WHO'S GOT TIME FOR TIME MANAGEMENT?

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LEADERSHIP DEVELOPMENT AND CAREER COACHING IN HIGHER EDUCATION AND ACADEMIC MEDICINE

How to join

Web

1

2

Text

1

2

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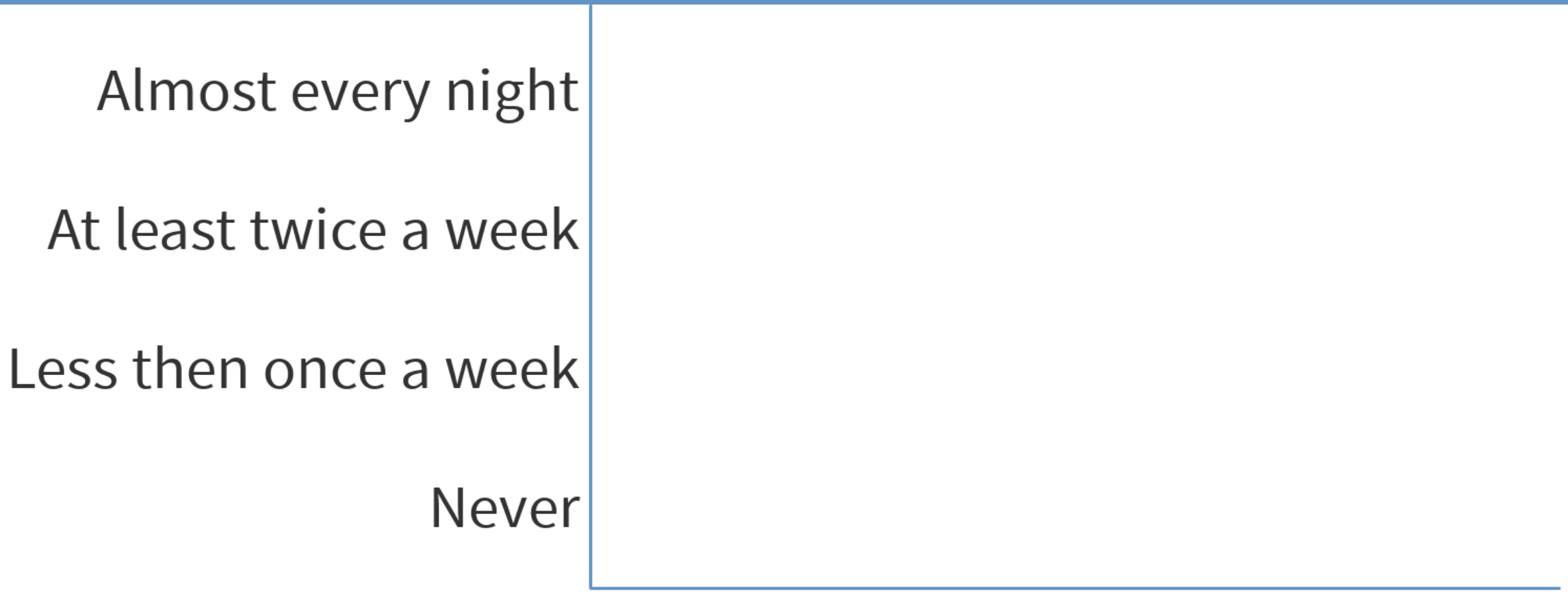
Thinking about my "to do" list prevents me from quickly falling asleep.



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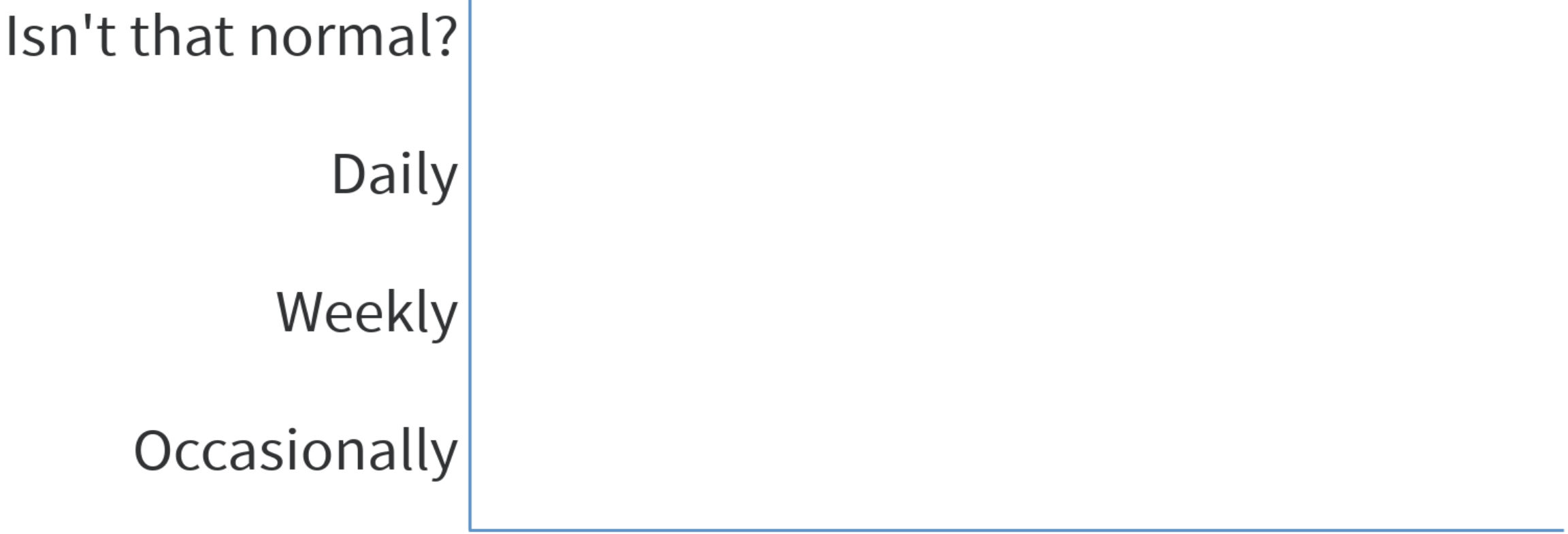
How often does your "to do" list run through intrude on your personal time?



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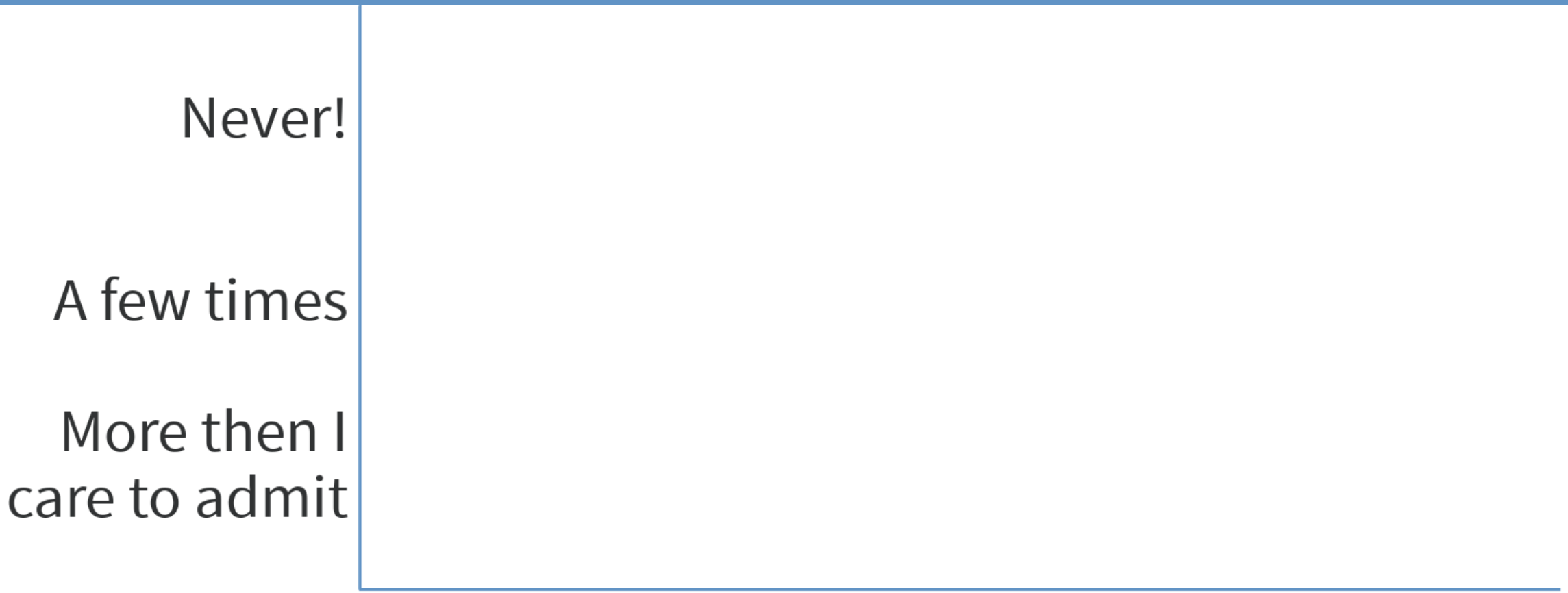
Over the past 3 months, how frequently have you missed a deadline?



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Over the past 3 months, how frequently did you procrastinate on your tasks?

Never - I am always on it!

Sometimes

More often then not

Almost always

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Are you satisfied with your current approach to maximize your time?

What do you mean by approach?

Not really

Most of the time

Absolutely - I don't even know why I am here!

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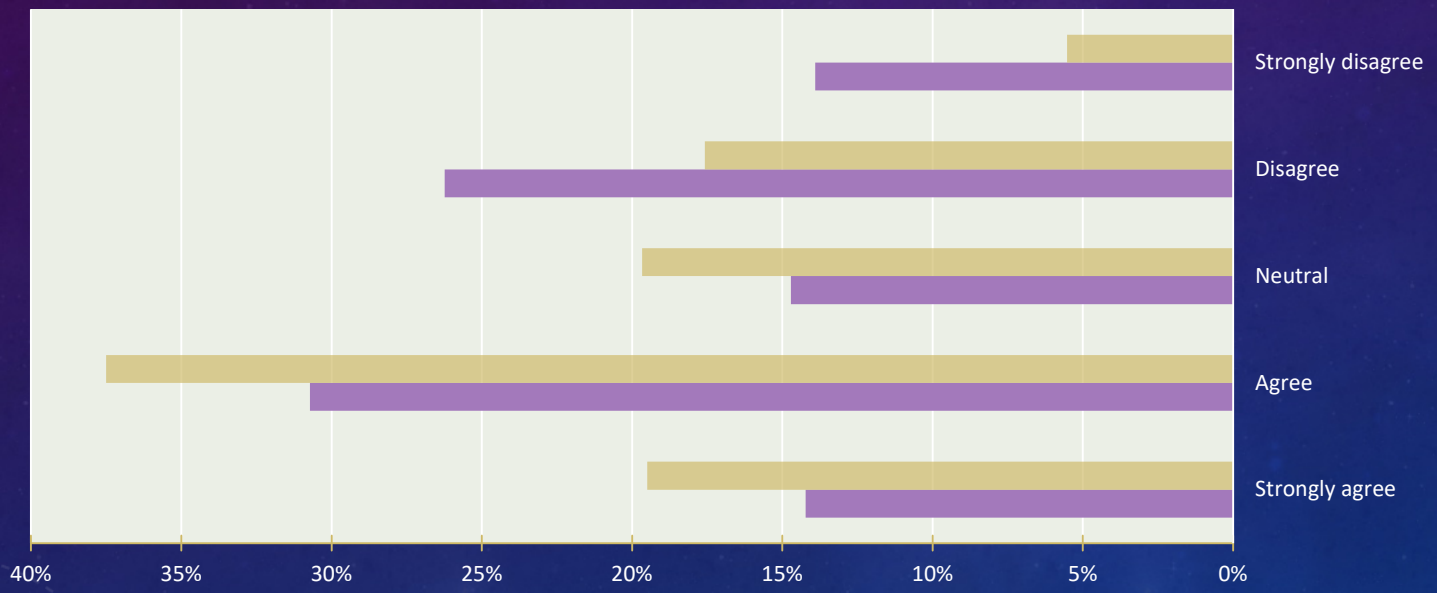
WHAT HAS MEDICAL EDUCATION TAUGHT US ABOUT MANAGING TIME?

TODAY'S OBJECTIVES

1. Recognize critical value of effective time management for physicians.
2. Describe cognitive limitations and common practices that contribute to mismanaged time.
3. Discuss the importance of identifying and maintaining prioritized goals.
4. Compare strategies for managing workflow to effectively manage time.

UNIQUE PHYSICIAN STRESSORS

Work schedule leaves me enough time for my personal or family life – Physicians vs US Workers

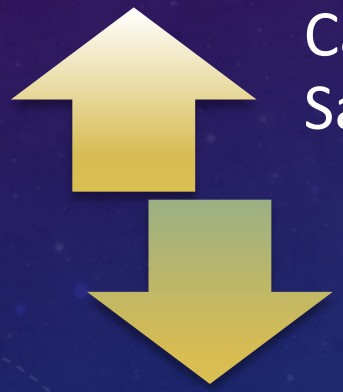


- Unpredictable hours
- Unconventional hours
- Physical & emotional fatigue

Shanafelt T, Boone S, Tan L, et al. Burnout and satisfaction with work-life balance among US physicians relative to the general US population. *Arch of Intern Med*. 2012; 172(18): 1377-1385.

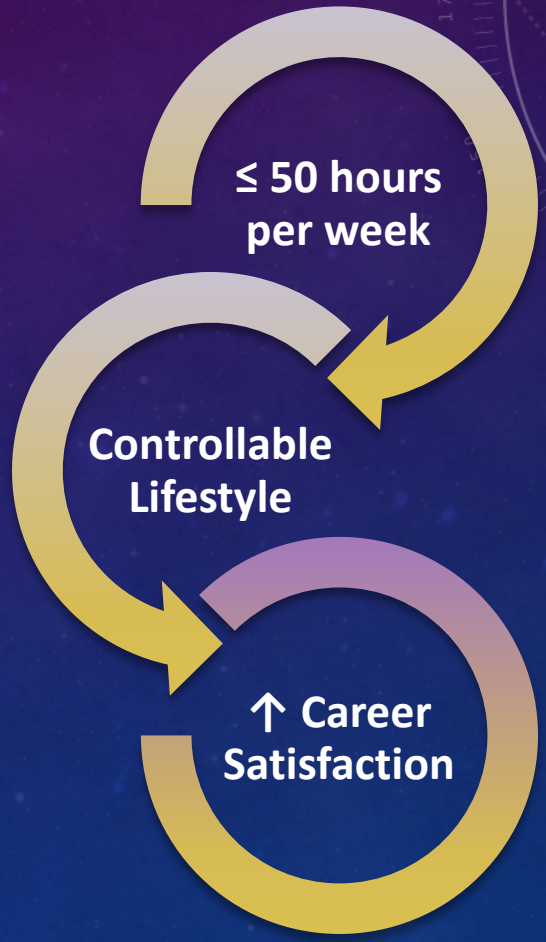
CONTROLLING CHAOS

Data suggest that **control over schedule** may be a key driver for physician career satisfaction.



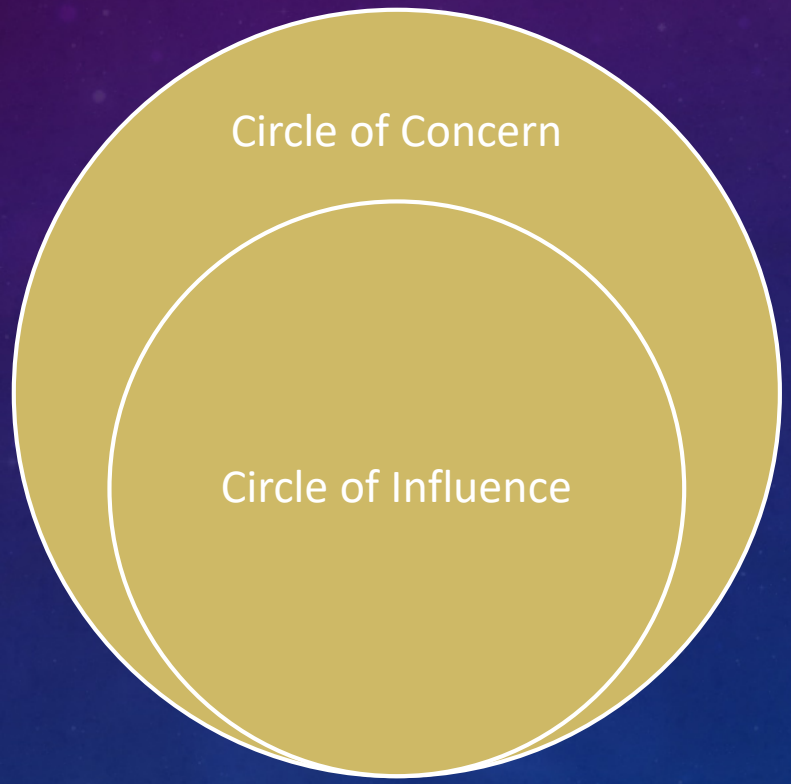
Career Satisfaction

Burnout



Leigh JP, Tancredi DJ, Kravitz RL. Physician career satisfaction within specialties. *BMC Health Serv Res*. 2009; 9(1): 166.

CIRCLE OF CONCERN VS. CIRCLE OF INFLUENCE



Adapted from The Seven Habits of Highly Effective People by Stephen R. Covey,

TIM URBAN TED TALK

- https://www.ted.com/talks/tim_urban_inside_the_mind_of_a_master_procrastinator#t-598699. 7-25-17.

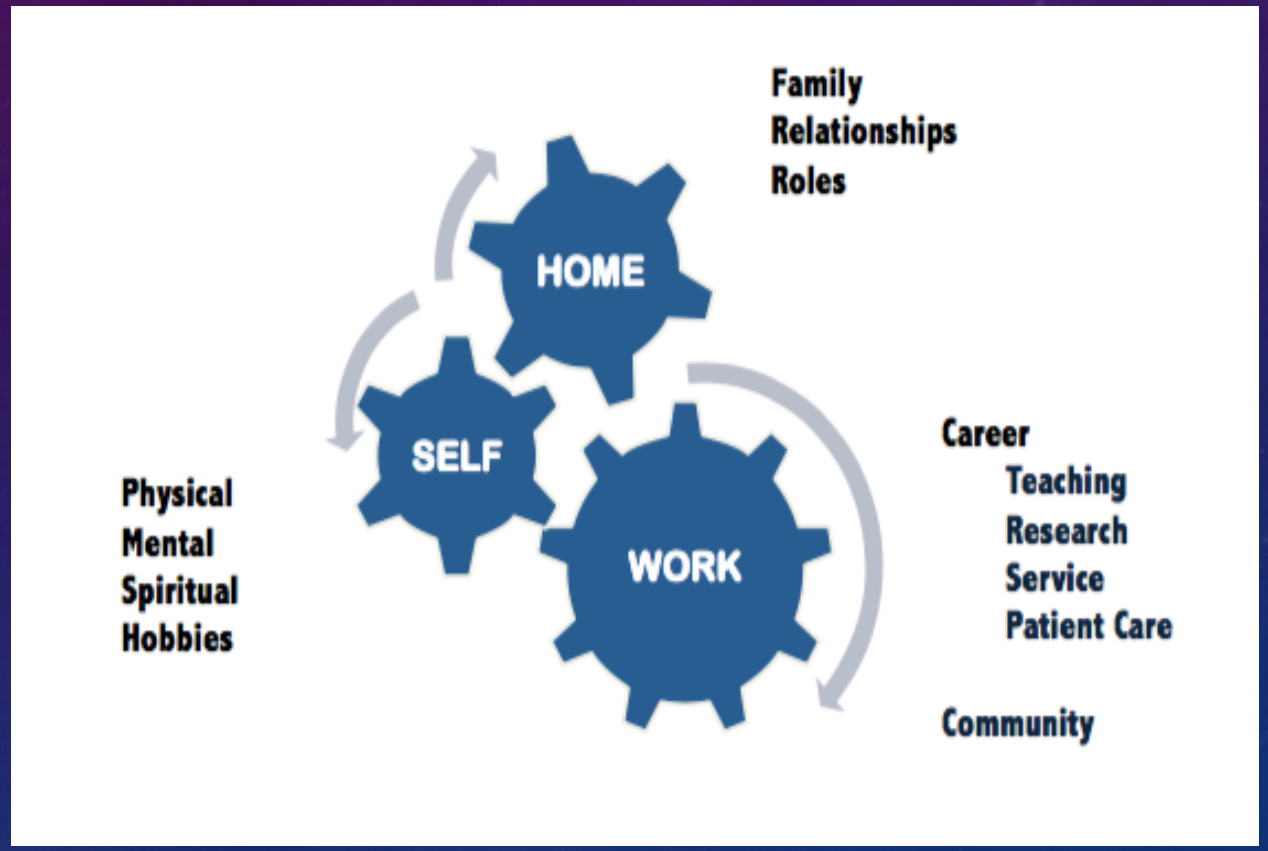
GUIDING PRINCIPLE – KNOW THYSELF

- Understanding **the goals, needs, and personal characteristics** we bring to our careers is critical to making career decisions and selecting strategies to maximize **efficiency and focus**.

UNDERSTANDING YOUR VALUES AND THEIR RELATIVE PRIORITY

- Competing demands vary at different times in our lives – recognize relative importance
- Clarify roles and what they require
  - How do you allocate your time across research, teaching, and clinical activities?
  - What are your familial responsibilities (both situational and ongoing)?
  - When do you have time to “sharpen the saw”?

VALUES, GOALS AND PRIORITIES



Pitre, C. Pettit, K., Ladd,L, Chrisholm C, Welch JL. Physician Time Management. MedEDPORTAL. 2018;14:10681.

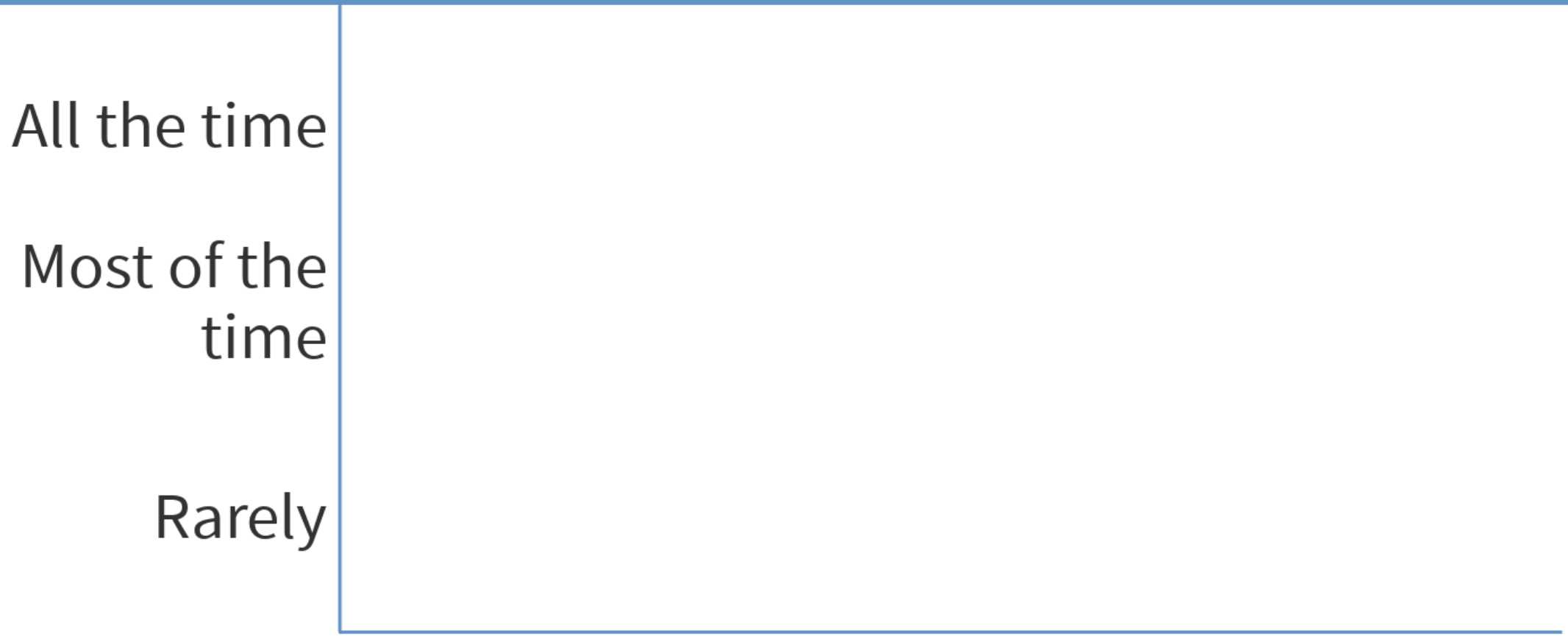
UNDERSTANDING YOUR WORK STYLE, STRENGTHS & WEAKNESSES

- Do you prefer internal deadlines or external deadlines?
- Do you thrive on multi-tasking or completing tasks serially?
- Do you prefer large projects with complex teams or smaller projects?
- When are you at your “best”?

UNDERSTANDING YOUR WORK STYLE, STRENGTHS & WEAKNESSES

- Recognize your values, work style, skills and limitations and then structure activities based on this.
- Organize goals and tasks to ensure your time commitments are consistent with your priorities.
- Limit multitasking

How often do you use multitasking as a time management strategy?



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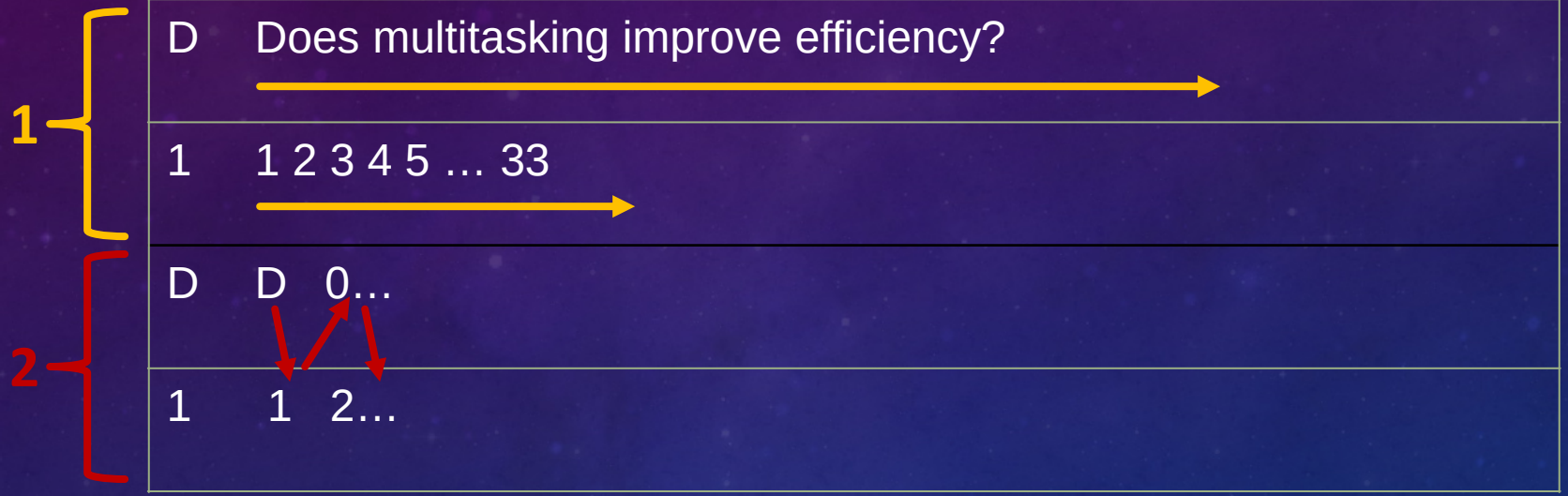
Does multitasking improve efficiency?



Adapted from Crenshaw D. *The Myth of Multitasking*. San Francisco, CA.: Jossey-Bass, 2008.

REALITY OF MULTITASKING

1. Reduces efficiency/productivity
2. Diminishes learning
3. Increases mistakes
4. Increases stress

MINIMIZE SWITCHING COSTS

- Minimize switching costs by focusing primarily on high priority tasks each day
- When you do have to switch tasks identify strategies to reduce switching costs:
  - Wednesdays are “meeting” days and Thursdays are “writing days”
  - When you stop working on a project, create a “to do” list for when you return
  - Maintain a scheduled time each week to review / prioritize tasks

MANAGING WORKFLOW

Collect → **Organize** → **Process** → **Review** → **Do**

Allen D. *Getting things done: The art of stress-free productivity*. Penguin; 2002.

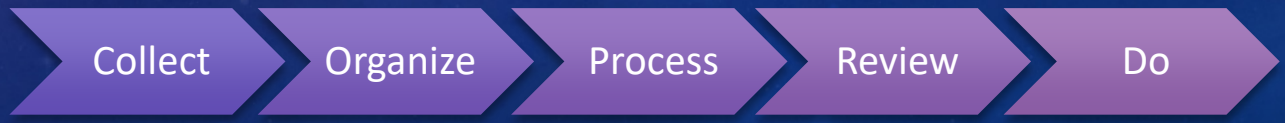
GENERATE A SYSTEM

Collect

- May be simple
- Trust your system
- Readily accessible

Organize

- Functional
- Organized
- Readily accessible



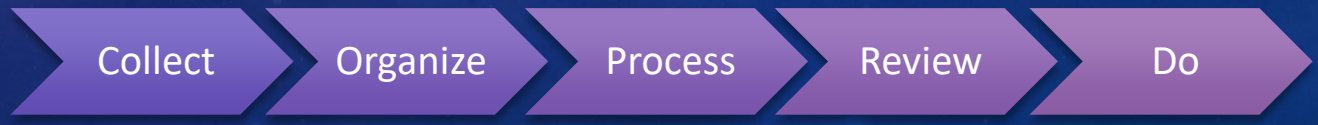
GENERATE A SYSTEM

Process

- Prioritize – by importance
- Define tasks – SMART parameters
- Allocate time

Review

- Create habits (60 days)
- Create time for regular review (e.g. daily, weekly)
- Renegotiate time allocation & prioritization



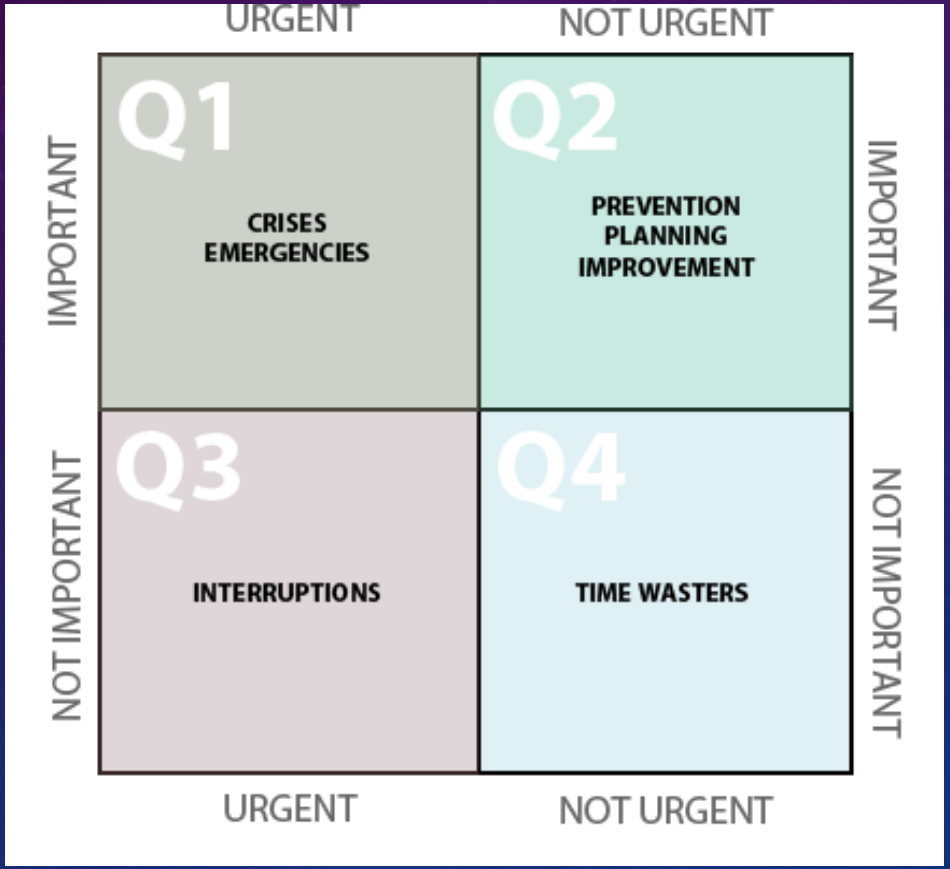
Time is what we want most, but what we use worst.

- William Penn

Organize and follow your schedule

- Schedule time to write grants and manuscripts
- The schedule should reflect your values, priorities, and work style
- The schedule should be developed based on the urgency and importance of each task.
- Prepare a time management emergency plan for time “hijacks” to existing plans

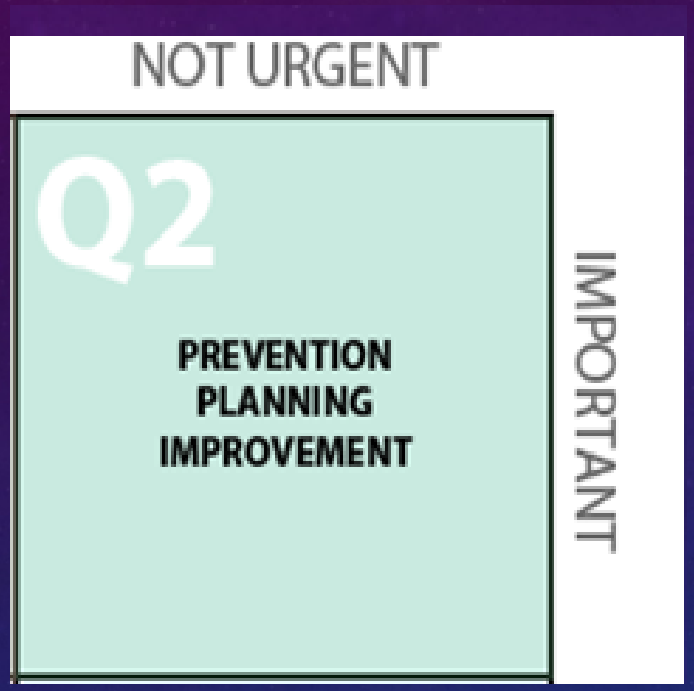
TIME MANAGEMENT MATRIX



Q1 - IMPORTANT AND URGENT

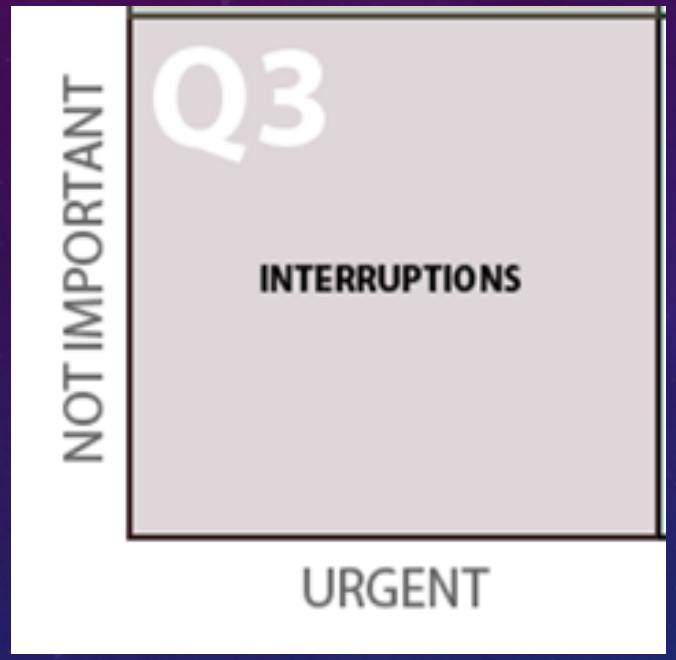
- There are things you should not ignore.
- Firefighting mode: crisis, hard deadlines & emergencies.

Q2 – IMPORTANT BUT NOT URGENT



- This is where you should spend most of your time.
- Time here leads to clear vision, discipline, control and balance.

Q3 – NOT IMPORTANT BUT URGENT

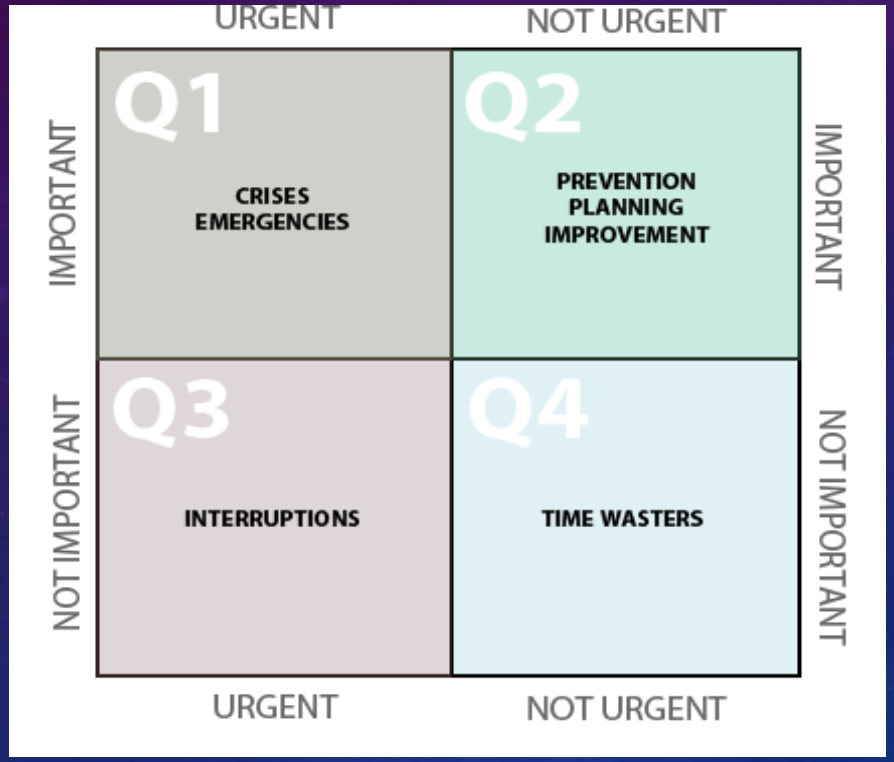


- Don’t confuse Urgent things for Important things.
- Short term focus with continual crisis management.

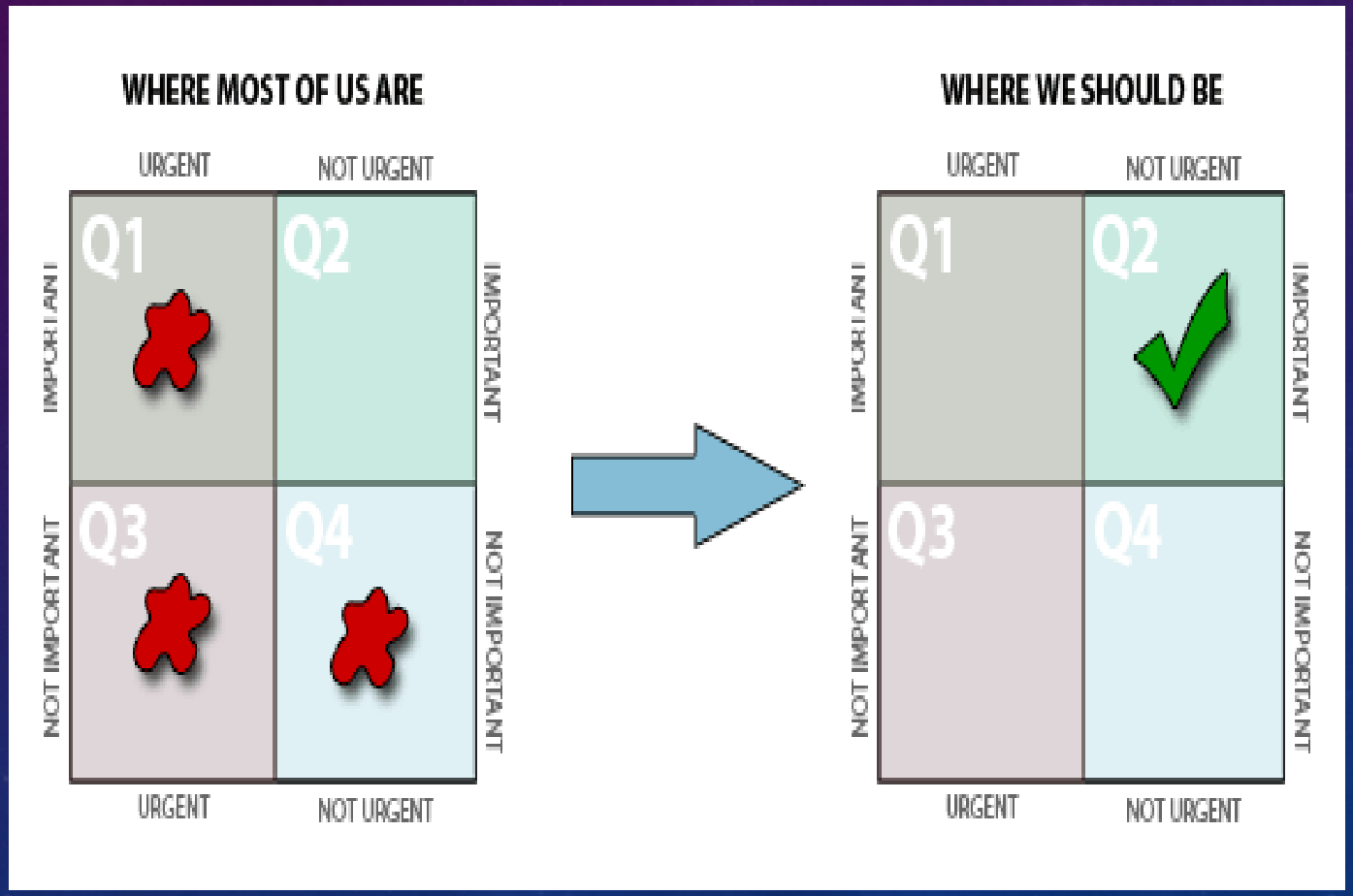
Q4 – NOT URGENT AND NOT IMPORTANT

- Administrative work that could be delegated.
- Doing what is easiest verses what is important.

WHERE DID YOU SPEND YOUR TIME YESTERDAY?



HOW DO I USE THIS TO MAKE MY LIFE BETTER?



IDENTIFY QUADRANT 2 ACTIVITIES

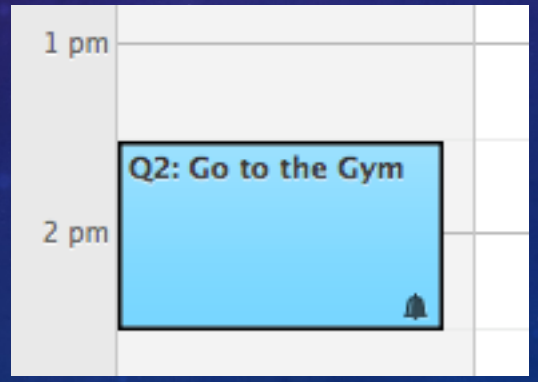
- Write down all the Quadrant 1 and 3 activities you routinely do

  (all the Urgent stuff)
- Write down how you can prevent these things from reoccurring or from becoming emergencies in the first place – these become your new Q2 activities

SCHEDULE TIME FOR QUADRANT 2

- Schedule time to do Quadrant 2 activities.

  (Put them in your calendar just like a meeting)
- DO THE THINGS YOU SCHEDULED!

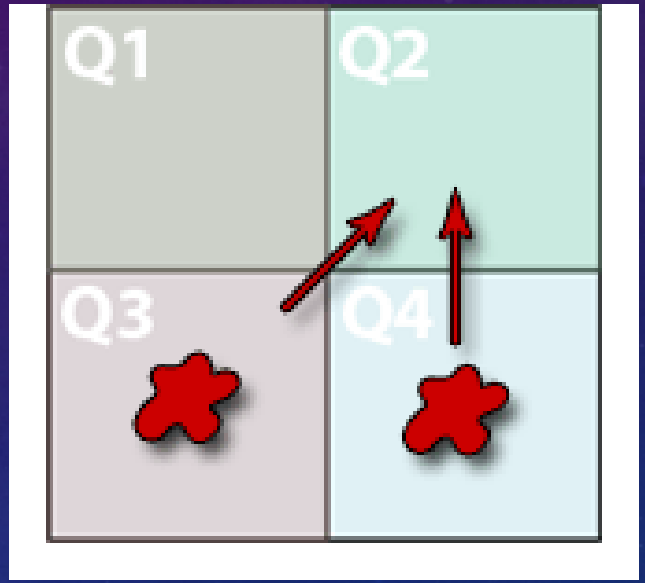


USE YOUR CALENDAR: CREATE APPOINTMENTS FOR MANAGING YOUR TIME

- As part of good time management, you need time to deal with your email, manage your appointments and tasks, and reflect on what you have to do.
- You can schedule this time for yourself with regular appointments.
- Reflect on what you're doing, whether it's a valuable use of your time, and whether you're setting the right priorities.

FREE UP TIME FOR QUADRANT 2 ACTIVITIES

- Look at all the things in Quadrant 3
  - Strategies for minimizing interruptions?
  - Questions you ask yourself or others before saying yes?
- Look at all the things in Quadrant 4
  - Are you spending time on administrative tasks that could be delegated?
  - Are you devoting too much time to non research activities?

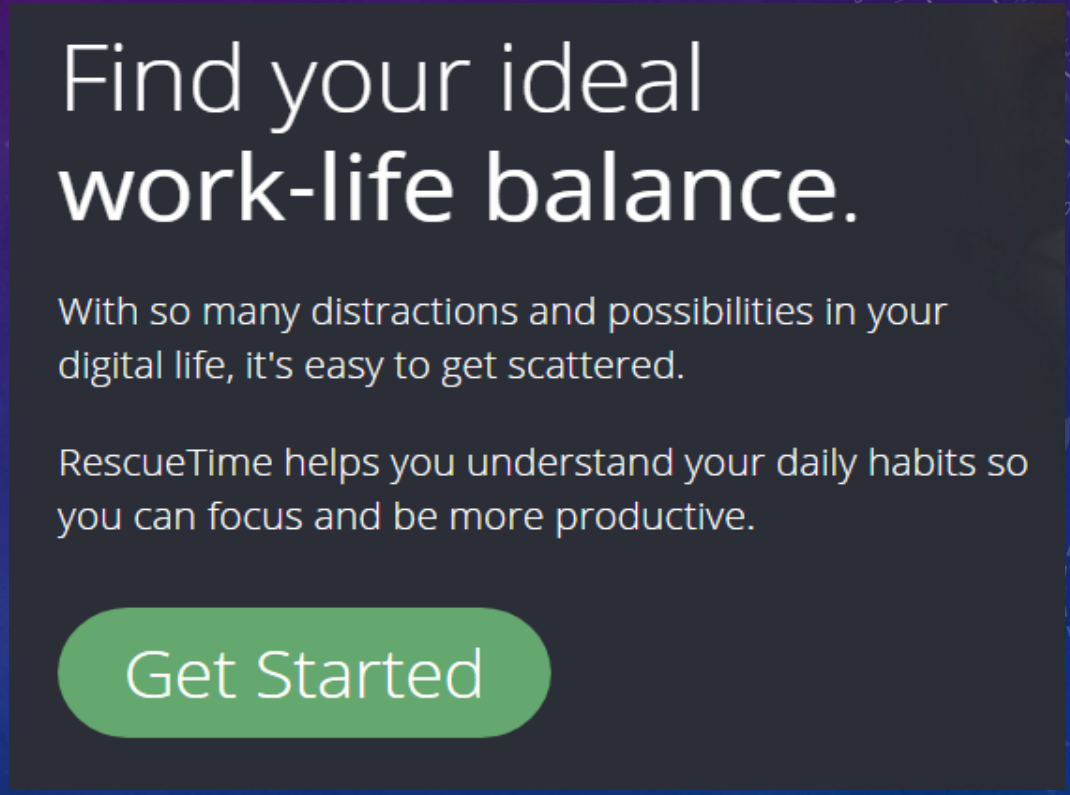


REDUCE QUADRANT 1

- The beauty with spending more time in Quadrant 2 is that it should slowly chip away at all your Quadrant 1 activities.
- As you reduce your Quadrant 1 activities you have more time for Quadrant 2. This is where you will have the greatest productivity.

EMAIL – THE SILENT INTERRUPTION

- Set a specific time on your calendar to review email.
- Use your signature line to communicate availability and set boundaries.
  - “Thank you for touching base. I read email each day between 4:00pm and 5:00pm Monday through Friday and will respond to your email within 48 hours. If this is an emergency please contact _____”.



https://www.rescuetime.com/features

TAME YOUR INBOX WITH THE FOUR DS

- If it isn't important, delete it immediately.
- If it can be done in two minutes or less, do it (reply, file, call, etc.).
- If it isn't for you or if you can, delegate (forward) it.
- If you need to do it, but it takes longer than two minutes (including reading), defer (flag) it.

WHAT IDEA CAN YOU APPLY TODAY?

Besides the noble art of getting things done, there is the noble art of leaving things undone. The wisdom of life consists in the elimination of nonessentials.

`Lin Yutang