SIX STEPS FOR DEVELOPING GOOD TIME MANAGEMENT HABITS

1. Recognize the difficulty—old habits are not easily broken.

2. Develop a better way—the easiest way to break a habit is to replace it.

3. Launch the new habit strongly.

4. Go public—ensures commitment.

5. Repeat it often.

6. Allow no exceptions—may rebound to old habits.

   KEY TIME SAVERS

1. Learn to set priorities. Do central and essential priorities first.

2. Fight procrastination. Do it now if it’s important and do them all at once.

3. Group related activities.

4. Divide big tasks into workable and easily accomplished parts.

5. Find a hideaway.

6. Establish a quiet hour.

7. Learn to say “no”.

8. Learn to delegate.

9. Use a timetable.
   
   2. Decide what your objective is.

   3. Choose a target date.

   4. Work backward to develop your timetable.
      
      - Go over activities that will help you accomplish what you want.
      
      - Speculate how long each step will take.
- Give each step a specific target date within the timetable.

10. Minimize routine tasks.
    Shorten low-value interruptions.
    Throw away junk mail or other low-value paperwork.
    Delegate, shorten or defer indefinitely C-priority tasks.

11. Concentrate on doing one thing at a time.

12. Finish it fully.

13. Avoid perfectionism.


15. Don’t overschedule. Allow time for crises and interruptions.

SOLUTIONS FOR TIME WASTERS

EFFECTIVE DELEGATION

QUESTIONS TO ASK YOURSELF ABOUT WHEN AND WHAT TO DELEGATE:

Is there someone else that can or should do this task even though it may take longer or may not be done quite as well?

Is there someone who can do the task better than I can? Am I taking advantage of the abilities and experience of my people?

Is there someone who can do the task with less expense? Or with better timing?

Would this task contribute to the training and development of one of my subordinates?
THE DELEGATION PROCESS

1. Clarify and prioritize your goals.

2. Decide which of these goals others can handle. Set clear and realistic goals for the task to be delegated.

3. Define tasks and organize them for delegation.

4. Select the best persons.

5. Plan for the instruction or training needed to carry out the task(s).

6. Communicate the assignment clearly.

7. Define the limits of responsibility and authority as it relates to the task(s).

8. When a subordinate has the responsibility for a decision, allow him/her to make it. Resist making decisions for your support people.

9. Take enough time to help a delegate solve an emergency problem, so when it comes up again, he/she can go ahead without interrupting you.

10. When a support person comes to you with a question concerning a delegated task, don’t answer the question but help your support person think it through.

11. Set up a system that requires interim reports or checkpoints so you can review progress.

12. Establish a realistic completion date.

13. If a subordinate’s decision must be reversed, permit him/her to reverse it. Never openly countermand your subordinate’s orders. Back up your support people in their relations with their subordinates.

INTERRUPTIONS

1. Analyze the interruptions. Keep a log for a couple days, including the following information:
   - Who and what;
- Purpose;
- Time spent;
- A, B, or C priority;
- And ways to shorten or eliminate them.

2. Accumulate interruption of a similar type and handle them in the following ways:
   - All at once;
   - During a low-priority time;
   - With a memo;
   - As delegated tasks;
   - In a group meeting;
   - Or by the person whom they apply.

3. Set aside a “quiet hours” each day. During your “quiet hour”, close the door when you have something important to do; practice the open door policy but within reasonable limits; and plan time when you will be available and limit the time of your availability.

4. Learn to say “no” or “later” without offending if you have something important to do.
   1) LISTEN to ensure understanding and to convey empathy.
   2) SAY NO IMMEDIATELY to eliminate doubt and the guilt which continued discussion engenders or work out a compromise and keep your agreement.
   3) GIVE REASONS so that it can be accepted.
   4) OFFER ALTERNATIVES to demonstrate good faith.

5. Shorten less important interruptions- spend only the time on them they deserve. Some hints to achieve this:
   - Time yourself with a clock or egg time (“I’m only going to spend five minutes each on these phone calls”).
   - Have some favorite cut-off phrases for phone or drop-in interruptions.

6. Limit your involvement in:
1) Meetings

2) Crises

3) Routine and detail

4) Tasks already delegated

7. Do it to a finish.

8. Handle it once.

9. Keep your desk top clear.

**PROCRASTINATION**

1. Analyze what you procrastinate about.

   - Keep a log and write down tasks that you are putting off. Is there a common pattern? Do you tend to put off tasks that involve figure work? Or interpersonal conflicts?

   - Recognizing what you procrastinate about will signal you to begin applying solutions

2. Note your common “delay tactics”.

   - What kind of excuses do you look for and find to put off doing that tough and unpleasant task? Recognizing those traps will help you avoid them.

3. Experiment with some solutions that will work for you.

   - Subdivide that big, tough task into small pieces that can be done one at a time.

   - Start with an easy or enjoyable piece to get going.

   - Get someone to work with you: It will be less difficult and painful.

   - Make a commitment to someone else or set a deadline: this will make it more difficult to put off.
- Get prepared for the tough task by having all the information available and make sure you pick a time when you are rested and energetic.

- Block out distractions: close the door and have your secretary screen calls and visitors.

- Pick a place that’s particularly conducive to accomplishing the task: if it’s a creative project you may want to “retreat” type structure.

- Reward yourself along the way.

**DECISIONMAKING**

1. Clarify what you want most – what is your objective?

2. Study the situation or problem. Consider it’s history. Forecast its future.

3. Compare Alternative A with the objective.

4. Compare Alternative B with the objective.

5. Discover Alternative C. You make the best decisions when you have at least three attractive alternatives, so make sure you track down at least three possibilities.

6. Compare Alternative C with the objective.

7. Now compare all three alternatives with each other.

8. Pick the most attractive alternative.

9. Take action.

**STRATEGIES FOR COPING WITH EVERYDAY DEMANDS**

**MANAGING CRISES SITUATIONS**

1. Have a clear goal or objective.
2. Schedule the tasks necessary to attain it.

3. Set realistic deadlines.

4. Build in a cushion.

5. Get progress reports.

6. Have a contingency plan.

Elements for its control:
- React to problems as they arise rather than ANTICIPATING them.
- Take steps to PREVENT them or to LIMIT their consequence.

MEETINGS

1. Have a clear understanding of and be able to state the purpose or goal.
   - Why have a meeting?
   - What are the objectives?
   - What type of meeting?

2. Carefully select the participants.
   - Who should be there?
   - What is their interest?
   - What is their expertise?
   - What should they contribute?
   - What are possible attitude and personality problems?
   - How can you best facilitate the group decision process?

3. Prepare for the meeting.
   - When should it take place?
   - Where should it take place?
   - How long should it take?
   - Any special arrangements to be made?
   - What ground rules should you employ during the meeting?
   - How should the agenda items be ordered? How do you approach each one?
   - Is there advanced preparation the participants should do?
   - Should any presentations be made?

4. Provide skillful leadership of the group decision process.
   - Get everyone to bring their knowledge and expertise to bear on the issues.
- Foster an atmosphere of creative problem solving.
- Overcome personality problems.

5. Record and evaluate results.
   - What decisions were made?
   - What action is to be taken? Who will do it? When?
   - How do you follow up to make sure it's done?

**FIVE STEPS TO FRUSTRATION-FREE TIME WITH YOUR BOSS**

1. Discover any unsatisfied wants you have.

2. Know what you want most from you boss.

3. Know what your boss wants from you.

4. Learn what your boss wants.

5. Treat your boss like a customer.

**EXCERPTS FROM:**


2. *How to Put More Time Into Your Life* by Dru Scott, Ph.D.


**SUGGESTED REFERENCE**


**TIPS FOR PHYSICAL AND MENTAL WELL-BEING ILL HEALTH**

1. Take an exercise break instead of a coffee break. If possible, get out of the building and take a brisk walk around the block. You can exercise in your office. Stretch and then relax all your muscles. Bend over with your head, arms, and hands hanging loose. This will get the blood to your brain and relax your back muscles. Do some deep breathing exercises – inhale deeply and exhale completely. Do some head rolls to exercise your neck and shoulder muscles.

2. Beside exercise breaks during the day, have a definite exercise program. Engage in something you enjoy doing and do it every day. It could be jogging, swimming, tennis or golf. Get up early so you can spend some time enjoying your favorite kind of exercise. Chores around the home, while good for you, are not substitution for a definite exercise program. If you think you don’t enjoy any kind of exercise, try it every day for a week and see if you don’t begin to feel better. If you have not been exercising much, don’t start on strenuous exercise regimen without consulting your doctor first.

3. Avoid a diet of empty calories. Eat a well-balanced meal as regularly as you can. Eat unhurriedly in pleasant surroundings and with congenial company. Avoid eating when you are in a highly emotional state. Avoid eating to satisfy an emotional or psychological need. Encourage your family to be health/diet conscious.

4. Have yearly physical checkups.
5. Get the amount of sleep your body requires. Some people can do with less sleep than others. Study yourself to learn how much sleep you need to feel rested and invigorated.

TENSION AND STRESS

1. Identify your stress symptoms, understand to some degree the causes and modify your attitudes and behaviors.

2. OWN your stress.

3. Realize the relationship between stress and time management.
   2. Set aside time for relaxation – balance work and recreation.
   3. Make adjustments and modify your lifestyle if necessary.
   4. Match your tasks to your energy level.
   5. Accept change.

4. Create an attractive environment for yourself.
   1. Avoid “skimming” relationships – fulfill your need for support and affiliation.
   2. Make sure that your needs are being met – may surface as rebellious behavior if they are not being fulfilled.
   3. Heighten your awareness to your senses.
   4. Set up a reward system for achieving modest short-term and long-term goals. If you make a mistake, compliment yourself for your awareness of the mistake, then review and evaluate the situation and determine how you can handle it differently should it occur again.

5. Learn to accept the things you cannot change.
6. Work off anger physically by undertaking some form of activity other than combat.

7. Talk with a trusted friend, colleague, spouse, or pastor about the thing that is causing the stress. Don’t be hesitant to seek professional help if the problem warrants it.

8. Avoid medication if possible. Pills treat only symptoms, as a rule, not causes. Avoid tranquilizers unless they are prescribed by a doctor. Avoid self-medication.

9. Do something for someone else. It will take our mind off your own problems.

10. Count your blessings, not your problems.

**WORRY**

1. Live one day at a time. You can’t change what happened yesterday. You can make tomorrow better by living well today. So concentrate on doing your best today and put yesterday out of your mind. As for tomorrow, think of only the best that can happen.

2. Don’t fuss about little things that don’t really matter. A study was made of the kinds of things people worry about. It showed that 40 percent were things that never came about, 35 percent were things that couldn’t be changed, 15 percent turned out better than expected, 8 percent were petty, useless worries, and only 2 percent were legitimate worries.

3. Use the law of averages to outlaw your worries. Some people, when they fly, worry that the plane will crash. The law of averages indicates that it is not very likely to happen.

4. Cooperate with the inevitable. Deliberately make the best of every bad situation. It is a profitable way to defeat worry. Someone has said, “If life hands you a lemon, make lemonade out of it.”

5. If you are a compulsive worrier, don’t fight it. Instead cooperate with your habit. Schedule a certain amount of time, say twenty minutes, for worrying everyday. Then spend that time alone worrying. When you start to worry at any other time, remind yourself that you have scheduled a time for worry and save your worry. And you will find
your scheduled worry sessions getting shorter and shorter as you have less and less to worry about.

6. To defeat the worry habit and for the 2 percent legitimate worries you have – prey. “More things are wrought by prayer than this world dreams of.”

THE BLUES

1. There would be a physical reason. If you find yourself “down” a great deal of the time, get a physical checkup.

2. Study yourself and see if the blues you experience are the low points of your normal cycle. If so, you can estimate when you will be apt to feel down and you can adjust your activities for that time. Avoid making decisions when you are down. Pamper yourself while you are at your low ebb. Break monotony by doing something different. Take a different route to work or change a usual routine. Do a good deed for someone but don’t tell anyone about it.

3. You may be experiencing achievement blues. Have you just completed a big project or reached a goal? A let-down feeling often follows successful accomplishment. It is frustrating because you should feel good about your successes. The best way to fight achievement blues is to focus on the achievement. Celebrate it. Let your friends help you celebrate. Then set a new goal and get busy working toward it.

4. All-work-and-no-play blues afflict people who work too steadily. No matter how much you enjoy your work, take a vacation from it. You will accomplish more in less time.

5. It may only be a case of spring fever. Ease up a little and it will go away.

Excerpt from: Successful Time Management by Jack D. Ferner.