Effective Time Management

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ASQ LES – Topic 3 – 19 September, 2015
How To Get Things Done

Goal Setting
Planning
Scheduling
Organizing
Meetings
Delegating

Prioritizing
Decisions Making
Saying ‘No’
Interruptions
Procrastinating
Collaboration

Time Management Process
Time Management Quotes

• “This time, like all times, is a very good one, if we but know what to do with it.” *Ralph Waldo Emerson*

• “One always has time enough, if one will apply it well.” *Johann Wolfgang von Goethe*

• “All great achievements require time.” *Maya Angelou*

• "Start by doing what's necessary, then what's possible, and suddenly you are doing the impossible." *St Francis of Assisi*

• "Never leave till tomorrow that which you can do today." *Benjamin Franklin*

• “The bad news is time flies. The good news is you're the pilot.” *Michael Althsuler*

• “I am definitely going to take a course on time management... just as soon as I can work it into my schedule.” *Louis E. Boone*

• “Time is free, but it’s priceless. You can’t own it, but you can use it. You can’t keep it, but you can spend it. Once you’ve lost it, you can never get back.” *Harvey MacKay*
Myths of Time Management

• **Time management is a complex subject.**

  *The basic process has only five major steps (Goal Setting, Planning, Prioritizing, Scheduling and Organizing).*

• **Activity is good in itself.**

  *Being busy is not the same as being effective, if time is spent on low priorities.*
The relationship between input and output is not balanced:

- 20% of a person's effort generates 80% of the person's results
- 80% of your success comes from 20% of your efforts

It is vital to focus 80% of your time on the 20% of your work that REALLY counts
Internal Time Wasters

• Lack of discipline
• Indecisiveness
• Personal Disorganization
• Procrastination
• Inability to say “NO”
• Poor Delegation Skills
• Day Dreaming
• Worry too much
External Time Wasters

- Interruptions, especially mail and e-mail
- Office socializing
- Too many meetings
- Unscheduled visitors
- Poor work environment
- Unclear goals
- Trying to get other’s cooperation
- Bureaucratic “red tape”
- Others you can think of???
Right Brain/Left Brain

• Right-brained people:
  – You have the ability to see options at every turn.
  – Things are rarely black and white.
  – Your time is polychromic, with many things happening simultaneously.

• Left-brained people:
  – You see things as black and white.
  – Time flows in monochromic order. You do one thing, then you go on to another.
<table>
<thead>
<tr>
<th></th>
<th>Urgent</th>
<th>Not Urgent</th>
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<tbody>
<tr>
<td>Important</td>
<td>Crises, Deadlines</td>
<td>Prevention, Relationship Building, Planning, Recreation</td>
</tr>
<tr>
<td>Not Important</td>
<td>Interruptions, Some Meetings, Popular Activities</td>
<td>Pleasant Activities, Busy Work, Time Wasters, Trivia</td>
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</table>
Goal Setting – SMART Goals

- **Specific**
- **Measurable**
- **Achievable**
- **Realistic**
- **Time-based**

*Set and achieve Time Management goals*
Planning

- Visualize the end result: your goal
- Estimate the time required
- Break the whole into pieces
- Develop a schedule
- Check your progress against your time estimate
- Refine the schedule if needed
- Anticipate/allow for possible problems

Plan your work and work your plan
Prioritizing

- Do
- Delegate
- Delay
- Dump
Prioritizing

- **Focus on important things first**
- Address the urgent – get them out of the way
- **Accomplish what you can early**
- Attach deadlines to things you delay
Prioritizing

• Develop plans – annual, monthly, weekly
  – Note all deadlines on your plans

• Make a “to do” list daily
  – Prioritize and reprioritize your daily list
  – Work on your top priorities first

Focus on Outcomes and not just Actions
Scheduling

• Negotiate and manage realistic deadlines
• Use available scheduling tools to best effect
• Structure in adequate time for all stages of the work, then review and revise often
• Check in with colleagues and clients
• You are in charge (not the schedule):
  – Examine your schedule.
  – Be realistic about what you can accomplish.
  – Don’t try to juggle too many things.
  – Don’t set yourself up for failure.
• Find your creative/thinking time. Defend it ruthlessly, spend it alone, maybe at home.
• Find your dead time. Schedule meetings, phone calls, and mundane stuff during it.
Meetings

- Question the need and frequency of meetings
- Request **agenda in advance** or share agenda building responsibility
- Include only the right participants
- Facilitate discussion and agreement to keep things moving
- Keep minutes brief:
  - Schedule 30 minute meetings
  - Keep a record of the agenda + decisions + designated follow-up
- Maximize email collaboration, document sharing and work between meetings
- **Purpose, Agenda and Limit (PAL)** with **Planning, Participation and Follow-Up (PPF)**

*Reference - Death by Meeting – Patrick Lencioni*
Meetings

• Avoid Time Waster Meetings:
  – Make sure it’s a working meeting.
  – Don’t attend unless there is a set agenda.
  – Can the problem be solved or decision reached without a meeting?
  – Does the meeting have a set ending time?

• Telephone Meetings:
  – Keep calls short; stand during call – treat calls as business meetings
  – Start by announcing goals for the call
  – Don’t put your feet up
  – Have something in view that you’re waiting to get to next
  – Smile
Organizing

- Keep an updated “to do” list in priority order
- Deal with paperwork/email once or treat it as a scheduled event
- Use staged filing method
- Use technology wisely
- Manage professional reading
- Organize your workspace (match your own mental models)
- Use project management techniques
- Manage your Calendar
Delegating

• Don’t delegate if you can eliminate
• Delegate appropriately, gradually and strategically
• Give support and credit
• Time invested in delegating now has a future payoff
• Establish concrete goals, deadlines, and consequences.
• Communication Must Be Clear: “Get it in writing”
• Give objectives, not procedures
• Tell the relative importance of this task
Learn When to say “No”

• You can’t do everything
• Don’t undertake things you can’t complete
• Remain consistent to your goals
• Recognize your limits
• Take time to think about it
• Be honest and vocal about why
• Offer to defer or take a turn next time
• Discuss workload with supervisor - suggest an alternate approach
Handling Interruptions

- For crucial deadlines, make yourself inaccessible
- Schedule formal “check-in” meetings
- Schedule social time
- Be polite but direct
- Offer an alternate time
- Manage self-interruptions
Avoiding Procrastination

• Doing things at the last minute is much more expensive than just before the last minute:
  • You do not work best under pressure!!!
  • Emergency on your part does not become urgency on someone else’s part
• Deadlines are really important: establish them yourself!
• List the things you have been avoiding. Prioritize them. Try to do at least one of them each day until you catch up.
• Divide project into small, schedulable stages
• Ask for help - do collaborative work
• Don’t be a perfectionist
• Take a break at the end
Collaboration

• Making good use of the ideas of others

• Asking for help when you need it

• Borrowing models and templates from other sources
Consider Your Personal prime-Time

- Morning?
- Evening?
- Late night?
Multi-Task/Downtime

• On public transportation
• At the doctor’s office
• Waiting for your plane
• On hold
• When you are early
Time Management Review

• Set goals
• Prioritize
• Organize
• Learn when to say “NO”
• Use your waiting time
• Concentrate on the task at hand
• Consider your personal prime time
• Celebrate success
Special Thanks to Leaders…

- **Dr. G. N. Pandey**, VC, Arunachal University of Studies, Namsai, Arunachal Pradesh
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- **Dr. R. C. Prasad**, Professor, Pillai Institute of Information Technology, New Panvel, Maharashtra
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- **Dr. R. C. Prasad**, Professor, Pillai Institute of Information Technology, New Panvel, Maharashtra
- **Dr. Parul Agarwal**, Dean School of Management, Jaipur Engineering College & Research Centre (JECRC) University, Jaipur, Rajasthan

Additionally:
- **Mr. Ciby James**, Director, ASQ India New Delhi
Find More Information from ASQ

- **Case Study:**
  - [Making the Business Case for Lean Six Sigma in Higher Education](http://asq.org/learn-about-quality/cause-analysis-tools/overview/pareto.html) by Norma Simons - ASQ Education Division Secretary presents the case that higher education needs to embrace tools and approaches that support systems thinking and teamwork to meet operational performance goals.

- **Useful Tools:**
  - How to use **Pareto Chart**
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<td>9:00 am – 10:15 am</td>
<td>Leadership Excellence</td>
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<tr>
<td>Wednesday, 19 August, 2015</td>
<td>9:00 am – 10:15 am</td>
<td>Effective Teamwork</td>
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<tr>
<td>Wednesday, 16 September, 2015</td>
<td>9:00 am – 10:15 am</td>
<td>Effective Time Management</td>
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<td>Wednesday, 21 October, 2015</td>
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<td>Effective Meeting Management</td>
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<tr>
<td>Wednesday, 18 November, 2015</td>
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<td>Effective Decision Making</td>
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Homework – A Case Study

• Read “Day at the Office” Case Study
• Reflect on 4 questions of the Case Study
Thank You!

Any Questions?