Managing Time

4Ds, a simple yet effective time management method:

1. **Delete (or drop)**. Scan through all your emails for unwanted emails. I can usually delete half or more of my emails without opening them.

2. **Delegate**. If someone else can perform a task at least two-thirds as well as you, delegate it. You are not limited to delegating downwards to those who report to you. You can also delegate across departments, horizontally to your peers and even upwards. If you find you don't have anyone to delegate to, can you start training someone or outsource the task?

3. **Defer**. Some tasks can be done later, but no later than the last responsible moment.

4. **Do**. Buckle down and get the task done. But before you start working on something, finish urgent tasks so you only work on one thing at a time.