



# **TIME DYNAMICS**

**Making Time Work for You!**

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## **Introduction**

Time Dynamics is geared strictly to helping people achieve more of their potential and provides the participants with some of the most modern and up-to-date time management material available. This course should be run for five weeks, one chapter per week.

Time Dynamics is designed to be used as a group participation program but can also work very well as a self-instruction study. The program is divided into five chapters for easy utilization. Each chapter ends with a series of discussion questions and activities.

Through this study, you will examine the importance of developing an appreciation for time. You will also discover excellent tools to help you analyze your present time usage.

The study outlines the path to take in order to gain control of your destiny. Planning, goal setting, a daily "To Do" list, and other pertinent topics are presented. You will find many ideas discussed that will help you accomplish tasks in a more effective and efficient manner.

And finally, you'll investigate the reasons why time management works and learn specific steps to overcome major time wasters.

# Section One

## The Time is Now

### Your Talents and Your Time

Each of us has different talents as well as differences in our physical and mental attributes. Additionally, we have our individual aptitudes. Nevertheless, we all have at least one thing in common – *TIME!*

Regardless of your IQ, educational background, social status, or work related experiences, you have 168 hours in each week. What you do with these 10,080 minutes will determine whether you are a success or a failure, whether you are happy or sad, and whether you are respected for who you are.

The inventory of time for the average person is: 33% sleep, 4% dressing, 13% meals, 6% travel, 22% free time, and 22% work.

By implementing the concepts of time management, you'll make the most of those 10,080 minutes a week that belong to you!

### Personal Time Analysis

The first step is being aware of where your time is going, now. That means actually tracking or logging your time daily for at least one week but preferably two so that you will get a precise account of where your time goes. We'll start with estimation.

Before actually recording your time usage, estimate on the form below the amount of time you *think* you are presently spending on various activities.

#### Approximate Time Spent Per Week

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##### Personal

- 1. Shaving, showering, dressing \_\_\_\_\_
- 2. Eating \_\_\_\_\_
- 3. Sleeping, resting \_\_\_\_\_
- SUB-TOTAL \_\_\_\_\_

##### While Working

- 1. Traveling to and from your job \_\_\_\_\_
- 2. Traveling while on the job \_\_\_\_\_
- 3. Incoming calls \_\_\_\_\_
- 4. Outgoing calls \_\_\_\_\_
- 5. Regularly scheduled meetings \_\_\_\_\_
- 6. Other meetings \_\_\_\_\_
- 7. Conferences with your supervisor(s) \_\_\_\_\_
- 8. Reading \_\_\_\_\_
- 9. Initiating and answering correspondence \_\_\_\_\_
- 10. Unexpected visitors \_\_\_\_\_
- 11. Assisting subordinates \_\_\_\_\_

- 12. Seeing customers \_\_\_\_\_
- 13. Other job activities \_\_\_\_\_
- SUB-TOTAL \_\_\_\_\_

Family Functions

- 1. Playing with and taking care of children \_\_\_\_\_
- 2. Cooking \_\_\_\_\_
- 3. Washing Clothes \_\_\_\_\_
- 4. Shopping \_\_\_\_\_
- 5. Paying bills \_\_\_\_\_
- 6. Yard maintenance \_\_\_\_\_
- 7. Church related activities \_\_\_\_\_
- 8. Cleaning and maintaining house \_\_\_\_\_
- 9. Other family activities \_\_\_\_\_
- SUB-TOTAL \_\_\_\_\_

Jaycee Jobs

- 1. Local meetings \_\_\_\_\_
- 2. District, Regional, State and/or National Meetings \_\_\_\_\_
- 3. Paperwork \_\_\_\_\_
- 4. Travel \_\_\_\_\_
- 5. Telephone \_\_\_\_\_
- 6. Working on projects \_\_\_\_\_
- 7. Other Jaycee activities \_\_\_\_\_
- SUB-TOTAL \_\_\_\_\_

Other Activities

- 1. Watching TV \_\_\_\_\_
- 2. Travel (vacationing) \_\_\_\_\_
- 3. Social engagements (parties) \_\_\_\_\_
- 4. Participating in and watching sports \_\_\_\_\_
- 5. Hobbies \_\_\_\_\_
- 6. Other leisure activities \_\_\_\_\_
- SUB-TOTAL \_\_\_\_\_

GRAND TOTAL \_\_\_\_\_

**Analyze and Summarize Your Time Logs**

The next step is to actually record the amount of time you spend participating in these activities. You should keep a time log for two weeks.

Track the exact time you begin and end an activity, make a note of the duration, and a few words to describe the activity. This step requires you to be really honest with yourself and track EVERYTHING you do in your work day so you can see where your time is really going—for instance, if you spent 23 minutes chatting with coworkers at the

coffee machine put it down as 23 minutes, not in nice, even 15, 30, or 60 minute intervals.

Although it is tempting to merely jot down your endeavors at the end of each day, you will find that you won't get an accurate picture and it will be a time waster, as you will spend extra time trying to remember exactly what you accomplished.

At the end of the two weeks, review your time logs and start to summarize the tasks (and the amount of time spent on each) into categories. You will create these categories yourself, and you should have between six and twelve categories. Some examples might be: administration, business development, sales and marketing, computer, phone calls, e-mail, family functions, church work, Jaycee jobs, exercise, etc.

You will then summarize, for each day, how much time you spent doing tasks or activities for each category, in the exact number of minutes. You might also do a little math, to figure the percentage of time each category takes out of each day.

### **Weekly Time Log**

Day and Date \_\_\_\_\_

<u>Time</u>	<u>Activity</u>
7:00 a.m.	_____
8:00 a.m.	_____
9:00 a.m.	_____
10:00 a.m.	_____
11:00 a.m.	_____
12:00 p.m.	_____
1:00 p.m.	_____
2:00 p.m.	_____
3:00 p.m.	_____
4:00 p.m.	_____
5:00 p.m.	_____
6:00 p.m.	_____
7:00 p.m.	_____
8:00 p.m.	_____
9:00 p.m.	_____
10:00 p.m.	_____
11:00 p.m.	_____

***Discussion Questions for Section One***

1. *What rewards do you expect to gain from learning how to more effectively use your time?*
2. *What was the biggest surprise you encountered in estimating your personal time analysis?*
3. *Why is it best, when doing a time analysis, to record your time on a minute-by-minute basis as opposed to once or twice daily?*
4. *What is the single-most important idea about time management you have grasped so far?*

***Activities***

1. *For three mornings, outline the “routine” you follow as you get ready for work. At the end of the three days, analyze your established pattern and list ways you can change it to save time.*
2. *List several ways you can better use the time you travel to and from work.*

## **Section Two**

### **The Road to Time Management**

#### **Where are You Going?**

Those who are headed nowhere generally get there—quickly! Life is a journey from where you are to where you want to be and you can choose your own destination. Not only that, you can choose how you are going to get there. Goal setting will help you end up where you want to be.

Dreams and wishes are not goals until they are written as specific end results on paper. Written specific goals provide direction and focus to your activities. They become the road map to follow. When you set a challenging goal, you get excited about accomplishing it because it is personally meaningful.

#### **How to Get There**

To be challenging and motivating, goals must be perceived as realistic and attainable. When thoughtfully set, goals can provide strong motivational direction. A goal is considered “reasonable” when you can see the entire process needed to make it happen.

When it comes to setting goals, start off with what’s important to you in life. Take out a sheet of paper and brainstorm what you want to accomplish between now and the end of your life.

As a second step, use another sheet of paper, and this time, consider yourself and your personal goals for the next twelve-month period. Some key areas in which you might set personal goals include: family, personal growth, spiritual growth, financial, health, social, career, Jaycees, hobbies, and recreation. Write down the things that you plan to accomplish during this one-year period.

Now, as a third step, go back and compare the two lists of goals you made. Make sure that the items on your short-term list will, as you attain them, be helping you reach your long-term or lifetime goals. It is important that what you are doing short term is taking you in the direction toward your lifetime goals. Rewrite your short-term goals now if you need to.

Next, look at the goals that are on your lists. If there are any that you are not willing to pay the price for, go ahead and cross them out.

Now, on still another sheet of paper, create job goals for the next twelve-month period. Identify the outcomes you want to have happen during the one-year period in your specific area of responsibility and authority. Some key areas in which you might consider writing job goals include: quality, quantity, cost control, cost improvement, equipment, procedures, training, sales, financial, and personnel.

Then look for the blending between your job or work goals and your personal goals. Anywhere you notice that you are setting a goal on the job while at the same time you are

setting a personal goal, note this relationship; it is in these areas you will be most highly motivated.

For each of the three lists that you just created, make a list of the activities you must do in order to reach the most important goal on each of your lists. Then write a “To Do” list and on it write what you must do tomorrow to move toward your most important goal. Review your goals at least every three months and rewrite when necessary.

Success is defined as “the progressive realization of a worthwhile goal.” If you are doing the things that are moving you toward reaching your goal, then you are “successful” even if you are not there yet.

Once your goals are written, as well as the activities planned to reach them, prioritize them.

### **What “To Do”**

Now that you have planned your journey, you can keep your life rolling smoothly by using a daily “TO DO” list. This daily list of activities you need to complete will help you stay organized and save time.

In Michael LeBoeuf’s book, *Working Smart*, a story is told about one experience of Charles Schwab, former president of Bethlehem Steel. As the story goes Mr. Schwab called in Ivey Lee, a consultant and said, “Show me a way to get more things done with my time, and I’ll pay you any fee within reason.”

“Fine,” said Lee. “I’ll give you something in twenty minutes that will increase your output at least fifty percent.”

Lee then handed Schwab a blank piece of paper and said, “Write down the six most important tasks that you have to do tomorrow and number them in order of importance. Now put this paper in your pocket and first thing tomorrow morning look at item number one and work on it until you finish it. Then do item two, and so on. Do this until quitting time and don’t be concerned if you have finished only one or two. You’ll be working on the most important ones first anyway. If you can’t finish them all by this method, you probably couldn’t have by any other method either; and without some system you’d probably not even have decided which was the most important.’

Then Lee stated, “Try this system every working day. After you’ve convinced yourself of the value of the system, have your men try it. Try it as long as you wish and then send me a check for what you think it’s worth.”

Several weeks later Schwab sent Lee a check for \$25,000 with a note proclaiming the advice was the most profitable he had ever followed. This concept helped Charles Schwab earn \$100 million and turn Bethlehem Steel into the biggest independent steel producer in the world.

You may think Charles Schwab was foolish to pay \$25,000 for such a simple idea. However, Schwab thought of that consulting fee as one of his best investments. “Sure it was a simple idea,” Schwab said. “But what ideas are not basically simple? For the first time, my entire team and myself are getting first things done first.”

### **Create a New Daily Routine**

If you are honest and diligent when filling out your time logs, chances are you will have a rude awakening when you review and analyze them. You will be able to see where the time drains are occurring—and hopefully, you're ready to make better choices and create a new daily routine. This routine will maximize the time you spend on productive work by conforming to the natural flow of your day as well as with your natural rhythms, by taking into consideration when you're at your best for certain tasks, by grouping similar tasks together for greater efficiency, and by setting aside dedicated time for doing uninterrupted work.

How do you create your routine? Look at where you've been spending your time and start making some decisions about where the different tasks can best be fitted into your day/week. Then write this routine down and post it where you'll see it every day.

### **Planning a New Daily Routine**

1. Write out your plan each week for accomplishing significant items.
2. Plan each day.
3. Make sure your daily “TO DO” list includes Priorities and Time Estimates.
4. Plan time in each day for you! At least 15 minutes for personal objectives.
5. Plan breaks for yourself.

### **Prioritize and Stay Focused**

Once you've done the up-front work of tracking and analyzing your time, and creating a new routine...how do you keep it on track? First you'll have to prioritize your work. One suggestion might be to create your own easy tools. On one sheet of paper, create five sections: High Priorities, Secondary Priorities, People to Contact, Telephone Calls, and Schedule. You can fill this out each day, first thing in the morning (or better yet, at the end of your work day so you are well prepared to start fresh tomorrow).

Each day, ask yourself: “If nothing else gets done today, what are the one or two items that absolutely MUST be done?” Those are the items on which to focus your day. Keep in mind that you should periodically go back to the time logging exercise, so you can determine if you are slipping back into old bad habits and if so, take immediate steps to get back on track.

### **Under-Promise and Over-Deliver**

You may have heard this one before, but a little reinforcement never hurts. Many of us have too many demands on our time because we take on more than we should. We don't like to say “No,” and we don't want to hurt someone else's feelings. When we over-commit ourselves, we are not only creating unnecessary stress in our lives, but we are also creating potential situations where we cannot deliver what we've promised. We also

don't realize that when we can't deliver what we've promised, we can inadvertently cause more pain and hurt feelings than if we'd been willing to say "No" in the first place.

Remember, you're not doing yourself or anyone else any favors by taking on more than you can reasonably deliver. Commit yourself to making this strategy a high priority and you'll enjoy much less stress in your life.

### **Stronger Boundaries Reduce Interruptions**

It is true that interruptions to your day can and will happen, and to some degree they are out of your complete control. However, you probably have more control than you think.

Instead of blaming other people and getting frustrated with them for interrupting you, take responsibility for creating stronger boundaries with your co-workers where appropriate. Keep in mind, most people don't mean to be inconsiderate by interrupting, they are just caught up in their own "stuff" and probably don't realize the affect they are having on you. It is really up to you to set up some guidelines for when you can and cannot be interrupted, to communicate them to others, and then to stick by them.

For example: you might institute a "quiet time" policy (mornings are usually best) where you let everyone know that for one hour you cannot be interrupted—and then set up another time later in the day where you have an open-door policy. This strategy creates a firm boundary but also provides time for you to be accessible to others. At first, those around you might try to cross your boundaries, and it's up to you to gently remind them that they can come back and talk during your "open door" time. After a while, they'll get used to it. Change takes time, so stick with it!

### **Defeating Procrastination**

Your plans are made, the path is established, and the destination is determined, so on your mark, get set and—presto—NOTHING! Your battery is dead. But why? Regardless of the underlying causes, the fact is that all the planning in the world is useless if you can't get started. In the game of life, not getting started is called procrastination.

Procrastination is probably one of the biggest "time hogs" we have. Not only are we NOT doing the thing we're procrastinating about, but we also end up wasting even more time worrying about how much we're procrastinating.

To find a solution to this problem, let's first look at some of the reasons why people procrastinate.

Frequently emotional in nature, procrastination rears its evil head and protrudes its fangs to remind us of the bad feeling we experienced when we previously faced a similar task. For example, one cringes when he thinks of the overwhelming nature of that year-end report to be written, so he waits until tomorrow to start.

Is there a remedy for procrastination? No, but there is a temporary treatment. Simply and specifically, when facing the procrastination monster, GO FOR IT! Force yourself to take

action. Mentally recharge your battery. The time you save will generate positive results in your work and your physical well-being. Here are seven ways to stop procrastination.

1. Realize that procrastination is a large waste of time. Since time is life, by procrastinating, you are throwing your life away.
2. When a task seems just too big, chop it into smaller units and do one at a time.
3. Tell someone you will do something so they will hold you accountable.
4. Provide a special incentive or reward for yourself.
5. Make decisions quickly and act on those decisions immediately.
6. Take the last few minutes of each working day to analyze your accomplishments, develop the “TO DO” list for the next day, and resolve to do better.
7. Decide to make everyday of your life meaningful.

### **Be Decisive**

Indecision is like procrastination. It is not only a major time consumer, medical research has strongly indicated it can actually cause physical disorders such as ulcers and heart attacks. To gain control of your time, be decisive.

When faced with decisions, learn to make them quickly. Research and explore various alternatives by drawing on other people’s knowledge and experience. Carefully, yet quickly, analyze the various choices—then choose one. At that point, press on.

Don’t fret if you occasionally make the wrong decision. Usually, it is quicker and better to rectify a poor decision than not to make any decision at all. The decision-making process is one of the identifying factors in determining leadership skills of an individual.

### **Indecision**

1. Don’t waste time regretting your failures.
2. Make important decisions in your prime time.
3. If you are not making any mistakes, you are not doing anything worthwhile.
4. Indecision is a form of procrastination; act with boldness.
5. It is a time waster to deal with the past—forget it—use the past as a guide for the future.

### **Separate Your Work from Your Personal Life**

Whether you work in or out of your home, it is critical for your well-being that you find a way to separate your work from your personal life. If you work out of the home, don’t take work home at all unless you are certain you can get to it—it’s better to stay a little longer at the office to get it done, then enjoy your leisure time without the stress of having to do that work at home.

If you work at home, you will need to be even more diligent in setting aside separate times in your day for work and for your personal time and family. Post your schedule where your family can see it, and make it clear when you can and cannot be interrupted (when you work at home, you have to create better habits for the whole family to ensure your success).

**Discussion Questions for Section Two**

1. Why is goal setting important?
2. How do goals and activities differ?
3. What do we mean by prioritizing your tasks?
4. Who should establish your goals, your activities to achieve them, and the priority of these activities? Why?
5. Why is a daily "TO DO" list important?
6. Do you complete one task at a time or try to work on several? Which method is best? Why?
7. Is there ever a "good" time to procrastinate?
8. What are some ways to overcome procrastination?

**Activities**

1. Using the chart below, list at least three activities in each row (work related, family related, Jaycee related) that cause you to procrastinate. Next, give a reason for the procrastination. Finally, write down the action you will take to help you get started the next time you face the problem.

	<u>Cause</u>	<u>Reason</u>	<u>Solution</u>
<i>Example</i>	<i>Year-end Report</i>	<i>Seems overwhelming</i>	<i>Break down into small sections</i>
<i>Job Related</i>	1. 2.		
<i>Family Related</i>	1. 2.		
<i>Jaycee Related</i>	1. 2.		

2. If you were serving in the capacity of a local Jaycee Chapter President, how would you prioritize these tasks? Why?
  - i. Finding a Chairman for a community development project
  - ii. Replacing a Vice President who has missed four consecutive Board meetings
  - iii. Sending your monthly dues kit to your state organization
  - iv. Recruiting a new member
  - v. Participating in a local project
  - vi. Visiting another local chapter
  - vii. Procuring a local Parade of Chapters Chairman

## **Section Three**

### **Tricks To Transfuse Time**

Some people feel time management takes too much time but in fact, it actually saves time. Some of the following management tips may be familiar to you; some of them may not be applicable to your particular situation. But these tips have been used by people to simplify their lives and inject renewed enthusiasm into the time spent with their family, on the job, and with the Jaycees.

#### **Get An Early Start**

Have you ever been early for work and completed a major task ahead of deadline? Felt great, didn't it!

Just because we are scheduled to start work at 8:00 a.m. doesn't mean we can't get a jump on our activities by reporting early when the occasion warrants it. The old saying, "The early bird catches the worm," has a great deal of merit. The psychological advantage gained by getting an early start will greatly outweigh the slight inconvenience of having to get up a little sooner.

#### **Objectives and Priorities**

1. First hour of every workday is your most productive. Use it wisely!
2. Distinguish between important and merely urgent. Always do the important tasks.
3. Don't do someone else's request at your expense.
4. Set one major objective each day and achieve it.
5. When conditions change—you change.

#### **Develop and Defeat the Deadline!**

Whenever you decide an activity is important enough to begin, develop a plan of attack to defeat the deadline you set for completion. By establishing a specified time limit, you will insure that the activity is completed on or before the deadline. Be sure to allow yourself enough time to complete the task, yet not too much time to allow procrastination.

#### **Handle Toughest Tasks at "Prime Time"**

Consider when your energy level peaks. Do you hit your highest energy level at 10:00 a.m. or mid-afternoon? Determine your prime time and always try to handle your most demanding tasks or your biggest projects during your peak energy period. As in all phases of time management, planning is critically important.

#### **Thinking and Analyzing**

1. Take a meditation break instead of a coffee break.
2. Always carry note cards. Write down your ideas.
3. Always check things out.
4. Identify your prime time (your best time of the day).
5. Think about ways to improve your job results.
6. Analyze your time to discover what to do, when, and why. Then improve it.

### **Acquire the Pencil and Paper Habit**

At some time or another, each of us has found ourselves thinking, “If only I could remember...” Regardless of what you forgot, this time waster can be overcome in the future by acquiring the pencil and paper habit.

How can not recalling some information be a time waster? Easy—just realize this. When the conscious and subconscious minds begin to focus on a thought, the idea begins to gain a type of *momentum* until it becomes the dominating consideration. With the emergency of the new thought, you lose the ability to pay undivided attention to the priority item on which you’re working. So, you lose valuable time trying to crystallize the new idea.

The simple solution to this problem is to always carry pencil and paper with you. Many successful individuals carry 3”x 5” index cards. As the mind perceives a unique idea or you hear something noteworthy, write it down. Then, file it somewhere that is easily accessible then you won’t have to worry about forgetting an important idea or event.

### **Develop the Art of Listening**

Are you proud of your ability to talk on the telephone while simultaneously continuing to write reports, read the paper, or engage in some other task? Sounds like a tremendous time saving technique, doesn’t it? After all, you are accomplishing two jobs at one time. But is this best?

*The answer is no.* Here are two primary reasons:

1. Passive listening results in improperly perceived communications. The resulting misunderstandings cause you to waste time by later resolving them.
2. When you fail to give someone your undivided attention as they speak to you, it is demeaning to them. It strongly indicates they are not important to you. So, an emotional barrier is built and time will be needed to tear down that barrier if you expect to have a working relationship with that individual.

When someone talks to you, listen. In fact, listen intently!

### **Structure Your Telephone Time**

Although the telephone often serves as a tremendous time saver by reducing the number of trips to be taken, it often produces the opposite effect. To avoid the telephone trap, set aside certain periods of the day to accept, make, and return calls. The best time to accept incoming calls is just prior to lunch or at the end of the workday (the other person will not want to dawdle on the phone at those times either!)—so whenever possible, let others know this is your preference and set that time aside so you are available.

When making or returning calls, the best time to contact those difficult-to-reach people is early in the morning, just before or after lunch, or late in the day. Other tips for making the best use of your phone time: plan in advance what you need to cover during the call;

and at the beginning of a call, you might say "I have about 10 minutes to spend with you now. If we don't finish, we can always schedule another time."

Set up phone appointments: A day and time for them to call you or for you to call them, assuring you will both be in the office and available to talk at that given time.

Getting organized before calling is not a difficult task, it simply involves planning. Outline the topics to be covered and highlight key ideas. Be sure to have any necessary reference material within reach. Minimize the small talk; you might want to begin your conversation by prefacing it with the fact you need to hurry. The time you spend in preparing your calls will be repaid once you become actively engaged in phoning your associates.

Making your calls as a group will save time by keeping you from having to change activities frequently. The mind functions best on one activity at a time. By grouping calls, you will be able to better use the talents your mind possesses, freeing more time for other tasks.

### **Telephone**

1. Always outline topics to discuss.
2. Group your calls and make those calls when you know people will be there.
3. Get through small talk as soon as possible and get to the point of the call.
4. When appropriate, use telephone answering machines [and voicemail].
5. Tell long-winded callers you have an appointment or deadline to meet.
6. As a last resort, try hanging up while you are talking.
7. Record your phone calls to find out how *you* use the phone.
8. Have your secretary screen your calls and help on routine matters.
9. Have your secretary look up answers for return calls, so you are prepared.
10. Instead of being irritated when the phone rings, remind yourself that it is important to your job...you will be less frustrated.

### **Streamline Correspondence**

It's not always necessary to impress people with your creative writing talents. Every letter you write need not be the stunning, eloquent style of an Earnest Hemingway. In fact, being too flowery can sometimes create a negative effect on the person to whom you have written. Learn to streamline correspondence.

Persons oriented to managing their time appreciate letters which are short and to the point. Using excessive language might be good for an attorney or a politician; but most people don't want you to beat around the bush. When writing, save time for yourself, your business associates, fellow Jaycees, or whomever you are writing, by making your point quickly and precisely.

### **Paperwork**

1. Dictate key thoughts. If you have a secretary, a spouse, or even a Jaycee friend, ask them to compose the letter, if you cannot.

2. Throw away clutter.
3. Handle paper only once.
4. Plan what you want to say.
5. Eliminate unnecessary words. One paragraph letters are okay.
6. Write for the reader—be clear, simple, concise.
7. Generate as little paperwork as possible.
8. If you can, use dictating equipment.
9. Don't overdo revisions for the sake of perfection.
10. Keep your desktop cleared for action.
11. E-mail as often as possible.

### **E-mail**

E-mail can create another time management problem. Set a couple of times a day to answer your e-mails. Don't read them and then let them pile up in your inbox. Keep your inbox clutter free. Create a "keeper" folder and transfer the mail you want to keep for later. If working on a big project and find you need to keep e-mails, set up a file especially for that project. You can even use sub-files within the file to further organize the work according to your needs. Create another folder for "Action Pending." Use the delete key aggressively. Delete junk e-mail without reading it. Learn to use your filters to eliminate spammers.

### **Schedule Time for You**

Schedule a "personal time" appointment on your calendar each day. If someone wants to see you at that time, just say, "I'm sorry, I have an appointment at that time." Whether you use this for personal reflection or as a few quiet minutes to catch your breath or simply time to think, it's a legitimate use of time. And you will still get as much, if not more, done.

### **Learn to Say "NO"**

If your boss gives you an assignment, do you try to do it all yourself? If someone has a problem, do you try to solve it? If a subordinate comes to you, do you agree when he or she says, "*We* have a problem?" If you were Jaycee President and your Individual Development Vice President told you that no one would chair a project, would you become the Chairman?

In other words, are other people's priorities more important than yours? Of course not! At least they should not be. So, don't let them dump their problems on your back. When faced with *opportunities* like those just listed, learn to say no.

When your boss gives you an assignment, learn to delegate some of the tasks to your staff. Also be sensitive to upward delegation *by* your staff. When they ask you for a decision on their project, ask them to think about some alternatives, which you will then discuss with them. This way responsibility for action stays with the staff member. And remember, if you are a Jaycee President, your job is to manage people not projects.

It is not necessary for a manager to handle every item. By allowing others to handle their own responsibilities, they will experience the *leadership training* that is the backbone of the Jaycee organization.

Learn to say NO. Learned individuals will admire you for the increased productivity you experience as a consequence of this new trait.

### **Delegation**

1. Delegate—Delegate—Delegate—*Don't Do It All Yourself!*
2. *If you can't control it, don't delegate it.*
3. Delegate the right to be wrong. Use mistakes as a learning process.
4. Once you have delegated, leave the person alone.
5. Take time to provide good instruction.

### **Improving Your Delegation Skills**

Derived from Latin, delegate means “to send from.” When delegating, you are sending the work “from” you “to” someone else. Effective delegation will not only give you more time to work on your important opportunities, but you will also help others on your team learn new skills.

Many leaders have a tendency to want to do things themselves because that is often the quickest way to ensure quality work. While it may sound good, this approach is actually counter-productive. The more you delegate, the more time you'll have at your discretion.

Delegation helps people grow underneath you in an organization and thus pushes you even higher in management. Never underestimate a person's potential. Delegate slightly more than you think the person is capable of handling. Expect them to succeed, and you will be pleasantly surprised more frequently than not.

An important rule to remember about delegating is that anytime you know someone else could do the job for you, go ahead and let him or her. Make sure they understand what they need to accomplish, then follow-up for a completed task. Be sure to give the person to whom you delegate both the responsibility and authority to complete the task.

Clearly define limits of authority that go with the delegated job. For instance, can the person hire other people to work with them? Are there spending constraints? Also, clearly define what outcome is needed, and then let the individuals use some creative thinking of their own as to how to get to that outcome.

A person who refuses to delegate will likely be a very busy and frustrated person. Frequently, companies go outside to find replacement for upper level executive positions. More often than not, the primary reason is that the organization failed to train anyone to take his or her place. By not delegating properly, that person not only failed to effectively use time wisely, he or she also placed himself or herself in a static position. Don't let this happen to you. Train others to do your job by delegating assignments.

When on the receiving end of delegation, work to make your boss' job easier and to get the boss promoted. This will enhance your chances of promotion also.

Remember, delegation is not *giving* an assignment. You are *asking* the person to accept responsibility for a project. They have the right to say no. Encourage your people to ask for parts of your job. Never take back a delegated item because you can do it better or faster. Help the other person learn to do it better.

“Push” responsibility down in a caring helpful way. And remember, you are not the only one who can accomplish an end result. Trust others to be capable of achieving it.

### ***Discussion Questions for Section Three***

1. *How can getting early start help you save time in your work? With your family? At your Jaycee meeting?*
2. *Define your prime time. What should it be used for?*
3. *How can developing the art of listening help you save time?*
4. *Why should you streamline correspondence?*
5. *How can you learn to say NO to people without hurting their feelings?*
6. *What are the benefits of delegation?*

### ***Activities***

1. *List ways to save time pertaining to the following activities:*
  - i. *Jaycees meetings*
  - ii. *Shopping*
  - iii. *Taking trips*
  - iv. *Speaking*
  - v. *Writing*

## Section Four

### More Tricks to Transfuse Time

#### Avoid Cluttered Desks

What do you think when you walk into someone's office and his or her desk is covered with papers, scattered haphazardly about, with no apparent rhyme or reason? Most likely, your immediately reaction is, "I'll bet he or she is busy!"

You're absolutely right! He's busy shuffling papers and wasting time trying to find what to do next. She's busy wasting time trying to locate that really important letter she received last week from a prospective client.

Avoid cluttered desks if you really want to save time. Organize your desk so you have a distinct traffic pattern. Begin by prioritizing your mail and placing it in the appropriate colored folder. When you have completed your other priorities for the day, refer to your Urgent file and handle one item at a time. Upon completing it, place it in your "Out" basket.

#### Use Priority Folders

Better utilize your time by prioritizing your mail. Prioritizing by colored folders allows you to see at a glance which jobs need your immediately attention.

**RED (Urgent)**—All those items that must get done today. These items are both urgent and important.

**GREEN (Important)**—Those items that you must do within the next few days. These items are important but not urgent.

**BLUE (Can Wait)**—The items that you enjoy doing, but are neither most important nor urgent. Items which you will eventually need to act upon.

**YELLOW (Reading)**—These items should be carefully screened and any that are of no value should be thrown out before you waste time reading them.

#### Reading

1. Divide reading—exchange information with others.
2. Get off mailing lists. Cancel subscriptions you don't read.
3. Throw away junk mail immediately.
4. Be selective in what you read.
5. Have others do your reading when possible.
6. Have reports and other information recorded. You can listen at odd times (travel).
7. Have secretary, wife/husband, or friend screen your mail.
8. Learn to read smarter; you retain more.
9. Learn to read faster.
10. Consider the use of a good information system.

#### Find a Quicker Way

Let's do some *imagineering* to prove a point.

You are now a resident of Tulsa, Oklahoma. You have a vacation coming up, and your cousin in Central Florida has assured you of free tickets to Disney World, Circus World, and Sea World and you can stay with him. Additionally, your rich uncle just passed away and left you plenty of money to afford the trip. Your dilemma is having just one week of vacation coming. What will you do?

You find the quickest way! You might decide to fly, which naturally is the quickest way. But if you decide to drive, you surely won't plan to go to Florida by way of New York or California! You will carefully determine the most direct route to follow and then take it.

In handling the routine tasks faced daily, the concept of finding a quicker way allows you to discover extra time you weren't aware of. Just because you have been doing a particular task the same way all your life is not a sufficient reason to continue doing it that way. In everything, look for short cuts. You can probably find a quicker way to get many things done!

While looking, however, exercise caution. Quickness is not always best. It is up to you to determine if a faster means of completing a task still generates the necessary results. If it does, use it!

### **Controlling the Paper Jungle**

Ever feel like Tarzan? Rather than swinging from tree to tree, however, you pivot from one piece of paper to another, never seeming to emerge from the paper jungle. Is there a solution to this dilemma? Yes, there is!

Deal with it once and for all—we often start a task, think about it, and then lay it aside. We will repeat this process over and over. But wise time managers will spend 20 seconds filing that important paper now rather than 30 minutes searching for it later. They will also take a moment to jot down that phone number on their permanent list instead of spending ten minutes tracking it down again later.

Either deal with the task right away OR decide when to deal with it and put it aside until then.

Alan Lakein, one of the foremost authorities on time management, asserts that you should try to never “put down an incoming piece of paper that requires a response until you have fired off that response.” There is a logical reason for this.

It is easier to immediately act upon the situation at hand. While your response is fresh in your mind, you should quickly take affirmative action. You will benefit greatly in time savings by eliminating the time necessary to reacquaint yourself with the paper.

### **Planning, Planning, Planning**

Force yourself to plan. If you fail to plan, you are planning to fail. Make sure you schedule uninterrupted time every day in which to do your planning. Anticipate possible problems you could encounter in your project because of people, material, or mechanical

failures. Purposely provide preventive actions and contingency plans in important high-risk situations.

Plan for tomorrow, tonight. Your subconscious will help organize while you sleep. Each day anticipate the sequence of activities that you will do to attain the objectives you are after. Think about your entire week. How will important projects be sequenced?

Do your planning on paper to capture all of your ideas and to be sure none of them get lost. We can only work mentally with about seven pieces of information without losing something. Write your thoughts down and you will be able to utilize everything you think of during your planning process. When developing a specific plan, list the activity steps individually on small pieces of paper and then sequence the pieces of paper. Next write the whole plan out in sequential order.

If you must, leave your office and get away to do your planning in a quiet place where you can think. Don't hurry the process. Something will get overlooked. When things go wrong, it can generally be traced back to a poor job of planning or failing to follow an existing plan. Schedule one weekend away each quarter and make it a top priority. Mini-vacations are refreshing.

Keep records of how long it takes to do an activity; you can use this information for future scheduling. Sit quietly and mentally rehearse the steps in your plan. Use your imagination to visualize the steps being taken. You will sense where additional steps need to be added and will anticipate problems to prevent.

Consider settling for 90 percent completion of 90 percent of the projects. The final 10 percent may not be worth the cost to attain them. Set your own due dates for projects earlier than the actual deadline. Put schedules in writing, publish them, and then follow up with them. If you cannot identify the objectives and steps to take to get to a goal, then it is an "unrealistic" goal.

Mentally organize before proceeding. Place Post-It-Notes on paperwork to indicate or highlight scheduling and due dates. Schedule formal planning meetings with your staff regularly. By proper planning, you will be able to not only assure success, you'll be able to more readily find the time to do the things you now say you don't have time to do. The point is clear, by planning your time, you will find more time to work your plan.

### **Meetings**

And what about meetings? Do the meetings you attend or host ever start on time? It is a powerful attitudinal tool to get in the habit of starting all meetings and projects on time, or even ahead of schedule. Punctuality is a virtue that is a prerequisite to success!

Establishing a deadline for the meeting to end will prove beneficial. If you can't cover business quickly, then you are either doing too much, spending excessive time discussing insignificant details, or someone is coming to the meetings unprepared. A good idea to help deflate the ever present "wind bag" is to establish a deadline for debate on a given

topic, then *stick to your deadline!* When functioning correctly, committees can also serve as a great time saver by expediting the decision making process.

Some keys to conducting effective meetings are to have somebody in charge who people respect and will defer to. For better or for worse, this is the most efficient way. Have each attendee or key attendees have something to REPORT, not just discuss. This creates ownership and responsibility.

Do most of the work of the meeting BEFORE the meeting itself. It's hard to get work done/alliances made/problems solved DURING a meeting—take care of most of this one-on-one before the meeting itself. Start the meeting on time, every time. And don't accept comments from those who are late. People will learn soon enough to be on time.

Schedule some meetings WITHOUT formalized agendas. These would include brainstorming sessions, open forums, etc. A formal agenda would squelch input and creativity. Schedule meetings designed to accomplish something. Schedule the first 15 minutes to be chatty, catch up time; then get into the meeting. Warm everyone up by casual chatter for the first part of the meeting. This releases any pent up energy in the room, leaving folks more open.

Don't make the meeting a production. Slides are cool; handouts are nice. But they are expensive and may not really cause the type of input/collaboration that meetings are best for. Ask yourself: "Am I trying to educate/impress/enroll people or do I need their help to solve/create something?" If the former, do the dog and pony show; if the latter, don't.

And finally, label the TYPE of meeting it's going to be on the announcement memo. Is the meeting going to be a discussion? Or a reporting session? Or a brainstorming opportunity? Or a crisis management meeting? Give attendees the CONTEXT for the meeting, not just the time, date, location, and agenda.

### **Meetings**

1. Be prepared for the meeting. Resist tangents.
2. Try to hold some meetings with everyone standing.
3. Always use an agenda and stick to it.
4. Set a time limit. Start on time and quit on time.
5. Make decisions without meetings. Never use a committee if it can be handled individually.
6. Discourage and discontinue unnecessary meetings.
7. Have someone take concise notes. Distribute within 24 hours.
8. Minimize small talk. Do not contribute to unnecessary conversation yourself.
9. Critique the meeting at its conclusion.
10. Read a good book on how to conduct meetings.

### **Work During Work Hours**

One of the best indications of a successful person is that he or she puts in a great deal of overtime on his or her job, right?

*WRONG!* Frequently, because of poor time management skills, people create the need to work extra hours. The best means to overcome this is a firm commitment to work during work hours only.

Analyze your daily schedule and evaluate your biggest time wasters. Implementing the ideas in this manual will help. Then, develop a positive attitude toward time management that includes the promise you will work during work hours only except on very rare occasions when the situation warrants it.

It may be surprising to you, but most people have about as much respect for a workaholic (that is, someone who spends nearly every waking moment engrossed in his/her work) as they do for an alcoholic. Overcome the misconceived notion that working long hours proves dedication. It's not how much time you work; it's how much work you do that counts.

**Time Wasters:**

Indecision—think about it, worry about it, put it off, think about it, worry about it, etc.

Inefficiency—jumping in and implementing instead of analyzing and designing first.

Unanticipated interruptions that do not pay off.

Procrastination—failing to get things done when they need to be done.

Unrealistic time estimates.

Unnecessary errors—you don't have enough time to do it right the first time, but you have enough time to do it over?

Crisis management.

Poor organization.

Ineffective meetings.

Micro-management—failure to let others perform and grow.

Doing urgent rather than important tasks.

Failure to delegate or delegation of responsibility without authority.

Lack of priorities and standard policies and procedures.

**Time Savers:**

Manage the decision-making process, not the decisions.

Concentrate on doing only one task at a time.

Establish daily, short-term, mid-term, and long-term priorities.

Handle correspondence expeditiously with quick, short letters, memos, and e-mails.

Throw unneeded things away.

Establish personal deadlines and ones for the organization.

Do not waste other people's time.

Ensure all meetings have a purpose, have a time limit, and include only essential people.

Get rid of busywork.

Maintain accurate calendars; abide by them.

Know when to stop a task, policy, or procedure.

Delegate everything possible and empower subordinates.

Ensure time is set aside to accomplish high priority tasks.

Set aside time for reflection.  
Use checklists and to do lists.  
Adjust priorities as a result of new tasks.

### **Breaking Murphy's Law**

Breaking the law certainly appears to be a poor time management idea. Yet there is one law that you *should* break every chance you get. Isn't it uncanny how sometimes, no matter how hard you try, when it gets right down to it, "That which can go wrong, will!"

Although you will never totally eliminate Murphy's Law, you certainly can learn to frequently break it. The key is planning. If you plan your work and work your plan, constantly striving to anticipate exactly where Murphy will try to entrap you, you can greatly increase your chances of success.

### **Crisis Situations**

1. Try to anticipate the crisis.
2. Make sure time is realistic.
3. Set deadlines for yourself and others. Live up to them.
4. Do it right the first time.
5. Check out potential problems.
6. Practice good time management. Don't start the second crisis.
7. Start earlier and allow more lead-time. Don't ignore deadlines.
8. Develop better follow-up systems and act on them.
9. Rest and relax for a few minutes before tackling a crisis.
10. Turn the crisis into an opportunity. Find better ways to do things.

### **Discussion Questions for Section Four**

1. *What are several ways to avoid the telephone trap?*
2. *What are the advantages of keeping an open mind?*
3. *Why should you avoid a cluttered desk?*
4. *Why is it important to continually monitor your TMA?*
5. *Are you pleased with the amount of time you spend in each of the following areas? Why or why not?*
  - a. *Work*
  - b. *Family*
  - c. *Church work*
  - d. *Leisure activities*
  - e. *Commuting to and from work*

### **Activities**

1. *For five days, every time you pick up a piece of paper, make an "X" on it. At the end of the week, count the number of "X"s on the pieces of paper you have handled. Determine if you need to change your work habits. If so, how can you change them to provide for better time utilization?*

## Section Five

### Make Time Management Work for You

#### Parkinson's Law

C. Northcote Parkinson is noted for his law equating time utilization to work: *Work expands to fill the time allowed for its completion.* Simplified, this means that if you allow eight hours to do a job, it will take you eight hours to complete it. Somehow, somehow, even if you could finish it substantially sooner, you will fool around to make sure you don't finish it early. Sounds silly, right? Unfortunately, it holds true far too many times.

The primary reasons for Parkinson's Law proving to be true are threefold. First, you were taught to look busy while on your job.

The second factor verifying Parkinson's Law is that many people have the preconceived idea they should work overtime in order to prove dedication and a desire to succeed. Such a misconception may lead to disaster in the form of poor health, divorce, or even early death.

The third reason that continually proves Parkinson's Law infallible is that people fail to show a genuine appreciation for their own time. The best way to stop Parkinson's Law from engulfing you and claiming you as a victim is by making a firm commitment to implement the ideas contained in this manual. Some excellent books on the subject are Alan Lakein's, *How to Get Control of Your Time and Your Life*, Michael LeBoeuf's, *Working Smart*, and Alex MacKenzie's, *The Time Trap*. By reading these materials, developing a time management attitude, and implementing the timesaving techniques, you will gain control of the use of your time and life.

#### Eradicating Time Wasters!

R. Alex MacKenzie, author of *How to Make the Most of Your Time*, in an interview for *U.S. News and World Report* listed these items as "The 15 Leading Time Wasters."

1. Telephone interruptions
2. Visitors dropping in without appointments
3. Meetings, both scheduled and unscheduled
4. Crisis situations for which no plans were possible
5. Lack of objectives, priorities, and deadlines
6. Cluttered desk and personal disorganization
7. Involvement in routine and details that should be delegated to others
8. Attempting too much at once and underestimating the time it takes to do it
9. Failure to set up clear lines of responsibility and authority
10. Inadequate, inaccurate, or delayed information from others
11. Indecision and procrastination
12. Lack of or unclear communication and instruction
13. Inability to say "NO"

14. Lack of standards and progress reports that enable a company manager to keep track of developments
15. Fatigue

### **Save Time By Reducing Stress**

1. Work faster, feel better
2. Leave work at the office
3. Be physically active to relieve tension
4. Make quick decisions
5. Manage the boss
6. Carefully mix work and breaks
7. Exercise and eat smart
8. Take a nap
9. Relax
10. Revitalize your workday
11. Manage by objectives

### **Be More Effective and Organized**

1. Use checklists and check sheets regularly for those things that must be done in a correct way.
2. When people come back to you asking the same question they have asked several times before, ask them to set up a standard operating procedure by simply writing down the statement that you are to make about how the situation is to be handled. They can then keep that at their desk, and will not have to ask you about it in the future.
3. Create a visible time line for key projects.
4. Use a tickler or follow-up file allowing you to file items until the day that you can act on them.
5. Avoid over organizing to the point where your perfectionism interferes with your achieving results.
6. Identify and post reorder quantities on office supplies to prevent running out completely. Buy ahead when possible.
7. When doing work on a computer, have a regular routine of backing up your work at least twice a day to ensure it does not get lost.
8. Keep only one project on your desk at a time to avoid distractions. Time is lost sorting through other items while you're working on one.
9. If you are working on several projects, keep each one in a clearly labeled file by itself so you do not have to look through a mixed project file to find things.
10. When you sense things are out of control—STOP. Sit quietly, relax, re-establish priorities in writing, decide what action to take, and then go again.
11. Sit down and do all trivia in one sitting to get it over with.
12. Use a people page--a page that has an individual's name at the top on which you write down the routine things you want to ask this individual. Then call this person once a day, or at most, twice to ask all the questions that have accumulated on the page.

13. If you are responsible for several key projects, use project pages in your calendar or planner. Keep one page on each project. Whenever you think of something that is relevant to that project, jot it down on the appropriate page. This way you will be organizing your thoughts as you have them.
14. Organize items you reference frequently in a ring binder in protective plastic. It will enhance its usability.
15. Keep a log of requests made. Be sure to note the day and hour they are to be completed.
16. Create specific useful forms such as time sheets and other record keeping sheets that are helpful to a specific job, but do not bog down the people with redundant paperwork.
17. Keep only one calendar and keep it with you at all times. Combine all personal and work related items into your one personal calendar.
18. Use the computer where practical for reports and processing of information gathered.
19. Trade days. Work on Saturday when it is quiet and take another day or two half days off.
20. Implement flextime to help employee motivation.
21. Use short, simple, written directions for routine procedures.
22. Move your in-basket off the desk so it will not be a temptation or distraction.
23. As things you must do come to mind, write them down in your pocket planner or calendar immediately so they do not get lost.
24. Look for ways of automating office procedures.
25. Ask people who are not closely involved with a problem or process how they think it could be done. You will get fresh ideas.
26. Use the proper tools for the job even if you have to go out and purchase them.
27. Clean your desk the last five minutes of the day and prepare it for getting started first thing in the morning.
28. Keep papers you are not working on in the filing cabinet, not on your desk.
29. Establish an organized filing system that anyone can use and see that things get into it immediately.
30. Stick "Post-It-Notes" on projects to show status or progress of a project.
31. Devise a problem resolution log that keeps track of progress on solving problems within a department.
32. When you think other people might forget something important, use multiple reminders to jog their memory. Use such things as notes, lists, tickler reports, status reports, briefings, phone calls, special bulletins, and so forth.
33. When you receive a person's business card, write notes about your encounter on the back of the card.

### **Jaycee Timesavers**

To help you better use your time allocated to Jaycee activities, here are some ideas that other Jaycees have implemented.

Set a specific time limited for reports at meetings. At the end of the allotted time, show your appreciation for the person reporting by applauding.

Limit discussion on motions to a specific amount of time.

When you go on visitations, carry a cassette player and listen to tapes dealing with individual development.

Hold Board meetings at members' houses.

Always use agendas for meetings. Approve the items to be discussed at the beginning of the meeting.

Limit the amount of space provided in your newsletter for committee reports.

On a quarterly basis, have a special "paperwork" meeting to keep your C.P.G.s and other chapter records up to date.

Require Individual Development programs on a regularly scheduled basis. This will provide your chapter with a continual flow of leaders; thus, eliminating the need to spend excessive time in last minute training prior to annual elections.

### **What Makes Time Management Tick?**

The hands of time turn continually. Each week, we have exactly 168 hours to use as we wish. Just as the sun makes a solar watch tick, you make time management tick. And, you do it by concentrating all your energies into these thoughts:

It is good to understand time and its importance to your job, your family, your spiritual development, your Jaycee career and all the other aspects of your life. Remember: Your time *is* your life! By realizing that and putting effort into time management you will benefit by increasing your preferential time. Then by concentrating on the major areas of time utilization techniques you will receive the greatest results.

### ***Discussion Questions for Section Five***

1. *What can help counter act Parkinson's Law?*
2. *What are the biggest time wasters of your Jaycee chapter?*
3. *What are your three worst time wasters? Why?*
4. *How will you overcome your three biggest time wasters?*
5. *When delegating a task, is follow-up necessary? If so, how much should you do?*
6. *List the five key areas of time management techniques and discuss specific ways to improve your effectiveness for each area.*
7. *What makes time management tick?*
8. *How much time do you plan to budget for your professional activities?*
9. *Why is faith relevant to time management?*

### ***Activities***

1. *List the five biggest time wasters common to workers in your occupation. How can these be stopped?*
2. *If you were told by a doctor you only had six months to live, how would you spend your time? List your goals and steps to accomplish them.*

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