

Personal Development Programme

# "Time Management"

## *Personal Development Programme*

Personal Development Programmes (PDP) have become one of the most successful ways to develop as a person. It is not theoretical, academic type learning. It is best described as practicing and fostering a skill or capability in such a way that you grow by doing it and enhance your capabilities with regards to a specific personal competency.

A very good way to understand a PDP is to think about someone doing a theoretical course in physical fitness. They would sit in a classroom and learn about all the muscles in the body and how to build them and keep them strong. Someone else might be busy in the gym with a work-out in order to get fit. The one person is learning, the other one is exercising. A PDP is both, however with the emphasis on exercising. You learn to swim by swimming! This is why this type of development is so much fun, but also very demanding. You have to actually do it and by doing it you make it easy to do it again.

You should have already identified a mentor in collaboration with your Human Resource Division your placement agency or your manager. Keep the following in mind:

### **A good mentor...**

1. Is a very positive person.
2. Is not judgmental.
3. Has a very supporting type of personality.
4. Understands that nobody is perfect.
5. Always gives constructive feedback.
6. Is someone you can trust.
7. Is not your friend.
8. Is someone with an inspiring personality.
9. Is someone you would respect as your senior in life.
10. Is someone that will spend time with you in order to help you grow.

**My Mentor is:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Guided Self- Development Programme towards  
Strengthening Personal Capabilities**

**Developing the ability to be Time Management Competent**

Time is best defined as a contract between everybody on earth and between all people and the rhythm of nature, to create meaning by living our lives in a coordinated manner. We need to coordinate with others as well as with nature. In simple terms it means that we have a rhythm of sleep during the night and work during the day. We need to coordinate our lives according to time based realities as well as the cycles of weeks, months and years. The fact that we have winter and summer every year is a time issue. The fact that we have sunrise and sunset every day is the rhythm of days and nights for us to respect and respond to.

Have you ever thought about the philosophy of wearing a watch? It is a signature of our contract with each other with regards to appointments we make and the way we agree to work together. If we have an appointment to start a meeting at 09H00, we have a very basic contract in place. It is good for us to think about these contracts as they have implications on our lives. If you go to one of the news channels tonight and you switch it on at 20:00, news will be broadcast. How do you know when to watch the news? The news channel has made a commitment to their viewers to broadcast the news at 20:00.

The way we maximize time effectively is a critical skill needed for success. Some people achieve a great deal in a day and others don't despite the fact that they are as busy as those who do. Why? Simply because they are much more efficient in the way they utilize their time. The aim of this programme is to help you understand and apply the practices used by time efficient people with the aim of developing your time management skills.

This programme must be done in collaboration with a mentor who will assist you to complete all the tasks in a meaningful way. The mentor will also play a supportive role in the sense that you will be required to discuss a lot of your challenges, plans and progress with him/her.

**Phase 1.**

Make an appointment with your mentor and discuss the process and the way in which you will approach and successfully meet all the outcomes of the programme. Your mentor will sign off each phase and the completed programme should be placed in your personal file in order to keep a record of your self-development progress.

**Phase 2.**

You need to complete the following timetable for two working weeks from Monday to Friday. If you work shifts, please use two shift weeks of four to five consecutive working days. Be as thorough as possible and write your activities down in such a way that you can refer back to them at a later stage with a clear understanding of what you've done.

All your time allocations must be calculated in minutes as we would like to do some calculations to define the relative time you've spent on specific activities. You also need to classify your activities in the "Classification" column according to the following: **Personal** (Bathroom, smoke breaks, make-up), **Eating**, **Travelling**, **Recreational time** (Recreational time refers to fun, play, relaxation, gym, watching TV , etc.), **Schlep** (making beds, washing dishes, fetching kids, waiting for something or somebody, standing in a queue, etc.), **Working** and **Sleeping**. (*See blue example*).

Week One: Monday

Date: \_\_\_\_\_

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recreational	Schlep	Sleep	Work
06H00	07H00	60 mins						
07H00	07H55			55 mins				
Totals for the day:								

Week One: Tuesday

Date: \_\_\_\_\_

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recreational	Schlep	Sleep	Work
Totals for the day:								

Week One: Wednesday

Date: \_\_\_\_\_

Starting Time	Ending Time.	Classification of Activities and Minutes. (mins)						
		Personal	Eating	Travel	Recreational	Schlep	Sleep	Work
Totals for the day:								

Week One: Thursday

Date: \_\_\_\_\_

Starting Time	Ending Time	Classification of Activities and Minutes. (mins)						
		Personal	Eating	Travel	Recrea-tional	Schlep	Sleep	Work
Totals for the day:								



**Week One: Friday**

**Date:** \_\_\_\_\_

Starting Time	Ending Time	Classification of Activities and Minutes. (mins)						
		Personal	Eating	Travel	Recrea-tional	Schlep	Sleep	Work
Totals for the day:								
Totals for Week One:								

**Week Two: Monday**

**Date:** \_\_\_\_\_

Starting Time	Ending Time	Classification of Activities and Minutes. (mins)						
		Personal	Eating	Travel	Recrea-tional	Schlep	Sleep	Work
Totals for the day:								

**Week Two: Tuesday**

**Date:** \_\_\_\_\_

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recrea-tional	Schlep	Sleep	Work
Totals for the day:								

Week Two: Wednesday

Date: \_\_\_\_\_

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recrea-tional	Schlep	Sleep	Work
Totals for the day:								

Week Two: Thursday

Date: \_\_\_\_\_

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recrea-tional	Schlep	Sleep	Work
Totals for the day:								

Week Two: Friday

Date: \_\_\_\_\_

Starting Time	Ending Time	Classification of Activities and Minutes (mins)						
		Personal	Eating	Travel	Recreational	Schlep	Sleep	Work
Totals for the day:								

Totals for Week Two:							
Totals for Week One:							
Final Totals: (Week One and Two):							
Clever Calculations: % per Activity (See example below).							

**Example:**

Final Total per Activity  $\div 14400 \times 100 =$  % time spent on that activity.

4600 (minutes slept during the two 5 day weeks)  $\div 14400 \times 100 = 31\%$  of the two weeks logged, has been time sleeping.

**Phase 3.**

Calculate all your minutes per Activity Classification and calculate the percentage of time spent on each of the activities. Have a look at your percentages. Keep in mind that the time we spend on certain activities are realities we cannot always change. Fact is that the way we spend our time can either destroy or recover our energy levels. A healthy life for an adult is being split in the indicated percentages. The following table is a lay-out of the ideal healthy time allocation for adults during five days of working. Write your percentages in the open spaces below and compare the way you spend your time to the way you should spend your time.

Classification of Activities and Minutes (mins)						
Personal	Eating	Travel	Recreationa l	Schlep	Sleep	Work
8%	8%	8%	8%	5%	30%	32%

Identify areas where you spend too much time and areas where you don't spend enough time.

On which of the activities do you spend too much time?

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Please try to identify one, or if possible, two reasons for this situation:

1. 

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2. 

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On which of the activities do you spend too little time?

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Please try to identify one, or if possible two, reasons for this situation:

1. 

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2. 

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Make an appointment with your mentor and discuss what you've discovered with regards to the way you spent your time during the five day working cycles. Decide if there is anything you would want to change. It is important to also determine how realistic it will be to change this.



Notes from your discussion with your mentor:

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Sign-off: (Mentor): \_\_\_\_\_ Date \_\_\_\_\_

Lizette Bester

**Phase 4.**

You need to apply some discipline in keeping a diary of all your appointments for the following two weeks. You need to carry on as normal and keep your notes very accurately. Please start on a Monday if you can. (If you work shifts, please start on the first day of a shift cycle).

<b>Monday</b>		<b>Week One</b>		<b>Date:</b>	
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start	
Total minutes lost for the day:					

<b>Tuesday</b>		<b>Week One</b>		<b>Date:</b>	
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start	
Total minutes lost for the day:					

Wednesday		Week One		Date:	
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start	
Total minutes lost for the day:					

Thursday		Week One		Date:	
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start	
Total minutes lost for the day:					

Friday		Week One		Date:	
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start	
Total minutes lost for the day:					

Monday		Week Two		Date:	
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start	
Total minutes lost for the day:					

Tuesday		Week Two		Date:	
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start	
Total minutes lost for the day:					

Wednesday		Week Two		Date:	
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start	
Total minutes lost for the day:					

Thursday		Week Two		Date:	
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start	
Total minutes lost for the day:					

Friday		Week Two		Date:	
Appointment Details	Agreed Starting Time	Actual Starting Time	Minutes lost as a result of a late start	Reason for the late start	
Total minutes lost for the day:					

Please calculate how many minutes were lost from your past two working weeks, as a result of appointments starting late: \_\_\_\_\_

Check all the reasons, according to your notes, on the above time management exercise. How many appointments started late as a result of you not being on-time?

\_\_\_\_\_

What is the reason for this?

\_\_\_\_\_  
\_\_\_\_\_

*(Normally people are late because of one reason: Lack of self-discipline. What did you find?).*

How many minutes from other peoples' time did you waste over the two weeks, as a result of you coming late?

\_\_\_\_\_

How many of your minutes were wasted by others being late for appointments?

\_\_\_\_\_

If you look at this, do you think you could have used this time better?

\_\_\_\_\_

A Chief Executive Officer, in order to instill a culture of discipline and proper time management in his company, made the following rule: *If you are late for a meeting, you become a visitor to that meeting. You are not allowed to ask questions, vote or participate in any discussions. If you were to chair the meeting and you are late, the meeting gets adjourned after five minutes of you being late. Every meeting has to start exactly on time as per the scheduled time, even if there are only two delegates. Whenever a meeting is cancelled, the agenda of the cancelled meeting has to be delivered to his (the CEO's) office.*

What do you think would happen in your environment if this ruling were enforced?

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Sign-off: (Mentor): \_\_\_\_\_ Date: \_\_\_\_\_



**Phase 5.**

No working individual can do everything he/she needs to do every day. Some days we have enough time to go through our work, some days we don't. It is common knowledge that life has become very quick and demanding. Everything is urgent; it needs immediate attention and some people feel that life expects too much from them. This is normal for many people. The fact is that if we don't stay on top of this, we can become very stressed and uncomfortable with our work and life in general. The best thing we can do is to acknowledge that we all have limitations. The next on the list is to plan our lives in such a way that we can do as much as possible, attend to the right things and make sure that the most important things are done properly. Let's start.

For the next two weeks, please plan for each day in advance. Spend 15 minutes every day planning your next day - use the following day-sheets for this. For each activity you have on your to-do list for the next day, indicate if the activity is **a must** for that day – you have to do it - or if the activity is **important** but can be done at a later stage, or if it's a **nice to do** activity. In other words it will be good and enjoyable but not critical. During each day, make sure that you tick all the **Must Do** tasks as done. Try also to tick one **Important Task** before you even think of doing any of the **Nice To Do's**. Let's see how it goes!

<b>Monday</b>		<b>Date:</b>					
<b>Task to be done</b>	<b>A Must</b>	<b>Done</b>	<b>Important</b>	<b>Done</b>	<b>Nice to do</b>	<b>Done</b>	

Tuesday		Date:				
Task to be done	A Must	Done	Important	Done	Nice to do	Done

Wednesday		Date:				
Task to be done	A Must	Done	Important	Done	Nice to do	Done

Thursday		Date:				
Task to be done	A Must	Done	Important	Done	Nice to do	Done

Friday		Date:				
Task to be done	A Must	Done	Important	Done	Nice to do	Done

Monday		Date:				
Task to be done	A Must	Done	Important	Done	Nice to do	Done

Tuesday		Date:				
Task to be done	A Must	Done	Important	Done	Nice to do	Done

Wednesday		Date:				
Task to be done	A Must	Done	Important	Done	Nice to do	Done

Thursday		Date:				
Task to be done	A Must	Done	Important	Done	Nice to do	Done

Friday		Date:				
Task to be done	A Must	Done	Important	Done	Nice to do	Done

How many 'Must Do' tasks did you not complete during week one?

\_\_\_\_\_

How many 'Must Do' tasks did you not complete during week two?

\_\_\_\_\_

If there is any difference between week one and two, what do you think the reason for this is?

\_\_\_\_\_

\_\_\_\_\_

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How many Important tasks are still outstanding on your list?

\_\_\_\_\_

How difficult has it been to start well in time with a task in order to complete it?

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Write a paragraph of advice to Martin. He told you the following story. You need to give him four specific actions that would help him:

*"I hate myself when I'm late. This happens every day, sometimes even three to four times a day. I get so busy with what I am doing that I don't realize what the time is. Then I suddenly realize that I have to go to an appointment and I still have to pack documents and drive or walk to my next appointment. Sometimes I'm even late for the appointment before I start packing my bag and switching off my computer. Every time people get frustrated with me, they show it. I just cannot stop this cycle. You know, it is so bad that I have lost wonderful opportunities as a result of this. I once had an interview for a fantastic job. I was 10 minutes late and the guys told me that if somebody had the audacity to be late for an interview he or she is not a reliable person and they were not interested in unreliable people who had to be an example to others. I hate this, I do everything slower than other people and I feel as if I am always late and always in trouble. Can you help me please?"*

Your advice to Martin:

*Lizette Bester*

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Discuss all of the above (Phase 5) with your mentor.

Sign-off: Mentor: \_\_\_\_\_ Date \_\_\_\_\_



**Phase 6.**

During this phase we will deal with the problem of 'Time Terrorists' and how to fight them successfully. Let's identify the typical 'Time Terrorists' we have to deal with:

- Waiting for a lift in a multi-story building.
- Trying to find misplaced keys.
- Waiting for public transport such as a bus, taxi, train, flight etc.
- Waiting for a kettle to boil.
- Wondering what to wear early in the morning when getting dressed.
- Standing in a queue.
- Waiting for your food to be served.
- Waiting for the computer system to start.
- Waiting for the robot to turn green.
- Waiting for a meeting to start because some delegates are late.
- Searching for clothes that are not where you expected them to be.
- Spending time in traffic.
- Waiting for the shower's hot water flow.

*Can you add more to the list?*

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Time competent people have a wonderful skill in fighting the effect that Time Terrorists have on their lives. Before we embark on some practical ways to fight Time Terrorists we need to understand the value of Micro Minute Activities. These are activities you have to do, but can do them in a very short period of time or in bits and pieces. Brushing your teeth is a good example. You have to do it, you do it every day and it takes just a minute or two. Reading a document is also a good example. Unlike brushing your teeth, you can read most documents in bits and pieces. Yes some documents are not easy to read like this and some individuals find it difficult to read anything bit by bit. Despite these realities, they can be done.

When dealing with Time Terrorists we have to follow a two-way strategy. The one is to prevent the Time Terrorists from occurring and the other is to double activate ourselves in order to minimize the effect Time Terrorists have on us. You can do this by doing something productive while the Time Terrorist is active e.g. printing your e-mails in the late afternoon in order to read them while you are waiting for the bus.

A good example on how to prevent Time Terrorists destroying precious time is through strict self-discipline. For example, have a standard place where you put your keys. This will immediately save you all the time wasted by trying to find them.

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**This is a true story:** Jennifer had a very demanding situation. She had a three year old son by the name of David. Her husband had died when David was one year old and Jennifer had to start working full-time. Her son was in a day care centre from 07:30 till 17:30, from Monday to Friday. Jennifer took a very demanding job as an assistant to a lawyer. Every morning she walked David to the day care centre, caught the 07:15 bus to be in time for work at 08:00. Her job as the assistant to a lawyer was so demanding, she started taking work home. When David fell asleep at about 20:00 in the evenings she started to work on some of the things she couldn't complete during normal office hours. She found it difficult to cope and started to use weekends to catch-up.

A very negative spiral of events developed in Jennifer's life. She had to cope with her work situation because finding another job for somebody with limited experience and no special training was almost impossible. Jennifer had to attend to her child and she had to keep everything together. She stopped going to the gym, to church, to friends and she even asked her parents to understand the fact that she couldn't spend time with them as she had too much work to do.

Slowly some cracks became visible in her deteriorating health. She suffered from continuous headaches, ongoing colds and flu, stiff neck and vague lower back pains. She became irritated with her child and started to force him to bed earlier because she needed more time to complete her daily work.

At work Jennifer was fine. Her boss was very happy with her work as everything was always done on time and as requested. She gave everything to get everything done; worked till late every evening and dedicated herself to do what needed to be done in order to stay on top of her situation.

Then the inevitable happened, Jennifer collapsed. She became depressed and couldn't handle her situation. Let's say that she then came to you as a very good friend to ask for advice. You felt sorry for her and invited her for coffee. After a long talk, you realized that she could not carry on like that. You suggested that the two of you had to make a plan that would help her.

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Write down at least five points that will enable Jennifer to manage her time in such a way that she doesn't suffer from burn-out, is able to plan her days better and become so much more effective in order for her to find a balance in life and have more time for herself and her child.

Notes to Jennifer:

- 1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 4. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 5. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Discuss your advice to Jennifer with your mentor:

Sign-off (Mentor): \_\_\_\_\_ Date: \_\_\_\_\_

**Phase 7.**

Efficient Time Management has ten critical pillars. You need to score yourself out of ten against these pillars, indicating how successful (or unsuccessful) you are on each one. Take the Score-sheet on the next page, give it to somebody who knows you very well and ask him / her to honestly score you as well. Then add your ten scores which will give you a percentage of success according to your self-assessment. Do the same with the score-sheet that has been filled in by somebody else. Compare the two in detail and identify three time management weaknesses you can work on.

**Scoring Scale: 1 – 10****1 = Not Successful at all****10 = Extremely Successful**

<b>Time Management Pillars</b>	<b>Score</b>
<p><b>The Control Factor and Time Management</b></p> <p>Successful time management depends on the ability to be in control of yourself and your circumstances. E.g. You need to end a meeting well in time to be on time for your next appointment.</p>	
<p><b>The Limitation Factor</b></p> <p>Everybody has limited abilities. Some people think they must be able to do everything that needs to be done where they work and live. That's impossible. We all have to accept that we can do only so much. If you tend to try to do too much, score yourself low. If you feel that you have the ability to balance your workload, then score yourself high.</p>	
<p><b>The Efficiency Factor</b></p> <p>This is about being productive and completing a task in the most effective way with maximum output in minimum time.</p>	
<p><b>Honesty and Time Management</b></p> <p>You need to be honest with yourself and those around you by acknowledging that you cannot do more. You must be able to say to others that you've reached your capacity in terms of availability. How successful are you in voicing your maximum capacity situation?</p>	

Time Management Pillars	Score
<p><b>Dealing with Time Terrorists</b></p> <p>How often do you search for keys, your ID book, security access card, etc? How often do you just allow productive time to slip by without doing what needs to be done?</p>	
<p><b>A Balanced Rhythm</b></p> <p>Do you successfully follow a healthy lifestyle of enough sleep every night, work maximum eight to nine hours a day and relax for a few hours every day?</p>	
<p><b>Priorities</b></p> <p>One of the Time Management musts! The ability to attend to important things first and effectively and leave less important tasks when necessary.</p>	
<p><b>Planning</b></p> <p>Intelligently planning your day, week, month, etc is critical. Having the ability to complete a task as planned and meet deadlines without a last minute rush are all indications of good planning and time management. How successful are you?</p>	
<p><b>Discipline</b></p> <p>This is all about the ability to apply yourself to a task in such a way that you do what needs to be done in the time-frames allocated for the task. It is the ability not to be detracted from a task. Focus and finish. Leave early. Tell people that you can't stay longer as you have other things to do.</p>	
<p><b>Respect</b></p> <p>Being on time is directly related to the respect you have for your fellow humans. This becomes clear in the way you respect their time. How successful are you in showing respect to others by being on time when you have an appointment?</p>	
<p><b>Total as a %:</b></p>	

### Time Management Score-card

You have been asked to score the time efficiency capability of the individual whose name is printed elsewhere on this page. Please be very honest as your contribution will help us understand areas which need to be developed. All individual scores must be a mark out of ten.

**Scoring Scale: 1 – 10**

**1 = Not Successful at all**

**10 = Extremely Successful**

Time Management Pillars	Score
<p><b>The Control Factor and Time Management</b></p> <p>Successful time management depends on the ability to be in control of yourself and your circumstances. E.g. You need to end a meeting well in time to be in-time for your next appointment.</p>	
<p><b>The Limitation Factor</b></p> <p>Everybody has limited abilities. Some people think they must be able to do everything that needs to be done where they work and live. That's impossible. We all have to accept that we can do only so much. If you tend to try to do too much, score yourself low. If you feel that you have the ability to balance your workload, then score yourself high.</p>	
<p><b>The Efficiency Factor</b></p> <p>This is about being productive and completing a task in the most effective way with maximum output in minimum time.</p>	
<p><b>Honesty and Time Management</b></p> <p>You need to be honest with yourself and those around you by acknowledging that you cannot do more. You must be able to say to others that you've reached your capacity in terms of availability. How successful are you in voicing your maximum capacity situation?</p>	
<p><b>Dealing with Time Terrorists</b></p> <p>How often do you search for keys, your ID book, security access card, etc? How often do you just allow productive time to slip by without doing what needs to be done?</p>	

Time Management Pillars	Score
<p><b>A Balanced Rhythm</b></p> <p>Do you successfully follow a healthy lifestyle of enough sleep every night, work maximum eight to nine hours a day and relax for a few hours every day?</p>	
<p><b>Priorities</b></p> <p>One of the Time Management musts! The ability to attend to important things first and effectively and leave less important tasks when necessary.</p>	
<p><b>Planning</b></p> <p>Intelligently planning your day, week, month, etc is critical. Having the ability to complete a task as planned and meet deadlines without a last minute rush are all indications of good planning and time management. How successful are you?</p>	
<p><b>Discipline</b></p> <p>This is all about the ability to apply yourself to a task in such a way that you do what needs to be done in the time-frames allocated for the task. It is the ability not to be detracted from a task. Focus and finish. Leave early. Tell people that you can't stay longer as you have other things to do.</p>	
<p><b>Respect</b></p> <p>Being on time is directly related to the respect you have for your fellow humans. This becomes clear in the way you respect their time. How successful are you in showing respect to others by being on time when you have an appointment?</p>	
<p><b>Total as a %:</b></p>	

Add all the scores in order to get the total %.



List three areas identified during this process that you need to work on. Write them down and compile a three-point action plan that will help you develop these three areas.

Area of development 1	Three-point development action plan
	1.
	2.
	3.

Area of development 2	Three-point development action plan
	1.
	2.
	3.

Area of development 3	Three-point development action plan
	1.
	2.
	3.

Make an appointment with your mentor and discuss every aspect of Phase 7.

Sign-off (Mentor): \_\_\_\_\_ Date: \_\_\_\_\_

**Phase 8.**

Please revisit the Jennifer's predicament as discussed in Phase 6. Read your notes of advice to her and, from what you've learned during Phase 7, identify three actions that will help Jennifer cope with her situation.

1. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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2. \_\_\_\_\_

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3. \_\_\_\_\_

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\_\_\_\_\_

Lizette Bester

From everything you've experienced during this programme, list the five most critical time management focus points applicable to your future approach to time and how to maximize your life:

1. \_\_\_\_\_

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\_\_\_\_\_

2. \_\_\_\_\_

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3. \_\_\_\_\_

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4. \_\_\_\_\_

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5. \_\_\_\_\_

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You have now completed this programme. Well done. Make your final appointment with your mentor and discuss your final advice to Jennifer and the focus points you've identified for yourself. Once you've had your final discussion, your mentor will process your results in order to get your certificate of completion.

**Final sign-off (Mentor):** \_\_\_\_\_ **Date:** \_\_\_\_\_