

2. What is Time?

What's so special about time that requires us to run a course on how to manage it?

Time is...

- *Like an arrow...*
- *It flows from the 'big bang'...*
- *All the way through to the 'big crunch'!*

Time flows only one way – forward!

- *It cannot therefore be...*
- *Controlled, saved, stopped, slowed, reversed*
- *Or by logical inference...*
- *Managed!*

Time management therefore is not about managing time itself but rather about...

- *Managing our work*
- *Spending our precious time wisely*
- *Looking back without regret*
- *Looking forward with optimism*
- *Being honest about our wants, needs and intentions*
- *Knowing and accepting what we really need to do to be successful in our jobs*

The role of time management is to try and place some order in this chaotic world we have created through the invention of time!



3. Views on Time Management

Consider the statements below and, based on your experience, indicate whether you agree with them or not...

✎ Please discuss your thoughts with colleagues

Statement	Agree	Disagree	Reasons
<i>If you took a rational look at your daily routine you could probably find many ways to save time.</i>			
<i>When problems occur a speedy solution is important.</i>			
<i>Working harder is the only way to get more done.</i>			
<i>We often waste time by 'fire fighting' problems which should never have occurred.</i>			
<i>I never have enough time.</i>			
<i>Estimating how long something will take can never be done with any degree of accuracy.</i>			
<i>Doing the job yourself is the best way to maintain high standards.</i>			
<i>Having little to do is bad for your career – it is much better to look busy!</i>			
<i>Organised managers seem to have fewer problems than disorganised ones.</i>			

4. Your Job

So what do you do? What is your job really about?

- ✎ Discuss your actual job (i.e. your role) with a colleague.*
- ✎ Try to break it down into 'Key Results Areas'*
- ✎ What are the things that you would ultimately judged on to decide whether you were successful at your job?*

Question : how much of each day do you spend on doing the key activities that comprise your job?



Imagine you have just received an inheritance...

- You have £1,440 per day to spend for the rest of your life*
- You collect this amount in cash each morning from the bank*
- You must spend it by the same time the next morning*
- You cannot save any of the money*
- You cannot invest any of the money*
- You have no cheque book or cash card*
- You have no overdraft or borrowing facility*

Sounds fun doesn't it?

This is the situation that everyone alive today finds themselves! We start the day with exactly 1,440 minutes and we must use them within 24 hours! No one can tell you how to spend it or avoid wasting it.

We all have exactly 24 hours each day.

Time is therefore possibly the only thing in life in which we are all truly equal. However those that manage their time better are more equal!


5. A Scenario

Imagine the following situation...

One day a manager is walking down the hallway in the College, and a subordinate approaches them with a problem about one of their subordinates.

"I cannot believe how John is acting toward our customers. He is curt, unfriendly and sometimes downright difficult. I have told him several times that his behaviour is just not acceptable, but it doesn't seem to help. Can you have a word with him and see if he takes it better from you?"

The manager is always happy to help and says, "Sure not a problem – leave it with me".

 *What has just happened?*

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 *As a Manager what other choices would you have?*

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 *What would you have done?*

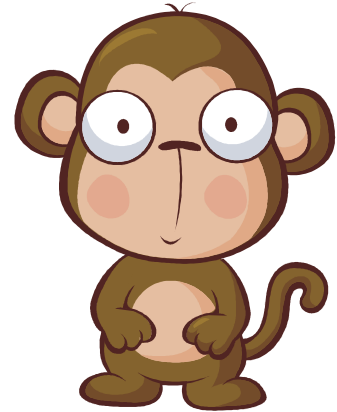
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6. **Monkey Management (part 1)**

The concept of 'Monkey Management' was first introduced by Oncken and Wass in 1974. It outlined a new way of looking at situations (like the one outlined above) and offered a way of making the right decision in such situations.



In an article called "Who's Got the Monkey?" the authors tell the story of an overburdened manager who allows their employees to delegate upward.

When a manager allows one of their subordinates to give them a problem they are allowing an imaginary 'monkey' to jump from the subordinates back and onto their own.

If this continues to happen the poor manager will eventually have too many monkeys to cope with. This increases the managers workload unnecessarily and misses the opportunity for the subordinate to be developed - so they can solve their own problems.

The boss is seen more as a parent who has to help their children do everything and the underlying problem is not resolved effectively.

A Useful Thought...

"At no time while I am helping you will your problem become my problem.

The instant your problem becomes mine, you will no longer have a problem.

I cannot help someone who hasn't got a problem.

You may ask my help at any appointed time, and we will make a joint determination of what the next move will be and who will make it."

We will explore the concept of 'Monkey Management' in more depth later but for now it would be a good idea to bear the above concept in mind and reflect on how relevant it is to your job.

7. Ways to Spend Time

When at work there are many possible ways of spending our time. Here are a few useful categories...


- **Action time** – when we are getting the job done
- **Quiet time** – when we reflect and are creative
- **People time** – when we build relationships
- **Leisure time** – when we relax and have a break
- **Wasted time** – when nothing useful gets done

 What other categories could we use?

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 What percentage of your daily time do you spend on each of the above categories?

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 What percentage of your daily time would you like to spend on each of the above categories?

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Differences between what you would like to spend your time on and what you actually spend time on is where internal conflict and raised stress levels occur.

8. Time Stealers



Consider the following statements in the light of your own job...

<i>Do you...</i>	Yes	No
<i>Quickly get to the point during discussions?</i>		
<i>Handle pieces of paper only once?</i>		
<i>Take action now rather than later?</i>		
<i>Enter appointments in the diary as soon as you make them?</i>		
<i>Deal with interruptions quickly?</i>		
<i>Always do the nasty jobs first?</i>		
<i>Spend time looking ahead and anticipating problems?</i>		
<i>Adopt an organised desk policy?</i>		
<i>Arrange time with a colleague when you will answer each others calls?</i>		
<i>Find that your boss keeps giving you more work?</i>		
<i>Always give gold service when silver would do?</i>		
<i>Spend most of your time fixing problems rather than doing your job?</i>		
<i>Allow people to interrupt you regularly?</i>		
<i>Take on new tasks regardless of how many you currently have?</i>		
<i>Find yourself staring out of the window?</i>		
<i>Never say NO?</i>		
<i>Tend to do things yourself rather than delegate?</i>		
<i>Attend meetings without knowing why you are there?</i>		

As suggested previously the basic law governing time stealers is that everyone else will try and protect their productive time by giving you the nasty jobs they should be doing!