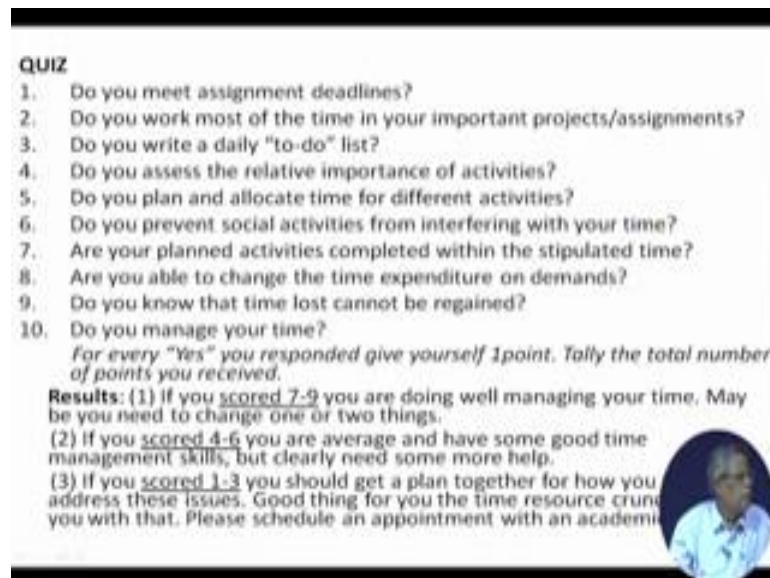


Soft Skills Development
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Lecture - 36
Managing Time

Friends in this session we will be talking about time management and we will discuss about what is time management, measurement of time and the key finding, benefits and failures of time management, obstacles to time management, time management process and lastly we will be discussing some concerns about time management.

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QUIZ

1. Do you meet assignment deadlines?
2. Do you work most of the time in your important projects/assignments?
3. Do you write a daily "to-do" list?
4. Do you assess the relative importance of activities?
5. Do you plan and allocate time for different activities?
6. Do you prevent social activities from interfering with your time?
7. Are your planned activities completed within the stipulated time?
8. Are you able to change the time expenditure on demands?
9. Do you know that time lost cannot be regained?
10. Do you manage your time?

For every "Yes" you responded give yourself 1 point. Tally the total number of points you received.

Results: (1) If you scored 7-9 you are doing well managing your time. May be you need to change one or two things.
(2) If you scored 4-6 you are average and have some good time management skills, but clearly need some more help.
(3) If you scored 1-3 you should get a plan together for how you address these issues. Good thing for you the time resource crunch you with that. Please schedule an appointment with an academic advisor.

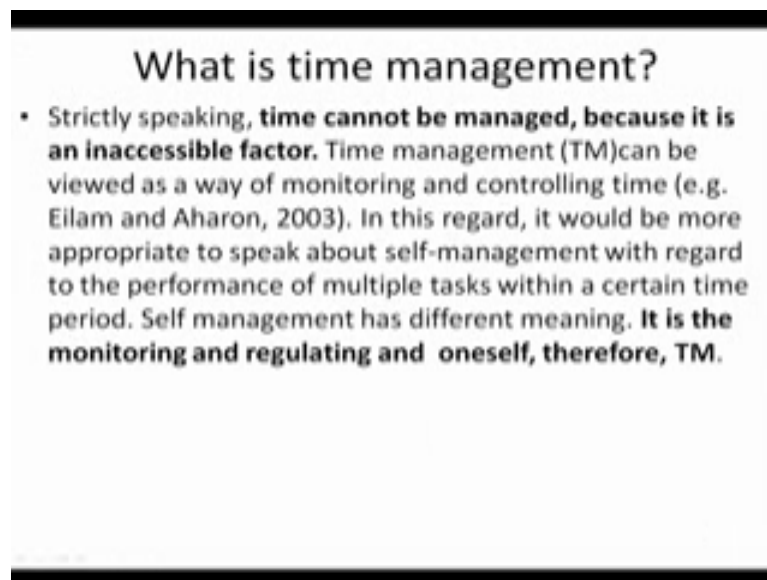
Before I start let us have reading the 10 statements, you just pick whichever is applicable to you. First is; Do you meet assignment deadlines? Do you work most of the time in your important projects or assignments? Do you write daily to-do list? Do you assess the relative importance of activities? Do you plan and allocate time for different activities?

Do you prevent social activities from interfering with your time? Are your planned activities completed within the stipulated time? Are you able to change the time expenditure on demands? Do you know that time lost cannot be regained? Do you manage your time? How many ticks you have got? For every yes; you assign one point, tally the total number of points you received. If you score 7 to 9 you are doing well in time management; however, you may need to change one or two things. If your score is

between 4 and 6 you are average in time management and have some good time management skills, but clearly it need some improvement with help. If you score 1 to 3, you should get a plan together or what you want to address these issues because it is not a good indicator of your time management.

So, therefore, kindly consult an academic coach or any expert how you can manage effectively your time.

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What is time management?

- Strictly speaking, **time cannot be managed, because it is an inaccessible factor.** Time management (TM) can be viewed as a way of monitoring and controlling time (e.g. Eilam and Aharon, 2003). In this regard, it would be more appropriate to speak about self-management with regard to the performance of multiple tasks within a certain time period. Self management has different meaning. **It is the monitoring and regulating and oneself, therefore, TM.**

Having said this, let us now define what is time management? Time cannot be managed because it is an inaccessible factor, time management can be viewed as a way of monitoring and controlling time. In this regard, it would be more appropriate to speak about self-management with regard to performance of multiple tasks within a stipulated period of time or within a certain time that is available to you, but self-management has a different meaning, it is the monitoring and regulating of self and it has no reference to time.

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—Lakein (1973), who suggested that TM involves the process of determining needs, setting goals to achieve these needs, prioritising and planning tasks required to achieve these goals. Taking the literature into accounts:

- **TM refers to "behaviours that aim at achieving an effective use of time while performing certain goal-directed activities"**

- (1) **Self awareness of one's time use** (attitudes, cognitions), which help to accept tasks and responsibilities that fit within the limit of one's capabilities.
- (2) **Planning behaviours**, such as setting goals, planning tasks, prioritising, making to-do lists, grouping tasks which aim at an effective use of time.
- (3) **Monitoring and controlling behaviours**, which aim at observing one's use of time while performing activities, generating a feedback loop that allows a limit to the influence of interruptions by others.

TM is the self-awareness of the time, planning how long you spend on specific activities, and monitoring one's time on different activities.

- **Chronotype** (refers to the behavioural manifestation of underlying circadian rhythms of myriad physical processes. **Morning and evening type**), **Poly** (preference to perform two or more tasks simultaneously), and the **mo** style (preference to perform tasks sequentially), Cultures influence on

Therefore we use the word time management, Lakein who suggested that time management involves the process of determining needs, setting goals to achieve these needs, prioritizing and planning tasks required to achieve these goals and this is the definition adopted by or accepted by many scholars on time management. Of course, the definition differs as the number of scholars try to define time management, but if you analyze all the definitions given by different experts or the authors in these fields on time management, time management refers to the behavior that aim at achieving an effective use of time while performing certain goal directed activities.

So, if you analyze this statement you will be finding three markers are coming out of it; behaviors that aim at achieving an effective use of time, while performing certain goal directed activities. So, behave one must to be effective in achieving the use of time while performing certain goal directed activities; that means, first one is that one must have self-awareness of one's time, time use; that means, which help to accept tasks and responsibilities that fit within the limit of one's capabilities.

Then next is planning behaviors; such as setting goals, planning tasks, prioritizing the different activities or the works or jobs, making to-do list, grouping task which aim at an effective use of time, then monitoring and controlling behavior and in this case which aim to observe, it generates a feedback loop. If we allocate different time for different jobs, are you able to achieve that or are there some interruptions, so by monitoring and

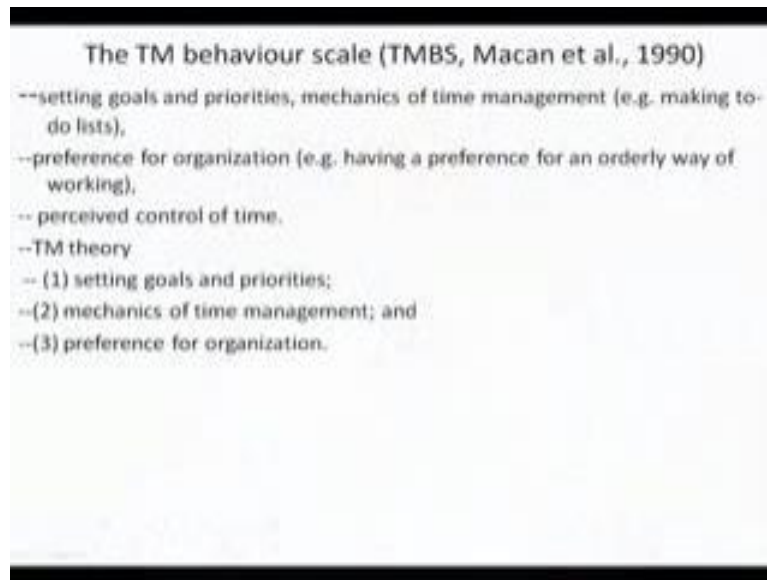
controlling behavior we can also (Refer Time: 06:39) the effective use of time.

So, therefore it is the self-awareness of time, planning how long you can spend on specific activities and monitoring time on different activities. So, all the three things together define time management, there are some words that is used in time management, sometimes you use the word chronotype; it is the circadian rhythms, within 24 hours what the person does and some people are there, those who are active during the morning, in the first half of the day they will be very active they are called the morning type people and some people are there those who live active during the early and late evening hours, late night hours as well as early evening hours, they will be very active and they are called the evening type people.

Similarly another and there are many attributes that is associated with that, but we are most of us are morning type people and less than that are the evening type people and some people are there those who are equally morning and evening type, they do not fall into this classification. Similarly there are polychronic and monochronic use of time, some people are there those who can use the time in multiple tasks they are called polychronic individuals. There were preference to perform two or more tasks simultaneously only contrary to monochronic individuals they perform one task at a time and they do the one task after another sequentially, they cannot do multiple task at the same time and culture also influences our use of time because in western cultures like Europe and US, if time is given for a specific task; they do the particular task in that particular time, but in eastern society particularly in Asian countries you what can mark that people do multiple task during the same time slot.

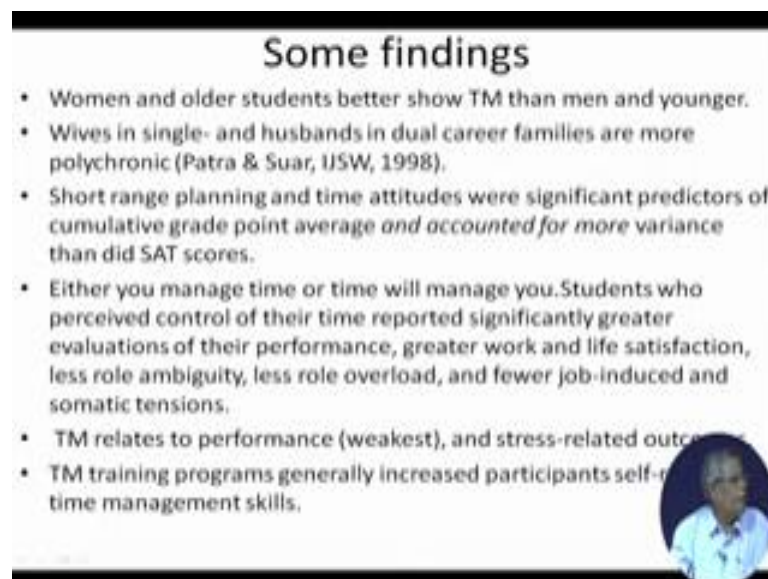
So, therefore in cultures; western cultures they have do a specific task in a specific time, but in eastern Asian society, you will be finding people do multiple task on the same time slot and there are, How to measure this time management? Of course, in the beginning we have given some hint how time management can be assessed or evaluated, but there is a popular scale by Macan and who is comprises of three components.

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One is the setting goals and priorities; mechanics of time management that you make to-do list and second is the preference for organization of time, having a preference for an orderly way of working, third is perceived control of time. So, this matches with the way we define the time earlier and accordingly the theories are there also for time management and they also comply with this Macan's way of assessing time or measuring time management and there are some critical findings on time management, the literature says that women manage better time than that of men.

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Older students or older people better show time management than the younger people or younger students and in our old study we conduct (Refer Time: 11:02) single and dual career families, single career families is one where one person from the family is an; from the nuclear family is employed either of his spouse are employed, but the dual career families is one where both the husband and wives they are employed.

Studying the wives in single end dual career families we found that wives in single carrier families and husbands in dual career families are more polychronic; that means, wives in single career families, within the same time slot they do many activities whereas, husbands in dual carrier families, in the same time slot hey do more many activities and short range planning also time management attitudes where significant predictor in cumulative grade point average and it accounts more than that of this collapse aptitude test score; that means, given that fact that you have short range planning and good time management attitudes more likely your academic performance will improve.

Either manages the time or the time will manage you because it is a scares resource, once it is gone it is permanently gone. Students who perceive that they can regulate their time or control their time as per the demands of various activities they reported significantly greater evaluation of their performance, greater work and life satisfaction, less role ambiguity, less role overload and pure job related tensions and somatic tensions; that means, affectingly managing the time will lead to not only our performance, greater life and work satisfaction, but also to less stress and less role ambiguity and on the literature where collectively analyzed, it was found that time management also relates to performance, but the relationship is weakest, it is not strong. It was the weakest relationship whereas the strongest relationship was found when time management is proper then it reduced the stress or decrease the stress and it has been found also given the time management training, it also increases the participants self-reported time management skills.

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--**Benefits of TM:** Greater productivity and efficiency, a better professional reputation, less stress, increased opportunities for advancement, greater opportunities to achieve life and career goals

-- **Failing to manage time:** missed deadlines, inefficient workflow, poor work quality, lead to feelings of guilt, inadequacy, depression and self-doubt, poor reputation and stalled career, high stress. So.....don't put things off...

-- **Obstacles:** There are a lot of things that make it difficult for us to manage our time effectively.

- Unclear objectives/goals
- Disorganization
- Inability to say "no"
- Interruptions
- Periods of inactivity
- Too many things at once
- Stress and fatigue
- All work and no play



So, therefore time management training can improve your time management skills and benefits of time management is that greater productivity and greater efficiency wherever you work, a better professional reputation if you are working on a profession, less stress, increased opportunities for advancement, greater opportunities to achieve the life goals as well as the carrier goals and if you fail to manage time then you are missing the deadlines and if you are working in the process industry where the output of one department will become the input for another department then in that case there will be inefficient work flow, if you are unable to manage time and it will also lead to poor work quality and lead to feelings of guilt, inadequacy, depression, self-doubt, poor reputation and stalled career and high stress.

So, therefore do not put off things, do the things as you have settled and of course, everyone of want that for there are many obstacles to manage the times and if your goal is unclear, what you are going to do and your objectives are unclear then you cannot effectively manage the time because you do not know what I am going to do and if we are disorganized, if you have not organized your task and time then you cannot allocate the time for different tasks and one of the major intense or one of the major issue in time management is that some people they are, even if when the tasks are assigned to them they say yes.

One essential fact is that if you are unable to manage your time and the task stress or no

and there are various interruptions while you are doing the tasks. So, therefore, you felt like you are replying to the emails, phone calls during when you are working on a particular activity; these are the interruptions and there is periods of inactivity while you have no task and time is plenty available because in concept you all the time say, time is ever present, but never ending.

So, if that is your concept then you cannot effectively use because timing is always present and never ending, this is your concept then you cannot effectively manage the time and many people want to do too many things at one time that creates the problem and if you are stressed or you are continuously working then your fatigue will be there, mental stress will be there that will also the obstacle to do the different tasks smartly and effectively and lastly all work and no play; all the time work, but there is no relaxation that will also a hindrance to time management because you will not, your battery will not be continuously recharged to do the new activities. So, therefore, after every work we require some rest, relaxation and then you start another job that will be more effective having said this then how to manage this time.

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First of all you said the time and the task goals that will help you to define how you want to, how you want, how you want to live and what you want to achieve, define yourself what will be long term and what will be your short term goals.

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Making Your Schedule Work for Students

- Identify your best time of the day.
- Study difficult or boring subjects first.
- Use the same place to study every time.
- Use the library or a location with very little distractions.
- Avoid distractions
- Use “waiting time” to study
- Treat profession or school as a full-time job

www.ucc.vt.edu/fynch/TMTips.htm



And in the case of students and you will be finding in case of students you identify the best time of the day, study difficult or boring subjects first, use the same place to study every time, use the library or the location within very little distractions, avoid distractions, use a waiting time to study and that treat profession or school as a full time job. If you do that because it is your main purpose is to study, you can manage your time effectively and can be effective.

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Adjust Your Schedule Every Day

An intricate and novel job can be broken down into components, each component can be handled daily as scheduled.

- Clear the desk of all papers except those relating to your immediate job.
- List the jobs to be done (to-do list). Delegate responsibilities to others whenever it has been deemed necessary.
- Prioritize the job in order of importance and fix the time limit for each.
- Organize the resources (computer, peer support, machines, etc.)
- Do the first thing first so that tension is released.
- After completing a job, relax through conversation, sit coolly, vacate chair, etc.
- Attempt the next job and work through the duty hours until all jobs are completed.

Confidence, self-discipline, ensures target realization and leave time for other activities. Planning and problem solving approach.



Let us now come to your professional context, that is we are mentioning how we can do

your everyday job and once the job is there, you complete whatever job is in the day you complete the same job today, not doing a job means a date unpaid and it will if you do not do the job then there will be pending jobs continuously and the pending jobs will put the stress on you. So, therefore, doing the job every day's job, doing the today's job today is the best option and if there is a complex job then you breakdown the complex job into different components; as you solve a problem in engineering.

If a engineering problem is solved; then the entire problem is to decomposed into various components. In each component we see how the engineering can be done, similarly if the job is very complex and integrate decompose the job into different components and complete the each component of the job or handle each component of the job daily as you say daily and for daily job clear the desk of all papers every day except those relating to your immediate job.

List the jobs to be done in that particular day or prepare a to-do list and if possible when you are preparing the to-do list, if some jobs can be delegated to others you can delegate the job to others, but at the same time you have to see the person to whom you are delegating the job, he must have the ability and interest to do the job and at the same time when you are delegating a job, there may be some other persons or resources associated with doing the job.

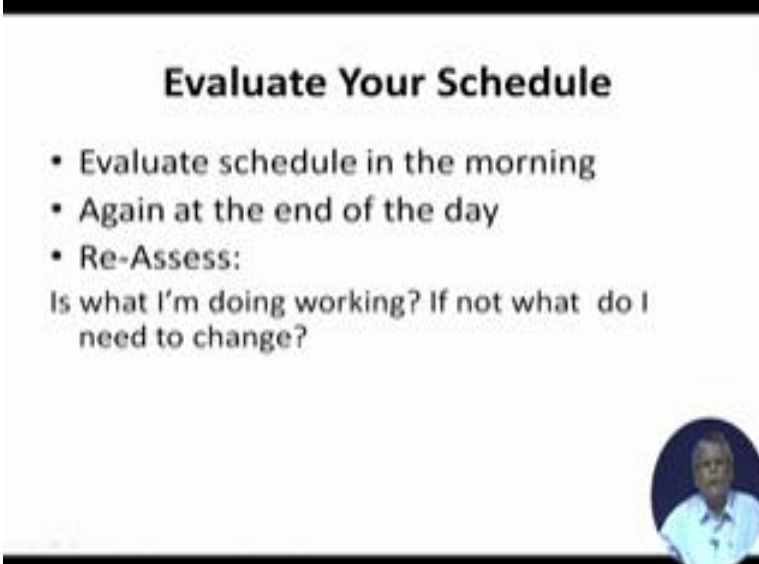
So, inform the persons and also arrange the resource, so that the persons can help the do your as well as the resources can be there for the delegating and once the job is assigned or delegated the jobs to others to another persons, you also monitor because monitoring and reminding is very important otherwise it will be never completed. Doing the job will lead to their self-growth and development and at the same time who are delegating the job we gave to see, give some freedom and flexibility to the person because if every time go on dictating the way the job will be done and the time will be managed then in that case what will the person who is doing the job or the delegating will lose the interest in doing the job, he will not exercise this creativity and innovation in doing the job.

So, and after that you prioritize the job in order of important and fix the time slot for each job and after fixing then doing the job require certain resources like computer, ear support, machine time etcetera accordingly organize the resources, do the fast thing fast so that the tension is released, generally people start to the difficult one, so that the

tension is released or if you are very uncomfortable with the job or you are not feeling very comfortable with the job that is assigned to you then start with the simplest one, so that it will built your confidence and then you can go on increasing your level of difficulty in doing the job.


So, therefore organize the resources, next do the fast thing fast; the difficult job fast so that the tension is released. After completing a job relax through conversation, sit coolly, vacate chairs so that you are again energized to do a new job, attempt the next job and what throughout the duty hours until all jobs are completed in that day and doing this will increase the confidence in you, it will teach you self-discipline and it will ensure target realization and leave the time for other non-work activities like your giving time to the family, giving time to the community and doing the work voluntarily for the community or attending to the friends and relatives so you can find if you do it in that way, it will leave the time for non-work activities and it will just basically a planning and problem solving approach to your daily activities. Doing it you will also feel satisfied and your stress level will be low because you are not keeping any pending job for the next day.

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Evaluate Your Schedule

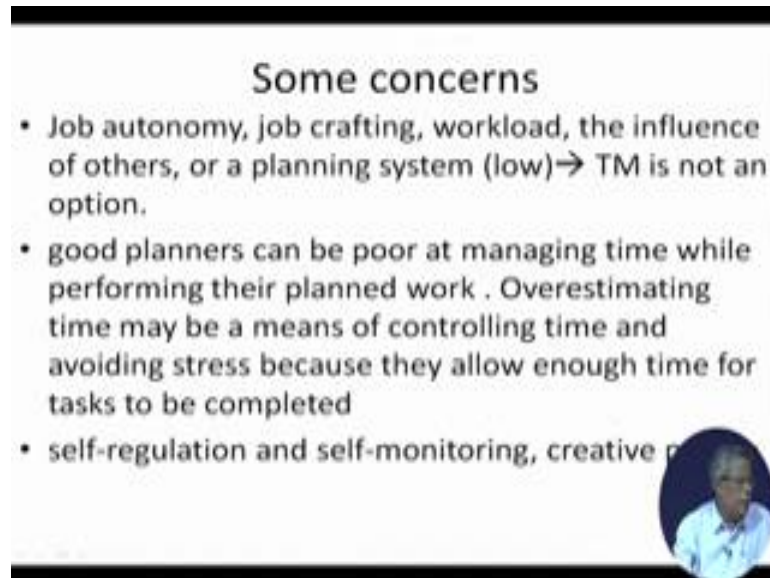
- Evaluate schedule in the morning
- Again at the end of the day
- Re-Assess:
Is what I'm doing working? If not what do I need to change?



And while you are doing the job, you evaluate the schedule in the morning what you are going to do, again at the end of the day you also evaluate and reassess; that means, in reassessing what you are going to do is; what I am doing is, what I am doing working, if

it is not then what I need to change and accordingly you change your behavior so that you effectively manage the time.

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Some concerns

- Job autonomy, job crafting, workload, the influence of others, or a planning system (low) → TM is not an option.
- good planners can be poor at managing time while performing their planned work . Overestimating time may be a means of controlling time and avoiding stress because they allow enough time for tasks to be completed
- self-regulation and self-monitoring, creative p

Some concerns are there that if the person do not have the freedom to do the job or he lacks autonomy or the person does not have the ability to craft the job or he do not crafting his own job; that means, he has a low job crafting and if the work load is low, the influence of others is low and their planning system is low then time management is an option contrary when job autonomy is high, job crafting is high, work load is high the influence of others is high and a planning system is in place then time management is a must. Good planners can be poor at managing time while performing their planned work, so therefore, over estimating the time may be a means of controlling time and avoiding sprig stress because they allow enough time for the task to be completed; however, you will find the people those who are creative, for them posing a time on the job is very difficult because creativity cannot be a job which can be completed within a strict stipulated time, it may take when you are developing a new product it may take 3 years or 4 years or 5 years.

So, therefore this time management concept may not very rightly apply to the creative people; however, they can be asked to decompose the job into different components and each components must, attempts must be made to complete each component within the stipulated time.

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		Time Management Matrix		
		Urgent	Not Urgent	
Important	I	<ul style="list-style-type: none">o Criseso Pressing problemso Deadline-driven projects, meetings, preparations	<ul style="list-style-type: none">o Preparation, Preventiono Planningo Relationship buildingo True re-creationo Empowerment	
	Not Important	III	<ul style="list-style-type: none">o Interruptions, some phone callso Some mail, some reportso Some meetingso Many popular activities	IV




There are some concerns, if you look into the time management metrics then you have to see that what is your urgent and important that must be tackled fast that is crises, pressing problems, deadline-driven projects, meetings and preparations. These are most important objects in one access you take urgent and non-urgent, another access you take important and non-important like four sales you are getting, the most important sale is the jobs which are important and urgent to you others are not so important.

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The Rocks In Bucket Time Management Task

- Start with a bucket, some big rocks enough to fill it, some small stones, some sand, and water.
- The bucket is your available time. The rocks, stones, sand and water are your tasks - a few big ones, some more medium-sized ones, and lots of small jobs and continuous demands and interruptions.
- Put the big rocks in the bucket - is it full?
- Put the small stones in around the big rocks - is it full?
- Put the sand in and give it a shake - is it full?
- Put the water in. Now it's full.
- The point is; unless you put the big rocks in first, you won't get them in at all.
- In other words: Plan time-slots for your big issues before anything else, or the inevitable sand and water issues will fill up your days and you won't fit the issues in.
- Note that a big 'task' isn't necessarily a work task. - it could be a holiday.
- Thank you.



Lastly you see exercise, this is called rock in bucket or time management task and there

are five elements here, one is bucket, some big rocks, some small stones, some sand and water. The bucket is your available time; the rock, stone, sand, water four elements except bucket are your task.

First you have to complete the task and in order to complete the task you have to do lot of small jobs here and there so that job will be completed. Put the big rocks in the bucket, is it full the answer is no, put the small stones in a round the big rocks is it full? The answer is no, put the sand in and give it a sack, is it full? The bucket is full the answer is no, put the water in is the bucket full? Yes, now it is full. The lesson you will learn from here that unless you put the big rocks first, you will not get them in at all. In other words plan time slots for your big issues before everything else or the inevitable sand and water is use will fill up your dates and you will not feed the big issues in, note that big task is not necessarily work task, it can be a holiday and then you think are you manage time.

Thank you.