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Time Management

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What is Time Management?

- Setting **priorities**
- **Planning** your time to accomplish those priorities
- Managing your time to **implement your plan**

A Curated List of Time-Management Books:

Connections: Quadrant II Time Management. A. Roger Merrill & Rebecca R. Merrill.

First Things First. Stephen Covey, A. Roger Merrill & Rebecca R. Merrill.

Major take-homes for me:

- Most important step in time management is to figure out where you want to go. Being efficient is much less important.
- Organize your planning into your personal and professional roles, no more than seven.
- One mandatory role is “Sharpening the Saw”--developing and maintaining skills.
- Plan on a weekly basis. Longer is too long to capture what’s happening now. Daily will leave you too caught up in the moment.
- Give yourself no more than three tasks per role per week. You may do more, but holding yourself accountable for more can drive you crazy.
- Warning: Some will find religious overtones in these books.

Seven Habits of Highly Effective People. Stephen Covey.

Major take-homes for me:

- “First Things First”—Do the most important things first.
- “Begin with the End in Mind”—Figuring out before you start where you want to go with a task or set of tasks will save you lots of time.
- Divide activities into four quadrants with a factorial of Urgent and Important.
 - Do the Urgent/Important first, and Not Urgent/Important second.
 - Do the Urgent/Unimportant only if you must.
 - Try to avoid doing the Not Urgent/Unimportant.
- Warning: Some will find religious overtones in this book.

Getting Things Done. David Allen.

Major take-homes for me:

- Reduce your stress levels by capturing all you need to do on lists.
- Break complex tasks down into action steps.
- Do a weekly review of where you are and where you need to go over the next week.
- If it’s worth doing and takes less than 2 minutes, do it now.

Making Work Work. Julie Morgenstern.

Major take-homes for me:

- Email can eat you alive. Do your real work first. Only check email a couple of times per day.
- “Dance close to the revenue line”—This is obviously aimed at business. The academic version is to give priority to tasks that bring in money (grants; publications will also bring you money via promotion).

- Add time-needed to your to-do list. This will help you pick out quick tasks when you have limited time.

The Hamster Revolution. Mike Song, Vicki Halsey, & Tim Burress.

Major take-homes for me:

- Send less email, and you will receive less email. A corollary is to almost never “reply all.” Another corollary is to use bcc: when emailing lots of people.
- Clear your email inbox only a couple of times per day. Deal now with emails you can handle in 1-2 minutes. Make a list of the rest, and save them in an Action file.
- Finish yesterday’s email before you start with today’s.

How to Write A Lot. Paul J. Silvia.

Major take-homes for me:

- To succeed as an academic, you must write a lot: papers and grants.
- To write a lot, you must schedule writing time weekly, preferably every day, and stick to it.

The Goal. Eliyahu M. Goldratt, Jeff Cox

Major take-homes for me:

- We all work in systems, and systems have rate-limiting steps, or bottlenecks.
- Anticipate the bottlenecks, so that they don’t slow you down.
- Don’t be a bottleneck. If people who work for you need your input to get something done that you want done, prioritize their work ahead of yours.

How We Learn. Benedict Carey

Major take-homes for me:

- Quiz yourself to recall what you have learned, from scratch. Waiting a couple of days is best.
- Switch up the environment where you learn or study.
- Break up your study over several sessions. Don’t cram because you will forget quicker.
- Take a break (or a walk) when you hit a hard spot—your mind keeps incubating.
- Break up your study over several sessions—your mind keeps incubating.
- Mix different kinds of learning tasks up, and you will do better on each.
- Use visual techniques, like defensive-driving software, to speed complex learning.
- Sleep on it, as much as you can. Your mind keeps processing.

A Mind for Numbers. Barbara Oakley

- Working memory is very finite and can handle only a few items; long-term memory is practically infinite and essential to our learning of new information and putting it to use. One task of time management is facilitating the consolidation from working memory to long-term memory.
- Walks can aid of consolidation of learning into long-term memory.
- Take advantage of “pomodoros,” intense 25-minute sessions where you focus solely on a single topic. This works really well for twice-daily email sessions and for paper-writing.
- Break big projects down into small, doable tasks that you chip away at every day. During the down-time between sessions, your sub-conscious continues to make progress.
- Similarly, break learning or memorizing into small sessions over multiple days. The recall and repetition help learning and memorization.

A Review of the Time-Management Literature:

Claessens, B. J., Van Eerde, W., Rutte, C. G., & Roe, R. A. (2007). A review of the time management literature. *Personnel Review*, 36(2), 255-276.

- Defined time management as “behaviors that aim at achieving an effective use of time while performing certain goal-directed activities”.

- Reviewed 32 studies of time-management and time-management training.
- Concluded that time-management positively affects:
 - Time estimation and spending time on high-priority tasks
 - Academic performance of students—grades as well as study-habits scores (effects on work performance more mixed)
 - Perceived control of time, job satisfaction, and health (while decreasing job-induced tension, strain, and psychological distress).

My System—A Work-in-Progress That Works for Me

- Select your personal and professional roles (up to seven), and organize your planning around these.
 - Selecting these the first time took me at least a couple of hours.
 - Getting these “right” took me months of trial and error.
- For each role, choose up to three 5-year goals—write these down.
 - If you do this right, you need not update these more than every 2 years.
- Every 6 months, for each role, choose up to three 6-month objectives—write these down.
 - This will take at least a couple of hours.
 - Hold yourself accountable for these by tallying your success rate every 6 months. I have never completed all of mine.
 - Don’t forget to include the stuff that you have to do (e.g., teach a course or write a progress report for a grant) as well as the stuff you would like to do.
- Every week, for each role, develop a list of up to three action tasks and schedule them by day of the week.
 - Use software—I use Remember The Milk, which works on all platforms.
 - Keep in mind Covey’s quadrants—what’s urgent and important?
 - Break down complex tasks into specific action items.
 - You can do more than three, of course, but planning for three forces you to set priorities.
 - Only in rare weeks do I get everything done.

December 2014

Goals and Objectives, by end of June 2015(I lead the items in **bold** letters below)

Goals, 5 years	Objectives, by June 2015	Done?
Author: papers (AJPM, PCD)		
<ul style="list-style-type: none"> • One first-authored paper per year • Three other papers per year 	<ul style="list-style-type: none"> • <u>Pending manuscripts</u> 	
Chronic disease prevention (ACS 5% ; ARCNW 2.5%; DOH 5%, HBP 5%, HL R01 5%; WHRN 10%)		
<ul style="list-style-type: none"> • Develop, test a policy-focused, sustainable model for employment-based health promotion • Bring clinical and community practice together for chronic disease control in WA 	<ul style="list-style-type: none"> • <u>ACS CEOs AZ, 2 others</u> • <u>HBP kickoff</u> • <u>WHRN Pilot</u> 	
Faculty UW (Fac Cncl; MHA PHM 15% , Mentor: Kelly, Linnea, Peggy; Vice-chair 20%)		
<ul style="list-style-type: none"> • Be valued member, Health Services faculty • Link HPRC to Department of Health Services • Mesh teaching, research, and service within Health Services 	<ul style="list-style-type: none"> • <u>Apply, Chair</u> • <u>EMHA course</u> • <u>Revise point system</u> 	
HPRC 32.5% (DOH Tobacco, HPRC PI , OHSU CAB, PRC Policy)		
<ul style="list-style-type: none"> • Bolster older adult research at HPRC • Bring research, practice together for chronic disease prevention in WA • Transition HPRC leadership to new director 	<ul style="list-style-type: none"> • <u>EF core PT, Y formative</u> • <u>SIPs</u> 	
Family/friend (Ash, Harrises, Judy, vacations)		
<ul style="list-style-type: none"> • Bolster family relationships: Greg, Kathy, Mom/Dad • Enjoy time with Ash & Judy • Renew, maintain long-term friendships: Johnsons, etc 	<ul style="list-style-type: none"> • <u>Ireland, Scotland trip</u> • <u>Weekends away w/ Judy</u> 	
Health & Interests (CME , Sun/Fun)		
<ul style="list-style-type: none"> • Keep learning & developing interests: cooking, global health, investments, kayaking, medicine, Spanish, sailing, skiing, travel • Maintain active body • Maintain healthy weight 		
Home manager (maintenance, investments, taxes)		
<ul style="list-style-type: none"> • Be comfortable in house • Maintain house • Remain financially comfortable 	<ul style="list-style-type: none"> • <u>Taxes, 3/15</u> 	

The screenshot displays the Remember The Milk web application interface. The browser address bar shows the URL <https://www.rememberthemilk.com/app/#week>. The application header includes a search bar and navigation icons. The left sidebar contains a navigation menu with categories: Inbox, Lists, Smart Lists, Contacts, Tags, and Locations. The main content area is titled "This Week" and features a task list organized by day. Each task is a checkbox with a description and a duration, and some include a refresh icon. The task list is as follows:

Day	Task	Duration	Refresh
Today	Porterfield art	.5	
	Time Mgmt talk, 5/14	1	
	Axns	.1	🔄
Tomorrow	Shldr/Strch/Wts/Cal	.3	🔄
	Spanish	.3	🔄
	Chair talk	1/d	🔄
	Comm-Clin lect		
	Email c/u	1	🔄
	Grade DQs	.5	
	Haircut		🔄
	Prep, mtgs	.5	🔄
	Revu HBP	1.5	
	Axns	.1	🔄
Kitchen file, 1/d	.2	🔄	
Friday	Aerobic	.7	🔄
	Comm-Clin practice		
Saturday	Donations	.5	
	Menu, groc	.5	🔄
	Monthly chores	.7	🔄
	Wkly chores	.3	🔄
Sunday	Wkly plan	.5	🔄
	Trash re	.3	🔄