

tools of the trade

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"TT" editor

We're trying a new format for the Book Review/Abstracts Section. We will now focus on a specific topic and include reviews of audio-visual materials as well as books. Let us know if you like the idea and the new title. Please send your comments to Marjory M. Mortvedt, Room 109, 2120 Fyffe Road, Columbus, Ohio 43210.

The Effective Executive *The Effective Executive. Peter F. Drucker. New York: Harper and Row, Publishers, 1967. 178 pp. \$8.95.*

Not the latest, but one of the best books on management written. It concentrates on effectiveness, and among the skills listed is a chapter called "Know Thy Time." The focus of the chapter is on the executive, but there are implications for all Extension professionals. Major aspects of time covered are time demands, time diagnosis, pruning the time wasters, and consolidating discretionary time. Specific suggestions are given for the problem of effective time use.

Manage More by Doing Less *Manage More by Doing Less. Raymond O. Loen. New York: McGraw-Hill Book Company, 1971. 254 pp. \$13.75.*

Here's time management in a total management context. Although the book is written from the manager's point of view, and the intended audience is business management, most of the information can easily be applied to Extension. Time is interwoven in such chapters as planning, scheduling, forecasting, and delegating, but there's not a specific chapter on time. An excellent book for concrete, specific management tips.

How to Get More Done in Less Time *How to Get More Done in Less Time. Joseph D. Cooper. Garden City, N.Y.: Doubleday and Company, Inc., 1971. 470 pp. \$7.95.*

This book is filled with ideas for organizing time. It was written to help busy people get the important things done at the right time. Especially interesting areas covered are time slippage, organizing yourself, getting the most out of a day, managing a desk, how to multiply yourself, how to move a bureaucracy, and how to do more than one thing at a time. There are many concrete ideas to help anyone in Extension use hours constructively and fruitfully with time left for leisure and renewal.

Management of Time *The Management of Time. James T. McCay. Englewood Cliffs, N.J.: Prentice Hall, 1959. 176 pp. \$7.95 (cloth), \$2.45 (paper).*

While written in 1959, this book has reading references as recent as 1969, and is now in its 25th printing. Its major emphasis is on self-development and self-management as a means of managing time. Topics discussed include fighting preoccupation, conserving energy by cutting down on criticism and defensiveness, expanding the capacity to see, the development of personal skills, and helping others to grow. The point of view of the author is somewhat unusual to most time management strategies, but is highly relevant and useful.

First Things First *First Things First. Laverne Forest and Sheila Mulcahy. Madison: University of Wisconsin-Extension, 1976. Total module: \$100.00. Module includes: slide-tapes: Part I-\$55.00, Part II-\$55.00; handbook: \$1.50; workbook: \$.50; and overhead transparency masters: \$1.50.*

Varied learning modes are used in this training module to teach the priority-setting process. The content applies to all Extension professionals and can be used in training workshops on various topics. Each part of the module complements the others. The two slide-tapes illustrate the priority setting of a county agricultural agent, and the handbook uses a county home economics agent example. Three case studies are also included in the handbook: county youth agent, state specialist, and area agent. The module also includes a workbook and workshop leader's kit. The content of the module is extremely useful, though the specific priorities in slide-tape Part II will become dated with time.

Managing Time *Managing Time. Peter F. Drucker. Rockville, Md.: BNA Communications, Inc., 1968. Film (color), 25 minutes. \$69 rental/3 days. \$425 purchase.*

Planning and use of time, especially of the executive, is the main focus of this film. The main character is a business executive who's overextended. Questions are asked about: the activities that take his time and contribute nothing and if the right amount of time is being spent on important things. Drucker suggests using a time log to help the executive determine where his time disappears.

In Extension, this film would be well-suited for middle management and above. People who will be especially interested are decision makers who are committed to their jobs and aspire to achieve more.

Time to Think *Time to Think. Beverly Hills, Calif.: Roundtable Films, Inc., 1973. Film (color), 20 minutes. \$50 rental/week. \$325 purchase.*

This film suggests the following ways for managers to control their work: better delegation, priorities, a correspondence system, a control system, and staff motivation. It shows a case study of a business executive, yet contains predicaments and areas for improvements that also relate to Extension professionals who supervise others. The film would be a good discussion starter, but specific applications would need to be drawn out by the group using it. It's a British production with a somewhat distracting American soundtrack.

Time of Your Life *The Time of Your Life. Alan Lakein. Hollywood, Calif.: The Calley Curtis Company. 1975. Film (color), 26 minutes. \$100 rental/3 days. \$440 purchase.*

An excellent and practical film. It's based on the book "How to Get Control of Your Time and Your Life." The emphasis of the film is on priority setting and ways to make the best use of time right now. A main idea is that of focusing oneself. The important points are outlined extremely clearly, and viewers are left with the means to analyze their situations to achieve more effective time use. The film is suitable for all managerial levels.

How to Get Control *How to Get Control of Your Time and Your Life. Alan Lakein. New York: David McKay Co., Inc., 1973. 160 pp. \$8.95 (cloth), \$1.50 (Signet paperback, 1974).*

A most famous author succeeds in putting sound time management fundamentals into perspective and easy reading. The focus is on . . . "are you always busy yet never seem to get anything done?" Going beyond everyday office procedures, Lakein applies his techniques to everyday living as well, and as the book points out . . . "Your payoff: control of your life." Time is life and for those attempting to get the best possible handle on it, this book may well be an extremely valuable investment.

Donald Juchartz

The Time Trap *The Time Trap. R. Alec Mackenzie. New York: American Management Association, 1972. 195 pp. \$8.25 (cloth), \$2.95 (McGraw-Hill paperback, 1975).*

Dozens of suggestions are offered for managing time, and both causes and solutions are proposed for time wasters. The author believes that management of self is at the heart

of time management, and that no direct relationship exists between hard work and positive accomplishments. Techniques for time management suggested include planning work, getting organized, blocking interruptions, prompt decision making, and delegating. The chapter on delegating is especially good. Extension professionals at all levels will find this book helpful.

Total Time Management *Total Time Management. Robert Moskowitz. New York: AMACOM. 1975. 6 audio cassettes and workbook: \$95.00. Available on loan basis for training purposes from the Staff Development Office, ES-USDA.*

An excellent course that's suitable for individual or group use. The content covers basic principles and techniques of time management and emphasizes individual abilities and strengths. The material covered is meaty, relevant, and realistic. The cassettes range in length from 20 to 30 minutes per side, and the workbook contains many exercises. The course is aimed at people who must make decisions and are basically their own bosses.

Management of Time *The Management of Time. Resources for Education and Management, Inc. Reading, Mass.: Addison-Wesley, 1972. 4 filmstrips and cassettes: \$235.00. Available on loan basis for training purposes from the Staff Development Office, ES-USDA.*

A useful training program for Extension staff, especially at the county level. It conveys a great deal of information in a disarmingly simple way. There's a leader's guide that specifies key thoughts and makes useful suggestions for activities. The major concepts presented are analysis of time use, delegation, and saving time. To be most productive, the program should be accompanied by teaching activities in which the concepts are applied.