

TIME MANAGEMENT

HOW DO YOU SPEND YOUR TIME



Take a moment to reflect on all the activities and tasks that fill up your working hours, and list them in the following box.

Be as comprehensive as possible and use another piece of paper if required:

Prompts to Consider:

- All work-related activities
- Unscheduled tasks (e.g., interruptions, responding to emails)
- Non-work activities that take place during work hours (e.g., coffee socials, exercise)

TIME MANAGEMENT

SELF-REFLECTION

Time management can mean many things, but for the purpose of this workbook, we have defined it as:

“A system that allows you to spend your time (attention and energy) in a deliberate and fulfilling way that aligns with your desires and goals”

Effective time management should:

- Not require too much maintenance
- Use deadlines effectively
- Allow you to be assertive with your time
- Be tailored to your specific needs
- Ensure you feel energised and motivated
- Deliver you to your vision of success
- Be flexible and adaptable
- Provide a sense of control and clarity

Take a moment to reflect on your current time management system or practices.

List **2 things you do well at** from a time management perspective:

1.
2.

List **2 things you could improve at** from a time management perspective:

1.
2.

TIME MANAGEMENT: **BECOME A BLACK BELT!**

In his book, *The War of Art: Break Through the Blocks and Win Your Inner Creative Battles*, Steven Pressfield writes:

"The difference between an amateur and a professional is in their habits. An amateur has amateur habits. A professional has professional habits. We can never free ourselves from habit. But we can replace bad habits with good ones."

We like to think about this in terms of being a white belt (amateur habits) or black belt (professional habits). Note that everybody acts like a white belt some of the time and a black belt at other times.

Habit	White Belt	Black Belt
Tracking time	Don't track how time is spent	Do track how they spend their time
Scheduling	Fit activity around the rest of their schedule	Schedule the activity, and do it at scheduled time
Start work	Start when they feel inspired/motivated	Start when it is scheduled
End work	Finish when they feel like it, often too early or once they're burnt out	Finish at scheduled time, leaving themselves wanting more
Focus	Short-term, on the single outcome	Long-term, on the process
Response to failure	Stall or quit	Learn and improve
Receiving criticism	Seen as personal and as something to avoid	Seen as opportunity for growth (or as irrelevant)
Consistency	Are inconsistent	Value the power of consistency
Assertiveness	Don't say 'no', allow people pleasing tendencies to control their schedule	Say 'no' when necessary, know they can best serve others by managing their time

TIME MANAGEMENT: **BECOME A BLACK BELT!**

We listed on the previous page a series of habits that can often separate white belts from black belts when it comes to time management.

Please review the list and the answer the following questions - and feel free to add your own habits if you think we missed any:

White Belt Habits

Please list the white belt time management habits that you currently have. For each one consider how you could change your habits to become a black belt.

Black Belt Habits

Please list the black belt time management habits that you currently have. Consider if there are any more black belt habits you could adopt:

VISION OF SUCCESS

The vision of success is a powerful tool in the entrepreneur toolkit. It can serve as your north-star while helping you prioritise your time, ensure your behaviour aligns with your values, and create a sense of optimism.

A good vision is:

- Vivid
- Aspirational
- Values-based
- Concrete
- Challenging
- Achievable
- Positive
- Exciting

In the space below, describe a vision of the future in **5 years time**, assuming everything that is under your control goes to plan. Try to be as detailed as possible. You might consider:

- What are you doing?
- Where are you?
- Who is around you?
- What excites you?
- Who reads your research?
- What are you researching?
- What challenges have you overcome?
- How do you spend your time?
- What projects do you focus on?
- What things are around you?

On the page overleaf you'll find a list of values. Values are basic principles or beliefs that guide behaviour and judgements across situations. Identify three that resonate with you that align with the vision you have described above.

1. _____ 2. _____ 3. _____

VISION: VALUES

Values are beliefs or principles that provide a sense of meaning or purpose, and they influence our behaviour and judgements across situations. Think about yourself as a leader and then identify three values from the list below that most resonate with you:

ACCEPTANCE
ACCOMPLISHMENT
ALTRUISM
AMBITION
AWARENESS
BEAUTY
BOLDNESS
BRAVERY
CALMNESS
CHALLENGE
COMMITMENT
COMPASSION
CONFIDENCE
CONTENTMENT
CONNECTION
CREATIVITY
CURIOSITY
DECISIVE
DEPENDABILITY
DIGNITY
DISCIPLINE
DIVERSITY
EMPATHY
ENTHUSIASM
EQUALITY
ETHICAL
EXCITEMENT
EXPLORATION
EXPRESSION
FAIRNESS
FAITH
FAMILY
FEARLESSNESS
FOCUS
FREEDOM
FRIENDSHIP

GENEROSITY
GRATITUDE
GROWTH
HAPPINESS
HARD WORK
HARMONY
HEALTHY
HONEST
HOPE
HUMILITY
HUMOUR
IMAGINATION
IMPROVEMENT
INCLUSIVITY
INDIVIDUALITY
INNOVATION
INTEGRITY
INTELLIGENCE
INTUITIVENESS
JOY
JUSTICE
KINDNESS
KNOWLEDGE
LAWFULNESS
LEADERSHIP
LEARNING
LOGIC
LOVE
LOYALTY
MASTERY
MATURITY
MEANING
MODERATION
MINDFULNESS
MONEY
NATURE

OPENNESS
OPTIMISM
ORDER
ORGANISATION
ORIGINALITY
PASSION
PATIENCE
PEACE
PERSISTENCE
PLAY
POTENTIAL
PRACTICALITY
PRODUCTIVITY
REASON
RELIABILITY
RESOURCEFULNESS
RESILIENCE
SECURITY
SELF-RELIANCE
SELFLESSNESS
SHARING
SILENCE
SIMPLICITY
SKILFULNESS
SPIRITUALITY
SPONTANEITY
STABILITY
STRENGTH
TEACHABILITY
THOUGHTFULNESS
TRUSTWORTHINESS
TRUTH
UNDERSTANDING
UNIQUENESS
WISDOM
WIT

PRIORITISATION: **VISION OF SUCCESS**

On the first page of this workbook, you listed all the activities, tasks and responsibilities that currently fill your working time.

Use the space below to reflect on:

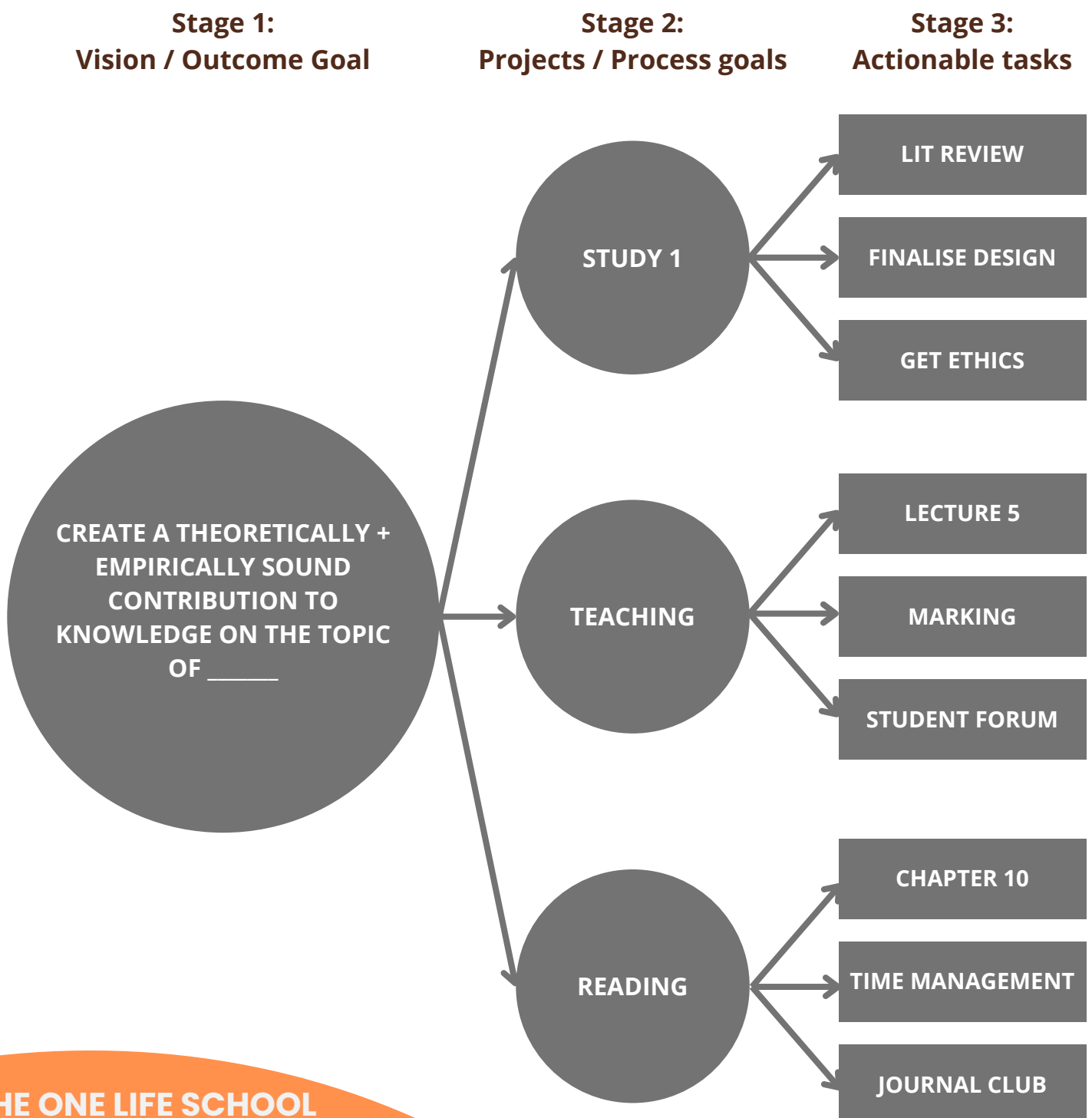
- Which activities take you closer towards your vision of success?
- How can you prioritise or protect those activities that move you towards your vision?
- Which activities distract from or otherwise move you away from your vision of success?
- How can you manage your time to avoid or reduce those activities that move you away from your vision of success?

TIME MANAGEMENT

FROM VISION TO ACTIONABLE TASKS

A vision that is not strategically acted upon and tied to your schedule is just a daydream or fantasy.

You can break down high level goals for your business into a series of smaller projects or roles, which themselves can be broken down further in to separate tasks



TIME MANAGEMENT

FROM VISION TO ACTIONABLE TASKS

Once you have broke your goals down in to bitesize tasks, you now have a to-do list. For each item on this to-do list, you should feel a greater degree of confidence that you can successfully complete that task.

In the following box, break down your vision of success for your business into its projects/process goals, and then break those down into their constituent tasks (use another piece of paper if needed):



THE FOUR D'S: **DO, DELAY, DELEGATE, DELETE**

Another helpful tool that you can use to review your current activity and prioritise certain tasks is to use the four D's of time management:

- Do** These are the tasks that align with your vision, or don't take long and provide immediate relief in terms of your workload, headspace or energy (e.g., printing a paper, returning a phone call).
- Delay** Defer those tasks that you can't do immediately or that aren't a priority (e.g., new research idea, request from a colleague)
- Delegate** Where possible, re-assign tasks that can be delegated to someone else, specifically those tasks that don't require expertise or aren't your responsibility (e.g., asking collaborators to write a section of the paper, allowing students to manage your lab).
- Delete** Remove unnecessary tasks or activities from your schedule (e.g., unproductive meetings, unnecessary tasks)

Use the space below to consider how the four D's might apply to your current activity:

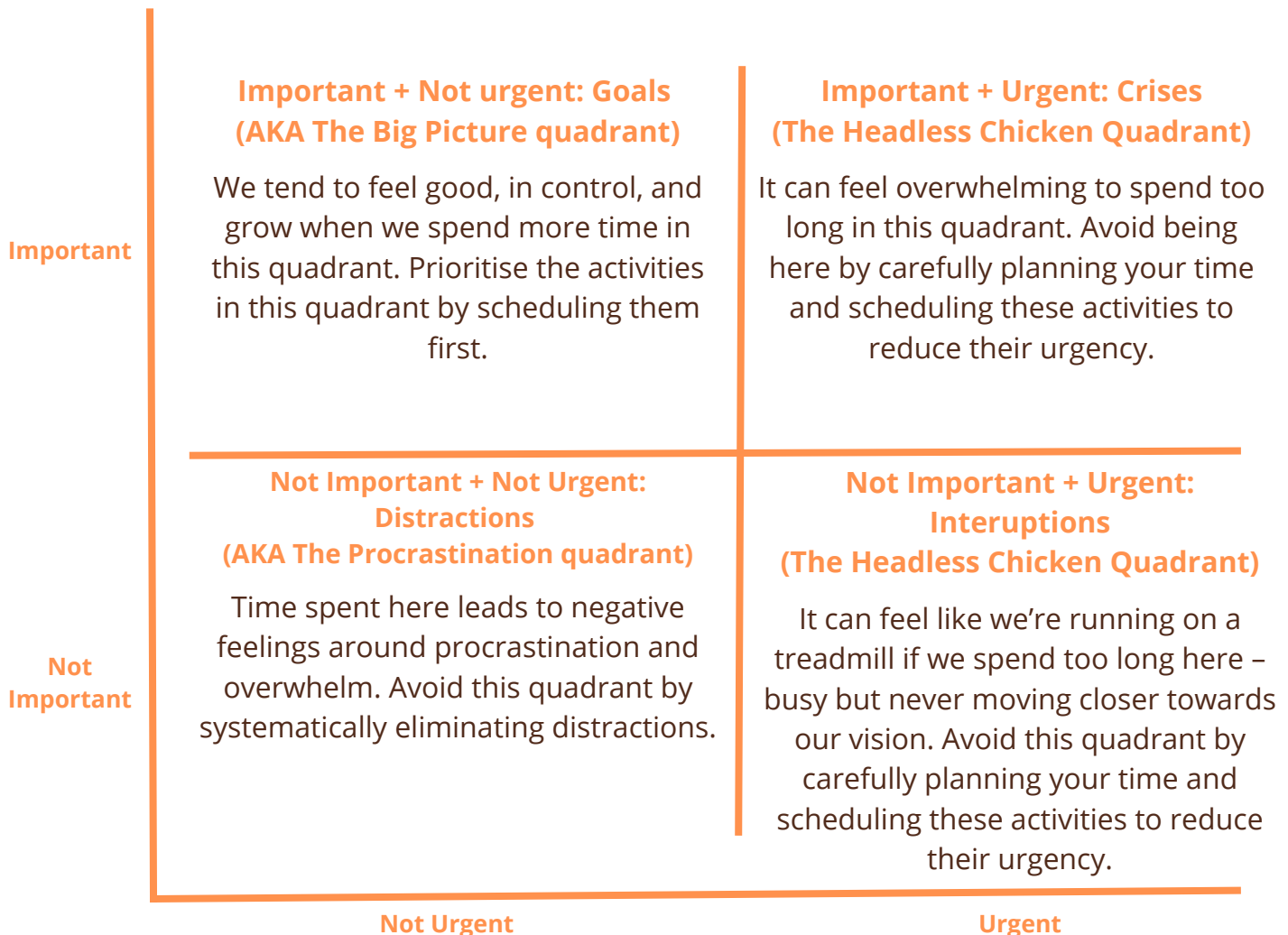
TIME MANAGEMENT

THE EISENHOWER MATRIX: IMPORTANT X URGENT

Thinking about how you spend your time, identify where your daily activities fall within the following four quadrants.

Importance: The extent an activity or task will move you closer towards achieving your vision of success.

Urgency: The extent that an activity or task must be completed immediately.



TIME MANAGEMENT

THE EISENHOWER MATRIX: IMPORTANT X URGENT



Discuss with your partner:

- Where in the matrix are you spending your time?
- What tasks/habits are keeping you out of the growth space?
- How can you adjust your behaviour or schedule to spend more time in the growth section, and less time in the other three sections?

Use the matrix on the previous page to plot your activities and record your thoughts in the box below.

CIRCLES OF POWER

You have previously listed all your current projects, roles and tasks, and considered whether they give you energy or deplete your energy.

Taking a moment to review that list:

(i) In the following box, list everything that you have **complete and direct control over** (i.e., anything that you could work towards resolving in the immediate future):

(ii) Now, in this box, list everything that you have **some influence or indirect control over** (i.e., that you could reduce or increase time spent on it in some capacity, but not completely).

You have now identified all the activities that fall within your circle of control and your circle of influence. These are the activities that are worth spending your time thinking about in terms of becoming more resilient.

Everything not listed on this page falls outside of your influence, so can be put to the side until such times as you can control or influence them.

TIME MANAGMENT: EXECUTION MISTAKES

Here is a list of common time management execution mistakes:

- **Not having a time management system.** If you don't: use e-calendars, map your vision/goals to your schedule, plan and review your week, incorporate deadlines and social accountability, etc.
- **Not tracking how you spend your time.** Consider using an app like Time Recorder Pro to track how long you are spending on different tasks.
- **Under-estimating how long tasks takes.** Tracking time your time will help, consider calculating your fudge ratio: estimated time / actual time spent.
- **Attempting to do too much too soon.** Avoid changing too many habits at once, and consider setting a Daily Highlight for each day of the week
- **Not setting deadlines effectively.** Keep in mind Parkinson's law, set deadlines that you are held accountable to, and track how long tasks take so your deadlines become more meaningful over time.
- **Avoiding accountability.** Explore ways to find accountability (e.g., make commitments to employees, customers or other stakeholders).
- **Not making it your own.** Everyone is different, so find a time management system that work for you!

Reflect on the above execution mistakes, and detail which ones apply to you and how you can correct them:

ENERGY AUDIT

This questionnaire assesses an individual's energy levels and how various aspects of their life contribute to or deplete their energy.

Please write a 'Yes' in the statements below that are true for you.

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 isn't nutritious.
- I don't work out enough (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 it at all.

Emotions

- I find myself feeling irritable or anxious at work, especially when work is demanding.
- I don't have enough time with my loved ones, and when I'm with them, I'm not always 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 savour my accomplishments and blessings.

Mind

- I have difficulty focusing on one thing at a time, as I am easily distracted during the day,
- 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, strategising, and creative thinking.
- I work in the evenings or on weekends, and I almost never take an e-mail-free vacation.

Adapted from: Schwartz, T., & McCarthy, C. (2007). Manage your energy, not your time. Harvard business review, 85(10), 63-67.

ENERGY AUDIT

Please write a 'Yes' in the statements below that are true for you.

Spirit

- I don't spend enough time at work doing what I do best and enjoy most.
- There are significant gaps between what I say is most important to me 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.

Rating Your Scores

How many Yes's did you record in **total**? _____

Guide to scores - your overall energy management

- 0-3: Excellent energy management skills!
- 4-6: Reasonable energy management skills
- 7-10: Significant energy management deficits
- 11-16: A full-fledged energy management crisis

How many Yes's did you record for each category?

Body: _____ Emotions: _____ Mind: _____ Spirit: _____

Improving your Energy Audit Score

Select one category and reflect on how you could start re-energising that component of your life (see overleaf for suggestions!)

ENERGY AUDIT

Here are some examples of energy-renewing practices that you can adopt.

Body

- ✓ Regular cardiovascular and strength training
- ✓ Go to bed earlier and get sufficient sleep
- ✓ Eat smaller meals and light snacks
- ✓ Have regular work breaks and move away from your desk – walk or connect with someone else

Emotions

- ✓ Defuse negative emotions by practicing deliberate and deep breathing
- ✓ Craft your days and weeks to experience positive emotions
- ✓ Express appreciation to others
- ✓ Be aware of the story you tell yourself. To change a story that isn't helping you, ask yourself: (i) what would another person say, (ii) how will I view this in 6 months?, (iii) How can I learn and grow from this?

Mind

- ✓ Work in short, focused bursts (e.g. 30 minutes without distractions)
- ✓ Aim to have 2-4 hours focused work a day.
- ✓ Check your emails / phone only during designated times
- ✓ Swallow the frog - do the most important high-priority task first.

Spirit

- ✓ Intentionally make time to do things you are good at – practice your strengths
- ✓ Intentionally make time to do things that matter to you
- ✓ Intentionally practice your core values in your everyday behaviour

After completing the energy audit, consider the following:

- Where are you managing your energy well?
- Where could you improve your energy management skills?
- What new energy habits could you try out?

TIME MANAGMENT: **PROCRASTINATION**

Prof Tim Pychyl defines procrastination as:

“Procrastination is the voluntary delay of an intended action despite the knowledge that this delay may harm the individual in terms of the task performance, or even just how the individual feels about the task, or him or herself”

Everyone procrastinates to various extents, and for many people the tendency to procrastinate is not only a response to feeling overwhelmed or anxious, but it soon becomes the cause of overwhelm and anxiety, creating a vicious cycle.

In the space below, reflect on your personal experience with procrastination. You might wish to consider:

- What triggers your procrastination
- Common thoughts, feelings and behaviours you have around procrastination
- How you overcome procrastination

TIME MANAGEMENT: PROCRASTINATION

Here we provide an overview of different ways of defeating procrastination. In the space provided overleaf, consider how you could adopt some of these habits in order to avoid or defeat procrastination.

- Identify the cause** What is causing the resistance you feel towards getting started? Bad prior experience? Boredom? Uncertainty? Not feeling skilled enough? Identifying the cause of the resistance is the first step towards addressing it!
- Just get started** The first step is often the hardest. Consider giving yourself 15 minutes to start the task. You'll often find that you'll feel motivated once you've got started. Remember: *choose momentum over motivation!*
- Remove distractions** Have you closed your browser tabs, activated the app blocker, and locked the office door? Give yourself the best chance possible to experience the joy of deep work.
- Address your perfectionism** Identify what 'good enough' is before you start. And for days you don't feel like it, remember: *if it's worth doing, it's worth doing poorly!*
- Swallow the Frog** Start the day off by doing the task that you feel the most resistance towards. Remember: *avoiding anxiety only creates anxiety!*
- Create a to-done list** To do lists are great, but they only capture what you haven't done. Combine it with a Done list, where you keep track of everything you have done - you'll often be surprised, which can help you feel motivated!
- Focus on what you can do** Identify what falls within your control and what doesn't. Focus on the former. and ignore the latter until you can do something about them.
- Set clear goals** Ambiguous or vague goals can create uncertainty which can lead to procrastination. Try to ensure your goals are SMART (specific, measurable, achievable, relevant, timely)
- Use time blocking** Allocate specific blocks of time in your calendar for different tasks. This method helps you dedicate focused time to each task and prevents other activities from encroaching on your work time.
- Practice self-compassion** Be kind to yourself and acknowledge that it's okay to make mistakes. This mindset can reduce the pressure and anxiety that leads to procrastination.
- Reflect and adjust** Regularly review your progress and time management strategies. What's working well? What isn't? Be prepared to adjust your methods as you discover what best helps you stay productive and motivated.

TIME MANAGMENT: **PROCRASTINATION**

in the space below, consider which of the habits on the previous page you could adopt in order to either avoid or defeat procrastination.

