

# Time Management: How to Create Five Additional Productive Hours a Week

David M Yousem MD MBA

Geno Schnell MBA PhD

(with help from Gene Roddenberry)



JOHNS HOPKINS  
MEDICINE

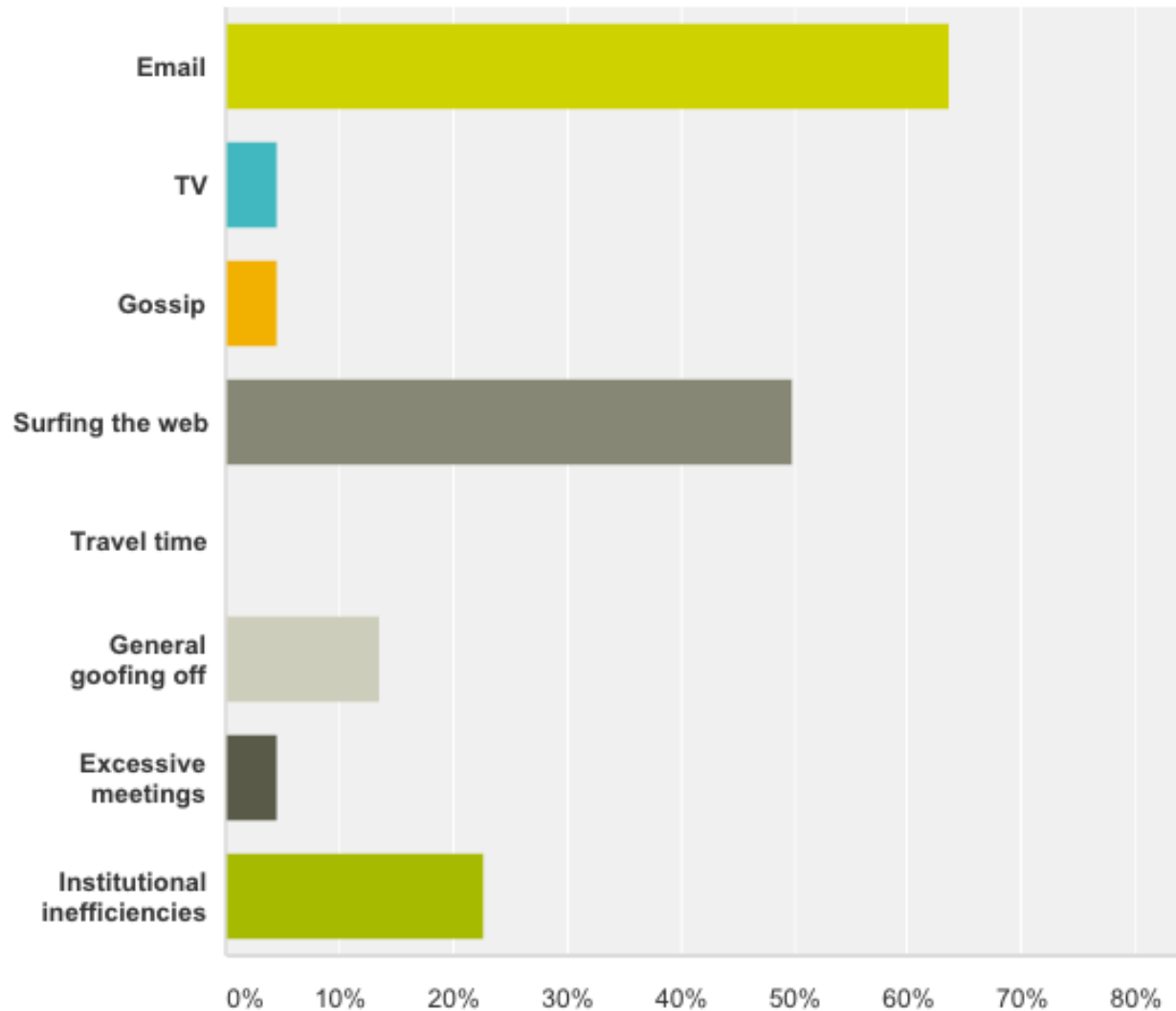
# Five Hours Seems A Lot, But...

## Can You just improve 45 minutes a day?

- Converting three 15 minutes chunks of wasted time each day into three small chunks of productivity time =
  - ✓ 5.25 hours per week
  - ✓ 21 hours per month
  - ✓ 252 hours per year
- This translates into an extra 6+ weeks of productive time per year ( $6 \times 40 = 240$  hrs)

# What do you think is the greatest time waster in your life?

Answered: 22 Skipped: 3



# Personalized Seminar: Email

## Dave's Top 10

1. Create filter such that any message with “unsubscribe” or non-English characters goes to Junk
2. Turn off notifications/program when you are “working”
3. Schedule times that you answer emails
4. 2 minute rule: “get ‘er done!”
5. Create “Requires Further Attention” folder
6. Do NOT reply to all
7. Be concise and succinct
8. Call someone, do not write
9. Organize by threads and read the last installment
10. Read emails once then done

# Suggestions from Attendees

1. Open the Junk Email Options dialog and go to the International tab. Block most of the encodings, but not ASCII or Western European, possibly not Latin 3 and 9 and any others that would be used by people from other countries that you correspond with
2. Specify set amount of time to deal with email
3. Create a “CC” folder for less important emails
4. Use instant messaging instead

# EMAIL!!!

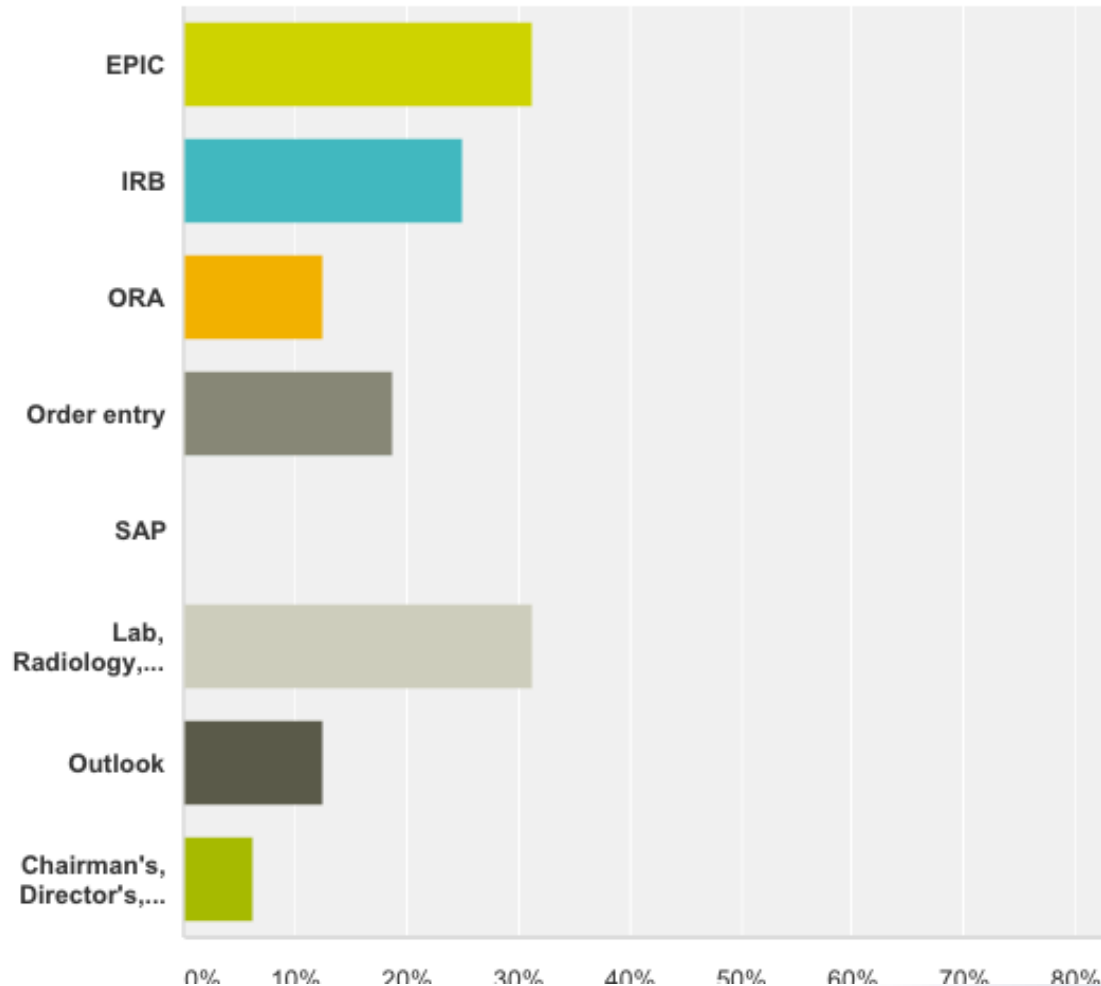
- OPEN DISCUSSION
- 5 additional good practices from the group



# Epic Suggestions / Lab-Rad-Path

Of institutional inefficiencies, which "traps" you the most?

Answered: 16 Skipped: 9





# Suggestions from Clinicians

1. Copy forward button for f/u patients. Pulls in last note and if you use smart links updates: date, vitals, meds, orders etc are updated
2. "Edit all button" allows you to assign a long list of lab tests to a single resulting location without having to go through each one
3. Personalized Note templates
4. Preference lists and macros
5. Type while talking to the patient
6. Sign my notes within 24 hours



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WORK & FAMILY

## Stop Wasting Everyone's Time

Meetings and Emails Kill Hours, but You Can Identify the Worst Offenders



1. Too many meetings
2. Boss's that dominate people's time with meetings and emails
3. Too much email
4. Including unnecessary people in meetings
5. Fear of not responding

# Unnecessary Meetings



# Personalized Seminar: Excessive Meetings

1. “Git ‘er done!”  
Cut the time of the meeting from 60 to 30 minutes but do not let discussion expand just to fill a time block
2. Keep meetings well-organized  
Agendas, pre-meeting works, report out
3. Eliminate “informational meetings”  
Distribute through email
4. Remain Mission-Centric  
“I would like to take the time to attend the meeting but it will cut into the time that I have allotted to write that RO1 grant that was my main goal for this year”
5. Send representative

# Between Silence and Violence there is the power of Authenticity

- "A 'No' uttered from deepest conviction is better and greater than a 'Yes' merely uttered to please, or what is worse, to avoid trouble"
  - Gandhi was the preeminent political and spiritual leader of India during the movement for independence.

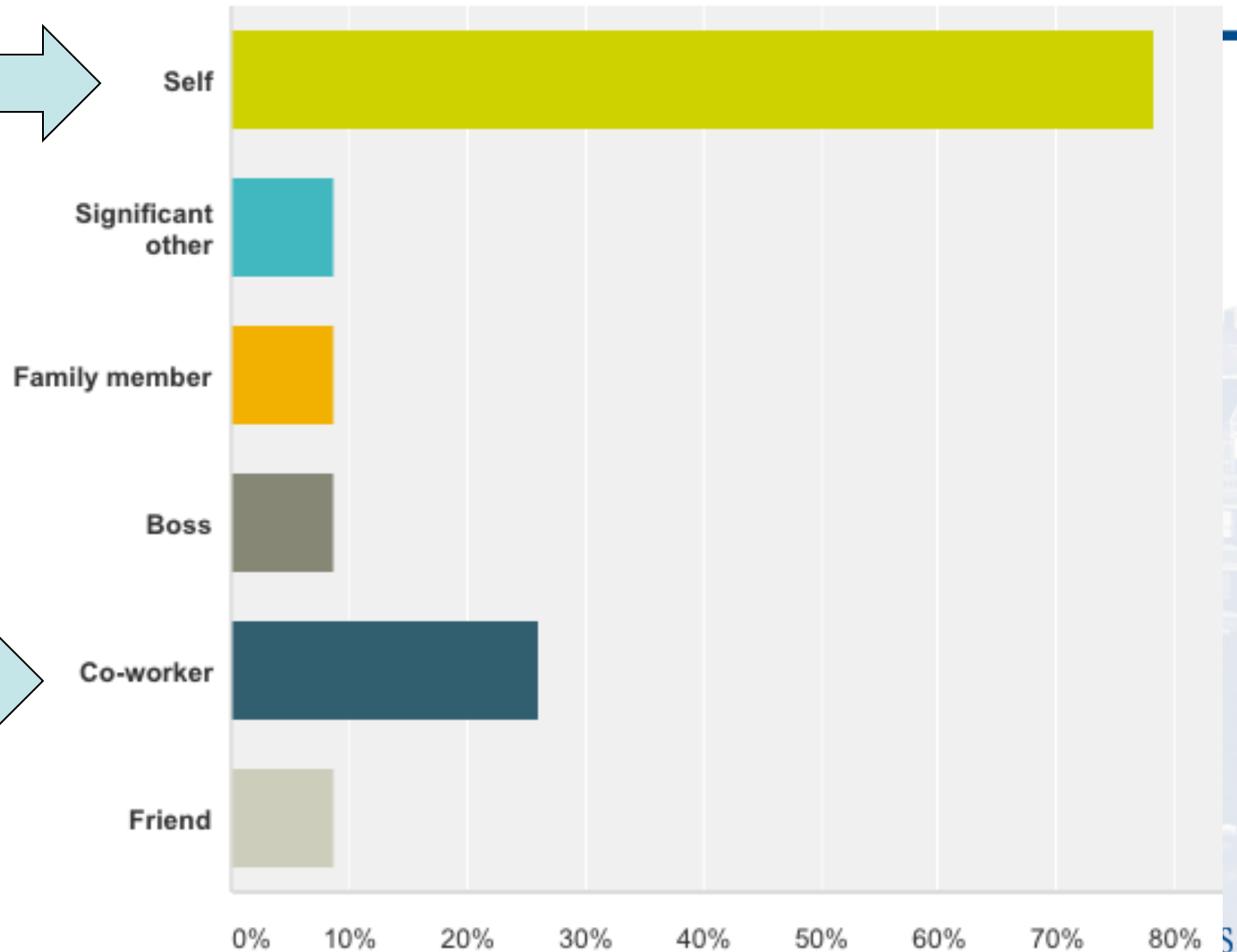
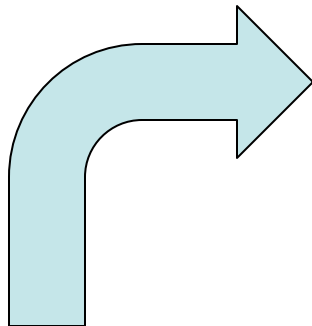


# Suggestions from Attendees

1. Schedule all conferences same day
2. Block “no meeting” days
3. Schedule at a time when you will be less productive anyway
4. Give assistant rules for meetings / control your own calendar
5. Use doodle poll to set up times / dates rather than endless stream of emails

# Who contributes most to your loss of time?

Answered: 23 Skipped: 2





# Personalized Seminar: Who is responsible?

## Steven Covey Applied to Academic Medicine: 7 Habits Overview

1. Be proactive
2. Begin with the end in mind
3. Put first things first
4. Think win-win
5. Seek first to understand, then to be understood
6. Synergize
7. Sharpen the saw

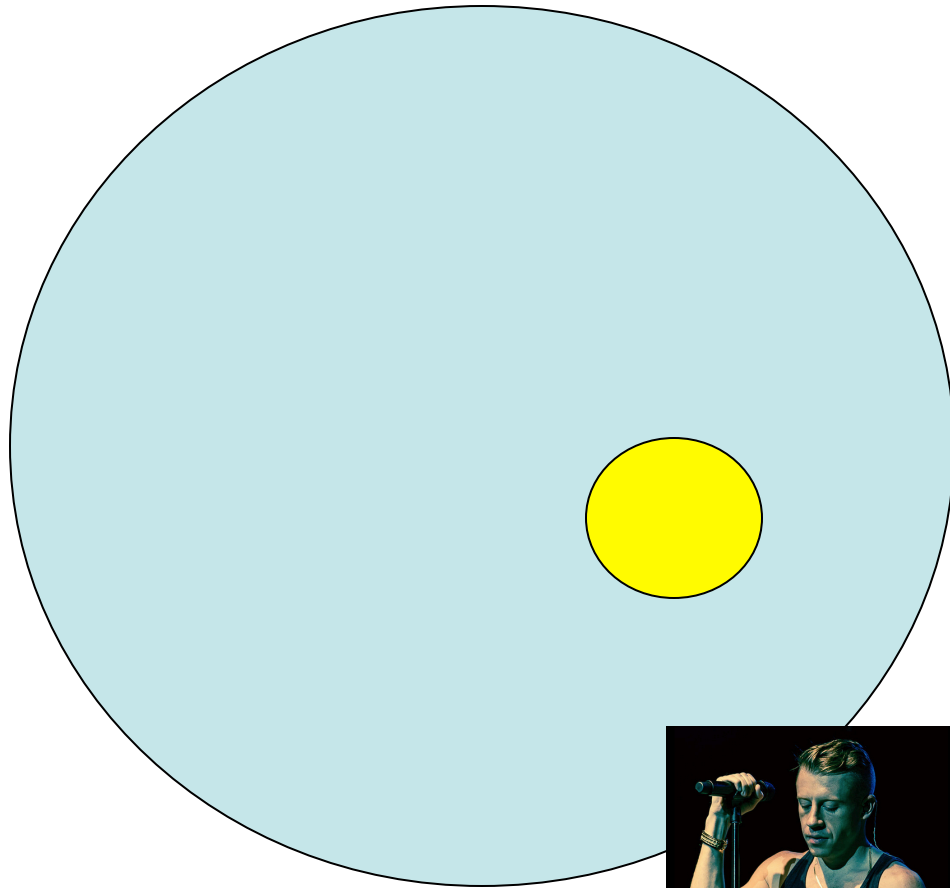


# HABIT 1: Be proactive - APPLIED

- You are the Captain of your Ship: Kirk
  - Take control of your career
  - Make the appointments
  - Be energetic: empower yourself
  - Own your life
- Between action and reaction is a moment of choice that is all yours



# Circle of Influence versus Circle of Concern



**“I don’t  
control life,  
but I can  
control how I  
react to it.”  
Macklemore**

## HABIT 2: Begin with the end in mind

- Set the course for the next dimension, Mr. Spock
- What do you want to create, where do you want to go?
- Mission statement importance
  - Timeless
  - Universal
  - Domains: Live, love, learn, leave a legacy
- Establishes priorities!



# Johns Hopkins Neuroradiology Mission Statement

- “To teach, develop, and provide the most accurate diagnostic tests and treatments in neuroradiology”



# Star Trek Begins Each Episode with its Mission Statement



- "Space, the final frontier. These are the voyages of the Starship Enterprise, its five year mission to explore strange new worlds, to seek out new life, and new civilizations, to boldly go where no man has gone before."



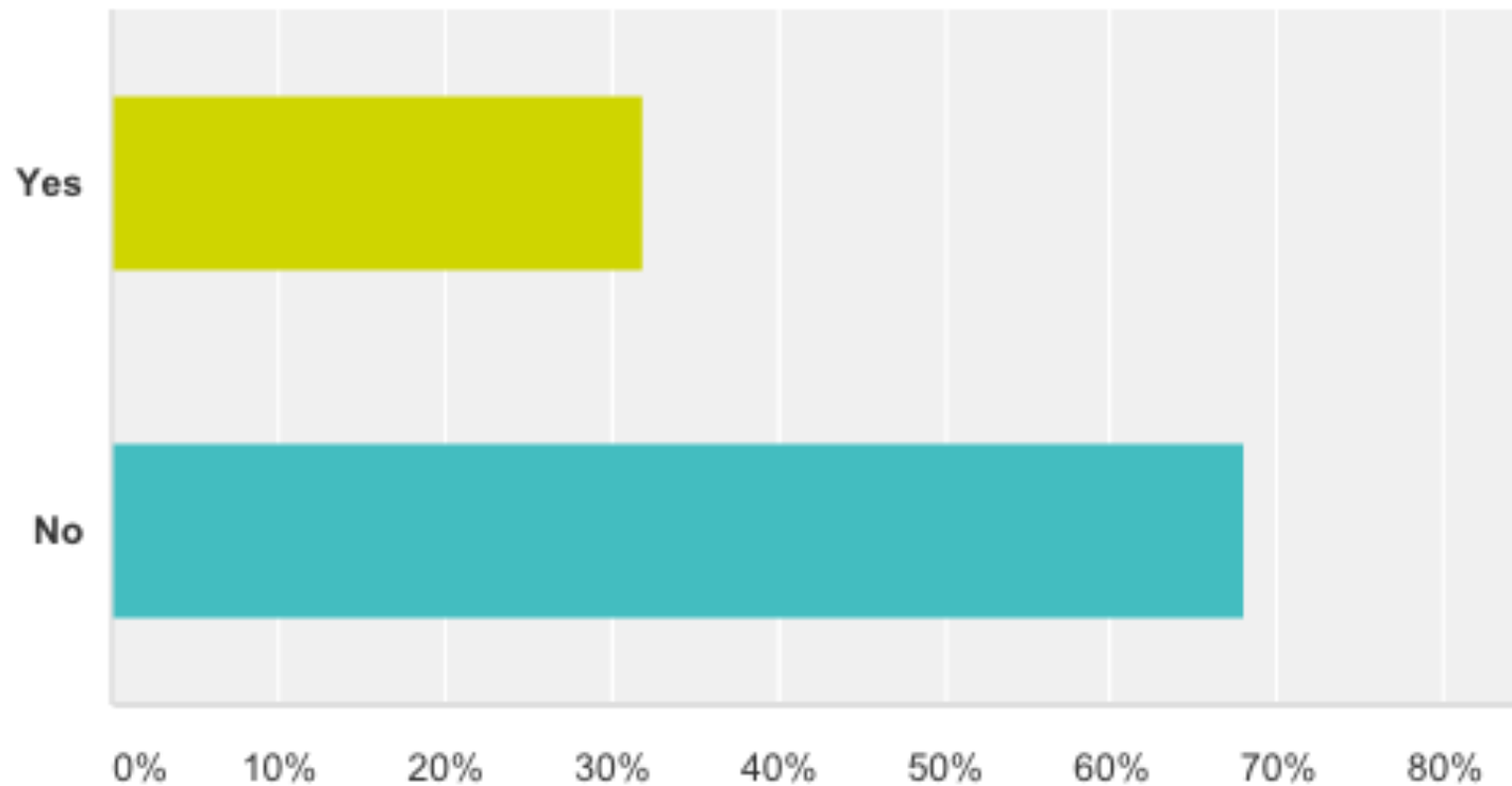
**“The indispensable first step to getting the things you want out of life is this: decide what you want.”**

Ben Stein



# Do you have a personal Mission Statement that you have developed?

Answered: 25 Skipped: 0





# Exercise #1: Your Star Trek Mission

## 10-15 minutes: Work with Co-Captain

- List 3 SMART goals you hope to achieve in 5 years
  - Specific, measurable, achievable, relevant, Timely
  - Pass the goals to your partner
- Create a general mission statement from the goals handed to you by your partner
  - Pass it back to your partner
  - Did you get it?

# After Today: Developing & Using A Mission Statement

- Build on your desired values
- Think of yourself as a cause: what is the mission that drives your motivation for the contributions you want to make
- Post it: Look at it: Revise it: Share it
- (Apply it: Applying it is the key to time management)

# HABIT 3: Put first things first

- Apply the energy to the Mission
  - “Mr Sulu, give me warp factor 6”
- Time management matrix
- Quadrant 2 thinking
- “Caught in the thick of thin things”
- Plan no less than weekly



# Franklin Covey's Time Management Matrix

	Urgent	Not Urgent
Important	I (MANAGE)	II (FOCUS)
	<ul style="list-style-type: none"> <li>• Crisis</li> <li>• Medical emergencies</li> <li>• Pressing problems</li> <li>• Deadline-driven projects</li> <li>• Last-minute preparations for scheduled activities</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation/planning</li> <li>• Prevention</li> <li>• Values clarification</li> <li>• Exercise</li> <li>• Relationship-building</li> <li>• True recreation/relaxation</li> </ul>
	Quadrant of Necessity	Quadrant of Quality & Personal Leadership
Not Important	III (AVOID)	IV (AVOID)
	<ul style="list-style-type: none"> <li>• Interruptions, some calls</li> <li>• Some mail &amp; reports</li> <li>• Some meetings</li> <li>• Many "pressing" matters</li> <li>• Many popular activities</li> </ul>	<ul style="list-style-type: none"> <li>• Trivia, busywork</li> <li>• Junk mail</li> <li>• Some phone messages/email</li> <li>• Time wasters</li> <li>• Escape activities</li> <li>• Internet</li> </ul>
	Quadrant of Deception	Quadrant of Waste

# Big Rocks Video: Covey Explains Time Management

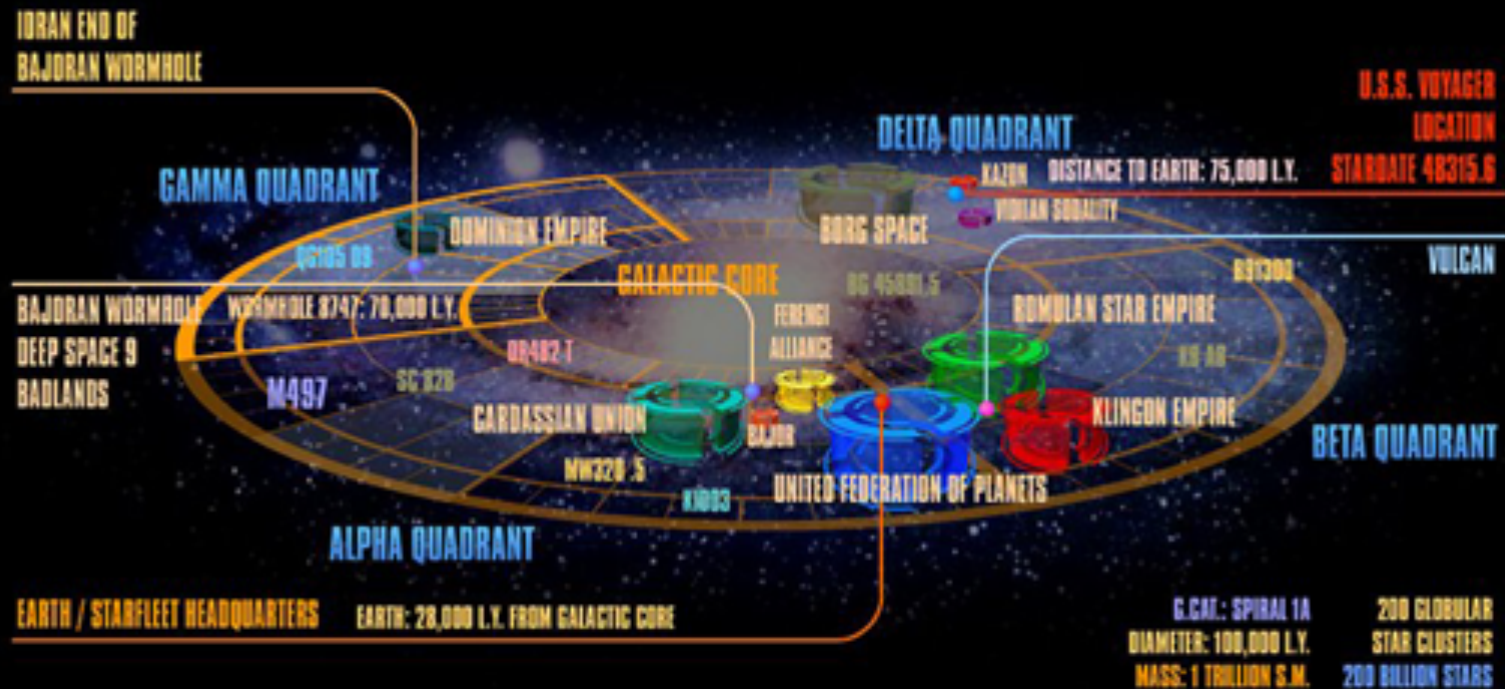
A preview from the workshop

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# Urgent

# Not Urgent



## Mission centric is Quadrant 2

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**“No matter how busy I am, I’m never too busy to stop and complain about how busy I am.”**



# Scheduling

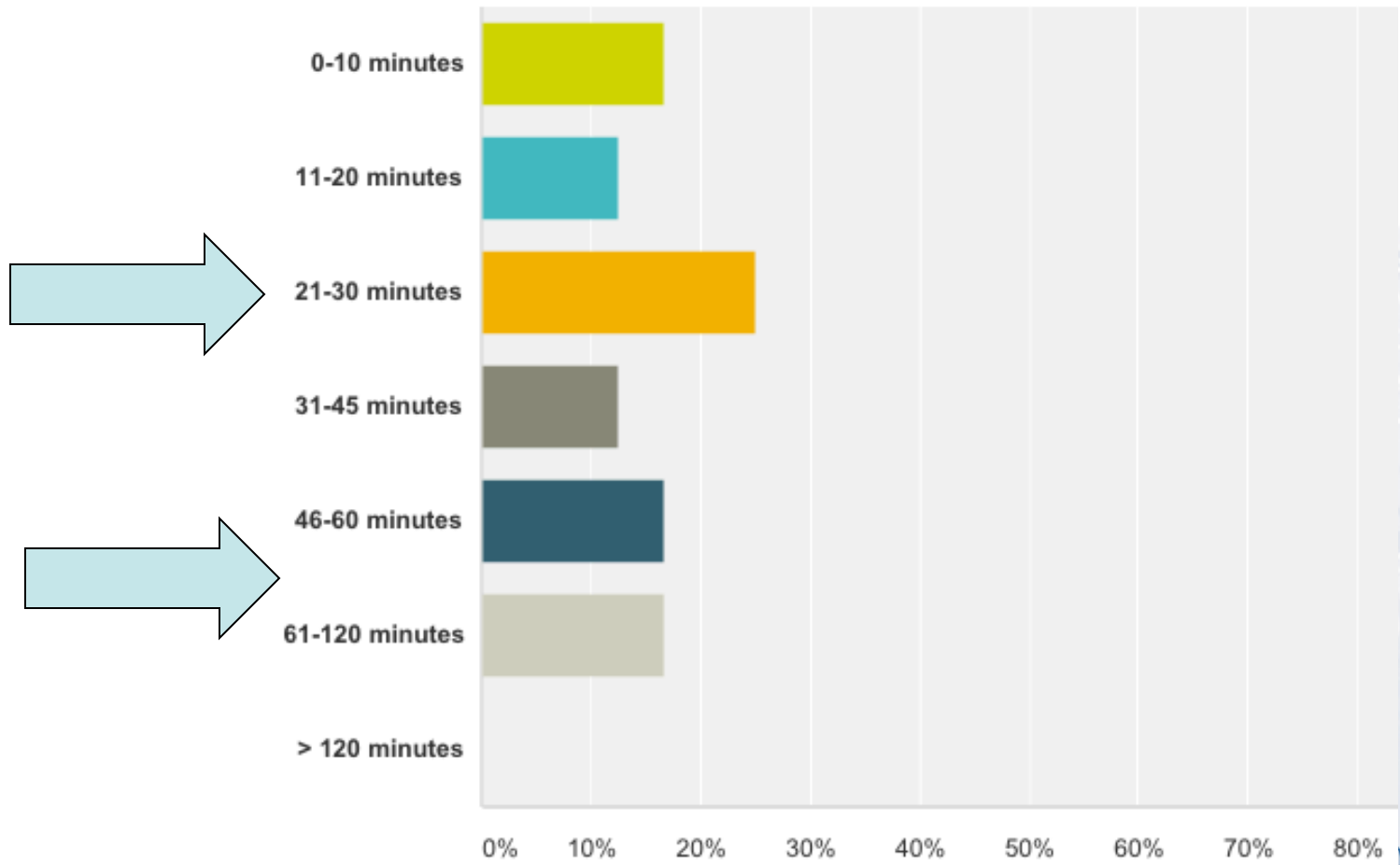
- Block out Quadrant II time first
- Disadvantages of daily schedules
  - “Caught in the thick of thin things”
- Schedule weekly / monthly
- Have a time line in front of your computer, on the wall
  - The graphic of the United Way thermometer
- Think “big” scheduling

# Open Discussion: Scheduling Programs and To Do Lists

- Covey philosophy
- My philosophy
- Lists
  - Weekly
  - Monthly
  - NOT DAILY

# What is the smallest block of time you need before you will begin to work on one of your high impact projects?

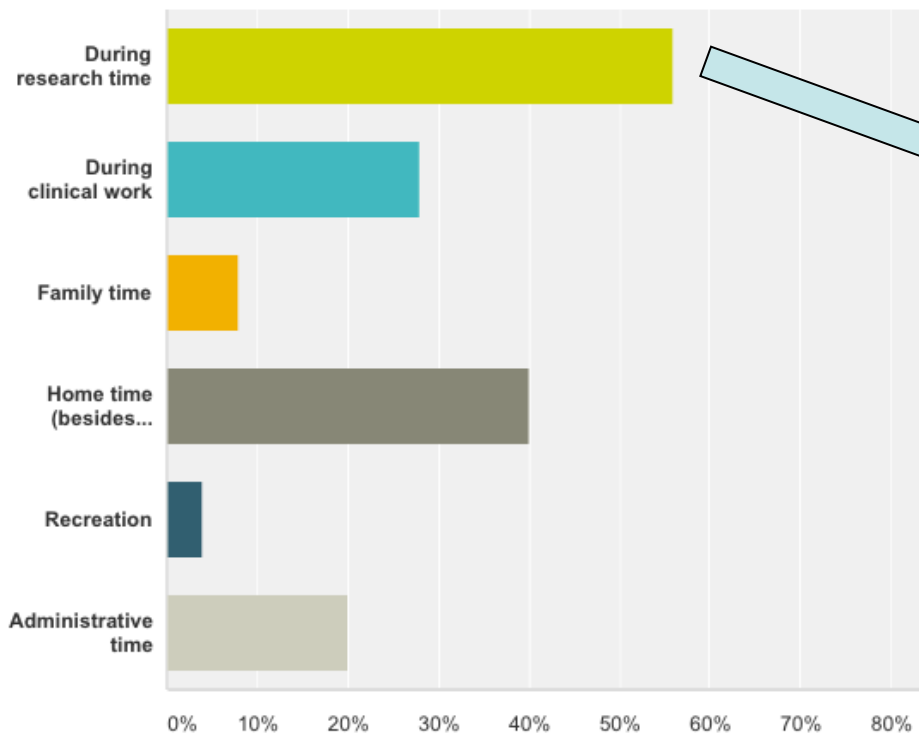
Answered: 24 Skipped: 1





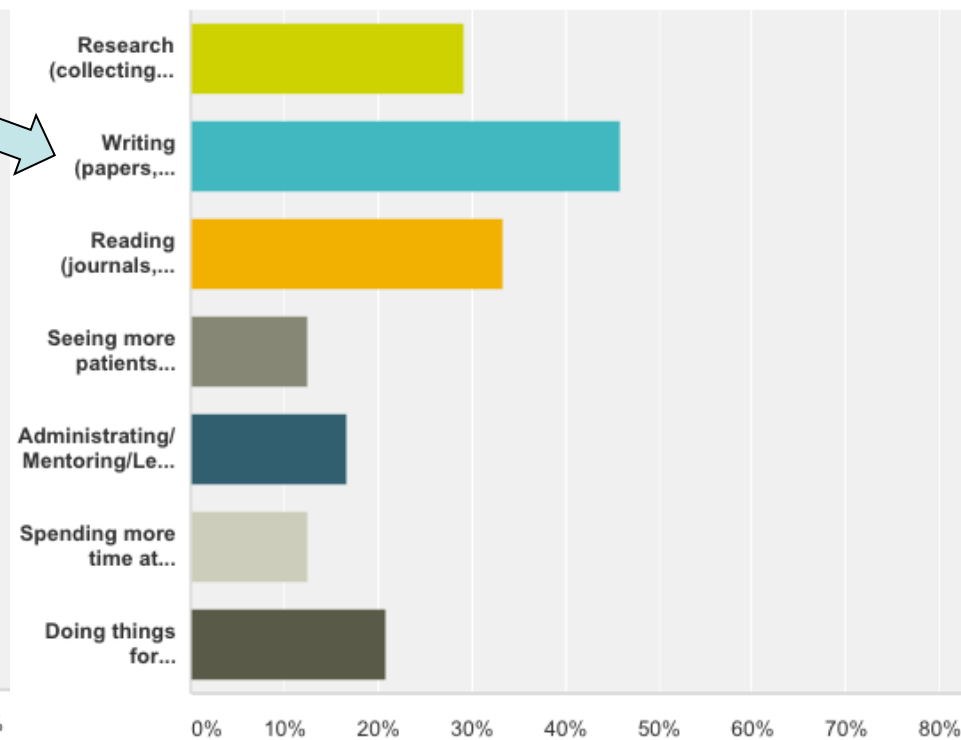
### In what arena do you MOST feel you don't use your time well (you may choose up to two answers)?

Answered: 25 Skipped: 0

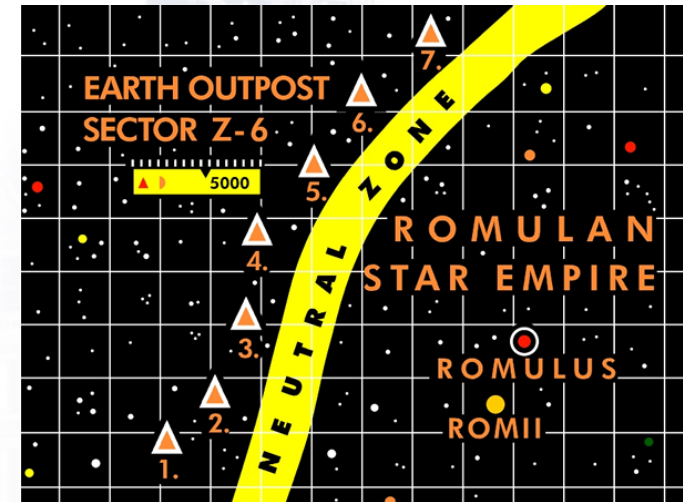
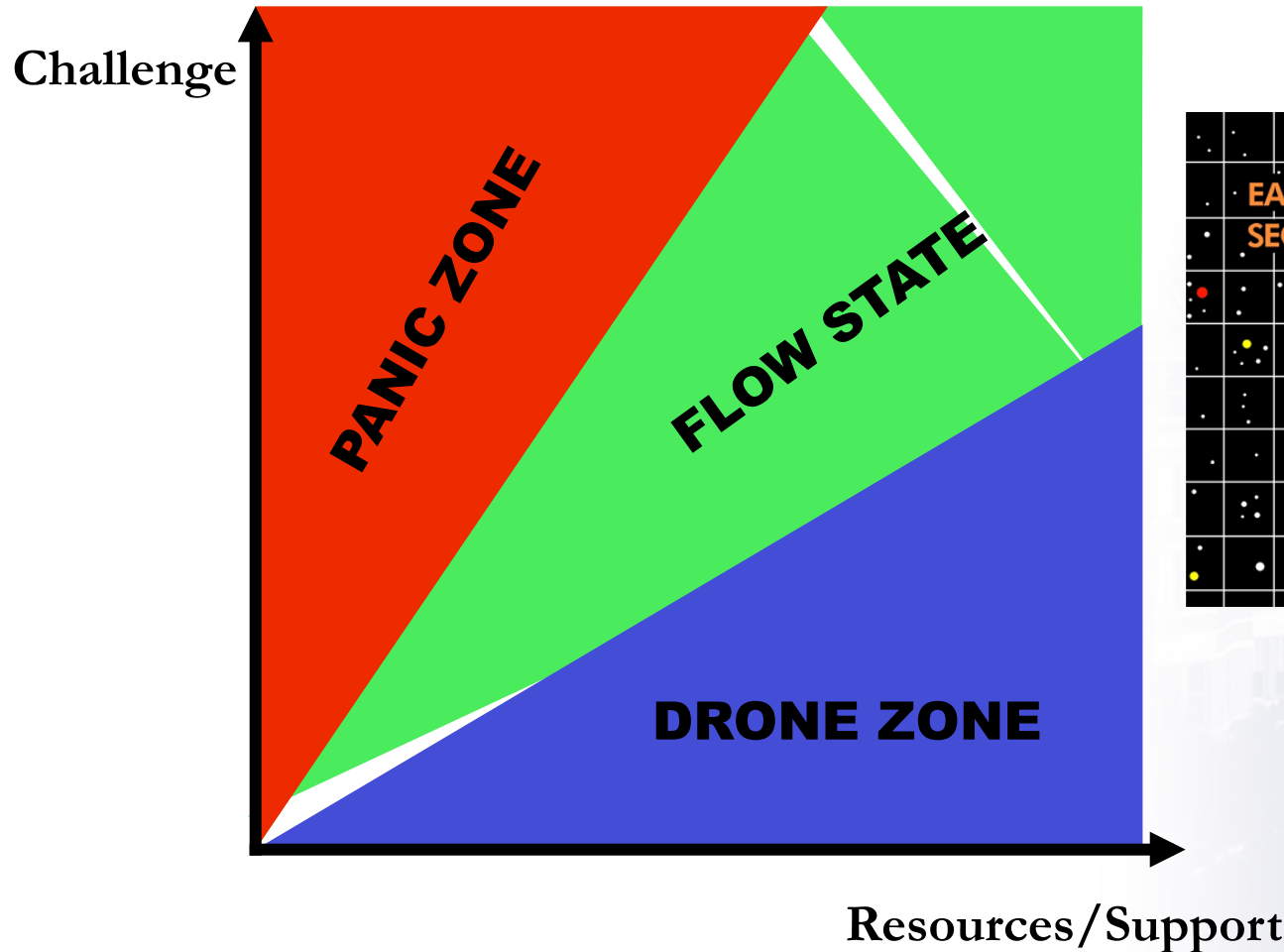


### It what arena would you like to see better time management (You may choose up to two answers)?

Answered: 24 Skipped: 1



# Improving Time on Task: Be in the Zone



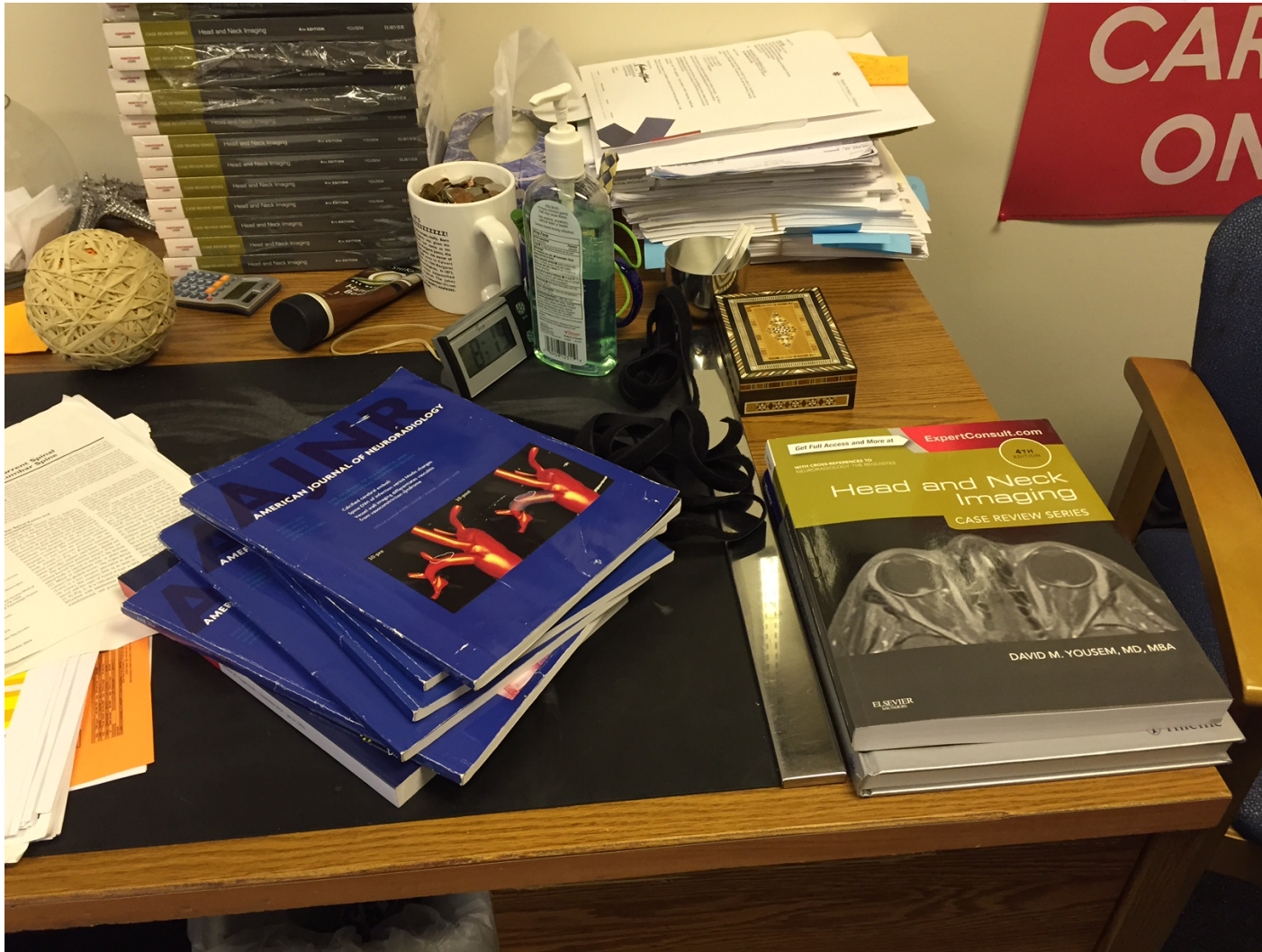
# Personalized Seminar: Blocks of time

## Dave's Top 5

1. Keep it open
2. Fun tasks prioritized for short blocks
3. Practice (writing) every day
4. Keep a list of 10-15 minute tasks
5. Case reviews, journals, CME videos, Mandatory modules, PPT, Calls



# Suggestions





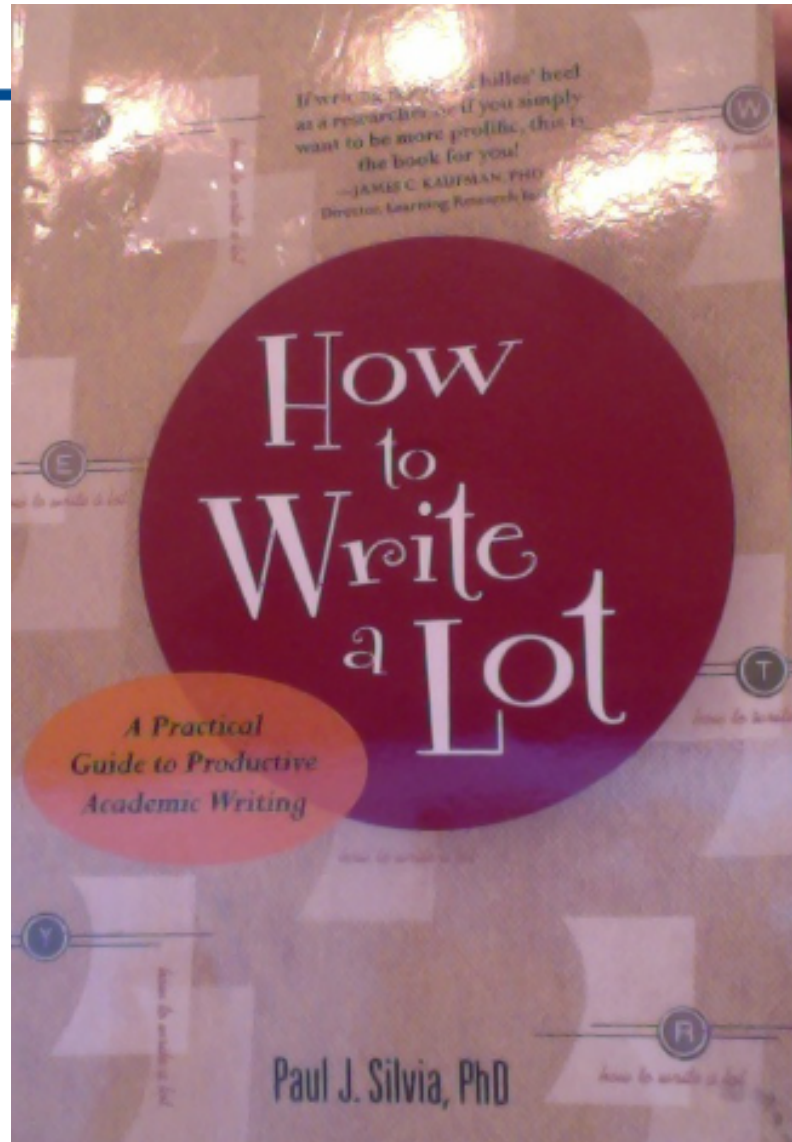
# GET IN THE ZONE!!!

- TURN OFF NOTIFICATION DINGS
  - Schedule email time away from “flow” time
- Hand pager / phone to someone who can interrupt you as needed
- Find the right location where you work best
- Find the right time of day for maximal productivity
- Set a goal, reach it, then move on (with reward)
- Return to it, easily (next survey question)

# Suggestions from Attendees

1. Edit manuscripts, review articles
2. Reference manager imports organize
3. Check email
4. Student stuff (always leave open PPT)
5. Mock out tables or figures
6. Organize calendar
7. Socialize, meditate, exercise
8. Words with friends

# How to Write A Lot



# OFD Helpful Peer Groups

- **WAGS**
- **Pre-K Investigator Groups (Pre-KIGs)**
  - Bi-weekly meetings for investigators who are writing/planning to write a K-application
  - Start date: Monday, October 20<sup>th</sup> (every two weeks after); 8:00- 9:00 AM, 2024 East Monument (Suite 1-500A)
- **Clinical Research Investigator Groups (CRIGs)**
  - Monthly meetings for K-awardees conducting clinical research
  - First Monday of every month from 2:30-3:30 PM in the PM&R Conference Room, Bloomberg Children's Center
- **Basic Research Investigator Groups (BRIGs)**
  - Meetings every 3 weeks for K-awardees conducting basic research
  - Starts Wednesday, November 5<sup>th</sup> (every three weeks after); 12:00 -1:00 PM in Meyer 2-147

# Multi-tasking: Octopus Principle

- Be planful in preparation/ scheduling
- Vary the type of attention required
  - Physical/social/intellectual/spiritua/mindless
- Shifting between tasks quickly
  - Fast serial tasking
- **LOW PRIORITY ACTIVITIES!**





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- 5 function display shows speed, time, distance calories and scan; Online calorie calculator on website for very accurate calories burned



**JOHNS HOPKINS**  
M E D I C I N E



# My “Multi-tasks”

- Exercise on treadmill while I watch my CME, listen to books, ipod newscasts from ASNR
- Change to recumbent bike for journals
- Drive the car as I dictate my first drafts of manuscripts
- Answer emails as cases load on UV. I create MPRs
- Call Mom/ Colleagues while I walk the dog / drive / airport
- Grade multiple choice papers while I CNN the news
- Every QA task is a “publishable unit”
- Every meeting is a social science experiment

# Academic Two-Fers

- On a work-related trip, arrange a talk
- At a meeting, arrange a local university board review
- Visiting an institution for collaboration, arrange a journal club
- Interviewing, give a lecture
- Writing a paper, prepare powerpoint
- Writing a grant, create manuscript, ? review article
- On line, create a web site, academic facebook page\*\*
  - \*\* Hopkins approved
- Turn medicolegal work into a QA lecture on misses

# Accelerate your Academic Progress



# Academic Twofer



[erussell@nm.org](mailto:erussell@nm.org) <<mailto:erussell@nm.org>>

Cc: Joseph Andrew Graves <[joseph.graves@northwestern.edu](mailto:joseph.graves@northwestern.edu)<<mailto:joseph.graves@northwestern.edu>>>, "Berggruen, Senta" <[sberggru@nm.org](mailto:sberggru@nm.org)<<mailto:sberggru@nm.org>>>

Subject: Re: Visiting lecturer

Hi Dr. Russell,

A talk by Dr. Yousem's colleagues would be great. The following times are available around ASNR. 4/24 at 7:15, 12:15 and 5 pm, 4/27 at 12:15 and 5 pm, 4/28 at 5 pm, 4/29 at 7:15 am, and 5/1 at 7:15, 12:15 and 5 pm. Thanks.

Massih

---

From: David Yousem <[dyousem1@jhu.edu](mailto:dyousem1@jhu.edu)<<mailto:dyousem1@jhu.edu>>>

Sent: Saturday, April 11, 2015 7:06 PM

To: Russell, Eric (NU)

Subject: Visiting lecturer

Eric:

Would there be an opportunity for one or more of my faculty to give the morning lecture to your neuroradiology division/fellows/residents during the week of the ASNR? I have several who are doing cutting edge research in resting state fMRI and 7T MRS and PET in Alzheimer's that would like the opportunity to talk to the Northwestern academic program.....even if it is just a divisional talk or lunch time chat.

Dave

# Academic Twofer



**From:** francoise heran <[fraheran@gmail.com](mailto:fraheran@gmail.com)>

**Date:** Thursday, June 13, 2013 at 9:24 AM

**To:** David Yousem <[dyousem1@jhu.edu](mailto:dyousem1@jhu.edu)>, Julien Savatovsky <[jsavatovsky@gmail.com](mailto:jsavatovsky@gmail.com)>

**Subject:** Re: Trip to France

Dear Colleague,

I would be a pleasure to welcome Mr Haris Sair in our imaging department

The best moment for him to give this interesting talk is on Friday the 21st, between 14 and 15 PM.

Should this schedule be convenient, please contact my assistant Dr Julien Savatovsky who is the neuroradiologist in charge of MRI research and development, [jsavatovsky@gmail.com](mailto:jsavatovsky@gmail.com), for further information.

Thank you for this generous idea.

Dr Françoise HERAN

2013/6/13 David Yousem <[dyousem1@jhu.edu](mailto:dyousem1@jhu.edu)>

Dr. Heran:

I have a faculty member, named Haris Sair, who is doing amazing work in resting state fMRI here at Hopkins. He will be in Paris Wed June 19<sup>th</sup> to Sunday June 23<sup>rd</sup> at Pitié-Salpêtrière. Would you be able to arrange for him to give a talk at your institution while he is in the area? He would like to share his work, no honorarium required.

Dave

# Academic Twofer



**From:** francoise heran <[fraheran@gmail.com](mailto:fraheran@gmail.com)>  
**Date:** Sunday, June 23, 2013 at 3:02 PM  
**To:** David Yousem <[dyousem1@jhu.edu](mailto:dyousem1@jhu.edu)>  
**Cc:** Julien Savatovsky <[jsavatovsky@gmail.com](mailto:jsavatovsky@gmail.com)>  
**Subject:** Re: Trip to France  
Dear David,

We would be honored to welcome Izlem Izbudak who could present her work about spinal cord DTI and the relationship. In July, holidays are on for some of our colleagues, and I hope she'll forgive us if the audience is small. The talk could be organized on Friday the 10<sup>th</sup> 14.00 to 15.00 PM (45 mn talk and about 10 mn for the questions) if my team is OK. In that case, could your student send us a short CV and an abstract of her presentation, which would give us the opportunity to present her to the neurological, neurosurgical and ophthalmological team and try to have as much people as possible for the event? Thank you again and have a nice end of week end

Françoise HERAN

2013/6/21 David Yousem <[dyousem1@jhu.edu](mailto:dyousem1@jhu.edu)>

Drs Heran and Savatovsky:

As luck would have it, another member of my division Izlem Izbudak, will be traveling your way July 9-11. Izlem has specialized in performing DTI of the spinal cord and has been working closely with our neuroimmunology team on neuromyelitis optica. She has also applied new DTI and DWI techniques to neonates in the evaluation of hypoxic ischemic encephalopathy. If you would like another visitor from Johns Hopkins, I'd be happy to direct her your way. I hope that Dr. Sair's talk was useful to your audience.

Thank you Dave Yousem



# Academic Twofer



**Subject:** Re: ARRS 2015 Annual Meeting: Stroke Imaging Course

Let me echo with Dave it's opinion and ket me thank you all for doing this. If you all think that you can get a review article before July I will be more than glad to consider for publication in AJNR.

Mauricio Castillo MD FACR  
Professor, Chief of Neuroradiology UNC  
Editor in Chief, AJNR

On Apr 19, 2015, at 7:25 PM, David Yousem <[dyousem1@jhu.edu](mailto:dyousem1@jhu.edu)> wrote:  
My colleagues:

I am very grateful for your contributions to the Stroke Seminar today at the ARRS in Toronto. It was hard to present so much controversial but important material in a short amount of time, but I think we hit the exact right mix of what I had envisioned. Each of you spoke with poise, authority, and open-mindedness around the controversies and consensus on the topic. I think it was a great summary.

I wonder if we should offer Mauricio an opportunity to have the AJNR publish the useful synopsis of the panel discussions?

Thank you again. You guys were CHAMPIONS.

Dave

--  
David M. Yousem, MD, MBA  
Associate Dean of Professional Development

# My “Multi-tasks”

- Hire my children to help me in the office
  - Family time and helpful time
- Airplane rides as safe haven to get work done
  - Do NOT buy WIFI!!
- Bike to work
- Lunch / dinner meetings
- Emails while on hold
- Text and walk
- Fold laundry while on speaker phone

# Role of Delegation in Time Management

1. Find
- with
2. Ask
- with
1. T
3. Ass
- resc
4. For



## PRIVILEGES OF RANK

When things get serious—Kirk gets the dramatic facial lighting.  
Everyone else can suck it.

v state

SS

help me

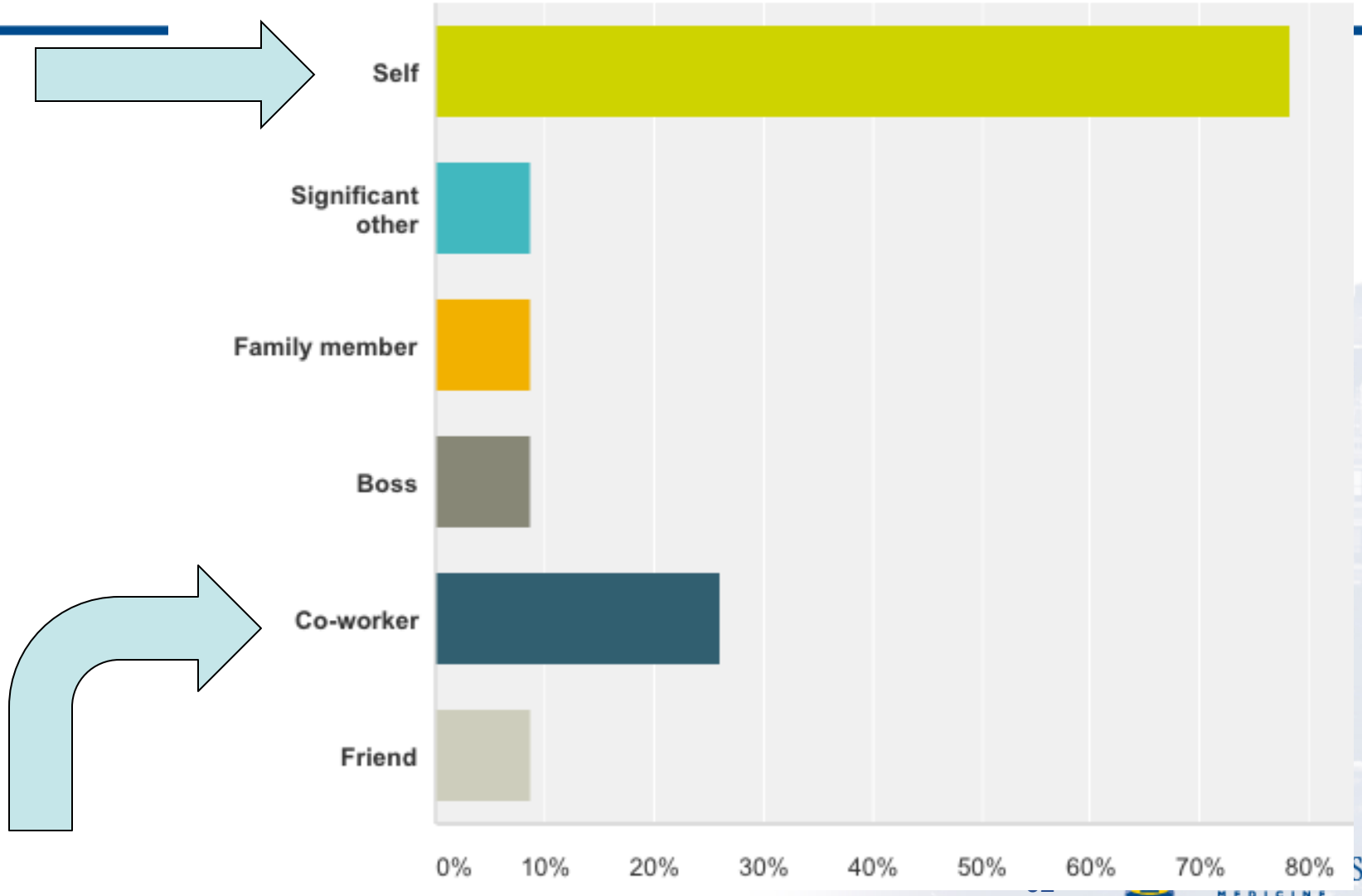
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# Who contributes most to your loss of time?

Answered: 23 Skipped: 2



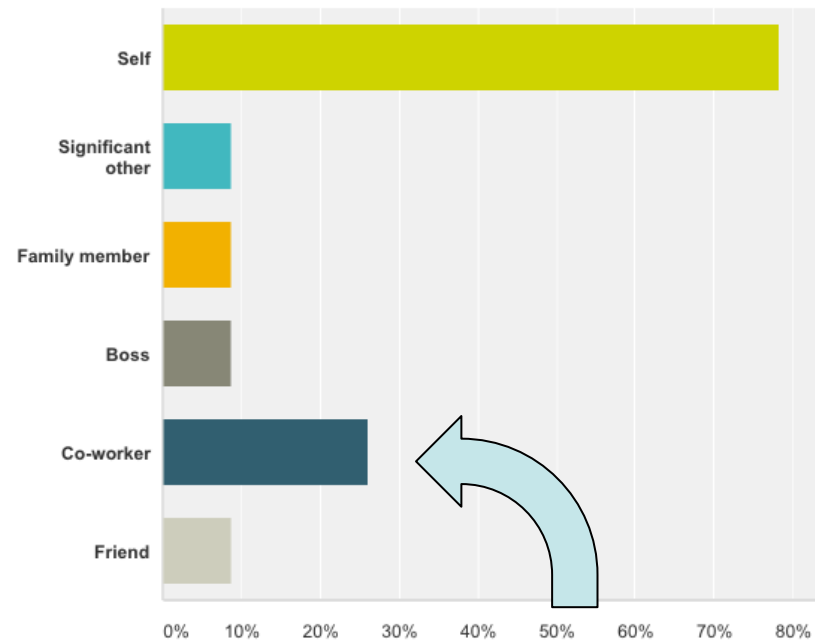
# Waste Elimination



- Do not drive in traffic
- Buy your own exercise equipment
- Do not come to work on academic time: JIM!
- Move your office “away”
- Students, residents, fellow admin
- Automatic payments
- Hybrid cars: No gas time

Who contributes most to your loss of time?

Answered: 23 Skipped: 2



# Stop Sweating the Small Stuff

- Know when to bring your A game .....and your B (or even C) game....
- “I am careful not to confuse excellence with perfection. Excellence, I can reach for; perfection is God's business.” Michael J Fox



# Suggestions from Attendees

1. Hire people to do tasks (statisticians, home chores)
2. Outsource
3. Use Food Services or cook in bulk
  1. Blue apron provides ingredients and recipes
  2. Passamonte provides frozen foods
4. Virtual assistant from remote to do tasks
5. English language writers
  1. Research, formatting, references

# Requests



I think the balance between clinical duties and pursuing academic/research pursuits has to be addressed. I use my free time to do research/writing. As clinical inefficiency (above) has increasingly cut into this, I find I lack the energy and willpower to use my decreasing free time this way and end up goofing off more.

10/18/2015 2:21 PM [View respondent's answers](#)

30 days left for submission but still not give a start writing the paper. Thinking that, still have time to do that. But at the end, not being able to do it on time and asking for some extension for submission :(

10/18/2015 10:05 AM [View respondent's answers](#)

Concrete strategies for reduction of 'ramp-up' time at beginning of a work session and for keeping mental breaks during work (at computer, e.g.) limited to 2-3 minutes. Thank you.

10/17/2015 8:42 PM [View respondent's answers](#)

I direct two offices; and need to do a better job of being efficient at scheduling my days so that I don't let tasks stack up undone for too long.

# Exercise #5: Final Minutes

1. Audience Advice: What other advice do you have to share about how to:
  - Use time better
  - Stay focused on priorities
  - Manage a busy calendar
  - Maintain work/life balance

# “Live Long And Prosper”

# It's a Marathon!





# You Can.....

