MODULE TIME MANAGEMENT

PREPARED BY
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OBSAH

1   Time Management

"The bad news is time flies. The good news is you're the pilot"- Michael Altshuler

Do you ever feel that you have too much to do and not enough time to do it? Or are you so overwhelmed with work that you have lost your sense of direction and enthusiasm? This handbook will help you regain your sense of control – from assessing your overall goals and priorities to minimising your time wasters and using your energy in a sustainable and effective way.

A set of common-sense skills that help you use your time productively and learn to:

- Determine which things you do are important and which can be dropped.
- Use your time in the most effective way possible.
- Control distractions that waste time.
- Give yourself more quality time to relax and enjoy life.

Picture 1 How good is your time management

Personal time management skills are essential for professional success in any workplace. Those able to successfully implement time management strategies are able to control their workload rather than spend each day in a frenzy of activity reacting to crisis after crisis – stress declines and personal productivity soars!

1.1   What is Time Management?

Each one of us has 24 hours a day and how we spend it completely depends on us. As the term suggests, time management is organizing your time and making the most of your daily routine. It is the ability to use each hour effectively. Managing time not only makes us complete our work but also gives us ample time for ourselves. People can work smarter when they learn to manage their time effectively. However, each human is wired uniquely different.

At first, time management referred to just business or work activities, but eventually, the term broadened to include personal activities as well.

1.1.1 Time is a special resource

Time is a special resource for anyone trying to meet family, work, community, and personal needs. Some say time is the most valuable of all resources, because it is limited. Others think time is endless—thinking they can always do their tasks at another time. Most busy people have to plan carefully to meet all their time demands. Jobs, schools and other events require you to be on time, even though you would prefer a more relaxed schedule.[1]

Time is unique.

- It is the only resource every person has in equal amounts. We all have 24 hours a day.

Time is perishable.

- You cannot really save time. You can "lose it or use it." You cannot borrow minutes from one day, and use them the next day. Although time cannot be saved, you can use your time effectively through careful planning and action.

Time is a measure.

- When time is discussed, many people think first of the clock. Being on time for work, school, and appointments, and for payments such as rents and bills, is a necessity for almost everyone today.

Time has a monetary value.

- An old proverb tells us, "Time is money." It takes time to earn money. It takes time to develop new resources.

Time has other values.

- We look for "quality time" to spend with children and other family members. We need time for rest, leisure, and personal renewal, as well as for friends, neighbors, and our community

Exercise A

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[1] : Walker, D., Mark, E., & Kiss, E. (Ed.). (Updated 2016, February). Time: A special resource (pp. 18–19). In Essential living skills: Time management skills (Pub. No. S-134F). Manhattan, KS: Kansas State University Agricultural Experiment Station and Cooperative Extension Service. Retrieved October 5, 2017, from https://www.bookstore.ksre.ksu.edu/

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1.1.2 Let's define time management.

According to Oxford Dictionary, Time Management is the ability to use one's time effectively or productively, especially while working.

Time Management Definition According to Cambridge dictionary: *"...the practice of using the time that you have available in a useful and effective way, especially in your work"*[2]

"Behaviours that aim at achieving an effective use of time while performing certain goal-directed activities,"[3]

Time management is the process of intentionally structuring your schedule to best serve your goals. It requires strategically organizing tasks to maximize productivity. Good time management means organizing your time intentionally and prioritizing activities that most efficiently advance you towards your goals and honour your values.[4]

1.1.3 What are the benefits of managing time?

Time management skills mean focusing time on the things that are most important to you. It also means spending less time on everything else. Essential time management skills include prioritising, goal setting, and delegation. Effective time management includes better scheduling, improved decision-making, better organisation, and time leverage.

The benefits of managing time are simple. Good time management allows you to accomplish bigger results in a shorter period of time which leads to more time freedom, helps you focus better, allows you to be more productive, lowers your stress and gives you more time to spend with the people that matter most.

1. Less stress

Managing your time reduces your stress level and increases your confidence. Taking control of your time also reduces stress and anxiety. Less stress increases productivity and helps you sleep better. It also helps create a better work-life balance.

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[2] Cambridge Dictionary. From https://dictionary.cambridge.org/dictionary/english/time-management
[3] Claessens, B. J., Van Eerde, W., Rutte, C. G., & Roe, R. A. (2007). A review of the time management literature. Personnel Review, 36(2), 255–276. p. 262
[4] Dronen, Ch. How to Manage Time Wisely – 5 Time Management Strategies.

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2. Better work-life balance

One of the most important benefits of time management is a better work-life balance. Work-life balance creates a good balance between your professional life and personal life. When you spend long hours at work, you risk burnout and feeling tired all the time.

3. More time freedom

Time management techniques ensure you have the time freedom to do more of the things that matter most to you. Good time management ensures you focus time on your biggest priorities. Prioritisation creates greater time freedom.

4. Greater focus

Effective time management increases your focus and improves your productivity. Greater focus allows you to capture bigger opportunities. It also allows you to spend more time on the projects, goals, and people that matter. Good time management doesn't mean expanding your to-do list and working longer. Time management means working smarter, not harder.

5. Higher levels of productivity

Good time management skills increase your productivity and help you get more done. When you manage your time, you can plan your day and increase your performance. Daily planning improves your productivity.

6. Less procrastination

Procrastination happens when you don't manage your time. When you aren't clear and focused on your goals, it's easy to procrastinate. Poor time management causes distraction and procrastination. When you feel focused and in control of your time, you are less likely to procrastinate. When you are clear and focused on your goals, you spend more time working on your biggest priorities.

Picture 2 Levels of procrastination

7. Things are simpler and easier

Effective time management skills make things simple and easy. Good time management ensures you feel clear and confident about how to use your time. As a result, you stop feeling overwhelmed, stressed and frustrated.

8. Less distraction

Effective time management eliminates distractions and boosts concentration. Distraction impacts your time management and lowers your productivity.[5] Developing effective time management skills increases focus and limits distractions. When you manage time, you can plan better and prioritise better. This helps you schedule your most important work.

9. Increased energy

One of the biggest benefits of managing time is greater energy and motivation. When you work longer and harder your energy levels can drop and you feel tired all the time.

Good time management skills help you manage your energy and productivity levels. One of the most important benefits of time management is greater energy. Increased energy helps you focus on your most important work. When you have more energy, you are more focused and

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[5] Pettit M. 2020. The Top 10 Benefits of Time Management. https://lucemiconsulting.co.uk/benefits-of-time-management/

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productive for longer. When energy levels drop, it's easier to get overwhelmed and start procrastinating. Good time managers schedule their time and take regular breaks throughout the day. To manage your time, keep your energy levels high to increase productivity.

10. Time to think

Effective time management strategies give you more to think and plan. Planning your time ensures you have more time to work on your biggest priorities. With more time to strategies, you have more time to focus on achieving your goals.

1.1.4 Poor time management

Poor time management shows up by way of one or a combination of typical perceptible symptoms. Animators would do well to look for and reflect on whether they are subject to any of those symptoms with a view to take necessary corrective actions.

The following are some of the indicators of poor time management:

- Constant rushing (e.g. between meetings or tasks)
- Frequent delays (e.g. in attending meetings, meeting deadlines)
- Low productivity, energy and motivation (e.g. 'I can't seem to get worked up about anything')
- Frustration (e.g. 'Oh, things just don't move ahead)
- Impatience (e.g. 'where is that information I've asked him for?')
- Chronic vacillation between alternatives (e.g. 'whichever option I choose it is going to put me at a big disadvantage. I don't know which way to jump')
- Difficulty setting and achieving goals (e.g. 'I'm not sure what is expected of me').[6]

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[6] Handbook on Time Management Skills. Centerf for good governance. From:
https://cgg.gov.in/core/uploads/2017/07/Handbook-on-Time-Management-Skills.pdf

1.2 Time and Priority Management Methods and Techniques

A technique is an efficient way to put a skill into practice, and a practice that gives the best results in certain cases. So as not to get lost in all the techniques, we have selected the best time management techniques you definitely have to know.

1.2.1 How to set SMART goals

Goal setting is critical to effective time management strategies. It is the single most important life skill that, unfortunately, most people never learn how to do properly. Goal setting can be used in every single area of your life, including financial, physical, personal development, relationships, or even spiritual.[7]

Long-term goals are based on the people, activities, and things that give meaning to our lives: *Create an ongoing mentorship program for your team. Become a certified professional.*

Short-term goals help us measure our progress toward long-term goals: *In four months, finalize your project plan. This week, collect feedback and ideas from the voluntary service team. Create a reusable event-planning checklist this quarter.*

Priorities provide a ranking of the activities that help us achieve our goals.

You may think of goals in several different categories, such as: goals dealing with physical, mental, emotional, and spiritual health; financial; job; education; family relationships; and social goals.[8]

Think about your goals in terms of balancing your life — making time for family, friends, work, community, and yourself. Focus on what you think is important, coordinate this with your family's goals, and identify actions that will help you reach your goals. These should be your highest priorities. If you are new at management, it may help to work on one goal and set of priorities at first. Ask yourself, "What really needs to be done?"[9]

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[7] Columbus Technical College. Time Management Participant Guide. From:
https://www.columbustech.edu/skins/userfiles/files/Training%20Manual_Time%20Management.pdf
[8] Kansas State University Agricultural Experiment Station and Cooperative Extension Service. Essential Living Skills: Time Management Skills. 2016. From: https://bookstore.ksre.ksu.edu/pubs/S134F.pdf
[9] Kansas State University Agricultural Experiment Station and Cooperative Extension Service. Essential Living Skills: Time Management Skills. 2016. From: https://bookstore.ksre.ksu.edu/pubs/S134F.pdf

There's a right and wrong way to set goals. If you don't set your goals the right way, then you'll lack the proper targets, which will force you to fall off track. But when you set them the right way, the sky is the limit. Use the SMART goal setting method to help you see things through.

- **Specific -** The goal is focused on exactly what needs to be done.

- **Measurable -** The goal can be measured objectively and quantitatively as opposed to just qualitatively.

- **Attainable -** The goal should be something that can reasonably be achieved. Goals that are beyond what is realistically accomplishable will set the goal-setter up for failure and end up wasting a lot of time in the long run.

- **Relevant -** Goals need to be relevant to the big picture. Setting random and irrelevant goals will only lead to wasted time and effort.

- **Time-bound** - Finally, a good goal has a time in which it needs to be completed. Open-ended goals become drains on time and effort.[10]

Picture 3 SMART goals

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[10] Lin Grensing-Pophal. Goal Setting as a Time Management Technique. 2020. From: https://hrdailyadvisor.blr.com/2020/02/21/goal-setting-as-a-time-management-technique/

An expertly created SMART goal templates and SMART goal worksheets can serve as your quick and efficient SMART goal generator — they provide the outline for your SMART goal setting and you just need to follow the said outline and fill it out with your own data.[11]

Exercise B

One way for you to achieve your goals is to choose objectives that you find exciting and inspiring. The chances are that if it is something you like and are passionate about, you will remain motivated to complete each task.

Write down your goals and keep them somewhere you can continuously look at. Nothing can serve you better than a visual reminder of what you want to accomplish. When writing down your goals, do not forget to add a timeline. That way, you can keep better track of each one.

Jotting down your goals makes the commitment more of a reality. This means that you are willing to commit to the objectives and your overall plans.[12]

1.2.2 What is the Time Management Matrix?

The Time Management Matrix is a self-management tool "created" by Stephen Covey. Nowadays, it's widely used by businesses and individuals to prioritize tasks and identify time wasters. The Time Management Matrix was initially created by President Dwight Eisenhower himself. He used it to help him prioritize and deal with the many high-stakes issues. This matrix allows you to become more productive and efficient simply because it will enable you to organize your day and stay on top of things.

Covey's time management matrix is ideal for professional and personal time management. Local environment animators can use a template to help them improve their time management skills, preventing procrastination and creating a better work-life balance.

If you organize it into these four quadrants, you will be more precise when making your to-do list, managing your tasks, and knowing where you need to spend more time.

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[11] Elaborate SMART Goal Template From:
https://docs.google.com/document/d/1_jj9xr3vwkedDoFsrjQaziL_c15akeRfXdZZ1c5D6do/edit
[12] Pettit Mark. The Importance of Writing Down Your Goals. 2020. From: https://www.zippia.com/advice/smart-goals/

We react to urgent matters. More initiative and involvement is required to deal with matters that are important but not urgent. The time management matrix is composed of four quarters.

Each quadrant will help you prioritize your tasks and responsibilities. The quadrants are as follows:

- Quadrant I: Urgent and important
- Quadrant II: Not urgent yet important
- Quadrant III: Urgent but not important
- Quadrant IV: Not urgent and not important

Quadrant I: Urgent and important

First is the Quadrant of Urgency, where you cover unforeseen events, drop your responsibilities, and focus on resolving urgent matters. Even though it's super stressful, many people can spend their whole life in this Quadrant, letting life problems take control. Spending too much time in this Quadrant will not allow you to grow much. Quarter I — these activities concern matters that are both important and urgent, the consequences of which are of vital significance and which must be dealt with at once. Some people tend to spend a lot of time dealing with matters that are urgent but unimportant (Quarter III). They believe they are in Quarter I. They react to urgent matters which they also deem important. Quite often, the urgency of these matters is based on other people's priorities and expectations. In general, the lives of the people who spend practically all their time in Quarters III and IV are irresponsible. Such behaviour may even lead to being fired from work.[13]

Quadrant II: Not urgent yet important

The heart of effective self-management is at Quarter II. Here belong matters that are not urgent but important. These include building meaningful relationships, long-term planning, physical activity, preventing undesirable situations — things we know we should be doing but hardly ever find time to do. In this Quadrant, you have the freedom to breathe a little, take your time and perform your work more effectively and productively.

Quadrant III: Urgent but not important

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[13] Olejniczak, Aneta. (2013). Effective time management – selected issues. Marketing of Scientific and Research Organisations. 7. 10.14611/minib.07.01.2013.13.

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In this Quadrant, you'll find the less critical tasks. All those urgent little matters that come to you only to take off your quality work time. It can be meetings, phone calls, e-mails, or interruptions that don't allow you to be productive. Ultimately, you want to spend as little time as possible on this Quadrant. It's full of counterproductive tasks that don't contribute much to your work, goals, and productivity. The kind of activity that lacks importance or urgency includes: sorting through junk mail, mindlessly browsing social media, flipping through television shows, attending meetings that aren't relevant to you or your long-term goals.

Quadrant III: Not urgent, not important

Lastly are matters that are Not Important and Not Urgent. Obviously, these are what they call time wasters. Thus, these are mostly matters you shouldn't spend so much time on, like that mindless Facebook-scrolling or binge-watching movies. These matters aren't really that helpful to you so it would be useful to limit your time on these things.

Picture 4 Time Management Matrix

How to use the Time Management Matrix

Applying this matrix to your everyday life and routine necessitates self-evaluation and detail. Here are some guidelines to assist you in managing this technique:
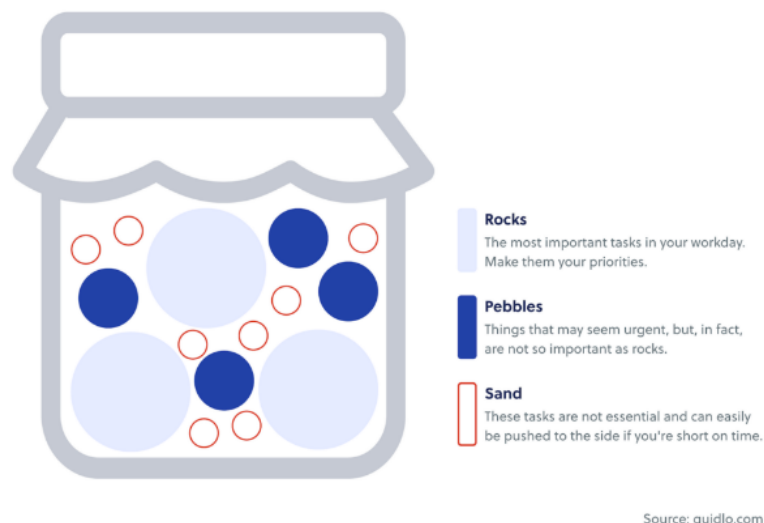
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1. **Make a list of the tasks you need to do**. It's critical to write down every word you have yet to accomplish, whether you're prioritizing activities for the day or for the month. You need to clearly and succinctly state these tasks.

2. **Include due dates.** Include the deadlines for each job once you've correctly outlined them. Knowing when you must complete things might help you prioritise what you must do and what can wait. Note any impending deadlines to assist you in assessing your activities' urgency in the following phase.

3. **Determine the most critical tasks.** Indicate which of the given deadlines are the closest to identify the most pressing. Regarding prioritising, this enables you to put your duties into perspective. It also gives you a clear picture of your group duties and may offer you an idea of which activities you should perform first and last.

4. **Sort by importance.** Order your chores in importance after assessing how important each activity is to your timetable. This will help you to completely understand which duties are tentative and which jobs you can postpone for the time being. It can also help with developing a schedule to fulfil these important activities in the order of their priority.

5. **Arrange tasks in the appropriate quadrant.** Examine each job to see how urgent and/or crucial it is for your agenda, then categorise them in your list. Once you've determined whether or not activities are critical or essential, assign them to the appropriate quadrant. You may use this matrix structure to perform daily, weekly, or monthly activities.[14]

1.2.3   What is The Pickle Jar Theory?

The Pickle Jar Theory (also known as *The bucket of rocks theory* or *The jar of life theory*) is a simple but effective way to visualize and manage your time. The idea is that, like a pickle jar, your time is limited – so you need to determine what's important and what's not in your day-to-day, since you can only fit in so much.[15]

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[14] Gouset, D. 2021. Stephen Covey's Time Management Matrix.. From: https://humanskills.blog/time-management-matrix/

[15] Olic Anna. The Pickle Jar Theory Time Management Technique. 2020. From:
https://www.quidlo.com/blog/pickle-jar-theory-time-management/

Rocks
The most important tasks in your workday. Make them your priorities.

Pebbles
Things that may seem urgent, but, in fact, are not so important as rocks.

Sand
These tasks are not essential and can easily be pushed to the side if you're short on time.

Source: quidlo.com

Picture 5 The Pickle Jar Theory

It was coined in 2002 by author Jeremy Wright. Here's how it works:

You have a jar (or, if you're not into jars, any container will do) and you fill it with all the tasks that you need to do in a day. The size and importance of your tasks are represented through four elements: Rocks, pebbles, sand, and water.

- **The rocks:** Say hello to the most important tasks in your workday. These to-dos will be bigger than others, so they'll take up more space in the jar (more time). Make them your priorities.
- **The pebbles:** The pebbles are second in line when it comes to importance. They'll take up less space than the rocks but more than the sand or water. You should still make time for them, but they're not *as* pressing as your top priorities. Think: phone calls, emails, meetings – things that may *seem* urgent, but, in fact, are not so important as rocks.
- **The sand:** Sand represents the smaller tasks that you might need to do in a day, such as checking social media or taking a coffee break. These tasks are not essential and can easily be pushed to the side if you're short on time.
- **The water:** The water is, essentially, your private life – the things you need to do for yourself, such as eating, sleeping, and spending time with family and friends. Like sand, these tasks are not essential to your workday, but they're important nonetheless.

Using the Pickle Jar at work:

Let's say you're a local animator and you have a team of 10 people working under you. In a typical day, you might have 30 tasks on your to-do list, ranging from checking in with team members, attending meetings, to working on project proposals. Before you even start your day, take a few minutes to sit down and visualize your tasks as rocks, pebbles, sand, and water. What are the most important things you need to get done? These are your rocks. Make a list of them and put them in order to review project progress to attend meetings.

Your rocks as a project manager might be:
- Reviewing project progress with team members
- Attending client meetings
- Working on project proposals

Once you've identified your rocks, it's time to start filling up your jar. You'll probably find that you can only fit in 2-3 rocks before you need to move on to the pebbles. That's okay. The goal is to get as many rocks in as *possible*, not to fill the jar to the brim. Your pebbles then might be:
- Checking in with team members
- Answering emails
- Scheduling calls

Sand:
- Checking social media
- Taking a coffee break
- Reading industry-relevant news

These are all tasks that can easily be pushed to the side if you're short on time. And so on. You can continue this process until your jar is full – or until you've run out of time.[16]

Water: Finally, pour water into your jar. These trivial time-wasters are neither important nor urgent and take you away from working toward high return activities and your goals.

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[16] Discover Business. From: https://www.discoverbusiness.us/resources/time-management/

1.2.4   Keep a to-do list

What is a ToDo List? The definition is a simple one. It's a list of tasks you need to complete or things that you want to do. Most typically, they're organised in order of priority. Traditionally, they're written on a piece of paper or post it notes and act as a memory aid. As technology has evolved we have been able to create a to-do lists with excel spreadsheets, word documents, email lists, to-do list apps, Microsoft to do and google to do list to name a few. You can use a to do list in your home and personal life, or in the workplace.

Drawing up a to-do list might not seem like a ground breaking technique, but it's one of the most powerful ways to become more productive. The best to-do lists include a variety of tasks: quick and urgent jobs that might be completed in 10 minutes and bigger, operational tasks that are a work in progress. Having a set list of tasks helps keep you intentional about what you work on.

When you complete a task, you can cross it off your list. This gives you a sense of progress and achievement, something you'll lack if you're always rushing from one task to the next. If you feel a sense of achievement, it spurs you on and motivates you to keep moving forward.[17]

So, to have your work and your life running smoothly, it's only clever to learn how to separate them, identify what should be done in each on a daily, monthly and yearly basis, and make the best of them both.

Picture 6 Making a to do list

There are four different lists that you need to create for different purposes to enhance your organizational skills and manage your time.

1. First, you should create a master list on which you write down everything you can think of that you want to do some time in the future. This is the place where you capture every

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[17] Checkify Ltd. From: https://checkify.com/blog/what-is-a-todo-list/

idea that comes to or every new task or responsibility that comes up. You can then prioritize tasks later.

2. Second, you should have a monthly list that you make up at the end of the month for the month ahead. This may contain items transferred from your master list.

3. Third, you should have a weekly list where you plan your entire week in advance. This is a list that is under construction as you go through the current week.

4. Finally, you transfer items from your monthly and weekly lists onto your daily list.

These are the specific activities that you are going to accomplish that day. As you work through the day, tick off the items on your to-do list as you complete them. This activity gives you a visual picture of accomplishment and improves your organizational skills. It generates a feeling of success and forward motion.[18]

To-do list apps

The good news is that there are quite a number of tools and platforms that help you with this organization duty, including free to-do list apps. Let's check 9 of them below!

1. Google Task Manager
Google Tasks is one of the must-have to-do app that helps to keep tasks organized. One of its best features is to be integrated with Google Calendar.

2. Google Keep
Google Keep offers more details and features that help users to create notes in general. On one hand, the first is more straightforward, on the other hand, the second is more open to the user's creativity.

3. DragApp
DragApp is a smart solution for small and integrated teams that need to do better on their collaborative work. It's a unique tool that turns a shared Gmail inbox into a workspace that can improve productivity.

4. Trello

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[18] Brian Tracy. How to Prioritize Tasks Efficiently with a To-Do List. From: https://www.briantracy.com/blog/time-management/organizational-skills-to-do-list-prioritize-tasks/

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Trello is one of the best to-do list apps that help individuals and teams with project management. It's possible to create boards and add members to them, which is excellent to keep track of collaborative tasks. One downside can be the limited features of the free version.

5. Evernote

It's a direct, easy to use app that does its job, especially if you like to add elements to your notes, such as images and audio.

6. Todoist

Todoist is more of a complete todo list online, with features such as reminders and tags that help run and separate personal and professional lives.

7. Asana

Asana is a well-known software for online task management, that helps improve workflows with a task assignment feature. It can be used by individuals or rather a small team.

8. Any.do

Any.do is a simple todo list online, like other apps. What sets it apart from the others is being a bit more similar to planners. However, the free version can be limited.

9. TickTick

TickTick is a to-do app, but also an application ideal for task management in general. It usually agrees with smaller teams, but its free version is limited.

1.2.5   Pareto's Principle

The 80/20 rule, also known as Pareto's Principle, states that 80% of your results come from only 20% of your actions. Across the board, you will find that the 80/20 principle is pretty much right on with most things in your life. For most people, it really comes down to analyzing what you are spending your time on. Are you focusing in on the 20% of activities that produce 80% of the results in your life?

In other words, the Pareto principle suggests that where two related data sets or groups exist (typically cause and effect, or input and output):

- 80% of output is produced by 20% of input,
- 80% of outcomes are from 20% of causes,
- 80% of contribution comes from 20% of the potential contribution available
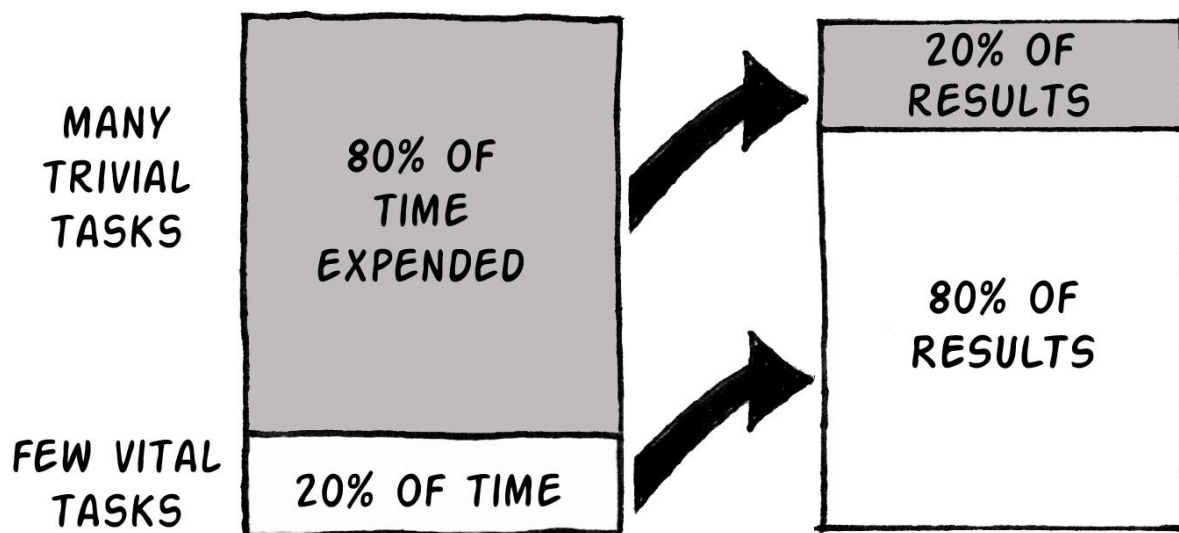
Picture 7 Pareto´s Principe

In order to get the most out the Pareto Principle, which will help you better manage time, start by prioritizing what you need to do based on the amount of effort involved. Number these items from one to 10, with one requiring the least amount of effort. Then, consider the potential positive results from doing those things. Label those from one to 10, with 10 having the highest impact.

With these findings, the next step is to create a new ranking of the items on your to-do list. Divide the amount of effort by the potential results. This gives you the priority ranking you need to more effectively manage time and increase results. Those that deliver the greatest results with the least effort are complete first. Others that require more effort with little results can be postponed or removed from your to-do list.

1.2.6   Eat that frog

"Eat a live frog first thing in the morning and nothing worse will happen to you the rest of the day." Mark Twain

What does the phrase *"Eat that frog"* mean? *"Eating that frog"* means you have to do the task you dread *first*, before all other tasks. Once you have "eaten" your "frog", you can rest assured

that the worst is behind you, so you're likely to take on a positive approach throughout your day.[19]

In essence, this technique is great for anyone who:

- Juggles multiple projects at a time,
- Faces deadlines throughout the week,
- Has trouble focusing on a specific task,
- Isn't used to a daily routine, and
- Has issues prioritizing tasks.

Picture 8 Eat your frog

Step 1: Break the tasks on your to-do list down into smaller, actionable subtasks

Sometimes, it can be really difficult to see the way forward on bigger projects. That's when the temptation to put off working on it creeps in. By breaking a task, or project, down into smaller chunks not only makes it easier to get started, but it also gives you a sense of what needs to be done, and when. This will make it easier to prioritize and execute on your "frog" for the day ahead.

Step 2: Identify your frog

However, the following types of tasks are most likely to be classified as "frogs": This is a task you keep putting off because:

- It would take too much of your time,
- It's too difficult, or
- It's simply boring.

The gist to the "Eat that frog" time management technique is simple:

1. Label your tasks to identify your "frog"
2. Work on your "frog" first thing in the morning
3. Once done with the "frog", shift your focus to less crucial tasks in your schedule.

There are a few different techniques you can use to try to prioritize your to-do list, including:

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[19] Brian Tracy. Eat your frog. Berrett-Koehler Publishers, Inc. Oakland. 2017. ISBN 978-1-62656-942-3. From: https://appi.org.in/AwardPdf/7a71babe-d761-42d1-a5de-5919291b397e.pdf

- The Eisenhower Matrix. To help you differentiate between important and urgent tasks. In order to properly label your tasks and identify frogs, you'll need to **prioritize** — by using the **Eisenhower Matrix** time management technique. Your "frogs" are always the tasks you place in **Quadrant I** — i.e. the daily tasks you don't want to do, but still need to do. At the start of each workday, simply work on the task from **Quadrant I** — only once you finish this task, should you move on to the tasks from the other quadrants. You must not move on the next quadrant until you've completed the tasks from the previous one.

- The 80/20 Rule. Also known as the Pareto Principle. You've probably heard of this old adage – 80% of results come from 20% of the effort. This rule can also be applied to help you determine the highest-priority areas of your work, the ones that produce the highest yield – those are your frogs.

Step 3: Make sure your frog is the right size

A good rule of thumb is a task that takes anywhere from one to four hours to complete. You shouldn't spend more than half a working day on your frog – otherwise other tasks and more reactive, but necessary work like meetings or answering email and calls will fall by the wayside.

Step 4: Protect your best hours

Most people tend to get their best work done in the morning, before the mid-afternoon slump hits. So, it's usually a good idea to tackle your frog first thing when you sit down at your desk. Yes – that means not checking so much as an email. It's important to guard those hours where your cognitive abilities are at their peak.[20]

Doing the most difficult or the most important task first thing in the morning will have a great positive impact on the rest of your day. This little achievement will help energize and motivate you, and you will glide through the rest of the day because you'll know that all the other tasks that await you are easier. Everyone has a certain type of task they don't enjoy. In any case, if

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[20] Kathy Deady. Eat the Frog productivity method: What it is and how it works. 2022. From: https://timelyapp.com/blog/eat-the-frog

you do these "dreadful" tasks first thing in the morning, you'll feel like you have more time for tasks you actually enjoy.[21]

1.2.7 Pomodoro Technique

In the 1980s, Francesco Grillo came up with the idea of using the Pomodoro method to help people manage their time better. Pomodoro is the Italian word for tomato. Now you may wonder how the tomato relates to time management. The correlation comes from tomato kitchen timers used back then for time interval tracking in the kitchen. While the timers have changed since then, the name for the technique has stuck around.[22]

The principle of the Pomodoro Technique is a simple one – it suggests that we break our time up into smaller chunks, work in smaller bursts and take more regular breaks. To ensure those breaks are taken, a timer should be used to tell us to stop.[23]
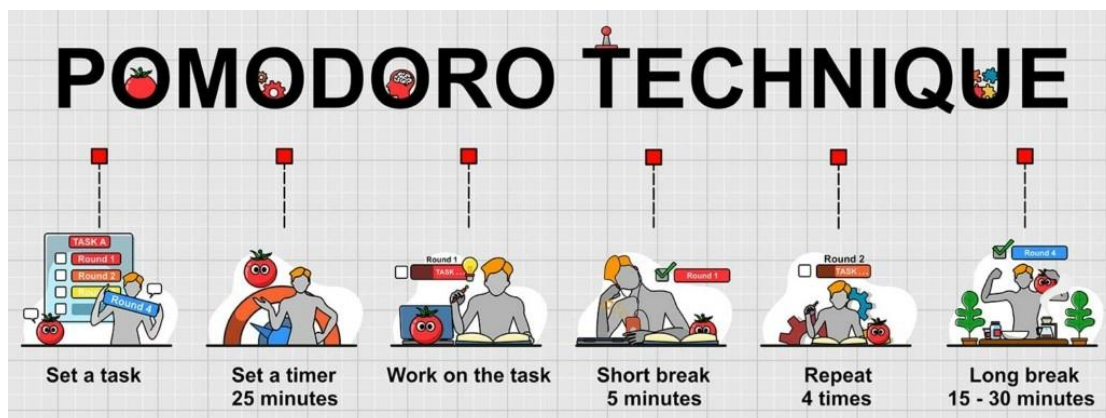
Picture 9 Pomodoro Technique

There are 6 major steps to the Pomodoro Technique:

1. Identify a task or tasks that you need to complete

Step 1 of the pomodoro technique is to identify a task or a range of tasks that you need to complete. Ideally, your tasks should be short tasks. If you have a bigger task to complete, break

[21] Boris Vesovic. "Eat the frog" to boost your productivity. 2022. From: https://clockify.me/blog/productivity/eat-frog-technique/
[22] Simplylearn. All About the Pomodoro Technique & How It Can Help You Master Time Management. 2022. From: https://www.simplilearn.com/pomodoro-technique-to-master-time-management-article
[23] Revolution Learning and Development Ltd. How to Use the Pomodoro Technique®. From: https://www.revolutionlearning.co.uk/article/how-to-use-the-pomodoro-technique/

this down into smaller tasks that should take no more than 25 minutes to complete. Put your tasks in order of completion and be very clear in your mind of what you want the outcome to look like.

2. Set a timer for 25 minutes

Step 2 of the pomodoro technique is to set a timer for 25 minutes. Do not try and do this in your head. You need something to alert you that 25 minutes is up. It may be that the noise needs to snap you out of a concentrated state. Place your timer somewhere that you can hear the sound that alerts you that time is up, but where you cannot see the clock face or the actual time. Having the time visible can be a distraction.

3. Work on a task with no distractions

Step 3 of the pomodoro technique is to work on your tasks. Only focus on this task so avoid any interruptions or distractions. You need to be able to concentrate for this very short period of time.

4. When the alarm sounds, take a 5-minute break

Step 4 of the pomodoro technique is to take a 5-minute break when the alarm sounds. Do not be tempted to go any longer, discipline yourself to stop when the alarm sounds, move away from what you are doing and take a break.

5. Repeat the process 3 more times

Step 5 of the pomodoro technique is to repeat steps 2 and 3 three more times, so you have completed 4 repetitions in total.

6. Take a longer 30-minute break and start again

Step 6 of the pomodoro technique is to take a longer 30-minute break after your 4 repetitions. If all of your tasks are complete, then take a break anyway before you move on to something else. If your tasks are not complete, take a 30-minute break and then repeat steps 2 to 4 until you have everything done that you need to get done.[24]

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[24] Revolution Learning and Development Ltd. How to Use the Pomodoro Technique®. From: https://www.revolutionlearning.co.uk/article/how-to-use-the-pomodoro-technique/

Erasmus +, KA2 Cooperation partnerships in youth,
Project: Local environment animation-new chance for youth
development. Project Number 2021-2-PL01-KA220-YOU-
000050223

While you can certainly try and find a tomato timer to begin using the Pomodoro time management technique, there are a number of **Pomodoro apps** you can use on your Mac, iPhone, Windows PC, or any other device you work on.

1.3   Time management and meetings

Since meetings are a part of the work environment, and you know how to diplomatically avoid those that result in a net loss of information and/or kill brain cells, you are left with the responsibility to attend an abundance of meetings. Some tips, truths, and guidelines for survival in meeting mode:

1. Don't set up a meeting merely to distribute information; use email. Summarize the important points so no one will miss them, and circulate the complete report for people who need all the facts.

2. No meeting should be planned or attended that doesn't have an agenda and schedule including ending time.

3. The best meeting agendas include the expected outcome or decisions. This alerts attendees that they're not meeting to just discuss, but are expected to deliver a result.

4. Most meetings, unless they require maximum creative input, should be scheduled in the afternoon. Most people are more mentally alert and productive in the morning, and should use that time on important tasks.

5. Start the meeting on time. Inform late-comers what topic is under discussion, but don't back up and don't apologize. Respect the time of those who are punctual.

6. Results of every meeting should be recorded—decisions reached, actions required, individuals responsible for the actions, and their expected completion dates. Attendees and stakeholders should receive a summary of the results after the meeting.

7. If the group has made a decision to assign an action to an individual, but there is disagreement about what that action involves, don't spend meeting time discussing it. Ask interested parties to send suggestions directly to the person responsible. Most will lose their passion when the audience disperses.

8. The agenda for a problem-solving meeting should request each participant to bring a possible solution to the meeting. The better informed and prepared each attendee is, the more productive the meeting will be.

9. Encourage all attendees to contribute their opinions, even if contentious, as long as they are to the point. Don't ridicule any ideas, don't criticize any participants. Most people want to conform with others, but creative ideas come from a environment that fosters diversity and individual expression without fear of reprisal.

10. Don't let participants ramble or get off the subject. The meeting leader has a responsibility to keep the meeting under control and on subject.

11. If the meeting's goal is to resolve a dispute, sit near or have eye contact with your allies, and try to separate your opponents.

12. Review the meeting's results at its conclusion so that future meetings can be improved.

13. Try to keep the number of meeting attendees to a maximum of eight.

14. Don't waste time on visual aids if they're not visual and dramatic, if they are hard to read or understand, or if the information is more effectively rendered in written handouts.

15. Don't hesitate to schedule a meeting when necessary. If problems crop up and hard decisions are needed, it's better to solve the problem quickly.[25]

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[25] Walsh, R. 2008. Time management. Adams Media, an F+W Publications Company. ISBN 10: 1-59869-765-X

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Picture 1	Image downloaded from: https://www.simplilearn.com/sap-time-management-its-features-and-advantages-rar115-article
Picture 2	Image downloaded from: https://www.chegg.com/play/life-hacks/productivity/penetrate-the-procrastination/
Picture 3	Image downloaded from: https://www.expertacademy.be/en/blog/13182/time-management/how-to-set-smart-goals
Picture 4	Image downloaded from: https://www.andyrogers.biz/2019/07/30/the-urgent-important-matrix/
Picture 5	Image downloaded from: https://www.quidlo.com/blog/pickle-jar-theory-time-management/
Picture 6	Image downloaded from: https://i.pinimg.com/originals/8c/c2/a4/8cc2a4ceb8402610302ad01c2a0bff0f.jpg
Picture 7	Image downloaded from: https://sgeventmart.com.sg/blog/blog_detail/pareto-s-principle-and-the-sunk-cost-fallacy--rules-to-follow-to-transform-your-event-planning-
Picture 8	Image downloaded from: https://mindwerx.com/successful-online-learning-eat-frog/
Picture 9	Image downloaded from: https://www.stuwo.at/en/blog/pomodoro-technique/

Exercise A

Overview of Time Management

- Time management is the act of taking control of your schedule, planner, or agenda. When you have competing priorities, you may find it difficult to manage your time effectively.
- Assess how you are spending your time as a first step to gaining better time management skills. With this knowledge, you can make adjustments to your routine to better fit your needs.

The Time Management Wheel

- Use the Time Management Wheel to analyse how you spend your time each day.
- Fill in each slice of the wheel by color-coding and/or writing the activities you engaged in during that time.

Source: https://www.clemson.edu/asc/documents/appointment-resources/time-management-wheel.pdf
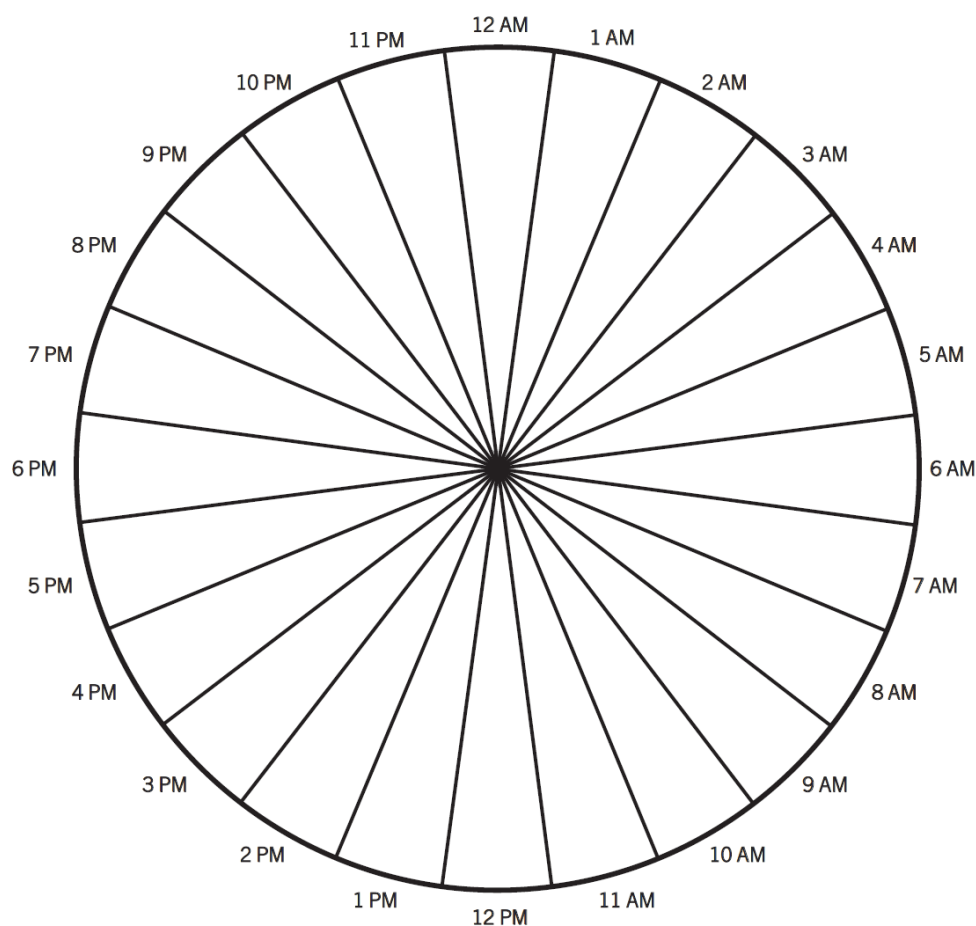
Exercise B

Elaborate SMART Goal Template

<table>
<thead>
<tr><th colspan="2"></th><th>SMART questions</th><th>SMART answers</th></tr>
</thead>
<tbody>
<tr>
<td>**S**</td>
<td>**S p e c i f i c**</td>
<td>**Q1:** *What is the goal?*
Q2: *What are the details of the goal?*
Q3: *What do I want to accomplish with it?*
Q4: *Who is involved?*
Q5: *Where is it going to happen?*
Q6: *What resources are available?*</td>
<td>**A1:**
A2:
A3:
A4:
A5:
A6:</td>
</tr>
<tr>
<td>**M**</td>
<td>**M e a s u r a b l e**</td>
<td>**Q1:** *How will I measure progress?*
Q2: *Do I have the necessary tools to measure your progress?*
Q3: *How will I know the goal has been accomplished?*</td>
<td>**A1:**
A2:
A3:</td>
</tr>
<tr>
<td>**A**</td>
<td>**A t t a i n a b l e**</td>
<td>**Q1:** Do I have the financial capacity to carry out my goal?
Q2: Do I have the skills and willpower to carry out my goal?
Q3: Will I have access to help when needed?
Q4: Do I have all the necessary resources?
Q5: Do I have the time to carry out the goal?</td>
<td>**A1:**
A2:
A3:
A4:
A5:</td>
</tr>
<tr>
<td>**R**</td>
<td>**R e l e v a n t**</td>
<td>**Q1:** Why is this goal important?
Q2: Is this goal worth my time?
Q3: Is this the right time for it?</td>
<td>**A1:**
A2:
A3:</td>
</tr>
<tr>
<td>**T**</td>
<td>**T i m e - b o u n d**</td>
<td>**Q1:** When will I achieve the goal?
Q2: When will I carry out the activities that will bring me to my goal?
Q3: When can I expect the first outcomes?</td>
<td>**A1:**
A2:
A3:</td>
</tr>
</tbody>
</table>

Source: https://clockify.me/blog/productivity/smart-goals/

Erasmus +, KA2 Cooperation partnerships in youth,
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000050223

QUIZZ

1. In the "Eat That Frog" analogy what does the frog represent?
a) Procrastination
b) A task that will have great impact
c) Ideas
d) A task that will have low impact

2. What does "sand" represent in the Glass Jar approach?
a) Your highest priority projects and deadlines with the greatest value
b) Urgent, and important tasks, but contribute less to important goals
c) Urgent, but not important tasks
d) Neither important nor urgent tasks

3. What is considered trivial time-wasters are neither important nor urgent in the Glass Jar approach?
a) Rocks
b) Pebbles
c) Sand
d) Water

4. What is the 80/20 rule also known as?
a) Business logic
b) Z notation
c) Pareto's principle
d) Urgent/Important matrix

5. In the SMART acronym what does the T stand for?
a) Time – precising in what time should we complete the goal
b) Time- in is important to watch on the handwatch 2 times on hour during task
c) Together – every task should be done with kind people to help
d) Together – multitasking helps accomplished all the task earlier

6. Using a planner or making a "to-do" list every day.
a) Is a waste of paper.
b) Helps keep things "in sight, in mind."
c) Takes too long to fill out

7. The first step in managing your time is...
a) making a plan
b) asking for advice from others
c) waiting until the last minute

8. What Is Procrastination?

a) It used in project management, is one of the most popular and useful ways of showing activities (tasks or events) displayed against time.

b) It helps you organize the tasks, categorize them, and then do them according to their importance and urgency.

c) It is the act of delaying or putting off tasks until the last minute, or past their deadline.

9. The Eisenhower Decision Matrix can help you determine the _____ of tasks on your to-do list.

a) Importance and urgency

b) Importance and impression

c) Productivity and passion

d) Urgency and productivity

10. How long are the sessions with the Pomodoro Technique?

a) 10 min

b) 25 min

c) 2 hours

d) everyone can choose his/her own duration of work