

CONTENTS

Introduction	13
Time and Executive Effectiveness—The Time Problem as a Symptom of Other Difficulties—A Practical Program for the Reader	
I. Lack of Time: Problem or Symptom?	17
Problem of Sufficient Time—Long Hours and Accomplishment—The Problem of Delegation—Self-Organization, Starting from the Inside! (Executive Ineffectiveness as a Result of Inner Tensions)—The Situation Analysis: Preparation for Analysis, Collecting Data, The Job in Perspective, Identification of Specific Time-Problem Areas	
II. Where Does the Time Go?	26
Four Examples of Executive Time Analysis—Immediate Effect of Knowing How Time Is Spent—Preparing for Analysis—Gathering Necessary Data: Detailed Sampling for Short Period, A Long-Term Audit, Record of Time Spent Away from Office	
III. The Job in Perspective	43
Need to See Job in Perspective—Drawing Up a Position Description: Duties, Responsibilities and Authorities, Direct Supervision over Others, Qualifications, Results Expected—Time Spent on Consideration of Future Plans—Drawing Up Balance	

Sheets for Problem Identification of Key Results Desired, of Recap of Short-Term Audit, of Long-Range Audit—Evaluation of Job's Growth Possibilities

IV. Identifying the Main Problem Areas . . . 53

Am I Trying to Cover Too Much Ground?—Are Key Bases Covered?—Are Operations Sufficiently Programmed?—Is There a Proper Cutoff Point for Personal Decisions?—Are Significant Variables Getting the Significant Time?—Am I Getting the Most Out of Control Reports?—Am I Putting Too Much Off Until Tomorrow? (Excuses for Not Acting, Getting "One Ahead," Diluting Decisions, Half-Measures, Reluctance to Give Straightforward Answers, Substitution of Plans and Promises for Real Follow-Up, Physical Factors)

V. Time Robbers: Worries and Tensions . . . 97

Extent of the Problem of Tensions—Impact of Tensions on Efficiency—Universality of Tensions as a Problem—Good Effects of Tension—How Tensions Rob Time—Sources of Executive Tensions: Self-Underestimation, Distrust of One's Own Judgment, Inability to Trust Subordinates, Guilt for Having Authority—The Dividing Line Between Beneficial and Harmful Tensions—What to Do About Tensions *By Saul W. Gellerman, Ph.D.*

VI. Delegation: A Basic Executive Problem . . . 115

Definition of Delegation and Assigning—Manifestations of Effective and Defective Delegation—Analysis of What Can Be Delegated: Something Someone Else Can Do Instead, Better, at Less Expense, with Better Timing; Anything Contributing to Training and Developing Others—Causes of Failure to Delegate—Aspects of the "Normal" Problem—The "Linked Pin" Concept of Organization

VII. Effective Business Conferences 139

Definition of a Business Conference—Pitfalls of the Conference Method—Types of Conferences—The

Conference Leader—The Participants—Frequency, Duration, and Timing—Physical Arrangements—Preparation—Ground Rules—The Discussion—Illustrative and Reference Materials—Minutes—Follow-Up

VIII. Guides to Better Communication 165

Communication as a Key Factor in Business—Telling Enough—Establishment of Proper Wave Length—Vague Words—Tone—Acquiring the Reader's Self-Interest and the Appeal to Action—Counteracting Insecurity and Fear—Telling All Persons Concerned—Curtailement of Unnecessary Communication—Brevity—Preparation and Organization of Formal Communication—Employing "Known Faster Devices"—Importance of Listening

IX. Improving Speed and Comprehension in Reading 179

Speed Not Enough—A Test to Evaluate Reading Speed—Reading Habits—Comprehension—Retention—Methods of Reading—Gadgets Are Not the Answer—Some Do's and Dont's for the Business Reader—Bibliography of Books to Improve Reading
By Hilda Whitener Yoder, M.A., L.H.D.

X. Practical Steps Toward Self-Organization . 196

Summing Up for Action Steps—Deciding the Seriousness of the Individual Problem—Detailed Analysis—Review of Basic Objectives—A Frank Look at Tensions—Recap of Problem-Area Identifications and Drawing Up a Checklist for Action

Index 205