

Thursday, March 19, 2015

1:30pm – 5:00pm

Managing Your Work, Time, & Life

Amy Weiland, University of Utah Professional
Education

UMC's

*Managing Your Work,
Time, and Life*

TheWorkBook



Professional Education at the University of Utah provides interactive and practical learning experiences for inquisitive professionals.

Some Background

The University of Utah: Professional Education

Welcome to Professional Education at the University of Utah.

It's an honor and a pleasure to work with the Salt Lake professional community to deliver career and professional advancement programs.

Regardless of our backgrounds, whether we're lawyers, doctors, CEOs, managers, or someone considering a new profession, we hold one thing in common: we seek to keep our minds keen and our skills refreshed.

Professional Education at the University of Utah offers many programs from our courses and certificate programs, to our academies and institutes, to our custom training and consulting services.

We enjoy many partnerships in the community to ensure we're delivering the most-needed class topics that are up-to-date and relevant for specific industries and disciplines.

The Professional Education team knows your time is valuable and remains committed to your professional growth.

We hope you'll continue your love of learning and will find your time spent with us a transformative experience.

—Taken and slightly rewritten from the internet at <http://continue.utah.edu/proed/welcome.php> (07 July 09)

This workshop is safe, taken as directed.

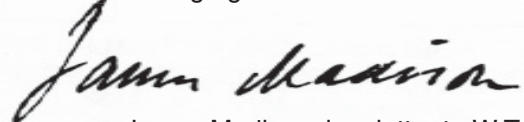
Occasional side effects may include uncontrolled itching, sneezing, and barking.

An Outline

- 1 Introduce the Workshop**
What will we do here?
- 2 Examine Time Management**
Why are we so uncomfortable?
- 3 Learn about Stress**
What—exactly—is stress? Can it be good?
- 4 Discuss Work and Life Balance**
How do we create a balance in our lives?
- 5 End the Workshop**
What did we do here?

At the end of the workshop, we'll review what we've learned. Admin stuff. Just a few minutes. That's it.

K
"Knowledge will forever govern ignorance, and a people who mean to be their own governors must arm themselves with the power which knowledge gives."



—James Madison, in a letter to W.T. Barry, August 4, 1822

Professional Education at the University of Utah inspires professional excellence in individuals and helps improve organizational capacity across the great state of Utah.

Our passion is to provide the community with a gathering place to network, discuss, and learn new skills and techniques.

About the Instructor

Amy Weiland (Why'-lund) is Vice President of Jefferson Smith Training and Consulting, an international training company headquartered in Bountiful.

For fourteen years, Amy's consulted for companies and individuals across the country.

As a consultant, she's taught seminars and webinars on various topics:

- Business Communication
- Dealing with Change
- Diversity in the Workplace
- Emotional Intelligence
- Work/Life Balance

She owns a small business. She has a bachelor's degree in psychology.

As a Marketing Communications Coordinator, she was responsible for writing brochures, organization manuals, and international marketing materials which have been published internationally.

Rivalling all these accomplishments, she's a Mother.

Fifteen years ago, she married her college sweetheart, Thad Weiland. They have two children, Tabitha and Ike.

Intro: Introduce the Workshop

Welcome to your *Managing Time, Work, Life, and Construction Projects* workshop.

That was a joke. Nothing about construction projects.

We think you'll like it here.

It won't be dull.

We'll have some fun.

And we'll learn a lot.

What Will We Do Here?

During this short introduction to the workshop, we'll do two things:

1. **We'll get an overview of the workshop.**
The details. What happens when. Who's involved.
2. **We'll identify where we'll go.** What we'll do.

Please turn the page for the overview.

I
Ideas don't come from a vacuum.

The workshop didn't burst in full bloom from the desert floor.

We're grateful for many people who contributed ideas on managing time. Charles Hobbes. Hyrum Smith. Alex Mackenzie. Ken Blanchard. Richard Koch. Robert Heller. Stephen Covey.

It's a long list.

An Overview of the Workshop

The Materials

- *The WorkBook* (the one in your hand)
- The other materials

The Workshop

- The schedule (Start times, stop times, break times, good times, bad times)
- The administrative details
- The nature of the workshop

Identify Where We'll Go

If we're starting out on a trip, it usually helps to know where we're going. (Alice discovered that. Notice the dialogue on the right.)

In this workshop, we'll explore three major areas:

1. _____
2. _____
3. _____

The time will go quickly. *As it usually does.*

The Value of Knowing Where You're Going

"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where," said Alice.

"Then it doesn't matter which way you go," said the Cat.

—From Lewis Carroll's *Alice in Wonderland*

The Review Page

In this part of the workshop, we accomplished two things:

1. **We got an overview of the workshop.**
The details. What happens when. Who's involved.
2. **We identified where we'll go.** What we'll do. Control. Goals. Stress. Balance.

This was simple.

Wow.

I hope the entire four hours is this simple.

One: Examine Time Management

One of the reasons we came to the workshop was that we're frustrated with the amount of control we have over the events in your life.

All of a sudden, we're surrounded by ducks.

Quack.

Quack.

Quack.

And they don't listen to us.

What Will We Do Here?

In this part of the workshop, we'll explore time management. We'll look at what makes us happy.

We've broken the discussion into five principles:

1. The Control Principle
2. The Frog Principle
3. The Ike Principle
4. The Elephant Principle
5. The Wally Principle

This will be a critical discussion.

This will be a foundation discussion.

It will set up the discussions about stress and work-and-life balance later in this workshop.

Ready?

Go.

Time and Speed

"What are the highlights of your life?"

"I don't know. All of a sudden, I was 100. It just went so fast."

—From a 100th-birthday interview with Ernest Stein by Garrison Keillor on *A Prairie Home Companion*.

Marilu Henner

Being in control of your life and having realistic expectations about your day-to-day challenges are the keys to stress management, which is perhaps the most important ingredient to living a happy, healthy, and rewarding life.

—Henner is an American actress and writer

Principle One: The Control Principle**Understanding the Relationship**

On a scale of one to ten, how comfortable are you—

1. Driving fast?

1 2 3 4 5 6 7 8 9 10

2. Letting your little brother drive fast while you sit in a passenger seat with no seat belt?

1 2 3 4 5 6 7 8 9 10

3. Talking to your dog?

1 2 3 4 5 6 7 8 9 10

4. Talking to your boss's boss?

1 2 3 4 5 6 7 8 9 10

5. Working outside in bad weather?

1 2 3 4 5 6 7 8 9 10

6. Working inside in bad weather?

1 2 3 4 5 6 7 8 9 10

So our point is—

We can graph the relationship:



Principle Two: The Frog Principle

Overcoming Procrastination

Two types:

- _____
- _____

Four suggestions:

1. _____

2. _____

3. _____

4. _____

A Poem

Procrastination is my only fault.
It brings me grief and sorrow.
But I can stop it any time.
I think . . . I'll stop . . . *tomorrow*.

Brian Tracy

"There's an old saying that if the first thing you do each morning is to eat a live frog, you'll have the satisfaction of knowing that it's probably the worst thing you'll do all day."

—*Eat that Frog*, Berrett-Koehler Publishers, 2007

**General (later President) Dwight
D. Eisenhower**

“What is important is seldom urgent
and what is urgent is seldom
important.”

*Eisenhower learned the system as
a young captain in Panama. As a
general, he taught the system to his
D-Day planners.*





Principle Three: The Ike Principle

Separating the Important from the Urgent

Define *importance*:

Define *urgency*:

So our point is—

	Urgent	Not Urgent
Important	Important Urgent 	Important Not Urgent 
Not Important	Not Important Urgent 	Not Important Not Urgent 

Principle Four: The Elephant Principle**Setting and Achieving Goals**

What would you like to do?

What's important to you? What has value?

Brainstorm three long-term goals you'd like to accomplish.

- _____

- _____

- _____

Quick question: Why is the list bulleted and not numbered?

Now order the goals. Prioritize them. Which would you like to do *most*?

1. _____

2. _____

3. _____

An Old Joke

"How do you eat an elephant?"

Go ahead. You know the answer.

*What does your answer have to do
with this discussion?*

Buzzie and Flaps

Buzzie: [to Flaps] Okay, so what we gonna do?

Flaps: I don't know, what you wanna do?

Buzzie: Look, Flaps, first I say, "What we gonna do?" Then you say, "I don't know, what you wanna do?" Then I say, "What we gonna do?" You say, "What you wanna do?" "What we gonna do?" "What you want..." Let's do SOMETHING!

Flaps: Okay. What you wanna do?

— *The Jungle Book*, Walt Disney Productions, 1967

Setting Deadlines

When do you want to complete your number-one goal? Identify a date. At least a month and a year.

Why? Why might this be important?

Setting Tasks

Brainstorm the tasks you'll need to accomplish to achieve your long-term goals.

Some Counsel

Your list will change.

You'll add tasks.

You'll delete tasks.

You'll reorder tasks.

That's okay. You're flexible.

Now put them in order.

1.

2.

3.

4.

5.

So what's probably your next step?

Yup. Do it. Put your deadlines in the margin next to your tasks.

Principle Five: The Wally Principle

Dealing with Interruptions

Three types:

1. _____

2. _____

3. _____

Four suggestions:

1. _____

2. _____

3. _____

4. _____

James Baker

“Never let the other fellow set the agenda.”

—James Baker was Secretary of State in the George H.W. Bush administration.

Goethe on Priorities

“Whatever you can do, or dream you can do, begin it; boldness has genius, power and magic in it.”

—Johann Wolfgang von Goethe (1749-1832), German poet and diplomat. Considered the German equivalent of William Shakespeare.

(Or, if you're German, William Shakespeare was the English equivalent of Goethe.)

The Review Page

This was a critical discussion. It sets us up for the rest of the workshop.

When we're in control, we're comfortable. When we're not in control . . .

We can overcome procrastination.

We can separate the important from the urgent.

We can set and achieve goals.

We can deal with interruptions.

This is not rocket science.

What are your questions?

Two: Learn about Stress

Stress and burnout may have brought us to this discussion.

It's not fun. It doesn't feel good. We don't like it. We want to learn how to deal with it.

In this part of the discussion, we'll explore three things:

1. **Understanding stress and burnout.** We'll explore the nature of stress and the value—good or bad—of stress.
2. **Exploring attitudes.** The result of stress. Of too much stress. Of too much to do. Of too much hassle. Of too much pressure.
3. **Exploring body, mind, and emotion.** There's an old saying: "If you take care of your body, your body will take care of you."

Ready?

Let's go.

The Futility of Stress

Severus Snape: "I wish . . . I wish / were dead"

Albus Dumbledore: "And what use would that be to anyone?"

—*Harry Potter and the Deathly Hallows*

Stress ('strēs) *n.* **1.** A state of mental tension and worry caused by problems in your life, work, etc. **2.** Something that causes strong feelings of worry or anxiety. **3.** Physical force or pressure

One: Understanding Stress and Burnout

Understanding Stress

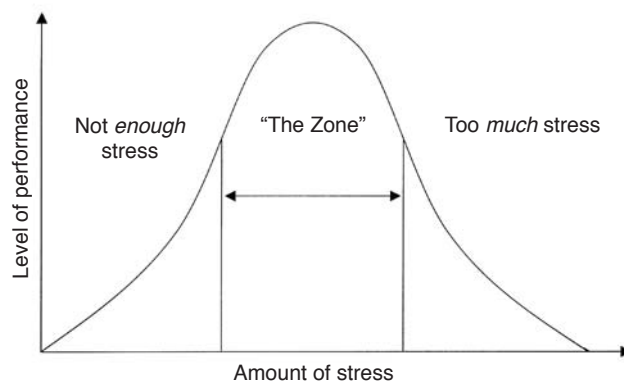
We define stress this way:

Stress shows itself in several ways:

- Increased heart rate
- Increased breathing rate
- Decreased skin temperature
- Increased perspiration
- Dilated pupils

Now. Is this always a bad thing?

No. You perform better because you're stressed.
You perform better because you're *excited*.

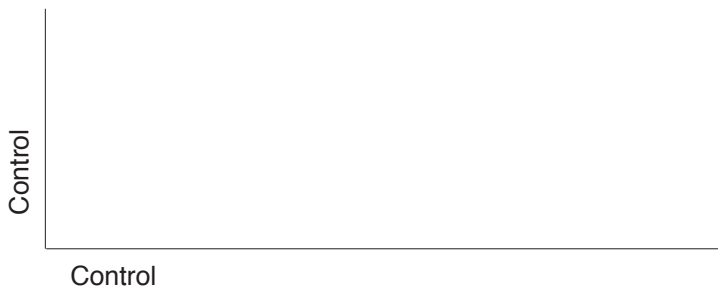


Stress and Performance. *You have an optimum stress zone that helps you perform.*

Let's talk about graphs again.



Compare that with what we talked about before:



So what are we saying?

Frank Herbert

"The mind can go either direction under stress—toward positive or toward negative: on or off.

"Think of it as a spectrum whose extremes are unconsciousness at the negative end and hyperconsciousness at the positive end.

"The way the mind will lean under stress is strongly influenced by training."

— *Dune*

Understanding Stressors

Something that causes stress is called a *stressor*.

When you were fourteen years old, one of the biggest stressors in your life was your nine-year-old brother.

We suggest there are two types of stressors:

1. _____
2. _____

Some examples of the *first* type are—

- _____
- _____
- _____
- _____

Things we _____

Some examples of the *second* type are—

- _____
- _____
- _____
- _____

Things we _____

Sources of Stressors

Where does most of *your* stress come from?

☐ External

☐ Or internal?

Understanding the Value of Stress

When might stress be *good* for you?

And when might stress be *bad* for you?

And it's bad because it might lead to—

Exploring Burnout

A Definition

We usually don't print things out for you, but this is long and this is critical:

Burnout is the exhaustion of physical or emotional strengths or motivation usually as a result of prolonged stress or frustration.

—Merriam Webster

What does burnout usually result from?

The Symptoms

Burnout shows itself in many ways. Here are some of those ways:

Your Experience

What have *you* experienced or seen in terms of burnout? How has burnout displayed itself?

- _____

- _____

- _____

Levels of Stress

Normalcy (Baseline)

The Options

1. _____

2. _____

3. _____

Ricky Rudd

“I still have the desire and ability to win races, but a little burnout is beginning to set in.

“I may drive a few races next year if someone needs a substitute driver, but it’s time to freshen up and do some things with my family that I have put off for a lot of years.”

— Richard L. “Ricky” Rudd, “The Rooster,” is a former American NASCAR driver.

He’s known as the “Iron man” of NASCAR. He holds the record for most consecutive starts in NASCAR racing (788). He retired in 2007 with 23 career wins under his belt.

Some Questions

1. Who's responsible for our attitudes?
2. If we're responsible, then who makes us angry?
3. How do we control our attitudes?

Two: Exploring Attitudes**Examining a Situation**

Amy ended the call and smacked her fist on the cubicle wall. *"That,"* she muttered angrily, "ticks me off!"

Sarah looked around the divider. "Bad call?"

"One of the worst. Rude, crude, and stupid. I hate it when that happens."

Sarah responded, "I know what you mean. I had a rotten one earlier. Sometimes people just make you mad."

Amy took another call. She growled in the mouthpiece, "GoodafternoonSaltLakeCounty OfficesHowcanIhelpyou?"

Sarah nodded and went back to her phone.

Examining the Relationship Between Attitudes and Skills

You're a human resources manager.

You need to fill an opening at the reception desk. You have two applicants.

- Arthur has significant experience and skills but a marginal attitude.
- Brittany has no experience but is friendly and enthusiastic.

Whom would you hire?

Is there really a question here?

Why?

Do the names "Eeyore" and "Tigger" come to mind in this discussion? Why?

Suggesting Some Possibilities

We suggest five possible ways to control our attitudes:

1. _____

2. _____

3. _____

4. _____

5. _____

Dr. Viktor Frankl

“Everything can be taken from man but one thing: the last of human freedoms—to choose one’s own attitude in any given set of circumstances, to choose one’s own way.”

— *Man’s Search for Meaning*, 104

Viktor Frankl was born in Vienna in 1905. He graduated from the University of Vienna Medical School in 1930.

He and his family were interred in Theresienstadt concentration camp in 1942. He survived four camps, but he lost his father, his mother, his brother, his wife, and their unborn child.

*After the war, he wrote *Man’s Search for Meaning* to understand his experience in the camps. He died in Vienna in 1997.*

*According to a Library of Congress poll, *Search* is one of the ten most influential books in America*

Three: Exploring Body, Mind, and Emotion

"Ommm"

"Ommm"

Ting! (The sound of a faraway bell.)

Wait a minute! That's another workshop. Not this one.

We *do* suggest that body, mind, and emotion work together.

We'll examine each one.

Exploring Body: The Physical Aspect

Three suggestions:

Captain Barrus

"Yal'll take care of yer body, and yer
body will take care of yew."

—Physical Training Department,
The United States Army Infantry
School, 1977

1. _____

2. _____

3. _____

Exploring Mind: The Mental Aspect

Again, three suggestions:

1. _____

2. _____

3. _____

Exploring Emotion: The Humorous Aspect

Three suggestions, but about *laughter*:

1. _____

2. _____

3. _____

Another Thought. Another Help. Helping One Another.

Why do we help one another?

How do we help one another?

On Helping

Diego the Saber-toothed Tiger
(Denis Leary): Why did you do that?
You could've died trying to rescue me!

Manfred the Mammoth (Ray Romano): That's what you do in a herd: you look out for each other.

— *Ice Age*, Twentieth Century Fox,
2002

**Aung San Suu Kyi**

"Humor is one of the best ingredients of survival."

Suu Kyi is the leader of the Burmese opposition. She has been under house arrest for fifteen of the past twenty-one years.

She has announced she will run for the Burmese presidency in 2015.

She received the Nobel Peace Prize in 1991.

In Review

In this part of the discussion, we explored stress:

1. **We explored stress.** The good and the bad of stress. *Sometimes it's good. It keeps us alert and attentive.*
2. **We explored attitudes.** The result of stress. Of too much stress. Of too much to do. Of too much hassle. Of too much pressure.
3. **And we explored body, mind, and emotion.** Physical. Mental. Emotional. The full circle.

This was good.

What are your questions?

Three: Balance Work and Life

Late last year, Nik Wallenda balanced on a steel cable and walked from Chicago's west Marina City tower to the Leo Burnett building.

The climb was uphill. He started at 588 feet (the tower's 65th floor) and ended at 671 feet.

Easy job?

Silly question.

It required a lot of balance.

In This Part of the Discussion

We'll learn how to balance:

1. **We'll identify priorities.** This revisits our earlier discussion. Exactly *how* do we gain more control—and balance—the elements in our lives?
2. **We'll invest in ourselves.** We'll learn how to do preventive maintenance. How to take care of ourselves.

This is it. Almost over.

Turn the page.

USA Today

CHICAGO—Nik Wallenda looked like he didn't even break a sweat in his latest effort to cheat death and create must-see TV.

With thousands of roaring spectators on hand to watch, Wallenda on Sunday conquered the Windy City skyline.

The 35-year-old daredevil — a 7th generation progeny of the famed Flying Wallendas circus family — first walked uphill on the steel cable over the Chicago River connecting the Windy City's west Marina City tower to the top of the Leo Burnett building.

The walk, which took him up a 19-degree angle, started at 588-feet and culminated at 671 feet. (Initially, the climb was only supposed to be 15 degrees, but a last minute adjustment required by the city made the climb steeper, according to Wallenda.)

—November 4th, 2014

If Things Went Wrong

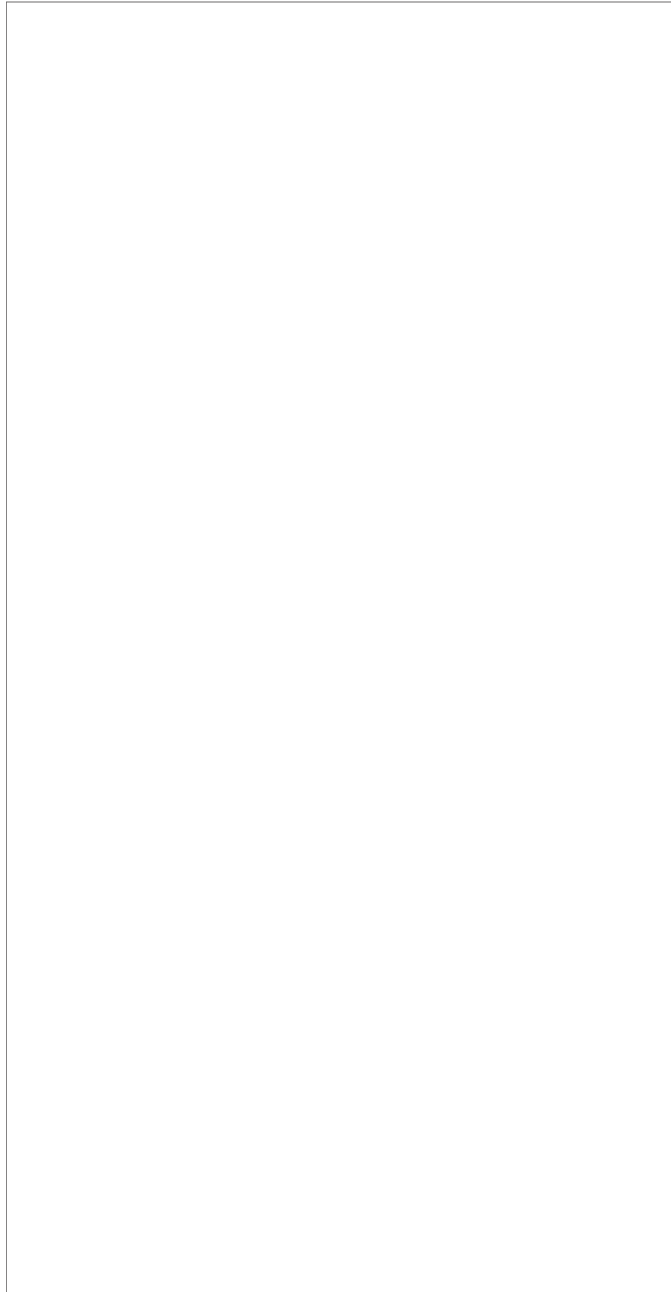
Wallenda said he prepared during training to wrap himself around the wire and await rescue, if winds became too strong.

The 212-pound Wallenda said that he could hold on to the cable for upwards of 20 minutes, and his safety crew could get to him within 90 seconds anywhere on the steel rope and bring him to safety.

— *USA Today*

Why is Finding Balance Difficult?

Brainstorm.

A large, empty rectangular box with a thin black border, intended for brainstorming ideas. It is positioned to the right of the text under the heading 'Why is Finding Balance Difficult?'. The box is currently blank.

One: Identify Priorities

Revisit Control

What can we control about our lives?

What can't we control about our lives?

Can we make changes if necessary?

Some Cautions

Will the discussion work if we're not honest with ourselves?

Will the discussion work if we don't consider the timing of our lives? The short term and the long term?

What's short term? Give us a number.

What's long term? Give us a number.

Some Considerations

We've all heard the debate over "quality time" versus "quantity time."

Your views?

How do you juggle the competing values of—

Time?

Importance?

Effect?

In other words, does two hours of watching *Sophia the First* together have the same effect as spending fifteen minutes flying paper airplanes together?

What Do We Juggle?

Consider the competing elements in your life. What roles do you have to juggle?

Superhero

1

4

How Do We Juggle?

Determine the weights.

Consider the roles you've identified.

Now.

To the right of your written entries, identify the most important role to you *in the short term. In the present. In the moment.*

Put numbers by each of the roles, identifying second-most-important, third-most-important, and so on.

Now.

Just to the right of those numbers, identify the importance of those roles for you *in the long term. For your lifetime.*

Identify the Categories

The elements on page thirty-two will usually fit in five categories. Consider each of these discussions:

Career

1. _____
2. _____
3. _____

Family and Friends**Family**

1. _____
2. _____
3. _____

Friends

1. _____
2. _____
3. _____

Community

1. _____
2. _____
3. _____

Finances

1. _____
2. _____
3. _____

Self

1. _____
2. _____
3. _____
4. _____
5. _____

Two: Invest in Yourself

Seven points. A long list, but that's okay.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

What's your reaction?

Your experience?

Your advice?

Last: End the Workshop

The discussion is worthless unless it takes information back to the workplace.

That's right: *Worthless*.

We have some suggestions on how to take the information and the skills back to the workplace:

1. **We'll identify some take-away goals.** What we'd like to do.
1. **We'll identify what we learned.** We'll identify what we want to remember from these four hours.
2. **We explore some ways to keep what we've learned.** Contact information. A bibliography. Good stuff.

And we'll close with a joke. With humor. About polar bears. We think you'll like it.

For I am haunted night and day
By all the deeds I have not done.
O unattempted loveliness!
O costly valor never won!

—Marguerite Wilkinson (Canadian-American poet, 1883-1928)

Wrap It Up

Identify Some Take-away Goals

- _____

- _____

- _____

Identify What We've Learned

- _____

- _____

- _____

Keep What We've Learned

1. _____

2. _____

Continue to Learn

We *strongly* encourage you to continue your learning.

We've listed here five books that deal with balancing work and life.

Check with your library, your bookstore, and the internet for more sources.

1. Hobsbawn, Julia. *The See-Saw: 100 Ideas for Work-Life Balance*. Atlantic Books: February, 2013. ISBN-13: 9781782392453
2. Jones, Fiona, Ronald J. Burke, and Mina Westman. *Work-Life Balance: A Psychological Perspective*. Taylor & Francis: April, 2013. ISBN-13: 9781135422189
3. Kelly, Matthew. *Off Balance: Getting Beyond the Work-Life Balance Myth to Personal and Professional Satisfaction*. Penguin: September, 2011. ISBN-13: 9781594630811
4. Kepler, Ann. *The Work/Life Balance Planner: Resetting Your Goals*. Huron Street Press: March, 2013.
5. Lewallen, Sean. *Work Life Balance: Super Easy Work Life Balance Tips, How To Balance Your Life, Balancing Work and Family*. Tru Divine Publishing: November, 2013. BN ID: 2940148885641

We searched for and found these titles through Barnes and Noble (bn.com) on the internet.

You can check them out from your local library or order them through your local bookstore.

We've included the ISBN—the International Standard Book Number—so you can track down the titles.

Some Application.
Humor relieves stress.

Tell your co-worker a joke. A good,
clean, funny joke.

This one about the polar bear is a
good start.

The End

That's it.

The discussion's over.

Most people don't look back here, but you did. For
that, you deserve a reward.

The Polar Bear Joke

A polar bear walked into a pizza place and looked
at the menu board.

He said, "I'd like a medium pizza with pepperoni
and . . ."

And then he paused. He paused for a long time.
The woman behind the counter waited patiently.
There was silence for nearly a minute.

Finally, the bear said, ". . . and sausage."

"One medium pepperoni and sausage, coming
right up," said the woman. Then she asked, "Do
you mind if I ask you a personal question?"

"Not at all," said the bear.

"Why the big pause?"

"The bear looked at his hands and said, "I dunno.
I've always had big paws."

*Due to popular request, we recently
decided to name the polar bear.*

We like the name "Barry."