## TIME MANAGEMENT

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I. TIME MANAGEMENT

A. CHALLENGES TO EFFECTIVE TIME MANAGEMENT

The challenges to effective time management are many. They include such personal issues as our attitude toward ourselves, our time, and others. Our personal self-discipline and willingness to procrastinate can be an issue. The ways we use our personal time and the way we waste our time are issues. Many of us have challenges around the seeming mountains of paperwork we must deal with or the myriad of demands placed upon us by other people. We may also see our time consumed by our required adherence to corporate regulatory, governmental, and systems procedures. Our own knowledge of time management and our skill in time management may be major issues.

Figure 1-1 identifies some of the challenges we face in effectively managing our time.
## FIGURE 1-1
Challenges To Effective Time Management

<table>
<thead>
<tr>
<th>Challenges to Effective Time Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Paper Issues</strong></td>
</tr>
<tr>
<td>• Reports</td>
</tr>
<tr>
<td>• Forms</td>
</tr>
<tr>
<td>• Correspondence</td>
</tr>
<tr>
<td>• Documentation</td>
</tr>
<tr>
<td>• Communication</td>
</tr>
<tr>
<td>• Information</td>
</tr>
</tbody>
</table>

| **Personal Issues**                     |
| • Attitude                              |
| • Procrastination                       |
| • Time Wasters                          |
| • Personal Time                         |

| **Procedure Issues**                    |
| • Corporate                             |
| • Regulatory                            |

| **People Issues**                       |
| • Interruptions                         |
| • Telephone                             |
| • Face-to-Face                          |
| • Meetings                              |
| • Delegation                            |
| • Teamwork                              |

| **YOU & YOUR TIME**                     |
| • Government                            |
| • Systems                               |
B. TIME MANAGEMENT TECHNIQUES

Below, in guideline form, are the principles for effective organization.

1. Effective Organizing Guidelines

1. Analyze Your Own Situation
   - How are you spending your time now?
   - What are productive and non-productive tasks?
   - Where can you delegate, eliminate?

2. Set Goals And Objectives
   - What are the key result areas?
   - What do you want to achieve?

3. Identify Your Priorities
   - Work on the most important items (“A”s) first.
   - Pareto’s Rule (80/20 ratio).

4. Plan and Organize Your Activities
   - “To Do” list: Keep a personal hot-sheet.
   - Bunching Principle: Bunch similar activities such as calls or paperwork if it can be done efficiently and logically.
   - Objectives Principle: Ask, “What is the objective of this activity?”
   - Personal Energy Principle: Use your highest energy on top priority tasks.
• Quiet Hour: Devote a scheduled uninterrupted time to high priority tasks.

• Delegation Principle: Turn over activities to others whenever possible.

5. **Schedule Activities**

• Make daily, weekly, and monthly schedules.

• Block out chunks of high energy time for key tasks.

• Set time limits for tasks.

6. **Implement Your Plan Effectively**

• Keep to time frames by using your watch and calendar.

• Transition times: Make travel time count.

• Telephone time: Control it with brief notes and by screening calls.

• Writing time: Use telephone when possible; outline, think on paper, or organize your thoughts on the computer.

• Question your time constantly:
  “What is the best use of my time right now?”
  “What are my highest result-producing tasks?”
  “Am I being efficient or effective?”

7. **Review Results Against Plan**
C. FOCUS ON PERSONAL PRODUCTIVITY

Good time management means making the highest and best use of your time. It is the most expedient way to maintain high service quality and maximize your productivity.

Results. Success has been described as the continuous journey toward the achievement of predetermined worthwhile goals. RESULTS! The difference between success and failure is not in the amount of time we have (we all have 24 hours per day), but in our utilization of the time available to achieve our results.

In determining “return on effort” you must determine how much of your resources you must use to both gain a good return on their investment and accomplish your goals.

1. Expenses: What Does It Cost To Achieve The Results?

Resources. What resources are available? An individual’s time and energy are probably two of his/her most important resources. Are you using them effectively? Telephone, planning, travel, and prime working time are limited, and must be used in ways which will maximize them. But time and energy aren’t your only resources. A range of people can support your efforts. Support staff, other work groups, and other functional areas can lend help in getting administrative things done so you can concentrate on what is the best expenditure of your time and effort.

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**FIGURE 1-2**

Resources

RESOURCES
- Time
- Energy
- Money
- People
- Technology
Activities. What activities will help to get my job done? Before any productive work can be generated, a person must complete a set of key activities. Associated with these key activities is a range of support activities which also require resources. If you organize your work flow effectively, you should be able to closely estimate how much of an investment any given project requires before you can complete it.

Since most people are dependent on the work flow of other functional units, it is often difficult to gauge how much work can be anticipated. Unplanned activities, vacations, travel and meetings can often interrupt work flow. Organization and planning will give you the ability to maintain consistent productivity.

FIGURE 1-3
Activities

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Process Oriented</td>
</tr>
<tr>
<td>• Project Oriented</td>
</tr>
</tbody>
</table>
D. IDENTIFY YOUR PRIORITIES

There are only 24 hours in a day that everyone has to spend. Often it is not how much we do, but the value of what we are doing that matters. That is why prioritizing your work is so important. You need to monitor all of your responsibilities, make certain that the KEY responsibilities get completed, and leave the other less important tasks to accomplish later. All responsibilities you perform have some degree of importance and urgency.

1. Pareto’s Rule (80/20)

Analyze how you use your time. You’ll find, by objective analysis, that you spend a lot of time devoted to non-productive activities. Pareto’s Rule (The 80/20 Rule) says that 20% of your activities creates 80% of your time. Your time is a dynamic and priceless power. You can learn to master it by organizing it and correcting time consuming habits by conscious effort.

2. Use The ABC Method Of Prioritization

Gaining control of your time schedule requires acknowledging the existence of routine and priority work. You must set aside blocks of time for the important jobs and then fit in everything else.

3. High Value Time: A-Time

A-time is high priority, high profitability time. It is the time you spend doing your most productive activities. These are the moments of truth, times when you are actually doing the things you have prepared to do. This is when performance is measured and all your preparation pays off.

Quality. A-time is extremely vital to your ultimate success. If you plan two hours per day of meaningful, quality A-time activity, you will undoubtedly achieve your goals.
4. **Medium Value Time: B-Time**

To achieve and maintain credibility in A-time, you must spend many hours in B-time preparing for and following up on A-time activities. We wouldn’t expect a surgeon to walk into the operating room without first examining the X-rays, consulting other physicians, and planning his method for performing the operation. Nor would we expect him to walk out of the operating room without sewing up the patient! Nevertheless, many people approach their situations with little or no preparation and aren’t even aware of the fact that they are wasting A-time. Likewise, some fail to monitor the progress of each project and create more time-consuming situations.

In B-time, you are doing the operational functions that support your major project work. B-time activities are often work you can do without difficulty, and those activities that are of a procedural nature.

5. **Lower Value Time: C-Time**

C-time is best described as the necessary time spent to make sure that A-time and B-time function effectively. Detail work, drive time, meeting time, and training sessions are all part of the C-time activity. C-time is a necessary part of a well-rounded success pattern, however the amount of time spent in C-time activities must be regulated so that it does not cut into A and B-time.

*Remember: Spend Time Wisely.*