


Chapter 6

Management of Your Time and Stress


Chapter 6 1



Time Robbers

- ❖ Incomplete work
- ❖ A job poorly done that must be done over
- ❖ Poor communications channels
- ❖ Uncontrolled telephone calls
- ❖ Lack of adequate responsibility and commensurate authority
- ❖ Poor functional performance
- ❖ Changes without direct notification/ explanation
- ❖ Casual visitors

Chapter 6 2



Time Robbers (Continued)

- ❖ Waiting for people
- ❖ Failure to delegate, or unwise delegation
- ❖ Poor retrieval systems
- ❖ Lack of information in a ready-to-use format
- ❖ Day-to-day administration
- ❖ Spending more time than anticipated in answering questions
- ❖ Lack of sufficient clerical support
- ❖ Late appointments
- ❖ Impromptu tasks

Chapter 6 3

Time Robbers (Continued)

- ❖ Union grievances
- ❖ Having to explain “thinking” to superiors
- ❖ Too many levels of review
- ❖ Too many people in a small area
- ❖ Office casual conversations
- ❖ Misplaced information
- ❖ Sorting mail
- ❖ Record-keeping
- ❖ Shifting priorities
- ❖ Indecision or delaying decisions

Time Robbers (Continued)

- ❖ Procrastination
- ❖ Proofreading correspondence
- ❖ Setting up appointments
- ❖ Too many meetings
- ❖ Monitoring delegated work
- ❖ Unclear roles/job descriptions
- ❖ Unnecessary crisis intervention
- ❖ Overcommitted outside activities
- ❖ Executive meddling

Time Robbers (Continued)

- ❖ Budget adherence requirements
- ❖ Poorly educated customers
- ❖ Need to get involved in details to get job done
- ❖ Not enough proven or trustworthy managers
- ❖ Vague goals and objectives
- ❖ Lack of job description
- ❖ Too many people involved in minor decision making

Time Robbers (Continued)

- ❖ Lack of technical knowledge
- ❖ Disorganization of superiors
- ❖ Lack of authorization to make judgement decisions
- ❖ Poor functional status reporting
- ❖ Inability to use one's full potential
- ❖ Overeducated for daily tasks
- ❖ Work overload
- ❖ Unreasonable time constraints

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Time Robbers (Continued)

- ❖ Lack of commitment from higher authorities
- ❖ Not being responsible for the full scope
- ❖ Indecision on the part of higher management
- ❖ Too much travel
- ❖ Lack of adequate project management tools
- ❖ Poor functional communications/writing skills
- ❖ Departmental "buck passing"
- ❖ Meetings with executives
- ❖ Inability to relate to peers in a personal way

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Time Robbers (Continued)

- ❖ Rush into decisions/beat the deadlines
- ❖ People being overpaid for their work
- ❖ Lack of reward ("a pat on the back can do wonders")
- ❖ Expecting too much from one's people and oneself
- ❖ Multiple time constraints
- ❖ Non-supportive family
- ❖ Company political power struggles

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Time Robbers (Continued)

- ❖ Going from crisis to crisis
- ❖ Conflicting directives
- ❖ Line management acting as a “father” figure
- ❖ Fire drills
- ❖ Lack of privacy
- ❖ Lack of challenge in job duties
- ❖ Project manager not involved/unknowledgeable about decision making
- ❖ Bureaucratic roadblocks (“ego”)

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Time Robbers (Continued)

- ❖ Empire-building line managers
- ❖ No communication between sales and engineering
- ❖ Too much work for one person to handle effectively
- ❖ Excessive paperwork
- ❖ Lack of clerical/administrative support
- ❖ Workload growing faster than capacity
- ❖ Dealing with unreliable subcontractors

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Time Robbers (Continued)

- ❖ Reeducating project managers
- ❖ Lack of new business
- ❖ Personnel not willing to take risks
- ❖ Demand for short-term results
- ❖ Lack of long-range planning
- ❖ Being over-directed
- ❖ Changing company systems, which requires relearning
- ❖ Overreacting management


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Time Robbers *(Continued)*

- ❖ Poor lead time on projects
- ❖ Disregard for company or personal things
- ❖ Documentation (reports/red tape)
- ❖ Large number of projects
- ❖ Inadequate or inappropriate requirements
- ❖ Desire for perfection
- ❖ Lack of dedication by technical experts
- ❖ Poor salary compared to contemporaries
- ❖ Lack of project organization



Time Robbers *(Continued)*

- ❖ Constant pressure
- ❖ Constant interruptions
- ❖ Problems coming in waves
- ❖ Severe home constraints
- ❖ Project monetary problems
- ❖ Shifting of functional personnel
- ❖ Lack of employee discipline
- ❖ Lack of qualified manpower



Practice Effective Time Management

Time Management Actions

- ❖ Delegate.
- ❖ Follow the schedule.
- ❖ Decide fast.
- ❖ Decide who should attend.
- ❖ Learn to say no.
- ❖ Start now.
- ❖ Do the tough part first.
- ❖ Travel light.
- ❖ Work at travel stops.

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Time Management (Continued)

- ❖ Avoid useless memos.
- ❖ Refuse to do the unimportant.
- ❖ Look ahead.
- ❖ Ask: Is this trip necessary?
- ❖ Know your energy cycle.
- ❖ Control telephone time.
- ❖ Send out the meeting agenda.
- ❖ Shut off in-house visits.
- ❖ Overcome procrastination.
- ❖ Manage by exception.

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Rules

- ❖ Rules for time management
 - Conduct a time analysis (time log).
 - Plan solid blocks for important things.
 - Classify your activities.
 - Establish priorities.
 - Establish opportunity cost on activities.
 - Train your system (boss, subordinate, peers).
 - Practice delegation.
 - Practice calculated neglect.
 - Practice management by exception.
 - Focus on opportunities - not on problems.

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