



## Time Management

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## Introduction

**Welcome:**

**Self:** Brief Bio.

**Introduce Title:** Time Management–A Practical ~~Time~~ Self-Management Course

**Purpose Statement:** This purpose of this session is to motivate you to be an effective steward of your time.

**Introduction:** Top Eighteen Reasons Church Plants Fail

1. Taking spiritual warfare lightly.
2. Trying to plant without being called by God to be a church planter.
3. Trying to plant a church that reaches every type of person.
4. A premature launch of public services.
5. Consistent evangelistic effort stops after the church is launched.
6. Rushing people into leadership. No process for discipling and developing people.
7. Poor planning.
8. Lack of support and/or accountability.
9. Unrealistic expectations of ministry.
10. Losing the focus on evangelism and disciple-making.
11. Sin in leadership.
12. A fear of talking about money until the need becomes urgent.
13. Not knowing the difference between a church plant and an established church.
14. After you are up and going, failing to focus on the next target.
15. Relying on the advice of experts.
16. Exhaustion.
17. A critical spirit.
18. *No plan for the other six days of the week.*

Facilitator's Introductory Comments:

Which boat best describes your leadership style?

Yacht



Ocean Liner



Tug Boat



Sail Boat



Speed Boat



**Opener: Which Boat Are You?**

Ask: “Which boat best describes your leadership style – Yacht, Ocean Liner, Tug Boat, Speed Boat, or Sail Boat?”

Say: “Put a check in the box to the left of the boat that best represents you as a leader. Prepare to discuss the motive/purpose of your boat selection.”

**Groups and Introductions:**

Groups: Count off (or use a creative means) to divide class into smaller groups of 5-8 participants.

Introductions: Have participants tri-fold clean piece of paper to make a name tent. On the front, have participants print the following in large block letters: name of boat and first name (e.g., Tug Boat Tom or Carlton the Ocean Liner).

On the back of the name tent have participants write a number between one and ten that best represents the participant’s self-perception of their time-management skills (one = very poor; 10 = excellent).

Ask participants to stand, take their name tent and introduce themselves to their team members (and others), using their “boat name.” Each must state the motive/purpose of his/here boat selection and share his/her time-management score.

Participants may be seated.

Have each team select a team leader. Be creative (closest birthday to today’s date, eldest spiritually, vote by pointing or “best explanation of “boat name”).

There is no such thing as “\_\_\_\_\_ Time Management \_\_\_\_”. You can neither grasp time nor save it up. It keeps on ticking regardless of you. You cannot stop it, slow it, recall it, borrow it, nor manage it. It is present. It will march on until the day “that there should be time no longer” (Rev. 10:6). Joshua did command the sun to stand still when leading Israel in battle against the Amorites (Josh. 10:12-14), but “There was no day like that before it or after it,” though many have thought about trying! The only thing you can manage is \_\_\_\_\_ yourself \_\_\_\_! That’s what this course is about: self-management, stewardship.

We have all been allotted the same 86,400 seconds daily. Your success or failure in life depends upon how you use your time, talent and treasure. Jesus Christ spoke of a steward who was responsible for what was entrusted him. To this steward, his master said, "...give an account of thy stewardship" (Luke 16:2). You, too, are held responsible by God to faithfully manage that which He has placed in your care. God is depending upon using you to take care of that which is His. Stewardship is not ownership, but management.

Paul admonishes, "Get on with it! The good, the right, the true - these are actions appropriate for daylight hours. Figure out what will please Christ, and then do it. Don't waste your time on useless work, mere busy work, the barren pursuits of darkness...use your head. Make the most of every chance you get: ['make the best use of your time' - PME]. These are desperate times!" (Eph. 5:10-16, CEV). "Each of us will have to answer for himself" (Rom. 14:12 NEB) on that day of accounting. How well have you been doing?

Turn the page and complete the Self-Management Analysis.

## SELF-MANAGEMENT ANALYSIS

**Instructions:** Enter the number (1-5) that best represents to what extent you do the following: (Assess yourself according to the present, not according to what you desire to be.)

- 1 = Not at all
- 2 = Seldom
- 3 = Sometimes
- 4 = Frequently
- 5 = Most all the time

- \_\_\_ 1. Set in writing specific short-term (weekly/monthly) and long-term (yearly) goals.
- \_\_\_ 2. Handle paperwork only once.
- \_\_\_ 3. Schedule daily prayer/meditation: God plans and prioritizes goals, tasks and time.
- \_\_\_ 4. Set in writing specific daily “to do” lists.
- \_\_\_ 5. Organize and schedule with a Planner (written or electronic).
- \_\_\_ 6. Control incoming phone calls.
- \_\_\_ 7. Practice effective follow-up on tasks, projects and problems.
- \_\_\_ 8. Utilize a prioritizing system, e.g. 1-2-3 or A-B-C.
- \_\_\_ 9. Take on difficult/high priority tasks first instead of easy/unimportant tasks.
- \_\_\_ 10. Schedule a block of time weekly for completing important long-term projects.
- \_\_\_ 11. Prioritize tasks based upon the important, unimportant, urgent, not urgent process.
- \_\_\_ 12. Keep low priority conversations and phone calls to a minimum.
- \_\_\_ 13. Have an efficient filing system.
- \_\_\_ 14. Communicate goals and priorities to others.
- \_\_\_ 15. Know which tasks to do, delegate, delay, or dump.
- \_\_\_ 16. Consolidate similar tasks, e.g. phone work, paperwork, filing.
- \_\_\_ 17. Find a hideaway for uninterrupted chunks of time.
- \_\_\_ 18. Say “no” to requests unable to be accomplish in a timely, diplomatic fashion.
- \_\_\_ 19. I am punctual (on time or early).
- \_\_\_ 20. Know my low and high energy cycles.
- \_\_\_ 21. Facilitate effective meetings that start on time and end on time.
- \_\_\_ 22. Have a God-given vision/destination (3-5 yrs.) mapped with progress references.
- \_\_\_ 23. Set deadlines and disciplines for self and others, assuring quality preparedness.
- \_\_\_ 24. Feel in control of my general stress level.
- \_\_\_ 25. Set goals that are specific, attainable, measurable, relevant, and trackable.

\_\_\_ Total Score

Look at your highest scores (4-5) and ask, “Is this important? Does this help me get things done?” If so, place an “+” to the left of 3-4 of these time management qualities your are accomplished in. Continue to exercise these qualities! Look at your lowest scores (1-2) and ask, “If I could change this, I would?!” Place an “O” to the left of 2-3 of these time management qualities you have opportunity to improve on. Now, set goals for improvement in these time management qualities!

Adapted with permission from Excellence in Management, *Managing Your Time for Results*, Rick Conlow

## 8 TIME MANAGEMENT TECHNIQUES

1. TAKE TIME TO PRAY AND PRIORITIZE
2. SET GOALS FOR YOURSELF (BASED UPON VALUES AND PERSONAL MISSION STATEMENT)
3. USE A PLANNER (TAKE IT TO PRAYER)
4. MAKE A “TO DO” LIST
5. PRIORITIZE TASKS WITH THE TIME MANAGEMENT MATRIX
6. KNOW YOUR ENERGY CYCLE
7. HANDLE PAPERWORK EFFECTIVELY
8. LEARN TO SAY “NO” (SOMETIMES)

### I. Take Time to Pray

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You cannot afford not to pray. Prayer is an investment of your time that has great return on investment. Take your Bible and your planner with notepaper to prayer. Items that you need to accomplish will be recalled during prayer. Write them down, rather than being bothered by the fear of forgetting them. God will also prompt you to act for Him (visit to a shut-in, send a card of exhortation to a saint or missionary, phone or visit to an unsaved neighbor or colleague). Write them down. God will prioritize your day and help you focus on what is important.

The busier you become, the greater your need for prayer. Martin Luther is quoted to have said, “I have so much to do today I’ll need to pray for three hours!” If you are overwhelmed, it is time to pray!

“Ye have not, because ye ask [pray] not....” (James 4:2).

Have you taken time to pray today? yes or no

## II. Set Goals for Yourself

“Ye ask, and ye receive not, because you ask amiss, that ye may consume it upon your lusts.” (James 4:3).

Goal: something you are trying to accomplish; an objective or aim of an action; a target.

A Yale and Harvard University study found that less than 10% of all people actually set goals for their own lives.

Only 3% of those who do set goals actually have them in writing. Yet all research indicates that goal setting, if done, increases performance and results. How much more can performance and results increase if your life-goals (long-term) and immediate goals (short-term) have been established by God during prayer? You will not be amiss!

However, if you don’t know where you are going, any road will get you there! Without knowing or predetermining where you are headed you will not have a roadmap to get you there. You will waste precious time wandering about aimlessly. In time, this can result in a wasted life.

You must first determine and establish long-term goals: life goals; what you want to accomplish in three to five years; what you want to accomplish in life. All goals should be based upon your values. They are the driving forces that enable you to reach your goals. A value is something that is extremely important to you. Values to consider in setting goals are:

- God relationship
- Family: spouse, children

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- Your “call” or ministry
- Career aspirations

Short-term goals are the roadmap checkpoints (daily, weekly, and monthly) to assure you remain on target towards your long-term destination.

- ⊙ What are your plans?
- ⊙ Do you have a vision?
- ⊙ Have you developed a personal mission statement, defining your life’s purpose?
- ⊙ Have you established a roadmap to get there?

“Where there is no vision, the people perish”. (Prov. 29:18)

- “There came a time in my life when I earnestly prayed, ‘God, I want your power!’ Time wore on and the power did not come. One day the burden was more than I could bear. ‘God, why haven’t you answered that prayer?’ God seemed to whisper back His simple reply, ‘With plans no bigger than yours; you don’t need my power.’”  
Carl Bates
- “This one thing I do, forgetting those things which are behind, and reaching forth unto those things which are before, I press toward the mark for the prize of the high calling of God in Christ Jesus.” -Apostle Paul
- “Now I long to know Christ and the power shown by his Resurrection; now I long to share his sufferings, even to die as he died, so that I may somehow attain the resurrection from the dead. Not that I claim to have achieved all this, nor to have reached perfection already. But I keep going on, trying to grasp that purpose for which Christ Jesus grasped me. My brothers, I do not consider myself to have grasped it fully even now. But I do concentrate on this: I forget all that lies behind me and with hands out-stretched to whatever lies ahead I go straight for the goal - my reward, the honor of my high calling by God in Christ Jesus. My ambition is the true goal of the spiritually adult: make it yours too” (Phil. 3:10-15 PME).

### Christian’s Problem with Goal Setting

A. Discovering the correct definition for contentment .

Scriptures to consider:

- “But godliness with contentment is great gain.” I Tim. 6:6.
- “I have learned, in whatsoever state I am, therewith to be content.” Phil. 4:11.
- “Be content with such things as ye have.” Heb.13:5.

If I am to be content with what I have, why then would I set goals? Isn’t that contradictory? You decide below.

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Multiple choice: Circle the number to the correct definition of contentment.

1. I should have my desires limited to what I already have, and that which I have already achieved.
2. I should have my desires limited to that which I am convinced God wants me to have, and that which God wants me to achieve.

The first definition spells laziness and lack of accountability. The second definition spells Lordship.

Let's review I Timothy 6:6: "Godliness [Godlikeness - what God likes] with contentment is great gain." When one is content with God's goals for their life, there will be great gain.

Goal setting for a Christian is simply planned, organ-ized stretching under the lordship of Christ.

B. The Problem of Previous Defeat.

We despair and feel defeat when goals and desires are not reached. It then becomes more difficult to be enthusiastic about the future and goal setting. However, the past problem may not have been with goal setting but with:

- improper, unrealistic or unattainable goals.
- goals unaligned with God's Master plan/timing.
- goals set out of ambition, not out of prayer.
- resistance from Satan. God's messenger was delayed in answering Daniel because a satanic adversary withstood him.
- being raised by "perfectionist" parents.

People who have power with God are not afraid of goals.

Howard G. Hendricks underscores the importance of goals: "I have never met a Christian who sat down and planned to live a mediocre life. But if you keep going in the direction in which you are moving, you may land there."

A man without goals comes to the end of his life only to discover that the \_\_\_\_\_ routines of life became his life:

- 20 years sleeping
- 12 years working
- 6 years watching television
- 5 years getting ready - dressing

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- 4 years eating
- 1.5 years on the phone

Set goals in every area of life, believing God is interested in the total “me”:

- Spiritual Life - relationship with God
- Family Relationships
- Kingdom of God - Church
- Professional Life - work
- Recreational Life - hobbies
- Education and Intellectual Life
- Financial Life

Our goals must be SMART

- Specific \_\_\_\_\_
- Measurable \_\_\_\_\_
- Attainable \_\_\_\_\_
- Relevant \_\_\_\_\_
- Trackable/Time bound \_\_\_\_\_

### III. Use a Planner

All excellent time managers use a planning tool. It helps with a number of things:

- Focus on your goals
- Helps with project lists
- Helps with “to do” lists
- Organizes important papers
- Establishes a scheduling system
- Uses a prioritizing method: A-B-C; 1-2-3
- Creates an opportunity for you to be methodical about follow-up

Four Key Criteria for an Effective Planner:

- Yearly Overview --Where you can see a year-at-a-glance.
- Monthly Overview --Where you can put all your important meetings, appointments, reminders, and see a month-at-a-glance.
- Weekly or Daily View --Where you identify a “to-do” list, calls and correspondence you need to make, meetings you need to attend and priorities you need to accomplish.
- Data Bank --Place to keep important data: reports, goals, expenses, and personal network listing of phone numbers, addresses, and e-mail and web-site addresses.

IV. Make a “To-Do” List

Tips for developing effective “to-do” lists:

- “To-do” list needs to be in one location, preferably your planner. You only need one “to-do” list.
- “To-do” list should not exceed 6-8 items. More items than eight is overwhelming and creates frustration, reducing productivity. Your mind can only hold about 8 things at one time.
- Prioritize the items.

V. Prioritize tasks with the Time Management Matrix

(See supplemental page for matrix)

The Time Management Matrix identifies how to use your time. There are two key things to look at when investing your time:

- Is it important or not important?
- Is it urgent or not urgent?

When you put these two together then you get a look at four major quadrants in which activities can fall:

- Important/Urgent                      Do
- Important/Not Urgent                      Delay
- Not Important/Urgent                      Delegate
- Not Important/Not Urgent                      Dump

**Quadrant 1** (Important /Urgent - Do) is what I have to do right now to keep my head above water. What activities fall into this category? Crisis, Pressing Problems, Deadlines  
 (This is often the largest category) \_\_\_\_\_

We tend to think that everything we do falls into this category! This quadrant becomes too big due to ineffective use of Quadrant 2 .

**Quadrant 2** involves the Important/Not Urgent tasks. It does not have to be done this very moment, but it is important. Activities here are usually longer term. The following activities fall into this category?

Preparation \_\_\_\_\_

Planning \_\_\_\_\_

Prevention - quality and safety improvements \_\_\_\_\_

Process improvements - re-engineering \_\_\_\_\_

Personal relationships - family - schedule it!

Priorities (what doesn't get scheduled doesn't get done)

Personal values/vision - take time to articulate and discuss them

This is the quadrant where you gain the greatest return on your investment of time. It is here you make the most constructive forward progress. However, this is the quadrant that the mediocre rarely get to. Why?

- Because they are doing things in Quadrant 1 and 3, and maybe even in Quadrant 4.
- Because Quadrant 2 gives no immediate satisfaction in a results oriented world.  
     Quadrant 2 is an investment in future results, not today's results.

When does Quadrant 2 get done? \_\_\_\_\_

The goal is to expand this quadrant in order to minimize the time you spend in the other three quadrants. It is the difference between "good" and "excellent" performance. You must schedule it, block time out on your calendar, or put it on a "to do" list. If you don't, it won't get done!

**Quadrant 3** involves the Not Important/Urgent events such as:

- routine activities
- some meetings
- interruptions

Activities in this category should be done later or delegated to staff members. This area often gets too big for what it is worth.

Most leaders are afraid to delegate. Why? \_\_\_\_\_

**Quadrant 4** involves Not Important/Not Urgent events, time wasters. It isn't priority, it doesn't have to be done now, but we spend our time here. The activities found in the "Top 10 Time Wasters" supplement would fall into this quadrant. Often these activities are pleasant or social. Because they are easy to do and do not present stress or tension we put our time here. One must be disciplined to "Dump" these events.

## VI. Know Your Energy Cycle

Part of improving productivity is knowing what your energy cycle is. That is, when is the best time of day for you; when are you at peak energy? Are you a morning person? Are you an afternoon or evening person? Mapping your energy cycle determines when it is the best time for you to write, hold meetings, do routine paperwork, etc. Items in Quadrant II (Delay), your “pay-off” area, should be done when you are at your best level. Graph your energy cycle below.

High Energy.....  
 Average Energy.....  
 Low Energy.....  
 6am 8:00 10:00 Noon 2pm 4:00 6:00 8:00 10:00 Midnight

**VII. Handle Paperwork Effectively**

Key aspects to reducing paperwork:

- Choose the time of day for paperwork that is most efficient for you.
- Handle each day’s paperwork all at one time.
- OHIO (Only Handle It Once) - well, at least 80% of it. This rule comes from Professional Business Women’s Association and the National Secretaries’ Association.
- Keep a wastebasket by your side. Follow the rule: “When in doubt, throw it out.”
- Delegate routine paperwork chores to others.

If you follow these guidelines, you can reduce the time spent on paperwork by 50%!

**VIII. Learn to Say “NO” (Sometimes)**

Why is it hard to say “no”? pride, perfectionist, people pleaser, don’t want to hurt someone’s feelings

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It is just not possible to accommodate everyone at all times, as much as we want to do so. Trying to do everything is not being effective with your time. When asked to do something, ask yourself, “Does this request fit in with my values, goals, and schedule?” If the request doesn’t, here’s what you can say...

- Just say, “No.” : Avoid, “I’d love to but...”
- Independent: “No Thanks ...”
- Conditional : “If you do this..., then I will....”

- Alternative : “I can give you a rough estimate...”
- Conflict : “Thank you for asking, but I have another commitment...”

-Acknowledgements-

Sources that assisted me in preparation of this seminar:

Rick Conlow, **Excellence in Management**, *Managing Your Time for Results*, (Menlo Park, California: Crisp Publications, 1991).

*Principles of Goal Setting*, W. H. White, Apostolic Information Services, Indianapolis, Indiana.

“Good” things in life are often enemies of the “best” things in life simply for lack of time and commitment. If you lack time, you most likely lack prayer. Renew your commitment today!