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Paul A. Barefield is Professor Emeritus, Department of Communication, University of Louisiana at Lafayette. His B.A. is from Howard College (now Samford University), with the M.A. and Ph. D. from L.S.U. He has taught at Moorhead State University (Minnesota), University of Oklahoma and UL Lafayette, with additional course offerings at LSU, Univ. of Maryland, Univ. of Delaware, Rutgers Univ. and Tulane Univ. He has over 50 published papers and professional presentations and has directed over 40 master's theses and doctoral dissertations. He is a past President of the American Communication Association and has served on the editorial board of numerous professional journals. He has over 40 years of consulting and training experience with all levels of government, business and industry in the U.S. and Europe. He is a member of Kappa Phi Kappa and Omicron Delta Kappa and is listed in the Directory of American Scholars, the Dictionary of International Biography and Who's Who in America. The Paul A. Barefield Professorship in Communication at UL Lafayette was created to recognize his service to the University.
Time Management Outline

I. Identification of Major Timewasters
   A. Job Imposed Timewasters
   B. Self Imposed Timewasters
   C. External vs. Internal Causes
   D. Suggestions to Control or Eliminate These Timewasters

II. Identify Time Management Myths
    A. Activity
    B. Decision Level
    C. Delegation
    D. "Open Door Policy"

III. How to Manage Time Through Effective Delegation
     A. Advantages of Delegation
     B. Reasons Managers Hesitate to Delegate
     C. Reasons Supervisors Resist Delegated Tasks
     D. Six Types of Delegation Behavior

IV. Time Demands of Workers on their Supervisors
    A. Dangers of Upward Delegation
    B. Motivational Needs of Workers
       1. Control
       2. Relate
       3. Avoid

V. Prioritizing and Planning
    A. PERT—Progressive Evaluation & Review Techniques
    B. Planning for Contingencies
    C. CPM—Critical Path Method

VI. Time Management and Productivity
    A. Efficiency
    B. Effectiveness
    C. Product vs. Service Organization

VII. Keeping a Time Log
     A. Daily To-do List
     B. Ann Lurkin's Suggestions
     C. Alec McKenzie's Suggestions
TIME PERCEPTIONS

Our time perceptions are formed by physical, biological, human, and organization experiences. For the most part the experiences are complementary. Occasionally, the demands and presence of one interfere with those of another. Much of our problems with the use of time arise from such conflicts.

The conflict of personal time with organizational needs is common enough. Sometimes the choice is limited to working late or taking work home. In such cases personal time is eroded. Conflicts also appear between satisfying lower, biological needs, and higher, human aspirations. Experts in organizational analysis have reported that organizations are often structured to deal with the lower needs. Today's employees, however, are demanding different satisfactions (money is not enough) for their time.

Time in its most familiar form is measured by clocks and calendars. This is its most physical and quantifiable form. But even this basic notion can be misleading. People speak of saving time. Nevertheless, time cannot be stored or for that matter wasted. Each minute passes in turn, and no one can hasten or delay their movement. You cannot waste time. You can waste talent and imagination, you can waste your opportunities, and you can waste the present and thereby the future. The only thing you can waste is life.

Human time is often called history. It is measured by events: births, graduations, marriages, anniversaries. Human time is further divided into technical (devoted to work), personal (devoted to growth and relaxation), and management (a special type of technical). Management time involves planning, scheduling, organizing, and budgeting activities. Everyone, not only managers, spends time managing. Labor saving devices, methods improvement, and specialization of tasks are attempts to improve the use of technical time. Since much of the early interest in time management was concentrated on technical time, many persons have tried to apply principles which were successful there to the other aspects of life. Little League Baseball can be managed until the kids have no fun.

Human time is filled with individual perceptions. Some people want to grow, to take chances; others want to play it safe. Obviously, risk takers are not the best judges of what is the best use of the cautious person's time. Each person usually is the best judge of the use of their own time.

Organizational time is impersonal. It does not deal with personalities. It is not affected by physical or natural laws such as jet lag. It is not fixed. It can be quite elastic. Its beginnings and endings are arbitrary, and organization time can become the source of much unnecessary contention when it collides with human time.

The attitudes and beliefs one has about time generally reflect the impression time has made on the person.
Potential Time Wasters

The following items have been identified as potential time wasters by experts in time management. Place a check mark beside each item that affects you personally.

____ Visitors  ____ Lack of concentration
____ Junk mail  ____ Procrastination
____ Red tape  ____ Poor reading habits
____ Mistakes  ____ Lack of information
____ Fatigue  ____ Telephone calls
____ Late decisions  ____ Scheduled meetings
____ Snap decisions  ____ Unscheduled meetings
____ Socializing  ____ Ineffective management
____ Interruptions  ____ Untrained personnel
____ Pet projects  ____ Lack of priorities
____ Low morale  ____ Crisis management
____ Overoptimism  ____ Inadequate filing systems
____ Outside demands  ____ Inconsistent administration
____ Too many reports  ____ Unclear objectives
____ Poor procedures  ____ Poor listening
____ No direction  ____ Overcommitment
____ Interference  ____ Perfectionism
____ Oversupervision  ____ Fear of failure
____ Unrealistic goals  ____ Poor use of staff
____ Unnecessary travel  ____ Pessimism
____ Lack of delegation  ____ Saving things you don't need
____ Unnecessary criticism  ____ Throwing away things that you will need later.
____ Forgetfulness
Circle the word which describes your actions best. If the statement does not apply to you, leave the response section blank.

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<thead>
<tr>
<th>RESPONSES</th>
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<tr>
<td>Often</td>
<td>1. I do the A's first.</td>
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<td>Sometimes</td>
<td>2. I do the unpleasant jobs at the time of day when I am at my best.</td>
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<td>3. I prepare a daily to-do list.</td>
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<td>4. I bunch together similar activities (writing letters, answering phone calls).</td>
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<td>5. I set aside additional time for unscheduled tasks.</td>
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<td>6. I provide time for keeping up to date with changes in my field.</td>
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<td>7. I handle each piece of paper only once.</td>
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<td>8. I use subordinates to their fullest capacity.</td>
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<td>9. I do not allow telephone calls to interrupt meetings.</td>
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<td>Often</td>
<td>10. I use the principle of the vital few and trivial many in managing my time.</td>
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<td>Sometimes</td>
<td>11. I try to maintain a positive attitude and do not let small problems annoy me.</td>
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<td>Rarely</td>
<td>12. I capitalize on my strengths and use my staff to compensate for my weaknesses.</td>
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<td>Often</td>
<td>13. I try to anticipate problems before they occur.</td>
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<td>Rarely</td>
<td>15. I confer with the affected members of my staff before giving any of them time-consuming tasks.</td>
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<td>16. I document the important aspects of assignments, such as progress dates and due dates.</td>
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Today's Goals

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OPTIMUM DELEGATION

Principles of Delegating

Careful selection of jobs or assignments to delegate

A clear view of the limits of 'optimum' delegation (task assignments on one hand, abrogation on the other)

Detailed planning and establishment of priorities

Knowledge of delegates' capabilities and characteristics

Selection of proper delegatee

Establishment of goals and objectives for delegated tasks

An understanding and agreement on Standards of Performance

Agreement on areas of no delegation

Provision for support as needed (volunteered and when requested)

Assessment of results and correction of errors

Encouragement of independence

Rewards of recognition where justified

Acceptance of methods other than those preferred by the delegator

Establishment of trust and mutual understanding

Obstacles to Delegating

Inability of delegatee to handle the job (actual inability)

Lack of confidence in delegatee (perceived inability) in judgment, attitudes, respect of others, etc.

Fear of competition from delegates

Loss of credit or recognition by delegator

Exposure of weakness of delegator

Lack of time for instructions and training
Optimum Delegation (Cont'd)

Desire of delegator to do the particular job himself
Belief by delegator that he is delegating adequately
Perfectionism
Political realities

Obstacles to Acceptance of Responsibility

Tendency to ask the boss rather than to work it through
Fear of criticism, especially when it is often not fully warranted
Lack of necessary information
Lack of adequate resources
Lack of self-confidence
Lack of adequate incentives or existence of negative incentives (the eager-beaver syndrome, for instance)
A feeling that the boss always wants his way anyhow

Best Conditions for Delegation

Delegates are physically distant.
Delegator is absent frequently.
Workloads are heavy.
There are many tight deadlines.
The organization is young and vigorous with emphasis on problem solving.
Standards of Performance are attainable and fair.
The delegator feels personally secure.
A favorable environment exists which emphasizes development, growth, innovation, creativity and human dignity.
A great deal of mutual trust exists at all levels of the organization.
DEGREES OF DELEGATION

Many managers feel that once a delegation has been made, the decision has passed completely out of their hands. For this reason they resist delegating.

In reality, delegation of the decision-making authority is passed along with the accountability for results. Authority can be delegated in differing degrees, however. You will entrust certain subordinates with more authority than others.

The nature of some assignments will dictate that you hold onto greater or lesser degrees of authority. Particularly in becoming comfortable with the idea of delegating you may want to go into it gradually, delegating greater degrees of authority as you develop.

Five degrees of delegation have been defined:

1. Take action—no further contact with me necessary.
2. Take action—let me know what you did.
3. Look into problem—let me know what you intend to do; don’t take action until I approve.
4. Look into problem—let me know alternative actions, include pros and cons of each and recommend one for my approval.
5. Look into problem—report all the facts to me; I’ll decide what to do.
38 years have passed since Alec Mackenzie wrote his best selling book, *THE TIME TRAP*.

At that time, he listed the following time traps:

1. Management by crisis
2. Telephone interruptions
3. Inadequate planning
4. Attempting too much
5. Drop-in visitors
6. Ineffective delegation
7. Personal disorganization
8. Lack of self-discipline
9. Inability to say no
10. Procrastination
11. Meetings
12. Paperwork
13. Leaving tasks unfinished
14. Inadequate staff
15. Socializing
16. Confused responsibility and authority
17. Poor communication
18. Inadequate controls and progress reports
19. Incomplete information
20. Travel

In 2013, what would you list as your top 5 time traps?

1.

2.

3.

4.

5.
SOME SUGGESTED READINGS ON TIME MANAGEMENT

J. Morgenstern, TIME MANAGEMENT FROM THE INSIDE OUT

A. Mackenzie, THE TIME TRAP

D. Allen, GETTING THINGS DONE

S. R. Covey, THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

A. L. Andrews, TELL YOUR TIME

M. Linenberger, TOTAL WORKDAY CONTROL USING MICROSOFT OUTLOOK

T. Ferris, THE 4-HOUR WORKWEEK

B. Tracy, EAT THAT FROG! 21 WAYS TO STOP PROCRASTINATING AND GET MORE DONE IN LESS TIME

K. Leland and K. Bailey, TIME MANAGEMENT IN AN INSTANT

J. Freeman, THE TYRANNY OF E-MAIL
We work in the most distraction-prone workplace in the history of mankind. We can be reached on the phone, by fax, instant message, Facebook, text message, cellular phone, letter, and occasionally in person. Throughout the day, for many people and especially for the very busy, the various channels and machines are blinking and beeping like an ambulance trying to cross a busy intersection at rush hour. In 2006, one study found that the average U.S. office worker was interrupted eleven times an hour. The cost of these interruptions in which e-mail plays a large role, runs close to $600 billion in the United States alone.

John Freeman, THE TYRANNY OF E-MAIL

- "We have become dependent upon a machine that cannot sense our physical strain and has no intuitive knowledge of our limits..."
- "Many people spend a fifth of their waking life before the machine; what is it telling them?"
- "What can I do to get a better balance between my work and my family?"
- Plan and schedule media-free time every day.
- Remember that you are the only one that can determine the best use of your time. Her timewaster may be your entertainment or mode of relaxation.
- Do it now.
- A to-do list that does not focus on action is useless.
- Does this have to be done? What would happen if it were not done?
- "if it is worth doing,...."
- "If you want it done right....."
- What is your most productive time of day?
- When do most of your interruptions occur and from whom?
- It is all about how to manage your boss.