

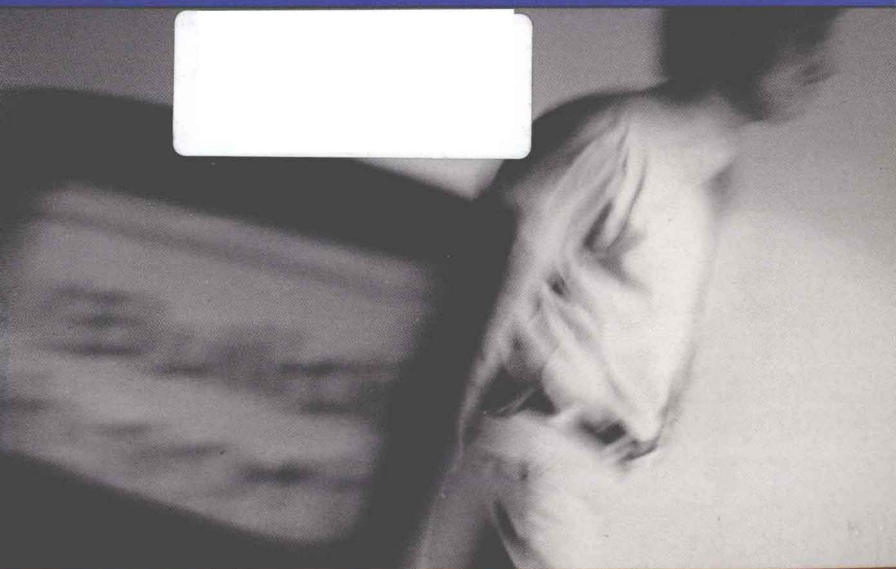


Harvard Business School Press

POCKET MENTOR

MANAGING TIME

Focus on Goals • Avoid Distractions • Organize Your Space • Delegate Effectively



Expert Solutions to Everyday Challenges

Managing Time

江苏工业学院图书馆
藏书章

Expert Solutions
to Everyday Challenges

Harvard Business School Publishing

Boston, Massachusetts

Copyright 2006 Harvard Business School Publishing Corporation

All rights reserved

Printed in the United States of America

10 09 08 07 06 05 5 4 3 2 1

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to permissions@hbsp.harvard.edu, or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

Library of Congress Cataloging-in-Publication Data

Pocket mentor. Managing time.

p. cm. — (Pocket mentor series)

Includes bibliographical references.

ISBN 1-4221-0186-X

1. Time management—Handbooks, manuals, etc. 2. Scheduling—Handbooks, manuals, etc. I. Title: Managing time. II. Harvard Business School Press.

III. Series.

HF5734.5.P63 2006

658.4'56—dc22

The paper used in this publication meets the requirements of the American National Standard for Permanence of Paper for Publications and Documents in Libraries and Archives Z39.48-1992

Managing Time

Pocket Mentor Series

The *Pocket Mentor* Series offers immediate solutions to common challenges managers face on the job every day. Each book in the series is packed with handy tools, self-tests, and real-life examples to help you identify your strengths and weaknesses and hone critical skills. Whether you're at your desk, in a meeting, or on the road, these portable guides enable you to tackle the daily demands of your work with greater speed, savvy, and effectiveness.

Books in the series:

Leading Teams

Running Meetings

Managing Time

Managing Projects

Mentor's Message: Leverage Your Time to Manage It

Everyone seems to be frustrated with not having enough time. It always strikes me as funny, because time is fixed and we all have the same amount of it. So, what is the problem?

The reality is that we are really frustrated with one of two things:

- We feel as if we are not accomplishing what we would or should be doing.
- We feel as if we have lost control.

While this guide cannot produce more time in a given day, it can help you to improve your chances of accomplishing your goals and ultimately feel more in control.

There are two key concepts to think about as you explore this guide: **time leveraging** and **time management**. People who are effective at leveraging their time allocate time to the things that matter most, the things that give them the greatest return. Those who leverage their time think critically about how they should be spending it and have a clear plan in mind. Time management, on

the other hand, is something most of us have already read or heard about. Time management is about discipline. It's about execution. It's about making sure that you are not wasting time and that you are indeed following your plan.

Bottom line, managing your time is much more than making a to-do list and learning to say to no. It's a skill—a skill that requires self-assessment, planning, and continuous discipline and improvement. The truth is, even those who consider themselves time-management masters get sloppy. So, whether you are just learning to better manage your time or are looking for a new approach to using your time effectively, this guide will help.

Enjoy the guide; after reading it and using the tools provided, you will:

- better understand the importance of time leveraging
- have assessed the way you spend your time and uncovered opportunities for improvement
- have developed a plan for leveraging your time that will bring you closer to accomplishing your goals
- better understand how to manage your time, in particular, how to time-box
- have gained insight and tips through learning about the experiences of others who recognize the inherent constraint of time and have made it a lifelong quest to capitalize on this valuable resource.

The more we learn, the more skilled we'll become, and the better we'll feel about our accomplishments and successes.

Good luck!

Melissa Raffoni, Mentor

Melissa Raffoni is Founder of Professional Skills Alliance, Melissa Raffoni has over ten years of professional experience, working with hundreds of clients ranging from start-up to Fortune 500, with a significant focus on business-to-business services. Prior to starting her independent consulting practice, Melissa played significant roles building Oracle's Change Performance Consulting Practice and *Inc. Magazine's* Eagles CEO Peer Group Program. She is on the faculty at the Sloan School of Management at MIT and has published numerous articles with *Harvard Management Update*.

Contents

Mentor's Message: Leverage Your Time to Manage It ix

How to Leverage Your Time: Assess and Plan 1

How to Look at the Big Picture 3

Determine what you really want to be doing with your time.

What's the value of leveraging your time? 5

Why do we do what we do? 6

Look strategically at the big picture 6

How to Audit Your Time 9

Describe the goal-achieving categories within your job. Then perform a time audit by tracking how you are actually spending your time.

Create a big-picture vision of where you want to be 10

Break down your work into goal-related categories 11

Audit your time for one week 13

Compare your audit results to your goals 18

How to Develop Your Plan 19

Determine the feasibility of your time plan. Make sure that it can be achieved.

Reality-check your actual and target time allocations 21

How to Manage Your Time: Implement 25

How to Time-Box 27

Use this powerful scheduling tool to help you implement your time-management plan.

Time-box a realistic schedule 28

How to time-box 29

How to Manage Your Time 35

Monitor your progress and make corrections as needed.

Monitor and evaluate your schedule 36

How can you reduce time spent on
low-priority activities? Delegate! 37

Delegate creatively 39

Delegate for results 40

How to Overcome Obstacles 43

Recognize and confront common obstacles to managing your time.

Recognize common obstacles to managing your time 44

Deal with adverse cultures and working environments 45

Leverage your time in a time-sensitive business 49

Deal with disorganized work spaces 52

Confront procrastination 57

Avoid poorly planned meetings and unnecessary travel 57

Take time to avoid or overcome obstacles 62

How to Develop Good Time-Management Habits 63

Implement these useful ideas for developing good time-management habits.

Manage messages 64

Tips and Tools 69

FAQs 71

Frequently asked questions about managing your time are answered by the mentor.

Tools for Managing Your Time 75

Worksheets to help you plan, implement, and evaluate leveraging your time.

Test Yourself 81

A helpful review of concepts presented in this guide. Take it before and after you've read the guide to see how much you've learned.

Answers to test questions 84

To Learn More 87

Further titles of articles and books if you want to go more deeply into the topic.

Sources for *Managing Time* 93

Notes 96

For you to use as ideas come to mind.

How to Leverage Your Time: Assess and Plan

How to Look at the Big Picture



*Dost thou love life? Then do
not squander time, for that's the stuff life is made of.*

—Benjamin Franklin

Time—it's a resource that we can't buy or sell, share with others or take from them, get more of or have less of. Every day, each of us has the same amount of time—24 hours. It's what we do with it that makes a difference. The people who make the most of their time may apply different techniques and systems, but they all have one thing in common. They have a vision of how they want to spend their time, a vision that includes a clear sense of priorities. They know what they want to do with their time.

Peter Wakeman and his wife, Laura, founded the Great Harvest Bread Company 25 years ago. As entrepreneurs, it would have been easy to allow their work to consume every moment of their lives. But they had a vision of how they would spend their time, and one priority was clear from the beginning: They would not work on weekends and they would take a vacation every year.

"In the early days of the business we had simple rules, but we followed them like a religion. One was the two-day weekend. We never violated that, no matter what—it was a line we were afraid to cross, as though lightning would strike us down if we did."

—Pete Wakeman, owner

Great Harvest Bread Company

Since then, the Great Harvest Bread Company has grown to a chain of 137 franchises. Their priority of having personal time drove Pete and Laura to grow their business in a very conscious way. For a pair of successful business owners, Pete and Laura take a surprising amount of time off from work. It's all done with a rigorous attention to leveraging time.

“We really like strong lines between things. We carry time cards, and we punch in, punch out, to the nearest five minutes. We know when we're working. . . . I have a little Excel sheet I keep, and we make a conscious decision each year how many hours we will work. . . . In 1996 we decided to go to 1,000 hours each, basically half-time. . . . Aside from the 1,000-hour rule, we vary our schedule any way we want.”

—Pete Wakeman

TIME LEVERAGING *n* **1:** spending your time wisely on activities that move you closer to your goals. **2:** the process of assessing and planning how to use your time to accomplish your goals.

What's the value of leveraging your time?

Whatever your priority is—whether it's personal time, as it is for Pete and Laura, or another goal such as increasing sales, developing a new product, writing a business plan, or completing a project—leveraging time can help you achieve it.

What's the difference between leveraging your time and managing it? Leveraging time is a strategy of using time in an intelligent