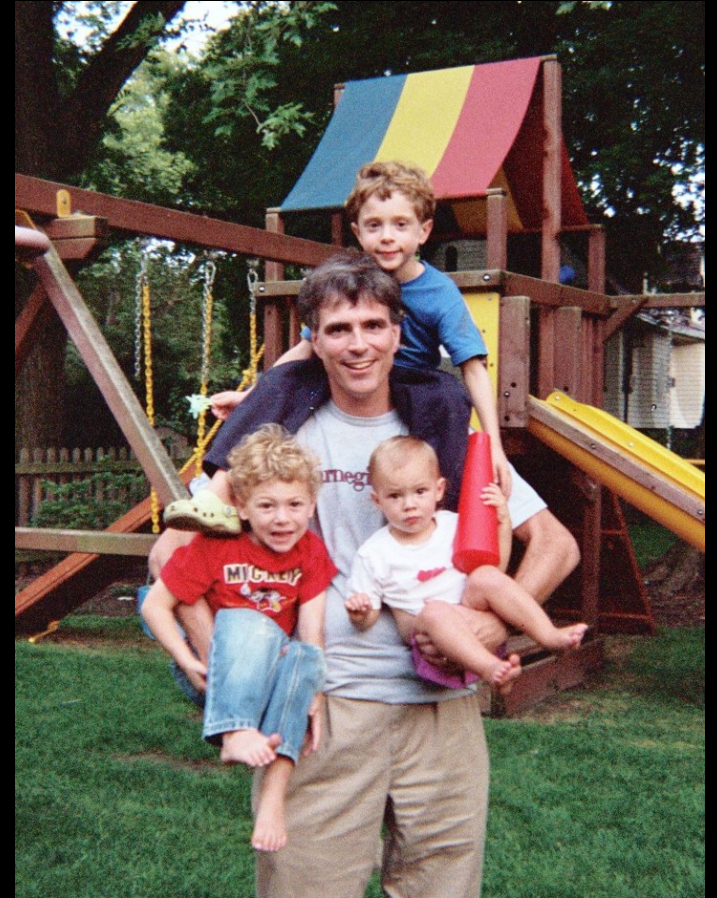


Time Management

Randy Pausch
Carnegie Mellon
University



August 15th, 2007: “3 to 6 months”

LightSpeed16
Ex: 32997
ABD-PELVIS
C: O/R_VISIPAQUE
Se: 2/5
Im: 15/151
Ax: I114.5

M.D. Anderson Hospital 8
PAUSCH RANDY F
1960 Oct 23 M 695907
Acc: 6287387
2007 Aug 14
Acq Tm: 11:27:08

Mag: 1.8x

512x512
STANDARD



120.0 kV
300.0 mA
5.0 mm
Tilt: 0.0
ET: 1.3 s
GP: 0.0 s
TS: 0.00 mm/s
SPR:
Lin DCM / Lin DCM / Id: ID
W:500 L:55

P DFOV: 37.9 x 37.9cm

LightSpeed16
Ex: 32997
ABD-PELVIS
C: O/R_VISIPAQUE
Se: 2/5
Im: 9/151
Ax: I84.5

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SPR:
Lin DCM / Lin DCM / Id: ID
W:500 L:55

P DFOV: 37.9 x 37.9cm

Today is 3 months and 12 days.

LightSpeed16
Ex: 32997
ABD-PELVIS
C: O/R_VISIPAQUE
Se: 2/5
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512x512
STANDARD









History folks here?

Goals


Avoid wasting time

Bosses & delegation

Specific skills and tools

Stress and procrastination

www.randypausch.com

 = **really important point**

Remember that time is money

--- Ben Franklin

what are you worth an hour?

Time must be managed, like money

Much of this will only make sense later

Boss / Advisor / Parent

Lightning pace, heavy on techniques

One Good Thief is Worth Ten Good Scholars:

- **Time Management for Teachers,
Cathy Collins, 1987**
- **Career Track Seminar: Taking
control of Your Work Day 1990**

“The Time Famine”

Bad time management = stress

This is life advice

**The overall
goal is FUN!**



Two hours wasted per day

Messy desk

Can't find things

Miss appointments

Unprepared for meetings

Tired/unable to concentrate

- **Being successful doesn't make you manage your time well.**
- **Managing your time well makes you successful.**

Goals, Priorities, and Planning

Why am I doing this? What is the goal?

Why will I succeed?

What happens if I chose not to do it?

Doing things right vs. doing the right things

100 things to do in my life

The 80/20 Rule

Critical few and the trivial many

Having the courage of your convictions

Good judgment comes from experience

Experience comes from bad judgment

Inspiration

“If you can dream it, you can do it”

-- Walt Disney

Disneyland was built in 366 days.

Planning

- **Failing to plan is planning to fail**
- **Plan Each Day, Each Week, Each Semester**
- **You can always change your plan, but only once you have one!**

TO DO Lists

- **Break things down into small steps**
- **Like a child cleaning his/her room**
- **Do the ugliest thing first**

Covey's four-quadrant TODO



Due Soon

Not Due Soon

Important

**Not
Important**

Covey's four-quadrant TODO



Due Soon

Not Due Soon

Important

1

**Not
Important**

Covey's four-quadrant TODO



Due Soon

Not Due Soon

Important

1

**Not
Important**

4

Covey's four-quadrant TODO



Due Soon

Not Due Soon

Important

1

2

**Not
Important**

3

4

	1	2
Not Important	3	4

Paperwork

- **Clutter is death; it leads to thrashing.
Keep desk clear: focus on one thing at a time**
- **Touch each piece of paper once**
- **Touch each piece of email once; your inbox is not your TODO list**

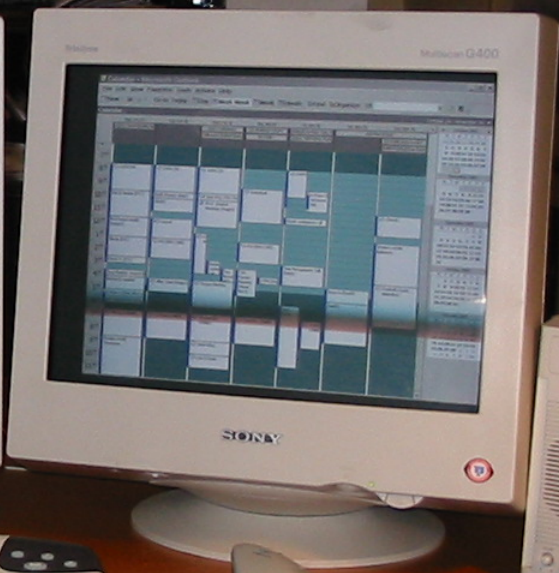
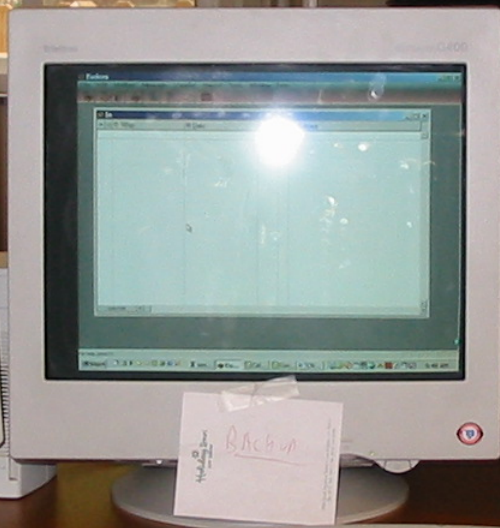


A good file system is essential

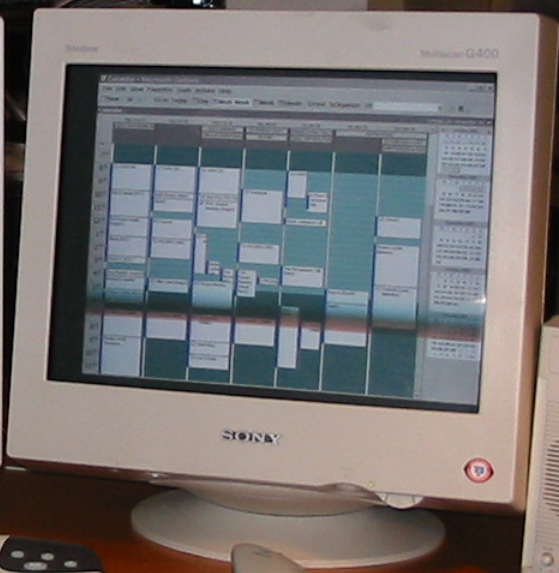
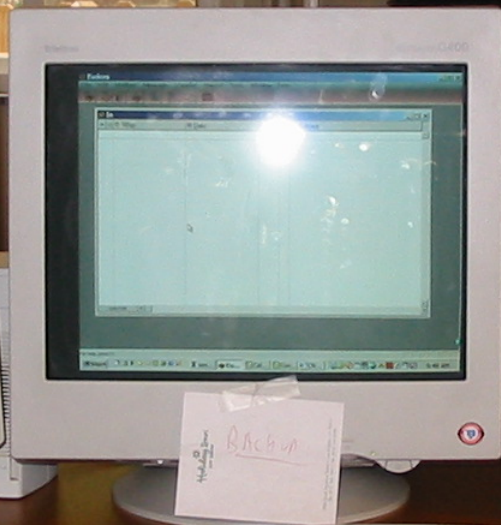


My Desk









```
1 Barry Lhormer thank you -> skylights
0 really account for my time: palm pilot program
1 Jane Prey: Steve & Wanda
1 NSF EHR directorate c:\pausch\RESEARCH\FUNDING\NSF\ehr/announcement.txt
1 SIGGRAPH paper on VR rig (need Dan & Asim packaging)
1 c:\pausch\RESEARCH\UntetherVR\OtherSystems.txt, especially Patti Denbrook at NRL
1 get funding (NSF and other) for Alice
1 look for a designer (cliff replacement); - Design masters ; - HCI Ph.D. - undergrad
1 update beneficiaries on retirement plans
1 wide FOV NTSC HMD
2 BVW: harden gloves/buttons, good screenshots in advance (press packet), camera rehearsal
2 Book Cohon, Lanier, Sutherland, Brooks <who else> for next year's BVW
2 Dan S. -> get out of teaching PUI in the future
2 ETC LONG TERM: we need faculty doing *real research*
2 Who are the 10 people to show the new Alice to? Jane Prey, Mark Stehlick, Jim Morris, Alan Kay
2 follow up email with Jinny Meade of Intel for ETC funding
2h order wedding pictures
3 Get Larry Niven to come to campus
3 Jai Will
3 Jai's investments
3 VR Build John Hench's Portal, All of Mary Poppins (penguins); stereo?; strob light transition; what can *only*
we* now do in VR?
3 turing test for video games: simple study
3h put up door knocker
3h thank you note to Jim Graham
4 update my Wil (do a real one)
5 write a paper w/Denny on all the ways we can quantify immersion
5 Acm and ieee memberships so i can be a fellow down the road mary shaw
5 Jai: appraise ring: thank you to Chad callsToAppraiseRingRickicki's boss
5 caller ID that projects caller's face...
5 plumber; overall water pressure): Bob Buerkle of Standard Plumbing (412)-621-5579 we had Jeff Toluseak (sp?)
6 Petra Fallaux - Dan Boyarski recommends her film/scene/camera angle lecture ; Petronella E Fallaux : Miller G
allery : pf0w+@andrew.cmu.edu : x3877
6 caitlin intel fellowship
6 take a drawing class
6h constantini - send BVW videotape and thank you note
7 Six-sided IOWA cave connection (Get an ETC student there for the summer)
7 single height PCMCIA card with hard drive
8 shooting range on way to airport 494-2803
-----XEmacs: todo.txt 65% (Text PenDel)-----
```



In					
Who	Date			Subject	

0/0K/130K

	Mon, Oct 29	Tue, Oct 30	Wed, Oct 31	Thu, Nov 01	Fri, Nov 02	Sat, Nov 03	Sun, Nov 04
7 am	David Woolley bar		Halloween Halloween (United States)	MONTHLY STUFF NO TINA	ORlando lunches: Kyle, M TAD! Peter Thadd	visit Mom & Dad	
8:00	EXERCISE	EXERCISE	EXERCISE		EXERCISE		
9:00				Basketball	9:45am-10:30am Jai Doctor visit		
10:00	Don & Janeen (ETC)	earth theater demo? dentist	Call Jane Prey (703-292) Ph.D. Student Meetings (Stage3)		Kodak conference call		
11:00						Church	
12:00 pm	Brad myers amulet (stage3)	SCS council					
1:00	Mocap (ETC)	PUT (NSH 1305)	ETC	PUT (NSH 1305)			Steelers HOME Baltimore
2:00							
3:00	Randy S. (ETC)		Kodak confer call Den Boyar HCT	CSD Faculty Meeting (Wean 4623) CSPR (We)	Time Management Talk (5409)		
4:00	Sara Masters <mast410> Research Seminar	Alice Team (stage3)	Stage3 Meeting			Drive to Sheriffs	Football (Taylor Alderdice)
5:00	5:45pm-6:00pm drive home call "Steven Dow" HCII g					sheriffs	
6:00					Drive Home		
7:00	Monday DINNER	Tuesday DINNER	Wednesday DINNER	Thursday DINNER	Friday DINNER		
8:00							
9:00	Steelers HOME Tennessee		West Wing Law & Order				
10:00							
11:00							

October 2001

M	T	W	T	F	S	S
24	25	26	27	28	29	30
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November 2001

M	T	W	T	F	S	S
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December 2001

M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

January 2002

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

February 2002

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	1	2	3
4	5	6	7	8	9	10







**Speaker phone
lowers stress**

Telephone

Keep calls short; stand during call

Start by announcing goals for the call

Don't put your feet up

Have something in view to do next

Telephone

Get done: “I have students waiting”

How to hang up on telemarketers

Group calls: 11:30am and 4:30pm

My “phone hour” every day
















David Pearce
Professor
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The University of Edinburgh, Edinburgh, Scotland

Carnegie Mellon University
Human-Computer Interaction Institute
5000 Forbes Avenue
Pittsburgh, PA 15213-2801

Phone: +1 412-268-2074
Fax: +1 412-268-2080
e-mail: dpearce@cmu.edu
<http://www.spry.cmu.edu>









Office Logistics

Make your office comfortable for you, and optionally comfortable for others

No soft comfortable chairs! I have folding chairs, some people cut off front legs

Scheduling Yourself

You don't find time for important things,
you make it

Everything you do is an opportunity cost

Learn to say “No”

Gentle No's

“I’ll do it if nobody else steps forward” or “I’ll be your deep fall back,” but you have to keep searching.

Moving parties in grad school...

Everyone has Good and Bad Times

Find your creative/thinking time. Defend it ruthlessly, spend it alone, maybe at home.

Find your dead time. Schedule meetings, phone calls, and mundane stuff during it.

Interruptions

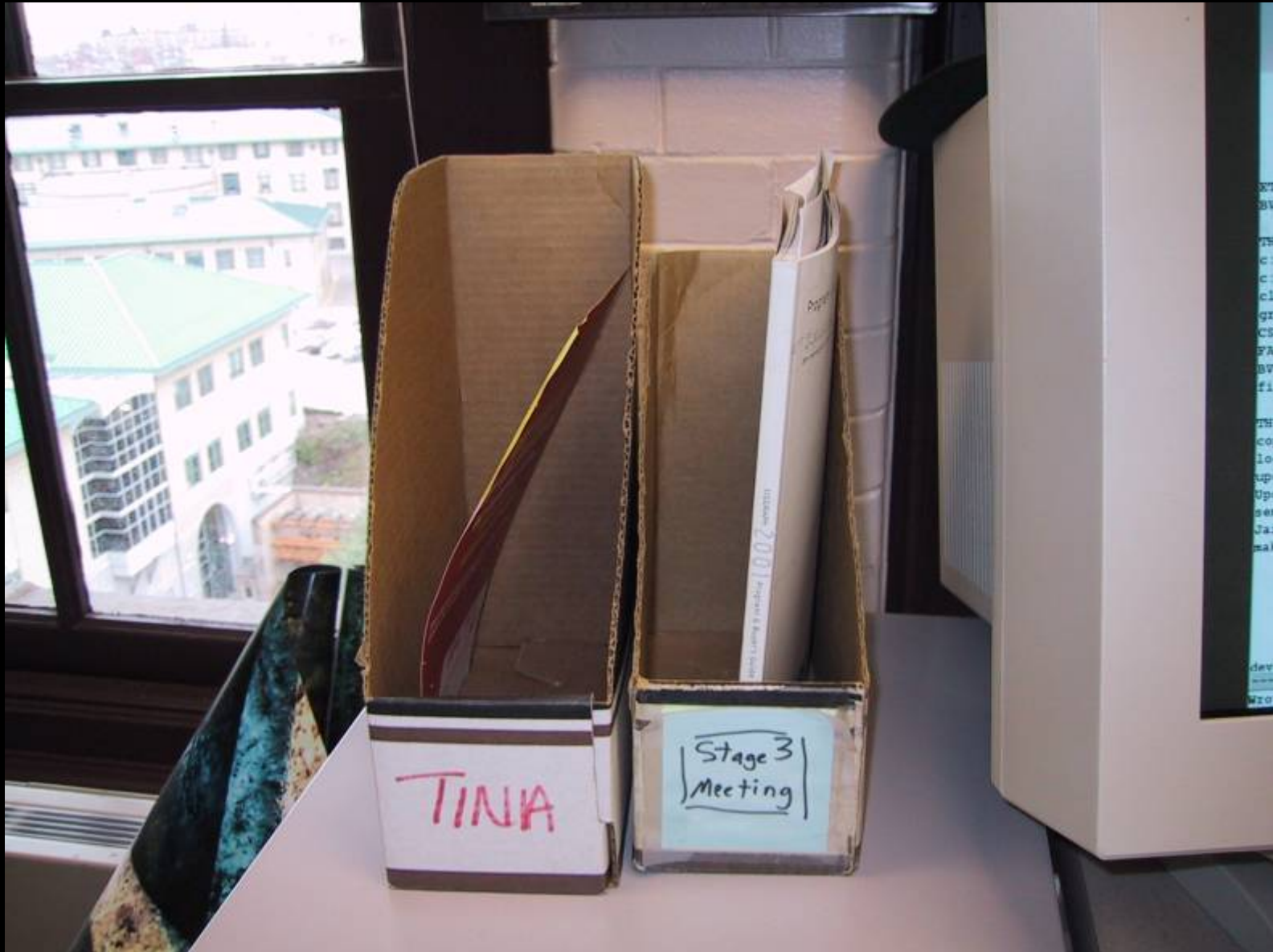
6-9 minutes, 4-5 minute recovery – five interruptions shoots an hour

You must reduce frequency and length of interruptions (turn phone calls into email)

E-mail “ding” on new mail is an interruption -> TURN IT OFF!!



Blurting: save-ups



Cutting Things Short

“I’m in the middle of something now...”

**Start with “I only have 5 minutes” – you can
always extend this**

**Stand up, stroll to the door, complement, thank,
shake hands**

Clock-watching; on wall behind them

Time Journals

It's amazing what you learn!

**Monitor yourself in 15 minute increments
for between 3 days and two weeks.**

Update every ½ hour: not at end of day

TIME LOG

TOTAL	ACTIVITY										BUSINESS FUNCTION	NOTES						
	READING	DICTATION	OFFICE WORK	PHONE CALLS	CONSULTATIONS	MEETINGS	INSTRUCTIONS	TRAVEL	PLANNING	OTHER	SALES	PURCHASING	PRODUCTION	FINANCE	PERSONNEL	CUSTOMER SER. ADMS.	ADMIN. - BOOKING	OTHER
7:00- 7:15																		
7:15- 7:30																		
7:30- 7:45																		
7:45- 8:00																		
8:00- 8:15								X								X		CHATTING
8:15- 8:30	X															X		INCOMING MAIL
8:30- 8:45		X														X		MAIL
8:45- 9:00			X							X								MISC. PHONE CALLS
9:00- 9:15	X															X		READING NEWSPAPER
9:15- 9:30	X															X		READING TRADE JOURNAL
9:30- 9:45								X								X		COFFEE BREAK
9:45-10:00								X								X		COFFEE BREAK
10:00-10:15			X									X						ACME - WARRANTY PROBLEM
10:15-10:30			X					X										SAW RICHARDSON
10:30-10:45			X					X										"
10:45-11:00			X					X										WORK ON SALARY SCHEDULE
11:00-11:15			X									X						"
11:15-11:30			X									X				X		WEEKLY REPORT
11:30-11:45			X					X										SAW OFFICE MACHINE SALES-PERSON
11:45-12:00				X												X		LUNCH WITH RICHARDSON
12:00-12:15			X									X						"
12:15-12:30			X									X						"
12:30-12:45			X									X						"
12:45- 1:00			X									X						"
1:00- 1:15				X												X		RETURN TO OFFICE
1:15- 1:30			X													X		RETURNED MISC. PHONE CALLS
1:30- 1:45			X													X		"
1:45- 2:00			X													X		MET WITH BOSS
2:00- 2:15			X													X		"
2:15- 2:30								X								X		PERSONAL ERRANDS
2:30- 2:45								X								X		"
2:45- 3:00				X				X								X		TRAVEL TO SEE JOHNSON
3:00- 3:15			X					X								X		JOHNSON MEETING
3:15- 3:30			X					X								X		"
3:30- 3:45			X					X								X		RETURN TO OFFICE
3:45- 4:00				X				X								X		CHAT WITH ROGERS
4:00- 4:15		X														X		DICTATION ON SALARY SCHEDULE
4:15- 4:30	X															X		READ PM NEWSPAPER
4:30- 4:45			X													X		SAW MURPHY RENEW PROCEDURES
4:45- 5:00			X													X		"

Fred Brooks' Time Clocks



	Monday	Tuesday	Wednesday	Thursday	Friday
10:30 am					
11:00 am	33-107 DH 2315		33-107 DH 2315		33-107 DH 2315
11:30 am					
12:00 pm					
12:30 pm		15-211 DH 2315		15-211 DH 2315	
1:00 pm	15-211 SC 203		15-211 SC 203		
1:30 pm					
2:00 pm		18-240 DH 2315		18-240 DH 2315	
2:30 pm					
3:00 pm					
3:30 pm		18-200 DH 2210	18-200 SH 206	18-200 DH 2210	
4:00 pm					
4:30 pm					
5:00 pm		33-107 WeH 5403		33-107 WeH 5403	
5:30 pm					
6:00 pm					
6:30 pm					
7:00 pm					
7:30 pm					
8:00 pm			18-240 HH 1303		
8:30 pm					
9:00 pm					
9:30 pm					

Course	Sec	Units	Professor	Course Name
15-211	E	12.0	Blum, Goldstein	Fundamental Structs of Computer Science I
18-200	C	12.0	Hoburg	Mathematical Foundations of EE
18-240	B	12.0	Thomas	Fundamentals of Computer Engineering
33-107	G	12.0	Meyer, Feenstra	Physics for Engineering Students II
80-210	A	9.0	Scheines	Introduction to Logic

	Monday	Tuesday	Wednesday	Thursday	Friday
10:30 am					
11:00 am	33-107 DH 2315		33-107 DH 2315		33-107 DH 2315
11:30 am					
12:00 pm					
12:30 pm		15-211 DH 2315		15-211 DH 2315	
1:00 pm	15-211 SC 203		15-211 SC 203		
1:30 pm					
2:00 pm		18-240 DH 2315		18-240 DH 2315	
2:30 pm					
3:00 pm					
3:30 pm		18-200 DH 2210	18-200 SH 206	18-200 DH 2210	
4:00 pm					
4:30 pm					
5:00 pm		33-107 WeH 5403		33-107 WeH 5403	
5:30 pm					
6:00 pm					
6:30 pm					
7:00 pm					
7:30 pm					
8:00 pm			18-240 HH 1303		
8:30 pm					
9:00 pm					
9:30 pm					



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80-210	A	9.0	Scheines	Introduction to Logic

Using Time Journal Data

What doesn't need to be done?

What can someone else do?

What can I do more efficiently?

How am I wasting other people's time?

Work-Life Balance





STEPHANIE KLEIN-DAVIS | The Roanoke Times

[REDACTED], a Bullitt Avenue resident, worries about the effect on her unborn child from the sound of jackhammers.

Coming to Charlottesville



Procrastination

“Procrastination is the thief of time”

Edward Young
Night Thoughts, 1742

Balancing Act

“Work expands so as to fill the time available for its completion”

Parkinson's Law
Cyril Parkinson, 1957

Avoiding Procrastination

Doing things at the last minute is much more expensive than just before the last minute

Deadlines are really important: establish them yourself!

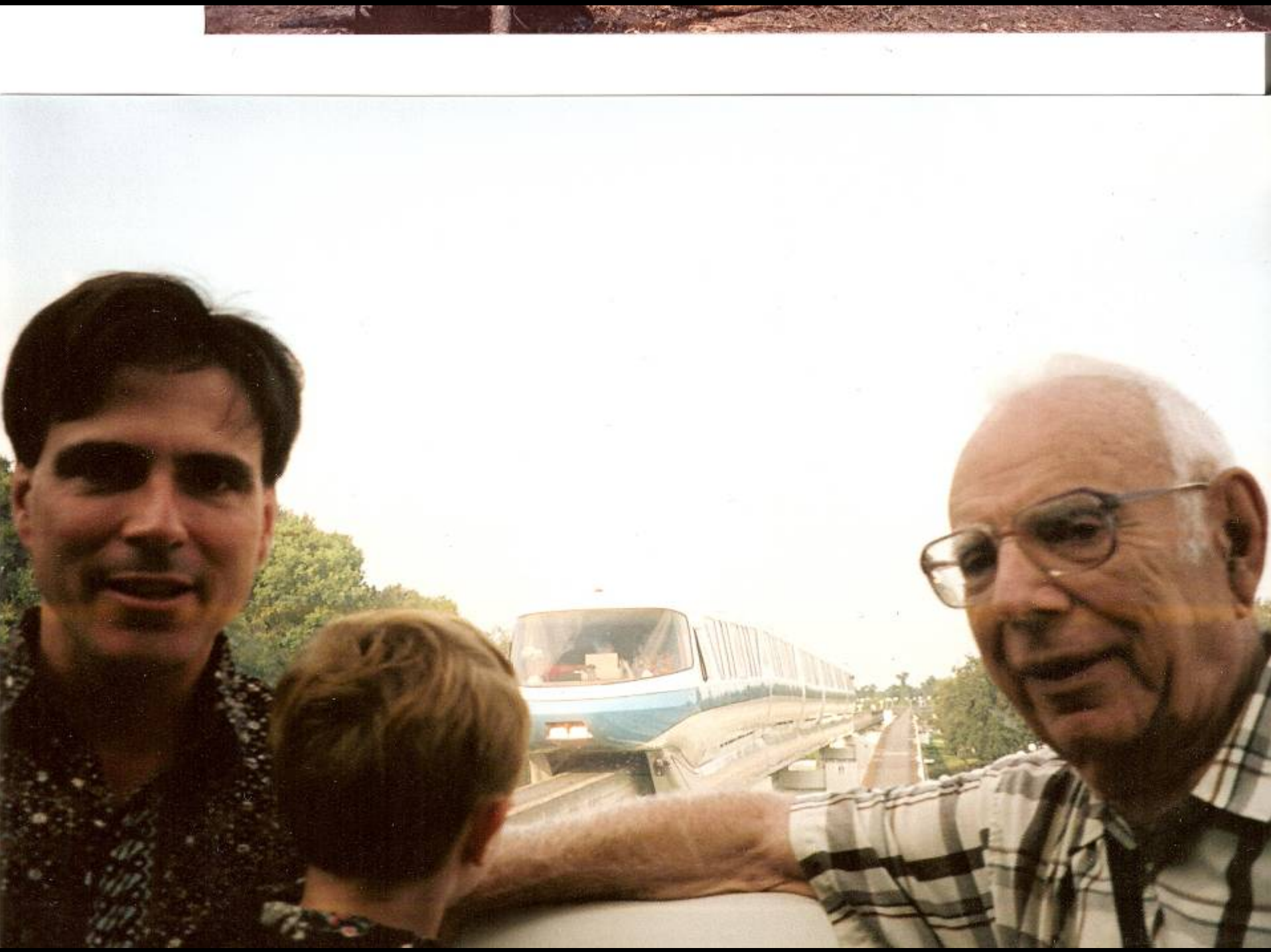
Comfort Zones

Identify why you aren't enthusiastic

Fear of embarrassment

Fear of failure

Sometimes all you have to do is ask!



Delegation

No one is an island

**You can accomplish a lot more
with help**

Delegation is not dumping

Grant authority with responsibility.

To the worst job yourself

Treat your people well

**Staff and secretaries are your lifeline; they
should be treated well!**

Alf Weaver Taught Me...

Specific thing to do

Specific date/time

Specific penalty

Or reward

... for **THEM**



Challenge People

- **People rise to the challenge: Delegate “until they complain”**
- **Communication Must Be Clear: “Get it in writing” – Judge Wapner**
- **Give objectives, not procedures**
- **Tell the relative importance of each task**



Never too Early to Delegate



Sociology

Beware upward delegation!

Reinforce behavior you want repeated

**Ignorance is your friend – I do not
know how to run the photocopier or
the fax machine**

Meetings

Average executive: > 40% of time

Lock the door, unplug the phone

Maximum of 1 hour

Prepare: there must be an agenda

1 minute minutes: an efficient way to keep track of decisions made in a meeting: who is responsible for what by when?



Technology

Janitor's comment

**Only use technology that's worth
it**

**NOKIA
5190
WITH
THAT?**

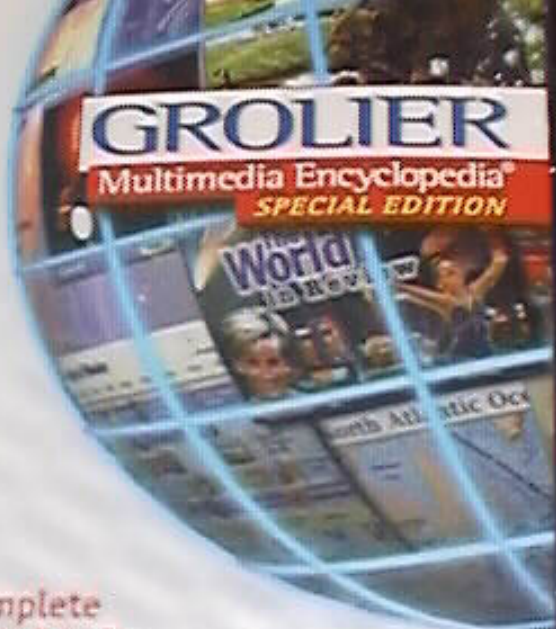


Shown with optional color faceplate.

FREE
ENCYCLOPEDIA
CD
ROM

plus 100
FREE
HOURS

See Back for Details.



Complete
from A to Z

#1 in Schools



Video of office worker was here

**Change the
way you're
doing things**





10 3 19 6





Randy's Magic E-Mail Tips



Save all of it, for searching

If you want something done, only one recipient.

If you really want something done, CC someone powerful.

Nagging is okay after 48 hours

Care and Feeding of Bosses

Time Management Advice

Write things down

When's our next meeting?

What's my goal to have done by then?

Who to turn to for help?

Remember: bosses want results !

General Advice: Vacations

Phone callers should get two options:

- 1. If urgent, contact John Smith at 555-1212**
- 2. Otherwise please call back June 1**

It's not a vacation if you're reading email.





Important Advice



Kill your television – 28 hours/week

**Turn money into time – especially
important for people with kids**

**Eat and sleep and exercise. Above all
else!**

General Advice

Never break a promise, but re-negotiate them if need be.

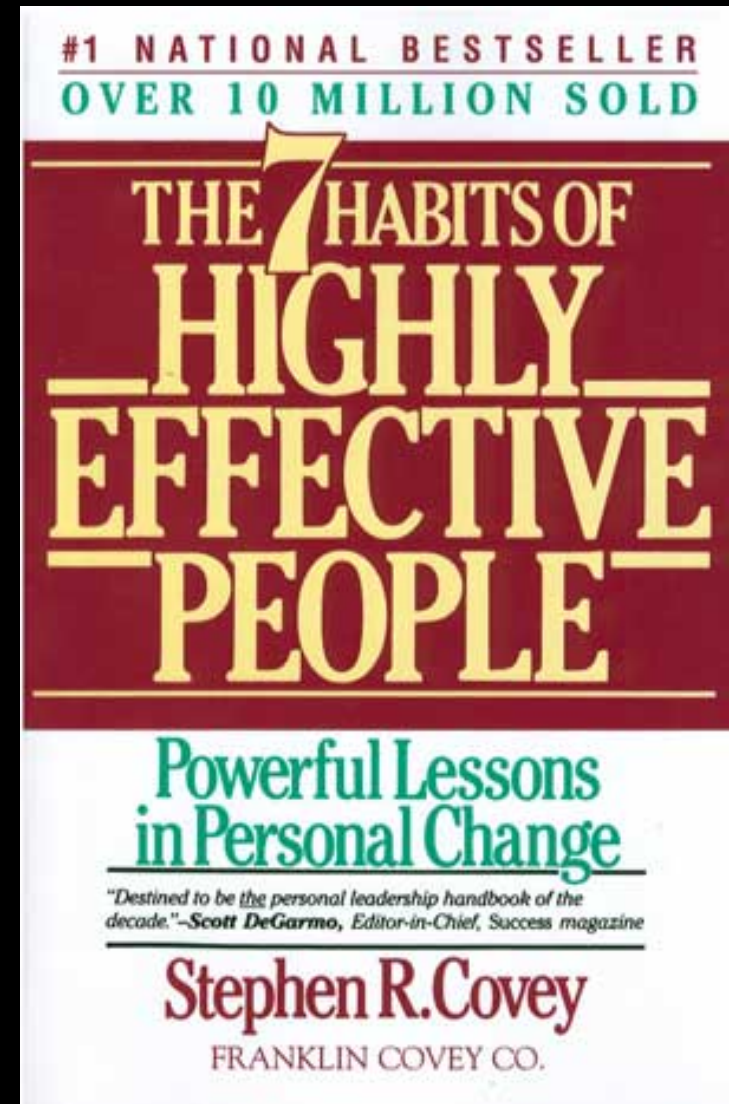
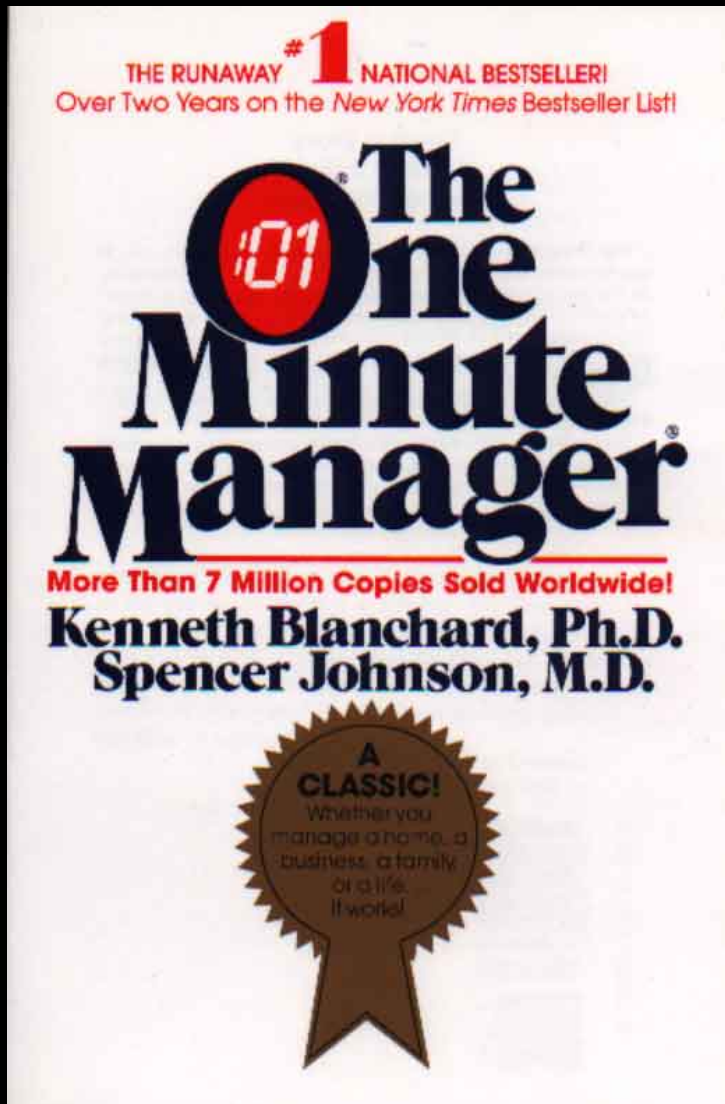
If you haven't got time to do it right, you don't have time to do it wrong.

Recognize that most things are pass/fail.

Feedback loops: ask in confidence.



Recommended Readings



Action Items



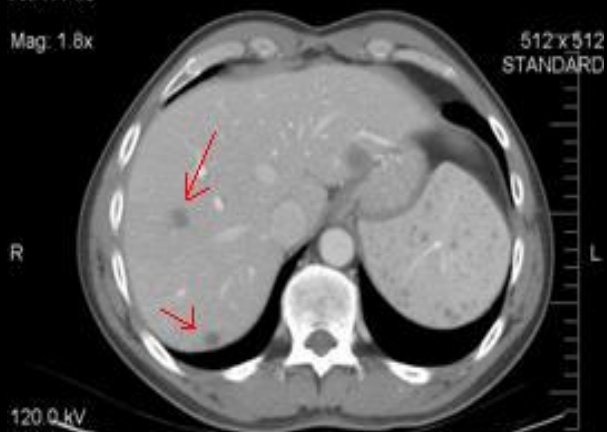
1. Get a day-timer or PDA
2. Put your TODO list in priority order
3. Do a time journal, or count hours of TV
4. Make a note in your day-timer to revisit this talk in 30 days. Ask “What have I changed?”

LightSpeed16
Ex: 32997
ABD-PELVIS
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Se: 2/5
Im: 15/151
Ax: I114.5

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5.0 mm
Tilt: 0.0
ET: 1.3 s
GP: 0.0 s
TS: 0.00 mm/s
SPR:
Lin DCM / Lin DCM / Id ID
W:500 L:55

P DFOV: 37.9 x 37.9cm

LightSpeed16
Ex: 32997
ABD-PELVIS
C: O/R_VISIPAQUE
Se: 2/5
Im: 19/151
Ax: I134.5

A M.D. Anderson Hospital 8
PAUSCH RANDY F
1960 Oct 23 M 695907
Acc: 6287387
2007 Aug 14
Acq Tm: 11:27:08

Mag: 1.8x

512x512
STANDARD



120.0 kV
300.0 mA
5.0 mm
Tilt: 0.0
ET: 1.3 s
GP: 0.0 s
TS: 0.00 mm/s
SPR:
Lin DCM / Lin DCM / Id ID
W:500 L:55

P DFOV: 37.9 x 37.9cm

Time Management

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