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Time Management

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Abstract - Scores of articles and books have been written on managing time more effectively and using time more wisely. They all are, presumably, well intentioned, and all have something to say to the executive who really wants to "get a better handle on how I use my time." But, as Peter Drucker observes, "Most discussions of the executive's task start with the advice to plan one's work. This sounds eminently plausible. The only thing wrong with it is that it rarely works. The plans always remain on paper, always remain good intentions. They seldom turn into achievement." Perhaps the reason that Drucker's observation is correct is that most of us pay lip service to the concept of self-discipline. We recognize it is "right" and "good." But we are not really convinced that we want to turn ourselves into automations in the work situation and become the most efficient, hardest working, hard-driving executive in the cemetery. We unconsciously feel that working hard and efficiently is working at "a killing pace," and we don't want to do that at the expense of our life force. When we say "I'm just killing time," what we really mean is "time is killing me – and I'm not ready to go." That is why efficiency planning seldom works – efficiency is the wrong first objective.

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TIME MANAGEMENT

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I. Dieting and Time Management

The philosophy of our approach is similar to that of improving one's eating habits. There are, literally, dozens of diets that have been developed for the purpose of losing a given number of pounds in the space of a specified number of days. We accept the promise of rapid weight reduction and "go on the diet," but seldom do we stay with it. It is only when the person recommending the diet does so as a method of changing and improving eating habits over a long period that it becomes accepted and popular, not just as a diet, but as a way of life. Brumet, Flamholtz and Pyle (2011).

Similarly, most prescriptions for time management fail because they do not recognize the individual's most important objective. With a few workaholic exceptions, most people find something more important in their total life-style than work itself. While embracing the need for studying techniques to work more efficiently, we subconsciously resent the prescription to work more efficiently, just as an hourly worker resents a time-and-motion study to set piecework rates. Flamholtz, Bullen and Hua (2010) Working more efficiently is a form of self-discipline, and self-discipline in the minds of many is equivalent to "punishment." And so it is, as Drucker so astutely observes, that planning one's time "rarely works."

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Is there a better approach? We believe that there is. We will arrive at most of the same suggestions and offer many of the same techniques for working more efficiently that the disciplinarians offer, but hopefully with a different focus on the part of you, the individual. Glendinning (2012).

II. The Concept of 168

We believe the short-term approach is the most important and most promising method of dealing with time management. All of us start each week with 168 hours – no more, no less.

As you contemplate the coming week, "what is the most important thing I want to do, or accomplish, or finish?" In short, "what is my primary objective this week?" For some, it may be a work-related goal; for others, it might be recreation, spending two evenings just watching ducks on a pond. For most, there usually is a reason why we are willing to spend a week working, performing some unpleasant tasks, and doing what we tall ourselves "we really ought to do." Rodger and Hunter (2010). If we can just identify that one thing, everything else seems to fall in place. We have uncovered the reason for doing everything else. This reason is the most important motivating force during the week. Simply by anticipating it often, it can keep us going happily.

Now, having identified the single most important activity during the week, we can determine how many of the 168 hours we want to spend in that activity. It is four hours? Six hours? Eight hours? More? Whitmore (2009). Having subtracted those key hours from 168, we now know how many hours we have left for all other activities. Let us assume our most desired activity will require 10 hours. This means we have 158 hours left.

III. The Time Allocation

The weekly 168 hours is not called a time "budget," since budget is a distasteful word to many persons. We have "skimmed" the 10 hours for our most important activity right off the top. Now, let us see how the other activities fall into place. Pope (2009).

The generally accepted norm for sleep is about eight hours a night. For some, it may be more, for some, less. But eight hours times seven days is 56 hours, leaving 102 hurs (after we subtract 10 hours for our key activity). If we subtract one hour a day for morning wake-up activities, we have 95 hours left. If we subtract two and one-half hours a day for meals, we have 67½ hours left. Assuming work week of 40 hours, we have 27½ hours for being with family or friends, watching

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television, reading books or periodicals, taking in a sports event, jogging, playing tennis or golf, or whatever else we want to do. Mathis and John (2009).

To summarize:

Allocation	168	
Key activity	10	
Sleep	56	
Morning shower	7	
Meals	17½	
Commuting	10	
Work	40	+ ?
Total	140½	
Residual	27½ hours	

Now there are two temptations. The first is to cut hours out of some of the above: "I don't need eight hours for sleep or two-and-a-half hours for meals. It is a better idea to make minor adjustments, not drastic ones at this point. The second temptation is to want to prioritize all activities in the coming week. But beyond that first and most important activity, identify no more than three other priorities at this time – a total of four. One of the three might be a family goal (going to visit the grandparents next Sunday, for example): one might be work related (writing that report your superior has been demanding for weeks); and one might be financial (getting checks and receipts ready to do the income tax return). Thompson and James (2007).

Notice the slight shift in emphasis. Your top priority should be the key reason why you will go through another week. The next three may be a combination of recreational and duty objectives. Life cannot be all recreation, but without recreation, or re-creation, life becomes the master and we the servant. It is not necessary to embrace hedonism to understand that the play function is vitally important in living the full life. These four objectives, then, should give us reason to look forward to the coming week. Their accomplishment will allow us to look back on a week well spent. Pope (2009).

Perhaps you enjoy your work. Surveys show that the vast majority of small business principals do enjoy their work. It is a central focus of their lives. But it should be only after you have decided on the time you need for yourself and your family – your four top priorities – that you should even consider improving work effectiveness.

IV. Performing the Time Analysis

Almost invariably, small business principals, and most other people, have imperfect memories about how they spend their time. We may know how long we sleep, how long it takes to eat three meals, how long it takes to commute. But we simply cannot reconstruct the previous week to determine what problems we solved, the interruptions we faced, what crises we met. The memory of what went on in a meeting may stand out, but reconstruction of a week is virtually impossible. Fay, Howard and Charles (2007). In fact, we may think we did certain things because we know we should have done them, but did not.

In furthering our short-range study of objectives and activities, keep a record of time spent during the coming week. In the Daily Time Log that follows, each hour is divided into four 15-minute segments. Aside from the time spent at work, you might use symbols – M for meals, A for ablutions, S for social, F for family discussions and activities, E for exercise (jogging, walking, golf, or whatever), R for recreation. C for commuting, W for time wasted, and P for pro-crastination. Bacal (2008).

At work, you might be more specific in identifying the manner in which time was spent, so that you can tally the times more easily. You may choose to follow D discussion with Frank and Joe by the letter W (wasted time). You may choose to evaluate some unproductive meetings with a similar W. You will want to invent other symbols for letter writing, meetings, crises, interruptions, and so on. Bannister and Balkin (2005).

Daily Time Log

Date ……..

Time	Activity	Importance	Notes
7:00 a.m.		1 2 3 4 5	
7:15 a.m.		1 2 3 4 5	
7:30 a.m.		1 2 3 4 5	
7:45 a.m.		1 2 3 4 5	
8:00 a.m.		1 2 3 4 5	
8:15 a.m.		1 2 3 4 5	
8:30 a.m.		1 2 3 4 5	
8:45 a.m.		1 2 3 4 5	
9:00 a.m.		1 2 3 4 5	
9:15 a.m.		1 2 3 4 5	
9:30 a.m.		1 2 3 4 5	
9:45 a.m.		1 2 3 4 5	

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10:00 a.m.		1 2 3 4 5	
10:15 a.m.		1 2 3 4 5	
10:30 a.m.		1 2 3 4 5	
10:45 a.m.		1 2 3 4 5	
11:00 a.m.		1 2 3 4 5	
11:15 a.m.		1 2 3 4 5	
11:30 a.m.		1 2 3 4 5	
11:45 a.m.		1 2 3 4 5	
12:00 noon		1 2 3 4 5	
12:15 p.m.		1 2 3 4 5	
12:30 p.m.		1 2 3 4 5	
12:45 p.m.		1 2 3 4 5	
1:00 p.m.		1 2 3 4 5	
1:15 p.m.		1 2 3 4 5	
1:30 p.m.		1 2 3 4 5	
1:45 p.m.		1 2 3 4 5	
2:00 p.m.		1 2 3 4 5	
2:15 p.m.		1 2 3 4 5	
2:30 p.m.		1 2 3 4 5	
2:45 p.m.		1 2 3 4 5	
3:00 p.m.		1 2 3 4 5	
3:15 p.m.		1 2 3 4 5	
3:30 p.m.		1 2 3 4 5	
3:45 p.m.		1 2 3 4 5	
4:00 p.m.		1 2 3 4 5	
4:15 p.m.		1 2 3 4 5	

Time (cont.)	Activity (cont.)	Importance (cont.)	Notes (cont.)

Daily Time Log (cont.)

4:30 p.m.		1 2 3 4 5	
4:45 p.m.		1 2 3 4 5	
5:00 p.m.		1 2 3 4 5	
5:15 p.m.		1 2 3 4 5	
5:30 p.m.		1 2 3 4 5	
5:45 p.m.		1 2 3 4 5	
6:00 p.m.		1 2 3 4 5	
6:15 p.m.		1 2 3 4 5	
6:30 p.m.		1 2 3 4 5	
6:45 p.m.		1 2 3 4 5	
7:00 p.m.		1 2 3 4 5	
7:15 p.m.		1 2 3 4 5	
7:30 p.m.		1 2 3 4 5	
7:45 p.m.		1 2 3 4 5	
8:00 p.m.		1 2 3 4 5	
8:15 p.m.		1 2 3 4 5	
8:30 p.m.		1 2 3 4 5	
8:45 p.m.		1 2 3 4 5	
9:00 p.m.		1 2 3 4 5	
9:15 p.m.		1 2 3 4 5	
9:30 p.m.		1 2 3 4 5	
9:45 p.m.		1 2 3 4 5	
10:00 p.m.		1 2 3 4 5	
10:15 p.m.		1 2 3 4 5	
10:30 p.m.		1 2 3 4 5	
10:45 p.m.		1 2 3 4 5	
11:00 p.m.		1 2 3 4 5	
11:15 p.m.		1 2 3 4 5	
11:30 p.m.		1 2 3 4 5	
11:45 p.m.		1 2 3 4 5	
12:00 p.m.		1 2 3 4 5	

midnight

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Many of the books and articles on time management tend to generalize. But you, and only you, can develop a specific plan for you. And you should be the only one to evaluate your activities.

V. Spending Your Time

At the end of the week, you will have the necessary information to make your own value judgments about how well you use time. The results usually are surprising. Most people find that they spent their time in a manner much differently than they thought they did. But, remember, this is not an exercise in self-flagellation. It is an effort to make life more rewarding and satisfying. Before we ask ourselves how much time we could have saved, it is important to ask "what would we have done with the time we could have saved?" we can do this as we go through the week of our time inventory. What would you really have liked to do? See a sporting event? Go to the track? Drive in the country to see the fall colors? Watch a sunrise at the shore? Buy a sailboat? Spend a weekend in New York to see a show and enjoy Sunday branch? Bourne, Franco and Wilkes (2008).

Make a long list, so that you can select the four priorities for the following week. Only by following this method will you have a season for improving your time management. Only in this way will you have an incentive for becoming more efficient at work. Just as diets fail, but new eating habits remain, so time disciplines fail, but a new way of life can become your way of life. You will wake up each morning happy to see the new day, because there is gold at the end of the rainbow in terms of your personal satisfaction. Your family and friends will find that you are a happier person and more fun to have around. Each week will become richer and more rewarding, even if you list no more than four main objectives for each seven days. Cynrthia, Lyle and James (2007). Resist the temptation to add to the list of four. Keep the "shopping list" of things you would like to do only to help pick out four attainable objectives for the following week. And insists to yourself that at least two of your four objectives – the first priority and one other – will be activities that bring the greatest happiness to you.

You will find that your hours away from work are more easily channeled into things you really like to do – a weekly movie, a family meeting, helping your son or daughter with homework, or a nap on Sunday afternoon after the game on TV. Recreation and recreation are what life is all about. For some, it may involve a course in arts and crafts. For others, it may involve enrolling for a postgraduate degree or a series of karate lessons.

The message is simple, but profound. Only after analyzing how you spend your time away from work and only after adjusting those 128 of the 168 hours so that they give you maximum reward and satisfaction, only then will you find the incentive to tackle your efficiency during the 40 or more hours you spend on the job. Perhaps, you say, others can work 40 hours a week and get away with it, but my business requires 60 or 70 hours a week. Perhaps that is true. But only if you have determined how to get maximum satisfaction from the hours away from work will you be willing to do a meaningful time analysis of your own working habits on the job. Cynrthia, Lyle and James (2007). But we must give ourselves an incentive to embrace discipline – and the incentive must be happiness and well-being.

VI. Developing

a) A Personal MBO Program

In Chapter 19, we set up a Management by Objectives program to improve the management control of your business. We also have discussed the use of MBO in improving the financial control system systems in your business. At the end of this chapter is an exercise in setting up an MBO program for your personal life. It is not included as an exercise in operating your business more efficiently. Armstrong and Angela (2009). It is, rather, an exercise in finding satisfaction and reward from all of your activities, and, specifically, form rearranging your activities in nonworking hours so that you can spend them as you really wish to do.

We have deliberately concentrated on your nonworking hours until this point for two reasons:

- There are many more nonworking hours than working hours.
- The incentive of personal satisfaction and well-being in the leisure hours is a more effective incentive than self-imposed disposed discipline in work.

VII. Time Management

a) Working Hours

First, leave the subject of "increased work efficiency" until you have successfully changed your time habits in the portion of the 168 hours that are not spent in the work situation. Second, use the same incentive motivation in your working time that you used in your personal time. This is to say that the study of the "time wasters" should be let until you have a specific list of things you will do with the time you plan to save.

We propose a three-step formula: (1) dissatisfaction, (2) clarified objectives, and (3) personal incentive to improve. An executive does not improve by deciding that he or she needs more self-discipline. The executive can only improve his or her time usage at work if he or she has specific incentives for such improvement.

Since few business people can remember how they spent their time with any accuracy, the first step is a time audit – listing where your time goes for a normal two-week period. Using the symbols that you previously adopted, you can, at the end of each work day, add up

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how you spent your time in each activity. You probably will be dissatisfied and decide, after a day or two that you are going to start disciplining yourself more severely. Do not yield to the temptation, yet.

Set aside a couple of evenings for your work planning, for your career objectives, for finding the best answer to where you are going. Remember setting forth your statement of personal goals and objectives. This is planning for your desired "way of life," or life-style. If you have done just that, you can refer to your planning sheets as you begin your time analysis in the work situation.

If you had a job description for your job before you started the MBO program for yourself, you will see a significant shift in your thinking. The job description is process oriented – a shopping list of activities for which you are responsible. The MBO is goal oriented, directing your efforts to the attainment of goals and objectives you really want to accomplish. Dulewicz (2009).

Instead of discipline, it becomes incentive, because the goals are probably career goals – where do yu want to go and how do you get there? This is the systems approach to time management at work. There are several steps.

- List your personal strengths and weaknesses as completely as possible.
- Review your personal MBO objectives for your life-style; are they consistent with your personal strengths and weaknesses?
- Establish career MBO objectives. If you are the head of your small business, these may include preparing for succession, timing of your retirement, or disposing of the business, and maximizing your wealth. If you are younger, these might include deciding to seek the presidency of your business in time, or deciding you really feel more comfortable running the sales department.
- Check on changes in the external world. Are you conversant with the advantages and limitations of computers? Did you miss a course in management information systems along the way? Are you prepared to assume added responsibilities during the 1980x and thereafter?

Most important, decide what you will do with the time you plan to save at work. How will you spend it? Do you want to secure more visibility from management by attending a meeting you normally avoid? Can you showcase your ability by taking on the feasibility study that your associates are trying to avoid?

Having completed these steps, you now have an incentive for reviewing your time audit and improving your work habits. Even before you start, you are impatient to do more of the things that are important. And you know what is important – to you personally, to your career, and to the success of your company. This is the opposite of the advice given by those time managers who would have you "work harder and run faster." It takes incentive, not more discipline to improve time management. Fay, Howard and Charles (2007).

Finally, we come to suggestions for improving efficiency in order to have more time for the really important tasks.

b) Setting Priorities

Our exercise in MBO will be helpful in setting priorities. Rather than taking a "laundry list" to the office each day, one executive takes a list of three tasks he expects to accomplish during the day – and he stays until he gets them finished. Others feel more comfortable with a longer list. Some use a simple A, B, C to set first, second, and third priorities. Others use numbers. Still others use symbols, and some use A-1, A-2, A-3, and so on. But the chances are that the more complicated the priority system, the greater is the possibility you will abandon it. Only you can determine how many items should be on your list; because only you have the time audit to tell you how much time you have. Initially at least, keep your priority system simple. Winggrove (2003).

c) One Thing at a Time

It is fairly obvious that most people are uncomfortable trying to do several things at once. The TV image of the busy executive simultaneously talking on the phone, on the intercom, and carrying on conversations with three subordinates may be humorous, but real-life people who try to do this find it inefficient. Occasional tension and pressure may start the adrenalin, but the executive who regularly operates in this fashion squanders other people's time and his or her own disposition. So much more can be accompl9ished by moving calmly from one task to another.

d) Handling Interruptions

The mind-set here is important. Interruptions a part of every job. Without them, there might be no need for the job. But the interruptions can be kept short.

- Meet unexpected visitors in the lobby or outside your office and remain standing. Explain that you are in a meeting, but did not want them to leave without at least a greeting.
- If someone wants to see you, offer to go to his or her office. You can control your time better.
- If possible, arrange your office so that you do not face the door.
- Have your staff meet with you once a day and save their points for the one discussion.
- Close your door for an hour or two a day.
- Encourage appointments during certain hours of the day.
- Keep interruptions as short as possible.
- Have a clock on your wall above the desk and refer to it when an unexpected caller drops in. ration your time.

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e) Delegation

Before undertaking a task, ask yourself if it really is your job. If not, send it where it belongs. If you are the small business principal, your most important function is to find the right people. If you have the right people, they can solve or resolve all the other problems. Bacal (2008). And they will usually accept assignments from you willingly. Before undertaking a task, determine if it can be done in such a way that it can be used twice or more times in different ways. Perhaps a report also can serve as a speech and/or a memo to your customers.

f) Handling Reading Material

If you devote a substantial amount of time to business reading, several steps are advisable. Eliminate as much unnecessary reading as possible. Decide what you must read to be current, but challenge all those publications you have been reading habitually for years. Organize your correspondence reading. Have your secretary place all correspondence in three piles – important, moderately important, and unimportant. After glancing at the unimportant for two weeks or so, and finding it is unimportant, ask the secretary to round-file it without showing it to you. Screen the correspondence to find the top priority mail and handle it at a time of day when you feel it is desirable. Bacal (2008) Most writers on time management seem to feel that the early morning is the most productive time. But this is not necessarily true for everyone. Find your own circadian rhythm and decide on planning your day to fit your moods.

If you find that the total reading job is still out of hand, you have two choices – delegate those portions of periodical reading to your associates who have responsibilities in those areas, or take a course in speed reading and attempt to improve your speed and comprehension.

Another step is to get one of the many excellent books that have been written on short, terse writing and seek to write your letters more briefly and to the point. You may be able to enlist your secretary in this project. Tell him or her what you want to say and have most of your letters drafted for you. Remember, this is not simply work avoidance. Flamholtz, Bullen and Hua (2010).The plan is to find more time at work to do the reading and writing and take the actions necessary to enhance yourself personally and your company's success in its field.

g) Concept of Protected Time

For everyone, there is a time of day when you are normally "up," "turned on," or "with it" in the jargon of the day. This may be in the morning – an hour or so before you leave for work. It may be your first hour or so at work. It may be the hour before lunch, or the lunch hour itself. If you understand your daily rhythm, you can identify this period. This is the time to close the door, have your secretary hold your calls, and get to work on the top priority projects. This is the time for the urgent tasks and the unpleasant tasks, perhaps the key decisions you must make.

h) Decisions

A manager, in some textbooks, is defined as a person who participates in the decision making process. For many years, writers have been using a simple formula for making decisions.

- Define the problem.
- Restate objectives.
- Gather all pertinent facts.
- Clearly state the alternatives, with pros and cons for each.
- Select the best alternative (most pros, fewest cons).
- Take action.
- Don't look back and fret or worry about the decision.

This is decision making by the book. But many management decisions are more complex. Drucker, referring to Alfred P. Sloan of General Motors and Theodore Vail of the Bell Telephone System, identifies five elements of the decision process:

- Is the decision a simple problem or generic (policy in nature)? If the latter, it requires the establishment of a rule or principle.
- What conditions should the decision satisfy? What specifications or "boundary conditions" must be met?
- What is the "right" decision – before compromises and concessions are introduced to make it palatable?
- What actions are required to carry out the decision?
- What kind of "feedback" will test the validity of the decision against the course of events?
- It is obvious that the Drucker approach to general decisions requires "quiet time" or "protected time." It also appears that the textbook approach to decision making may be simplistic, although useful for minor decisions. The complex decisions are the real test of managerial ability. They are the "final exams" that small business principals take every week. They are, in fact, the challenges that keep us going.

To become more effective as a decision maker, it is desirable to consciously attempt to perform all routine functions almost by "reflex," by instinct. Handling letters, phone calls, and interruptions graciously, but with an eye on the clock, will help free up your time for the important decisions. Rodger and Hunter (2010).

A corollary to the executive decision formula is to force decisions to be made as close to the firing line as possible. There are many persons who take their problems and opportunities to the boss and expect him or her to resolve them. Doing what they ask of you does not build a strong team. The first time it happens, go through each step of the decision making process with your associate and insist that he or she make a

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recommendation as to an alternative. The second time, and thereafter, insist that he or she spell out the problem, list alternatives with pros and cons, and make a recommendation to you. The associate will grow with each such decision-making experience.

i) Meetings

We are convinced, after many years of attending meetings, that most of them are unproductive. Meetings are a time waster that needs firm discipline. They should not be allowed to become an ego trip for the person, at any level, who calls the meeting. Dulewicz (2009).For a simple set of rules governing the meeting, refer to chapter 16 on sales promotion.

j) Telephone Calls

Most successful small business principals instinctively know the ideal telephone procedures. Most screen their calls, group outgoing calls to improve efficiency, keep small talk to a minimum, and welcome calls from customers. Our suggestions in this area are twofold. First, keep a phone log for two weeks to be sure of your telephone habits. Rodger and Hunter (2010). This includes outgoing calls. Second, take time review the telephone company's latest equipment. You may find that an earphone headset to free your hands is desirable. Or an automatic dialing device will greatly improve your telephone efficiency.

k) Procrastination

This is not a characteristic of the entrepreneurial executive, who, by his or her very nature, is intolerant of procrastination. Therefore, this is probably not a potential problem for you. However, if your associates tend to procrastinate, refer them to the work of Merrill E. Douglas, who has written a pertinent article on the subject.

l) Managing the time of your group

Writers and commentators on the subject of time often overlook the fact that the essence of many good managers is their management style – dynamic, flamboyant, conservative, dedicated, friendly, or what-ever. The techniques of management depend largely on your style. However, if you feel a need to improve management of group time, the answer is both simple and profound – Management by Objectives. Flamholtz, Bullen and Hua (2010).

As already indicated, MBO is not an easy discipline to install. It has failed when applied to hundreds of companies. It takes time to persuade your associates to embrace the discipline. It takes time for them to become accustomed to it. Most people who start such a program begin too ambitiously. Make it a rule to set forth no more than three goals in the beginning. Make them work. Do the following up that is necessary. Anticipate the problems and resolve them. Then, as the resistance of your associates fades in the face of your dedication to MBO, expand it slowly until it becomes your primary management technique and is compatible with your management style. In those cases where it has worked, MBO has become the most dynamic management tool of all – and the most practical and effective method of forward planning.

VIII. Exercise in Personal MBO

Prepare an MBO objective following the directions.

a) Define the Category of the Goal

i. Recreational goal – a vacation, mini-vacation, hobbies, or avocations that will result in personal satisfaction, well-being, and relaxation.
ii. Health goal – a diet or exercise program or plan to reduce stress, tension, or blood pressure.
iii. Family goal – for one or more members of the family to improve health, education, or career training.
iv. Educational goal – for serious or a vocational training for one or more members of the family for any long-term purpose.
v. Financial goal – income or investment improvement, maximizing wealth by going out of business.
vi. Career-related goal – which will probably result in advancement, salary improvement, change of companies, change of location.

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2. Specifically state the end result you desire in moving toward the goal.

_____

_____

_____

3. State the steps necessary to complete the goal. List them in order of occurrence by date.

a. _____ Date _____
b. _____ Date _____
c. _____ Date _____
d. _____ Date _____
e. _____ Date _____

4. State the benchmarks you will use to measure each step in part 3.

a. _____
b. _____
c. _____
d. _____
e. _____

5. State the problems you foresee and possible solutions.

a. _____
b. _____
c. _____
d. _____
e. _____

6. State how completion of the goal fits into your goal structure.

_____

_____

_____

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