



# **ART**

of Time Management

- **A**ssessment
- **R**eport
- **T**ools

Personalized Report For:  
Sample Report

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# INTRODUCTION

## ART of Time Management

- Assessment
- Report
- Tools

Dear Sample,

The happiest people are those who manage their time wisely to maintain a well-balanced life. They know their current time strengths, continually search out their time weaknesses and quickly make needed improvements.

### Assessment

Deciding to complete the ART of Time Management Assessment was the first step to bringing balance to all aspects of your life.

### Report

This Report provides the results of your Time Management Assessment. It can help you gain control of how you use your time more productively at work and in many other aspects of your life and achieve the balanced life you believe is best for you.

You will discover how well you believe you are currently performing in each of the twelve Time Management topics below:

Objectives	Projects	Activities	Priorities
Crises	Analysis	Paperwork/E-Docs	Interruptions
Meetings	Delegation	Team Time	Personal Time

Your results for each topic are shown describing your strengths and improvement opportunities. As you read these pages, feel good about your strengths and commit to seize the opportunities to improve your performance.

### Graphs

The next section of the Report shows bar graphs of your scores to quickly identify the skill level for each of the 12 Time Management Topics. It also includes bar graphs of your Observer average and each of the Observer categories.

### Results - As Your Observers See You

If you chose to receive feedback from Observers - superiors, peers, subordinates or others who are aware of how you spend your time - the presentation of their combined results is graphically illustrated, along with your own results. This will help you see your Time Management habits and skills through the eyes of others. In each of the twelve qualities sections in your report, you will see your **Personal Score**. This score is the the average of your self score and all your observer scores and it will continually change as new observers submit their feedback.

Comparing your score to the Observer scores will make it apparent if you are scoring yourself higher or lower than what your Observers are scoring you. Where your scores and theirs are different, you need to discover what is behind those differences. Near the end of this report will be a page listing your **strengths** (a snapshot of the five areas with the highest average scores - from highest to lowest - from all your raters combined), your **areas for improvement** (a snapshot of the five areas with the lowest average scores - from lowest to highest - from all your raters combined) and your **blind spots** (a snapshot of the 5 areas with the greatest difference between your scores and the average scores from all your raters combined). Pay particular attention to this page.

You have 30 days to invite Observers for feedback. You may want to regenerate your report a few times to display Observer results. Simply regenerate your report from your Member Home Page.

## **Tools**

### **Performance Improvement Plans**

Setting personal goals is the first step to directing you toward targeted accomplishments. Goals also provide the benchmarks against which your progress is measured. For each Time Management topic, there is a Performance Improvement Goals Form that you are to complete. Each provides you space to write improvement goals and expected changes you and others will begin to observe as your goals are achieved.

Documenting your improvement goals and the positive changes you expect to experience is a powerful step to immediate progress. Do not allow yourself to procrastinate getting started and enjoying the benefits of the ART program.

### **Tool Modules and Forms**

The ART program provides more than 40 Time Management Tool Modules to assist you in achieving better use of your time at work, a more balanced life and greater happiness. Each provides numerous time-saving tips and ideas for managing your time more effectively and efficiently. Many of the Tool Modules contain forms to help you organize your work in your quest to manage your time better.

You may access the Tool Modules and Forms for up to 60 days from the date of completing your Assessment. These are for your personal use only. Be sure to download them from the Tool Modules and Forms links on your Home Page before your 60 days are up. You never know what Time Management help you may want in the future.

The ART of Time Management is not a cure-all. You are the most critical element in managing your time better, getting better results and achieving greater happiness. The Assessment, Report and Tools that comprise ART can provide direction and help reduce uncertainties, but it is really up to you. And, what you want to accomplish is not beyond what many others have accomplished in the past. You can do it, too.

### **Worlds Greatest Time Secret**

I want to share with you the worlds greatest time secret. Everyone wants more time. Many blame their limited time for all of their Time Management problems and they relentlessly look for ways to get more time to bring balance into their lives. Here is the great time secret: The only way to get more time is to live longer! Thats right, live longer. Yet, people are working longer hours, trying to balance more complex lives and rapidly accumulating more stress that dissipates more slowly than it accumulates. That stress is harmful to their health It all adds up to a shorter life and less time.

As you read your Report and discover many ideas and techniques to help you use your lifetime better, keep these points in mind. You need to eat healthy foods, exercise routinely, get a good nights sleep and see your health care professionals routinely. As you travel ahead in time, preserve and protect the physical, mental and emotional you that makes the journey.

Best wishes for a long and well balanced life.  
Dr. Larry Baker

## OBJECTIVES

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Objectives.

++ Excellent                      + Good                      - Fair                      - - Poor

++ Your clearly written, achievable and measurable work objectives are an important part of a good time strategy. When your objectives are coupled routinely with realistic timetables, your objectives will continue to direct you to higher levels of personal performance and achievement -- what good Time Management is all about.

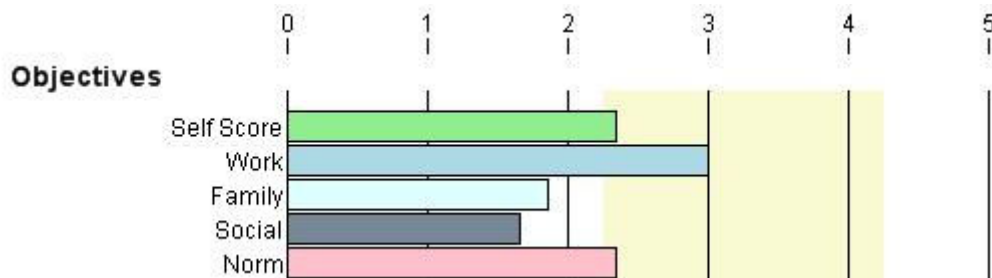
- You cannot afford to have frequent problems caused by unorganized, complex and/or long-term objectives and hope to complete them on time. Objectives must be broken down into projects and projects into activities. Activities are what you can plan, schedule and control, daily. Control activities; and you control projects and objectives.

- You have too little agreement on the priorities values of your objectives. Try to get those who should be concerned to agree. If you cannot, take the initiative to assign an "A", "B" or "C" priority value to each. Focus your time on the most important, "A" priorities first -- then "Bs" and "Cs", respectively.

- Increase the attention given to monitoring conditions that could make your work objectives obsolete. Some conditions will be more volatile than others. When re-writing your objectives to make them current, confirm: you are still personally committed to them; they are specific and well written; the resources required are available.

- Reviewing performance on your work objectives, only occasionally, is too risky. You need to take more control. Arrange timely, pre-scheduled performance reviews. Also, identify milestones, critical events and other changes to "trigger" immediate performance reviews of progress on your work objectives.

### Your Personal Score -46%



# PROJECTS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Projects.

++ Excellent

+ Good

- Fair

-- Poor

Projects of all sizes are an important part of your daily work. You must be satisfied with how you plan and schedule your projects. Your daily activities must link to your project responsibilities, and they must help you achieve overall project results in less time. Below, check on your project skills.

+ Your frequent use of mapping to identify and organize most projects is a good start. You can improve your project planning by routinely using project mapping to identify and organize the work for all of your projects. For objectives that require numerous projects to plan all of the work to be completed, mapping is essential.

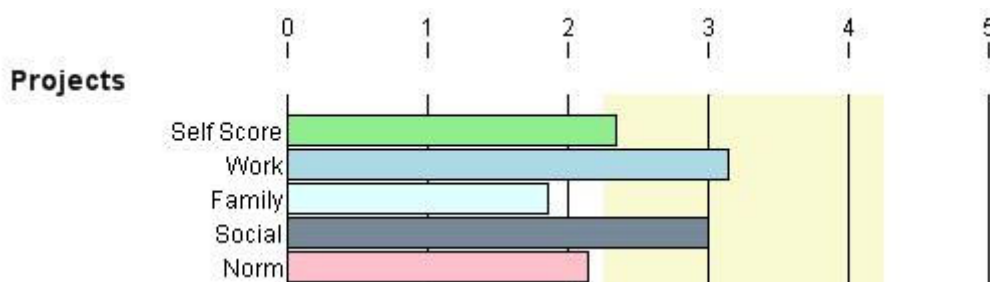
- Not always trying to get agreement on the priorities of your projects leaves you with too much uncertainty. Yet, when you cannot get the agreement needed, you must decide the relative importance and the deadlines for your projects. You will be evaluated on the relative importance of the project results accomplished, and how timely the results.

- You sometimes recognize that all of your projects are not of equal importance and assign each an appropriate importance code. But, sometimes is not adequate. A project's contribution to your results determines its importance. Routinely, assign an "A" to your most important projects, "B" to those in the middle and "C" to the least important.

++ Few people start work on their projects with your level of scheduling and control. Your getting started "right" helps keep your projects on schedule. It also enhances your sensitivity to potential schedule conflicts among your projects. If your project scheduling becomes troublesome, check your activity sequencing, time estimates and deadlines.

-- When on a project team with members who do not know who is to do what, by when, leadership is needed. If you are the leader, use team participation to organize and assign who is to do what, by when. If a team member, gain participation by asking questions that will help the team clarify who is to do what, by when.

## Your Personal Score -51%



## ACTIVITIES

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Activities.

++ Excellent

+ Good

- Fair

-- Poor

+ Knowing the priority values of most of your work activities is a good beginning. But, you must clarify the priority values of all activities necessary to accomplish your work. Seek help if you are uncertain. Ask your boss and others who should know, what they believe to be the priority values of your work activities, and why.

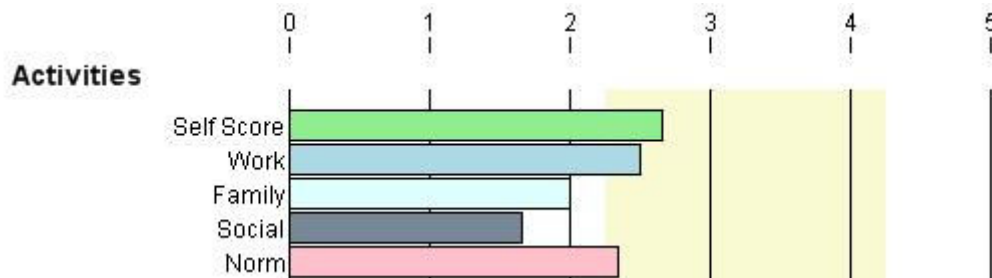
- Estimating time requirements for only a few of your work activities, and not checking them for accuracy, will keep you in the "golfer's rough." Write down an estimate for each work activity. Check the accuracy of your estimates by comparing them to actual times used. The feedback will help you improve your time estimates.

++ Your success in sequencing related activities for your work is an important achievement. You make your work more manageable by using flow-charting, or other graphic techniques, to sequence related activities. It also helps you keep your activities under control, save precious time and accomplish more.

- Your job will always, not occasionally, have a mixture of changing responsibilities and activities. Anticipate your work responsibilities will change, and you will recognize evolving changes sooner. Be more vigilant than you have in the past in anticipating changes in your work responsibilities. Discontinue all activities that become out-dated.

- With only a few of your activities completed before the last minute or becoming late, you need to practice better planning and scheduling. Only you can "kick" your last minute and late work habits. Learn the planning and scheduling techniques needed to do your work on time with less stress and more success.

**Your Personal Score -44%**



## PRIORITIES

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Priorities.

++ Excellent                      + Good                      - Fair                      - - Poor

You will be constantly challenged to decide which activities, among the hundreds you could perform, are most important, and among those which are most urgent. Yet, setting your priorities is essential. If you avoid doing so, you will be forced to be reactive, not proactive. Your priorities are yours to control.

+ Work hard to maintain the priority balance you currently enjoy between your work and most aspects of your personal life. What is still out of balance? Set the priorities that will bring those remaining aspects into balance. Work and life priorities change with age and circumstances. Revisit your life priorities, often.

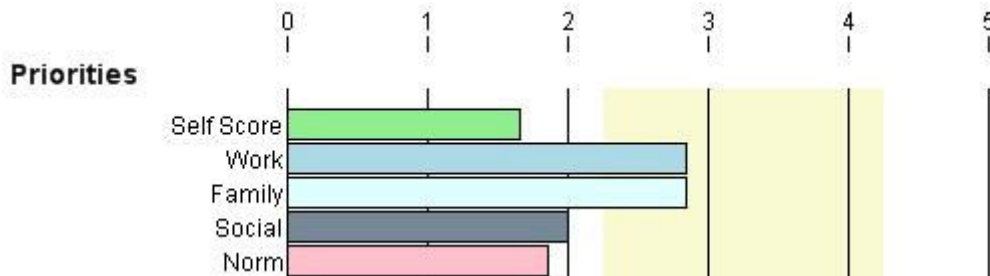
- You occasionally, but not always, correctly use importance and urgency to rank priorities. Importance and urgency are never at opposite ends of the same scale. Every priority must be evaluated on both scales. Ask, how important is it; and then, ask how urgent is it. Use both answers to rank your priorities and schedule work on them.

-- You are not using leading indicators to signal in advance that your priorities need to be updated. You can make your future priorities more predictable. Look for creditable leading indicators, such as progress on your goals and projects, customer needs and buying trends, economic conditions, changing technologies, competitors, even a fickle boss, a combination of these and/or other leading indicators.

- Being behind schedule or completing most priorities after their deadlines is a frustrating way to work. Schedule your priority work, anticipate your boss' needs and the needs of coworkers as much as you can; also, ask for earlier notice of work needed by all others. Avoid unimportant activities. Reduce interruptions to those necessary.

- You must eliminate your habit of procrastinating most priorities. Ask yourself what priorities are most important, and among those, which are most urgent. Do your most important priorities that have the greatest urgency, first. Avoid easy, quick or fun, but useless, things. Sometimes, difficult, long-term and unpleasant things are high priorities.

### Your Personal Score -50%



# CRISIS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Crisis.

++ Excellent

+ Good

- Fair

-- Poor

Good crisis management can mean the difference between success and failure. All challenges to your current plans and schedules are not crises and do not deserve your immediate action. Learn how you are using crisis analysis techniques, crisis prevention strategies and crisis management techniques in your work.

- Investigate all of your crises more thoroughly. Identify both their symptoms and underlying causes. Analyzing symptoms and causes before you respond will lead to better results. Identifying and focusing on the causes of your crises will prevent you from simply treating their symptoms. Treating symptoms never ends or prevents crises.

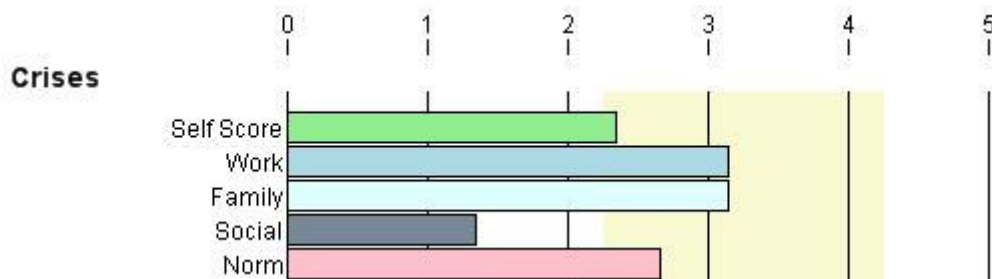
- Recognizing the differences among crises with uncontrollable causes and those with controllable causes, only occasionally, is inadequate. Crises with uncontrollable causes require contingency plans that can become routine crises response procedures. Crises with controllable causes can be eliminated by ending what causes them.

- It is good that you may not be mixing up the symptoms and causes of crises and may be recognizing you need different resolutions to crises with uncontrollable causes than to those with controllable causes. But, it is not good that you only occasionally plan resolutions to your crises and schedule their implementations effectively.

- You typically wait until resolutions to crises fail before following up; the results are lost time and money, and maybe the confidence of others. Always monitor the contingency plans for uncontrollable crises to confirm they still work. Also, always follow up on the solutions that eliminate the causes of controllable crises.

++ Your ability to tackle tasks that are difficult, unpleasant or long-term without procrastinating them is good crisis management. Not being under time pressure from last minute rush jobs helps you avoid the crises many others worry about daily. Keep focusing on the pleasant results you achieve, not the undesirable work required.

## Your Personal Score -54%



## ANALYSIS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Analysis.

++ Excellent

+ Good

- Fair

-- Poor

Analysis of your daily work and your accomplishments is critical to performing at your best. What was a time strength yesterday, may be a timewaster today. Your objectives, projects, activities and priorities must be checked for alignment; and you should know the dollar and cent value of your time.

++ Analyzing your work with time logs, routinely, to stay on top of troublesome timewasters is a good time strategy. Some activities that were important yesterday may be less important today, or need elimination. Also, time log results can keep your time management skills current and reveal better ways to perform and save time.

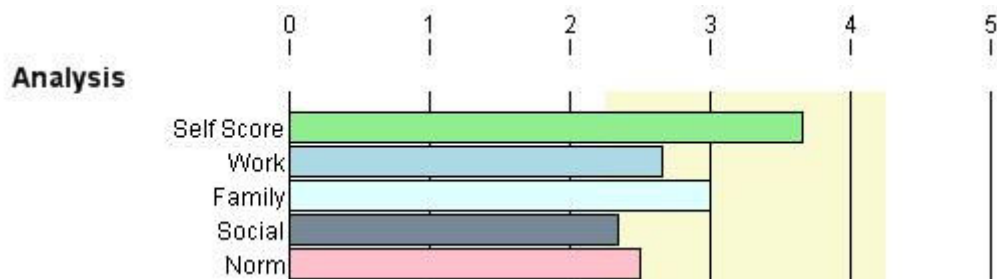
++ Time requirements for your priorities are subject to constant change. Your frequent analyses of the time required for your priorities ensure you are making the right time allocations and commitments. Continue staying in control of time allocated to your priorities, and you will continue to stay on top of your ever-changing time requirements.

++ Continue analyzing your interruptions as you have been. Your approach keeps you on top of evolving changes in your patterns of phone calls and visits. It is important that you keep this critical part of your communications under control. Treat all interrupters with respect, and be a good model for others.

- You need a routine, not infrequent, approach to analyzing both the paperwork and E-mail received and initiated by you. You will learn what you are doing well and what needs to be changed. The more frequently you analyze your paper and E-mail flows, the more you will stay ahead of evolving problems and changes.

- You are doing little to analyze your time value on a dollar and cent basis. Your time value depends on your salary, benefits, overhead costs, perquisites, cost of assistants and contribution to profit. Discover the value of a productive minute and the cost of one wasted. You may find some activities are not worth the costs of the time they require.

### Your Personal Score -58%



## PAPERWORK/E-DOCS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Paperwork/E-docs.

++ Excellent                      + Good                      - Fair                      - - Poor

What would it be like to go to work knowing that you were prepared to handle what, in the past, have been too many pieces of paper and E-mail messages to sort, documents to file, things to read, reports to write and deadlines to meet? It can happen. Read on to discover your paperwork strengths and opportunities.

- You need to regularly, not sometimes, schedule enough time to open and process paperwork and E-mail, and to meet their deadlines. Consider both what you receive and what you initiate. Your paperwork and E-mail time needs will vary from item-to-item, day-to-day and week-to-week. Whatever the patterns, schedule time for them.

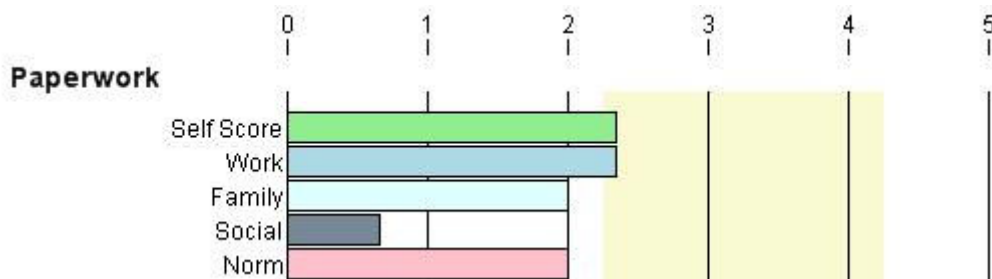
- Sorting your paperwork and E-mail, only irregularly, is far too little effort; do much more. Sort your items requiring action into an ACTION folder. Those to be read the day received go into an INFORMATION folder. Place long-term professional and industry awareness items into a READ folder and discard all wastebasket items.

- Improve your filing. Confirm that the titles on paperwork and E-document file folders are current and specific. Use different colored file folders and/or tabs for quick identification. Open desk file drawers when sorting paper documents, and file what you can. Place your most used files in desk file drawers, or in a cabinet within arms' reach.

++ Few people enjoy the level of success you have reached in staying on top of your reading. People who are better informed are better prepared for better performance. Your reading load is likely to increase, not decrease. Seek new approaches to acquiring valuable information to help you stay in control of this vital responsibility.

- Now is the time for you to switch completely from longhand to more efficient ways to draft letters, memos and reports. Further develop the word processing or dictating skills you sometimes use. Also, use mapping techniques to organize your documents. More of your first drafts will be final drafts.

### Your Personal Score -39%



# INTERRUPTIONS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Interruptions.

++ Excellent

+ Good

- Fair

-- Poor

People interrupting people is a natural phenomenon. Phone calls and visits among people at work are powerful techniques for communicating. Interruptions, however, must be monitored and controlled. Without intent, interruptions can become excessive and waste time for both the interrupted and the interrupters.

++ You have developed an effective approach to controlling interruptions. Keep setting preferred call times and appointments when possible. Continue looking for opportunities to use voice-mail and E-mail to minimize unexpected interruptions and to reduce most unexpected visits and calls to emergencies and crises.

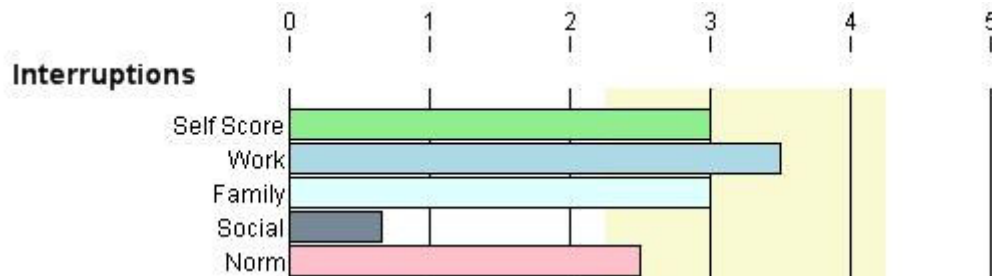
+ Screen all of your interruptions, not just most of them. Always do it professionally, and you will not offend anyone phoning or visiting. The respect you show them personally, allows you to treat their purposes for interrupting you according to their relative importance and urgency to both of you. Always screen "in", not "out."

+ Your attempt to get organized before phoning or visiting is a positive step that can be strengthened. Add to your list of topics the purpose of each. Organize the topics in a logical sequence. It will help you guide discussion, increase control and save time. Do not be so structured you function like an impersonal robot.

- Your using interruption time for socializing to build relationships is probably excessive, and you can test it. First, are any of your performance standards and work schedules going unmet? Second, do those calling or visiting you appear anxious to get on to other things? If either, reduce your socializing. It will save you time, too.

- You need to take a much more assertive approach to controlling and ending phone calls and visits. If phoned or visited, clarify the purpose; you will know when it's achieved. Work on how to end interruptions with confidence. Politely say, "Thank you for . . . (what was discussed), is that all you need?" or summarize the points covered.

## Your Personal Score -56%



## MEETINGS

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Meetings.

++ Excellent                      + Good                      - Fair                      - - Poor

Meetings are an increasingly important venue for conducting business. No longer are they reserved just for top level executives. In addition to traditional committees, meetings are held by project teams, work teams, quality teams and network teams of many kinds. You can make your meeting time productive time.

++ Routinely using advance meeting agendas serve both chairpersons and participants well. Having a list of topics to be discussed, start and stop times for each topic and a statement of what is to be accomplished for each topic strengthens everyone's preparation and participation. Everyone will enjoy the results of better organized meetings.

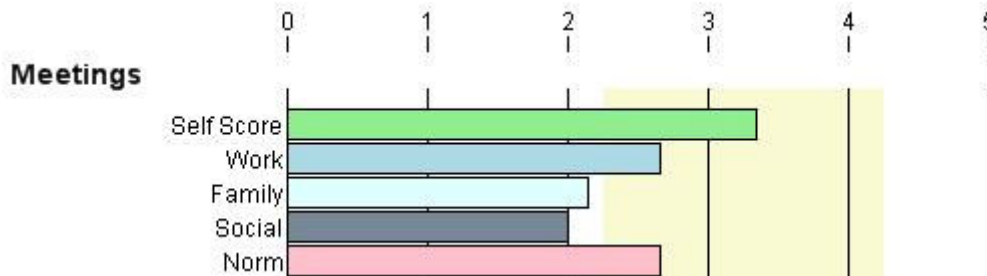
++ Having meeting chairpersons and participants present and punctual is a great accomplishment. Emergencies and crises make it improbable everyone will always be there and on time. Be sure to accept legitimate reasons for tardiness and absence. Start on time; it recognizes and rewards those who are present and punctual.

- Having non-contributors attend meetings, even if infrequently, is a waste of time and effort. Consider what the knowledge, skills and experiences of possible participants will contribute to the purposes of meetings and topics covered. Also, too many attendees hamper your meetings; too few rob your meetings of needed ideas, information and facts.

- With participation in your meetings often out of balance and uncontrolled, you need to improve both. Chairpersons and participants must hold each other accountable for ensuring balance and control in using all available expertise. No one should dominate or withhold involvement. Set participation guidelines for all to follow.

+ Often clarifying assignments and follow-up responsibilities before meetings end is good; but, it should be a routine activity. Your success as a chairperson or participant depends on a thorough review of responsibilities and deadlines. Timely feedback to the chairperson and participants helps ensure continuous progress on assignments.

### Your Personal Score -50%



# DELEGATION

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Delegation.

++ Excellent

+ Good

- Fair

-- Poor

Delegation is alive and well, even in the wake of changing organizational structures and styles of management and leadership. New approaches apply to self-directed teams and networks as much as to the traditional boss - subordinate relationship. Both bosses and subordinates can learn much.

- Far too little attention is given to planning delegation. Planning is most effective when bosses and subordinates do it together. Responsibilities must be clarified as specific results to be accomplished. Authority to use resources and make decisions must be allocated, and the follow up on results must be specified to maintain accountability.

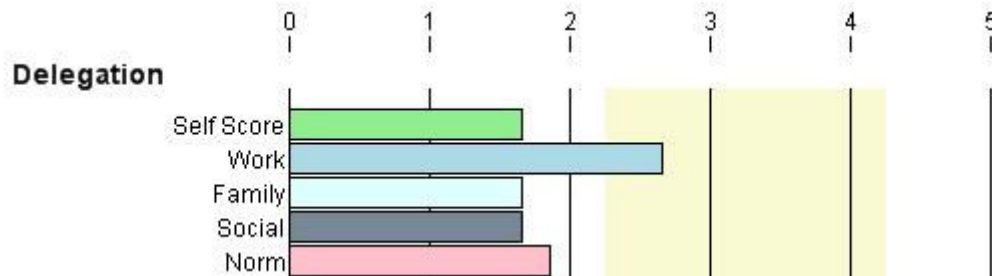
-- Bosses must begin to match subordinates with assignments. Subordinates have different knowledge, skills and interests. And, different assignments have specific requirements. Bosses need to know subordinates' strengths and the strengths required for different assignments to help them match subordinates with the right assignments.

+ Having bosses use mostly a participative, "asking", approach to delegation is encouraging. If bosses question subordinates even more, there would be greater clarification and understanding of assignments. All delegation suffers when bosses know only the "telling" approach to making assignments.

- Bosses are meddling far too much in the work delegated to their subordinates. Delegation requires good follow-up, not meddling. Meddling in subordinates' work is a symptom of poor delegation skills. Bosses who meddle must learn to delegate; and then, they can use their time training and coaching subordinates, not doing subordinates' work.

- The too infrequent feedback and poor follow-up on delegated assignments that result in frustration and rework need immediate correction. Doing things over means you are using time and other resources unnecessarily. Plan and schedule routine reports. Also, identify milestones and critical events that signal timely changes or corrections.

## Your Personal Score -40%



## TEAM TIME

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Team Time.

++ Excellent                      + Good                      - Fair                      - - Poor

You have noticed how much better teams perform when member relations are based on honesty, openness and trust. With these, there is little worry about members wasting time or impairing the performance of others, or not carrying their fair share of team work. How is the ethical behavior among those with whom you work?

- Giving too little consideration to how your work affects team members must stop. Members are impacted daily by how well you accomplish your work on team objectives, projects and other planned and scheduled team work. Take the lead in ensuring teamwork is coordinated. Model the cooperation needed among all team members.

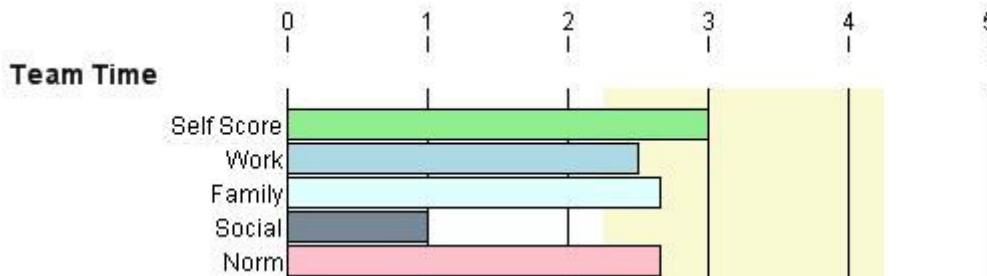
-- Team members must start learning how to work together to prevent and resolve crises. The crises result from a lack of cooperative planning among team members. Learn about cooperative team planning and share the information with team members, or get them professional help. Your team will have fewer preventable, time wasting crises.

+ You often considering how your team paperwork and E-mail impact your team is good. Doing so routinely is even better. Team paperwork and E-mail received from others, and that which you initiate, helps you fulfill your team responsibilities. Effectively handling team paperwork and E-mail means you enhance team performance.

++ Keep assessing your need to interrupt team members, as well as the possible inconvenience to them, before interrupting. Your respecting team members and their time, routinely, gains you their respect. You model the ethics of time strategies that save team time and improve team performance. Ultimately, all team members benefit.

++ Being considerate enough to avoid procrastinating team responsibilities has a positive impact on team members who depend on your work. You are to be commended for being punctual and dependable. Your ethical concern for the impact you have on the work of team members builds positive team relationships and gains you team support.

### Your Personal Score -48%



## PERSONAL TIME

At the beginning of each paragraph, you will find one or two plus signs or one or two minus signs identifying your strengths and improvement opportunities for Personal Time.

++ Excellent                      + Good                      - Fair                      - - Poor

Balancing your personal time commitments can be a challenge. There is always a need to decide how your time will be divided between work and among your family, religious, social, economic and other aspects of your life. Below, learn how well your balancing decisions fit your values and current interests.

- Your happiness requires more family time on more occasions. Quality time with family can make up for disappointments resulting from too little time, but not always. Look for non-family activities to give up, or other ways for them to be accomplished. Seek balance among all activities for more family time and more personal happiness.

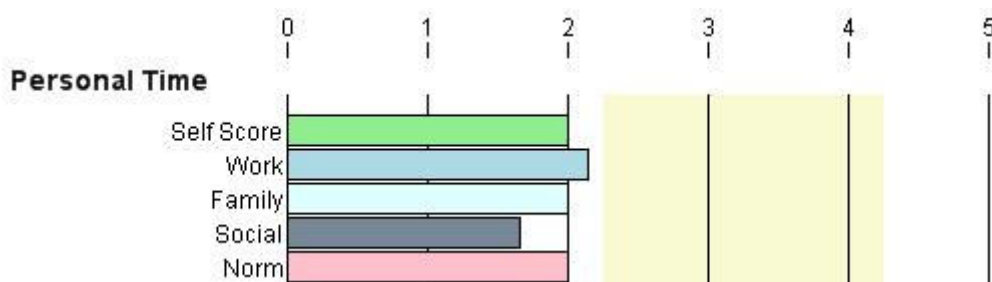
+ You have somewhat met your challenge to feel fulfilled in your spiritual, religious and moral interests. You currently are satisfying most of your needs. What uplifting experiences do you want to add? Take time from less meaningful pursuits for them. They are vitalizing and the bases for everlasting happiness.

- Preventive, not reactive, approaches to nutritional, medical, dental and other health issues are best. Preventive care can find problems before they become critical. Begin seeing health care specialists regularly; and ask them to help you start routine, healthy eating, medical and exercise programs. A healthier life is a longer life with more time.

+ You are making good progress with your daily and long-term financial affairs. You need to increase the time spent planning and routinely caring for your daily budget and long-term investments to secure your future. Your options in all other aspects of life depend on your finances. If you need it, seek professional help.

-- The knowledge explosion is leaving you behind! Your personal and professional opportunities to develop and stay current increase daily. Start with just one area in each of your personal and professional development. Select books, tapes, CDs, magazines, programs and membership in associations devoted to your specific interests.

### Your Personal Score -40%



## APPLYING WHAT YOU HAVE LEARNED

All of the time management topics in this program are important to your work and other interest. Yet, all are not likely to be of equal importance. Some make greater contributions than others to your success and personal happiness. Make your first improvements on the topics that will add the most immediate and long-lasting benefits to your personal and professional success.

### PERFORMANCE IMPROVEMENT PLANS (PIMs)

Documenting your improvement goals and the positive changes you expect to experience is a powerful step to immediate progress. Do not allow yourself to procrastinate getting started enjoying the benefits of the ART program. For each topic there is a PIM. Each provides you space to write improvement goals and expected changes you and others will begin to observe as your goals are achieved.

### TOOL MODULES and FORMS

The ART program provides over 40 Time Management Tool Modules and Forms to assist you in achieving your improvement goals. Every Tool Module relates to one or more of the 12 Time Management topics in this Report. For example, if you are struggling with Project Planning or Project Management, you can download the Tool Module for Project Planning and learn how to use mapping techniques to organize a project. The module also contains two Project organizing forms to help you document your plans and schedule your project activities.

### WHERE TO BEGIN

The best time to begin improving your Time Management habits and skills is now! Look at your Personal Scores below, by Time Management topic area, to help you identify the most immediate areas to focus on. Pages 18-29 have detailed PIM for each of the 12 Time Management topic areas. You do not need to work on all of them, although some people choose to do so even when they have a high score (typically a Personal Score of 80 or above) in a Time Management topic area. Although it is a personal decision which areas you choose to work on to improve your performance, we suggest you start work on those Time Management topic areas below where you have the lowest Personal Scores.

At the bottom of each of the PIM pages are the suggested Tool Modules to help you achieve your improvement goals for that topic. The Tool Modules and Forms are available online and accessed from the Tool Modules or Forms link on your Member Home Page. You may download these for up to 60 days from the date of your Assessment. However, they are only for your own personal use. Be sure to download all of the modules before your 60 days are up for your account access. You never know what Time Management help you may want in the future.

- Objectives** (see the PIM on page 18) - **Your Personal Score -46**
- Projects** (see the PIM on page 19) - **Your Personal Score -51**
- Activities** (see the PIM on page 20) - **Your Personal Score -44**
- Priorities** (see the PIM on page 21) - **Your Personal Score -50**
- Crises** (see the PIM on page 22) - **Your Personal Score -54**
- Analysis** (see the PIM on page 23) - **Your Personal Score -58**
- Paperwork/E-Docs** (see the PIM on page 24) - **Your Personal Score -39**
- Interruptions** (see the PIM on page 25) - **Your Personal Score -56**
- Meetings** (see the PIM on page 26) - **Your Personal Score -50**
- Delegation** (see the PIM on page 27) - **Your Personal Score -40**
- Team Time** (see the PIM on page 28) - **Your Personal Score -48**
- Personal Time** (see the PIM on page 29) - **Your Personal Score -40**

## OBJECTIVES - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for OBJECTIVES:**

OBJ - Role and Purpose	PRI Importance and Urgency
OBJ Basic Characteristics	PRI Analysis and Decisions
OBJ Writing Objectives	DEL Assignments and Subordinates
OBJ Objective Planner	DEL Directive vs. Participative Approaches

## PROJECTS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for PROJECTS:**

PRO Planning and Scheduling	PRI Importance and Urgency
PRO Project Planners I & II	PRI Analysis and Decisions
PRO Mapping and Flowcharting	DEL Assignments and Subordinates
OBJ Objective Planner	DEL Directive vs. Participative Approaches
ACT Planning and Scheduling	

## ACTIVITIES - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for ACTIVITIES:**

ACT Planning and Scheduling  
ACT Weekly and Monthly Schedulers  
OBJ Role and Purpose  
OBJ Basic Characteristics  
OBJ Writing Objectives

OBJ Objective Planner  
PRO Planning and Scheduling  
PRI Importance and Urgency  
PRI Analysis and Decisions  
TEA The Team Time Ethic

## PRIORITIES - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for PRIORITIES:**

PRI Importance and Urgency	DEL Directive vs. Participative Approaches
PRI Analysis and Decisions	PER Creating Balance
OBJ Role and Purpose	PER Life Objectives
ACT Planning and Scheduling	PER Daily Time Record Log

## CRISIS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for CRISIS:**

CRI Understanding and Preventing  
CRI Analysis  
PRO Planning and Scheduling

ACT Planning and Scheduling  
ACT Weekly and Monthly Schedulers  
PRI Importance and Urgency

## ANALYSIS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for ANALYSIS:**

ANA Time Value

ANA Daily Time Record Log

ANA Time Record Summary

ACT Planning and Scheduling

PRI Analysis and Decisions

## PAPERWORK/E-DOCS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for PAPERWORK:**

PAP/EDOCS The Challenge  
PAP/EDOCS Flow Analysis  
PAP/EDOCS Sorting Mail  
PAP/EDOCS Filing

PAP/EDOCS Writing  
PAP/EDOCS Reading  
TEAM The Team Time Ethic

## INTERRUPTIONS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for INTERRUPTIONS:**

INT Analysis	INT Personal Quiet Time
INT Visitors	INT Organizational Quiet Time
INT Telephone Calls	TEAM The Team Time Ethic

## MEETINGS - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for MEETINGS:**

MEET Expanding Need

MEET Planning

MEET Preparing an Agenda

MEET Participants Preparation

MEET Following-Up

DEL Basic Concepts

TEAM The Team Time Ethic

## DELEGATION - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for DELEGATION:**

DEL Basic Concepts	DEL Directive vs. Participative Approaches
DEL Analysis	CRI Understanding and Preventing
DEL Planning Assignments	ANA Daily Time Record Log
DEL Doing vs. Delegating	ANA Time Record Summary
DEL Assignments and Subordinates	

## TEAM TIME - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for TEAM TIME:**

TEAM The Team Time Ethic	OBJ Objective Planner	PAP/EDOCS The Challenge
TEAM The Time Ethic	ACT Planning and Scheduling	INT - Visitors
OBJ Role and Purpose	ACT Weekly and Monthly Schedulers	INT Telephone Calls
OBJ Basic Characteristics	PRI Importance and Urgency	
OBJ Writing Objectives	PRI Analysis and Decisions	

## PERSONAL TIME - PERFORMANCE IMPROVEMENT PLAN

Based on my Report, my performance improvement goals are:

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will I feel when I have met my goals?

What will I hear others say about me when I have met my goals?

What personal benefits will I experience that will let me know I have achieved my goals?

### **Suggested Tools for meeting your goals for PERSONAL TIME:**

PER Creating Balance

PER Life Objectives

PER Daily Time Record Log

PRI Importance and Urgency

ANA Time Value

ANA Daily Time Record Log

PAP/EDOCS Reading

TEAM The Team Time Ethic

### YOUR STRENGTH AREAS

This section gives you a snapshot of the five areas with the highest average scores (from highest to lowest) from all your raters combined.

Questions Relating to Strengths	CHANGE THIS Average
18. I _____ use leading indicators (such as progress on goals and projects, customer buying trends, changing technologies, etc.) to signal my priorities need to be up-dated.	2.75
25. I procrastinate difficult and unpleasant tasks until they become crises.	2.67
16. I am happy with the balance of priorities between my work and personal lives.	2.50
22. I determine early if crises have uncontrollable causes or controllable causes.	2.50
23. I use well planned, and effectively implemented, resolutions to crises.	2.50

### YOUR IMPROVEMENT AREAS

This section gives you a snapshot of the five areas with the lowest average scores (from lowest to highest) from all your raters combined.

Questions Relating to Areas of Improvement	CHANGE THIS Average
50. There is timely follow-up on delegated assignments to detect problems.	1.00
41. Advance meeting agendas are distributed to all meetings' participants.	1.25
57. Work interferes with my time for spiritual, religious and moral development.	1.25
14. I anticipate work responsibilities to change and alter my activities accordingly.	1.33
21. When in crises, I identify and analyze both their causes and their symptoms.	1.33

### YOUR BLIND SPOTS

This section gives you a snapshot of the 5 areas with the greatest difference between your scores and the average scores from all your raters combined. A + sign means you scored yourself lower than the raters (this is good!). A - sign means you scored yourself higher than the raters (this is not so good).

Questions Relating to Blind Spots	CHANGE THIS Average
18. I _____ use leading indicators (such as progress on goals and projects, customer buying trends, changing technologies, etc.) to signal my priorities need to be up-dated.	+2.75
10. Team projects are unorganized because of little team member participation.	+2.25
52. Preventable team crises are minimized by cooperative team planning.	+2.00
41. Advance meeting agendas are distributed to all meetings'	-1.75

participants.	
1. I have written work objectives that are clear, achievable and measurable.	-1.60

Questions	Category	# of CHANGE THISs	Average within category
<b>Objectives</b>			
1. I have written work objectives that are clear, achievable and measurable.	Self Work Family Social Variance	1 2 2 1	3.00 1.50 1.00 2.00 -1.60
2. I struggle when organizing work on complex and/or long-term objectives.	Self Work Family Social Variance	1 2 0 1	1.00 2.00 N/A 2.00 1.00
3. Those interested agree on the priorities of my work objectives.	Self Work Family Social Variance	1 2 2 0	1.00 2.50 2.00 N/A 1.25
4. I monitor changing conditions at work that require re-writing my objectives.	Self Work Family Social Variance	1 2 2 1	1.00 2.00 1.00 1.00 0.40
5. I have performance reviews of the progress on my work objectives.	Self Work Family Social Variance	1 2 1 0	1.00 1.00 3.00 N/A 0.67
<b>Projects</b>			
6. I use project mapping techniques to help organize all project work.	Self Work Family Social Variance	1 2 1 0	2.00 2.00 3.00 N/A 0.33
7. I try to gain agreement on my projects' priorities among those interested.	Self Work Family Social Variance	1 2 1 1	1.00 1.50 2.00 2.00 0.75
8. I assign an "A", "B", or "C" importance code to each of my projects.	Self Work Family Social Variance	1 2 2 1	1.00 1.00 1.50 2.00 0.40
9. Before even starting projects, I have scheduled all of their required activities.	Self Work Family Social Variance	1 2 1 1	3.00 2.50 1.00 3.00 -0.75
10. Team projects are unorganized because of little team member participation.	Self Work Family Social Variance	1 2 1 1	0.00 2.50 2.00 2.00 2.25
<b>Activities</b>			
11. I know the priority value for each of my	Self Work	1 2	2.00 2.00

individual work activities.	Family Social Variance	0 0	N/A N/A 0.00
12. I estimate time requirements for my work activities and check their accuracy.	Self Work Family Social Variance	1 2 1 1	1.00 1.50 2.00 1.00 0.50
13. I sequence related work activities to ensure their orderly, timely completion.	Self Work Family Social Variance	1 2 2 1	3.00 2.00 2.00 1.00 -1.20
14. I anticipate work responsibilities to change and alter my activities accordingly.	Self Work Family Social Variance	1 1 1 1	1.00 1.00 2.00 1.00 0.33
15. I complete work activities at the last minute or after their due dates.	Self Work Family Social Variance	1 2 2 1	1.00 1.50 2.00 2.00 0.80

## Priorities

16. I am happy with the balance of priorities between my work and personal lives.	Self Work Family Social Variance	1 2 2 0	2.00 2.50 2.50 N/A 0.50
17. I use importance and urgency, not importance vs. urgency, to rank priorities.	Self Work Family Social Variance	1 2 2 1	1.00 2.00 1.00 1.00 0.40
18. I _____ use leading indicators (such as progress on goals and projects, customer buying trends, changing technologies, etc.) to signal my priorities need to be up-dated.	Self Work Family Social Variance	1 1 2 1	0.00 3.00 2.50 3.00 2.75
19. I let my priorities become urgent with deadlines that frustrate me.	Self Work Family Social Variance	1 2 1 1	1.00 1.00 3.00 1.00 0.50
20. I procrastinate priorities, if difficult, long-term or unpleasant.	Self Work Family Social Variance	1 1 1 1	1.00 3.00 2.00 1.00 1.00

## Crises

21. When in crises, I identify and analyze both their causes and their symptoms.	Self Work Family Social Variance	1 1 1 1	1.00 1.00 2.00 1.00 0.33
22. I determine early if crises have uncontrollable causes or controllable causes.	Self Work Family Social Variance	1 2 2 0	1.00 2.50 2.50 N/A 1.50

23. I use well planned, and effectively implemented, resolutions to crises.	Self Work Family Social Variance	1 2 2 0	1.00 2.00 3.00 N/A 1.50
24. I follow up on implemented solutions to crises until they are fully resolved.	Self Work Family Social Variance	1 2 2 1	1.00 1.50 2.00 3.00 1.00
25. I procrastinate difficult and unpleasant tasks until they become crises.	Self Work Family Social Variance	1 2 1 0	3.00 3.00 2.00 N/A -0.33

## Analysis

26. I use time logs and other methods to analyze and eliminate timewasters.	Self Work Family Social Variance	1 2 2 1	3.00 2.50 1.00 2.00 -1.20
27. I analyze how my time is allocated to my priorities.	Self Work Family Social Variance	1 1 2 1	3.00 2.00 2.00 1.00 -1.25
28. I analyze interruptions -- who interrupts, when, about what, and how long.	Self Work Family Social Variance	1 2 2 1	3.00 1.00 2.50 1.00 -1.40
29. I analyze paperwork and E-mail to process them more effectively and efficiently.	Self Work Family Social Variance	1 2 2 1	1.00 2.00 2.50 1.00 1.00
30. I analyze the value of my work time on a dollar and cent per-minute basis.	Self Work Family Social Variance	1 2 2 1	1.00 1.50 1.00 2.00 0.40

## Paperwork

31. I schedule the time to open and complete paperwork and E-mail on time.	Self Work Family Social Variance	1 1 2 1	1.00 2.00 1.50 1.00 0.50
32. I sort my paperwork and E-mail into categories for further processing.	Self Work Family Social Variance	1 2 1 0	1.00 1.50 1.00 N/A 0.33
33. I file paperwork and E-documents in folders and easily can find what is filed.	Self Work Family Social Variance	1 2 2 0	1.00 1.50 1.50 N/A 0.50
34. I am up-to-date in reading for my daily work, profession and industry.	Self Work Family	1 2 1	3.00 2.00 3.00

	Social Variance	1	1.00 -1.00
35. I use word processing or dictation software, rather than longhand.	Self Work Family Social Variance	1 1 2 0	1.00 2.00 1.00 N/A 0.33
<b>Interruptions</b>			
36. I try to arrange mutually convenient times for phone calls and visits.	Self Work Family Social Variance	1 2 2 1	3.00 2.50 2.00 1.00 -1.00
37. I screen the purpose of phone calls and drop-in visits.	Self Work Family Social Variance	1 2 1 1	2.00 2.00 1.00 1.00 -0.50
38. Before calling or visiting someone, I plan and sequence my discussion topics.	Self Work Family Social Variance	1 2 2 0	2.00 2.00 2.50 N/A 0.25
39. I socialize with callers and visitors, rather than focus on topics related to work.	Self Work Family Social Variance	1 2 2 0	1.00 2.50 2.50 N/A 1.50
40. I wait for the person who has called or dropped-in to end the call or visit.	Self Work Family Social Variance	1 2 2 0	1.00 1.50 1.50 N/A 0.50
<b>Meetings</b>			
41. Advance meeting agendas are distributed to all meetings' participants.	Self Work Family Social Variance	1 2 2 0	3.00 1.00 1.50 N/A -1.75
42. Expected meeting attendees arrive late or are absent without giving notice.	Self Work Family Social Variance	1 2 1 1	3.00 2.50 2.00 1.00 -1.00
43. All meeting attendees have the knowledge and abilities to be contributors.	Self Work Family Social Variance	1 1 1 1	1.00 2.00 1.00 2.00 0.67
44. Attendee participation at our meetings is out of balance and uncontrolled.	Self Work Family Social Variance	1 1 2 1	1.00 3.00 1.00 1.00 0.50
45. Meeting participants' assignments and follow-up responsibilities are clarified.	Self Work Family Social Variance	1 2 2 1	2.00 2.00 2.50 2.00 0.20

<b>Delegation</b>			
46. Delegation of responsibility, authority and accountability is planned well.	Self Work Family Social Variance	1 2 0 0	1.00 1.50 N/A N/A 0.50
47. Delegated work is matched to subordinates' knowledge, skills and interests.	Self Work Family Social Variance	1 2 2 0	0.00 1.50 1.50 N/A 1.50
48. A directive, not participative, approach is used to delegate and clarify tasks.	Self Work Family Social Variance	1 2 2 1	2.00 1.50 2.00 2.00 -0.20
49. Bosses meddle in work they have delegated to their subordinates.	Self Work Family Social Variance	1 2 2 1	1.00 2.50 1.50 3.00 1.20
50. There is timely follow-up on delegated assignments to detect problems.	Self Work Family Social Variance	1 2 0 0	1.00 1.00 N/A N/A 0.00
<b>Team Time</b>			
51. I consider how doing my share of the team's work affects the team.	Self Work Family Social Variance	1 2 1 1	1.00 2.00 1.00 1.00 0.50
52. Preventable team crises are minimized by cooperative team planning.	Self Work Family Social Variance	1 2 2 0	0.00 2.00 2.00 N/A 2.00
53. I assess how doing my team paperwork and E-mail affects team performance.	Self Work Family Social Variance	1 1 2 0	2.00 1.00 1.50 N/A -0.67
54. I consider how my interrupting team members affects their performance.	Self Work Family Social Variance	1 2 2 1	3.00 2.00 2.00 1.00 -1.20
55. I consider how my procrastinating affects the performance of team members.	Self Work Family Social Variance	1 1 2 1	3.00 2.00 2.00 1.00 -1.25
<b>Personal Time</b>			
56. I am disappointed with the amount and quality of time I devote to my family.	Self Work Family Social Variance	1 1 2 1	1.00 1.00 2.00 2.00 0.75

57. Work interferes with my time for spiritual, religious and moral development.	Self Work Family Social Variance	1 2 1 1	2.00 1.00 2.00 1.00 -0.75
58. I eat right, exercise and have routine physical exams.	Self Work Family Social Variance	1 2 2 0	1.00 1.50 2.00 N/A 0.75
59. I set aside time for both short-term and long-term personal financial planning.	Self Work Family Social Variance	1 2 0 1	2.00 2.00 N/A 1.00 -0.33
60. I spend the time needed for personal and professional development.	Self Work Family Social Variance	1 2 1 1	0.00 1.50 2.00 1.00 1.50

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Before completing your PIMs for each of the 12 Time Management topic areas, go to the page 30 of this report and review your **strengths**, your **areas for improvement** and your **blind spots**.