

LEADERSHIP AND TIME MANAGEMENT

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Abstract—When it comes to resources, it is primarily referred to material and financial and rarely human. It is assumed that human resources are used in the right way that their involvement, measured in time and intensity, is properly set to goals and tasks. Practice, unfortunately disproves this assumption. Employees spend too much time for unnecessary and low-priority activities, not realizing that the implementation of certain, key activities the requirement for achieving the required efficiency and effectiveness (Corey, 1994).

Keywords—Leadership, time management, organization, stress of leader, time and quality.

I. IMPORTANCE OF TIME FOR LEADERS

LEADERS exercise their leading position. Besides that, they have the role of manager and expert (figure1) which requests certain expenditure of time, depending on volume and dynamics of implementation of these roles. It is shown on image the size of the shaded area.

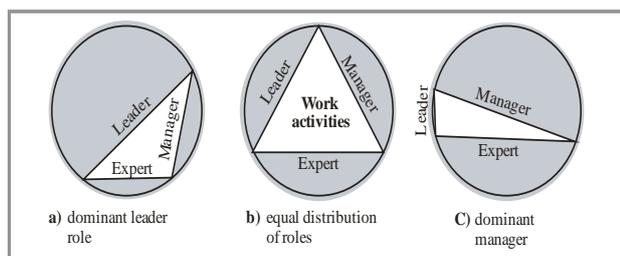


Fig. 1: Distribution of roles: Manager – Expert – Leader

Time is philosophical category that is used for sequence of events. In practice it is personal experience of available resources for implementation of tasks, personal and professional. Having in mind that time “flows”, the majority considers it as time spent for implementation of goals/tasks, and not as a potential for creative solving of issues. Therefore in practice appears the problem of time management, which is related to the prejudices (Mc Cormoack, 1984).

First prejudice is related to the attitude that the time management is the label for obsessive behaviour. Isolated, obsessive actions are not the problem always, but the general attitude that stresses the importance of time. Because of that these persons are felt guilty due to

lower productivity, they work overtime, they are nervous due to delays, they over-communicate with colleagues outside working hours etc. Stress is not only of internal character but is caused by the requests of environment, across the plane of the behaviour that needs to be looked up. In this regard there are two types of behaviour – type A and type M (TABLE I).

TABLE I: TYPES OF BEHAVIOUR

Type A	Type M
Unreasonable plans	Reasonable plans
Unreasonable goals	Reasonable goals
Hasty reactions	Long-term planning
Aggressiveness	Relaxation
Acquaintances	True friends
Frequently ill	Mostly healthy
Frantic behaviour	Achieves services
Rarely achieves results	Achieves results

In Japan it is used the term “Karoshi” for “Killed from work” because the majority works more than 3000 hours per year. This is especially prevalent among managers, which is caused by stress.

Second prejudice is related to the attitude that an individual can organize his activities but an organization is not capable, for many reasons:

- 1) Constant changes in the environment,
- 2) Changes in organization,
- 3) Changes in technology etc.

Third prejudice is related to the attitude that time management “suffocates” spontaneity and enjoyment.

Forth prejudice is related to the attitude that one style should apply to all, what is important for dominant culture. In this regard there are two types of time management (TABLE II).

Time management implies that individual/leader or organization is capable to effectively (goal-directed) and efficiently (with the least expenditure of resources) use time in daily activities. It requires the review of the concept of time management, particularly from the angle of quality, time planning, communication, conducting the

meetings, conflict solving and stressful situations.

TABLE II: TYPES OF TIME MANAGEMENT RELATED TO THE CULTURE

Type 1 - Linear	Type 2 – Overlapped
One task – person within a certain time	More tasks – persons within a certain time
Precise plans	General plans
Accurate/precise	Inaccurate/imprecise
Clearly defined objectives	Objectives often undefined
Oriented towards tasks	Socially oriented
Active	Relaxed
Structured	Flexible
Socialization on work is not encouraged	Socialization on work is present
Work commences and finishes during the day	Work commences later and is finished until the end of day
Efficiency is evaluated	Efficiency is less important than people
Procedures are clearly defined	Procedures are not clearly defined
Examples:	Examples:
USA	Africa
Canada	Middle East
Germany	Latin America
Switzerland	South Italy
Scandinavia	Greece

II. TIME AND QUALITY

Without going into the philosophical debate about time or quest for lost time (inspired by famous novel of Marcel Proust), we will consider the time as available resource for realization of each task. Although we have simplified the problem, solution is not at all easy. During latest 30 years new discipline has developed that resulted 3 generations of time management:

- 1) *Use of duties record*
- 2) *Use of personal reminders and agendas and*
- 3) *Planning, setting priorities and controls.*

Authors have opted for term “management” (Serbian: upravljanje) for Anglo-Saxon word “management” because in this paper a variety of activities is being treated and it is more appropriate to use word “management” (Serbian: upravljanje) (Arsovski, Arsovski, 2008) (TABLE 3).

TABLE 3: THREE GENERATIONS OF MANAGEMENT

Gen	Strengths	Weaknesses
1	<ul style="list-style-type: none"> • capacity to adapt • improved response to people • less pressure • simply planning • attention is paid to what should be done 	<ul style="list-style-type: none"> • without serious structure • opportunity to miss something • obligations towards others are neglected • relatively little success • solving problems “from crisis to crisis” • “real things” are those below us
2	<ul style="list-style-type: none"> • care of obligations and meetings 	<ul style="list-style-type: none"> • priority is given to a rather than people

	<ul style="list-style-type: none"> • greater success due to goals and planning • effective meetings and presentation due to preparation 	<ul style="list-style-type: none"> • what you want does not guarantee what is necessary or it represents pleasure • people are viewed as a means or obstacles regarding the goal • “true things” are true only if are foreseen by plan
3	<ul style="list-style-type: none"> • Presenting responsibilities for results • Connection with the values • Supporting the goals • convert the values to the objectives and actions • increase personal undertaking through daily planning and defining priorities • bringing order to life • greater ability to manage time and yourself 	<ul style="list-style-type: none"> • complacency due to control of things • unrealized power of vision • daily planning not enough for crisis management • fault in the event of default ambitious program • plan more important than people that are considered as pawns • less ability and flexibility • “true things” are determined based on urgency

Basic paradigms of time management represent in fact the maps of our hearts and mind, because from them arise our attitudes, behaviour and results. Therefore, what we see (our paradigm) leads to that what we do (our attitudes and behaviour) and this in turn leads to the results (Fig. 2).

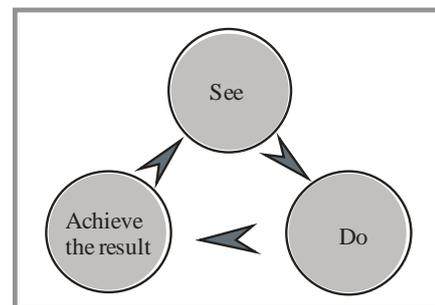


Fig. 2: Cycle of time management

If the change in results is demanded, that is required by system of quality management (QMS), we cannot change only our attitudes and behaviour, methods and techniques (do), but we have to change the basic paradigms (see). Because of that the change of method of planning will not, itself, bring greater and better achieving of results (read better quality). It should not insist to do things faster, better, to be more controlled, because premise that is related to control must be examined. Yet Plato noted that “the life that is not scrutinized is not worth living”. Due to the observed problems of time management of the third generation, there was a need for a fourth generation.

Fourth generation of time management

While first three generations of time management stressed the aspect of “urgency”, the fourth stresses “importance” with respect to the “urgency”. If these two aspects are parsed, four quadrants of our action are obtained (figure 3).

I quadrant represent events that are urgent and important. We do not spend much time but we react quickly in order to solve important problem. Some important activities will be urgent if we postpone them or if we do not devote enough attention to planning and prevention.

Quadrant **II** includes activities that are “important but not urgent”. This is a quality quadrant. Increasing the fund of time spent in this quadrant *increases the ability to improve the quality*.

Completely opposite is the quadrant **III** that includes “urgent but not important” activities. This is a quadrant of illusion that is often present in practice. Let us remember the expression “I kill myself over a job”, “I’m tired, swamped”, “What I had not worked” etc.

The quadrant **IV** is related to the activities that are neither urgent nor important”. This is the quadrant of time waste, which we should not consider.

	Urgent	Not urgent
Important	<p>I</p> <ul style="list-style-type: none"> ■ Crisis ■ Urgent issues ■ Project with agreed terms ■ Important meetings 	<p>II</p> <ul style="list-style-type: none"> ■ Preparation ■ Prevention ■ Defining the values ■ Planning ■ Building relationship ■ Training ■ Renewal of life force
Unimportant	<p>III</p> <ul style="list-style-type: none"> ■ Interruptions, individual phone calls ■ Certain courier, certain reports ■ Many urgent issues ■ Many popular activities 	<p>IV</p> <ul style="list-style-type: none"> ■ Trivial and useless work ■ Certain telephone calls ■ People with whom you waste time ■ Activities of “running away” ■ Unimportant work ■ Too much television

Fig. 3: Matrix urgent/not urgent

In practice there is often “running away” from hard quadrants **I** and **III** into quadrant **IV** that on first sight offers relaxation. If we consider the structure of this “relaxation”, we can see that spending time on useless phone calls dominates while “the house is on fire”. Because of that quadrant **IV** is not the quadrant of survival but of decline.

Results of many surveys show that employees often work on activities in quadrants **I** and **III** where the aspect of urgency is dominant and they consider that the increase of the quality of the work is accomplished in the quadrant **II** where dominate 7 key activities:

- 1) *Improvement of personal communication,*
- 2) *Better preparation,*
- 3) *Better planning and organization,*
- 4) *Better self-care,*
- 5) *Utilization of new chances,*
- 6) *Personal improvement and*
- 7) *Active involvement of other.*

At traditional time management there is a gap between daily planning and what follows from the vision and mission. Because of that through weekly perspective must be integrated two previous point of view of time (Fig.4).

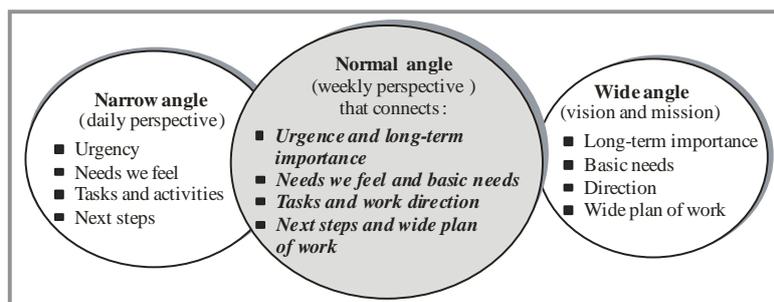


Fig. 4: Role of weekly perspective of time observation

Process of organization in IV generation of time management

Firstly we point out once again the essence of **IV** generation of time management – the process of placing the right things on right place.

Process of organizing in **IV** generation of time management consists of 6 steps that are:

- 1) *Relation to vision,*
- 2) *Identification of roles,*
- 3) *Choice of targets in quadrant II for each role,*

- 4) *Defining the frame for decision making during the week,*
- 5) *Achieving integrity at a given moment,*
- 6) *Evaluation of the results achieved (Fig. 5).*

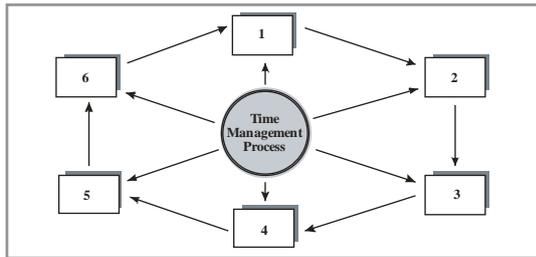


Fig. 5: Cycle of time management

Determine the vision (first step) is performed by answering the following question:

- 1) What is the most important?
- 2) What gives sense to your life?
- 3) What do you want to be and work in your life?

For such determined mission and vision in step 2 the roles are being determined. For each role in step 3 the targets are being determined and through weekly planning of date of activities per priority (step 4). Thereby in weekly calendar (Monday-Saturday) private and professional activities are being entered.

In step 5 (demonstration of integrity at a given moment) the transfer of mission on given task is implied. In order

to achieve this, it is recommended:

- 1) Advance planning of your day,
- 2) Set the priorities,
- 3) Use of techniques for daily schedule (for example "T planning" where on the left side there are time-sensitive activities and on the right side less time-sensitive activities).

In step 6 the evaluation of the effectiveness of time management is performed, by answering the following questions:

- 1) Which targets have I achieved?
- 2) With which challenge have I met?
- 3) Which decisions have I made?
- 4) Have I, during decision making, put the right things in the right place?

In order to implement successfully the paradigm of forth generation of time management, it is necessary to foster conditions for continuous training and improvement, what is the request of QMS. (picture 6).

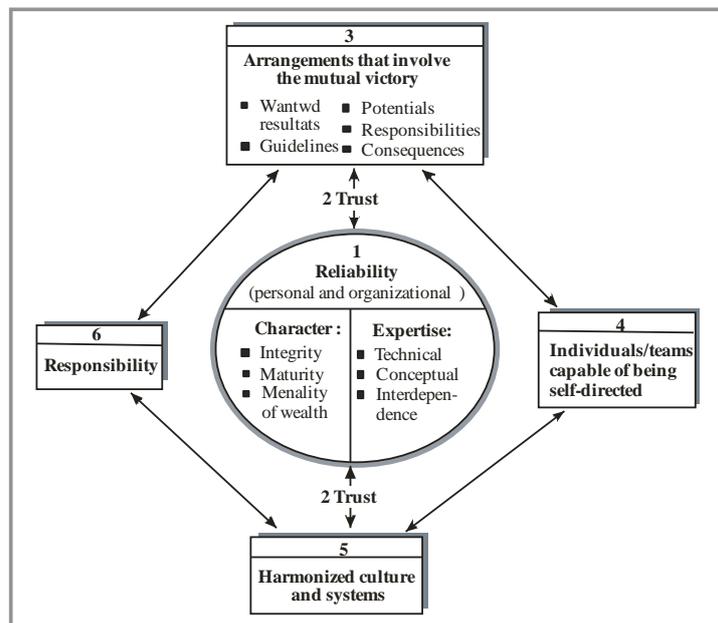


Fig. 6: Interdependence of conditions for training

Each of elements from picture 6. can be analysed separately but it must be emphasized that greater effect of training is achieved by synergistic effect of all conditions (Westcott, 2002).

Leadership is included through aspect 1 (Reliability), 2 (Trust), and 3 (Arrangements that involve the mutual victory) and partly 4 and 5. Responsibility is dominantly characteristic of management.

III. TIME PLANNING

Time analysis

In order to plan time successfully, previously the analysis of spent time must be undertaken, i.e. analysis of whether the time is used rationally (Sehested & Sonnenberg, 2011). Rational usage of time includes:

- 1) Prudent use of time for target-directed activities,

2) *Process of assessment and planning ways time to be used for achieving the targets.*

Leaders should consider their situation from strategic perspective, having in mind achieving the vision and strategic goals. It means that they use available time for doing right things, with right partners and on right places. In this regard they should constantly ask the questions:

- 1) *Is the greater effect achieved through their own efforts or through others?*
- 2) *Will they spend their time for acquiring the experience or reading case studies etc?*
- 3) *Having in mind the activities of leader, in this phase it is necessary to consider expenditure of time for these activities, grouped by:*
- 4) *Activities that lead to growth and improvement*

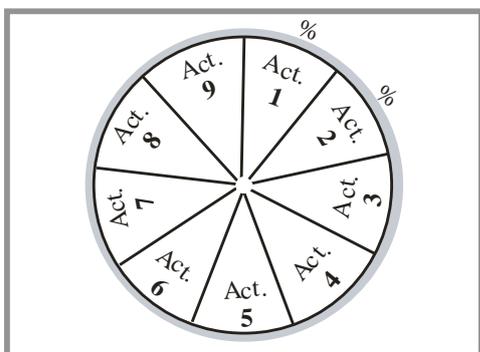
of organization,

- 5) *Activities of managing the people,*
- 6) *No managerial (expertise) activities.*

Steps in analysing time are (Sussland, 2002):

- 1) *Creating the table of this form: Entering the time spent for activities,*
- 2) *Entering the time spent for activities,*
- 3) *In the end of each day and week calculate the hours spent,*
- 4) *Analysis of activities,*
- 5) *Conversion the table in the picture, with percentage of time expenditure,*

Day	a			b			c			Total time
	Act 1	Act 2	Act 3	Act 4	Act 5	Act 6	Act 7	Act 8	Act 9	
Monday	1	1	1	1	1	1	0.5	1	1	8.5
Tuesday	1	1	2	1	2	1	1	1.5	0.5	11.0
Wednesday	2	-	0.5	1.5	0.5	1	1	0.5	0.5	7.5
Thursday	-	1	0.5	1	0.5	0.5	1	0.5	1	5.0
Friday	2	2	1	0.5	1	0.5	0.5	0.5	1	9.0
Total time/act	6	5	5	5	5	4	4	4	4	42.0
% of time										



used, having in mind:

- a) *Priority activities,*
- b) *Time spent outside the work,*

Activities in which the activities are held from the aspect of time expenditure.

Time and planning

During the time planning it is necessary to determine the main targets, key activities and relevant tasks (TABLE 4).

6) *Evaluation if the available time was rationally*

TABLE IV: SCHEDULE IN WEEK NO. _____

Activities related to targets	Target result of activity	% of time required	Number of hours per week	Key activities
Strategic planning	Strategic plan	20%	8	<ul style="list-style-type: none"> ▪ Determine the elements of vision and mission ▪ Analyse the strategic plan
⋮				
TOTAL		100	40	

There was a difference between current organization of time and target organization of time. According to priorities of activities it is necessary to create plan so that more time is available for priority activities. On Fig. 7. it is shown the adjustment of time for one of key activities

of leader. It is shown on the picture that leader has deficit time for activity 1, that is achieved by the redistribution of time with less important activities.

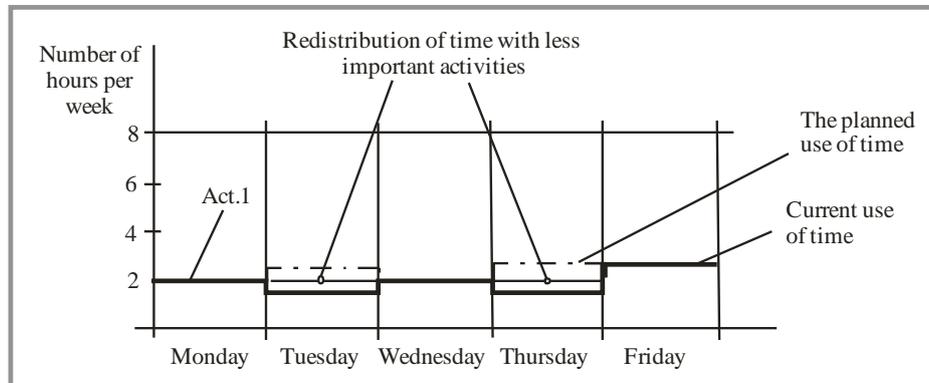


Fig. 7: Redistribution of time

Regarding the time planning many advices are being used, of which we recommend:

- 1) *Provide yourself with some free space (time),*
- 2) *Reorganize your time so the emphasis is on what needs to be done,*
- 3) *For repeating activities determine the most appropriate time of commencement and end.*

Time management of leader

In managing of their time (Mancini 2003), it is assumed that leaders:

- 1) *Monitor and analyse the schedule (their and of associates), analysing if there is a progress in achieving of targets. If it is a statement of "always" or "often" and less "never" or "sometimes" it is the case of good time management.*
- 2) *Spend less time on activities of lower priority. Solution: delegate them to associates,*
- 3) *Delegate the tasks creatively,*
- 4) *Delegate the tasks for results, through:*
 - a) *Determine the tasks to be delegated,*
 - b) *Delegate the tasks that are not challenging for you or they require for example meticulousness, persistence, personal contacts etc,*
 - c) *Find the right person for certain task,*
 - d) *Clearly express requirements and expectations regarding the successfulness, time frame and budget,*
 - e) *Delegate competence (power) and not only responsibility,*

f) *Withdraw from the delegated tasks*

In time management there are many obstacles. It is necessary that leaders find out common obstacles (e.g. chaotic work environment, unnecessary travel and communication etc).

Solutions for rational time management in conditions of unfavourable organizational culture and working environment are:

- 1) *Rational usage of time, to study the types of obstacles and develop plans for emergency situations*
- 2) *Effective overcoming of obstacles at work, so that you rapidly eliminate them or for example refuse to receive visitor who has not scheduled a meeting or you schedule it later or elsewhere, with some other event,*
- 3) *Rational use of time in work that requires immediate response.*

In solving problems of poorly organized work space, the procedure of seven steps can be used:

- 1) *Planning the sorting and disposal of material,*
- 2) *Fully discharge of working desk,*
- 3) *Immediately discard unnecessary things,*
- 4) *Buy necessary material ,*
- 5) *Sort materials,*
- 6) *Neatly sort materials*
- 7) *Constantly adapt working area to new needs of work.*

Regarding the obstacles in time management it should be indicated:

- 1) *Problem of delay at work*
- 2) *Poorly planning of meetings and*
- 3) *Unnecessary travels.*

Using ICT some of these obstacles can be reduced or avoided (such as video conference instead of personal contact, work on PC during the flight etc.)

IV. STRESS OF LEADER AND TIME MANAGEMENT

Causes and consequences of stress on leader behaviour

If we start from the basic attitude that the time management is related to how the personnel, including leaders, use time, it leads to the conclusion that the time management is related to managing the people. It requires constant communications and as consequence – the stress.

Stress can motivate to action and it can be the blocker of action. It means that the stress is personal feeling – it applies to each individual, mostly negative, as reaction to professional environment.

There is a connection between time management and stress. If the time management is effective, some types of stress are reduced or eliminated. On the other hand, stress affects the rational use of time because individuals express the stress through:

- 1) *Behaviour,*
- 2) *State of mind,*
- 3) *Change of physical health.*

Changes of behaviour caused by stress are:

- 1) *Aggressiveness,*
- 2) *Self-destructiveness,*
- 3) *Absence from work,*
- 4) *A lot of/a bit of talking,*
- 5) *Higher consumption of medicaments, drinks, drugs,*
- 6) *Excessive laughter*
- 7) *Infantile behaviour,*
- 8) *Increased need to check others,*
- 9) *Hyperactivity etc.*
- 10) *Changes of state of mind, caused by stress are:*
- 11) *Greater forgetfulness, impatience, tension*
- 12) *Lack of concentration,*
- 13) *Lack of creativity,*
- 14) *Desire to succeed at all costs,*
- 15) *Sense of loneliness*
- 16) *Reduced objectivity,*

- 17) *Lack of motivation,*
- 18) *Increase of feelings of incompetence/helplessness,*
- 19) *Inability to relax,*
- 20) *Depression etc.*
- 21) *Changes of physical health, caused by stress are:*
- 22) *Pains,*
- 23) *Decrease in sexual desire,*
- 24) *Insomnia, fatigue etc.*

For elimination/reduction of stress it is recommended a large number of advices, such as:

- 1) *Movement,*
- 2) *Laugh,*
- 3) *Count to ten,*
- 4) *Expression of positive emotions,*
- 5) *Do not bring work to home,*
- 6) *Spend more time for recreation,*
- 7) *Spend free time alone or with a partner,*
- 8) *Use of techniques of mediation,*
- 9) *Have a hobby,*
- 10) *Read books etc.*

It is necessary that every leader finds his system of defence against stress, having in mind:

- 1) *Causes and consequences of stress,*
- 2) *Separation of situations from causes of stress,*
- 3) *Own perception of “normality”,*
- 4) *Review the specific causes of stress,*
- 5) *Which things/people who can cause stress,*
- 6) *Willingness to come out of the “comfort zone”,*
- 7) *Finding more comfort zones,*
- 8) *Secrets of comfort zones etc.*

While analysing, the leader has to consider whether it is better to cope with the causes and consequences or to find solution in private life. Despite the fact that the stress is generally negative feeling, leader has to be prepared to manage the stress and to be aware of his feelings.

Solving stressful situations

At solving stressful situations, leader firstly has to determine what is expected from him. If he achieves expectations, he creates the conditions to work in environment without stress. Other condition is meeting one's own expectations (Fig. 8).

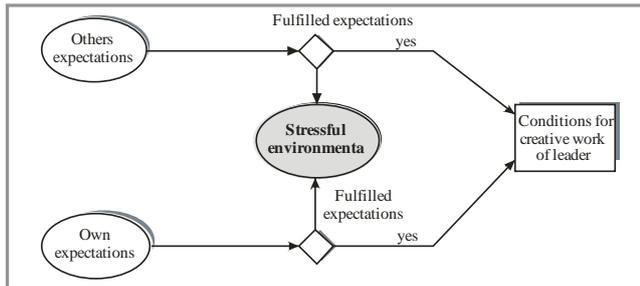


Fig. 8: Creating the conditions for creative work of leader

Leader should review expectations:

- 1) *Do they have sense,*
- 2) *If he is capable for saying "no". If the answer is "no", it is necessary:*
 - a) *Refuse expectations rather than individual,*
 - b) *Do not make exceptions,*
 - c) *Observe the hidden messages,*
 - d) *Think about alternatives.*

Very frequently own expectations are the major cause of stress and thus a rational use of time. Leader has to repeat that he is not a superhuman, that he has his own limits and in accordance with them to plan his activities and time with less stress (Adair & Alen, 2003).

Stress of leader can cause associates and environment. If it is the case of associates, he has to define the standards of work and behaviour, to delegate successfully the work and evaluate their successfulness.

Environment, as a cause of stress, is more dangerous because the same can not be much affected. Therefore leader must:

- 1) *Anticipate problems and fight with them,*
- 2) *Think about unforeseen circumstances (risks),*
- 3) *Avoid panic behaviour and procedure of "fire extinguishing"*
- 4) *Preventive actions before the unfortunate event*
- 5) *Take the time for proactive thinking.*

In order to achieve harmonious action of leader, he must to have balanced "wheel of life" with the following eight axes (Pocket Mentor, 2006):

- 1) *Family life,*
- 2) *Social life,*

- 3) *Personal development,*
- 4) *Health,*
- 5) *Attitudes,*
- 6) *Carrier,*
- 7) *Financial situation and*
- 8) *Spiritual life (Fig. 9).*

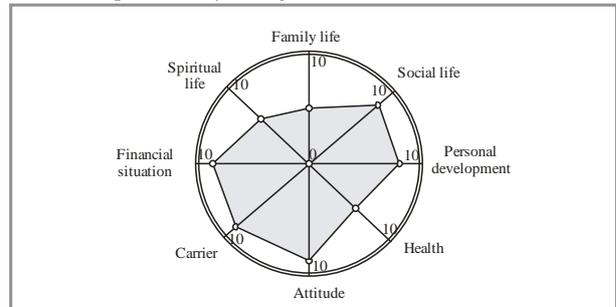


Fig. 9: Wheel of life

On the picture it is shown that a certain leader had high scores of social life, attitudes, carrier and financial situation. Because of significantly lower scores in other areas, his wheel of life is not well balanced so as a consequence he as a stress and with this wheel of life he cannot reach far.

V. KNOWLEDGEMENT

The work is part of research project 41010, funded by the Ministry of Science and Technological Development of the Republic of Serbia.

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