## Time Management Tool: Spiral B’s first tool

# Time Diary

**1st DYSFUNCTION: EXCESS TIME ON WRONG STUFF**

1. How much time do you spend putting out fires?
2. How much time do you spend doing things others could be taught to do?
3. How much time do you spend doing other people’s jobs that don’t show up?

**2nd DYSFUNCTION: DEFICIENT TIME**

1. How much time do you spend correcting mistakes other make?
2. How much time do you spend because materials are not right?
3. How much time do you spend in rework?

**3rd More Value Added Time**

1. How much time do you spend that is adding value in the long-term?
2. How much time do you spend expanding your market?
3. How much time do you spend innovating?
4. How much time do you spend implementing strategic moves?

**4th PREVENTING DYSFUNCTIONS**

1. How much time do you spend training so dysfunctions do not happen?
2. How much time do you spend creating systems that work well so dysfunctions don’t keep happening again and again?
3. How much time do you spend listening to people you work with so you learn together to stop dysfunctions before they happen?

**5th CHANGING THE STRATEGIC DECISION TIME**

1. How much time do you spend changing the direction of this business, so you get results you want to get?
2. How much time do you spend changing the rules of the game (procedures, policies)?
3. How much time do you spend reploying resources needed to get job done right?
4. How much time do you spend developing new technology processes to get it done right every time?
5. How much time do you spend developing the kind of flexible, agile management system that stops the bureaucracy, so you getting to success?
6. How much time do you spend developing human potential?
7. How much time do you spend developing a sustainable business (profit, people, & planet)?

**You can click on figure and change the size of each pie wedge.**

**New time management after 3 interventions could look like this**

## 1st DYSFUNCTION: (Shift in Function) REDIRECT EXCESS TIME that is definitely not adding value to the business (its sales or services, its strategic outcomes); tasks or functions that need to be abandoned, transferred, DELEGATED, or eliminated.  The client’s answers to D-questions (Dispersion & Detaching processes no longer needed) can be included here. This is where you get the time needed to do 3 to 5.

## 2nd DYSFUNCTION: (Regulation of Dysfunction) DEFICIENCY TIME – Time spent correcting mistakes such as rework, due to dysfunctions that could be resolved in production, marketing, cash-to-cash (i.e. time it takes to convert inputs to cash flows), inventory, ordering time, etc. This includes lack of good habits of action. This is also where by resolving deficiencies in quality and productivity you get more time to do 3 to 5. 1st and 2nd Dysfunctions get resolved so that ...

## 3rd is More Value Added Time is available: Savall et al., (2008) calls it ‘Day to Day Management’– Time that adds value to the production of goods and services, to necessary functions. Teach clients to maintain these value-added habits of action.

## 4th is Prevention of Dysfunctions by pro-active use of tools (Time management, logbook of indicators, PAP, I/ESP, PNAC, & Spiral Updraft) and making the strategic and political choices (main directions, rules of the game, etc.) so 1st and 2nd dysfunction do not happen. Distracted owners who forget to prevent 1 (excess dysfunction) and 2 (deficient dysfunction) are spinning their wheels, putting out fires instead of preventing them. This also needs to become a habit of action.

## 5th is Creating Revenue Potential – Time on the Middle Path: This is two things. First, it is tending to the stem-roots of the business (Excess Salary, Overtime, Risks, Non-production, Over-consumption, & Non-creation of Potential Revenue). Second, it is the C-spiral, shaping the future with strategies that enhance revenue potential: main directions, rules of the game, expand the market, build capacity, advertise, market, etc.  It is an investment of time in the future that a small business cannot do without, if 1 and 2 and 4 are out of control, or no #3 (value-added) is consistently happening. It is oftentimes the most neglected area, because there is no time left to do it, if 1-4 are out of control. Again, this needs to become a habit of action. Practice the reducing 1 & 2 in your own life so you have more time for 3, 4, and 5. Then teach it to your client.