



THE SUNDAY TIMES

Successful Time Management

- ★ **GET ORGANISED**
- ★ **LEARN TO PRIORITISE**
- ★ **MINIMISE PAPERWORK**
- ★ **MAXIMISE YOUR
PERFORMANCE**

Patrick Forsyth

contents

preface	v
1. time: a key resource – opportunities and difficulties	1
making it work 3; a personal approach 4; the productivity gain 5; speculate to accumulate 7; perfect time 8	
2. first steps towards effective time management	10
your work mix 11; assessing your current working practice 13; plan the work and work the plan 16; what kind of system? 18; setting clear objectives 20; thinking ahead 22; spend time to save time 24; taking time to think 25; be prepared to say ‘no’ 26; to be, or not to be (perfect) 28; work smarter not longer 29; reward yourself 30	
3. getting (and staying) organised	33
work the plan 35; batch your tasks 36; use your diary effectively 37; schedule appointments with care 39; clear your desk 40; avoid ‘cherry picking’ 41; use abstracts 42; the Internet 43; highlight key facts 44; insist on quality 44; action or investment 46; a good secretary 47; use a ‘document parking’ system 50; make use of checklists 51; directing the techniques at particular result areas 52; take a break 54	
4. combating the time wasters	56
the greatest time waster? 57; handling personal interruptions 61; handling telephone interruptions 65;	

save time getting through 68; make messages accurate 69; e-mail 70; on the move 71

5. **first things first** 75
 Pareto's law 76; make the miscellaneous a priority 78; schedule – backwards 79; be honest about deadlines 80; review task methodology 82; eliminate the unnecessary 83; danger – keep your distance 85; be confident of your priorities 86
6. **controlling the paperwork** 88
 aim to minimise paperwork 89; make a habit of brevity 90; minimal memos 92; minimise your paper handling 92; do not let files and filing waste time 94; keep papers neat 97; computerise it – but carefully 98; do not duplicate information unnecessarily 99; do not proliferate information unnecessarily 100; do not put it in writing 102; write faster 103; WPB – the most time-saving object in your office 103
7. **working with other people** 105
 the socialising organisation 106; informal contact 107; making a working lunch work 109; consider a day out 110; no conflict – no wasted time 111; the right people 113; the need for clear instructions 114; don't do it – delegate 115; swap tasks to save time 122; develop your people 123; simply the most time-saving phrase in the language 124; do not hover 127; motivate your people 128; provide specific time management help for staff 128; make and keep some firm rules 130; meetings – danger or opportunity 132
8. **final words** 137