

**Attitude About Your Environment****HO 3-1**

What is your attitude toward control? Review the statements along the continuum honestly, then plot yourself on the line to represent how you feel about your environment today.

I can control  
nothing in my  
environment.

I can control  
a few things  
in my  
environment.

I have control  
over a lot of  
things, but  
there are many  
things I have no  
control over.

I can control  
most of the  
things in my  
environment.

I can control  
everything  
in my  
environment.



## **Ways to Say "No"**

**HO 5-1**

**Use your schedule**

**Tell them why not**

**Be honest, but firm**

**Provide options**

**Know why before saying "yes"**

**Don't feel obligated**



# Sample Daily Time Log

**HO 6-1**

Name: <u>Sam</u> Day <u>Tuesday</u> Date <u>10/5</u>			Interruptions		
Time	Activity	Importance	Phone	Other	Nature
7:00		1 2 3 4 5			
		1 2 3 4 5			
7:30	Drive to office	1 2 3 4 5			
	" "	1 2 3 4 5			
8:00	Coffee - Read WSJ - Talk to Jim	1 2 3 4 5			
	about fishing trip	1 2 3 4 5			Tom-meet for lunch
8:30	Open email and mail	1 2 3 4 5			Various
	Staff meeting - wait for Fred who is	1 2 3 4 5			
9:00	15 minutes late	1 2 3 4 5			Boss called about budget
	" "	1 2 3 4 5			
9:30	" "	1 2 3 4 5			
	Answer email and letters	1 2 3 4 5			Jim-project problem
10:00		1 2 3 4 5			Fred- apology Attorney
	Discuss projects with assistant	1 2 3 4 5			Cathy-report Boss appt
10:30	Call PG about project mtg.	1 2 3 4 5			Jim-policy question
	Return 4 calls - 3 not in	1 2 3 4 5			Asst.-lost file
11:00	Start on summary report	1 2 3 4 5			Asst-UPS del. Fred
	Crisis on Fred's project	1 2 3 4 5			
11:30	Work on summary report	1 2 3 4 5			Dentist appt. reminder
	" "	1 2 3 4 5			
12:00	Lunch	1 2 3 4 5			
	" "	1 2 3 4 5			
12:30	" "	1 2 3 4 5			
	" "	1 2 3 4 5			

**Sample Daily Time Log Questions****HO 6-3**

1. Analyze Sam's time log. What is he doing right? What is he doing wrong?

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2. How much of Sam's time is spent on high priority things?

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3. Indicate the urgency of each activity in Sam's time log.

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4. For each activity, indicate whether it was controlled by Sam or someone else.

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5. What could you suggest to help Sam use his time more efficiently?

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6. What is the difference between analyzing Sam's time log and analyzing your own time log?

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# Daily Time Log

**HO 6-4**

Name _____ Day _____			Date _____		
Time	Activity	Importance	Interruptions		
			Phone	Other	Nature
7:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
7:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
8:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
8:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
9:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
9:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
10:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
10:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
11:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
11:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
12:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
12:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			



# Daily Time Log

**HO 6-5**

Name _____ Day _____			Date _____		
Time	Activity	Importance	Interruptions		
			Phone	Other	Nature
1:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
1:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
2:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
2:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
3:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
3:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
4:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
4:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
5:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
5:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
6:00		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			
6:30		<b>1 2 3 4 5</b>			
		<b>1 2 3 4 5</b>			

**Analyzing Your Time Log****HO 6-6**

1. What went right today? Why?
2. What went wrong today? Why?
3. What time did you start on your top priority task? Why? Could you have started earlier in the day?
4. What patterns and habits are apparent from your time log? What tendencies?
5. Did you spend the first hour of your day doing important things?
6. What was the most productive period of your day? Why?
7. What was the least productive period of your day? Why?
8. What accounted for most of your interruptions?
9. What were the reasons for the interruptions?
10. Which of these interruptions can be controlled, minimized, or eliminated?
11. What were your three biggest timewasters today?
12. How might you eliminate your three biggest timewasters?
13. How much of your time was spent on high-value activity?
14. How much of your time was spent on low-value activity?
15. What did you do today that could have been eliminated?
16. What activities could you spend less time on and still obtain acceptable results?
17. What activities needed more time today?
18. What activities could be delegated? To whom?
19. Beginning tomorrow, what will you do to make better use of your time?



# Time Summary

Activities, Functions, Roles	Total Time	Percent of Time	Comments

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**Planning Guidelines****HO 7-1**

Ask these six questions as you plan both work load and time allotment:

<b>WORK PLAN</b>	<p><b>Results</b></p> <p>What do I expect to accomplish...on this project...during this week...today?</p> <p><b>Activities</b></p> <p>What will I have to do to get those results?</p> <p><b>Priorities</b></p> <p>What are the priorities involved?</p>
<b>TIME PLAN</b>	<p><b>Timing</b></p> <p>How much time will each activity require?</p> <p><b>Schedule</b></p> <p>When will I do each activity?</p> <p><b>Flexibility</b></p> <p>How much flexibility must I allow for the unexpected things I can't control?</p>



## Sample Weekly Plan

## HO 7-2

<b>RESULTS/GOALS</b> (what I plan to have accomplished by the end of the week)	<b>Date:</b>		
1. Complete preparation for Personnel Committee meetings 2. Finish first draft of performance report 3. Review cost estimates for West bldg.			
Activities (required to accomplish objectives)	Priority	Time Needed	Day
Meet with Personnel Director to plan agenda	1	1 hr	Mon
Review report and pension plan recommendations with actuaries for presentation to Personnel Committee	2	2 hrs	Mon
Review final agenda to set times	5	.5 hr	Wed
Brief Board Member before meeting	6	2 hrs	Fri
Meeting at bank with Pension Trust Officer	3	2 hrs	Tues
Briefing with Accounting on data display	4	1 hr	Wed
Review format of report with PR staff	1	1 hr	Mon
Review all department reports	2	6 hrs	Mon
Dictate first draft of report	3	2 hrs	Tues
Edit first draft	4	1 hr	Wed
Finalize draft of report	6	1 hr	Thurs
Discuss report draft with Boss	5	1 hr	Wed
Meet with Controller to review costs	1	2 hrs	Tues
Meet with Bldg committee and architects	3	8 hrs	Thurs
Walk through and visit with employees of units to be remodeled	2	2 hrs	Wed
Misc time for problem areas found during visits	4	3 hrs	Fri
<b>Total</b>		<b>35.5</b>	

### Questions:

- Does this appear to be a good plan for the week, or do you see any potential problems?

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- If it's not possible to do everything, where would you start cutting from this plan?

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**Sample Daily Plan** **HO 7-3**

Date:	Priority	Time Needed	Done	
Meet with Personal Director	3	1 hr	<input type="checkbox"/>	7:00
Review pension plan	2	2 hrs	<input type="checkbox"/>	7:15
Meet with PR staff	4	1 hr	<input type="checkbox"/>	7:30
Review dept reports	1	4 hrs	<input type="checkbox"/>	7:45
			<input type="checkbox"/>	8:00 Review pension plan
Dictate Smith letter	7	5 min	<input type="checkbox"/>	8:15
Call bank	5	10 min	<input type="checkbox"/>	8:30 ↓
Call Betty	6	15 min	<input type="checkbox"/>	8:45 ↓
Trip expense report	8	15 min	<input type="checkbox"/>	9:00
			<input type="checkbox"/>	9:15
			<input type="checkbox"/>	9:30 Call bank
			<input type="checkbox"/>	9:45
			<input type="checkbox"/>	10:00 Call Betty
			<input type="checkbox"/>	10:15
			<input type="checkbox"/>	10:30
			<input type="checkbox"/>	10:45
			<input type="checkbox"/>	11:00 Meet Pens. Dir.
			<input type="checkbox"/>	11:15 ↓
			<input type="checkbox"/>	11:30 ↓
			<input type="checkbox"/>	11:45 ↓
			<input type="checkbox"/>	12:00 Review pension
			<input type="checkbox"/>	12:15
			<input type="checkbox"/>	12:30 ↓
			<input type="checkbox"/>	12:45 ↓
			<input type="checkbox"/>	1:00 Lunch
			<input type="checkbox"/>	1:15 ↓
			<input type="checkbox"/>	1:30 ↓
			<input type="checkbox"/>	1:45 ↓
			<input type="checkbox"/>	2:00
			<input type="checkbox"/>	2:15
			<input type="checkbox"/>	2:30 Smith letter
			<input type="checkbox"/>	2:45 Expense report
			<input type="checkbox"/>	3:00
			<input type="checkbox"/>	3:15
			<input type="checkbox"/>	3:30
			<input type="checkbox"/>	3:45
			<input type="checkbox"/>	4:00 Meet PR staff
			<input type="checkbox"/>	4:15 ↓
			<input type="checkbox"/>	4:30 ↓
			<input type="checkbox"/>	4:45 ↓
			<input type="checkbox"/>	5:00
			<input type="checkbox"/>	5:15 Dept. reports
			<input type="checkbox"/>	5:30
			<input type="checkbox"/>	5:45 ↓
			<input type="checkbox"/>	6:00
<b>Notes:</b> Try to fit in some dept. reports during day – maybe close door once or twice				Evening Dept. reports

**Questions**

1. How well does this daily plan and schedule allow for unexpected events?

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2. How should you handle unexpected events that are not on your daily plan and schedule?

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3. Crises and unexpected events do not upset your plan. They only upset your schedule. Explain this statement.

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**Weekly Plan** **HO 7-4**

<b>RESULTS/GOALS</b> (what I plan to have accomplished by the end of the week)		<b>Date:</b>	
<b>Activities (required to accomplish objectives)</b>	<b>Priority</b>	<b>Time Needed</b>	<b>Day</b>



**Daily Plan**

**HO 7-5**

Date:			
Item	Priority	Time Needed	Done
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NOTES:

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5:45	
6:00	
Evening	



## Sample Interruption Record

**HO 9-1**

Kate Wilson is the personnel director of a manufacturing firm with about 400 employees. She shares an administrative assistant with one other executive. She also has many interruptions. In an effort to gain more control of her time, she has kept a record of all her interruptions for one day. Analyze the data she collected and identify specific problem areas.

<b>T = Telephone Calls</b>				<b>Day:</b>			
<b>V = Visitors</b>				<b>Date:</b>			
T V	Time		Total Time	Who	Purpose: What was discussed and accomplished?	Value	How to shorten?
	Begin	End					
T	8:51	9:01	10	Fred	Question about wage policy	A (B) C	
V	9:15	9:23	8	Liz	Question about benefits	A (B) C	
T	9:26	9:40	14	Dave	Newspaper ad	A B (C)	
V	9:38	9:53	15	Dick	Benefits question	A (B) C	
V	9:54	9:57	3	Mary	Dentist apt. will leave early	A B (C)	
T	10:18	10:28	10	Fred	Asked status empl. Ben. Branch	A (B) C	
T	10:31	10:38	7	Dave	Newspaper ad	A B (C)	
T	10:50	11:01	11	Fred	Suggested mtg to explain benefits	A B (C)	
V	11:30	11:58	28	Boss	Reorganization plan	(A) B C	
V	12:00	12:09	9	Bonnie	Pay scale question	A (B) C	
T	1:15	1:32	17	Reporter	Lay-off rumor	A (B) C	
T	1:45	1:54	9	Boss' admin	Bugging me again about budget	A B (C)	
T	2:00	2:12	12	Julie	ASPA meeting next week	A B (C)	
V	2:20	2:42	22	Fred	Performance problem in his unit	A (B) C	
T	2:27	2:32	5	Tom	Wants mtg to plan future empl. needs	(A) B C	
T	2:33	2:40	7	Kiwanis	Want donation	A B (C)	
V	3:05	3:20	15	Henry	Say hello	A B (C)	
V	3:25	3:45	20	Andy	Life insurance question	A (B) C	
T	3:30	3:38	8	Prf. Dens	Wants me to talk to his class	A B (C)	
T	3:50	4:00	10	Jenny	Can't find her piano book	A B (C)	
V	4:02	4:16	14	Jim	Benefits question	A (B) C	
T	4:09	4:13	4	Karen	Hospital benefits	A (B) C	
T	4:21	4:28	7	Fred	Changes in asst. job description	A B (C)	
T	4:30	4:48	18	George	Talked about his day	A B (C)	
T	4:55	5:00	5	Ken C.	Friend's son looking for work	A B (C)	
T	5:10	5:31	21	Boss	Talked about budget cuts	(A) B C	



## Handling Interruptions

HO 9-2

### To keep visitors from monopolizing your time:

- Consider priorities. Some interruptions are important but many are routine.
- Keep visits short.
- Keep the discussion focused and on track.
- Meet outside of your office.
- Go see them. When you're the visitor, it's easier to control the length of the visit.
- Use routine appointments to bunch together items and address them all in one visit.
- Rearrange your furniture so you don't face the door or the traffic flow.
- Manage your "open-door policy" wisely.

### To manage telephone interruptions:

- Analyze how often your day is interrupted by unexpected phone calls and develop an approach for handling them.
- Screen calls.
- Plan your calls and have information at hand.
- Set preferred times to make and receive calls.
- Move past small talk quickly.
- Use timers to remind you of the amount of time you've spent on the phone.
- End the call when necessary.



**Interruption Record** **HO 9-3**

<b>T = Telephone Calls</b>					<b>Day:</b>		
<b>V = Visitors</b>					<b>Date:</b>		
T V	Time		Total Time	Who	Purpose: What was discussed and accomplished?	Value	How to shorten?
	Begin	End					
						A B C	
						A B C	
						A B C	
						A B C	
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