



## MANAGEMENT CONSULTING SERVICES

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### MYTHS OF TIME MANAGEMENT

1. **Activity** – Individuals who are the most active get the most done? We tend to confuse activity with results. Insecure workers often work at energy levels inversely proportional to their certainty of direction and confidence of results. Activity, initially designed to achieve predetermined ends, ultimately becomes the end itself.
2. **Decision Level** – The higher a level at which a decision is made the better? There is a notion that people who are paid more money must make smarter decisions. Therefore the more decisions made at the top, the better off the whole organization will be. Actually, decisions should be made at the lowest possible level consistent with good judgement and availability of relevant facts. Among the justifications for this principle is the obvious fact that higher decisions cost more to make while lower decisions are based on greater familiarity with the circumstances involved.
3. **Efficiency** – The most efficient individual is the most effective? We know that to be efficient on the wrong task, or on the right task but at the wrong time, may be highly ineffective. What's the point in trying to do more cheaply what should not be done at all? Efficiency might be termed doing things right. Effectiveness, then, would be doing the right things right (the first time).
4. **Hard Work** – The harder one works the more that gets done? The time management principle of planning has proven that every hour spent in effective planning saves three to four in execution and insures better results. The key to the hard work syndrome...work smarter not harder...get more done in less time.
5. **Delayed Decisions** – Delay improves the quality of decisions. Arriving at the point of decision, many of us instinctively delay or procrastinate to avoid the commitment which follows the final decision. This syndrome has been termed "paralysis by analysis" by seasoned observers. Often, the longer a difficult decision is delayed, the more difficult it becomes to make. Also each delay lessens the time available for taking corrective action if it is wrong.
6. **Time Shortage** – No one has enough time. Time shortage is an illusion resulting generally from such forms of mismanagement as attempting too much in too little time, inability to say "no" to outside distractions, setting or accepting unrealistic time estimates and confusing priorities by working on less important issues.
7. **Time Flies** – To say that time flies is to say that we are managing things in such a way that it seems to fly. Through inadequate planning and other comparable managerial mistakes, we are leaving ourselves with too much to do in too little time.
8. **Time Is Against Us** – The time-harried person who is never caught up, who is busy fighting fires and missing deadlines, will always view time as an enemy. Pogo puts it well: "We has met the enemy, and they is us." Time is on our side, the moment we organize it.
9. **I Can Do It Faster And Better** – People who don't want any mistakes made will/should do it themselves. Delegation of work is a skill that initially is an investment of time in teaching others which will shortly result in enormous rewards of greater effectiveness and efficiency. Learn to adopt the concept of "do only what only you can do" and delegate the rest.