

Citizenship and Culture - Working in another European country

Time management in the cleaning and building sectors in 4 European countries



– Training Module –

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SECTION 1. Presentation of the training module

Time is a precious thing and perception of time is relative. It may even vary from one individual to another or from one situation to another. 24 hours per day may seem long in some situations and short in others. Just think of the 30 minutes you may have spent in your job interview and the 30 minutes spent talking to a very nice colleague. They seem to be longer or shorter, don't they? So, one may seem longer than the other – but this is simply a personal impression. However, 24 hours is the time we all have available per day. When it comes to work, management of time is very important and particularly when you are new in another country, it is good to know what other people, such as your boss or work colleagues may expect from you.



I.1 Objectives

The training module "Time management in other European countries in the Building and Cleaning sectors" will prepare workers for the practices of other countries and the requirements of companies (standards, times, rates/rhythms of work etc) according to activity. The module is built on the realities of each professional sector and the requirements of the 4 countries and gives indications of the rate/rhythm of work in each country. It is not a complete training course but gives examples to which trainers will add their own or find from the links at the end of the module.

I.2 Target users

The module can be used before workers' journey to another country or after their installation in a new country, for better understanding of the practices and constraints in the management of time in daily life and at work.

It is addressed to trainers, people working with migrant workers, companies and associations which wish to set up a short training course for foreigners.

The module can be used in group activities or by one person in self-directed learning.

I.3 Contents

The contents of the training module:

- Information and understanding about cultural attitudes and time management

- Time management in daily life; information and activities

- Time management in building sector; information and activities

- Time management in cleaning sector; information and activities

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I.4 How to use the module

The module can be used in group activities or by one person in self-directed learning.

This module gives information in connection with the time management and some exercises. Those can be supplemented by others according to the needs for the trainees by using the links suggested at the end of the module.

First group activity



At the beginning of the training course we propose a short ice-breaker.

Ice breaker

“60 seconds = one minute, or does it?”¹

We all know time is relative – but what does this really mean? Participants live through their own minute of time and compare the results.

Resources needed

- the facilitator needs a watch
- each participant needs a chair
- if there is a clock in the room, cover it with paper; if the clock ticks then remove it

Group size

Any

Time

Anything up to 2 minutes and 30 seconds!

Step-by-step

- 1 The facilitator asks the participants to hide any watches they might have.
- 2 Then everybody has to practise sitting silently – and with their eyes closed.
- 3 Then the facilitator asks everyone to stand up and close their eyes. On the command “GO!” each person is to count up to 60 seconds and sit down when they have finished. It is important to stress that this activity can work only if everyone is quiet during the whole of it. Once people have sat down they can open their eyes, but not before.

Reflection and evaluation

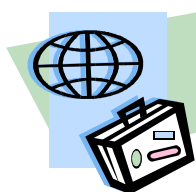
Clearly this energiser opens up the whole concept of time and each individual’s relationship to it. You can then go on to discuss whether there are culturally different perceptions of time. Even within culturally homogeneous groups, this energiser can produce fairly spectacular results. Be careful not to laugh at the people who are last. They might just be having a very “slow” day.

¹ Source toolkit4 Intercultural learning



SECTION II. Cultural attitudes and time management

II.1 Research on cultural attitudes and time management



The concept of time broadly varies according to culture; for example European people have different cultural attitudes from Asian and African people. Even South and North European people show some differences from each other relating to cultural attitudes. For this reason, different countries have their own preferred way in managing time and the next section summarises some of the theories that have been developed in this field.

Nevertheless, it is important to remember that we should not stereotype individuals according to their supposed national cultures.

Three important theorists in the study of cultural attitudes to time are Edward T Hall, Alfons Trompenaas and Geert Hofstede.

Polychronic and monochronic time perceptions

A way of looking at attitudes to time was developed by Hall (1981), who began publishing in the 1950s. Basic to his theory is his conceptualisation of culture as “high context” or “low context”.

In high-context cultures people understand the rules through the many contextual elements that exist – thus the rules are often unwritten and people unfamiliar with the culture can find it very confusing whereas those familiar with it take these rules for granted and may not even be consciously aware of them. One example is France.

In a low-context culture, on the other hand, even those familiar with it do not take the rules for granted, are able to explain them and thus avoid much misunderstanding with those unfamiliar with the culture. An example of a low-context culture is the United States of America.

In terms of time, in a high-context culture, it is flexible. Objectives are achieved but not necessarily in a highly-organised way, and the process is more important than the outcome. By contrast, in a low-context culture, time tends to be monochronic, that is, doing one thing at a time, typified by careful planning and scheduling. Thus time is very organised, with a focus on time management; furthermore, the outcome is more important than the process of achieving it.

Time-keeping often raises complaints by, for example, Swedes or Germans, in southern countries where punctuality is not such a priority. It is important when living and working in another country to get to know the cultural norms on time.

Sequential versus synchronic time

Trompenaas studied how people in specific countries resolve dilemmas. Later, he and Charles Hampden-Turner (1997) developed a model of culture with seven dimensions, five of them covering the ways in which human beings deal with each other (universalism vs. particularism (*What is more important, rules or relationships?*); individualism vs. collectivism (*Do we function in a group or as individuals?*); neutral vs. emotional (*Do we display our emotions?*); specific vs. diffuse (*How separate we keep our private and working lives?*); achievement vs. ascription (*Do we have to prove ourselves*

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to receive status or is it given to us?); and one concerning attitude to the environment – internal vs. external control (*Do we control our environment or are we controlled by it?*).

It is the sixth dimension that is of most relevance here – the different ways in which societies look at time:

6. Sequential vs. synchronic (*Do we do things one at a time or several things at once?*)

These were summarised by Hans Boal:

In the sequential way – which is the preferred method in north European countries – you manage time in a first-in-first-out way. Like the queue for a show; you have to draw a number and wait for your turn. People who have learned to organise their life in this way tend to do one thing at the time and “they strongly prefer planning and keeping to plans once they have been made. Time commitments are taken seriously. Staying on schedule is a must” (http://www.7d-culture.nl/Content/dim_6.htm).

In synchronically organised cultures, people usually do several things at once. “To them, time is a wide ribbon, allowing many things to take place simultaneously... Time commitments are desirable rather than absolute. Plans are easily changed. Synchronic people especially value the satisfactory completion of interactions with others. Promptness depends on the type of relationship” (Trompenaars & Hampden-Turner 1997).

In *Riding the Waves of Culture* (1997) Trompenaars quotes an anecdote about an Italian butcher who, while serving a customer some salami, asks if there is anyone else in the queue interested in a portion of salami. In this way the butcher can continue the same activity which is more efficient than the sequential method. In fact the example is a mix of both; the sequential method is the main approach, but each time a synchronic intervention is added to streamline the process - the best of both worlds.

Another textbook example is when you visit a museum – while living in a foreign synchronic culture – and the person behind the counter is talking on the phone and attending to your entrance at the same time. This is often a source of friction - “People are so rude in this country.”

Human-time relationship

Trompenaars also studied the meanings assigned by different cultures to the past, present and future. In past-oriented cultures, the present is bound to the past, in that there is respect for those who have gone before and for older people. Present events and situations may be viewed in historical context or measured against older traditions. According to Hofstede (2001), past-orientation may also be described as “high long-term orientation” and typically gives rise to placing value on long-term commitments, a strong work ethic and the expectation that rewards will follow in the long term. Similarly, Trompenaars’ view that future-oriented cultures are concerned with prospects, potential and future achievement overlaps with Hofstede’s “low long-term orientation” whereby the past is not held in such esteem and change and development may take place much more rapidly. In Trompenaars’ present-oriented cultures, neither the past nor the present is accorded importance – people live for the moment.

The following three sections give examples of cultural attitudes to time in Germany, Austria, France and Sweden.

II.1.1 German speaking people and time



In the German speaking countries (Germany, Austria, Switzerland) people tend to be rather strict when it comes to being on time. Being on time is even one of the basic requirements for maintaining and succeeding in a job. No one would speak about it as it is seen as a convention.

However, there are regional differences even within these countries when it comes to telling the time; a fact that, indeed, can cause misunderstandings. Such, e.g. 7:15 is expressed differently in Austria



and Germany when speaking to people, particularly in informal settings. There is an east-west line across these countries that helps us to know where people would prefer which way of expressing the time. To avoid misunderstandings from the start, it can be very helpful to take a closer look at these regional differences and the following explanations.

7:15

In English, this time information seems quite clear: “Fifteen minutes past seven” or “a quarter past seven” are the correct modes to tell the time. In the Western area of the German speaking countries (west of the line **Kiel – Liechtenstein**) people would rather say it’s “viertel nach sieben” (en: a quarter past seven), whereas in the Eastern area people tend to say it’s “viertel acht” (en: one out of four quarters to eight). In some parts of Austria, also “viertel über sieben” (en: a quarter past seven) is frequently used. In the Swabian region in Germany, both ways are in use e.g..

7:30

“Half past seven” is pronounced “halb acht” (en: 30 minutes or two quarters to eight) which is the same throughout the region.

7:45

In the Western area of the German speaking countries most people would tell you the time by saying it was “viertel vor acht” (en: a quarter to eight), whereas in the Eastern region “dreiviertel acht” (en: three-quarters to eight) is commonly used. In Austria, “dreiviertel acht” is the most common manner throughout the country.

8:00

Eight o'clock means “acht Uhr” or only “acht”.

In summary, the Eastern way in particular may seem confusing at first sight. In fact, it is quite easy once understood. You could remember: “Viertel” means “the fourth part” or “quarter”; “halb” means “half” and consists of two quarters and “dreiviertel” consists of three quarters. So, the following means 7:15 = **viertel 8**, 7:30 = **halb 8** and 7:45 = **dreiviertel 8**

However, there is also the very formal way of telling the time, valid in all German speaking countries and regions: 7:15 would be “sieben Uhr fünfzehn” (en: seven fifteen), 7:30 is “sieben Uhr dreißig” (en: seven thirty) and 7:45 is “sieben Uhr fünfundvierzig” (en: seven forty-five minutes).



Now, let's take a closer look on the hour between 7:00 and 8:00. Minutes are always referred to the half-hour or quarter-hour.

7:20	It is „zehn (Minuten) <i>vor</i> halb acht“ (en: ten minutes to 7:30).
7:25	It is „fünf (Minuten) <i>vor</i> halb acht“ (en: five minutes to 7:30).
7:35	It is „fünf (Minuten) <i>nach</i> halb acht“ (en: five minutes past 7:30)
7:40	It is „zehn (Minuten) <i>nach</i> halb acht“ (en: ten minutes past 7:30) or: It is „zwanzig (Minuten) <i>vor</i> acht“ (en: twenty minutes to 8:00).

Besides telling the time, there are slight differences when using the names of the first two months from region to region: *Januar* (Germany) corresponds to *Jänner* (Austria) and *Februar* (Germany) to *Feber* (Austria).

More such specific linguistic differences related to dialects and Germanisms can be found in „Duden - Wie sagt man in Österreich?: Wörterbuch des österreichischen Deutsch“, Jakob Ebner, printed at Brockhaus AG, or “Wörterbuch Österreichisch – Deutsch”, Astrid Wintersberger, printed at Residenz Verlag, or online at the website <http://www.ostarrichi.org/woerterbuch.html>

In any case, if you are not sure you understood your boss or the nanny when to start work or pick up your children, you should ask once more and repeat the time using the formal way described above.

II.1.2 French people and time



Halfway between Northern Europe and the Mediterranean countries, the practices of the French are often due to a little of both.

It is a common opinion that French arrive on principle late at an appointment between friends! On the other hand, they will arrive more punctually for an appointment they judge important for them such as professional activities such as maintenance, activity organisation, participation in or teaching a course. If, on the other hand, it is not so important to arrive on time ... Why arrive on time at a meeting when everyone is like to be late and that the meeting will thus start late?

In France, when one has an appointment (any kind of appointment), everyone will be a little late. Generally, the hour of the appointment is even set according to this tendency.

Work meetings in France almost never start on time, but it is not correct to be very late – time is not as flexible as in the Latin countries.

Edward T. Hall, who is mentioned above, said that Germany, Japan and the United States belong to the category of monochronous cultures, where much importance is given to tight organisation and planning, on the basis of the principle which they are the keys to the success of a company. The Latin cultures on the contrary are defined by Hall as polychromous, where the most important thing is not to



conform with the details of the plan but to concentrate on the result. In a course of intercultural communication, one teaches the students that at the time of business appointments between Germans and French, it is common for the German to be impatient while waiting for the French colleague while the French person thinks that taking one's time is normal and does not realise that it could be seen as rude.

For a French person to arrive a little late at the meal, even half an hour or more in the case of a cocktail or a reception, is not impolite. For a meal at a friend's house, when one is invited at midday, it is well to arrive fifteen minutes after. It is thought that arriving on time would disturb the housewife who is likely not to be ready. In any case, one should not arrive early.

Some tips:

- 12.30 for lunch really means 13.00,
- 18.00 for a reception really means 18.30,
- 19.00 for an aperitif really mean 19.30,
- 19.30 for dinner really means 20.00.

However if you have a job interview or if you work in a company, you must be always in time, even if you have to wait a little !!!

II.1.3 Swedish people and time



Sweden is a controlled-time culture, and adherence to schedules is important and expected. In Sweden missing a deadline is a sign of poor management and inefficiency, and will shake people's confidence. People in controlled-time cultures tend to have their time highly scheduled, and it is generally a good idea to provide and adhere to performance milestones.

Collectively agreed normal working hours for full-time employees are usually 40 hours per full working week. Since public holidays (*helgdagar*) normally correspond to some 80 working hours over the year, these normal working hours actually amount, on average, to 38.5 hours a week. There are, however, a fair number of collective agreements which specify a shorter normal working week for particular types of work, such as continuous shiftwork in the engineering industry.

Established practice in the labour market is for normal working hours to be distributed over a five-day week with daily working hours of eight hours (or slightly less), and with working hours set at the same times each day. However, recent years have witnessed a shift towards the more flexible scheduling of working hours at collective or individual level.

Flexitime

Many workplaces apply flexible working hours. This means that the employee is entitled to start work between for example 7 a.m. and 9 a.m. and to go home after the fixed number of working hours for the day, sometime between 3 p.m. and 5 p.m.

Collective agreements on flexible working hours usually include rules concerning "flexibalances", i.e. the number of plus or minus minutes a person may have per month and be transferred to the next month without any effect on wages.



Rest, Breaks, etc.

The employee has both the right to nightly rest, which should include the hours between midnight and 5 a.m. and to weekly rest, which is to include at least 36 consecutive hours per seven day period.

During work a person has the right to breaks, for example for lunch. During such breaks the employee does not need to stay at the workplace. In addition an employee is entitled to breaks at the workplace.

II.2 Personal test: "Are you organised?"



Activity: A simple way to check your time management

Try to follow these questions to find out more about your personal habits and behaviour regarding time management.

- If people ask you for a favour, do you often stop your own activities to help them?
- Do you plan your private activities ahead?
- When you start your work and meet other colleagues, do you sometimes tell them that you do not have time for a chat (if you don't have any)?
- Do you sometimes leave your home later than intended and miss your bus or train?
- If you have to plan your day at work, do you always know immediately what you should do first?
- After work, do you sometimes feel stressed and very tired?

If your answers to more than two of these questions were yes, it would be good to follow the CCEE Time Management Module.

This is a training you can do on your own – all necessary information will be provided in the course - or your teacher/ trainer can use the materials in class. The estimated duration is 20 hours for all information and activities in it.

For additional activities, the materials provide hints and tips to help you with your time management in your new "home country".



SECTION III. Time management in daily life

Time management in the work environment refers to processes, skills and tools that increase efficiency and productivity in the performance of specific tasks. It can include methods such as setting alarms on clocks, watches, mobile phones and so on to remind one when to do something; and the use of calendars, diaries and appointment books, whether paper or electronic. Where a task is broken down into sub-tasks, it can be used to specify the timing of each sub-task.

More broadly, time management skills include: setting goals; planning how to achieve them; prioritising, or deciding which goals are most important and should be reached first; making decisions; delegating tasks to other people; and timetabling.

These are not merely skills needed by managers: they are equally required by workers at any level where time is limited and specific tasks have to be completed within a set time-frame, for example, cleaning a hotel bedroom or tiling a bathroom.

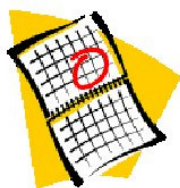
The principles of time management often apply in daily life as a whole, which often involves both professional and personal responsibilities and needs. Effective time management covers a wide spectrum of personal development aspects, from organising a good sleeping routine to finding the balance between work and free time. Many people have to juggle family, work and a social life, therefore basic principles of planning, self-discipline and prioritising need to be met if these are to be kept at a healthy balance on a long term basis.

Making the effort to look at a personal attitude towards time can be an effective start to analysing how much time is spent on certain activities. It is important to analyse and acknowledge what activities and demands a person largely dedicates their time to and question if these are the most important.

III.1 Some examples and vocabulary

Time Management techniques

Prioritising



A way of deciding on the importance of a task is by writing a list of priorities. A key starting point is to ask oneself which tasks are the most important. One way to do this is the so-called ABC analysis: Activities are ranked by the following general criteria:

- A – Tasks that are perceived as being urgent and important.
- B – Tasks that are important but not urgent.
- C – Tasks that are neither urgent nor important.

If there are important tasks which have been postponed because of the difficulties that accompany them or the time which the completion of the task would demand, it can have a detrimental affect on a person's professional and family life. If this is the case it is a good idea to break up these larger tasks into smaller ones. Having smaller tasks to complete is less daunting than having overpowering responsibilities which seem too difficult to achieve.

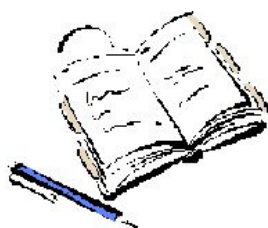
Once this list has been written the most essential duties can be completed first and less important jobs can follow.

Our advice: In addition to this, if a task is overwhelming, support from a friend or family member should be found. This also works in reverse: if it is possible to offer support to a work colleague or a friend it should be something that happens straight away. If a person is seen to be cooperative and helpful it is much more likely that they will receive help in return.

Writing tasks down is not limited to accomplishing large demands, it is also a good time management technique which can be related to tasks that need completing on a daily basis. The most important should be written at the top of the page followed by the tasks which are not of the highest priority. This way, the most important can be tackled and removed from the list, giving the feeling of accomplishment and allowing more time for smaller jobs to be carried out. Avoiding tasks and duties can lead to procrastination which is something many people are prone to but is a bad habit when significant responsibilities are outstanding.

Remember: A task list (or to-do list) is a list of tasks to be completed (see Activity 2).

Setting Personal goals



When personal goals are considered these should also be written in a list. These goals should be specific and clearly defined; if they are vague they will not provide sufficient direction. In addition, they should be realistic and objectives should be deadline orientated ensuring that when something has been achieved a reward can be included. For minor tasks a small incentive should be involved and for larger accomplishments a more desirable reward given. Being consistent with aims in life and knowing what direction these are going in will ensure goals are specific. Through effective time management these goals are even more achievable as a clear path can be developed. Whilst writing a list, of either goals or tasks, responsibilities of a similar nature should be written down together to allow for the possibility of many tasks to be completed simultaneously and ultimately leading to jobs being completed faster and consequently having better time management.

Recognise Energy and Time Killers

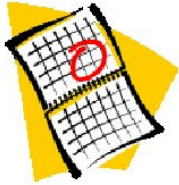
Once the list is written and it is clear what needs to be achieved it is essential that “time killers” are identified and taken away. This might include having to be removed out of a comfort zone and changing a daily routine. “Time killers” include anything from watching too much television, spending too much time at a computer or having a bad sleeping pattern. “Energy killers” are also an important aspect to consider when talking about time management as these can affect productivity. These can include drinking too much alcohol (excess alcohol will affect mood and motivation), not having a healthy diet or not doing enough physical exercise. A further way to avoid energy killers is by not steering clear of complications and arguments in the work place and dealing with conflict sooner rather than later. This is especially important in a professional environment as stress is also an aspect which drains emotional energy and hinders productivity.

Recognising what aspects of life are time and energy killers will have a vast impact on free time and personal motivation. As well as this, knowing what areas of life have a positive impact and which have a compromising affect is essential to improving the relationship towards time management. This includes eliminating activities which are counter-productive thus allowing more time for relaxation and entertainment. If a healthy relationship is built between meeting the demands of a productive daily routine and a relaxed mind, professional development will be more achievable. As well as this there should also be a reward system in place when time management is addressed. When a large task is

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completed or a goal has been met it is important to reward oneself through doing something enjoyable such as going for a walk, doing sport or socialising with friends.

Planning time effectively



Ensuring an adequate amount of time is provided to complete a task will improve the outcome and thus be more rewarding than if something is completed in a rush. Allowing extra time for certain activities will relieve the mind of the stress of meeting a deadline or completing a task. For example if you need to work at different sites from week to week (or even from one day to the other) extra travelling time should be calculated in case the journey takes longer than you expect or you cannot find the place immediately. This will ensure that on arrival extra time is available to complete any remaining preparations and offers the mind chance to calm down and rearrange thoughts. "Free time", such as waiting for appointments or travelling time, can be used effectively by writing down future tasks which need to be completed or by reading important information or work documents.

It is important to remember that effective time management will make work life easier and not harder. Planning tasks will take up time at the beginning but having a clear prospective will guarantee that the time that is available is used productively. Following the advice of systematically and logically writing down what needs to be completed will make working life easier and will essentially allow more time for things which are enjoyable. This might sound like additional work but it is human nature to put things off. Nevertheless enjoying the relief of knowing that important tasks have been completed at the beginning of the day will free the mind of unnecessary stress. Furthermore, having a goal written down and knowing what steps have to be taken to achieve this ambition will keep the mind focused and ensure self direction is kept. Effective time management is something every person can learn. If certain steps are followed it is possible to be more content in all areas of life, whether it be work, family or social life.

III.2 Activities

III.2.1 Self-directed activities

Activity 1:

Below you can find some tasks you might have and should list in your task list for tomorrow. Think also of prioritising them by using the A-B-C model described earlier.

Tomorrow's tasks	Priority ranking
Pick up new colleague from work to go to new building site together	
...	

Arrange work at new building site

Call cinema theatre for start of favourite film this week

Buy birthday gift for friend/spouse

Call baby sitter to work longer the day after tomorrow

Activity 2: 

Below you can find tomorrow's diary and some tasks. Use the table to order, list and prioritise your tasks.

Time	Tomorrow	Priority (A/B/C)
06:30		
07:30		
08:30		
09:30		
10:30		
11:30		
12:30		
13:30		
14:30		
15:30		
16:30		
17:30		
18:30		
19:30		
20:30		

Tasks to list and prioritise

Your supervisor wrote you a message to "Clean all (10) rooms on 2nd floor before 14:00." (For each you'll have a maximum of 30 minutes.)

Your boss asked you to start work earlier and meet him at 07:30 in his office.

Buy lunch on way to work. Get cash first at cash machine next to the first tramway station.

Call dentist in the morning for appointment late afternoon. The office hours are 09:00-12:00 and 14:00-18:00.

Meet supervisor in his/her office to leave at four, 1 hour earlier for dentist appointment. (He'll be available from 10:00-11:00)

Pick up children from kindergarten at 17:00. If appointment at dentist's will take longer, need to call spouse early to pick them up.

To fill in the appropriate date or year

- Marie has worked for 10 years in the cleaning sector. She has worked in LG group for 3 years. She started in cleaning in and has worked for LG company since
- Eugene will be on holiday in 5 days. His first day off is
- You start at 18h30. You have 2 h to do your work. You finish precisely at
- The person that you replace has been absent for 4 months. She stopped work in
- He worked 6 months; he is entitled to 2 days and ½ per month (2,5 days) annual leave. How many days' holiday did he accumulate during these 6 months?

To find out time and energy killers, you should monitor your daily activities. You can print the table below or use a similar one you draw on a piece of paper. It should show the activity (as a short description that you understand and remember yourself), the time you took on this activity and a row for notes and your reflection on how you could have saved some time. It would be good to do this in chronological order. If you cannot do this on the first go, you could add one row and number the activities afterwards to find a chronological order.

Activity	Duration	Notes

After writing down your activities, you should reflect on the activities, the time you needed for them and what you could do more efficiently (and how). During your reflection you should think of the following:

- What did I do that did not really need to be done?
- If there is a time set by the employer for simple tasks, did I follow them? If not, where did I do it in a different way?
- What did I do that could be done more efficiently?
- If other people were involved, how could I include them in my time management plan?



If in your work you have to rely on teamwork, you should discuss your results with your colleagues to find ways to improve your productivity and efficiency.

This activity should be repeated on a regular schedule (e.g. weekly at the beginning and monthly after it has turned to a routine)

Activity 3:



Some personal goals people told us read like this:

I want to have a new car next year. My dream would be to have the new BMW 3i. I would lease it with the full additional service package they offer these days.

I've always dreamt of having a new kitchen. My goal is to get a new refrigerator and microwave this summer and then to buy little by little additional appliances to make it a place a chef would like to cook in.

By the end of this year, I want to finish the A-level course in English. I started to learn English 4 years ago and have been attending classes for one year now.

Now, it's time for you. Take a piece of paper and a pen and think of 5 personal goals you have. Think of what you want to do/ you want to achieve or you want to have in the next 12 months. Try to describe them as clearly as you can think of. In a class setting, you could then discuss your goals with your peers.

My main personal goals are

.....

.....

.....

.....

.....

Activity 4:



To find if there are some energy and time killers in your daily work, try to think of yesterday's work day. Write down what you did from leaving for work till when you went back home after work. You should think of every small detail like:

How long did it take you to go to work and was it like on a normal day or was there any incident and it took longer to arrive at work?

At work, could you start work right away or did you meet colleagues and talk to them?

Did you have to wait for colleagues before you could start your work?

If there was a new delivery foreseen for that day, did it arrive in time?

Did you (and your colleagues) know how to proceed or did you need some time to discuss who was going to do what/ where to put the new arrivals/ who to inform next etc?

Try to find similar questions for the rest of the day and take notes of your daily routine. When reflecting upon your day, try to imagine if you could have saved time while still doing your work properly.

If you have a daily agenda with your tasks, you should compare the results of your reflection to this personal time schedule to find possible energy/ time killers for the future.

If you do this self-reflection in a class setting, you should discuss your findings with your tutor and/ or class mates.

Activity 5



"Plan your route and time to work"

You've just been employed in a new company and tomorrow, Wednesday, will be your first day at work. As you will not work in the headquarters where you had your job interview, the secretary gave you a piece of paper with the address where you have to be tomorrow morning at 08:00.

<i>The address for tomorrow is:</i>
<i>Reindorfgasse 20</i>
<i>1150 Vienna (Austria)</i>

With the city map and plans of public means of transport below, you should start from your home address (Stumpergasse 6, 1060 Vienna) and plan when you will have to leave home to



arrive at the address shown above before 08:00. Try to select the fastest and then the cheapest variation.

You can get a map and information on public means of transport from the internet (e.g. www.map24.at and www.wiener-linien.com)

Assignment:

When will you have to leave your home to arrive at 7:45 at the working site.
.....

How long will it take to go by bus; how long by tramway?
.....

What alternative travel tour would you suggest if there is a strike or accident?
.....

How long will the whole journey take?
.....

When will you have to leave home if you select the cheapest means of public transport?
.....

Finally, imagine today is Friday and you would need to go to work on Saturday. When would you have to leave your home to arrive at work shortly before 08:00
.....

Additional activity:

Try the same in your own town/ city and work place. Get the city map and time schedules of public means of transport in your city. They can be of help in your daily tour to and from home to your work site. Remember that time schedules might change and check the duration these time schedules are valid on the time schedules themselves or with service assistants of the transport company.

Our advice: Some public means of transport companies provide information on time schedules on the internet. They sometimes show you a very detailed time plan and include walking time when there are changes from one public means of transport to the other. However, it is always good to include some 5-10 minutes buffer time when you start your journey.

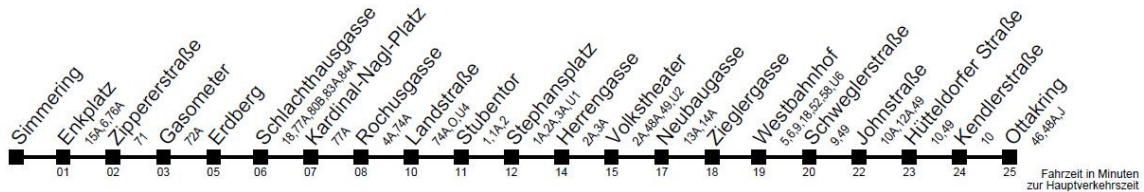
For some organisations you can find links in the "Reference, links" section."

Learn to read time tables.

Below you find an example (in German from Wiener Linien: www.wiener-linien.at) how a time table of a Viennese underground looks like. Discuss this with one another and find other examples from other cities to compare them. (Some links for this activity can be found in the "Reference, link" section).

U3

Simmering → Ottakring



Montag bis Donnerstag	Freitag	Samstag	Sonntag
4 50 56	4 50 56	4 50 56	4 50 56
5 04 11 19	5 04 11 19	5 04 11 19 26 34 40 45 50 55	5 04 11 19 26 34 41 49 56
6 - - - - - Intervall 3' - 4' - - - - -	6 - - - - - Intervall 3' - 4' - - - - -	6 00 05 10 15 20 25 30 35 40 45 50 55	6 04 11 19 26 34 41 49 56
7 - - - - -	7 - - - - -	7 00 05 10 15 20 25 30 35 40 45 50 55	7 04 11 19 26 34 41 49 56
8 - - - - - 51 55	8 - - - - - 51 55	8 00 05 10 15 20 25 30 35 40 45 50 55	8 00 05 10 15 20 25 30 35 40 45 50 55
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13 - - - - - Intervall 3' - 4' - - - - -	13 - - - - - Intervall 3' - 4' - - - - -	13 00 05 10 15 20 25 30 35 40 45 50 55	13 00 05 10 15 20 25 30 35 40 45 50 55
14 - - - - -	14 - - - - -	14 00 05 10 15 20 25 30 35 40 45 50 55	14 00 05 10 15 20 25 30 35 40 45 50 55
15 - - - - -	15 - - - - -	15 00 05 10 15 20 25 30 35 40 45 50 55	15 00 05 10 15 20 25 30 35 40 45 50 55
16 - - - - -	16 - - - - -	16 00 05 10 15 20 25 30 35 40 45 50 55	16 00 05 10 15 20 25 30 35 40 45 50 55
17 - - - - -	17 - - - - -	17 00 05 10 15 20 25 30 35 40 45 50 55	17 00 05 10 15 20 25 30 35 40 45 50 55
18 - - - - - 31 35 40 45 50 55	18 - - - - - 31 35 40 45 50 55	18 00 05 10 15 20 25 30 35 40 45 50 55	18 00 05 10 15 20 25 30 35 40 45 50 55
19 00 05 10 15 20 25 30 35 40 45 50 55	19 00 05 10 15 20 25 30 35 40 45 50 55	19 00 05 10 15 20 25 30 35 40 45 50 55	19 00 05 10 15 20 25 30 35 40 45 50 55
20 00 05 10 15 20 25 30 35 41 49 56	20 00 05 10 15 20 25 30 35 41 49 56	20 00 05 10 15 20 25 30 35 41 49 56	20 00 05 10 15 20 25 30 35 41 49 56
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22 04 11 19 26 34 41 49 56	22 04 11 19 26 34 41 49 56	22 04 11 19 26 34 41 49 56	22 04 11 19 26 34 41 49 56
23 04 11 19 26 34 41 49 58	23 04 11 19 26 34 41 49 58	23 04 11 19 26 34 41 49 58	23 04 11 19 26 34 41 49 58
0 08 15 23	0 08 15 23	0 08 15 23	0 08 15 23

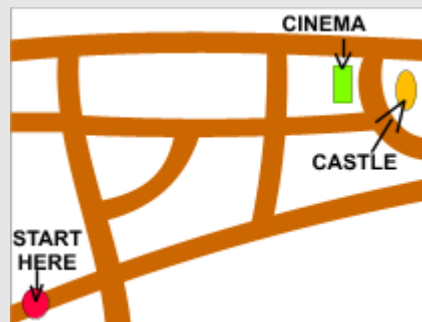
Am 24. und 31.12. Verkehr wie samstags Dient zur Darstellung des 5 Minuten Intervalls

Auskunft
 Wiener Linien: 7909-100
 Änderungen vorbehalten

The project has also produced a glossary with general vocabulary referring to time management. This would be a complementary activity to learn them and do some activities using them (e.g. in role plays). This glossary can be downloaded from the project website: www.ccee-project.fr

Activity 6. 

Activity on asking and giving directions



Fill in the words below correctly. (Use the map for orientation.)

Continue, end, excuse, get, left (2x), next, opposite, right, second, straight on, thank, turn, welcome

- 1-, how do I ----- to the cinema?
- 2- Go -----
- 3- Turn ----- at the corner.
- 4- Then take the ----- road on your -----
- 5- ----- to the ----- f the road.
- 6- ----- left there.
- 7- The cinema is on your ----- the castle.
- 8- ----- you very much.
- 9- You're ----- .

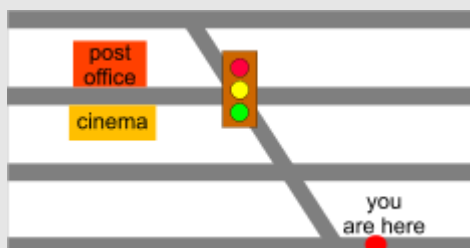
see answers at the end of this section

Activity 7



Asking and giving directions

What's the best way to the post office? (Use the map for orientation.)



Excuse me, where is the post office, please?

- 1 ----- at the next corner.
- 2-Then----- until you come to the traffic lights.
- 3-----here.
- 4-The post office is----- the cinema.

See answers at the end of this section

Activity 8



Write "at", "in" or "on" to complete these sentences.

Example

I'll see you **on** Monday.

- 1 Stuart can come and see you----- lunchtime.
- 2 I met him -----the holidays.
- 3 I'll pick you up----- eight o'clock.
- 4 I'm going home----- four.
- 5 They came to visit us----- my workplace.
- 6 I can work -----the morning but I don't like working nights.
- 7 Did you have a good time -----Christmas?
- 8 The course finishes----- three o'clock -----Thursdays.
- 9 We arranged to meet -----seven -----the morning.
- 10 We had a party----- the last day of work.
- 11 What time do you get back----- Tuesday?
- 12 He was born----- 8th June 1968.
- 13 The meeting is ----- July.

See answers at the end of this section

Activity 9



Use one of these words to complete the sentences below.
During, after, through, between, from, before, in, until

- 1 I waited ----- nine o'clock and then went home.
- 2 If you come -----seven, we'll catch the bus that leaves at 7.05.
- 3 Will you finish the work----- a week or two?
- 4----- the workers left, the house was very quiet.
- 5 -----the work, we painted and did a lot of woodwork.
- 6 I can't remember when we left the building: I think it was-----
ten and half-past.
- 7 I was ill -----January to March.
- 8 We worked all----- the holidays to finish painting the house.

See answers at the end of this section

III.2.2 Group activities

Role play – first day at work

Divide into smaller groups and do a role-play about the first day at work.



As an employer try to ask questions that are important to know, such as:

- Do you have flextime?
- What are the working hours?
- When is it lunch time and how long is the break?
- Where can I find the toilet, the lunch room etc.

Have a debate and work out what it is important to do and to ask when you start a new job. This will improve vocabulary, expression, presentation and discussion skills.

Discussion in groups about time planning

How do you plan your time if you have a deadline?

Calculate the time to get to your working place.

How long time does it take to drive there or to take the bus?

How do I do a time plan?

Should a time report be written and how do I do that?

WP5– Time management in Cleaning and Building sectors in 4 European countries



Talk about how to cooperate in a team

Have a discussion about what is important when you work in team.

What qualifications do you need?

If you work in a team, how important is time management and how will you deal with it?

How will you behave if you are late and the team is waiting for you?

Are there special time settings in the building sector?

Example of time report

Time report

June, 2010

Employment no.	Name			Approved by
----------------	------	--	--	-------------

Date	Start	End	Lunch	Working hours	Extra hours	Övertime simpel hours	Övertime kval hours	Absence hours	Reasons for absence Sick leave, holiday etc	Reported time	Project Number
2010-01-01	10:45	12:18	0	1,55						1,55	
2010-01-02	10:00	12:30		2,50						2,50	
2010-01-03											
2010-01-04											
2010-01-05											
2010-01-06											
2010-01-07											
2010-01-08											
2010-01-09											
2010-01-10											
2010-01-11											
2010-01-12											
2010-01-13											
2010-01-14											
2010-01-15											

WP5– Time management in Cleaning and Building sectors in 4 European countries

Example of time plan.

Project: [project tname]

Project no: [project number]

	Sept				Oct				Nov	
Week	36	37	38	39	40	41	42	43	44	45
Houses										



Answers Activity 6

1. excuse
2. straight
3. left
4. second, right
5. continue
6. turn
7. left, opposite
8. thank
9. welcome

Answers Activity 7

1. Turn right
2. Go straight on
3. Turn left
4. Opposite

7. at

Answers Activity 8

1. on
2. in
3. at
4. at
5. on
6. in, at

8. at, on
9. at, in
10. on
11. on
12. on
13. at
14. in

Answers Activity 9

1. until
2. before
3. in
4. After

5. During
6. between
7. from
8. through



SECTION IV. Time management in Building sector.

IV.1 Information, examples and vocabulary



Flexitime is used frequently in factories. It is a variable work schedule in contrast to traditional work arrangements requiring employees to work a standard 9am to 5pm day.

The normal working hours are 40 hours a week but the building sector can sometimes demand overtime, usually when there are many orders.

In construction sites normal working often depends on deadlines. Many workers also work far away from home and then they have the opportunity to get compensatory leave for overtime done on Fridays.

When you have deadlines in the construction industry it is very important to have well-functioning teamwork and that all the workers take responsibility and are sometimes willing to work overtime.

In addition the different trades are interdependent of each other and it is very important to follow the time schedule, otherwise the others have to wait for you.

Time Management Tips

- Learn to delegate and/or outsource.
- No matter how small your business is, there's no need for you to be a one-person show. For effective time management, you need to let other people carry some of the load.
- Establish routines and stick to them as much as possible.
- Don't waste time waiting.
- In the building sector it is also important that you have a driving licence. One reason is time but it is also very difficult in some occupations to use other forms of transport.

Group activities



True or False about the building sector

You have just entered a new society of truth-tellers and liars. You and the others sometimes tell the truth and sometimes lie. This society knows when you are being lied to and when you are being told the truth.

Partners must guess if a statement is truth or false. If both players are correct, move on. If both are incorrect, move on. If one is correct and one is wrong, the wrong person is out.

1. First, flip a coin. If it reveals “heads,” you tell truth; if “tails,” you lie.
2. Find a partner, tell stories related to the building sector and/or time management. Your partner must then guess if you told the truth or a lie. If both are correct, move on. If both are incorrect, move on. If one is correct and one wrong, the person who guessed incorrectly is out.
3. Move on and repeat steps one and two until one person remains and is declared the winner.

Materials Needed: Prize, Extra Coins, Time

Allow ten to 20 minutes to play the game, depending on the size of the group. Award a prize to the person who remains standing

Have a discussion in the group about time words – aspects in different countries.

For example in Sweden if you say it's urgent – you do it immediately – maybe not in Italy??

Words to discuss:

- Now
- Urgent
- Immediately
- Tomorrow morning
- Tomorrow night
- Not later than
- Be in time
- In one hour
- Soon



- It will take a minute
- Deadline
- Start at
- End at
- A long time
- Wait a moment
- Lately
- For the time being
- Recently
- Will be in time
- Will be late
- A period of time

Vocabulary

In the building sector, some useful phrases are given below:

Can you help me with this?
When are the deadlines?
How much time do we have?
How do I do this?
Where can I find-----?
Who will I contact if I am sick?
Who will I contact if I am delayed?
Do we have a GPS?
How do I drive to get there?
How do I get to my workplace?
Who is the supervisor?
Who has the responsibility for -----?
Do you have a licence for that?
Who is the contact person for the trade union?
When will this be finished?
What time do we have lunch?
Mind your steps
Watch your head.
Under construction.
Careful, this is fragile.
What time is it?
Construction area
Fasten your safety belt

IV.2 Activities

IV.2.1 Self-directed activities



Activity 1

Write the Correct Preposition in Each Blank:

1. I was born _____ 1968 _____ October _____ the 18th _____ four-thirty _____ the afternoon
2. I haven't seen my boss _____ August
3. He was here _____ two weeks
4. The work starts _____ seven o'clock _____ the dot, so be sure to be here _____ six-fifty
5. Our boss is going to be here _____ the tenth _____ July. He will be here _____ two weeks.
- 6 We didn't sleep _____ the night because of the noise.
7. Some workers never go out _____ night because they get up so early _____ the morning
8. Four o'clock is _____ five o'clock
9. _____ the moment we are trying to work.
10. Some of us couldn't finish the work because the time was _____.

See answers at the end of this section

IV.2.2 Group activities



Scenario

Mr. Ali Yilmaz is a Turkish worker who lives in Stockholm and works for a building company. The company will build an apartment just west of the city. He will work with other colleagues for this work. His supervisor tells him exactly what to do. So Mr. Yilmaz knows all his tasks. First, Mr. Yilmaz has to come to the construction site at the correct time. The job starts at 8 o'clock.

- He must ask his supervisor how to get to the workplace. Which kind of transport must he use?
- After he has chosen the correct transport for him, he then calculates how long it takes to reach the workplace. He had better use a city map. So he must learn the time schedules of public means of transport in his city (Stockholm).

The task for the group

Using the scenario above, the group performs various tasks and role plays.

Scheduling and task lists

A time schedule should be prepared by the supervisor. This time plan should be discussed in groups.



The supervisor has to prepare a list in which some tasks are important and some tasks are also urgent. For example, teamwork is very important for the construction sector. The walls need plastering first. So Mr. Yilmaz should plaster the walls first. Later, the walls will be painted by other colleagues. Otherwise they will have to wait for him and they will not do anything. It means some jobs are very urgent. So Mr. Yilmaz must put plastering at the top of the list.

For the other tasks, he has to follow the time plan.

So Mr. Yilmaz should prepare a task list for the following day.

Role plays

When Mr. Yilmaz gets sick, he must inform his supervisor first and get help on how to go to a doctor.

Mr. Yilmaz missed the bus today. So he is late. He knows he had to inform his supervisor first. He apologises for the delay.

Mr. Yilmaz tells a friend how many hours he has to work per day, when lunch time is and how long the breaks are.

Answers Activity 1

1. in, in, on, at, in
2. since
3. for
4. at, on, by
5. on, of, for/in
6. through/during
7. at, in
8. after
9. at
10. up



SECTION V. Time management in the cleaning sector

V.1 Information, examples and vocabulary

To manage your time you must know how to organise yourself.

In the cleaning trades the 3 objectives to be reached are:

- quality
- quantity
- time



Quality is defined by specifications in terms of means and results. It is measured by:

- self correction
- internal control
- and evaluation with the customer

The rate of work:

The rate/rhythm of work is defined in a specific environment and is often expressed in m²/hour.

For example: wet sweeping a thermoplastic floor is approximately 400 to 1000 m²/hour, according to the amount of litter and the condition of the floor.

The rate of work changes according to:

- The method used (wet sweeping or aspiration)
- The level of stain (not very dirty, very dirty buildings)
- Age and condition of the buildings
- The level of obstruction (empty or very furnished buildings)
- The nature of the coatings (thermoplastic, textile, pelletised etc.)
- Displacement in the working area (even, level, or on several stages)

Some examples of rates in enterprise:

	parts slightly encumbered	parts normally encumbered	parts strongly encumbered
Daily maintenance of offices	230 m ² /h	180 m ² /h	130 m ² /h
Daily maintenance a corridor	270 m ² /h	250 m ² /h	230 m ² /h
Daily maintenance of toilets		40 m ² /h	
Daily maintenance a classroom	220 m ² /h	210 m ² /h	170 m ² /h
Method spray	160 m ² /h	140 m ² /h	120 m ² /h
Dry scouring	150 m ² /h	130 m ² /h	110 m ² /h
Aspiration carpet		200 m ² /h	
Smooth aspiration ground		300 m ² /h	
Crystallisation		6 m ² /h	

It is very different in other cleaning activities.

For example in the hotel sector, room cleaning can be done by the hotel personnel or by an external enterprise.

Contracts are negotiated by the volume of rooms.

So the square meters of offices to be cleaned are identical each day but in the hotel trade the number of rooms changes all the time, according to the occupancy rate.

According to the situation rates of work are very different.

For example paid personnel in a large hotel group clean about 16 rooms in eight working hours with a pause for lunch. The employees of a subcontractor must clean 20 to 23 rooms in six hours.

It is very important for you to know the work conditions and in particular the rates because situations can change from an enterprise to another.

Vocabulary

Expressions of frequency
 Every day = Daily = Regular
 Once per week = Weekly
 Once a month = Monthly
 Twice per month = Semi-monthly or every 15 days
 Two-monthly = Every 2 months
 Quarterly = Every 3 months
 Semi-annual = Every 6 months or Biannual
 Once per annum = Annual

Twice a year = Biannual

Maintenance frequency

- daily or regular maintenance is that which is practised every day and which implements techniques with fast execution (vacuum cleaner, stain removal).
- weekly maintenance corresponds to the operations that one makes once per week; it is variable according to the requirements of the customer and the cost.

V.2 Activities

V.2.1 Self-directed learning

Activity 1

To prepare and organise your work you must know the time necessary for the execution of cleaning. Using the table of rates above, complete the following table.

room	surface	Time necessary
office	40 m ²	
classroom	150 m ²	
corridor	25 m ²	

See answers at the end of this section

Activity 2

1 .You've just been offered a 30 hours/week job contract, knowing you will work 5 days and regular hours.

How many hours a day are you going to work?

2. Today we can say that Mary has been on sick leave for 3 months.

She stopped working on _____ .

3. Your colleague is working from 7h00 to 12h00 and from 15H30 to 19H00.

She's working _____ hours.

4 . We are in 2010

William started working in cleaning 10 years ago. He's been working for the Neatandtidy company for 5 years. In fact he started working in cleaning in _____ and has worked for Neatandtidy since _____

See answers at the end of this section

V.2.2 Group activities

Workshop



The scenario

Mr. Osman Ates, a Turkish worker who lives in Paris works in the hotel sector in central Paris. He discusses with his manager how to get to his workplace from home. They decide the best transport for him is the metro.

Mr. Ates calculates the time to get to the hotel. He also learns how to get to the hotel. The job starts at 9 o'clock. So he has to leave home at 8 o'clock. It takes him 50 minutes by metro to reach the hotel. So he will be at work in time.

He has to work till 6.00 PM.

He knows how to use a city map.

The tasks in the hotel and the rate of work are set by the hotel manager. For example, he has to clean 32 hotel rooms by wet sweeping. Mr. Ates has to know the time necessary for the execution of the cleaning. Here, 15 minutes is the time for each room to be cleaned. So, Mr. Ates has to prepare a time plan.

When he gets ill, he has to inform his manager first, and goes to the doctor.

He also knows when the lunch time is and how long the breaks.

Mr. Ates missed the bus today. So he knows that first he has to inform the hotel manager and he apologises for being late.

Some role plays based on the scenario (these are just a few examples – the above scenario can be used in a variety of ways)

1 You just have a call from a valuable customer. Your employee came to work very late yesterday. Your customer is furious!!

What do you say to your employee and what might he answer?

You:

Employee:

You:

2 You work in a team. Your colleague seems not to be as rigorous as you in his work. He forgot to empty some dustbins and seems to do a botched job of dusting in order to finish more quickly.

What do you say to your colleague?

You:

Your colleague:

You:

3 You must give your days and your work hours to a substitute.

How do you proceed?

You:

Your substitute:

4 You decided the date of your vacation. You must speak about it with your employer to see whether that is suitable for him/her.

What do you say to your employer?

You:

Your employer:



Answers Activity 1

Time necessary: office 10 min, classroom 40 min, corridor 6 min

Answers Activity 2

1/ 6h 2/ April 3/ 8h30 4 / 2000 2005



SECTION VI Conclusions



Time management refers to the sum of skills, tools, and techniques used to manage time in order to succeed in specific tasks, projects and goals. This set comprises a wide scope of activities, and these include planning, allocating, setting goals, delegation, analysis of time spent, monitoring, organising, scheduling, and prioritising. Initially time management referred to just business or work activities, but eventually the term broadened to include personal activities as well. A time management system is arranged by a combination of processes, tools and techniques.

Remember: 10 Tips and tricks for better personal time management

- Recognise your own attitude towards time
- Offer to help when convenient for your own work when others ask for your help or support
- Learn to recognise time and energy killers and try to avoid them
- Divide a big task into short and simple tasks
- Set priorities
- Organise activities as a sequence and bundle those which belong together or follow a similar procedure
- If there are tasks other people can take over, ask them for your support – if the tasks are not important you may be able to skip them or do them the next day
- Include buffer time for whatever you plan/ want to do
- Finally, try to find time for yourself and your individual “internal” balance
- Plan some time to check and reflect upon your time management (on a regular basis)

References, links.

References

Hall, E. T. (1981), *Beyond Culture*.

Hofstede, G. (2001), *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations, 2nd Edition*.

Trompenaas, A. & Hampden-Turner, C. (1997), *Riding the Waves of Culture: Understanding Diversity in Global Business*.

Selected links

Austria

www.wiener-linien.com – here you will find time schedules, ticket prices and possibilities to change to other public means of transport including tram(way), bus, express train, underground, CAT (City Airport Train), Badnerbahn

www.oebb.com – if you have to commute from one city to another, you might need to check available trains and busses at the Austrian train company ÖBB. You can find time schedules as well as ticket prices (within Austria) and more bits of information here.

www.map24.com – a site that provides maps to find your way around

www.wien.gv.at/stadtplan/ - here you can find directions within Vienna

www.dartmouth.edu/~acskills/success/time.html - to find further tips and templates on Time Management

France

http://chohmann.free.fr/management/matrice_eisenhower.htm

http://fr.wikipedia.org/wiki/Getting_Things_Done

Germany

www.dbb.com

Sweden

www.Skanetrafiken.se

Train schedules for Skane

www.SJ.se

Train schedules for Sweden

www.resplus.se/Resplus/Flersprak/English/

Travelling with Resplus means that you purchase your complete journey with trains from SJ, Tågkompaniet, Merresor or Veolia Transport, together with any connections for the regional public transport authorities, Arlanda Express and Destination Gotland.



Websites with exercises

Listening exercise – bathroom (Swedish)

www.digitalasparet.se/safovn/c/40023badrum.htm

Listening exercise – living room (Swedish)

www.digitalasparet.se/safovn/c/40025vardags.htm

Links about Time Management

www.mindtools.com/pages/main/newMN_HTE.htm

www.studygs.net/timman.htm

www.smartdraw.com/specials/ppc/timelines.htm?id=137562&gclid=COb757DN_Z0CFc8UzAodqID0pw