



Time Management(SAMPLE) Delegate Manual



COURSE OUTLINE

- 9.30 Welcome and Setting the Scene
 Overview of the Day
 Knowledge/Skill Checklist
 Introductions exercise
 Nine Dot Problem
- Time Management Overview**
 Poor Time Management - Symptoms
 Some Facts about Time Management

11.00 BREAK

- 11.15 Time Log Review

Structured Approach to Time Management
 Time Management Flowchart
 Sources of Tasks
 Criteria for Prioritisation
 The 5 Choices of Task Management
 Priority Grid
 In Tray Exercise

12.45 LUNCH

- 1.30 Time Budgeting and Planning Tools
 Planning Review exercise

Time Robbers and Solutions
 Time Robbers exercise: Part 1
 What is Assertiveness?
 Steps to Assertive Behaviour

3.00 BREAK

- 3.15 Assertiveness Flipcharted exercise
 70 Tips to be a Better Time Manager
 Time Robbers exercise: Part 2

Summary
 Knowledge/Skill Checklist
 Thoughts on Action Planning

5.00 CLOSE

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KNOWLEDGE / SKILL CHECKLIST

In order to ensure that learning objectives are met by the course:

BEFORE THE COURSE: Rate your ability on a competence scale of 1-5 as follows:-

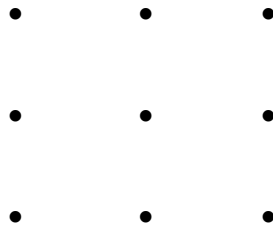
- 1= No knowledge/skill
- 2= A little knowledge/skill but considerable development required
- 3= Some knowledge/skill but development required
- 4= Good level of knowledge/skill displayed, with a little development required
- 5= Highly competent - no/very little development required

WRITE your numerical rating in the 1st column. **AFTER THE COURSE:** Repeat the exercise, writing your new rating, in the 2nd column

COMPETENCE	PRE (1-5)	POST (1-5)
1. Can apply an analytical process to establish exactly how time is spent at work		
2. Understands the symptoms of a poor time manager		
3. Can apply a structured approach to time management		
4. Knows the 2 criteria to apply when prioritising work		
5. Undertakes tasks according to priority		
6. Can recall the 5 Choices when planning task implementation		
7. Can effectively use planning tools		
8. Uses 3 steps to assertive behaviour to negotiate deadlines and standards on tasks		
9. Can say no assertively and with confidence		
10. Understands the time robbers at work, and can apply strategies to deal with them		
OVERALL COMPETENCE		
PERCENTAGE CHANGE (2 nd column total minus 1 st ; divide answer by 1 st column total; Multiply answer by 100): %		

NINE DOT PROBLEM

Below there are 9 dots arranged in a regular fashion. Your task is to join all the dots using no more than 4 straight lines without taking your pen off the paper or retracing a line:-



"If you want the rainbow, you gotta put up with the rain."
DOLLY PARTON

TIME LOG ANALYSIS

You will need the results of the pre-course work on time logs to complete this exercise. Consider your responses to the following questions:

Individually

1. Which tasks were completed on time and to the standard required?
2. Which tasks did not get done?
3. Why did these tasks not get done?
4. Who or what prevented you from doing your tasks?
5. Were there any interruptions that you felt you could have handled better?

"You don't have to be sick to get better"

ANON

STRUCTURED PROCESS

1. Establish what you are there to do:
'Achieve results through the efficient use of resources'
2. Look at your job description and establish what your key result areas are. Which of these make you really effective in the eyes of your line manager?
3. List your key tasks to achieve these key result areas, noting that tasks come from a multitude of sources:
 - Your 'day' job - the tasks and projects that you do
 - Tasks arising out of team leading e.g. briefing the team, coaching, giving feedback, influencing, praising, performance counselling, interviewing, doing rosters
 - Requests from staff and colleagues e.g. *"Can you sort out the holiday cover, I need that day off"*; *"I need some help with"*
 - Adhoc 'one off' jobs from the boss
 - Tasks arising from peers and colleagues from other departments and people from outside the organisation (not necessarily tasks that contribute to your key result areas) e.g. *"George, you're really knowledgeable in this area. Would you be able to spend an hour with me on this"*; *"John, I need to be with H.R. for these interviews, can you do this for me"*; completing student surveys; looking after work experience students; sitting on project teams
4. Prioritise these tasks - Importance and Urgency (See overleaf)

A	=	High Importance and Urgency - DO IT NOW, YOU DO IT, TO A HIGH STANDARD
B	=	High Importance, Low Urgency - YOU DO IT LATER, or DELEGATE SOME OF IT NOW, AND YOU GET INVOLVED LATER
C	=	Low Importance, High Urgency - DELEGATE or DO IT TO LOWER STANDARD
D	=	Low Importance, Low Urgency - DO YOU REALLY NEED TO DO IT? or DELEGATE

PLANNING TOOLS - 6 GOLDEN RULES

Planning tools should be:

- Written down
- Available
- Used
- Reviewed regularly
- Legible
- Manageable

SHORT TERM PLANNING - 'TO DO' LIST

Some would say that this is the simplest and most powerful of all the ideas to create time. Your 'To Do' List should be made every day at the same time with written priorities. This should take only a few minutes. If it takes longer, you may be over-complicating things.

To make your 'To Do' list most effective:

- Do it every day. This makes you re-think your changed priorities. Even if the list changes little from yesterday the discipline will make it time well spent.
- Do it at the same time every day. Before you go home or before you start your day is often a good time. The only way to ensure it gets done is to make a habit of it.
- Give written priorities. Unless you do this you will do the easy tasks not the important ones. You might use the A, B, C, D priority order we covered earlier or you could use just three categories:

Category 1: *Essential* it's done today

Category 2: *Desirable* it's done today

Category 3: To be tackled only when 1s and 2s are attended to

- Tackle the 1's first. Tackle them in order of importance. If you do this you will remove a great deal of stress from your situation, and pick off jobs one at a time.
- Recognise and make the best use of prime time:
 - **Internal** prime time is when you are at our best. You may think best or act best at a particular time of the day. Plan your major thinking job for your best thinking time.
 - **External** prime time is that time which is best for a task involving others such as customers, suppliers and others within the organisation.

"If you are leaping a ravine, the moment of take-off is a bad time to be considering alternative strategies."

JOHN CLEESE



TIME ROBBERS EXERCISE: PART 1

In your syndicate group, discuss and build a 'brick wall' of time robbers in your jobs using the supplied materials (A4 'bricks' ; flipchart pens ; blutac/sellotape). Use the space below to capture the results.

Time Robber	S.I./I.B.O.	Reason
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

Key:

S.I. = Self Imposed

I.B.O. = Imposed By Others

SAYING NO TO OTHERS

For example, potential suppliers of products or services to a company, trying to get their foot in the door can be very insistent. You trying to give reasons for why their 'pitch' was unsuccessful can be very unproductive, and can be dealt with by a combination of **3 steps** and **broken record**:

- *“Thanks very much for your time, however I do know the company is very happy with it’s existing supplier”*

OR

- *“Thank you very much for showing us your ideas last week. Unfortunately we have decided to go with another supplier. However we’ll bear you in mind in the future”*

Any insistence by the supplier to try and glean more information can be met with:

- *“I understand your frustration, however the decision has been made, thanks for your time anyway”*

Giving reasons can be just courtesy, and maintain team/inter-department goodwill, but beware that it doesn't waste substantial amounts of time.

“Criticism may not be agreeable, but it is necessary. It fulfils the same function as pain in the human body. It calls attention to an unhealthy state of things.”

SIR WINSTON CHURCHILL

70 TIPS TO BE A BETTER TIME MANAGER

PLANNING

1. Set aside time each day to review and prioritise demands on your time
2. Delegate tasks which are not time-effective for you to do
3. Split your working day into chunks of 30 minutes each
4. Book thinking time into your schedule - break the task down into sub-tasks
5. Estimate how long a task will take you and see how accurate you were
6. Break down long-term plans into weekly and daily action plans
7. Ask for a second opinion if you cannot prioritise competing tasks
8. If your schedule is full of A-tasks then redefine them
9. For every plan you make, cover all these points: What, Where, When, How, Who
10. Book task time into your diary - it helps establish what can be achieved
11. Use coloured highlighter pens/plastic wallets to denote tasks of varying importance

TASK COMPLETION

12. Set realistic deadlines. A deadline is meant to be helpful not a major cause of stress
13. Reward yourself (extra coffee/cigarette / choc bar) when you meet your deadlines
14. Highlight key points on paperwork to speed up re-reading
15. Copy information only to those who need to know
16. Keep only essential reading on your desk
17. Keep a checklist to help you monitor the progress of delegated tasks
18. Use the 'Batching technique' - place similar tasks together and do them as a 'batch', rather than as soon as they come in
19. Take a small chunk of a difficult task and deal with it straight away

WORKSPACE ORGANISATION

20. Keep your working desk space clear of everything but the current job in hand
21. Use post it note in bold colour to remind you of urgent/important activity that day
22. Clean desk policy overnight
23. Position big clock in your workspace so it is visible to you (and to visitors!)
24. Review your paper and electronic filing system at least every few months e.g. 'Clear Down Friday' every 3 months
25. Practise the 4 D's with stuff - Do it now, Dump, Delay, Delegate
26. File only essential documents that will be referred to in the future