



Managing Your Time

Information Pack

Contents

Self-Awareness – you as a time manager.....	3
Psychological “Drivers”	5
Driver Characteristics	5
Two key points on time management:	6
A four-step model.....	6
Prioritisation.....	7
Scheduling.....	8
Procrastination.....	9
Techniques and tips.....	11
Talk about it skilfully.....	12
A person acting assertively will:.....	12
Guidelines for behaving assertively	13
Links with time management	13
My Key Learning Points	14

Self-Awareness – you as a time manager

THE DRIVER QUESTIONNAIRE

This questionnaire is not a 'personality test'. It is intended to stimulate your self-awareness and indicate that kind of stress behaviour you may typically or frequently get into. Beside each question write the most appropriate response for you.

YES = 1 POINT
NO = 0
TO SOME EXTENT = .5 POINT

No	Question	Your Response
1	Do you set yourself high standards and then criticise yourself for failing to meet them?	
2	Is it important for you to be right?	
3	Do you feel discomforted (e.g. annoyed, irritated) by small messes or discrepancies such as a spot on a garment or the wallpaper; an ornament or tool out of place; a disorderly presentation of work?	
4	Do you hate to be interrupted?	
5	Do you like to explain things in detail and precisely?	
6	Do you do things (especially for others) that you don't really want to do?	
7	Is it important for you to be liked?	
8	Are you fairly easily persuaded?	
9	Do you dislike being different?	
10	Do you dislike conflict?	
11.	Do you have a tendency to do a lot of things simultaneously?	
12.	Would you describe yourself as 'quick' and find yourself getting impatient with others?	
13.	Do you have a tendency to talk at the same time as others, or finish their sentences for them?	
14.	Do you like to 'get on with the job' rather than talk about it?	
15.	Do you set unrealistic time limits (especially too short)?	
16.	Do you hide or control your feelings?	
17.	Are you reluctant to ask for help?	
18.	Do you have a tendency to put yourself (or find yourself) in the position of being depended upon?	
19.	Do you have a tendency not to realise how tired, or hungry, or ill you are, but instead 'keep going'?	
20.	Do you prefer to do things on your own?	
21.	Do you hate 'giving up' or 'giving in', always hoping that this time what you are doing will work?	
22.	Do you have a tendency to start things and not finish them?	
23.	Do you tend to compare yourself (or your performance) with others and feel inferior or superior accordingly?	

24.	Do you find yourself going round in circles with a problem, feeling stuck but unable to let go of it?	
25.	Do you have a tendency to be the 'rebel' or the 'odd one out' in a group?	

**SCORING
QUESTIONS**

YOUR TOTAL

- 1 - 5 = Be Perfect Driver**
- 6 - 10 = Please People Driver**
- 11 - 15 = Hurry Up Driver**
- 16 - 20 = Be Strong Driver**
- 21 - 25 = Try Hard Driver**

A score of 3 or more in any section indicates a tendency towards that particular driver. Most people experience all the drivers at different times, but generally have two or three drivers which appear regularly.

Psychological “Drivers”

Drivers are based on the work of Taibi Kahler. He named them as 'drivers' in recognition of the compulsive way they can drive us to act. Our drivers are based on key people from our youth. Each of us has one or more significant drivers that influence our behaviour although all five of the key drivers can be within us.

Driver Characteristics

	Strengths	Weaknesses	Improvement strategies
Hurry up	Gets a lot done in a short time Copes with tight deadlines Good at multi-tasking	Can make mistakes and therefore miss deadlines Work quality can be poor Can seem impatient	Plan work in stages Let others finish speaking Relaxation techniques
Be perfect	Well organised Plan ahead, contingency planning Effective coordination Monitoring of progress	Can be too detailed Too much information Concentrates on appearance Doesn't delegate May be over-critical	Set realistic standards of performance and accuracy Consider what the consequences really are Tell others their mistakes are not serious (make a point of it)
Please people	Good team members Encourage harmony Show genuine interest in others	Worry about upsetting people Reluctant to challenge ideas Cautious with information – get ignored Take criticism personally Can feel misunderstood	Check what people want instead of guessing Ask for what you want Tell others when they are wrong
Try hard	Enthusiastic Volunteer to take on tasks Thorough	Initial interest can wear off Jobs get impossibly large Can spend time on irrelevant things/ go off at a tangent	Stop volunteering Make a plan and see it through Check the boundaries of the task and stick to them

Be strong	Stay calm under pressure Can cope with difficult or unpleasant decisions Consistent Reliable	See failure to cope as a weakness Get overloaded Don't ask for help Can be too self-critical Difficult to get to know	Monitor your workload: keep a task and time log Ask for help Pursue a hobby that you really enjoy
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Two key points on time management:

1.

2.

A four-step model

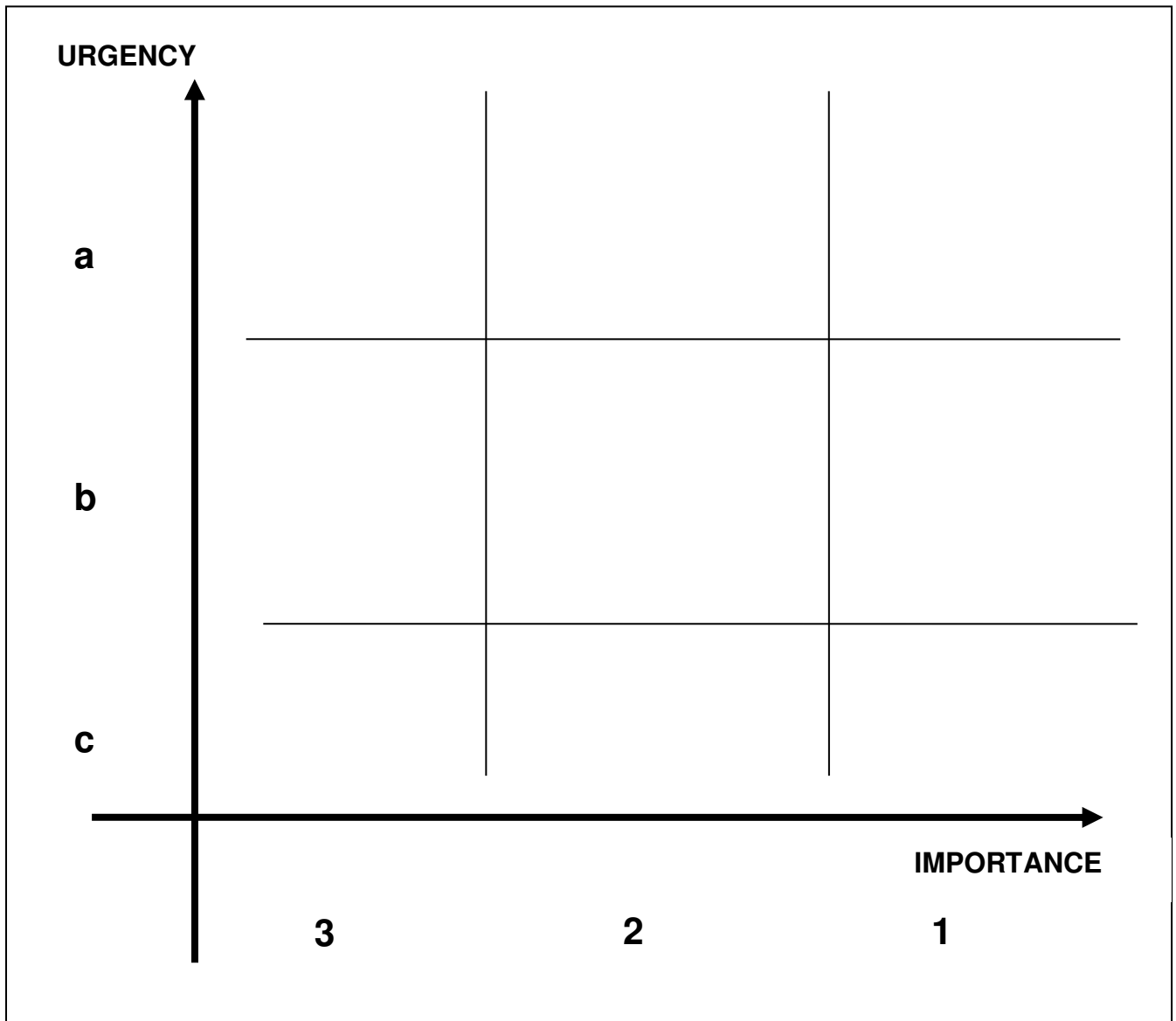
1. A task list
2. Prioritise objectively
3. Produce a user-friendly schedule
4. Talk about it skilfully

Prioritisation

Planning is the key. To plan effectively means to decide what to do, on the basis of importance, and then to act accordingly. The decision on what to do is a direct product of the goals that we set ourselves. The highest value activities that we can undertake are those, which either produce results in one of our roles, or enhance our capability to produce results. By dedicating time every day to such activities, we can see ourselves making progress on a weekly basis - which can motivate us to resist the urgency (or the trivia) trap.

The Eisenhower decision matrix is a way to categorize and prioritize items on your to-do list.

What about your daily/weekly 'To Do List'?

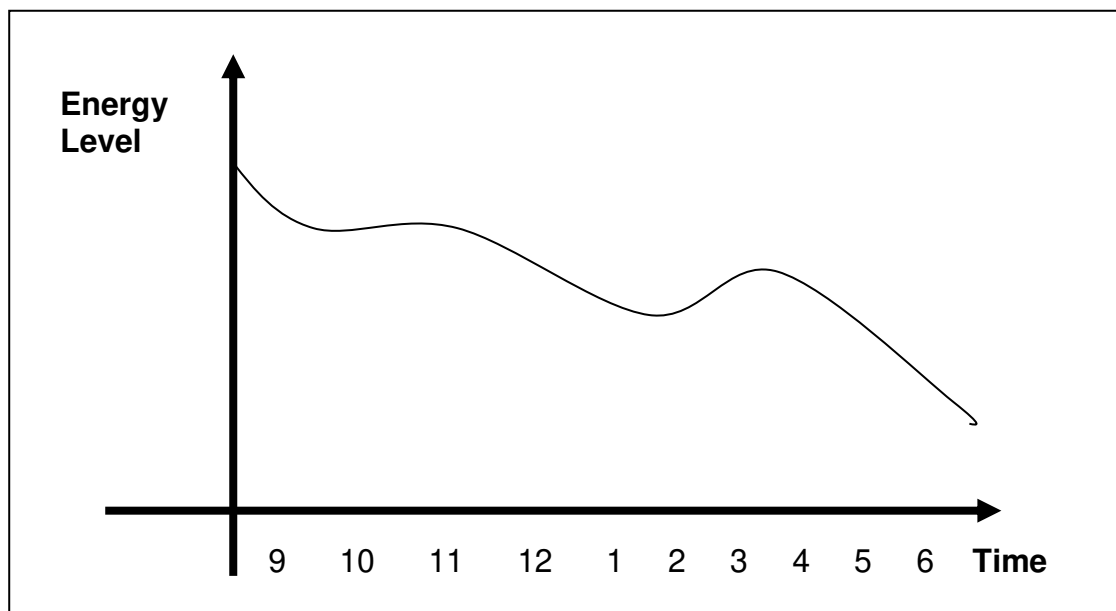


Scheduling

“Prime Time”

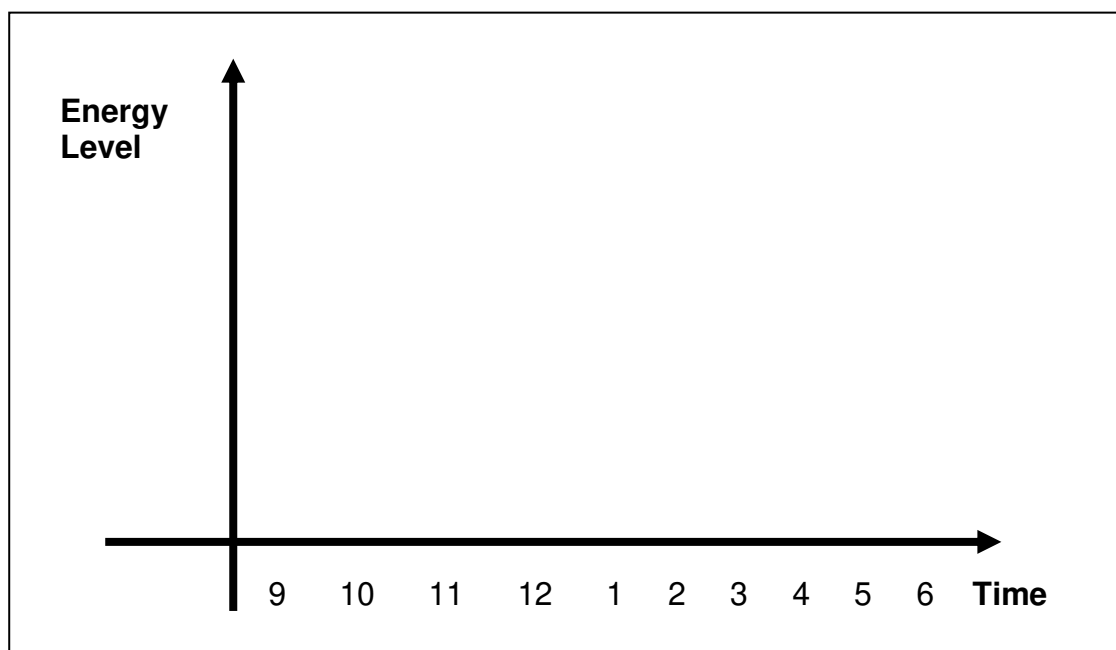
The following method of time management looks at analysing when you are most energetic in a day. It may be first thing in the morning and after lunch. For others, it may be mid-morning and late afternoon. When you have established what times of the day you are most energetic, schedule those tasks that are either very difficult or boring and do the easier tasks during your less energetic times.

Energy Level against Time



Your Prime Time

Now reflect on your own prime time patterns.



Also, tasks provide different levels of energy

HIGH ENERGY	LOW ENERGY

Simplicity is key

Procrastination

You tend to procrastinate on your personal work rather than your people work so the personal work tends to build up. Here are a few golden rules to keep your procrastination in check.

- Accept that procrastination is common and natural. Avoid feeling guilty about it because this only results in further procrastination.
- You don't procrastinate on everything. Observe where you do, and then focus your attention solely on these areas of potential improvement.
- You can only control procrastination by doing things. So always focus on the start of work. When you have made a start, whatever problems you envisaged will quickly fade away.
- Get into the habit of single handling work. When you pick up some work, do it without hesitation. Avoid pick up, put down, pick up, put down and so on.
- Don't forget that procrastination is fuelled by a fear of failure. To counter procrastination you therefore need to think positively and objectively.

Procrastination has its source in your psyche as a fear of failure. It is very natural and self-protective. Moderate levels can be very beneficial to your work. At the very least it stops you rushing into things and making mistakes.

However, some high achievers have a very sophisticated way of procrastinating. Their desire is to dominate and control their environment and they will attempt to defy reality by accepting more work than they can handle and attempting to do large tasks just before deadlines. Their goal is to continually prove to themselves that they can achieve even when the odds are stacked against them.

So where do they procrastinate? Well, at the beginning of work! They are bad starters but excellent finishers. Late starting is the way these 'rebel procrastinators' keep the pressure on themselves. If they have a major deadline in two weeks time, they will procrastinate on the start of the work until the very last minute. Then in a short period of high activity they achieve the deadline on time.

If you are a rebel procrastinator you can control this by emphasising and scheduling 'start times' of work.

Techniques and tips

The key to effective management of time is the identification and implementation of appropriate time management habits and routines. A conscious effort must be made to improve your use of time so that more can be accomplished within a limited period. This can be done only through the gradual implementation of personal practices that help you, as a manager or supervisor to get more out of your investment in time. Probably the single most important practice here is your ability to set priorities and to review them continually.

Tips to remember for Effective Time Management

- Reserve a 'quiet period' in the morning, either at home or at the office, so you can work uninterrupted for at least 30 minutes.
- When interruptions occur which can be dealt with by someone other than you, or which you feel you would not like to get involved in at the moment, because you are working on more important areas, either refer them to someone else or ask if they could be postponed.
- Concentrate on key areas of your job, (the ones that really matter). Set priorities each day and review them periodically during the day to determine whether any adjustments are necessary.
- Whenever possible, group together similar activities so that a particular block of time is reserved for activities that can naturally be completed together.
- Prepare a detailed daily plan where necessary.
- Use a 'bring forward' or 'diary' system where necessary.
- Devote more time to planning and preparing meetings with specific agendas; discourage meetings that are not necessary. Set a finishing time to the meeting, if possible.
- Prepare a list of 'musts' (top priorities) that have to be accomplished each day.
- If possible, schedule some time for unexpected activities.
- Take an appropriate amount of time to do a project correctly the first time so that it need not be redone.
- Delegate more of those tasks and projects that can be delegated. Develop the skill of exercising only as much follow up as is necessary. Learn when it is safe to delegate without any follow up.
- Screen interruptions carefully; do not get involved if it can be avoided.
- Make decisions without meetings, whenever possible.
- Devote more time to training and developing people so that future delegation will be more effective.
- Keep a tidy desk. Work only on one job at a time and have only papers relevant to that task on your desk.
- Look at an incoming piece of paper once only if possible. Try to deal with it or allocate it on the spot. Constantly reviewing and shuffling the 'in' or 'pending' tray can be a major timewaster.
- Indicate when you wish an unscheduled visit to come to an end by standing up.

Talk about it skilfully

Assertiveness:

Standing up for your own rights in such a way that you do not violate another person rights. Expressing your needs/wants/opinions/feelings/beliefs in direct honest and appropriate ways. Based on the belief that: -

- Both you, and others have needs to be met.
- You have rights, so do others.
- You have a contribution to make, so do others.

Submissiveness:

Failing to stand up for your own rights or doing so in such a way that others can easily disregard them. Expressing your needs/wants/opinions/feelings/beliefs/ in an apologetic and diffident way. Based on the belief that: -

- Others needs are more important than yours.
- You have little to contribute.
- The aim is to avoid conflict and please others.

Aggression:

Standing up for your own rights in such a way that you violate the rights of others. Dismissing or ignoring the needs/wants/opinions/feelings/beliefs of others based on the belief that: -

- Your needs are more important than other peoples.
- You have something to contribute, others have little or nothing
- The aim of aggression is to win. If necessary, at the expense of others.

A person acting assertively will:

- Put forward their own ideas but respect others
- Show understanding of people's situations
- Be clear about their point and not get sidetracked
- Be open and honest with themselves and others
- Make informed decisions
- Deal with conflict/difficult situations
- Reach workable solutions
- Say "I believe... What do you think?", "I'd prefer to...", "I would like... How does this affect you?"

Their body language may show:

- Relaxed body posture
- Medium pitched voice, steady in tone and pace
- Steady eye gaze

Guidelines for behaving assertively

1. Decide what you want
2. Say it clearly and specifically
3. Support what you say by how you say it
4. Don't be manipulated or sidetracked
5. Listen
6. Aim for a "win-win" situation

Benefits

- Increased self confidence
- You are properly understood
- People know where they stand
- You are more approachable
- Increased chance of getting what you want
- If you don't, you will feel better for having tried

Links with time management

1. Saying no

Saying No will exercise your diplomatic skills. Clearly, before you embark upon saying No, you must be clear in your mind about what is important work and what is low priority work.

In principle your objective is to get the other person to arrive at the 'no' response because of adverse consequences or greater benefits to them. For example, if you say yes to accepting some low-priority work, some important work will be delayed, reduced in quality, or deadlines missed. Do they want this to happen?

The knack is to be enthusiastic and willing but avoiding the actual need to say no until the other person reaches that conclusion. Provided you remain adult to adult in communication, you will both achieve what you want.

2. Dealing with interruptions

The knack with interruptions is to deal with them very quickly or block them and deal with them later. The first question in your mind should be: 'Do I deal with this now' If the answer is yes, handle it quickly - if no, defer it. Tell the person you are doing this and tell them when you will get back to them or when the requested work will be completed. Always go back on time and keep your promises.

Don't let personal interruptions develop into excessive socialising and time wasting. When a person enters your workspace, stand up and stay standing. This body language will signal that you want the interruption to be handled quickly. Try it!

Also talk about the philosophy of 'A' Time to your colleagues so when you say, 'I am in my "A" Time', this will signal your work attitude without upsetting anybody. Again, try it!

My Key Learning Points

Please record on this page key learning points that you will put into action:

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