



REAL WORLD 101

TIME MANAGEMENT

MANAGING YOUR TIME

"Time is an unusual commodity. It can't be saved. You can't stockpile time like wood for your stove or food for the winter. Time is a resource that you cannot renew. If you are out of wood, you can chop some more. If you are out of money, you can earn a little extra. But when you're out of time, that's it. When this minute is gone, it's gone."

-DAVID ELLIS



"Time is a resource. Time is life. Time is money. To be successful in controlling your most valuable resources, it is important to not only learn to manage time, but to manage your work and yourself."

-EDWIN BLISS

"One of the best lessons that anyone can learn in life is how to use time wisely. Consider what can be done in ten minutes. Learn to use ten minutes intelligently and it will pay you huge dividends."

-WILLIAM IRWIN

"The longer I live, the more importance I attach to a person's ability to manage and discipline himself. The person with the capacity for self-discipline can tell himself to do the truly important things first."

-RAY KROC

URGENCY VS IMPORTANCE

"Anything less than a conscious commitment to the important is an unconscious commitment to the unimportant."

-STEPHEN COVEY

"Realize that urgency itself is not the problem. The problem is that when *urgency* is the dominant factor in our lives, *importance* isn't. Giving urgency dominance gets us caught up in doing without stopping to ask if what we're doing really needs to be done."

-STEPHEN COVEY

"Remember that time is money. Waste neither time nor money, but make the best use of both."

-BENJAMIN FRANKLIN

"The *important* task rarely must be done today, or even this week. The *urgent* task calls for instant action. The momentary appeal of these tasks seems irresistible, and they devour our energy. But in the light of time's perspective, their deceptive prominence fades; with a sense of loss we recall the vital task we pushed aside. We realize we've become slaves to the tyranny of the urgent."

-CHARLES HUMMEL

"The purpose of learning to employ every minute properly is to unclutter our hours, deliver us of feverish activity and earn us true leisure."

-ROBERT UPDEGRAFF

"Urgency and importance seldom appear together. Important things are seldom urgent and urgent things are seldom important. Unfortunately, many of us spend our lives fighting fires under the tyranny of the urgent."

-MICHAEL LE BOEUF

TIME BALANCE

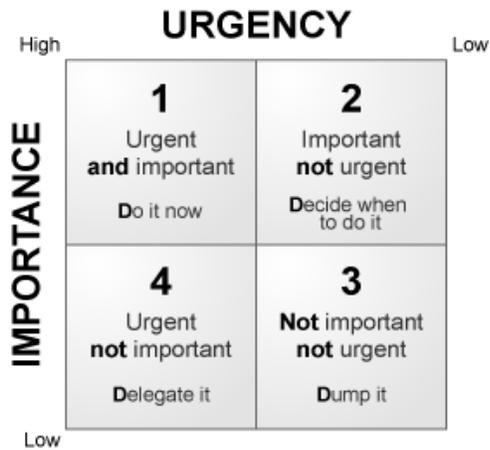
Stephen Covey, the author of *Principle Centered Leadership*, *Seven Habits of Highly Effective People* and *First Things First*, presents his time management strategies as principles of personal management. He states, "It is self-awareness, imagination, conscience and, most importantly, independent will that really make effective self-management possible." He introduces his time management matrix as a balance between two factors... *Urgency*... and *Importance*. What are the results of how we choose to spend our time and focus our energies? Consider the time management matrix and the following results. Note that *Quadrant II* is the preferred quadrant for responsible people.

	Urgent	Not Urgent
Important	I - Crisis - Pressing Issues - Deadlines - Meetings	II - Preparation - Planning - Prevention - Relationship building - Personal Development
Not Important	III - Interruptions - Some mail - Many popular activities	IV - Trivia - Some phone calls - Excessive TV/Games - Time wasters

FOUR QUADRANTS

Quadrant I *Urgent / Important*

The Quadrant of Crisis. Pressing problems, deadline-driven projects and meetings. Handling irate customers, meeting deadlines, repairing broken equipment, emergency medical incidents, tending to a crying child. This is where we manage, where we produce, and where we bring our experience and judgment to bear in responding to many needs and challenges. We can't ignore these tasks. Many important activities become urgent through procrastination. Results: stress, burnout, crisis management, and always putting out fires.



Quadrant II *Not Urgent / Important*

The Quadrant of Quality. Preparation, anticipation and prevention of problems, values clarification, relationship building, long-range planning, recreation, empowerment of self and others. Recognizing new opportunities, broadening our minds and increasing our skills through reading and continuous professional development and education, preparing for important meetings, and investing in relationships through deep, honest listening. This is where we increase our ability to *do* by preventing tasks from becoming urgent. This is the arena of personal leadership. Results: vision, perspective, balance, discipline, control and fewer crises.

Quadrant III *Urgent / Not Important*

The Quadrant of Deception. Interruptions, some phone calls and mail, some reports and meetings, drop-in visitors, many proximate pressing matters, many popular activities. Most of these activities, if they're important at all, are only important to someone else. We spend a lot of time meeting other people's priorities and expectations. We deceive ourselves in thinking we're engaged in worthwhile pursuits. Results: short term focus, seeing goals and plans as worthless, feeling victimized and out of control, and shallow or broken relationships.

Quadrant IV *Not Urgent / Not Important*

The Quadrant of Waste. Trivia, busy work, some phone calls and mail, time wasters, pleasant "escape" activities, excessive television, mindless activities, gossiping. Results: total irresponsibility, being fired from jobs, and being overly dependent on others.

QUALITY TIME

"Many important things that contribute to our overall objectives and give richness and meaning to life don't tend to act upon us or press us. Because they're not urgent, they are the things we must act upon."

-STEPHEN COVEY

What activities that you know if you did superbly well and consistently would have significant positive results in your personal and professional life? Reacting to this question, activities that tend to be identified as important include... Improving communication... Better preparation... Better planning and organizing... Taking better care of self... Seizing new opportunities... Personal development... Empowerment.

CHRONOS & KAIROS

In Greek, there are two words that describe the concept of time: *chronos* and *kairos*.

Chronos - Describes chronological time. It is seen as linear and sequential. No second is worth any more than any other second. We might ask: Did you make good time?

Kairos - Describes appropriate time or quality time. Time is something to be experienced. It is measured in terms of the value you get out of it. We might ask: Did you have a good time?

"We want to make good time. But for us now this is measured with emphasis on *good* rather than *time*. And when you make that shift in emphasis the whole approach changes."

-ROBERT PIRSIG

Zen & The Art Of Motorcycle Maintenance

PRIORITIES

Stephen Covey, in his book, *First Things First*, describes the time management contest. He says, "Our struggle to put first things first can be characterized by the contrast between two powerful tools that direct us: the clock and the compass."



The Clock - Represents our commitments, appointments, schedules, goals, activities... What we do with, and how we manage our time.

The Compass - Represents our vision, values, principles, mission, conscience, direction... What we feel is important and how we lead our lives.



"The struggle comes," Covey explains, "when we sense a gap between the clock and the compass -- when what we do doesn't contribute to what is most important in our lives. For some of us, the pain of the gap is intense. We can't seem to walk our talk. We feel trapped, controlled by other people or situations. We're always responding to crises -- putting out fires and never making time to do what we know would make a difference. We feel as though our lives are being lived for us."

"We're constantly caught up in the thick of thin things."
-NEAL MAXWELL

"In the absence of clearly defined goals, we are forced to concentrate on activity and ultimately become enslaved by it."
-CHUCK COONRADT

"We've painstakingly climbed the ladder of success rung by rung only to discover as we reached the top rung that the ladder is leaning against the wrong wall. In our race up the rungs, we simply did not take time to do what really mattered most."
-STEPHEN COVEY

Things which matter most must never be at the mercy of things which matter least."
-GOETHE

"Look at the word responsibility... response... ability... the ability to choose your response. Highly proactive people recognize that responsibility. They do not blame circumstances, conditions or conditioning for their behavior. Their behavior is a product of their own conscious choice, based on values, rather than a product of their conditions, based on feelings. Because we are, by nature, proactive, if our lives are a function of conditions and conditioning, it is because we have, by conscious decision or by default, chosen to empower those things to control us."
-STEPHEN COVEY

"At the heart of time management is an important shift in focus: Concentrate on results, not on being busy. Many people spend their days in a frenzy of activity, but achieve very little because they are not concentrating on the right things."
-MIND TOOLS

"We're constantly making choices about the way we spend our time, from the major seasons to the individual moments in our lives. We're also living with the consequences of those choices. And many of us don't like those consequences --

especially when we feel there's a gap between how we're spending our time and what we feel is deeply important in our lives. Putting first things first is an issue at the very heart of life. Almost all of us feel torn by the things we want to do, by the demands placed on us, by the many responsibilities we have. We feel challenged by the day-to-day and moment-by-moment decisions we must make regarding the best use of our time."

-STEPHEN COVEY

TIME MANAGEMENT MISTAKES

Failing to keep a to-do list. Not setting personal goals. Not prioritizing. Failing to manage distractions. Procrastination. Taking on too much. Thriving on being busy. Multitasking. Not taking breaks. Ineffectively scheduling tasks.



TIME MANAGEMENT FOR STUDENTS

Here are some time management tips for college students:

- Get organized
- Be focused on the task at hand
- Eliminate distractions (Get rid of anything that distracts you and allows you to procrastinate from your work)
- Do not take on more than you can handle (Try to be selective about the tasks you commit yourself to)
- Use a calendar
- Use a checklist ("To Do" List)
- Prioritize your "to do" list (Make sure you don't put the most difficult tasks at the bottom)
- Set realistic expectations (Organize your schedule according to logical completion time-frames)
- Avoid procrastination
- Avoid Multi-tasking (Research proves it truly decreases productivity)
- Achieve a healthy balance (Schedule in rest, relaxation and fun... It can't be all work and no play)
- Schedule rewards and reinforcers
- Nourish yourself (Eat throughout your day... Being hungry greatly impacts our resourcefulness)
- Get a good night's sleep
- Don't try to do everything on your own
- Reach out for help when things get tough (This is what your counselors, advisor, and friends are for!)



TIME MANAGEMENT TIPS

- Create a calendar system and learn how to prioritize
- Know your deadlines and plan accordingly
- Allow more time than necessary
- Don't wait until the last minute
- Protect the time you are most alert
- Find your time wasters and eliminate them
- Use time spent waiting
- Learn how to read efficiently
- Learn how to say "no"

TIME MANAGEMENT IN THE WORKPLACE

Here are examples (alphabetically) of effective time management strategies for the workplace:

- Adapting plans to changing circumstances
- Allocating time for specific tasks
- Analyzing processes and selecting the simplest way to accomplish a task
- Asking for help when overwhelmed with demands
- Assertiveness to say no to inappropriate demands that distract from central duties
- Attacking more complex tasks when you have the highest energy and sharpest concentrations
- Auditing how time is spent
- Avoiding excessive small talk with co-workers
- Avoiding procrastination; acting instead of worrying
- Breaking broader goals into smaller parts and focusing on one step at a time
- Breaking up projects into manageable parts
- Creating daily, weekly and monthly "to do" lists
- Creating schedules
- Delegating more routine tasks to lower level staff
- Eating well to maintain energy
- Eliminating time wasters
- Exercising and participating in other stress-reducing activities during leisure time to maximize energy when at work
- Facilitating efficient meetings; sticking with time frames for meetings

- Grouping similar tasks together to limit transition time
- Maintaining an organized work area
- Multitasking; shifting smoothly from one task to another
- Openness to more efficient ways of doing things
- Organizing digital files for easy retrieval
- Planning your day the night before or first thing in the morning
- Prioritizing requests and demands
- Prioritizing a list of projects and focusing on higher value tasks with more immediate deadlines
- Punctuality
- Putting cell phones aside to eliminate the distraction of personal messages unless required for work
- Reviewing performance and eliminating deviations from priorities
- Setting daily, weekly and monthly goals
- Setting realistic standards for quality and avoiding perfectionism
- Setting specific times for responding to email
- Taking short breaks to restore energy
- Touching each piece of paper or reading each email just once, whenever feasible



LINKS

Time Management Skills

<https://www.thebalancecareers.com/time-management-skills-2063776>

Time Management Tips for Achieving Your Goals

<https://www.entrepreneur.com/article/299336>

Time Management: Be More Productive

<https://www.briantracy.com/blog/time-management/time-management-tips/>

Ways to Improve Your Time Management Skills

<https://www.recruiter.com/i/7-ways-busy-to-improve-your-time-management-skills/>

Tips for Effective Time Management

<https://quickbooks.intuit.com/r/employees/8-tips-for-effective-time-management/>

Time Management Tips for College Students

https://www.huffingtonpost.com/ross-a-rosenberg/time-management-tips-for-_b_12435970.html