

# TIME MANAGEMENT

(or, WHAT I HAVE LEARNED FROM  
FORTY YEARS OF  
PROCRASTINATION)

For its February meeting  
The Kanawha County Bar Association is  
proud to present a seminar on

## **Time Management**

featuring

## **Forest J. Bowman**

The 1988 Professor of the Year in West  
Virginia and presently a visiting professor  
at the University of Pittsburgh

This very popular professor will present this very popular and  
practical seminar for the Association in place of our regular January  
meeting at the

Charleston National Plaza, L-1  
from 9 a.m. until noon  
Friday, February 17, 1989

# IMPORTANCE

NEEDS and  
DESIRES

# NEEDS and DESIRES

- FINANCIAL SECURITY
- THINGS
  - HOME
  - CAR
  - FOOD
- RELATIONSHIPS
  - FAMILY
- CONTRIBUTIONS TO SOCIETY
- ARTISTIC and LITERARY
- LEISURE TIME

**Ascetics can  
manage their needs  
and their desires.**



# TIME

- “[T]ime management is actually a misnomer. In the strict sense one does not manage time, for the minute hand is beyond our control. It moves relentlessly on. Time passes at a predetermined rate no matter what we do. It is a question not of managing the clock but of managing ourselves with respect to the clock.”

- R. Alec McKenzie, *The Time Trap* (AMACOM, 1972)

# Facts about Time

- We always have more to do than we can do.
- The things we do are the things we choose to do.
- The price of Perfection is too high.



## Effectiveness

- Making the right choice of the things to do.

## Efficiency

- Doing what you're doing faster.

# The Tension between Order and Disorder

## Eisenhower Matrix

## Typical Lawyer's Office



# PRODUCTIVITY

Increasing the amount of important work accomplished in a given amount of time.

# Why Productivity?

- Increase Income.
- Increase the number of Cases handled in given time.
- Time for Leisure activities
- Time for Relationships
- Time for Community Activities

# PRELIMINARY MATTERS

1. THE HUMAN BRAIN (DANIEL LEVITAN)
2. ATTENTION
3. FUNCTIONS OF ATTORNEYS AND MANAGERS
4. TIME-WASTERS

# The Human Brain

- Daniel Levitin, *The Organized Mind*.
- The Decision-making network in our brains doesn't prioritize.
- Neurons are living cells, requiring O<sub>2</sub> and glucose.
- 120 bps
- Attentional Filters

# Attention

The Limited-Capacity Resource

# Attentional Filter

- Principles

- Change
- Importance

- Attentional Switching

- Highly successful people
- High cost
- Greatly increased external stimuli (things to pay attention to)

# Attentional Filter

- Facts about attention
- Triggers
  - Vigilance
  - Deliberate filtering
- Computers and Technology

# 4 Components of Attention

- Attentional Filter
- Mind-Wandering Mode
- Central Executive Mode
- Switch



# Distractions and Illusions

- “Multi-tasking”
  - Fatigue
  - Cortisol / Adrenaline
  - Dopamine feedback loop
  - Novelty bias
- Phones and other electronic devices
  - Checking email, texts, X, Instagram, TikTok, etc.
- Neural Addiction

# Key takeaway on Attention

Shift the burden of  
organizing from our brain  
to the external world





# Index Cards

# FUNCTIONS

- Planning
- Organizing
- Staffing
- Directing
- Controlling
- Communicating
- Decision-making

# TIME-WASTERS

## ● PLANNING

- No objectives
- No priorities
- No daily plan
- Changing priorities
- Unfinished tasks
- Firefighting (crisis management)
- No deadlines
- Overcommitting
  - Amount of work
  - Amount of time

## ● ORGANIZING

- Disorganization
- Duplication
- Confused responsibilities/authority
- Multiple bosses

# TIME-WASTERS

## ● STAFFING

- Untrained
- Inadequate
- Under-staffed
- Over-staffed
- Personal problems

## ● DIRECTING

- Doing it myself
- Involved in routine details
- Ineffective delegation
- No motivation
- No coordination
- No management of conflict
- Inability to cope with change

# TIME-WASTERS

## ● CONTROLLING

- Phone
- Visitors
- Incomplete information
- No Progress Reports
- No Standards
- Overcontrol
- Cannot say, “No”
- Performance problems
  - Mistakes
  - Ineffectiveness
  - Overlooking poor performance

## ● COMMUNICATING

- Meetings
- Under-communicating
- Over-communicating
- Unclear communicating
- Failure to listen
- Socializing

# TIME-WASTERS

- DECISION-MAKING
  - Snap Decisions
  - Indecision
  - Procrastination
  - “Wanting all the facts”
  - Decision by committee

# TOOLS FOR MANAGEMENT

INVENTORY

# INVENTORY

“The time inventory, or log, is necessary because the painful task of changing our habits requires far more conviction than we can build from learning about the experience of others. We need the amazing revelation of the great portions of time we are wasting to provide the determination to manage ourselves more effectively in this respect.”

McKenzie, p. 20-1

## ● THE DAILY LOG

- Categories

- Time Increments

- Duration

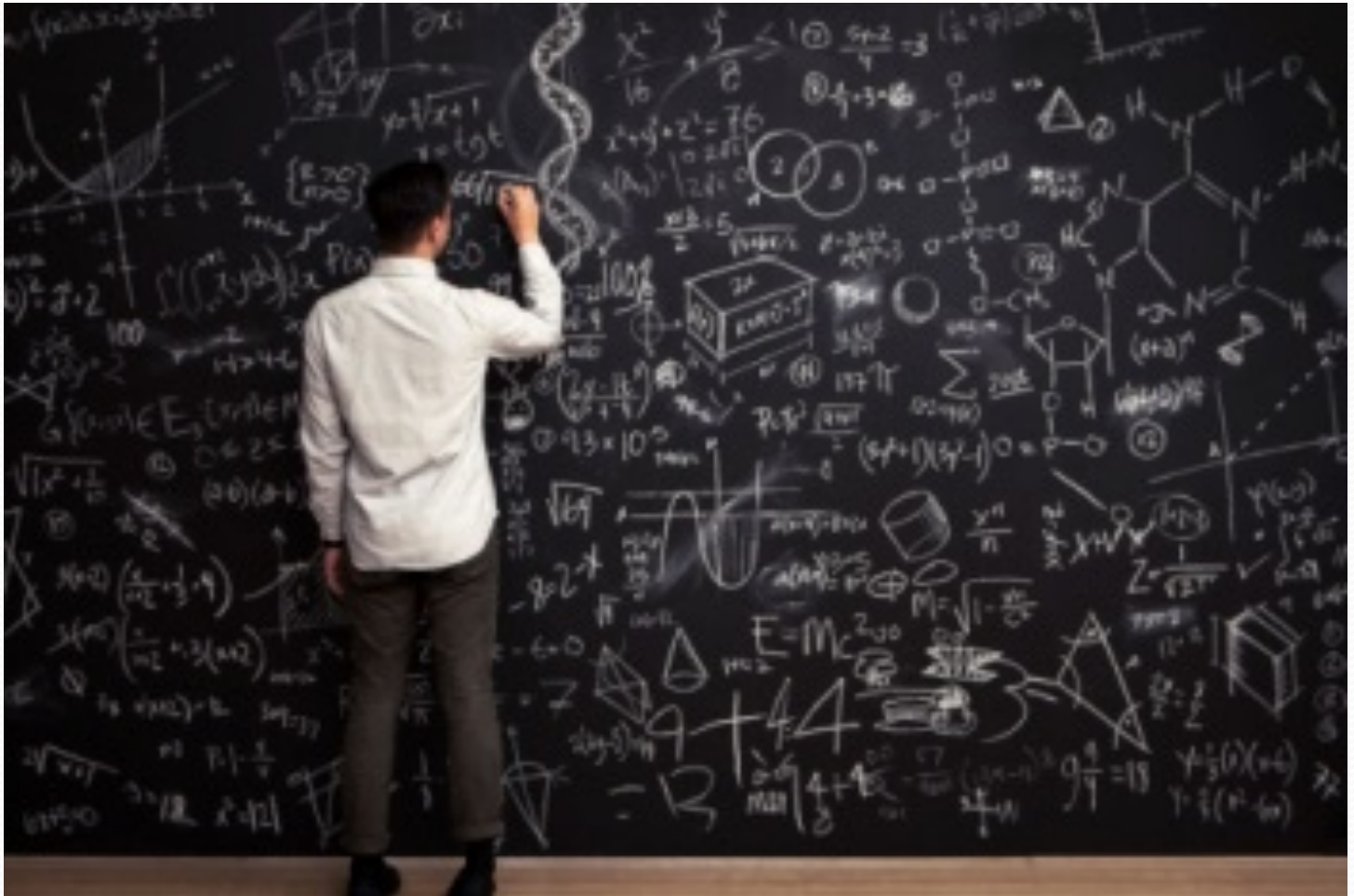
# CATEGORIES

- CASES
  - Billable
  - Nonbillable
  - Use categories that are in your billing scheme
- ADMINISTRATIVE
  - Human Resources
  - Billing / Office management
- BUSINESS DEVELOPMENT

# Inventory -- Elements

- Increments
- Duration

# EVALUATION



# HABITS

- IDENTIFY BAD HABITS
- BREAK BAD HABITS
- CULTIVATE GOOD HABITS

# PROCRASTINATION

- CONQUER ONE BAD HABIT AT A TIME
- SET PRIORITIES
- SET DEADLINES
- HANDLE ONE TASK AT A TIME
- EAT THE FROG
- AVOID PERFECTIONISM  
“SATISFICING”  
(Herbert Simon)

# TOOLS FOR MANAGEMENT

DOCUMENTS



**“SINGLE HANDLING”**

# Common Organizing Methods

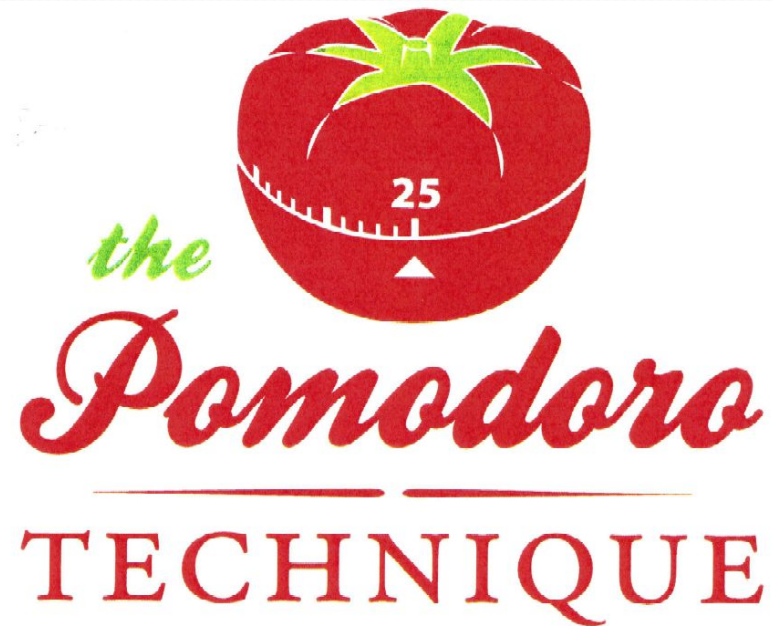
Getting  
Things Done

Pomodoro  
Method

SMART  
Goals

Eisenhower  
Matrix

Kanban  
Board







# DAILY TO-DO and PLANNER

- Tasks moved from General To Do List
- Prioritized
- Time increments
- Records plan for day and time allotted for tasks
- Allows for down time / breaks but keeps on task
- Done at beginning of day



# PROJECTS / CASES

- Provides ability to track all tasks regarding one case or project in one location
- Used in conjunction with General To Do and Daily Planner documents
- Can maximize effectiveness and efficiency in each case



# Artificial Intelligence

Maybe the method for getting the clutter out of our heads!

# Absorbing Information

- A.I. summaries
- A.I. internet searching

# Document Preparation

- Not for legal briefs.
- Management and administrative tools.
- Checklist creation
- Performance Standards
- Editing The Editorium ([editorium.com](http://editorium.com))
  - MarkMyWords: Microsoft add-in using Anthropic's Claude AI to copyedit text directly in MS Word. Performs initial reviews and makes improvements per your instructions. The software resides on computer, not on the web.

# Summary

Put down	Put down your phone
Filter out	Filter out distractions
Set	Set your priorities
Work on	Work on what is important
Keep	Keep your eyes on your goals
Develop	Develop an organizational and time-management scheme and stick to it
Enjoy	Enjoy your work; enjoy life.

# References

- Picture: "A Holy Man in Meditation" by Wise Droid - Own work. Licensed under CC BY-SA 3.0 via Wikimedia Commons [http://commons.wikimedia.org/wiki/File:A\\_Holy\\_Man\\_in\\_Meditation.JPG#mediaviewer/File:A\\_Holy\\_Man\\_in\\_Meditation.JPG](http://commons.wikimedia.org/wiki/File:A_Holy_Man_in_Meditation.JPG#mediaviewer/File:A_Holy_Man_in_Meditation.JPG)
- Daniel Levitin, *The Organized Mind: Thinking Straight in the Age of Information Overload*, (Plume: New York, New York 2014).
- R. Alec Mackenzie, *The Time Trap: How to Get More Done in Less Time* (Amacom : New York, New York 1975).