

## Six myths of time management.

by Jeff Davidson

One hundred years ago, Frederick Taylor and Frank Gilbreth astounded the industrial world by establishing time and motion procedures which enable em Gilbreth established the basis of time management techniques, which were widely adopted by executives.

Time management, however, can no longer solve anyone's problems. The number of variables affecting one's schedules, workload, and responsibilities s Roasting sacred cows

The six points below represent conventional time management wisdom. Following each bit of "wisdom" is what I call the Breathing Space approach that s that worked well in a relatively finite setting, these principles will prove to be far more effective for the ever-changing multi-variable situations that exec

1. Handling paper--Conventional wisdom: "Handle each piece of paper once."

Perspective: It always depends on what a piece of paper says; you may have to handle some papers 25 times! Never handle most pieces of paper: don't

2. Reducing clutter--Conventional wisdom: "When in doubt, throw it out"

Perspective: Not bad advice, but hang onto things when you sense downstream consequences of not doing so. Pack-up and store current non-essentials a

3. Being more efficient--Conventional wisdom: Speed reading, listening, learning.

Perspective: We walk, talk, eat, read, listen, and learn at certain speeds for a reason. Notice most successful people in your profession are not in a hurry at a pace that is comfortable for you.

4. Beating the competition--Conventional wisdom: "Work smarter, not harder"

Perspective: Was Edison smart after 8,000 attempts to invent the light bulb? When it finally worked, did his IQ rise? Sometimes the smartest way you ca

5. Managing your schedule--Conventional wisdom: Use sophisticated scheduling tools.

Perspective: Electronic calendars, time management software, etc., will fail when you don't keep them current. Tackle the few key projects that count: h

6. Staying informed--Conventional wisdom: Read key executive publications.

Perspective: More information is generated on earth each day than you could ingest the rest of your life: it is almost immaterial which and how many put affecting your region, industry, your clients, community, or family.

Overabundance of chokes

Alvin Toffler predicted that we would be overwhelmed by too many items competing for our time and attention, especially in the workplace. He foresaw i perception of less freedom and less time. Having choices is a blessing of free market economy. Having too many choices results in increased time expen

Whenever you're about to make a low level decision, consider: does this really make a difference? The executive or manager today who seeks to stop ra each day needs new perspectives and fresh approaches for managing his career and his life. Get in the habit of making fewer decisions each day--the one

Pressure points

The combined effect of facing too much to do each day accelerates the feeling of pressure, although symptoms are often masked. One example is engagi symptoms abound, however. Do you try to think with distractions? Are long-standing hobbies no longer of interest? Do friends only merit an occasional p

If you're too busy to enjoy your life, you're too busy. If you're too busy to stay calm, you're too busy. If you're too busy to stay in shape, you're too bus;

Lacking a balance between work and play, responsibility and respite, "getting things done" can become an end-all. You function like a "human doing" inst ever more vigorously. You begin to link executing the items on your growing "to do" list with feelings of self-worth. As the list grows, the lingering feeling time to make compassionate though difficult, choices about what is best ignored versus what merits your attention.

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Journal article by Jeff Davidson;  
ABA Banking Journal, Vol. 87,  
1995.



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