

The Smart Manager *Series* (#1)

Time Management

**Save 3 hours
per day
&
Boost your
efficiency**

**8
Practical
Recommendations**

August 2017



**Smart Pharma
Consulting**

“Time being priceless, don’t waste it!”



Introduction

Time is a limited resource which must be used efficiently to achieve the objectives set

Time at work

- Employees of companies receive a salary in exchange for their competence...
- ... which will be expressed during a finite period of time¹
- The issue for employers and employees is to make the best use of this limited resource
- Thus, the key question to be answered is:

“How to boost employees productivity by properly allocating time to meet their objectives?”

Time management at work

- We all run after time
 - To help you make a better use of your time, Smart Pharma Consulting proposes easy-to-implement method and tools
 - If properly executed, you and your teams can expect to:
 - Save more than three hours per day
 - Boost significantly efficiency and efficacy
- while improving quality of life

“Time management doesn’t give more time, just helps make a better use of it”



Express Self-diagnosis

If one of these six statements reflects your situation, then read this document

How well do you manage your time?



Sources: Smart Pharma Consulting

¹ Such as: people management, thinking, decision-making



Method to Optimize your Time

To better manage your working time, implement the following method

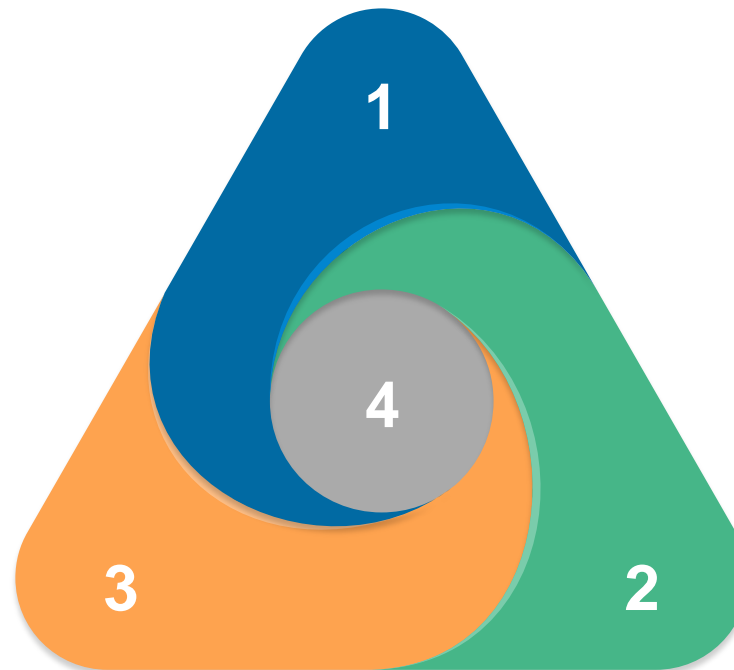
A four-step easy-to-implement method

4. Tracking & sharing outcomes

Systematically track the impact of the applied solutions and convince your colleagues to adopt the same method

3. Planning & implementation

The solutions selected to improve time management will be carefully planned and rigorously applied



1. Situation analysis

During the first step, you will identify the main time wasters

2. Management of time wasters

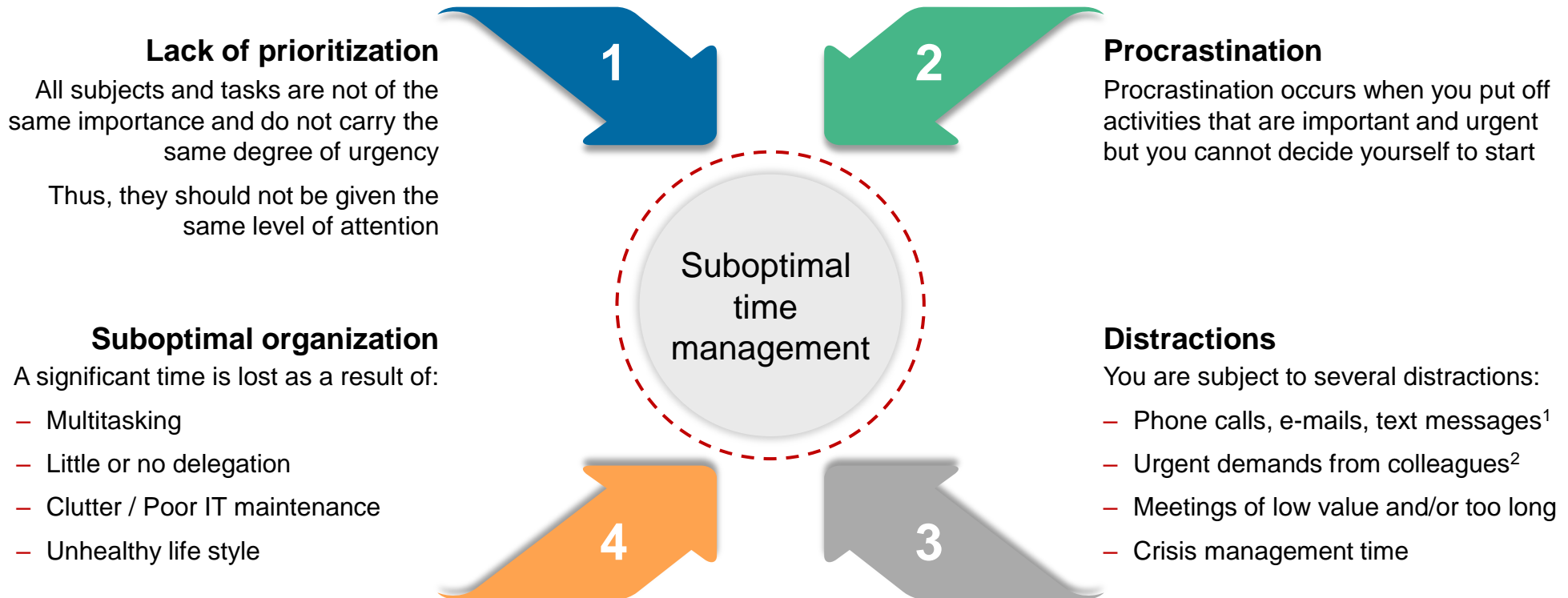
The second step will consist in defining solutions to eliminate the time wasters or, at least, limit their noxious effect



1. Situation Analysis

You must carefully identify the main time wasters

Main factors responsible for poor time management



Sources: Smart Pharma Consulting

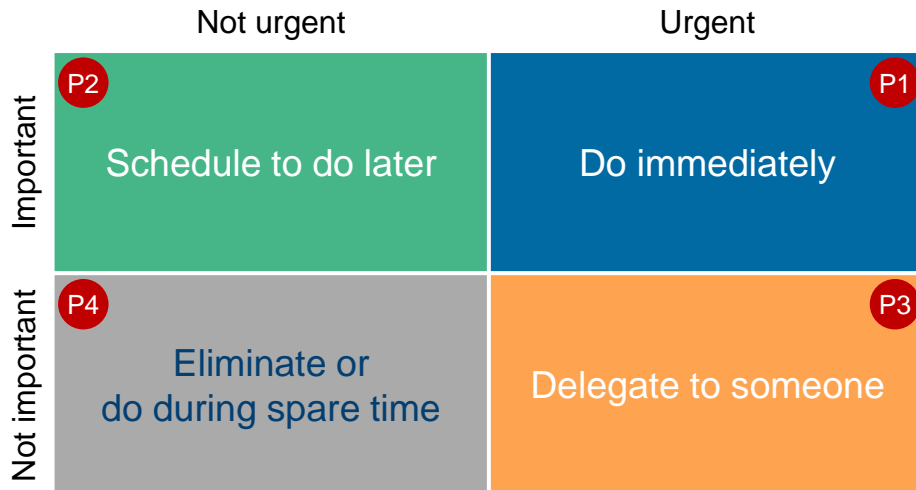
¹ As well as phone notification, social networks, etc. –² Including hierarchy, peers, subordinates



2. Management of Time Wasters

The Eisenhower Matrix helps selecting activities to focus on and those to eliminate

1. Prioritization of activities: Eisenhower¹ Matrix



Make a specific to-do list (e.g. for the day, the week, the month) with all the things to get done

- The Eisenhower Matrix is a tool to prioritize activities based on importance and urgency
- Important activities contribute to meet long-term personal and/or corporate goals and urgent ones require immediate attention
- A great attention should be paid at evaluating:
 - What activities should be done?
 - When and by whom?
- This matrix helps sorting out activities to focus on and those that should be ignored
- Then a daily, weekly, monthly... schedule of activities will be set considering their degree of priority based on importance and urgency

P1 Priority ranking

¹ Dwight D. Eisenhower was the 34th President of the United States from 1953 to 1961. Before becoming President, he served as a five-star general in the United States Army and as the Allied Forces Supreme Commander in Europe during World War II. He also later became NATO's first Supreme Commander



2. Management of Time Wasters

By putting off priority tasks, you will miss deadlines and impair quality of outcomes

2. Avoidance of procrastination



“Never leave that till tomorrow which you can do today” – Benjamin Franklin



2. Management of Time Wasters

Better management of NICTs¹ and meetings should free 3 hours per day

3. Reduction of key distractions

Phone calls, e-mails, text messages, instant messaging chats, Twitter, Facebook, LinkedIn, etc.



Meetings of low value or too long



Δ -1 hour
↓



Save one hour per day by better managing electronic time wasters, as follows:

- Unplug (switch off phones, disconnect instant messaging, close the door³, etc.) especially when you need to concentrate on priority tasks
- Check e-mails, text messages, phone calls, etc., 3-4 times a day and...
- ... set aside 2 time slots to respond to them, before lunch and leaving the office
- Unsubscribe from or block email lists if you don't want to receive their content⁴
- Don't feel obliged to pick phone calls⁴

Save two hours per day on meetings and make them more efficient by:

- Reducing their time by 25% (e.g. 45 minutes instead of one hour)
- Cancelling informative meetings, where no decisions are made (1/5 on average)
- Preferring teleconferences when participants are from different locations
- Inviting only people that are absolutely required and who will benefit from it
- Preparing (precise objective, agenda) and managing them rigorously (no off-topic discussions, time-keeping)



Δ -2 hours
↓





2. Management of Time Wasters

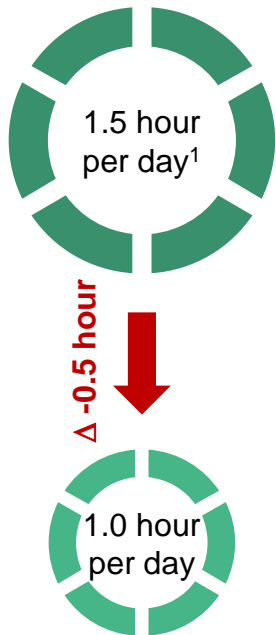
A proper management of unplanned demands or events could save 1 hour per day

3. Reduction of key distractions

Urgent demands from hierarchy, peers, subordinates, etc.

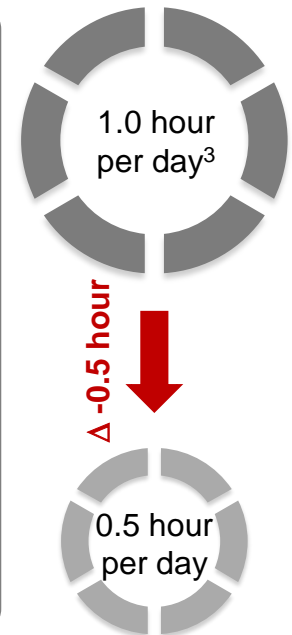


Crisis management time



- Don't take more than you can handle
- Avoid saying “maybe” or “I’ll see”, just say “Yes” or “No” when you are asked to carry a task
- You should dare to say “No” and explain tactfully why you can’t do it²
- Help the demander analyze the situation which can make him realize that:
 - His demand may not be so urgent and propose longer deadlines to do it
 - It could be done by another colleague who may have more availability and be even more competent or...
 - ... outsourced to an agency

- “Crisis management time” such as a last moment replacement of a colleague at a meeting or settlement of a dispute with health authorities will disrupt daily and/or weekly schedules
- To properly manage these urgencies, you need to put them in perspective with your scheduled priorities which will enable you to achieve your goals
- If you are familiar with basic time management rules, it will be easier to properly allocate your time...
- ... avoiding to over-invest in these urgent events, at the expense of your priorities



Sources: Smart Pharma Consulting

¹ Daily average on a weekly basis, considering all demands: administrative work, reporting to headquarter, requests from colleagues, from your manager, etc. – ² Showing your weekly planning could be a useful approach – ³ Let us assume that these crises account on average for 2 days per month (i.e. 1 hour per day), we can expect to reduce the time allocated by 50%



2. Management of Time Wasters

If multitasking is a false good idea, delegating is an imperative

4. Getting better organized¹

Avoid multitasking



Delegate



- Studies have shown that **multitasking increases** the time required to accomplish different tasks when compared to doing them in a sequential manner
- Actually, switching one task to another **impairs**:
 - **Productivity**
 - **Quality** of the work done
- You should **work in sequence**, one task at a time, to save time and deliver higher quality outcomes
- **Close off the applications** you are not using...
- ... the **tabs in your browser** that may distract your attention from the task you are doing

- **Delegate**, whenever possible, tasks that are essential but which **can be done by someone else**; and sometimes better because she/he is **more competent** or has **less time pressure**
- Don't underestimate the importance to:
 - Explain the **objective** of the task
 - Precise **what you expect**
 - Indicate the **deadlines**
 - **Motivate** the person who is going to do the task
 - Not **micromanage**
- **Outsourcing** to an agency or **purchasing goods/services** that will save your time are other options to be considered



2. Management of Time Wasters

Good organization and balanced life style contribute to improve work efficiency

4. Getting better organized¹

Eliminate clutter / maintain your equipment



- Clear your desk of everything except the work you intend to do during the day
- Adopt an effective filing system for electronic and hard copies of your documents
- Keeping a good system for filing e-mails, computer documents and papers will save many hours in the long run
- Take the habit to save every 15 to 20 minutes your work on your computer, especially on PowerPoint and Excel
- Make sure your computer equipment is well maintained, that the antivirus and other data protection software are updated regularly



Keep a healthy balance between work and home life



- Healthy lifestyle will boost your energy and motivation, clear your mind and increase your productivity
- Thus, it is strongly recommended to:
 - Sleep enough (~seven hours, depending on individuals)
 - Have a healthy and balanced diet (light lunches to prevent postprandial sleepiness and remain alert)
 - Exercise 2-3 times a week (e.g. swimming, running) for ~2 hours to increase your stamina, better manage your stress
 - Maintain a good balance between work and private life
 - Take breaks (5-10 minutes in morning and afternoon) at work to breathe, relax, socialize at the coffee machine...



3. Planning & Implementation

Take time to plan carefully your activities and you will end up saving time

Prioritization of tasks: Activity planning tools

Illustrative

Weekly time log	Monday	Tuesday	Wednesday	Thursday	Friday
Morning					
Lunchtime					
Afternoon					
Evening					

Morning time log	Activities	Priority ¹	Afternoon Time log	Activities	Priority ¹	Remarks
≤8:30			14:00			
9:00			14:30			
9:30			15:00			
10:00			15:30			
10:30			16:00			
11:00			16:30			
11:30			17:00			
12:00			17:30			
12:30			18:00			
13:00			18:30			
13:30			≥19:00			

- The purpose of this tool is to help you organize your activity and make sure you will focus your time and effort at your 2-3 top priorities (P1) to reach your main goals and set deadlines
- It is not only a planning tool but also a diagnostic tool to check if you allocate your time in an optimal way
- Your most challenging² activities should be slotted into your most productive (high-energy) time of the day
- The time log should be filled up (on a notebook or an electronic device³), ideally, at the end of the previous week or day, accordingly, which should not take more than 10-15 minutes

Sources: Smart Pharma Consulting

¹ From P1 to P4 as per the Eisenhower Matrix – ² Such creativity sessions, decision-making activities, complex analyses, assessment of collaborators performance, etc. – ³ Such as a simple Excel spreadsheet, Outlook or a more specific tool like Trello, Taskworld



4. Tracking & sharing outcomes

Time management is an ongoing process which should involve all employees

Tracking outcomes

- Tracking your planned activities will enable you to:
 - Analyze whether the time allocated reflects your priorities
 - Calculate the potential gaps between planned and effective time spent per activity and find the reasons
- Based on these information, you can:
 - Rectify your time management mistakes
 - Look for solutions to better use your time
 - Measure your improvements from one period to another
- Tracking can be done with the help of time logs such the activity planning tools we have proposed¹, Gantt charts commonly used for project management, specific time tracking software or time-saving apps

Sharing outcomes

- Once you get tangible results through the application of Time Management recommendations, you can try to engage your close colleagues, either superiors, subordinated or pairs, to follow them
- Sharing your “positive” outcomes will benefit:
 - Your colleagues who should obtain a similar added-value if they apply the same recommendations
 - You because your colleagues will be more sensitive to distractions they may generate and pay more attention to avoid or limit them
 - The overall organization through an overall increase of its collaborators productivity and quality of works



Our 8 Practical Recommendations...



... to help you save more than 3 hours per day & boost your efficiency

- 1 Avoid meetings before 10:30 am to focus on your key activities requiring the greatest concentration¹
- 2 Do not attend meetings if you are not essential or if it doesn't contribute to meet your goals²
- 3 Shorten the usual one-hour meetings to 45 minutes and suggest your colleagues to do the same
- 4 Batch similar tasks together (e.g. e-mails reply, administrative work, etc.)
- 5 Avoid meetings after 5:30 - 6:00 pm to keep time available to answer your phone calls, e-mails, etc.,
- 6 Keep a one-hour buffer time per day for absorbing unexpected extra work or in case you fall behind on your scheduled activities of the day
- 7 Keep 10 minutes, at the end of the day, to organize your next working day
- 8 Impose yourself strict rules to minimize the time spent dealing with unsolicited or irrelevant messages

“By saving 3 hours per day, you will get the equivalent of 1.5 more day per week”



How can Smart Pharma Consulting help you?

We propose intra-company services to better manage time

Three Time Management services

Training seminars¹

- We organize one- to two-day intra-company seminars for groups
- We share methods, simple tools, tips and tricks to optimize time management of individuals or teams
- We propose practical exercises in the form of role plays, case studies, simulations, etc.

Transformational projects

- We help companies set customized rules and develop specific means to optimize the time management at global, affiliate, department or functional level
- We produce guidelines and support tools regarding the management of projects, meetings and distractions; internal and external communication (incl. writing of e-mails and text messages, phone calls, etc.)

Individual coachings¹

- We provide individual support for a period of three to six months
- We co-develop a specific approach, agree on the rules and enabling tools to improve time management
- We carry out a bi-monthly review to analyze the progress of the situation
- We set a hotline for the coachee

The Smart Manager Series

- This series intends to provide practical recommendations to enhance the efficiency and efficacy of *Smart Managers*
- Each booklet will be limited to a maximum of 14 pages and will take less than 20 minutes to read... *to optimize your time*

Issue #1: Time Management

- We are all, and more than ever, running after time
- This issue reviews and analyzes the main reasons at the root of this situation
- A selection of time-saving method and tools are proposed
- If rigorously implemented, these recommendations should enable you to:
 - Save more than 3 hours per day
 - Boost your efficiency and efficacywhile improving quality of life

Smart Pharma Consulting Editions



- Besides our consulting activities which take 85% of our time, we are strongly engaged in sharing our knowledge and thoughts through:
 - Our teaching and training activities
 - The publication of articles, booklets, books and expert reports
- As of today, more than 100 publications in free access can be downloaded from our website
- In 2016, we have published more than 770 pages of documents and in 2017 we should reach a similar level
- Our profession of consultants and the magnitude of our publishing activity require a strict management of our time
- We need to be extremely productive while ensuring a high quality standard of services, while making sure our kids will keep on recognizing us
- We expect that you will appreciate this new publication and we remain at your disposal to organize training seminars, coaching sessions or carry out transformational projects

Best regards

Jean-Michel Peny