**T4.B3 Time Management II – Personal Effectivity through Self-understanding**

**Preparation Part One**

1. Make the drives test enclosed a.s.a.p.. After completing the test, send the result sheet back to me. After checking the results I will provide you with the Value Drives explanation.
2. Read the Value Drives explanation and do the exercise on p. 10.
3. Read the theory about the McClelland Iceberg (next pages).
4. Provide yourself with these materials:

* Pen and notepaper
* Recording device (smartphone will do)

1. Please answer the following question regarding a time management pitfall that you want to tackle in this course.

*When was the last time that you were dissatisfied with your time management or you felt ineffective?*

Describe this situation below, be as specific as possible. Use the STAR method:

**Situation**: What was the situation? Be very specific and concrete.

**Task**: Which tasks did you have in this situation?

**Action**: Which actions did you take, what activities did you do?

**Result**: What was the result of your actions?

**McClelland Iceberg for self-analysis**

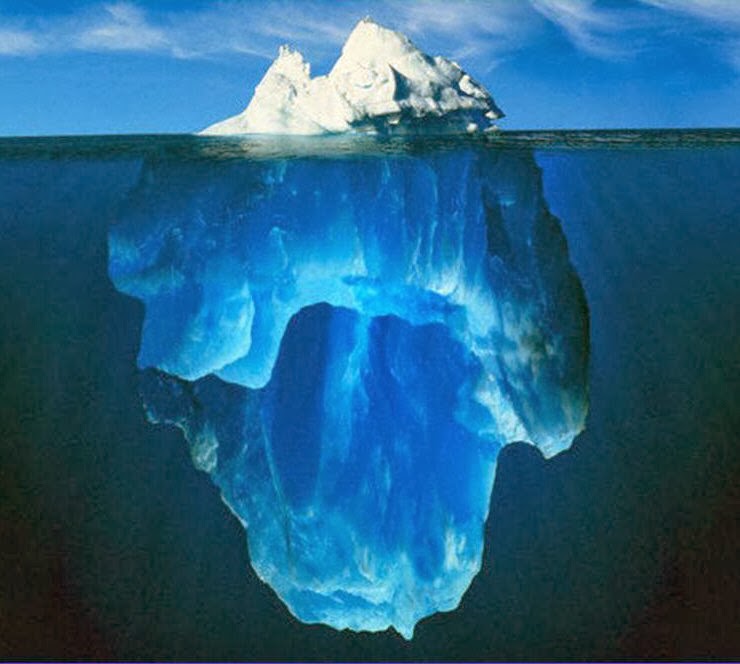
(David McClelland) Our personal features have an influence on everything that we do. Some personal properties you know well of yourself, other properties you are not really aware of. The personal properties are reflected on several levels in your consciousness. You can represent your personal features as levels in an iceberg. Our behaviour is stipulated by our personal properties and therefore by the whole iceberg. When things do not succeed, like your time management, in most cases, this is related to your characteristics “under water”.

Above the water you will find the features that are easily to be seen and measured. These are your knowledge and your skills. They form the visible top of the iceberg.

* **Knowledge** is the things you know, for example a certain theory, accounting principles, functions of a smart phone, knowledge of the Dutch language.
* **Skills** are the things that you are able to do, for example doing an exercise, making a profit & loss account, using a smart phone, speaking the Dutch language.

Under water you will find the features which you are less aware of. They form the invisible part of the iceberg. These properties stipulate your behaviour for a large share. In order to change yourself, it is important to know these properties well of yourself.

* **Social role** is the thing which you feel most important to be or to do. You could, for example, consider your role as a parent or partner to be the most important in your life. Or to have a successful career, or to be a friend or a sportsman. A social role is always connected to actual activities you perform.
* **Standards and principles** concern those things of which we have a strong idea how they should be, for example how we feel that we should approach other people. Or how the quality your work should be or how you should be a good parent. These are also known as your beliefs. For example: *“PhD’s are not supposed to have a good life. “* They also include cultural / educational / work ethic and personal values.
* **Self-image** is about how you see yourself, in other words your beliefs about yourself. For example do you see yourself as an expert, a researcher, a teacher or a leader, a failure or a big success? For example: *“I am not a princess-girl, I am a sporty-girl.”* This is not necessarily how other people perceive you or how you actually behave.
* **Characteristics** are the features of you that do not change much. For example the talent to multi-task, or a talent for mathematics or for languages. Also psychosocial characteristics are meant here, such as perseverance, perfectionism, optimism, enthusiasm, introvertedness. These are your qualities, and also your pitfalls, if you do them too much. They are also called your personal traits.
* **Drives** or motives are the properties which you are least conscious of. Because we seldom get response to what motivates us, it could be that you hardly know your own drives. But they influence everything that you do. Ask yourself: What is the thing that you always do automatically? Where do you like to spend most of your time, energy and resources on? These are also called your intrinsic motivators, value drives or purposes of life.



**Easy to be seen**

**Difficult to be seen**

Time Management