Managing your time; Managing your life.

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Agenda
- Time management and you
  - What is it?
  - Why is it important?
  - How do I train myself?
- Time management and your students
  - How can I train my students to manage their time better?
- Important tools, tips and quotes

What is time management?
- Macan et al. (1990):
  - setting goals and priorities
  - use of mechanics (e.g., lists)
  - preference for an organized workplace
  - perceived control of time
- Problem solving is an important coping strategy that can reduce, minimize, or prevent stress
- Considered “cognitive” coping (as opposed to emotional or social coping)

What is time management?
- First determine needs and wants
- Rank them in terms of importance
- Set goals to achieve the needs or wants
- Prioritize tasks necessary to achieve goals

Measurement:
Sets goals and priorities
- breaks down tasks
- reviews goals
- reviews activities
- sets deadlines
- increases task efficiency
- keeps long-term goals
- sets short-term goals
- evaluates daily schedule
- completes priority tasks
- sets priorities
- uses waiting time
- handles letters & memos
- sorts mail daily
- avoids interruptions
- schedule time daily

Mechanics of time management
- makes a list of things to do
- carries appointment book
- writes reminder notes
- keeps daily log
- carries notebook
- schedule events weekly
- days too unpredictable
- recordkeeping
- scheduling in wasted time
- forgets about lists made
- sets out clothes nightly
- organizes paperwork
- leaves clean workspace
Measurement: Attitude toward disorganization
- disorganized
- messy workspace
- doesn’t preplan tasks
- doesn’t prioritize tasks

Measurement: Perceived control of time
- overwhelmed by tasks
- involved in small details
- takes on too many tasks
- underestimates time
- unimportant tasks
- can’t keep schedule
- unable to say no

Why might time management tactics be important?
- Job characteristics model:
  - Autonomy in a job is one of the most motivational characteristics (and increases job satisfaction)
  - Often even more so than pay
- Locus of control:
  - Internal locus of control results in stability and satisfaction
  - Personality traits are important to consider

Why is time management important in medical education?
- When implementing evidence-based medicine, senior staff must be good at time management (Brit Med Jnl)
- General practitioners feel they do not practice as effectively because of lack of time

Why is time management important in medical education?
- Time management is even more important because of changing medical demographics (e.g., family responsibilities)
- Increased administrative burdens have decreased time with patients and coworkers
- Teach time management to enhance patient/doctor relationship (role modeling)
  - Jnl Gen Int Med, 1999

Why is time management important in medical education?
- Time management in nursing:
  - Routinization of tasks and proper prioritizing were most important
- Clinician-educators state a need to learn time management skills (n=54)
  - Annals of Internal Medicine
Why is time management important in medical education?

- Social support can actually be detrimental to medical student performance
- May be more helpful to teach time management as a cognitive coping skill
  - Academic Medicine (1994)

What do we know about time management?

- Time management behaviors buffered academic stress (Misra & McKean, 2000)
- Linked to satisfaction, performance, reduced stress, and reduced somatic health complaints through perceived control over time (similar to locus of control, or autonomy) (Macan, 1994).
- Time management behaviors predicted GPA 4 years later even more than SAT scores did (Britton & Tesser, 1991)

Time management and work-family conflict

- Preference for organization and setting priorities led to perceived control, with reduces FIW, WIF and increases health and satisfaction
- Thus, time management serves as a family supportive and work supportive behavior enacted by the individual, which serves to reduce conflict
  - Adams & Jex, 1999

Time management and attitudes toward time itself

- Polychronicity: the extent to which people prefer to engage in two or more tasks or events simultaneously (rather than linearly planning)
  - Time as continuous and smooth
  - Time as structured and purposive
    - Kaufman-Scarborough & Lindquist, 1999

Time management and attitudes toward time itself

- Time is linear/structure:
  - Don’t like interruptions
  - Plan more
  - Will put off an activity if possible
- Time is continuous/elastic:
  - Feel they can meet their daily goals more easily
  - Can integrate activities into current structure of day
- Manage time differently
  - Different set of goals
  - Linear vs. task might not be appropriate for everyone
  - Polychronous might be better adjusted to high-pressure jobs

Time Management Training

- Time management training increases time spent in activities identified by subjects as high priority (e.g., completing projects and reading books; Macan, 1994)
- Training affects setting goals
  - Which then affects use of lists, etc. and influences one’s preference for organization
  - Which then makes people feel they have more control over their time
  - Which then increases satisfaction, decreases stress, and decreases somatic symptoms
So, how do we train ourselves?

- Time management exercise
  - How can we adjust this to fit our personal situations?
- Set goals
  - What types of goals?

Time management attributes specific to medical education

- Curriculum development
- Direct teaching
- Supervision
- Keeping current in the literature
- Patient care (forced to see more patients and less time)
- Administrative work

What types of goals?

- Goal-setting theory: one of the most predictive theories of motivation (and performance) in management
  - S. (specific)
  - M. (measurable)
  - A. (attainable)
  - R. (relevant)
  - T. (timely)

What to keep in mind when training

- How do we approach time in general?
  - Polychronicity vs. Monochronicity
- Locus of control (internal vs. external)
- Gender, age, maturity
  - Females greater time-management skills, older (more mature) students report greater time-management skills (Misra & McKean, 2005; Trueman & Hartley, 1996)

When interacting with others

- Joint time management techniques
  - Set goals together, create lists, joint monitoring
- Training and advising your students/employees
  - Teach them how to set goals and approach organization appropriately
  - Treat each person as an individual (no “one” right way)
  - This individual consideration can serve to increase perceptions of you as a leader as well

Practical tips for teaching how to make the day more productive!
Why? Practice, teach and model

- Skill every occupation highlights as important
- Skill that enhances other skills (communication, technical literacy, multitasking, leadership, interpersonal skills, etc.)
- The outcomes are measurable and rewarding

Rewarding… Sayings to explain point!

- *Unknown Author*
  Time is money
- *Unknown Author*
  There is no future like the present
- *Martha Woder*
  It’s how we spend our time here and now, that really matters. If you are fed up with the way you have come to interact with time, change it.
- *Unknown Author*
  Today is none of how you are spending your 1,440 beautiful moments, and spend them wisely.
- *W. Scot Teck*
  Until you value yourself, you will not value your time. Until you value your time, you will not do anything with it.
- *Unknown Author*
  Today is a smooth white seashell, hold it close and listen to the beauty of the hours.

Rewarding…

- *Sara Peckham*
  Realize that now, in this moment of time, you are creating. You are creating your next moment. That is what’s real.
- *Leo Tolstoy*
  You are writing the story of your life one moment at a time.
- *Brian Tracy*
  Your greatest resource is your time.
- *Henry David Thoreau*
  You cannot buy time without losing liberty.
- *Samuel Smiles*
  Lost wealth may be replaced by industry, lost knowledge by study, lost health by temperance or medicine, but lost time is gone forever.
- *Jack Sparkhat*
  When the time is right, you just got to do it.
Additional quotes...

- Bonnie Prudden: You can't turn back the clock. But you can wind it up again.
- Lee Iacocca: If you want to make good use of your time, you've got to know what's most important and then give it all you've got.
- Laozi: One huge valuble thing a man can spend.
- Jorge Luis Borges: Time is the substance from which I am made. Time is a river which carries me along, but I am the river. I am a tiger that devours me, but I am the fire. Iam the tiger; it is a fire that consumes me, but I am the fire.
- Josh Billings: Time is like money, the less we have of it to spare the further we make it go.

Just a few more quotes

- Louis E. Boone: I am definitely going to take a course on time management... just as soon as I can work it into my schedule.
- Anthony Robbins: Once you have mastered time, you will understand how true it is that most people overestimate what they can accomplish in a year and underestimate what they can achieve in a decade.
- John Randolph: Time is at once the most valuable and the most perishable of all our possessions.
- Robert Orben: Time is a river. It's up to you to be the navigator.
- Marcia Wieder: When we are doing what we love, we don’t care about time. For at least at that moment, time doesn’t exist and we are truly free.

Why, how, why?: Practice

- Practice – if you cannot give personal examples, it is hard to teach and model “how to set goals, prioritize, meet deadlines, and eliminate “time robbers”.
- Exercise: Using the Time Management Exercise Sheet
  - Review the list and rank the items listed
  - Record how much time do you give those items in a week

WHERE ARE YOU?

www.phdcomics.com
How? Practice, teach and model

- Self-Assess yourself
  (http://mindtools.com/pages/article/newHTE_88.htm)
- Discover great resources
  - 216,600 books (Google)
  - Workshops around the world
  - Free Podcasts
    (http://www.youtube.com/watch?v=otugissqCT0) or Transcript to this talk
    (http://www.alico.org/Randy/timetalk.htm)

How? Practice, teach and model

- Free PowerPoints
  (www.astd.org/content/publications/ASTDPress/TimeManagement)
- General Tips
  - Your undergraduate website
  - Internet search

Questions?

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