

# CHAPTER 21

## TIME MANAGEMENT

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# 1 INTRODUCTION

Effective use of time is of vital importance in modern animal protection societies, where the potential amount of work is vast. Effective use of time can help staff to achieve animal protection objectives, and it can make work more rewarding and less stressful.

**“IT’S NOT THE HOURS THAT COUNT; IT’S WHAT YOU PUT INTO THE HOURS.” ~Earl Nightingale**

# 2 KEY ELEMENTS OF EFFECTIVE TIME MANAGEMENT

Key elements of effective time management include:

- Identifying the kind of success you want to achieve
- Working out priorities and specific goals
- Developing a system to work towards these goals
- Being aware of your own work style, strengths and weaknesses
- Being aware of your staff’s work styles, their individual strengths and weaknesses
- Developing planning strategies, focusing on priorities
- Identifying time-wasters and consider ways of coping with them.

You can only make good use of your time if you are clear about what you are trying to achieve. Fire fighters confuse **urgent** activities with **important** activities.

**WORK SMARTER, NOT HARDER, SUMS UP THE OVERALL APPROACH.**

Work is often the enemy of achievement and should never be confused with results. How to use time is all about how to control the job, not the job controlling you. In fact, the most effective way of dealing with certain tasks may be to leave them undone (or at least to do them as quickly and simply as possible)!

# 3 ANALYSING TIME MANAGEMENT

Before you develop time management strategies, you need to assess your own skills (and problems). Two methods of doing this will be discussed below: keeping and analysing a time diary and Key Results Mapping.

## a) Time Diary

Keeping a time analysis diary for a certain period of time – and doing this periodically as a check – is a good way of assessing how effectively you are using your time. It helps you identify where your time goes. How much time is spent on your priorities? How much on jobs planned by you, as opposed to work outside your control? How much of the work you do could be delegated? How much of your time is spent in meetings, on the telephone, answering e-mails, finding and filing information? How often are you interrupted? How many times do you start a job and move on to another without finishing? How often do you do things that turn out to be useless or overtaken by events?

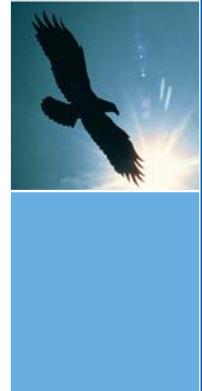


This exercise will also provide a useful starting point for you when assessing your work style. Some people are verbal communicators and may spend a lot of time in meetings or on the telephone, whereas others may prefer written communication, but may spend too much time answering e-mails or written correspondence. Do you always use the most effective means of communication? Do you sort and organise your work in a logical way, collecting and replying to piles of letters or e-mails periodically (using short stock replies where possible)?

### b) Key Results Mapping

Another useful exercise is to list your key results (critical success factors) in order of importance and then assess the amount of time spent on each:

Key Results (Order of importance)	Time Spent (1-5, 1 = most)
1.	
2.	
3.	
4.	
5.	



Now map your most time-consuming tasks and assess how much these contribute towards the achievement of your key results:

Time Spent (Order of time spent)	Key Results Achievement Factor (1-5, 1 = most)
1.	
2.	
3.	
4.	
5.	

Consider how you can reduce time spent on tasks that do not work towards key results (including major threats or opportunities). How can you ensure that time is spent in proportion to the key results priorities identified?

## IMPROVING YOUR TIME MANAGEMENT SKILLS

# 4

Recognise what is important to your success and ensure that this is worked on proactively and prioritised. Allocate your time to achieving key results.

**NEVER LET THE URGENT TAKE PRECEDENCE OVER THE IMPORTANT.**



### Essential steps to improving time management skills:

- Plan and make action lists in priority order
- Prioritise (and be ruthless)
- Remember Pareto's Law – the 80-20 rule – concentrate on the 20 per cent of your work that produces 80 per cent of the results. Minimise the amount of work that you do on the remaining 80 per cent
- Negotiate resources around priorities (staff, money, contracting etc.)
- Learn to say No!
- Agree your priorities and deadlines with your manager and staff
- Train and delegate effectively
- Use your secretary or assistant to help
- Find systems to deal quickly and minimally with routine or less important tasks
- Remember good enough is good – don't waste time on non-priority tasks
- Ensure there are efficient communication channels
- Do not waste time in meetings. Develop an effective meeting strategy (see separate chapter on 'Effective Meetings')
- Manage telephone, e-mail and correspondence flows
- Deal with quick tasks in one go (single-touching)
- Periodically monitor your time usage again and make any necessary changes.

A method of distinguishing the important from the urgent is outlined below (a), followed by an outline on delegation (b), and the effective use of a secretary (c).

#### a) Time Management Matrix

The time management matrix is a good way of explaining the difference between the urgent and the important – which effective time management needs to distinguish.

<p><b>1</b>      <b>Urgent and Important</b></p> <p><b>Activities:</b>            Crises            Pressing problems            Deadline-driven problems</p>	<p><b>2</b>      <b>Important and Not Urgent</b></p> <p><b>Activities:</b>            Prevention            Strategy            Planning            Finding new opportunities            Relationship-building            Recreation</p>
<p><b>3</b>      <b>Urgent and Not Important</b></p> <p><b>Activities:</b>            Interruptions            Some calls            Some correspondence            Some e-mails            Some meetings            Pressing matters            Popular activities</p>	<p><b>4</b>      <b>Not Urgent and Not Important</b></p> <p><b>Activities:</b>            Trivia            Busy work            Some calls            Some correspondence            Some e-mails            Some meetings/time-wasters            Pleasant activities</p>

**Urgent activities appear to require immediate action – whereas importance has to do with results.**



In the matrix, if you keep concentrating on **quadrant 1**, it gets bigger and bigger and dominates you.

People who spend their time in **quadrant 3**, often think they are in quadrant 1, but their achievements are not important.

Effective people stay out of **quadrants 3 and 4**, urgent or not, because they are not important. They also shrink quadrant 1 down to size by spending more time in quadrant 2. **Quadrant 2 is at the heart of effective time management.**

### b) Delegation

Consider your use of delegation:

- Do you delegate areas of responsibility or just tasks?
- Do you delegate the authority to make decisions and spend/use resources to go along with the responsibility?
- Do you avoid over-supervision and under-supervision?
- Do you avoid loss of control (by moving gradually to delegate more authority and using appropriate monitoring systems)?
- Do you train staff to accept increasing delegation or do you feel it is quicker to do it yourself?
- Do you approach it systematically:
  - Define the job?
  - Decide whether it can be delegated?
  - Communicate it clearly?
  - Train?
  - Monitor and follow up?
- Do you avoid stifling people's creativity, by allowing staff to choose their methods (defining end results, not methods)?
- Can you back off the job and leave it to targets and monitoring?

The starting point for effective delegation is to appoint appropriate and competent staff members who have the capacity to do the job well and to learn and develop.

Staff should be progressively trained and developed, so that they can gain the necessary skills and competence. Investment in staff is an investment in the future. Although it may be more time-consuming in the short term, it is the only way to real achievement (and staff satisfaction) in the long term.

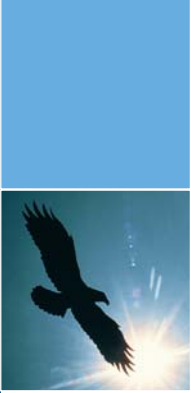
There is a real difference between managing mission-driven staff in animal protection organisations and managing staff who work for other motivations, such as money, social reasons, company etc. Managing the mission-driven is essentially a case of ensuring that personal goals are aligned with those of the organisation and that they are given the skills and resources necessary to do the job, and the advice and support to help them to perform. It is vital, therefore, to communicate and share goals and to establish tasks that work towards these goals.

### c) Effective Use of a Secretary or Assistant

You can manage time more effectively by using your secretary or assistant as a personal assistant, if you do not do so already (and many managers fail to do this).

To be as effective as possible, your assistant needs to understand your job responsibilities, your priorities and your preferred working style. Likewise, you need to be familiar with his or her strengths and weaknesses, career goals and training and development needs.



**The sort of jobs a personal assistant should be capable of handling include:**

- Arranging meetings, travel etc.
- Preparing minutes, action points etc.
- Filing (and ordering filing systems)
- Writing – not just typing – routine letters and replies
- Drafting much of your correspondence
- Deciding which mail you should see and then giving it to someone else to take the necessary action, distributing mail which you do not even need to see and sorting the remainder into categories. For example:
  - Mail requiring your attention urgently
  - You should decide who should deal with it
- Making telephone calls for you that only involve giving information or confirming arrangements
- Asking callers for the purpose of their call, in an attempt to action it for you, whether you are available or not
- Operating a follow-up file to remind you when follow-up action is needed
- Doing the following for you, whenever possible
  - Obtaining and collating information
  - Compiling routine weekly and monthly reports.

**Jobs a personal assistant should not be doing include:**

- Retyping whole pages because you have not organised your amendments on computer
- Making coffee and tea for the whole department
- Typing replies to internal memos, when a hand-written comment by you on the original is adequate
- Unnecessarily retyping urgent internal notes or financial reports, when hand-written information is legible
- Personal chores, such as shopping.

**Jobs that waste your personal assistant's time are:**

- Finding telephone numbers repeatedly for you, instead of keeping an index for you
- Writing lengthy minutes of meetings, when action points would suffice
- Struggling to read your hand-written manuscript drafts, when you could use a computer or dictating machine
- Continually interrupting your work, because he/she does not plan his/hers.

## FURTHER RESOURCES

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### Websites

#### **Bigtimes – Everything Time Management**

[www.bigtimes.co.uk/](http://www.bigtimes.co.uk/)

#### **Mind Tools – Time Management Skills**

[www.mindtools.com/pages/main/newMN\\_HTE.htm](http://www.mindtools.com/pages/main/newMN_HTE.htm)

#### **Time Management**

[www.businessstown.com/time/time.asp](http://www.businessstown.com/time/time.asp)

#### **Time Management (student handbook)**

[www.d.umn.edu/student/loon/acad/strat/time\\_manage.html](http://www.d.umn.edu/student/loon/acad/strat/time_manage.html)

#### **Time Management**

[www.counsel.ufl.edu/selfHelp/timeManagement.asp](http://www.counsel.ufl.edu/selfHelp/timeManagement.asp)

### Books

#### **Common-Sense Time Management**

Barrie Pearson

Publisher: Mercury

ISBN: 1852520949

#### **Getting Things Done: The Art of Stress-free Productivity**

David Allen

Publisher: Piatkus Books

ISBN: 0749922648

#### **Manage Your Time**

Tim Hindle

Publisher: DK Publishing, Inc.

ISBN: 0789424460

#### **The One Minute Manager**

Kenneth Blanchard, Spencer Johnson

Publisher: HarperCollins Business

ISBN: 0007107927

#### **The Personal Efficiency Program: How to Get Organized to Do More Work in Less Time**

Kerry Gleeson

Publisher: John Wiley and Sons Inc

ISBN: 0471463213

#### **Time Management for Unmanageable People**

Ann McGee-Cooper

Publisher: Bantam Doubleday

ISBN: 0553370715