

Time Management and Goal Setting for Health Professionals

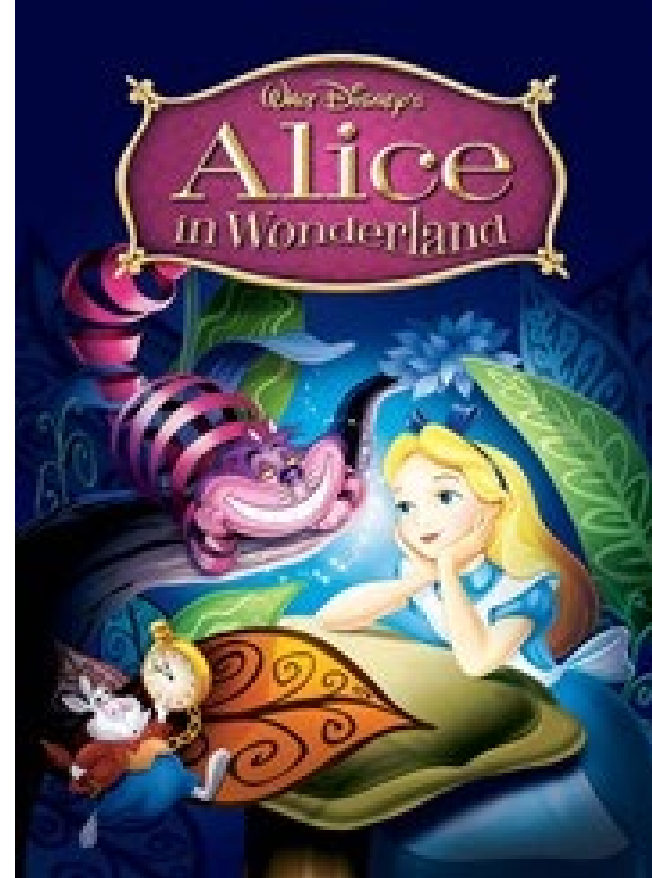
Susan M. Cox, MD
Executive Vice Dean of Academics and
Chair of Medical Education

"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to."

"I don't much care where —"

"Then it doesn't matter which way you go."



What is your primary resource to manage your time?

- A. Administrative support or spouse
- B. Mobile device calendar
- C. To do lists
- D. Nothing but my memory
- E. Other



What strategies are you currently using to manage your time?

- A. None
- B. Block one hour a day for reflection
- C. Block half days or create blocks of time
- D. Partner with a more disciplined person
- E. Other

After this session, participants will be able to:

- Define and set goals in order to improve time management
- Identify people and projects that delay productivity
- Identify specific skills and tools to save time
- Recognize ways to overcome stress and procrastination

Time Management Principles

1. Setting goals
2. Setting priorities
3. Planning/ Organizing
4. Minimize Time Wasters



Goals

The object of a person's ambition or effort; an aim or desired result.

- **Outcome goals** (results or what you want to achieve)
- **Process goals** (behaviors or strategies that help you perform well)
- **Performance goals** (standards)

Wikipedia: A **goal** is an [idea](#) of the future or desired result that a person or a group of people envision, [plan](#) and commit to achieve.

Goal Categories

- **Short-term**
- **Mid-term**
- **Long-term goals** - help motivate and focus on the big picture



Creating a List - Setting Goals

The Things You Want to Accomplish

Short-term goals

– 1 week to 1 month

Intermediate-term goals

– 6 months to 1 year

Long-term goals

– 3 to 5 years



Five-Step Goal Setting Process

Step 1: Define What You Want (what, why, and when)

Step 2: Find Congruence (values, beliefs, lifestyle, priorities, self-ideal)

Step 3: Do an Ecology Check (who and how will this affect)

Step 4: Develop a Blueprint

Step 5: Drawing Up a Plan of Action



Who coined the **SMART** Acronym?

Text answer in the chat



To make sure your goals are clear and reachable, each one should be ...

- **S**pecific (simple, sensible, significant).
- **M**easurable (meaningful, motivating).
- **A**chievable (agreed, attainable).
- **R**elevant (reasonable, realistic and resourced, results-based).
- **T**ime bound (time-based, time limited, time/cost limited, timely, time-sensitive).



Peter Drucker's
Management by Objectives

Golden Rules

1. Set Goals That Motivate You
2. Set SMART Goals
3. Set Goals in Writing
4. Make an Action Plan
5. Stick With It!



Why is setting goals important?

To Breakout Room (5 minutes)







**By failing to prepare, you
are preparing to fail.**

Benjamin Franklin



WHEN IT IS OBVIOUS
THAT THE GOALS
CANNOT BE REACHED
DON'T ADJUST THE GOALS
ADJUST THE ACTION STEPS

Confucius



Time Management

- Two approaches will be discussed
 - David Allen “Getting Things Done”
 - Steven Covey “Seven Habits”

Seven Habits of Highly Effective People

Stephen Covey

"Our character is a collection of our habits; these have a powerful role in our lives, they make us what we are and determine how much success we enjoy."

- Stephen R Covey

Stephen Covey's '7 Habits of Highly Effective People' is a landmark text. This card serves to remind us of each of the 7 habits, and prompts us to question ourselves as to how well and how consistently we live these habits in our own lives?

1. Be Proactive

Have the courage to take risks, accept new challenges and proactively move things forwards in a positive and purposeful way - *"If it's to be it's up to me"*

2. Begin with the End in Mind

Set realistic goals and bring projects to completion, inspire yourself and others with a shared vision - *"What do I ultimately want to achieve?"*

3. Put First Things First

Focus on getting the most important things done first; - *"I'm efficient when I do things right; and I'm effective when I do the right things"*

4. Think Win-Win

Encourage conflict resolution, seek mutual benefits and increase group momentum for mutual problem solving - *"Working together means 2+2=5"*

5. Seek First to Understand... Then to Be Understood

Actively listen, put yourself in the shoes of others, promote better communications leading to successful problem-solving
... *develop 'Response-Ability'*

6. Synergise

Ensure greater 'buy-in' from others and leverage the diversity and strengths of individuals to produce even higher levels of group and individual success

7. Sharpen the Saw

Promote continuous self-improvement and development of your capability, safeguard against 'burn-out' and preserve future personal productivity

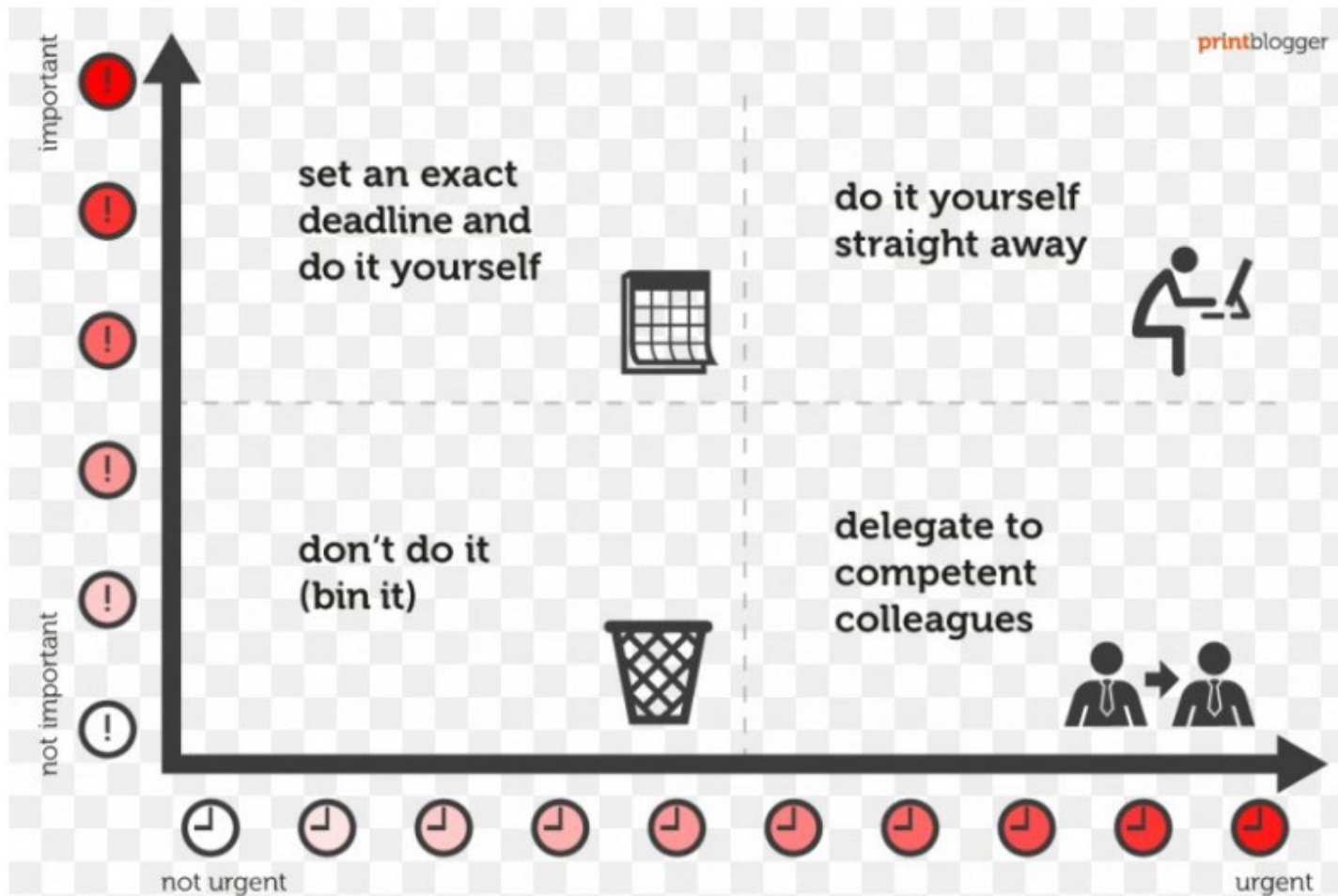
STEPHEN R. COVEY
OVER 10 MILLION COPIES SOLD

The
7
HABITS
OF
HIGHLY
EFFECTIVE
PEOPLE

Principles of Leadership in Personal Change
FRANKLIN COVEY CO.

Time Matrix





Time Management Matrix



Time Management

List Goals

- List the things you want to accomplish
- Break down goals into achievable tasks

Prioritize Goals and Tasks

‘Rank’ your list according to their respective priorities or associated deadlines

Schedule Tasks

- ‘Arrange’ for the actual completion of each
- Using rank in priority and their estimated time together create ‘workable’ plan for when each task will be done.
- Be realistic, don't over book

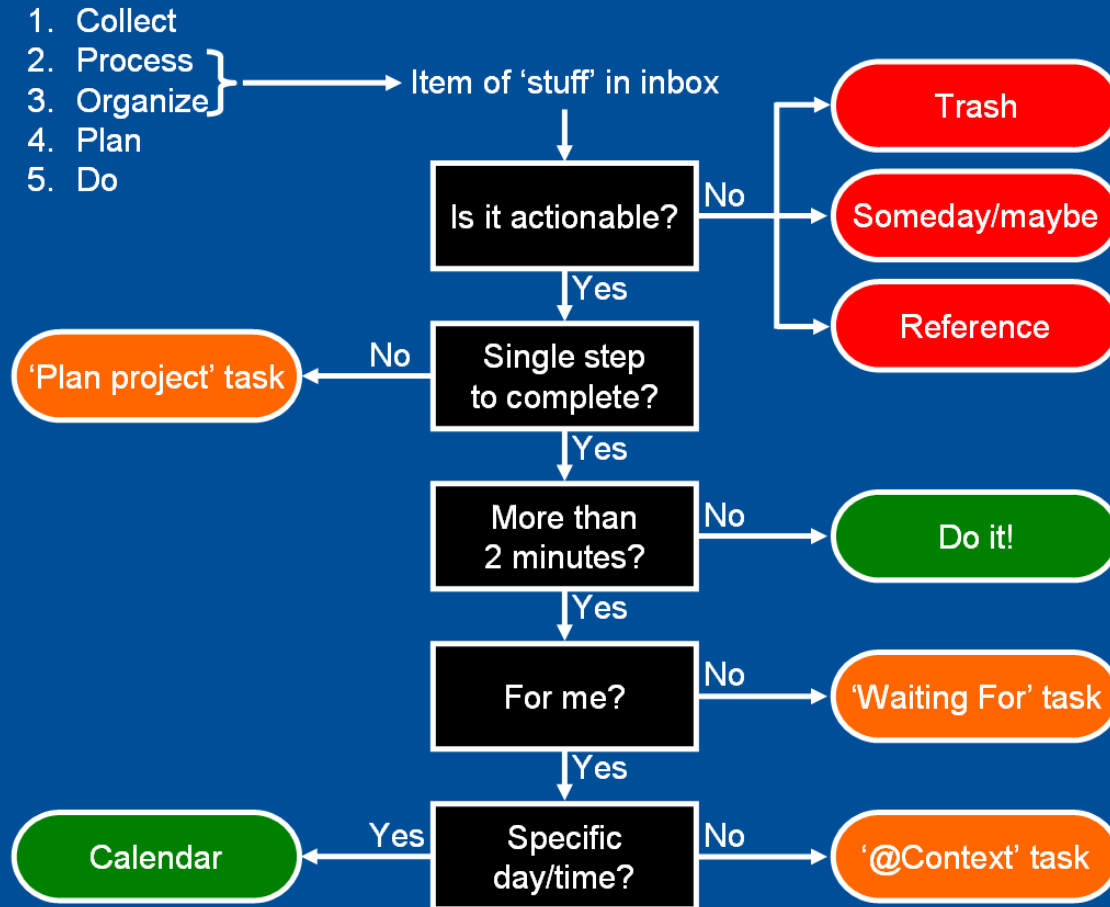
Making Choices

Learn to say NO!

Saying yes judiciously will make it easier to say no.

Getting Things Done

- Write down items that need your attention
- Decide which pieces YOU need to do
- What pieces can be delegated
- What pieces not actionable
- Break big projects into smaller steps
- Set deadlines to prioritize action items
- Execute.



Adapted from
David Allen's
"Getting Things Done."

Time Wasters



Back to Breakout Rooms
List top 10 time wasters.



Ten Biggest Time Wasters

- **Smartphones** and other digital devices
- Multitasking and trying to do too much at once
- Noisy offices and chatty coworkers
- Workplace clutter and disarray
- Unhealthy nutrition and hydration habits
- Procrastination and a lack of motivation
- Social networks and online distractions
- Excessive meetings and “quick catchups”
- Decision fatigue from too many small decisions
- Email overload and never-ending communication

Symptoms of Poor Time Management

- Poor punctuality
- Rushing
- Impatience
- Poorly defined goals
- Poor performance
- Lack of energy
- Perfectionism
- Indecisiveness
- Saying YES to everything
- Doing everything yourself

From Coaching Positive Performance

Adopt a Morning Routine

Do

- Eat a healthy breakfast
- Take a walk
- Prioritize your schedule

Don't

- Read email
- Ignore social media

Being Efficient

Never look at the mail or message until you plan to do something with it



"Have a seat. There are 342 email messages ahead of you."



Caution – Paperwork and INBOX

- Clutter is death; it leads to thrashing. Keep desk clear: focus on one thing at a time (Randy Pausch)
- A good file system is essential
- Touch each piece of paper once
- Touch each piece of email once; your inbox is NOT your TO DO list



Stop Procrastinating

“Procrastination is the thief of time”

Edward Young
Night Thoughts, 1742

Procrastination:



Just Do It...Later

Procrastinator Types

- The Perfectionist
- The Impostor
- The Dread-Filled
- The Overwhelmed
- The Lucky One

Procrastination

- Time lost: 218 minutes/day x 365 = 79570 minutes = 55.3 days (2015 Survey)
- Chronic procrastinators 5% in 1978 and 26% in 2007 (study from Univ of Calgary)
- Thieves: internet, social media, text messaging

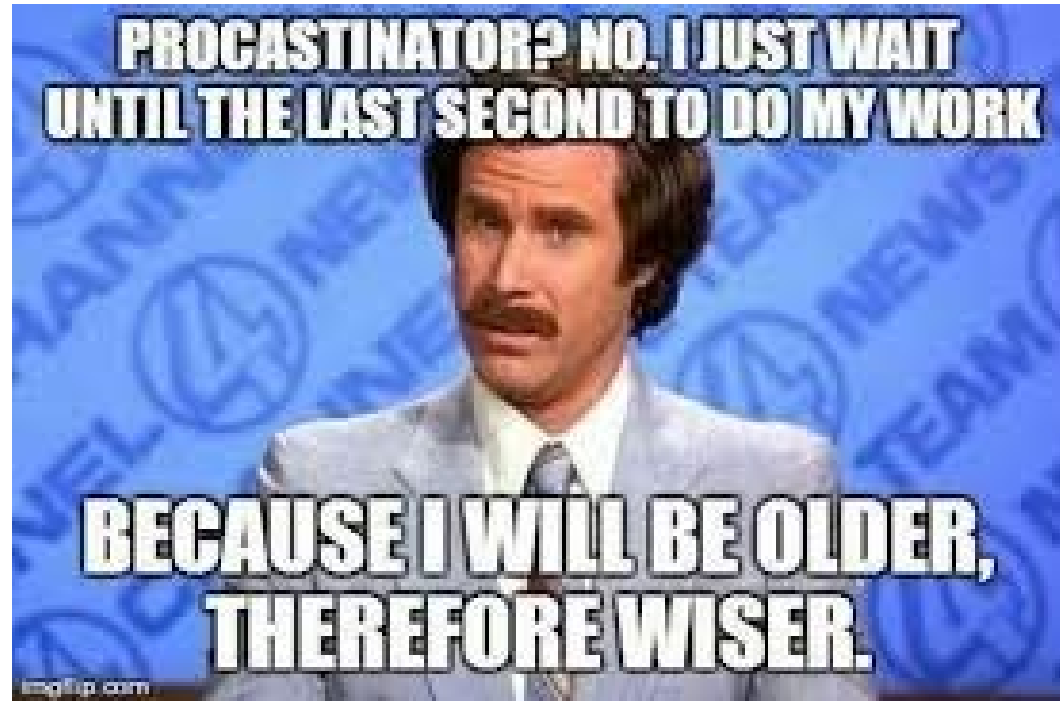
Avoiding Procrastination

- Doing things at the last minute is much more expensive than just before the last minute
- Deadlines are really important: establish them yourself!



Why do people procrastinate?

Share your guilty reasons.... Pause for a minute and add to the chat



Reasons You Procrastinate

A. Complex tasks

B. Fear of failure (or success)

C. Indecision

D. Perfectionism

E. Unpleasant tasks

1

Procrastination Prevention Strategies

- Overwhelmed
 - Break down into smaller tasks
 - Let some tasks go (be careful)
 - Say NO to some tasks
- Unpleasant task
 - Provide a motivational reward
 - Develop deadlines
 - Have a colleague or mentor enforce deadlines

Strategies

- Use the first 3 hours of work wisely
- Do unpleasant tasks first
- Break big jobs into smaller tasks
- Set timelines for decisions to be made
- Develop a mental picture of the completed task
- Schedule tasks when you are at your peak
- Set and hold yourself to deadlines
- Block time

NEVER PROCRASTINATE



The work will not disappear!



UC Irvine study revealed that, on average,
office workers are interrupted every 11
minutes. And yet it takes around 25 minutes
to get back on track

Interruptions

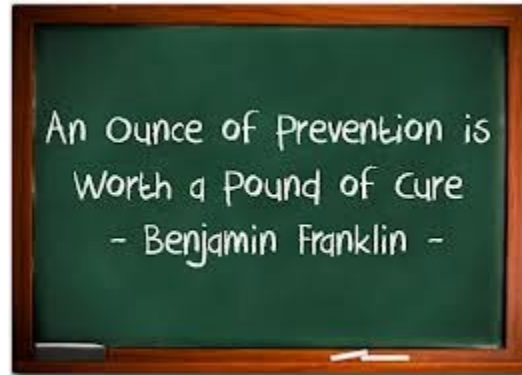
- 6-9 minutes, 4-5 minute recovery – five interruptions shoots an hour
- You must reduce frequency and length of interruptions (turn phone calls into email)
- Close your door
- Blurting: save-ups
- E-mail noise on new mail = interruption so **TURN IT OFF!!**

Prevention Strategies

Isolate yourself

Block time

Set boundaries

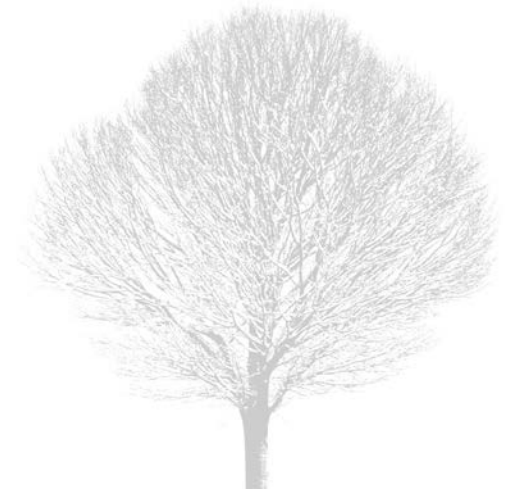


Plan your week!



Plan your Day!

When?	Before the day begins
Where?	Someplace quiet
How Long?	5–10 minutes



RECAP....

Effective time management techniques

- Be intentional: keep a to-do list
- Be prioritized: rank your tasks
- Be focused: manage distractions
- Be structured: time block your work
- Be self-aware: track your time

Putting it into action

- Write out a **To Do** list every day. Include items that can be completed, such as "Prepare exhibits for monthly report", rather than just "Work on report."
- Separate your To Do list into A, B and C priorities.
 - "A" items are important to your long-term success
 - "B" may be urgent but not as important
 - "C" are those that would be nice to do if you find the time.
- Start with the A items. Don't work on a C just because it's easy to do. Also, break your A items into small manageable chunks, so they're easy to accomplish.

Putting it into action

- Visualize your long-term picture of success & put it in writing.
- Review your goals frequently. Your goals should be specific, measurable, achievable and compatible with where you are now. There should be an end date as well. Steven Covey calls this "Begin with the end in mind."
- Try to do your planning at the same time every day. Use this time to review past accomplishments as well as future things to do.
- Use only one planner to keep track of your appointments. Keeping a separate business and personal planner creates confusion.

