

## WHERE DOES TIME GO?

### TIME MANAGEMENT FANTASIES AND THEIR REALITIES:

Fantasy #1: No one ever has enough time.

**Reality # 1:** *We have all the time there is.*

Fantasy # 2: There are many ways to save time.

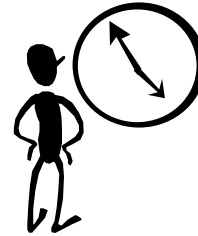
**Reality #2:** *You can only spend time.*

Fantasy #3: The longer you work, the more you get done.

**Reality #3:** *The law of diminishing returns kicks in.*

Fantasy #4: Productive people work harder than others.

**Reality #4:** *Work smarter, not harder.*



### INGREDIENTS FOR SUCCESS:

- Make a plan - prioritization
- Work your plan - scheduling
- Protect your Plan – implementation and managing time challenges



**Key Question:**

**What is the best use of my time right now?**

*“You need to spend quality time, detached from the daily grind, thinking about, getting control of, and managing the daily grind.”- David Allen, Getting Things Done*

## Foundation for Success:



- *Clear goals and objectives* – both short and long-term
- *A method to prioritize* – clarify most important actions
- *Implementation* - creating a daily plan/scheduling yourself against your plan

## Time Challenges - Things That Get in the Way of My Best Results

**\*\*\* Put a check mark by your top three (3) time challenges**

- Procrastination/Perfectionism (lack of self-discipline)
- Ineffective delegation/communication; Unsure of responsibility
- Personal disorganization/paperwork
- Inability to say "no;" attempting to do too much; limited negotiation skills or options to protect priorities
- Interruptions (Phone/walk-in visitors); Socializing/Gossip
- Managing e-mail
- Crisis management; The Unexpected
- Wasted Meetings (scheduled and unscheduled; too many; ineffective)
- Other: your personal time challenge here \_\_\_\_\_



## ***MY TOP 2 – 3 BURNING QUESTIONS/SPECIFIC CHALLENGES -***

## HIPO/LOPO: A PLANNING MODEL

**Payoff:**

= Important/contribution to values/goals, high yield  
Results, part of strategic plans

**Priorities:**

= Urgency/time importance/deadline dependent

<ul style="list-style-type: none"> <li>• Do it now (Necessity)</li> <li>• Production</li> <li>• Fighting Fires/Crises/Emergencies</li> <li>• Meeting Deadlines</li> <li>• Staff Conflict</li> <li>• Immediate Need/ Necessity – short term</li> <li>• Urgent/Problems</li> <li>• Delay no longer possible</li> </ul> <p><i>high payoff/high priority</i></p> <p style="text-align: right;"><b>I</b></p>	<ul style="list-style-type: none"> <li>• Longer range goals – working on projects steadily for future results</li> <li>• Strategic Planning</li> <li>• Training/Coaching/Mentoring others</li> <li>• Preventive Maintenance; Crises Prevention</li> <li>• Re-charge time</li> <li>• Self development</li> <li>• Planning</li> <li>• Personal Leadership/ Vision</li> <li>• Building team or customer relations</li> </ul> <p><i>high payoff/low priority</i></p> <p style="text-align: right;"><b>II</b></p>
<p style="text-align: right;"><b>III</b></p> <ul style="list-style-type: none"> <li>• Short-term focus</li> <li>• Sense of urgency/Pressing items</li> <li>• Routine tasks</li> <li>• Some Interruptions/phone</li> <li>• Paperwork/Some meetings</li> <li>• OPP – Other people’s priorities</li> <li>• "Time gets stolen"</li> </ul> <p><i>low payoff/high priority</i></p>	<p style="text-align: right;"><b>IV</b></p> <ul style="list-style-type: none"> <li>• Time Wasters</li> <li>• Low Return Activities/busywork</li> <li>• Pleasant distractions/daydreaming – Usually not conscious</li> <li>• Procrastination</li> <li>• Escape reading/"Mindless TV"</li> <li>• Surf the net/playing computer games</li> <li>• Gossip</li> <li>• Couch potato</li> </ul> <p><i>low payoff/low priority</i></p>

\* HIPO/LOPO model adapted from the work of Rob Rutherford, Institute for Applied Learning, Boulder, Colorado. Used with permission.

***“You can get your time and life under control only to the degree to which you discontinue low-value activities.”***

Used with permission from June Ramos, from a presentation by Roz Turner & Associates workshop “Managing Multiple Priorities: Getting More Done in Less Time” 3

## LEARNING HOW TO SAY NO W/O USING THE “NO” WORD

### (a.k.a. Negotiating Conflicting Priorities)

The more you take on, the greater the chance that you will lose effectiveness not only in getting that task done, but most likely in all aspects of life. “You can only feel good about what you are not doing, when you know what you are not doing.” (David Allen)

- Rule – There will never be enough time to do everything you have to do
- What can you reasonably say no to?
- If not no, what can I negotiate and leverage?

Answer the following questions to help you determine whether to accept or decline an assignment or task or project:

1. Why am I being asked to do this? Do I understand the real purpose for this request?
2. Is this task/request something I want to do? Will doing the task help me achieve my business or personal goals?
3. Is the request negotiable? Are there alternatives?
4. Could I delegate or ask for help?
5. Is it possible to bring this request to an acceptable level of accomplishment, so I can move on to other priorities? (i.e. rough draft only; quick telephone call to clarify time frames, etc.)
6. *If I only had a year to live and could only select a short list of activities, would this be on it?*

#### **Other ideas to say no more proactively:**

- Assess consequences and payoffs of saying yes or no

Consequence of Saying No	Payoff for Saying No
Consequence of Saying Yes	Payoff for Saying Yes

- Provide alternatives and solutions
- Be persistent (saying no may be the beginning of a conversation, not the end)
- Ask for help
- Re-negotiate deadlines

- Create a “third” right answer. Ask the following question: “How can we create, together, a reasonable way for all the goals to get met without overloading anyone or renegeing on an essential promise?”
- Re-script your “no” –
  - ☑ *“Help me prioritize.”*
  - ☑ *“What can be delayed on my current projects so I can make room for this item?”*
  - ☑ *“I can take care of that, but what I am working on now will be delayed. Which is more important?”*
  - ☑ *“I’ll be glad to handle that for you. However, I can’t get to it until I finish this today.”*
  - ☑ *“I’m sorry ... have you asked Bob in Data Analysis? This is his specialty.”*
  - ☑ *“I can’t commit to everything you are asking for, but if there is something simple I can do, let me know.”*
  - ☑ *“I am tight on time this week so I could only spend a few minutes at your meeting.”*

## MANAGING “NO”

- Don’t agree if you can’t accomplish the task
- Keep your agreements if you say yes
- If you run into problems, renegotiate a new deadline!



**When I know what's important to me based on my values and goals, it's easy to say "no" to something else.**

**If you say yes to someone else’s demand, you are saying “NO” to something on your list!!**