

Time Management

Exercise

Use the table below to determine whether you are stuck in any of the Time Management Paradoxes. Next, review any of those areas and jot down some notes for how you might shift the paradox. Share them with the group.

	Ideas for Shifting the Paradox
OPEN-DOOR PARADOX If you leave your door open in the hope of improving communication, you will likely encourage the wrong kind of communication—trivial or socializing communication. Such unnecessary interruptions will distract people from far more important tasks.	
PLANNING PARADOX Managers often fail to plan because of the time required. Effective planning saves time in the end and achieves better results.	
TYRANNY OF THE URGENT PARADOX Managers tend to respond to urgent rather than important matters, thus neglecting long-range priorities and thereby ensuring future crises.	
CRISIS PARADOX Managers tend to over-respond to crises, thereby making them worse.	
MEETING PARADOX If we wait for everyone to arrive before starting a meeting, we penalize those who come on time and reward those who come late. Start meetings on time. If you don't, those who were on time will come late the next time, and those who were late will come even later.	

	Ideas for Shifting the Paradox
<p>DELEGATION PARADOX</p> <p>A manager tends not to delegate to inexperienced subordinates because he/she is not confident that they are ready. Yet subordinates can win the manager's confidence only by gaining the experience that comes only through delegated authority.</p>	
<p>CLUTTERED-DESK PARADOX</p> <p>Managers leave things on their desks so they won't forget them. Then they either get lost, or, as intended, attract attention every time they are seen. Unfortunately, they become unintended distractions.</p>	
<p>TELEPHONE PARADOX</p> <p>By insisting on talking to the boss instead of his or her secretary, a caller can be the cause of any delay in getting information they urgently need.</p>	
<p>LONG-HOURS PARADOX</p> <p>The more hours in a day a manager works, the more fatigued he or she becomes and the longer they assume they have to complete tasks. For both reasons, they slow down, necessitating still longer hours.</p>	
<p>ACTIVITY vs. RESULTS PARADOX</p> <p>Managers tend to confuse activity with results and motion with accomplishment. As they gradually lose sight of their real objectives, they concentrate increasingly on staying busy and often become confirmed "workaholics."</p>	
<p>EFFICIENCY vs. EFFECTIVENESS PARADOX</p> <p>Managers tend to confuse efficiency with effectiveness and thus become more concerned about doing the job right than about doing the right job. No matter how efficiently a job is done, if it is the wrong job, it will not be effective.</p>	
<p>PARADOX OF TIME</p> <p>No one has enough, yet everyone has all there is.</p>	