

# Contents

About this book	viii
What are your objectives?	ix

## **PART ONE** **TIME MANAGEMENT**

<b>1</b>	<b>Philosophy</b>	<b>2</b>
	Towards a new philosophy of management	2
	The leader-manager-professional concept	4
	What is time?	5
	Can you manage time?	6
	Checklist – is your philosophy clear?	7
	Summary	7
	The 10 principles of time management	8
<b>2</b>	<b>Develop a personal sense of time</b>	<b>9</b>
	Keeping a time log	9
	<i>Exercise</i>	10
	How do you value other people's time?	11
	Summary	12

<b>3</b>	<b>Identify long-term goals</b>	<b>13</b>
	Ten key words for time planners	15
	First define your purpose	17
	Then define your strategic aims	18
<b>4</b>	<b>Make middle-term plans</b>	<b>20</b>
	Checklist – is it a ‘SMARTER’ objective?	22
	Improving time norms	24
<b>5</b>	<b>Plan the day</b>	<b>26</b>
	The daily list	27
	The daily plan	28
	Checklist – daily planning	30
	Learn to say no	31
	Six key points for planning your day	32
<b>6</b>	<b>Make the best use of your best time</b>	<b>33</b>
	Checklist – do you make best use of your best time?	34
<b>7</b>	<b>Organise office work</b>	<b>35</b>
	Time effectiveness in offices	35
	How to control interruptions	35
	Eight key points for dealing with interruptions	36
	Checklist – paperwork	37
<b>8</b>	<b>Manage meetings</b>	<b>38</b>
	The cost of meetings	39
	Begin on time and end on time!	40
	Points to ponder	42
	Checklist – how effective are you as a manager of meetings?	42

<b>9</b>	<b>Delegate effectively</b>	<b>44</b>
	Decide what to delegate	45
	Skills of delegation	45
	<i>Exercise</i>	
	Are you a good delegator yet?	47
<b>10</b>	<b>Make use of committed time</b>	<b>49</b>
	<i>Exercise</i>	49
	Some examples of committed time	50
	Travel time	50
<b>11</b>	<b>Manage your health</b>	<b>52</b>
	<i>Exercise</i>	
	How do you really manage your energy levels?	53
	Coping with stress	54
	<i>Exercise</i>	55
	<i>Exercise</i>	
	Eliminate stress caused by poor time management	56
	A final word	57

# **PART TWO**

## **PERSONAL DEVELOPMENT**

<b>1</b>	<b>Introduction</b>	<b>60</b>
	Aims and objectives	60
	Overview	61
<b>2</b>	<b>Philosophy</b>	<b>63</b>
	A model of integrated management	64
	The concept of competence	67
	Self-assessment	69
	Checking your perceptions	69
	Continuous improvement and self-development	70
	Being proactive and helping yourself	71
	Checklist – key personal competences	72
	Competence check	78
<b>3</b>	<b>Where you are now</b>	<b>80</b>
	<i>Exercise</i>	
	Logging your achievements	81
	<i>Exercise</i>	
	Personal competence and skills activity analysis	89
	Summary	91
<b>4</b>	<b>How you can learn and develop yourself</b>	<b>93</b>
	The learning cycle	93
	Learning stages/learning styles	94
	The questionnaire	96
	A brief description of each style	100
	Developing your learning style	102
	Ways of learning	103
	Action for learning	107

<b>5</b>	<b>Where you want to be</b>	<b>108</b>
	Objective setting and action planning	108
	Long-term development goals	110
	<i>Exercise</i>	
	Clarifying objectives	110
	Summary	116
<b>6</b>	<b>Evaluate, check, review and update</b>	<b>118</b>
	Progress checklist	118
	Evaluate and review your progress	119
	Giving feedback	121
	Summary	122
<b>7</b>	<b>Your personal profile</b>	<b>124</b>
	The sequence	126
	The career statement and your achievements	129
	Collect your material	130
	Style of writing	131
	Collecting evidence for a portfolio	132
	Summary	133