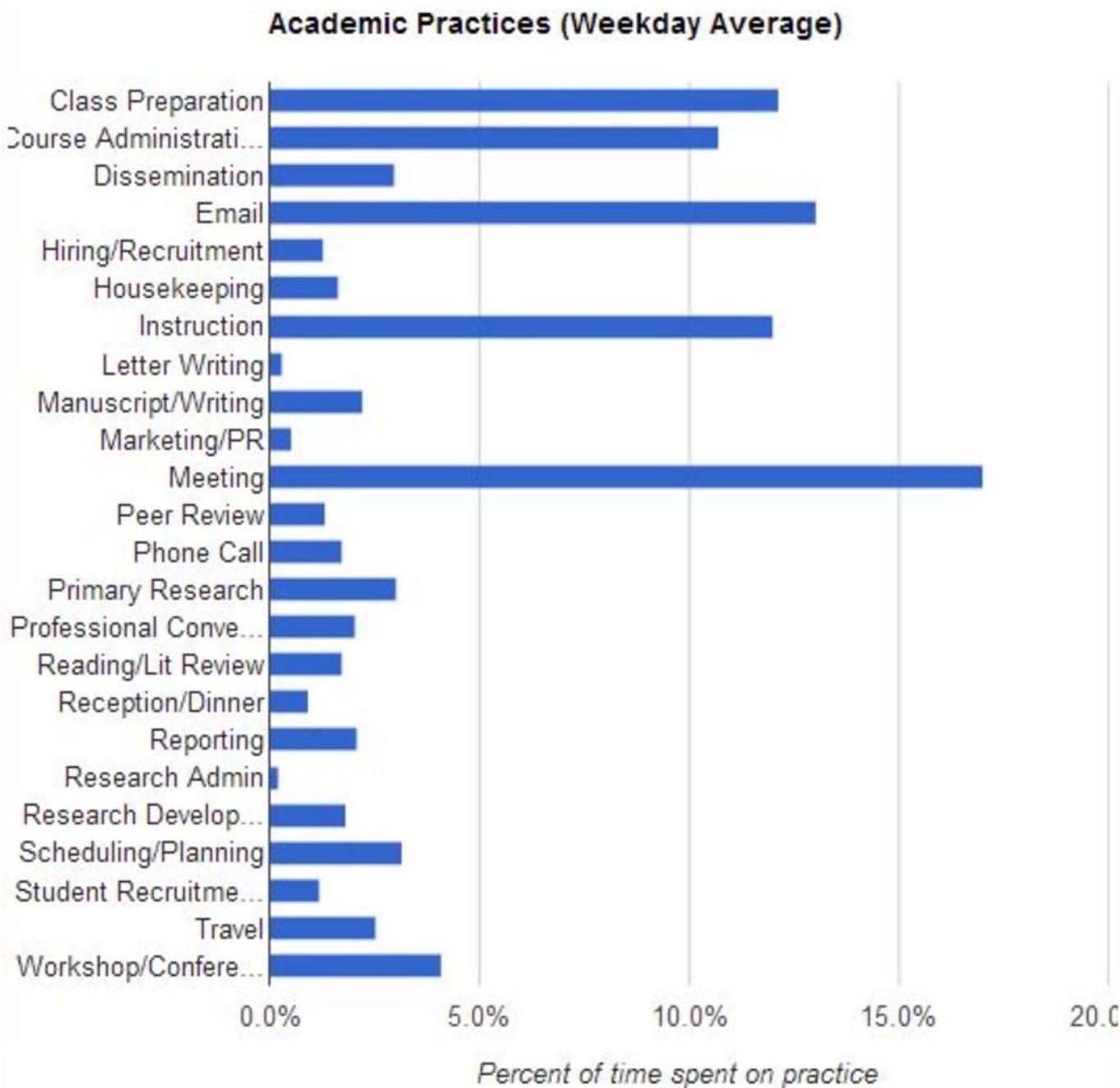
What are some typical teaching,
research, and service activities?

Source: Higher Education
Research Institute Survey
(1999)

What does a professor do all day?



What does a professor do all day?



What does a professor do all day?

How the 5 Types of Faculty Members Spend Their Time

The hours per week they devote to teaching, research, and service vary widely.



Challenges of the Academic job:

Mismatch between graduate training and the multiple responsibilities facing new faculty

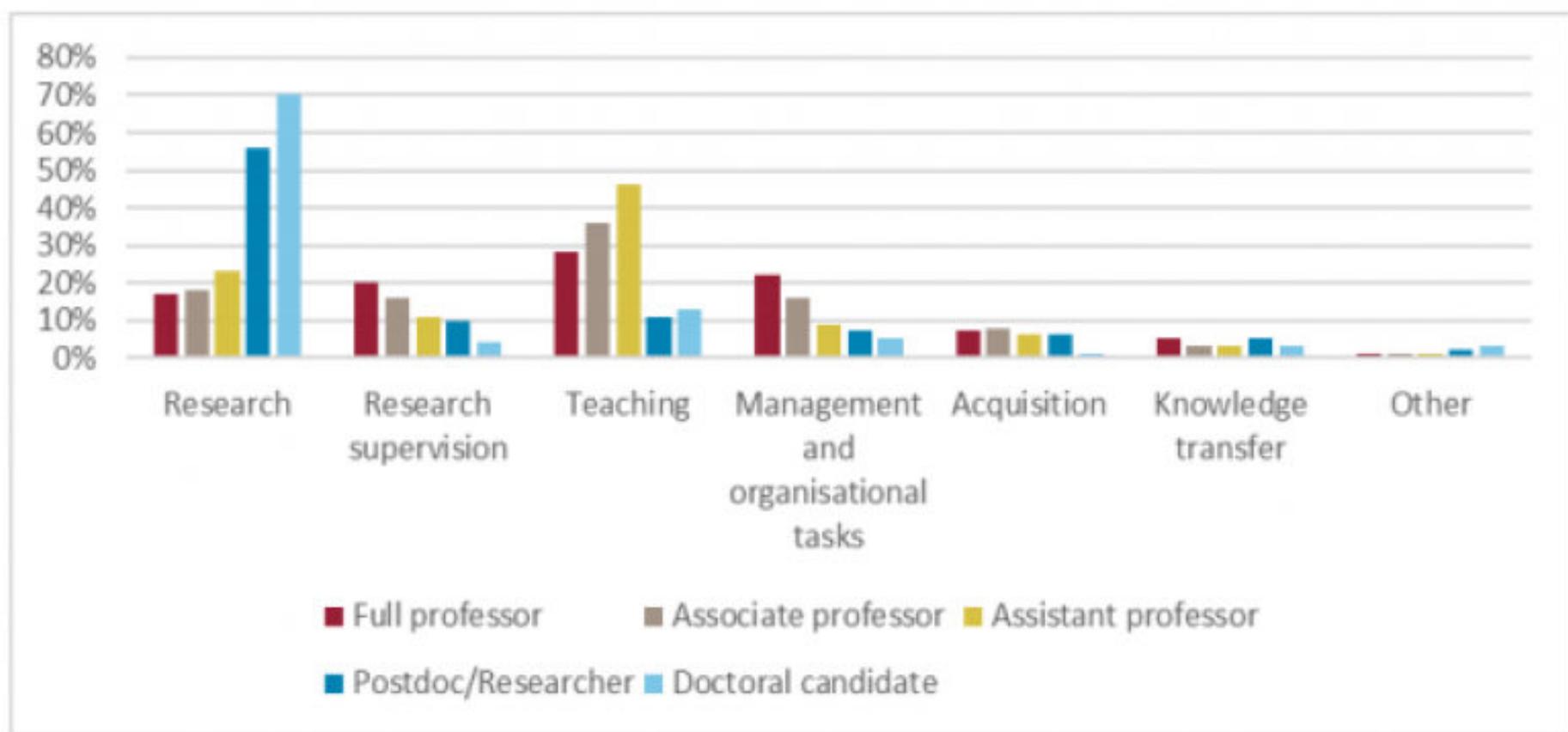
- Most graduates end up prioritizing research at their PhD-granting R1 schools and less time on teaching and mentoring....skills less emphasized at R1s

Challenges of the Academic job:

Mismatch between graduate training and the multiple responsibilities facing new faculty

- Most graduates end up prioritizing research at their PhD-granting R1 schools and less time on teaching and mentoring....skills less emphasized at R1s

Figure 1.2 Time commitment of researchers as a percentage of total working time (average, by organisation)



Challenges of the Academic job:

Unstructured time

- we have an illusion that we have lots of time when it is unstructured. This leads to bad behaviors like procrastination.



Challenges of the Academic job:

Unstructured time

- tendency to unconsciously prioritize seemingly urgent, unimportant tasks while neglecting our own health, well-being, relationships, and long-term success

teaching has a high degree of built-in accountability, but it may not be as valued as research at some institutions

vs

writing/research does not have accountability (other than internal review)
- your chair won't be knocking on your door every day asking about your research productivity.

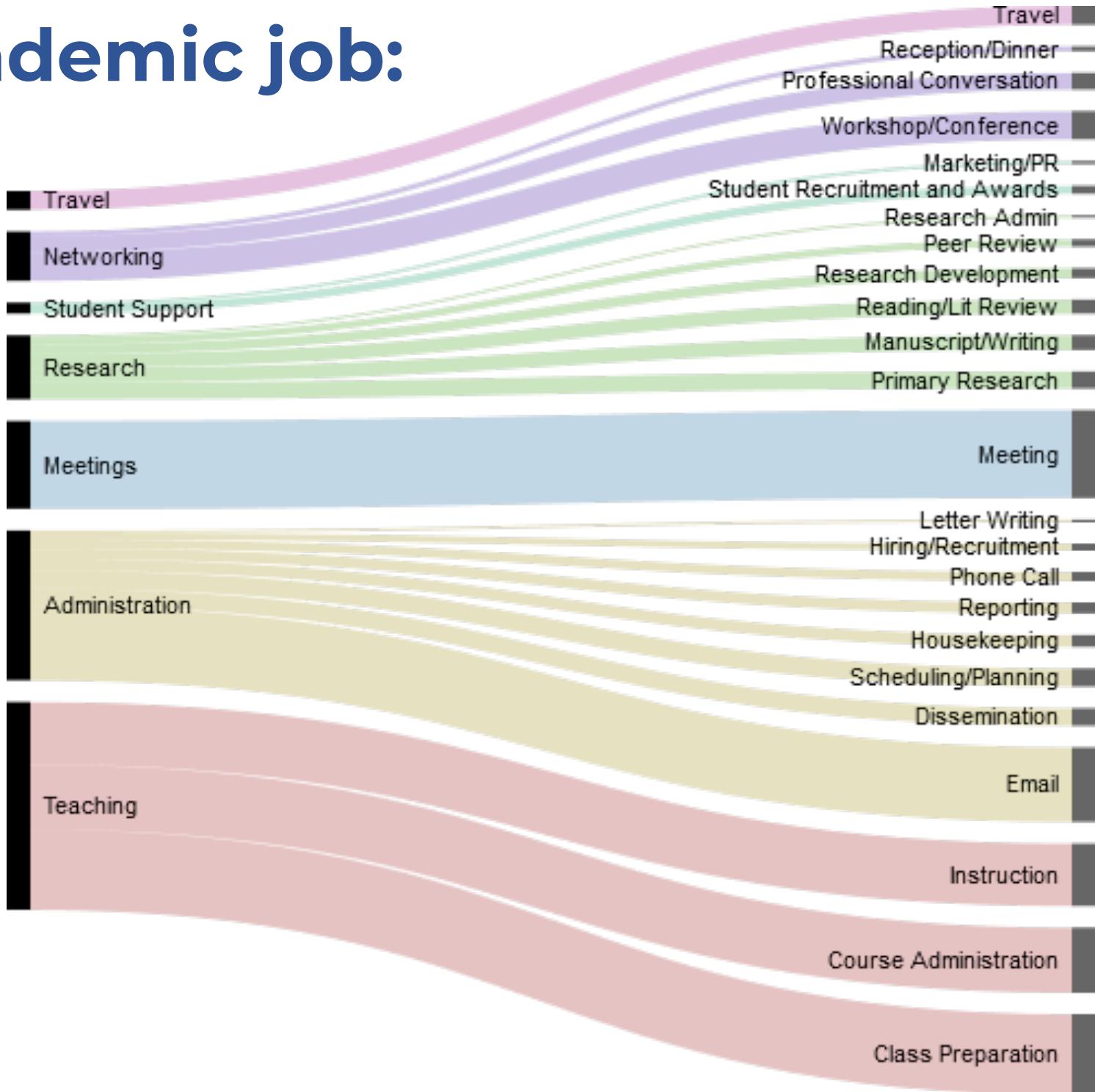


TIME-TRACKING SOFTWARE SHINES AN UNCOMFORTABLY HARSH LIGHT ON MY DAILY LIFE.

Challenges of the Academic job:

Varied time-consuming commitments

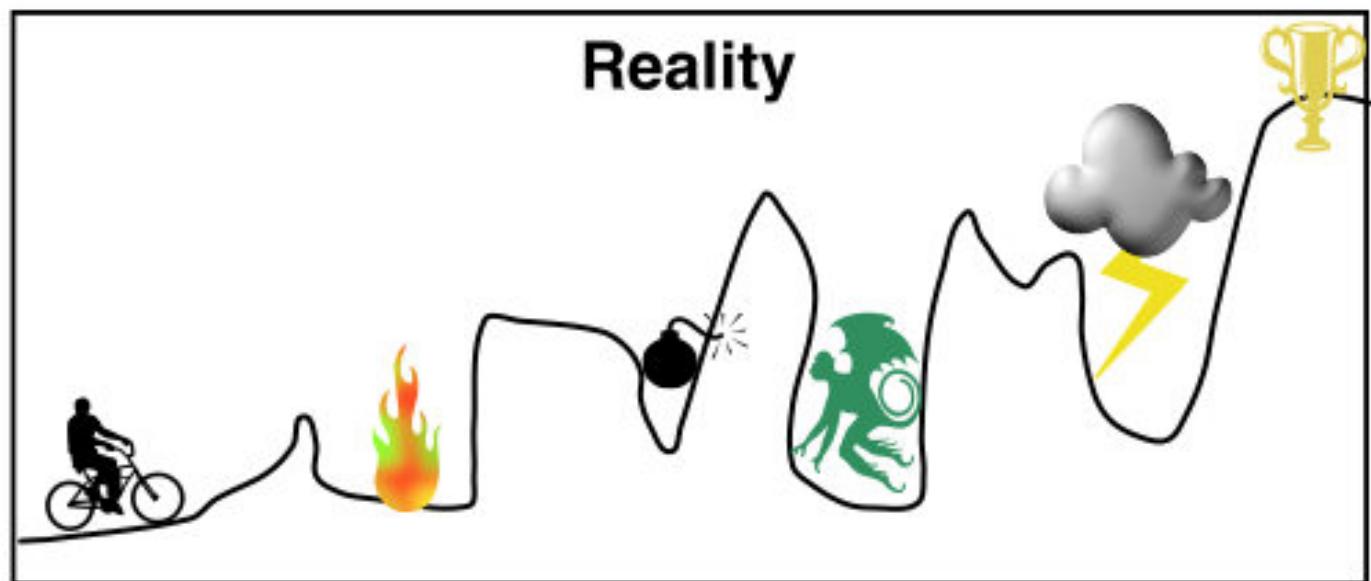
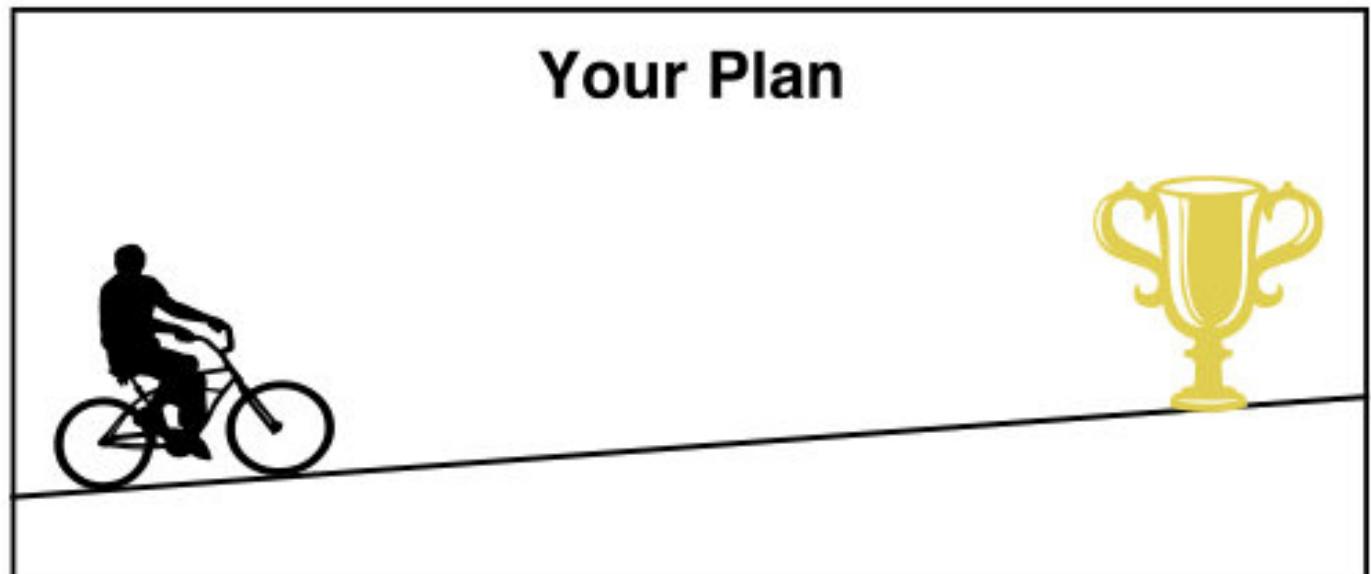
- means that you need to be effective at managing your time and good at 'wearing multiple hats'



Challenges of the Academic job:

Planning Fallacy

- Lack of clarity about how much time research and writing take



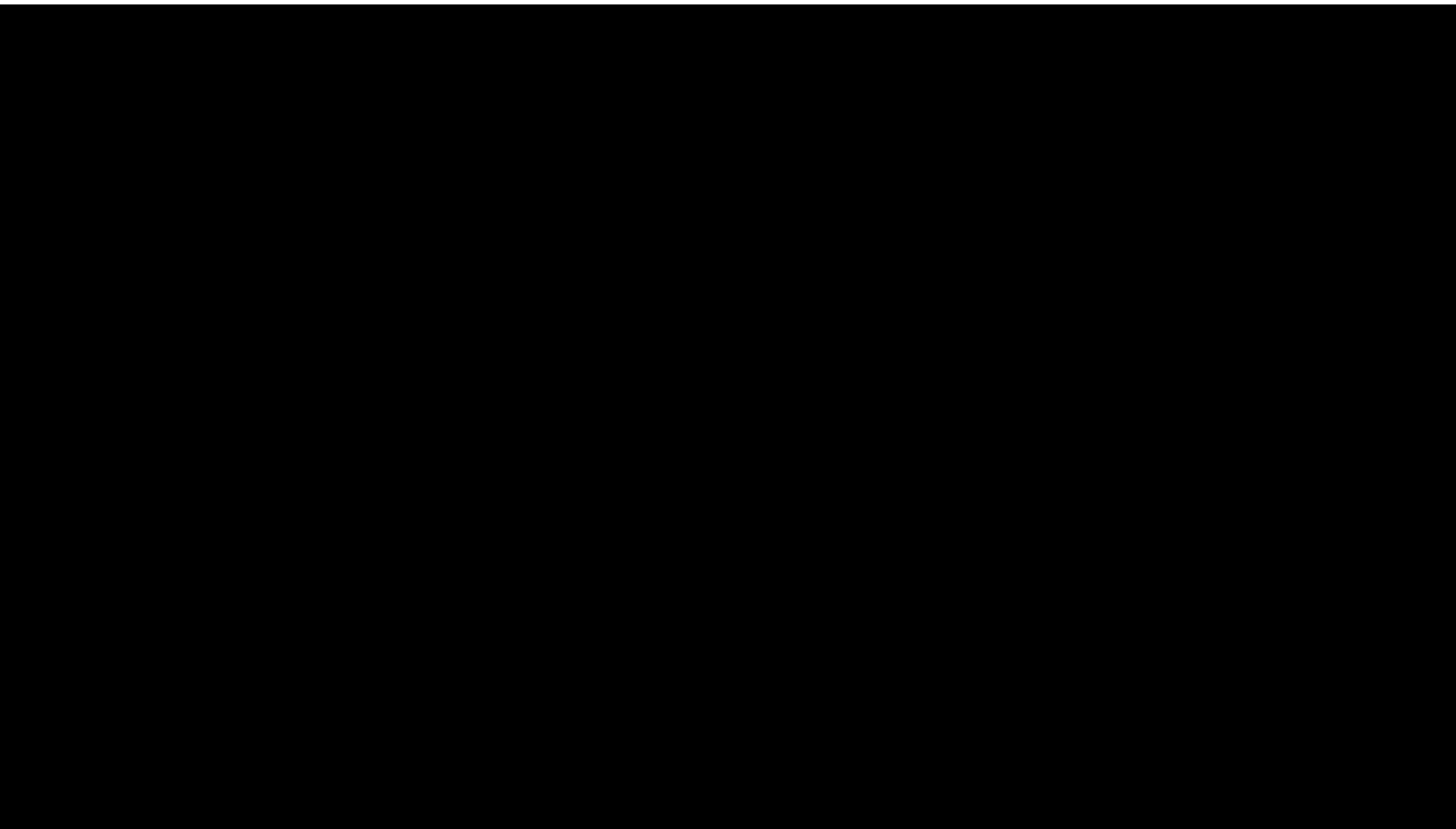
Challenges of the Academic job:

Institutional Culture

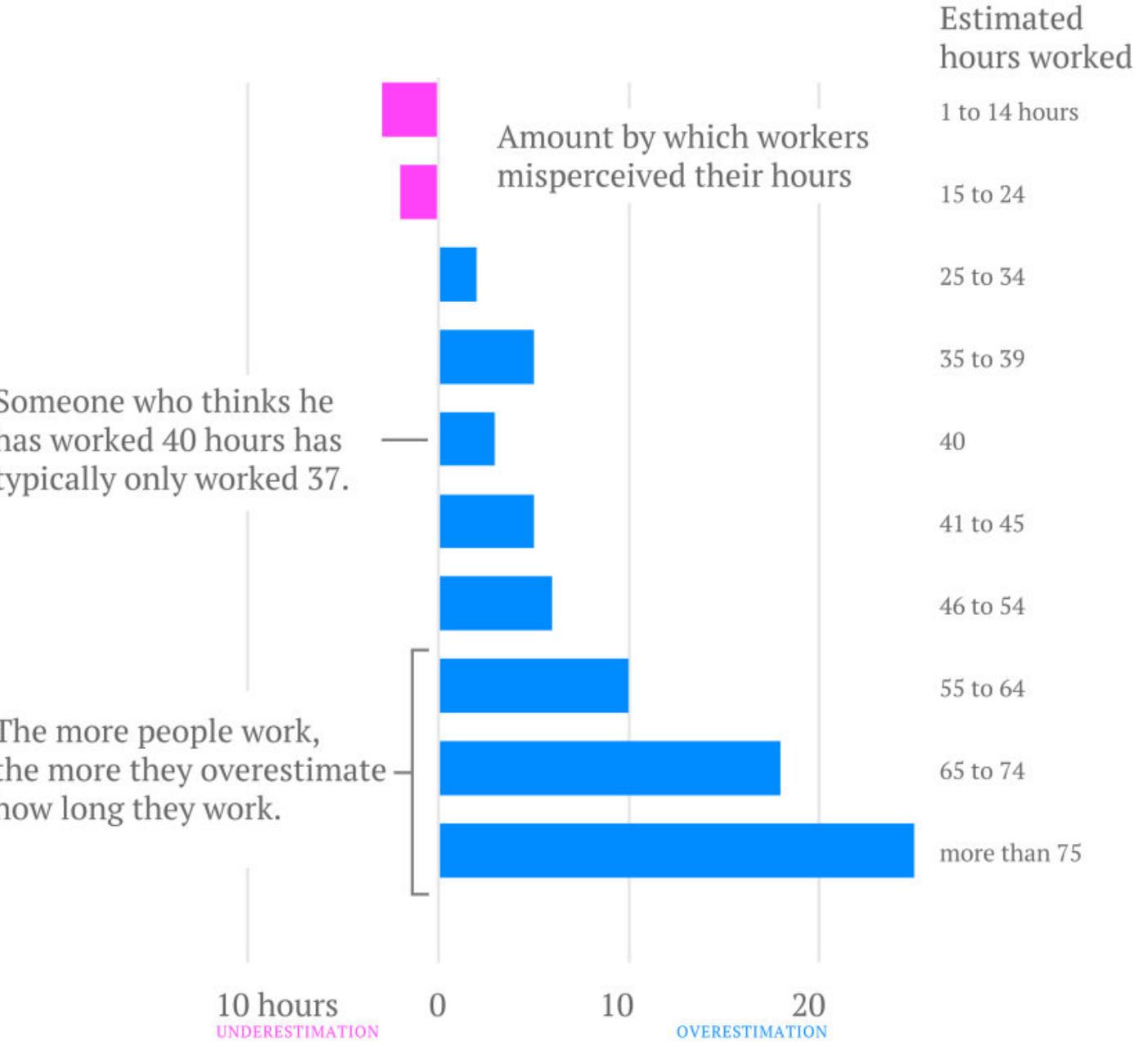
- where everyone works all the time and busyness is a status symbol

Define
“workaholic”.





Challenges of the Academic job:



Time Management for Academics

1. Plan your time
2. Develop regular work habits
3. Learn the art of saying 'no'
4. Overcome perfectionism
5. Manage distractions
6. Get a life!

Plan your time

Money Management Strategies

Awareness of how you spend your money

Awareness of what steals your money

Barriers to people stealing your money



Plan your time

Money Management Strategies

Awareness of how you spend your money
Awareness of what steals your money
Barriers to people stealing your money



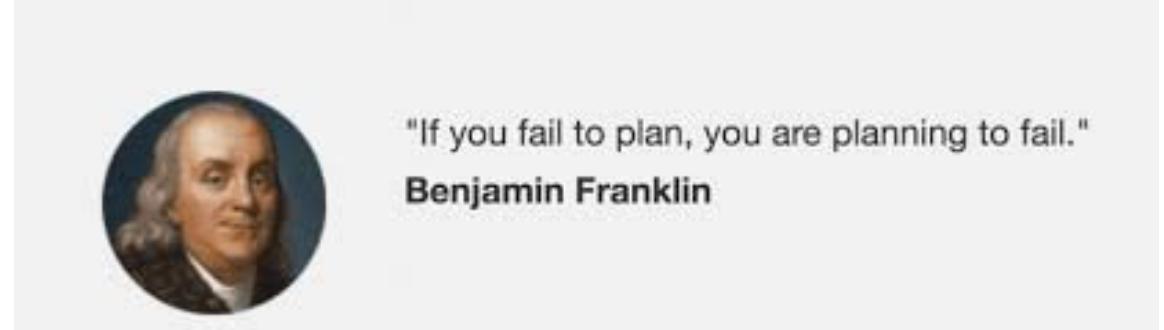
Time Management Strategies

Awareness of how you spend your time
Awareness of what steals your time
Barriers to people stealing your time



Plan your time

- **align your time with your priorities**
 - what do you need as a human being and as an academic (be realistic)
 - put the big important things in first and then figure out what to do with the less important stuff
- **get your calendar to tell you what to do**
 - you will get more done when you plan, than when you don't!
 - most folks who plan their calendars for at least 5-weeks see reduced anxiety and greater satisfaction in job performance



Plan your time

- **align your time with your priorities**
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Citation

Macan, T. H., Shahani, C., Dipboye, R. L., & Phillips, A. P. (1990). College students' time management: Correlations with academic performance and stress. *Journal of Educational Psychology, 82*(4), 760–768. <https://doi.org/10.1037/0022-0663.82.4.760>

Abstract

Many college students may find the academic experience very stressful (K. J. Swick, 1987). One potential coping strategy frequently offered by university counseling services is time management. 165 students completed a questionnaire assessing their time management behaviors and attitudes, stress, and self-perceptions of performance and grade point average (GPA). The study revealed 2 major findings. The Time Management Behavior Scale consists of 4 relatively independent factors; the most predictive was Perceived Control of Time. Students who perceived control of their time reported significantly greater evaluations of their performance, greater work and life satisfaction, less role ambiguity, less role overload, and fewer job-induced and somatic tensions. Findings are consistent with theory and advice on time management (e.g., R. S. Schuler; 1979) but also indicate that the dynamics of time management are more complex than previously believed. (PsycINFO Database Record (c) 2016 APA, all rights reserved)

Plan your time

The image shows a Google Calendar interface for the week of November 8, 2020, from Sunday to Saturday. The calendar grid displays various events and tasks scheduled throughout the day. A sidebar on the left lists "My calendars" and "Other calendars".

My calendars:

- Ginny's Meetings
- Anniversaries/Birthdays
- deep work
- EKI
- Elliotlovescats
- Reminders
- Tasks
- Texercise

Other calendars:

- Calendar
- Ginny Catania's Rallyhood ...

Events and Tasks (Approximate Details):

- Sunday, Nov 8:** No visible events.
- Monday, Nov 9:** No visible events.
- Tuesday, Nov 10:** No visible events.
- Wednesday, Nov 11:** No visible events.
- Thursday, Nov 12:** No visible events.
- Friday, Nov 13:** No visible events.
- Saturday, Nov 14:** No visible events.

Specific Events:

- 8 AM - 9 AM (Nov 8):** gutsnbutts (8:05am, https://zoom.us)
- 9 AM - 10 AM (Nov 8):** gutsnbutts (8:05am, https://zoom.us)
- 10 AM - 11 AM (Nov 8):** gutsnbutts (8:05am, https://zoom.us)
- 10 AM - 11 AM (Nov 8):** Erin, 9:30am, https://u
- 10 AM - 11 AM (Nov 8):** office hours 10 - 11am
- 10 AM - 11 AM (Nov 8):** Meraal, 10am, https://
- 11 AM - 12 PM (Nov 8):** 11am dentist 11am - 12pm
- 12 PM - 1 PM (Nov 8):** Evan 1 - 2pm
- 1 PM - 2 PM (Nov 8):** DGS Faculty Meeting 12:30 - 2pm
- 2 PM - 3 PM (Nov 8):** Plumes, 3pm, https://u
- 9 AM - 10 AM (Nov 9):** gutsnbutts (8:05am, https://zoom.us)
- 10 AM - 11 AM (Nov 9):** gutsnbutts (8:05am, https://zoom.us)
- 11 AM - 12 PM (Nov 9):** gutsnbutts (8:05am, https://zoom.us)
- 12 PM - 1 PM (Nov 9):** John/Alex 12pm, https://washing
- 1 PM - 2 PM (Nov 9):** Sophie 1pm, https://us02web.
- 2 PM - 3 PM (Nov 9):** potential student: julie 1 - 2pm
- 3 PM - 4 PM (Nov 9):** PFF 2 - 3:30pm
- 3 PM - 4 PM (Nov 9):** Matt/Preston 3 - 4pm
- 9 AM - 10 AM (Nov 10):** gutsnbutts (8:05am, https://zoom.us)
- 10 AM - 11 AM (Nov 10):** gutsnbutts (8:05am, https://zoom.us)
- 11 AM - 12 PM (Nov 10):** gutsnbutts (8:05am, https://zoom.us)
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- 3 PM - 4 PM (Nov 13):** potential student: julie 1 - 2pm
- 9 AM - 10 AM (Nov 14):** gutsnbutts (8:05am, https://zoom.us)
- 10 AM - 11 AM (Nov 14):** gutsnbutts (8:05am, https://zoom.us)
- 11 AM - 12 PM (Nov 14):** gutsnbutts (8:05am, https://zoom.us)
- 12 PM - 1 PM (Nov 14):** Meraal, 10am, https://
- 1 PM - 2 PM (Nov 14):** John/Alex 12pm, https://washing
- 2 PM - 3 PM (Nov 14):** Sophie 1pm, https://us02web.
- 3 PM - 4 PM (Nov 14):** potential student: julie 1 - 2pm

A purple box highlights the event "send \$97 to brandie" on Wednesday, November 11, at approximately 2:30 PM.

Plan your time

The screenshot shows a Google Calendar view for November 2020. The top navigation bar includes 'Calendar' (with a '4' icon), 'Today', date navigation arrows, 'November 2020', a search bar, and a 'Week' dropdown. A 'Create' button is located in the top-left corner of the main calendar area.

The calendar grid spans from Sunday, November 8, to Saturday, November 14. The left sidebar contains a 'Create' button, a 'Search for people' input field, and sections for 'My calendars' and 'Other calendars'. Under 'My calendars', 'Ginny's Meetings' is checked, while 'Anniversaries/Birthdays', 'deep work', 'EKI', 'Elliotlovescats', 'Reminders', 'Tasks', and 'Texercise' are unchecked. Under 'Other calendars', 'Calendar' and 'Ginny Catania's Rallyhood ...' are listed.

The main calendar area displays numerous events across the week. Notable events include:

- Sunday, Nov 8: 'gutsnbutts' at 8:05am, 'inbox clean' at 9:15am, 'E2100' at 10:15am, '11am dentist' at 11am, 'Evan' at 1pm, 'PFF' at 2pm, and 'Plumes, 3pm, https://us02web' at 3pm.
- Monday, Nov 9: 'gutsnbutts' at 8:05am, 'Erin, 9:30am, https://u' at 9:30am, 'Nature rev' at 10:15am, 'office hour' at 10:30am, 'NGA proposal' at 11:30am, 'DGS Faculty Meeting' at 12:30pm, 'icepicks paper' at 2pm, and 'E2100 3-2-1 prompts' at 2pm.
- Tuesday, Nov 10: 'gutsnbutts' at 8:05am, 'Meraal, 10am, https://u' at 10:15am, 'AGU presentation' at 10:30am, 'John/Alex' at 12pm, and 'E2100 3-2-1 prompts' at 2pm.
- Wednesday, Nov 11: 'gutsnbutts' at 8:05am, 'NATO pre-proposal, 9:30am' at 9:30am, 'AGU poster' at 9:30am, 'email reminder reading' at 10:15am, 'ugrad interest meeting' at 10:30am, 'Keck proposal' at 10:30am, 'Solid Earth/Sea Level meeting' at 11am, and 'Solid Earth/Sea Level meeting' at 11am.
- Thursday, Nov 12: 'gutsnbutts' at 8:05am, 'Meraal, 10am, https://u' at 9:30am, 'AGU presentation' at 10:15am, 'John/Alex' at 12pm, 'potential student: juli' at 1pm, 'Ice-ocean Reading Group' at 1pm, and 'Matt/Preston' at 3pm.
- Friday, Nov 13: 'gutsnbutts' at 8:05am, 'ugrad interest meeting' at 9:30am, 'Keck proposal' at 10:15am, 'Solid Earth/Sea Level meeting' at 11am, 'Solid Earth/Sea Level meeting' at 11am, 'Ice-ocean Reading Group' at 1pm, 'plan next week' at 2pm, and 'Sophie/Taryn' at 3pm.
- Saturday, Nov 14: 'gutsnbutts' at 8:05am, 'AGU poster' at 9:30am, 'Keck proposal' at 10:15am, 'Solid Earth/Sea Level meeting' at 11am, 'Solid Earth/Sea Level meeting' at 11am, 'Ice-ocean Reading Group' at 1pm, 'plan next week' at 2pm, and 'Sophie/Taryn' at 3pm.

A specific event on Friday, Nov 13, from 11am to 1pm is highlighted with a green background and labeled 'Solid Earth Science and Sea Level Chang, 11am'.

Plan your time

Tips from Tim:

- breakdown duties even more by 1) meetings/places; 2) teaching; 3) time-planning (for the week and long term)
- long-term planning is semester-long – start with the goal in mind and work backwards on a weekly or bi-monthly schedule and put targets into your calendar that you can measure progress against
- schedule meetings for as continuously as possible – or leave large chunks of time for research (I like Fridays because my group would normally all be co-located at UTIG on Fridays)

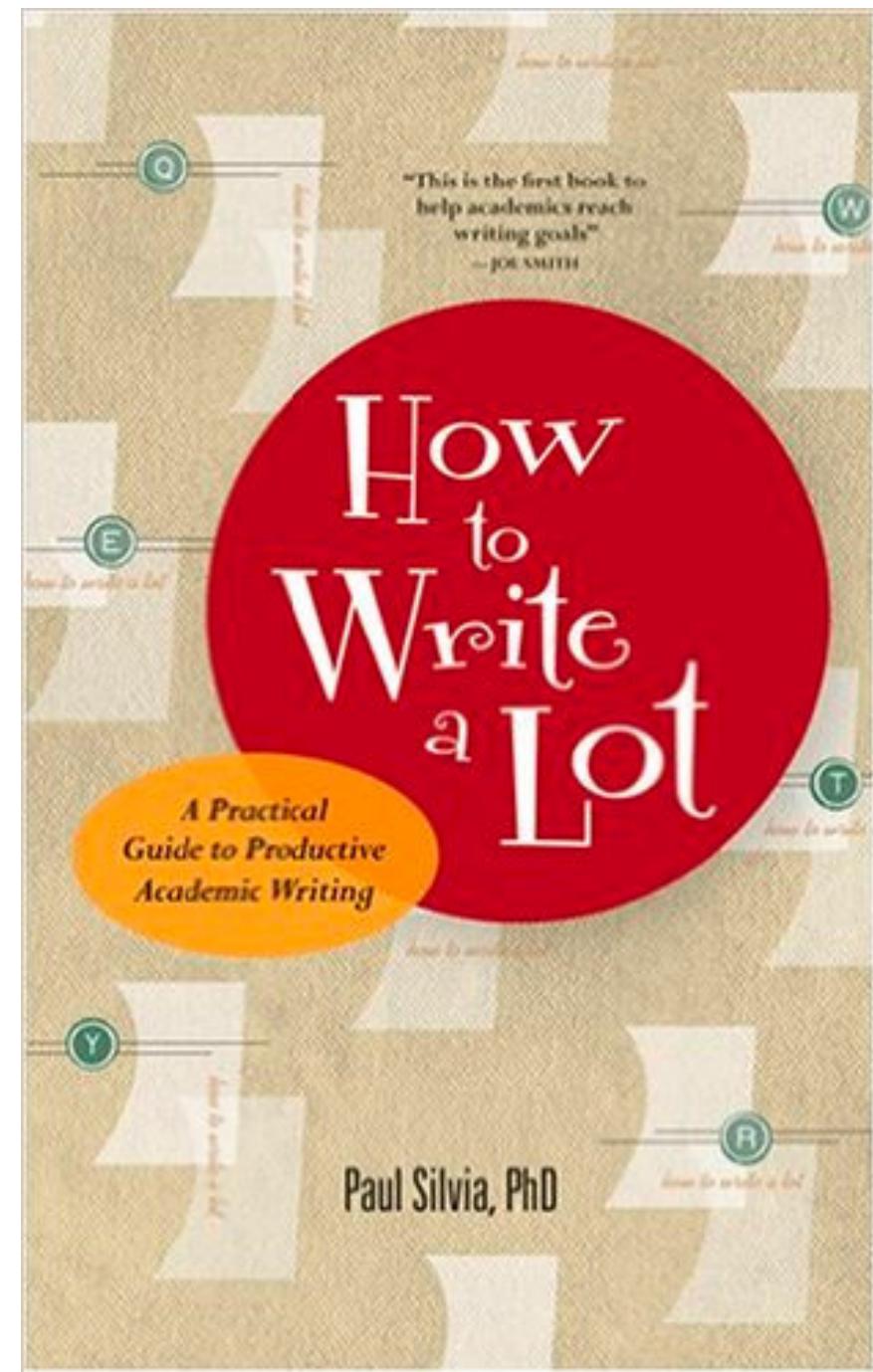
More tips from Me:

- start with a 30-minute meeting; have agendas ahead of time (even if you keep it to yourself);
- determine if a meeting could be an email or a document instead of scheduling it
- I've timed it – teaching prep is ~8 hrs per 1 hr lecture, plan accordingly

Develop regular work habits

1. Schedule time to tackle the difficult work of writing

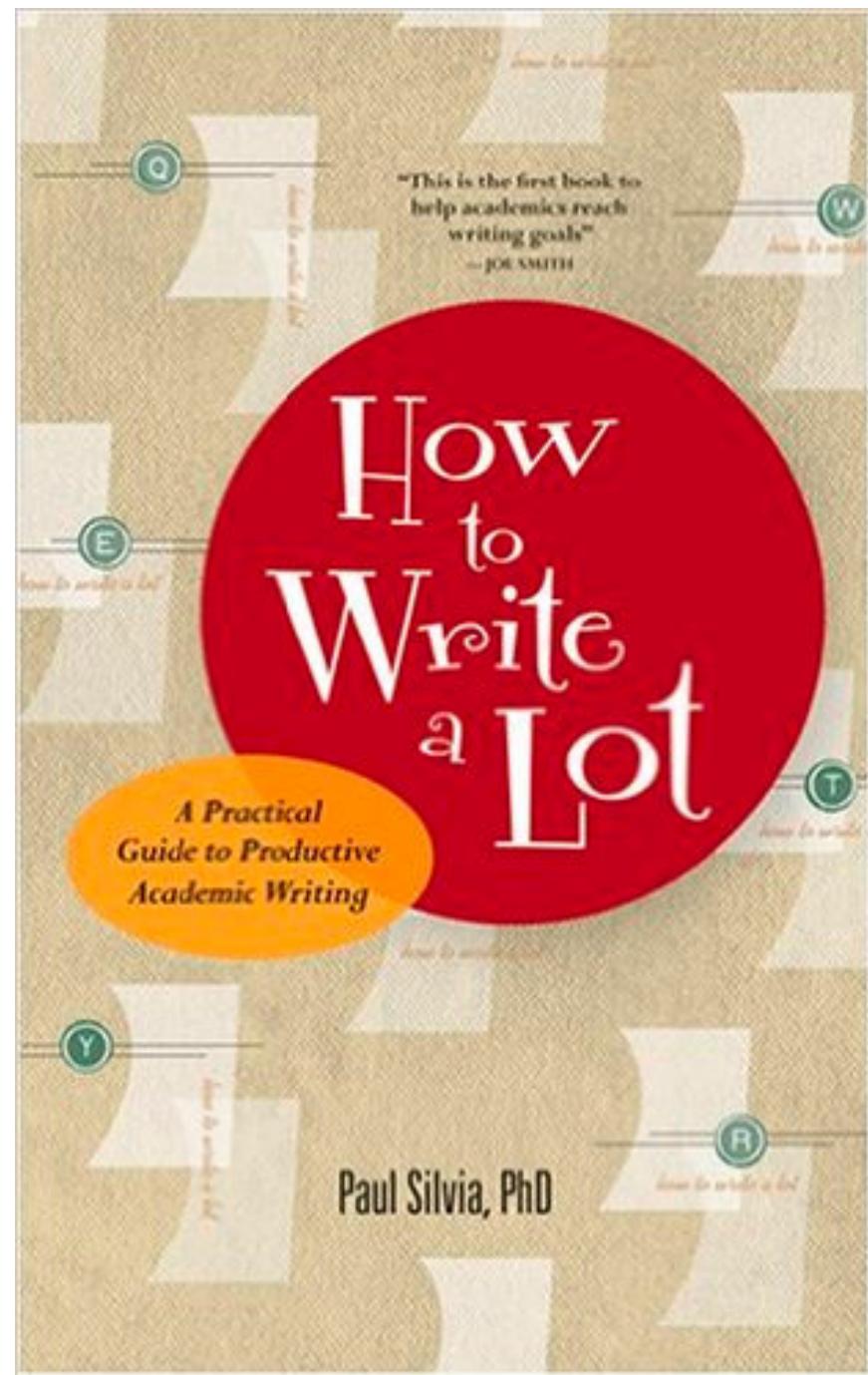
- don't be a binge-writer – instead, make it a habit
- include writing-related tasks like organizing references, figures etc.
- be realistic about the time needed – don't schedule a 2-hour window for a 3-hour task as you'll just end up feeling unproductive



Develop regular work habits

2. Don't make excuses

- you actually don't need your favorite mug and your writing slippers to sit down and do the work

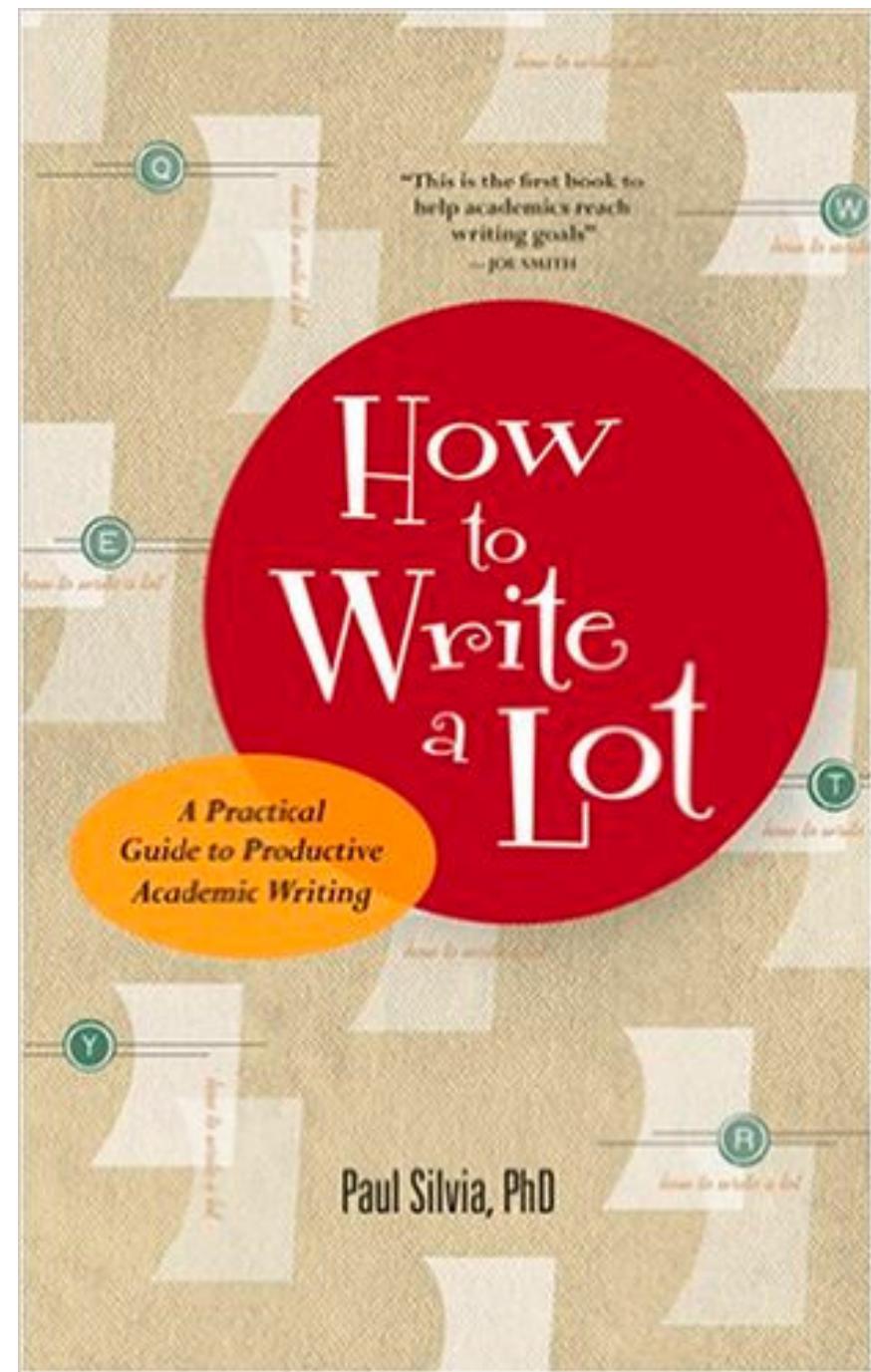


Develop regular work habits

3. Be fast

- it is much harder to put words on a blank piece of paper than to revise
- get the words out quickly and then spend more time on revisions

90% of the work will take 10% of the time and the remaining 10% of the work will take 90% of the time



Develop regular work habits

4. Build in a reward system (try the tomato timer)

- decide on the task
- work until the timer rings
- take a 5-minute break and do something enjoyable
- repeat
- every 4 times, take a longer (15-20 minute) break
- pick a goal other than time if that works better for you – have a goal of writing 1000 words before you can open your email in the morning



Develop regular work habits

The screenshot shows a web browser window for the TomatoTimer website (<https://tomato-timer.com>). The page features a large digital timer displaying "25:00". Above the timer are three buttons: "Pomodoro" (blue), "Short Break" (light blue), and "Long Break" (light blue). Below the timer are three large buttons: "Start" (green), "Stop" (red), and "Reset" (gray). To the left of the timer, a box lists keyboard shortcuts: SPACE (Start or Stop the timer), ALT + P (Pomodoro), ALT + S (Short Break), ALT + L (Long Break), and ALT + R (Reset Timer). To the right, a box discusses notifications, stating they are supported in Chrome, Firefox, and Safari, with a "Enable Desktop Alerts" button.

https://tomato-timer.com

Apps M H R C T A SE Reid thai yoga SnapBox TT

Other Bookmarks

TomatoTimer

FAQ Settings Tweet about us!

Pomodoro Short Break Long Break

25:00

Start Stop Reset

Keyboard Shortcuts

- **SPACE** Start or Stop the timer
- **ALT + P** Pomodoro
- **ALT + S** Short Break
- **ALT + L** Long Break
- **ALT + R** Reset Timer

Notifications

You can change the audio tone and volume via Settings

Desktop Notifications are currently supported in Chrome, Firefox and Safari

Enable Desktop Alerts

Develop regular work habits

5. Have multiple ‘projects’ ongoing at once

- allows you to break up your day/week and move from project to project when you get bored
- projects can be related – for e.g. you can do figures for a manuscript when your brain is fatigued from too much writing for the same manuscript

Develop regular work habits

6. Build in accountability

- this will sustain and motivate you through ups and downs
- accountability can be for what's important (from family/friends) as well as for getting things done (from colleagues/friends)
- accountability groups can be used to discuss research goals and why you did/did not meet them
- provides insight from others and motivation to get you to say you've met your goal at the next meeting

What steals your time?



Multitasking
Doesn't always make you a great mom

Learn the art of saying “no”

- requests for your time will begin to increase once you start being a faculty member
 - internal/external committees
 - reviews of proposals/papers/panels/editorial boards
 - reference letters from students
 - meetings with students/colleagues/faculty
 - blah, blah, blah....

BUT, for tenure you need to focus on the specific priorities for your job

Learn the art of saying “no”

15 potential reviewers said no before I found 2 that said yes

Interactive Discussion

Discussion started (07 Aug 2018), expected end 22 Nov 2018	► Interactive Discussion
Minimum number of Referee Reports required: 2	
Anonymous Referee #1: Riva, Riccardo r.e.m.riva@tudelft.nl	[Report #1]
Barletta, Valentina v.r.barletta@gmail.com	🔍
nominated 03 Sep 2018, accepted 04 Sep 2018, report 11 Oct 2018	
Chambers, Don dchambers@marine.usf.edu	
nominated 16 Oct 2018, accepted 22 Oct 2018	
Chen, Jianli chen@csr.utexas.edu	🔍
nominated 07 Aug 2018, declined 11 Aug 2018	
Feng, Wei fengwei@whigg.ac.cn	
nominated 15 Aug 2018, missed nomination deadline	
Gomez, Natalya natalya.gomez@mcgill.ca	🔍
nominated 03 Sep 2018, declined 04 Sep 2018	
Horwath, Martin Martin.Horwath@tu-dresden.de	
nominated 23 Aug 2018, declined 27 Aug 2018	
Khan, Shfaqat Abbas abbas@space.dtu.dk	🔍
nominated 15 Aug 2018, declined 15 Aug 2018	
King, Matt matt.king@utas.edu.au	🔍
nominated 04 Sep 2018, declined 07 Sep 2018	
Kjeldsen, Kristian kkjeldsen@snm.ku.dk	🔍
nominated 16 Aug 2018, declined 17 Aug 2018	
Milne, Glenn gamilne@uottawa.ca	🔍
nominated 14 Sep 2018, declined 27 Sep 2018	
Purcell, Anthony anthony.purcell@anu.edu.au	
nominated 14 Sep 2018, missed nomination deadline	
Sasgen, Ingo ingo.sasgen@awi.de	🔍
nominated 28 Aug 2018, declined 03 Sep 2018	
Schrama, Ernst e.j.o.schrama@tudelft.nl	
nominated 28 Aug 2018, declined 03 Sep 2018	
van den Broeke, Michiel R. M.R.vandenBroeke@uu.nl	🔍
nominated 04 Sep 2018, declined 12 Sep 2018	
Velicogna, Isabella isabella@uci.edu	
nominated 07 Aug 2018, missed nomination deadline	
Velicogna, Isabella isabella@uci.edu	
nominated 17 Aug 2018, missed nomination deadline	
Velicogna, Isabella isabella@uci.edu	
nominated 24 Sep 2018, missed nomination deadline	
Velicogna, Isabella isabella@uci.edu	
nominated 03 Oct 2018, missed nomination deadline	
Wouters, Bert b.wouters@uu.nl	🔍
nominated 13 Aug 2018, declined 15 Aug 2018	

Learn the art of saying “no”

Why say no? Ask yourself:

- Am I already working on several important tasks that leave no time for this one?
- Am I the best person for the job? (careful to not underestimate yourself)
- Can I put my other work on the back burner while I complete this new task?
- Is this new commitment really the way I want to spend my time?

Learn the art of saying “no”

How to say no:

- wait until you are in a good mood
- wait until you have solid relationships with the people asking and understand what is expected of you in your new role
- don't apologize – it's not your fault
- you do not need to offer an explanation – this often gives people an opportunity to change their request
- consider saying “I can't right now, but I could do this in a year....”
- if possible, pre-empt requests before they happen: “Just so you know, I'm away next summer and can't teach field camp”
- consider asking for time to think about the request – this gives the sign that you value being asked

Manage distractions

Given a stack of dishes in the sink
Which should you do?



Wash one and then rinse it, then
wash another, then rinse it, then
wash another

OR

Scrub all the dishes first, then
rinse them

Manage distractions

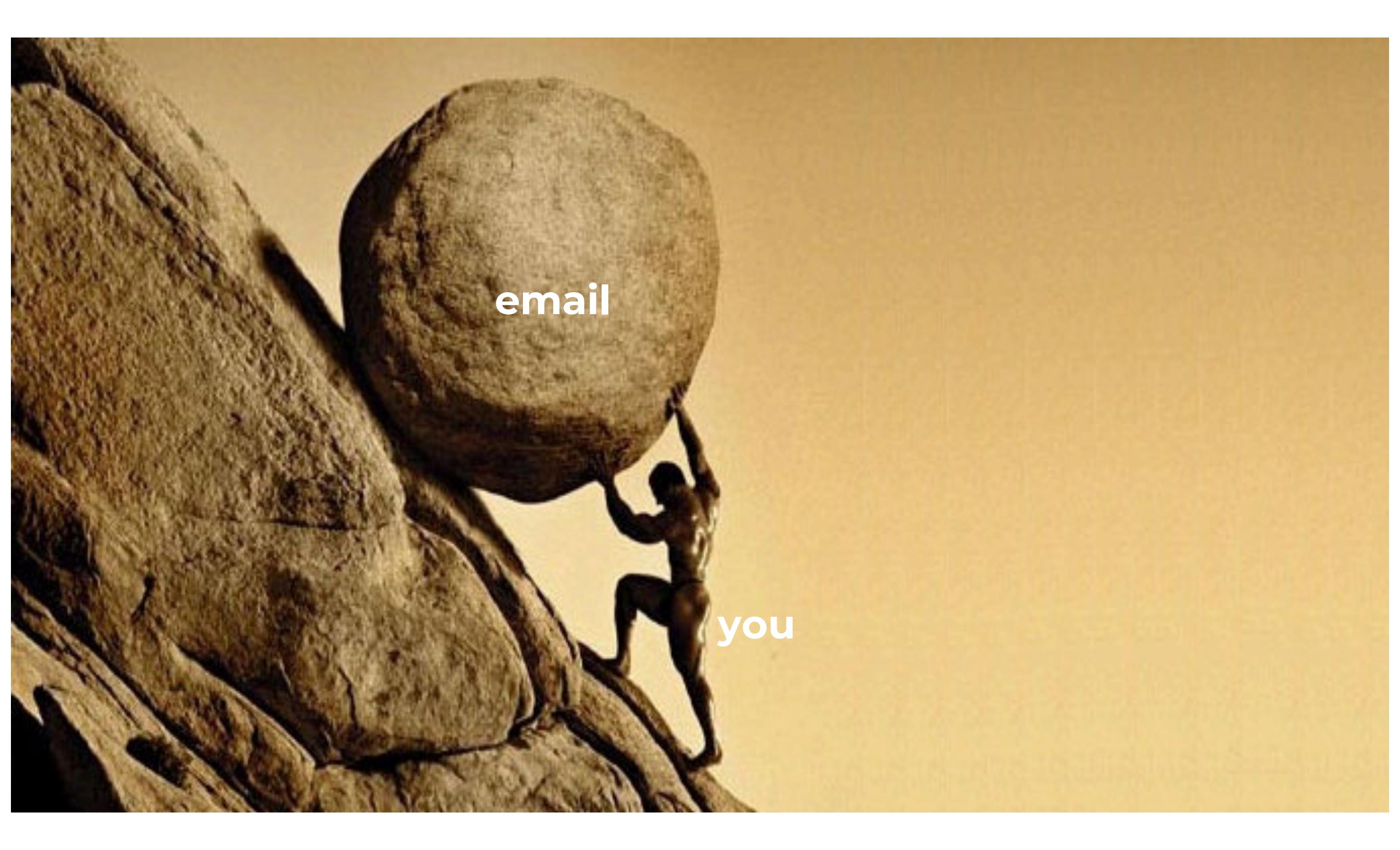
Given a stack of papers to grade
Which should you do?



Grade one and then answer an email, then grade another, then answer an email, then grade another

OR

Grade all the papers first, then answer your email

A person is shown from behind, pushing a massive, round rock up a steep, rocky incline. The scene is set against a bright, hazy background.

email

you

Manage distractions

Dedicate yourself to OHIO: Only Handle It Once

When you do sit down to look at email either:

1. delete it
2. respond in less than 2 minutes
3. archive it accordingly
4. put it in a ‘to deal with later’ folder (in which case this is not OHIO...)



Manage distractions

You can't multi-task (well), so remove email/slack/text/etc distraction

Level 0: email is on constantly and you get a notification for every email received

Level 1: You turn off your notifications

Level 2: You turn off your notifications and you only look at email for one hour per day

Level 3: Above, but you also don't access your email before noon (or before you've written for an hour in the morning)



Manage distractions

Other email tips:

- if you don't respond right away, sometimes the need to respond vanishes (good/bad)
- keep a notepad on your desk for when you're in the middle of something and you remember you have to write an email to someone – just write a note and do it later
- tell people that if something is urgent to put the word URGENT in the subject line



Manage distractions

THE EISENHOWER BOX

“What is important is seldom urgent and what is urgent is seldom important.”
-Dwight Eisenhower, 34th President



Manage distractions

THE EISENHOWER BOX

	URGENT	NOT URGENT
IMPORTANT	DO <i>Do it now.</i> Write article for today.	DECIDE <i>Schedule a time to do it.</i> Exercising. Calling family and friends. Researching articles. Long-term biz strategy.
NOT IMPORTANT	DELEGATE <i>Who can do it for you?</i> Scheduling interviews. Booking flights. Approving comments. Answering certain emails. Sharing articles.	DELETE <i>Eliminate it.</i> Watching television. Checking social media. Sorting through junk mail.

Manage distractions

ADDITIONAL TIPS:

- over the day, unexpected tasks creep into your schedule
 - plan for this and use the last part of the day to schedule the things you need to accomplish the next day
- maintain a list of small tasks that take a short amount of time – when you have time between appointments you can knock these off your list
 - scheduling an appointment
 - answering an email that you've put off
 - reading a section of a manuscript
 - writing a paragraph of your introduction

Overcoming Perfectionism

Don't let perfect be the enemy of done

- perfectionists trap themselves with an endless focus on unimportant things because, to them, *everything* is important, and *everything* must be done

Perfectionism dimensions and research productivity in psychology professors: Implications for understanding the (mal)adaptiveness of perfectionism.

EXPORT

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Abstract

English

The consequences of demanding perfection of oneself are hotly debated, with researchers typically arguing for either the adaptiveness or the maladaptiveness of this trait. Research informing this debate involves mainly psychiatric patients, undergraduates, and self-report data, suggesting a need to broaden this relatively narrow evidence base. The present study examines self-oriented perfectionism (i.e., demanding perfection of oneself), conscientiousness, socially prescribed perfectionism, neuroticism, and research productivity in psychology professors. Self-oriented perfectionism was negatively related to total number of publications, number of first-authored publications, number of citations, and journal impact rating, even after controlling for competing predictors (e.g., conscientiousness). Self-oriented perfectionism may represent a form of counterproductive overstriving that limits research productivity amongst psychology professors. Although self-oriented perfectionism is often labeled as adaptive, such statements may be overly general. (PsycInfo Database Record (c) 2020 APA, all rights reserved)

Canadian Journal of Behavioural Science / Revue canadienne des sciences du comportement

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Assessing the publication

Overcoming Perfectionism

Tips for teaching:

- teaching is expected to improve with time/experience, so give yourself a preparation time limit and stick to it – a 3:1 ratio is good for familiar topics
 - schedule teaching in the afternoons to force yourself to spend less time by only working on lecture the day of lecture
 - “*if wait until the last minute, then it only takes a minute!*”
 - start slow and build on your classes annually with improvements
 - do not assign more homework, papers, projects for your course than anyone else in your department
 - employ grading techniques that are more efficient (rubrics, minimal marking etc.) – get help from your university faculty center for teaching
 - substitute other activities for prepared lectures – class discussions, review, group activities, guest speakers, etc.
 - don’t reinvent the wheel – borrow notes from colleagues/friends

Overcoming Perfectionism

Tips for research:

- “close quickly” - make decisions quickly without dragging things out
- create deadlines when they don’t exist (e.g. NSF, semester-long manuscript goals) but make sure to set realistic goals that you can meet
- recognize the many varied steps involved with research progress – learning takes time
- avoid dumping all of your results into one massive manuscript and focus on 1-2 ideas per manuscript
- bring other people into the loop – find a collaborator or trusted colleague that can help you overcome the need for perfect in your research output
- sometimes even just asking yourself why you need something to be perfect, what it is costing you and what you can gain if you let go, can be a way to release the need

Overcoming Perfectionism

Avoid comparison to others

- instead, compare yourself to your former self to see how far you've come
- remember, an academic department is like an orchestra – not everyone can play the tuba!



Get a life

- if you want work/life balance, then you need to honor your time outside of work
- personal health, well-being, family and friendships should come above all other goals – without these things in your life you will not be successful, nor will you be able to enjoy your successes



"Daddy will be with you in a minute."

Get a life

- if you want work/life balance, then you need to honor your time outside of work
- personal health, well-being, family and friendships should come above all other goals – without these things in your life you will not be successful, nor will you be able to enjoy your successes

Remember that flexibility is one of the tremendous benefits of academic employment. If you want to take 2 hours in the middle of the day to go for a hike, you can!



"Daddy will be with you in a minute."

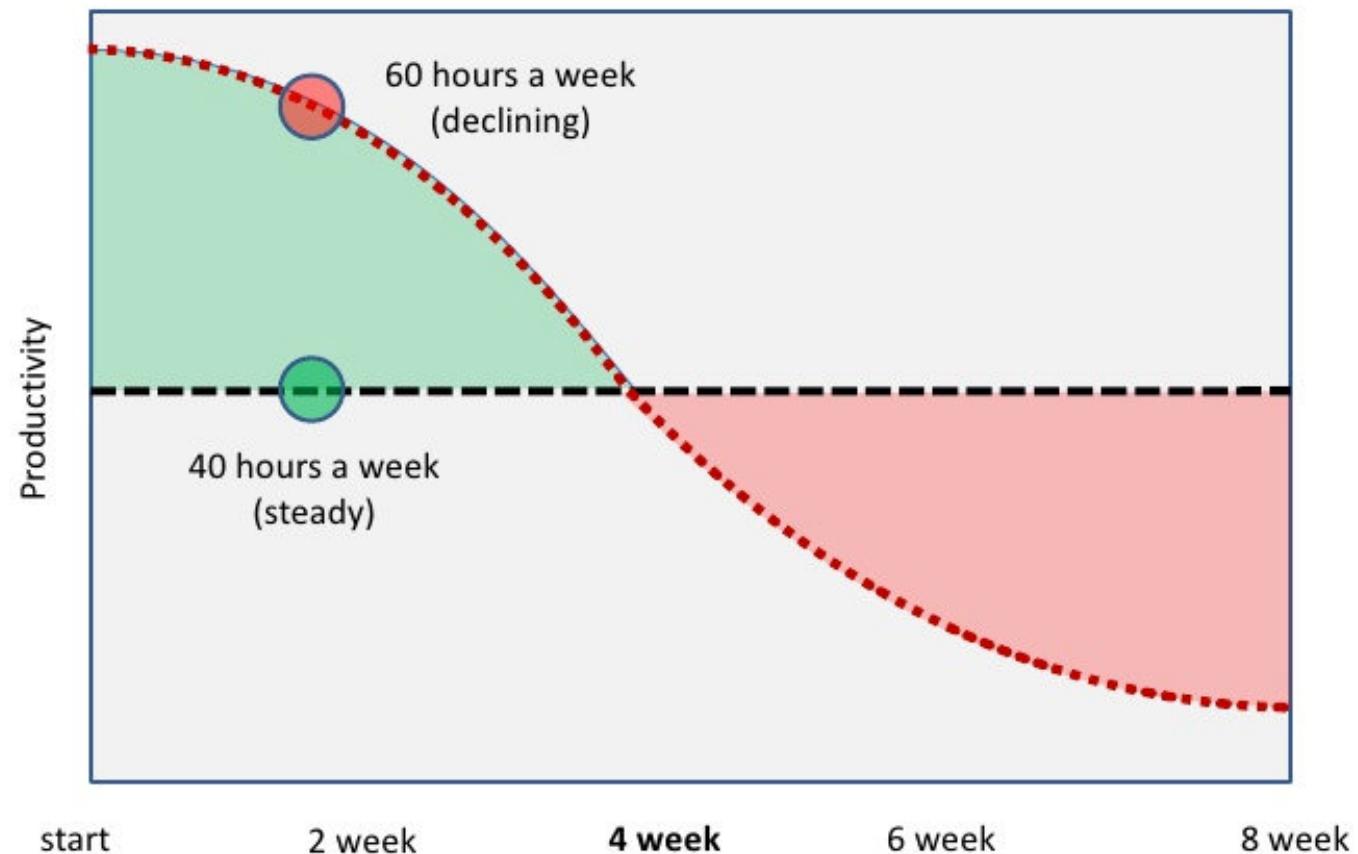
Get a life

- Industrial workers have eight good, reliable hours a day in them. You get no more widgets out of a 10-hour day than you do out of an eight-hour day
- Likewise, the overall output for the work week will be exactly the same at the end of six days as it would be after five days. So, paying hourly workers to stick around once they've put in their 40 hours is just burning up your profits.



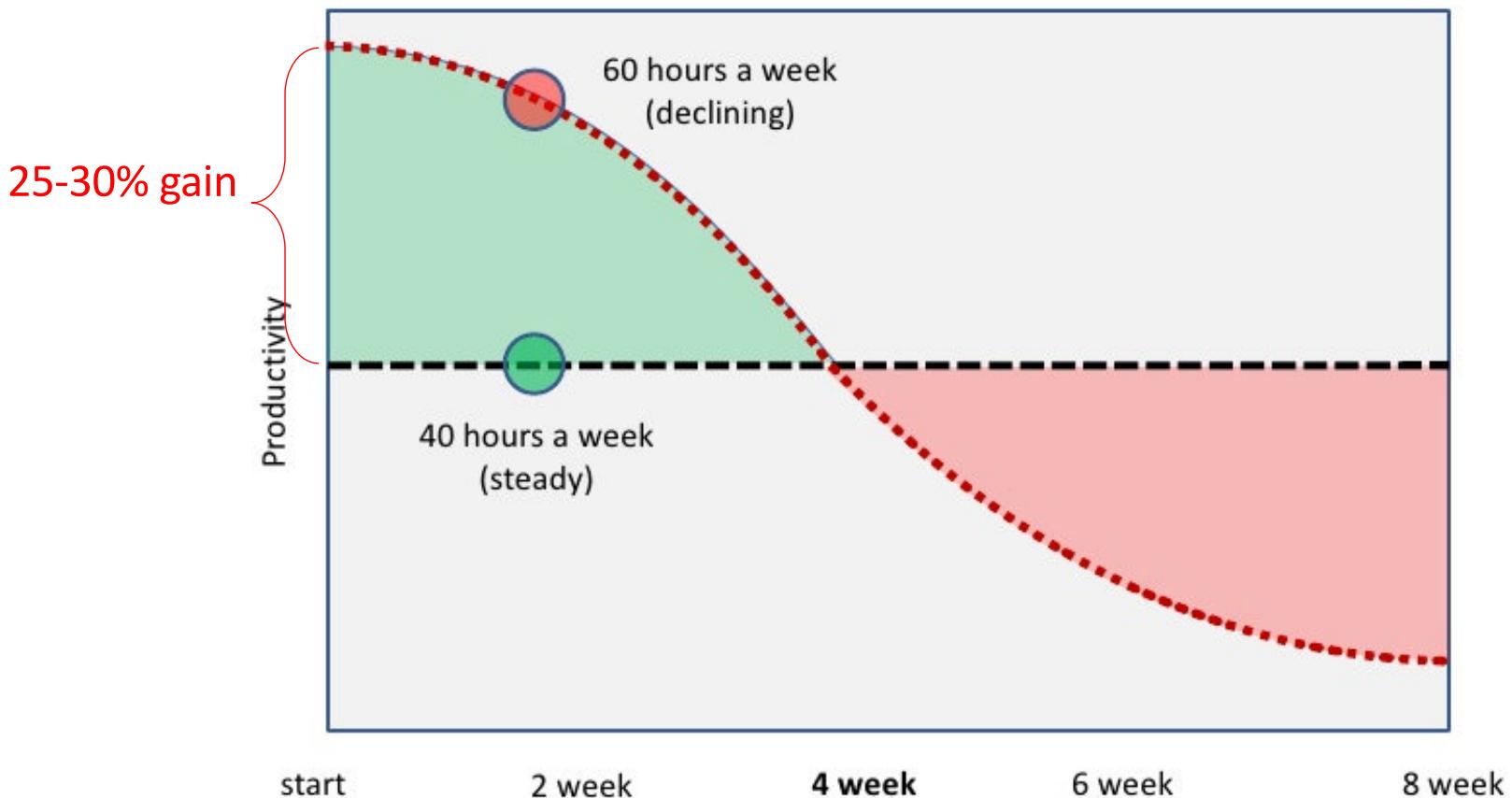
Get a life

- overtime exception: research finds that you can get short-term gains by going to 60-70 hour weeks briefly – e.g. to meet a critical deadline



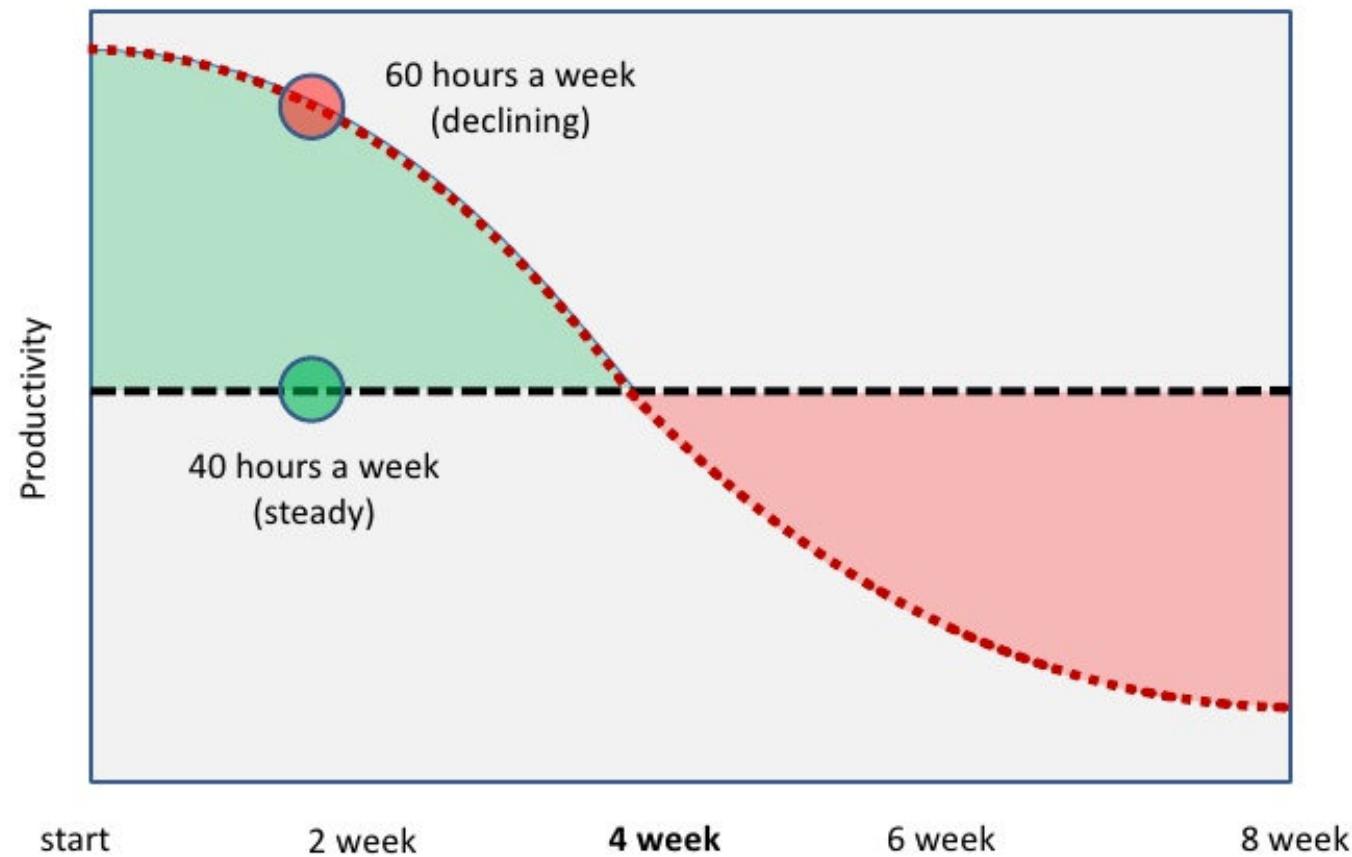
Get a life

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Get a life

- overtime exception: research finds that you can get short-term gains by going to 60-70 hour weeks briefly – e.g. to meet a critical deadline
- however, increasing work by 50% (e.g. from 40 to 60 hours) does not result in 50% increase in output, more like 25-30%
- daily productivity declines after ~2 weeks when burnout sets in, people lose focus and make mistakes
- after 8 weeks of 60-hour weeks, productivity drops below that of the 40-hour work week
- even after you revert back to the 40-hour work week, it can still take several more weeks before burnout lifts



Get a life

- worked 4 days; had 3-day weekends; received their normal 5-day pay
- boost in company-wide productivity of 40%
- lowered electricity costs (-23%)
- had to reduce meetings to 30 min for 50% of meetings with attendance capped at 5 employees
- increased use of apps like Slack over email/meetings



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PLAYLIST

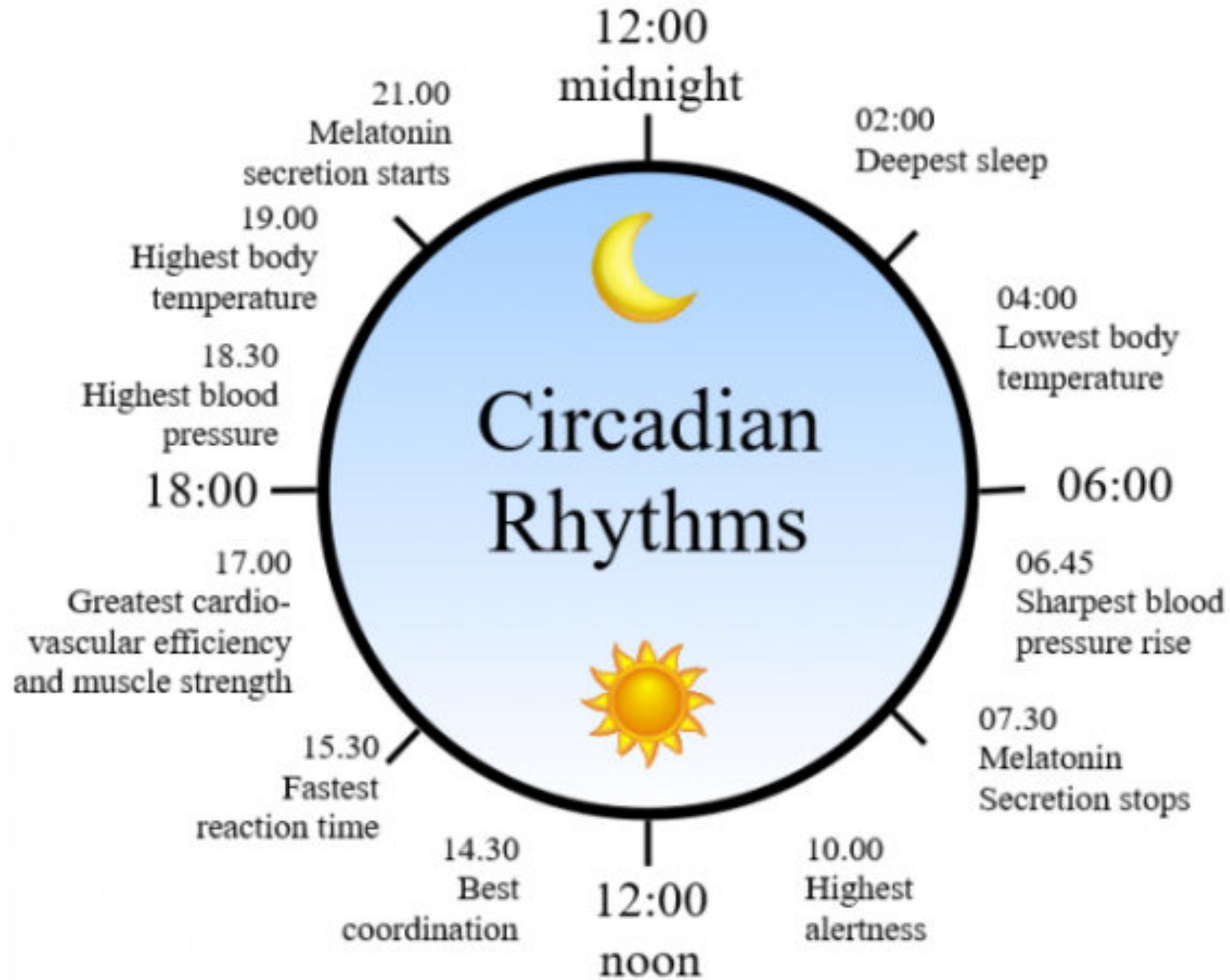
Windows Surface

A photograph showing several people in a retail store, likely a Microsoft store, interacting with various Microsoft products. In the foreground, a man in a suit and a woman in a red vest are looking at a display. The background shows more displays for Windows and Surface products, with other people browsing.

Get a life

- Studies show that knowledge workers actually have FEWER good hours in a day than manual laborers do – on average, about 6 instead of 8 because mental work is more tiring
- most people are at their mental best between hours 2 and 6 in their workday
- by hour 9, fatigue has set in and you're only going to deliver a fraction of your normal capacity
- research shows that we work best in 90 minute increments and then we need to take a break
- if you don't take breaks, your body will send you signals that it needs one (hunger, sleepiness, fidgeting, losing focus)

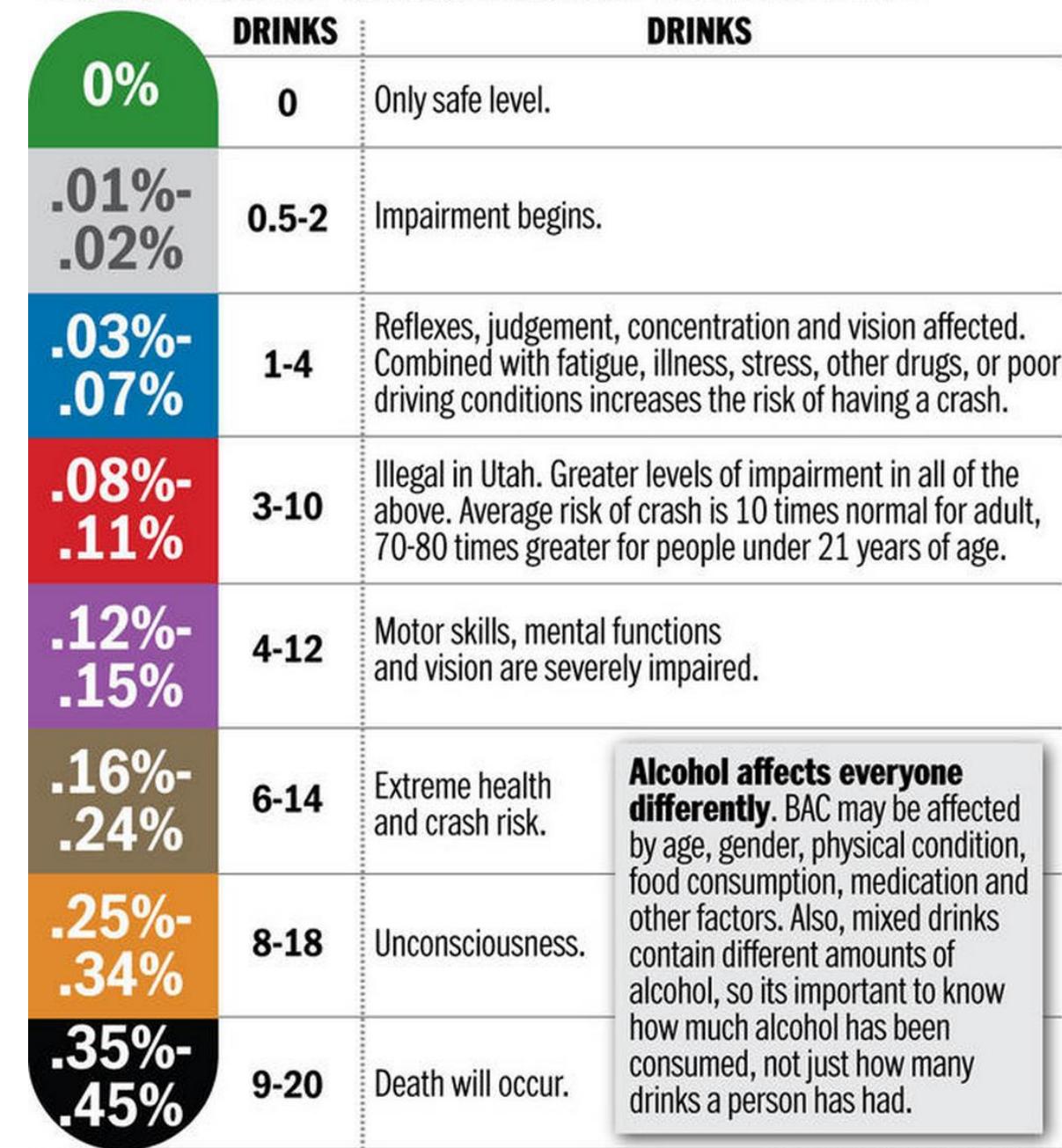
Get a life



Get a life

- research by the US military shows that losing just one hour of sleep per night for a week is equivalent to the cognitive degradation of 0.10 blood alcohol level
- sleep research shows that routinely sleeping less than 6-7 hours per night ruins your immune system, doubles your cancer risk, increases your chances of developing Alzheimer's, cardiovascular disease, depression, anxiety.....

Blood alcohol concentration What does it mean?



SOURCE: CDC

DESERET NEWS GRAPHIC

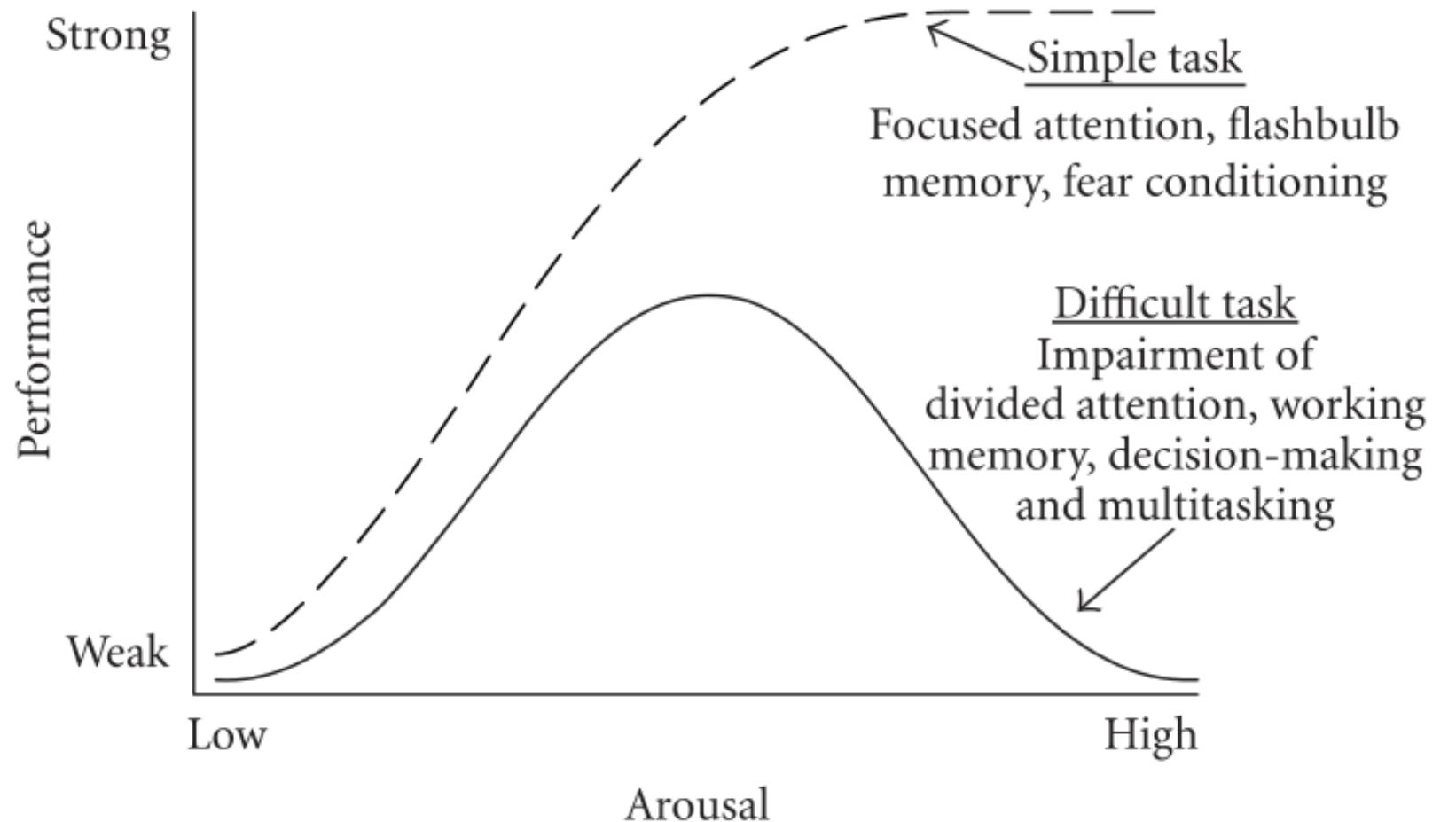
Get a life

- both the Exxon Valdez and Challenger disasters were found to result from severely overworked, overtired decision-makers



Get a life

- psych. research shows that stress is detrimental to getting important, difficult tasks done



Get a life

Tips for de-stressing:

- time-manage (know what you're doing and allocate time for it)
- say no
- don't multitask
- control your email addiction
- spend time outside of work doing meaningful things for you
- outsource – this includes a house cleaner, babysitter, graph-maker, data gatherer...

PNAS

Buying time promotes happiness

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Edited by Susan T. Fiske, Princeton University, Princeton, NJ, and approved June 13, 2017 (received for review April 19, 2017)

Around the world, increases in wealth have produced an unintended consequence: a rising sense of time scarcity. We provide evidence that using money to buy time can provide a buffer against this time famine, thereby promoting happiness. Using large, diverse samples from the United States, Canada, Denmark, and The Netherlands ($n = 6,271$), we show that individuals who spend money on time-saving services report greater life satisfaction. A field experiment provides causal evidence that working adults report greater happiness after spending money on a time-saving purchase than on a material purchase. Together, these results suggest that using money to buy time can protect people from the detrimental effects of time pressure on life satisfaction.

sample of working Americans living in the United States ($n = 1,260$), adults in Denmark ($n = 467$), and Canada ($n = 326$), and both a nationally representative sample ($n = 1,232$) and a sample of millionaires ($n = 818$) in The Netherlands. See Table 1 for sample demographics. In all samples, respondents completed two questions about whether—and how much—money they spent each month to increase their free time by paying someone else to complete unenjoyable daily tasks. In addition, respondents rated their satisfaction with life (SWL) and reported their annual household income, the number of hours they work each week, age, marital status, and the number of children living at home (*SI Appendix*). In the Canadian and Dutch surveys ($n = 2,376$), re-

Exercise (optional)

- for one week track your time using an app on your smart phone (aTimeLogger)
- use this to identify times that you are not 'on task' and to determine how you are using the 168 hours you have each week

