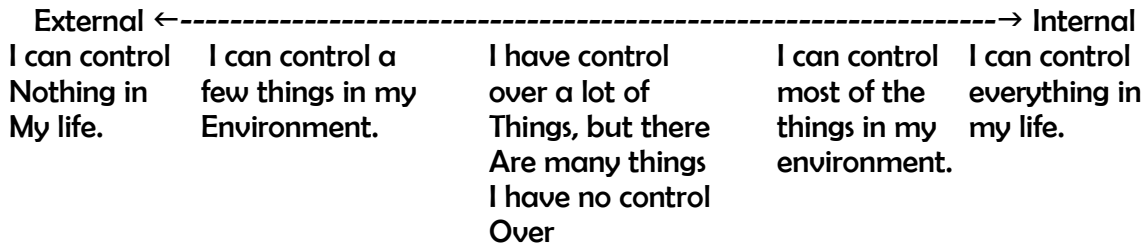


Administration 1

HO-1 Attitude;

Who's in Control?

What is your attitude toward control? Take a moment for an honest self-analysis, and consider the question seriously. Your answer will be a big clue to the likelihood that you will eventually be successful in controlling your time. Where do you place yourself on the external-internal continuum?



Administration 1
HO-Goals 1

Goals		
A well-clarified goal is: Specific-Measurable-Achievable-Realistic-Time Scheduled		
Describe Results to be achieved	Target Date	Evaluation of Achievement

Administration 1
HO-Goals 2
Project Record

Number	Priority	Project	Assign Date	Due Date	Time Needed
1	A	West End Bldg remodeling	9.21	11.13	18hrs
		Finalize cost estimates			
		Employee feedback meeting			
2	B	Prepare monthly Personnel Committee meeting	10.5	11.6	13hrs
3	A	Complete performance report	10.19	11.11	10hrs
		Get unit reports			
		Consolidate reports			
		Analyze total			
4	B	Write up project proposal	10.26	12.7	5hrs
5	B	Develop new procedure for progress reports	11.16	12.15	7hrs
6	C	Find new filing system	11.18	12.27	12hrs
7	A	Staff training seminar	11.23	1.15	16hrs
8	B	Conduct personnel appraisal reviews	11.30	12.21	8hrs

Administration 1
HO-Priorities 1

Sorting Things Out

Here's a common situation reported by Neil Larsen:

It's 9:00am. I have just arrived at work. The phone rings. It's the Chairman of my company, and he very rarely calls me directly. He wants a status report for his meeting with the Board next week but fails to specify a deadline. He suggests that the job is urgent, since the information I provide him will be included in his overall report to the Board.

It's 9:30am my boss phones. Two assumptions have changed since I prepaid my analysis last week—he wants my revised analysis.

It's 10:10am Mary Tompkins calls from Personnel. She can't process my new employee and allows him to begin work until she receives certain salary and other information along with his transmittal file. This is a company rule, which I've forgotten about.

It's 10:30am The Assistant to the Chairman calls in to my office. He identifies an important but long-term problem that he wants me to answer to within 24 hours.

In addition to these unexpected jobs, I have a full day's work ahead of me, three one-hour meetings, plus the usual daily routine.

How do I sort this out?

1. What should be Neil's priority?
2. How should Neil respond to these various requests?
3. What are the key issues involved in this case?
4. What can we learn about good time management from this case?

Administration 1
Ho-Analyze 1a
Daily Time Record Log

Daily Time Record Log					
Name _____		Day _____		Date _____	
Time	Activity	Importance	interruptions		
			phone	other	Nature
7:00		1 2 3 4 5			
		1 2 3 4 5			
7:30	Drive to office	1 2 3 4 5			
	“ ”	1 2 3 4 5			
8:00	Coffee-read WSJ-talk to Jim	1 2 3 4 <u>5</u>			
	About fishing trip	1 2 3 4 <u>5</u>	I		Tim-meet for lunch
8:30	Open mail-read article	1 2 3 <u>4</u> 5	I	I	Wrong #
	Staff meeting-wait for Fred who is	1 2 3 <u>4</u> 5			
9:00	15 minutes late	1 2 3 <u>4</u> 5	I		Boss called about budget
	“ ”	1 2 3 <u>4</u> 5			
9:30	“ ”	1 2 3 <u>4</u> 5			
	Answer letters	1 <u>2</u> 3 4 5	IIII	I	Jim-project problem
10:00		1 2 3 4 5			Fred apology attorney
	Discuss projects with assistant	1 2 <u>3</u> 4 5	II		Cathy-report Boss appt
10:30	Called PS about project meeting	1 2 3 <u>4</u> 5		I	Jim-policy Question
	Returned 4 calls-3 not in	1 2 <u>3</u> 4 5		I	Asst. lost file
11:00	Start on summary report	<u>1</u> 2 3 4 5		II	Asst. ups del. Fred
	Crisis on Fred's report	1 <u>2</u> 3 4 5	II		
11:30	Work on summary report	<u>1</u> 2 3 4 5	I		Dentist appt. reminder
	“ ”	<u>1</u> 2 3 4 5			Customer problem
12:00	Lunch	1 2 <u>3</u> 4 5			
	“ ”	1 2 <u>3</u> 4 5			
12:30	“ ”	1 2 <u>3</u> 4 5	I		
	“ ”	1 2 <u>3</u> 4 5			

1. Analyze Sam's time log. What is he doing right? What is he doing wrong?
2. How much of Sam's time is spent on high priority things?
3. Indicate the urgency of each activity in Sam's time log.
4. For each activity, indicate whether it was controlled by Sam, or by someone else.

Administration 1
Ho-Analyze 1b
Daily Time Record Log

Daily Time Record Log					
Name _____		Day _____		Date _____	
Time	Activity	Importance	interruptions		
			phone	other	Nature
1:00	Lunch	1 2 <u>3</u> 4 5			Should eat closer
	Worked on summary report	<u>1</u> 2 3 4 5	I		
1:30	Project meeting	1 <u>2</u> 3 4 5			
		1 <u>2</u> 3 4 5			
2:00		1 <u>2</u> 3 4 5			
		1 <u>2</u> 3 4 5			
2:30	Returned Calls	1 2 <u>3</u> 4 5		I	Policy decision
	“ “	<u>1</u> 2 3 4 5			
3:00	Coffee	1 2 3 <u>4</u> 5			
	“ “	1 2 3 <u>4</u> 5			
3:30	Meeting with boss-discusses	1 <u>2</u> 3 4 5			
	Summary report	1 2 <u>3</u> 4 5			
4:00	Returned Calls	1 2 <u>3</u> 4 5		II	Fred, jane
	“ “	1 2 3 <u>4</u> 5		I	
4:30	Reviewed task list	1 2 <u>3</u> 4 5		I	Fred-still fighting crisis
	Discussion with Jane	1 2 <u>3</u> 4 5	I		Refer to Tom
5:00	Reading	1 2 <u>3</u> 4 5			
	“ “	1 2 <u>3</u> 4 5			
5:30	Collect papers to take home	1 <u>2</u> 3 4 5			
	Left for home	1 2 3 4 5			
6:00		1 2 3 4 5			
7:00-9:30	Worked on Summary report & did	<u>1</u> 2 3 4 5		I	Son wanted car
-----	MISC. reading	1 2 <u>3</u> 4 5			Friend called
		1 2 3 4 5			

1. What could you suggest that might help Sam spend his time better?
2. What is the difference between analyzing Sam's time log and analyzing your own time log?

**Administration 1
HO - Analyze 2a
Daily Time Record Log**

Daily Time Record Log					
Name _____		Day _____		Date _____	
Time	Activity	Importance	interruptions		
			phone	other	Nature
7:00		1 2 3 4 5			
		1 2 3 4 5			
7:30		1 2 3 4 5			
		1 2 3 4 5			
8:00		1 2 3 4 5			
		1 2 3 4 5			
8:30		1 2 3 4 5			
		1 2 3 4 5			
9:00		1 2 3 4 5			
		1 2 3 4 5			
9:30		1 2 3 4 5			
		1 2 3 4 5			
10:00		1 2 3 4 5			
		1 2 3 4 5			
10:30		1 2 3 4 5			
		1 2 3 4 5			
11:00		1 2 3 4 5			
		1 2 3 4 5			
11:30		1 2 3 4 5			
		1 2 3 4 5			
12:00		1 2 3 4 5			
		1 2 3 4 5			
12:30		1 2 3 4 5			
		1 2 3 4 5			

**Administration 1
HO-Analyze 2b
Daily Time Record Log**

Daily Time Record Log					
Name _____		Day _____		Date _____	
Time	Activity	Importance	interruptions		
			phone	other	Nature
1:00		1 2 3 4 5			
		1 2 3 4 5			
1:30		1 2 3 4 5			
		1 2 3 4 5			
2:00		1 2 3 4 5			
		1 2 3 4 5			
2:30		1 2 3 4 5			
		1 2 3 4 5			
3:00		1 2 3 4 5			
		1 2 3 4 5			
3:30		1 2 3 4 5			
		1 2 3 4 5			
4:00		1 2 3 4 5			
		1 2 3 4 5			
4:30		1 2 3 4 5			
		1 2 3 4 5			
5:00		1 2 3 4 5			
		1 2 3 4 5			
5:30		1 2 3 4 5			
		1 2 3 4 5			
6:00		1 2 3 4 5			
		1 2 3 4 5			
6:30		1 2 3 4 5			
		1 2 3 4 5			

Administration 1
HO-Analyze 3
Analyzing Your Time Log

When you have completed your Daily Time Record Log, summarize your record. The following questions will help you analyze the results of your time log:

1. What went right today? Why?
2. What went wrong today? Why?
3. What time did you start your top priority task? Why? Could you have started earlier in the day?
4. What patterns and habits are apparent from your time log? What tendencies?
5. Did you spend the first hour of your day well, doing important things?
6. What was the most productive period of your day? Why?
7. What was the least productive period of your day? Why?
8. What accounted for most of your interruptions?
9. What were the reasons for the interruptions?
10. Which of these interruptions can be controlled, minimized, or eliminated?
11. What were your three biggest timewasters?
12. How might you eliminate your three biggest timewasters?
13. How much of your time was spent on high value activities?
14. How much of your time was spend on low value activities?
15. What did you do today that could have been eliminated?
16. What activities could you spend less time on and still obtain acceptable results?
17. What activities needed more time today?
18. What activities could be delegated? To whom?
19. Beginning tomorrow, what will you do to make better use of your time?

**Administration 1
HO-Planning 1
Weekly Plan**

Weekly Plan

Date _____

Results/Goals (what I plan to have accomplished by the end of the week)

1. Complete preparation for Personnel Committee Meeting
2. Finish first draft of performance report
3. Review Cost estimates for West bldg.

Activities (required to accomplish objectives)	Priority	Time Needed	Day
Meet with Personnel Director to plan agenda	1	1hr	Mon
Review report and pension plan recommendations with actuaries for presentation to Personnel Committee	2	2hr	Mon
Review final agenda to set time	5	.5hr	Wed
Meeting at bank with Pension Trust Officer	3	2hrs	Tues
Briefly with Accounting on data display	4	1hr	Wed
Review Format of report with PR Staff	1	1hr	Mon
Review all departments	2	6hrs	Mon
Dictate first draft reports	3	2hrs	Tues
Edit first draft	4	1hr	Wed
Finalize draft report	6	1hr	Thurs
Discuss report draft with Boss	5	2hrs	Wed
Meet with Controller to review Costs	1	2hrs	Tues
Meet with Bldg committee and architects	3	8hrs	Thurs
Walk through and visit it employees of units to be Remodeled	2	2hrs	Wed
Misc. time for problem areas found during visits	4	3hrs	Fri
		35.5 hrs	

1. Does this appear to be a good plan for the week, or do you see any potential problems?
2. If it were not possible to do everything, where would you start cutting from this plan?

**Administration 1
HO-Planning 4a
Daily Planning**

Daily Plan				Date
Item	Priority	Time Needed	Done	Scheduled events
			<input type="checkbox"/>	7:00
			<input type="checkbox"/>	7:15
			<input type="checkbox"/>	7:30
			<input type="checkbox"/>	7:45
			<input type="checkbox"/>	8:00
			<input type="checkbox"/>	8:15
			<input type="checkbox"/>	8:30
			<input type="checkbox"/>	8:45
			<input type="checkbox"/>	9:00
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			<input type="checkbox"/>	4:00
			<input type="checkbox"/>	4:15
			<input type="checkbox"/>	4:30
			<input type="checkbox"/>	4:45
			<input type="checkbox"/>	5:00
			<input type="checkbox"/>	5:15
			<input type="checkbox"/>	5:30
			<input type="checkbox"/>	5:45
			<input type="checkbox"/>	6:00
Notes				EVENING

Administration 1 HO-Planning 4B Daily Plan Example

Daily Plan				Date	
Item	Priority	Time Needed	Done		Scheduled events
M eet with Pers. Dir.	3	1h	<input type="checkbox"/>	7:00	
R evision pension plan	2	2hrs	<input type="checkbox"/>	7:15	
				7:30	
M eet with PR Staff	4	1hr	<input type="checkbox"/>	7:45	
R evision Dept Report	1	4hrs	<input type="checkbox"/>	8:00	Review Pension
				8:15	I
				8:30	I
				8:45	V
				9:00	
				9:15	
D ictate Smith Letter	7	5min	<input type="checkbox"/>	9:30	Call bank
				9:45	Call Betty
				10:00	
C all Bank	5	10min	<input type="checkbox"/>	10:15	
				10:30	
C all Betty	6	15min	<input type="checkbox"/>	10:45	
T rip expense report	8	15min	<input type="checkbox"/>	11:00	Meet Pers. Dir.
				11:15	I
				11:30	I
				11:45	V
				12:00	Review pension
				12:15	I
				12:30	I
				12:45	V
				1:00	Lunch
				1:15	I
				1:30	I
				1:45	V
				2:00	
				2:15	
				2:30	Smith Letter
				2:45	Expense Report
				3:00	
				3:15	
				3:30	
				3:45	
				4:00	Meet PR staff
				4:15	I
				4:30	I
				4:45	V
				5:00	
				5:15	Dept. Report;
				5:30	I
				5:45	I
				6:00	I
Notes Try to fit in some dept. reports during day-maybe close door once or twice.				EVENING	
				Dept. Report;	

1. How well does this daily plan and schedule allow for unexpected events?
2. How should you handle all the unexpected events that keep popping up and which aren't on your daily plan and schedule?
3. Crises and unexpected events do not upset your plan; they only upset your schedule. Explain this statement.

Administration 1
HO-Scheduling 1
Scheduling Case Study

As John arrived at his office, he was preoccupied with thoughts of the productivity report he had not yet completed for his immediate supervisor. Today, he thought, there can be no distractions or super-ceding priorities. That report must get done, or else.

No sooner did he get settled at his desk, than a phone call came from an important client. He politely attempted to keep the conversation at a minimum. However, you know how important clients can monopolize your time. As he hung up the phone he noticed Sam in the doorway. Sam had a personal problem, and because he wanted to be a good manager, John felt he could not put Sam off until later. His conference with Sam was abruptly disrupted by the controller who stormed in, insisting that he just had to have some information for his budget proposal, and he needed it before lunch.

To his dismay, John found that the day disappeared in meetings, phone calls, personnel problems and unexpected visitors. Before he realized it, 5:00pm rolled around; and besides a grumbling stomach from missing lunch, John still had not accomplished the one important priority he had set for himself that morning. The report was still not finished. There's just not enough time, he groaned.

1. Can you realistically expect to control things like John faced?
2. What do we know about John's Habit patterns?
3. What would you suggest that John do to improve things?
4. Would a "quiet time" be a good idea for John? If so, how could he make it happen?

Administration 1 HO-Interruptions 1

Kate Wilson is Personnel Director of a manufacturing firm with about 400 employees. She shares a secretary with one other executive. She also has many interruptions. In an effort to gain more control of her time she has kept a record of all her interruptions for one day. Your job is to analyze the data she collected, and help her identify specific problem areas.

Interruption Record

Day _____ Date _____

Telephone Calls and Drop-In Visitors

TIME		Total Time	Who	T V	Purpose: What Discussed? What Accomplished	Value ABC	How to shorten or Eliminate
Begin	End						
8:51	9:01	10	Fred	T	Question about wage policy	A B C	
9:15	9:23	8	Liz	V	Question about benefits	A B C	
9:26	9:40	14	Dave	T	Newspaper ad	A B C	
9:38	9:53	15	Dick	V	Benefit questions	A B C	
9:54	9:57	3	Mary	V	Dentist apt, needs to leave early	A B C	
10:18	10:28	10	Fred	T	Asked status of Ben. Broch.	A B C	
10:31	10:38	7	Dave	T	Newspaper ad	A B C	
10:50	11:01	11	Fred	T	Suggested mtg to explain benefits	A B C	
11:30	11:58	28	Boss	V	Reorganization plan	A B C	
12:00	12:09	9	Bonnie	V	Pay scale question	A B C	
1:15	1:32	17	Reporter	T	Lay off Rumor	A B C	
1:42	1:54	9	Boss' sec	T	Bugging me about budget	A B C	
2:00	2:12	12	Julie	T	ASPA meeting next week	A B C	
2:20	2:42	22	Fred	V	Performance problem in his unit	A B C	
2:27	2:32	5	Tom	T	Wants mtg to plan future employee needs	A B C	
2:33	2:40	7	Kiwanis	T	Wants donation	A B C	
3:05	3:20	15	Henry	V	Say Hello	A B C	
3:25	3:45	20	Andy	V	Life insurance question	A B C	
3:30	3:38	8	Prof. Den	T	Wants to talk to his class	A B C	
3:50	4:00	10	Jenny	T	Can't find her piano book	A B C	
4:02	4:16	14	Jim	V	Benefits question	A B C	
4:09	4:13	4	Karen	T	Hospital benefits	A B C	
4:21	4:28	7	Fred	T	Changes in asst. job description	A B C	
4:30	4:48	18	George	T	Talked about his day	A B C	
4:55	5:00	5	Ken C.	T	Friend's son looking for work	A B C	
5:10	5:31	21	Boss	T	Talked about budget Cuts	A B C	

Administration 1
Ho-Meetings 1
Meeting Planner

Nature: Objectives, purpose or intended results of meeting

Expectations: who should come? What will each one contribute?

Agenda: what is the best way to accomplish intended results?

Time: What day? When to begin? When to end? Where to meet?

**Administration 1
HO-Meeting 2
Meeting Agenda**

Who:					
Date:					
Time:					
Where:					
Topic	Who Covering	Length	Action needed	By Whom	Due
Next meeting we can be more effective by:					
Next meeting date:					

Administration 1
HO-Meetings 3
Meeting Follow-up

Who Person Receiving Assignment	What Nature of Assignment	When Due date of Assignment

Administration 1
Ho-Meeting 4
Marketing Budget Committee Meeting

- Attendees: Mr. Moore Vice-President, Marketing
 Mr. Davis Sales Manager
 Mr. Irons Advertising Manager
 Mr. Wilson Controller
 Ms. Lopez Market Research
- 10:00 Moore, Vice President, Marketing for Many Moore's Products Company, opened a meeting to discuss the Marketing Division budget for next year.
- 10:00-10:15 Irons says meeting can't start without Lopez. Wait for Lopez to arrive.
- 10:15-11:00 Moore Outlines need for increasing the Marketing Research Division's budget by 18%.
- Wilson questions the need for an increase and asks about the effectiveness of using last year's marketing dollars.
- Davis says he had to justify last year's budget and didn't come prepared to discuss input on sales.
- 11:00 Lopez is called out to attend another meeting.
- Moore emphasized the importance of sales growth based on increased returns from increased sales and advertising budgets.
- 11:30 Meeting is adjourned without completing budget. Another meeting to be held sometime in the next few days.

1. What went wrong with this meeting?

2. Who is responsible for the problems? Why?

Administration 1
HO-Delegation 3A
It's Called Delegation

"The revision for the Quality Improvement Program is all yours, including the support materials." Marie Martin, Director of Industrial Relations at hard Metals Products was talking enthusiastically with the Training manager, Joe Anderson.

"I know you can handle this," she continued, " and I'm sure you'll do it well. You're the best person we have for a job like this. I realize this is a little different from anything you've done before, but your experience in training others should make it fairly easy for you. You know where you can go for support and information and I'm always here if you need help. You can call me anytime."

"Well, I do know a lot of people in different departments, and I appreciate you considering me for this assignment," said Joe. "Unless I run into difficulties, I'll be checking in with you only at the times we agreed on. Look to hear from me when the program outline is finished. When the production schedules and estimated costs are determined, and when I get everything you asked for in draft from. Ok?"

" Well, yes, as far as formal reporting goes, that's ok," Marie said," but I'll be dropping by now and then, just to see how you're progressing. You know," Marie continued," I developed the original program and it's working pretty well. I remember how much I enjoyed developing the whole thing. But now, it needs to be revised and updated."

Joe responded," within limits we discussed, then I guess I'm on my own, right?"

"Sure," Marie responded. " The decisions about ho the program should go, spending the budget, getting help from others, and the program AV materials-that's all up to you. I'm just going to approve your work at a few key points."

Joe questioned, " And I've got to finish everything before the deadline and stay within the budget?"

"You got it! Let me see everything- how you're going to organize the groups, the training materials, the presentation out lines and anything else that looks important to you. And, have all this done by four months from today. You'll have to delegate quite a bit of work to get it done on time."

Joe nodded his head in agreement.

Marie stated, " remember now, the total budget figure I have you is all you have to work with. Spend it wisely, any way you see fit; but don't exceed it."

"I think I've got the picture," Joe said," but what about developing materials? Who can I ask for help?"

Administration 1
HO-Meeting 3B

"I'll let all departments involved know you'll be coming around to get their recommendations on who should participate, and they'll furnish you current information; but, all the work in actually putting the program together will have to be done by you and your staff. You understand what I mean, don't you, Joe?"

"Oh, Sure," he said. "Does that cover it?"

Marie said, "Well, I don't have anything else for you at this time. Just keep in touch with me. I'm eager to see what you work up for the overall outline."

"Me too," Joe said a little hesitantly. "Putting this program together is going to be some job."

1. How would you rate Marie's delegation skills?
2. What do we know about authority, responsibility and accountability involved in this case?
3. What are the areas where Joe shared Marie's authority?
4. What level of authority was delegated?
5. How could Marie have done things better?

Administration 1
HO-Procrastination 1
There is Always Tomorrow

As Chris stirred the nondairy creamer into his plastic cup, he looked around the lunchroom to see if he knew anyone. "Not many people here at 9:20 in the morning," He thought, "too early for coffee break." He spotted Nellie Jenson coming through the west door and remembered a conversation he had with her last spring. "Wonder how that interview worked out?" he thought.

Forty minutes later he left the lunchroom. He now knew that Nellie did not get that new job she had hoped for and that she was burned up about it. "Too bad for Nellie," he thought.

His report was still there on the corner of his desk. No one had finished it in his absence. It was not almost 10:30 and he had a meeting at 11:00. Chris thought to himself, "Maybe I'd better make a couple of phone calls and tackle that report right after lunch. I'll be fresh then and ideas will come easy."

His meeting came and went. Lunch hour with Sally Harvey and Joe Girard was fun, but he had two Southern Comforts to many. It was now 1:00pm and he was relaxed, a little too relaxed to tackle anything as heavy as that report. "Why do we have to do those useless reports, anyway?"

He glanced again at the photocopied directions for completing his report. "Two pages of instructions!" He observed. "Better start making notes on my ideas."

He was close to getting something written when there was a knock at his office door. "Hi, Chris!" Nat Arnold began. "How'd the meeting go this morning? Was Sugarman up to his old tricks?"

"You guess it!" Chris smiled. "He's always been like that. Did I ever tell you about the meeting last year when Sugars and Baxely locked horns over the new plant? You should have seen them then!"

The conversation went on. Nat sat down and both enjoyed a little fellowship. By the time Nat left at 2:30, Chris had decided to clean his desk of a number of "little items" and get to that important report first thing in the morning. "After all," he told himself, "tomorrow is another day."

1. What do we know about Chris' Habits?
2. What are the possible results if Chris procrastinates too long? What could go wrong?
3. What suggestions would you offer to Chris to help him conquer procrastination?

Administration 1
HO- Time Teamwork 1
The Team's Dilemma

A manager once posed this dilemma:

"I'm faced with a problem of recognition for people or departments who use their time effectively. My people have the philosophy of 'preventive maintenance' and 'prior planning' as opposed to 'crisis management.'

Now the problem. My people tend to get rated lower by other managers, not because of our results, but because our desks and work areas are not cluttered, and we rarely work overtime. Their conclusion is that we are not "taxed." They say that we don't have to run around putting out fires, not because we are efficient and plan well, but rather that we do not have enough to do. To date, we have refused to play the game of adding cluttered (and they do periodically), or if we do work overtime, there is a legitimate need.

Do you have any suggestions on how to change this perception? We have tried to route status memos regarding projects completed, money saved, etc., but these are simply viewed as nothing more than "that's your job".

1. Have you ever faced a similar dilemma? What did you do?
2. Why do these things happen?
3. What would you suggest to this manager?
4. Is there anything that might have been done to prevent this problem from arising?

Administration 1
HO-Time Teamwork 2
Working With Team Members Throughout The Organization

A: All Team Members

1. Take time to discuss team effectiveness-how both/all of you can make better use of time.
2. Treat everyone with dignity and respect-provide support and backup-don't abuse or embarrass.
3. Don't downgrade a secretary to a "go-for" or merely a clerk typist.
4. Don't constantly interrupt anyone throughout the day.
5. Provide the best possible office equipment and sufficient resources.
6. Encourage other people to deal directly with your secretary for things he/she can handle.
7. Don't expect a shared secretary to resolve the problems and dilemmas of working for multiple bosses-that's your responsibility.
8. Ask what others could do that you're now doing.
9. Take time to provide good instructions, use good feedback techniques; allow for initiative.

B. Support Staff, Secretaries, Administrative Assistant are team members too.

1. Include your secretary as an important member of your team-include him/her in meetings, training and development programs.
2. Discuss objectives, priorities, and plans with your secretary. Ask for his/her ideas, suggestions and opinions.
3. Discuss problems and ideas with your secretary. Ask for his/her ideas, suggestions, and opinions.
4. Ask your secretary to help you organize you and your office procedures, and to handle your schedule.
5. Tell your secretary where you're going, how you can be reached, when you'll return.
6. Hire the best, expect the best, and pay the best.
7. Ask your secretary how you could manage your time better and how he/she could help you manage your time.
8. Ask your secretary when he/she would like to receive dictation and handle the mail, telephone calls, visitors, meeting calendars, filing, etc.
9. Ask your secretary what he/she would like to know about your business, projects, objectives, and priorities.
10. Protect your secretary's time as much as your secretary protects your time.

Administration 1
HO-Closing Case Study 1
My Own Worst Enemy

Tom was excited about the time management seminar he had attended. The program was exactly what he needed, and he returned to his job with many new insights into his time problems. He had every intention of using several ideals which he was confident would help him gain at least two extra hours every day. He had promised himself that he would get busy on his time management ideas as soon as he returned and could get things settled down.

The next few weeks flew by and Tom continued to be frustrated. He would plan to be “time conscious” tomorrow, but the proverbial tomorrow never came. “What’s wrong with me?” he thought. “ I know the things I’m supposed to do, so why don’t I do them? I seem to be my own worst enemy?”

1. What went wrong? Why is Tom procrastinating?
2. Why is it so hard to get started on improving things, whether at work or in your personal life?
3. What can you do to be sure you really do follow through on your good intentions?
4. What can you do to help maintain your momentum?
5. What can you do differently tomorrow at the office as a result of today’s seminar?