

A Free Public Seminar

Dr Hartley's



Managing the Time to Manage Time Management

Topics covered:

- Basic Principles of Time management
- Learning to Know How You Spend Your Time
- Priority Setting - The Glass-jar Theory
- Goal Setting
- Using Planning Tools
- Maximising Technology Use
- Tips for using PDAs
- Organization and Scheduling
- Tools to Increase Motivation
- Leveraging and Delegation
- Meetings & Group Work
- Managing Time-Wasters & Interruptions
- Multi-tasking

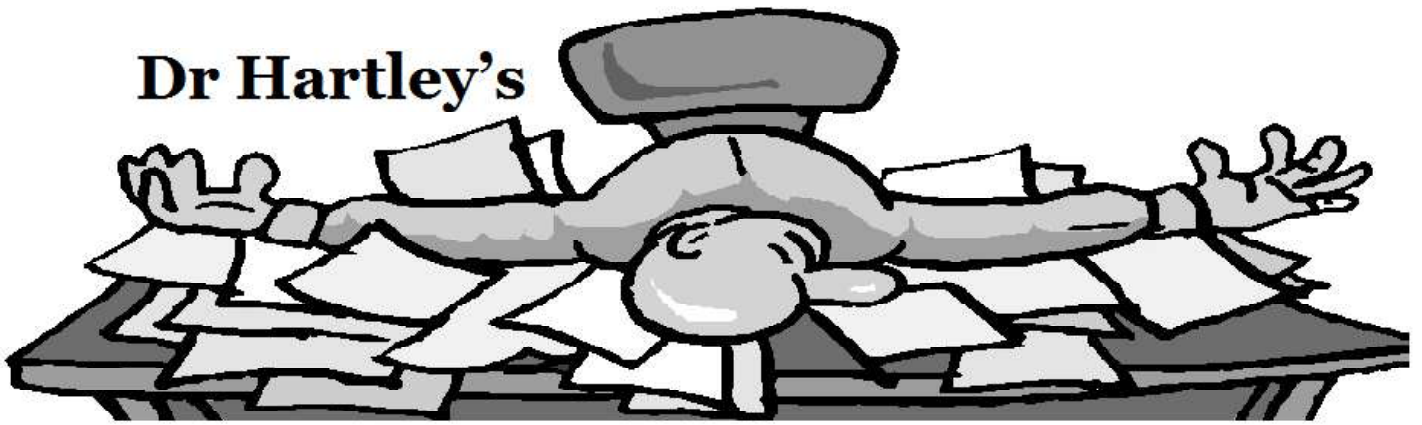


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This document contains a full seminar transcript,
selected reproducible handouts
and the PowerPoint slides

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Managing the Time to Manage Time Management

Slide 1: Title Slide

Slide 2: Who is your speaker for today?

The sands of time fall steadily through the hourglass—whether we use our time wisely or unwisely. You and I are exactly one day older and closer to eternity than we were yesterday at this time. Are we spending our time, today, the best way we can?

Nadine Stair of Louisville, Kentucky wrote a piece entitled, “If I Had My Life to Live Over” when she was 78 years old.

Here’s how it goes:

If I had my life to live over,

I’d dare to make more mistakes next time, I’d relax.

I would limber up.

I would be sillier than I have been this trip.

I would take fewer things seriously.

I would take more chances.

I would take more trips.

I would climb more mountains and swim more rivers.

I would eat more ice cream and less beans.

I would perhaps have more troubles, but I'd have fewer imaginary ones.

You see, I'm one of those people who lives sensibly and sanely hour after hour, day after day. Oh, I've had my moments, and if I had it to do over again, I'd have more of them. In fact, I'd try to have nothing else. Just moments: one after another, instead of living so many years ahead of each day.

I've been one of those persons who never goes anywhere without a thermometer, a hot-water bottle, a raincoat and a parachute. If I had it to do again, I would travel lighter than I have.

If I had my life to live over, I would start barefoot earlier in the spring and stay that way later in the fall.

I would go to more dances.

I would ride more merry-go-rounds.

I would pick more daisies.

What is good time management? Time itself cannot be managed, however in this seminar we learn how to manage ourselves to maximise our use of time for our effectiveness and, dare I say it, for our pleasure.

Slide 3: Why have you come?

Exercise:

Brainstorm what issues arise for you with Time Management.

Choose a delegate to report back.

Slide 4: What is Time Management?

Time management does not mean being busy all the time. It means using our time the way we want to use it—which can include large doses of daydreaming and doing nothing.

The key to get what we want out of life is to know where we're going. Goal setting is a critical life skill to effective time-life management. We'll be talking about that later.

Many of us blame others for wasting our time. "It's not my fault I'm late—that child or wife of mine refuses to hurry up!" "Everybody always asks me to do more things when I already have too much to do!" "If it wasn't for [such-and-such], I would have been able to do it."

As long as we play the "blame game," we assume little responsibility for improving our life. Once we accept responsibility on how to spend our time, we regain power to direct our life.

Many people complain that they do not have enough time. But honestly, we have enough time to do what is important. We can always make time for the people and activities we value. See each day as a new opportunity to practice mastering our time.

Time is one of the deepest mysteries known to mankind. Not one of us can say precisely what it is, except that we enjoy it, pass it, take it, make it, borrow it, spend it, crave it, waste it, wait for it, hurry it up, drag it, stretch it and finally kill it.

Although most of the planet's resources and wealth are distributed unequally, of daily time we each have 24 hours.

The term 'Time Management' is a misnomer. We cannot really manage time that passes at a predetermined rate—8,760 hours per year—regardless of what we do. We can, however, learn to manage ourselves and manage the events in our lives in relation to time. We may often wish for more time but we only get 24 hours, 1,440 minutes or 86,400 seconds each day. How we use that time depends on skills learned through self-analysis, planning, evaluation, and self-control. Much like money, time is both valuable and limited: it must be protected, used wisely, and budgeted.

Slide 5: Benefits of Time Management

People who practice good time management techniques often find that they are more productive, they have more energy for things they need to accomplish, they feel less stressed as good time management brings increased relaxation, they are able to do the things they want, they get more things done, they relate more positively to others, they get personal satisfaction and feel better about themselves and they have successful goal accomplishment.

Finding a time management strategy that works best for you depends on your personality, ability to self-motivate and level of self-discipline. By incorporating some, or all of the today's strategies, you can more effectively manage your time.

Slide 6: Basic Principles of Time Management

Here are some basic principles of time management:

(Slide Overlay) • Many effective schedulers take 5-10 minutes, either in the morning or before they go to bed, to plan their day.

(Slide Overlay) • Allow slightly more time for grasping new and/or difficult concepts.

(Slide Overlay) • Keep up with your schedule daily. Letting yourself get behind allows work to build up and it may take longer periods of time to get the work done if this happens.

(Slide Overlay) • Concentrate on doing it right the first time – measure twice and cut once. If studying, learn the material the first time around. Then work on reviewing and refreshing material. This will allow you to determine where you need to do more studying instead of reviewing material you are already strong in.

(Slide Overlay) • Be willing to take short breaks in order to refresh your attention span and recognize your own attention span. Avoid marathon sessions. For academic matters, most individuals' attention spans range from 20-50 minutes in length depending on the subject matter.

(Slide Overlay) • Use waiting time effectively! Many times you can accomplish a great deal of work in the short bits of time you have waiting in queues, while you wait for appointments, etc. This is valuable time that allows you catch up on reading, emails, facebook, etc.

(Slide Overlay) • Divide and conquer. Divide large projects into manageable sections and prepare a schedule for each section.

(Slide Overlay) • Know how to evaluate and complete tasks in order of importance.

(Slide Overlay) • Recognize your time bandits

What is a bandit?

Slide 7: Time Bandits

What are the things that keep you from doing what you planned (T.V., phone, friends)? Avoid them during planned work or study sessions and use one of them as reward when finished.

Control your work or study environment (shut off the T.V., don't answer the phone, close your door, ask people not to bother you for a designated time.)

Learn to say NO. Protect your planned time and don't spread yourself too thin with unnecessary activities. Over time you will learn what is a manageable work or study load that you can handle.

Slide 8: Time Bandits

Look at this list on the screen – do any apply to you? We will re-visit this later when we look at some specific tools for managing time-wasters and interruptions.

Slide 9: Where does this time go?

During an 80 year life span, it is estimated that we spend: 7 years in the bathroom; 6 years eating; 5 years waiting in line; 4 years cleaning the house; 3 years in meetings; 2 years playing telephone tag 1 year searching for things; 8 months opening junk mail; and 6 months sitting at red lights.

Slide 10: Where does this time go?

During an average day, it is estimated that we will: spend half of it sleeping, eating, grooming, and commuting; be interrupted seventy-three times; take an hour's worth of work home; spend less than five minutes reading; talk with your spouse for four minutes; exercise less than three minutes; and play with your child for two minutes or less.

Slide 11: Student Tips for Stopping Procrastination:

If you're a student, here are three tips for stopping procrastination

(Slide Overlay) • Get to work right away. (Do a rough outline, start on the middle if you get stuck in starting or ending)

(Slide Overlay) • Study everyday – Make it a routine! Spending time everyday on each course will prevent pile up. For some, it works best to simply plan study time like it was another class. It can then be a daily scheduled event that you will do.

(Slide Overlay) • Use rewards after study sessions to encourage you to work again the next day. There's no better feeling than accomplishment!

Slide 12: General Time Management Tips:

- Tools that can be used: Planners, digital assistants, computerized schedules, pieces of paper, calendars, time logs, etc.
- Don't forget relaxation time. Get enough sleep. Proper sleep will allow you to be more efficient in your usage of time. Take meal breaks away from your work or study environment.
- Task diversity may be necessary to avoid boredom.
- 80% of a student's semester can be planned out within the first 2 weeks. Ask yourself what you NEED to do.
- Know how to get work done efficiently and quickly without sacrificing quality.
- Keep long and short-term views in mind.

Slide 13: Learning to Know How You Spend Your Time

Keeping a time log is a helpful way to determine how you are using your time. One of the handouts you will hopefully have in your hand is a blank Time Management Daily Log. I have put this on our website, www.lrhartley.com/time, so that you can download extra copies as you need them.

Start by recording what you are doing for 15-minute intervals for a week or two. Evaluate the results. Ask if you did everything that was needed; determine which tasks require the most time; determine the time of day when you are most productive; and analyse where most of your time is devoted – job, family, personal, recreation, etc.

Identifying your most time-consuming tasks and determining whether you are investing your time in the most important activities can help you to determine a course of action. In addition, having a good sense of the amount of time required for routine tasks can help you be more realistic in planning and estimating how much time is available for other activities.

Slide 14: Priority Setting

When I presented a similar seminar on time management in Christchurch, I illustrated this next point by using a wide-mouthed clear glass jar on a table next to a cardboard box. I took some golf balls out of the box and one by one, placed them in the jar, filling it to the brim. When no more golf balls would fit inside, I asked, “Is this jar full?” The seminar attendees responded with a categorical “yes.”

I then took out a plastic bag of gravel from the box, poured some in the jar and shook the it, causing pieces of gravel to work themselves down into the spaces between the big golf balls.

I asked, “Now is the jar full?” By this time some of the group were catching on. “Probably not,” one of them answered.

“Good!” I replied.

I reached into the box and brought out a plastic bag of sand, started pouring the sand in the jar and we watched it go into all the spaces left between the golf balls and the gravel. Once more I asked the question, “Is this jar full yet?” “No!” the class tentatively responded.

So finally I took a bottle of water from the box and began to pour it in until the bottle was empty and the jar could take no more.

Then I looked up at the folk and said, “You may think that no matter how full your schedule is, if you try really hard, you can always fit some more things into it. But that’s not true, as eventually you will come to a saturation point and get bogged down. The point I want to illustrate and for you to remember is that if we don’t put the big things in first, we’ll never get them in at all.”

What are the big ‘golf balls’ in your life? Your religion; Your children; Your loved ones; Your education; Your dreams; A worthy cause; Teaching or mentoring others; Doing things that you love; Time for yourself; Your health; Your spouse.

Remember to put these big things in first or you’ll never get them in at all. We don’t have a dog because I neither like to pet sweaty things nor sweat petty things. If you sweat about the little stuff (the gravel, sand, and water) then you’ll fill your life with little things to worry about that don’t really matter, and you’ll never have the time you need to spend on the big, important things.

Slide 15: Priority Setting

Max Gunther in an article entitled “The Weekenders” that appeared in the first edition of Leadership Magazine, wrote, “One blustery weekend I was strolling with my little boy on an Atlantic beach. We were scaling clamshells into the onshore wind and watching them curve back to us. I don’t know why this was fun. But on that morning scaling clamshells seemed like the best of all possible things to do.

After a while I looked at my watch. It was lunchtime. We left the beach reluctantly. Only after we sat down to eat did I wonder why had I stopped the game. What is so important about noon? Why must we be hypnotized by the clock? My boy and I went back to the beach after lunch, but the mood was gone. The clamshells and the wind did nothing for us now but blow sand in our eyes.”

Slide 16: Priority Setting

Managing your time effectively requires a distinction between what is important and what is urgent.

Experts agree that the most important tasks usually aren’t the most urgent tasks. However, we tend to let the urgent dominate our lives. Covey, Merrill, and Merrill in their book on this topic categorize our activities into four quadrants of a Time Management Matrix: urgent, not urgent, important and not important.

Have a look at the handout “Useful Tools for Time Management”. This page is an adaptation of that quadrant theory but in this case I have listed how we should prioritise our work or team.

While activities that are both urgent and important must be done, it is suggested that we spend less time on activities that are not important (regardless of their urgency) in order to gain time to focus on activities that are not urgent but important. Focusing on these important activities allows us to gain greater control over our time and possibly reduce the number of important tasks that do become urgent.

One of the easiest ways to prioritise is to make a “to do” list. Whether you need a daily, weekly or monthly list depends on your lifestyle. Just be careful not to allow your list-making to get out of control and do not keep multiple lists at the same time. Rank the items on your “to do” list in order of priority (both important and urgent).

You may choose to group items in categories such as high, medium and low, number them in order, or use a colour-coding system. Keep in mind that your goal is not to mark off the most items; rather you want to mark off the highest priority items. Having a

prioritised “to do” list allows you to say “no” to activities that may be interesting or provide a sense of achievement but do not fit your basic priorities.

Slide 17: Procrastination

Procrastination is the greatest threat to priorities.

You may be putting off tasks for a variety of reasons. Perhaps the task seems overwhelming or unpleasant. Try breaking down the task into smaller segments that require less time commitment and result in specific, realistic deadlines. If you’re having trouble getting started, you may need to complete a preparatory task such as collecting materials or organizing your notes. Also, try building in a reward system as you complete each small segment of the task.

Slide 18: Obstacles to Effective Time Management

There are a lot of things that make it difficult for us to manage our time effectively. Let’s consider some of the most common ones, and see if they apply to us:

(Slide Overlay) • Unclear objectives – It’s hard to hit a target with your eyes closed, and it’s just as hard to accomplish something when you aren’t exactly clear about what you want to achieve.

(Slide Overlay) • Disorganization – It’s easy to see when your desk is too messy, but sometimes you have to step back and ask yourself if you are taking an organized approach in completing all of your tasks.

(Slide Overlay) • Inability to say “no” – We all want to be as helpful as we can when others need us, but this can mean taking time away from other priorities to do something we may not have planned.

(Slide Overlay) • Interruptions – Many times we are in the middle of accomplishing something really important and the telephone rings. These calls can not only take you away from your task, but sometimes they interrupt your train of thought and you can’t return to where you were without retracing your steps.

(Slide Overlay) • More interruptions – We all like to visit with others, but conversations at inappropriate times can cost us time when we have to stop what we are doing and redirect ourselves from our plans.

(Slide Overlay) • Periods of inactivity – As much as we think we are busy, there are times in our day when we are not really doing anything. Recognizing and making use of these times can have a positive effect on our efforts.

(Slide Overlay) • Too many things at once – Many of our tasks are not routines. They require concentration to detail. When we are attempting to do too many different things at one time, each individual task suffers as a result.

(Slide Overlay) • Stress and fatigue – Everyone experiences stress from time to time, and sometimes we actually operate a little better when there is some level of stress. Too much stress, on the other hand, causes our work to suffer and wears us down physically and mentally. Dealing with stress is an important part of time management.

(Slide Overlay) • All work and no play – Most successful people know how to balance work and play. When work takes over your life, you not only give your body little time to re-energize, but you may end up sacrificing the really important things in life like family and friends.

The obstacles that we face are not insurmountable. Sometimes, the hardest thing to do is to identify that these obstacles exist and are affecting your ability to manage your time.

When you have identified your obstacles you can begin to overcome them.

Here are some strategies you can use to overcome the obstacles we just examined ...

Slide 19: Goal Setting

A goal is a specific outcome that is desired.

Goals should be:

- **Specific:** Be specific about the task at hand; i.e. instead of saying ‘study biology’, write down specific objectives such as, ‘I will read pages 129 – 145’, or, ‘I will write out some study questions for chapter 1.’
- **Measurable:** There should be some tangible evidence of success.

- **Achievable:** Be realistic about the task to be completed in a time frame you have set. Based on your knowledge of your strengths and weaknesses, use this information to maximize your chances of successfully completing the tasks you've planned.
- **Realistic:** Setting goals for every minute of the day is unrealistic. Different people will need to plan in varying degrees of detail. You may need to plan on the hour, the half hour, by fifteen-minute blocks, or smaller amounts if you have an extremely busy schedule.
- **Time framed:** Specify when you plan to work and how long you anticipate it will take you to achieve each goal. Try to stick to your plans for time, but recognize that some things may take longer than initially planned for. While these strategies for goals are related directly to Time Management efforts, the same basic truths hold true of any goal setting efforts. To truly be effective they must be specific, measurable, achievable, realistic, and have a time frame in which they must be accomplished.

Slide 20: Using Planning Tools

Time management experts recommend using a personal planning tool to improve your productivity. Examples of personal planning tools include electronic planners, pocket diaries, calendars, computer programs, wall charts, index cards and notebooks.

Writing down your tasks, schedules, and memory joggers can free your mind to focus on your priorities. Auditory learners may prefer to dictate their thoughts instead. The key is to find one planning tool that works for you and use that tool consistently.

Some reminders when using a planning tool are:

(Slide Overlay) • Always record your information on the tool itself. Jotting notes elsewhere that have to be transferred later is inefficient and you may lose them before they're recorded and acted upon.

- Review your planning tool daily.
- Carry your planning tool with you.
- Remember to keep a list of your priorities in your planning tool and refer to it often.
- If you use an electronic planner, synchronize it with your computer and recharge the batteries in your electronic planner on a regular basis.
- Keep a back-up system.

I personally use a hard-backed A5-sized paper-page physical diary for daily appointments. And everything, including personal appointments, is also duplicated on an electronic diary, stored on a memory stick.

I use a portable application installed on the memory stick so whatever computer or operating system I am using, I can still access the diary.

I have pasted an envelope in the back of my physical diary for important documents that I will need during the current week. A clear plastic pocket in the front of the diary holds today's to-do list, which is filled out the night before.

I also have a wall chart of up-coming seminars with dates filled as bookings are made, and back-recorded entries 6 months before for TV and radio advertising, 2 months before for accessing and studying the latest research on the topic and updating my notes, one month before for distributing print advertising, and one week before for updating my PowerPoint slides & printing handouts, etc.

I also have an entry in my diary the day after, reminding me to remove the advertising for that particular seminar from my website.

Slide 21: Maximising Technology Use

I prefer using a portable app. This is one that you carry around on a memory stick and your data is also stored on the memory stick. Then to move your to-do list from one computer to another, all you do is plug in the memory stick and open your program. Stealth technology means that nothing resides on the computer that you plug into. So your same to-do list may be used at the office, at your home computer, on your laptop, or even at an Internet café if you are travelling. An example would be TaskCoach, available free from taskcoach.org or portableapps.com (A link is on our website).

Or you may choose to use one of the free mobile 'phone apps.

Google & Gmail users may wish to use Google's free calendar but be sure to mark it as private. Recently I mentioned to a friend that his personal Google calendar was freely available for all to see. I had discovered it when looking online for his email address. When he didn't believe me, I had another look to make sure I wasn't mistaken and then told him about some embarrassing medical appointments that appeared on his page. After thanking me, he hastily went into the settings and made it private.

Slide 22: Tips for using PDAs

Capabilities of Personal Digital Assistants or PDAs vary by the model and some users include WiFi or cellular technology on their handheld device.

Here are some suggestions for using your PDA to its capacity:

- Assign a different colour for each calendar item so that you can distinguish personal appointments from business meetings, for example.
- Use the Task Application feature to manage projects. Most PDAs allow the user to group tasks under separate headings, prioritise tasks and assign deadlines.
- Use the Repeat function for recurring dates such as birthdays, anniversaries, and the Suggestions function for regularly scheduled meetings.
- Investigate additional software and hardware that is compatible with your PDA. You may be able to enter information more quickly using a portable, detachable keyboard rather than a stylus, for example. Or you may want the ability to access the Internet for retrieving files or checking other calendars.
- Place a notebook the size of your PDA in your carrying case for writing down “to dos” if you have difficulty recording them with your PDA’s task application feature.

Slide 23: Organization and Scheduling

Most people find that disorganization results in poor time management. Professional organizers recommend that you first get rid of the clutter. A frequently used method is to set up three boxes (or corners of a room) labeled “Keep” – “Give Away” – “Discard.”

Separate the clutter by sorting items into these boxes. Immediately discard items in your “Discard” box. Your “Give Away” box may include items you want to sell, delegate, or discontinue so find a method to eliminate these items such as a yard sale, charitable donation, or gifts to friends or family members outside your home.

Slide 24: Information Handling

With the clutter gone, the next step is to implement a system that allows you to handle information (e.g., tasks, papers, e-mail, etc.) less, only once, when possible.

Basically you have 5 options for handling information:

1. Throw it away, delete it, or otherwise get rid of it.
2. Delegate it: give it to someone else to do, file, or respond.

3. Act on it yourself. Then throw it away or file it.

4. File it temporarily until it needs action or until additional information is received. A Tickler File can be useful for holding temporary information, but you may need a reminder in your diary, on your phone or a note at your bedside to check the Tickler File daily.

ASIDE [You will need a file cabinet or hanger, as well as 43 files. This will allow you to create a file for each month, along with 31 files for each day in the month.]

5. File it permanently where you can easily find it later.

Even the busiest people find time for what they want to do and feel is important. Scheduling is not just recording what you *have* to do (e.g., meetings and appointments), it is also making a time commitment to the things you *want* to do. Good scheduling requires that you know yourself. Using your time log, you should have determined those times during the day when you are most productive and alert. Plan your most challenging tasks for when you have the most energy. Highlight time for your high priority activities first and protect that time from interruptions. If you know you will have waiting time or commuting time, schedule small tasks such as writing a letter, jotting down a shopping list, reading or listening to educational audiotapes to capitalize on the time loss. Try to limit scheduled time to about 75% of your day, leaving time for creative activities such as planning, dreaming, thinking, and reading.

Slide 25: Tools to Increase Motivation

One of the most difficult parts of time management is motivating yourself to follow your scheduled plan. Managing your time will give you more free time. If this isn't motivation to manage your time actively, nothing will be!

- Find something that will motivate you to accomplish your goals in the allocated time.
- Reward yourself for accomplishing your goals.
- Perfectionism robs us of motivation and is, frankly, a waste of time. Some things simply aren't worth the time or effort. Work out what things really need to be perfect, and what things don't.

Slide 26: Leveraging and Delegation

Delegation means assigning responsibility for a task to someone else, freeing up some of your time for tasks that require your expertise. There are good reasons to delegate including the fact that delegation helps staff to build their skills and confidence and gives them more opportunities for further development. Delegation begins by identifying tasks that others can do and then selecting the appropriate person(s) to do them. You need to select someone with the appropriate skills, experience, interest, and authority needed to accomplish the task. Be as specific as possible in defining the task and your expectations, but allow the person some freedom to personalize the task. Occasionally check to determine how well the person is progressing and to provide any assistance, being careful not to take over the responsibility. Finally, don't forget to reward the person for a job well done or make suggestions for improvements if needed. Another way to get help is to "buy" time by obtaining goods or services that save you a time investment. For example, paying someone to mow your lawn or clean your house, using a computerized system, or joining a carpool to transport your children to their extracurricular activities can allow you free time to devote to other activities.

Slide 27: Meetings & Group Work

You do not have to attend every meeting you are invited to.

Before you say yes to a meeting think about how much a meeting will really achieve and whether a phone call or email will suffice.

When you are facilitating meetings remember – good meetings have a clear goal, start on time, end on time, have an agenda, have an effective chairperson, have a designated person for each action item, and use strategies to make them less boring and more participatory.

Schedule your meetings together, or at your own workplace to save on travel time.

Slide 28: Managing Time-Wasters and Interruptions

Akin to the Time Robbers mentioned earlier, once-useful habits may now be first-class time wasters. Maggie learned that it paid to be organized. She received praise at home and school for her organized room, her organized art supplies and later her organized college swimming trophies. When she accepted her first office job, she took time each day to organize her desk. Now she spends half of each day organizing her office before getting on with the work at hand. She complains of not having enough time.

Egbert had just one thing to do yesterday – visiting a friend. He spent two hours deciding what to wear, another hour locating the house keys, 30 minutes finding money for the bus, and 20 more minutes deciding whether or not to wear an overcoat. This procedure was typical of him and illustrates C. Northcote Parkinson’s Law, “work expands to fill the time available.”

How much are you like Maggie and Egbert? Do you retain habits long after they serve their purpose, blow good habits out of proportion, or hold on to time-wasting habits?

Slide 29: Managing Time-Wasters and Interruptions

Lifetime habits are difficult to change. Anyone who has attempted to lose weight, stop smoking or start exercising knows this all too well. There are two keys to success in changing lifetime behaviours.

First identify a prize, a benefit in a new behaviour that the little kid in you wants just as badly as a first bicycle. If, for example, you decided a few minutes ago that you want to learn to say “no” tactfully, then your prize might be that you will have more time to go camping with your family.

Next pay the price by giving up an old prize. Let’s say that you are accustomed to doing your best to please everyone from the person at the supermarket checkout to your boss. If you decided earlier that you want to learn to say “no” tactfully, then you might have to give up trying to please certain people in your life. What price are you willing to pay to learn that new behaviour?

Let’s think about the price and prize for a woman to change her “superwoman” image.

As a homemaker, a woman may believe that she must do all jobs perfectly that fall within her role as homemaker. She bakes her own bread and cookies, chauffeurs her kids to their many activities, has an immaculate house with laundry done, has time to exercise and keep current on local and national issues, and, of course, always maintains a sunny disposition. Sometimes, when a woman like this enters the work force, she hates to relinquish any of her former jobs or she fails to assert herself with family members to negotiate home responsibilities. Women who wish to manage their time and lives should realize that whether they work inside or outside the home, it helps to set realistic goals for themselves. Also, changes in lifestyle, such as re-entry into the work force, generally require compromise and readjustment of family priorities. To earn the prize, there’s a price to be paid.

Once you identify the price to pay to change your lifetime habit and the prize you get for doing so, and once you are willing to pay the price to get the prize, you are ready to exchange an old time-wasting habit for good time management.

Your time may be impacted by external factors imposed by other people and things. You can decrease or eliminate time spent in these activities by implementing some simple suggestions.

Slide 30: Telephone:

- Use voice mail and set aside time to return calls.
- Avoid small talk. Stay focused on the reason for the call.
- Stand up while you talk on the phone. You are more likely to keep the conversation brief.
- Take any necessary action immediately following the call.
- Set aside times of the day for receiving calls and let others know when you are available.
- Keep phone numbers readily available near the telephone.

Slide 31: Unexpected visitors

- Establish blocks of time when you are available for visits.
- Tell the unexpected visitor politely that you cannot meet with them just now and schedule the visit for a more convenient time.
- Set a mutually agreeable time limit for the visit.
- When someone comes to the door, stand up and have your meeting standing.

Slide 32: Meetings:

- Know the purpose of the meeting in advance.
- Arrive on time.
- Start and end the meeting on time.

- Prepare an agenda and stick to it. Use a timed agenda, if necessary.
- Don't schedule meetings unless they are necessary and have a specific purpose or agenda.

Slide 33: Mail and email:

- Set aside a specific time to view and respond to your mail and e-mail, but don't let it accumulate to the point that it becomes overwhelming to sort.
- Turn off instant messaging features on e-mail.
- Handle each item only once, if possible. Practice the options for dealing with clutter listed earlier.
- Sort mail near a garbage can and delete junk e-mail immediately from your electronic mailbox.
- Answer written memos by responding on the margins or bottom of the page.

Slide 34: Family obligations:

- Establish a master calendar for each family member to post their time commitments. In our household we have always used a family diary.
- Make each family member responsible for consulting the master calendar or family diary for potential conflicts.
- Create a central area for posting communications such as appointment reminders, announcements, and messages.

Slide 35: Addictions and compulsion:

If your time-wasting is because of an addiction or compulsion such as sport, television or pornography, then re-establish your priorities and seek professional help if necessary.

Slide 36: Multi-tasking

On the outset, I must caution that psychological studies by Rubinstein, Meyer, and Evans conducted in 2001 have shown that multi-tasking does not actually save time. In fact, the opposite is often true. You lose time when switching from one task to another,

resulting in a loss of productivity Routine multi-tasking may lead to difficulty in concentrating and maintaining focus when needed.

But as I am personally guilty of multi-tasking, I want to share some pointers.

(Slide Overlay) Know when a task requires undivided attention

Switching our focus repeatedly actually reduces your memory recall. Think of your brain as a computer. If you are working within multiple programs and have numerous windows open on your screen so you can quickly jump from program to program, you may find that your computer has a higher tendency to frustrate you. That is, when you have fifteen windows open at once on your computer, and you attempt to pull up your word processing document, it's not uncommon for your computer to run slowly or to totally freeze up, often causing you to lose all the data since your last "save."

The same thing happens in your brain. When you're performing multiple tasks that require your undivided attention, your brain gets overloaded, as it can only process information from one channel at a time. Therefore, do not multitask if the assignment requires your full attention. Once that urgent or detailed task is complete, then you can go back to doing the other tasks you normally do. This step will save you lots of rework, as you're more prone to make mistakes when your brain is overloaded.

(Slide Overlay) Use a tool to help you multitask

To avoid taxing your brain, write down items you can refer to quickly. For example, if you have a list of items you need to refer to often (such as pricing or shipping information or keyboard shortcuts) put the list next to your phone or computer for quick access. Not only will others think you are brilliant because of your amazing ability to rattle off information, but you won't have to waste brain energy on such mundane information. I used to use a book called a *percentage ready-reckoner* to instantly "calculate" percentage discounts to customers over the phone.

(Slide Overlay) Give your mind a reset button

Shift multi-tasking to single tasking throughout the day to allow your mind to reset itself. The human brain uses more energy than any other part of the body. As such, it needs constant replenishment. Rest is one of the key components to increasing personal energy and productivity. So every two to three hours, stop multi-tasking and allow yourself to do just one thing for fifteen to twenty minutes. At the end of this rest period, you'll feel refreshed, alert, and ready to tackle more tasks—and you'll do so with fewer mistakes than if you ploughed through your tasks without this reset period.

(Slide Overlay) Take a brain break

Most employers offer their full-time staff a lunch break and two fifteen-minute breaks throughout the day. Do you take yours? Most people do not, and as such, they're not giving their mind a true break from the stresses of the day. Use break time to walk around the building, sit outside, or just close your eyes and meditate. Do whatever you like during these fifteen minutes to clear your head and give your brain a rest. If you really can't afford a fifteen-minute break in your day, then turn off your mind as you walk to the water cooler or restroom. Give your mind some kind of total break from the workday tasks. To function at peak levels on a consistent basis, regular breaks are essential.

(Slide Overlay) Do More with Less Stress

Multi-tasking is a part of our world. If you want to succeed, you need to learn how to multitask so it doesn't overwhelm you and cause unnecessary stress. By simply slowing down and working up to the performance level you desire, you can multitask effectively and increase productivity. Simply put, learning how to maintain your highest level of mental functioning is your key to multi-tasking success.

Slide 37: Question and Answer Session

Slide 38: Blank

Slide 39: Focus



Welcome

Dr Hartley's



Managing the Time to Manage Time Management

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Who is your speaker for today?



Lionel Hartley, author, radio broadcaster, public speaker and retired sociologist.
 He was a Lifestyle Educator and Family-life Counsellor for three decades.
 He is a grandparent, married to Rosemary with three grown children.

Lionel D C Hartley, DipAdmin(NZIM), HonDip (DramArt), DipTheol (SDB), RGN (Psy,PsyPaed, Admin,Nutn), BA (Lit), MA, PhD [etc.]

We welcome your participation in today's seminar.



Current reading:
 "If I Had My Life to Live Over"
 by Nadine Stair, age 78

Time will be allowed at the end for your questions.

www.hartleyonline.blogspot.com



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Why have you come?

Exercise:

**Brainstorm what issues arise for
you with Time Management.
Choose a delegate to report back.**



There is an appointed time for everything.
And there is a time for every event under heaven...
— Ecclesiastes 3:1

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What is Time Management?

**Time is that quality of nature that keeps events from
happening all at once.**

Lately it doesn't seem to be working.

— Anonymous.



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"I'd like to schedule a time-management seminar on my
calendar...as soon as I can find time to buy a calendar!"

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Benefits of Time Management

- **Are more productive**
- **Have more energy**
- **Feel less stressed - - - increased relaxation**
- **Are able to do the things they want**
- **Get more things done**
- **Relate more positively to others**
- **Feel better about themselves**
- **Have successful goal accomplishment**

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Basic Principles of Time Management

- **Take 5-10 minutes to plan your day**
- **Allow more time for new and/or difficult concepts**
- **Keep up with your schedule daily**
- **Concentrate on doing it right the first time**
- **Be willing to take short breaks**
- **Use waiting time effectively**
- **Divide large projects into manageable sections**
- **Evaluate and complete tasks in order of importance**
- **Recognize your time bandits**

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Time Bandits

Disorganization

Inability to say, "NO".

Procrastination

Lack of interest (attitude)

Burnout

Unnecessary perfectionism

Visitors

Phone calls

Waiting for someone

Junk mail

Crises



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Time Bandits

You do these to yourself:

Visiting with friends
Talking on the phone
Listening to music
Watching TV
Computer games, e-mail, etc
Daydreaming
Not being able to say 'no'
Worrying
Alcohol/recreational drugs
Not following the instructions
Making avoidable mistakes
Poor reading/study skills
Poor concentration
Lack of planning
Other

Someone else does these:

- Over-long visits
- Phone interruptions
- Music/noise in area
- Waiting/delays
- Roommate problems
- Unclear assignments
- Too many demands
- Other people's problems
- Mechanical failures
- Illness or fatigue
- Lack of authority
- Emergencies
- Family
- Meetings
- Other



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Where does time go?

During an 80 year life span, it is estimated that we spend:

- 7 years in the bathroom;**
- 6 years eating;**
- 5 years waiting in line;**
- 4 years cleaning the house;**
- 3 years in meetings;**
- 2 years playing telephone tag**
- 1 year searching for things;**
- 8 months opening junk mail; and**
- 6 months sitting at red lights**



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Where does this time go?

During an average day, it is estimated that we will:

- Spend half of it sleeping, eating, grooming, and commuting;**
- Be interrupted seventy-three times;**
- Take an hour's worth of work home;**
- Spend less than five minutes reading;**
- Talk with your spouse for four minutes;**
- Exercise less than three minutes; and**
- Play with your child for two minutes.**



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Student Tips for Stopping Procrastination

- **Get to work right away**
- **Study everyday**
- **Use rewards after study sessions**



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General Time Management Tips

- **Tools that can be used: Planners, digital assistants, computerized schedules, pieces of paper, calendars, time logs, etc.**
- **Don't forget relaxation time.**
- **Task diversity may be necessary to avoid boredom.**
- **Ask yourself what you NEED to do.**
- **Know how to get work done efficiently and quickly without sacrificing quality.**
- **Keep long and short-term views in mind.**

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Learning to Know How You Spend Your Time

Time Management Daily Log

Today's date: _____

Name: _____ Today's daily goals _____ Goal 3: _____ Goal 5: _____
Goal 1: _____ Goal 4: _____ Goal 6: _____
Goal 2: _____ Priority: A - Important; B - Somewhat Important; C - Not Important; * - Urgent

Time	Activity	Priority	Comments/results/energy

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Priority Setting



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Priority Setting



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Priority Setting

URGENT AND IMPORTANT	NOT URGENT BUT IMPORTANT
URGENT BUT NOT IMPORTANT	NOT URGENT AND NOT IMPORTANT

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Procrastination



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Obstacles to Effective Time Management

- Unclear objectives
- Disorganization
- Inability to say "no"
- Interruptions
- More interruptions
- Periods of inactivity
- Too many things at once
- Stress and fatigue
- All work and no play



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Goal Setting



Get SMART – Set SMART Goals

- S**pecific - e.g. make notes on ch. 8 from 8-9pm
- M**easurable - e.g. how many chapters revised each day
- A**chievable – create action oriented steps within your control to get you there
- R**ealistic - achievable using the resources you've got
- T**ime-framed – set time limits; work backwards from deadline to identify these

Using Planning Tools

- Record information on the tool itself
- Review your planning tool daily
- Carry your planning tool with you
- Keep a list of your priorities in your planning tool
- Refer to it often
- Synchronize electronic planner with your computer
- Keep a back-up system



Maximising Technology Use



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Tips for using PDAs

(Personal Digital Assistants)

- **Assign a different colour for each calendar item**
- **Use Task Application feature to manage projects.**
- **Use the Repeat function for recurring dates**
- **Investigate additional software and hardware**
- **Place a notebook in your carrying case**



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Organization and Scheduling



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Information Handling

- 1. Throw it away, delete it, or otherwise get rid of it.**
- 2. Delegate it**
- 3. Act on it yourself**
- 4. File it temporarily (e.g. a Tickler File – see website)**
- 5. File it permanently**



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Tools to Increase Motivation

- Find something that will motivate you to accomplish your goals in the allocated time.
- Reward yourself for accomplishing your goals.
- Work out what things really need to be perfect, and what things don't.



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Leveraging and Delegation



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Meetings & Group Work

- No need to attend every meeting
- When you are facilitating meetings remember – good meetings have a clear goal, start on time, end on time, have an agenda, have an effective chairperson, have a designated person for each action item, and use strategies to make them less boring and more participatory
- Schedule your meetings together, or at your own workplace to save on travel time

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Managing Time-Wasters and Interruptions



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Managing Time-Wasters and Interruptions

First identify a prize



Next pay the price by giving up an old prize



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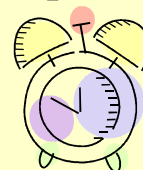
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Managing Time-Wasters **Telephone** *and Interruptions*

- **Use voice mail, set aside time to return calls**
- **Avoid small talk**
- **Stand up while you talk on the phone**
- **Take action immediately following the call**
- **Set aside times of the day for receiving calls**
- **Keep phone numbers near the telephone**



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***Managing Time-Wasters
and Interruptions***

**Unexpected
Visitors**

- **Establish blocks of time when you are available for visits**
- **Schedule visits for a more convenient time.**
- **Set a time limit for the visit**
- **When someone comes to the door, have your meeting standing**

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***Managing Time-Wasters
and Interruptions***

Meetings

- **Know the purpose of the meeting in advance**
- **Arrive on time**
- **Start and end the meeting on time**
- **Prepare an agenda and stick to it**
- **Don't schedule meetings unless they are necessary and have a specific purpose or agenda**

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***Managing Time-Wasters
and Interruptions***

**Mail and
eMail**

- **Set aside a specific time for mail handling**
- **Turn off instant messaging features on e-mail**
- **Handle each item only once, if possible**
- **Sort mail near a garbage can**
- **Delete junk e-mail immediately**
- **Answer written memos by responding on the margins or bottom of the page**

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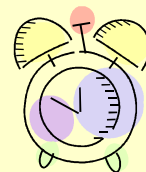
***Managing Time-Wasters
and Interruptions***

**Family
Obligations**

- **Establish a master calendar or diary**
- **Make each family member personally responsible for consulting the calendar**
- **Create a central communications area**

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Managing Time-Wasters and Interruptions

Addictions & Compulsions

If your time-wasting is because of an addiction or compulsion such as sport, television or pornography, then

- **re-establish your priorities**
- **seek professional help if necessary.**

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Multi-tasking

- **Know when a task requires undivided attention**
- **Use a tool to help you multitask**
- **Give your mind a reset button**
- **Take a brain break**
- **Do More with Less Stress**



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101 Time Management & Time Saver Strategies

1. Clarify your values
2. Set goals based on your values
3. Develop action plans based on goals
4. Record and evaluate how you spend your time
5. Ensure that daily, weekly & term goals are congruent with your values
6. Combine activities
7. Watch out for the time wasters
8. Have little tasks at hand
9. Be flexible
10. Review lecture notes soon after your lecture
11. Review lecture notes throughout the term
12. Don't rely on cramming for exams
13. Spread memory work out over the term
14. Remember - work expands to fill time available
15. 20% of what you do yields 80% of the results
16. 80% of what you do yields 20% of the results
17. Let your subconscious work for you - start papers and creative work early
18. Have a note pad at all times
19. Take learning skill workshops
20. Have a purpose for everything you do
21. Define your objectives
22. Set priorities
23. Plan
24. Write down daily goals in order of priority
25. Set goals that are specific
26. Set goals that are measurable
27. Set goals that are acceptable to you
28. Set goals that are realistic
29. Set goals that include a specified time frame for completion
30. Make "To Do" lists
31. Work on top priorities
32. Break down big tasks into short projects
33. Do the hard tasks first
34. Eliminate tasks you do not have to do yourself
35. Complete one task before starting another
36. Delegate
37. Allow enough time for each task
38. Allow extra time for the unexpected
39. Avoid busyness
40. Allow time for family, friends and yourself
41. Use calendars: term, week, daily
42. Set deadlines
43. Consolidate discretionary time in blocks
44. Do creative work where you will not be disturbed
45. Communicate clearly the first time
46. Get feedback on your communications
47. Do not over schedule
48. Know your limitations
49. Use the telephone or email
50. Group phone calls, emails together
51. Return calls at a fixed time
52. Keep time filler tasks by the phone
53. Keep a clean desk
54. Do not waste other people's time
55. Plan meetings
56. Direct meetings purposefully
57. Start meetings on time
58. Keep meetings on agenda
59. Time limit agenda items
60. End meetings on time
61. Handle mail once
62. Throw out what you will not read
63. Use a tickler system to remind you of due dates
64. Let your secretary handle appointments
65. Fix hours for appointments
66. Go to the other person's room or office
67. Meet outside of your office
68. Block interruptions of appointments
69. Do not trust your memory - write it down
70. Develop a good file system
71. Let someone hold you accountable
72. Get exercise
73. Schedule in more fun
74. Take a day off each week
75. Learn to say "NO" more often
76. Take time to nurture your spirituality
77. Remember, today may be your last day
78. Take your time
79. Accept responsibility for your time
80. Strive for a balanced life
81. Use the little windows of time
82. Group related tasks
83. Use your peak times wisely
84. Avoid procrastinating
85. Plan tasks before starting them
86. Nurture self-discipline & gratification delay
87. Nurture your concentration ability
88. Learn memory enhancement techniques
89. Develop a procedure manual for future reference
90. Learn from failures & mistakes, then forget them
91. Review long and short-term goals often
92. Eliminate tasks not related to your goals
93. Eliminate tasks that interfere with balance
94. Reward yourself for effective time management
95. Use post-it notes!
96. Use your day-timer
97. Give yourself time to relax each day
98. Plan ahead to ward off typical distractions
99. Learn to make decisions
100. Wherever you go, there you are, therefore, be all there
101. When you finish something, add it to your "to do" list, then cross it off - it looks good and feels great!

Time management guidelines for students

Plan a schedule of balanced activities. College life has many aspects that are very important to success. Some have fixed time requirements and some are flexible. Some of the most common that you must consider are:

Fixed: eating, organization, classes, work, church

Flexible: sleeping, recreation, study, relaxation, socializing



Study at a regular time and in a regular place. Establishing habits of study is extremely important. Knowing what you are going to study and when saves a lot of time in making decisions and retracing your steps to get necessary materials, etc.. Avoid generalizations in your schedule such as “study”. Commit yourself more definitely to “study history” or “study chemistry” at certain regular hours.

Study as soon after lecture class as possible. One hour spent soon after class will do as much as several hours a few days later. Review lecture notes while they are still fresh in your mind. Start assignments while your memory of the assignment is still accurate.

Use odd hours during the day for studying. Scattered 1-2 hour free periods between classes are easily wasted. Planning and establishing habits of using them for studying for the class just finished will result in free time for recreation at other times in the week.

Limit your blocks of study time to no more than 2 hours on any one course at a time. After 1½ to 2 hours of study you begin to tire rapidly and your ability to concentrate decreases rapidly. Taking a break and then studying another course will provide the change necessary to keep up your efficiency.

Provide for spaced review. That is, a regular weekly period when you will review the work in each of your courses and be sure you are up to date. This review should be cumulative, covering briefly all the work done thus far in the semester.

List according to priorities. By putting first things first, you are sure to get the most important things done on time.

Eat well-balanced meals and get regular exercise. Take time for healthy meals, adequate sleep and aerobic exercise. These can dramatically improve your concentration, mood, and increase your energy level.

Double your time estimates. Most students tend to underestimate how much time a particular activity or assignment will take. A good rule of thumb is to estimate how much time you realistically think something will take and then double it. More often than not, this doubled estimate is accurate.

Finally. Do not neglect social and religious activities (family, friends and faith).

TIME MANAGEMENT & TIME SAVER STRATEGIES



1. Clarify your values. (What's most important to you at this time in your life?)
2. Set your goals based on your values (ie. daily, weekly, semester goals.)
3. Set goals that are specific, measurable, acceptable to you, realistic, time framed for completion. ie SMART
4. Develop an action plan based on your goals.
5. Set top priorities and work on these.
6. Break down big tasks into smaller do-able chunks.
7. Allow enough time for each task. Don't rush.
8. Use calendars: semester, weekly, daily.
9. Plan your day. Write daily "to do" lists and cross off tasks as they're completed.
10. Group related tasks.
11. Plan tasks before you begin them.
12. Set deadlines.
13. Review your short and long term goals.
14. Use your peak times wisely.
15. Watch out for time wasters.
16. Have small tasks at hand for waiting times.
17. Review your notes soon after lectures and regularly during semester.
18. Carry a note pad for times when an important thought comes along.
19. Have a purpose for everything you do.
20. Identify and eliminate tasks that don't need to be done by you.
21. Eliminate tasks that aren't related to your goals.
22. Allow extra time for the unexpected.
23. Do creative work where you won't be disturbed.
24. Know your limitations and don't over-schedule.
25. Return calls & texts, answer emails and go on facebook at a set time.
26. Organise your workspace.
27. Develop a good filing system.
28. Put aside material that you won't read.
29. Don't trust your memory. Write it down.
30. If you organize study groups, stick to the purpose and finish on time.
31. Allow some time for yourself, family and friends.
32. Learn from failures and mistakes then forget them.
33. Reward yourself for effective time management.



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Useful Tools for Time Management

Priorities for my work today

	Not urgent	Very Urgent
Not Important	Not as important and not urgent <i>Priority C</i>	Very urgent but not as important <i>Priority B</i>
Very Important	Very important but not as urgent <i>Priority B</i>	Very Urgent and Very Important <i>Priority A</i>

Do A's first
Do B's second
Do C's last, if at all.

Priorities for our organization / team

	Low Impact	High Impact
High workload	High workload with low impact <i>Priority C</i>	High workload with high impact <i>Priority B</i>
Low workload	Low workload with low impact <i>Priority B</i>	High impact with low workload <i>Priority A</i>

Do A's first
Do B's second
Do C's last, if at all.

SYSTEMATIC APPROACH TO TIME MANAGEMENT

1. SELF-ASSESSMENT (“KNOW THYSELF”)

1. HABITS AND TRAITS
2. STRENGTHS AND WEAKNESSES
3. VALUES (WHAT IS IMPORTANT TO YOU)
4. TIME USE ANALYSIS:
 - TIME LOG
 - TIME WASTERS

2. GOAL PROGRAMMING PROCESS

Analysis of Goals

- 1) DETERMINE GOALS AND ESTABLISH PRIORITIES
- 2) LIST KEY TASKS REQUIRED TO ACHIEVE GOALS
- 3) DESCRIBE MEASURABLE RESULTS OR OUTCOMES FOR EACH OF THE KEY TASKS

Action Plan

- 1) PRIORITIZE STEPS/TASKS (SEQUENCE THEM IN THE ORDER THAT THEY MUST BE DONE)
- 2) IDENTIFY RESOURCES NEEDED
- 3) DEVELOP A TIME FRAME/SET DEADLINES FOR THE ACCOMPLISHMENT OF THE TASKS AND THE FINAL ACHIEVEMENT OF THE GOALS

3. DAILY PLANNING

- 1) SCHEDULES
- 2) PLANNING GUIDES

4. IMPROVEMENTS OF TIME MANAGEMENT TECHNIQUES

5. PERIODIC FOLLOW-UP AND REASSESSMENT OF VALUES/GOALS



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Time Management for Right-brained People

What to do if to-do lists are not your style.

Ask some people about managing time and a dreaded image appears in their minds. They see a person with a 50-item to-do list clutching a calendar that's chock full of appointments. They imagine a robot that values cold efficiency, compulsively accounts for every minute, and is too rushed to develop actual relationships. Often this image is what's behind the comment, "Yeah, there are some good ideas in those time management books, but I'll never get around to using them. Too much work."

The stereotypes about time management present us with a kernel of truth. Sometimes people who pride themselves on efficiency are merely busy. In their rush to check items off their to-do lists, they might be fussing over things that don't need doing - tasks that create little or no value in the first place. If this is one of your fears, relax. The point of managing time is not to load ourselves down with extra obligations. Instead, the aim is to get the important things done and still be human. An effective time manager is the person who's productive and relaxed at the same time.

Personal style enters the picture too. Many time management suggestions appeal to "left-brained" people - those who thrive on making lists, scheduling events, and handling the details first. They may not work for people who like to see wholes and think visually. There are as many different styles for managing time as there are people. The trick is to discover what suits you. Do give the strategies a fair trial. Some may work for you with a few modifications. Instead of writing a conventional to-do list, for instance, you can plot your day on a mind map. Or write to-do's one per 3x5 card, in any order that tasks occur to you. Later you can edit, sort, and rank those cards, choosing which ones to act on. Strictly speaking, time cannot be managed. Time is a mystery, an abstract concept that cannot be captured in words. The minutes,



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hours, days, and years march on whether we manage anything or not. What we can do is manage ourselves in respect to time. A few basic principles can do that as well as a truckload of cold-blooded techniques. Among those principles are the following.

Know your values

Begin managing time from a bigger picture. Instead of thinking in minutes or hours, view your life as a whole. Consider what that expanse of time is all about. Write a short mission statement for your life - a paragraph that describes your values and the kind of life you want to lead. Periodically during the day, stop to ask if what you're doing is contributing to that life.

Do Less

Managing time is as much about dropping worthless activities as adding new ones. The idea is to weed out activities that deliver little reward. One tool for purging your schedule is a "not-to-do" list. On this list include the notorious time-wasters in your life tasks that are just as well left undone. Examples are activities motivated only by obligation, such as compulsively keeping up with the latest fashions or television shows. Decide right now to eliminate activities with a low payoff. When you add a new activity of your schedule, consider dropping a current one.

Slow Down

Sometimes it's useful to hurry, such as when you're late for a meeting or about to miss a bus. At other times, haste is a choice that serves no real purpose. If you're speeding through the day like a launched missile, consider what would happen if you got to your next destination a little later than planned. Gaining a few minutes might not be worth the added strain.

Remember People

Few people on their deathbeds ever say, "I wish I'd spent more time at the office." They're more likely to say, "I wish I'd spent more time with my family and friends." The pace of daily life can lead us to neglect the people we cherish. Efficiency is a concept that applies to things - not people. When it comes to relationships, we can often benefit from loosening up our schedules. We can allow extra time for spontaneous visits, free-ranging conversation, and conflict resolution.

Focus on Outcomes

You might feel guilty if you spend two hours napping or watching soap operas. But if you're regularly meeting your goals and leading a fulfilled life, there's probably no harm done. When managing time, it's the overall goal of personal effectiveness that counts - more than the means we use to get there. There are many methods for planning your time. Some people prefer a written action plan that carefully details each step leading to a long-range goal. Others just note the "due date" for accomplishing the goal and assess their progress as the date approaches.

Either strategy can work. Visualizing the desired outcome can be as important as a detailed action plan. Here's an experiment. Write a list of your goals for the next six months. Then create a vivid mental picture of yourself attaining them. Do this several times in the next few weeks. File the list away, making a note on the calendar to review it in six months. At that time, note how many of your goals you have actually accomplished.

Handle it Now!

A backlog of unfinished tasks can result from postponing decisions or procrastinating. An alternative is to handle the task or decision immediately - to answer that letter now or make that phone call as soon as it occurs to you. You can also save time by graciously saying no to projects that you don't want to take on. Saying "I'll think about doing that and get back to you

later" may only mean that you'll take more time to say no later.

Buy Less

Before you purchase an item, ask how much time and money it will take to locate, assemble, use, repair, and maintain. You might be able to free up hours by doing without. If the product comes with a 400-page manual or 20 hours of training, beware. Remember that inexpensive, "low-tech" tools can actually save time. Keeping track of your appointments and to-do lists on a computer might actually take more time than using a pencil, paper, and the old-fashioned appointment book. Before rushing to the store to add another possession to your life, see if you can use or adapt something you already own.

Forget About Time

Schedule "down time" every day - a period when you're accountable to no one and have nothing to accomplish. This is time to do nothing, free of guilt. Even a few minutes spent this way can yield a sense of renewal. Also, experiment with decreasing your awareness of time. Leave your watch off for a few hours each day. Spend time in an area that's free of clocks. Notice how often you glance at your watch and make a conscious effort to do that less. If you still want some sense of time then use alternatives to the almighty, unforgiving clock. Measure your day with a sundial, hourglass, or egg timer. Or synchronize your activities with the rhythms of nature - for example, rising at dawn and going to bed at sundown. You can also plan activities to harmonize with the rhythms of your body. Schedule your most demanding tasks for the times when you're normally most alert. Eat when you're hungry, not according to the clock. Scrap schedules when it's appropriate. Sometimes the best-laid plans are best laid to rest. In summary, take time to retreat from time. Create a sanctuary, a haven, a safe place in your life that's free from any hint of schedules, lists, or accomplishments. One of the most effective ways to manage time is periodically to forget about it.