



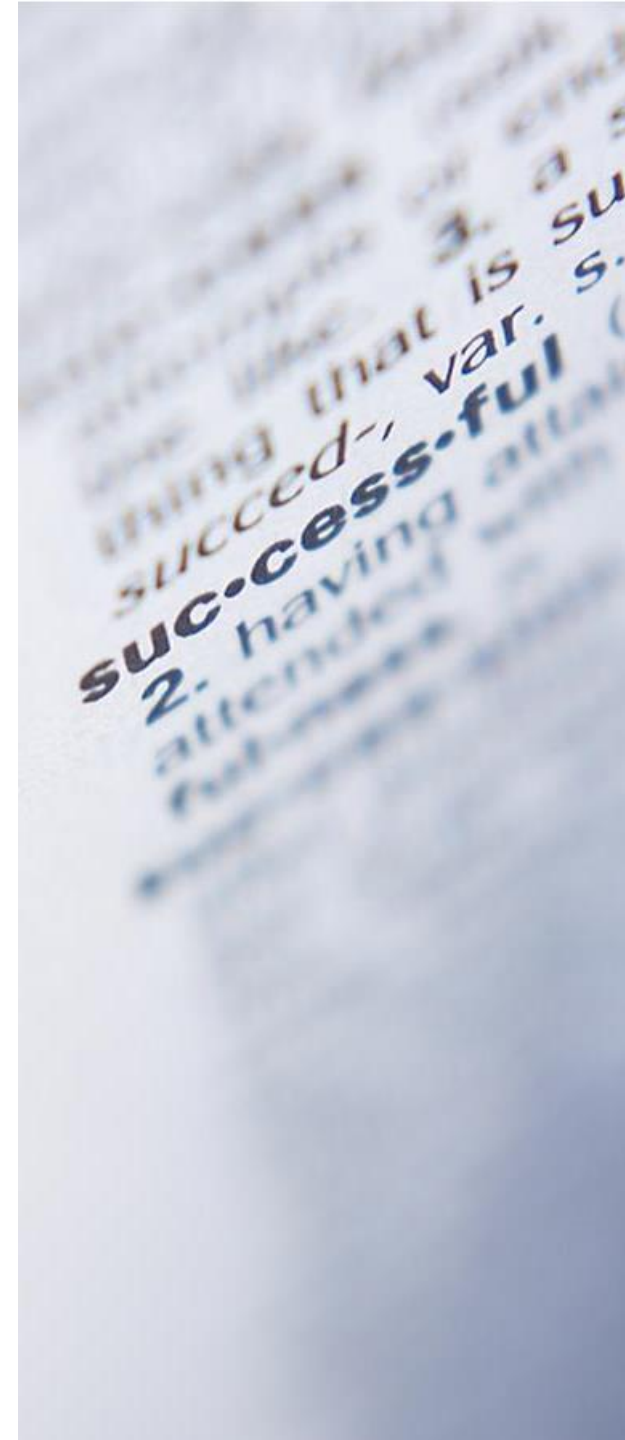
Managing Your Time and Commitments

Andy Kaufman, PMP

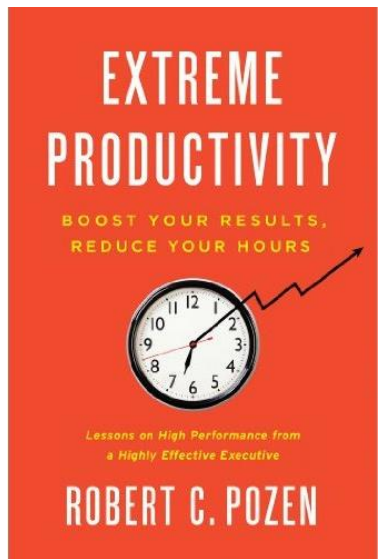
New Furniture for Your Work Area



How do you assess, in practical terms, how successfully you are managing your time and commitments?



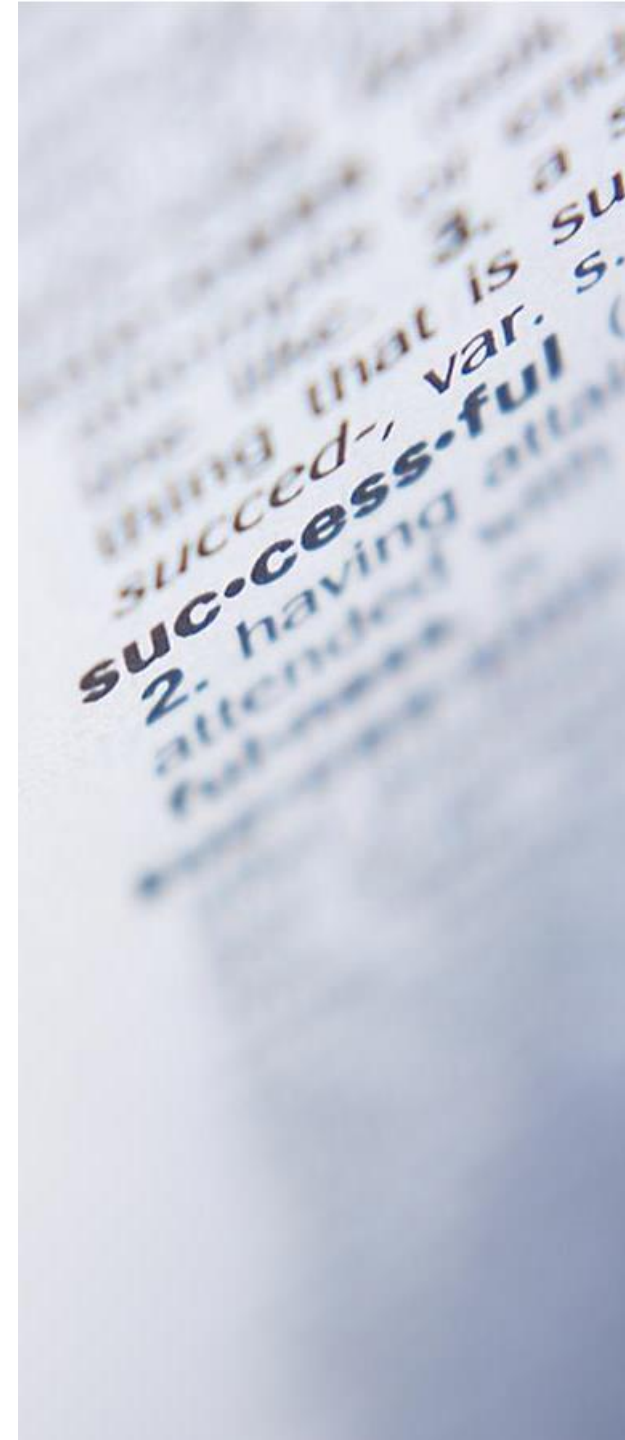
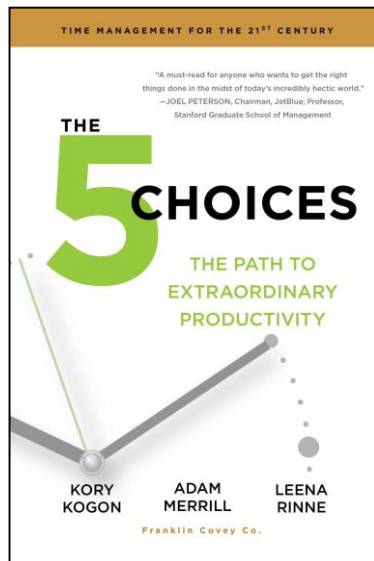
“The quantity and quality of your results in achieving your own objectives.”



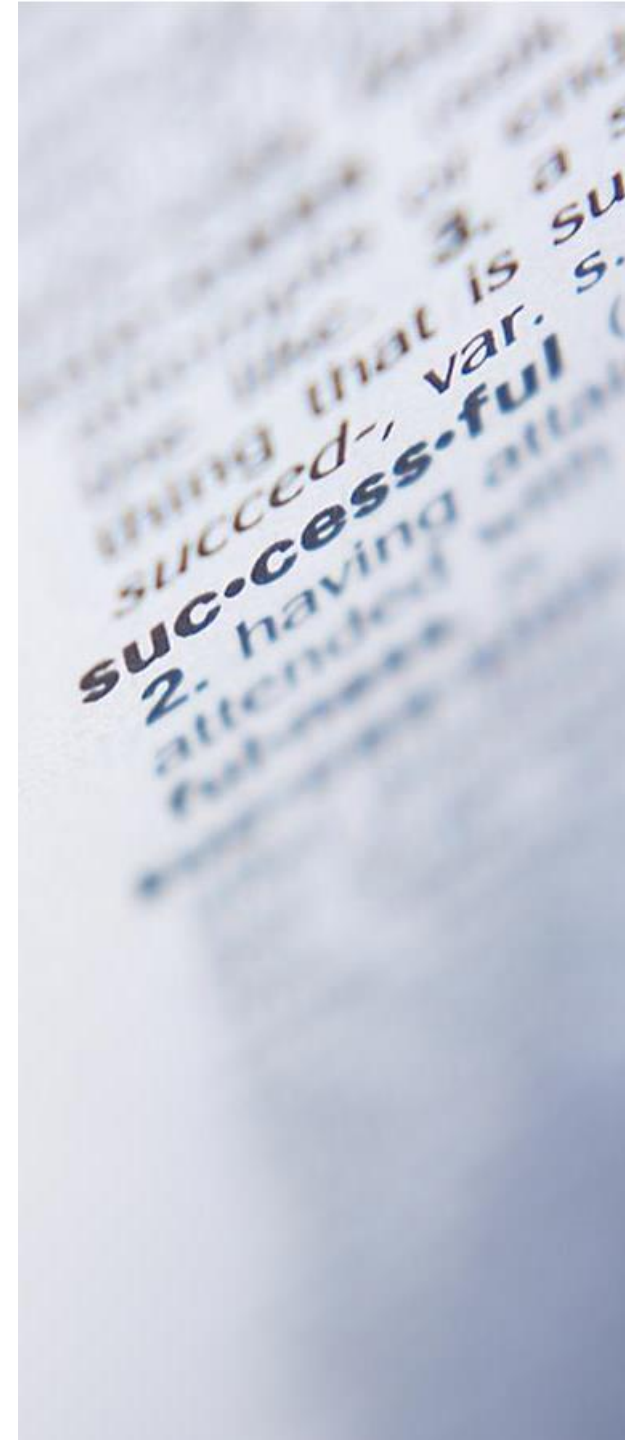
Listen to the interview!



“At the end of the day, I go to bed feeling like I accomplished the right things today.... I'm getting the right things done in the few most important roles of my life right now.”



**Working on and
completing the most
important priorities in
your life.**



**What makes it
difficult to *work on*
and *complete the*
most important
priorities in your
*life?***



Aligning our Time with Priorities

- Dr. William Pounds, from MIT
 - ✓ Interviewed managers to find out the most important problems facing their organization.
 - ✓ Most managers identified five to eight problems.
 - ✓ Later in the interview they were asked to describe their activities from the previous week.
 - ✓ What do you think he found?



William Pounds
MIT Professor

Aligning our Time with Priorities

“No manager reported any activity which could be directly associated with the problems he had described’. They'd done no work on their core priorities. Urgencies had crowded out priorities.”



William Pounds
MIT Professor

Aligning our Time with Priorities

- German psychologist Jan Souman
 - ✓ Took participants to the Sahara Desert, instructing them to walk in a straight line



Dr. Jan Souman
Researcher

Alignment Exercise

Alignment Exercise

Step 1. In the first column below (*Priority*), rate how important each of these dimensions is in your life on a scale of 1 to 10, with 1 being low and 10 high. It's not a forced ranking so multiple dimensions can have the same rating.

	Priority	Actual	Difference
Children			
Creativity/ Self-Expression			
Enjoyment/ Happiness			
Faith			
Family			
Financial Success			
Fitness			
Friends			
Learning / Growth			
Service to others/ Contribution			
Spouse/Partner			
Work/Career			

Step 2. In the second column (*Actual*), estimate how much energy you actually invest in each dimension, using the same scale.

Step 3. Subtract the numbers in *Actual* from those in *Priority* and write the difference in the third column (*Difference*).

Step 4. What observations do you have about the results? Summarize below.

How Much Time Do You Have?



This Year?



Until Retirement?

retirement

To Live?





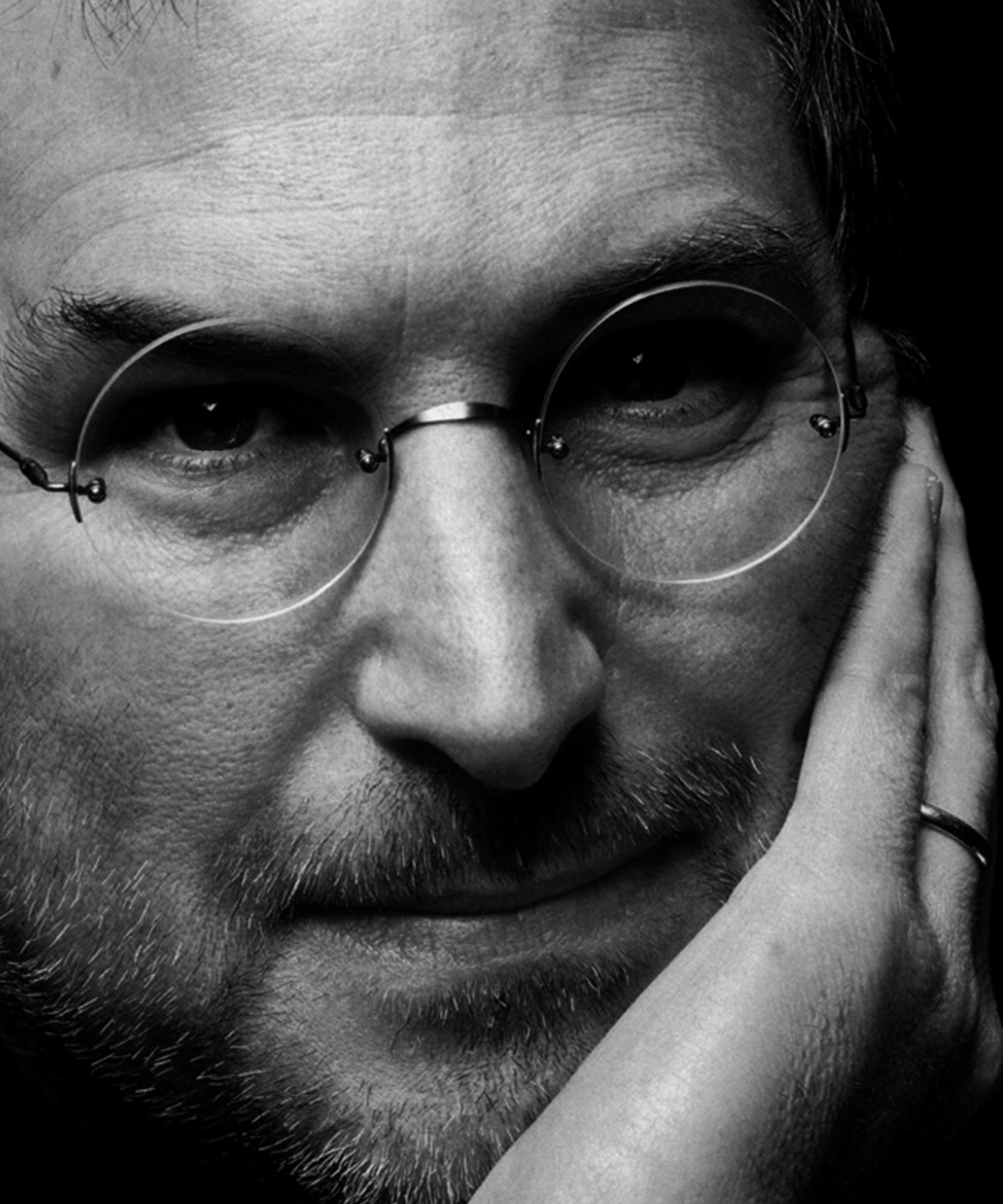


When I was 17, I read a quote that went something like: "If you live each day as if it was your last, someday you'll most certainly be right."

Stanford University
commencement address by
Steve Jobs, June 2005.



It made an impression on me, and since then, for the past 33 years, I have looked in the mirror every morning and asked myself: "If today were the last day of my life, would I want to do what I am about to do today?"



And whenever the answer has been "No" for too many days in a row, I know I need to change something.



Remembering that I'll be dead soon is the most important tool I've ever encountered to help me make the big choices in life.



Because almost everything -- all external expectations, all pride, all fear of embarrassment or failure -- these things just fall away in the face of death, leaving only what is truly important.

<http://news.stanford.edu/news/2005/june15/jobs-061505.html>



Most Important Hour of Your Life Exercise

- Summary

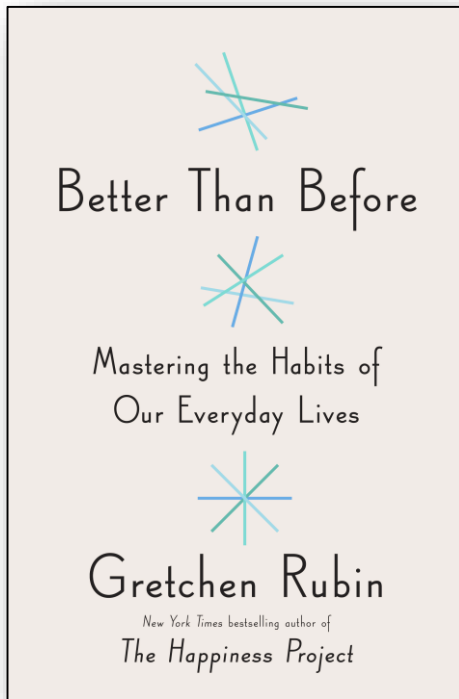
- ✓ Best to get away from distractions, including electronics.
- ✓ Take 10 minutes to answer, “What would I do if I only had a week left to live?”
- ✓ Take another 10 minutes to answer, “What would I do if I only had a year to live?”
- ✓ Repeat the process for “five years” and “twenty years”.
- ✓ Finally, take 20 minutes to answer, “What do I need to start doing differently now, based on my answers? How can I design my routine this week to more closely align with my answers?”

What value do you see in the *Alignment Exercise* and *Most Important Hour of Your Life Exercise*?



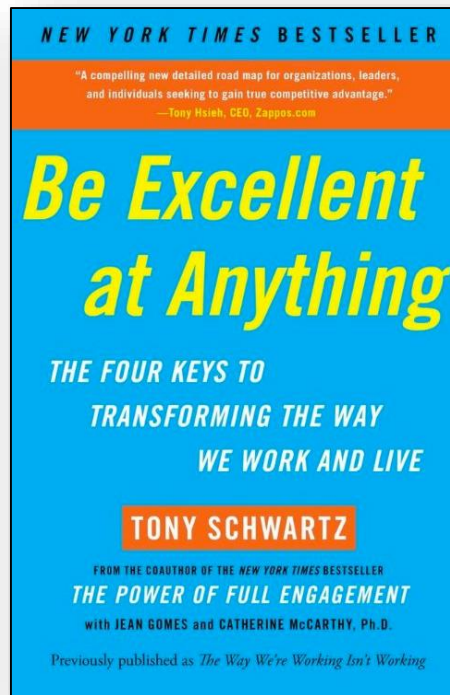
Better Than Before

Mastering the Habits of Our
Everyday Lives
Gretchen Rubin



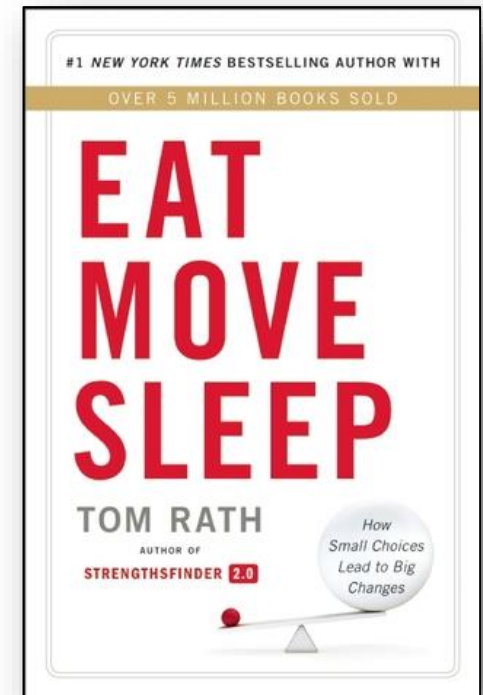
Be Excellent at Anything

The Four Keys to Transforming the Way
We Work and Live
Tony Schwartz



Eat Move Sleep

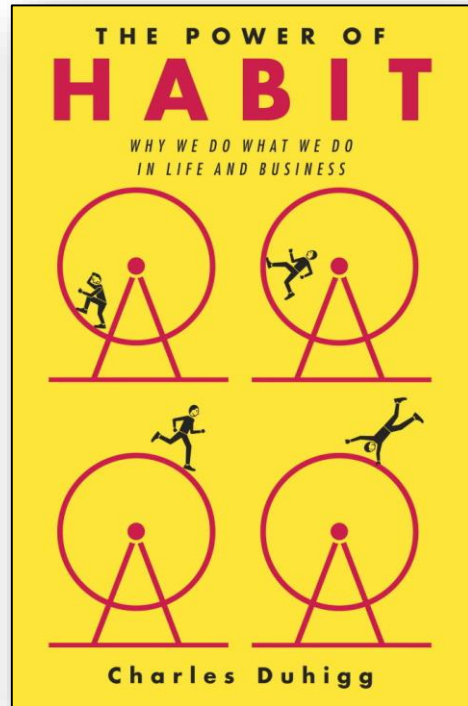
How Small Choices Lead to Big
Changes
Tom Rath



The Power of Habit

Why We Do What We Do in Life and
Business

Charles Duhigg



How to Invest Your Time Like Money

Elizabeth Grace Saunders



Habits

Gretchen Rubin

“Habits are the invisible architecture of everyday life.”



Habits

“The choices we make today determine the life we lead tomorrow.”





Habits

“The ~~choices~~ we make today determine the life we lead tomorrow.”



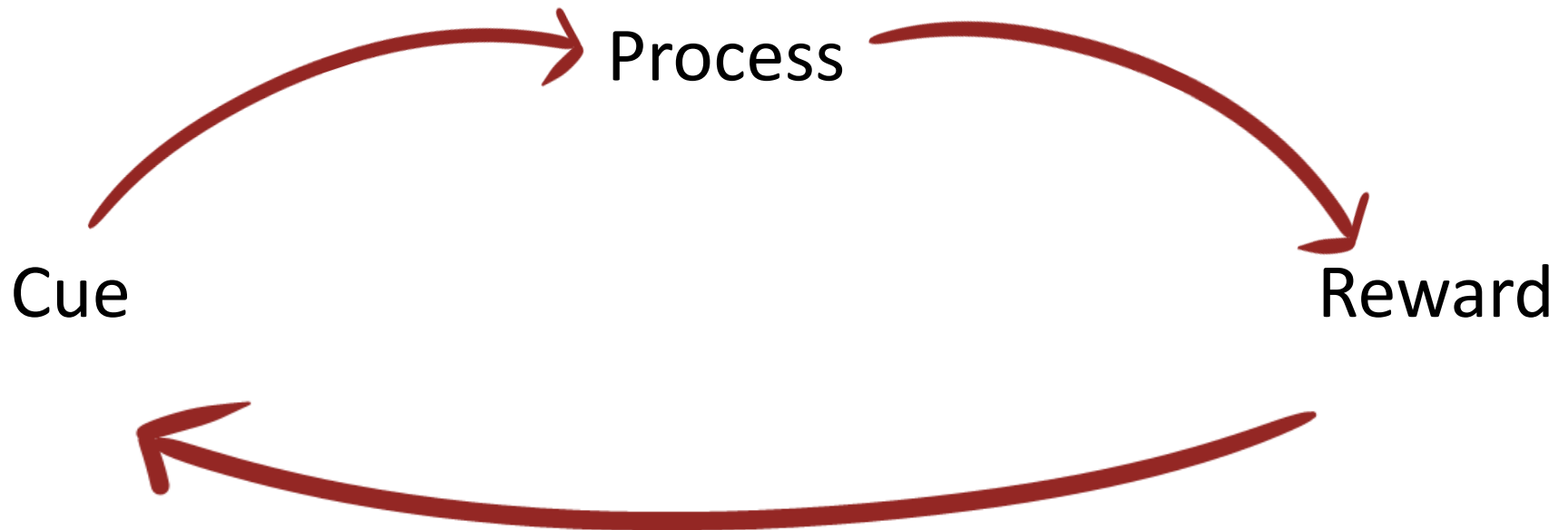
From *The Power of Habit*

“Though each habit means relatively little on its own, over time, the meals we order, what we say to our kids each night, whether we save or spend, how often we exercise, and the way we organize our thoughts and work routines have enormous impacts on our health, productivity, financial security, and happiness.”

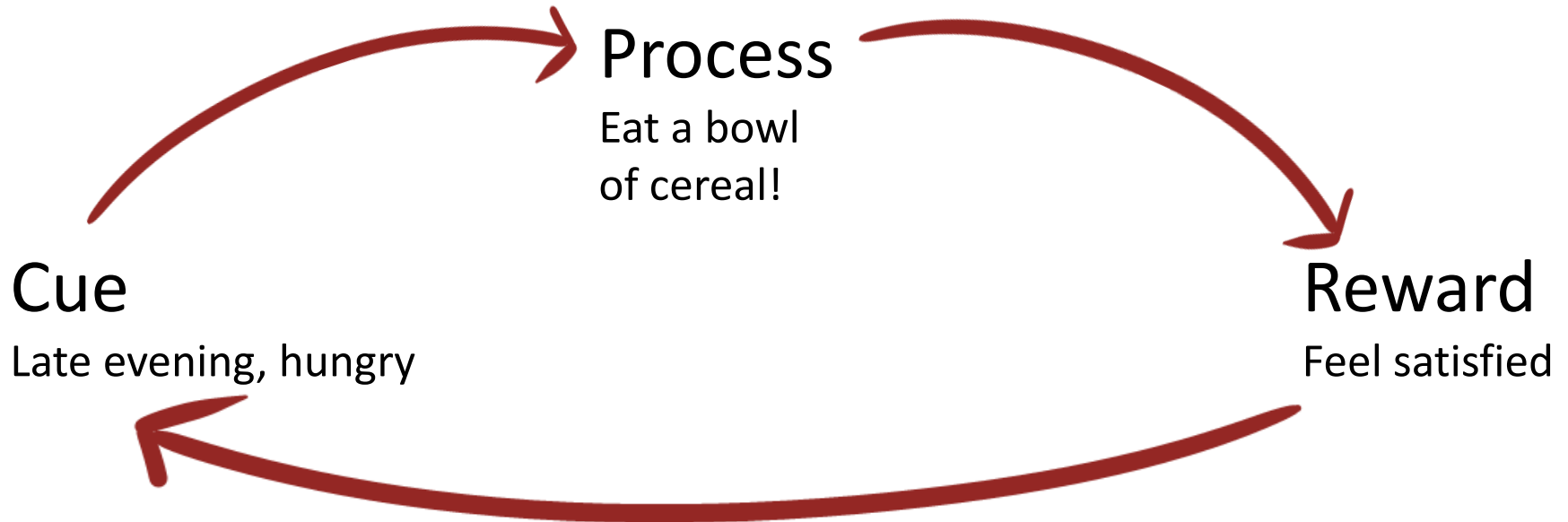


Charles Duhigg
Author

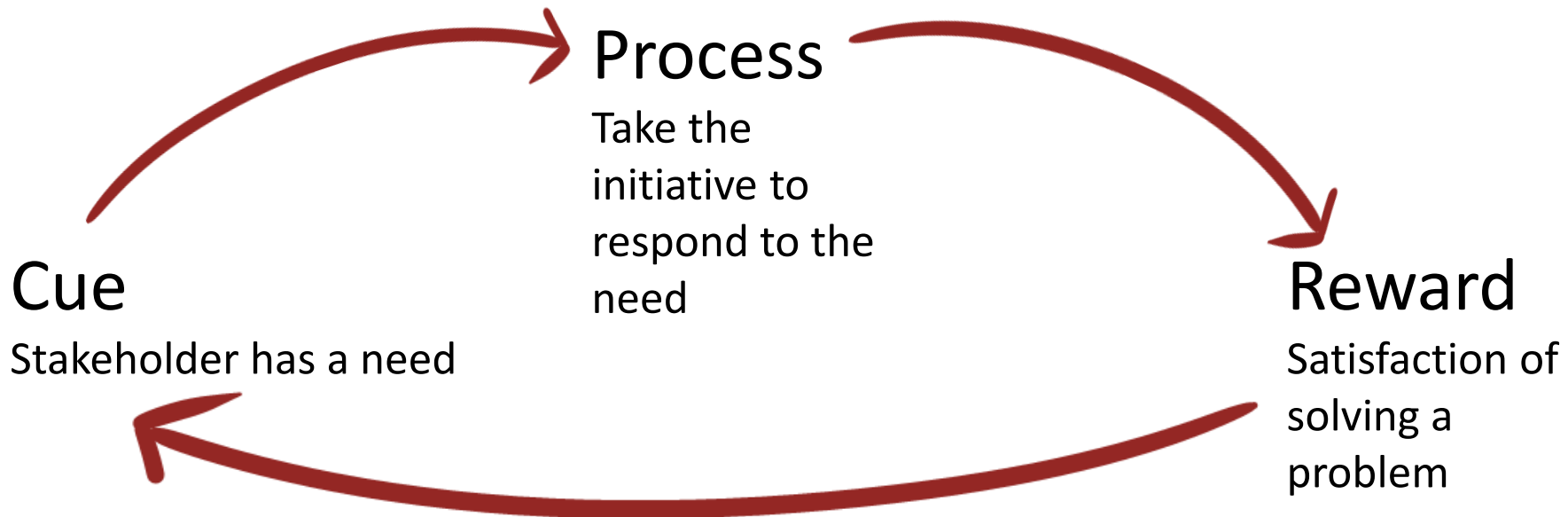
The Habit Loop



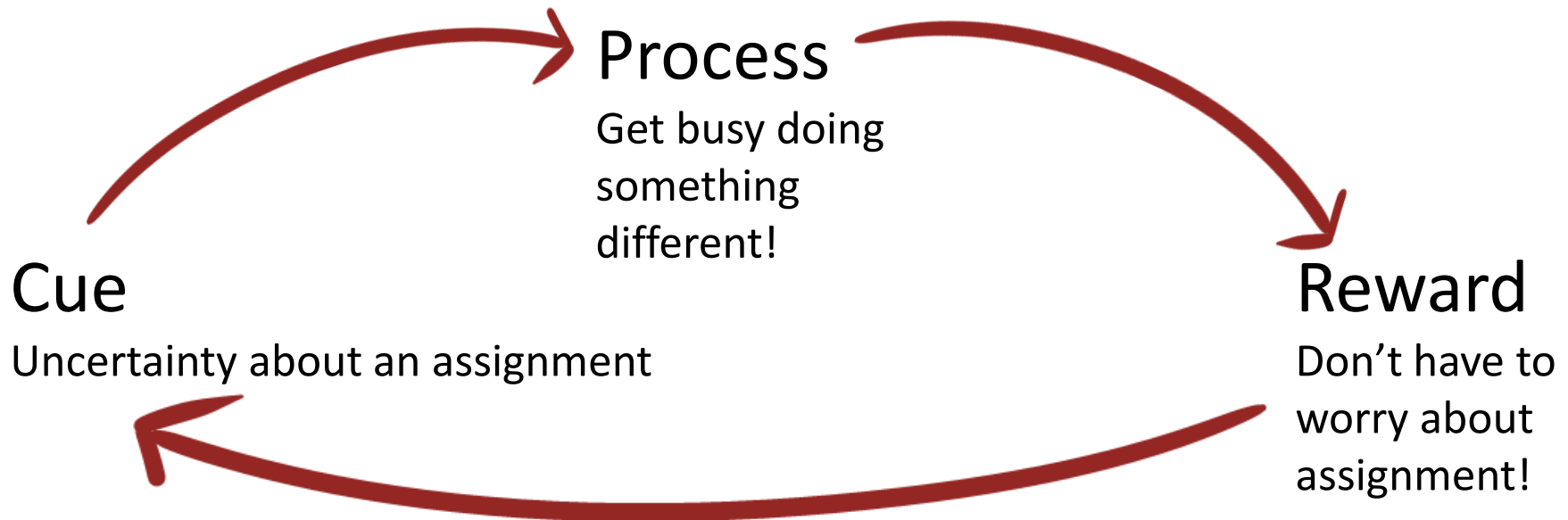
The Habit Loop



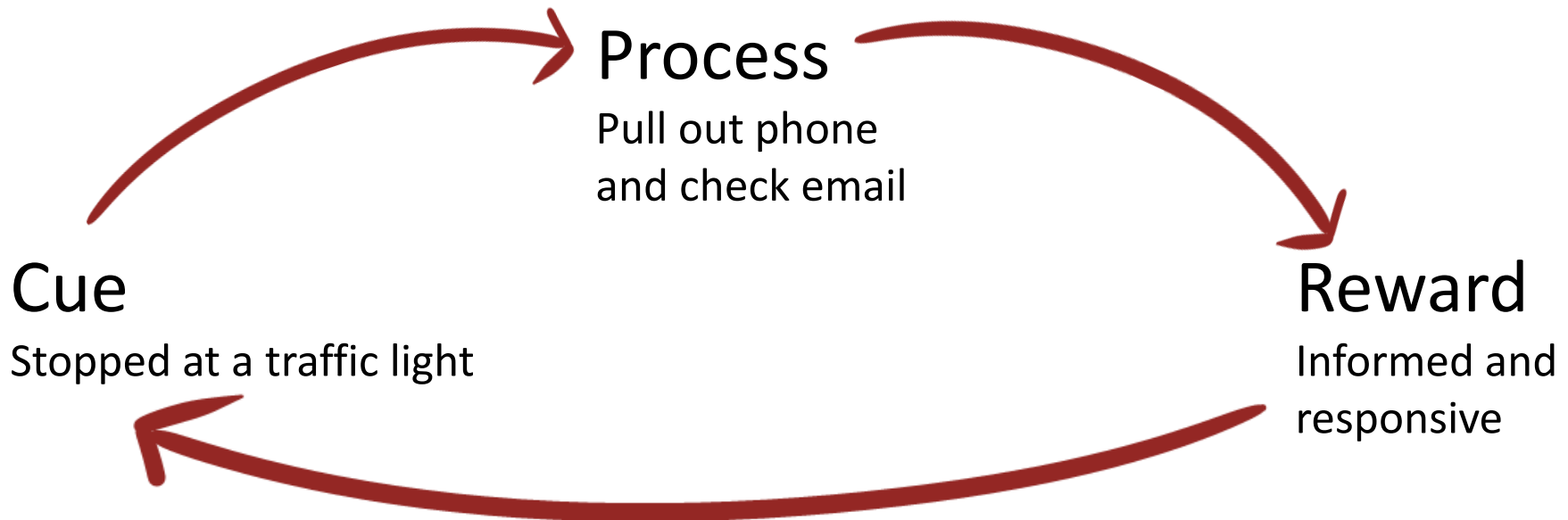
The Habit Loop



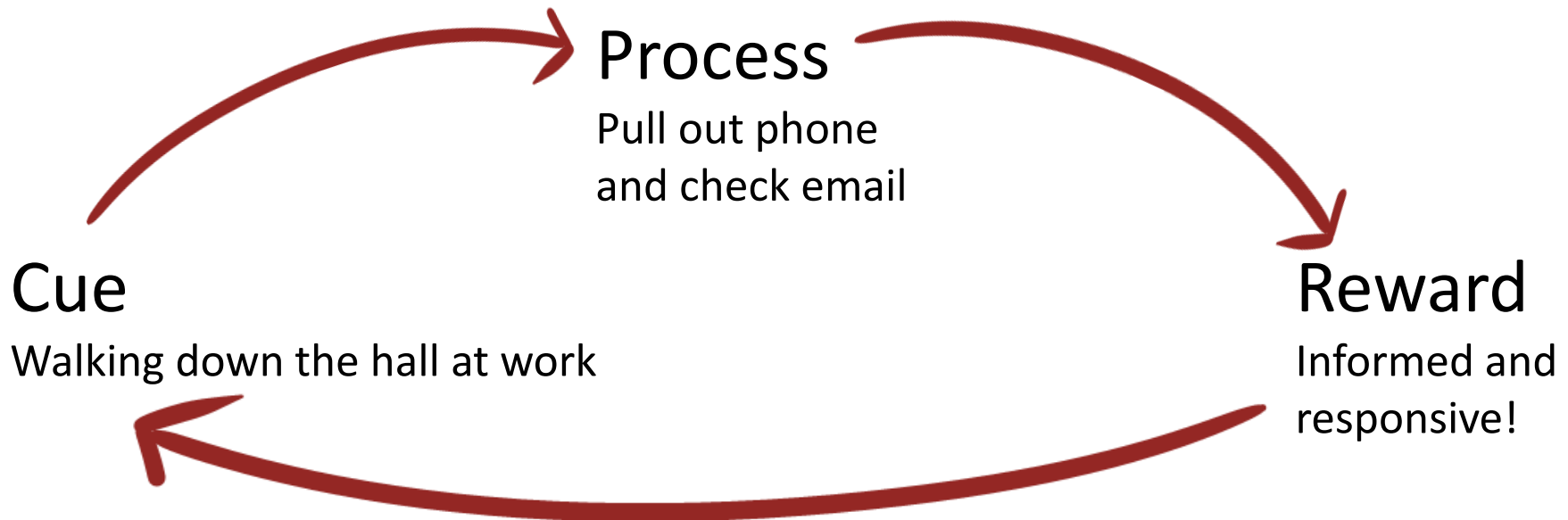
The Habit Loop



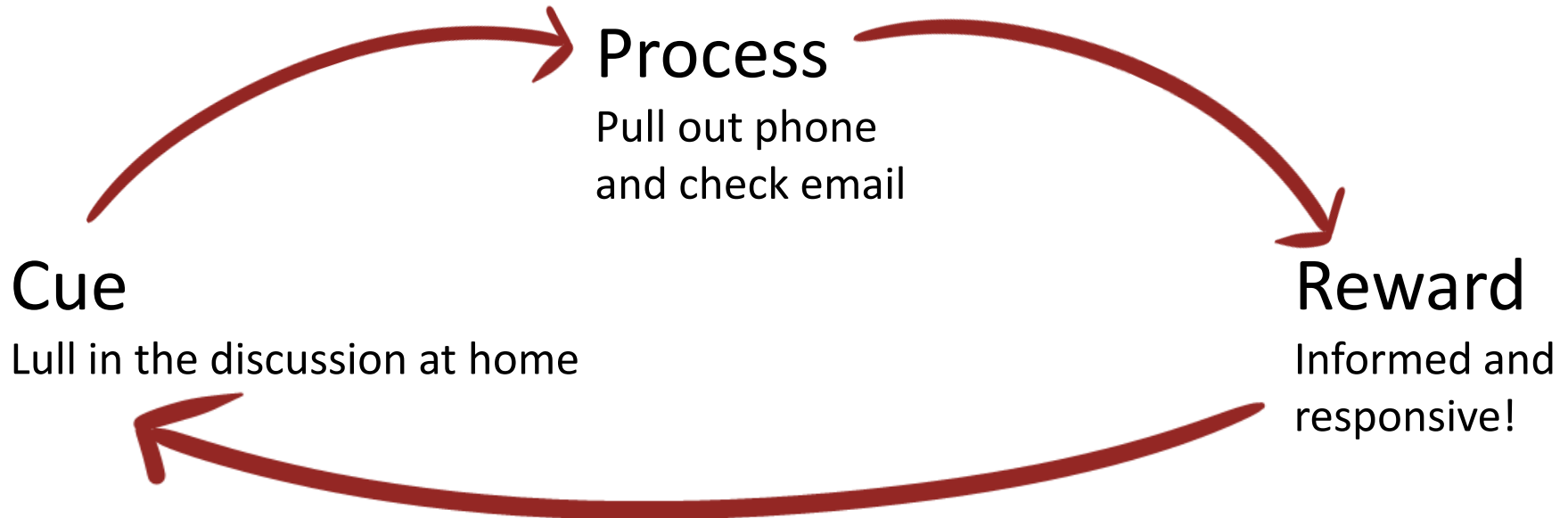
The Habit Loop



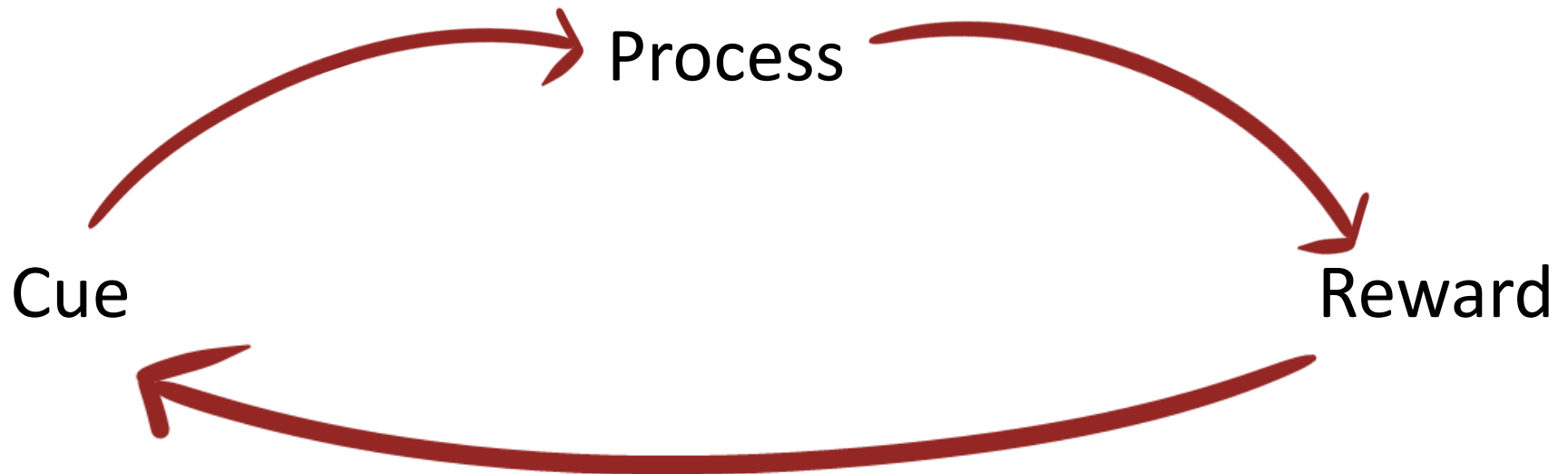
The Habit Loop



The Habit Loop

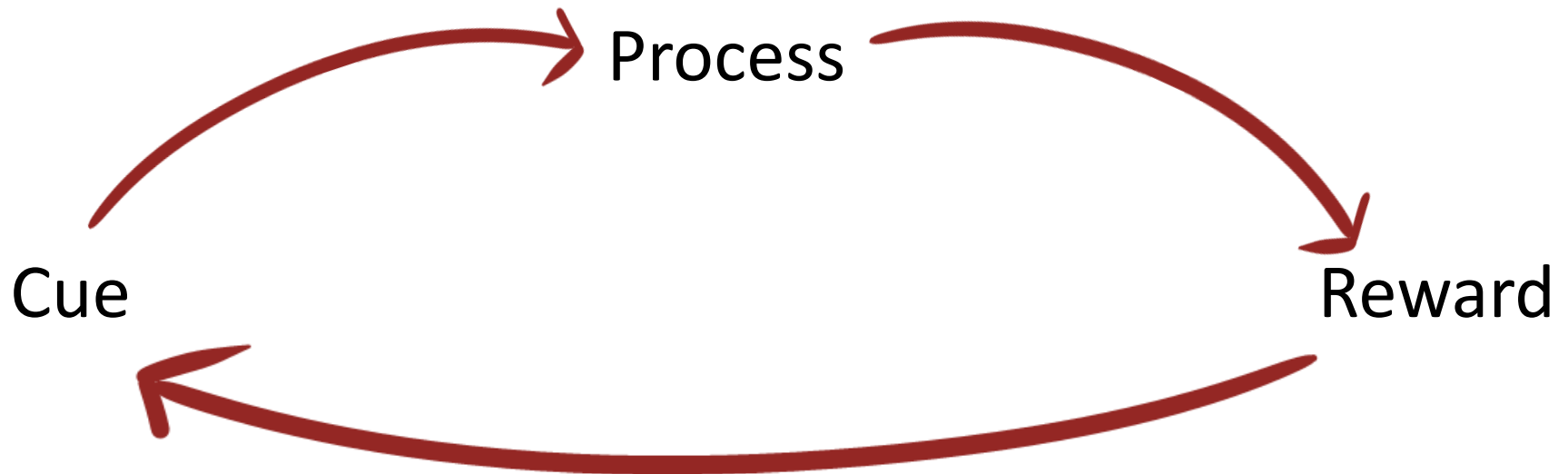


The Habit Loop



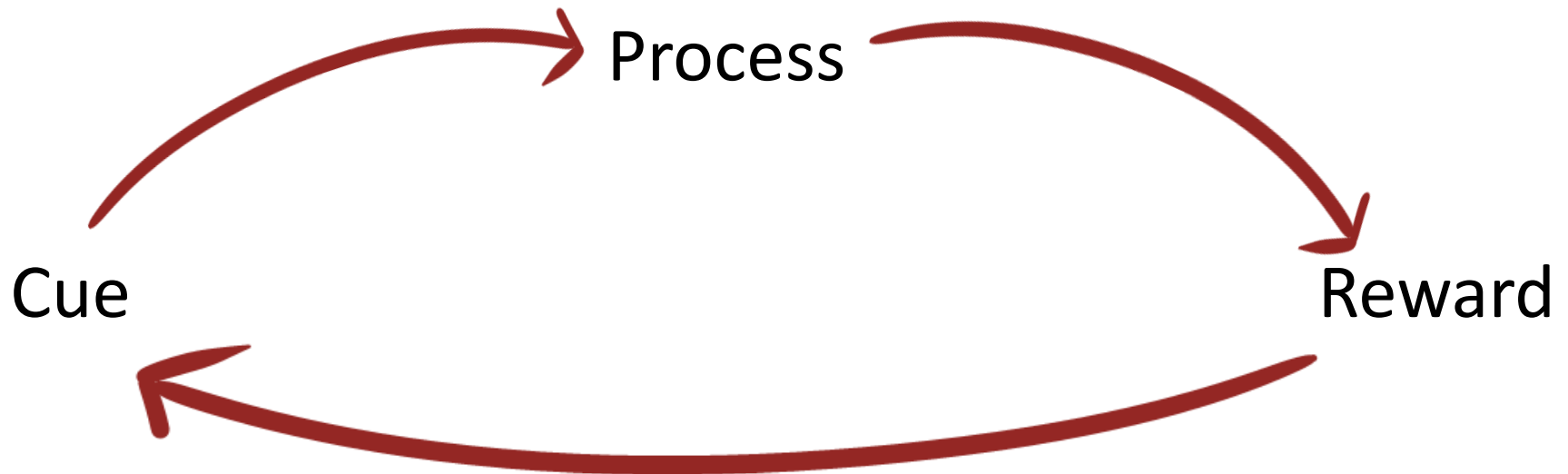
How to change a habit?

The Habit Loop



What's a tempting distraction for you?
What's the cue for that distraction?

The Habit Loop



“If I’m busy, then I’m valuable.”

“If I stay informed, I’ll be safe.”

From *How to Invest Your Time Like Money*

Time Investment Success

$$\begin{array}{ccc} \text{External} & & \text{Internal} \\ \text{Commitments/} & + & \text{Commitments/} \\ \text{Expectations} & & \text{Expectations} \end{array} \leq 24 \text{ hours} - \text{Self care}$$

Time Debt Stress

$$\begin{array}{ccc} \text{External} & & \text{Internal} \\ \text{Commitments/} & + & \text{Commitments/} \\ \text{Expectations} & & \text{Expectations} \end{array} > 24 \text{ hours} - \text{Self care}$$

<https://hbr.org/2015/02/a-formula-to-stop-you-from-overcommitting-your-time>

Energy



Tony Schwartz

“Our most fundamental need is to spend and renew energy. We breath in, and we breathe out.”



Energy



We must spend and renew



Sleep

How many hours
of sleep would
you say you get,
on average?



Sleep

University of Chicago study

What people said: 7.5 hours



Sleep

University of Chicago study

What people said: 7.5 hours

Actual: 6.1 hours



Sleep

University of Chicago study

What people said: 7.5 hours

Actual: 6.1 hours

U.S. Average: 6.5 hours



“We now know that 24 hours without sleep or a week of sleeping four or five hours a night induces an impairment equivalent to a blood alcohol level of .1%.

We would never say, 'This person is a great worker! He's drunk all the time!' yet we continue to celebrate people who sacrifice sleep for work.”

Sleep researcher Charles Czeisler
Harvard Medical School



Sleep

"Like a drunk, a person who is sleep-deprived has no idea how functionally impaired he or she truly is. ***Most of us have forgotten what it really feels like to be awake.***"

Sleep researcher Charles Czeisler
Harvard Medical School



Sleep

- **Most people** need between **7 and 9** hours
- **Benefits**
 - ✓ Improves brain function
 - ✓ Reduces likelihood of diseases
 - ✓ Helps maintain weight
 - ✓ Reduces accidents



Pulsing

Find a way to take a
break of some sort
every 90 minutes



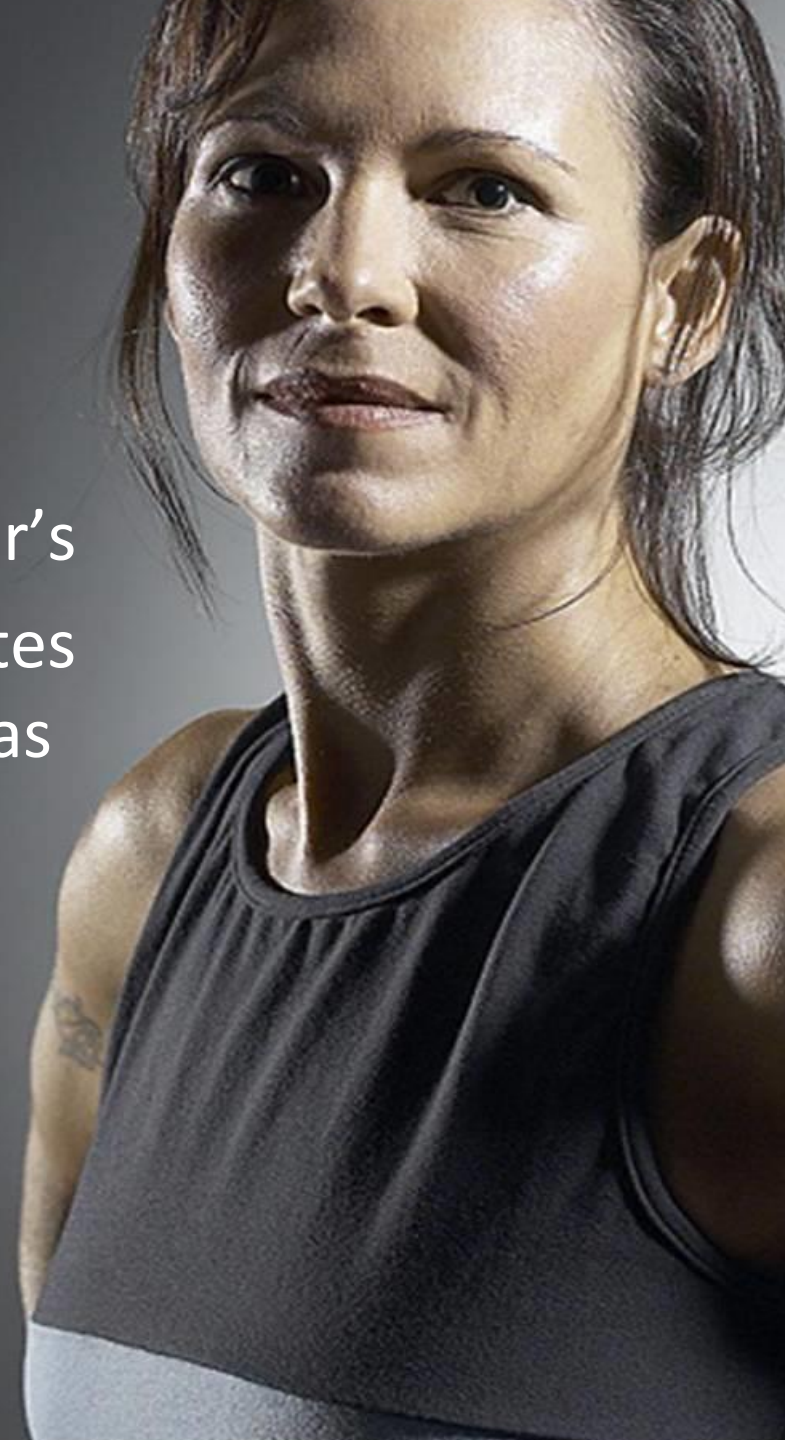
Exercise

- **How Much We Move Matters**
 - ✓ Strength
 - ✓ Balance
 - ✓ How we look
 - ✓ How we feel
 - ✓ How we think
 - ✓ How we function



Exercise

- **Regular exercisers**
 - ✓ Reduce likelihood of Alzheimer's
 - ✓ Vigorous exercise 30-45 minutes 3x a week can be as effective as anti-depressant drugs for depression
 - ✓ Including strength training is enormously beneficial



Sitting is the New Smoking

Study involving over 100,000 U.S. adults found that those who sat for more than six hours a day had up to a 40 percent greater risk of death over the next 15 years than those who sat for less than three hours a day.

Most importantly, this effect occurred *regardless of whether the participants exercised.*



Source: <http://aje.oxfordjournals.org/content/172/4/419.abstract>

Exercise

- **Ideas**
 - ✓ Stand up or walking meetings
 - ✓ Standing or walking breaks
 - ✓ Standing desks
 - ✓ Use a pedometer or activity tracker



Foundation of Your Performance

- **We're too willing to sacrifice ourselves physically. Set goals related to:**
 - ✓ **Sleep**
 - ✓ **Rest**
 - ✓ **Exercise**
 - ✓ **Eating**



Applying the Learning

Identify one or more renewal goals

(e.g. average 7 or more hours of sleep, exercise at least x times per week, go for a walk over lunch twice a week)



Focus

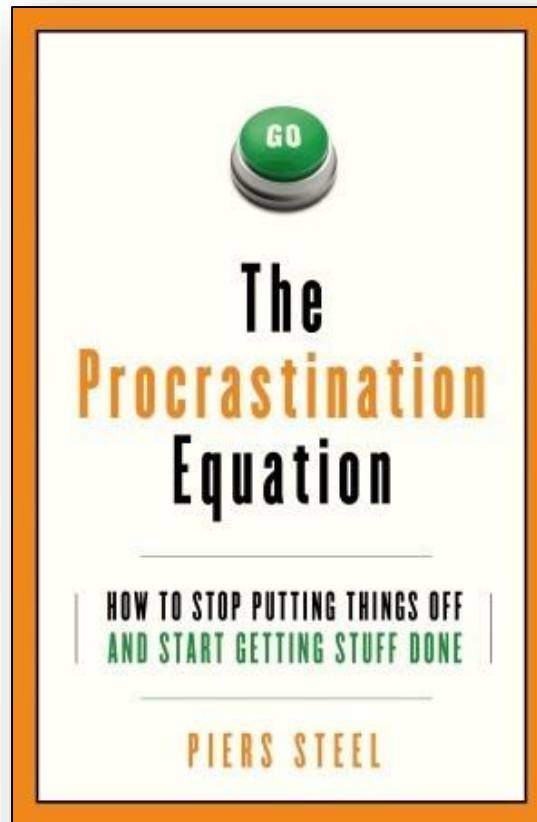
- It's one thing to identify a need and come up with a plan.
- It's another to stick with it!

Key: We often need new habits or models

The Procrastination Equation

How to Stop Putting Things Off and Start Getting Stuff Done

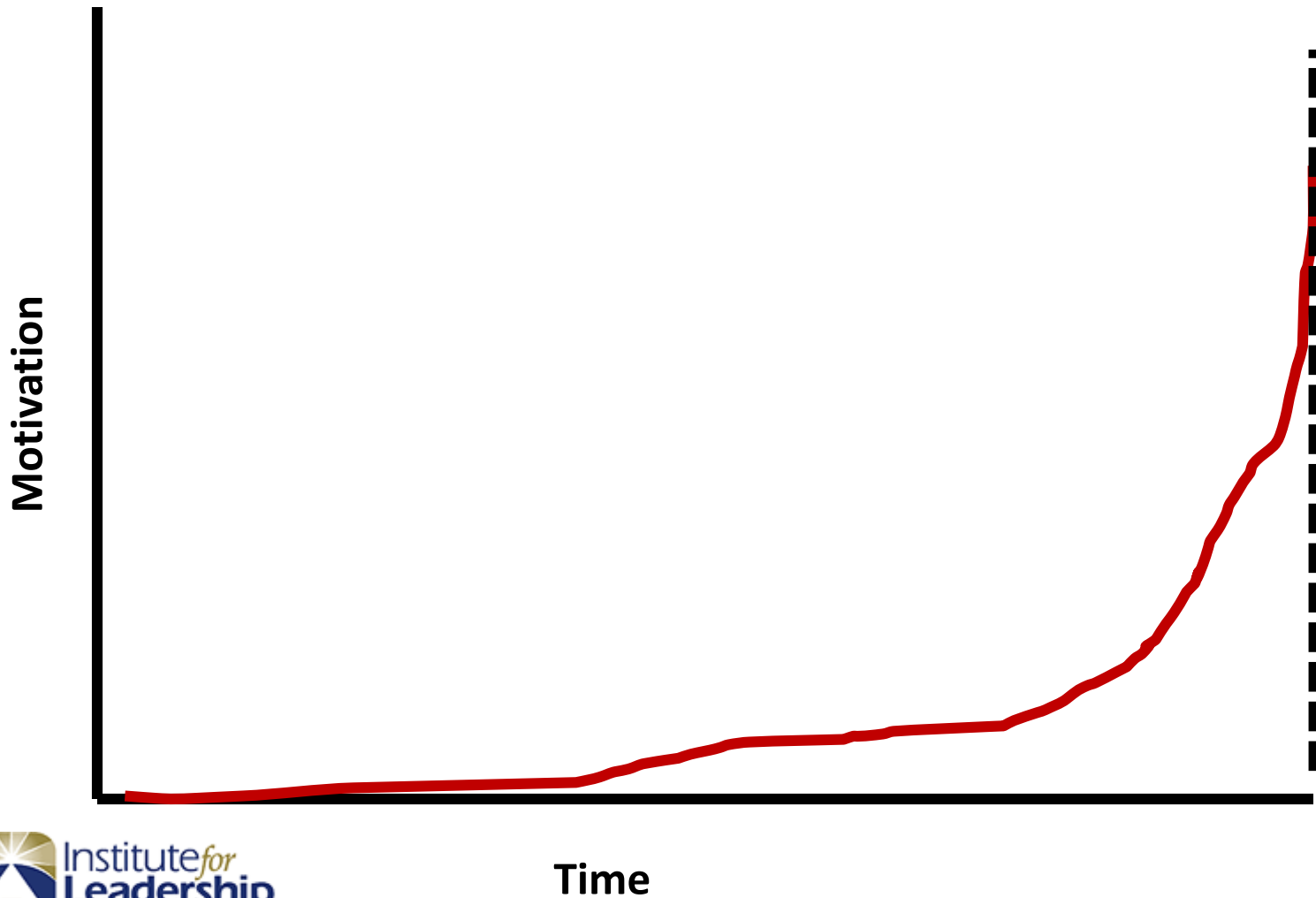
Piers Steel



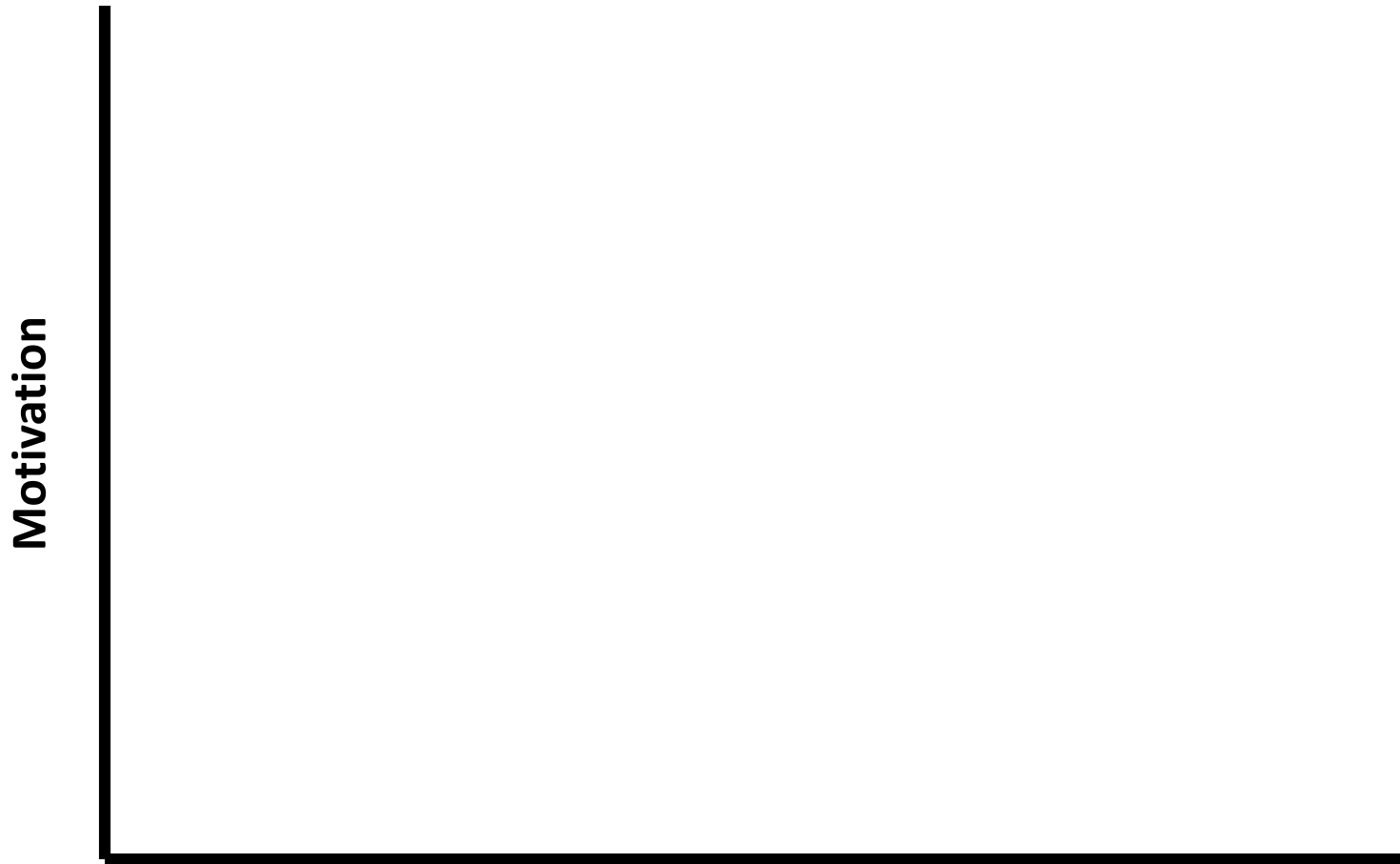
When the Work Gets Done



When the Work Gets Done



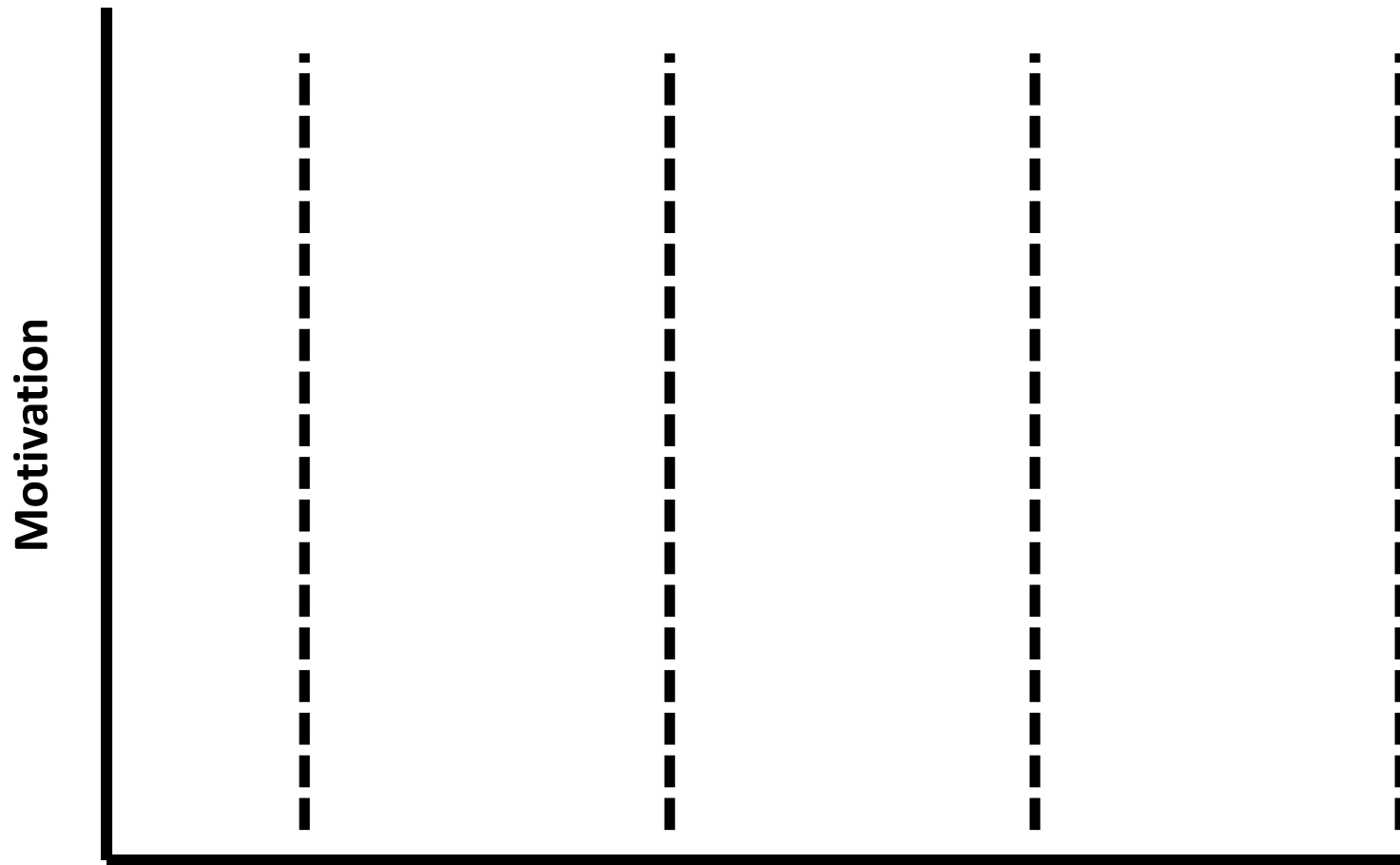
When the Work Gets Done



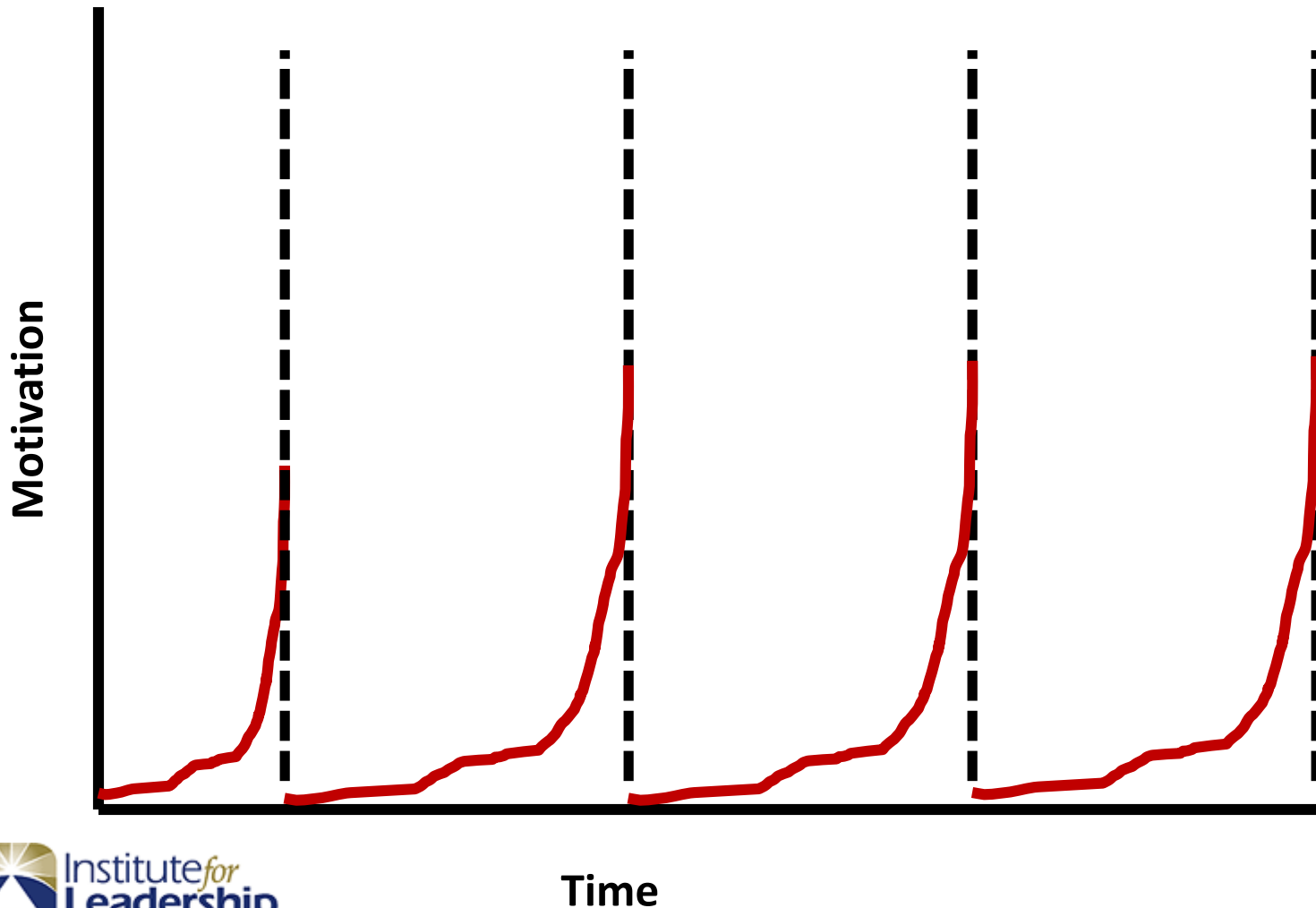
When the Work Gets Done



When the Work Gets Done



When the Work Gets Done









**If you don't take responsibility for your time,
others are glad to do it for you!**



Interruptions



Interruptions

What are some of your biggest interruptions?



Interruptions

What are some of your
biggest interruptions?

How often?



Interruptions

What are some of your
biggest interruptions?

How often?

Every 3 minutes



Interruptions

What are some of your
biggest interruptions?

How often?

Every 3 minutes

44% of time: it's us!



Interruptions

**Managers get a
higher % of external
interruptions**

44% of time: it's us!



Interruptions

On average, it takes
over 20 minutes to
resume what we were
doing before the
interruption

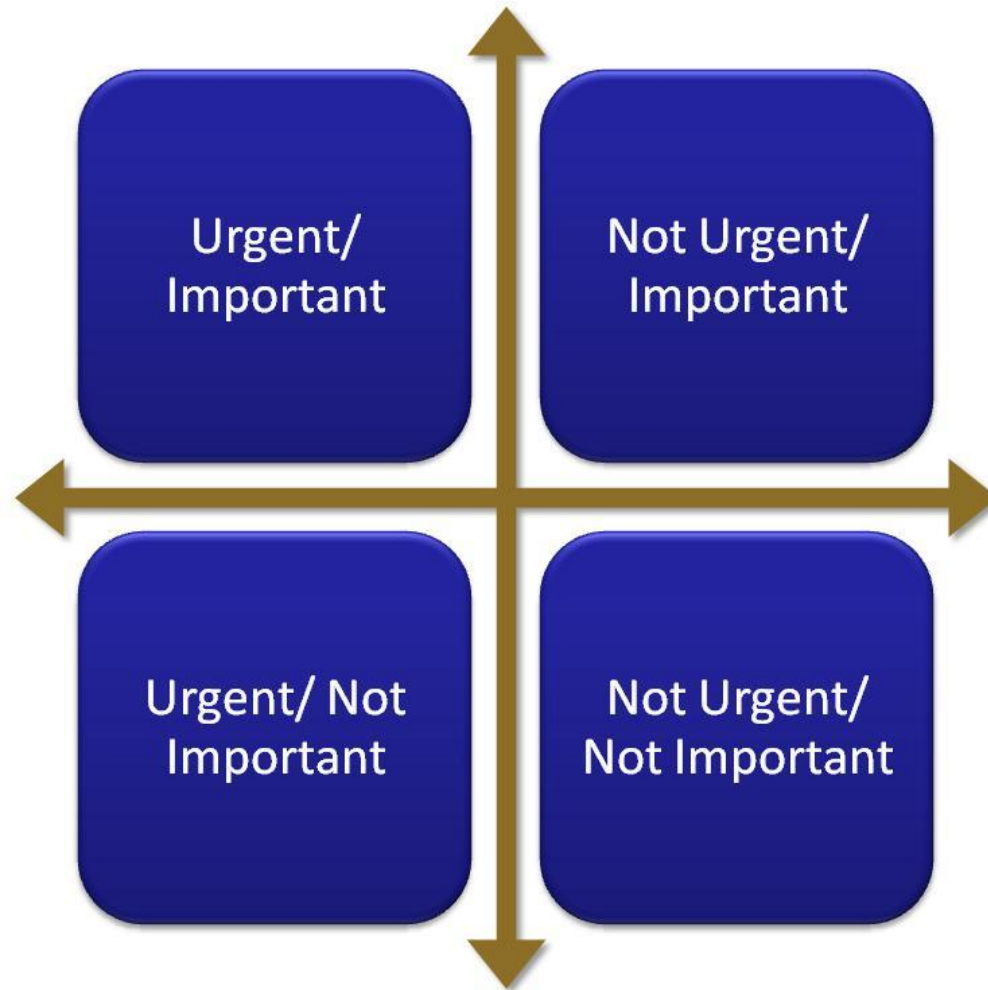


Traditional Time Management

- Master to-do list
- Categorize as A's, B's, and C's
 - ✓ Do your A's first, then your B's, then
- Carry over undone items to the next day

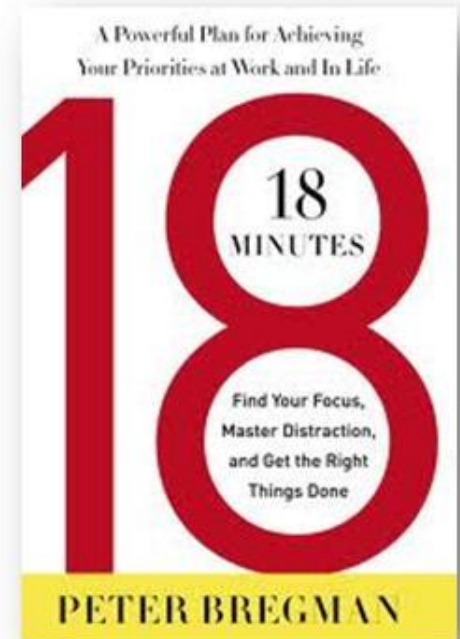


Urgent/Important Matrix



Peter Bregman *18 Minute Model*

- **Morning (5 minutes)**
 - ✓ Before you turn on the computer
 - ✓ Fill out 6 Box To-Do List based on annual priorities
- **Each hour (1 minute each hour)**
 - ✓ Have watch, phone, or computer ring hourly
 - ✓ At the beep, take a deep breath
 - ✓ “Am I doing what I most need to do right now?”
 - ✓ “Am I being who I most want to be right now?”
- **Evening (5 minutes)**
 - ✓ Review the day.
 - ✓ What did I learn? Who do I need to thank? Ask a question? Successes? Challenges?



Stickk.com

The screenshot displays the Stickk.com website interface. At the top, the logo "stickk" is accompanied by the tagline "Set your goals & achieve them!". Navigation links for "How It Works", "About Us", "FAQ", "LOGIN", and "SIGN UP" are visible. A search bar prompts the user to "I commit to" followed by a dropdown menu for "Select your Goal..." and a "GO" button.

The main banner features a silhouette of a person jumping over a mountain range, with the text "SET YOUR GOALS & ACHIEVE THEM" overlaid on a graphic of two crossed arrows.

Below the banner, a four-step process is outlined:

1. SELECT YOUR GOAL
2. SET THE STAKES (OPTIONAL)
3. GET A REFEREE
4. ADD FRIENDS FOR SUPPORT

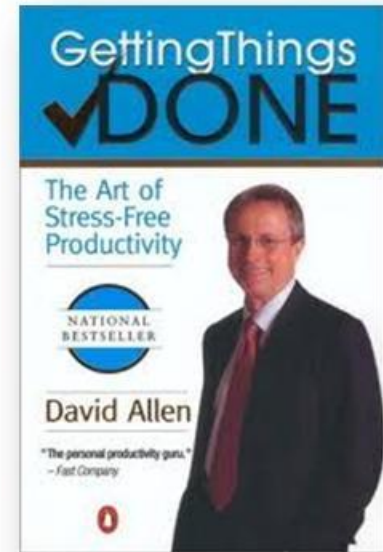
The page is divided into three columns:

- Who's stickKing:** Lists users and their goals, such as "NicoDr" (20h a week), "trader" (pay 250 plus / month on student debt), "Procrastinator10" (To write a minimum of 1000 words a day), "marinc" (no contact with Miku out of own), and "WARRIORIKING" (Core 4).
- In the news:** Features logos for TIME, FOX NEWS, NBC, CBS NEWS, FT FINANCIAL TIMES, and The New York Times, with a "more" button.
- The numbers:** Displays statistics: \$22,177,786 dollars on the line, 280,469 commitments created, 732,179 workouts completed, and 12,598,858 cigarettes not smoked.

Additional sections include "Success Stories" with a testimonial from Susan and a search bar for "stickK users and Contracts!". A "Follow stickk" button with a Twitter icon is also present.

David Allen's *Getting Things Done*

- **Organize to-do's by context**
 - ✓ Calls, Errands, Office, Home
- **Out of your mind, onto a list!**
 - ✓ Waiting For's
 - ✓ Things to recall, such as gift ideas, movies, books, jokes
 - ✓ Someday/Maybe
- **Regular review of lists**
 - ✓ As you have time during the day
 - ✓ Weekly



Selected Apps to Support New Habits

- **Todoist.** To-do tracker
- **Toggl.** Time tracker
- **Wunderlist.** To-do tracker
- **Evernote.** Your notes, everywhere
- **RescueTime.** How do you spend your time?
- **StayFocusd.** Put time limits on websites
- **Habitica.** Time management, gamified

Learning to Say....

NO!

Why do we say *Yes*
when the better answer
would be *No*?



Why We Say Yes

- Author Greg McKeown suggests
 - ✓ **Social awkwardness.** It seems better to please than to disappoint.
 - ✓ **The belief there's no other option.** Intellectually we may know we have a choice, but emotionally it feels there are no other options.



Greg McKeown
Author

Why We Say Yes

- Author Greg McKeown advice?
 - ✓ **Separate the decision from the relationship.** Answer, “What is the best decision?” Then, “How can I communicate this as best as possible?”
 - ✓ **Watch for *Have to* language.** “I have to go.” “I have to do this myself.” Widen your options. Try “I choose to” instead of “I have to”.



Greg McKeown
Author

Learning to Say....

- **Express your wish to help (with an explanation, if necessary)**

- ✓ “I'd like to do that for you. I'm not taking on new projects at the moment. Why don't we consider other options?”
- ✓ “Yes, I would love to be able to help. With the other important projects I'm working on I would not be able to get that done on time.”

- **Offer an alternative**

- ✓ “I won't be able to do it. Let me show you how to do it.”
- ✓ “I see you need help. Roberta might be better for the job.”

NO!



Learning to Say....

NO!

- **Admit your limitations**

- ✓ “I don't have enough experience in this area to be able to help you.”
- ✓ “I'm not comfortable with that.”

- **Offer to do it later**

- ✓ “I can't help you now. Let's look at next week.”
- ✓ “I wouldn't be able to start that for 2 weeks. Is that OK?”



Learning to Say....

NO!

- **Offer to do a part of the task**

- ✓ “I can't take the entire task on. Why don't we determine if there is one part of the task that I could help you with?”

- **Ask for the priority**

- ✓ “I'm in the middle of several projects. Which one would be best to set aside to do this?”
- ✓ “I'm fully booked working on _____. I'd be happy to do what you're asking. Which project would be best to put off until later?”



Learning to Say....

NO!



- **Use a delay tactic to buy time**
 - ✓ “Can I get back to you? I need to check my schedule.”
 - ✓ “Can you stop by later? I’m unable to commit right now.”
- **Put some responsibility back on them**
 - ✓ “Could you put that in writing, including the due date and key outcomes? I will review it with my manager.”
 - ✓ “Yes, I can do that. Here is what I need from you.”

Learning to Say....

NO!

- **Smile and say “No”**

- ✓ “No. Thank you for asking.”

- **Remember**

- ✓ Your words, vocal tone, and body language need to be aligned or you will be giving *mixed messages*.

- ✓ Remain calm.

- ✓ Be persistent.



Managing Your Time & Commitments

- Start by taking care of yourself
- Commit to getting out of time debt
- Start developing habits that help instead of hinder
- Try out some of the ideas

**What's an example
of something that
was helpful in
today's session?**



It's Time to Act

“We change our behavior when the pain of staying the same becomes greater than the pain of changing. Consequences give us the pain that motivates us to change.”



Dr. Henry Cloud
Clinical Psychologist
and Author