Agenda

- Rethink your use of time
- High impact work execution
- Email management
- Tactical planning

The sane person's motto

I may be able to do anything but I can't do everything...
Changes?

Ask yourself:
What do I want to start, or do more of... What do I want to do less of...

When you want to do less:

OPTION 1
Change the way you do the work:
- Be more efficient
- Reduce the scope
- Lower your standards!

OPTION 2
Don't do the work:
Stop.
(delegate / outsource)
...LATER

When you want to start, or do more:

Cut back on something to make time, or:

Just say YES!

"You don't build the life you want by saving time. You build the life you want, and then time saves itself. Recognizing that is what makes success possible."
- Laura Vanderkam
I Know How She Does It: Now Successful Women Make the Most of Their Time. Penguin Publishing Group.
Common high impact project life cycle

Scenario 1: With a deadline

Scenario 2: Without a deadline

LWIP
Limit work in progress

Don't work on everything at once

Projects To Do

- aaaa
- bbb
- dddd
- eeee
- gggg
- Kkkkk
- Mmm
- Nnn
- Ooo
- Ppp
- Qqq
- rrr
### Projects To Do

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### Projects in progress / my role

- **To be done:** Leading
- **To be done:** Others leading
- **Currently working on:**
  - Leading / Others leading

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### Plan

"... I have always found that plans are useless, but planning is indispensable."

— Dwight D. Eisenhower

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### Standard project plan

- Outcome
- Resources, people
- Steps
- Timeline
**Improved project plan**
- How this project supports a goal
- Success criteria, constraints
- Outcome
- Resources, people
- Steps
- Potential obstacles / a plan for each
- Timeline
- Next?

**ENGAGE (almost) every day**

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**Schedule TIME BLOCKs**

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*Key: pencil in exactly what you plan to do*

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Work on a high priority task before you look at email (or do any other routine work)
The science: implementation intentions. (Peter Gollwitzer and colleagues)

![Graph showing percentage of participants who exercised at least once a week]

Alternative: Fiore's "unschedule" method

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When you are finished working for the day, create a "link" to the next session.

*Check your daily schedule for a Pomodoro timer app*
Focus

The Isolator
By HUGO GRENBACK

Better email management

EMAIL

BEING CUT OFF FROM WORK EMAIL SIGNIFICANTLY REDUCES STRESS AND ALLOWS EMPLOYEES TO FOCUS FAR BETTER, STUDY BY UC IRVINE AND U.S. ARMY RESEARCHERS (NEW YORK TIMES, MAY 3, 2012).

BETTER EMAIL
✓ Do in batches
✓ Use a consistent process
✓ Complete most the first time
✓ Make a plan for those deferred
If you have lots of Inbox messages...

Create a "backlog" folder

WARNING: if your Inbox has subfolders, move them out from under first

Create folders to store message associated with current work

susan-johnson@uiowa.edu
Inbox 10
Inbox messages before July 21, 2017
@ Calendar Tickler
@ Waiting For... [3]
@ Optional reading
@ Sent Items [4]

@ Calendar Tickler
2017.07.14-19 EWIM with visit to Jane’s in Portland
2017.07.21 Periodontics retreat: email productivity
2017.07.24 SWAN EC call
2017.08.28 swan cancer adjudication call
2017.08.07 Peds Dentistry time management session
2017.08.30-31 WUSTL keynote
2017.09.06 nursing grad student session
The path to empty...

- Process in batches
- Two pass method
- Decide the first time
- Deferred message plans
- Complete - tie up loose ends

Process in batches

- Less time
- Better focus
- Less stress
**Two pass method**

1st pass:
- Delete based on subject only, without opening

2nd pass:
- Start with oldest or newest
- Process in order - no skipping!

**Decide the first time!**

- Delete
- File
- Store in “Optional reading”
- Is phone or in person better?
- Do I reply now
- Defer to later

---

**Deferred messages**

- "Double pass"
- ~ 90% completed

- Before you decide to defer, ask...
  1. Why can’t I do it now?
  2. What do I need to do to be able to reply?

---

**Options for deferred email storage**

Store in a folder

Keep in the inbox, but “segregate” from unprocessed messages using a flag or category
4. Segregate flagged messages from the unprocessed

- 1: Change the view to by Flag: Due Date

- 2: Flag deferred messages using a flag with a due date

3. Immediately create a draft "reply."

- Options for the initial "draft."
  - A very rough draft of the intended reply, or a list of needed elements
  - A list of the "to-do's" required to be able to make a reply
  - A brain dump about why you are having trouble with this message
  - If you need to reply with a decision, list the options and the pros and cons of each

Weekly review/update

- Review calendar
  - Forward: at least 3 weeks
  - Back: the preceding week

- Update to-do lists
  - Update with new items
  - Prune items that are no longer relevant

Tactical Planning
Weekly plan

Select 1-3 "chunks: of work for the week:

Work on ______________________

→ COMPLETE ______________________

Daily: MIT list

Must* be done today
- .
- .
- ...

Aim* to do today
1. (highest priority work task)
2. .
3. .

"The reality of daily scale productivity is that plans are not meant to be preserved. They’re instead meant as a device for ensuring that you tackle your day with deliberation."
-Cal Newport, Study Hacks blog, August 14, 2015

Strategy summary

- Rethink your use of time
  - Current work: prune? add?
- High impact work
  - Identify your current highest impact work project(s), make a plan, and engage every day
- Email
  - Batch, process consistently, complete when you can
- Weekly and daily planning
  - Weekly review, high priority work plan
  - Daily MIT list
Try conducting "5 day experiments"
- Identify one problem
- Design intervention
- Implement x 5d
- Analyze / Tweak
- Try again

*Jason Womack, 2012

Productivity Resources: general time management / organization

David Allen
- Getting Things Done: The art of stress-free productivity, 2001
- A popular, complete workflow and planning system

Michael Linenberger
- This book, free at pdf download, describes an effective way to manage your master to-do list

Eli & Grace: Southerns
- The 3 Secrets to Effective Time Investment: Achieve More Success with Less Stress (2013)
- A focus on trimming your workload to fit the time available and, using "time blocking" to schedule work

Laura Vanderkam
- I Know How She Does It: How Successful Women Make the Most of Their Time, 2015
- "It’s for men too!

Stephanie Winston
- Organizing for Success, 2004
- Women's insights gained from interviewing dozens of successful "up the ladder" CEOs about how
- They manage their time

Productivity Resources: Writing

Cal Newport
- Study-Emo blog. Cal posts about "deep work" and other productivity topics.
  http://studyemotions.com/blog

Gina Hiett
- The Academic Ladder: blog on academic writing
  http://academicleader.com/

Joan Bokser
- Writing your dissertation in fifteen minutes a day. New York, Henry Holt and Company, 1992

Sali Fiano
- The Now Habit, 2007
- Practical approaches to procrastination

Milvia Zeiger
- Essentials of Writing Biomedical Research Papers, Second Edition
  3rd Edition, 1999

Barbara Gastel and Robert A. Day
- How to Write and Publish a Scientific Paper, 8th Edition

Contact me anytime with questions or comments, and, get articles on my website

thrivingamidstchaos.com

Susan R. Johnson
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www.thrivingamidstchaos.com
Schematic model for keeping track of what to do:

TODAY
1. Habits / environmental triggers
2. Calendar
3. Daily task plan

Master list of current work
All work that is currently in progress, or needs to be started.

Someday, Maybe
Anything you are planning, or might consider doing later – keep either on a list or on the calendar

To-do list format option:
Organize based on when the task should be done. Takes into account urgency, importance, and deadlines.

Must be done today

Do in the NEXT 10 DAYS
(20 ITEM MAXIMUM)

Do SOMETIME AFTER THAT

Download the ebook: http://www.michaelbernerger.com/newMTD.htm

Calendar for planning:

Notes
- Reminders (recurring / one time)
- Tasks that must be done sometime today
- WF People you are waiting to hear back from today

Time grid
- Tasks that must be done at a specific time
- Events
- Logistics / buffers