



UNIVERSITY OF THE PHILIPPINES DILIMAN

Management Time: Who's Got the Monkey?

Trainer's Guide

Prepared by:

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This presentation is based on the article published in an issue of Harvard Business Review written by William Oncken and Donald L. Wass. This article throws light on the situation where a manager is struggling for time in the organization.

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Introduction

Welcome to the Trainers Guide on the Harvard Business Review article *Management Time: Who's Got the Monkey?*

Purpose of this Guide

This trainer's guide has been written in order to assist anyone tasked to present the topic regarding the Harvard Business Review article entitled Management Time: Who's Got the Monkey? A trainer's guide basically puts together in textual form all the information needed by trainers to put on a training session. The guide provides comprehensive session plans and also offers illustrations for an enriching learning process.

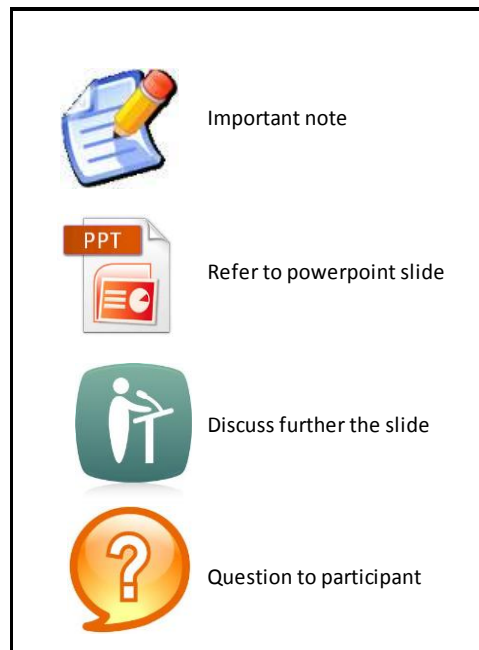
How to Use this Guide

This section contains numbered steps that indicate what to do or say when at a given point. Facilitate the program by following the sections in the order in which they appear. Other conventions, explained below, help guide you through facilitating this program.

This trainer guide provides the following conventions to help you facilitate the program.

Convention	Example
Steps. What the facilitator does is numbered and in bold.	1. Have participants share their responses...
Facilitator statements and questions. What the facilitator says or asks is in a distinct font	THE BENCHMARK MEASURES HOW YOU SEE YOURSELF...
Notes. Special notes, such as important considerations and warnings, are in italics.	<i>Avoid Stereotyping...</i>

Application Icons. These are miniature visual representations of an activity, facilitator action, or instruction that appear in the left margin of the facilitator pages.



PowerPoint slide thumbnails. These are reduced replications of slides. They are numbered to help you keep them in proper sequence.



Preparation

The trainer should have read the main reference material of this topic which is the Harvard Business Review article entitled “Management Time: Who’s Got the Monkey?” as well as other reference materials available.

TRAINING OUTLINE

Learning Objectives

Following and effectively facilitating this training session, the participants will be able to:

- Identify and distinguish the different kinds of management time
- Understand the dynamics and what to do with the “monkeys” in order to have more discretionary time as a manager.



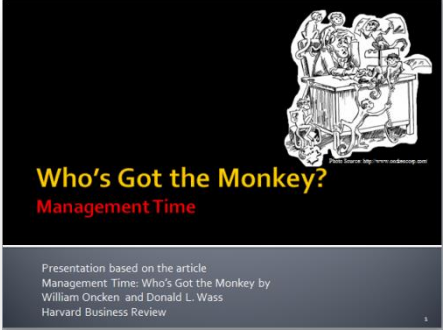


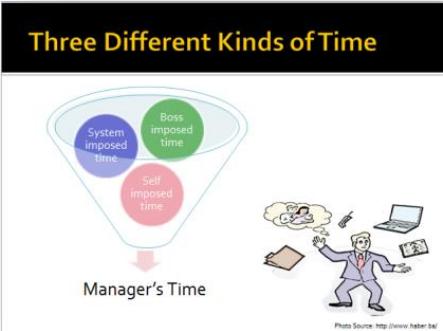
Time:	20 minutes
Methodology:	Lecture Large group discussion
Materials:	PowerPoint presentation entitled “Who's Got the Monkey?”

Executive Summary

Many managers feel overwhelmed. They have too many problems--too many monkeys--on their backs. All too often, they say, they find themselves running out of time while their subordinates are running out of work. Such is the common phenomenon described by the late William Oncken, Jr., and Donald L. Wass in this 1974 HBR classic. They tell the engaging story of an overburdened manager who has unwittingly taken on all of his subordinates' problems. If, for example, an employee has a problem and the manager says, “Let me think about that and get back to you,” the monkey has just leaped from the subordinate's back to the manager's.

This article describes how the manager can delegate effectively to keep most monkeys on the subordinate's back. It offers suggestions on the care and feeding of monkeys and on how managers can transfer initiative.

LESSON BLUEPRINT

	<p><i>Note: Greet the participants and give them an overview about the topic that you will be discussing. If this is your first time to meet the group, introduce yourself and eventually ask them to introduce themselves as well to lighten up the environment inside the training hall. You can also start the training with an opening prayer.</i></p>
	<p>1. Display PowerPoint Slide number 2, “Who’s Got the Monkey?”</p> 
	<p>State:</p> <p>There is a proverb about time which says that killing time is not a murder; it is a suicide. It simply means that by wasting time, one is not only harming others but on the other hand it is more harming oneself.</p> <p>This presentation is based on the article published in an issue of Harvard Business Review by William Oncken and Donald L. Wass. This article throws light on the situation where a manager is struggling for time in the organization.</p>
	<p>2. Display PowerPoint Slide number 2, “Three Different Kinds of Time”</p> 



State:

A manager's time in the organization is required by his boss, peers and his subordinates.

There are three different kinds of time a manager usually uses in the workplace:

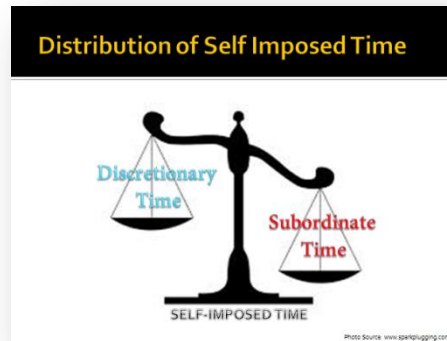
The **boss imposed time** involves activities which a manager cannot disregard because any failure in this area will lead to penalty.

System-imposed time - Can be neglected, but there will be consequences

Self-imposed time - Your free time! The self-imposed time involves the time a manager gives to his subordinates and himself.



3. Display PowerPoint Slide number 3, "Distribution of Self-Imposed Time"


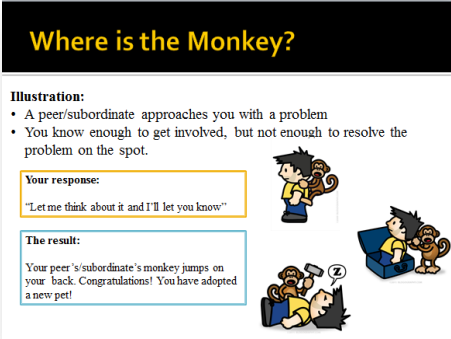












State:

However, Self-imposed time is taken up by two entities which are the peers/subordinates - "Peer / Subordinate-imposed time" and the remainder of this free time called the - "Discretionary time."

As it is clear from the diagram that the distribution of time is much skewed. There is an uneven proportion of time taken by subordinates and there is very less or virtually no time for the manager himself to tackle his own problems.

As the manager allocates more of his self-time to subordinates a situation comes when the manager is running out of time and the subordinates are running out of work, that is to say they are transferring the **monkeys** (problem) from their back on to the managers

	back. To illustrate such instances...
	<p>4. Display PowerPoint Slide number 4, “Where is the Monkey?”</p> 
	<p>State: A peer/subordinate approaches you with a problem. You know enough to get involved, but not enough to resolve the problem on the spot.</p> <p>Your response: “Let me think about it and I’ll let you know”</p> <p>The result: Your peer’s/subordinate’s monkey jumps on your back. Congratulations! You have adopted a new pet!</p>
	<p>Ask: What are the consequences of having monkeys as pets?</p>
	<p>State: Monkeys are “problems” that eat up the discretionary time. They pose serious implications such as:</p> <ul style="list-style-type: none"> ▪ Screaming monkeys on your back require constant care and feeding. ▪ Responsibility of feeding/care diverts attention from boss-time and system-time ▪ Accumulating monkeys eats away self-imposed time ▪ Creates bottlenecks for other employees who await your decision/help
	<p>Ask: What should we do to avoid these monkeys then?</p>

	<p>5. Display PowerPoint Slide number 5, “Restore the Monkey to its Rightful Owner”</p> <div data-bbox="675 338 1125 674" style="border: 1px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <p style="background-color: black; color: yellow; padding: 5px;">Restore the Monkey to its Rightful Owner</p> <ul style="list-style-type: none"> ▪ Transfer the initiative ▪ Identify the owner ▪ Help him feed his monkey  </div>
	<p>State:</p> <p>The answer would be is to restore the monkey to its Rightful owner.</p> <p>The whole game is of INITIATIVE that is the manager has to inculcate in his subordinates to take initiative i.e. feed and take care of their monkeys themselves.</p> <p>Because as soon as the manager takes initiative the monkey jumps on his back and his discretionary time flies out of the window</p>
	<p>Ask:</p> <p>What if you do decide to adopt a Monkey or you are in a situation where it is inevitable to escape the monkey?</p>
	<p>6. Display PowerPoint Slide number 6, “Care and feeding of the Monkey”</p> <div data-bbox="688 1444 1133 1780" style="border: 1px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <p style="background-color: black; color: yellow; padding: 5px;">Care and feeding of the Monkey</p> <ul style="list-style-type: none"> Rule 1 <ul style="list-style-type: none"> • Monkeys should fed or shot. Rule 2 <ul style="list-style-type: none"> • The monkey population should be kept below the maximum number the manager has time to feed. Rule 3 <ul style="list-style-type: none"> • Monkeys should fed by appointment only. Rule 4 <ul style="list-style-type: none"> • Monkey's should be fed face to face or by telephone, but never by mail. Rule 5 <ul style="list-style-type: none"> • Every monkey should have an assigned "next feeding time" and "degree of initiative."  </div>



Note: For an enriching discussion or lecture, trainer may opt to give examples through his own experiences.



State:

Rule 1 - Monkeys should fed or shot.

Monkeys should be dealt immediately.

Otherwise, they will starve to death and the manager will waste valuable time on post-mortems or attempted resurrections.

If problems are not attended on the spot they will ultimately lead to finding the reasons what went wrong and how to correct them which will cost lot of time

Rule 2 - The monkey population should be kept below the maximum number the manager has time to feed

It should always be below the maximum number for which you have time to feed. The less the number of monkeys will lead to efficiency and effectiveness in handling the monkeys

Rule 3 - Monkeys should fed by appointment only

The manager should not have to be hunt down starving monkeys and feed them on a catch-as-catch can basis.

Each subordinate should meet with appointment only it gives the manger to prepare himself for the scheduled monkey thus reducing his burden and increasing his accuracy in decision making.

Rule 4 - Monkey's should be fed face to face or by telephone; but never by mail.

Documentation may add to the feeding process, but it cannot take the place of feeding.

Monkeys should never be attended by mail because then the next move will be managers which is again welcoming monkeys on owns back.

Rule 5 - Every monkey should have an assigned "next feeding time" and "degree of initiative."

These may be revised at any time by mutual consent, but never allowed to become vague or indefinite. Otherwise,

the monkey will either starve to death or wind up on your back. The next meeting should be scheduled otherwise the feeding time of monkey will be vague and it will starve to death

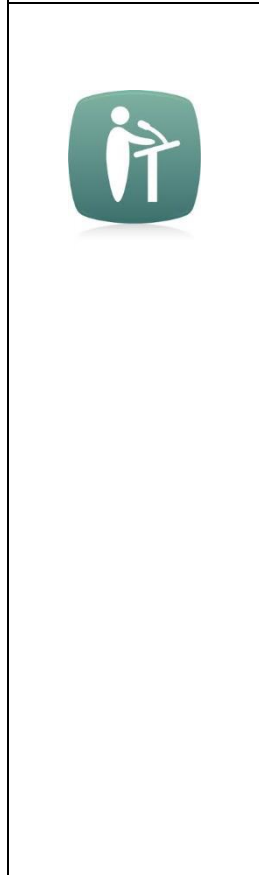


7. Display PowerPoint Slide number 7, “Ending Notes”

Ending Notes

- Only self imposed time is flexible
- Self imposed time is divided and most of the time is consumed by subordinates if you do not know how to handle the monkeys.
- Subordinate time should be minimized by keeping their monkeys on their back
- Develop the art of taking initiative in the subordinates
- Follow rules while handling monkeys

References:
Cohen, Strategic, Jr. and Donald L. Wass. "Management Time: Who's Got the Monkey?" Harvard Business Review, November-December 1974, 27-38



State:

By this whole analogy the conclusion which emerges is that a manager is imposed by various categories of time allocation where he has only one section of time that is flexible and that is self-imposed time

This self-imposed time is further divided for subordinates and himself. The manager needs to minimize the subordinate time by keeping the monkeys on his subordinate's back

As the manager realizes that subordinates should feed their own monkeys, they try to empower their subordinates first. The managers should also learn to trust his subordinates.

Empowering subordinate's time allows manager with more discretionary or free time which he can allocate according to his requirements and flourish his career.

The ultimate result would be more discretionary time.

Thank you for your time and have a pleasant day.

References:

Main reference material:

Oncken, William, Jr., and Donald L. Wass. "Management Time: Who's Got the Monkey?" *Harvard Business Review*, November-December 1974, 27-36

Other references:

Bruch, Heike, and Sumantra Ghoshal. "Beware the Busy Manager" *Harvard Business Review*, February 2002

Bruch, Heike, and Sumantra Ghoshal. "Reclaim your Job" *Harvard Business Review*, March 2004

APPENDICES

APPENDIX A - The Authors

William Oncken Jr.

William Oncken, Jr. (1912-1988) created the Oncken proprietary training programs including the famous Managing Management Time™ seminar with his legendary “monkey-on-the-back” analogy. He was born in Buffalo, New York and graduated from Princeton in physics. Prior to and during World War II he worked under Dr. H. D. Smythe on the Manhattan Project, and as a naval officer at the Naval Ordnance Laboratory in Washington DC. At war’s end, he interviewed his counterparts in the Japanese military to document their technical advances during the War.

In 1947 he traded in his uniform for a civilian suit and remained at the Pentagon holding a series of high level positions. In 1956 he was recruited away from government by private industry where he was in charge of organizational planning and development for a leading east coast corporation. Mr. Oncken was also a principal member of the staff of Richardson, Bellows, Henry and Company, a New York management consulting firm. He resigned in 1960 to establish his own consulting business. Mr. Oncken was a regular lecturer in general management at leading universities from coast to coast, and was a popular keynote speaker at national conventions. He was also a faculty member of the National University of the Young Presidents Organization.

Through the years, Mr. Oncken wrote many articles that appeared regularly in national and trade periodicals and were widely distributed by universities, corporations, associations and government agencies through their executive training programs. His most highly recognized article, Management Time: Who's Got the Monkey? appeared in the 1974 November/December issue of the Harvard Business Review (in collaboration with Donald Wass).

Source: <http://www.onckencorp.com/tribute.htm>

Donald L. Wass

Donald L. Wass was born in July 29, 1932 in the United States. He co-authored with William Oncken, Jr., in the article “Management Time: Who's Got the Monkey?” “published in the Harvard Business Review (1974). Here, a “monkey” refers to problems passed up the chain of command by subordinates. Over time, many such monkeys may accumulate on your back. An update to the article appears in the same journal, November/December 1999.

Source: <http://www.nndb.com/people/257/000172738/>

APPENDIX B - The Case

MANAGEMENT TIME: WHO'S GOT THE MONKEY?

William Oncken, Jr. And Donald L. Wass

In any organization, the manager's **System-imposed time**-to accommodate those bosses, peers, and subordinates in return for requests to the manager for active support from their active support-impose some requirements, his peers. This assistance must also be just as he imposes upon them some of his own provided lest there be penalties, though not where they are drawing upon his support. always direct or swift. These demands on him constitute so much of the manger's time that successful leadership **Self-imposed time** to do those things, which hinges on his ability to control this "monkey- the manger originates or agrees to do himself. on-the-back" input effectively. Mr. Oncken is A certain portion of this kind of time, however, chairman of the board, "The William Oncken will be taken by his subordinates and is called Company of Texas, Inc.". a management "subordinate imposed time." The remaining consulting firm. Mr. Wass is president of this portion will be his own and is called company. "discretionary time." Self-imposed time is not

Why is it that managers are typically subject to penalty since neither the boss nor the running out of time while their subordinates are system can discipline the manager for not typically running out of work? In this article, doing what they did not know he had intended we shall explore the meaning of management to do in the first place.

time as it relates to the interaction between the The management of time necessitates that the manager get control over the timing and content of what he does. Since what the manger and his boss, his own peers, and his and content of what he does. Since what the subordinates. boss and the system impose on him is backed

Specifically, we shall deal with three up by penalty, he cannot tamper with those different kinds of management time. requirements. Thus his self-imposed time becomes his major area of concern. **Boss-imposed time**-to accomplish those activities which the boss requires and which The manager's strategy is therefore to increase the "discretionary" component of his the manager cannot disregard without direct self-imposed time by minimizing or doing and swift penalty.

away with the “subordinate” component. He will then use the added increment to get better control over his boss-imposed and system-imposed activities. Most managers spend much more subordinate-imposed time than they even faintly realize. Hence we shall use a monkey-on-the back analogy to examine how subordinate-imposed time comes into being and what the manager can do about it.

Where is the Monkey?

Let us imagine that a manager is walking down the hall and that he notices one of his subordinates, Mr. A, coming up the hallway. When they are abreast of one another, Mr. A greets the manager with, “Good morning. By the way, we’ve got a problem. You see... As Mr. A continues, the manager recognizes in this problem the same two characteristics common to all the problems his subordinates gratuitously bring to his attention. Namely, the manager knows (a) enough to get involved, but (b) not enough to make the on-the-spot decision expected of him. Eventually, the manager says, “So glad you brought this up. I’m in a rush right now. Meanwhile, let me think about it and I’ll let you know.” Then he and Mr. A part company.

Let us analyze what has just happened. Before the two of them met, on whose back was the “monkey”? The subordinate’s. After they

parted, on whose back was it? The managers. Subordinate-imposed time begins the moment a monkey successfully executes a leap from the back of a subordinate to the back of his superior and does not end until the monkey is returned to its proper owner for care and feeding.

In accepting the monkey, the manager has voluntarily assumed a position subordinate to his sub-ordinate. That is, he has allowed Mr. A to make him his subordinate by doing two things a subordinate is generally expected to do for his boss—the manager has accepted a responsibility from his sub-ordinate, and the manager has promised him a progress report.

The subordinate, to make sure the manager does not miss this point, will later stick his head in the manager’s office and cheerily query, “how’s it coming?” (This is called “supervision.”)

On let us imagine again, in concluding a working conference with another subordinate, Mr. B, the manager’s parting words are, “Fine. Send me a memo on that.”

Let us analyze this one. The monkey is now on the subordinate’s back because the next move is his, but it is poised for a leap. Watch that money. Mr. B dutifully writes the requested memo and drops it in his out basket. Shortly thereafter, the manager plucks it from his in basket and reads it. Whose move is it now?

The manager's. If he does not make that move soon, he will get a follow-up memo from the subordinate (this is another form of supervision). The longer the manager delays, the more frustrated the subordinate will become (he'll be "spinning his wheels") and the more guilty the manager will feel (his backlog of subordinate-imposed time will be mounting).

Or suppose once again that at a meeting with a third subordinate, Mr. C, the manager agrees to provide all the necessary backing for a public relations proposal he had just asked Mr. C to develop. The manager's parting words to him are, "Just let me know how I can help."

Now let us analyze this. Here the monkey is initially on the subordinate's back. But for how long? Mr. C realizes that he cannot let the manager "know" until his proposal has the manager's approval. And from experience, he also realizes that his proposal will likely be sitting in the manager's briefcase for weeks waiting for him to eventually get to it. Who's really got the monkey? Who will be checking up on whom? Wheel spinning and bottlenecks are on their way again.

A fourth subordinate, Mr. D, has just been transferred from another part of the company in order to launch and eventually manage a newly created business venture. The

manager has told him that they should get together soon to hammer out a set of objectives for his new job, and that "I will draw up an initial draft for discussion with you."

Let us analyze this one, too. The subordinate has 'the new job (by formal assignment) and the full responsibility (by formal delegation), but the manager has the next move. Until he makes it, he will have the monkey and the subordinate will be immobilized.

Why does it all happen?

Because in each instance the manager and the subordinate assume at the outset wittingly or unwittingly, that the matter under consideration is a joint problem. The monkey in each case begins its career astride both their backs. All it has to do now is move the wrong leg, and presto-the subordinate deftly disappears. The manager is thus left with another acquisition to his menagerie. Of course, monkey can be trained not to move the wrong leg. But it is easier to prevent them from straddling backs in the first place.

Who is working for Whom?

To make what follows more credible, let us suppose that these same four subordinates are so thoughtful and considerate of the manager's time that they are at pains to allow no more than three monkeys to leap from

each of their backs to his in any one day. In a five-day week, the manager will have picked up 60 screaming monkeys-far too many to do anything about individually. So he spends the sub-ordinate-imposed time juggling his “priorities.”

Late Friday afternoon, the manager is in his office with the door closed for privacy in order to contemplate the situation, while his subordinates are waiting outside to get a last chance before the week-end to remind him that he will have to “fish or cut bait.” Imagine what they are saying to each other about the manager as they wait. “What a bottleneck. He just can’t make up his mind. How any-one ever get that high up in our company without being able to make a decision we’ll never know.”

Worst of all, the reason the manager cannot make any of these “next moves” is that his time is almost entirely eaten up in meeting his own boss-imposed and system-imposed requirement. To get control of these, he needs discretionary time that is in turn denied him when he is preoccupied with all these monkeys. The manager is caught in a vicious circle. But time is a-wasting (an understatement). The manager calls his secretary on the intercom and instructs her to tell his subordinates that he will be unavailable to see them until Monday morning. At 7.00 p.m., he drives home, intending with firm resolve to return to the

office tomorrow to get caught up over the weekend. He returns bright and early the next day only to see, on the nearest green of the golf course across from his office window, a foursome. Guess who?

That does it. He now knows who is really working for whom. Moreover, he now sees that if he actually accomplishes during this weekend what he came to accomplish, his subordinates morale will go up so sharply that they will each raise the limit on the number of monkeys they will let jump from their backs to his. In short, he now sees, with the clarity of a revelation on a mountaintop, that the more he gets caught up, the more he will fall behind.

He leaves the office with the speed of a man running away from a plague. His plan? To get caught up on something else he hasn’t had time for in years: a weekend with his family. (This is one of the many varieties of discretionary time.)

Sunday night he enjoys ten hours of sweet, untroubled slumber, because he has clear-cut plans for Monday. He is going to get rid of his subordinate-imposed time. In exchange, he will get an equal amount of discretionary time. Part of which he will spend with his subordinates to see that they learn the difficult but rewarding managerial art called, “The Care and Feeding of Monkeys.”

The manager will also have plenty of discretionary time left over for getting control of the timing and content not only of his boss-imposed time but of his system-imposed time as well. All of this may take months, but compared with the way things have been the rewards will be enormous. His ultimate objective is to manage his management time.

Getting Rid of the Monkeys

The manager returns to the office Monday morning just late enough to permit his four subordinates to collect in his outer office waiting to see him about their monkeys. He calls them in, one by one. The purpose of each interview is to take a monkey, place it on the desk between them, and figure out together how the next move might conceivably be the subordinate's. For certain monkeys, this will take some doing. The subordinate's next move may be so elusive that the manager may decide-just for now-merely to let the monkey sleep on the subordinate's back overnight and have him return with it at an appointed time the next morning to continue the joint quest for a more substantive move by the subordinate. (Monkeys sleep just as soundly over-night on subordinates backs as on superiors.)

As each subordinate leaves the office, the sight of a monkey leaving his office on the subordinate's back rewards the manager. For

the next 24 hours, the subordinate will not be waiting for the manager; instead, the manager will be waiting for the subordinate.

Later, as if to remind himself that there is no law against his engaging in a constructive exercise in the interim, the manager strolls by the subordinate's office, sticks his head in the door, and cheerily asks, "How's it coming?" (The time consumed in doing this is discretionary for the manager and boss-imposed for the subordinate.)

When the subordinate (with the monkey on his back) and the manager meet at the appointed hour the next day, the manager explains the ground rules in words to this effect:

"At no time while I am helping you with this or any other problem will your problem become my problem. The instant your problem becomes mine, you will no longer have a problem. I cannot help a man who hasn't got a problem."

"When this meeting is over, the problem will leave this office exactly the way it came in-on your back. You may ask my help at any appointed time, and we will make a joint determination of what the next move will be and which of us will make it."

"In those rare instances where the next move turns out to be mine you and I will

determine it together. I will not make any move alone.”

The manager follows this same line of thought with each subordinate until at about 11.00 a.m. he realizes that he has no need to shut his door. His monkeys are gone. They will return-but by appointment only. His appointment calendar will assure this.

Transferring Initiative

What we have been driving at in this monkey-on-the back analogy is to transfer initiative from manager to subordinate and keep it there. We have tried to highlight a truism as obvious as it is subtle. Namely, before a manager can develop initiative in his subordinates, he must see to it that they have the initiative. Once he takes it back, they will no longer have it and he can kiss his discretionary time goodbye. It will all revert to subordinate-imposed time.

Nor can both manager and subordinate effectively have the same initiative at the same time. The opener, “Boss, we’ve got a problem,” implies this duality and represents, as noted earlier, a monkey astride two backs, which is a very bad way to start a monkey on its career. Let us, therefore, take a few moments to examine what we prefer to call

“The Anatomy of Managerial Initiative.”

There are five degrees of initiative that the manager can exercise in relation to the boss and to the system: (1) wait until told (lowest initiative); (2) ask what to do; (3) recommend, then take resulting action; (4) act, but advise at once; and (5) act on own, then routinely report (highest initiative).

Clearly, the manager should be professional enough not to indulge himself in initiatives 1 and 2 in relation either to the boss or to the system. A manager who uses initiative 1 has no control over either the timing or content of his boss-imposed or system imposed time. He thereby forfeits any right to complain about what he is told to do or when he is told to do it. The manager who uses initiative 2 has control over the timing but not over the content. Initiatives 3, 4 and 5 leave the manager in control of both, with the greatest control being at level 5.

The manager’s job, in relation to his subordinates’ initiatives, is twofold; first, to outlaw the use of initiatives 1 and 2, thus giving his subordinates no choice but to learn and master “Completed Staff Work”; then, to see that for each problem leaving his office there is an agreed upon level of initiative assigned to it, in addition to the agreed-upon time and place of the next manager-subordinate conference. The latter should be duly noted on the managers appointment calendar.

Care and Feeding of Monkeys

In order to further clarify our analogy between the monkey-on-the-back and the well-known processes of assigning and controlling, we shall refer briefly to the manager's appointment schedule, which calls for five hard and fast rules governing the "Care and Feeding of Monkeys" (violations of these rules will cost discretionary time):

Rule 1 Monkeys should be fed or short. Otherwise, they will starve to death and the manager will waste valuable time on postmortems or attempted resurrections.

Rule 2 The monkey population should be kept below the maximum number the manager has time to feed. His subordinates will find time to work as many monkeys as he finds time to feed, but no more. It shouldn't take more than 5 to 15 minutes to feed a properly prepared monkey.

Rule 3 Monkeys should be fed by appointment only. The manager should not have to be hunting down starving monkeys and feeding them on a catch-as-catch-can basis.

Rule 4 Monkeys should be fed face to face or by telephone, but never by mail. (If by mail, the next move will be the manager's-remember?) Documentation may add to the feeding process, but it cannot take the place of feeding.

Rule 5 Every monkey should have an assigned" next feeding time" and "degree of initiative." These may be revised at any time by mutual consent, but never allowed to become vague or indefinite. Otherwise, the monkey will either starve to death or wind up on the manager's back.

Concluding Note

"Get control over the timing and content of what you do" is appropriate advice for managing management time. The first order of business is for the manager to enlarge his discretionary time by eliminating subordinate-imposed time. The second is for him to use a portion of his newfound discretionary time to see to it that each of his subordinates possesses the initiative without which he cannot exercise initiative, and then to see to it that this initiative is in fact taken. The third is for him to use another portion of his increased discretionary time to get and keep control of the timing and content of both boss-imposed and system-imposed time.

The result of all this is that the manager will increase his leverage, which will in turn enable him to multiply, without theoretical limit, the value of each hour that he spends in managing management time. The woods are full of them.