

TIME MANAGEMENT: PARTICIPANT GUIDE



Doug Gertner, Ph.D. Workplace Seminars & Solutions 303.886.4114 Doug@DougGertner.com

© 2020 Doug Gertner Workplace Seminars & Solutions



Who is Doug Gertner?



Doug Gertner, Ph.D., is an educator, trainer, consultant blogger, broadcaster, and activist whose professional career includes service to higher education, non-profit, small business, corporate, independent, organizational, men's issues, and fatherhood consulting. Doug earned his doctorate from University of Northern Colorado, his masters degree from Teachers College, Columbia University, and his bachelors degree from Kenyon College. He has taught at ten colleges and universities in Colorado and Wyoming, lectured, published, and consulted widely in the area of education, management, and gender studies.

Since the year 2000, Doug has worked independently to deliver training, teambuilding, and facilitation for a list of premiere clients. He travels the

region as founder and principal of Doug Gertner Workplace Seminars and Solutions.

Doug's alter-ego, *The Grateful Dad*, brings a laid-back, rock-n-roll wisdom to the topic of dads and dudes, including his top tips, quick quips, skills, ideas, exercises, and activities to bring gratitude and father-friendliness to every situation. He is the author of *The Grateful Dad's Guide to the First Year of Fatherhood*, *The Grateful Dad's Journal of Gratitude*, and a contributor to the anthology *Ordinary Men, Extraordinary Lives*, all available on AMAZON. You can get a self-study course DVDs of Doug's two most popular training topics, "Time Management: Creating Balance in Today's Workplace," and "Coaching and Motivating Individual Performance" directly from Doug or at his website www.DougGertner.com.

Doug has completed professional development in mediation and conflict resolution, advanced interpersonal communication, diversity and intercultural communication, personal/professional coaching, and experiential learning. An avid telemark skier, mountain biker, and fan of live music and Denver sports teams, Doug and his partner Maggie Miller are parents of a college student, Jordan.

For more information about how work with Doug Gertner, contact:

Doug Gertner, Ph.D. WORKPLACE SEMINARS & SOLUTIONS 303.886.4114 doug@douggertner.com www.DougGertner.com Making the Workplace Wonderful One Seminar at a Time

Course Objectives

Learn to recognize where time goes

- Identify your top five personal time wasters and discover ways to control or eliminate them.
- Discover the time wasters that are consuming your day and how they affect your performance.
- Categorize activities to see whether they focus on priorities or on time wasters.

Become a more effective leader

- \Rightarrow Understand the meaning and approach of Personal Leadership.
- → Delegate to gain control of your day.
- Discover how to move from crisis management and putting out fires, to the discipline of organized and prioritized activities.

Plan and implement life balance techniques that reflect your values

- Review your individual progress of time management from simply making lists, to making value-based decisions on how to spend time.
- → Define and focus your priorities, both business and personal.
- Practice staying on track by planning your daily events.
- → Redesign your day so you can restore balance in your life.

Table of Contents

	. i
Table of Contents	. ii

Understanding the Basics

Personal Power Grid1
Interruptions 2
Time Wasters
Unproductive Behavior
Time Log
Analyzing Your Time Log
Time Matrix Grid 7
Evolution of Time Management

Identifying What's Important

Someday
Identify Values
Common Values
Value Statements Professional
SMART Goals
Goal Statements

Using A Planner

Why I Don't Plan	17
Principles for Using a Planner	18
Prioritizing	19
Daily Planner	20

Controlling Time Wasters

Time Wasters: Causes & Solutions	21
Meetings – Do we really need them?	22
Delegation	23
Saying No	24
Personal Commitments	25

esources	26
ppendix	

TIME MANAGEMENT PARTICIPANT GUIDE

Personal Power Grid

	Can Control	Cannot Control
Take Action	Mastery Mastery is taking action on things you can control	Ceaseless Striving Ceaseless striving is trying to affect things beyond your control. Spinning your wheels. Spending time reacting. Never feeling a sense of accomplishment. Type A behavior, associated with heart disease.
No Action	Giving Up Giving up is not taking action on things you could control. Acting helpless. Feeling like a victim. Associated with arthritis, cancer and back pain.	Letting Go Letting go is not trying to influence things beyond your control. Not feeling guilty or resentful. There's a physical feeling of relief and release.

Interruptions - The "Big Hole" In Your Day

- The typical person gets 1 interruption every 8 minutes, or approximately 7 an hour, or 50 - 60 per day. The average interruption takes 5 minutes, totaling about 4 hours or 50% of the average workday. 80% of those interruptions are typically rated as "little or no value", creating approximately 3 hours of wasted time per day.
- \Rightarrow On an average day, there are 17 million meetings in America.
- → 20% of the average workday is spent on "crucial" and "important"
 things, while 80% of the average workday is spent on things that have
 "little value" or "no value".
- → In the last 20 years, working time has increased by 15% and leisure time has decreased by 33%.
- The typical worker sends and receives 190 messages per day. Instant messaging generates five billion messages a day.
- \Rightarrow 80% of "crisis management" events are preventable.
- Good time managers do not allocate their time to those who "demand" it, but rather to those who "deserve" it.
- → 70% of business and professional people use a "to do" list on a regular basis to administer their "have to's".
- 5% of business and professional people use a "to do" list on a regular basis to administer not only their "have to's", but also their "want to's".
- It almost always takes twice as long to complete a task as what we originally thought it would take.
- Delegation is an unlimited method to multiply time for achieving results.
- \Rightarrow 1 hour of planning will save 10 hours of doing.

With Permission: Dr. Donald E. Whetmore; Productivity Institute – Time Management Seminars

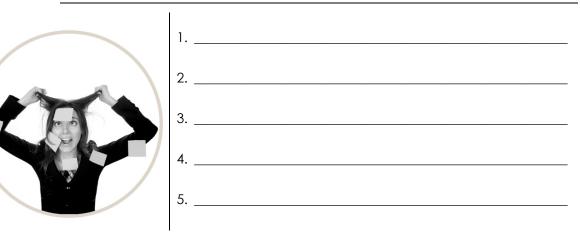
The average person is inundated every day with the equivalent of 34Gb's (gigabytes) of information, a sufficient quantity to overload a laptop within a week. Start with about 105,000 words during 12 waking hours, plus pictures, videos, games, etc., and we reach the volume of 34Gb of information per day on average. No wonder we feel so overwhelmed.

Time Wasters

- Attempting too much
- Crisis Management
- Disorganization
- Drop-in visitors and socializing
- → E-Mail/ Cyber-Slacking
- → Inability to say "No"
- → Lack of Delegation
- → Lack of Planning & Prioritizing
- → Leaving Tasks Unfinished (shifting Priorities)
- → Meetings
- Paperwork
- → Poor communication (confused authority)

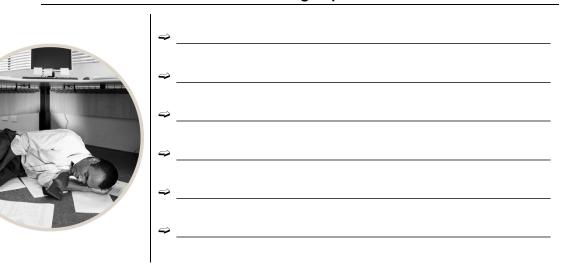
- Procrastination
- Telephone interruptions
- A state

Unproductive Behavior



My Top Time Wasters:

Result in the following unproductive behaviors:



Time Log

TODAY'S GOALS

Prio	rity	Goal	D	ue Pric	ority	Goal	Due	
								_

Log

Time	Activity	Minutes Used	Ranking Eval. *	Comment
	Acity	0364		
				1

Ranking Evaluation

A = Crucial	Needed to do that!	Quadrant I
B = Important	Should have done	Quadrant II
C = Routine or of little value	Could have done or delegate	d Quadrant III
D = No value	Why did I do that?	Quadrant IV

Analyzing Your Time Log

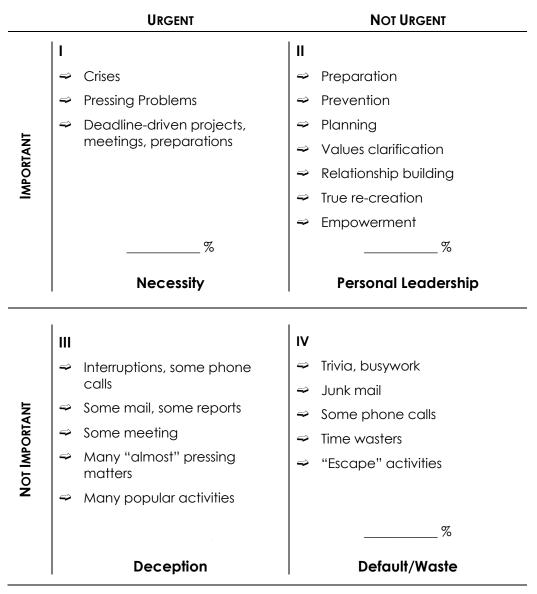
- 1. What time did you start on your top priority? ______ (Repeat for remaining goals)
 - → What kept you from starting on this task?
 - → What things did you do that you should not have been doing?
 - Could you have done something different to have kept you on track, ie: delegated, postponed, rescheduled, etc.
- 2. After tracking all the logged time, how much time was spent in each of the following interruptions and which kind of interruption used the most time and occurred most often?

Phone	Visitors
Boss	Client
Crisis	Unplanned meetings
Assistant	Co-Workers
Looking for something	E-mail
Computer	Other
How could you handle each of these	interruptions differently?

- 3. Did you achieve your top 3 priorities each day? If not, what percentage or how much time did you achieve on each one?
 - #1 _____ #2 _____ #3 _____

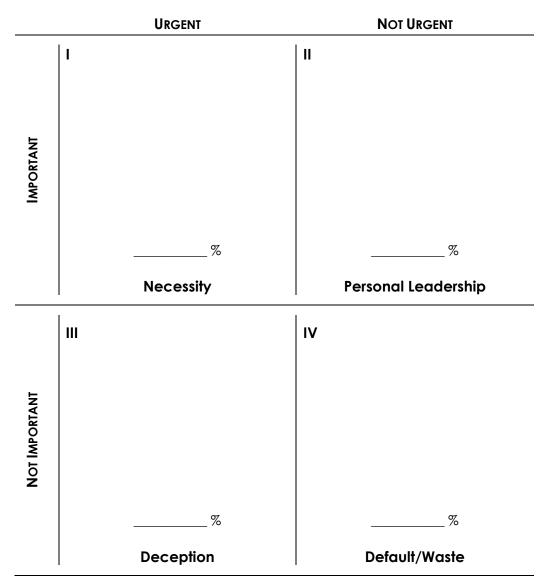
- 4. What was your most productive period? Least productive period?
- 5. What things did you do that you should not have been doing?
- 6. What changes should you make in your day so you can achieve your priorities?

The Time Management Matrix[©]



© 1994 Covey Leadership Center, Inc.





© 1994 Covey Leadership Center, Inc.

Evolution of Time Management

How evolved are you?

1st Generation - Notes & Checklists

2nd Generation - Calendars & Appointment Books

3rd Generation – "Time Management" – Based on a defined value system

4th Generation – Time management tools used to focus relationships and quality of life results

Which generation do you use?

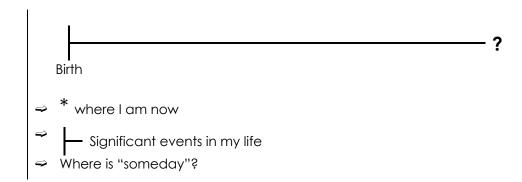
How evolved are you?

TIME MANAGEMENT PARTICIPANT GUIDE

Someday I am going to:



Lifeline



"If we did the things we are capable of doing, we would literally astound ourselves." Thomas Edison

Identify Your Values

Family

- Roles: father, mother, parent, sister, brother, aunt, uncle, etc
- → Ask: What percent of my time should be spent in each of these roles?

Professional Life

- → Roles: Manager, co-worker, employee (job title)
- Ask: What percent of my time should be spent in this role?
- → Ask: What is the next step in my career?
- → Ask: Is change desirable; if so under what circumstances and when?
- Ask: What are my short term, intermediate and long term professional goals?

Social (vacations, entertainment, personal recreation)

Ask: What steps do I want to take to improve the quality of my life in this area, or steps need to reach my "somedays"?

Physical/Health

Ask: What standard do I need to reach to maintain or improve my health?

Financial

 Ask: How much do I need for my next life goal (purchase a house, college for my kids, retirement)

Intellectual development (study, classes, reading)

Ask: What level of education do I need to reach to advance in my career?

Spiritual Development

Ask: What steps do I want to take to improve the quality of my life in this area?

Community involvement (volunteer, committees or associations)

Ask: What involvement do I want in my community to return what has been given to me?

"People say that what we're all seeking is a meaning for life. I don't think that's what we're really seeking. I think what we're seeking is an experience of being alive ... that's what it's all finally about." Joseph Campbell

15 Values Common to All Civilizations & Faith Traditions

- → Wisdom
- → Integrity
- ⇒ Love
- → Freedom
- → Justice
- → Courage
- → Patience
- → Industrious
- → Humility
- → Thrift
- → Generosity
- → Objectivity
- Cooperation
- Moderation
- → Optimism

"If you don't know where you're going, it doesn't matter which road you take - or how long it takes to get there."

Value Statements: Professional

Value:

Defining Statement:

Description:

Goal Statement:

Value:

Defining Statement:
Description:
Goal Statement:

Value:

Defining Statement:

Description:

Goal Statement:

Value Statements: Personal

Value:

Defining Statement:

Description:

Goal Statement:

Value:

Defining Statement: Description: Goal Statement:

Value:

Defining Statement:

Description:

Goal Statement:

SMART Goals

S	Specific
Μ	Measurable
A	Action Oriented
R	Realistic
Τ	Time and Money Bound



"The only thing standing between you and your goals is the way you value and see your world." Victor Hugo

Goal Statements

Long Range

5 years out

Intermediate

Within the next 2 years

Short Term

Achieve during the next year

Monthly

What you will do each month

Weekly

What you will do each week

Daily

Your daily activities, prioritized

"If you don't manage your time, you'll never achieve your goals. But if you don't have goals, you don't need to manage time because you aren't going anywhere. Top goal achievers are always top time managers." Lloyd Loffet

Why Don't I Plan?

Excuses for not planning:

#1			
#2			
#3			
#4			
#5			

Consequences of not planning:

Ŷ
Ŷ
Ŷ
Ŷ
Ŷ

"The objective of time management is inner peace." Ken Blanchard

Principles for Using A Planner

Pre-Principle: Use a planning system.

- 1. Always have your planner with you.
- 2. Only use one planner.
- 3. Align daily tasks with your value system.
- 4. Prioritize tasks.
- 5. Work on first prioritized tasks first.
- 6. Check off tasks as they are completed.
- 7. Allow enough time for each task expect interruptions.
- 8. Plan free time to handle your tasks and the unexpected.
- 9. No floating pieces of paper.



- A = TOP PRIORITY must do today
- B = IMPORTANT want to do today
- **C** = NOT NECESSARY nice to do, but...

"If you don't know where you're going, it doesn't matter which road you take - or how long it takes to get there."

Today's Prioritized Task List

Write Jamie's annual performance appraisal (due tomorrow)

Staff Meeting at 10:00

Son's soccer game at 5:30

Call Kathy re: movie Friday night

Interviews for sales positions

John Jones – 2:00

Sue Miller – 3:00

Start budget for next year

Internet – get directions for Saturday picnic

Work out at gym

Drop clothes off at cleaners

Call Jim re: lunch tomorrow

Chamber of Commerce lunch meeting at 12:00

Order hot dogs for Sat picnic

Return calls:

Boss – Jerri Anderson

Client – re: billing problem

Doctor – lab results

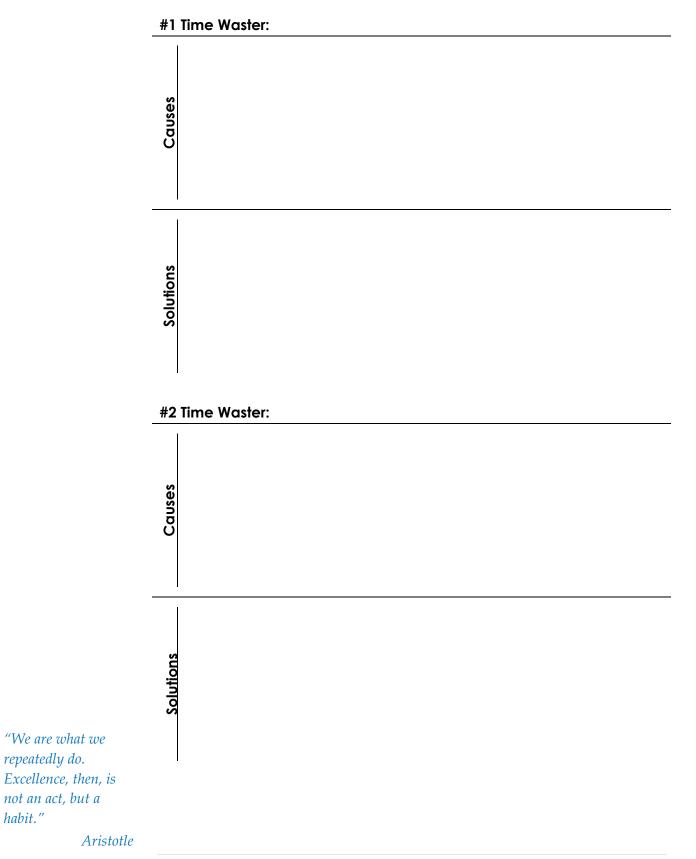
Sign up for professional meeting for next week

"The seeds of the day are best planted in the first hour." Dutch Proverb

Daily Planner

\checkmark	Prioritized Daily Tasks "Identify your #1 priority and do it first!"	Appointments
ABC		
123		
		6 a.m.
		7 a.m.
		8 a.m.
		9 a.m.
		10 a.m.
		11 a.m.
		12 p.m.
		1 p.m.
		2 p.m.
		3 p.m.
		4 p.m.
		5 p.m.
		6 p.m.
		7 p.m.
		8 p.m.
		9 p.m.

Time Wasters: Causes & Solutions



Meetings: Do We Really Need Them?

Tips for running and participating in effective meetings:

- An agenda is built collaboratively. All meeting participants are consulted as the agenda is being created.
- The agenda is distributed in advance. Participants come to the meeting with the agenda in hand, knowing what to expect and what's expected of them during the meeting.
- One person cannot be responsible for all aspects of running a meeting. Share the responsibility among meeting participants. Roles during meeting include Leader, Facilitator, Timekeeper, Recorder, etc.
- Ensure that a recorder takes minutes during the meeting and distributes them soon afterwards.
- Annually evaluate every standing meeting. Ask: Does it need to exist? Are the correct people attending? Is it scheduled at the best time andfor the proper duration? Can we eliminate this meeting or change it for the better?
- → Apply the "2/3" Rule to your meeting: Only those to whom two-thirds of the agenda applies should attend!



Delegation: An Unlimited Method to Multiply Time for Achieving Results

Delegation Basics

- Delegation begins when you select the right person to take on a task that is currently on your priority list.
- Your responsibility is to prepare this person with all of the resources and information to complete the task, and to remove any barriers they might encounter.
- After delegating, do not cross off the task until you recalendar a follow-up meeting to check on their progress or confirm and celebrate completion.

Delegation Questions

Make a list of all the tasks you can delegate:

Make a list of anyone to whom you can delegate

Which task will you delegate first, when and to whom?

Task:

Delegate To:

What will be your top priority when these tasks are delegated?

Saying No

Tips for saying no:

- 1. How you say it is as important as what you say.
- 2. Listen to the request and make sure you understand what is being requested and the deadline.
- 3. Say no politely but firmly. Don't build hopes that you can be persuaded to change your mind.
- 4. Give reasons refer to your Daily Task List and priorities that you have agreed on with your boss.
- 5. Try starting your answers with "yes," and continue by explaining, honestly, the details of how you can help.



Ways to say no politely



Personal Commitment: My Time Management Action Plan

If I had an extra hour in my day, I would...

My main Time Wasters are: (see page 4)



I currently spend:

% of my time in Quadrant 1	% of my time in Quadrant 2
% of my time in Quadrant 3	% of my time in Quadrant 4

I want to spend:

% of my time in Quadrant 1	% of my time in Quadrant 2
% of my time in Quadrant 3	% of my time in Quadrant 4

My current planning tool and system includes:

Someday I am going to...

My core values include:

My goals include:

Co	Causes and solutions for My Time Wasters					
Time Waster	Causes	Solutions				
Time Waster	Causes	Solutions				
Time Waster	Causes	Solutions				
Time Waster	Causes	Solutions				
Time Waster	Causes	Solutions				

Planning Principles I will attempt to adopt:

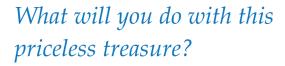
When I have a more balanced life, I will know it by the following...

And I will reward myself by:

Sign and date your action plan to signify this "contract" with yourself to better manage your time:

Name			
Date			

"Every morning you are handed twenty-four golden hours. They are one of the few things in this world that you get free of charge. If you had all the money in the world, you couldn't buy an extra hour.



Remember, you must use it, as it is given only once. Once wasted you cannot get it back."

Resources

Death by Meeting: A Leadership Fable...About Solving the Most Painful Problem in Business, Patrick M. Lencioni, Jossey Bass, San Francisco, California

First Things First, Stephen R. Covey, A. Roger Merrill, Rebecca R. Merrill, Simon & Schuster, New York, New York

Getting Things Done: The Art of Stress-Free Productivity, David Allen, Penguin Books, New York, New York

Investing Time for Maximum Return, Melody Mackenzie & Dr. Alec Mackenzie, American Media Publishing, West Des Moines, Iowa

Never Check Email in the Mornings, Julie Morgenstern, Fireside Books, New York, New York

Practical Time Management, Marion E. Haynes, Crisp Publications, Inc., Menlo Park, California

Seven Habits of Highly Successful People, Stephen R. Covey, Simon & Schuster, New York, New York

The Telephone and Time Management, Dru Scott, Ph.D., Crisp Publications, Inc., Menlo Park, California

The Time Trap, Alec Mackenzie, American Management Association, New York, New York

Time Management Seminars, Dr. Donald E. Wetmore, Stratford, CT

Daily Planner

6 a.m. 7 a.m. 8 a.m. 9 a.m. 10 a.m. 11 a.m. 12 p.m. 1 p.m. 2 p.m. 3 p.m.	Prioritized Daily Tasks "Identify your #1 priority and do it first ABC 123	!" Appointments
8 a.m. 9 a.m. 10 a.m. 11 a.m. 12 p.m. 1 p.m. 2 p.m.		6 a.m.
9 α.m. 10 α.m. 11 α.m. 12 p.m. 1 p.m. 2 p.m.		7 a.m.
		8 a.m.
		9 a.m.
		10 a.m.
1 p.m. 2 p.m.		11 a.m.
2 p.m.		12 p.m.
		1 p.m.
3 p.m.		2 p.m.
		3 p.m.
4 p.m.		4 p.m.
5 p.m.		5 p.m.
6 p.m.		6 p.m.
7 p.m.		7 p.m.
8 p.m.		8 p.m.
9 p.m.		9 p.m.

Time Wasters Index

Attempting Too Much	3
Confused Authority (see Poor Communication)	3
Crisis Management	
Disorganization	3
Drop-in Visitors & Socializing	4
E-mail	
Inability to say No (attempting too much)	5
Lack of Delegation	5
Lack of Planning & Prioritizing	
Leaving Tasks Unfinished (shifting priorities)	6
Meetings	7
Paperwork	7
Poor Communication	
Procrastination	8
Shifting Priorities (see Leaving Tasks Unfinished)	8
Telephone Interruptions	9

Time Wasters: Causes & Solutions

Time	Wa	ster: Attempting too much		<u> </u>	
Causes	L	Failure to set goals and priorities Lack of delegation		Submitting to 'tyranny of the urgent' Unrealistic time estimates	
Solutions	L	Choose and prioritize tasks that are in alignment with your goals – eliminate the rest Laser focus on things you do well and delegate the rest	L	Ask "what's the worst that can happen" who the "urgent" seems overwhelming Build realistic cushions – add 20-50% on time estimates	

Time Waster: Confused Authority – See Poor Communication

Time Waster: Crisis Management				<u>x</u> Self <u>x</u> Other
Causes	L	Mis-interpreting a real crisis from fire-fighting: is it a reoccurring event? ie: breakdowns; or something you did or did not do?		Lack of delegation Lack of contingency planning Deadlines not met
S	L	Be prepared for equipment breakdowns and have back-ups in place; anticipate problems	L	Handle real crises calmly in an orderly and methodical way
Solutions	L	Always have a contingency plan for big projects or deadlines	L	Run a crisis management log for a week – then ask, "which of these could have been
Sc	L	Build in a cushion for deadlines and monitor progress		avoided?" Take corrective action

Time	e Wa	ster: Disorganization		<u> </u>
Causes	L	Poor layout of work area Wasted time searching for things	L	Starting & stopping tasks
Solutions	L	Set up files for work in progress – by day, week, month or project – whatever works Use planner to track major projects or objectives Note commitments & phone calls in planner – keep phone and fax numbers, email addresses in planner		Organize desk and clear off infrequently unused items – invest the time to get organized! No "floating" pieces of paper– all is in the planner or in a file Schedule Organizing time for each day (before you leave the office?)

Time	e Wa	ster: Drop-in Visitors & Socializing		SelfOther
Causes	L L L	Desire to socialize (yours and others) Poor physical location of your office/cubicle Inability to end conversations	L	Fear of offending co-workers/boss Boss/friends are persistent
Solutions		Arrange your office so your back is to the door – close it if possible Arrange socializing times for breaks Stand up when someone comes in – don't offer a seat unless you have time Go to the other person's office so you can control when you leave – "I need 10 minutes to finish this up – why don't I come to your office when I'm done" Respectful honesty – "I'd love to discuss that with you but I'm in the middle of something right now – can we schedule a time for later this week?" (open planner)		Remind boss of deadline you are working on for him/her Get to the point with "how may I help you?" Set a time limit – "I have to leave in 15 minutes" Use signs "Meeting a Deadline"; "Available after 3:00; "I'm Swamped Today" Thanks!" "Batch" questions for others – keep a list of what you want to discuss. Encourage same from your employees and schedule "talk times" Run an interruptions log for a week and analyze to see which were crucial, important, of little or no value.
Time	e Wa	ster: E-mail		Self $\underline{\times}$ Other
Causes	L	On lists getting "junk" mail from vendors, newsletters, etc. On lists getting cartoons and trivia from friends	L	Unnecessary responses – like "thanks", "I agree", etc On necessary internal distribution lists
Solutions	L	Get off lists Have an "unlisted" address for non-business correspondence Check it once or twice a day – don't need continuous monitoring		Deal with it; delegate it; or schedule it on planner for later attention Discourage unnecessary reply's and distribution lists (ask for IT/MIS assistance) Request removal from unwanted lists

L

Check it once or twice a day – don't need continuous monitoring

Request removal from unwanted lists

Time	e Wa	ster: Inability to say not (attempting too muc	h)	_x_SelfOther
Causes	L	Demands exceed your ability to accommodate Want to please others	L	Want to appear to be "superman/woman" Don't know how to say no without offending others
Solutions	L	Pause before answering – get time to collect your thoughts Be sure you understand completely what the person is requesting – listen carefully Offer alternatives – "I'm sorry I can't, but you might consideror here's another suggestion "		If it's a higher priority than what you are working on, renegotiate current project "I'll be glad to take care of that for you. However, I can't get to it until I've finished what I'm on now. I should be available" Give reasons - explain to boss the list of already agreed upon priorities. Ask how he/she would like them re-prioritized – explain delays or what you think might not get done on time.

Tim	e Wa	ster: Lack of Delegation	<u> </u>
Causes	L L L	Fear of Failure Inability to give up control Can do it better, faster yourself No one to delegate to	Don't know how to delegate Others are overworked Needs to be "perfect" You enjoy doing it
Solutions		Accept the responsibility of taking risks – and avoid perfectionism – lower standards to what is acceptable Establish training programs to gradually turn more work over to staff – be clear and specific about the results you want (written are best); then check for understanding Move from directives (what and how to do it) to increasingly more responsibility & control moving to employee Communicate all information completely – use SMART goals to describe results	Delegate authority to match responsibility Establish & monitor controls if necessary, but results supersede methods Set high standards – challenge your staff Provide support for your staff and give advice if request – emphasize results over method Delegate work that others could handle better, or easier, or utilizes other's talents Establish partnerships with other managers to share workers during peak

Tim	e Wo	ster: Lack of Planning & Prioritizing		<u> </u>
Causes	L L L	No scheduled time to plan Don't see benefit Can't accomplish it all Crises take up my day	L L	Don't think I need to write it down Trouble assigning priorities Fear of commitment
Solutions	L	Taking time to plan saves time in the long run – do 1st thing in am or night before (one hour of planning usually save 3 hours in execution) Simple plan gives direction to the day – clarifies goals and objectives – the goals are the results you want to obtain		Setting priorities ranks your daily tasks so you get the most important goals done first Commitment keeps a laser focus on priorities Crises may sound urgent but are not necessarily important – check against relevance to your goals and priorities
Tim	e Wo	ister: Leaving Tasks Unfinished (Shifting priorit	ies)	<u>x</u> Self <u>x</u> Other
Causes	L L L	Unaware of interruptions Loss of focus Responding to the urgent, rather than the important		Priorities shift Lack of information to complete task Lack of self-discipline

_	important	
Solutions	Do not jump to a new task after an interruption – try to defer until original task (priority) is completed Keep a time log of interruptions Stay focused on daily priorities Try not to let the person making a request become more important than the task – resist over-reacting	Realign priorities for the day if necessary Plan in advance to have needed information before starting tasks Make plans, prioritize, and use checkpoints to measure progress, reward self when checkpoints are successfully attained.

Time	e Waster: Meetings	<u> </u>
Causes	 No agenda No time frame for starting and stopping Wrong people there Getting off topic 	 Lack of summary, conclusions, and assignment of responsibility and follow-up Interruptions get meeting off track Lengthy conversations
Solutions	 Prepare and distribute a written agenda with time limits for starting and stopping Start the meeting on time even if all participants are not there – be on time and prepared Request only the people who need to be there – could an email or phone call cover the same purpose? Keep focused on the agenda – move unscheduled topics to another meeting 	 Summarize each topic before moving on the next Make assignments of action steps – be sure to follow-up on progress at next meeting (if you are assigned a task, put it in your planner with due date) Establish policy of no interruptions Stop conversations that only involve two people – ask them to discuss "off-line"
Time	e Waster: Paperwork	<u> </u>
Causes	 Indecisiveness Perfectionism Procrastination Inadequate filing system 	 Lack of delegation Uncertainty how to respond No time to deal with it

Solutions	L L L	Handle all pieces of paper only once – take action! If satisfactory, pass it on 80% of paperwork can be handled on first contact – most people only handle 20% - avoid "analysis paralysis" Establish a filing system and schedule organization time into each day	L	Delegate responsibilities to others Keep a file of templates (model letters, formats) that you can refer to in order to speed up responses Put "information only" paperwork in separate file and read when convenient, ie: commuting, traveling, waiting for meetings or appointments, holding on telephone
-----------	-------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Tim	e Wc	aster: Poor Communication (Confused Autho	<u> </u>	
Causes		Unclear responsibility Lack of authority to complete responsibility Lack of directions Insufficient background information	L L L	Afraid to ask questions Poor timing in delivering instructions Lack of listening skills Lack of job description
Solutions		Clarify responsibility to all parties affected – ask questions to confirm understanding Provide authority to equal to responsibilities Explain goals and expected outcome Use most effective method for providing directions – written if detailed; meetings; phone; research material Provide necessary resources – publications, web resources, etc.		Take the time necessary to explain expectations and clarify understanding Write job descriptions that define responsibilities and authority Create organizational charts to define relationships Eliminate over-lapping job responsibilities

Time	e Wa	ster: Procrastination		<u> </u>
Causes	L L L	Fear of Failure Project too big Attempting too much No self-discipline		Needs to be perfect Boring work Work best "under pressure"
Solutions	L	Recognize that risk fosters growth and failure can be a learning experience Break projects into smaller units and set as individual tasks in planner Prioritize goals when overwhelmed – set deadlines and rewards – monitor progress	L	To avoid perfectionism (need more information, more analysis) set goals, priorities and time lines Schedule boring work early to get it out of the way and give yourself rewards (check if alignment with values and goals) Get number 1 done first! (Remember things always take longer than you anticipate)

Time Waster: Shifting Priorities (See Leaving Tasks Unfinished)

TIME MANAGEMENT PARTICIPANT GUIDE: APPENDIX

Time	e Wa	ster: Telephone Interruptions	<u>x</u> Self <u>x</u> Other
Causes	L L L	No plan or system for screening No plan for controlling Inability to limit conversations Used to procrastinate (avoid boring or overwhelming tasks)	Fear of offending Sense of importance (only I can handle it) Desire to be "in the loop" Method of socializing
Solutions	L L	Establish system for screening calls (assistant, caller ID, voicemail,) Establish set times of the day to return phone class Use planner to list "talking points", summary goals and action plans Develop polite ways to end conversations ("would love to catch up but have a meeting in 5 minutes"; "thanks for the information, I'll get back to you";	Delegate when appropriate Social calls can be a reward for completing an undesirable task – but set time limit Ask if it's a convenient time to talk Turn ringer off Utilize email and text messaging