In this recording we summarise the content of chapter 27 Time Management and Personal Effectiveness.
Studying this chapter should help you discuss the importance of time management by individuals at work; discuss the main factors affecting time management; identify factors that might lead to the ineffective or inefficient use of time; explain why it is important for a manager to understand their role if they are to be effective; .

Introducing the chapter, the authors start with 1. So far in this section on Organising, we have been considering organisational and group issues. Ultimately, however, the effectiveness of organisations comes down to the effectiveness of individuals, which is the concern of this chapter. The management of time is an issue which is fundamental to job performance.

2. In the 1970s, Mintzberg conducted a study into how managers actually spend their time. He concluded that if managers want to be more effective, they must recognize what their job really is and then use the resources at hand to support rather than hamper their own nature. Understanding their jobs as well as understanding themselves takes both introspection and objectivity on the managers' part. Following the study he set out to break away from Fayol's words and introduce a more supportable, and what he believed to be a more useful, description of managerial work. The manager's job can be described in terms of various "roles," or organized sets of behaviours identified with a position. That is to say, the manager's effectiveness is significantly influenced by their insight into their own work. Performance depends upon how well the manager understands and responds to the pressures and dilemmas of the job. Thus managers who can be reflective about their work are likely to be effective at their jobs.

3. The point made by Mintzberg is widely supported. Rees and Porter (2008) similarly argue the first essential requirement for an effective manager is to define their job carefully and accurately. They note that effectiveness depends upon the accomplishment of appropriate objectives rather than just being busy. Careful identification of the job is also a necessary foundation for effective time management. Much of the subject matter of this chapter overlaps with those dealing with such issues as leadership, delegation and communication. The interest in time management as a topic of attention in its own right has drawn together these other issues. The main factors affecting a person's use of time are set out in Figure 27.1.

[Insert Figure 27.1 here]Figure 27.1 Main factors affecting time management.

These factors and the key issues arising from them form the subject of the remainder of the chapter. The principal issues of time management can be grouped under three headings - those related to the:
nature of the job
personality and attributes of the job-holder, and
people who make up the job-holder's role-set..

The key concepts discussed within this chapter are:
Role - A set of actions and activities that a person in a particular position is supposed to perform, based on the expectations of both the individual and surrounding people; time management - refers to a range of skills, tools, and techniques used to manage time when accomplishing specific tasks, projects and goals; .

Other terms discussed include:
assertiveness; Critical path; delegation; Gantt chart; Monochronic; Pareto law; Polychronic; Role ambiguity; Role conflict; Role set; .

Summarising and concluding, the author(s) make the following comments - Managers are typically

busy each and every day and find it almost impossible to do everything. The management of time is therefore an issue which is fundamental to job performance. Managers wanting to be more effective must recognize what their job really is. That is to say, the manager's effectiveness is significantly influenced by their insight into their own work. The manager's job can be described in terms of various "roles," or organized sets of behaviours identified with a position. Performance depends upon how well the manager understands and responds to the pressures and dilemmas of the job. Thus managers who can be reflective about their work are likely to be effective at their jobs. They must develop ability and methods to help them decide what to do and when to do it. They must also consider what to delegate. Assertiveness can contribute to the better use of managers' time by enabling managers to deal more effectively with interruptions. Assertion is the ability to express ideas, opinions or feelings openly and directly without putting down ourselves or others. Finally, a manager's use of time can be made more productive if personal communication skills are improved..

We have now reached the end of the chapter 'Time Management and Personal Effectiveness'.

There are a number of references for this chapter where further reading opportunities are identified for you.