









FACTS

- The average working person spends less than 2 minutes per day in meaningful communication with their spouse or "significant other".
- The average working person spends less than 30 seconds a day in meaningful communication with their children.
- In the last 20 years, working time has increased by 15% and leisure time has decreased by 33%.
- 9 out of 10 people daydream in meetings.
- 60% of meeting attendees take notes to appear as if they are listening.
- 40% of working people skip breakfast. 39% skip lunch. Of those who take a lunch break, 50% allow only 15 minutes of less.

FACTS (cont)

- The average worker sends and receives 190 messages per day.
- Angry people are twice as likely to suffer a heart attack as a person in better control of their emotions.
- 95% of the things we fear will occur, do not occur.
- 80% of "Crisis Management" events are preventable.
- It almost always takes twice as long to complete a task as what we originally thought it would take.
- 1 hour of planning will save 10 hours of doing.
- The average person today receives more information on a daily basis, than the average person received in a lifetime in 1900.
- We retain 10% of what we read. We retain 20% of what we hear. We retain 30% of what we see. We retain 50% of what we hear and see. We retain 70% of what we say. We retain 90% of what we do.



ACTIVITY

- Pick out the top three time management facts that interested you the most
- Discuss the reasons why you selected those facts with your group
- Be ready to present to the entire group

What does the data say about benefits for principals that are organizational managers?

Wallace Foundation 6 year study on leadership concludes:

"Schools demonstrating growth in student achievement are more likely to have principals who are **strong organizational managers**. These principals do not fit the conventional definition of instructional leaders, but they do fit the new expanded definition of instructional leadership that includes organizational management".

What does the field say about principals and time?

Principals often fall victim to Hyperactive Superficial Principal Syndrome (HSPS)

- Defined by wanting to do everything
- More specifically, getting into classrooms and speaking substance to teachers
- Work in progress: develop a system where you are visible and conduct walkthroughs and provide teachers with facilitative feedback quickly

Five Ways Principals Approach Time management

- Hoppers
- Perfectionists
- Allergic to Detail
- Fence Sitters
- Cliffhangers

HOPPERS



Hoppers

- Handle several tasks simultaneously
- Literally jump from one thing to another
- More like to handle situations in person
- Do not write extensive emails or memos
- They scan their emails and miss important details
- They may not complete tasks as planned because of constant interruptions

PERFECTIONISTS



PERFECTIONISTS



PERFECTIONISTS



Perfectionists

- Take their time with everything
- Pay attention to EVERY detail
- Read email thoroughly (several times)
- Omit no details
- Most likely to communicate in writing
- May not finish tasks as planned because of how long each task takes to complete

ALLERGIC TO DETAIL



Allergic to Details

- Prefer to focus on the big picture
- Formulate general plans and leave details to others
- Assistants are often in charge of gathering data for reports
- Secretaries and APs may respond to emails
- Gets major tasks accomplished
- Does not get in the "weeds"

FENCE SITTERS



Fence Sitters

- Have trouble making up minds when given many choices
- Will involve a lot of people to gather ALL information
- Seldom take risks (scared of making mistakes)
- Will replicate already proven programs
- Often second guess themselves
- Often make last minute commotions to finish tasks
- Often frustrate those who work with them

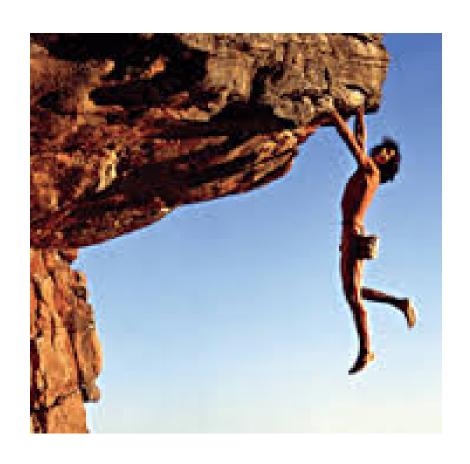
CLIFF HANGERS



CLIFF HANGERS



CLIFF HANGERS



Cliff Hangers

- They wait until the last minute
- Often need outside pressure to complete tasks
- Involve others in a rush to complete tasks
- Frequently call emergency meetings
- Get bored easily
- Need challenges to keep motivation going
- Often are forced to work overtime to meet deadlines

Most principals....

61% or principals reported themselves as hoppers



ACTIVITY

- Which one are you? Or which combination are you? Why?
- What is your major challenge with time management?
- Discuss the reasons for your selection with your group

TIP 1: Write it DOWN

- Walk around with a note pad
- Dragon Diction
- Tape an index card to the back of your walkie
- As Allen states (2001), writing things down is a stress reducer
- Don't worry about being called a nerd

TIP 2: Delegate

- You cannot do everything
- Use Microsoft office—create a deadlines calendar just for deadlines, and invite your people to it; make it due two days prior
- Have people report on status of projects every week at a STANDING meeting
- Communicate your expectations
- Trust your people (let them learn from their mistakes)

TIP 3: Take Care of Yourself

- It is vital to invest your time in your family, your health, exercise, sleep and vacations
- Exercise faithfully at least three times a week
- Eat breakfast every day
- Carve out fun time with your families and friends

TIP 4: Plan

Set up a Schedule

Time	Activity (Sample Planning Calendar)
7:30 – 7:45 am	Read Email and answer
7:45 – 8:00 am	Sign checks; internal funds
8:00 - 8:25 am	Sit with AP's and secretary to quickly prioritize the days
Fridays 8-9 (Administrative Meetings)	
8:25-9:00 am	Visit team meeting rooms or parent conferences
9:00-9:20 am	Hall Duty
9:20- 10:00 am	Return phone calls, answer emails, more inbox; parent conferences Have an Agenda
10:00 – 11:20 am	Classroom Walkthroughs
11:20 am -12:20 pm	Open Door for staff members to see me if need be
12:20 - 1:00 pm	Lunch Duty (Visibility)
1:00 - 1:30 pm	Have lunch (many times with administrative team to keep lines of communication open
1:30 - 2:00 pm	Phone calls, emails, in-box
2:00 – 3:00 pm	Official Observations; parent conferences; teacher meetings
3:00 - 3:50 pm	Prioritize, plan for tomorrow
3:50 - 4:10 pm	Bus duty



