

Time Management of Administrative Workers in Medium-sized Companies in the Czech Republic

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Zásady pro vypracování:

Provedte kritickou literární rešerši a zpracujte teoretické poznatky týkající se time managementu administrativních pracovníků ve středně velkých firmách v ČR.

Analyzujte současný stav time managementu administrativních pracovníků ve středně velkých firmách v ČR.

Identifikujte kritické časové úseky, které jsou nejvíce ztrátové u administrativních pracovníků ve středně velkých firmách v ČR.

Na základě analýz navrhněte opatření k zefektivnění time managementu administrativních pracovníků ve středně velkých firmách v ČR.

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Forsyth, Patrick. Successful Time Management: Learn to Prioritise; Minimise Paperwork; Maximise Performance (Sunday Times Creating Success). Second Edition, Revised ed. London: Kogan Page, 2010.

Hilder, Brett. Essential Time Management: How to Become More Productive and Effective (Business Solutions). Oregon City: Marshall Cavendish Children's Books, 2011.

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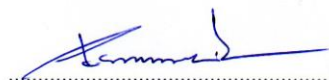
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ABSTRAKT

Tato bakalářská práce se zabývá time managementem administrativních pracovníků ve středně velkých firmách. Práce má dvě hlavní části. První je teoretická část, která řeší pomocí literární rešerše poznatky, pojmy a techniky z oblasti time managementu. Druhá část je praktická a zahrnuje popis vybraných středně velkých společností DF Partner s.r.o. a Modikov s.r.o.. Poté se zabývá zpracováním výsledků z dotazníkového šetření, které analyzuje současnou situaci a slouží také pro určení kritických časových úseků a hlavních nedostatků. Na základě těchto výsledků jsou navrhovány doporučení a změny, které mohou zlepšit time management pracovníků.

Klíčová slova: time management, plánování času, delegování, zloději času, čas, administrativní pracovníci

ABSTRACT

English abstract This Bachelor thesis deals with time management of administrative workers in medium-sized companies. The thesis has two main parts. The first theoretical part is based on literary research of knowledge, concepts and techniques in the field of time management. The second part is the practical and it includes a description of selected medium-sized companies DF Partner s.r.o. and Modikov s.r.o.. Then it deals with the processing of the results from the questionnaire survey. This analyzes the current situation and it also serves to identify critical time periods and major shortcomings. Based on these results are proposed the recommendations and suggestions that may improve time management of the workers.

Keywords: time management, planning of time, delegation, time thieves, time, administrative workers

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INTRODUCTION

For my bachelor thesis I have chosen the topic about time management. Because the problems with the utilization of time are current and nowadays it is increasingly difficult to save working and personal time. However, the majority of people do not pay attention to this problem and they do not know how to effectively use their time. Nowadays is one big rush and people are looking for ways how to save time, how to avoid a stress, how to relax, etc. It is important to be able to manage own time, because this can help us to achieve good results and we will not be in stress. Dealing with time management should be important for every person, because our personal time is affected by fact how we use our working time. That is the reason why I have chosen for this thesis the medium-sized companies in the Czech Republic.

The main objective of this work is to determine and analyze the current state of time management in medium-sized companies in the Czech Republic. As the target group were selected administrative workers in the chosen companies.

In the theoretical part of this work is clearly and concisely defined the essence of time management. There are described methods and techniques that help to increase the level of this area.

In the practical part I use all the knowledge resulting from the theoretical part. With this knowledge I analyze the current state of time management of administrative workers in selected companies. I identify their critical time periods during the working day. To determine these facts I use questionnaire survey. The final objective is according to analysis of time management of administrative workers to propose suggestions and recommendations to elimination of the major shortcomings in the area of time management.

I.

THEORY

1 TIME MANAGEMENT

1.1 Introduction to Time Management

"We've all heard ourselves say it: "There's never enough time!"¹

The term time management can also be understood as a control of time. This definition is questioned because of its inaccuracy. Time itself cannot be controlled, but we can manage ourselves or activities that we perform in time. We can only affect the way we use our time. "The eminent inventor Benjamin Franklin once said: time is money. With all due respect to Franklin, this assessment of time is too limiting and unadventurous. If he had said: time is opportunity, he would have given us far better advice. Time, is the key resource we all must use to improve the way we live."²

The issue of time management is getting more and more attention, because the ability to control and use our time influences the success of organizations. Everyone has the opportunity to improve a control and usage of his or her own time. Time Management is an individual issue for everyone. It depends on the competence of people to manage themselves. Therefore, the issue of time management is a part of self-management. The management of time is a skill that cannot be learned in one day or in one week. It is important to begin by gradual self-improvement to achieve coveted results. This is not a simple task and it especially requires persistence, consistency, self-discipline and motivation to learn something new.³

"Time management is a habit. It is a system for running life in a proper manner. It is the art of spending time, lights and resources to every piece of work complete time is to be given to every task."⁴

However, the essence of whole time management is much deeper than it looks at first sight.

¹ Mackenzie, Alec, and Pat Nickerson. *The Time Trap*. 4th ed. New York: Amacom, 2009

² Dromey, R. Geoff. *Use Time or It Will Use You*. Seattle: CreateSpace Independent Publishing Platform, 2012.

³ Randel, Jim. *The Skinny On Time Management: How to Maximize Your 24-Hour Gift*. Westport, CT: Rand Media Co, 2010.

⁴ Rekhā Vyāsa, *Ṭāima Mainejameṇṭa: Samaya Prabandhana*, A.h.w. Sameer Series (Naī Dillī: Ḍāyamaṇḍa Buksa, 2010), 1.

2 DEVELOPMENT OF GENERATIONS IN TIME MANAGEMENT

In earlier times there was not a particular reason to deal with the problems associated with time. The cause of this was that the effectiveness of people has not been good at all. Over the years, people began to develop the certain ways how to work properly with influences that affect the time. The development of time management is distinguished between four generations, which arose progressively according to the changes in attitude to time. Each generation is based on what the previous generation brought and it tries to shift the issue of time management to better performance and better control of own time.

2.1 1st Generation: What to Do?

The main objective of the first generation was an implementation of the order in which tasks need to be done. This resulted in the lists of tasks that this generation does not distinguish according to their importance, but these tasks are given into the list in the order in which they come. The main planning tool in this generation was a notepad. The facilitation is obvious there. Obligations that had been fulfilled just simply disappeared from the list and uncompleted tasks were moved to next days. This generation is characterized by an attempt to create some semblance of identification and completeness of requirements on our time and energy. In short, the first generation deals with the problem what to do.⁵

2.2 2nd Generation: What and When to Do?

For the second generation are typical calendars and diaries, because we consider the problem in more details when we need to do certain things. There is not only "what", but also "when". This model is still used by many people. It is based on the assignment of time data to tasks and responsibilities. We write down our tasks into our calendars, then we add more details, e.g.: when to do it, what to arrange and what to discuss, etc. The work with priorities is still not included in this generation.⁶

⁵ Jones, Lyndon, and Paul Loftus. *Time Well Spent: Getting Things Done through Effective Time Management*. London: Kogan Page, 2009

⁶ Caunt, John: *Time management: Jak hospodařit s časem*. 2. vyd. Brno Computer Press, 2007

2.3 3rd Generation: What, When and How to Do?

The third generation represents a huge contribution in the planning of time and it tries to deal with the shortcomings of the previous two generations. This generation introduces the concept of objectives, priorities, delegation, teamwork, etc. This is a sophisticated approach to time planning which already includes a determination of priorities, custom values and it deals with fixing of objectives.

We can also meet the concept of daily planning which consists of drawing up a specific plan for the implementation of our objectives and activities for a day with the highest fixed priority. On the other hand, this generation is mainly focused on the performance and it has a basic lack that a person is understood as a machine which can be foreseen. This may result in the deprivation of enjoyment from the life, relationships, friendships, etc.⁷

2.4 4th Generation, Compression of Time and its Consequences

The third generation of time management had done very good progress and it meant a big breakthrough in the solution of problems which were connected with planning of time. However, people began to recognize that planning of time is often counter-productive. We live in the digital age and it means that the volume of knowledge has increased. The amount of information as well as claims is constantly increasing. In the past we used to have about an hour to do some activity, today we have four times less which is basically only 15 minutes.

Another stressful symptom of the digital age is a large amount of options. We are losing more time on the selection, even if we don't want to select, there is an inevitable stress that we can miss something. Many people are turning away from programs for time planning and calendars, because they evoke a sense of over-scheduling themselves which denies basic human needs. Nowadays the correct result is not as important as the right way which leads to this result. The result is not only work, but the satisfaction of someone who is working on it.⁸

⁷ King, Roy. *Time Management Is Really Life Management*. Seattle: CreateSpace Independent Publishing Platform, 2009.

⁸ Hilder, Brett. *Essential Time Management: How to Become More Productive and Effective (business Solutions)*. Oregon City: Marshall Cavendish Children's Books, 2011.

The fourth generation of time management is focused on management of a man himself. The principle is to satisfy a man that prospects and satisfaction is within our scope of authority. It is usually in the issues and circumstances that we can form, shape and create by our own thoughts. We are dealing with things that we can change or with what we have a direct mental or emotional relationship. The main conviction of the fourth generation is concentration on maintaining and improving of relationships and achievement of results instead of focusing on things and time.⁹

⁹ Duncan, Todd. *Time Traps: Proven Strategies for Swamped Salespeople*. Nashville: Thomas Nelson; Reprint edition, 2010.

3 OBJECTIVES IN TIME MANAGEMENT

Objectives can be characterized as ideas that are geared to the future. However, the third and the fourth generations of time management perceive the issue of objectives differently. The fourth generation is focused on priorities while the third generation is focused on setting objectives. Therefore, this chapter is about objectives from the perspective of the third generation.

3.1 Identification of Objectives

First of all, it is good to set small, simple, but achievable goals which can lead us to the success. The objective is closely related to the intention. However, it is absurd to fulfill some objectives if we do not know why. If we are looking for our goals, we cannot take into account only what we want, but we must also assess which available tools can be used. When the objectives are achieved, your self-confidence will be bigger and you will get a new motivation and energy. You will get a taste for more and more objectives which can be set a bit higher in this case. The great way for self-recognition and setting objectives can be a creation of our SWOT analysis of our own strengths and weaknesses. The important thing is that the objectives from the start should not be deployed too high.

*”Goals and objectives are not “background.” They are the horizon line and the detailed maps for the trek you’re about to take.”*¹⁰

3.2 Formulation of Objectives

It is important to express the objective as accurate as possible, because it has to be measurable whether it has been reached. A proven time management rule is applied when we need to set objectives. This rule says that everything should be *written down*. If the objective is written down, a man has the motivation to fulfill it and he can check it anytime when he wants. He cannot blame himself that the objective was different. For the effective establishment and appropriate planning of objectives we use SMART analysis technique which is an abbreviation of following words.¹¹

- **Specific**- it means specific and unambiguous objectives which have to be clearly defined.

¹⁰ Mackenzie, Alec, and Pat Nickerson. *The Time Trap*. 4th ed. New York: Amacom, 2009

- **Measurable**- it should be clearly determined that the objectives have been achieved.
- **Achievable**- the objectives should be acceptable to everyone.
- **Realistic**- it should be realistic to achieve the objectives.
- **Trackable/Time specific**- it is necessary to determine the exact time for fulfilling of our objective.

Sometimes it is not possible to define the objective according to following criteria. Nevertheless, it is good to know these criteria and we should try to comply with them when we are setting our objectives.

¹¹ Forsyth, Patrick. *Successful Time Management: Learn to Prioritise; Minimise Paperwork; Maximise Performance (Sunday Times Creating Success)*. Second Edition, Revised ed. London: Kogan Page, 2010.

4 TIME MANAGEMENT TECHNIQUES

There have been many techniques and procedures developed in time management. They are mainly linked to the solution of large number of tasks. These techniques are based on different starting points and special principles.

Among the well known techniques can be included:

- *Pareto's formula,*
- *Eisenhower's principle*
- Identification of the priorities according to ABC analysis
- The *helicopter view technique*
- The *Elephant technique*
- Delegating of tasks

4.1 Pareto's Formula

The author of this rule is an Italian economist from the 19th century Wilfredo Pareto. When he was examining a population in Italy he found out that 20% of the population owned 80% of property. This rule was later proved to be applicable in many other areas of life. This technique of time management is recommended to use in the case that we have to meet a large number of tasks. One of the principles that will enable us to be more effective is to minimize all activities which are non-profit-making. It means that these tasks do not help us to achieve our main goal. This technique is also known as the 80/20 rule. Oftentimes already 20% of the strategically used time and energy brings 80% of the results. For example 20% of work on the computer will allow 80% of success. Pareto's principle is based on the ratio of 80:20.¹²

This rule helps to determine which tasks should be started to achieve the greatest benefit. According to this rule, for example:

- Just 20% of customers or goods create 80% of the turnover. The remaining 80% of customers create only 20% of the turnover.
- Just 20% of products consume 80% of the production cost. The remaining 80% of products consume 20% of the production cost.

¹² Forsyth, Patrick. *Successful Time Management: Learn to Prioritise; Minimise Paperwork; Maximise Performance (sunday Times Creating Success)*. Second Edition, Revised ed. London: Kogan Page, 2010.

On the basis of these facts we can deduce that the first 20% of spent time and energy (input) reaches 80% of the result (output), by contrast, the remaining 80% of the spent time achieves only 20% of the total performance. The aim is to identify those 20% of activities that brings us the best results. The remaining 80% of activities can be abandoned or limited, because they are unproductive. One of the most useful and most often overlooked application of Pareto rule which should still have any person in mind is this: 20% of the effort produces 80% of the effect.¹³

4.2 Eisenhower Principle

Eisenhower's principle is a technique named after American general and later the President Dwight Eisenhower. This technique divides the tasks according to their importance and urgency. This principle states that importance has always the priority before urgency. Urgent matters require a response and important matters which are not urgent call for action, initiative, and proactivity. Firstly, it is necessary to divide tasks into groups (for example A, B, C, D) according to their contribution to achievement of our objectives, to important and necessary, important, necessary and those that are neither important nor necessary.¹⁴

Priority A – Urgent and Important

It is necessary to solve these issues today. There are current tasks that have to be necessarily completed.

Priority B – Urgent and Not Important

There are activities that distract a person from important tasks. This includes all variety of distraction or unforeseen events, such as some unimportant meetings, phone calls, mail, emails, etc. These tasks should be delegated or declined, because their fulfillment does not place any special demands. In this case the word delegate means that you should redirect tasks to someone else who has the time for it.

Priority C – Not Urgent, but Important

Things that are important, but it is not necessary to complete these things today. For tasks in group C it is required a regularity of their solutions and they can be partially

¹³ Morgan, Amy S. *Time Management Planner: Organize and Prioritize*. Seattle: CreateSpace Independent Publishing Platform, 2009.

delegated. They can also become an opportunity for personal development and motivation of subordinates. Regular solutions of these tasks will avoid that they will grow into the priority A.

Priority D – Not-urgent and Not Important

These are activities that are not related to our position and do not shift us ahead in our work. This includes activities such as unnecessary phone calls, emails, mail, sending of information leaflets and other time-consuming activities. These activities can be executed by anyone from our subordinates. There are fundamental reasons for delegation of these tasks. This type of tasks is often referred as "Recycle Bin".¹⁵

4.3 The View from the Helicopter

The view from the helicopter puts together important tasks, activities and time which is required for their execution, into six levels. These levels should help to decide about priorities from the perspective.

Level 1 – Basic activities that are carried out as promptly as they occur.

Level 2 – It is based on the issue what needs to be done right now. This also compares all priorities.

Level 3 – What is needed to be done in the coming hours. There are activities that must be solved today.

Level 4 – What is needed to be done in the coming days, weeks, etc. There are long-term projects divided into smaller groups.

Level 5 – What should be done in the coming months. There are decisions about our priorities of current working objectives as well as the balance of work and personal life.

Level 6 – What is desirable to achieve as an element of wider surroundings. It requires a bird's-eye view over the present and himself. There should be clear goals what we want to achieve as company, team, family, etc.¹⁶

¹⁴ Hilder, Brett. *Essential Time Management: How to Become More Productive and Effective (business Solutions)*. Oregon City: Marshall Cavendish Children's Books, 2011.

¹⁵ Felton, Sandra, and Marsha Sims. *Organizing Your Day: Time Management Techniques That Will Work for You*. Grand Rapids, MI: Revell, 2009.

¹⁶ Duncan, Todd. *Time Traps: Proven Strategies for Swamped Salespeople*. Nashville: Thomas Nelson; Reprint edition, 2010.

As Provazník(2010) says not everyone is able to get on all these levels, but knowledge of our own weaknesses is the first step to remove them. Everyone needs ability to perspective at all levels. It is possible to practice these skills.¹⁷

4.4 ABC Analysis

Another method how to set short-term priorities is ABC analysis. By applying this method at first you have to sort out tasks from the most important to less important. Each task is divided into three groups according to its importance by using the letters ABC.

The Tasks of Type A are the most important activities which should be given the highest priority. It is roughly 15% of all tasks that a person perform during the day. He should give them about 15% of his working time which reaches up to 65% of all his results. Tasks of type A are very significant, important and urgent, because they determine the success.¹⁸

The Tasks of Type B are important, but can be delegated to someone else. The level B is about 20% of working time that is occupied by these tasks. This is roughly one-fifth of all activities which bring about 20% of results. Tasks from the level A should not be neglected because of the tasks of type B. On the other hand, it is a good idea to delegate these tasks and only check their performance.¹⁹

The Tasks of Type C are the least important. These are administrative, routine and similar tasks which can be delegated. Tasks of level C take most of working time, it is about 65%. These tasks provide only 15% of the total result. We should not pay a big attention to these tasks and it is possible to postpone them. According to the relevance of the task after match schedule as follows [devate]:

65% of the planned time (=approximately 3 hours) for tasks A.

20% of the planned time (=approximately 1 hour) for tasks B.

15% of the planned time (=approximately 45 minutes) for tasks C.

¹⁷ Provazník, Ján, Ladová Janka. *Celostní Management*. Bratislava: Iris, 2010.

¹⁸ Morgan, Amy S. *Time Management Planner: Organize and Prioritize*. Seattle: CreateSpace Independent Publishing Platform, 2009.

¹⁹ Haynes, Elvin. *Time Management: Get an Extra Day a Week (crisp Fifty-Minute Books)*. 4th Edition ed. New York: Axzo Press, 2009.

ABC analysis can be applied to different issues in our life. According to this analysis, for example, about 15% of the best customers bring 65% of the total turnover, 15% of the most powerful workers contribute to 65% of the total working result, etc.²⁰

4.5 Delegation of Tasks

The delegation of working tasks and responsibilities is a really important part of time management. It is usually defined as a performance of tasks through other people. The basis for delegating of tasks is a principle that each task should be fulfilled by the lowest ranking work place that has still enough professional skills which are needed to perform this task. Adair says: "Delegate, all what can be delegated." Delegating of tasks assumes that leading person trusts a worker to whom are delegated these tasks. The worker must meet conditions which are set by the performance of his duties. The ability to delegate is generally considered to be relatively complex and demanding. Some workers even try to avoid or postpone it indefinitely. The most common arguments against the delegation include:²¹

"I can do it faster and better."

"I trust only myself."

"I do not have a good experience with this.", and many others.

The absence of the delegation can cause much more damage to organizations.

4.6 Elephant Technique

Elephant technique is based on separation of tasks into small parts. Their solution is scheduled for each day or week. The size of the whole task is not too intimidated and it is easier to deal with it. This technique is used when it is necessary to solve a challenging task which requires long-term efforts. This includes tasks where you can see only little progress after completing each phase which reduces a resolution for beginning with them. During

²⁰ Hilder, Brett. *Essential Time Management: How to Become More Productive and Effective (business Solutions)*. Oregon City: Marshall Cavendish Children's Books, 2011.

²¹ Mackenzie, Alec, and Pat Nickerson. *The Time Trap*. 4th ed. New York: Amacom, 2009

routine work within each individual part is a fear of losing the size of the whole task, because we have already decided how it is possible to cope with these tasks.²²

²² Felton, Sandra, and Marsha Sims. *Organizing Your Day: Time Management Techniques That Will Work for You*. Grand Rapids, MI: Revell, 2009.

5 PLANNING OF TIME

Planning can be defined as "*a conscious human activity, the purpose of which is "build bridges" between where we are and the limits of where we want to get.*"²³ Once a person knows his objectives and priorities (in other words he knows what he wants to do) he should be able to place each activity into his time schedule. It makes sense to organize a time schedule if you learn how to know yourself. It is desirable to know your own strengths and weaknesses, to have mapped out your own style of work and working habits.

When you are planning a working day as well as private day it is important to have priorities still in your mind. These priorities should be a part of every decision making. It is necessary to focus on the important activities and maintain the balance between all areas of your life.

It is necessary to be able to flexibly adapt yourself to changes and your surroundings. Some already scheduled tasks cannot be done at all, because these tasks lost its importance by the time. However, some tasks can be suddenly delegated to someone else or we can deal with them in a different way than we initially imagined.²⁴

5.1 Creating of Time Frame

Before you start with the implementation of new system of time planning or when you just start to plan your time schedule, it is useful to pay attention to the question how do you spend your time now. A method of time frame can be used for this issue. With its help it is possible to detect whether the activities engaged during the day agree with your priorities and long-term objectives. The creating of time frame is based on the fact that a person records his entire activities for a period of one week or two. It is impossible to measure every activity in one minute exactly. The best way is to create a simple system where you should write the most common activities in advance. Then we can do comments or marks after every finished activity. At the end of the day all these comments should be summed up and after a few days we will be able to detect a variety of useful knowledge from these data. It is possible to detect when a person is losing most of time during his day.

²³ Adair, John. *John Adair: the Handbook of Management and Leadership*. London: Thorogood, 2005.

²⁴ Dromey, R. Geoff. *Use Time or It Will Use You*. Seattle: CreateSpace Independent Publishing Platform, 2012.

When he is disturbed or vice versa, when he has the largest peace at his work. According to this result better planning is possible.²⁵

5.2 Daily Planning

Daily plans combine together all activities that a person wants to do the same day. They provide a quick overview of all activities and they help with issues that a person does not forget anything. They are used primarily in the third-generation of time management and they are based on monthly and annual plans.²⁶

Jonh Caunt (2007) recommends that you should create a daily plan a few minutes before leaving from work the previous day rather than postpone it at the beginning of new day. The usual practice is that the scheduled tasks which people miss the same day are automatically moved to the next day. However, this way of planning can become chaotic. With daily planning it is recommended to monitor the performance by performance curves. The performance of every human being is a subject to certain fluctuation throughout all day. There are two types of people:²⁷

Morning types: their peak of performance is in the morning and forenoon.

Evening types: their peak of performance is in the afternoon and evening hours

Nevertheless, for both types is commonly known a slowdown after the lunch. Against Coffee does not help with this slowdown, you should rather go for a small walk or have a nap. This can give you a newly charged energy.

Not all people belong to a certain category, but they can be a combination of morning and evening types. Own performance curve cannot be changed, but it can be adjusted in order to arrangements of the individual. Important tasks and decisions should be done always at the top of the performance curve and less important activities should be left to another time.

After planning and writing activities into the scheduler, you must set priorities among them or to determine in what order they should be done. Prioritization is the key point in your own control of time.²⁸

²⁵ Ball, Chris. *Time Management: a Simple Step-by-step Guide to Getting More Done in Less Time*. Seattle: CreateSpace Independent Publishing Platform, 2011.

²⁶ Mackenzie, Alec, and Pat Nickerson. *The Time Trap*. 4th ed. New York: Amacom, 2009

²⁷ Caunt, John: *Time management: Jak hospodařit s časem*. 2. vyd. Brno Computer Press, 2007

5.3 Weekly Planning

For principles of time management of the fourth generation is better weekly planning than daily planning. For weekly planning is a good idea to determine an exact day when we set our plan on a regular basis. It is important to assign activities with a high priority. As a part of this planning activity there should be back evaluation of last week assessments. A weekly planning is more convenient, because everyone should pay attention equally to all the important areas of his life. Usually, various events of our life are in weekly cycles (at work or in the family). Once a week there should be about an hour of our time reserved for planning. Then you should spend a few minutes on planning in the morning when the plan can be adjustable according to the current situation.²⁹

5.4 Time Reserve

When you are planning something you should count with a time reserve. The 60:40 rule says that it is good to plan about 60% of your working time based on own experience and remaining 40% leave free for unexpected events, especially for disturbance and thieves of time. In addition, a person would not get into trouble if some activity takes longer than it was planned. The better planning means that we save more time during the performance and also the number of errors decreases.³⁰

²⁸ Dromey, R. Geoff. *Use Time or It Will Use You*. Seattle: CreateSpace Independent Publishing Platform, 2012.

²⁹ Ball, Chris. *Time Management: a Simple Step-by-step Guide to Getting More Done in Less Time*. Seattle: CreateSpace Independent Publishing Platform, 2011.

³⁰ Felton, Sandra, and Marsha Sims. *Organizing Your Day: Time Management Techniques That Will Work for You*. Grand Rapids, MI: Revell, 2009.

6 PLANNING TOOLS

There are basically two main options for the planning that can be combined - paper and electronic devices. Someone who is not able to manage time should use a simple tool which he can buy according to own needs. For all people whose work is more diverse there are professional tools that would meet all their demanding needs.

6.1 Paper Tools

Working with paper tools is simpler to learn than working with electronic tools. The main advantage is that person can take it anywhere where he wants to, it cannot be damaged by falls to the ground, there is no need for power or batteries, etc.. On the other hand, it does not allow to react flexibly to changes, such as the electronic system. It is sometimes necessary to cross out and rewrite notes which can make the whole process of planning quite difficult to read. The only way how to backup our notes is making photocopies or we can scan a single sheet of paper, but this is quite impractical.

The most commonly used tools in the planning of time are calendars and diaries in a variety of formats. Diaries can be found in stationery stores in various designs and they can be bought for very acceptable prices. Their disadvantage is that they are used only to record dates and do not support a proactive approach to problems and creative thinking, because they are able to fulfill only one function - to record what is going to happen, or happened (2nd. generation of time management). They are inactive and they are only a part of larger systems. From simple diaries has been gradually developed complex and interconnected systems. In this case a term diary is replaced by terms organizer or time manager.³¹

These special planning systems include extremely complex diaries which differ by their looks, its refinements, as well as price. These organizers can have ordinary plates, but also luxury plates from leather with high-quality paper. They can be purchased at prices ranging from about 500 CZK up to 50 000 CZK. The most expensive organizers usually do not provide any special features, but they are increasing the prestige of their users. Professional planning systems include several types of calendars, various lists and reports, worksheets, notes, directory with telephone contacts, as well as range of useful information

³¹ Morgan, Amy S. *Time Management Planner: Organize and Prioritize*. Seattle: CreateSpace Independent Publishing Platform, 2009

about public holidays, etc. There are also planning systems of the 4th generation. They are generally in larger formats and these systems are popular because of their possibilities of clearly planning in weekly periods.³²

6.2 Electronic Tools

The importance of electronic tools in time management constantly grows. These devices are continuously improved thanks to the technological advances. The biggest advantage of electronic planning systems is probably that they allow us to communicate with outside world. The most used way for this communication is a connection to the Internet.

Electronic planning systems are much more portable than paper systems. More information can be stored in smaller spaces. In addition, their capacity is increasing and the stored data can be more easily backed up, rewritten and eliminated. It is possible to protect a sensitive data by your own password.³³

On the other hand, inserting and searching for information in electronic planning systems can distract person from his actual work. Data entry also requires far more attention than a quick drawing of comments. The disadvantage may be the structure of applications, because their style can be different from our work style and habits.

Electronic equipment can be divided into:

- Digital diaries and databases;
- Personal computers;
- Handhelds and smartphones

6.2.1 Digital Diaries and Databases

These devices are able to fulfill only one function - record what is going to happen or happened (it belongs to 2nd generation of time management).

³² Hilder, Brett. *Essential Time Management: How to Become More Productive and Effective (business Solutions)*. Oregon City: Marshall Cavendish Children's Books, 2011.

³³ King, Roy. *Time Management Is Really Life Management*. Seattle: CreateSpace Independent Publishing Platform, 2009.

6.2.2 Personal Computers – Desktop or Portable

There are many diary applications that are installed on personal computers. They are often a part of a large Office program packages or they can be downloaded via Internet. These programs usually include directories for contacts and schedulers of meetings. Most of them are used as mail clients or they can be linked directly with browsers. A typical representative of these softwares is Microsoft Office Outlook. This program allows comprehensively manage all information, organize our time and communicate with other people. The main disadvantage of desktop computers is their small mobility. This handicap can be reduced by combination with the paper planning system or portable computer.³⁴

6.2.3 Personal Digital Assistant and Smartphones

Precursors to the handheld computers were different digital diaries and databanks which only met the requirements of the second generation of time management and did not allow to communicate with outside world. Handhelds and smart phones in today's world are the most interesting and the most perspective alternative to paper tools and personal computers. Handheld computers or computer to your hand are collectively referred as PDA (Personal Digital Assistant). PDA is usually in terms of time management at the level of the third generation.³⁵

Their main advantage is mobility, communication and wide range of their applications. They can be used for time planning, organizing of tasks, databases as well as clock, alarm clock, digital recorders, stereo players, e-mails, web clients, dictionary, terminals for on-line communication with the bank, geographical maps, navigation systems, digital photo viewers and mobile phones. They can also be used to read e-books. Any other tool cannot compete with PDA. The main disadvantage is higher cost. An ability to synchronize data with personal computer and possibility of connection with your mobile phone to access the Internet are the main advantages of the PDA.³⁶

³⁴ Morgan, Amy S. *Time Management Planner: Organize and Prioritize*. Seattle: CreateSpace Independent Publishing Platform, 2009

³⁵ King, Roy. *Time Management Is Really Life Management*. Seattle: CreateSpace Independent Publishing Platform, 2009.

³⁶ Hilder, Brett. *Essential Time Management: How to Become More Productive and Effective (business Solutions)*. Oregon City: Marshall Cavendish Children's Books, 2011.

7 TIME THIEVES

When people plan something they often fail on the basic problem that they are not able to bring their plan into reality. It can be influenced by thieves of time. These thieves are mostly people or activities that cause waste of time. In order to achieve an effective time management people have to identify these time thieves and try to eliminate them. Thieves of time can be divided into internal and external. The internal thieves include problems that person is not able to plan, as well as an inability to delegate tasks, refusing requests from other people, dealing with urgent crises or prevention the problems. External thieves of time deal with the fact that nobody works in a workplace where he is isolated from other people. Therefore, it is important to check the impact on time that have other people. It is good to lay down certain rules and insist on their compliance. Of course one must respect these rules towards the others.

The most common thieves of time include the following:³⁷

7.1 Rejection

Many people have problems with rejection, but person is usually brought up in such a way that he should fulfil expectations of other people. He is concerned that if he rejects requests or prayers of other people he will be considered a selfish person and he will not be popular. However, it is important to realize that by doing their work he does not help them, but he hampers them in their personal growth. Time is equally valuable for all people and they should not steal it from each other. When we want to reject someone we should not forget the decency and our rejection should be supported by brief arguments. We also have to be prepared to take responsibility for all consequences of our refusal.³⁸

7.2 Postponing to Later Time

One of the biggest problems of last time is the postponing. Many people are postponing fulfillment of tasks to the next and next days. However, the task has to be completed within one day. After the continual postponing it has to be finished with tremendous effort and under the time pressure. Why are some tasks pushed away? These

³⁷ Felton, Sandra, and Marsha Sims. *Organizing Your Day: Time Management Techniques That Will Work for You*. Grand Rapids, MI: Revell, 2009.

³⁸ Ibid

tasks are difficult for us or we do not know how to deal with them. The tasks those are associated with difficult decisions and annoying things that make us unhappy. Although these activities move us towards our goal and they contribute to our success. Important tasks must be done anyway. If it is postponed over and over again, it will be probably processed in stress and lower quality. There is a new term which is currently used for postponing and it is "*procrastination*". The definition says that this is a chronic postponing of duties, but this cannot be considered as laziness. The cause of procrastination can be a fear from the failure, lack of time, reluctance of tasks, lack of pressure or other attractive activities.³⁹

7.3 Inability to Say No

Especially when we prioritize we should learn to say "no". If we do not learn to refuse certain tasks it will not lead us to successful time management. In most cases people are afraid to say no with expectation that nobody will like them. However, they forget to think about themselves and that can be harmful for them in this way. "*Every yes, given to a trivial time waster, will cut available time and energy for Red Zone tasks. You will invariably end up overloaded and overstressed.*"⁴⁰ People lose respect and they can be often misused by someone. Therefore, when someone asks us for help with activities for which we do not have time or we do not like them, we should just simply say "no". There is no need to provide any explanation to this decision. It is also mentioned in ten commandments of assertive behavior.⁴¹

7.4 Distraction

Distraction is a very unpleasant affair. All people face the distraction several times per day. It may happen that person is not able to do his work properly and he fixes only little things which are problems of his subordinates and colleagues. However, there are some professions where is the distraction one of the main scope of work and in this case it is not possible to drastically reduce a disturbance. Among the factors that distract us belong telephones, mail, email and more. The best way how to limit the disturbance is an

39 Ball, Chris. *Time Management: a Simple Step-by-step Guide to Getting More Done in Less Time*. Seattle: CreateSpace Independent Publishing Platform, 2011.

40 Mackenzie, Alec, and Pat Nickerson. *The Time Trap*. 4th ed. New York: Amacom, 2009

41 Ibid

agreement that necessary issues will be solved between workers in agreed time. A short break once an hour can also serve as a welcome break and little rest.⁴²

7.5 Unexpected Visit

An unexpected visit may be anyone with whom we do not have an arranged appointment. This can be a supervisor, coworker or family member. If the person does not come with the intention of effective visit, you should try to shorten a distraction as quickly as possible.⁴³

7.6 The Lack of Organization

In this category is particularly a messy working table and messy working place. The result of this is the waste of time, because of the constant searching for the necessary documents or things. To eliminate this thief of time it is recommended to collect all the documents into properly labeled folders, regular removal of unnecessary things from your desk, removing of unnecessary materials, etc.⁴⁴

7.7 Meetings and Negotiations

They are previously scheduled gatherings of people who want to exchange information together or to decide on exact matters. Workers spend a lot of time in staff meetings. These meetings should deal with important points. An important question before the organization of the meeting is: Is this meeting really necessary? When you organize meetings, make sure that all participants know the goal and program of the meeting. You should specify a rapporteur. But you should accept a decision. If you do not make the

⁴² Dromey, R. Geoff. *Use Time or It Will Use You*. Seattle: CreateSpace Independent Publishing Platform, 2012.

⁴³ Forsyth, Patrick. *Successful Time Management: Learn to Prioritise; Minimise Paperwork; Maximise Performance (sunday Times Creating Success)*. Second Edition, Revised ed. London: Kogan Page, 2010.

⁴⁴ Ibid

decision you will waste time for solution of this problem. All participants of discussion should be active. Follow the timetable of your meeting, start it on time and end it on time. At the end of the meeting sum up the results of it and hand around new assignments.⁴⁵

⁴⁵ Morgan, Amy S. *Time Management Planner: Organize and Prioritize*. Seattle: CreateSpace Independent Publishing Platform, 2009.

II. ANALYSIS

1 INTRODUCTION OF THE CHOSEN COMPANIES

1.1 Profile of the Company DF Partner s.r.o.

DF Partner Company Ltd. was founded in 1990 and is based in the village Zádveřice in the Zlín Region. The main orientation of the company is the development, manufacturing and distribution of automotive chemicals, car care products and car accessories. Own trademark is a registered trademark SHERON, a leader in the retail market in the range of chemistry and car care products in the Czech and Slovak Republic. The company has about 150 employees.

Business portfolio includes other important Czech and world brands (motor oil Castrol and Mogul, Osram bulbs and Dela, air freshener Ambi Pur Car, car Sonax, Valeo Wiper and Magnum ...) to offer companies fully meet the needs of motorists. DF Partner Company provides sales services to more than 2,000 customers / delivery points. During the calendar year provides its customers with an average of 60,000 products per day in peak season it is up to 250,000 products per day. The main customers are the network of petrol stations and supermarkets, which is produced for a large number of private brands.

Business Service is delivered through a team of sales representatives who regularly attend all delivery points both in the Czech Republic and the Slovak Republic.

DF Partner Ltd. is engaged in the recovery of packaging waste in the Czech Republic (EKO-KOM) and the Slovak Republic (ENVI-PAK). In 2011 the company DF Partner s.r.o. got the certificate of quality management system ISO 9001:2009.

DF Partner Company currently produces more than 250 articles, consisting of more than 500 components. In addition to dealing with nearly a thousand other articles, made key suppliers (OSRAM light bulbs, car supplements SONAX and Valeo, air freshener Ambi Pur Car, etc.) supplies its products to more than 2,000 delivery locations in the Czech Republic and Slovakia. Create a system that would optimize both intake of individual components for manufacturing purposes and income products and their distribution was a real challenge.

1.2 Profile of the Company Modikov s.r.o.

Company Modikov was established in 1998 as ltd. The company is located in Hulín. Their main production program is metal machining and all related activities. Over a decade the company offers a wide range of services to customers with very diversified fields of

activities as machine tool production or automotive, packing and arm industry. This diversity helped them to gain valuable experiences, which they have fully adjusted to fulfill our customer's needs! They also provide following services: technological design in 3D CAD/CAM software .

Production of parts on new CNC machines. Subcontracting for their long-time partners.

Measuring with high-end tools, final assembling and painting, testing on special machines.etc. In the company work about 100 employees.

2 QUESTIONNAIRE SURVEY

2.1 Objectives of the questionnaire and the data source

The main objective of this questionnaire is to analyze the current status of the time management in selected medium-sized companies in the Czech Republic. Another objective was to identify the critical periods, which are the most unprofitable. The data for the practical part of the thesis was obtained through a questionnaire survey. In total 40 questionnaires were distributed which corresponds to the number of employees that will be ready for the proposed improvements to time management. The workers, who filled in the questionnaire have been informed that this is an anonymous survey

2.2 The Questionnaire

For the fulfilment of the objectives of this survey I conducted a survey with paper questionnaires in two companies. There was analyzed current situation around the time management in medium-sized companies in the Czech Republic. The advantage of the paper questionnaire was that it was not time-consuming for administrative workers and it was filled in in their work. Administrative workers from the companies Modikov and Sheron answered a total of 27 questions. The approximate time of filling of questionnaire was about 10 minutes. There also helped that all questions were closed and respondents only marked selected answer. The survey was carried out at the beginning of April 2014.

3 EVALUATION OF QUESTIONERS

From the total number of questionnaires has returned 35 which were in sufficient quality and suitable for use. This is representing a return of 88%. The following part shows the individual questions from questionnaire survey which are for better graphic clarity processed in a graphical display. Below each graph is summarized the result of each question. The patterns of used questionnaires in English and Czech language are annexed to this thesis.

Question 1

What is your gender?

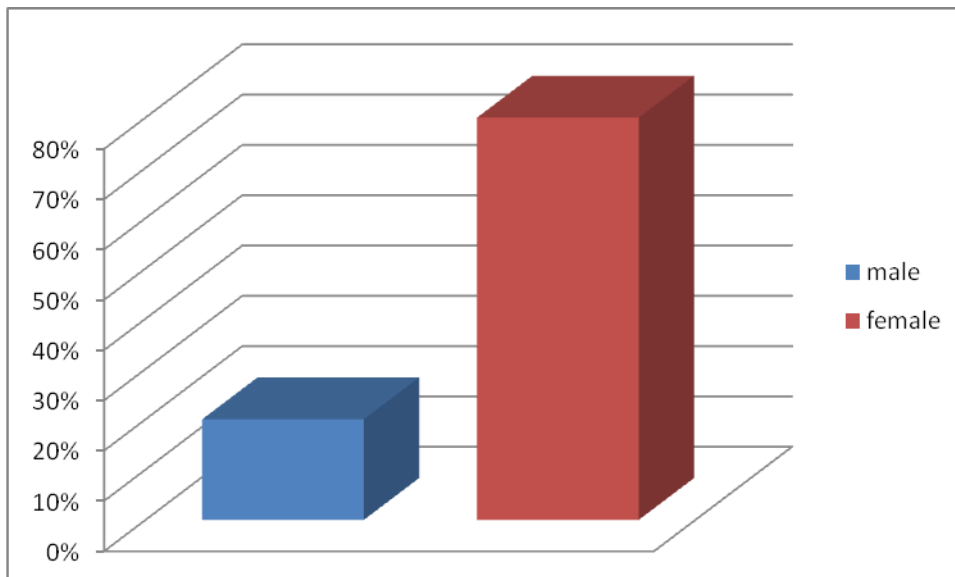


Chart 1: Gender. *Source: Own Evaluation*

The first question was focused on the gender of the respondents. This showed that the administrative positions are occupied mainly by women. The proportion of women who work in the selected medium-sized companies was 80% (28 out of 35 respondents) and the proportion of males in the survey was only 20% (7 out of 35).

Question 2

What is your age?

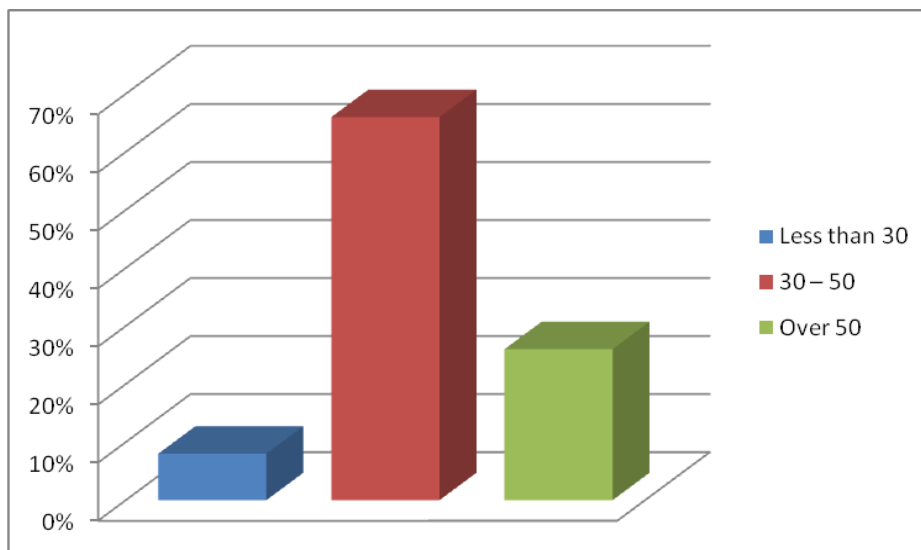


Chart 2: Age. Source: Own Evaluation

The question about the age was included into the questionnaire, to see whether the majority of the respondents will be in the productive age. The supposal was confirmed and the age range 30-50 years became the most largest group, which characterizes the productive age. The specific percentage of 66% (23 out of 35). The second group, which is the most represented is a group of administrative workers who have over 50 years, specifically 26% (9 out of 35). The third and the last interval, which defines workers who have less than 30 years is the least occupied, only 8% (3 out of 35).

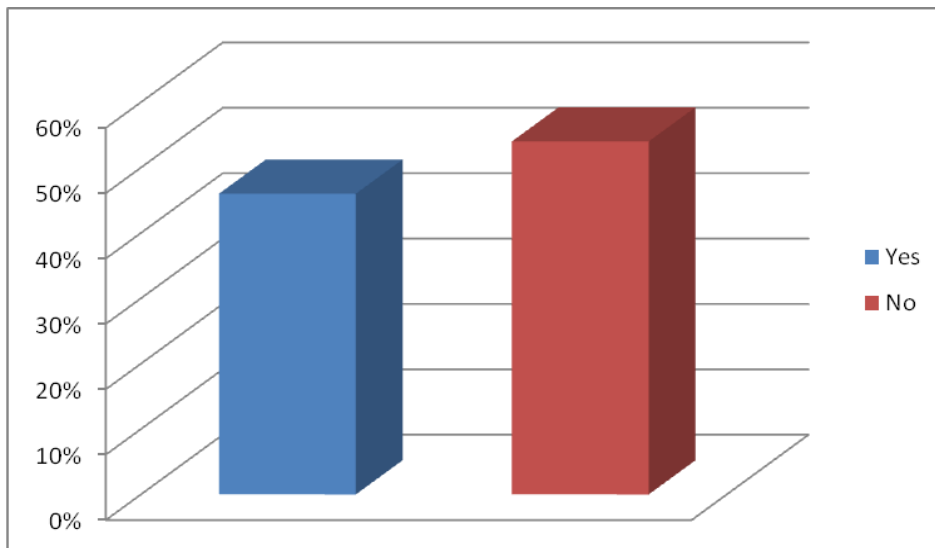
Question 3**Are you satisfied with your current time options?**

Chart 3: Current options. *Source: Own Evaluation*

This question was asked because in today's busy times there may be many office workers who are dissatisfied with their time options. Results showed that there prevails mild dissatisfaction with time options 54% (19 out of 35 respondents). The number of satisfied employees is 46% (16 out of 35 respondents).

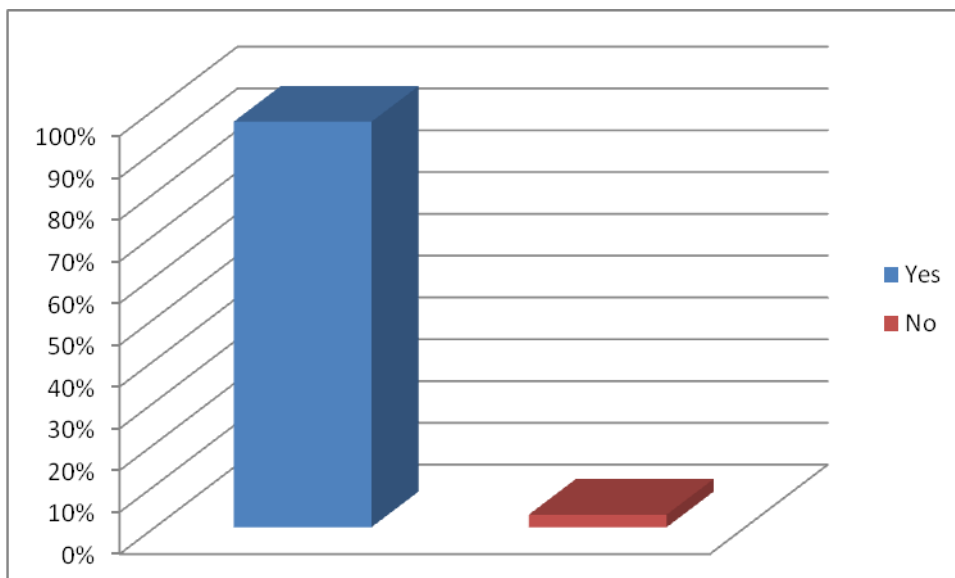
Question 4**Do you plan your working time?**

Chart 4: Planning of time. *Source: Own Evaluation*

This question is important because it should show if the administrative workers are able to plan own working time.

Most of the surveyed staff 97% (34 out of 35) answered Yes that they plan their working time. The remaining 3% of the respondents (1 out of 35) answered no. The percentage is not large and there it is an exceptional case of only one person who does not use the planning for his work.

Question 5

Do you use any planning tools for planning of your time (diaries, calendars, etc.)?

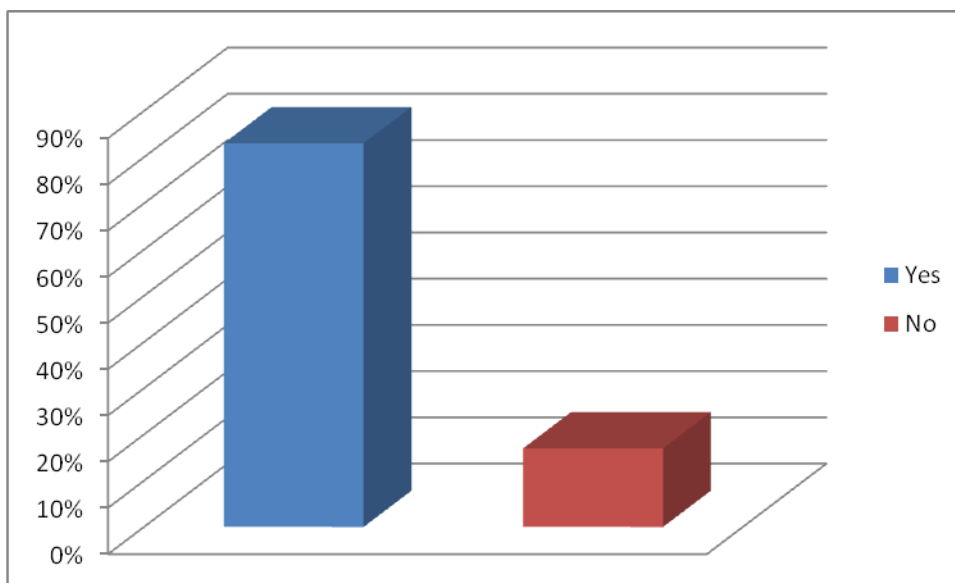


Chart 5: Planning tools. *Source: Own Evaluation*

If the workers plan their working time and they want to make this planning more effective, they should definitely use the planning tools. The vast majority of respondents 83% (29 of 35) use these planning tools. The remaining 17% (6 out of 35) does not use any planning tools. From the survey results is clear that most of the administrative workers use planning tools which are important for layout of work in the office. The following question develops this question and shows the various planning tools which they specifically use.

Question 6

What specific planning tools do you use?

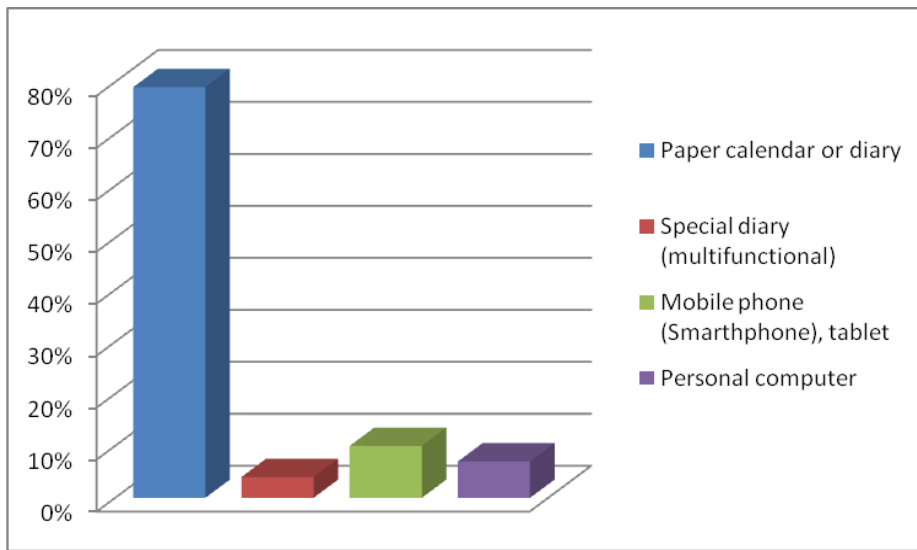


Chart 6: Specific planning tools. *Source: Own Evaluation*

This result shows that the most used planning tool for administrative workers is classic paper calendar or diary 79% (23 out of 29 respondents who use the planning tools). Furthermore, they use smartphones or tablets 10% (3 out of 29). A personal computer uses 7% (2 out of 29), special diaries are used by 4% (1 out of 29). A problem is there probably the higher purchase price.

Question 7

Do you use any time management technique? (Pareto’s formula, ABC analysis, Eisenhower Principle,etc.)

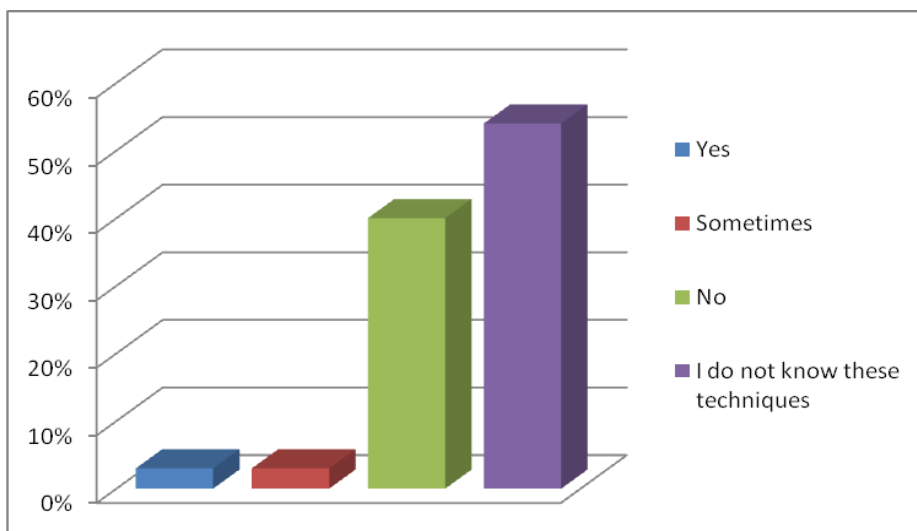


Chart 7: Management technique. *Source: Own Evaluation*

The results of this question show that 94% of respondents do not use any techniques for improving of their time. Specifically 54% (19 out of 35) of workers do not know these techniques at all. Furthermore, 40% (14 out of 35) of workers state that they know at least one technique, but they do not use it. Only 6% (2 out of 35) use some technique for better time management. Specifically 3% (1 out of 35) said yes, and 3% (1 out of 35) said sometimes.

Question 8

What type of planning do you use?

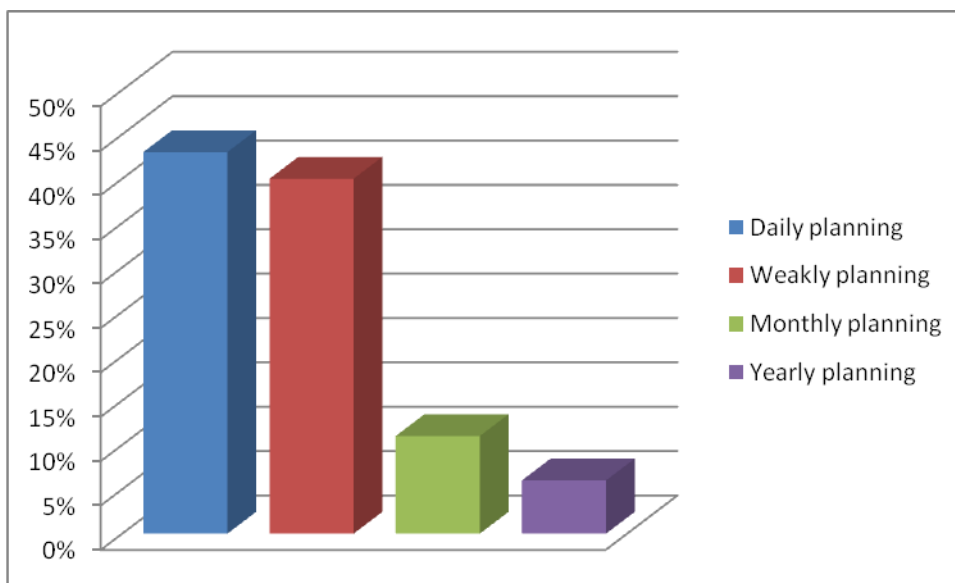


Chart 8: Type of planning. *Source: Own Evaluation*

Most frequent are daily and weekly planning, specifically 43% (15 out of 35) of workers use the daily planning and 40% (14 out of 35) use the weekly planning. Monthly planning is used by 11% (4 out of 35) and long-term planning for the whole year use 6% (2 out of 35).

Daily and weekly planning is there a very good choice and for workers in the administration positions is probably the most suitable.

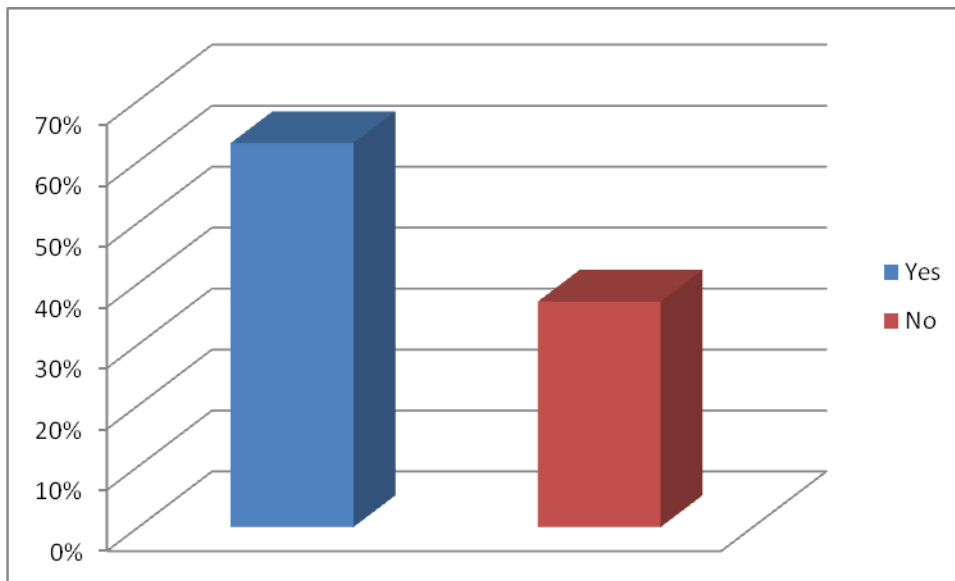
Question 9**Are you able to do more work if you use planning?**

Chart 9: More work with planning. *Source: Own Evaluation*

The result shows that workers will do more work when they use the planning 63% (22 out of 35). However, 37% (13 out of 35) respondents do not do more work, even if they plan. This most likely means that these workers are planning their working time poorly and inefficiently.

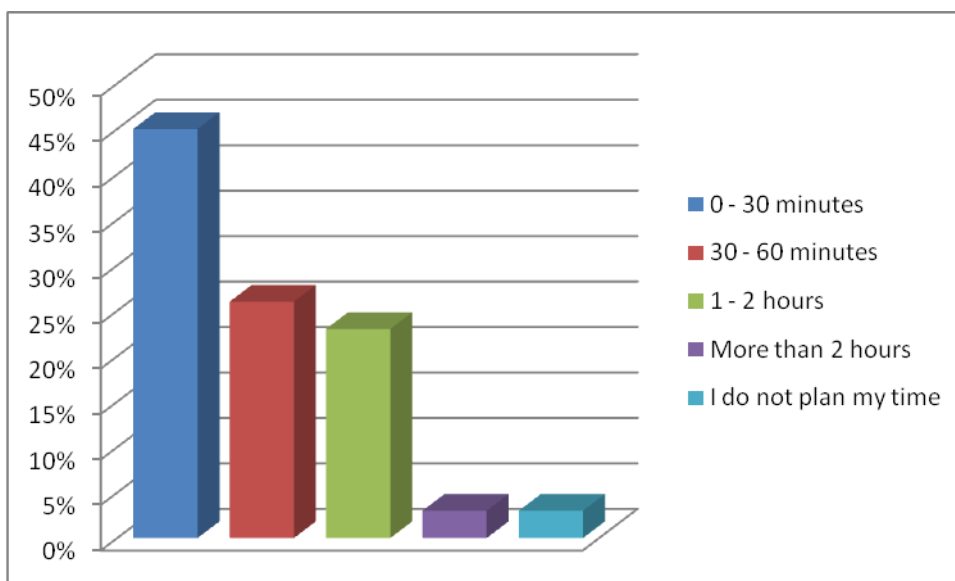
Question 10**If you plan your time how much time do you save?**

Chart 10: Saving of time. *Source: Own Evaluation*

If the respondents are planning their time, they are able to save some time. However, in 45% (16 out of 35) it is only between 0-30 minutes. The other group which has 26% (9 out of 35) is able to save from 30 to 60 minutes. The interesting fact is that 23% (8 out of 35) can save by planning from 1 to 2 hours. Only 3% (1 out of 35) can plan their time in way that saves them more than 2 hours, and 3% (1 out of 35) do not plan own time.

Question 11

Do you postpone the tasks which were planned?

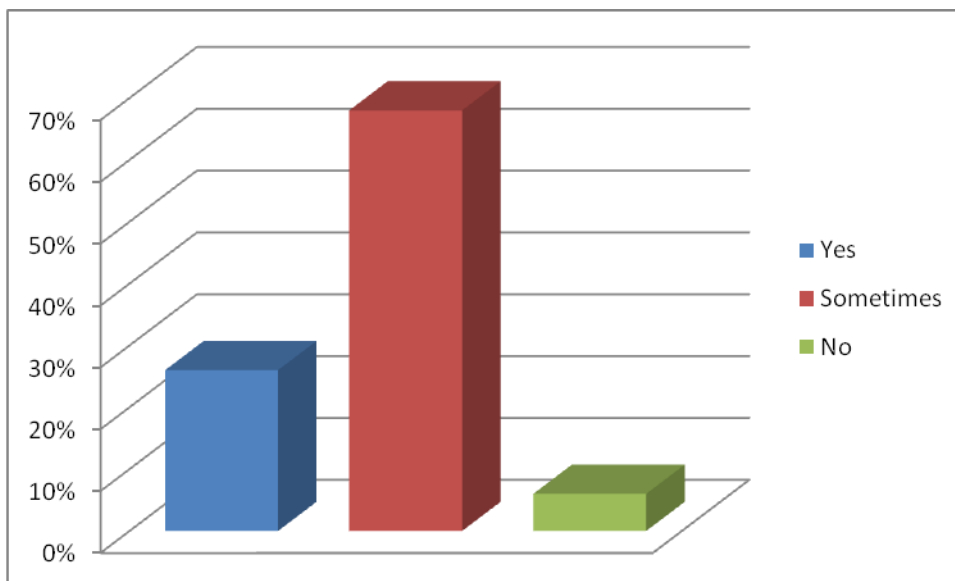


Chart 11: Postponing of tasks. *Source: Own Evaluation*

The results from the questionnaire survey show that 68% (24 out of 35) of workers responded sometimes. These people obviously postpone some tasks, but it does not happen on a regular basis. There is a group of people 26% (9 out of 35) who answered Yes, which may indicate a regular procrastination. Only 6% (2 out of 35) of workers do not postpone tasks that were planned.

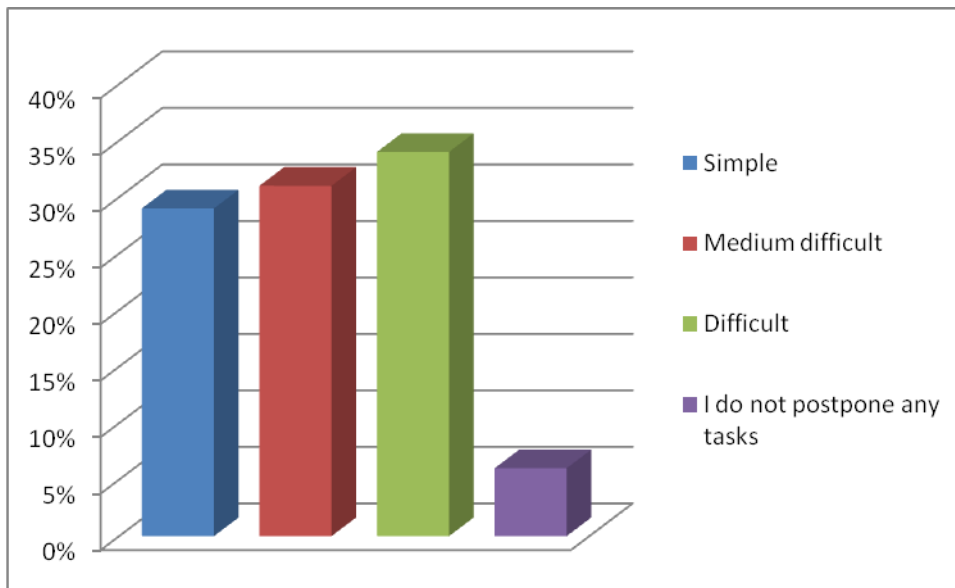
Question 12**What kind of tasks do you postpone?**

Chart 12: Kind of postponed tasks. *Source: Own Evaluation*

Respondents have generally a tendency to postpone difficult tasks, since the solution of difficult things requires greater effort and more time. However, the survey results show that all three types of tasks are almost in balance. Most workers postpone difficult tasks, 34% (12 out of 35), medium difficult postpone 31% (11 out of 35) and simple tasks postpone 29% (10 out of 35). Only 6% (2 out of 35) do not postpone any tasks.

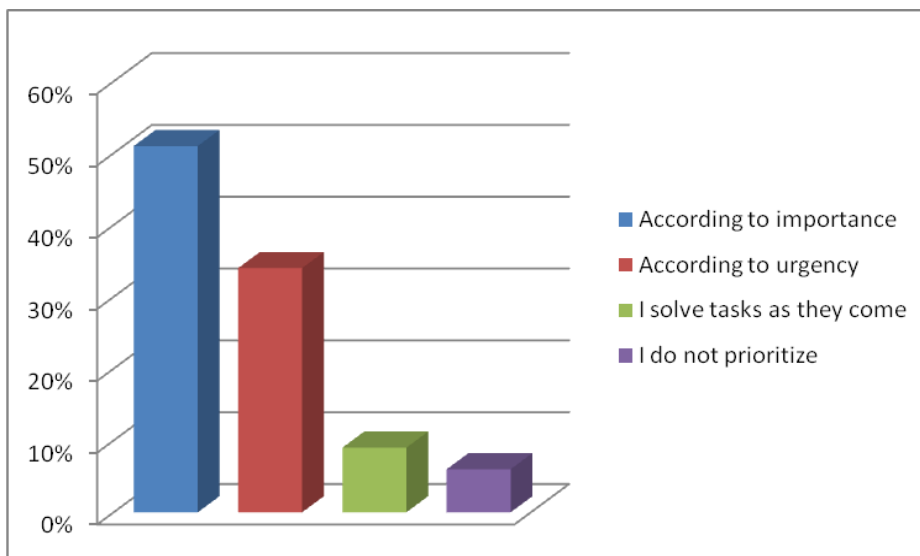
Question 13**According to which priorities do you solve working tasks?**

Chart 13: Priorities. *Source: Own Evaluation*

There is showed that 85% (30 out of 35) of respondents are able to perform their working tasks according to selected priorities. They solve the majority of tasks according to importance 51% (18 of 35), followed by the solution according to the urgency 34% (12 out of 35). Group of people who solve tasks as they come has 9% (3 out of 35). This may mean that they do not determine priorities as workers who selected this option directly 6% (2 out of 35).

The prioritization does not make a problem to majority of respondents and the implementation of working tasks is more efficient.

Question 14

Is it difficult for you to say NO to your colleagues?

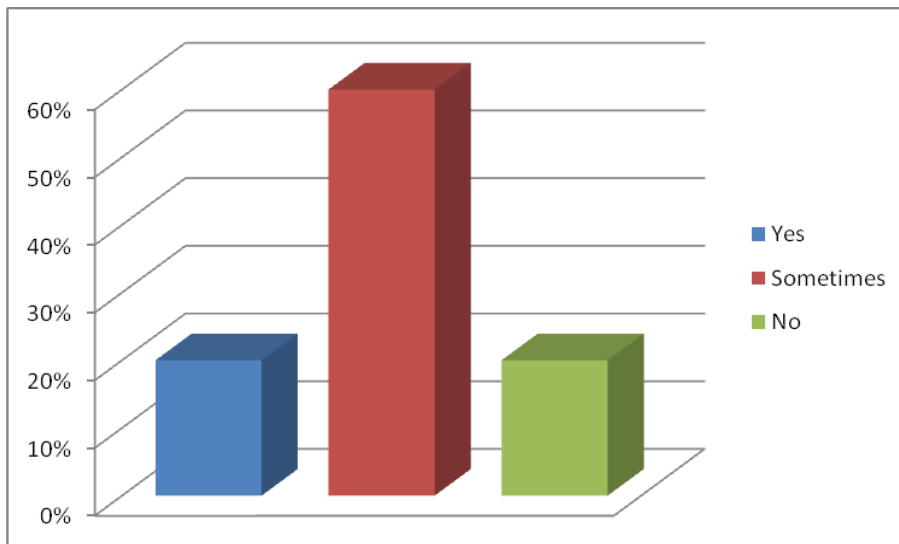


Chart 14: Inability to say NO. *Source: Own Evaluation*

The survey showed that for 80% of workers is difficult to say no. Most respondents answered the option sometimes 60% (21 out of 35) where the major role can be played by the position of colleagues. 20% (7 out of 35) of people selected the option Yes which means that to say no is very difficult for this group of people. In contrast, for the 20% (7 out of 35) is not a problem to say no to colleagues.

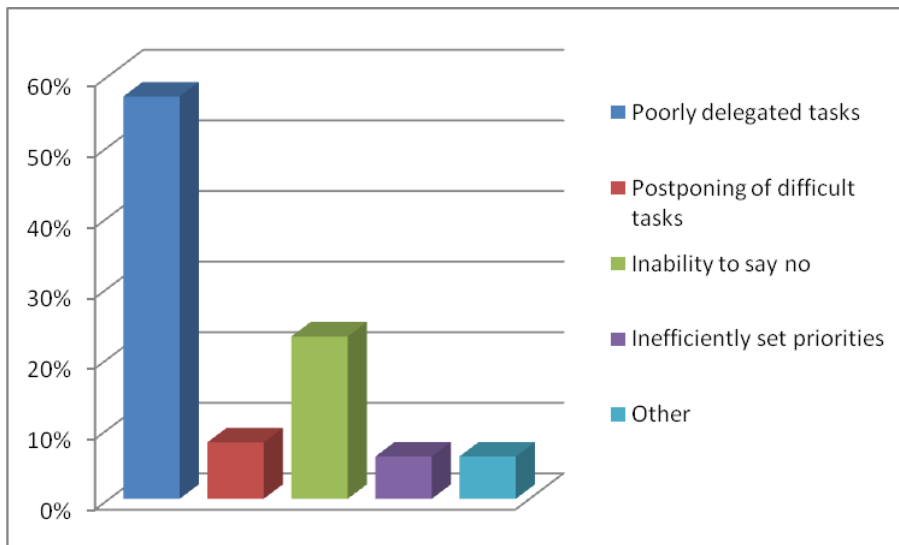
Question 15**What is delaying you during your working tasks?**

Chart 15: Delaying. *Source: Own Evaluation*

During the performance of tasks the major problem is that tasks are badly delegated which selected 57% (20 out of 35) of workers. This indicates that workers are doing tasks that should be done by someone else. Furthermore, workers waste their time because of inability to say no 23% (8 out of 35). As a third option was selected the postponing of difficult tasks 8% (3 out of 35). The same result has option inefficiently set priorities 6% (2 out of 35) and other 6% (2 out of 35).

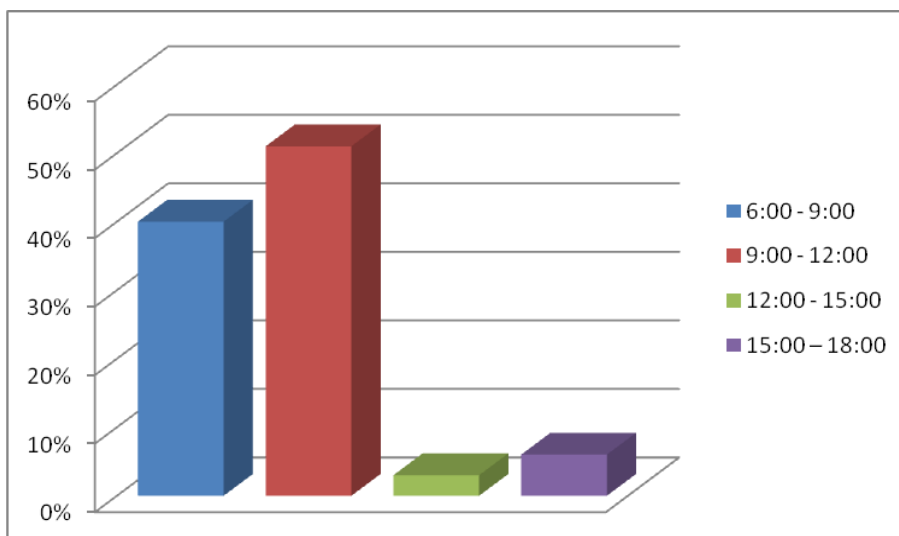
Question 16**What time period is the best for your work?**

Chart 16: Best period for work. *Source: Own Evaluation*

This question shows that the majority of respondents identified as the best time for work 9-12am 51% (18 out of 35), followed by working time from 6 to 9am 40% (14 out of 35). These two sections characterize the morning time and they have together over 90%. Other sections of the working day have only a small representation. The section from 15 to 18pm has 6% (2 out of 35) and the last part from 12 to 15pm selected 3% (1 out of 35).

Question 17

In what time period do you solve the most difficult tasks?

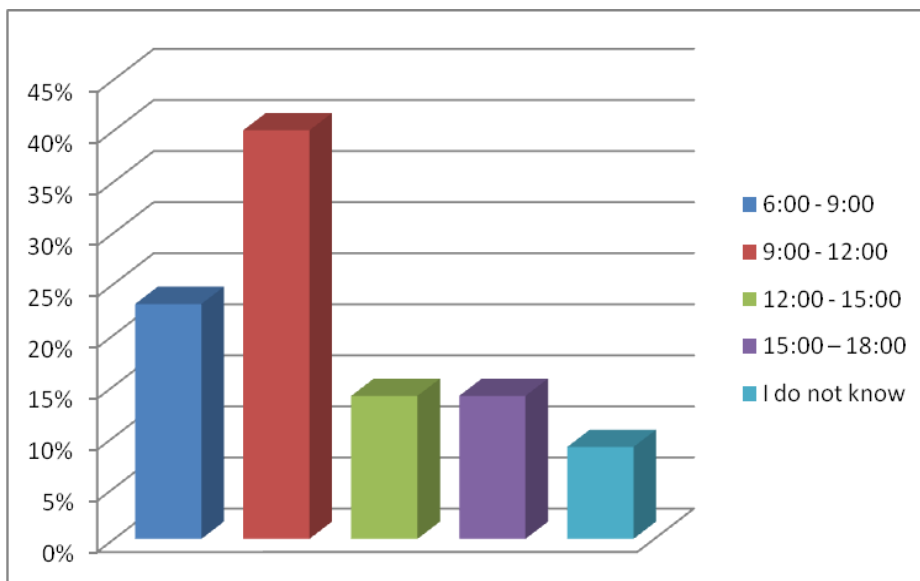
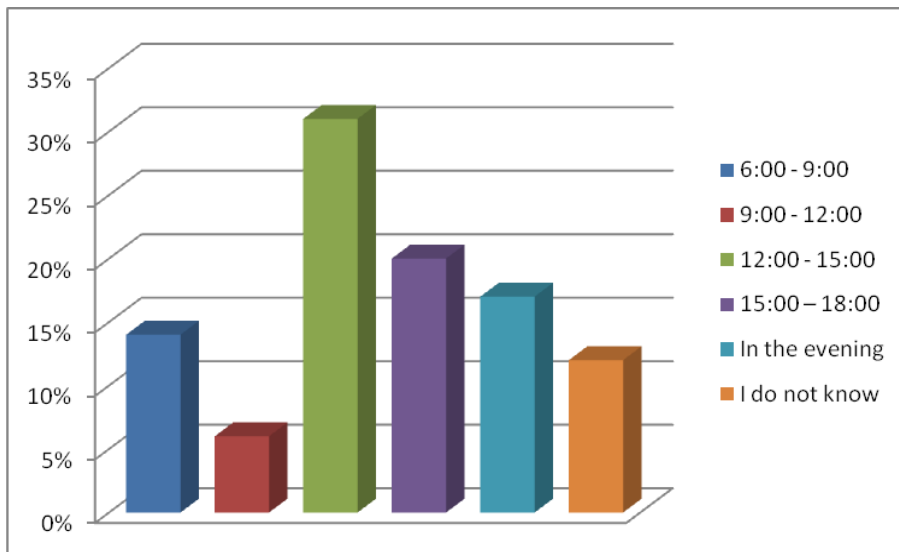
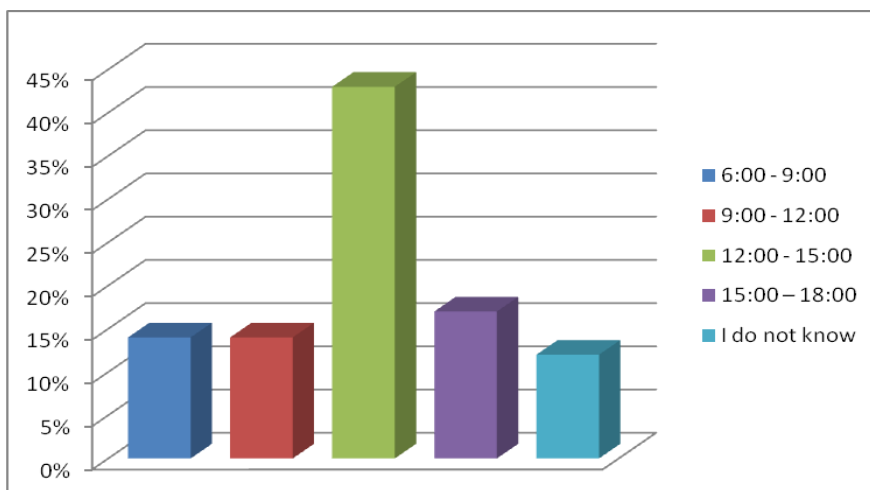


Chart 17: Difficult tasks. *Source: Own Evaluation*

This question is connected with the previous question. The objective is to determine whether the workers solve the most difficult tasks in the time when they work best. It was confirmed because 63% of respondents solve the most difficult tasks in the morning. In the period from 9 to 12am solve these tasks 40% (14 out of 35) of people. Second is a group with the option from 6 to 9am 23% (8 out of 35). In the afternoon, the most difficult tasks are solved by 28% of workers. The period from 12 to 15pm selected 14% (5 out of 35) and the period from 15 to 18pm 14% (5 out of 35) of workers. The last option was I don't know 9% (3 out of 35).

Question 18**What time period is the worst for your work?**Chart 18: Worst period for work. *Source: Own Evaluation*

This question shows that the afternoon and evening are the worst working periods for administrative staff. Most of the respondents selected the option from 12 to 15pm 31% (11 out of 35) when most people have a lunch and it is more complicated to start with work again. The next group is from 15 to 18pm 20% (7 out of 35) and the option in the evening, 17% (6 out of 35). The morning period from 6 to 9am is the worst for 14% (5 out of 35) and the period from 9 to 12am has only 6% (2 out of 35). Last group are workers who selected the option I don't know 12% (4 out of 35).

Question 19**In what time period do you solve the easiest tasks?**Chart 19: Easiest tasks. *Source: Own Evaluation*

This question is connected with the previous question. The objective is to determine whether the workers solve the most easiest tasks in the time when they work worst. It was quite confirmed because 60% of respondents solve the most easiest tasks in the afternoon. Most of them solve these tasks in the period from 12 to 15am 43% (15 out of 35). Second is a group with the option from 15 to 18am 17% (6 out of 35). In the morning, the most easiest tasks are solved by 28% of respondents. Specifically, in the period from 6 to 9am 14% (5 out of 35) and in the period from 9 to 12am 14% (5 out of 35) of workers. The last option is I don't know 12% (4 out of 35).

Question 20

What is your biggest thief of time at work?

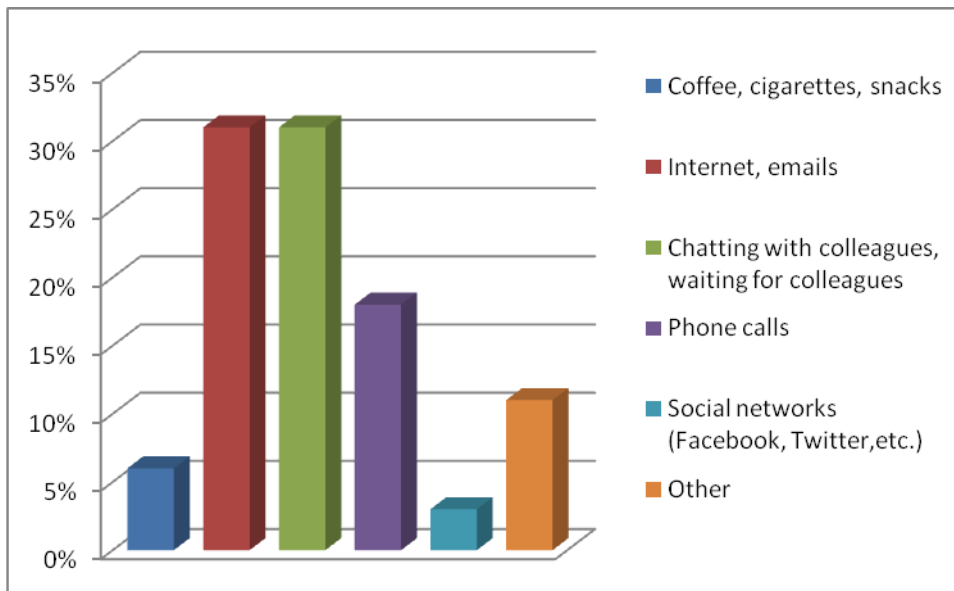
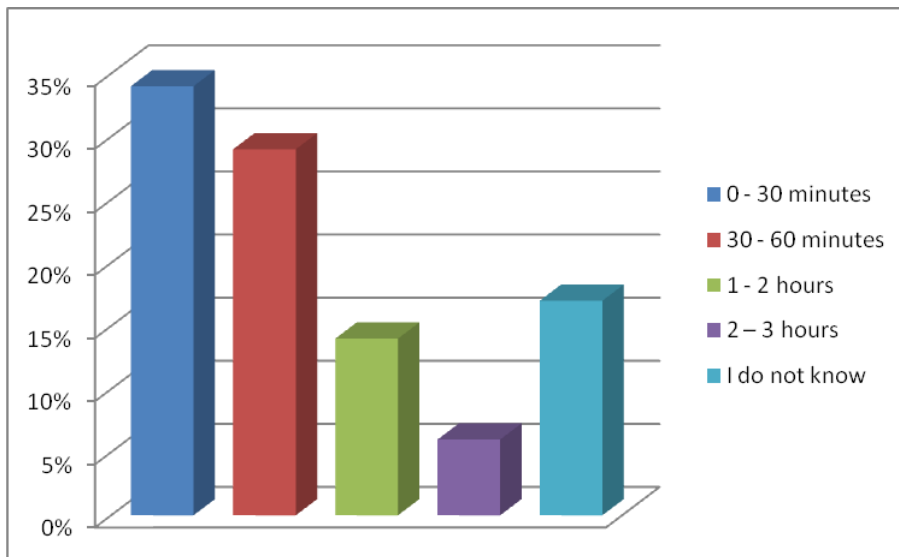
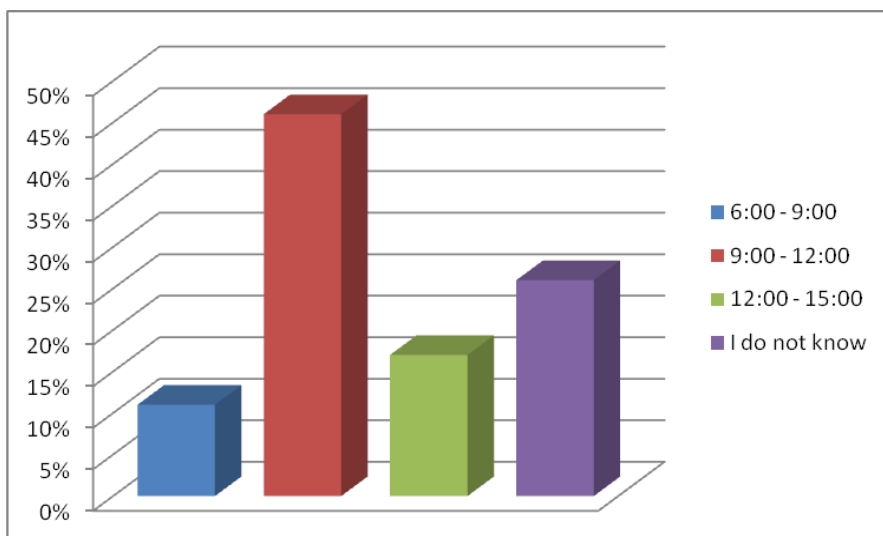


Chart 20: Time thieves. *Source: Own Evaluation*

The biggest thieves of time are Internet and emails 31% (11 out of 35), as well as chatting with colleagues and waiting for colleagues 31% (11 out of 35). As the third most common option were selected phone calls 18% (6 out of 35), in most cases respondents stay in the note that these calls are connected with work. The option other marked 11% (4 out of 35). Coffee, cigarettes and snacks are a thief for 6% (2 out of 35) and only 3% (1 out of 35) marked the social networks which are nowadays the phenomenon and big thief of time, but it did not confirm here.

Question 21**How much time do these thieves take you every day?**Chart 21: Time period of thieves. *Source: Own Evaluation*

Thieves of time most occupy 0-30 minutes of working time 34% (12 out of 35). Followed by a group that marked the option 30-60 minutes 29% (10 out of 35). The answer I don't know 17% (6 out of 35) selected respondents who are not sure how much time lost. Larger time sections selected 20% of people. Specifically, 1-2 hours 14% (5 out of 35) and 2-3 hours 6% (2 out of 35). The result of the survey shows that thieves of time mainly occupy within 1 hour of working time.

Question 22**What time period is the most frequent for your time thieves?**Chart 22: Most frequent time for thieves. *Source: Own Evaluation*

Thieves of time mostly occur in time from 9-12am 46% (16 out of 35). Other sections of the day have a smaller representation. Time period from 12 to 15pm 17% (6 out of 35) and the last period is from 6 to 9am 11% (4 out of 35). However, the option I don't know selected 26% (9 out of 35) of workers who change time periods or is really hard to determine these periods.

Question 23

Do you work under stress?

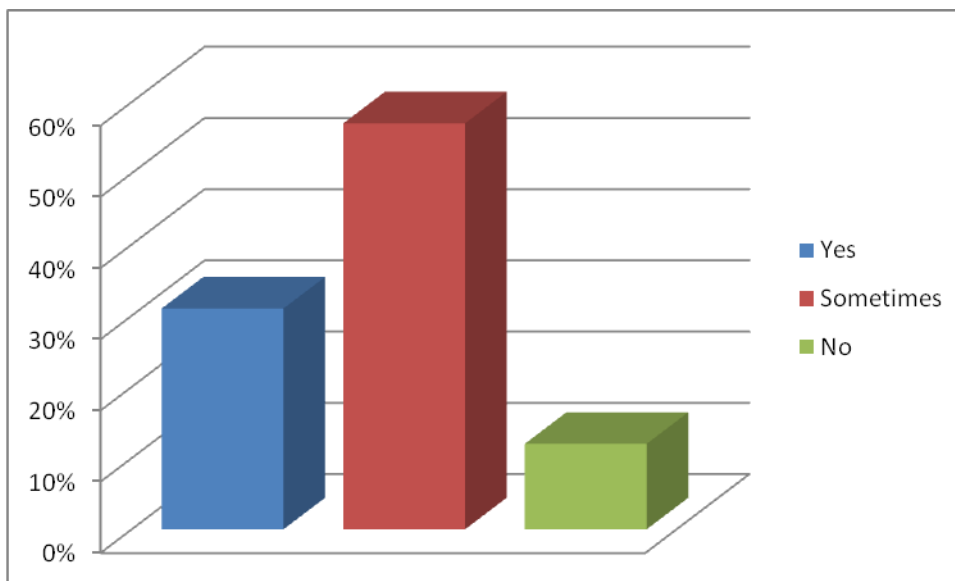


Chart 23: Stress. *Source: Own Evaluation*

Stress can induce a time pressure. It can help someone to better performance, other people are trying to avoid the stress. On the question if they often work in stress respondents selected the option sometimes 57% (20 out of 35). Yes was replied by 31% (11 out of 35), which can indicate that the work in administration can be a stressful job. The option no was filled by only 12% (4 out of 35) when they disprove the fact that they work in stress.

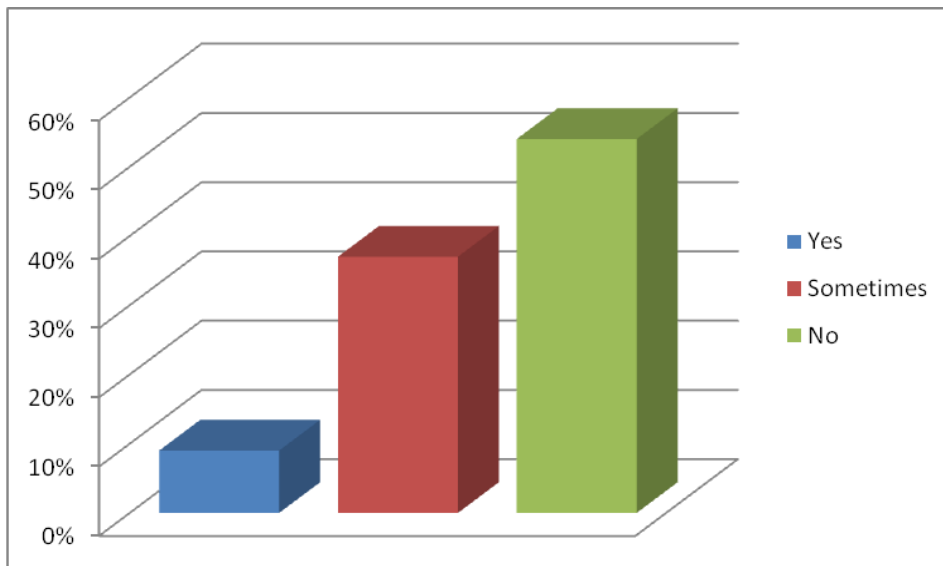
Question 24**Are you able to relax during the working time?**

Chart 24: Relax. *Source: Own Evaluation*

This result shows that more than half of workers cannot relax during their working time 54% (19 out of 35). To relax irregularly can 37% (13 out of 35) of respondents who selected the option sometimes. Time to relax at work is able to find only 9% (3 out of 35). The causes of this could be analyzed in the deeper analysis. However, this is not the aim of this work.

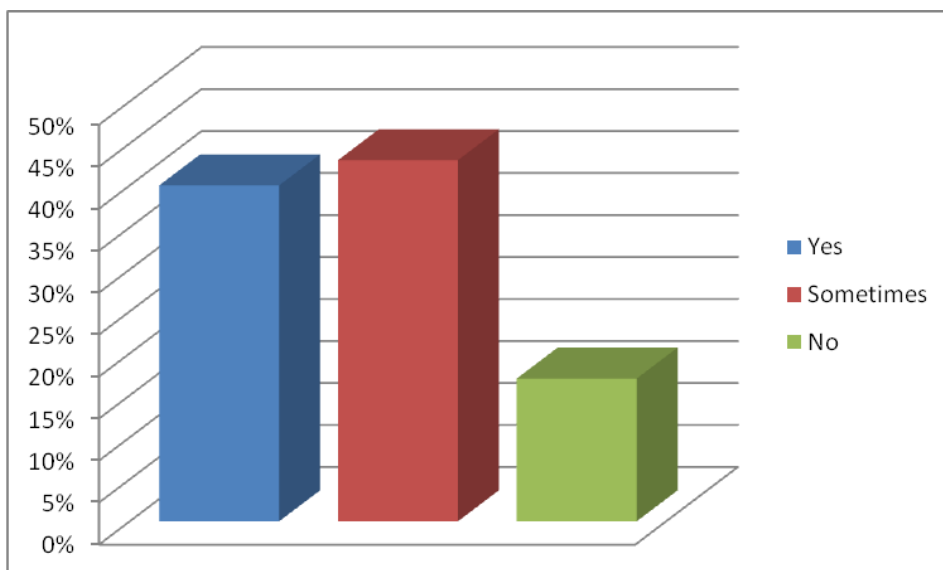
Question 25**Do you know your long-term objectives?**

Chart 25: Long-term objectives. *Source: Own Evaluation*

The survey showed that most of people know what are their long-term objectives. First group of workers answered Yes 43% (15 out of 35). It shows that they do not have problems with identifying of their objectives. In contrast, workers who determine long-term objectives but sometimes it is hard to identify them selected the option sometimes 40% (14 out of 35). Answer no filled only 17% (6 out of 35) of workers who do not specify their long-term objectives.

Question 26

Do you know what you have to do to achievement of your objectives?

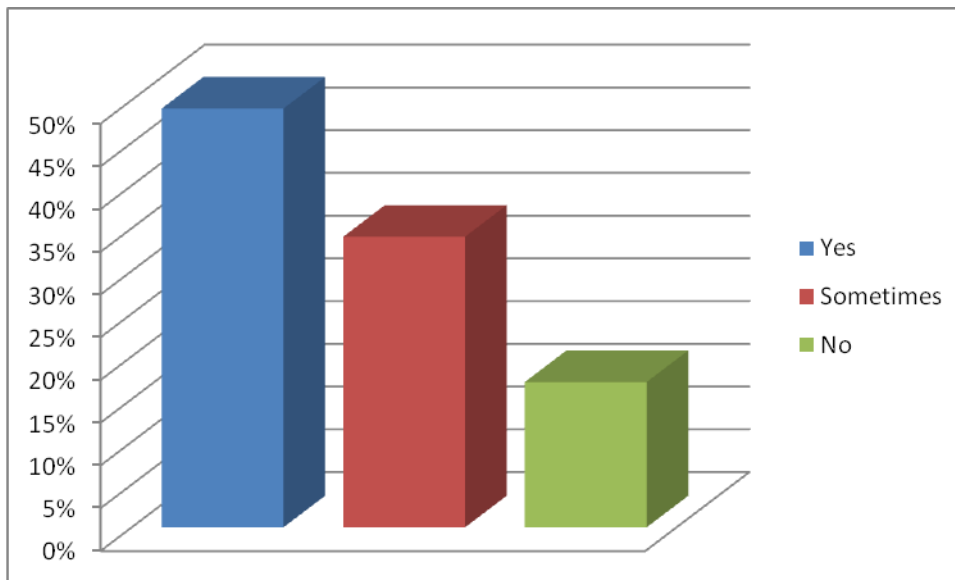


Chart 26: Achievement of objectives. *Source: Own Evaluation*

What needs to be done to achieve the long-term objectives knows 49% (17 out of 35). The option sometimes was selected by 34% (12 out of 35) of respondents. Last one is a group of people who answered no 17% (6 out of 35). This is the same result as in the previous question the number of workers who do not know what are their goals.

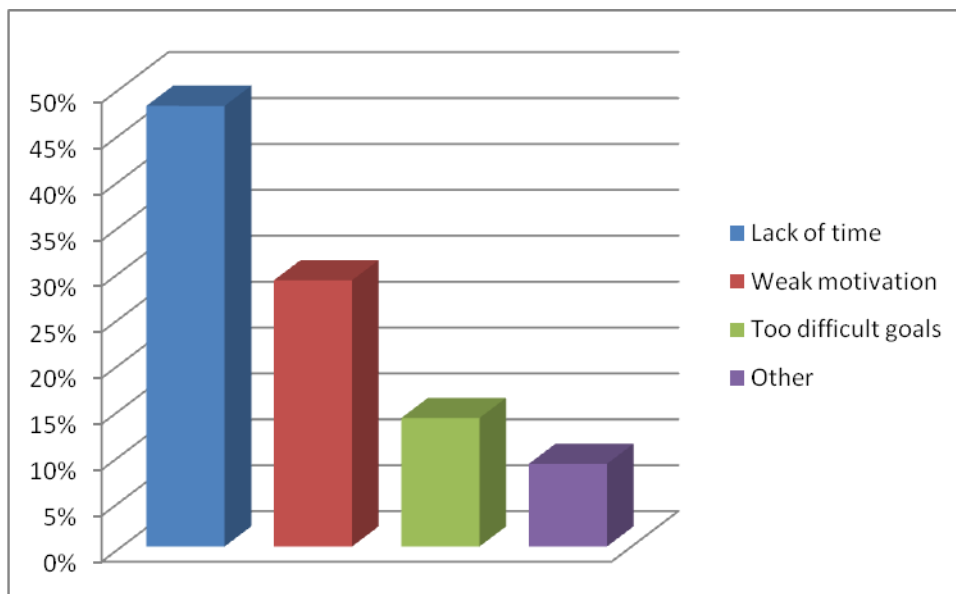
Question 27**What is the most common reason that you do not reach your objectives?**

Chart 27: Unreached objectives. *Source: Own Evaluation*

If the workers do not achieve long-term goals, the main reason is that they have lack of time 48% (17 out of 35). The second most common cause is a weak motivation 29% (10 out of 35). Next selected options are the determination of too difficult goals 14% (5 out of 35) and other causes 9% (3 out of 35).

3.1 Summary of Questionnaire Results

The results of this questionnaire survey show the following facts. In the administrative positions work most of women 80%. It is evident that the administrative positions are occupying by people in productive age 30-50 years which is 66 %. These workers have many years to retirement and it is likely that they will stay in companies for longer time. For young people who are there in a small percentage, it can be a challenge how to compete with the more experienced workers who work in these positions. Questions related to planning of time begin by finding that more than half of workers are not satisfied with their time preferences. For these workers, who spend most of the working day in the Office, it may be very difficult to find a space for better usage of time. The majority of these people cannot stop during working hours, which can lead to dissatisfaction from the usage of time.

As a very positive fact is revealed that 97% of workers is planning their working time. This high percentage may indicate that administrative workers plan own working time conscientiously and they think about problem how to effectively use the time which is spent by working responsibilities. If they plan their time, it was necessary to ask whether they use planning tools. These tools are used by 83% of workers who write down their plans. Then is there far more probability that they can fulfill the scheduled tasks. The most common tools for the planning are classic paper calendars or paper diaries. Administrative workers use most frequently a paper and pencil, probably because this option is simple and scheduled tasks can be still seen in front of them. The big advantage is that notes can be added very easily. In time of modern technologies this result is surprising for me.

However, a certain disappointing is the fact that vast majority of workers does not use any techniques for better efficiency of their time.

Administrative workers most often use daily and weekly planning (together 83%). These two kinds of planning are almost equally used. Daily planning can provide a quick overview of all activities and it has a function that person should not forget to anything. In the weekly planning the workers can select the priorities of each week and this can save a lot of time. This planning helps to better work efficiency in 63% of cases, while the remaining 37% is not able to do more work. This shows that the time of this group is planning poorly and they should work on improvement. The majority of people save between 0-30 minutes or no more than one hour. Then it is up to them how the saved time can be used. In the normal and working life we meet with postponing of tasks for another time, but a better time need not come (especially for unpleasant task). Every worker should

have the effort to eliminate this postponing as much as possible. But unfortunately, the results show that this is not so simple. More than 90% of respondents answered that at least sometimes postpone tasks, which they have planned. The most often are postponed difficult 34%, medium difficult 31% and simple tasks 29%. Every option is almost equally same, which may indicate that the tasks can change according to the time options of workers.

In the ranking list of priorities the workers most frequently solve tasks according to importance. The second largest group solve the tasks according to urgency when they may rely on the specified deadline. Another interesting fact is that 80% of employees responded that it is at least sometimes difficult for them to say no. This may leads to the problem that they spend their working time by such tasks, which could be given to someone else. This confirmed the next question, when 57% of respondents is delayed by badly delegated tasks and that workers can not to say no 23%. Administrative workers are not able to cope with everything. However, if they learn to delegate, they reach savings of time, which can be devoted to other work activities.

The best time for their work is the morning, when this time period from 6 to 12am, selected more than 90% of workers who solve the most difficult tasks at this time 63%. This may indicate that probably majority of workers have the most strength from the morning to noon and they leave easy tasks to afternoon time from 12 to 18pm. This is the worst working time period for more than half of the workers. 60% of workers leave the easiest tasks for this period. From the results is obvious that critical sections appear in time from 12 to 18pm when 28% of workers solve the most difficult tasks, but only 9% of them have selected these sections as the time when they work best.

With regard to the analysis of time thieves, the biggest two thieves from responses are options Internet, emails and chatting with colleagues or waiting for colleagues which are exactly the same. Access to the internet is nowadays almost everywhere and for the workers is not a problem to read the news or articles in their working time. Nowadays is not surprising that more people is sitting together in the office. That leads to chatting with colleagues about various topics and problems or waiting for their colleagues for a while. Among the time thieves are also phone calls, drinking of coffee or cigarette breaks. Thieves of time are mostly occupied by time period within one hour which is almost the same result as the time saved by planning. A saved time can be inefficiently used because of these thieves. The most critical section when the time thieves occur most often is the time from 9

to 12am 46% when workers work best. Nevertheless, 26% of respondents are unable to determine a critical periods. This is probably because of every day changes.

The survey shows that almost 90% of workers have at least occasionally stress at work. It is good to eliminate stress situations, because a constant stress can negatively affect the mental health of individuals. It also negatively affect the working time when the stressed workers may have problems with the efficient use of time.

Time for the relaxation at work have only 46% of surveyed workers. Other workers are not able to relax, because they apparently do not save any time.

The last group of questions was designed to analyze the current status of planning and carrying out of their long-term goals . Most of the workers know at least occasionally what are their long-term goals. However, only 40% of them know their goals with confidence. Almost half of the respondents know what needs to be done to achieve the objectives. With the workers who know it only occasionally make up together 83%. This shows that if they already know their goals than they know how to reach them. However, if these long-term goals are not reached, the main reason is that they have little time. As the second cause is revealed a weak motivation. This confirms that correct time management can help us even in long-term.

The results of the survey show that employees are able to plan their time. However, the techniques for effective use of time management are unknown for them. They are also able to specify a time according to the priorities and they know their long-term goals. On the other hand, negative facts that need to be improved are bad delegation, inability to say no, time thieves and ignorance of any techniques for time management.

3.2 Suggestions and Recommendations

Based on the results of the questionnaire survey have been identified the major shortcomings in the area of time management. For better utilization of working time is good when administrative workers will focus on the following areas: delegation, the ability to say no, thieves of time, application of techniques for better time management, weekly planning. Workers from the companies DF Partner and Modikov can subsequently use these recommendations for the improvement of their working time. The recommendations are proposed on the basis of knowledge of the theoretical part and my own proposals.

The major shortcoming in the performance of working tasks turned out the delegation. Therefore, I suggest here a few points above which workers should think about before they will delegate the task to someone else. For the first time they should answer the questions: What to delegate? Whom to delegate? How to delegate? 1st question: What to delegate? The worker must determine what tasks is appropriate to delegate. It should be mainly those tasks that are routine, regularly repeated and bring to delegated colleague experience or new skills. Also those that can be done within his abilities and motivate him. 2nd question: Whom to delegate? I would recommend a delegation of selected tasks to workers who have enough time for processing tasks or to those who have not been delegated and have good abilities to handle the task. 3rd question: How to delegate? When we choose a colleague, then we have to choose how the delegation procedure will take place. We should explain to the worker the object and theme of our delegation. There should be determined conditions and details, as well as setting of timetable or deadline for checks (e.g. once a week). The person who delegates should not carry the full responsibility to delegated colleague.

This form of cooperation is beneficial for both workers. The person who delegates will get rid of tasks that slow him down and he gets time on tasks which could not be previously performed. On the other hand, delegated workers gain more powers, responsibilities for performed tasks and improve their abilities. In addition, they are more motivated for the next work assignments, and it will lead in most cases to increase of their performance.

Another drawback is the inability to say "no", which most of people at least sometimes must deal with it. This may lead to the fact that workers must bring their work to home. If the workers do not learn to refuse certain tasks, they will not be able to properly manage their time. It is good to understand in which situations they are doing something against their will. What they in fact did not want to do and disagree with it. The first step should be that we will not be accepting other tasks, on which we have the lack of time. It is also good to learn how to say no. Firstly, in our privacy and gradually transfer this ability to the working process. If someone wants something from us, it is good to leave a time for reflection and do not say yes or no immediately. If you are not sure what to answer it is better to wait and think about it. It is good to do small analysis of the following issues. Why cannot I say no? Why cannot I refuse another people, when they ask for my time. Analyze the results and work until you find clear causes (eg, fear). Therefore, as soon as

someone asks about the activity, for which we do not have time or simply we do not like it, we will be honest and say "no".

Thieves of time are also a big problem. As the results show they appear during the whole day, but the most frequent time is from 9 – 12am. This time period was marked as the best and as the period when they solve the most difficult tasks. Therefore, workers should eliminate these thieves or they try to move them into the afternoon period when the fulfilling of working tasks is worst. This will improve their efficiency in the most powerful time period. Avoid the chatting with colleagues is very hard, but the workers should try to move this distraction into the afternoon hours. In the morning they should not react to this distraction and they should try to do most of work. Avoid the reading of emails is almost impossible. Nevertheless, it is good to check emails in the morning, but reading of websites should be postponed to afternoon when the working morale is not as good as morning. Ideal time for this can be after or during the lunch time.

Workers do not know and do not use techniques for better time management. Most of them probably do not know how these techniques can be helpful. For those who would really like to streamline their working time, I would recommend to study the literature about time management or the internet sources about it. To find useful tips and techniques should not be a problem. Based on the results of question number 13 which showed that workers solve their working tasks according to importance and urgency, I would recommend to take a look at these techniques: Eisenhower principle which distributes tasks according to importance and urgency. This technique helps to determine priorities and it helps to analyze the tasks which can be delegated to someone else. Alternatively, ABC analysis could be good, because it helps to determine the short-term priorities and effectively use time which is set for prioritized tasks. Or the company can provide to workers one of the special courses which are focused on time management.

Majority of administrative workers use daily and weekly planning. But I definitely recommend to use weekly planning for workers who use daily and other planning. There is a good to try prepare your weekly time frame where you can analyse the whole week in detail. By this way can be find out how much time occupy tasks or activities which are important and which activities only steal time. In the office is weekly planning more appropriate than daily planning which use almost the same number of people as weekly planning.

CONCLUSION

The main objective of this work was to analyze the current state of time management of administrative workers in medium-sized companies in the Czech Republic. Based on this analysis I determined the critical time periods and I proposed improvements of main shortcomings.

The theoretical part was focused on literary research on the topic of time management. I summarized the existing knowledge in this area. I also explained the techniques for organization of time as Pareto principle, Eisenhower principle, ABC analysis etc. I also dealt with the issues that are associated with the planning of the time. This included more planning tools. I clarified activities known as thieves of time who were explained in detail. In the practical part I introduced the companies DF Partner s.r.o. and Modikov s.r.o. I characterized the objectives and respondents of the questionnaire survey. For evaluation of the results and for the better clarity were used graphs.

The overall results were analyzed in more detail in the summary. At the end of practical part I proposed recommendations for increasing and better efficiency of time management. The efficient use of time management is not only about a reading of books or visiting seminars which are dealing with this topic. This is the only first step towards a change when the administrative workers meet with the useful rules and techniques.

Much more important is the ability to apply this knowledge in practice. This process is usually difficult at the beginning, but when new tasks become habit and routine it will improve our personal and professional life.

I see the practical benefit of this work in the analysis of the current situation which revealed shortcomings. Thanks to their identification I was able to propose such suggestions and recommendation that can lead to better time management.

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APPENDICES

P I The English questionnaire

P II The Czech questionnaire

APPENDIX P I: THE ENGLISH QUESTIONNAIRE

Dear sir/ Dear madam,

I am a student of Tomas Bata University in Zlín, Faculty of Humanities. I would like to ask you to fill in a short questionnaire on the topic: Time management of administrative workers in medium-sized companies in the Czech Republic. Filling out of the questionnaire will take approximately 10 minutes. The questionnaire is anonymous and the results of your answers will serve only to my bachelor thesis.

Thank you in advance for your time and your willingness.

Milan Polomíček

1. What is your gender?

Male Female

2. What is your age?

Less than 30 30 – 50 over 50

3. Are you satisfied with your current time options?

Yes No

4. Do you plan your working time?

Yes No

5. Do you use any planning tools for planning of your time (diaries, calendars, etc.)?

Yes No

6. What specific planning tools do you use?

Paper calendar or diary

Special diary (multifunctional)

Digital diary

Mobile phone (Smarthphone), tablet

Personal computer

Other: _____

7. Do you use any time management technique? (Pareto's formula, ABC analysis, Eisenhower Principle, etc.)

Yes Sometimes No I do not know these techniques

8. What type of planning do you use?

Daily planning

Weakly planning

Monthly planning

Yearly planning

9. Are you able to do more work if you use planning?

Yes No

10. If you plan your time how much time do you save?

0 - 30 minutes

30 - 60 minutes

1 - 2 hours

More than 2 hours

I do not plan my time

11. Do you postpone the tasks which were planned?

Yes Sometimes No

12. What kind of tasks do you postpone?

Simple

Medium difficult

Difficult

I do not postpone any tasks

13. According to which priorities do you solve working tasks?

According to importance

According to urgency

I solve tasks as they come

I do not prioritize

14. Is it difficult for you to say NO to your colleagues?

Yes

Sometimes

No

15. What is delaying you during your working tasks?

Poorly delegated tasks

Postponing of difficult tasks

Inability to say no

Inefficiently set priorities

Other: _____

16. What time period is the best for your work?

6:00 - 9:00	9:00 - 12:00	12:00 - 15:00	15:00 – 18:00	Evening	I do not know
-------------	--------------	---------------	---------------	---------	---------------

17. In what time period do you solve the most difficult tasks?

6:00 - 9:00	9:00 - 12:00	12:00 - 15:00	15:00 – 18:00	Evening	I do not know
-------------	--------------	---------------	---------------	---------	---------------

18. What time period is the worst for your work?

6:00 - 9:00	9:00 - 12:00	12:00 - 15:00	15:00 – 18:00	Evening	I do not know
-------------	--------------	---------------	---------------	---------	---------------

19. In what time period do you solve the easiest tasks?

6:00 - 9:00	9:00 - 12:00	12:00 - 15:00	15:00 – 18:00	Evening	I do not know
-------------	--------------	---------------	---------------	---------	---------------

20. What is your biggest thief of time at work?

Coffee, cigarettes, snacks

Internet, emails

Chatting with colleagues, waiting for colleagues

Phone calls

Social networks (Facebook, Twitter, ...)

Other: _____

21. How much time do these thieves take you every day?

0 - 30 minutes

30 - 60 minutes

1 - 2 hours

2 – 3 hours

More than 3 hours

I do not know

22. What time period is the most frequent for your time thieves?

6:00 - 9:00	9:00 - 12:00	12:00 - 15:00	15:00 – 18:00	Evening	I do not know
-------------	--------------	---------------	---------------	---------	---------------

23. Do you work under stress?

Yes Sometimes No

24. Are you able to relax during the working time?

Yes Sometimes No

25. Do you know your long-term objectives?

Yes Sometimes No

26. Do you know what you have to do to achievement of your objectives?

Yes Sometimes No

27. What is the most common reason that you do not reach your objectives?

Lack of time

Weak motivation

Too difficult goals

Other: _____

APPENDIX P II: THE CZECH QUESTIONNAIRE

Dobrý den,

Jsem studentem Univerzity Tomáše Bati ve Zlíně, Fakulty humanitních studií. Chtěl bych Vás požádat o vyplnění krátkého dotazníku na téma: Time management administrativních pracovníků středně velkých firem v České Republice. Vyplnění dotazníku Vám zabere cca 10 minut. Dotazník je anonymní a výsledky Vašich odpovědí poslouží pouze k mojí bakalářské práci.

Předem děkuji za Váš čas a ochotu.

Milan Polomíček

1. Pohlaví:

Muž

Žena

2. Věk:

Méně než 30 let

30 – 50 let

nad 50 let

3. Jste spokojen(a) se svými současnými časovými možnostmi?

Ano

Ne

4. Plánujete si svůj pracovní čas?

Ano

Ne

5. Využíváte pro plánování Vašeho času plánovací pomůcky (diáře, kalendáře, atd.)?

Ano

Ne

6. Jaké plánovací pomůcky konkrétně využíváte?

Papírový kalendář

Speciální diář (více funkční)

Digitální diář

Mobilní telefon (smarthphone), tablet

Osobní počítač

Jiné: _____

7. Používáte některou z technik řízení času? (např. Paretovo pravidlo, analýza ABC, Eisenhowerův princip,...)

Ano Občas Ne Neznám tyto techniky

8. Na jaký časový úsek si plánujete úkoly?

Každý den

Každý týden

Každý měsíc

Celý rok

9. Uděláte víc práce, pokud používáte plánování?

Ano Ne

10. Pokud si plánujete svůj čas, kolik Vám plánování ušetří času?

0 - 30 minut

30 - 60 minut

1 - 2 hodiny

Více než 2 hodiny

Neplánuji si svůj čas

11. Stává se Vám, že odkládáte úkoly, které jste si naplánovali?

Ano Občas Ne

12. Jaké úkoly odkládáte?

Jednoduché

Středně složité

Obtížné

Neodkládám žádné úkoly

13. Podle jakých priorit řešíte úkoly?

Řeším úkoly podle důležitosti

Řeším úkoly podle naléhavosti

Řeším úkoly tak, jak přichází

Neurčuji priority

14. Je pro Vás obtížné říct kolegům NE?

Ano

Občas

Ne

15. Co Vás nejvíce zdržuje při plnění pracovních úkolů?

Špatně delegované úkoly

Odkládání složitých úkolů

Neumím říct ne

Neefektivně stanovené priority

Jiné: _____

16. V jakém časovém úseku pracovního dne se Vám pracuje nejlépe?

6:00 - 9:00	9:00 - 12:00	12:00 - 15:00	15:00 – 18:00	Večer	Nevím
-------------	--------------	---------------	---------------	-------	-------

17. V jakém časovém úseku řešíte nejobtížnější úkoly?

6:00 - 9:00	9:00 - 12:00	12:00 - 15:00	15:00 – 18:00	Večer	Nevím
-------------	--------------	---------------	---------------	-------	-------

18. V jakém časovém úseku pracovního dne se Vám pracuje nejhůře?

6:00 - 9:00	9:00 - 12:00	12:00 - 15:00	15:00 – 18:00	Večer	Nevím
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19. V jakém časovém úseku řešíte nejlehčí úkoly?

6:00 - 9:00	9:00 - 12:00	12:00 - 15:00	15:00 – 18:00	Večer	Nevím
-------------	--------------	---------------	---------------	-------	-------

20. Co je pro Vás největším zlodějem času v práci?

Káva, cigarety, svačiny

Internet, emaily,

Povídání s kolegy, čekání na kolegy

Telefonní hovory

Sociální sítě (Facebook, Twitter...)

Jiné: _____

21. Kolik času Vám tito zloději času denně zaberou?

0-30 minut

30-60 minut

1-2 hodiny

2-3 hodiny

Více než 3 hodiny

Nevím

22. V jakém časovém úseku se Vaši zloději času nejčastěji vyskytují?

6:00 - 9:00	9:00 - 12:00	12:00 - 15:00	15:00 – 18:00	Večer	Nevím
-------------	--------------	---------------	---------------	-------	-------

23. Pracujete často ve stresu?

Ano

Občas

Ne

24. Dokáže během dne v práci relaxovat?

Ano

Občas

Ne

25. Víte, jaké jsou Vaše dlouhodobé cíle?

Ano

Občas

Ne

26. Víte, co musíte udělat k dosáhnutí těchto cílů?

Ano

Občas

Ne

27. Pokud svých cílů nedosahujete, co je toho nejčastější příčinou?

Málo času

Slabá motivace

Stanovuji si příliš náročné cíle

Jiné: _____