Some Thoughts on Time Management
A Principles Approach

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Time Multipliers

- Commit some time to Important but not Urgent work.
- Be done-done.
- Leave bread crumbs.
- Engage in complementary multi-tasking.
- Leave slack in your schedule.
- Work with synergistic people.

- How can we do this? Consider Kanban.

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Kanban principles

- Limit number of "In Progress" tasks
- Productivity improvement:
  - Optimize "flexibility vs swap overhead" balance. No overcommitting.
  - Productivity weakness exposed as bottleneck. Team must identify and fix the bottleneck.
  - Effective in R&D setting. Avoids a deadline-based approach. Deadlines are dealt with in a different way.
- Provides a board for viewing and managing issues

Task: Have Eureka moment by Tuesday.

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Basic Kanban

| Backlog	Ready	In Progress	Done
• Any task idea • Trim occasionally • Source for other columns	• Task + description of how to do it. • Could be pulled when slot opens. • Typically comes from backlog.	• Task you are working on *right now.* • **The only Kanban rule: Can have only so many "In Progress" tasks.** • Limit is based on experience, calibration. • **Key: Work is *pulled*. You are in charge!**	• Completed tasks. • Record of your life activities. • Rate of completion is your "velocity".

Notes:
- Ready column is not strictly required.
- Other common column: In Review
- Can be creative with columns:
  – Waiting on Advisor Confirmation.

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Personal Kanban

- Personal Kanban: Kanban applied to one person.
  - Apply Kanban principles to your life.
  - Fully adaptable.

- Personal Kanban: Commercial book/website.
  - Useful, but not necessary.

http://www.personalkanban.com
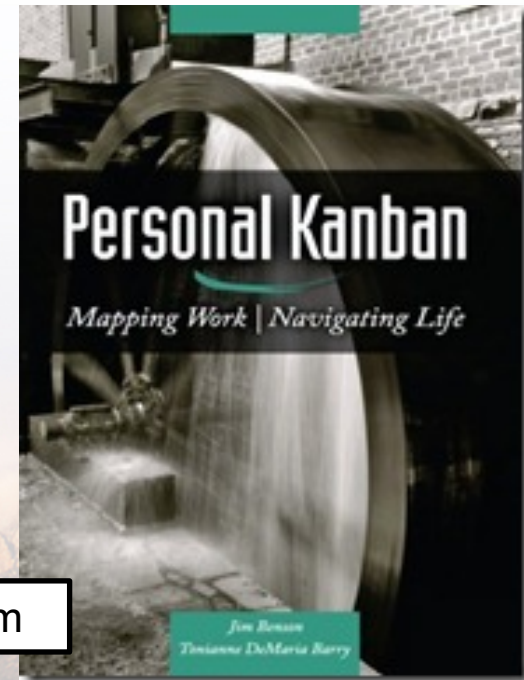
Kanban Tools

- Wall, whiteboard, blackboard: Basic approach.
- Software, cloud-based:
  - Trello, JIRA, GitHub Issues.
  - Many more.
- I use Trello (browser, iPhone, iPad).
  - Can add, view, update, anytime, anywhere.
  - https://trello.com/b/04MQXyLo/personal-work-tasks

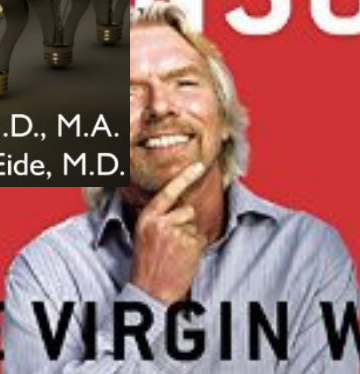Sandia National Laboratories

Big Question: How many tasks?

- Personal question.
- Approach: Start with 2 or 3. See how it goes.
- Use a freeway traffic analogy:
  - Does traffic flow best when fully packed? No.
  - Same thing with your effectiveness.
- Spend time consulting board regularly.
  - Brings focus.
  - Enables reflection, retrospection.
- Use slack time effectively.

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Complementary Multi-tasking.

Time Multipliers

Kanban assists you with these principles:

• Commit some time to Important but not Urgent.

• Be done-done.

• Leave bread crumbs.

• Complementary multi-tasking.

• Leave slack in your schedule.

Not this one:

• Work with synergistic people.

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Importance of "In Progress" Concept for you

- Junior community members:
  - Less control over task.
  - Given by supervisor.
- In Progress column: Protects you.
  - If asked to take on another task, respond:
    - Is this important enough to become less efficient?
    - Sometimes it is.

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(Personal) Productivity++ Initiative
Ask: *Is My Work _____ ?*

Productivity++

✔ Traceable

✔ In Progress

✔ Sustainable

✔ Improved

Version 1.2

https://github.com/trilinos/Trilinos/wiki/Productivity---Initiative

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