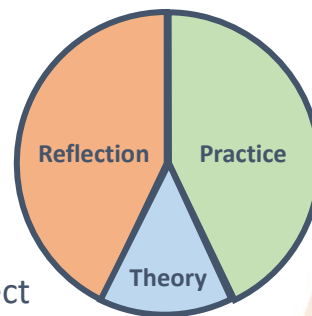




## Introduction

- ✿ Who am I?
- ✿ What to expect from this course
  - ✓ Expand insight in how your drives, characteristics, beliefs and social roles effect your time management / personal effectivity
  - ✓ Analyse ineffective behaviour in your time management
  - ✓ Find out what *you* can change or improve
- ✿ Confidentiality
- ✿ Commitment
- ✿ Workbook



## Program of the day

### Morning

9:15 – 12:30

- 🌸 Self-inquiry
- 🌸 Drives
- 🌸 Characteristics

*Break 11:00*

### Afternoon

13:30 – 16:45

- 🌸 Beliefs
- 🌸 Social Roles
- 🌸 Skills & Knowledge
- 🌸 Integration

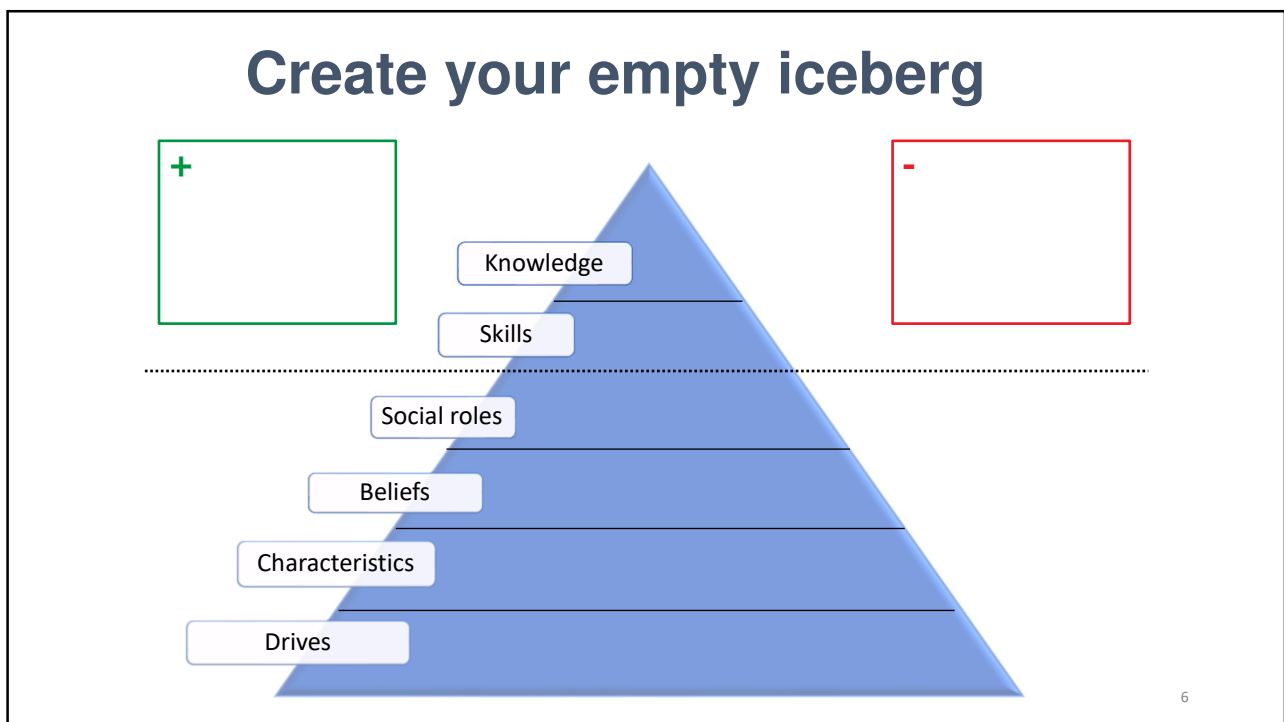
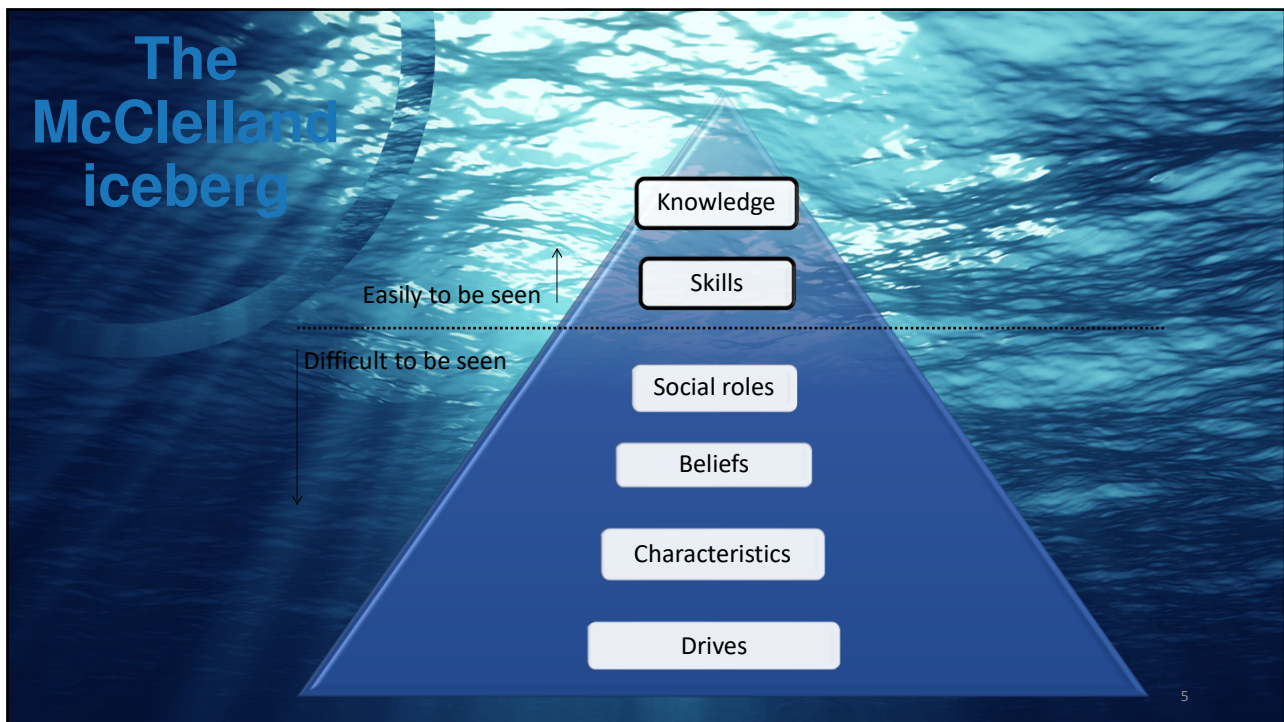
*Break 15:00*

Invitation to share and  
reflect with each other  
as much as possible 😊

## introduction exercise

- 🌸 Who are you (name, faculty, PhD year)?
- 🌸 What time management courses did you take / techniques do you apply?
- 🌸 What do you want to learn in this course?

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# State of your time management

## Self - inquiry

7

### individual exercise

### Self-inquiry

- ✿ First we will close our eyes for a few minutes
- ✿ On my signal you will put on your recording device
- ✿ I will read out questions to you
- ✿ The questions look all the same. This is on purpose
- ✿ You answer the questions, just saying what comes up in your mind, ***no judging***. Take your time.
- ✿ When done you will play back your recording and analyse your answers with the exercise in the workbook

8

## individual exercise

## State of your time management

When you have finished:

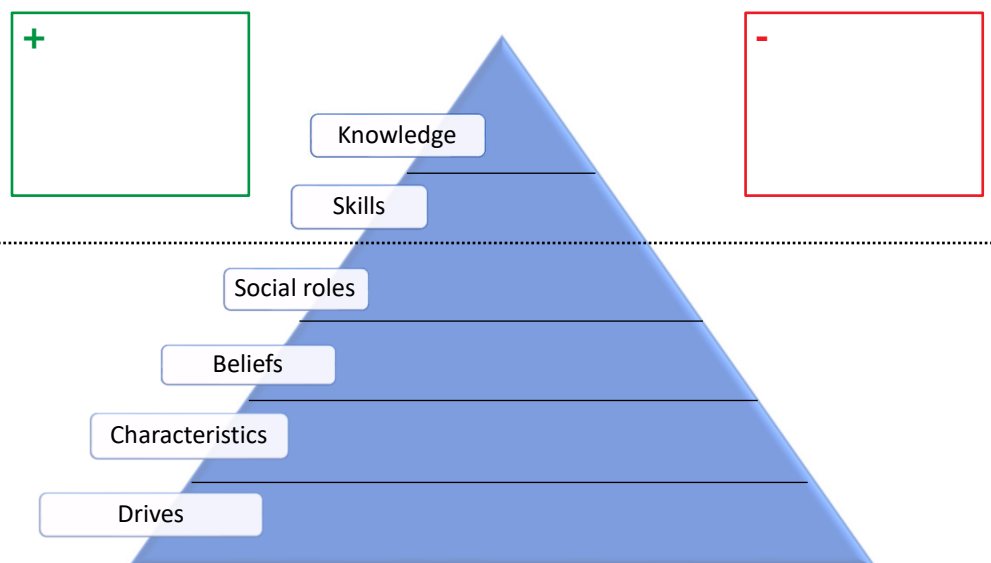
🌸 Make notes on your paper outside your iceberg ->

🌸 Top 3 what goes well 😊

🌸 Top 3 what needs improvement 😞

9

## Improvement areas



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# Drives

Eduard Spranger

11

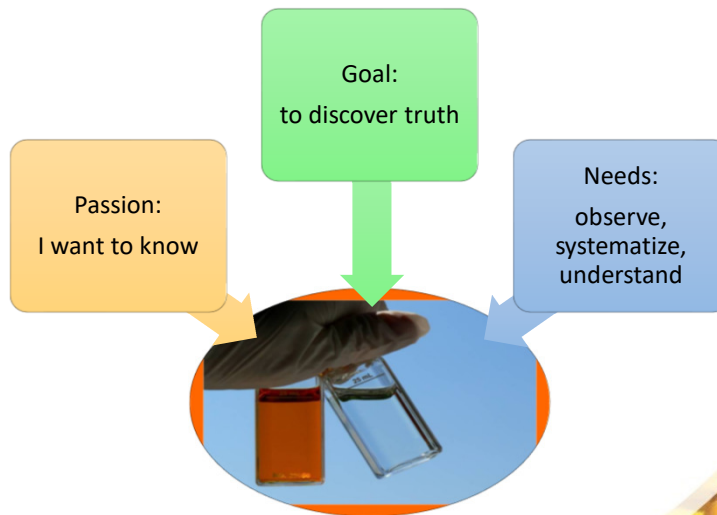
## Six motivators

- ✿ Drive I: Theoretical
- ✿ Drive II: Economic
- ✿ Drive III: Aesthetic
- ✿ Drive IV: Social
- ✿ Drive V: Individualistic
- ✿ Drive VI: Traditional

**A neutral term: a drive  
is never good or bad!**

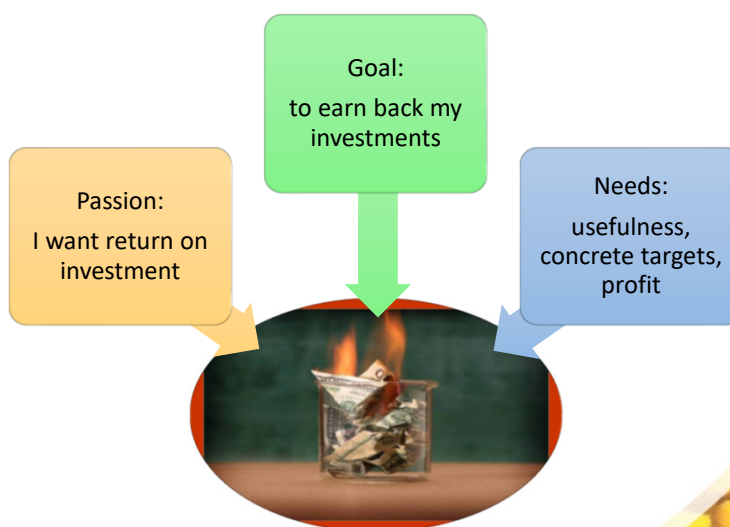
12

## Theoretical



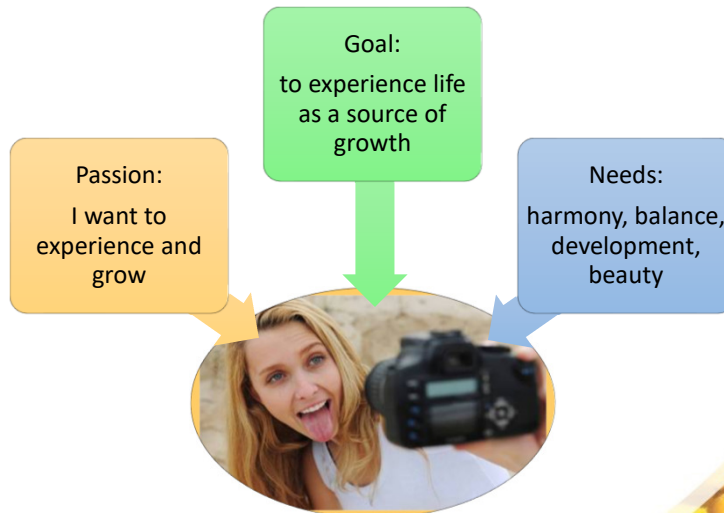
13

## Economic



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## Aesthetic



15

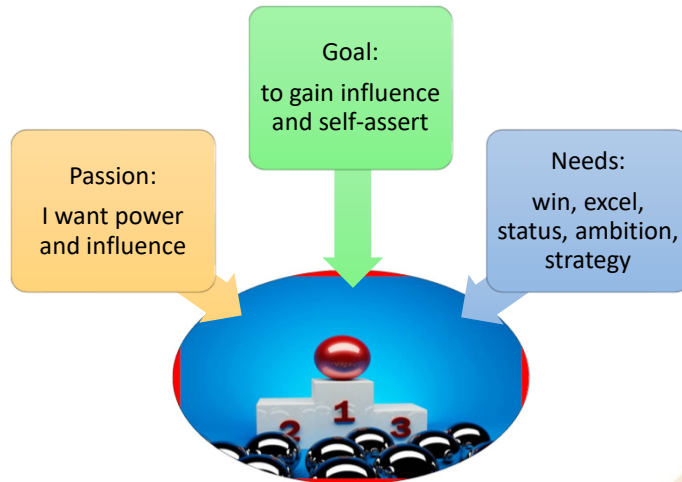
## Social



16

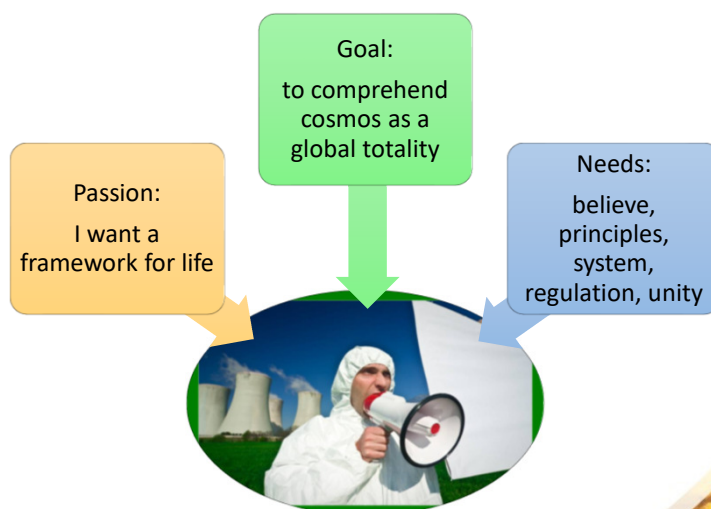


## Individualistic



17

## Traditional



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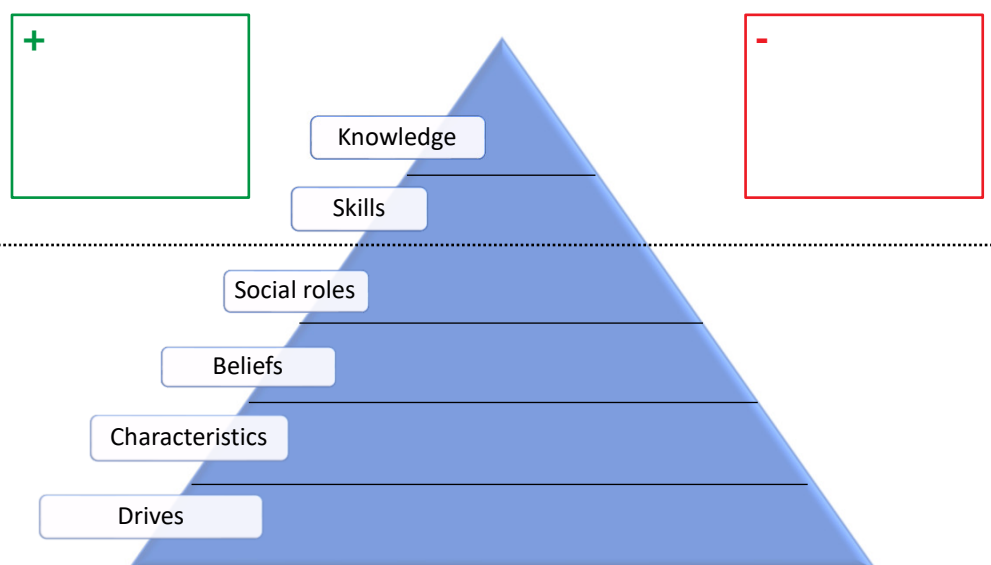
## Discovery of Drives – exercise in groups

Discuss in your group:

- In what way do your drives influence your choices concerning your time management? Note differences and/or similarities.
- How could you use these insights in becoming more effective?
- Make notes in your iceberg -> Drives level
  - Top 2/3 drives
  - Effects of your drives on your time management

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## Drives level



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# Characteristics

Daniel Ofman

21

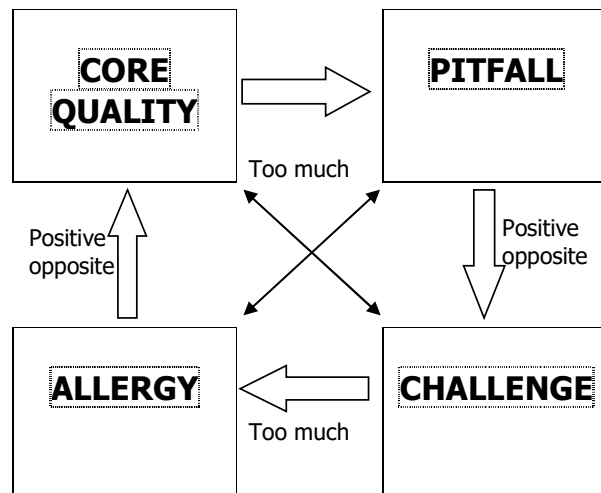
## Time management pitfall

**When was the last time you were dissatisfied with your time management? (preparation assignment)**

- a. Choose one or two pitfalls that describe you best in this situation.  
Ask yourself:
  - 🌸 What is my typical weakness in this situation?
  - 🌸 What annoying feature of myself causes this behaviour?
- b. Showing example with volunteer

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## Core Quadrant



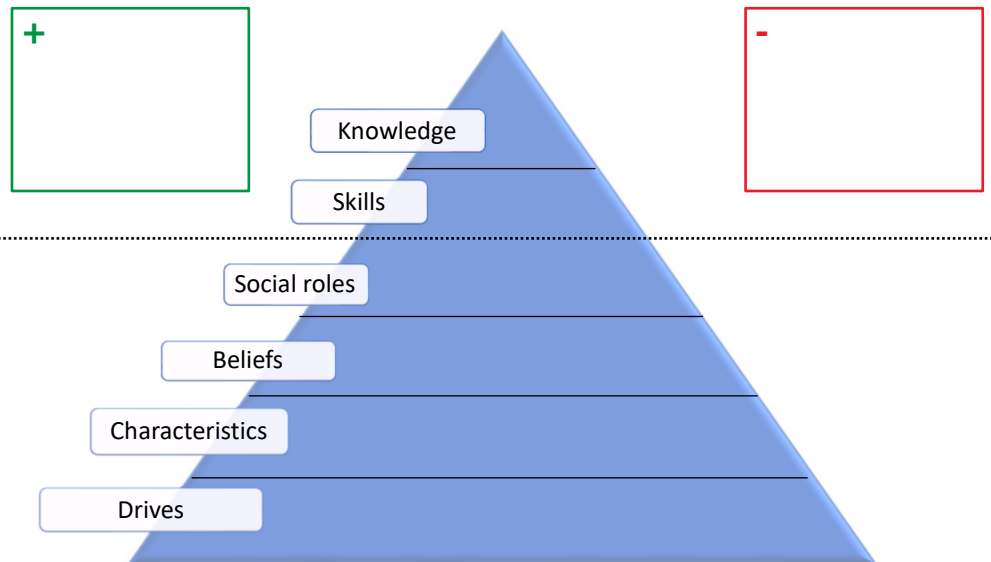
## Qualities & Challenges – exercise in pairs

- Tell your story to your colleague. Together find a way out of your pitfall. **What quality and what challenge could help you to change this ineffective behaviour?**
- Tell your colleague a reconstructed version of your story, making use of your core quality and/or challenge.
- Change roles.
- Make notes in your iceberg -> Characteristics level
  - 🌸 Your core quality
  - 🌸 Your challenge and how to overcome your pitfall

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## Characteristics level



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## Integration

### Characteristics and Drives

- What skills do you need in order to develop your challenge?
- Which of your drives could give you the energy to do so?

26

## Feedback on self-image

- a. Ask 3 to 5 people to do this interview (work, friend, family)
- b. You explain these instructions to the person you interview:
  - ✿ Give your answer intuitively
  - ✿ Give your first impression
  - ✿ Give your answer concise and clearly
  - ✿ Don't think too much
  - ✿ Mention the first thing that comes to your mind
- c. You write down the answers the other person provides
- d. Ask for voluntary explanation afterwards

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## Beliefs

Albert Ellis

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## Assumption

Someone else can not give you a feeling;  
a feeling is created by your own thoughts



You don't get upset by an event,  
but by the way you look at things

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## Rational and irrational beliefs

Rational beliefs	Irrational beliefs
According to facts	Not according to facts
Logical, consistent	Illogical, inconsistent
Realistic	Exaggerating, over generalizing
Flexible, relative	Absolute
Productive in pursuing your goals and purposes	Unproductive in pursuing your goals and purposes

## Examples

- ✿ “I really absolutely have to do well.”
- ✿ “It would be awful if I fail”
- ✿ “It would be intolerable if I fail”
- ✿ “It would be terrible.”
- ✿ “I would not be able to stand it.”
- ✿ “The audience must not laugh at me.”
- ✿ “I failed to do well, therefore I am a failure.”
- ✿ “It would prove I am an incompetent person.”

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## Types of irrational beliefs


Type	Beliefs
Fanatic perfectionism	“I may not make any mistake”
Disaster thinkers	“Everything will fall apart”
Low frustration tolerance	“Life is too difficult for me”
Love junk	“All people should like me”
Demanding on others / the world	“They should be different”

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## Beliefs -> emotions -> behaviour

Irrational beliefs lead to harmful emotions  
and ineffective behaviour



Type of beliefs	Emotions & behaviour
"I may not make any mistake"	Fear, paralysis
"Everything will fall apart"	Indecisiveness, avoiding all risks
"Life is too difficult for me"	Tension, frustration, quitting
"All people should like me"	Never expressing opinion
"They should be different"	Anger, envy, frustration

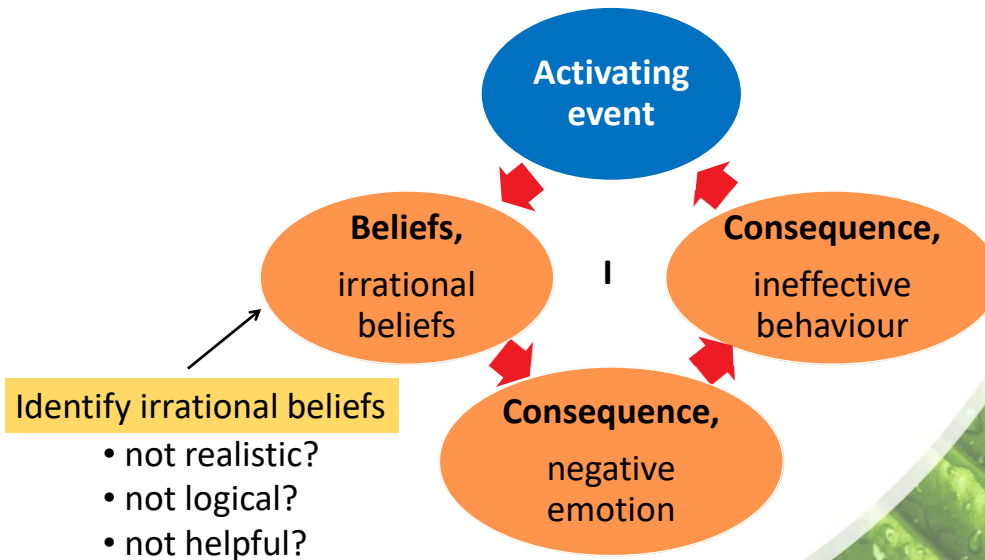
## From irrational to rational

- 🌸 Rational or irrational: How to know?
- 🌸 An irrational belief has a 'no' to at least one of these questions:
  1. Is it realistic? (According to the facts?)
  2. Is it logical? (Does the reasoning add up?)
  3. Is it helpful? (Is it constructive?)

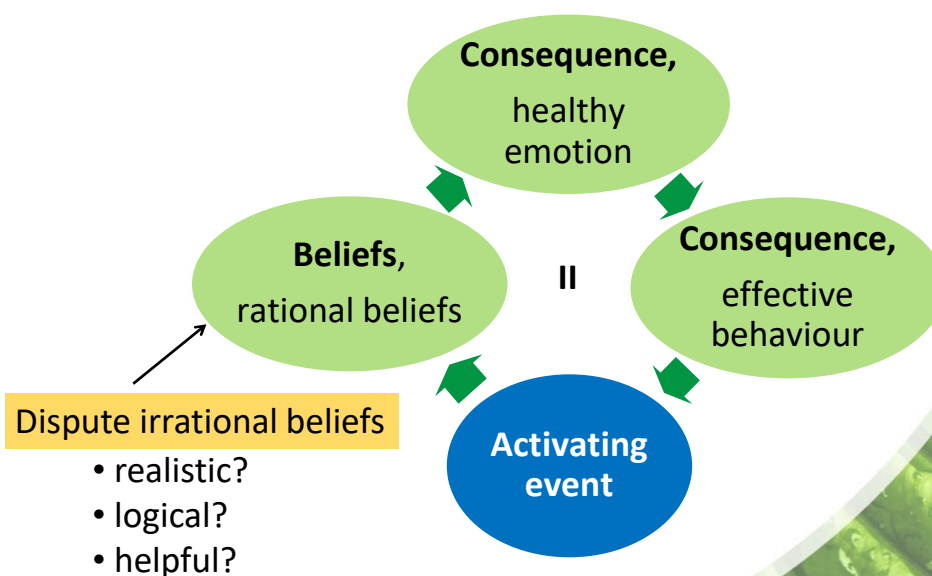
**Dispute your irrational belief with these questions  
to change it into a rational belief**

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## Cycle of ineffective behaviour



## Cycle of effective behaviour



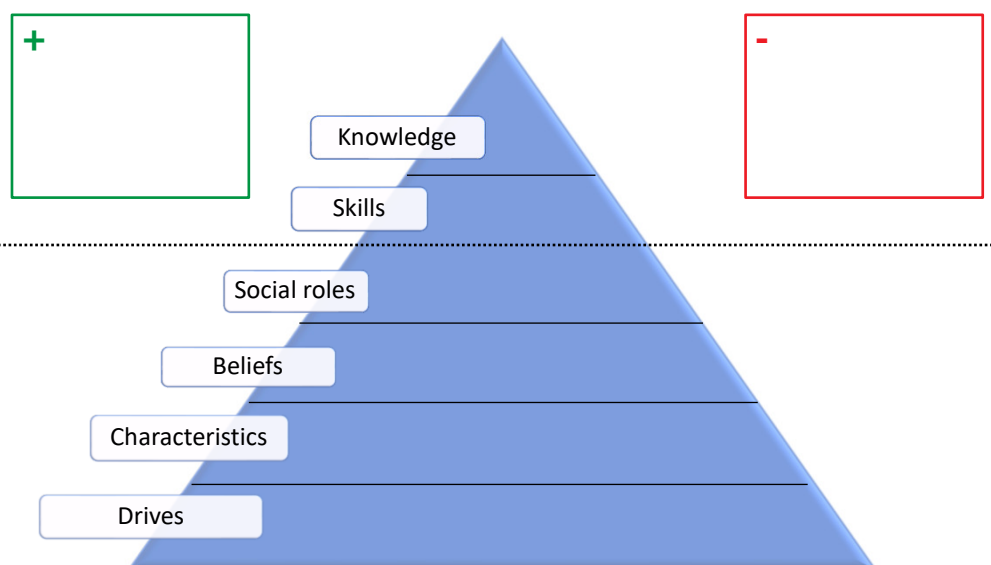
## Beliefs & emotions – exercise in groups

- What irrational beliefs / type do you recognize for yourself
- Which of these beliefs have a negative effect on your time management (being ineffective)?
- Think of a specific recurrent situation that is typical
- Convey your thoughts as if you are in this situation now
- Let your colleagues challenge you on irrational beliefs and change them into rational beliefs with their help
- Make notes in your iceberg -> Beliefs level

 Irrational beliefs and how to make them rational

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## Beliefs level



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# Social Roles

Stephen Covey

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## Your social roles

### Professional life

- colleague
- employee
- researcher
- student / teacher

### Private life

- partner / spouse
- parent / child
- brother / sister
- friend

### Personal life

- physical
- mental
- emotional
- spiritual

### Public life

- citizen
- volunteer
- society member
- ..

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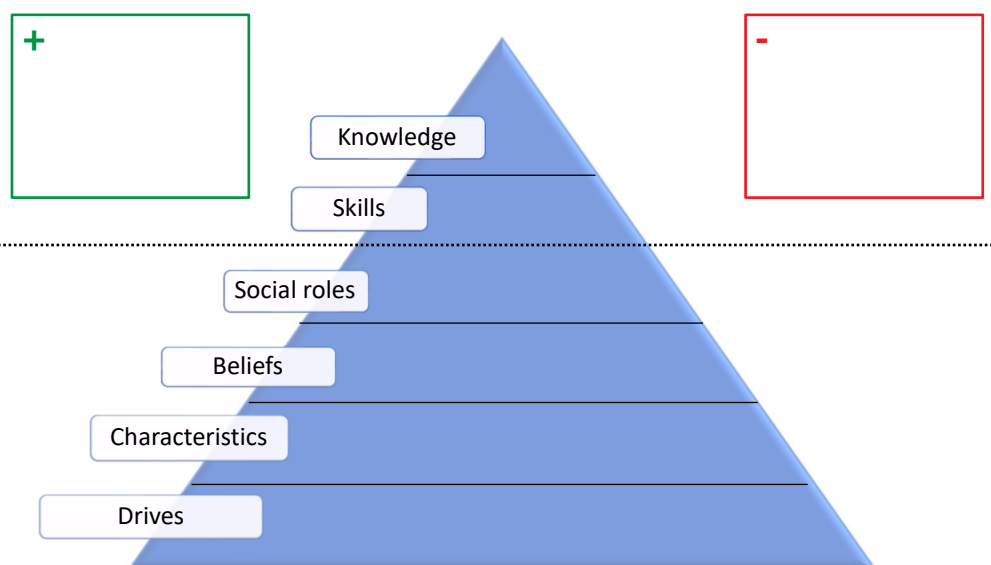
## individual exercise

## Social roles

- Close your eyes
- Concentrate on your belly, feel how you sit on the chair and your breathing in and out
- We will be silent with eyes shut for 2 minutes
- Now I will ask you the following questions and I want you to listen to the answers that occur in your mind
- Make notes in your iceberg -> Social roles
  - 🌸 Your 3 most important social roles (specified)

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## Social roles level



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## Social roles

- Are you satisfied with your work-life balance?
- Any changes necessary in your time management?
- What could be the first step you could take?

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## Knowledge & Skills


Dealing with  
procrastination

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## The Marshmallow Test

 <http://www.ignitermedia.com/products/1350-the-marshmallow-test>

 How is this related to time management?

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## Self-discipline? The Procrastination Equation

### Expectancy

- Low or high expectation to succeed?

**X**

### Value

- Low or high enjoyment or reward?

### Delay / Time

- Close or distant deadline?

**X**

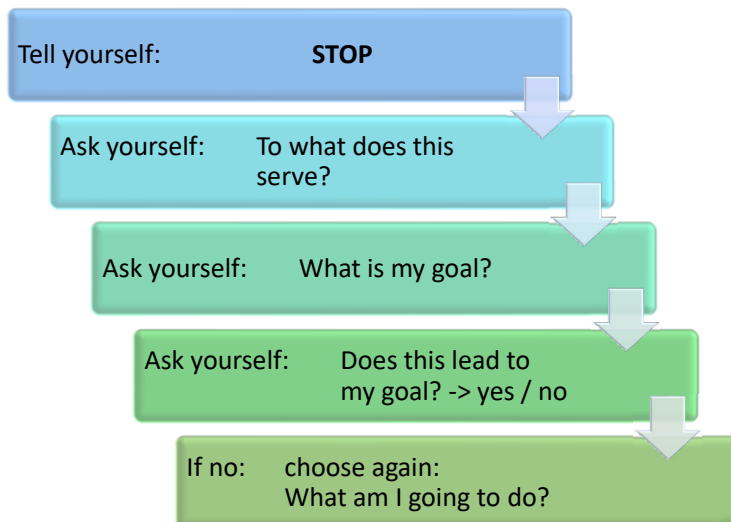
### Impulsiveness

- Low or high sensitivity to delay?

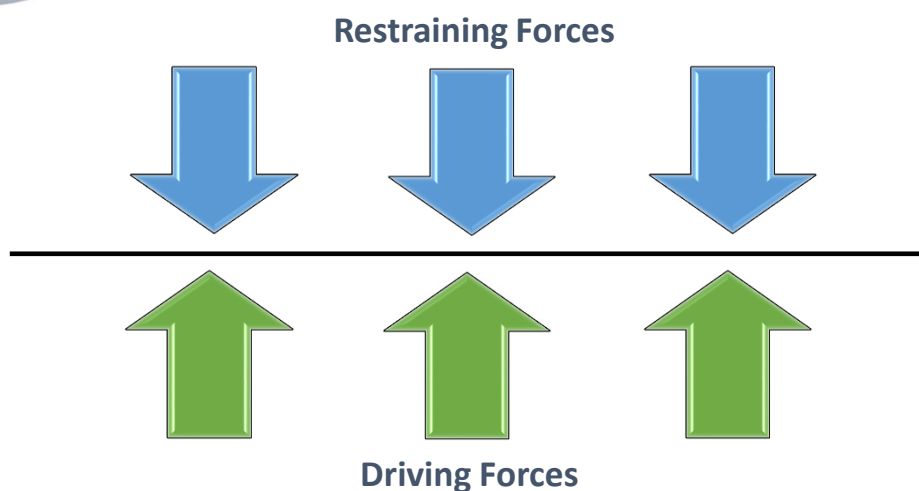
(Dr. Piers Steel)

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## Procrastination? Use STOP method



## Force Field Analysis – Kurt Lewin



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## Should I do this myself now?

- a. Need
  - 🌸 Should it be done? Is it important?
- b. Division of tasks
  - 🌸 Do I have to do it? Myself?
- c. Efficiency
  - 🌸 Is this the best way and time to do it?

**Ask yourself six times**

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## Time / energy analysis

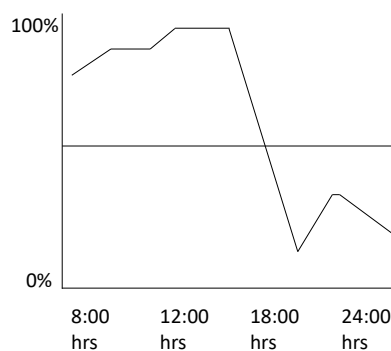
- Energy sources
- Energy eaters
- Time eaters
- Time wasters

**On a daily basis balance  
an energy source with a time  
eater, minimize energy eaters  
and ignore time wasters**

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## Energy management

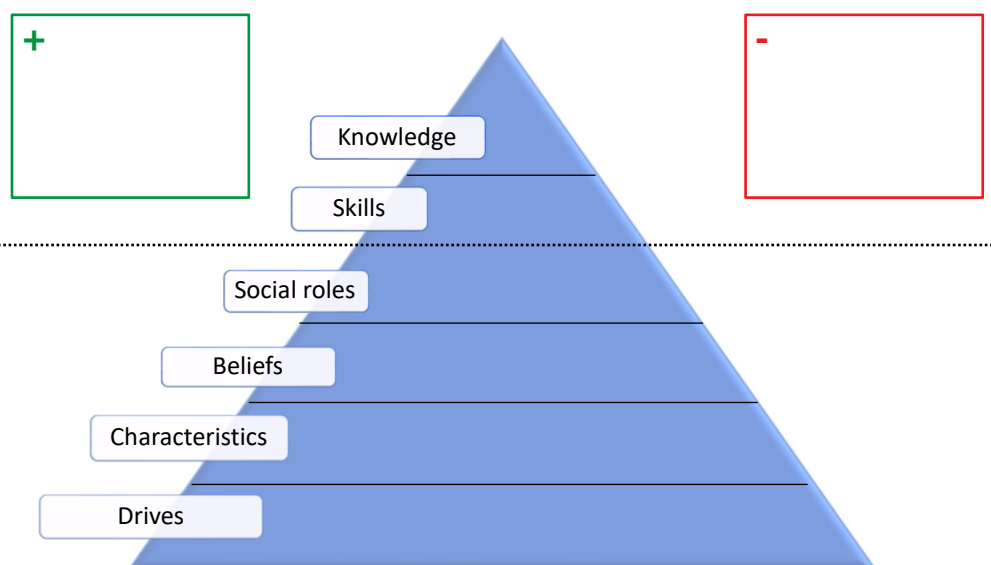
- Find your peak performance periods
- Find out how much energy a task would require
- Organize high energy / important tasks in peak hours and low energy tasks in low hours
- Refill your cup regularly;  
**Rest is productive**
- Make flexible to do lists; cut yourself some slack



# Integration & Evaluation

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## Your filled iceberg



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## Integration – exercise in pairs

- a. Analyse your notes in your iceberg
- b. Do you see any relations between the different levels?
- c. Discuss with your colleague:
  - ✿ What skills or knowledge do you need in order to tackle your improvement areas?
  - ✿ What qualities (positive characteristics) and drives will help you do that?
  - ✿ And what (irrational) beliefs do you need to keep questioning?

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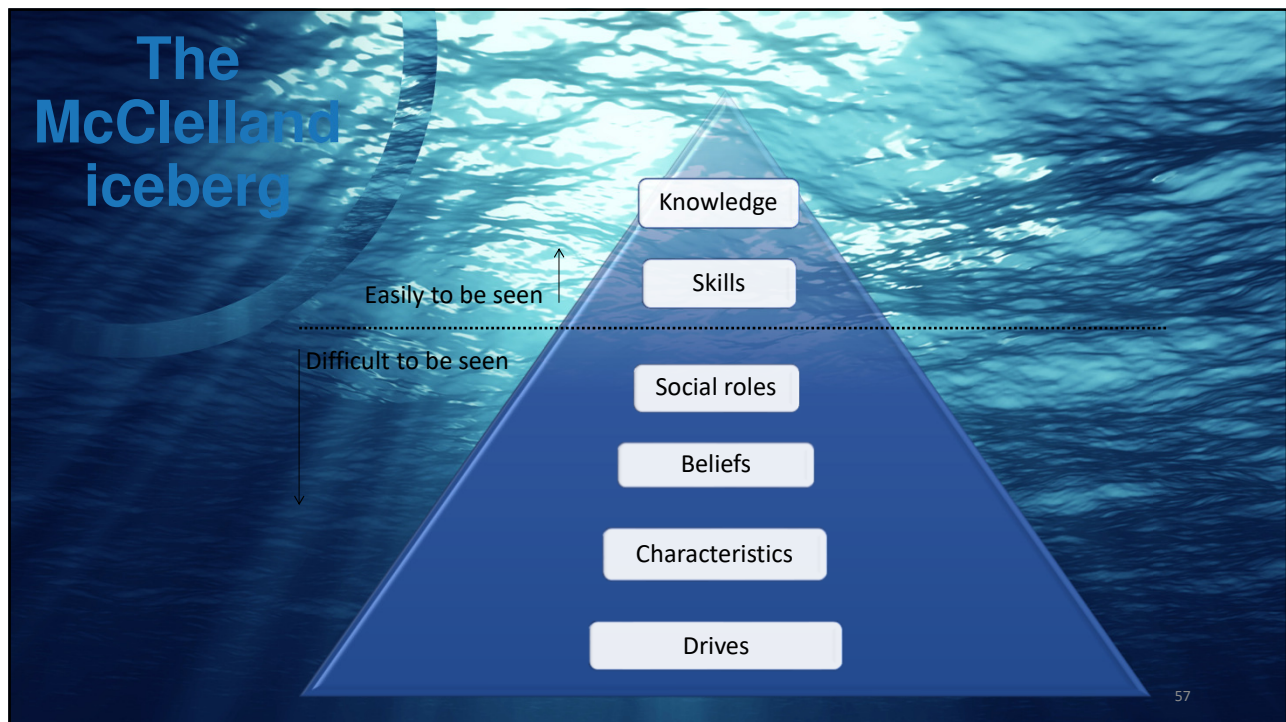
## evaluation exercise

## Workbook

- a. What was your starting point this morning (improvement areas)?
- b. What have you discovered today? (top 3)
- c. Any time management tips?
- d. Two words about the course?

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# Thank you! Time Management

Personal effectiveness  
through  
self-understanding

**KLEUR!**  
Coaching & Training

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