



Tempus

# Goal Setting

**IMPRESS Project Soft Skills Team**

**Improving the Efficiency of Student Services**

**530534-TEMPUS-1-2012-1-UK-TEMPUS-SMGR**

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- **What Are Goals?**

- You all have dreams, but how many of you have goals?
- Goals, unlike dreams, identify the specific achievements we want to pursue in our lives.

- **Why Set Goals?**

- Goals are an important part of our lives. They keep us focused and allow for us to achieve things we never thought possible. Goals are also critical both for a person and for any organization. Top-level athletes, successful business-people and achievers in all fields all set goals. Setting goals gives you long-term vision and short-term motivation. It focuses your acquisition of knowledge, and helps you to organize your time and your resources so that you can make the very most of your life. By setting sharp, clearly defined goals, you can measure and take pride in the achievement of those goals, and you'll see forward progress in what might previously have seemed a long pointless grind.

- You will also raise your self-confidence, as you recognize your own ability and competence in achieving the goals that you've set. The right setting goals allows you to achieve the desired result.



# What is Goal Setting?

- **Definition 1:** “Goal setting is a powerful process for thinking about your ideal future and for motivating yourself to turn your vision of this future into reality”  
(<http://www.mindtools.com/page6.html>)
- **Definition 2:** “The [process](#) of deciding what you want to [achieve](#) or what you want someone else to [achieve](#) over a particular [period](#). It will only be [successful](#) if there is a [collaborative approach](#) between [employee](#) and [manager](#).”  
(The [Cambridge Business English Dictionary](#) © Cambridge University Press)
- **Definition 3:** “The process of identifying something that you want to accomplish and establishing measurable goals and timeframes:
  - When you decide on a financial change to save more money and then set a certain amount to save each month, this is an example of goal setting.
  - When a team of people on a school board have a shared aim to improve education and set goals for budgets and test scores, this is an example of goal setting.”
- **Definition 4:** “Goal setting is the two part process of deciding what you want to accomplish and devising a plan to achieve the result you desire. For effective goal setting, you need to do more than just decide what you want to do; you also have to work at accomplishing whatever goal you have set for yourself. For many people, it's the second part of the goal setting definition that's problematic. They know what they want to do but have trouble creating a plan to get there. Goals without action plans are just words.”  
(<http://sbinfoCanada.about.com/od/goalsetting/g/goalsetting.htm>)

# SMART Goals Concept

- This concept of the SMART goal was introduced in the November 1981 issue of Management Review "There's a S.M.A.R.T. Way to Write Management's Goals and Objectives" by George T. Doran, a consultant and former Director of Corporate Planning for Washington Water Power Company.
- A useful way of making goals more powerful is to use the SMART mnemonic. While there are plenty of variants (some of which we've included in parenthesis), SMART usually stands for:
  - **S** – Specific (or Significant).
  - **M** – Measurable (or Meaningful).
  - **A** – Attainable (or Action-Oriented).
  - **R** – Relevant (or Rewarding).
  - **T** – Time-bound (or Trackable).



### SMART Goals Guide

<b>Specific</b>	<ul style="list-style-type: none"><li>» What exactly needs to be accomplished?</li><li>» Who else will be involved?</li><li>» Where will this take place?</li><li>» Why do I want to accomplish the goal?</li></ul>
<b>Measurable</b>	<ul style="list-style-type: none"><li>» How will I know I've succeeded?</li><li>» How much change needs to occur?</li><li>» How many accomplishments or actions will it take?</li></ul>
<b>Attainable</b>	<ul style="list-style-type: none"><li>» Do I have, or can I get, the resources needed to achieve the goal?</li><li>» Is the goal a reasonable stretch for me? (neither out of reach nor too easy)</li><li>» Are the actions I plan to take likely to bring success?</li></ul>
<b>Relevant</b>	<ul style="list-style-type: none"><li>» Is this a worthwhile goal for me right now?</li><li>» Is it meaningful to me—or just something others think I should do?</li><li>» Would it delay or prevent me from achieving a more important goal?</li><li>» Am I willing to commit to achieving this goal?</li></ul>
<b>Time-bound</b>	<ul style="list-style-type: none"><li>» What is the deadline for reaching the goal?</li><li>» When do I need to take action?</li><li>» What can I do today?</li></ul>

# How to define a goal?

- **There are five basic principles of goal definition:**
- **The First - a principle of congruence** (goals and values are in perfect harmony with each other). Your values are your deepest beliefs about right and wrong, good and bad, about the important and unimportant. High performance and a great self-esteem are only possible when your goals and values are in perfect harmony with each other. For example, if you set both the goal #1 "Building a career" and the goal #2 "Travel" - at this stage, these two goals are not congruent, since the process of building a career will take you a lot of time and effort and involves training and cyclical activity in an office environment. The goal of "Travel" will distract you from the goal number "Building a career".
- **The Second - an area which you are perfect/excellent in.** Everyone is able to achieve perfection in one thing, perhaps even in a few things. Just find your area of excellence and dedicate yourself to the development of your own talents in this field, and you can realize your full potential. Your job is to find this area, if you have not done it yet. Your area of excellence may be changed with the development of your career, only those who manage to find it can achieve a success. Your area of excellence will invariably be related to such activities, which do you like most and best of all possible. How to find the area which you are perfect in? Example: You need to describe what you like to do, analyze what you can do the best, and think how you can earn on it, and finally create your own business project. Using the following scheme as it mentioned below (Figure 2) you will search for an area of your perfection.

- **The Third - a concept of diamond placers.** The Diamond Placer - is the name of a speech of the American preacher Russell Konvel, a founder of the Temple University in Philadelphia, announced in 19-th century. In brief: sometimes, opportunities that you're looking for are there in front of you. To find them you do not need to make extra efforts. But it does not look like the underlying feature at the surface. Sometimes people forget that a rough diamond does not look like a perfect shining diamond - to become it, it needs to be processed. So you have to improve your abilities, skills, to turn what you have into something more perfect.
- **The Fourth – a principle of balance.** To be able to show the best results, you should have not one, but several goals - experts say that you need to find goals in each important life areas. Only then, as if wheels of a car, your goals will be balanced. As an example of the Wheel balance (Figure 3).
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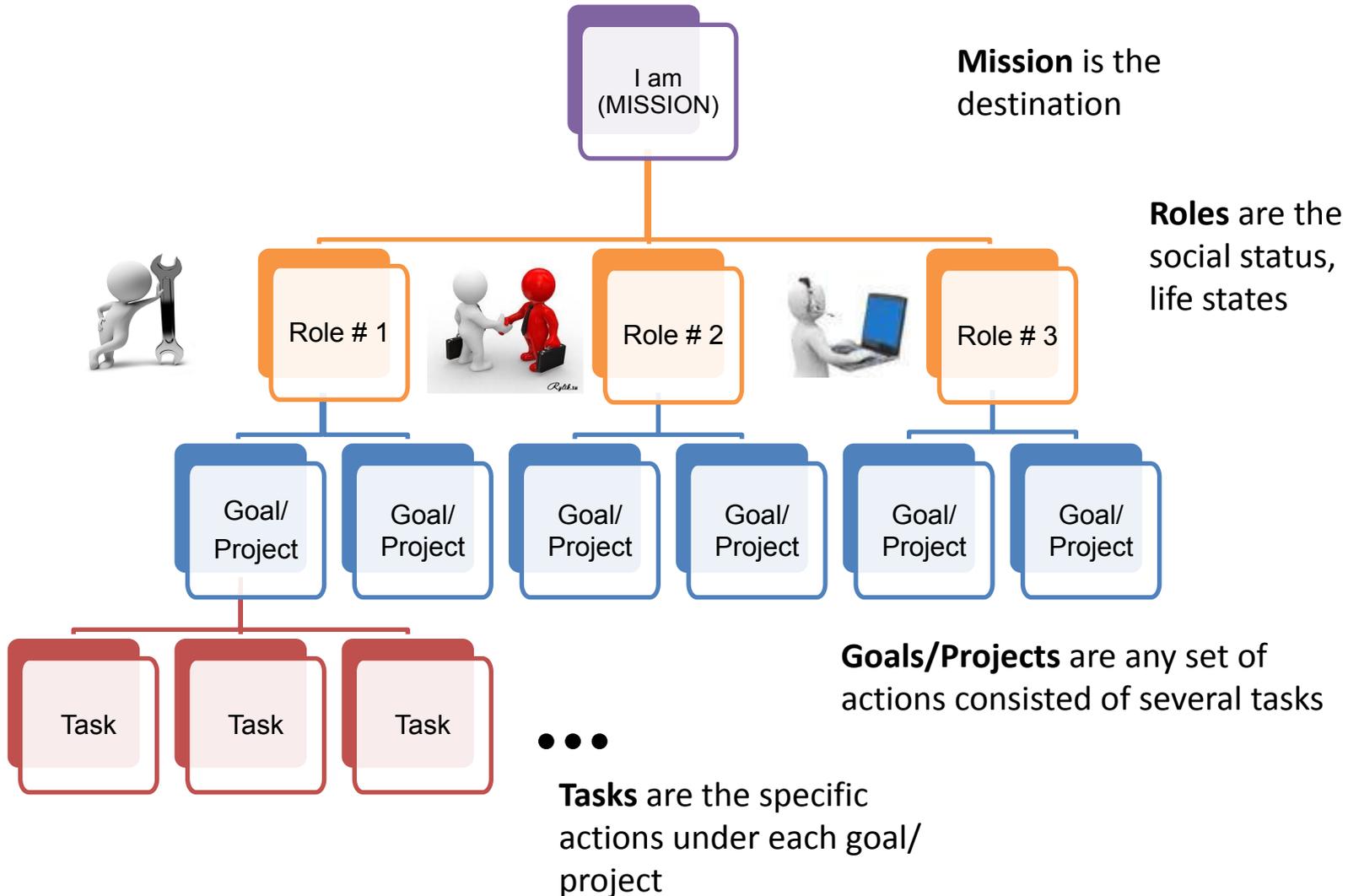
- **The Fifth – a definition of your Main lifetime goal.** Your main goal - is you're the number one goal, a goal that is more important to you than any other single achievement of goals or a task for today. You can have a lot of goals, but there can be only one central main goal. The main reason for dissipation of effort, time loss and inability to develop yourself is the inability to define your primary, dominant, and the main goal. The way to determine the primary goal is the analysis of your goals, followed by the question: "What is the goal, if I've achieved it, that will help me to achieve other goals on the greatest degree?" Usually it is a financial or commercial goal, but sometimes it can be, on the contrary, a goal related with your health or relationships. Your main goal becomes the catalyst. When you are enthusiastic about achieving a clear primary goal, then you start to move forward quickly, despite all the obstacles and limitations.

# The process of Goal Setting

## Starting to Set Personal Goals

- You set your goals on a number of levels:
- First you create your "big picture" or "Maps of Life-goals" of what you want to do with your life (or over, say, the next 10 years), and identify the large-scale goals that you want to achieve.
- Then, you break these down into the smaller and smaller targets that you must hit to reach your lifetime goals.
- Finally, once you have your plan, you start working on it to achieve these goals.

# Maps of Life -goals



# Step 1: Setting Lifetime Goals

- The first step in setting personal goals is to consider what you want to achieve in your lifetime (or at least, by a significant and distant age in the future). Setting lifetime goals gives you the overall perspective that shapes all other aspects of your decision making.
- To give a broad, balanced coverage of all important areas in your life, try to set goals in some of the following categories (or in other categories of your own, where these are important to you):
  - Career – What level do you want to reach in your career, or what do you want to achieve?
  - Financial – How much do you want to earn, by what stage? How is this related to your career goals?
  - Education – Is there any knowledge you want to acquire in particular? What information and skills will you need to have in order to achieve other goals?
  - Family – Do you want to be a parent? If so, how are you going to be a good parent? How do you want to be seen by a partner or by members of your extended family?
  - Artistic – Do you want to achieve any artistic goals?
  - Attitude – Is any part of your mindset holding you back? Is there any part of the way that you behave that upsets you? (If so, set a goal to improve your behavior or find a solution to the problem.)
  - Physical – Are there any athletic goals that you want to achieve, or do you want good health deep into old age? What steps are you going to take to achieve this?
  - Pleasure – How do you want to enjoy yourself? (You should ensure that some of your life is for you!)
  - Public Service – Do you want to make the world a better place? If so, how?

## Step 2: Setting Smaller Goals

- Once you have set your lifetime goals, set a five-year plan of smaller goals that you need to complete if you are to reach your lifetime plan. Then create a one-year plan, six-month plan, and a one-month plan of progressively smaller goals that you should reach to achieve your lifetime goals. Each of these should be based on the previous plan. Then create a daily [To-Do List](#) of things that you should do today to work towards your lifetime goals.
- At an early stage, your smaller goals might be to read books and gather information on the achievement of your higher level goals. This will help you to improve the quality and realism of your goal setting.
- Finally review your plans, and make sure that they fit the way in which you want to live your life.

# Example Personal Goals

- For her New Year's Resolution, Susan has decided to think about what she really wants to do with her life.
- Her lifetime goals are as follows:
- **Career** – "To be managing editor of the magazine that I work for."
- **Artistic** – "To keep working on my illustration skills. Ultimately I want to have my own show in our downtown gallery."
- **Physical** – "To run a marathon."
- Now that Susan has listed her lifetime goals, she then breaks down each one into smaller, more manageable goals.
  
- Let's take a closer look at how she might break down her lifetime career goal – becoming managing editor of her magazine:
- **Five-year goal:** "Become deputy editor."
- **One-year goal:** "Volunteer for projects that the current Managing Editor is heading up."
- **Six-month goal:** "Go back to school and finish my journalism degree."
- **One-month goal:** "Talk to the current managing editor to determine what skills are needed to do the job."
- **One-week goal:** "Book the meeting with the Managing Editor."
- As you can see from this example, breaking big goals down into smaller, more manageable goals makes it far easier to see how the goal will get accomplished.

# Activities

## *Activity 1: SMART Goal Questionnaire*

- This activity will help you to work out the skill of goal setting. Select a goal you would like to implement and answer the questions below. At the end of the questionnaire, revise your goal: whether it satisfies the SMART rules for setting goals. Goal: \_\_\_\_\_
- **Specific.** What will the goal accomplish? How and why will it be accomplished?
- **Measurable.** How will you measure whether or not the goal has been reached (list at least two indicators)?
- **Achievable.** Is it possible? Have others done it successfully? Do you have the necessary knowledge, skills, abilities, and resources to accomplish the goal? Will meeting the goal challenge you without defeating you?
- **Results-focused.** What is the reason, purpose, or benefit of accomplishing the goal? What is the result (not activities leading up to the result) of the goal?
- **Time-bound.** What is the established completion date and does that completion date create a practical sense of urgency?
- **Revised Goal:** \_\_\_\_\_

## ***Activity 2: Searching for the area which you are perfect in.***

- This activity will help you to get closer to an understanding of what may become your mission or main goal in your life in the future. See the Figure 2.
- What is the mission? Mission is a purpose of your life, your most important project that you have to implement. How to define your purpose? How do you, an adult person, know your way? You need to ask yourself: what could I do for a long time, with interest, at the same time not thinking about what I get in return, and enjoying the process itself. Take a sheet of paper and divide it into 2 parts. On one side write down all the things you love to do receiving a real pleasure. On another side of the paper, write down what you're good at. Where coincidence is there can be your true occupation in life. For example: You do like cooking, have fun on it, and you are good at it. Think, perhaps, in this area you would be perfect, and it becomes a matter of your life.

### ***Activity 3: Creating of the Wheel balance***

- This activity will prepare you for goal setting activity. It helps identify the areas you want to work on and is a great way of visualizing your current and desired life. Once you are working on improving your life balance, it's also a useful tool for monitoring your life balance as it changes over time. Use [http://www.mindtools.com/pages/article/newHTE\\_93.htm](http://www.mindtools.com/pages/article/newHTE_93.htm)

### ***Activity 4: Segmentation of the main goal.***

- This activity shows how to "eat an elephant in parts" and helps you to define life roles, intermediate goals, projects and tasks using "Maps of life goals."
- Once you've identified your most important goal, or even more, found your mission, you need to define the roles you play in life. As a rule, people perform several roles. Each role has its own goals and projects, and for the effective implementation of these goals you need to set tasks to yourself, determine terms of their fulfilment and monitor the results.
- Take one of your possible role and build a map of life goals for example "Career" (Figure 5)

# Map of life goals

Role	Goal/Project	Importance	Term	Necessary measures	Situational analysis		Tasks	Terms	Control
					Available	Not available			
Career	To get a job in the company N	High	2017	<ul style="list-style-type: none"> <li>To obtain a high school diploma;</li> <li>To work out quality CV;</li> <li>To get additional trainings on self presentation;</li> <li>To know English;</li> <li>To publish articles;</li> <li>To take part in Economics Olympiad</li> </ul>	<ul style="list-style-type: none"> <li>To know English</li> </ul>	<ul style="list-style-type: none"> <li>To obtain a high school diploma;</li> <li>To work out quality CV;</li> <li>To get additional trainings on self presentation;</li> <li>To get additional trainings on self presentation;</li> <li>To publish articles;</li> <li>To take part in Economics Olympiad</li> </ul>	<ul style="list-style-type: none"> <li>To get additional trainings on self presentation and self management</li> </ul>	2015-2016	
							<ul style="list-style-type: none"> <li>To take part in Economics Olympiad</li> </ul>	2016	
							<ul style="list-style-type: none"> <li>To publish articles</li> </ul>	2016	
							<ul style="list-style-type: none"> <li>To work out quality CV</li> </ul>	2017	
							<ul style="list-style-type: none"> <li>To pass the final exams for high scores</li> </ul>	2017	



# Summary

- In this part, you've become familiar with the rules and principles of goal setting. You have learned about the world famous concepts of working with goals. Activities that you've completed, we hope, have formed the necessary skills to work with goals and be very useful in your life. The proposed video material and Further Reading will consolidate your experience and advance you in further independent studies. Look back at the objectives of this section and consider whether or not you have achieved them, before you move on.

## Further reading and watching

- [Equity Theory of Motivation in Management: Definition, Examples & Quiz](#)
- [Locke's Goal-Setting Theory: Using Goals to Advance Motivation](#)
- [https://www.youtube.com/watch?v=\\_NeNpxG6c0g](https://www.youtube.com/watch?v=_NeNpxG6c0g)

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- Raymond Le Blanc (Published January 7th 2008 by Cranendonck Coaching)/Achieving Objectives Made Easy! Practical goal setting tools & proven time management techniques/ Paperback, 140 pages.



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# Time Management

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## ***So, what is Time Management?***

- All people are given the same amount of time: 24 hours a day and 60 minutes in an hour. Each individual is free to dispose of his time almost as well as earned money. But the value of money is far below the value of time, as "to earn" it is impossible. And although we are taught to manage money since childhood, and, as a rule, how to manage time, that is what is called "time-management technology" - not.
- While handling of money you need to choose what to spend them for, and what – not for. In order to choose what to spend your time for, use Prioritising technology. Despite the terrible phrase, in fact, it's pretty easy for the average person, but requires a lot of motivation and ability to self-contemplation (reflection).

## ***Why use time management skills?***

- It's important that you develop effective strategies for managing your time to balance the conflicting demands of time for study, leisure, earning money and job hunting. Time management skills are valuable in job hunting, but also in many other aspects of life: from revising for examinations to working in a vacation job.

# What skills are required for effective time management?



- setting clear goals;
- breaking your goals down into discreet steps;
- reviewing your progress towards your goals;
- prioritising;
- organising your work schedule;
- list making to remind you of what you need to do when;
- persevering when things are not working out;
- avoiding procrastination.

- **Organization of activities' competence:**
- Planning. Clearly plans the activities, identifies the need for resources to achieve the goals.
- Feedback. Asks for feedback on the effectiveness of operations, perceives it as positive.
- Allocation of resources. Consumes resources economically during the execution of tasks.
- Prioritization. Independently prioritizes current activities with regard to importance and urgency of the problem and in accordance with the actual situation.
- Control. Independently controls the results and the quality of work. Does not require continuous monitoring by others.

# What is Time management ?

- **Definition 1: Time management** - the analysis of how working hours are spent and the prioritization of tasks in order to maximize personal efficiency in the workplace. (Collins English Dictionary - Complete & Unabridged 2012 Digital Edition©William Collins Sons & Co. Ltd. 1979, 1986 © HarperCollins Publishers 1998, 2000, 2003, 2005, 2006, 2007, 2009, 2012)
- **Definition 2: Time management** - Systematic, priority-based structuring of time allocation and distribution among competing demands. Since time cannot be stored, and its availability can neither be increased beyond nor decreased from the 24 hours, the term 'time budgeting' is said to be the more appropriate one  
(<http://www.businessdictionary.com/definition/time-management.html#ixzz3WNABQuqf>)
- **Definition 3: Prioritising** - focusing on urgent and important tasks rather than those that are not important or don't move you towards your goals.
- **Definition 4: Timing** - a detection method using time-consuming fixing operations and measurements performed. This method allows to reveal "sinks of time" and show the effectiveness of the activities.
- **Definition 5: Planning** - one of the most important project management and time management techniques. Planning is preparing a sequence of action steps to achieve some specific goal. If you do it effectively, you can reduce much the necessary time and effort of achieving the goal.

# The methods of Time Management

## *Planning*

- A plan is like a map. When following a plan, you can always see how much you have progressed towards your project goal and how far you are from your destination. Knowing where you are is essential for making good decisions on where to go or what to do next.
- Planning is also crucial for meeting your needs during each action step with your time, money, or other resources. With careful planning you often can see if at some point you are likely to face a problem. It is much easier to adjust your plan to avoid or smoothen a coming crisis, rather than to deal with the crisis when it comes unexpected.

## *Prioritising*

- **Efficiency and effectiveness are not the same.** Someone who works hard and is well organised but spends all their time on unimportant tasks may be efficient but not effective. To be effective, you need to decide what tasks are urgent and important and to focus on these. This is called **prioritising**. It's important to list the tasks you have and to sort these in order of priority, and then to devote most time to the most important tasks. This avoids the natural tendency to concentrate on the simple, easy tasks and to allow too many interruptions to your work.

# The ABC Method by Brian Tracy, the world famous guru of management

- <http://www.briantracy.com/blog/leadership-success/practice-the-abc-method/> The ABC Method is a powerful priority setting technique that you can use every single day. This technique is so simple and effective that it can, all by itself, make you one of the most efficient and effective people in your field. The power of this technique lies in its simplicity. Here's how it works: You start with a list of everything you have to do for the coming day. Think on paper. You then place an A, B, or C before each item on your list before you begin the first task.

## 1) Determine your top priorities

- An "A" item is defined as something that is very important. This is something that you must do. This is a task for which there can be serious consequences if you do it or fail to do it, like visiting a key customer or finishing a report for your boss that she needs for an upcoming board meeting. These are the frogs of your life.
- If you have more than one "A" task, you prioritize these tasks by writing A-1, A-2, A-3, and so on in front of each item. Your A-1 task is your biggest, ugliest frog of all.

## 2) Decide on your secondary task

- A "B" item is defined as a task that you should do. But it only has mild consequences. These are the tadpoles of your work life. This means that someone may be unhappy or inconvenienced if you don't do it, but it is nowhere as important as an "A" task. Returning an unimportant telephone message or reviewing your email would be a "B" task. The rule is that you should never do a "B" task when there is an "A" task left undone. You should never be distracted by a tadpole when there is a big frog sitting there waiting to be eaten.

### **3) Analyze the consequences of doing it**

- A “C” task is defined as something that would be nice to do, but for which there are no consequences at all, whether you do it or not. “C” tasks include phoning a friend, having coffee or lunch with a coworker or completing some personal business during work hours. This sort of activity has no affect at all on your work life.
- After you have applied the ABC Method to your list, you will now be completely organized and ready to get more important things done faster.

### **4) Start on your A-1 task**

- The key to making this ABC Method work is for you to now discipline yourself to start immediately on your “A-1” task and then stay at it until it is complete. Use your willpower to get going and stay going on this one job, the most important single task you could possibly be doing. Eat the whole frog and don’t stop until its finished completely.
- Your ability to think through, analyze your work list and determine your “A-1” task is the springboard to higher levels of accomplishment, and greater self-esteem, self-respect and personal pride.
- When you develop the habit of concentrating on your “A-1,” most important activity, you will start getting more done than any two or three people around you.

# The Eisenhower priorities' matrix

- Rather than deal with really important thing we often spend time and energy on urgent but less/not so important tasks.
- Ask yourself: Do I have a habit of throwing one urgent task to another? Do some important tasks stay out of this, unfinished?
- The US General Dwight Eisenhower in the 20<sup>th</sup> century proposed a simple extra dimension for rapid decision-making. According to his principles, priorities are set according to the criteria of urgency and importance.
- The Eisenhower's matrix is somewhat similar to the ABC method but has some differences and advantages. The ABC method is more convenient for strategic and highly effective tactical planning, while the Eisenhower's matrix irreplaceable when a lot of very different things leans on you, and you need to set priorities and preferences on what to spend your time, effort and energy.

**All of the cases that we have to do can be divided into four categories/sectors:**

	<b>NOT URGENT</b>	<b>URGENT</b>
<b>IMP ORT ANT</b>	<p>Important – Not urgent</p> <ul style="list-style-type: none"> <li>— Planning</li> <li>— Refreshment</li> <li>— Search for new opportunities</li> </ul>	<p>Urgent – Important</p> <ul style="list-style-type: none"> <li>— Critical situations</li> <li>— Urgent problems</li> <li>— Last minute projects</li> </ul>
<b>NOT IMP ORT ANT</b>	<p>Not urgent – Not important</p> <ul style="list-style-type: none"> <li>— Trivia, time-consuming</li> <li>— Minor correspondence</li> <li>— Random calls</li> <li>— Dalliance</li> </ul>	<p>Urgent – Not important</p> <ul style="list-style-type: none"> <li>— Distractions</li> <li>— Calls</li> <li>— Some meetings</li> <li>— Upcoming urgent business</li> </ul>



## 1. **Sector “urgent - important” is the sector of crisis.**

- Cases: Critical situation. Urgent problems. Cases with "hot" due date.
- Effects: Managing in a crisis. Stress. Constant "fire" and "eternal fight". Depletion of resources.
- Tips: It is obvious that you need to do in the first place.
- So, a contemporary student could write in the Sector 1: "to prepare for tomorrow's test in economics", "unscheduled trip to the dentist," "enforced rest due to accumulated fatigue".
- You should also try to avoid “no time situation”, as the most urgent and important matters are due to laziness and sluggishness. Usually cases of the Sector 1 are there because their undone will bring you immediate negative results (health-related cases for example). Such cases there are the same if you use the paragraph "A" according to the list of ABC method.

## 2. **Sector “not urgent - important” is the well-being sector.**

- Cases: Development of resources (people, finance, technology). Planning. Creating relationships and new opportunities. Recuperation.
- Effects: A small number of crisis situations. Vision of perspective. Balance. Strong ties. Control.
- Discipline. Reducing the number of cases and the effects of the sector "important-urgent“.
- Tips: Due to the fact that it is not very urgent, these cases are often set aside until a certain time, because at this point you are busy with other tasks, more urgent, but perhaps less important. The danger is that the unexpected matter becomes very urgent. Since it is an important task, it needs to be done carefully and slowly, but time is running out already. This is an ideal task to delegate.
- A student could write "preparing for the exam on the English language", "hobby", "sports", "holiday" - all tasks that are written there should be planned and engaged primarily by them.

### 3. Sector "urgent - not important" is the sector of illusions.

- Cases: Common activities. Upcoming urgent matters. Some correspondence. Some phone calls. Some messages. Distraction.
- Effects: Focus on short-term. Managing in a crisis. Reputation of "chameleon". Feeling like a victim, not in the mind. Meaninglessness of goals and plans. Weak or broken relationships.
- Tips: The problem is that due to the fact these cases are urgent, we try to solve them as if they are very important, using all our energy and attention. If something is not so important, it should be carried out very quickly or may be delegated to someone.
- Next priority is the cases from Sector 3, a student could mention there some meetings or visits that are not critical to his/her life and development activities. The main strategy of implementation of such cases - minimizing such problems.



### 4. Sector "not urgent - not important" is the sector of destruction.

- Cases: Dalliance. Minor correspondence. Trivia, time-consuming. Minor calls. A waste of time.
- Effects: The fundamental questions' dependence on other persons or organizations. Total irresponsibility. Dismissal.
- Tips: It is often that such cases take your table becoming overloaded by papers. Many of those people who complain about the lack of time, spend a lot of time working on just such matters. If you really need them to do, spend as little time as you can.
- Usually, time eaters are in the Sector 4: computer games, applications of social networks and social networks themselves, instant messengers, entertainment portals, etc. Such things must also be minimized.

# The Pareto's principle

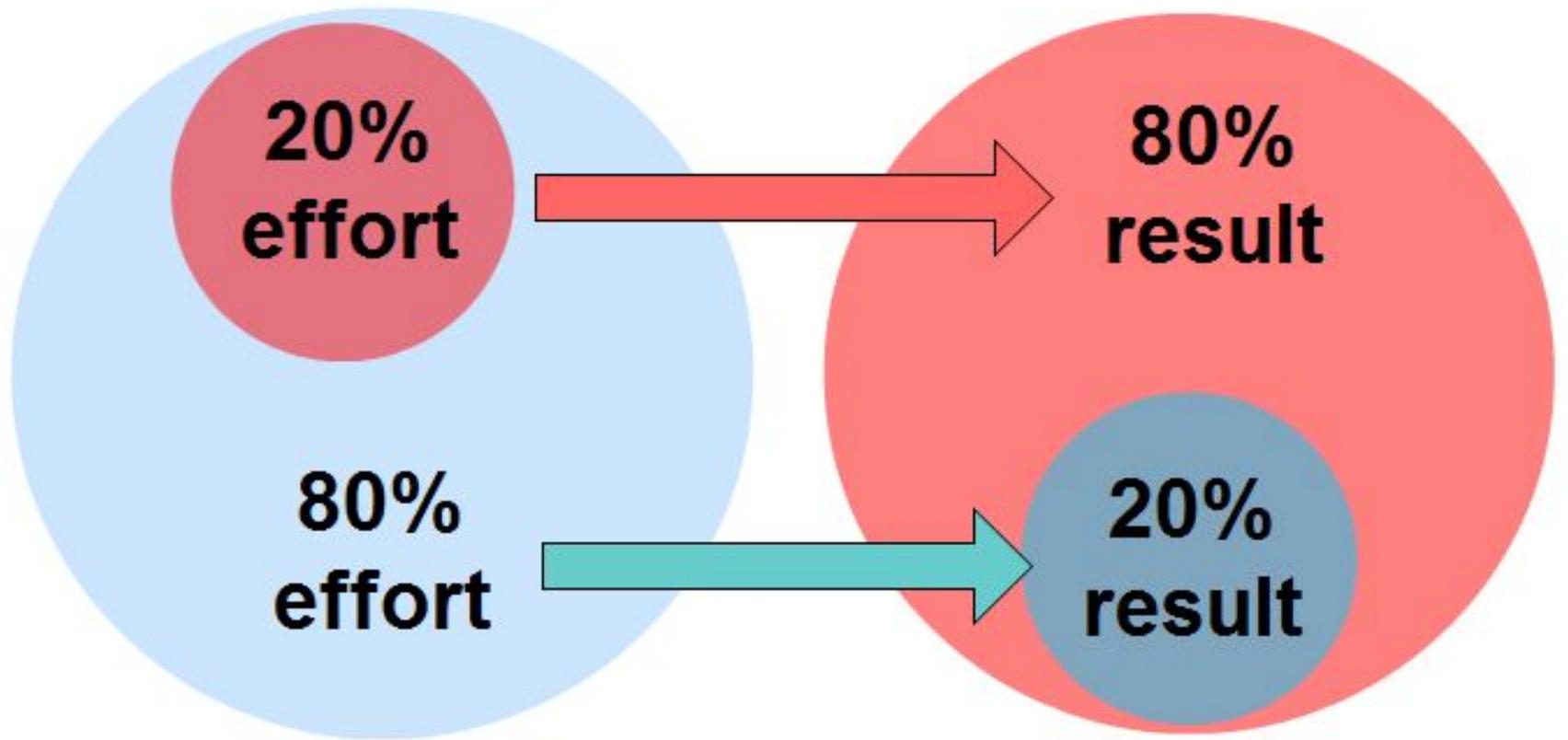
- One more reason why you need planning is again the 80/20 Rule/Law/Principle. It is well established that for unstructured activities 80 percent of the effort give less than 20 percent of the valuable outcome. You either spend much time on deciding what to do next, or you are taking many unnecessary, unfocused, and inefficient steps.
- The principle of prioritization 20:80 was opened on the basis of statistics by the Italian economist Vilfredo Pareto (1848-1923). Pareto has found that 20% of the population owned 80% of the national wealth. It was found that the ratio of 20:80 is true in many other areas.



For example:

- 20% of regular customers (goods) provide up to 80% of profit;
  - 80% of all permits of working days make only 20% of employees;
  - the most important messages in a newspaper occupy 20% of the space and generate 80% of the information;
  - 20% of efforts provides 80% of the result, and the remaining 80% of the efforts - only 20% of the result.
- 
- With regard to the distribution of time Pareto's principle states:
    - ● 20% of the time spent to achieve this goal, achieve 80% of success.
    - ● for the remaining 80% of the time, only 20% is achieved.
  - The Pareto's principle applies when it is necessary to prioritize the affairs/tasks of one subject or direction. In the connection you should initially first classify those 20% of cases which gives you the best result and start from it.

- **How to set priorities according to the Pareto principle?**
- Write down all matters relating to the achievement of a specific goal.
- Select the level of importance on the contribution to the achievement of goals.
- Choose from these cases are those which together give 80% contribution to the achievement of the goal. This will be your primary business.
- The remaining business affairs and distribute on the urgency and importance.
- Important things perform yourself, unimportant and urgent ones delegate.
-



# Tips

- You should try to analyze any business from the perspective of the Law and try to find the key points that make those 20% to get the desired result.
- You should remember the Law of varying efficiency efforts when you assign the task to yourself, and especially taking responsibility on. It is better to give up on what you'll be doing poorly, and from those cases where you are required to "every percent" effort.
- You should not strive all your jobs perfectly. It might be better to make three jobs not quite perfect than one but completely. All the complexity, of course, is to determine the correct behavior in the case.
- On the other hand, you should not try to apply the Pareto's principle at every step. This law works well for not so important and complex cases.

# Chronometry method (Timing)

In order to determine what tasks take you too much time and therefore, they are not effective, you need to use the method of "timing". Timing requires great strength of will and high motivation to manage your time, as it implies to measure the time for at least two weeks, otherwise you can not say for sure what really takes time. Such an honest and meticulous way to control time allows you to see what you do actually spend time for, and to identify 'sinks of time' and points to take measures to eliminate them.

## **What is the strength of Timing activity?**

- 1) The only objective way to evaluate your own time organizing.
- 2) Visibility.
- 3) Training of self-discipline.
- 4) A reliable material for your study, analysis and optimization.
- 5) Awareness.
- 6) Ability to find time reserves.

## **Tools of timekeeping:**

- Diaries, notebooks, paper forms;
- Gadgets - mobile phone, IPAD, etc;
- Dictaphone (requires transfer to a paper or electronic media);
- PC (specialized software is used, both local and on-line solutions).

## Tips

- **It is important to use a diary for timekeeping especially for the second half of the day and weekends.**
- **To-do list and advantages of using it**
- You should have a reminder system to tell you of when you need to do what: don't try to remember everything in your head as this is a recipe for disaster! **Carry a pen and paper or organiser wherever you go.** At the simplest level your reminder system could simply be to use your diary to write down the things you need to do, including appointments and deadlines. Before interviews, it's fine to write down the questions you wish to ask on a small piece of card or notepad

## Advantages:

- Focuses your mind on important objectives;
- You are less likely to forget to do tasks;
- Writing a list helps order your thoughts;
- It helps show the bigger picture;
- You don't need to hold everything in your head;
- It saves time;
- It helps you decide on priorities: the most important and the most urgent;
- You are less likely to become sidetracked;
- You get the reward of ticking off your achievements;
- You feel more in control;
- You have a record of what you've done;
- You always have something to work on.

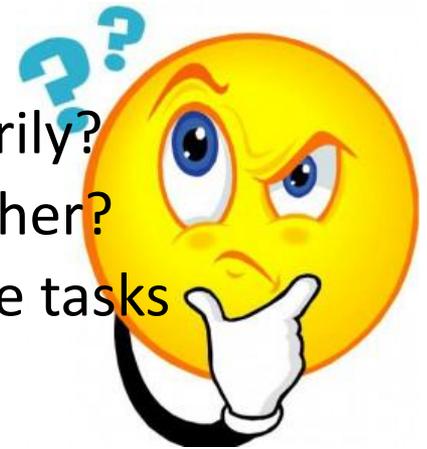
## Tips:

- A daily list of tasks that need to be done is an essential part of action planning.
- Refer to and update this regularly.
- Prioritise items on the list into important/not important and urgent/non-urgent. Differentiate also between urgent and important tasks: an urgent task may not necessarily be important!
- Update your list daily, crossing off completed tasks and adding new tasks that need to be done.
- **Urgent or important tasks can be highlighted with an asterisk.**

## CHRONOMETRY

To determine whether you are using effective time, review your answers to the following questions:

- Is it difficult for you to list all the things that you do during the day?
- Is it difficult to you to meet deadlines?
- Are you doing something that does not necessarily?
- How often do you do the work instead of the other?
- Has it ever happened that the execution of some tasks you spend more time than necessary?
- Is it difficult to you to be on time for meetings?
- Do you often forget that you are going to do?



# CHRONOMETRY



Chrono Map							
Kind of activity	P	D	9	10	11	12	13
Unrecorded time			_____				_____
Homework					_____		
Preparation of the article					_____		
Phone communication						_____	
Internet: Social Network				_____			_____

## Examples of chronometry indicators

Goal	Indicator
To complete assignments on time	The delays after school
To spend more time on priority projects	The amount of time per day spent to the priority projects (% of the total time)
To spend less time on the Internet	The amount of time per day spent in the resource/the high-energy state

# CHRONOMETRY

## Tools of timekeeping:

- Diaries, notebooks, paper forms;
- Gadgets - mobile phone, IPAD, etc;
- Dictaphone (requires transfer to a paper or electronic media);
- PC (specialized software is used, both local and on-line solutions).



# CHRONOMETRY

Distribute all your actions in several categories. For example:

**Morning:**

- Procedures, sports, breakfast.

**Road:**

- Reading, audio-books.

**Time after lessons:**

- Systematic/planning, main projects, mail, phone, chat, lunch and training.

**Evening:**

- Sports, walking, dinner and procedures.



Then figure out how much time you spent on each category. At the end of the day group all the things and summarize the day, week, month, year.

# The main time absorbers are the following:

## Time absorbers. Chronofagi

1. Implementation of unnecessary things.
2. Execution of others' obligations.
3. Senseless waste of time.
4. Spend other people's time.

- Phone calls
- Error's correction
- Meetings, visits, communication, which could have been avoided
- Smoke and coffee breaks
- Indecision in business matters
- Problems with your computer
- Distractions
- Lack of planning
- Inability to listen to others
- Useless discussion



# Mental Map

- To work effectively with the goals, planning and time management at the end of the course we suggest you familiarize yourself with the tool of time management and goal setting - a mental map. Look at Life Planning and Goal Achievement  
<https://www.novamind.com/mindmapping-software/life-planning/>.

# Mental Maps

## Key Benefits:

- **We see the whole picture.**
- **Realism of the plan.**
- **It is easy to set priorities.**
- **Ecology.** When we make a plan in the form of mind maps and survey it at whole – we often realize that we forgot to include such important components of life in it, such as: health, sports, family, self-development ...
- **It is easy to keep track of what is done and what is not.**
- **It is easy to adjust the plan.** Some meeting took longer than we thought. The plan needs to be changed. What to throw out? If the plan is in the form of mind maps - we see immediately all the options and what cases can be transferred to tomorrow.



# Resume on methods of Time Management

- The ABC method strategically structures your priorities in life and gives you an opportunity to realize the really important cases and cases that should be abandoned or reduced by time - that is, you will now be able to set priorities in your life;
- Daily recording of your tasks/goals/results using the ABC method is the useful tactical thing necessary to make your time structured;
- The Eisenhower's matrix allows you to distribute your time in more detail according to the importance and urgency of cases;
- Knowledge of the Pareto's principle and Chronometry's technic will identify effective and ineffective activities, and will reveal the personal "time eaters".

# Activities

## ***Activity 1: Biorhythms Performance***

- Perform a test to determine your biorhythm. Knowing your biorhythms, you can manage your time more effectively placing tasks according to your activity type. **Megeda-Ovcharova Test**

### **BIORHYTHMS PERFORMANCE**

- From the two opposite scales A and Z choose one of two opposite statements and count where there are more them. Record your answers on the form, after the digital code, a letter of dominant scale.

#### **Scale A**

- You are the most efficient in the morning.
- Usually, you are involved in a new business immediately, without any delay.
- It's easier to start new businesses than to finish a previous one.
- You can easily postpone one thing and do another.
- Think that slowness is worse than haste.
- You like to go to bed early to wake up in the morning in good spirits and immediately take up the case.
- Your work interest is high at the beginning and it is usually slightly reduced at the end.

#### **Scale Z**

- Your performance is better in the afternoon.
  - You need a certain period of time to get involved in a new business.
  - You are more likely to finish the first works than start new ones.
  - You find it difficult to postpone the business you've begun, even if you are tired.
  - Think that haste is worse than slowness.
  - You do love to sit up late into the night and in the morning you are involved in the work reluctantly.
  - Your interest for the work is increasing as you are approaching to the end of it.
- 
- The key to the test: A - larks; Z - owls. If you are an <owl> you have a relatively passive type of temperament (phlegmatic or melancholic, or variations thereof, and the first subtype of your sociotype), and if you are a <lark> you have a more active type of temperament (choleric or sanguine, or variations thereof, and the second subtype of your sociotype). If your score is equal (you've got an equal number of positive affirmations in both scale of the test) your type is <dove>. This is the result of a combination of passive and active temperaments.

## **Activity 2: Priorities**

- This activity aimed at building capacity to monitor and control their business during the day, prioritize, formulate goals in life. Think and write down what you did yesterday, for the entire 24 hours. Everything you write should reach 24 hours. Thinking time - 10 minutes.  
After that prioritize on each item, denoting their «A», «B» or «C».  
«A» - these are the main goals in life or the highest priority rights.  
«B» indicates that this issue should be resolved, but it does not apply to the vital goals.
- «C» indicates that this task can be postponed for a certain time, or may not need to perform first.
  - Calculate how much you have spent time on the «C» priorities?
  - How much spent the whole time on the «B» priorities?
  - How much time spent on the "A" priorities?
  - Consider and answer to the question: How important is each of this group?
  - Analyze how effectively you use your time.
  - Consider the possibility of daily work on "A" priorities and ways to get rid of «C» priorities.
-

### ***Activity 3. “Time eaters”***

- This exercise reveals sinks of time to carry out a self-test and find the means to combat with them.
- Think about and write down the most important your “time eaters”
- Think and find the means to combat with them

### ***Activity 4: Chronometric. Are you using your time effectively?***

- To determine whether you are using effective time, review your answers to the following questions:
- Is it difficult for you to list all the things that you do during the day?
- Is it difficult to you to meet deadlines?
- Are you doing something that does not necessarily?
- How often do you do the work instead of the other?
- Has it ever happened that the execution of some tasks you spend more time than necessary?
- Is it difficult to you to be on time for meetings?
- Do you often forget that you are going to do?

# Summary

- In this part, you've become familiar with the methods of time management. You have learned about the most common concepts of planning. Activities that you've completed, we hope, have formed the necessary skills of time management and they will be very useful in your life and study. The proposed video material and Further Reading will consolidate your experience and advance you in further skills development of your self management. Look back at the objectives of this section and consider whether or not you have achieved them, before you move on.

# Further reading and watching

- How to write an action plan.  
<http://www.time-management-guide.com/plan.html>
- Eisenhower's Urgent/Important Principle
- [http://www.mindtools.com/pages/article/newHTE\\_91.htm](http://www.mindtools.com/pages/article/newHTE_91.htm) ABC of Time Management  
[https://www.health.arizona.edu/health\\_topics/mental\\_health/abctimemanane.htm](https://www.health.arizona.edu/health_topics/mental_health/abctimemanane.htm) Time Management: Get the Most Out of Your Time - Training Program  
<https://www.youtube.com/watch?v=nVa1fS5csHw&list=PLD56BCD9D57E0D730> Harold Taylor Time Management Expert - Humorous video describing disorganization  
<https://www.youtube.com/watch?v=uWYru64Feio> Top 10 Time Management Mistakes. Third Eye Group.  
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- Raymond Le Blanc (Published January 7th 2008 by Cranendonck Coaching)/Achieving Objectives Made Easy! Practical goal setting tools & proven time management techniques/ Paperback, 140 pages.