

The Myths in Time Management

Summer Faculty Development Series 2015

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Goals

- Dispel myths about time management
- Understand the psychology & cultural/social factors that plays into poor time management
- Help you develop an approach to better manage your time

Who am I?

- Work Full-time
- Primary care
- Hold a leadership position
- Married to a full time physician
- Mom to two children

“ It’s a fine line between getting it all done and madness.....”

Disclaimer

- I don't have all the answers
- Medical literature has not addressed this topic
- Data that I will provide to you will be mostly from psychology/social science and large proportion from business literature.
 - Large Gender bias in literature

Time Management

- Definition
 - Time management refers to the way that you organize and plan how long you spend on specific activities.

“Blorft” is an adjective I just made up that means completely overwhelmed but proceeding as if everything is fine & reacting to the stress with the torpor of a possum. I have been blorft everyday for the last 7 years.....



Tina Fey
Bossy Pants

Reality: Time Management

- We associate “Time Management” with a large emotional component
 - Stress
 - Anxiety
 - Depression



Work-Life Balance

- Work-life balance is a concept including proper prioritizing between “work” (career/ambition) and “lifestyle” (health, pleasure, leisure, family & spiritual development).

-Wikipedia

Better Time Management= Better Work- Life Balance

“Imagine life as a game in which you are juggling some five balls in the air. You name them – work, family, health, friends, and spirit ... and you’re keeping all of these in the air.

You will soon understand that work is a rubber ball. If you drop it, it will bounce back. But the other four balls- family, health, friends and spirit- are made of glass. If you drop one of these, they will be irrevocably scuffed, marked, nicked, damaged or even shattered. They will never be the same. You must understand that and strive for Balance in your life.”

-Speech by Brian Dyson, former CEO of Coca Cola

Myth #1: Its about *managing* your time

- Reality:
 - its not about managing your “*time*”, but rather managing your overall workload & productive



Myth #2: Being busy isn't the same as being effective

- Good time management requires an important shift in focus from activities to results.

It's the results, not the hours.....

- Spending your work day in a frenzy of activity often achieves less, because you're dividing your attention between so many different tasks.
 - (eg) multitasking email, epic messages, etc.



Multitasking: Switching Costs

- Example:

Four experiments in which young adults switched between different task such as solving math problems or classifying geometric objects. For all tasks the participants lost time when they had to switch from one task to another

Rubinstein, J. S., Meyer, D. E. & Evans, J. E. (2001). Executive Control of Cognitive Processes in Task Switching. *Journal of Experimental Psychology: Human Perception and Performance*, 27, 763-797.

Cost of Multitasking

- Estimated productivity loss in some studies of 40% of your daily activity
- Leads to Cognitive Fatigue
- Leads to Increase in errors
- Studies show people are more productive with short burst of activity about 90 minutes with breaks in between

Practical tips

- Minimize multitasking
- Check email/Epic once or twice a day
 - And address those issues in real time
 - David Allen's 2 minute Rule
- Minimize interruptions
 - Close the door of office
 - Turn off text messaging/twitter updates

#3: The idea we can get it all done is the biggest Myth in time management

Face it: You're a limited Resource



Key point: Align your time management with your Goals

Once you recognize you are not going to be able to get it done, make explicit choices about what you are going to do that will get you closer to the outcome you most want

- Identify “the right things” and “do” them

How do I align my time with my goals?

- There is 3 step process
 - Identify your goals
 - Identify your activities
 - Track your time

*Getting Work Done, Harvard
Business Review 20-minute
manager Series*

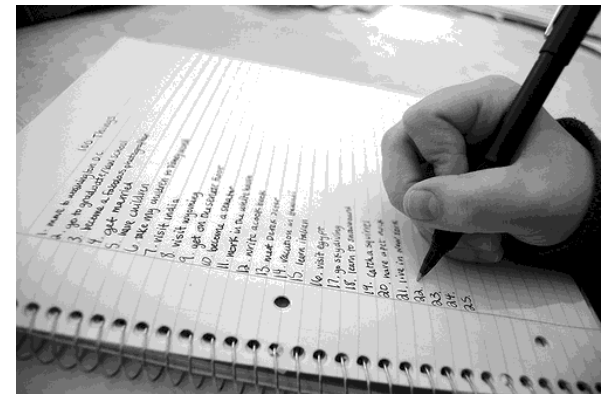
October 28, 2014 by
Harvard Business Review



Here to There Photography

List your goals

- Personal goals
- Career goals
- Write them down & regularly reflect
- Use this list to:
 - Prioritize your daily work
 - Gauge your progress



Identifying your activities

- Write down your job activities
- Organize/group these activities to better analyze what you do

Categories

Core Responsibilities

Crises and fires

Personal Growth

Free time

Managing People

Administrative tasks

Activity Categories

- Core-responsibilities: day to day task that make the crux of your job. (eg. Phone calls to pts, epic results)
- Personal growth: activities and projects that you find meaningful & valuable, but may not be part of your everyday responsibilities. (eg. Mentorship)
- Managing people: your works with others, including direct reports, colleagues, and even your superiors. (eg. Attending on inpatient/consult service with residents, students, fellows).

Activity Categories

- Crisis & Fires: interruptions and urgent matters that arise occasionally and unexpectedly. (eg. Pt decompensated needs transfer to ICU or RR).
- Free time: lunch breaks? Time spent writing personal emails, browsing web, facebook, etc.
- Administrative tasks: necessary task that you perform each day (eg. Signing off nursing orders/forms).

Categories

Core Responsibilities

Crises and fires

Personal Growth

Free time

Managing People

Administrative tasks

Track your time

SAMPLE CHART FOR TRACKING TIME SPENT ON TASKS PER WEEK

WEEK ENDING 4/14	Core responsibilities	Personal growth	Managing people	Crises and fires	Free time	Administrative tasks	TOTAL TIME/DAY
Monday	2 hrs	1 hr	3 hrs	0 hrs	0 hrs	2 hrs	8 hrs
Tuesday	3	1	4	0	0	2	10
Wednesday	7	0	0	1	0	2	10
Thursday	0	3	3	0	0	2	8
Friday	1	2	0	1	3	2	9
TOTAL TIME/ ACTIVITY	13 hrs	7 hrs	10 hrs	2 hrs	3 hrs	10 hrs	45 hrs
PERCENTAGE OF TIME	29%	16%	22%	4%	7%	22%	100%

SOURCE 20-MINUTE MANAGER: GETTING WORK DONE (HARVARD BUSINESS REVIEW PRESS, 2014)

HBR.ORG

The OVEWHELM: Barriers

- Reality: It takes time to truly evaluate your career goals.

Cost = Hours of reflection, mentoring sessions, and up-front investment of effort to identify your goals

*Investing in yourself.
Getting career satisfaction of accomplishing your goals, being a productive member of your section, and enjoying the process without burning out = **PRICELESS***

Myth #4: If I had more time, I would be more productive

- Reality: 168 Hours is a lot of time!



Professional overestimate their work week

- An analysis of time logs of professionals in medicine, law, consulting, tech and finance found that people who thought they worked 50-59 hours a week were off by 9-10 hours.

John Robinson & Geoffrey
Godbey *"Time for Life"*

The Math

Work	40 hours	50 hours
Sleep (8 hours a night)	56 hours	56 hours
Remaining (family, friends, other)	72 hours	62 hours

Myth #5: I'm always working so I never see my kids/spouse....

- Reality: Americans are spending more time with their children than ever before
- Women on average spend 13.5 hours with their children compared to 1960's where the average was 10.0 hours

Pew Research report 2011



Q: So If the data says I do have the timewhy do I feel like I don't?

- Answer: because you really do *feel* you have not time.
 - It's the Psychology of Scarcity.



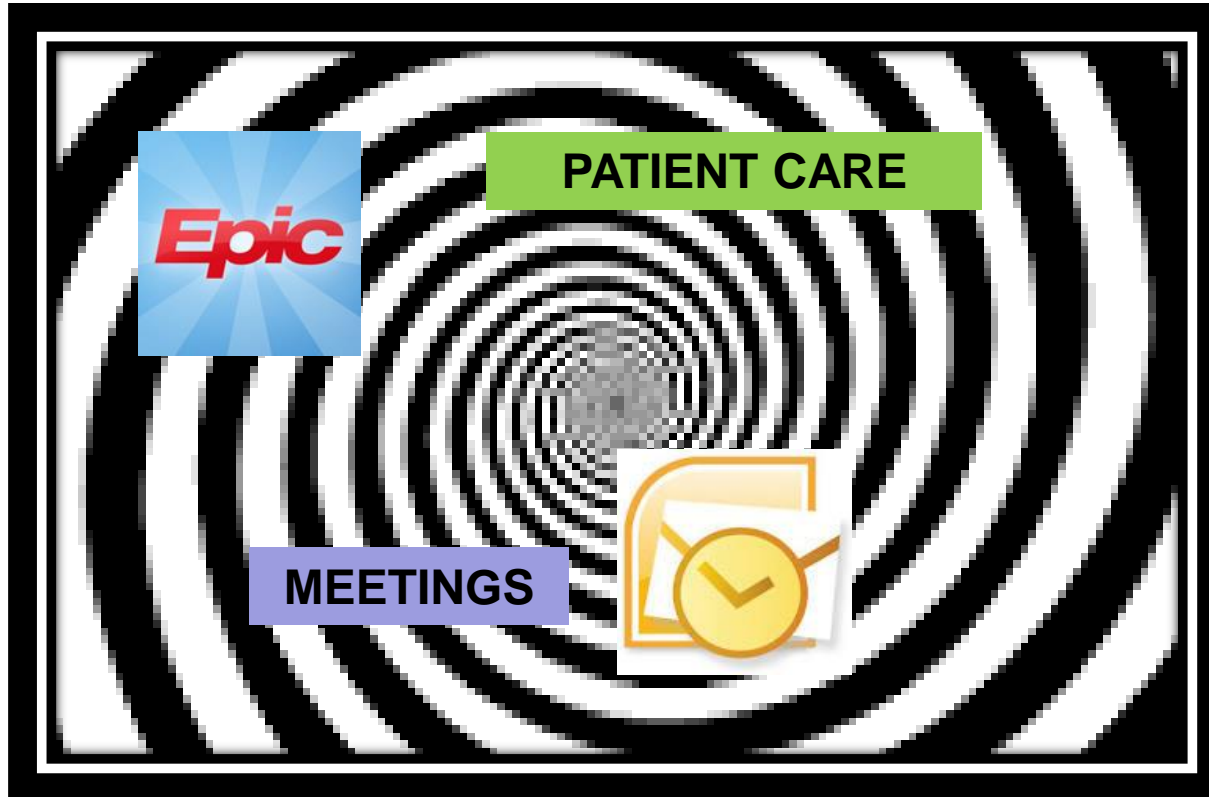
The Psychology of Scarcity

- Scarcity tends to focus the mind on immediate challenges.
- People in the grip of scarcity are tightly focused on meeting their urgent needs
- Important things on the periphery get ignored.
- The trap of scarcity



FAMILY

**LONG TERM
GOALS**



Break the Cycle of Scarcity

- Embrace that fact you *do* have time & empower yourself to prioritize your goals
- Schedule time in your calendar to have dedicated to long term goals
 - Fiercely protect this time



Combat Overwhelm

CHANGE THE WAY YOU MANAGE YOUR WORK

- Overwhelm is the product of lack of control, lack of predictability and the anxiety it has produced
- Ambiguity is the enemy in the workplace that fuels the overwhelm.

Define your Mission

- Set clear parameters & performance measures
- Communicate and adjust



Understand the Neuroscience of How People Work Best

- Higher productivity associated with short burst of attention
 - Schedule activity for intense 90 minutes then break
- Eliminate multitasking
- Don't get trapped in the Scarcity psychology

Combat the Overwhelm

- Learn from other work places that have creatively embraced a healthy and productive work place culture and adapt it to your organization
- Create YOUR network of support with in your organization



Make Your To Do List

- Schedule *FIRST* your activities that work towards your goals and priorities
- Remember most of your to do list will never get done
 - Shift “*Stuff of life*” items to your WORRY journal/list
 - Shift creative ideas/projects to your INSPIRATIONAL journal/list

Your To Do List

- Give yourself the power to not do some of those things on your to do list
- Choose one thing on your list to get done that day



DO NOT FEEL GUILTY!

- Get rid of unconscious culture bias & gender stereotypes
- Do what is best for you to work & have your life or family



Combat the Overwhelm

- Set reasonable parameters for email/epic
- Delegate the many micro decisions you make everyday that exhaust you & save your energy for the decisions that matter.



Embrace the Restorative Power of Vacation



Combat the Overwhelm

- *Remember:*
- Set your mission. Embrace it with passion and see where it will lead you.....



“Remember then that there is only one important time, and that time is now.”

-The Three Questions
By Jon J Muth

Time is the Coin of your life. You spend it. Do not allow others to spend it for you”.

-Carl Sandberg

“Doing Good work, having quality time for family & meaningful relationships & the space to refresh the soul is the Good Life. “

-Brigid Schulte