

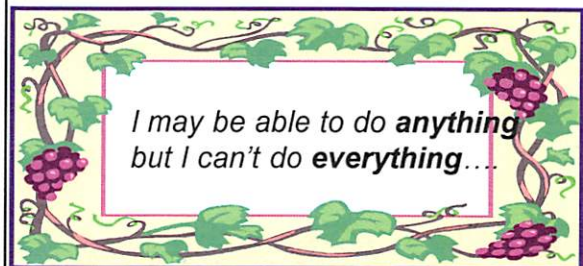


## Agenda

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

Rethink your use of time

*The sane person's motto*



## 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

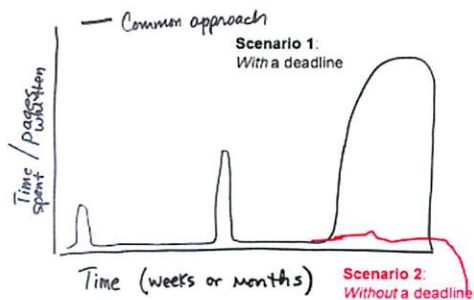
**YES!**

"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: How  
Successful Women Make the Most of  
Their Time*. Penguin Publishing Group.

**High impact work execution**

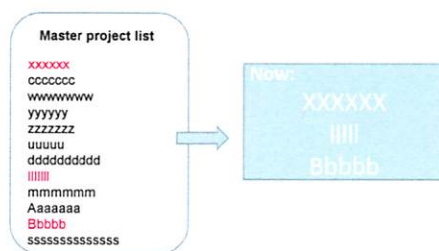
## Common high impact project life cycle



# 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	Projects in progress / my role		
<ul style="list-style-type: none"> <li>• aaaa</li> <li>• bbb</li> <li>• dddd</li> <li>• eeee</li> <li>• gggg</li> <li>• Kkkkk</li> <li>• Mmm</li> <li>• Ooo</li> <li>• Ppp</li> <li>• Qqq</li> <li>• rrr</li> </ul>	<b>Lead</b> (LIMIT to 3 or fewer) 1. JJJ 2. CCC 3. NNN	<b>Collaborating</b> <ul style="list-style-type: none"> <li>• With Dick</li> <li>• With Jane</li> </ul>	<b>Delegated</b> <ul style="list-style-type: none"> <li>• To Sally</li> <li>• To Spot</li> </ul>

SUBMITTED!


Currently working on:  
Leading / Others leading

To be done:  
Leading



To be done:  
Others leading

**Plan**



"... I have always found that plans are useless, but  
 planning is indispensable."  
 — Dwight D. Eisenhower

**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

Work on a high  
priority task *before*  
you look at email (or  
do any other routine  
work)

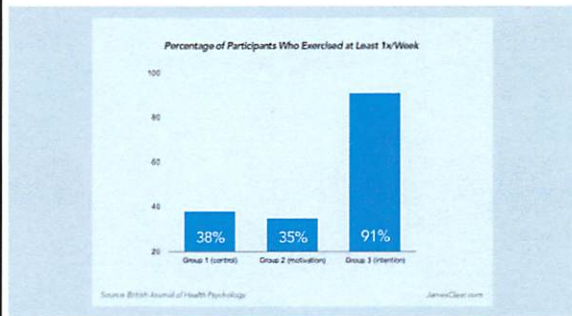


### Schedule TIME BLOCKs

	Mon	Tues	Wed	Thur	Fri	Sat	Sun
6:00							
7:00							
8:00		Project work			Draft goals		
9:00							
10:00							
11:00							
12:00							
1:00							
2:00		Project work					
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							

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

**The science : implementation intentions.**  
(Peter Gollwitzer and colleagues)



**Alternative: Fiore's "unschedule" method**

	Mon	Tues	Wed	Thur	Fri	Sat	Sun
6:00							
7:00							
8:00							
9:00							
10:00	<del>55</del>	<del>55</del>		<del>55</del>			
11:00							
12:00							
1:00			<del>55</del>				
2:00							
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							

Write down what you are going to do

- 25 + 5
- 25 + 5
- 25 + 5
- 25 + 15
- Repeat as needed

Manage interruptions

Francesco Cirillo  
<http://www.pomodoro-technique.com/>  
the Pomodoro technique

\* Check your play store for a Pomodoro phone app

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





## Focus



**The Isolator**  
By HUGO GERNSBACK  
MEMBER AMERICAN PHYSICAL SOCIETY

The author at work in the atomic study aided by the Isolator. Graphic notes being attached.

## Better email management



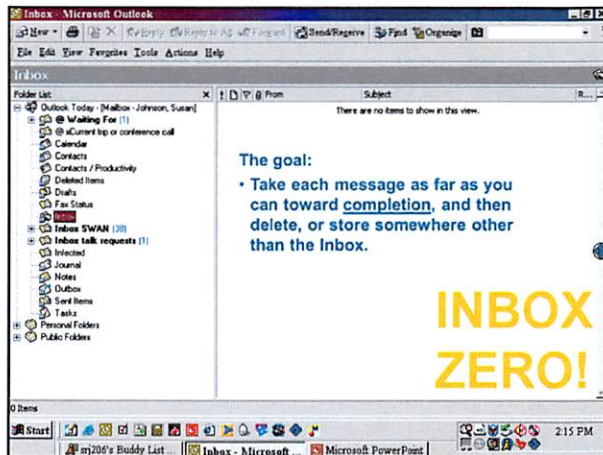
### EMAIL

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).

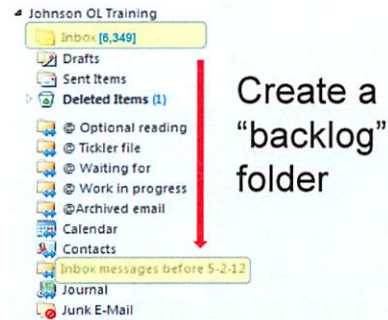


### BETTER EMAIL

- ✓ 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...



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

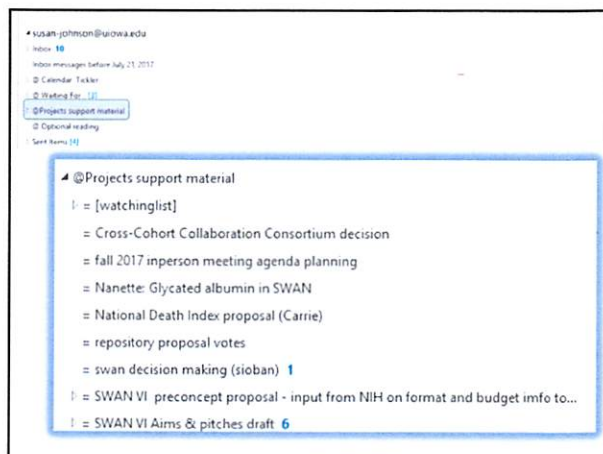
## Create folders to store message associated with current work

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

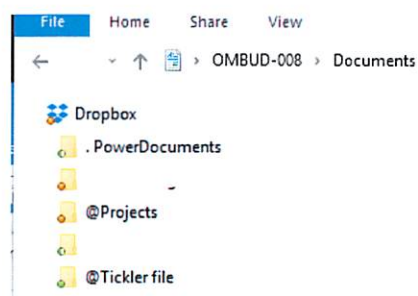
- ▲ susan-johnson@uiowa.edu
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  - ▶ @ Calendar Tickler
  - ▶ @ Waiting For [3]
  - ▶ @ Projects support material
  - ▶ @ Optional reading
  - ▶ Sent Items [4]

- ▲ @ Calendar Tickler
- 2017.07.14-19 EWIM with visit to Jane's in Portland 2
  - 2017.07.21 Periodontics retreat: email productivity
  - 2017.07.24 SWAN EC call
  - 2017.07.28 swan cancer adjudication call
  - 2017.08.07 Peds Dentistry time management session
  - 2017.08.29-30 WUSTL keynote
  - 2017.09.06 nursing grad student session





### OPTION: Replicate in virtual folder system



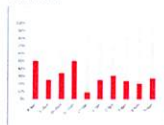
### The path to empty...

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

### Process in batches

- Less time

User case:  
Time spent on email without batching  
3.0 hours



With batching, 1.5 hours  
(50% reduction)



- Better focus
- Less stress

## ❖ Two pass method

### 1<sup>st</sup> pass:

- Delete based on subject only, without opening

### 2<sup>nd</sup> 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 / reply now
- ☐ Defer to later

## Deferred messages

☒ "Double pass"

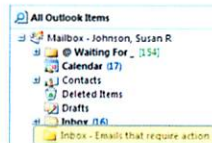
~ 90% completed

☐ 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

► 3: Change the view to by Flag: Due Date

► 1: Add Drafts to Favorites

► 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

Susan  
3-9-335-3608 (voice)  
3-9-335-3071 (fax)  
CJOB Seashore Hall

### Tactical Planning

### 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

## Weekly plan

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

Work on \_\_\_\_\_

→ **COMPLETE** \_\_\_\_\_

## Daily: MIT list

**Must\*** be done today

- .
- .
- ...

\* **The deadline** is today

**Aim\*** to do today

- 1.. **(highest priority work task)**
- 2..
- 3..

\* “It will be so great if I get this done today but nothing bad will happen if it don't.”

“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

**Must** be done to

- .
- .
- ...

**Aim** to do today

- 1..
- 2..
- 3..

interruption

**Triage**  
and regroup

## 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 problems
  - 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



##### EFFICIENCY

- <http://www.inefficiency.com/>
- free and paid resources online (newsletter, podcasts, videos, white papers, courses)

##### Michael Linenberger

- This ebook, free as pdf download, describes an effective way to manage your master to-do list:
- <http://www.michaelinenberger.com/TheOneMinuteTo-DoList-Ebook.pdf>

##### Elizabeth Grace Saunders

- *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

- *Organized for Success*, 2004
- Winston’s insights gained from interviewing dozens of successful “up the ladder” CEOs about how they manage their time

#### Productivity Resources: Writing

##### Cal Newport

- *Deep Work: Rules for focused success in a distracted world*, 2016
- Study Hacks blog: Cal posts about “deep work” and other productivity topics: <http://calnewport.com/blog/>

##### Gina Hiatt

- The Academic Ladder: blog on academic writing
- <http://academicladder.com/>

##### Joan Bolker

- *Writing your dissertation in fifteen minutes a day*. New York, Henry Holt and Company, 1996

##### Neil Fiore

- *The Now Habit*, 2007
- Practical approaches to procrastination

##### Mimi Zeiger

- *Essentials of Writing Biomedical Research Papers*. Second Edition 2nd Edition, 1999

##### Barbara Gastel and Robert A. Day

- *How to Write and Publish a Scientific Paper*, 8th Edition

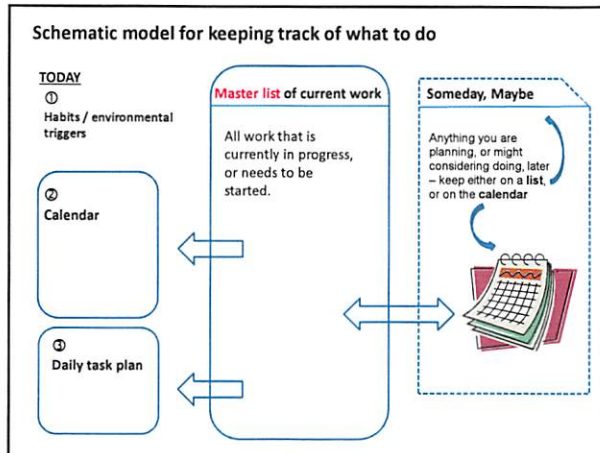
Susan R. Johnson

srj.susanjohnson@gmail.com

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

thriving  
amidst chaos

[www.thrivingamidstchaos.com](http://www.thrivingamidstchaos.com)



### To-do list format option:

Organize based on *when* the task should be done.

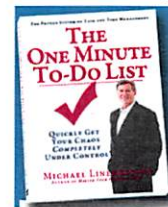
Takes into account urgency, importance and deadlines.

#### Must be done today

#### Do in the NEXT 10 DAYS (20 ITEM MAXIMUM)

#### Do SOMETIME AFTER THAT

Download the ebook:  
<http://www.michaellinenberger.com/free1MTD.htm>



**Calendar for planning**

Tuesday, November 21

- ... check IPR
- ... Submit sick leave for last month
- Call John Smith: 321-333-5555
- Talk to Jane about the upcoming conference
- WF: Amy to call back about meeting
- WF: e-mail from SJ re: promotion question

8<sup>am</sup>

9<sup>00</sup> Call Garrett: 333-666-9999

10<sup>00</sup> Conference call

11<sup>00</sup>

12<sup>pm</sup> Action: create first draft of budget

1<sup>00</sup> travel

2<sup>00</sup> Finance committee meeting

3<sup>00</sup> travel

4<sup>00</sup>

**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