



Effectively Managing Your Time

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Objectives

- **Heighten Awareness**-what you are doing now and what you would like to be doing.
- **Discover Motivations**– those psychological reasons why we do not manage time well, and why we want to manage time well
- **Discuss Planning**-and the importance of systematic means to attain a goal.
- **Learn Practical Tools**- and specific time management techniques



Time Management Issues Specific to the Nonprofit Professional!

It's human nature to put off those things we aren't sure how to do, things we are reluctant to do, things where we are afraid of failing, things where we might get rejected, things that involve working with people with whom we are not completely comfortable.

These issues come up in many aspects of our work in the nonprofit sector where we are juggling myriad activities such as human services, program management, supervision, volunteer management, governance and fundraising!

Having more than one job!

Nearly everyone who works in a nonprofit may have only one title, but more than one job! And in addition, many of us have learned our jobs while doing them, the "accidental nonprofit professional." These two things make time management more difficult but also more important. For the accidental NP Pro, doing something they know how to do is always easy to do before getting to something they know less well. For those with another job, any internal reluctances or anxieties they have about aspects of their work will subconsciously translate into putting it off.

Important But Not Urgent

With some exceptions, many of our activities fall into the category of important but not urgent (e.g. planning, research, strategic thinking, prospecting, writing, your own professional development). How can we ensure that we act on those things that are languishing on our to-do lists?

Delegating Upwards

Often staff have to delegate up to their EDs and EDs have to delegate up to their boards. Nonprofit staff are not only managing their time, but someone else's time as well. How can you manage both?

Managing the Internal vs. the External Priorities

The demand on our time is split between the internal (working with fellow staff, attending meetings, running the program or department, overseeing infrastructure, etc.) and the external (cultivation, meeting with donors, networking, etc.). When time is tight, the internal pressures can seem more important and therefore are getting addressed first, when the external tasks are often more important. So how can we strike a better balance?

Others?

ABCs of Time Management

These are categories, NOT priorities. C Tasks might be priorities because of their importance, but might not get prioritized due to their lack of urgency!

A tasks:

Characteristics:

Strategies:

B tasks:

Characteristics:

Strategies:

C tasks:

Characteristics:

Strategies:

To Do List or Not to Do List is that the question?

What kind of date book is best to use?

They all work for some people and not for others. Experiment. If you don't like yours, try another. Every so often, think about trying a new one.

Should I keep a To Do list?

Yes, but keep two. One is a short items list, such as phone calls to return, memos to write. The other is a long-term project or planning list, that includes longer projects with more than one step. On the Projects To Do list, show the next one or two steps for each project.

<p style="text-align: center;">WORKING TO DO LIST (A & B TASKS)</p> <ul style="list-style-type: none">• Jack—return call 510-555-1212• Schedule team meeting for Thursday next week• Update mailing list with new contacts• Get quote from printer for mailing costs• Call John and set up appointment

<p style="text-align: center;">PLANNING LIST (C TASKS)</p> <ul style="list-style-type: none">• Research new prospects• Re-do filing system• Organize development files• Development plan• Write an article for publication

Tips!

Some people put their development calendar on the wall, or on a whiteboard. That keeps it in front of them at all times, and also reassures their supervisors that the projects haven't been forgotten.

First thing every day, re-organize your to-do list. This helps focus you on what you want to do that day and helps you prioritize and plan your time.

C Task Detail in Outlook

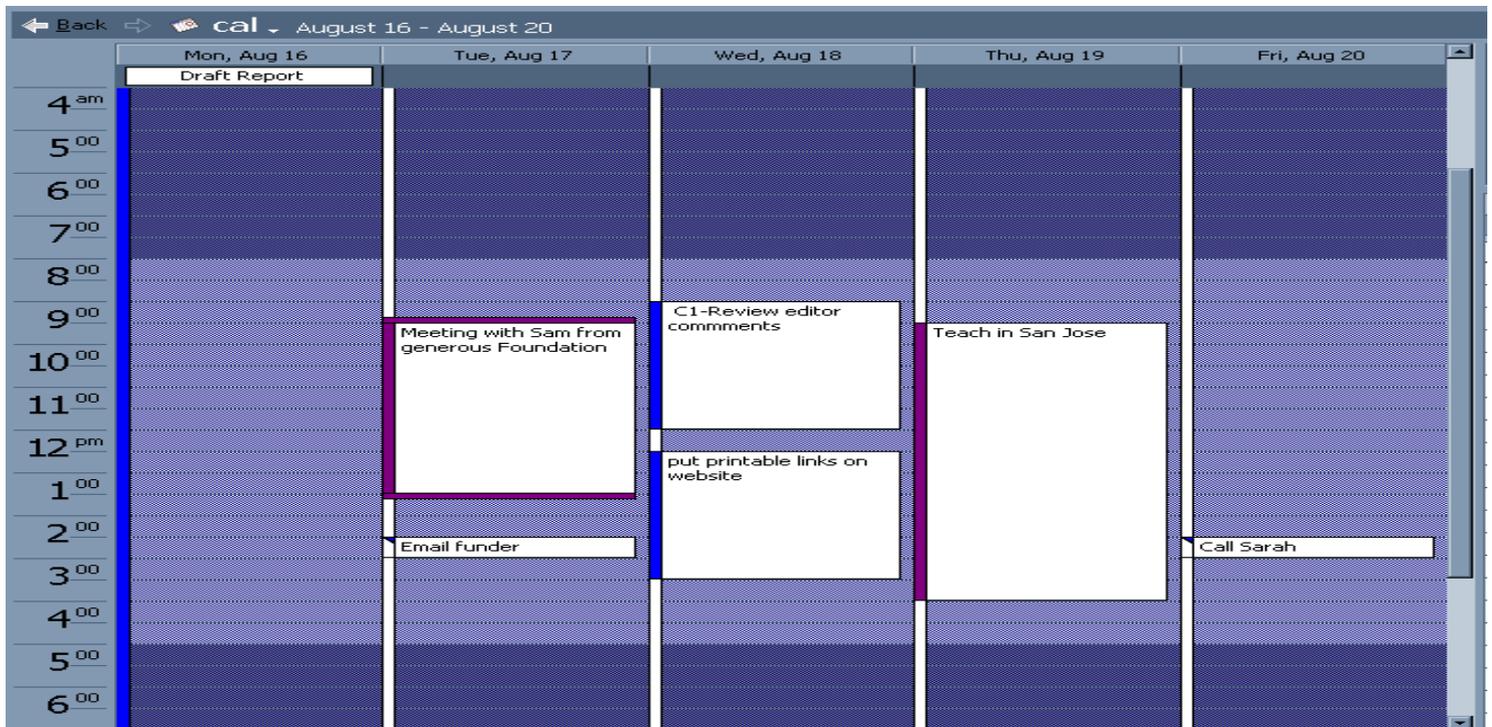
Subject: Find new Mail host
Due Date: Friday, October 01, 2004
Status: Not Started
Percent Complete: 0%
Total Work: 0 hours

Actual Work: 0 hours
Owner: Susan Bennett
1. Email Tom for recommended
2. Read PC World Article
3. Review current contract

Calendar

Your calendar is a tool and should be helping you prioritize your work, not just plot meetings. It is a roadmap of every item on your to-do list and your planning list. For development professionals this means that you have to map not only your own calendar, but deadlines and milestones of the development calendar as well - and maybe even your ED!

- Synchronize your to-do list with your calendar
- Your schedule is your inherent prioritization mechanism. If it's not on your calendar, when did you expect to do it?
- Calendar time for project work, not just meetings or time out of the office
- Your calendar should include daily, weekly, and monthly goals
- Schedule time after meetings for follow-up
- Group like tasks and schedule them in blocks on your calendar (e.g. returning calls, email, sorting mail).
- Don't fill every moment of every day, prepare for the unexpected
- Accept that changes happen, but adjust your calendar; don't just ignore that you missed a deadline or didn't complete a task – reschedule it!



C Task Exercise

Come up with a C task in your work. These are important but not urgent! Think of a specific project that fits in this category.

Let your partner coach or act as your consultant to come up with the first 3 steps. Remember, identify tasks that are short, actionable, and will take no longer than 20 minutes to complete.

C Task – Name of project _____

Step 1:

Step 2:

Step 3:

Resources

CalPoly Study Skills article on Procrastination

Procrastination is a complex psychological behavior that affects everyone to some degree or another.

<http://sas.calpoly.edu/asc/ssl/procrastination.html>

Learning Time

A vast reservoir of information, ideas, strategies, and advice about time management and related topics like procrastination and concentration.

<http://www.webshops.uoguelph.ca/learningtime/welcome.xml>

Related CompassPoint Classes

Delegation

Meeting Facilitation

Supervision

Getting Organized!

Check www.compasspoint.org/workshops

About CompassPoint Nonprofit Services

With offices in San Francisco and Silicon Valley, CompassPoint Nonprofit Services is one of the nation's leading consulting and training firms serving nonprofit organizations. Through its staff and hundreds of volunteer professionals, CompassPoint provides assistance to nonprofits in leadership, fundraising, technology, strategic planning, financial management, executive transitions, boards of directors, organizational development, and other topics. Last year CompassPoint conducted more than 500 workshops for Bay Area nonprofits, and consulted to more than 300 nonprofit organizations nationwide. In addition to workshops and consulting, CompassPoint publishes books and articles on topics impacting nonprofits and our sector. CompassPoint's mission is *to increase the effectiveness and impact of people working and volunteering in the nonprofit sector.*

