

*The following program is intended as
Part One of a series:*

Part I: Organizing Your Life

(presentation entitled “Time Goes ‘Bye’”)

Part II: Organizing Your Work

(see the presentation entitled “A Leader’s Work is Never Done”)

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Time Goes "Bye!"

Gaining control of your life

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Prepared by: Lowell C Cooper
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The constraints and opportunities of time are universal. At some point or another, everyone faces time management issues.

Moses:

"Teach us to number our days aright that we
may gain a heart of wisdom."

Psalm 90:12

Jesus and His disciples:

"Then because so many people were coming and going that they did not even have a chance to eat, He said to them, 'Come with me by yourselves to a quiet place and get some rest.'"

Mark 6:31

It's not so much how busy you are, but why you are busy. The bee is praised. The mosquito is swatted.

—Mary O'Connor

Time management is somewhat of a myth for we cannot create, expand, or stockpile time.

When we talk about time management we are really talking about managing oneself.

Focusing on time management can be a trap unless a person has identified a defining purpose for his/her life.

Beware of thinking that:

Busyness = Productivity

Speed = Direction

Five perspectives for being in charge of your life:

Identify a defining purpose

Create balance

Expand your energy

Leverage your time

Control your schedule

Identify a defining purpose

“We do our work for Jesus and with Jesus and to Jesus, and that’s what keeps it simple.”

—Mother Theresa

"Don't misunderstand our work. We are not social workers. We do social work. But we are contemplatives in the midst of life."

—Mother Theresa at a prayer breakfast in Washington, DC

Vision/Purpose statements

"The last thing IBM needs is a vision."

Vision/Purpose statements

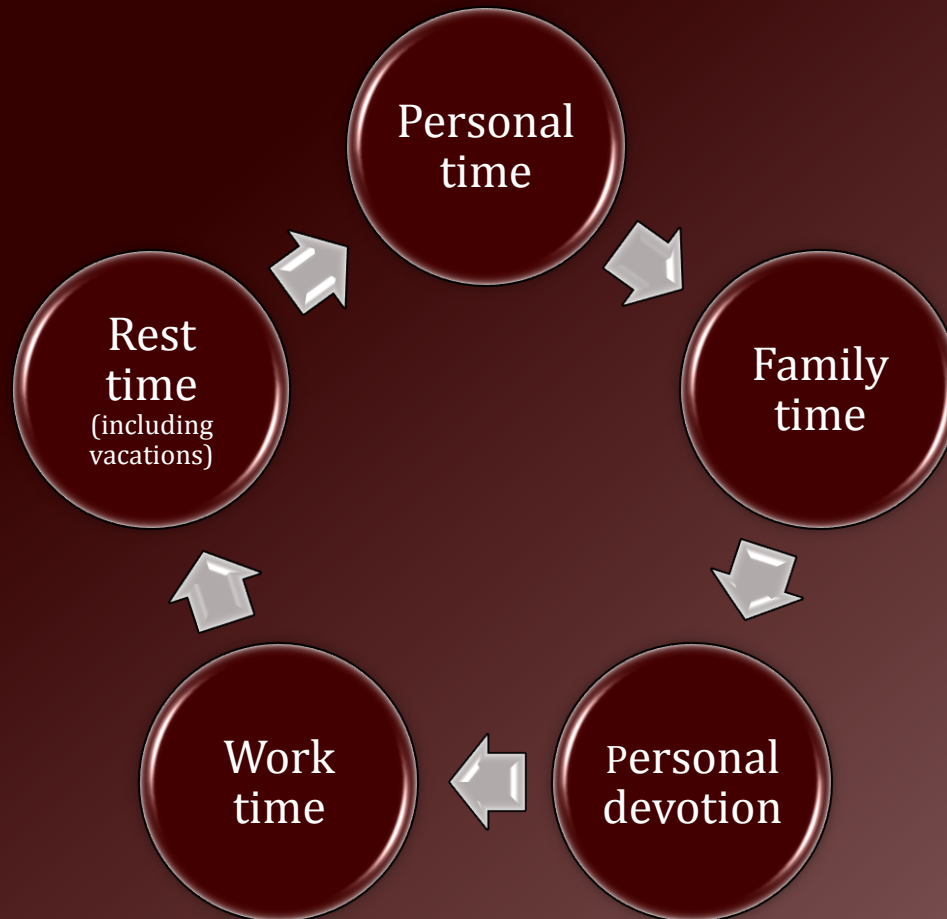
"The last thing IBM needs is a vision."

"Microsoft's vision is very simple—a computer on every desk and in every home, running Microsoft software."

Create balance



Create balance



Expand your energy

Time is a finite resource—there is no such thing as a longer hour or minute.

Energy is a different story—it can be created, expanded, renewed, depleted, lost.

Four main sources of energy: body, emotions, mind, spirit.

Energy management checklist

Body:

- I don't regularly get at least seven to eight hours of sleep, and I often wake up feeling tired.
- I frequently skip breakfast, or I settle for something that is not nutritious.
- I don't get enough physical exercise (meaning cardiovascular training at least three times a week and strength training at least once a week).
- I don't take regular breaks during the day to truly renew and recharge or I often eat lunch at my desk, if I eat at all.

Energy management checklist (contd)

Emotions:

- I frequently find myself feeling irritable, impatient, or anxious at work, especially when work is demanding.
- I don't have enough time with my family and loved ones, and when I'm with them, I'm not always really with them.
- I have too little time for the activities that I most deeply enjoy.
- I don't stop frequently enough to express my appreciation to others or to savor my accomplishments and blessings.

Energy management checklist (contd)

Mind:

- I have difficulty focusing on one thing at a time, and I am easily distracted during the day, especially by e-mail, phone calls, and interruptions by others.
- I spend much of my day reacting to immediate crises and demands rather than focusing on activities with longer-term value and high leverage.
- I don't take enough time for reflection, strategizing, and creative thinking.
- I work in the evenings or on weekends, and I almost never take a vacation free from work-related e-mail and phone calls.

Energy management checklist (contd)

Spirit:

- I don't spend enough time at work doing what I do best and enjoy most.
- My devotional time is often compromised by busyness.
- There are significant gaps between what I say is most important to me in my life and how I actually allocate my time and energy.
- My decisions at work are more often influenced by external demands than by a strong clear sense of my own purpose.
- I don't invest enough time and energy in making a positive difference to others or to the world.

Energy management checklist--scoring

Overall energy score: Total number of checked statements _____

Guide to scores:

- 0 Why are you not yet in heaven?
- 1-3 Excellent energy management skills.
- 4-6 Reasonable energy management skills.
- 7-10 Significant energy management deficits.
- 11+ A full-fledged energy management crisis.

What do you need to work on? Number of checked statements in each category:

Body _____
Emotions _____

Mind _____
Spirit _____

Expanding body energy:

- Regular exercise
- Good nutrition and eating schedule
- Regular pattern of adequate rest
- Brief but regular breaks for renewal (ultradian rhythms—90 to 120 minutes cycles during which body moves from high energy state to a lower energy state indicated by yawning or restlessness)

Expanding emotional energy:

- Deep abdominal breathing in moments of stress
- Expressing appreciation to others fuels positive emotions
- Recognize difference between facts of a situation and the way we interpret those facts.

Expanding mental energy:

- Minimize interruptions
- Each night identify the most important challenge for tomorrow
- Spend the first part of the new day in addressing that challenge

Expanding spiritual energy:

- Pay attention to meaning and purpose of rituals
- Systematic personal growth program
- Allocate time and energy to most important areas of your life—work, family, health, service, church
- Live core values in daily life
- Be conscious of need for renewal and what behaviors best contribute to renewal in your life

Leverage your time

Leveraging time is different from managing time. It means to achieve the most by focusing on what is most important and using efficient patterns of action to accomplish tasks.

Two frustrations:

Not doing the needful

Learn to leverage time

- Do what matters most
- Need big picture view
- Clarify priorities
- Use efficient action

Not being in control

Learn to control time

- A matter of discipline
- Conduct a time audit
- Requires action plan
- Rigidity in controlling time can diminish satisfaction. Life is made up of surprises, unpredictability and attentiveness

A certain rich man traveled in a finely appointed carriage, with lanterns on each corner of his vehicle to light the road around and ahead. He went his way in satisfaction and security, assured that his wealth provided him with a good life. One day along the road the rich man passed a poor peasant who had no carriage to carry him, no lamp to light his way. Yet while the rich man pitied the poor peasant who had no money to buy all the creature comforts, the poor peasant could see the stars, which the rich man missed because he was blinded by his lamps.

—Søren Kierkegaard: a parable to illuminate the human condition of speed and inattention.

Control your schedule

This is what is typically thought of as time management. Note that this step in organizing one's life comes after the other four: identifying a defining purpose, creating a balanced program, expanding energy, and leveraging time.

Basic time management

- Use only one time-management system
- First master your most important activities
- Avoid "perfection paralysis"
- Work smarter, not harder
- Know your organization/colleagues
- Delegate what belongs to others
- Schedule uninterrupted time blocks for priority tasks
- Discover your peak energy time
- Take a break/get sufficient rest

Long-range planning does not deal
with future decisions.

It deals with the future of present
decisions.

Peter F. Drucker (1909 - 2005)
Management consultant and author.

"The secret of getting ahead is getting started.
The secret of getting started is breaking your
complex overwhelming tasks into small manageable
tasks, and then starting on the first one."

—Mark Twain

Organizing your work time:

- Know your responsibilities
- Focus on a few big goals
- Create calendar for fixed-time obligations
- Carefully budget discretionary time
- Create and work with a team of key personnel

Planning your day:

- Write down your goals
- Assign priorities (e.g. group A, B C, etc.)
- Assign deadlines for each task
- Allow for the unexpected
- Begin with "A" list priorities
- Group similar tasks together
- Shun multi-tasking "You cannot catch one bird while chasing two."
- Focus on getting started with a task
- Clear your desk

"In truth, people can generally make time for what they choose to do; it is not really the time but the will that is lacking."

—Sir John Lubbock

Care for your computer:

- Computer is now central to most offices—a major tool for thinking, planning, organizing, and communicating.
- Maintain a well-organized file system
- Stay current with system and software upgrades
- Invest in computer and information security

Procrastination is your adversary

- Recognize that procrastination robs your time and adds stress
- Write down your goals for the day or the time period
- Create a “to-do” list, start with the most disagreeable task
- Reward yourself upon completion of a task
- Be decisive—complete a task once you have started it

The tyranny of email

- Can be very distracting—you need to exercise discipline
- Be decisive—reply, file, delete
- When sending messages:
 - Be brief
 - Be simple
 - Be clear
 - Be prompt
 - Be careful!

Telephone management:

- Organize your thoughts before placing the call
- Keep phone log and notes if necessary
- Use Caller ID/personal assistant to screen calls
- To end the conversation: “One last point before we hang up...”
- Limit phone tag—leave a message stating what you need to know

Talk does not cook rice.

—Chinese proverb

Managing paper:

Keep it moving:



Visitors

Greatest killer of time is other people stealing it.

Take command of the visit:

- Identify the purpose of the visit

- Don't get trapped in small talk

- Signal the end "One more thing before you go..."

Meetings

- Is the meeting necessary?
- Routine schedule (meetings easier to cancel than to call)
- Who needs to attend (watch out for 'vacationers')
- Start on schedule
- State the purpose succinctly
- Advance preparation cuts time required
- Get to the point (printed agenda helps)
- Focus discussion (draft proposals in advance, use a bulletpoint list of reasons/advantages/disadvantages)
- Have "stand-up" meeting

Meetings (cont'd)

- Equipment ready in advance of meeting
- Cell phone etiquette
- Reward truth-telling
- Make each meeting unique
- In general: most important item first
- Recap decisions so everyone knows next steps
- Begin and end on positive note
- Create minutes as soon as possible

Travel

- Systematized preparation (documents, packing list, cash)
- Contact protocols in case of emergency
- In case of lost luggage...
- Work while waiting (reading, email, short-task list)

Those who make the worst use of their
time are the first to complain of its
shortness.

—Jean De La Bruyere

In summary:

Identify a defining purpose

Create balance

Expand your energy

Leverage your time

Control your schedule



**Time
flies...**

**but you are
the pilot!**

Acknowledgements:

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