

# Time management



# Timeframes and schedules




'Time is money,' says the famous phrase. The **timescale** or **timeframe** is the overall period during which something should happen or be completed.

The **lead time** is the period of time it takes to prepare and complete or deliver something.

The times or dates when things should happen is a **schedule** or **timetable**.

If work is completed at the planned time, it is **on schedule**; completion before the planned time is **ahead of schedule** and later is **behind schedule**. If it happens later than planned it is **delayed**; there is a **delay**. If you then try to go faster, you try to **make up time**. But things always take **longer than planned**.

A period when a machine or computer cannot be used because it is not working is **downtime**.

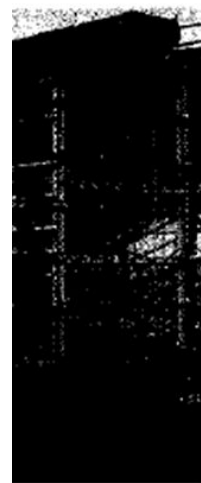
 <b>WEEKLY SCHEDULE</b>		NAME:		WEEK OF:	
	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
MATH					
LITERATURE					
COMPOSITION					
HISTORY					
SCIENCE					
HANDWRITING					
GEOGRAPHY					
BIBLE					

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## Projects and project management

A **project** is a carefully planned piece of work to produce something new.

Look at this Gantt chart for building a new supermarket.



supermarket

		Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
stages	Prepare site	X	X	X									
	Build walls			X	X	X							
phases	Build roof						X	X	X				
	Fitting out								X	X	X	X	
steps	Finish site									X	X	X	
	Recruit employees									X	X	X	
tasks	Opening												X

These stages **overlap**: the second one starts before the first finishes.

These stages are **simultaneous**; they run in parallel. They happen at the same time.

**Project management** is the managing of these stages. Big projects often include **bonus payments** for completion early or **on time**, and **penalties** for late completion.

**42.1** This is what actually happened in the building of the supermarket described in B opposite. Use appropriate forms of expressions from A and B to complete the text.

	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O
Prepare site	X	X	X	X	X	X	X										
Build walls								X	X	X							
Build roof											X	X					
Fitting out												X	X	X	X	X	
Finish site													X	X	X		
Recruit employees															X	X	X
Opening																	X

The overall (1) ..... was originally 12 months, but the project took 17 months. It started on (2) ..... in June, but site preparation took (3) ..... because of very bad weather in the autumn. Site preparation and building the walls should have (4) ....., but the walls were started in January. We were able to (5) ..... a bit of time on the roof: it took two months instead of three, but we were still behind (6) ..... . The next (7) ..... was fitting out the supermarket, but there was an electricians' strike, so there were (8) ..... here too. The store opened in October, but now there's a lot of (9) ....., when the computers don't work.

## Time tips

Lucy Speed runs seminars on how to manage time:

Everyone complains that they never have enough time. Lots of employees do my **time management** courses, to learn how to organize their time. Here are some ideas:

- Use a **diary** (BrE) or **calendar** (AmE) to plan your day and week. **Personal organizers** (small pocket-size computers) are good for this.
- Plan your day **in advance**. Make a **realistic plan** (not just a list) of the things you have to do, in order of importance: **prioritize** them. Work on things that have the highest **priority** first.
- Avoid **interruptions** and **distractions**, which stop you doing what you had planned.
- Do jobs to a realistic level of **quality** in the time **available**, and to a level that is really necessary. Don't aim for **perfectionism** when there is no need for it. Try to **balance time, cost and quality**.



Harry is a magazine journalist. Give him advice based on the ideas in C. The first one has been done for you.

- 1 Harry started the day by making a list of all the things he had to do.  
*You should make a realistic plan and prioritize the things you have to do, not just make a list.*
- 2 He started an article, but after five minutes a colleague asked him for help. Harry helped him for half an hour and then they chatted about last night's television.
- 3 He started on his article again, but he heard police cars outside and went to the window to look.
- 4 He wanted to make the article look good, so he spent a lot of time adjusting the spacing of the lines, changing the text, etc. even though an editor would do this later.
- 5 At 6 pm he realised he hadn't started on the other article he had to write, but he went home. On the train, he realized he had arranged to have lunch with an important contact, but had forgotten.
- 6 Harry decided he needed some training to help him change his behaviour.