

Why Are We Here? Being Intentional with How We Manage Our Time

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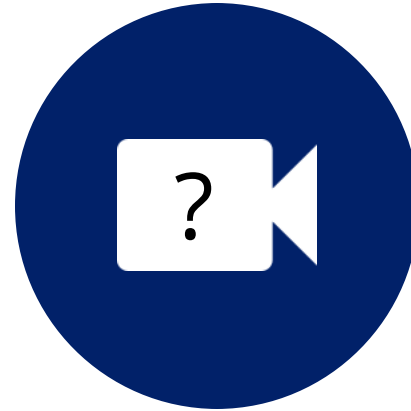
EMORY
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MEDICINE

Graduate Medical Education

WELCOME!



Please Start with Audio
Muted



Video is Optional



Multiple Options to
Engage: Chat, Audio,
Poll Everywhere

Think about your
(a)typical week...
how many hours are
spent in meetings?

Which meetings did you consider?
(Committee meetings? Department
meetings? Office hours/Student
meetings? Research meetings? Others?)





Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app



**Why Are We
Here?
... And where
are we trying
to go?**




Session Objectives

- Define time management
- Describe benefits of time management
- Discuss factors to consider when selecting time management strategies
- Select evidence-based strategies for time management





Time Management



“a form of decision making used by **individuals** to structure, protect, and adapt their time to changing conditions.” (Aeon & Aguinis, 2017, p. 311)

Benefits of Time Management

- Patzak, A., Zhang, X., & Vytasek, J. (2025). Boosting productivity and wellbeing through time management: Evidence-based strategies for higher education and workforce development. In *Frontiers in Education* (Vol. 10, p. 1623228). Frontiers Media SA.

Key findings

Wellbeing reduces stress, burnout, and anxiety.

Performance enhances job performance and academic achievement.

Motivation boosts engagement, persistence and self-efficacy.

Procrastination reduces procrastination, especially in higher education.

Learning strategies encourage cognitive and metacognitive strategies.

Task characteristics: autonomy and interruptions require planning.

Individual differences: gender, age, and conscientiousness affect time management.

Training improves time management effectiveness, wellbeing and performance.



Context matters!

Factors to consider...

Time norms and structures

Individual time-related differences

Temporal awareness

Look behind the curtain...

TABLE 3

Summary of Why Time Structures and Time Norms Affect Time Management at Different Levels of Analysis

Level of analysis	Time structures	Time norms
Team	Teams agree on rules via consensus. Such rules can be time-related (e.g., work starts at 8 a.m. sharp) and influence the time management behaviors of individual members.	
Organization	Organizations use time structures (e.g., business hours, project timelines) to standardize and control individual time management practices.	
Country	Cultures and institutions have different ways of organizing time—hence the differences in time zones, business days, and other time structures across countries and institutions. Individuals such as travel executives and global entrepreneurs must be mindful of those differences to seamlessly coordinate their global operations.	

Aeon, B., & Aguinis, H. (2017). It's about time: New perspectives and insights on time management. *Academy of management perspectives*, 31(4), 309-330.

Look behind the curtain...

TABLE 3

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Level of analysis	Time structures	Time norms
Team	Teams agree on rules via consensus. Such rules can be time-related (e.g., work starts at 8 a.m. sharp) and influence the time management behaviors of individual members.	Teams develop implicit time-related norms that can constrain individual time management (e.g., time is precious in our team, and wasting it will be severely punished).
Organization	Organizations use time structures (e.g., business hours, project timelines) to standardize and control individual time management practices.	Through socialization and reward systems, organizations instill time norms in employees to channel their individual time management practices toward organizational goals.
Country	Cultures and institutions have different ways of organizing time—hence the differences in time zones, business days, and other time structures across countries and institutions. Individuals such as travel executives and global entrepreneurs must be mindful of those differences to seamlessly coordinate their global operations.	Different cultures and institutions have wildly different norms with regard to time. To avoid conflict, the frequently traveling employee must be time-culturally savvy.

Aeon, B., & Aguinis, H. (2017). It's about time: New perspectives and insights on time management. *Academy of management perspectives*, 31(4), 309-330.

Pause to ponder...

- What time structures exist within:
 - Your team(s)?
 - Your Emory Dept/SOM?
- What time norms exist within:
 - Your team(s)?
 - Your Emory Dept/SOM?



Individual Perspectives (Temporal awareness)

“belief that time is a real, finite resource that needs to be budgeted.” (Aeon & Aguinis, 2017, p. 319)

“there are only so many hours in day ... activities come at a temporal cost” (Aeon & Aguinis, 2017, p. 319)

South African Time

Explained



GOODTHINGSGUY

Example:
Temporal awareness &
Country-level Time
Norms

Individual Perspectives (Time Preferences)



Polychronic time preference

Task switching (Multitasking)
Flexibility
Prioritizing relationships
Less predictable
Rescheduling is common



Monochronic time preference

One project at a time
Strict schedules
Prioritizing productivity
Individualist motivation
Punctuality

Individual Perspectives (Time Boundary Styles)

Segmentors

- Strict boundaries between work and personal lives.

Integrators

- Porous boundary between work and personal life

Pause to ponder...

- What is your time preference? (Polychronic vs Monochronic)
- What is your time boundary style? (“Segmentors” vs “Integrators”)
- Does your preference/style vary by context/setting/environment?



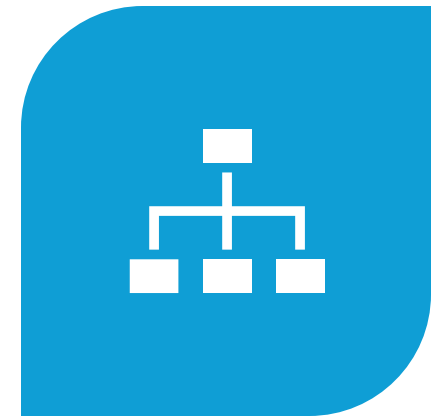
Evidence-based Time Management Strategies



GOAL-SETTING &
PLANNING



PRIORITIZING &
SCHEDULING



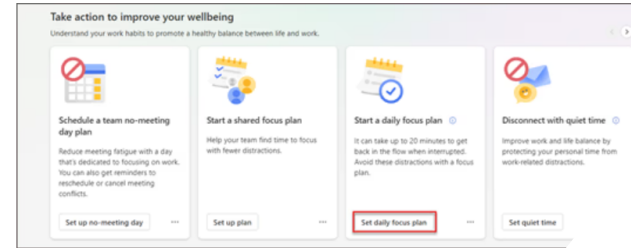
ORGANIZING &
CONTINGENCY PLANNING

Evidence-based Time Management Strategies

- Goal-setting & Planning
 - Set realistic and attainable goals
 - Optimize realistic planning

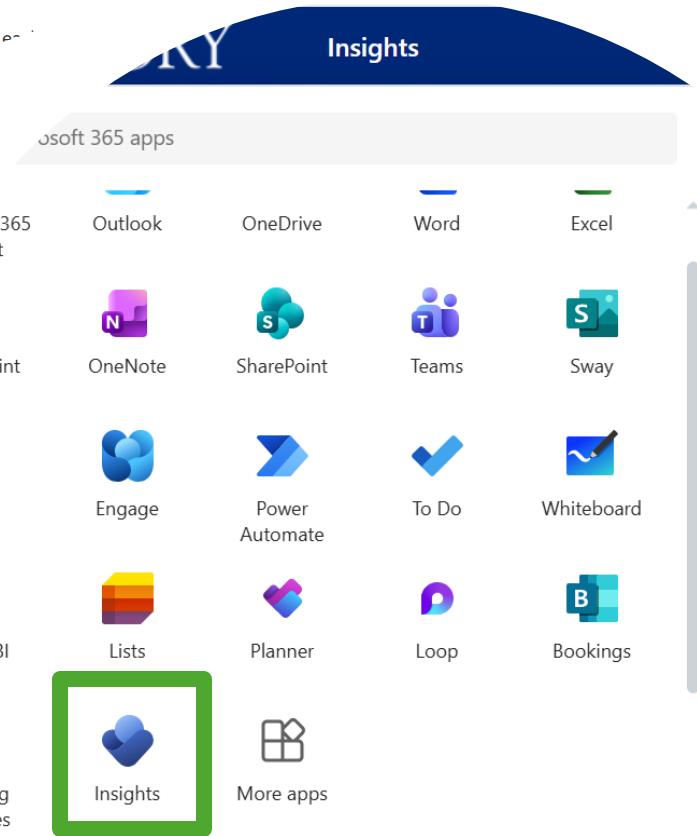
To start a focus plan:

1. Go to the **Take action to improve your wellbeing** section of your Wellbeing t
2. Find the **Start a daily focus plan** card, then select **Set daily focus plan**.



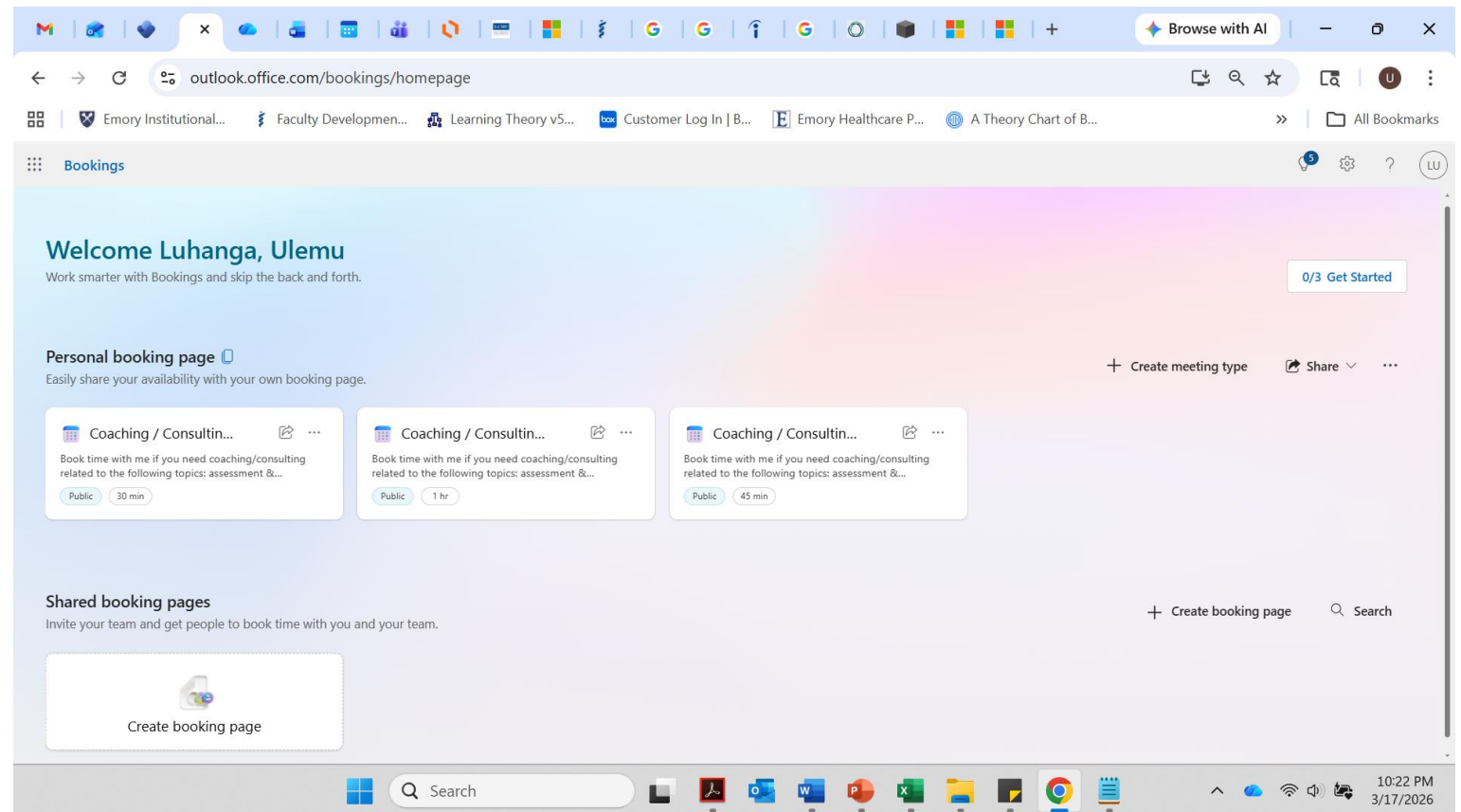
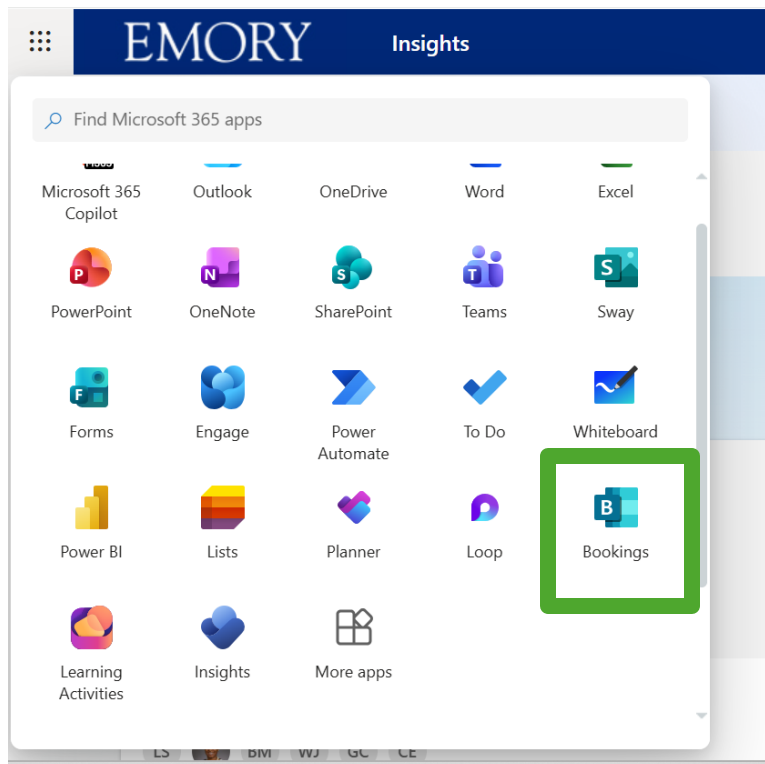
Completed, configure your plan settings based on:

Time you want to schedule each day



Evidence-based Time Management Strategies

- Prioritizing & Scheduling
 - Prioritize
 - Effective Scheduling
 - Maintain focus
 - Involve a team

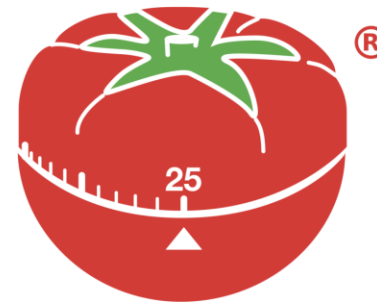


Evidence-based Time Management Strategies

- Organizing & Contingency planning
 - Reward yourself for achievement
 - Manage potential distractions
 - Problem solve and manage barriers
 - Analyze progress and time management strategies periodically

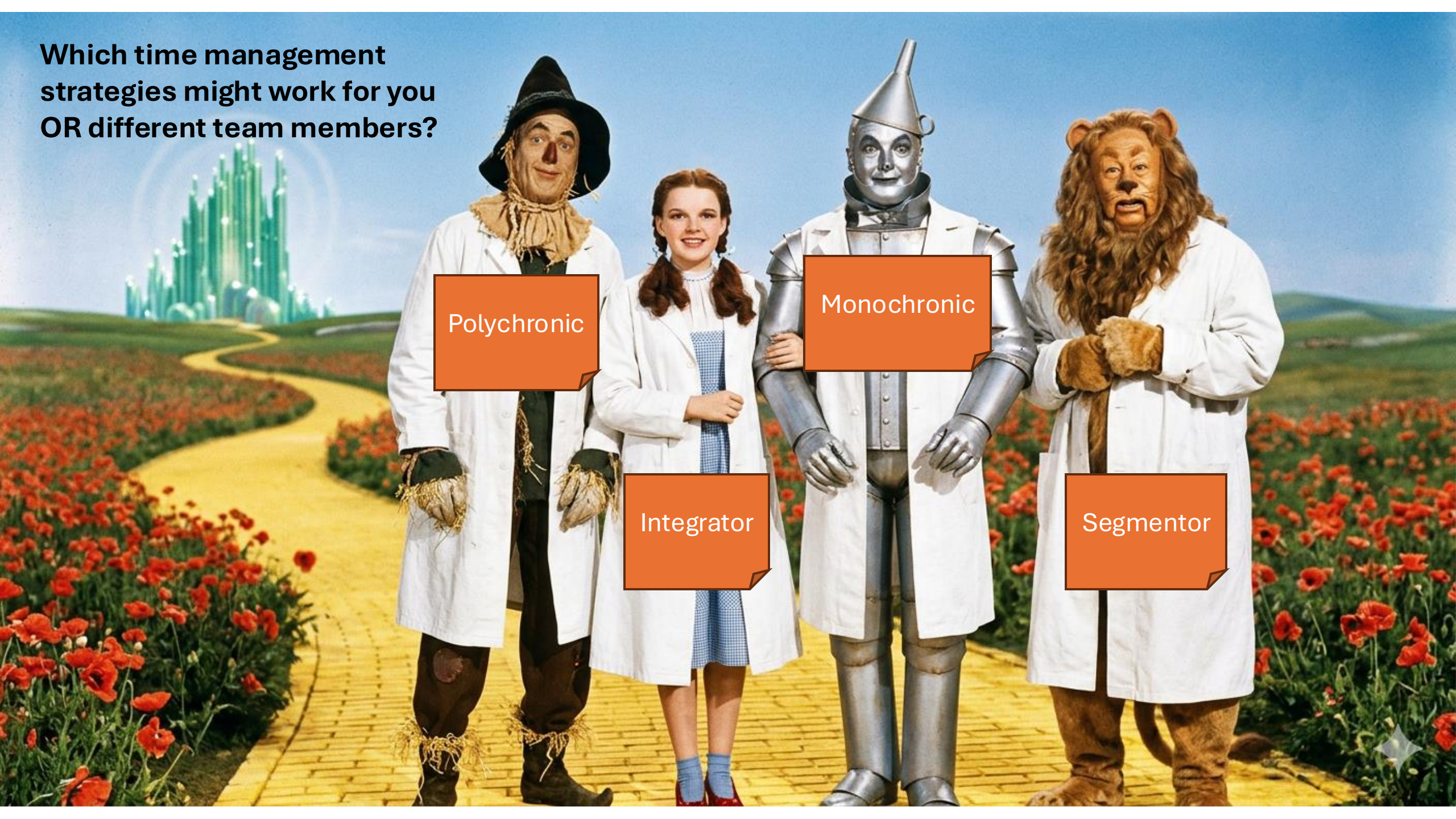
The Eisenhower Matrix

	Urgent	Not Urgent
Important	QUADRANT 1 Tasks with deadlines or consequences	QUADRANT 2 Tasks with unclear deadlines that contribute to long-term success
Not Important	QUADRANT 3 Tasks that require your attention, but do not have deadlines or severe consequences	QUADRANT 4 Unnecessary tasks, distractions, and time-wasters.



Pomodoro®

Which time management strategies might work for you OR different team members?



Polychronic

Integrator

Monochronic

Segmentor

Evidence-based Strategies (Meetings Edition)

- Goal-setting & Planning
 - Set realistic and attainable goals
 - Optimize realistic planning

Does this need to be a meeting???

What is purpose of the meeting?

- Prioritizing & Scheduling
 - Prioritize
 - Effective Scheduling
 - Maintain focus (on research agenda / goal)
 - Involve a team

Who needs to be at the meeting?

What is the meeting agenda?

- Organizing & Contingency planning
 - Reward yourself for achievement
 - Manage potential distractions
 - Problem solve and manage barriers
 - Analyze progress and time management strategies periodically

What action items /
decisions came out of the meeting?



**Closing thoughts... How might individual perspectives
AND time structures and norms affect your meeting
planning?**

Key References

- Aeon, B., & Aguinis, H. (2017). It's about time: New perspectives and insights on time management. *Academy of management perspectives*, 31(4), 309-330.
- Chase, J. A. D., Topp, R., Smith, C. E., Cohen, M. Z., Fahrenwald, N., Zerwic, J. J., ... & Conn, V. S. (2013). Time management strategies for research productivity. *Western journal of nursing research*, 35(2), 155-176.
- Patzak, A., Zhang, X., & Vytasek, J. (2025, July). Boosting productivity and wellbeing through time management: Evidence-based strategies for higher education and workforce development. In *Frontiers in Education* (Vol. 10, p. 1623228). Frontiers Media SA.

Additional Resources (Thanks, Beth!)

- Focus plan in Outlook: <https://support.microsoft.com/en-us/topic/focus-plan-for-viva-insights-a079a744-010e-4fee-8552-a2799d0c62ea>)
- How to write a SMART goal (video): <https://www.khanacademy.org/college-careers-more/learnstorm-growth-mindset-activities-us/elementary-and-middle-school-activities/setting-goals/v/learnstorm-growth-mindset-how-to-write-a-smart-goal>
- Eisenhower matrix: <https://sps.columbia.edu/sites/default/files/2023-08/Eisenhower%20Matrix.pdf>
- ABCDE method: <https://www.briantracy.com/blog/time-management/the-abcde-list-technique-for-setting-priorities>
- Pomodoro technique: <https://www.pomodortechnique.com/>
- "Fundamentals of Time Management," Office of Research Trainees, University Health Network, Toronto CA, 12/11/2025: <https://www.youtube.com/watch?v=6LMXvkIOB3E>

Comments?
Questions?

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