

Time Management

The Quality of Time

Each of us must use 24 hours of time during any given day

It is important to become aware of how we use this time

Such awareness can provide greater insight into ourselves

There are six ways that you can use time

The first five ways tend to keep others at predictable distances, or drive them further away

The sixth use of time brings people closer together

#1 - Withdrawal

No transactions take place

Withdrawal can occur on a social or non-social level

It can be an escape into fantasy and is often exercised by escape from boredom caused by lack of stroking

#2 - Rituals

Safe, uninvolved periods of time with predictable outcomes

Rituals may include acts of pleasantness, but do not involve authenticity (#6)

#3 - Activities

Activities include such things as:

- working
- studying
- keeping appointments
- cleaning house
- making things
- etc.

#4 - Pastimes

Pastimes can be socially enjoyable or boring (which might be withdrawal)

They require an inordinate amount of conversational "chit-chat"

Some pastimes are

- where do you shop for groceries
- comparing car performance
- vacation stories
- how much did it cost
- who do you know
- how to do it better
- the party I went to last night

While pastimes keep people apart, they can be helpful in establishing new relationships

However, if a relationship is to be lasting, it must progress beyond this point

#5 - Games

There are distinct characteristics in game playing

- The transactions are ulterior
- There is a payoff
- Neither party is consciously aware of what is happening

These characteristics are not found in activities, rituals or pastimes

Games involve bad feelings for at least one of the players

#6 - Authenticity

Authentic (or intimate) relationships involve the highest amount of risk as they include closeness, sharing, giving and accepting love without fear or possessiveness

Both parties feel "I'm OK, you're OK"

Both are emancipated adults who think, perceive and act as adults but can use the child or parent ego states when appropriate

Time Saving Questions

Does it have to be done

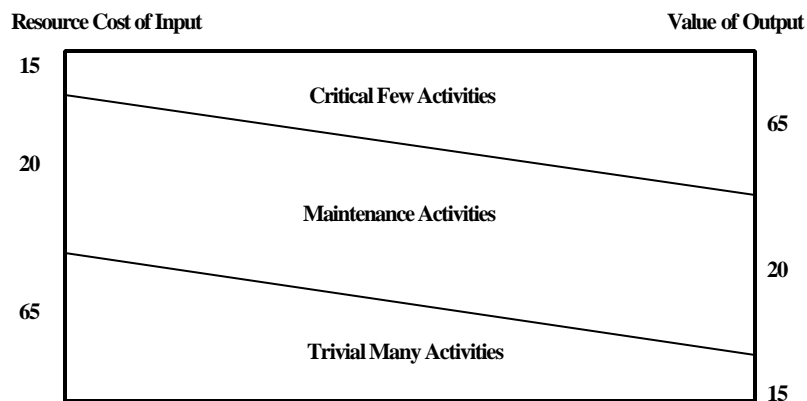
- at all?
- now?
- by me?

Can I delegate it?

Am I wasting the time of others?

Am I doing what I really want to do?

Principle of the Critical Few



Time Waste Indicators

Excessive meetings

Excessive phone calls

Continuing crises

Bottlenecks

Leading Time Wasters

Telephone interruptions

Unscheduled visitors

Meetings

Crisis situations

Lack of objectives

Cluttered desk

Lack of delegation

Too much at once

No clear lines of authority

Inadequate, inaccurate, delayed information from others

Indecision and procrastination
Lack of communication; unclear communication
Inability to say "NO"
Lack of timely progress reports
Fatigue
Do it hastily; get it wrong the first time

Time Log

Keep a log of your daily activities for a two week period; record the following:

Priority: 1 - Most Important
2 - Less Important
3 - Less Important
4 - Least Important

Principles of Time Management

Time analysis
Daily planning
Flexibility
Delegation
Activity segmentation and interruption control
Minimization of routine work
Plan, implement and follow-up
Repeated analysis
Muddling through

Managing Time

Time is a very peculiar resource. No matter how great the demand, "There ain't no more of it"

- There is a difference in the way effective executives use their time, and the way most of us do.
- The main difference is that effective people know how little time they have. They don't believe that they have 24 hours in their day. They know they have one or two at most.
- The most important thing is to know how little time there really is, and to use it for the things that really matter.

Make sure you know where your time goes.

- Do you know how many hours you have, and where they're going? How much solid time you give things you really deserve it?
- Keep a time log. Don't depend on memory - it's treacherous.

Evaluate the way you use your time.

- Ask yourself, "What are the things that take my time and contribute nothing? What would happen if they weren't done at all?"

Eliminate things that "Won't be missed."

- Be ruthless and cut those things out.
- Learn to say "no." Say it pleasantly, or say it nastily, but say it!

Concentrate on things that really deserve your time.

- Ask, "Am I giving the right kind of time to the truly important things?"

- Nothing gets done when you spend your time in "drips and drabs."
- All the important things in your work require a great deal of time, good, solid, continuous chunks of time - an hour, maybe a day. And if you don't give it, well then you have nothing to show for all your hard work!

From: Notes on "Managing Time" by Peter Drucker