

**Time
Management for
Cadets
(and Commandants, too!)**

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- At this talk you will learn to:**
- Clarify your goals and achieve them
 - Handle people and projects that waste your time
 - Be involved in better delegation
 - Work more efficiently with your leaders
 - Learn specific skills and tools to save you time
 - Overcome stress and procrastination
- ★ = really important point
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Remember that time is money

Ben Franklin, 1748
Advice to a young tradesman

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Outline

- Why is Time Management Important?
- Goals, Priorities, and Planning
- TO DO Lists
- Desks, paperwork, telephones
- Scheduling Yourself
- Delegation
- Meetings
- Technology
- General Advice

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Why Time Management is Important

- “The Time Famine” -- people are always saying they are starved for more time.
- Bad time management = stress
- This is life advice

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The Problem is Severe

By some estimates, people waste about 2 hours per day. Signs of time wasting:

- Messy desk and cluttered (or no) files
- Can't find things
- Miss appointments, need to reschedule them late and/or unprepared for meetings
- Volunteer to do things other people should do
- Tired/unable to concentrate

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Hear me Now, Believe me Later

- **Being successful doesn't make you manage your time well.**
- **Managing your time well makes you successful.**

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Set Goals, Identify Priorities and Ensure Planning to achieve them

- **Why am I doing this?**
- **What is the goal?**
- **Why will I succeed?**
- **What happens if I chose not to do it?**

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The 80/20 Rule

**80% of what we do is really trivial;
only 20% is really critical**

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Inspiration

“If you can dream it, you can do it”
Walt Disney

- Disneyland was built in 366 days, from ground-breaking to first day open to the public.

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Planning


- Failing to plan is planning to fail
- Plan Each Day, Each Week, Each Semester
- You can always change your plan, but only once you have one!

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TO Do Lists

- Break things down into small steps
- Like a child cleaning his/her room
- Some suggest doing the ugliest thing first
- For others, tackling a bunch of very small, easy tasks first gives a greater sense of accomplishment
- Know yourself and figure out which of the two methods works best for you

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The four-quadrant TO DO List 

	Due Soon	Not Due Soon
Important	1	2
Not Important	3	4


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DOGBERT'S LAW OF BUREAUCRATIC GRIDLOCK

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Paperwork

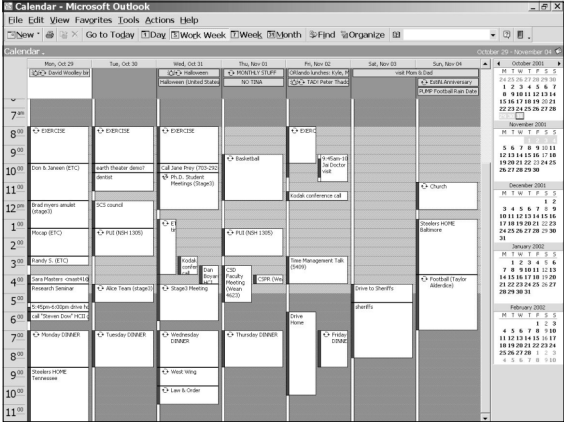
- Clutter is death; it leads to thrashing. Keep desk clear: focus on one thing at a time
- A good file system is essential, even for a middle or high school cadet
- Have files for each class, cadet event, etc.
- Touch each piece of paper once
- Touch each piece of email once; your inbox is not your TODO list



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Telephone: I know, this one's hard for teenagers :)

- Keep calls short; stand during call
- Start by announcing goals for the call
- Don't put your feet up
- Have something in view that you're waiting to get to next; tell the other person "I've got to go do my homework."

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Scheduling Yourself

- You don't find time for important things, you make it
- Everything you do is an opportunity cost; it costs you time, so make sure it it worth it.
- Learn to say "No"
- "I'll do it if nobody else steps forward" or "I'll be your deep fall back," but you have to keep searching.

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Everyone has Good and Bad Times

- Find your creative/thinking time. Defend it ruthlessly, spend it alone, maybe at home.
- Find your dead time. Schedule meetings, phone calls, and mundane stuff during it.

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Interruptions

- 6-9 minutes, 4-5 minute recovery – five interruptions shoots an hour
- You must reduce frequency and length of interruptions (turn phone calls into email)
- E-mail noise on new mail is an interruption -> **TURN IT OFF!!**



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Cutting Things Short

- “I’m in the middle of something now...”
- Start with “I only have 5 minutes” – you can always extend this
- Stand up, stroll to the door, complement, thank, shake hands
- Clock-watching; on wall behind them

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Time Journals

- It’s amazing what you learn! Use one to keep track of everything you do and how much time is productive vs. wasteful
- Monitor yourself in 15 minute increments for between 3 days and two weeks.
- Update every .5 hour: not at end of day

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TIME LOG

TOTAL	ACTIVITY	BUSINESS FUNCTION	NOTES
7:00-7:15			
7:15-7:30			
7:30-7:45			
7:45-8:00			
8:00-8:15			
8:15-8:30			
8:30-8:45			
8:45-9:00			
9:00-9:15			
9:15-9:30			
9:30-9:45			
9:45-10:00			
10:00-10:15			
10:15-10:30			
10:30-10:45			
10:45-11:00			
11:00-11:15			
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11:30-11:45			
11:45-12:00			
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12:30-12:45			
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2:45-3:00			
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3:15-3:30			
3:30-3:45			
3:45-4:00			
4:00-4:15			
4:15-4:30			
4:30-4:45			
4:45-5:00			

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TIME LOG			ACTIVITY	BUSINESS FUNCTION	NOTES
TOTAL	ACTIVITY	BUSINESS FUNCTION			
7:00-7:15					
7:15-7:30					
7:30-7:45					
7:45-8:00					
8:00-8:15	X		ARRIVING		
8:15-8:30	X		DISCUSSING MEET		
8:30-8:45	X		OFFICE		
8:45-9:00	X	X	OFFICE		
9:00-9:15					
9:15-9:30	X		OFFICE		
9:30-9:45	X		OFFICE		
9:45-10:00	X		OFFICE		
10:00-10:15					
10:15-10:30	X		OFFICE		
10:30-10:45	X		OFFICE		
10:45-11:00	X		OFFICE		
11:00-11:15	X	X	OFFICE		
11:15-11:30	X		OFFICE		
11:30-11:45	X	X	OFFICE		
11:45-12:00	X		OFFICE		
12:00-12:15					
12:15-12:30	X	X	OFFICE		
12:30-12:45	X		OFFICE		
12:45-1:00	X		OFFICE		
1:00-1:15	X	X	OFFICE		
1:15-1:30	X		OFFICE		
1:30-1:45	X		OFFICE		
1:45-2:00	X		OFFICE		
2:00-2:15	X	X	OFFICE		
2:15-2:30	X		OFFICE		
2:30-2:45	X	X	OFFICE		
2:45-3:00	X		OFFICE		
3:00-3:15	X	X	OFFICE		
3:15-3:30	X		OFFICE		
3:30-3:45	X		OFFICE		
3:45-4:00	X	X	OFFICE		
4:00-4:15	X		OFFICE		
4:15-4:30	X	X	OFFICE		
4:30-4:45	X		OFFICE		
4:45-5:00	X	X	OFFICE		

Using Time Journal Data

- What am I doing that doesn't really need to be done?
- What am I doing that could be done by someone else?
- What am I doing that could be done more efficiently?
- What do I do that wastes others' time?

Procrastination

“Procrastination is the thief of time”

Edward Young
Night Thoughts, 1742

Balancing Act

“Work expands so as to fill the time available for its completion”

Parkinson’s Law
Cyril Parkinson, 1957

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Avoiding Procrastination

- **Doing things at the last minute is much more expensive than just before the last minute**
- **Deadlines are really important: establish them yourself!**

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Delegation

- **No one is an island**
- **You can accomplish a lot more with help**
- **As a cadet leader, you have to decide who among your subordinates can handle delegated tasks**
- **Delegation to the right people can be wonderful**
- **Delegation to a “flake” can be very stressful and not worth the trouble**


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Delegation is not dumping

- Grant authority to the person to accomplish the task; ultimately it is still your responsibility, but have them feel as though they are responsible to you.
- Concrete goal, deadline, and consequences.
- Treat your people well


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Challenge People

- People rise to the challenge: You should delegate “until they complain”
- Communication Must Be Clear: “Get it in writing” – Judge Wapner
- Give objectives, not procedures 
- Tell the relative importance of this task

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Meetings: You will have many more of them as you go up through the ranks

- Average executive: > 40% of time
- Lock the door, unplug the phone
- Shoot for a maximum of 1 hour
- Prepare: there must be an agenda
- Minutes: an efficient way to keep track of decisions made in a meeting: who is responsible for what by when?; get these sent out to all participants within an hour after the completion of the meeting 

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E-Mail Tips



- Save all of it; no exceptions
- If you want somebody to do something, make them the only recipient. Otherwise, you have diffusion of responsibility. Give a concrete request/task and a deadline.
- If you really want somebody to do something, CC someone powerful.
- Nagging is okay; if someone doesn't respond in 48 hours, they'll probably never respond. (True for phone as well as email).

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General Advice



- **Unplug your Tv and Cd/DVD players**
when you have important tasks to accomplish
- **Eat and sleep and exercise.**
Above all else!

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General Advice

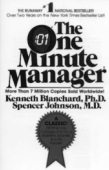


- **Never break a promise, but re-negotiate them if need be.**
- **If you haven't got time to do it right, you don't have time to do it wrong.**
- **Recognize that most things are pass/fail.**

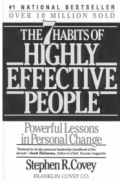
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Recommended Readings

- **The One Minute Manager**, Kenneth Blanchard and Spencer Johnson, Berkeley Books, 1981, ISBN 0-425-09847-8



- **The Seven Habits of Highly Effective People**, Stephen Covey, Simon & Schuster, 1989, ISBN 0-671-70863-5



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Action Items



- Get a day-timer (or PDA) if you don't already have one
- Start keeping your TODO list in four-quadrant form or ordered by priorities (not due dates)
- Do a time journal, or at least record number of hours of television/week
- Make a note in your day-timer to revisit this talk in 30 days. At that time, ask yourself "What behaviors have I changed?"

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