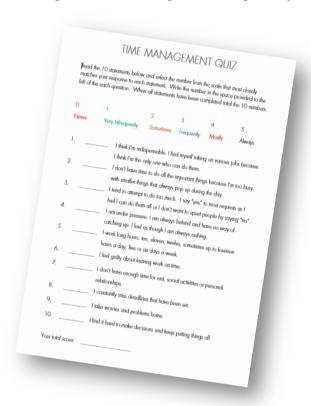
Learning & Development - Time Management

WHY	In a world where technology is allowing complex tasks to be executed quicker by the minute, our expectations as business owners, employees and customers are higher than ever when it comes to delivery of services. The old saying "time is money" has never been more true. This short course is aiming at helping you with your time management, contributing to better self-management.		
wно	Audience: - Hospitality professionals of all levels - Anyone curious about their time management Facilitator: - Self-learning - Managers of all levels		
WHAT	Content includes: - Pre course assessment – Time Management Quiz - Theory 1: Time Management Matrix (Stephen R.Covey) - Theory 2: Multiple your Time (Rory Vaden) - Practical example Content length: - Approximately 60 minutes in this section - Approximately 30 minutes of linked external resources (see below)		
нош	1st Read content and select what you believe to be useful for you/your team 2nd Decide what element you/your team will apply and make a plan 3rd Set a deadline for application to be reviewed 4th Review results, amend methods according to specific needs and apply again until satisfied		
PLUS	Internal resources: - The course on Resolutions will dramatically help you/your team to implement systems and techniques learnt in this section, as it will enable you/your team to create change smoothly. External resources: - Stephen R.Covey on the Time Management Matrix – YouTube - Rory Vaden on Multiplying your Time– Ted Talk		

Pre course assessment - Time Management Quiz

Quiz:

Take the quiz and find out how good your time management really is. This test takes no longer than 5 minutes to complete. Ironically, not finding the time the take on the test and complete the course proves the point: you need it!



Scores:

0-9: Well done.

People who score between 0 and 9 finish work on Friday, go home and enjoy their weekend, because they know there is nothing they have overlooked or left outstanding.

10-25: Not too bad.

People who score in this range know there is room for improvement. The finish work on Friday and go home to enjoy their weekend but all of a sudden, sometime during Saturday remember there's still a couple of outstanding jobs that need to be done.

26-50: Congratulations!

Congratulations on taking this course today! This kind of person finishes work on Friday and goes home, but they don't enjoy themselves at all. They spend their whole weekend worrying about the 27 projects still sitting on their desk because they know that there will be other things coming in next week that will bury those projects already sitting there.

Theory 1 - Stephen R.Covey - Time Management Matrix

Often presented as a time management tool, the matrix presented by Stephen R.Covey in his brilliant book *the 7 Habits of Highly Effective People* is essentially a priority sorter that will indeed allow you to have a much more efficient use of your time.

Make a comprehensive list of your daily tasks, on post-its, and sort them on the below matrix, according to their importance and urgency.

Covey rightfully argues that our time is constantly hijacked and wasted with either disrupted last minutes requests, putting us in a fire fighting mode, or with less significant tasks that frankly we could avoid doing altogether. Sorting out our priorities and focus our time in important yet non-urgent tasks is the key to efficiency. To achieve this, one must learn to say no (quadrant IV), delegate tasks appropriately (Quadrant III), anticipate and plan (Quadrant II) and finally create systems and train people so to reduce the time spent fire fighting (Quadrant 1).

	URGENT	NOT URGENT
IMPORTANT	Quadrant I urgent and important DO	Quadrant II not urgent but important PLAN
NOT IMPORTANT	Quadrant III urgent but not important DELEGATE	Quadrant IV not urgent and not important ELIMINATE

Theory 2 - Rory Vaden - Multiple your time

In his fantastic Ted Talk, Self Development Strategist Rory Vaden proposes that we should procrastinate on purpose. Although counter intuitive, this system is incredibly effective as it does genuinely multiple time.

The Time Management Matrix (Stephen R.Covey) suggests we avoid wasting our time in non-important/non-urgent tasks. The Focus Funnel below is the tool that allows us eliminate, automate and delegate tasks purposely.

Using the previously created post-its listing your daily tasks, pass them through the funnel to see what you will allow yourself to eliminate, what you could work toward automating and what can be delegated. This process is truly multiplying time.



In conclusion: You MULTIPLY your time by giving yourself the EMOTIONAL PERMISSION to spend time on things TODAY that will give you more time TOMORROW – R. Vaden

Practical example

When I took the quiz for the first time, I scored poorly. Having applied to myself what I later taught my team and shared with you in this short course, I have improved my time management to the point that I did no longer miss deadlines.

The below are just a few of my own post-its:

	Urgent	Not Urgent
Important	Quadrant I	Quadrant II
	* incidents and customer complaints * IT or technical issues * Support on floor during busy times	* service and sales related projects * managment training * mailbox organisation
Not	Quadrant III	Quadrant IV
Important	* team briefings * staff training * pre project work	* non essential meetings * non service or sales related projects * favours I did to people who did nothing for me

I was stuck on fire fighting mode because I did not plan properly. After stopping to do Quadrant IV tasks, I invested the time saved to train my people so they could take on Quadrant III tasks. This newly time saved was invested in Quadrant II tasks, which in time reduced greatly the occurrence and severity of disruptions of Quadrant I.



The Focus Funnel is the tool I have use to decide what I would allow myself to do and what I would consciously decide not to do, at least straight away.