

A spiral-bound notebook with a textured, light brown cover. The spiral binding is on the left side. The text is centered on the cover.

Time Management - a quick tour

Some Principles

- 📄 Everyone has the same amount of time
- 📄 Two things stop you managing your time – you and everyone else
- 📄 You don't have to be boring or tidy
- 📄 Different techniques work for different people
- 📄 You need to know yourself (and be honest!)
- 📄 Working in universities is hard work
- 📄 There are no easy answers
- 📄 You have to keep working at it

Overview

- 📄 What do you want out of your life?
- 📄 Where do you want to be in 5 years time
- 📄 What do you want/need to achieve in your job?
- 📄 What do you need to achieve by the end of the year? (use appraisal)
- 📄 What do you need to achieve by the end of the month/week/day?

Flip charts

You complete:

- Name
- Job
- If I had more time I'd spend it ...
- My worst time management problem is ...

Swap and 4 others complete:

- a tip which works for me

Techniques

- Think about how you spend your time
- Identify your strengths & weaknesses
- Set objectives
- Prioritise
- Use “to do” lists
- Make a busy day busier
- Use your diary - look ahead, block out time
- Learn to say “No”
- Delegate (downwards, sideways, upwards)
- Don't take other people's monkeys
- Don't be someone else's time management problem
- Don't be too hard on yourself: keep a balance

Remember

- 📄 You may be able to do anything
- 📄 You just can't do everything

Planning & Prioritising

Urgent

Action

Crisis

Ineffective

Plan

Important

Urgent vs Important

- Non-urgent, not important
put on hold, delegate, ignore *Ineffective*
- Urgent, not important
do now, do quickly *Action*
- Non-urgent, important
plan, block time *Plan*
- Urgent, important
avoid! *Crisis*

Analyse by:

- 📄 Customer-imposed (external/internal)
- 📄 Sub-ordinate-imposed
- 📄 Boss-imposed
- 📄 Colleague-imposed
- 📄 System-imposed
- 📄 Self-imposed

*Things which matter most must never be at
the mercy of things which matter least*

Goethe

 Which quadrant should you avoid?

 Which quadrant do you like to work in?

 Analyse activity so far this week

Analyse by:

1 Maintenance

2 Crisis Prevention

3 Performance Improvement
(better, cheaper, faster)

4 Change Management
(new ideas, new services, new products)

1-3 = efficiency, 4 = effectiveness

Analyse by:

- 📄 Admin time (routine)
- 📄 Communication time (giving and receiving)
- 📄 Operational time (“the job”)
- 📄 Supervision time
- 📄 Wasted time
- 📄 Executive time (planning, thinking, exploring, deciding)

Workaholics

📄 Never say “No”

📄 Never say “Yes” to offers of help

📄 Are poor delegators (*“no one can do it as well as me”*)

📄 Have a reputation for delivering - so get more work

📄 Don't value training and development

There are a lot of workaholics in universities

Common problems

 boss

 sub-ordinate/colleague/student

 email

 paperwork

 interruptions

 meetings

Meetings - chairing

- ☞ Do the right people attend?
- ☞ Does this particular meeting need to take place?
 - What's its objective? By the end of the meeting we would have failed if we haven't achieved ...
- ☞ Consider changing format, layout
- ☞ Prepare and circulate agenda (with timings)
- ☞ Make objective clear
- ☞ Start on time, finish on time
- ☞ Introduce each item clearly
 - for discussion, decision, information, ... ?
- ☞ Manage the discussion
- ☞ Clarify outcome at end of item. Is the secretary clear?
- ☞ Allow for AOB

Meetings - attending

- What's your role in the meeting?
- Don't just sit there, take responsibility, help the chair
- Set a good example:
 - be prepared
 - don't be late
 - speak clearly, calmly, positively, constructively
- Encourage chair to start promptly and end on time
- Seek clarification
- Offer to clarify, to summarise

Dealing with the boss

- 📄 Be clear about your job role/description
- 📄 Be clear about your main objectives & deliverables
- 📄 Keep your boss informed
 - write reports, be honest
- 📄 If necessary, insist on consistency
 - make notes of meetings, send memos to confirm discussions
- 📄 Help build the team
- 📄 Treat the boss as a human being

Dealing with others

- Don't waste time and energy with rows, misunderstandings and bad feeling
- Be confident, open, non-judgmental (*unconditional, positive regard*)
- Seek win:win
- See opportunities not problems
- Use shared problem-solving approach
- Coach students/sub-ordinates/boss

Handling interruptions

☞ “Have you got a minute?”

“I can give you 5 minutes now or I can come to see you in about an hour”

☞ You can walk away from meetings in someone else’s office.

☞ Don’t let phone calls take precedence over meetings

☞ Handle emails eg twice, four times a day

☞ Have an open/closed door policy

☞ Help other’s solve *their* problems, don’t take them over (“monkeys”)

Handling paperwork

- 📄 Use central filing system
- 📄 Use in-, pending-, out-trays, bring-forward file
- 📄 One-touch paper system (“red blob”)
- 📄 Use folders/files
- 📄 Handle your reading - chunk or bit by bit

Handling emails

- 📄 One-touch emails
- 📄 Prioritise replies
- 📄 Read/reply eg 2-4 times a day (not as 'phone)
- 📄 Use folders
- 📄 Paper copy for filing?
- 📄 Regularly spring clean
- 📄 Join mailing-lists selectively (“unsubscribe”)
- 📄 Delete junk mail without reading
- 📄 Don't overload other people's mailboxes
- 📄 Don't “flame”

What to delegate

☰ Delegate when someone can do it better, quicker, easier, cheaper (eg if their time costs less)

☰ Delegate if its their job

☰ Delegate to develop

☰ Delegate to help with promotion

☰ You can't delegate responsibility

There's a phrase for letting go of the things you enjoy - its called growing up (Video Arts Disorganised Manager)

How to delegate

- ☞ Specify (task, objective, deliverable)
- ☞ Provide information
- ☞ Provide coaching/training
- ☞ Provide support
- ☞ “Keep the door open”
- ☞ Help them to find their own solutions
- ☞ Monitor
- ☞ Reward/praise

Project Management

- Project has a start and an end
- Project has objectives
- May need resources on a part-time basis
- Needs careful planning of activities and time
- Use PERT to look at inter-dependencies and timings
- Use GANTT chart to plan and plot progress
- Needs on-going monitoring and negotiation

My strategies and tricks

- Annual planning meeting and 6-monthly review
- Peer-mentoring
- Keep up-to-date
- Rarely take work home
- Keep reasonable hours
- Work at home - change of pace/location
- Block time in diary
- Chunk reading
- Keep looking ahead in diary
- On-going and daily “to do” lists
- Keep watch 5 mins fast
- Aim never to be late for appointments
- Aim never to overrun
- Stop beating myself up for getting it wrong!

Finally

If you've worked on your time management and the job doesn't fit into a sensible day:

- 📄 Seek advice from line-manager
 - with prioritising
 - with what to say “no” to
- 📄 If all else fails - change your job!

Reading List

- Effective Time Management, John Adair, Pan
- One Minute Manager Meets the Monkey, Kenneth Blanchard, Harper Collins
- Making Meetings Work, Patrick Forsyth, CIPD
- The Effective Academic, Leslie Johnson, Oxford Brookes University
- The Lecturer's Toolkit, Phil Race, Kogan Page
- Seven Habits of Effective People, Stephen Covey