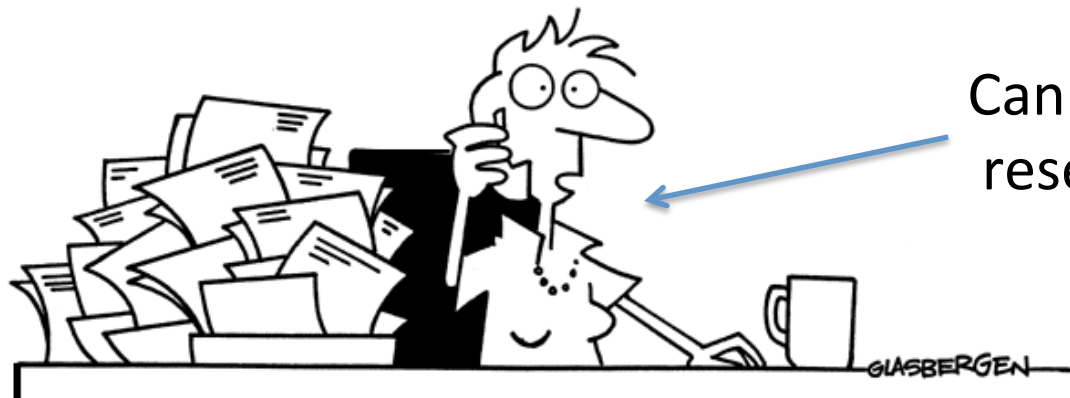# Time Management

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Can this person conduct research responsibly?

"I'd like to schedule a time-management seminar on my calendar...as soon as I can find time to buy a calendar!"

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Acknowledgements/Resources
The following slides are largely taken from the slides on this topic prepared by Dr. Arsineh Hecobian last year (ATS 786, 2012).

What is time management

"you need to find ways to manage your time and tasks efficiently (doing things right), *and* to control what you put on your plate in the first place (doing the right things)"

Richard M. Reis, *Tomorrow's professor –*
Preparing for academic careers in Science and Engineering, p.245, 1997

What is time management

Doing the right things → To-Do list → **Doing things right**

Things to consider:
- Long term goal
  - Career goal
  - Work-life balance
  - Family
- Short term goal
  - Class
  - Conference
  - Paper
  - Fellowship
- Importance & Urgency

Techniques to get things *done*
Examples:
- Keep blocks of time
- "Done is better than perfect"
- Learn to say "No"

SMART goals

- S – Specific

- M – Measureable

- A – Attainable

- R – Relevant

- T – Time-bound

Let's set some goals...

- I want to have many first author papers published this year!!!

Let's assess this goal...

Specific?   *Measureable?*

Achievable?   *Relevant?*

Time-bound?

A better goal would be…

- I would like to publish at least one first author paper from my research on cloud chemistry by the end of this year.

Let's assess this goal…
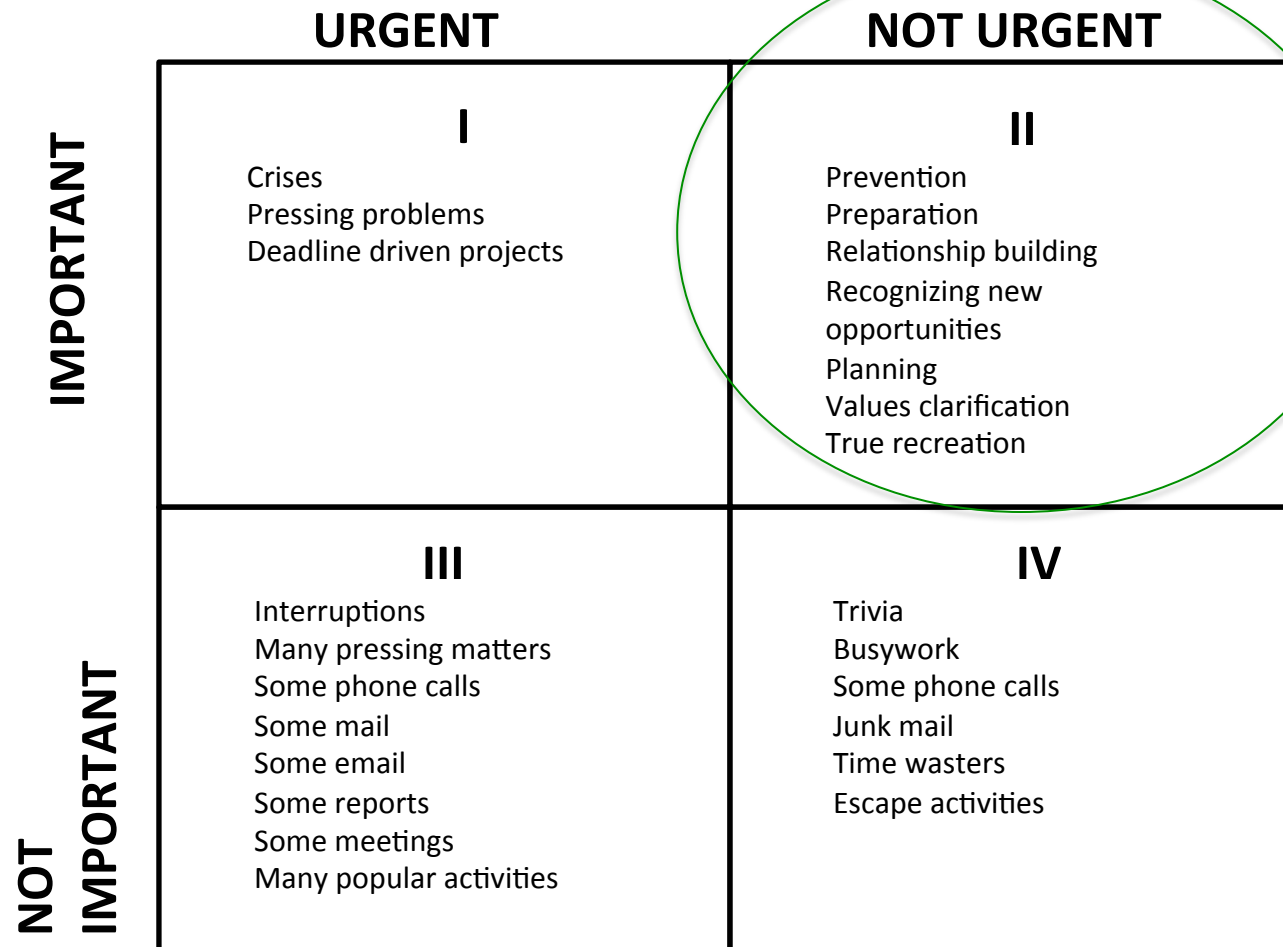
Specific?   *Measureable?*

Achievable?   *Relevant?*

Time-bound?

Stephen Covey's time management matrix

Quadrant of Quality

	URGENT	**NOT URGENT**
IMPORTANT	**I** Crises Pressing problems Deadline driven projects	**II** Prevention Preparation Relationship building Recognizing new opportunities Planning Values clarification True recreation
NOT IMPORTANT	**III** Interruptions Many pressing matters Some phone calls Some mail Some email Some reports Some meetings Many popular activities	**IV** Trivia Busywork Some phone calls Junk mail Time wasters Escape activities

I – Urgent & Important

I	II
III	IV

- ✓ First priority
- ✓ Stressful

Examples:

- Finish a paper revision due tomorrow!!!

II – Not Urgent but Important

I	II
III	IV

✓ "Quadrant of Quality"

✓ They require initiative and being proactive

✓ Increase time in Q-II → Reduce Q-I

Example:
- Read books about career development
- Start working on a fellowship that is due sometime in July
- Keep up with ordering the supply of consumables that you will need for the lab

III – Urgent and Not Important

I	II
III	IV

- ✓ Someone else's sense of urgency
- ✓ Lots of work and running around and no satisfaction
- ✓ Some of these tasks are just busy work!

Example:

- Put together the data from your model runs for your adviser to present in a meeting… tomorrow
- Help your mom mow the lawn… today!

IV – Not Urgent and Not Important

I	II
III	IV

✓ Trivial busy work

✓ Minimize the amount of time here!!

Example:

- Answer misc. emails

- Check people's status updates on Facebook!!!

- Read the news, in the morning, at noon, in the afternoon and at night

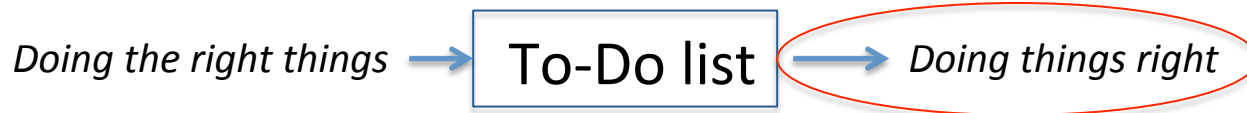|	
I **<u>Manage</u>** these activities	II **<u>Focus</u>** on these activities
III **<u>Reduce</u>** these activities	IV **<u>AVOID</u>** these activities

Now it's your turn!

- Use a blank matrix and write in your own specific activities from the main worksheet…

You have a to-do list. Let's get it "done"!

Doing the right things → To-Do list → *Doing things right*

Tips:
1. Done is better than perfect!
2. Keep blocks of time
3. Keep something on the burner

1. Done is better than perfect

"You can never get it all done, and this is something you need to understand and accept. We used to say just work harder, or longer. Fine, in the short term when you are facing a deadline, but if you make it the rule and not the exception, you are setting yourself up for disaster."

Vignette #11
Richard M. Reis, *Tomorrow's professor*, p.248-249, 1997

"The authors also talk about importance of avoiding perfectionism. As they note, "manuscripts can be revised forever, and the reader will never think they are perfect. At some point you have to let go and put out a less than perfect, but not sloppy, manuscript."

Richard M. Reis, *Tomorrow's professor*, p.256, 1997

2. Keep blocks of time

"The only way to do this is to be somewhat selfish with your time. I'm usually here from 7:30 a.m. to 6:30 p.m., and I can never find more than an hour to do any one thing. But one day a week, I stay at home and work on my research, my writing, and my course development."

"Every Friday, no matter how busy we are, a bunch of faculty and students in the Industrial Engineering Department drop what we are doing and go for a five-mile run. We do it as a team. We often talk about school but do it in a relaxed way that also does wonders for our mental well-being."

3. Keep something on the burner

$$WUT = k \exp(TL)$$

"warm-up time necessary to return to a problem increases exponentially with the time that has lapsed since you last worked on it."

"the value of "k" increases with chronological age"

Richard M. Reis, *Tomorrow's professor*, p.250, 1997

Tools for Time Management

- A piece of paper
- On-line tools
  - Google calendar
  - Remember the Milk
  - Todoist
  - Toodledo
  - And many more.
- Anything you can see all the time.

- Any ideas?

Time Management Worksheets: 2 Hour solution

- Take 2 hours (yes, it does take 2 hours) at the end of your week to schedule your next two weeks.

- First, block off all of your commitments for the next two weeks - meetings, classes, appointments, time at the gym - basically any activity you have committed to be at.

- Second, mark off "should time". All of those things you "should" do but never get around to doing. For instance, I should read that book, I should spend more time with my family, I should take a photography class, I should get to the gym etc.

2. Keep blocks of time
*(Time for **Q-II** activity)*

Time Management Worksheets: 2 Hour solution

- Third, schedule "green time" or that time that makes you money. For instance calling leads, time on the sales floor, product demonstrations etc.

- Fourth, schedule "red time" or the time you do activities that supports "green time". This includes preparation, administrative duties, research, paper work, organizing leads etc.

Time Management Worksheets: 2 Hour solution

- Fifth, schedule "flex time" or time to work on tasks that come up in your week or to complete activities that took longer than you expected. Other examples include interruptions to your day, phone calls that went longer than expected.

- Sixth, and this is an important one, STICK TO YOUR SCHEDULE!

Slides from CSU online training

- The slides with green marks are from the CSU online training modules.

- These are for time management for the projects, but I think that some parts apply to every day tasks.

Colorado State University

Project Management Best Practices

Clear roles and communication are vital to successful collaboration.

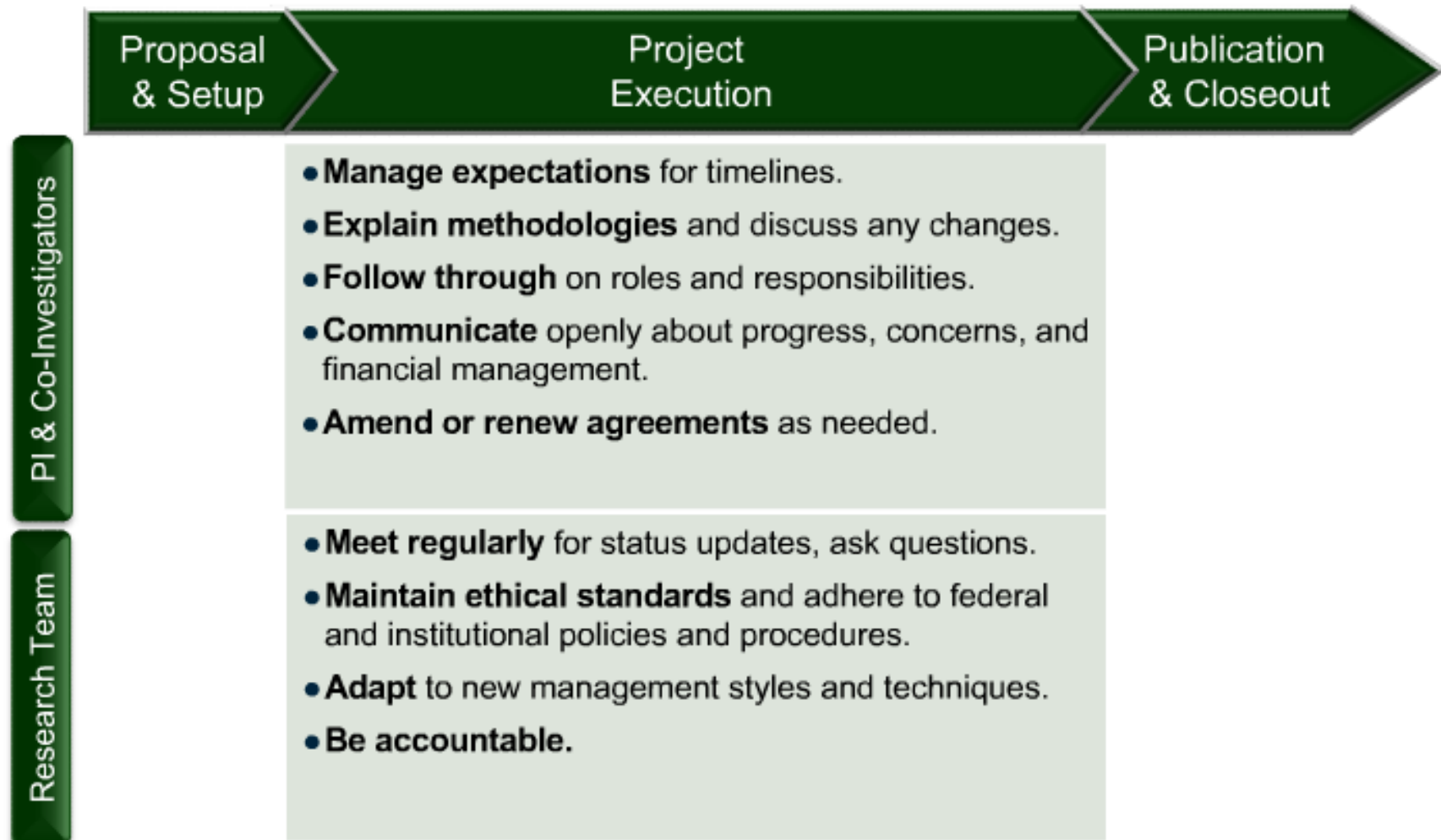| Proposal & Setup | Project Execution | Publication & Closeout |

PI & Co-Investigators

- **Establish timeline** and milestones.
- **Articulate role** of each team member and establish a "Lead".
- **Assign key tasks**, such as submission of progress reports, financial management, and authorship.
- Discuss **intellectual property.**
- Execute formal **collaboration agreements** as needed.

Research Team

- **Communicate** openly, listen.
- **Understand role** and responsibilities.
- Understand and follow applicable institutional and federal **policies and regulations** for both on and off site project work.
- **Disclose** conflicts of interest.

Project Management Best Practices *continued*

Clear roles and communication are vital to successful collaboration.

Proposal & Setup	Project Execution	Publication & Closeout

PI & Co-Investigators

- **Manage expectations** for timelines.
- **Explain methodologies** and discuss any changes.
- **Follow through** on roles and responsibilities.
- **Communicate** openly about progress, concerns, and financial management.
- **Amend or renew agreements** as needed.

Research Team

- **Meet regularly** for status updates, ask questions.
- **Maintain ethical standards** and adhere to federal and institutional policies and procedures.
- **Adapt** to new management styles and techniques.
- **Be accountable.**

Project Management Best Practices

Clear roles and communication are vital to successful collaboration.

Proposal & Setup	Project Execution	Publication & Closeout

PI & Co-Investigators

- **Publication -** adhere to, or renegotiate, agreed-upon authorship roles.
- **Intellectual Property -** clarify ownership and disclose inventions to sponsor as appropriate.
- **Financial management -** process and report expenditure in a timely fashion, take responsibility for cost overruns as necessary.

Research Team

- **Support** closeout process as needed.

Summary of the previous three slides for personal time management

- Establish timelines and milestones
- Assign key tasks
- Draw up a formal agreement (with yourself!)
- Manage expectations (realistic goals)
- Follow through
- Amend or renew agreements
- Results!

Tips for effective time management

- **Plan ahead** – must be able to plan and follow through

- **Schedule leisure activities** – schedule blocks of time for your family, friends, *exercise*, etc.

- **Under-promise and over deliver** – (especially to yourself) set due dates that are not just meet-able but beatable.

- **Break big jobs into manageable chunks** – break big projects into small tasks and set deadlines for completing the tasks.

Tips for effective time management

- **Keep track of your progress** – If your timeline is no longer realistic, make sure your schedule allows for "work in progress"

- **Delegate whatever you can** – if the job can be completed by someone else or with their help – DELEGATE!!!!

- **Establish parameters for saying "NO"** – learn what projects you should say yes to and which ones someone else should have the opportunity to do

- **Make and follow a list of priorities** – maintain a list or lists of your priorities.

Tips for effective time management

- **Group tasks according to the skills required** – try doing the tasks that are most difficult when you are at your best

- Use waiting times effectively

- Write everything down... Notebook of ideas anyone?!

Tips for effective time management

- Avoid interruptions while working on a set tasks
- Close down your e-mail
- Only read and answer e-mail on set times
- Transfer your phone calls now and again
- Don't be late and expect others to be on time
- Stick to your time schedule (day, meeting, etc.)

Sometimes… Timing is everything!

- **Cognitive Tasks 8am-12pm**

reading, calculating, and problem solving

- **Short Term Memory 6am-10am**

last minute reviewing for tests

- **Long Term Memory 1pm-4pm**

memorizing speeches and information for application

- **Manual Dexterity 2pm-6pm**

- *But… Everyone has his/her own rhythm, it is helpful if you find yours*

Final Notes

Doing the right things → To-Do list → *Doing things right*

I	II
Manage these activities	**Focus** on these activities
III **Reduce** these activities	IV **AVOID** these activities

Tips:
1. Done is better than perfect!
2. Keep blocks of time
3. Keep something on the burner

Develop your own style!