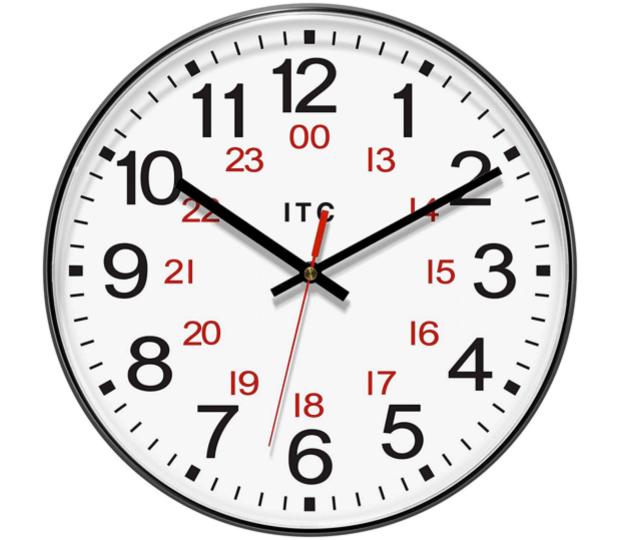


Valued
Lost
Saved
Spent
Wasted
Budgeted



AGENDA

- 1:20 Greetings/Small Talk
- 1:30 Preview

Past/Present/Future Perspectives

Time Management

Monochronic/Polychronic

Doing/Being

2:55 Summary and Preview for April









Richard M. Sword Ph.D, Rosemary K.M. Sword, Sarah R. Brunskill M.A. & Philip G. Zimbardo Ph.D. (2013): Time Perspective Therapy: A New Time-Based Metaphor Therapy for PTSD, Journal of Loss and Trauma: International Perspectives on Stress & Coping



Psychology of Time Philip Zimbardo, Psychologist, Stanford

PAST-FOCUSED

What was?

What you get from your identity and family – to be grounded
The good old days
Focus on what went wrong in the past: the "realists"

PRESENT-FOCUSED

What is now?

Hedonism-seek pleasure, sensation, and new/unique experiences

Fatalism – fate is pre-determined

FUTURE-FOCUSED

Anticipated consequences?

Sacrifice for success (family, sleep, hobbies, likely to succeed)

Transcendentalfuture – life after death is key



PAST PERSPECTIVE What was?

What you get from your identity and family – to be grounded, rooted

The good old days, conservative, concerned over maintaining status quo, whether it is really good or bad for them





PRESENT PERSPECTIVE What is now?

Immediate concrete sensory present

Hedonism-seek pleasure, sensation, and new/unique experiences

Consummatory activities that bring pleasure or avoid immediate pain







Ray Billingsley, *Curtis*



Daniel Dombeck & James Heys, Neurobiologists, Northwestern Weinberg College of Arts and Sciences

Nature Neuroscience, 2019

Neurobiologist Daniel Dombeck noted these "timing cells" did not fire during active running — only during rest. "Not only are the cells active during rest," he said, "but they actually encode how much time the animal has been resting."

The implication of the work expands well beyond your impatient pooch. Now that researchers have found these new **time-encoding neurons**, they can study how neurodegenerative diseases might affect this set of cells.

"Patients with Alzheimer's disease notably forget when things happened in time," Heys said. "Perhaps this is because they are losing some of the basic functions of the entorhinal cortex, which is one of the first brain regions affected by the disease." "So this could lead to new early-detection tests for Alzheimer's."

https://news.northwestern.edu/stories/2018/october/yes-your-pet-can-tell-time/



Bill Watterson, Calvin and Hobbes

Instant Gratifier

- Pleasure before work
- Impatient while waiting in long lines
- Has fun instead of working on a necessary task

Patient Postponer

- Stays on task
- Doesn't complain when plans get unexpectedly changed
- Is a saver; doesn't buy things on impulse
- Doesn't have to have it now

Mischel, W. (2014). The marshmallow test: Mastering self-control, NY: Little, Brown and Company.

The 1972 **Stanford marshmallow experiment** was a study on delayed gratification led by Stanford Psychologist Walter Mischel.

A child was offered a choice between one small but immediate reward, or two small rewards if they waited for a period of time. During this time, the researcher left the room for about 15 minutes and then returned.





In follow-up studies, the researchers found that children who were able to wait longer for the preferred rewards tended to have better life outcomes, as measured by SAT scores, educational attainment, body mass index (BMI), and other life measures.

A replication attempt with a sample from a more diverse population, over 10 times larger than the original study, showed only half the effect of the original study. The replication suggested that **economic background**, rather than **willpower**, explained the other half.

FUTURE PERSPECTIVE Anticipated consequences?

Accepts delays of immediate gratification to achieve longer-term better goals

Sacrifice for success (family, sleep, hobbies), likely to succeed

Behavior is an instrumental means to goal attainment

AGENDA

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 - **Time Management**
 - Monochronic/Polychronic
 - Doing/Being
- 2:55 Summary and Preview for April

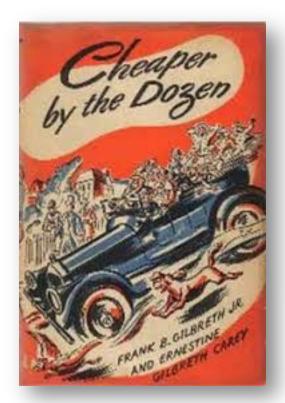
The Industrial Revolution (1760-1820) transformed economies that had been based on agriculture and handicrafts into economies based on largescale industry, mechanized manufacturing, and the factory system. New machines, new power sources, and new ways of organizing work made existing industries more productive and efficient.





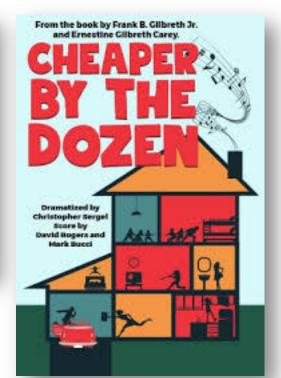


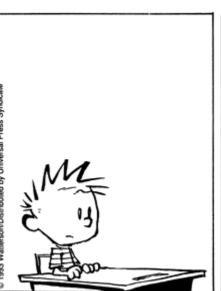


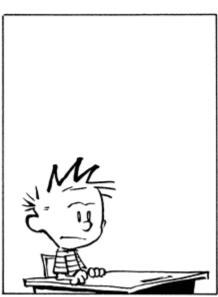




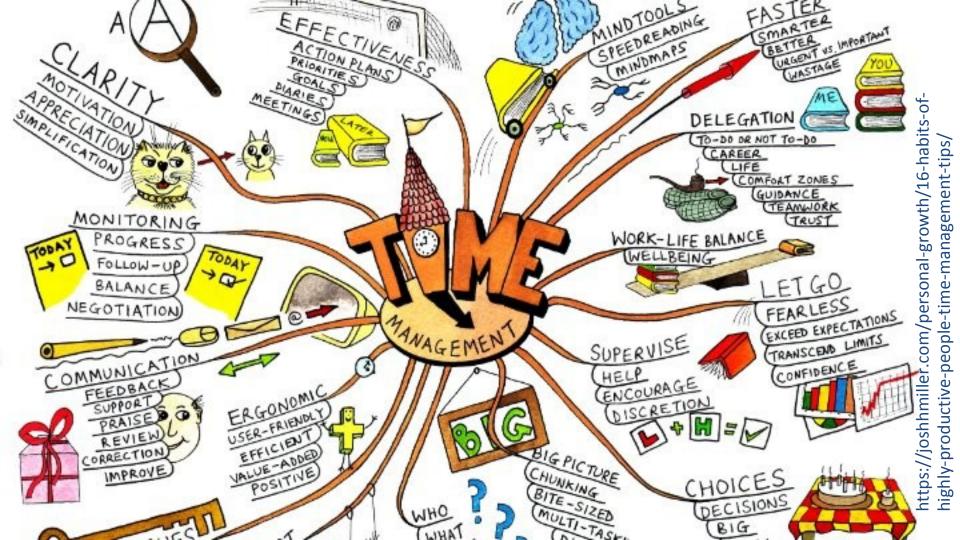
Frank Gilbreth was an engineer and an early advocate of scientific management and a pioneer of time and motion study (1948)











Make time for what matters to you.

Family Health

Education Recreation

Career Financial

Spirituality Travel

Love life Sleep

Downtime Hobbies



Family

Love life

Education (including LLI)

Spirituality

Downtime (nonscheduled time)

Health

Recreation

Financial

Travel

Sleep

Hobbies

1 hour spouse/partner

1 hour progeny

8 hours sleep (including naps)

3 hours meals (including prep + cleanup)

1.5 hours LLI class

1 hour reading news+

1 hour exercise

1 hour housework

.5 hour shopping

1 hour hygiene (bath+)

19 hours

5 hours free (retirement is great!)

Family

Love life

Education (including LLI)

Spirituality

Downtime (nonscheduled time)

Health

Recreation

Financial

Travel

Sleep

Hobbies

College Student

8 hours sleep

6 hours job

4 hours class

12 hours schoolwork

1.5 hour commute

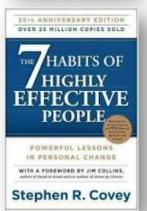
1 hour hygiene

1.5 hour meals

1 hour exercise

33 hours - busted!





Stephen Covey's bucket

A philosophy professor stood before his class and had some items in front of him. When the class began, wordlessly he picked up a large empty mayonnaise jar and proceeded to fill it with rocks, rocks about 2" in diameter. He then asked the students if the jar was full? They agreed that it was.

Stephen Covey, 1994 https://youtu.be/zV3gMTOEWt8 The pebbles are the other things that matter like your job, your house, your car.

The sand is everything else, the small stuff. If you put the sand into the jar first, there is no room for the pebbles or the rocks.

The same goes for your life. If you spend all your time and energy on the small stuff, you will never have room for the things that are important to you.

Take care of the rocks first - the things that really matter. Set your priorities.

Pay attention to the things that are critical to your happiness. Play with your children and grandchildren. Take time to get medical checkups. Floss your teeth. Exercise. Enjoy a meal with a loved one. Take that nap.



The rest is just sand.

Make time for what matters to you.

Family Health

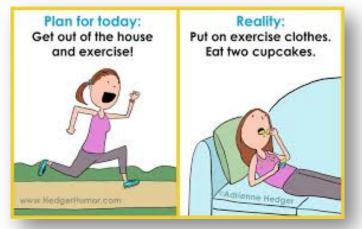
Education Recreation

Career Financial

Spirituality Travel

Love life Sleep

Downtime Hobbies



Adrienne Hedger, Hedge Humor

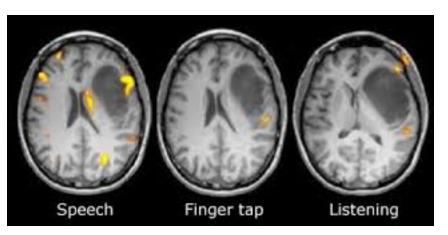
Marcus Raichle noticed that a particular set of scattered brain regions consistently became less active when someone concentrated on a mental challenge, but began to fire in synchrony when someone was simply lying supine in an fMRI scanner, letting their thoughts wander.



What Your Brain Does When You're Doing Nothing, 2019
Brain Facts.org
https://youtu.be/0r15-Xde66s

By tracing blood flow through the brain, a fMRI clearly shows that different neural circuits became especially active during different mental tasks, summoning extra blood full of oxygen and glucose to use as energy.





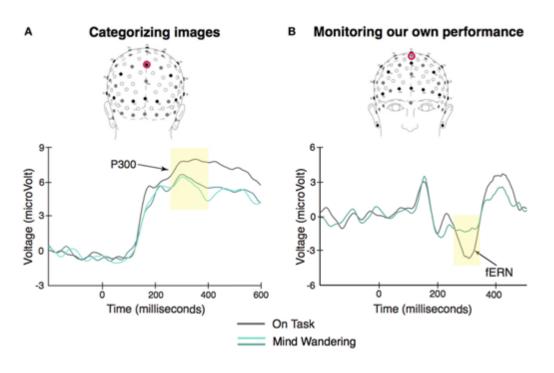
https://www.jameco.com/Jameco/workshop/HowItWorks/what-is-an-fmri-scan-and-how-does-it-work.html

Downtime is an opportunity for the brain to make sense of what it has recently learned, to surface fundamental unresolved tensions in our lives and to swivel its powers of reflection away from the external world toward itself.

Mary Helen Immordino-Yang Neuroscientist, psychologist (USC)



Scientists also study mind wandering by recording electroencephalogram (EEG), a test that measures the electrical activity of the brain.



Frontiers for Young Minds

A wandering mind unsticks us in time so that we can learn from the past and plan for the future. Moments of respite may even be necessary to keep one's moral compass in working order and maintain a sense of self.



Frontiers for Young Minds

Ferris Jabr, Why Your Brain Needs More Downtime Scientific American, October 15, 2013

Make time for what matters to you.

Family

Education

Career

Spirituality

Love life

Downtime

Health

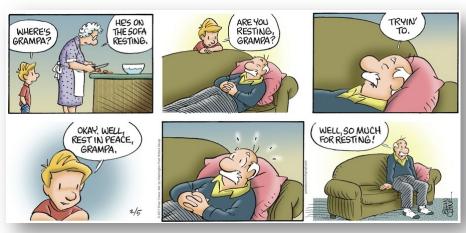
Recreation

Financial

Travel

Sleep

Hobbies



Brian Crane, Pickles

A short nap in the midafternoon can boost memory, improve job performance, lift your mood, make you more alert, and ease stress.



"Sleep is when the brain does its housekeeping."

Dr. Chiadi Onyike, M.D., M.H.S. Neuropsychiatry Johns Hopkins



Keep naps short. Aim to nap for only 10 to 20 minutes. The longer you nap, the more likely you are to feel groggy afterward.

Take naps in the early afternoon. Napping after 3 p.m. can interfere with nighttime sleep.

Create a restful environment

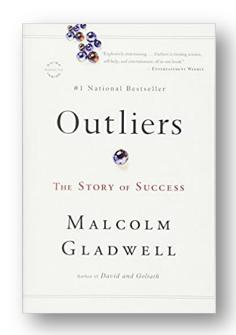
Mayo Clinic Staff







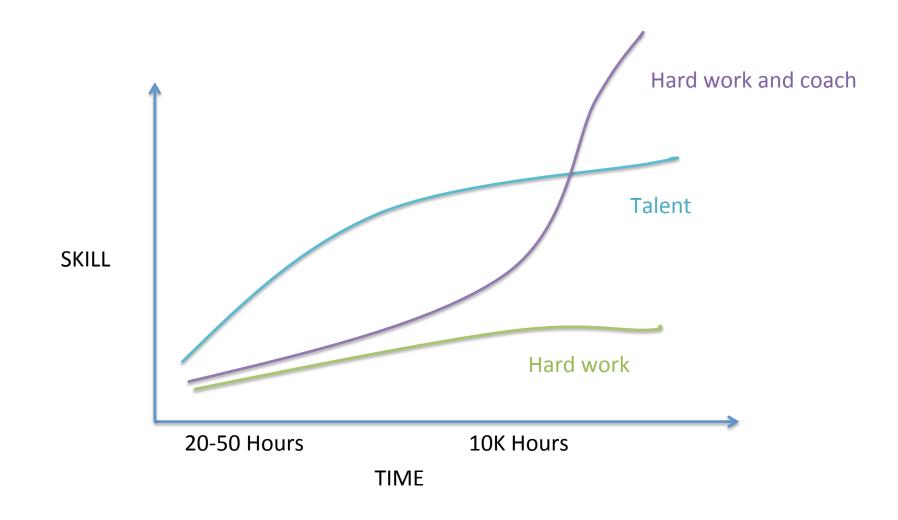


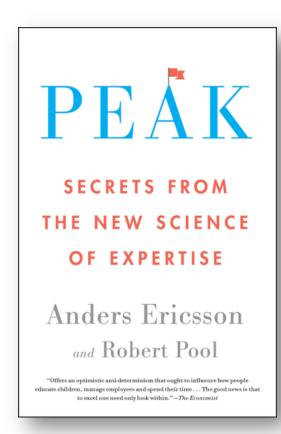


Malcolm Gladwell asks the question: what makes high-achievers different?

10,000-hour rule

Developing skills requires spending hours of solitary practice



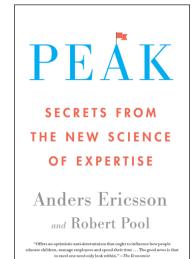


Most people can engage in deliberate practice—which means pushing oneself beyond current limits—for only an hour without rest.

K. Anders Ericsson, Psychology Florida State University

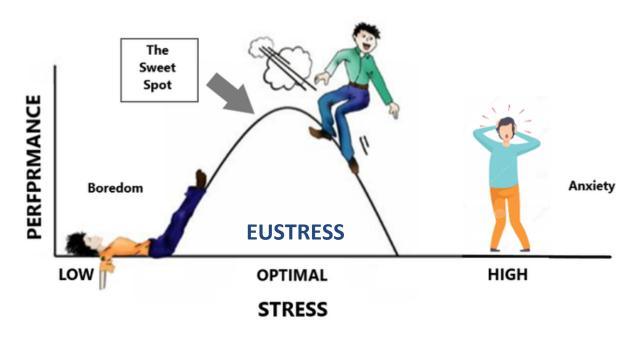
Extremely talented people in many different disciplines—music, sports, writing—rarely practice more than four hours each day on average.

"Unless the daily levels of practice are restricted, such that subsequent rest and nighttime sleep allow the individuals to restore their equilibrium, individuals often encounter overtraining injuries and, eventually, incapacitating 'burnout.'"

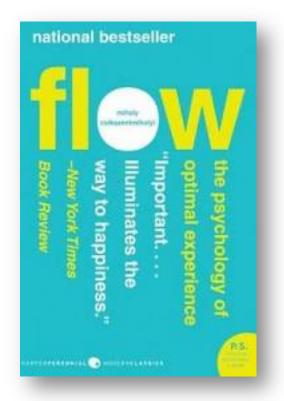


HUMAN PERFORMANCE CURVE

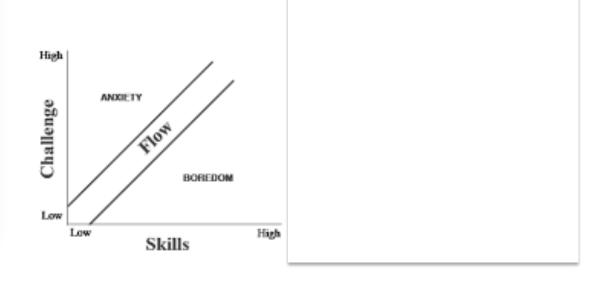
(aka Yerkes-Dodson Curve)



Yerkes—Dodson curve is an empirical relationship between pressure and performance, developed by psychologists Robert M. Yerkes and John Dillingham Dodson, 1908. The law dictates that performance increases with physiological or mental arousal, but only up to a point.



Mihaly Csikszentmihalyi's famous investigations of "optimal experience" have revealed that what makes an experience genuinely satisfying is a state of consciousness called *flow*.





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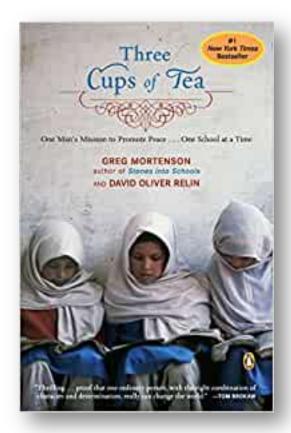




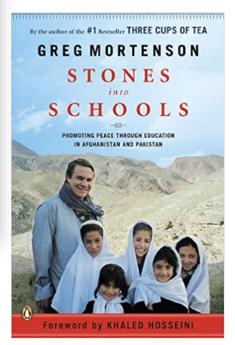
Monochronic People	Polychronic People
Tend to do one thing at a time	Do several things at the same time
Are not easily distracted	Are susceptible to distractions
Commit to work	Commit to relationships
Place importance on deadlines	Place less importance on deadlines
Stick to plans	Change plans often and easily
Value and respect privacy	Value connection
Relate punctuality to reputation	Relate punctuality to the relationship
Accept short term relationships	Lean towards life time relationships

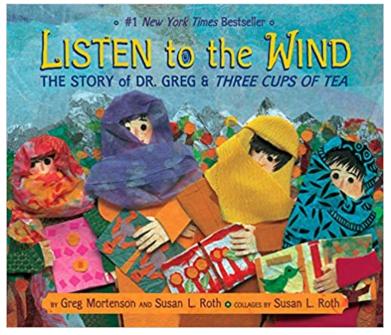
A monochronic approach means, essentially, "doing one thing at a time." Time is tangible, valuable. Schedules are of extremely high importance, and in fact time itself is treated as a commodity of high value, as necessary as or perhaps even more important than satisfaction, good work, and relationships. As a result, this view of time may be stressful.

Hall, E. T. (1983). The dance of life: The other dimension of time. New York: Anchor Press.



Networking has a particular order that needs to be respected. In Afghanistan, that order is "three cups of tea." "Haji Ali taught me to share three cups of tea, to slow down and make building relationships as important as building projects." – Greg Mortenson





In a monochronic culture, the schedule may take precedence over interpersonal relationships. These cultures emphasize schedules, punctuality, and preciseness. They also emphasize "doing" things. They are cultures that value productivity, that value getting things done "on time."



If it's a priority, you'll find a way; If it isn't, you'll find an excuse.



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DOING v BEING CULTURES

DOING

- Task oriented
- Time is a commodity
- Wants to be productive
- Job takes precedence over personal relationships
- Earn status through work
- Check and respond to emails 24/7

Anglo countries (English speaking), Germanic Europe

BEING

- People oriented
- Time is flexible
- Stresses quality of life
- Work-life balance
- Status is automatic (based on age, seniority, or birthright)
- Greetings/farewell rituals very important

Arab countries, Latin America, Nordic Europe, Scandinavia and Sub-Saharan Africa

Doing v Being

We have the ability to harness the power of our minds to re-sculpt the neural pathways of our brains in ways that will be life-transforming.

Dan Siegel
Clinical Professor of Psychiatry
UCLA School of Medicine
Director of Mindsight Institute

"In his new, wise, and utterly approachable book, Dr. Siegel uses beautiful and often remarkable case histories to show us how we can change our minds. sits, relationships, and even the course of certain mental illnesses." -NORMAN DOIDGE, M.D., author of The Brain That Charges Itself mindsight THE NEW SCIENCE OF PERSONAL TRANSFORMATION Daniel J. Siegel, M.D. Foreword by DANIEL GOLEMAN, author at Emotional Intelligence

DOING

Working to live

Being productive

Masting goals

Meeting goals

Forfeits vacation for work

BEING

Living to work

Quality of life

Work-life balance

Status is automatic and difficult to lose

The *driven-doing* mode is goal-oriented, motivated to reduce the gap between how things are and how we think we need them to be; our attention is narrowly focused on these discrepancies between actual and desired states.



Have to
Must
Should
Ought
Need to

Zindel Segal, Psychology, University of Toronto The Mindful Way though Depression

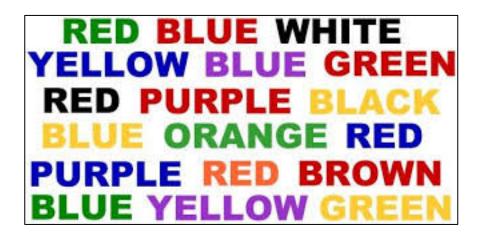
Older adults' diminished multitasking ability was associated with reduced connectivity between brain networks of attention, control, and memory, compared to young adults.



Multitasking is almost always a misnomer, as the human mind and brain lack the architecture to perform two or more tasks simultaneously.

Stoop Effect

Stroop, J.R. Studies of interference in serial verbal reactions. *J. Exp. Psychol.*, 18:643-662, 1935.



Speed of Processing Theory: the interference occurs because words are read faster than colors are named.

Selective Attention Theory: the interference occurs because naming colors requires more attention than reading words.

We crave access to more information because it makes us comfortable.

People tend to search for information that confirms what they already believe. Multiple sources of confirmation increase our confidence in our choices.

Paradoxically, more information also leads to discomfort, because some of it might be conflicting. As a result, we then search for more confirmatory information.

Paul Athley, Cognitive Psychology You Can't Multitask, So Stop Trying Harvard Business Review, 2010





One of the effects of living with electronic information is that we live habitually in a state of information overload. There's always more than you can cope with.

REDSKINS DRIGANIZED TEAM ACTIVITIES UNDERWAY Robert Griffin III works out today Marshall McLuhan Media theory

Canadian philosopher

The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency.

The second is that automation applied to an inefficient operation will magnify the inefficiency."

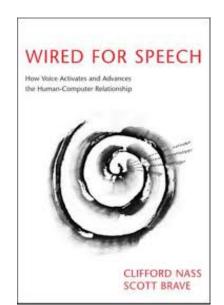
Bill Gates

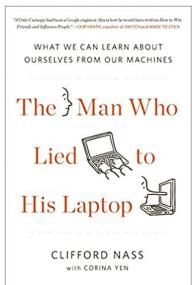


When you get your weekly Screen Time report.

A decade's worth of research has shown that people who frequently use many types of media at once performed significantly worse on simple memory tasks.

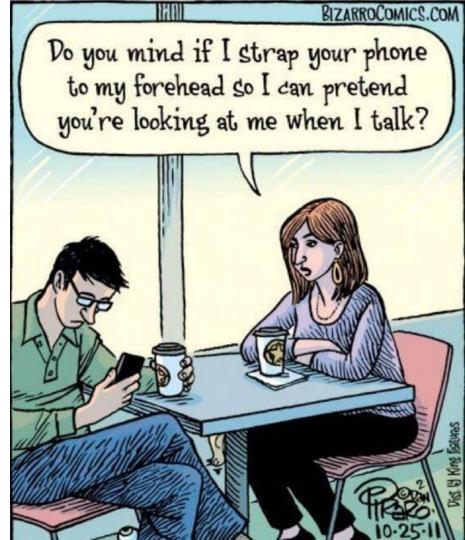
Cliff Nass Communication Stanford







Parallel Play Development Ages 2-4 Child plays beside other child/ren Plays alone but with shared toys



WE ARE HUMAN BEINGS

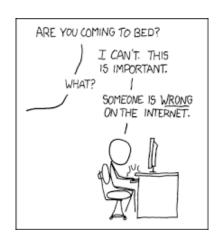
NOT HUMAN DOINGS

Modern Health Monk, 2018, https://youtu.be/SDyCm6J-bLM

Workaholics: The Addiction of This Century

- 1. You think of how you can free up more time to work;
- 2. You spend much more time working than initially intended;
- 3. Your work in order to reduce feelings;
- 4. You've been told by others to cut down on work, without listening to them;

Workaholics: The Addiction of This Century



- 5. You become stressed if you are prohibited from working;
- Your deprioritize hobbies, leisure, and/or exercise because of your work;
- 7. You work so much that it has negatively influenced your health.

The Bergen Work Addiction Scale was developed at the Faculty of Psychology, University of Bergen in collaboration with the Bergen Clinics Foundation, Norway, and Nottingham Trent University in the United Kingdom.

The Gig Economy

- Unpaid internships (aka free labor)
- Great tips! (legal minimum wage is \$2.13/hr)
- Flexible wage/freelance work "living wage"
- Hustle/Side-Gig second job needed to survive
- Salary includes health benefits
- (Paid) Leave: illness, vacation, military/jury duty/volunteerism, family

In 2017, U.S. workers forfeited 212 million vacation days amounting to \$62.2 billion in lost benefits.



Americans now work more than people in other rich countries, and they also work longer into older age.

Men and women do different things at different times of the day, which affects how well-off they feel. Both the arrival of children and **retirement create major shocks** to existing time uses, with differences between the sexes.

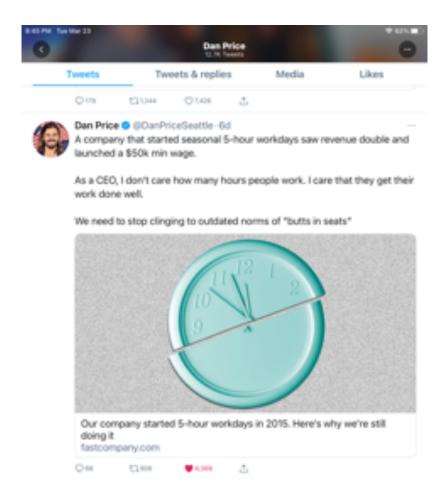
Higher incomes and higher wage rates lead people to hurry more, both on and off the job, and higher wage rates lead people to cut back on activities that take time away from work. **SPENDING** The Most Valuable Resource DANIEL HAMERMESH

Spending Time: The Most Valuable Resource Daniel Hamermesh, 2019
Labor Economics

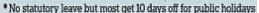
https://youtu.be/vBOG7ruRZko

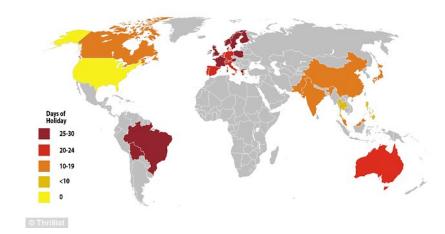
Dan Price is the **CEO** of the online credit card processing company Gravity Payments.

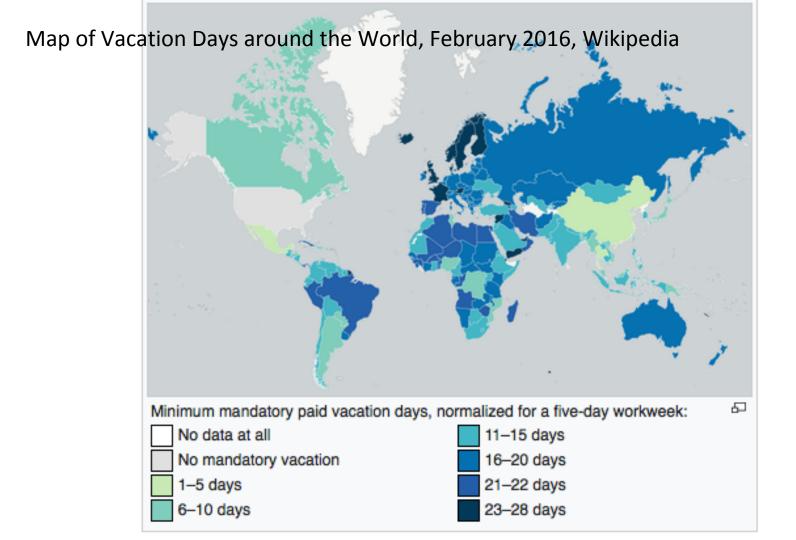
He gained recognition after he raised his company's minimum wage to \$70,000, and lowered his wage from \$1.1 million to \$70,000.



HOW COUNTRIES' TIME OFF COMPARES Source: Center for Economic Statutory paid holiday Extra paid public holidays and Policy Research 30 days 1 8) Portugal 22 15) Australia 20 1) France 22 20 6 2) UK 28 9) Spain 16) Greece 25 2 17) Netherlands 20 3) Norway 10) Italy 20 18) Switzerland 25 11) Belgium 20 4) Denmark 20 19) Canada 10 5) Finland 25 9 12) Germany 20 25 20 10 20) Japan 10 6) Sweden 13) New Zealand 0. 20 21) US 22 13 7) Austria 14) Ireland







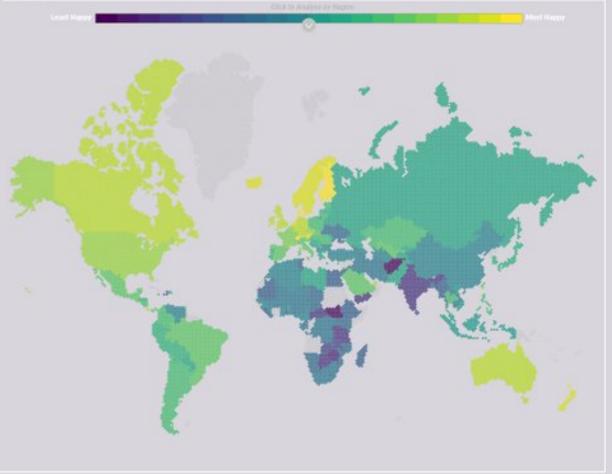
2020

World Happiness Report

The World Happiness Report is a landmark survey the ranks the state of global happiness of countries based on how happy their citizens perceive themselves to be

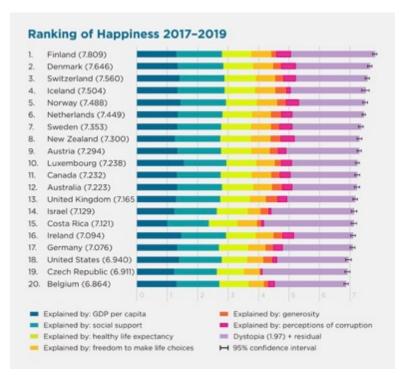
The 2020 report marks the first time that cities around the world are being ranked by their subjective well-being as explained by six key factors:





Happiest Countries in the World

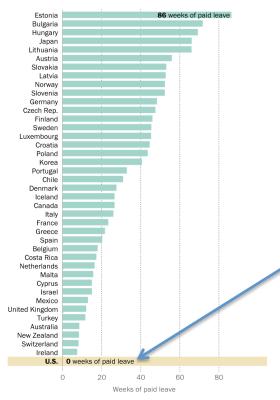
- 1. Finland
- 2. Denmark
- 3. Switzerland
- 4. Iceland
- 5. Norway
- 6. Netherlands
- 7. Sweden
- 8. New Zealand
- 9. Austria
- 10. Luxembourg



https://worldhappiness.report/ed/2020/#read

U.S. ranks last in government-mandated paid leave for new parents

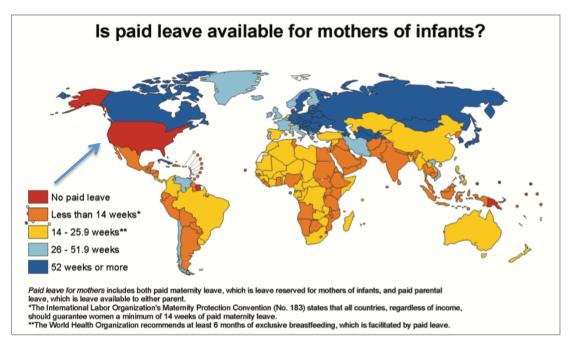
Total weeks of paid leave mandated by national government to new parents



Note: Includes maternity leave, paternity leave and parental leave entitlements in place as of April 2018. Estimates based on a "full-rate equivalent," calculated as total number of weeks of any paid leave available to a new parent, multiplied by average rate of earnings reimbursement for those weeks of leave.

Source: Organization for Economic Cooperation and Development Family Database.

PEW RESEARCH CENTER



WORLD Policy Analysis Center, 2018

The Family and Medical Leave Act (FMLA) provides certain employees with up to 12 weeks of unpaid, job-protected leave per year. It also requires that their group health benefits be maintained during the leave.



Only about 12% of private sector workers get paid parental and family leave from their employers and only about 40% have access to paid medical leave at work in the form of short-term disability benefit.

This patchwork of partial solutions leaves far too many people without any real options. This is a problem that cuts against some of the most fundamental American values that we hold dear — values like the importance of an honest day's work, ensuring the best start in life so our children thrive, caring for those who are ill, and honoring our mothers and fathers. It is not who we are as a nation to stand by and fail to act when people need to take care of themselves and their loved ones because of an important life event. This report documents many costs of doing nothing on paid leave.

The Cost of Doing Nothing: The Price We All Pay Without Paid Leave Policies to Support America's 21st Century Working Families.

U.S. Department of Labor. (September 2015).

We make time for those things that matter to us.

- Quantity
- Quality



TIME IS THE CURRENCY OF A RELATIONSHIP.

PEOPLE MAKE TIME FOR WHO THEY WANT TO MAKE TIME FOR.



Types of Relationships

Function of **Time** and Trust

Intimates

Close Friends

Casual Friends

Roles Relationships

Acquaintances





It doesn't matter where you go in life or what you do or how much you have It's who you have beside you that matters.



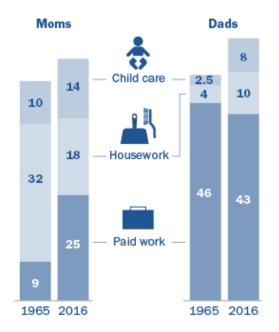


My child arrived just the other day He came to the world in the usual way. But there were planes to catch, and bills to pay He learned to walk while I was away. And he was talking 'fore I knew it, and as he grew He'd say, "I'm gonna be like you, Dad

You know I'm gonna be like you."

For both moms and dads, more time spent on child care

Average number of hours per week spent on ...



Note: Paid work includes commute time. Source: 1965 data from table 5A.1-2, Bianchi, S.M. et al.,

"Changing Rhythms of American Family Life" (2006). 2016 data from Pew Research Center analysis of American Time Use Survey (IPUMS).

PEW RESEARCH CENTER

Most dads (63%) said in a 2017 survey that they spend too little time with their kids, compared with 35% of mothers who said the same. Among both dads and moms who said they spend too little time with their kids, work obligations were cited most often as the main reason.

https://pewrsr.ch/2F2s3dl

DOING too much?

- Don't overschedule yourself
- Learn to say "no"
- Detach from work



Cultivate a Sense of Beingness

1. Be gentle with yourself

Ease up on the shoulds, need tos, and must dos

- Learn to coast
- 3. Develop self-compassion

and the baste, and remember what peace there may be in silence. As far as possible without surrendee be on good terms with all persons. # Speak your truth quietly and clearly, and listen to others, even to the dull and the ignorant, they too have their story. # Avoid loud and aggressive persons, they are vexatious to the spirit. If you compare yourself with others, you may become vain or bitter, for shows there will be greater and lesser persons than yourself. Enjoy your schievements as well as your plans. Keep interested in your own exteer, however humble, it is a real possession in the changing fortunes of time. # Exercise caution in your business Affairs, for the world is full of trickery. But let this not blind you to what virtue there is, many persons strive for high ideals, and a everywhere life is full of hervism. # Be yourself. Especially # ... do not feign affection. Neither be cynical about love, for in the face of all aridity and disenchantment; it is as perennial as the grass. # Take kindly the counsel of the years, gracefully surrendering the things of youth, Murture strength of spirit to shield you in sudden misfortune. But do not distress yourself with dark imaginings. Many fears are born of fatigue? and loneliness. . Beyond a wholesome discipline, @ be gentle with yourself. You are a child of the universe no less than the trees and the stars, you have a right to be here. And whether or not it is clear to you no doubt the universe is unfolding as it should. Therefore, be at peace with God, whatever you conceive Him to be And whatever your labors and aspirations in the noisy confusion of life keep peace in your soul. With all its sham drudgery and broken dreams, it is still a beautiful world. Be cheerful. Strive to be happy. # 1.

man Ambres on

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It is still a beautiful world. Be cheerful. Strive to be happy.

Max Ehrmann (1872-1945) American writer, poet Desiderata, 1927

Ecopsychology

Individuals who reported spending ≥120 mins in nature last week had consistently higher levels of both health and well-being than those who reported no exposure.

After a range of covariates had been taken into account, individuals who spent between 1 and 119 mins in nature in the last week were no more likely to report good health or high well-being than those who reported 0 mins.

"Forest Bathing"



Lake Accotink

White, M.P., Alcock, I., Grellier, J. et al. Spending at least 120 minutes a week in nature is associated with good health and wellbeing. *Sci Rep* **9**, 7730 (2019).

Space to breathe. Space to think. Space to be.

Space to connect, with others and within ourselves.

Space to play. Space to wander. Space to explore.

Space to muse. Space to dream. Space to reflect.

Space to feel. Space to plan. Space to rest.

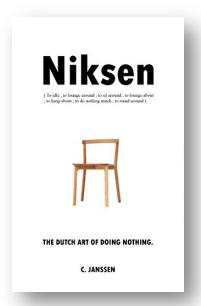
Space to live a life of meaning and purpose.



shutterstock.com : 1412330435

Mindfulness is the basic human ability to be fully present, aware of where we are and what we're doing, and not overly reactive or overwhelmed by what's going on around us. "Everyone is so busy and so stressed, and it's not always realistic to sit there and effectively hit your thoughts away with a mental tennis racket."

Social Worker Megan Cannon



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The Effects of Being Time Poor and Time Rich on Life Satisfaction, 2018 35,000 Americans surveyed

Employed people's rating of their satisfaction peaked when they had ~2.5 hours **free** time/day.

People who didn't work: Optimal amount was 4.75 hours/day.

Cassie Mogilner Holmes, UCLA Anderson School of Management Hal Hershfield, UCLA Anderson School of Management Marissa Sharif, U Penn Wharton

New Productivity Hack:







Bill Waterson, Calvin & Hobbes

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AGENDA

1:20 Greetings/Small Talk

1:30 Preview

Past/Present/Future Perspectives

Time Management

Monochronic/Polychromic

Doing/Being

2:55 Summary and Preview for April



APRIL 28: Monthly Meet Up

We Just Don't Communicate!

How Relationships Die