Shadowmatch®

Personal Development Program

Time Management

Example Program



[CONFIDENTIAL]

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Personal Development Program

Personal Development Programs (PDP's) have become one of the most successful ways to develop as a person. It is not theoretical, academic type learning. It is best described as practicing and fostering a skill or capability in such a way that you grow by doing it and enhance your capabilities related to a specific personal competency.

A very good way to understand a PDP is to think about someone doing a theoretical course in physical fitness. They would sit in a classroom and learn about all the muscles in the body and how to build them and keep them strong. Someone else might be busy in the gym with a workout in order to get fit. The one person is learning; the other one is exercising. A PDP is both, however with the emphasis on exercising. You learn to swim by swimming! This is why this type of development is so much fun, but also very demanding. You have to actually do it and by doing it you make it easy to do it again.

You need to identify a mentor that will walk the journey of self-development with you. Keep the following in mind:

A good mentor…

1. Is a very positive person.
2. Is not judgmental.
3. Has a very supporting type of personality.
4. Understands that nobody is perfect.
5. Always gives constructive feedback.
6. Is someone you can trust.
7. Is not your friend.
8. Is someone with an inspiring presence.
9. Is someone you would respect as your senior in life.
10. Is someone that will spend time with you in order to help you grow.

My Mentor is: _____

Date: _____

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Guided Self- Development Program towards
Strengthening Personal Capabilities

Developing the ability to be Time Management Competent

Time is best defined as a contract between everybody on earth and between all people and the rhythm of nature, to create meaning by living our lives in a coordinated manner. We need to coordinate with others as well as with nature. In simple terms, it means that we have a rhythm of sleep during the night and work during the day. We need to coordinate our lives according to time-based realities as well as the cycles of weeks, months and years. The fact that we have winter and summer every year is a time issue. The fact that we have sunrise and sunset every day is the rhythm of days and nights for us to respect and respond to.

Have you ever thought about the philosophy of wearing a watch? It is a signature of our contract with each other related to appointments we make and the way we agree to work together. If we have an appointment to start a meeting at 09H00, we have a very basic contract in place. It is good for us to think about these contracts as they have implications on our lives. If you go to one of the news channels tonight and you switch it on at 9:00pm, news will be broadcast. How do you know when to watch the news? The news channel has made a commitment to their viewers to broadcast the news at 9:00pm.

Example Program

The way we maximize time effectively is a critical skill needed for success. Some people achieve a great deal in a day and others do not despite the fact that they are as busy as those who do. Why? Simply because they are much more efficient in the way they utilize their time. The aim of this program is to help you understand and apply the practices used by time efficient people with the aim of developing your time management skills.

This program must be done in collaboration with a mentor who will assist you to complete all the tasks in a meaningful way. The mentor will also play a supportive role in the sense that you will be required to discuss a lot of your challenges, plans and progress with him/her.

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Phase 1.

Make an appointment with your mentor and discuss the process and the way in which you will approach and successfully meet all the outcomes of the program. Your mentor will sign off each phase and the completed program should be placed in your personal file in order to keep a record of your self-development progress.

Phase 2.

You need to complete the following timetable for two working weeks from Monday to Friday. If you work shifts, please use two shift weeks of four to five consecutive working days. Be as thorough as possible and write your activities down in such a way that you can refer back to them at a later stage with a clear understanding of what you have done.

All your time allocations must be calculated in minutes, as we would like to do some calculations to define the relative time you have spent on specific activities. You also need to classify your activities in the "Classification" column according to the following: **Personal** (Bathroom, smoke breaks, make-up), **Eating**, **Travelling**, **Recreational time** (Recreational time refers to fun, play, relaxation, gym, watching TV , etc.), **Busy-Work** (making beds, washing dishes, fetching kids, waiting for something or somebody, standing in a queue, etc.), **Working** and **Sleeping**. *(See blue example).*

Example Program

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Week One: Monday **Date: _____**

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recrea-tional	Busy-Work	Sleep	Work
6:00am	7:00am	60 mins						
7:00am	7:55am			55 mins				
Totals for the day:								

Example Program

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Week One: Tuesday **Date: _____**

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recrea-tional	Busy-Work	Sleep	Work
Totals for the day:								

Example Program

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Week One: Wednesday **Date: _____**

Starting Time	Ending Time.	Classification of Activities and Minutes. (mins)						
		Personal	Eating	Travel	Recrea -tional	Busy- Work	Sleep	Work
Totals for the day:								

Example Program

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Week One: Thursday **Date: _____**

Starting Time	Ending Time	Classification of Activities and Minutes. (mins)						
		Personal	Eating	Travel	Recrea -tional	Busy- Work	Sleep	Work
Totals for the day:								

Example Program

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Week One: Friday **Date: _____**

Starting Time	Ending Time	Classification of Activities and Minutes. (mins)						
		Personal	Eating	Travel	Recrea-tional	Busy-Work	Sleep	Work
Totals for the day:								
Totals for Week One:								

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Week Two: Monday **Date: _____**

Starting Time	Ending Time	Classification of Activities and Minutes. (mins)						
		Personal	Eating	Travel	Recrea -tional	Busy- Work	Sleep	Work
Totals for the day:								

Example Program

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Week Two: Tuesday **Date: _____**

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recrea-tional	Busy-Work	Sleep	Work
Totals for the day:								

Example Program

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Week Two: Wednesday **Date: _____**

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recrea-tional	Busy-Work	Sleep	Work
Totals for the day:								

Example Program

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Week Two: Thursday **Date: _____**

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recrea-tional	Busy-Work	Sleep	Work
Totals for the day:								

Example Program

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Week Two: Friday **Date: _____**

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recrea-tional	Busy-Work	Sleep	Work
Totals for the day:								

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Totals for Week Two:							
Totals for Week One:							
Final Totals: (Week One and Two):							
Clever Calculations: % per Activity (See example below).							

Example:

Final Total per Activity ÷14400×100= % time spent on that activity.

4600 (minutes slept during the two 5 day weeks) ÷ 14400 × 100 = 31% of the two weeks logged, has been time sleeping.

Phase 3.

Calculate all your minutes per Activity Classification and calculate the percentage of time spent on each of the activities. Have a look at your percentages. Keep in mind that the time we spend on certain activities are realities we cannot always change. Fact is that the way we spend our time can either destroy or recover our energy levels. A healthy life for an adult is being split in the indicated percentages. The following table is a layout of the ideal healthy time allocation for adults during five days of working. Write your percentages in the open spaces below and compare the way you spend your time to the way you should spend your time.

Example Program

Classification of Activities and Minutes (mins)						
Personal	Eating	Travel	Recreational	Busy-Work	Sleep	Work
8%	**8%**	**8%**	**8%**	**5%**	**30%**	**32%**

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Identify areas where you spend too much time and areas where you do not spend enough time.

On which of the activities do you spend too much time?

_____

Please try to identify one, or if possible, two reasons for this situation:

1. _____

_____

2. _____

_____

On which of the activities do you spend too little time?

_____

Please try to identify one, or if possible two, reasons for this situation:

1. _____

_____

2. _____

_____

Make an appointment with your mentor and discuss what you have discovered related to the way you spent your time during the five day working cycles. Decide if there is anything you would want to change. It is important to also determine how realistic it will be to change this.

Example Program

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Notes from your discussion with your mentor:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Sign-off: (Mentor):_____Date_____

Example Program

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Phase 4.

You need to apply some discipline in keeping a diary of all your appointments for the following two weeks. You need to carry on as normal and keep your notes very accurately. Please start on a Monday if you can. (If you work shifts, please start on the first day of a shift cycle).

Monday	**Week One**	**Date:**		
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start
Total minutes lost for the day:				

Tuesday	**Week One**	**Date:**		
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start
Total minutes lost for the day:				

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Wednesday	**Week One**	**Date:**		
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start
Total minutes lost for the day:				

Thursday	**Week One**	**Date:**		
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start
Total minutes lost for the day:				

Example Program

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Friday **Week One**		**Date:**		
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start
Total minutes lost for the day:				

Monday **Week Two**		**Date:**		
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start
Total minutes lost for the day:				

Example Program

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Tuesday	**Week Two**	**Date:**		
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start
Total minutes lost for the day:				

Wednesday	**Week Two**	**Date:**		
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start
Total minutes lost for the day:				

Example Program

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Thursday	**Week Two**	**Date:**		
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start
Total minutes lost for the day:				

Friday	**Week Two**	**Date:**		
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start
Total minutes lost for the day:				

Example Program

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Please calculate how many minutes were lost from your past two working weeks, as a result of appointments starting late: _____

Check all the reasons, according to your notes, on the above time management exercise. How many appointments started late as a result of you not being on time?

_____

What is the reason for this?

_____

_____

(Normally people are late because of one reason: Lack of self-discipline. What did you find?).

How many minutes from other peoples' time did you waste over the two weeks, as a result of you arriving late?

_____

How many of your minutes were wasted by others being late for appointments?

_____

If you look at this, do you think you could have used this time better?

_____

Example Program

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A Chief Executive Officer, in order to instill a culture of discipline and proper time management in his company, made the following rule: *If you are late for a meeting, you become a visitor to that meeting. You are not allowed to ask questions, vote or participate in any discussions. If you were to chair the meeting and you are late, the meeting is adjourned after five minutes of you being late. Every meeting has to start exactly on time as per the scheduled time, even if there are only two delegates. Whenever a meeting is cancelled, the agenda of the cancelled meeting has to be delivered to his (the CEO's) office.*

What do you think would happen in your environment if this ruling were enforced?

_____

_____

_____

_____

_____

_____

_____

Example Program

Sign-off: (Mentor):_____Date: _____

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Phase 5.

No working individual can do everything he/she needs to do every day. Some days we have enough time to go through our work, some days we do not. It is common knowledge that life has become very quick and demanding. Everything is urgent; it needs immediate attention and some people feel that life expects too much from them. This is normal for many people. The fact is that if we do not stay on top of this, we can become very stressed and uncomfortable with our work and life in general. The best thing we can do is to acknowledge that we all have limitations. The next on the list is to plan our lives in such a way that we can do as much as possible, attend to the right things and make sure that the most important things are done properly. Let us start.

For the next two weeks, please plan for each day in advance. Spend 15 minutes every day planning your next day - use the following day-sheets for this. For each activity you have on your to-do list for the next day, indicate if the activity is **a must** for that day – you have to do it - or if the activity is **important** but can be done at a later stage, or if it's a **nice to do** activity. In other words, it will be good and enjoyable but not critical. During each day, make sure that you tick all the **Must Do** tasks as done. Try also to tick one **Important Task** before you even think of doing any of the **Nice To Do's**. Let us see how it goes!

Example Program

Monday	**Date:**					
Task to be done	**A Must**	**Done**	**Important**	**Done**	**Nice to do**	**Done**

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Tuesday	Date:					
Task to be done	**A Must**	**Done**	**Important**	**Done**	**Nice to do**	**Done**

Wednesday	Date:					
Task to be done	**A Must**	**Done**	**Important**	**Done**	**Nice to do**	**Done**

Example Program

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Thursday	Date:					
Task to be done	**A Must**	**Done**	**Important**	**Done**	**Nice to do**	**Done**

Friday	Date:					
Task to be done	**A Must**	**Done**	**Important**	**Done**	**Nice to do**	**Done**

Example Program

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Monday	Date:					
Task to be done	**A Must**	**Done**	**Important**	**Done**	**Nice to do**	**Done**

Tuesday	Date:					
Task to be done	**A Must**	**Done**	**Important**	**Done**	**Nice to do**	**Done**

Example Program

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Wednesday	Date:					
Task to be done	**A Must**	**Done**	**Important**	**Done**	**Nice to do**	**Done**

Thursday	Date:					
Task to be done	**A Must**	**Done**	**Important**	**Done**	**Nice to do**	**Done**

Example Program

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Friday	Date:					
Task to be done	**A Must**	**Done**	**Important**	**Done**	**Nice to do**	**Done**

How many 'Must Do' tasks did you not complete during week one?

_____

How many 'Must Do' tasks did you not complete during week two?

_____

If there is any difference between week one and two, what do you think the reason for this is?

_____

_____

_____

_____

How many important tasks are still outstanding on your list?

_____

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How difficult has it been to start well in time with a task in order to complete it?

_____

_____

_____

_____

Write a paragraph of advice to the following person. He told you the following story. You need to give him four specific actions that would help him:

"I hate myself when I'm late. This happens every day, sometimes even three to four times a day. I get so busy with what I am doing that I do not realize what the time is. Then I suddenly realize that I have to go to an appointment and I still have to pack documents and drive or walk to my next appointment. Sometimes I am even late for the appointment before I start packing my bag and switching off my computer. Every time people get frustrated with me, they show it. I just cannot stop this cycle. You know, it is so bad that I have lost wonderful opportunities as a result of this. I once had an interview for a fantastic job. I was 10 minutes late and the guys told me that if somebody had the audacity to be late for an interview, he or she is not a reliable person and they were not interested in unreliable people who had to be an example to others. I hate this, I do everything slower than other people do and I feel as if I am always late and always in trouble. Can you help me please?"

Example Program

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Your advice to this person:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Example Program

Discuss all of the above (Phase 5) with your mentor.

Sign –off: Mentor: _____Date _____

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Phase 6.

During this phase, we will deal with the problem of **'Time Terrorists'** and how to fight them successfully. Let us identify the typical '**Time Terrorists'** we have to deal with:

Waiting for an elevator in a high-rise building.
Trying to find misplaced keys.
Waiting for public transport such as a bus, taxi, train, flight etc.
Waiting for a kettle to boil.
Wondering what to wear early in the morning when getting dressed.
Standing in a line.
Waiting for your food to be served.
Waiting for the computer system to start.
Waiting for the robot to turn green.
Waiting for a meeting to start because some delegates are late.
Searching for clothes that are not where you expected them to be.
Spending time in traffic.
Waiting for the shower's hot water flow.

Can you add more to the list?

Example Program

_____

_____

_____

_____

_____

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Time competent people have a wonderful skill in fighting the effect that Time Terrorists have on their lives. Before we embark on some practical ways to fight Time Terrorists we need to understand the value of Micro Minute Activities. These are activities you have to do, but can do them in a very short period of time or in bits and pieces. Brushing your teeth is a good example. You have to do it, you do it every day and it takes just a minute or two. Reading a document is also a good example. Unlike brushing your teeth, you can read most documents in bits and pieces. Of course, some documents are not easy to read like this and some individuals find it difficult to read anything bit by bit. Despite these realities, they can be done.

When dealing with Time Terrorists we have to follow a two-way strategy. The one is to prevent the Time Terrorists from occurring and the other is to 'double-activate' ourselves in order to minimize the effect Time Terrorists have on us. You can do this by doing something productive while the Time Terrorist is active e.g. printing your e-mails in the late afternoon in order to read them while you are waiting for the bus.

A good example on how to prevent Time Terrorists destroying precious time is through strict self-discipline. For example, have a standard place where you put your keys. This will immediately save you all the time wasted by trying to find them.

Example Program

This is a true story: Jennifer had a very demanding situation. She had a three-year-old son by the name of David. Her husband had died when David was one year old and Jennifer had to start working full-time. Her son was in a day care center from 7:30am until 5:30pm, from Monday to Friday. Jennifer took a very demanding job as an assistant to a lawyer. Every morning she walked David to the day care center, caught the 7:15am bus to be in time for work at 8:00am. Her job as the assistant to a lawyer was so demanding, she started taking work home. When David fell asleep at about 8:00pm in the evenings, she started to work on some of the things she could not complete during normal office hours. She found it difficult to cope and started to use weekends to catch-up.

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A very negative spiral of events developed in Jennifer's life. She had to cope with her work situation because finding another job for somebody with limited experience and no special training was almost impossible. Jennifer had to attend to her child and she had to keep everything together. She stopped going to the gym, to church, to friends and she even asked her parents to understand the fact that she could not spend time with them as she had too much work to do.

Slowly some cracks became visible in her deteriorating health. She suffered from continuous headaches, ongoing colds and flu, stiff neck and vague lower back pains. She became irritated with her child and started to force him to bed earlier because she needed more time to complete her daily work.

At work, Jennifer was fine. Her boss was very happy with her work as everything was always done on time and as requested. She gave everything to get everything done; worked until late every evening and dedicated herself to do what needed to be done in order to stay on top of her situation.

Then the inevitable happened, Jennifer collapsed. She became depressed and could not handle her situation. Let us say that she then came to you as a very good friend to ask for advice. You felt sorry for her and invited her for coffee. After a long talk, you realized that she could not carry on like that. You suggested that the two of you had to make a plan that would help her.

Example Program

Write down at least five points that will enable Jennifer to manage her time in such a way that she does not suffer from burnout, is able to plan her days better and become so much more effective in order for her to find a balance in life and have more time for herself and her child.

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Notes to Jennifer:

1. _____

_____

_____

2. _____

_____

_____

3. _____

_____

_____

4. _____

_____

_____

5. _____

_____

_____

Example Program

Discuss your advice to Jennifer with your mentor:

Sign-off (Mentor):_____ Date: _____

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Phase 7.

Efficient Time Management has ten critical pillars. You need to score yourself out of ten against these pillars, indicating how successful (or unsuccessful) you are on each one. Take the Score-sheet on the next page, give it to somebody who knows you very well and ask him / her to honestly score you as well. Then add your ten scores, which will give you a percentage of success according to your self-assessment. Do the same with the score-sheet that has been filled in by somebody else. Compare the two in detail and identify three time management weaknesses you can work on.

Scoring Scale: 1 – 10

1 = Not Successful at all

10 = Extremely Successful

Example Program

Time Management Pillars	Score
The Control Factor and Time Management Successful time management depends on the ability to be in control of yourself and your circumstances. E.g., You need to end a meeting well in time to be on time for your next appointment.	
The Limitation Factor Everybody has limited abilities. Some people think they must be able to do everything that needs to be done where they work and live. That is impossible. We all have to accept that we can do only so much. If you tend to try to do too much, score yourself low. If you feel that you have the ability to balance your workload, then score yourself high.	
The Efficiency Factor This is about being productive and completing a task in the most effective way with maximum output in minimum time.	
Honesty and Time Management You need to be honest with yourself and those around you by acknowledging that you cannot do more. You must be able to say to others that you have reached your capacity in terms of availability. How successful are you in voicing your maximum capacity situation?	

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Time Management Pillars	Score
Dealing with Time Terrorists How often do you search for keys, your ID book, security access card, etc.? How often do you just allow productive time to slip by without doing what needs to be done?	
A Balanced Rhythm Do you successfully follow a healthy lifestyle of enough sleep every night, work maximum eight to nine hours a day and relax for a few hours every day?	
Priorities One of the Time Management musts! The ability to attend to important things first and effectively and leave less important tasks when necessary.	
Planning Intelligently planning your day, week, month, etc. is critical. Having the ability to complete a task as planned and meet deadlines without a last minute rush are all indications of good planning and time management. How successful are you?	
Discipline This is all about the ability to apply yourself to a task in such a way that you do what needs to be done in the time frames allocated for the task. It is the ability not to be detracted from a task. Focus and finish. Leave early. Tell people that you cannot stay longer as you have other things to do.	
Respect Being on time is directly related to the respect you have for your fellow humans. This becomes clear in the way you respect their time. How successful are you in showing respect to others by being on time when you have an appointment?	
Total as a %:	

Example Program

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Time Management Score-card

You have been asked to score the time efficiency capability of the individual whose name is printed elsewhere on this page. Please be very honest as your contribution will help us understand areas that need to be developed. All individual scores must be a mark out of ten.

Scoring Scale: 1 – 10

1 = Not Successful at all

10 = Extremely Successful

Example Program

Time Management Pillars	Score
The Control Factor and Time Management Successful time management depends on the ability to be in control of yourself and your circumstances. E.g., You need to end a meeting well in time to be in time for your next appointment.	
The Limitation Factor Everybody has limited abilities. Some people think they must be able to do everything that needs to be done where they work and live. That is impossible. We all have to accept that we can do only so much. If you tend to try to do too much, score yourself low. If you feel that you have the ability to balance your workload, then score yourself high.	
The Efficiency Factor This is about being productive and completing a task in the most effective way with maximum output in minimum time.	
Honesty and Time Management You need to be honest with yourself and those around you by acknowledging that you cannot do more. You must be able to say to others that you have reached your capacity in terms of availability. How successful are you in voicing your maximum capacity situation?	
Dealing with Time Terrorists How often do you search for keys, your ID book, security access card, etc.? How often do you just allow productive time to slip by without doing what needs to be done?	

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Time Management Pillars	Score
A Balanced Rhythm Do you successfully follow a healthy lifestyle of enough sleep every night, work maximum eight to nine hours a day and relax for a few hours every day?	
Priorities One of the Time Management musts! The ability to attend to important things first and effectively and leave less important tasks when necessary.	
Planning Intelligently planning your day, week, month, etc. is critical. Having the ability to complete a task as planned and meet deadlines without a last minute rush are all indications of good planning and time management. How successful are you?	
Discipline This is all about the ability to apply yourself to a task in such a way that you do what needs to be done in the time frames allocated for the task. It is the ability not to be detracted from a task. Focus and finish. Leave early. Tell people that you cannot stay longer as you have other things to do.	
Respect Being on time is directly related to the respect you have for your fellow humans. This becomes clear in the way you respect their time. How successful are you in showing respect to others by being on time when you have an appointment?	
Total as a %:	

Example Program

Add all the scores in order to get the total %.

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List three areas identified during this process that you need to work on. Write them down and compile a three-point action plan that will help you develop these three areas.

Area of development 1	Three-point development action plan
	1.
	2.
	3.

Area of development 2	Three-point development action plan
	1.
	2.
	3.

Example Program

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Area of development 3	Three-point development action plan
	1.
	2.
	3.

Make an appointment with your mentor and discuss every aspect of Phase 7.

Sign-off (Mentor): _____Date: _____

Example Program

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Phase 8.

Please revisit the Jennifer's predicament as discussed in Phase 6. Read your notes of advice to her and, from what you have learned during Phase 7, identify three actions that will help Jennifer cope with her situation.

1._____

_____

_____

_____

_____

2._____

_____

_____

_____

_____

3._____

_____

_____

_____

_____

Example Program

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From everything you have experienced during this program, list the five most critical time management focus points applicable to your future approach to time and how to maximize your life:

1._____

_____

_____

2._____

_____

_____

3._____

_____

_____

4._____

_____

_____

5._____

_____

_____

You have now completed this program. Well done. Make your final appointment with your mentor and discuss your final advice to Jennifer and the focus points you have identified for yourself. Once you have had your final discussion, your mentor will process your results in order to get your certificate of completion.

Final sign-off (Mentor): _____Date: _____

Example Program

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