

TIME PROBLEM ANALYSIS

At the end of your period of daily Time Log make the following analysis which will be used at the workshop:

1. HOURS WORKED

Add up your daily time totals and state

ACTUAL HOURS WORKED PER WEEK	
Hours	Mins.

Estimate how much weekend work you do in, say, a three month's sample

AVERAGE HOURS WORKED PER WEEKEND	
Hours	Mins.

2. INTERRUPTIONS

Look through your Time Logs. Excluding meetings and meal breaks what do you estimate is the average time you work without some form of interruption, e.g., telephone, visitor, etc.

AVERAGE TIME FREE FROM INTERRUPTIONS
Mins.

3. YOUR TIME PROBLEMS

Complete the attached Time Problem form, ranking from 1 to 10 the personal time problems you persistently encounter.

4. JOB IMPROVEMENT PRIORITIES

We will be explaining how to use "saved" time to concentrate on job improvements.

To start the thought process before the workshop:

Suppose that through better time management you had an extra two hours a day, without having to work longer hours. On what three important improvements in your own job responsibilities would you concentrate?

IMPROVEMENT AREA (Be specific)	POSSIBLE RESULTS Quantify the benefit if possible.	POSSIBLE ACTION By whom?	PERSONAL TIME IT WOULD REQUIRE FROM YOU

YOUR TIME PROBLEMS

Views of manager's time problems are surprisingly similar whether based on Leo Moore's six year study at MIT with about 3,000 managers or Alec Mackenzie's experience in over 14 countries or our own experience in the United States.

Set out below are these classic recurring problems. In the light of your own experience with Time Log and reflections on your Analysis, please rank 1 to 10 (1 being the most important problem for YOU personally) on the list. This will be compared with other managers' rankings at the Workshop.

TIME PROBLEM		RANKING
MEETINGS	e.g. excessive length; not necessary; needn't attend yourself; too many; badly run.	
TELEPHONE	e.g. too many interruptions; incoming calls too long winded; difficulties in getting calls out.	
UNEXPECTED VISITORS	e.g. colleagues or others dropping in without prior notice or appointment.	
DELEGATION	e.g. doing work which could in theory at least be done by your subordinates. Can't say NO . . .	
PERSONAL OBJECTIVES	e.g. unclear about priorities because they are always changing; agreed definition of results/standards.	
ORGANIZATION	e.g. time wasted through bad or unclear organization; unclear authority; uncertain relationship with others; job too big to be done properly.	
READING	e.g. too much paperwork to get through; too many reports and journals to read.	
INFORMATION	e.g. time wasted because relevant and speedy information not available.	
PROCRASTINATION	e.g. habit of putting off until tomorrow . . .	
SOCIALIZING	e.g. time wasted by too much casual socializing not directly related to job priorities.	
OVERAMBITIOUS	e.g. constantly misjudging the time tasks take.	
CRISES	e.g. unplanned, unexpected crises throwing out the planned schedule.	
PERSONAL DISORGANIZATION	e.g. poor personal planning; bad filing and systems.	