

# Time Management



&

# Meaning of Work



EUROPEAN COMMISSION

# Time Management & Meaning of Work

by Pierre Moniz-Barreto



28th April 2015



# Pierre Moniz-Barreto / Abbaye de Bassac (Cognac)







**FASTER, FASTER,  
UNTIL THE  
THRILL OF SPEED  
OVERCOMES  
THE FEAR OF DEATH**

*If we would*

JUST

**SLOW DOWN**

*Happiness*

WOULD

CATCH UP TO US

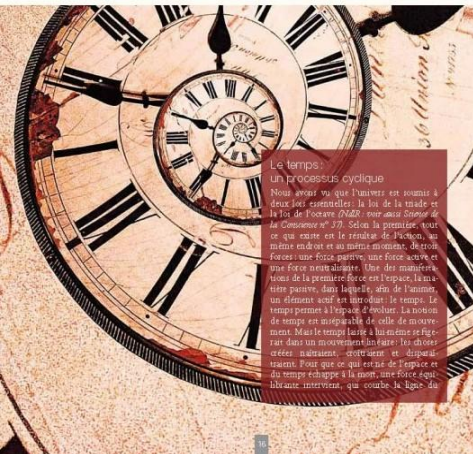
---

Richard Carlson



# Vers une maîtrise du temps

par la transformation de la perception



# SLOW BUSINESS

Pierre Moniz-Barreto

Ralentir au travail et en finir avec le temps toxique

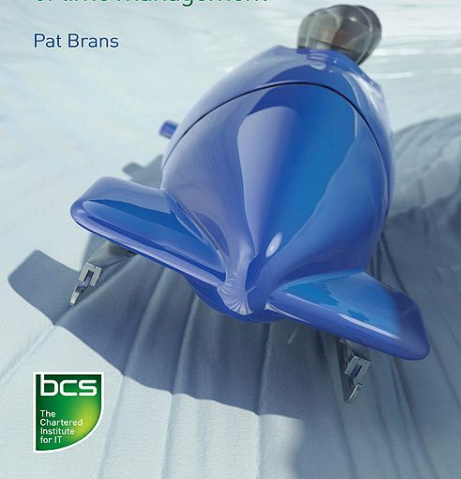


EYROLLES

# MASTER THE MOMENT

Fifty CEOs teach you the secrets of time management

Pat Brans



BCS The Chartered Institute for IT

"If you only have time to read one book this year, this title is absolutely the book to read!" —Barbara Ehrenreich, author of the bestselling *Midwit and Dinner*

# Take Back Your Time

Fighting Overwork and Time Poverty in America  
John de Graaf, Editor

Celebrate Take Back Your Time Day - October 24 - [www.timeback.org](http://www.timeback.org)

The Official Handbook of the National Movement

with chapters by Vicki Robin, Juliet Schor, Bill Bukary, David Karas, and over 30 other national leaders, experts, and activists

**GO SLOW**

ABOUT PRODUCTS BLOG

**HELP US FIGHT TIME-POVERTY IN THE WESTERN WORLD**

OUR STORY

# CITTASLOW INTERNATIONAL NETWORK

Click on the map and discover all the cities on the net!

THE WAY OF SLOW TRAVEL

# Slow time !

A savourer lentement. 28 avril - 8 mai

Paris expo Porte de Versailles

foire Paris  
foiredeparis.fr

Nuit de la Foire, le 6 mai jusqu'à 23h

# WHY such a « SLOW » phenomenon ?

La *lenteur* est une forme de *résistance* à l'*accélération* du *rythme* quotidien, car les *répercussions néfastes* de cette *course contre la montre* sont nombreuses au 21<sup>ème</sup> siècle : *stress, mal-être, mauvaise qualité de vie, etc.*

Pascale Hébel, directrice du département consommation du Crédoc (2012, Capital)

*Le capitalisme c'est la redistribution de la rareté.*

Or *la vraie rareté, aujourd'hui, c'est le temps.*

Jacques Attali (Nov. 2014)

*Le temps : valeur ultime du 21<sup>e</sup> siècle !*

Paul-Loup Sulitzer (1998)

**MAIN CAUSE ?**

**SPEED ?**

**ACCELERATION ?**

**NOT ONLY...**

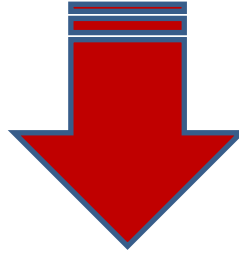


**TOXIC TIME !**

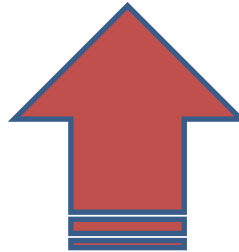


# HOW DO WE KNOW TIME IS TOXIC ?

Toxicity



illness



Symptoms

# WHAT ARE THE SYMPTOMS ?

## At work in France

75% réponses positives « job satisfaction » (2013)  
(= Résultat moyen en EUROPE)

MAIS

**La santé de 33% des actifs se dégrade à cause de leur travail**

Raisons principales :

**Intensité du travail 60%**

**Pénibilité du travail 38%**

**Manque de temps pour réaliser les tâches 38%**

**Perte de qualité dans les relations avec les collègues 26%**

**Temps de transport 25%**

**Perte de sens au travail 25%**

**12,6% population active en risque de Burnout en 2014 (record !)**

**Augmentation inquiétante (banalisation) du dopage des cadres (psychotropes)**

# WHAT ARE THE SYMPTOMS ?

## At the European Commission

DGRH Enquiry 2014

**40% estiment que la CE ne se soucie pas du bien-être au travail  
Seulement la moitié pense que la CE permet un bon worklife balance**

**Au sein des DG, le personnel interrogé voudrait que l'on intervienne en  
priorité sur :**

**60% Conditions de Travail**

**51% Carrière & Promotion**

**33% Bien-être & Flexitime**

**The most successful conference recently**

**Global Burn Out – Pascal Chabot – Mai 2014 - 700 pn !**

**Visites de contrôle maladie**

**Augmentation des +46% entre 2012 et 2013**



**TOXIC TIME ?**

**PLANNING  
MEETING-MANIA  
WORKAHOLISM  
ASAP-MANIA  
INTERRUPTIONS**

**JASON FRIED's 5 FACTORS**

« Planning is Guessing »

« Meetings are Toxic »

« Workaholics create more Problems than they solve »

« ASAP is Poison »

« Interruption is the ennemy of Productivity »

<http://37signals.com/rework/>

**TOXIC TIME ?**

**SPEED**

**DIGITAL TIME**

**SHORT-TERM MANIA**

**TIME CONTROL APPROACH**

**4 more factors**

**Speed as a key factor of success is an illusion**

**Be STEADFAST instead (remember the Hare & the Turtle)**

**Digital time is strangling you**

**Master it or get a DIGITAL-DETOX !**

**Short-term constant pressure is deadly**

**Be carried by a VISION**

**Scientific Management & Time Control are crushing you**

**Introduce vital & essential time to reach DURATION and TEMPO GIUSTO**

# FIGHTING AGAINST TOXIC TIME !

Practical solutions in the daily working life ?

## A few basic examples

1

### Gestion des Pauses

Gérer les intervalles entre les tâches = « mettre du mou dans la corde »



French proverb : « à trop tirer sur la corde, elle se casse ! »



# **FIGHTING AGAINST TOXIC TIME !**

**Practical solutions in the daily working life ?**

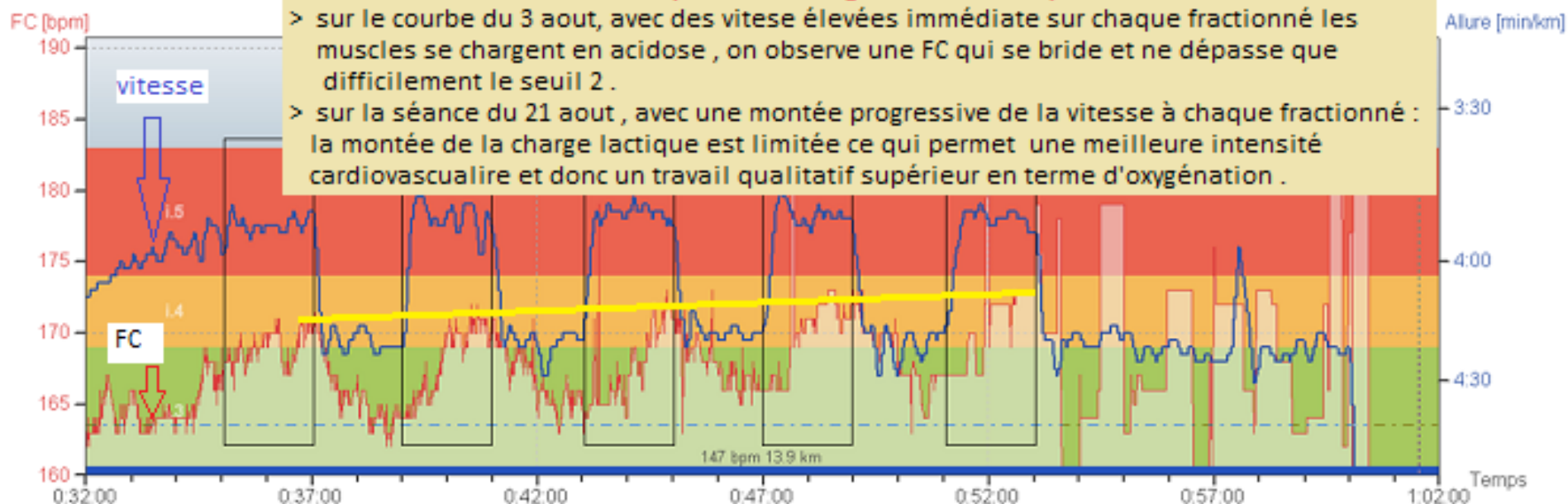
**2**

**Gestion de l'Accélération**

**Accélération fractionnée / Interval training**

**(sport coaching principle)**

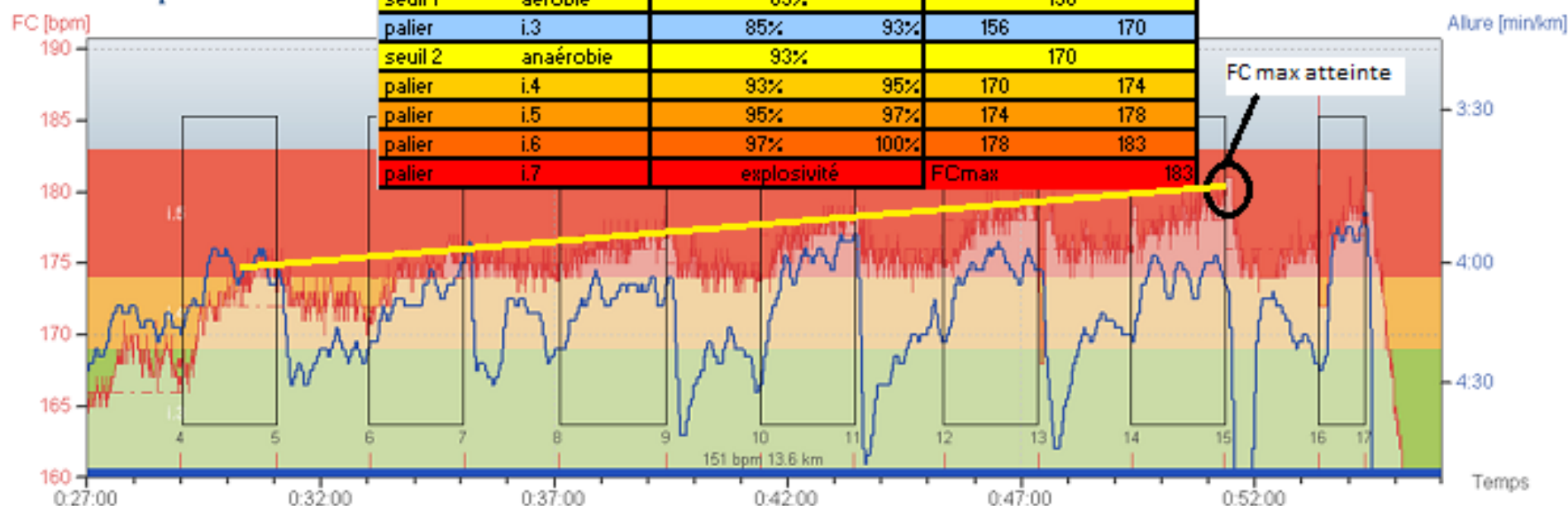
### 3 août sur HT - YOYO



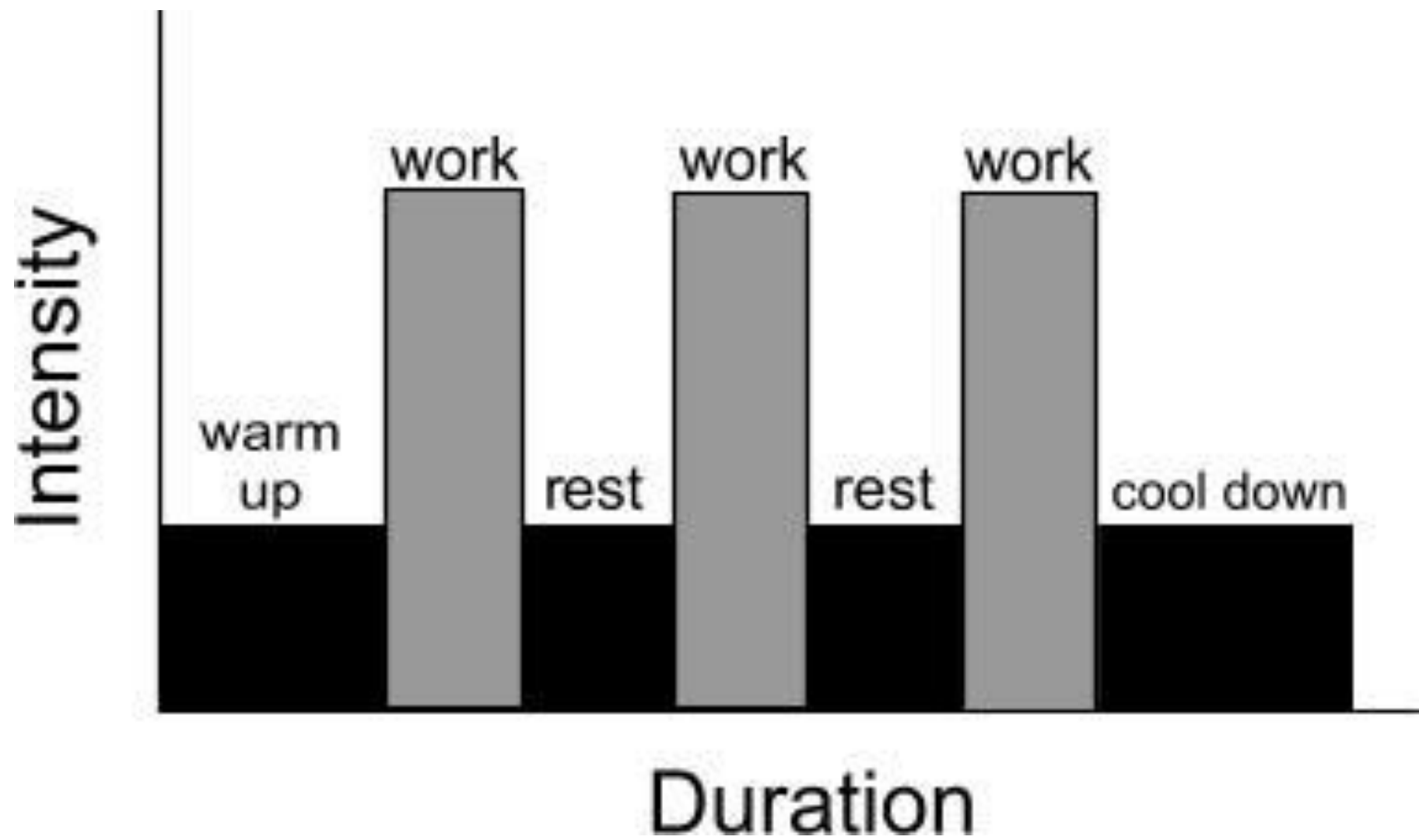
### Illustration de l'effet contre productif de la gestion de l'effort par la vitesse :

- > sur le courbe du 3 août, avec des vitese élevées immédiate sur chaque fractionné les muscles se chargent en acidose , on observe une FC qui se bride et ne dépasse que difficilement le seuil 2 .
- > sur la séance du 21 août , avec une montée progressive de la vitesse à chaque fractionné : la montée de la charge lactique est limitée ce qui permet une meilleure intensité cardiovasculaire et donc un travail qualitatif supérieur en terme d'oxygénation .

### 21 août sur piste - YOYO 25'



palier	i.1	65%	70%	119	128
palier	i.2	70%	85%	128	156
seuil 1	aérobie	85%		156	
palier	i.3	85%	93%	156	170
seuil 2	anaérobie	93%		170	
palier	i.4	93%	95%	170	174
palier	i.5	95%	97%	174	178
palier	i.6	97%	100%	178	183
palier	i.7	explosivité	FCmax	183	





# FIGHTING AGAINST TOXIC TIME !

Practical solutions in the daily working life ?

3

**Agenda Management simple techniques**

**Prioriser - Organiser - Simplifier**



(« The 7 minute Life » solutions by Allyson Lewis)

# **FIGHTING AGAINST TOXIC TIME !**

**Practical solutions in the daily working life ?**

**4**

**Utiliser le pouvoir clarificateur du temps**

**« laisser retomber la vase / let the mud settle down »**

**or**

**« dormir dessus / sleep on it »**



Do you have the patience to wait  
till the mud settles and the water is clear ?

Can you remain unmoving  
till the right action arises by itself ?

Lao Tzu

VI-V<sup>th</sup> cy BC





**Ne jamais prendre de décisions importantes  
dans un moment chargé en émotions !**

**Élément clef de discernement spirituel  
des jésuites**

# FIGHTING AGAINST TOXIC TIME !

Practical solutions in the daily working life ?

5

Utiliser le pouvoir du Kairos

Devenir maître dans l'art de l'« inspirational snapshot »

The power of Kairos in the Business Time

kairos καιρός

(n.) the perfect, delicate, crucial moment;  
the fleeting rightness of time and place  
that create the opportune atmosphere for  
action, words, or movement





Seattle Pacific  
UNIVERSITY

Engaging the culture, changing the world.

Many functions of business divide time into concrete pieces built around deadlines and deliverables. Too often, business time is considered clock time. Personal contributions are heralded for efficiency to the organization, and production inputs are often measured by “just in time” benchmarks. Think of business planning, supply chain management, and project management – to name a few. A template, a Gantt chart, or a model of some kind, often guides our work and tracks our progress. Dates, deadlines, deliverables, and data can be and often are controlling mechanisms. These items are very much “business time,” and make us live with a constant sense of chronological deprivation. The Greeks called this notion of time *chronos* – moments that are sequential and quantitative. *Chronos* matters; it is necessary to time-manage your business, but is time management your only requirement ?

The Greeks fortunately had another notion of time called *kairos*. This is qualitative time – the idea that time is an *in between* space where something special happens.

Ross Stewart



# MISE AU VERT





# MISE AU VERT

















# RESUME

**TIME DETOX** solutions will result in a better *time mastery* which will contribute to a better clarity and power in the way you manage your own time.

## WORK-LIFE BALANCE

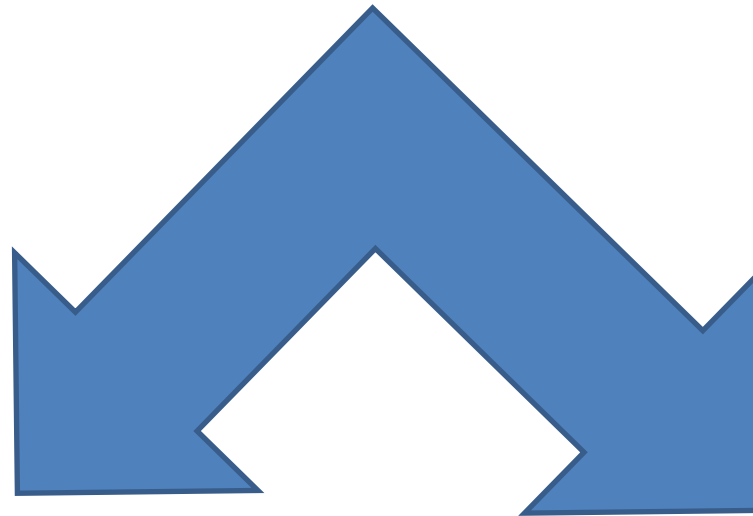
is partially in your own hands  
and partially in the hands of the Organization  
(General Management & HR Management Style)

# TIME MANAGEMENT

depends largely upon

## MANAGEMENT STYLE

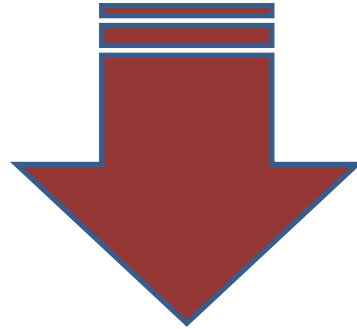
2 WAYS



**SCIENTIFIC  
MANAGEMENT**  
20<sup>th</sup> cy style

**PEOPLE  
MANAGEMENT**  
21<sup>st</sup> cy style

**Scientific Management Style**



**Time Control**



TIME MANAGEMENT

GOALS

PRODUCTIVITY SCHEDULING

MANAGE

PROCESS

PROJECT EXERCISING

EFFICIENCY

TOOLS

SCOPE SPECIFIC

SYSTEM

PLANNING

CONSCIOUS

TECHNIQUES

METHOD

CONTROL

EFFECTIVENESS

ACTIVITIES

ACCOMPLISHING

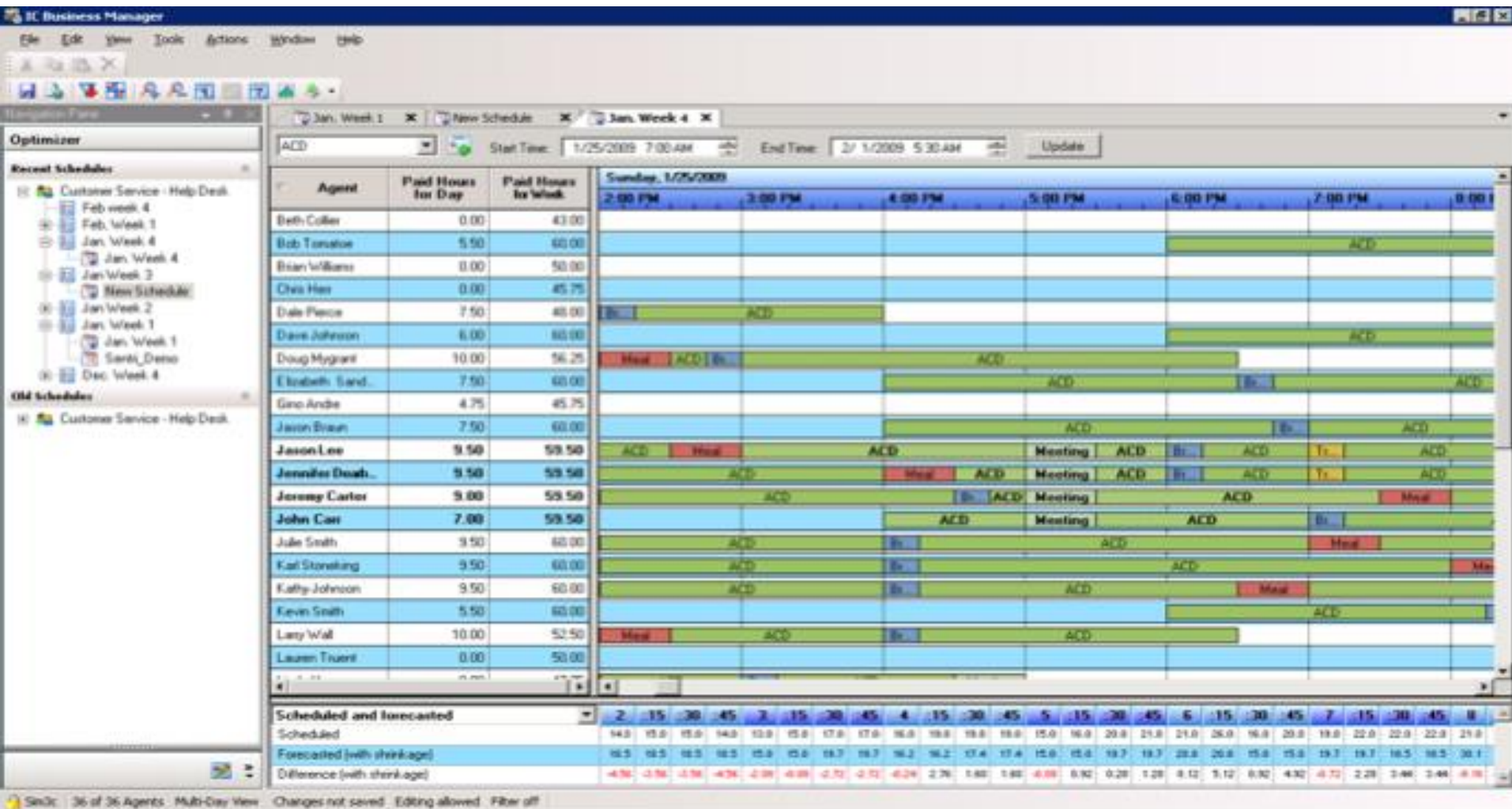
SKILLS

TASKS

PRIORITIES

# Example 1

## Time Control Softwares



“Interaction Optimizer is a workforce management software application to optimize effectiveness and achieve service goals in multi-channel organizations.”

# Example 1

## Time Control Softwares





# Example 1

## Time Control Softwares



## Example 2

# Hot Desking





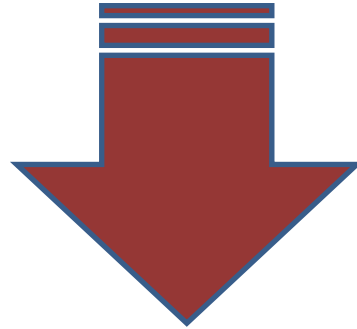
## Example 2 Hot Desking



## Example 2 Hot Desking



**People Based Management Style**



**Time Mastery**





**Empowerment**

individual

increasing processes

Ability

thinking often power

decision-making

discrimination

make gain

social

process change

decision

attitude

confidence developing

empowered

overcoming

changing

ending lives

learn

group right

wrong changes

Motivational

Self-Help

disability

capacities

race strength

positive

others

groups

consciousness-raising

following taking definitions

allows options growth

probably

access

assertiveness

cope

involves meanings

improving

rare

interpretations

disciplines

philosophy covers

one

methodology

often

power

industry

totality

perceptions

sort

power

religion

term

vast

stigma

circumstances

landscape

short

growth

gain

just

proper

individual

increasing

processes

Ability

thinking

often

power

industry

totality

perceptions

sort

power

religion

term

vast

refers

institutions

Human

exercise

sciences

skill-sets

see

personal

resources

authority

economic

self-image

commercialized

gender

communities

highly

information

process

change

decision

vast

psychology

similar

never

skills

range

ranging

economic

self-image

commercialized

gender

communities

highly

information

process

change

decision

vast

psychology

enables

society

yes/no

based

political

associated

ethnicity

Sociological

influence

spiritual

example

knowledge

democratic

addresses

members

feminism

making

self-initiated

enables

society

yes/no

based

political

associated

ethnicity

Sociological

influence

spiritual

example

knowledge

democratic

addresses

members

feminism

choices

discreet

either/or

needed

making

self-initiated

enables

society

yes/no

based

political

associated

ethnicity

Sociological

influence

spiritual

example

knowledge

democratic

addresses

members

feminism

world

associated

ethnicity

Sociological

influence

spiritual

example

knowledge

democratic

addresses

members

feminism

world

associated

ethnicity

Sociological

influence

spiritual

example

knowledge

democratic

addresses

members

feminism

world

associated

ethnicity

Sociological

influence

spiritual

example

knowledge

democratic

addresses

members

feminism

world

associated

ethnicity

Sociological

influence

spiritual

example

knowledge

democratic

addresses

members

feminism

world

associated

ethnicity

Sociological

influence

spiritual

example

knowledge

democratic

addresses

members

feminism

## Example 1

# Empowerment

**Processus managérial social et multidimensionnel qui crée les conditions idéales pour que chacun s'approprié son travail, avec l'autonomie pour le faire, tout en étant en ligne avec la vision globale de l'organisation.**

Ap-Partners (France & Ireland)

# Example 1

## Empowerment

### Creating Empowerment and Growth

**Behavior:** Asks questions; encourages risk taking and innovation; empowers employees and trust them to solve their problems.



**Behavior:** Examines his/her own problems; determines possible solutions to take; assesses risks; makes decisions; takes calculated risks.



**Example 1**  
**Empowerment**



***« A key part of our job is to help create a system in which all team members see themselves as an important resource and a self-manager »***

***Herb KELLEHER***

**A Company where employees are encouraged to have fun and « play times » or to give some of their time to Southwest non-profit partners (25% of them do so once a week)**

**Although created in 1971 and unionized at 87% Southwest never had a strike or a layoff !**

Example 2

**ROWE**

**ROWE** <sup>TM</sup>

**RESULTS-ONLY WORK ENVIRONMENT**

**ROWE**

## Example 2

### ROWE

**A Human Resources Management Strategy** where **employees are paid for results** (output) rather than **the number of hours worked**.

This **focus on results** (met or unmet) allows significant **freedom** to the **organization** to focus on fewer minute details of **employee daily routine**.



**Example 2**  
**ROWE**

**ROWE accredited US Cies**

**3% in 2010**

**10-15% in 2014**

## Example 2

# ROWE GOES PUBLIC!

Since implementing ROWE back in 2009, HSPHD (2700 employees) has benefited in several ways, including

- increased productivity;
- reduced sick leave;
- reduction in mileage and parking and gas costs;
- reduction in office space costs;
- and higher level of client services & satisfaction return.

Those with responsibility for children or other family members report that they have been able to balance what they need to get done at work and at home better than before.

# RESUME

There can be an

**IMPORTANT**

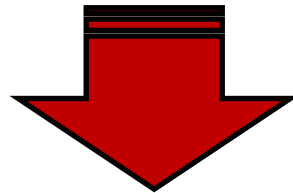
disruption between

**The way you would like to master your time**

**&**

**The way the organization wants to**

**control your time**



**Tensions - Deceptions - Burn Out Factors**



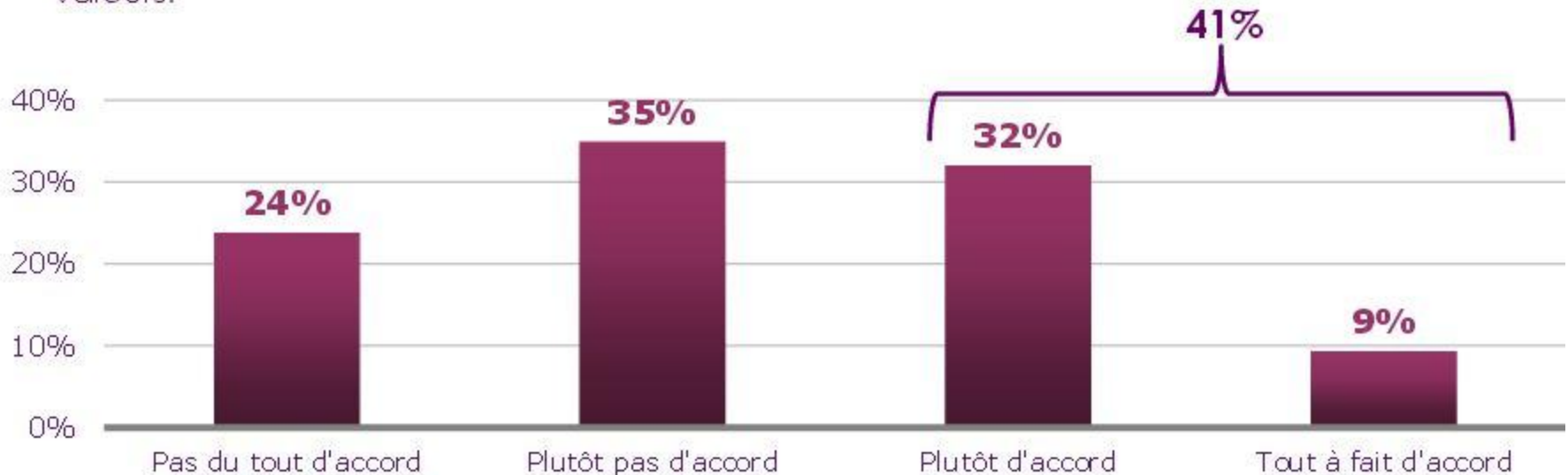
## Éléments de compréhension du niveau des indicateurs

Lien entre risque de burn out et dissonance de valeurs



« Vous constatez dans votre travail des décisions et des pratiques qui vont à l'encontre de vos valeurs personnelles »

- ✓ 41% des répondants constatent à leur travail des décisions et pratiques contraires à leurs valeurs.



- ✓ Comme pour le soutien social, ce chiffre diffère pour les catégories « Artisan, commerçant, chef d'entreprise » (27%) et « Cadre et professions intellectuelles supérieures » (36%).
- ✓ L'accord entre les valeurs personnelles des salariés et les décisions et pratiques constatées dans leur entreprise serait également un facteur protecteur.

**WHAT CAN YOU DO ?**

**Face & Remember**  
**2 Essential Facts**



**TIME**

**OUR MOST  
PRECIOUS  
RESOURCE**

**TIME**  
**MANAGEMENT**

IS

**LIFE**  
**MANAGEMENT**





WHAT YOU CAN DO  
YOUR POWER

TIME MASTERY

in your

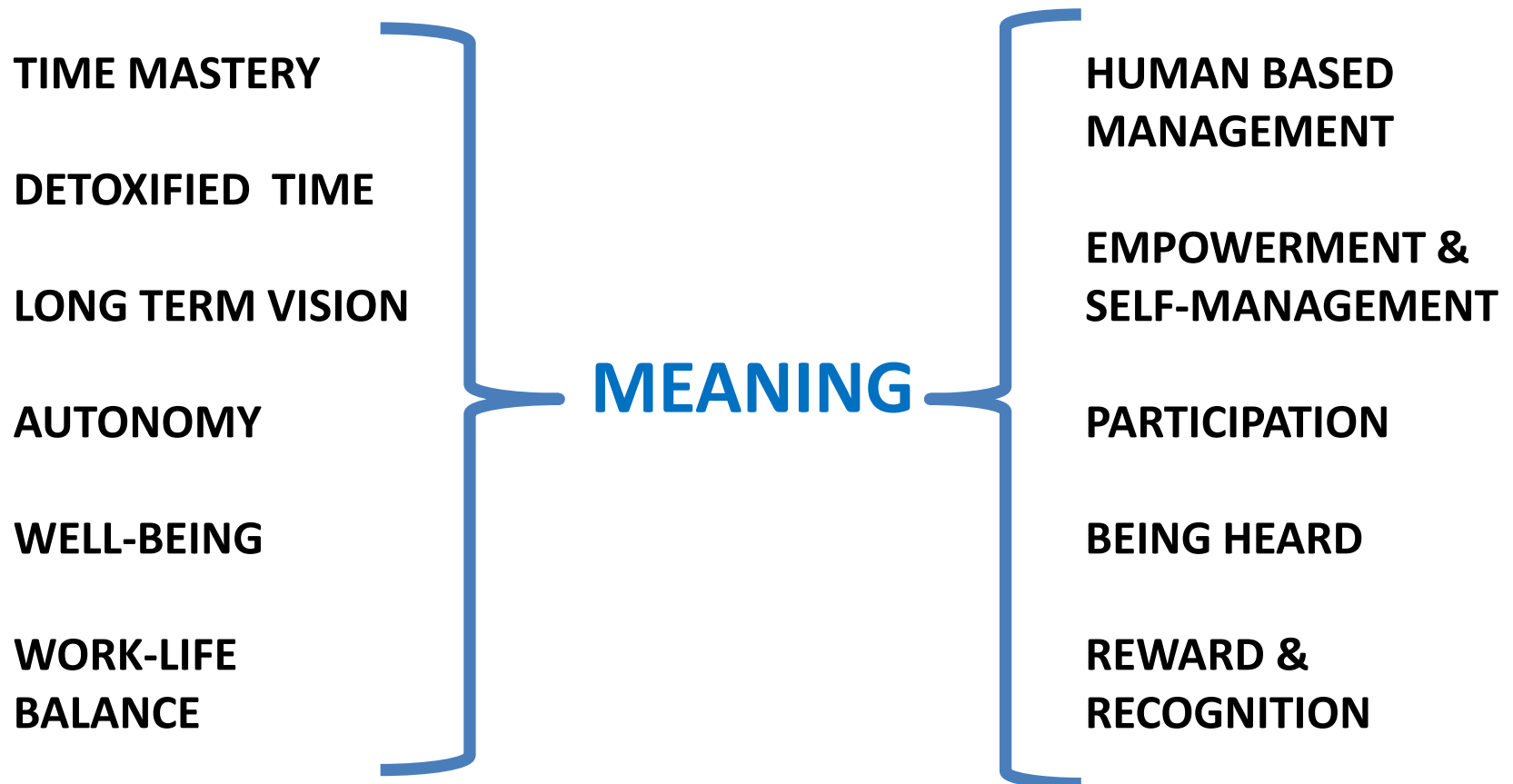
OWN HANDS

(starting with detox solutions)

WHAT YOU MUST COMPOSE WITH  
YOUR LIMITS

TIME MANAGEMENT STYLE  
of the  
ORGANIZATION

# WHAT DOES THIS ALL HAVE TO DO WITH MEANING ?



YOUR BEST ALLIES  
FOR THE FUTURE

YOUR INTEREST IN TIME MASTERY  
&  
YOUR SYNDICATES





# Time Management & Meaning of Work

by Pierre Moniz-Barreto



EUROPEAN COMMISSION

28<sup>th</sup> April 2015