

MEDICAL LEADERSHIP DEVELOPMENT TOOL TIME MANAGEMENT

This Medical Leadership Development Tool on 'Time Management' has been designed to help you develop techniques to manage your time effectively. The 'Urgency/Importance Matrix' is a well-recognised format that facilitates prioritisation of everyday tasks. **Urgent** tasks are those which have to be done quickly. **Important Tasks** are those which are fundamental to what you do – they may be urgent, for example seeing an ill patient, in which case we usually find it easier to do them quickly. Other important tasks do not seem urgent, such as long term planning, developing and planning changes and research. They are however vital to our effectiveness, and it is the ability to achieve important non-urgent tasks that often highlights those who are most effective. For more information read: <http://www.businessballs.com/timemanagement.htm>

You could use this tool in various ways:

- Use this tool to categorise your 'things to do', your email 'inbox' or the good old 'in tray'
- Spending no longer than 30 minutes, attempt to prioritise the tasks in one of the four quadrants
- Use the form to reflect on your performance – remember to note any ideas to help with your next attempt!
- Alternatively, or in addition to your own reflections, you could ask a colleague or supervisor to feed back to you and have a discussion on your reflections
- You can use this tool many times to continually develop your time management skills

Brief notes for Peer Assessor giving feedback:

- This tool is best used as a discussion AFTER the doctor has categorised and undertaken the prioritisation exercise
- Use the comments boxes to write down your comments, with particular reference to achieving a balance between dealing with the most urgent task as hand and not ignoring the longer term and equally important tasks that need to be dealt with later
- Assertiveness and the ability to say "No" are crucial skills that need to be learnt, so highlight and feedback if these are identified

Further resources:

'The Seven Habits of Highly Effective People' by Stephen Covey
'Effective Time Management' by John Covey
'Eat that Frog' by Brian Tracey

MEDICAL LEADERSHIP DEVELOPMENT TOOL URGENCY/IMPORTANCE MATRIX

Date:

Task undertaken (e.g. email inbox, things to do etc.):

<p style="text-align: center;">URGENT/IMPORTANT</p> <p>Issues:</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. <p>Actions:</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<p style="text-align: center;">URGENT/NOT IMPORTANT</p> <p>Issues:</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. <p>Actions:</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5.
<p style="text-align: center;">NOT URGENT/IMPORTANT</p> <p>Issues:</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. <p>Actions:</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<p style="text-align: center;">NOT URGENT/NOT IMPORTANT</p> <p>Issues:</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. <p>Actions:</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5.

Reflect on the table above and consider aspects which need to be taken into account (e.g. ability to reason, plan, delegate and prioritise. How likely are you to achieve important non urgent tasks? Are you spending time on tasks which are not important?):

Please note suggestions for future practice and action points. How might you do things differently?

Please note any reflections from recommended reading:

Name of Doctor:

Signature:

Name of Peer Assessor giving feedback:

Signature: