



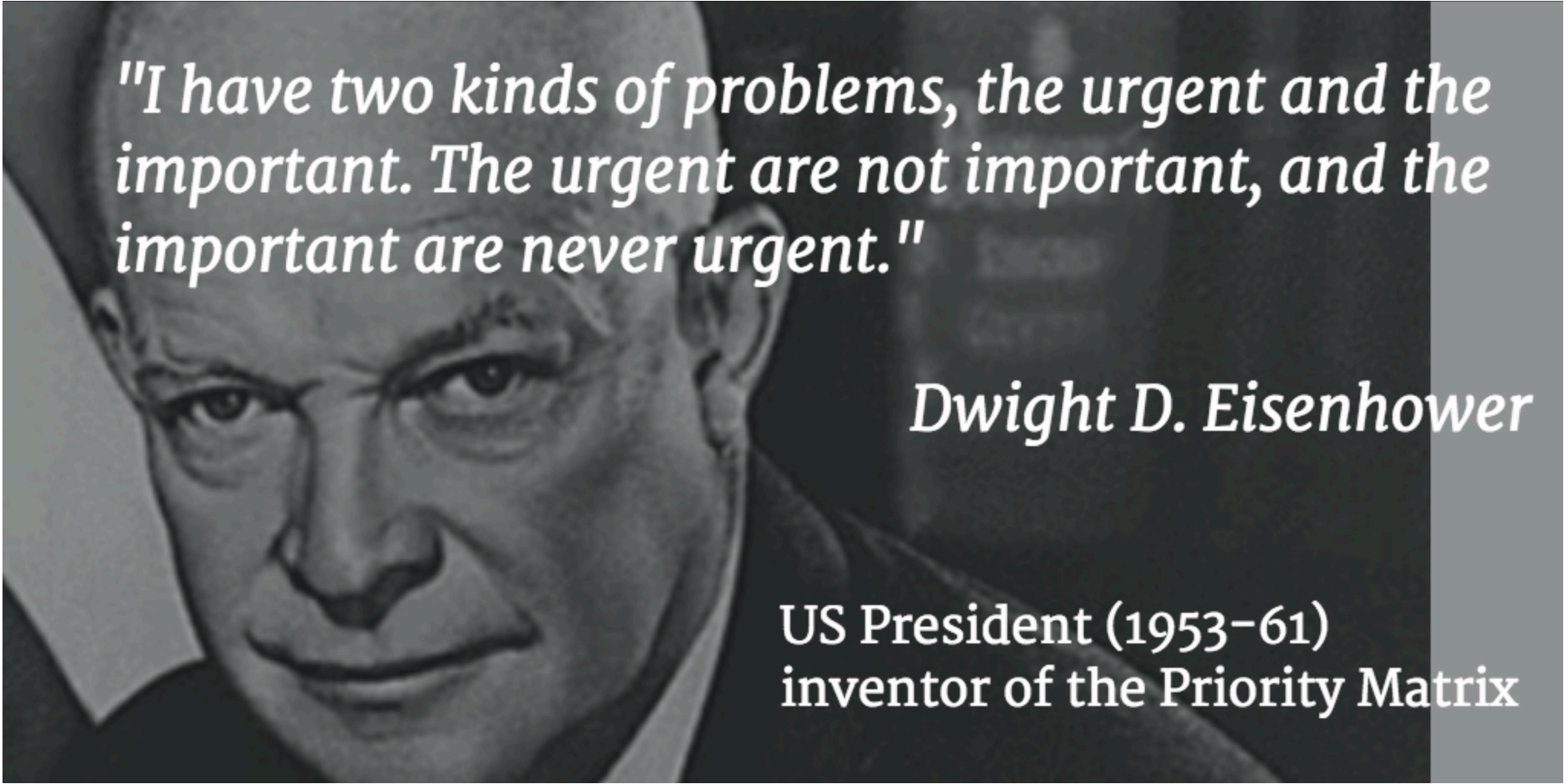
# Time Management Part 2

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## Previously.....



*"I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent."*

*Dwight D. Eisenhower*

US President (1953-61)  
inventor of the Priority Matrix

# Urgent v Important

|                      | <b>URGENT</b>   | <b>NOT URGENT</b>  |
|----------------------|---|--|
| <b>IMPORTANT</b>     | <ul style="list-style-type: none"><li>• Dispensing prescription medications</li><li>• Consulting with physicians and patients</li><li>• Head Office requests</li><li>• Etc</li></ul>  | <ul style="list-style-type: none"><li>• Meeting medical representatives</li><li>• Attending pharmaceutical training and webinars</li><li>• Planning and managing budgets</li><li>• IT and systems development</li><li>• Etc</li></ul>              |
| <b>NOT IMPORTANT</b> | <ul style="list-style-type: none"><li>• Supervision of other pharmacy staff,</li><li>• Advise patients on health-related topics</li><li>• Unexpected texts or phone calls</li><li>• Other people's priorities</li><li>• Etc</li></ul> | <ul style="list-style-type: none"><li>• Some administration duties</li><li>• Some emails, phone calls, etc.</li><li>• Being online, checking social media</li><li>• Pleasant activities – which take time but add no value</li><li>• Etc</li></ul> |

# Urgent v Important

|               | URGENT  | NOT URGENT   |
|---------------|---|--|
| IMPORTANT     | <ul style="list-style-type: none"> <li>• Disputes</li> <li>• Complaints</li> <li>• Health</li> <li>• Etc</li> </ul> <p><b>Do</b></p>              | <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Attendance</li> <li>• Planning</li> <li>• IT and</li> <li>• Etc</li> </ul> <p><b>Decide</b></p> |
| NOT IMPORTANT | <ul style="list-style-type: none"> <li>• Support</li> <li>• Admin</li> <li>• Un</li> <li>• Other</li> <li>• Etc</li> </ul> <p><b>Delegate</b></p> | <ul style="list-style-type: none"> <li>• Some</li> <li>• Some</li> <li>• Being</li> <li>• Please</li> <li>• Etc</li> </ul> <p><b>Dismiss</b></p>             |

# DO



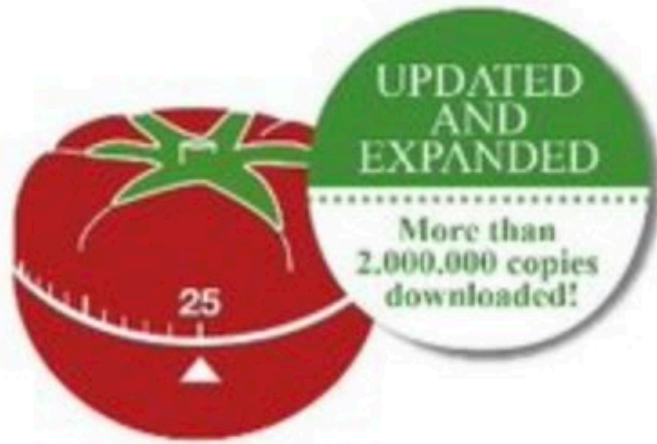
## A tool for Box1 : Urgent & Important

The Pomodoro Technique

# The Pomodoro Technique



# *the Pomodoro* **TECHNIQUE**



Do More and Have Fun with  
**TIME MANAGEMENT**

## The Pomodoro Technique

1. Choose a few important tasks
  2. Set a timer for 25 minutes
  3. Work on the task until the timer goes off
  4. Take a short break – about 5 minutes
- Complete your next Pomodoro by repeating steps 1 to 4
  - After four Pomodoros, take a longer break - one lasting 20 minutes or longer

# Decide



A tool for Box2 : Important  
but not Urgent

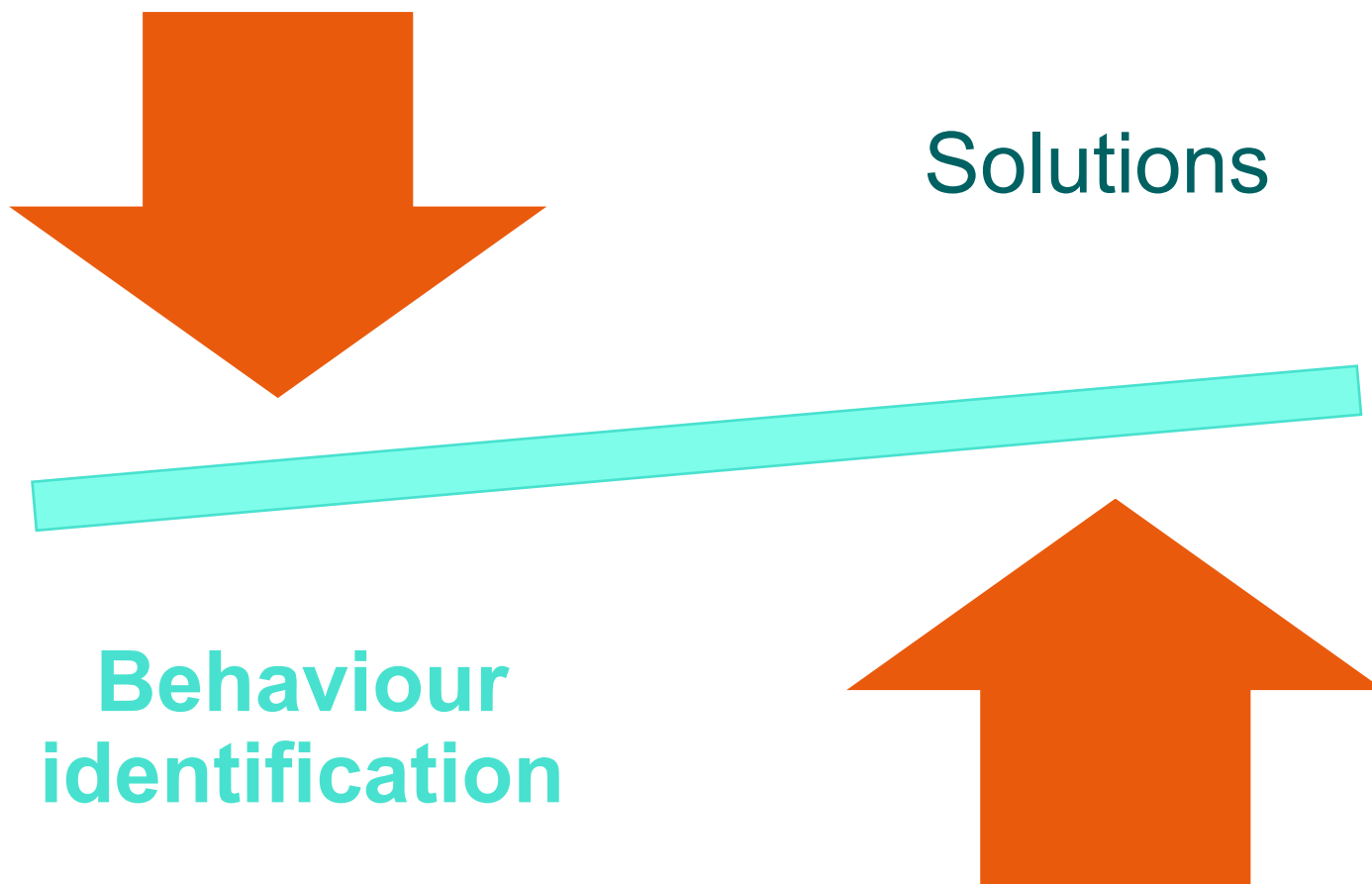
Dealing with Procrastination



# Procrastination



# Defining typical procrastination behaviour





# The task is too big





# Fear of making a decision



# Fear of what comes next



# Better under pressure



# Defining typical procrastination behaviour



# Break it down





# Don't start at the beginning



# Focus on the pay-off





# Set realistic time limits





# Choose the best time



# Delegate



A tool for Box 3 : Urgent  
but not Important

Successful Delegation

# Typical obstacles to successful delegation

| Obstacles   | Solutions |
|---|-----------|
| <b>I can do a better job of the task myself</b>                               |           |
| <b>Delegation takes up too much time</b>                                      |           |
| <b>I tried it in the past but it didn't work well</b>                         |           |
| <b>It's my job to do it and people will think I can't do it if I delegate</b> |           |
| <b>It's too important to give to someone else</b>                             |           |

# And some solutions!

| Obstacles   | Solutions  |
|---|--|
| <b>I can do a better job of the task myself</b>                               | Training   |
| <b>Delegation takes up too much time</b>                                      | Time/task logging  |
| <b>I tried it in the past but it didn't work well</b>                         | Re-assess workload and expectations  |
| <b>It's my job to do it and people will think I can't do it if I delegate</b> | Talk to line manager (depending on relationship)   |
| <b>It's too important to give to someone else</b>                             | Make delegation a performance deliverable (but give support!)<br>Get to know team better<br>Encourage culture of learning rather than perfection |

# The Why, What and When of Delegation

| <b>Why<br/>(The 5 Whys)</b>   | <b>What</b>  | <b>When</b>  |
|---|--|--|
| Why is it important?<br>Why me? (and not someone else)<br>Why would I want to?<br>Why now?<br>Why do it that way? | Discuss what needs to be done.<br>What are the boundaries? What support is available? Etc. | Ensure you have communicated a very clear “By When” you expect the delegated task to be completed. |
|   |  |  |





# Dismiss



A tool for Box4 : Neither Urgent not Important

Managing Interruptions

# Dealing with interruptions



# Proactively dealing with interruptions



# Proactively dealing with interruptions



# Ways of saying "No"

| Passive   | Aggressive  | Passive/Aggressive   |
|---|---|--|
| <p><i>"Ok, I'll do it...this time"</i><br/><i>"Maybe I could..."</i></p>  | <p><i>"Not in a million years!"</i><br/><i>"Why would I want to do that!"</i></p> | <p><i>"Fine"</i><br/><i>"Do I really have a choice?"</i></p> |
| <p>Results in you agreeing to do something you can't or don't want to</p> | <p>Results in you insulting the person making the request</p>                     | <p>Results in you sounding like a moody teenager</p>         |

# Ways of saying "No"

## Assertive

*"While I would love to do that with you/for you, [insert priorities] preclude it. I hope you understand."*

*"Normally, I would say yes, but I have already committed to...."*

*"Not this time, but thank you for thinking of me."*

*"I can't make a decision right now, and I don't want to hold you up so feel free to ask someone else."*

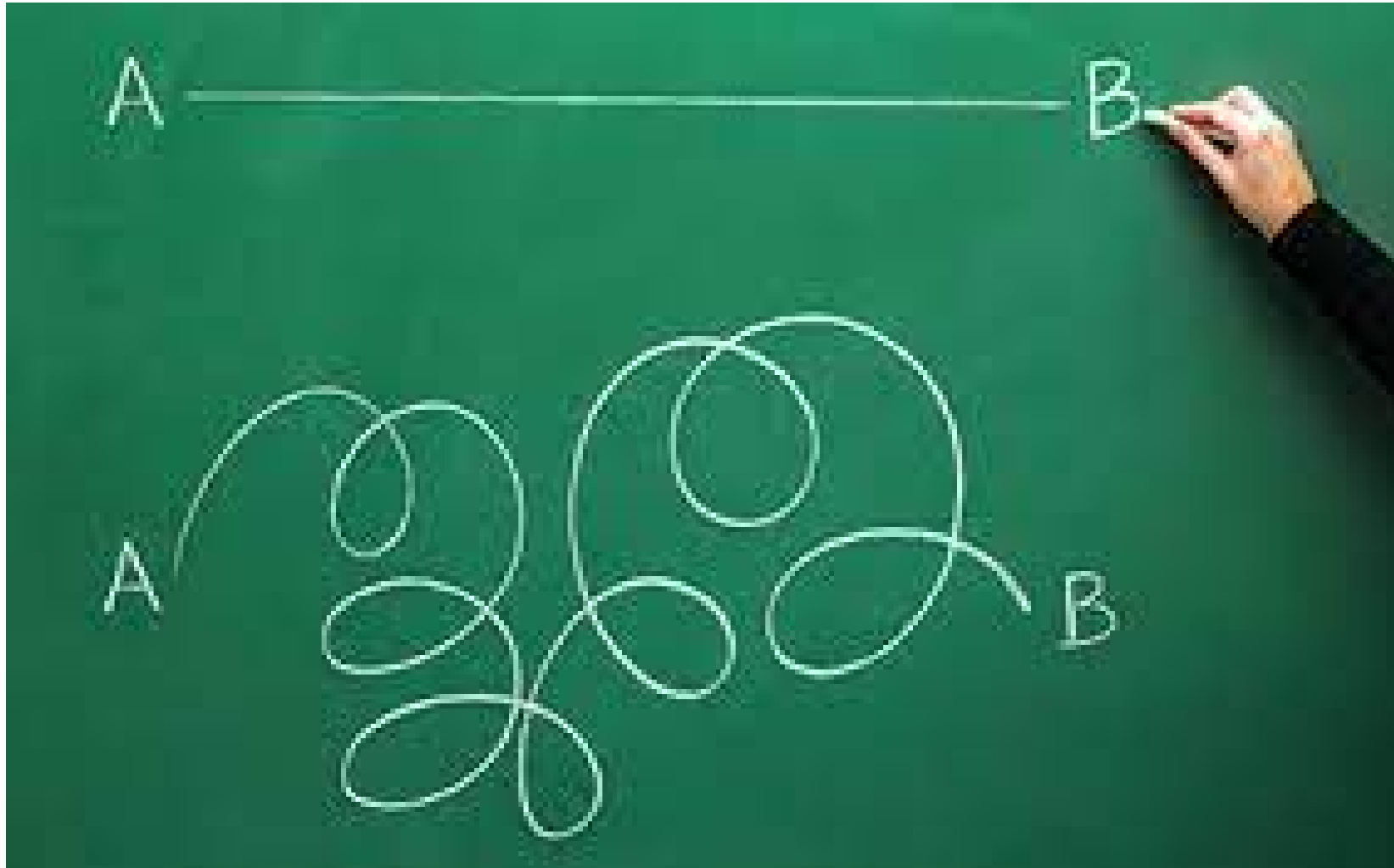
*"When do you need to know by? I ask because if it's in the next {week/month/quarter}, I will have to say no."*

Acknowledges both your needs and the other person's

Controls you time without being rude

Looks for alternatives

# Proactively dealing with interruptions



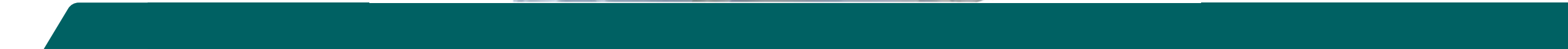
# Key Takeaways and Hacks

- When a new task arises you can, **Do** it, **Decide** to schedule it, **Delegate** it or **Dismiss** it. Make your mind up and stick to it
- Use the Pomodoro technique (or similar) to create focused time
- Learn to notice when you might be procrastinating
- Think about breaking tasks down, choosing the best time for you, etc.
- When delegating be sure to cover *Why*, *What* and *When*
- Create a short list of allowable interruptions
- Practise saying No
- Learn to resist small-talk
  
- Use any time this frees up in Box 2, Important, but not urgent!





# Questions & Answers





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**Thank You**