

tasks that are quick and easy. In the remaining hours of the day, when he gets tired, Jack needs the excitement of the emergency mode to keep him going through the day so he looks for other urgent things to do. Jack never gets to do the tasks that are really important and that require hard thinking and creativity because by the time he is done with the tasks that are urgent - both important or not - he is emotionally and mentally tired. The important but not urgent tasks will have to wait until they become urgent. Jack's case is extreme but it makes the point.

Once in a while we must step back from the task immediately at hand and look at the big picture.

Tips to manage your week effectively

1. Make a list of your major responsibilities and goals (Q2). Include goals related to the business plan. There should not be too many items on this list. Keep the list and modify it as needed. This will be your compass; it should not change very much from week to week.
2. Look at the week ahead and determine what you can achieve during that time unit for each of the items on your list. Decide what you should be doing this week and block time for these activities (Q2).
3. Do not overbook your diary. Leave blocks of time empty to deal with unforeseen urgent matters (Q1). When you cannot do what you had planned because of a really urgent and important issue, be flexible: move the important activity you had planned to an "empty" block of time that you had deliberately left open in case of urgency.
4. Be persistent with this approach. You should start feeling some changes soon enough.
5. Talk to your CPM about time management and prioritization.

More reading on this subject is recommended. The quotes from Stephen R. Covey in this section are from his book *First Things First*.

3. Asserting:

It's easy to say "no" when there's a deeper "yes!" burning inside.

Stephen R. Covey

Life does not politely send us problems or situations one by one. We are barraged with requests and demands from many different angles all day long. Sometimes, saying "No" or "Later" is definitely in order. Examples of these situations include the following:

- when you cannot do the task (lack of time, inadequate qualifications, inability to be present at the time needed),
- when the request is a low-priority item,
- when it is not a service you are expected to provide (i.e. not a TCS Core Service),
- when someone else can do it better/more efficiently,
- when it is someone else's job,
- when an unrealistic deadline is imposed,
- when the request is illegal or unethical.

Saying "No" raises the issue of how to diplomatically say no. Authorities suggest that you start by being cooperative and attentive. Carefully listen to the request and reflect your understanding of the requirement. If appropriate, be sure to recognize the importance the requestor puts on his/her request. Then carefully explain your position vis-à-vis this request - why you cannot do it or why you cannot do it in the timeframe requested. If at all possible, offer an alternative solution. For example, you may want to suggest someone more capable of fulfilling their request. If time is