

Techniques (rules) for TIME MANAGEMENT

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Introduction

- Effective time management helps persons to accomplish more in a typical work day
- Also it helps to eliminate feeling of stress and overload that are so harmful to personal accomplishment and satisfaction
- One kind of time stressors is having too much time available, that is not usually the one facing managers and students

GENERAL PRINCIPLES:

1. The rules relate to the problem of having too little time available due to an overloaded schedule
2. No individual can or should implement all of these techniques at once, the amount of time spent trying to implement all the techniques would be so overwhelming that time stressors would only increase
3. It is best to incorporate a few at a time into everyday life
4. Saving just 10 percent more time or using an extra 30 minutes a day more wisely can produce astonishing results over months and years

- The following is a brief of these 40 techniques
- First 20 are applicable to anyone in all aspects of life; the remaining relate more directly to managers and the management role

Rule 1:

Read selectively.

- Applies mainly to individuals with too much material they must read
- Browse most of what you read, but stop to read what seems important
- Important points are generally at the beginnings of paragraphs or sections
- If you underline or highlight what you find important, you can review it quickly when you need to

Rule 2:

Make a list of things to perform today

- It is a common-sense rule
- It is advanced planning, not relying solely on your memory
- You should only have one list, not multiple lists on multiple scraps of papers

Rule 3:

Have a place for everything, and keep everything in its place

If not:

- ✓ You need more time to find something when you need it
- ✓ You are tempted to interrupt the task you are doing to do something else

Rule 4:

Prioritize your tasks.

- Each day you should focus first on important tasks then urgent tasks

Rule 5:

Do one important thing at a time but several trivial or routine things simultaneously.

- You can sign letters while talking on the phone

Rule 6:

Make a list of some 5 or 10 minute discretionary (optional or flexible) tasks

- Helps to use small bits of time almost every one has during his day (waiting for something to begin, between meetings or events, etc.)
- Tasks such as taking an appointment, booking something, filing, etc.

Rule 7:

Divide large projects.

To avoid feeling overwhelmed and overloaded which may lead to a delay in accomplishment

Rule 8:

Determine the critical 20% of your tasks.

Pareto's rule states that only 20% of the work produces 80% of the results, so to spend the bulk of time on those 20%

Rule 9:

save your best time for important matters.

- Time spent on trivial tasks should not be your “best time”
- Do routine work when your energy level is low, your mind is not sharp, or you aren't on top of things
- Reserve your high energy time for accomplishing the most important and urgent tasks
- Don't let others interrupt your best time with unwanted demands

Rule 10:

Reserve sometime during the day when others don't have access to you.

- Use this time to accomplish Important/Non-urgent tasks
- Or just thinking
- It might be the time before others in the household get up, after everyone else is in bed, or at a location where no one else comes
- Avoid being in the line of fire all day and every day

Rule 11: Don't procrastinate.

- If you do certain tasks promptly, they will require less time and effort than if you put them off
- You must guard against spending all your time on trivial, immediate concern that crowd out more important tasks
- The line between procrastination and time wasting is a fine one
- You can avoid both procrastination and being overburdened by trivia by keeping in mind the following rules

Analyze each activity based on the following four criteria:

1. IMPORTANCE: how important is this activity?

a. Very important	It must be done
b. Important	It should be done
c. Not so important	It may be useful, but it's not necessary
d. Unimportant	It doesn't accomplish anything

2. URGENCY: How urgent is this activity?

a. Very urgent	It must be done now
b. Urgent	It should be done now
c. Not urgent	It can be done sometime later
d. Time is not a relevant	

Analyze each activity bases on the following four criteria:

3. DELEGATION: do I have to do it?

- a. I am the only one who can do it
- b. I can delegate to someone who is close to me whom I trust implicitly
- c. I can delegate to someone who is not close to me whom I assume can be trusted
- d. I can delegate it to any one

4. INVOLVEMENT: how often must others be involved?

- a. I must interact with others very frequently and consistently
- b. I need to interact with others quite frequently
- c. I should interact with others sometime
- d. I don't need to involve anyone else at all

Rule 12:

Keep track of time use.

- You should keep time logs in short enough intervals to capture the essential activities
- Not so short that they create a burden (e.g., 30-minute period)
- It is suggested to keep a time log for at least 2 weeks
- You can analyze the time log using the scale in the previous table
- Eliminate activities that consistently receive C's and D's

Rule 13: Set deadlines.

- Helps to improve your efficient use of time
- If you don't specify a termination time, tasks tend to continue longer than they need to

Rule 14: Do something productive while waiting.

Some estimate that up to 20% of an average person's time is spent in waiting.

During such time, try reading, planning, preparing, rehearsing, reviewing, etc.

Rule 15:

Do busy work at one set time during the day.

- It is natural to let simple tasks drive out difficult tasks
- Specify a certain period of time to do busy work such as reading the newspaper or answering mail
- It will help to ensure that those activities don't supersede priority time

Rule 16:

Reach a closure on at least one thing every day.

- Reaching the end of the day with nothing completely finished (even a 10 minute task) serves to increase a sense of overload and time stress
- On the other hand, finishing a task, produces a sense of relief and releases stress

Rule 17:

Schedule some personal time.

- We need some time when no interruptions will occur, when we can get off "fast track" for a while and be alone
- This time should be used to plan, prioritize, take stock or review, pray, meditate or just relax
- It helps you to maintain self-awareness

Rule 18:

Don't worry about anything continually.

- This keeps your mind free and your energy focused on the task at hand

Rule 19:

Have long-term objectives.

- This helps you maintain consistency in activities and tasks

Rule 20:

Be on the alert for ways to improve your management of time

- Make continuous improvement in time use a part of your lifestyle

*Efficient Time Management
for Managers*

- The second list of rules encompasses the major activities in which managers engage at work
- The first nine rules deal with conducting meetings
- Managers reported that approximately 70% of their time is spent on meetings

Rule 1:

Hold routine meetings at the end of the day.

- Energy and creativity levels are highest early in the day, and shouldn't be wasted on trivial matters
- Furthermore an automatic deadline (quitting time) will set a time limit on the meeting

Rule 2:

Hold short meetings standing up.

- This guarantees that meetings will be kept short.
Getting comfortable helps prolong meetings

Rule 3:

Set a time limit.

- Create pressure to conform to a time boundary
- So, set time limits at the beginning of every meeting and appointment

Rule 4:

Cancel meetings once in a while.

- Meetings should be held only if they are needed
(mostly regular ones)

Rules 5, 6, 7:

Have agendas, stick to them, and keep minutes and time

- Many things will be handled outside of meetings if they have to appear on a formal agenda
- Managers can set a verbal agenda at the beginning of even unplanned meetings

- Keeping a record of meetings ensures that assignments are not forgotten, that follow up and accountability occur, and that every one is clear about expectations

Rule 8:

Start meetings on time.

- Some managers set meetings for odd times, such as 10:13 am, to make attendees minute conscious
- People who arrive on time should be rewarded, not asked to wait for laggards

Rule 9:

Prepare minutes promptly and follow up.

- Keep items from appearing again in a meeting without having been resolved
- Create the expectation that most work should be done outside the meeting
- Commitments and expectations made public through minutes are more likely to be fulfilled

Rule 10:

Insist that subordinates suggest solutions to problems.

- Its purpose is to eliminate the tendency toward upward delegation, that is, for subordinates to delegate difficult problems back to managers by asking for their ideas and solutions
- It is more efficient for managers to choose among alternatives devised by subordinates

Rule 11:

Meet visitors in the doorway.

- It is easier to keep a meeting short if you standing in the doorway rather than sitting in your office

Rule 12:

Go to subordinates' offices.

- Helps managers to control the length of a meeting by being free to leave
- But, don't spend a great deal of time travelling between offices

Rule 13:

Don't overschedule the day.

- Stay in control of at least some of your time as others' meetings and demands can undermine managers' personal control of their schedules
- The effective manager initiates (be active), rather than responds to (be reactive), schedule requirements

Rule 14:

Let someone else answer calls.

- Provides managers with a buffer from interruptions for at least some part of the day

Rule 15:

Have a place to work uninterrupted.

- It helps to guarantee that when a deadline is near, the manager can concentrate on a task at hand
- Also, trying to get one's mind focused once more on a task or project after interruptions wastes a lot of time

Rule 16:

Do something definite with every piece of paperwork handled.

- This keeps managers from shuffling the same items over and over

Rule 17:

Keep the workplace clean.

- This minimizes distractions and reduces the time it takes to find things

Rule 18: Delegate work

Rule 19: Identify the amount of initiative recipient should take

Rule 20: Give others credit for their success

- The last three rules relate to effective delegation

*THANK
YOU*