



TIME MANAGEMENT: PARTICIPANT GUIDE

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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.

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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

- ⇒ 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.

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Personal Power Grid

	Can Control	Cannot Control
Take Action	<p><u>Mastery</u></p> <p>Mastery is taking action on things you can control</p>	<p><u>Ceaseless Striving</u></p> <p>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.</p>
No Action	<p><u>Giving Up</u></p> <p>Giving up is not taking action on things you could control. Acting helpless. Feeling like a victim. Associated with arthritis, cancer and back pain.</p>	<p><u>Letting Go</u></p> <p>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.</p>

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.
- ⇒ 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.
- ⇒ 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.
- ⇒ 1 hour of planning will save 10 hours of doing.
- ⇒ 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.

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

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

⇒ _____

⇒ _____



Unproductive Behavior

My Top Time Wasters:



1. _____
2. _____
3. _____
4. _____
5. _____

Result in the following unproductive behaviors:



- ➡ _____
- ➡ _____
- ➡ _____
- ➡ _____
- ➡ _____
- ➡ _____

Time Log

TODAY'S GOALS

Priority	Goal	Due	Priority	Goal	Due

LOG

Time	Activity	Minutes Used	Ranking Eval. *	Comment

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 delegated	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®

	URGENT	NOT URGENT
IMPORTANT	I <ul style="list-style-type: none"> ⇒ Crises ⇒ Pressing Problems ⇒ Deadline-driven projects, meetings, preparations <p>_____ %</p> <p>Necessity</p>	II <ul style="list-style-type: none"> ⇒ Preparation ⇒ Prevention ⇒ Planning ⇒ Values clarification ⇒ Relationship building ⇒ True re-creation ⇒ Empowerment <p>_____ %</p> <p>Personal Leadership</p>
NOT IMPORTANT	III <ul style="list-style-type: none"> ⇒ Interruptions, some phone calls ⇒ Some mail, some reports ⇒ Some meeting ⇒ Many “almost” pressing matters ⇒ Many popular activities <p>_____ %</p> <p>Deception</p>	IV <ul style="list-style-type: none"> ⇒ Trivia, busywork ⇒ Junk mail ⇒ Some phone calls ⇒ Time wasters ⇒ “Escape” activities <p>_____ %</p> <p>Default/Waste</p>

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The Time Management Matrix[®]

	URGENT	NOT URGENT
IMPORTANT	I _____ % Necessity	II _____ % Personal Leadership
NOT IMPORTANT	III _____ % Deception	IV _____ % Default/Waste

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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?

Someday I am going to:



Lifeline

|————— ?
Birth

⇒ * where I am now

⇒ |—— Significant events in my life

⇒ Where is "someday"?

*"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

M Measurable

A Action Oriented

R Realistic

T 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:

➡

➡

➡

➡

➡

"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



Prioritized Daily Tasks

"Identify your #1 priority and do it first!"

ABC
123

[illegible]

Appointments

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

#1 Time Waster:

Causes

Solutions

#2 Time Waster:

Causes

Solutions

"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

Aristotle

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 and for 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 re-calendar 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)

1. _____
2. _____
3. _____
4. _____
5. _____

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:

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.

What will you do with this priceless treasure?



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

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

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Time Wasters: Causes & Solutions

Time Waster: **Attempting too much**

 x **Self** **Other**

Causes	<input type="checkbox"/> Failure to set goals and priorities	<input type="checkbox"/> Submitting to 'tyranny of the urgent'
	<input type="checkbox"/> Lack of delegation	<input type="checkbox"/> Unrealistic time estimates
Solutions	<input type="checkbox"/> Choose and prioritize tasks that are in alignment with your goals – eliminate the rest	<input type="checkbox"/> Ask "what's the worst that can happen" when the "urgent" seems overwhelming
	<input type="checkbox"/> Laser focus on things you do well and delegate the rest	<input type="checkbox"/> Build realistic cushions – add 20-50% on time estimates

Time Waster: **Confused Authority – See Poor Communication**

Time Waster: **Crisis Management**

 x **Self** x **Other**

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

Time Waster: **Disorganization**

 x **Self** **Other**

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

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

Time Waster: Inability to say not (attempting too much)			<u> </u> x <u> </u> Self	<u> </u> Other
Causes	<input type="checkbox"/> Demands exceed your ability to accommodate	<input type="checkbox"/> Want to appear to be "superman/woman"		
	<input type="checkbox"/> Want to please others	<input type="checkbox"/> Don't know how to say no without offending others		
Solutions	<input type="checkbox"/> Pause before answering – get time to collect your thoughts	<input type="checkbox"/> If it's a higher priority than what you are working on, renegotiate current project		
	<input type="checkbox"/> Be sure you understand completely what the person is requesting – listen carefully	<input type="checkbox"/> "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. ..."		
	<input type="checkbox"/> Offer alternatives – "I'm sorry I can't, but you might consider ...or here's another suggestion"	<input type="checkbox"/> 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.		
Time Waster: Lack of Delegation			<u> </u> x <u> </u> Self	<u> </u> Other
Causes	<input type="checkbox"/> Fear of Failure	<input type="checkbox"/> Don't know how to delegate		
	<input type="checkbox"/> Inability to give up control	<input type="checkbox"/> Others are overworked		
	<input type="checkbox"/> Can do it better, faster yourself	<input type="checkbox"/> Needs to be "perfect"		
	<input type="checkbox"/> No one to delegate to	<input type="checkbox"/> You enjoy doing it		
Solutions	<input type="checkbox"/> Accept the responsibility of taking risks – and avoid perfectionism – lower standards to what is acceptable	<input type="checkbox"/> Delegate authority to match responsibility		
	<input type="checkbox"/> 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	<input type="checkbox"/> Establish & monitor controls if necessary, but results supersede methods		
	<input type="checkbox"/> Move from directives (what and how to do it) to increasingly more responsibility & control moving to employee	<input type="checkbox"/> Set high standards – challenge your staff		
	<input type="checkbox"/> Communicate all information completely – use SMART goals to describe results	<input type="checkbox"/> Provide support for your staff and give advice if request – emphasize results over method		
		<input type="checkbox"/> Delegate work that others could handle better, or easier, or utilizes other's talents		
		<input type="checkbox"/> Establish partnerships with other managers to share workers during peak		

Time Waster: Lack of Planning & Prioritizing			<u> x </u> Self	<u> </u> Other
Causes	<input type="checkbox"/>	No scheduled time to plan	<input type="checkbox"/>	Don't think I need to write it down
	<input type="checkbox"/>	Don't see benefit	<input type="checkbox"/>	Trouble assigning priorities
	<input type="checkbox"/>	Can't accomplish it all	<input type="checkbox"/>	Fear of commitment
	<input type="checkbox"/>	Crises take up my day		
Solutions	<input type="checkbox"/>	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)	<input type="checkbox"/>	Setting priorities ranks your daily tasks so you get the most important goals done first
	<input type="checkbox"/>	Simple plan gives direction to the day – clarifies goals and objectives – the goals are the results you want to obtain	<input type="checkbox"/>	Commitment keeps a laser focus on priorities
			<input type="checkbox"/>	Crises may sound urgent but are not necessarily important – check against relevance to your goals and priorities
Time Waster: Leaving Tasks Unfinished (Shifting priorities)			<u> x </u> Self	<u> x </u> Other
Causes	<input type="checkbox"/>	Unaware of interruptions	<input type="checkbox"/>	Priorities shift
	<input type="checkbox"/>	Loss of focus	<input type="checkbox"/>	Lack of information to complete task
	<input type="checkbox"/>	Responding to the urgent, rather than the important	<input type="checkbox"/>	Lack of self-discipline
Solutions	<input type="checkbox"/>	Do not jump to a new task after an interruption – try to defer until original task (priority) is completed	<input type="checkbox"/>	Realign priorities for the day if necessary
	<input type="checkbox"/>	Keep a time log of interruptions	<input type="checkbox"/>	Plan in advance to have needed information before starting tasks
	<input type="checkbox"/>	Stay focused on daily priorities	<input type="checkbox"/>	Make plans, prioritize, and use checkpoints to measure progress, reward self when checkpoints are successfully attained.
	<input type="checkbox"/>	Try not to let the person making a request become more important than the task – resist over-reacting		

Time Waster: Meetings		<u> </u> x <u> </u> Self	<u> </u> x <u> </u> Other
Causes	<input type="checkbox"/> No agenda	<input type="checkbox"/> Lack of summary, conclusions, and assignment of responsibility and follow-up	
	<input type="checkbox"/> No time frame for starting and stopping	<input type="checkbox"/> Interruptions get meeting off track	
	<input type="checkbox"/> Wrong people there	<input type="checkbox"/> Lengthy conversations	
	<input type="checkbox"/> Getting off topic		
Solutions	<input type="checkbox"/> Prepare and distribute a written agenda with time limits for starting and stopping	<input type="checkbox"/> Summarize each topic before moving on the next	
	<input type="checkbox"/> Start the meeting on time even if all participants are not there – be on time and prepared	<input type="checkbox"/> 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)	
	<input type="checkbox"/> Request only the people who need to be there – could an email or phone call cover the same purpose?	<input type="checkbox"/> Establish policy of no interruptions	
	<input type="checkbox"/> Keep focused on the agenda – move unscheduled topics to another meeting	<input type="checkbox"/> Stop conversations that only involve two people – ask them to discuss "off-line"	
Time Waster: Paperwork		<u> </u> x <u> </u> Self	<u> </u> x <u> </u> Other
Causes	<input type="checkbox"/> Indecisiveness	<input type="checkbox"/> Lack of delegation	
	<input type="checkbox"/> Perfectionism	<input type="checkbox"/> Uncertainty how to respond	
	<input type="checkbox"/> Procrastination	<input type="checkbox"/> No time to deal with it	
	<input type="checkbox"/> Inadequate filing system		
Solutions	<input type="checkbox"/> Handle all pieces of paper only once – take action!	<input type="checkbox"/> Delegate responsibilities to others	
	<input type="checkbox"/> If satisfactory, pass it on	<input type="checkbox"/> Keep a file of templates (model letters, formats) that you can refer to in order to speed up responses	
	<input type="checkbox"/> 80% of paperwork can be handled on first contact – most people only handle 20% - avoid "analysis paralysis"	<input type="checkbox"/> Put "information only" paperwork in separate file and read when convenient, ie: commuting, traveling, waiting for meetings or appointments, holding on telephone	
	<input type="checkbox"/> Establish a filing system and schedule organization time into each day		

Time Waster: Poor Communication (Confused Authority)			<u> x </u> Self	<u> x </u> Other
Causes	<input type="checkbox"/> Unclear responsibility	<input type="checkbox"/> Afraid to ask questions		
	<input type="checkbox"/> Lack of authority to complete responsibility	<input type="checkbox"/> Poor timing in delivering instructions		
	<input type="checkbox"/> Lack of directions	<input type="checkbox"/> Lack of listening skills		
	<input type="checkbox"/> Insufficient background information	<input type="checkbox"/> Lack of job description		
Solutions	<input type="checkbox"/> Clarify responsibility to all parties affected – ask questions to confirm understanding	<input type="checkbox"/> Take the time necessary to explain expectations and clarify understanding		
	<input type="checkbox"/> Provide authority to equal to responsibilities	<input type="checkbox"/> Write job descriptions that define responsibilities and authority		
	<input type="checkbox"/> Explain goals and expected outcome	<input type="checkbox"/> Create organizational charts to define relationships		
	<input type="checkbox"/> Use most effective method for providing directions – written if detailed; meetings; phone; research material	<input type="checkbox"/> Eliminate over-lapping job responsibilities		
	<input type="checkbox"/> Provide necessary resources – publications, web resources, etc.			
Time Waster: Procrastination			<u> x </u> Self	<u> </u> Other
Causes	<input type="checkbox"/> Fear of Failure	<input type="checkbox"/> Needs to be perfect		
	<input type="checkbox"/> Project too big	<input type="checkbox"/> Boring work		
	<input type="checkbox"/> Attempting too much	<input type="checkbox"/> Work best "under pressure"		
	<input type="checkbox"/> No self-discipline			
Solutions	<input type="checkbox"/> Recognize that risk fosters growth and failure can be a learning experience	<input type="checkbox"/> To avoid perfectionism (need more information, more analysis) set goals, priorities and time lines		
	<input type="checkbox"/> Break projects into smaller units and set as individual tasks in planner	<input type="checkbox"/> Schedule boring work early to get it out of the way and give yourself rewards (check if alignment with values and goals)		
	<input type="checkbox"/> Prioritize goals when overwhelmed – set deadlines and rewards – monitor progress	<input type="checkbox"/> Get number 1 done first! (Remember things always take longer than you anticipate)		
Time Waster: Shifting Priorities (See Leaving Tasks Unfinished)				

Time Waster: Telephone Interruptions			<u> x </u> Self	<u> x </u> Other
Causes	<input type="checkbox"/> No plan or system for screening	<input type="checkbox"/> Fear of offending		
	<input type="checkbox"/> No plan for controlling	<input type="checkbox"/> Sense of importance (only I can handle it)		
	<input type="checkbox"/> Inability to limit conversations	<input type="checkbox"/> Desire to be "in the loop"		
	<input type="checkbox"/> Used to procrastinate (avoid boring or overwhelming tasks)	<input type="checkbox"/> Method of socializing		
Solutions	<input type="checkbox"/> Establish system for screening calls (assistant, caller ID, voicemail,)	<input type="checkbox"/> Delegate when appropriate		
	<input type="checkbox"/> Establish set times of the day to return phone class	<input type="checkbox"/> Social calls can be a reward for completing an undesirable task – but set time limit		
	<input type="checkbox"/> Use planner to list "talking points", summary goals and action plans	<input type="checkbox"/> Ask if it's a convenient time to talk		
	<input type="checkbox"/> 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 ...";	<input type="checkbox"/> Turn ringer off		
		<input type="checkbox"/> Utilize email and text messaging		