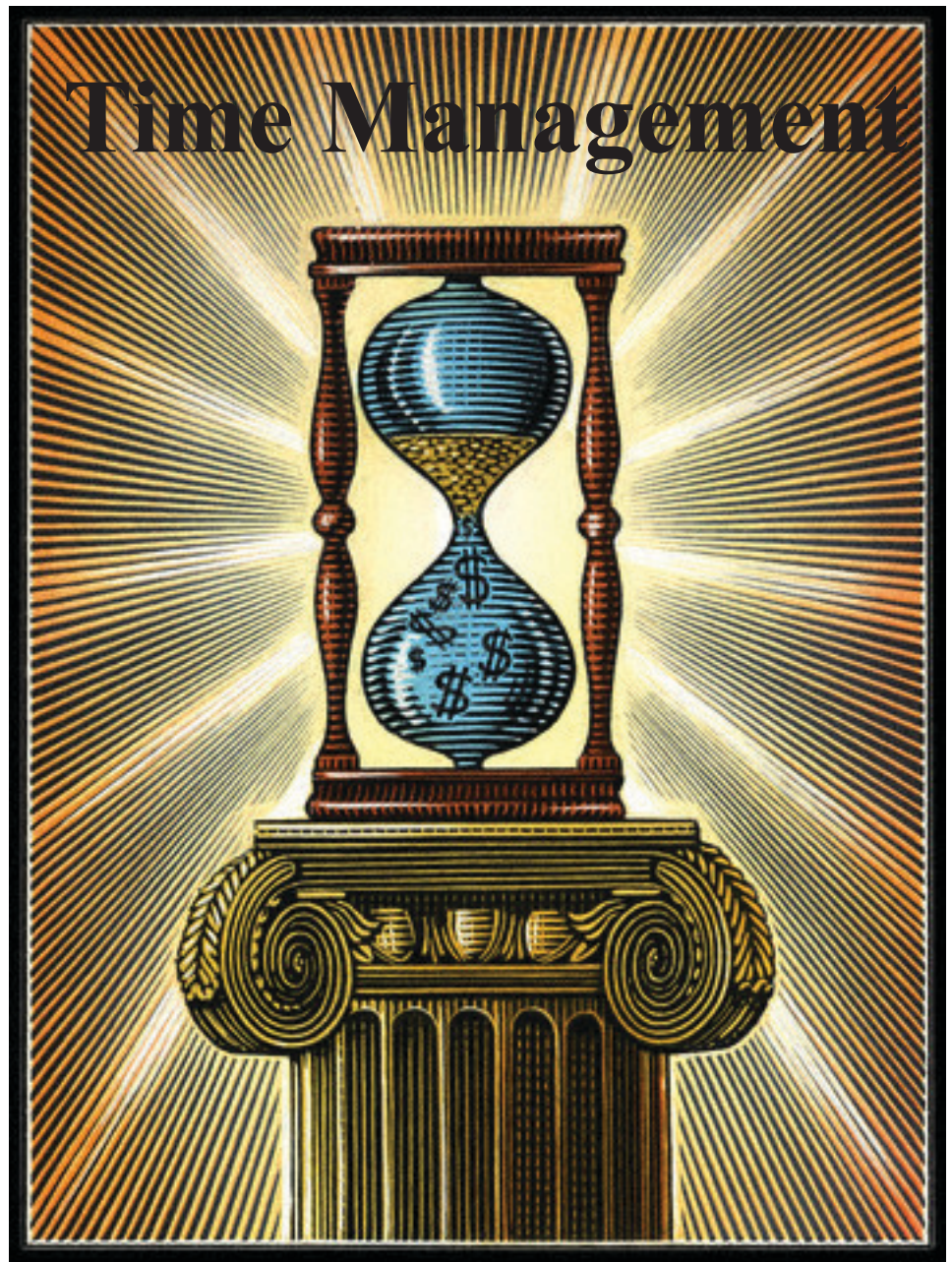


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**5 Achieving Balance**

Jonathan Kvarfordt

All areas of life must be in balance. There are four areas which we need to balance to have effective time management. Those areas are: perspective/spiritual, autonomy/mental, cohesiveness/social, and tone/physical. Each area continues advice to a person struggling to attain and keep balance in life. It is always different for every person, but there are basic needs that all humans need to sustain in order to keep their sanity intact.

**9 A 9-5 Internship? Not Anymore!**

Rob Hall

This article outlines a number of things that can help students receive post-internship job offers as full-time employees. The time sacrifice isn't easy, not should it be, because internships are like company test drives. They are able to see what someone has got, and decide to keep them, or let them go after the summer is over. It's not the same business world, and it is time to prepare to be an employable intern.

**15 Time Management in College**

Brian Sharp

Time management in college is congruent with success. While many passive students are being acted upon, the proactive students are raising the bar. How can one be proactive and use the time wisely in college? Advising, tutoring, scholarships, networking, and career services are some key resources that will allow you to more efficiently spend your college life.

**21 How to Schedule for Success**

Bill Call and Ryan Krantz

There are three things that we can do to be more effective with our scheduling. First, we can maintain a clear focus. Second, we can be more effective in our scheduling by making to-do lists. Third, we need to be committed to follow through with our schedules.

**29 Increasing Efficiency Through Technology**

Billy Stronks and Chris Poulter

Some individuals have learned how to multitask well, but many of us can still improve on techniques, and finding out when it actually helps, and when it can hurt. Handling too many things at once can actually decrease performance and cause stress if not done well.

**33 Sharpening Our Tools**

Makay Oakey

Today, much of our attention is focused towards improving and revolutionizing the tools we use. In construction, working with better tools and equipment will decrease the amount of time required to complete a task or job. Likewise, the condition and quality of our tools in life, the body and mind, factor in to how much time we spend performing our labors. Therefore, our body's ability to perform and work efficiently is dependent upon our physical health.

**39 Delegating**

Melanie Bonnet

The reasons to delegate are many, namely for the manager's success and the employees. It also saves the company money. As managers free their time by delegating tasks to the employees, the manager will be able to take on more work. As managers delegate, employees will learn new skills that will help them advance.

**43 Set Goals to Achieve Success**

Chris Edgren

Our goals need to be prioritized according to the urgency and the importance of the goal. We prioritize on an individual basis. After we set our goals and we prioritize them, we must put forth the effort to accomplish them. If for some reason we are unable to complete a certain goal, then we must analyze how we set goals and continue in this process until all of our goals are being accomplished on a daily basis.

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*Elsa Peretti*

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# Achieving Balance

By Jonathan Kvarfordt

A slap of a cold breeze hits Tom and Bob as they walk out of their last class into the snow-filled air. “I am so far behind on my homework” says Tom. Bob replies, “Maybe it is because you spend too much time with girls and playing paintball. You need to cut back on some of that and get some work done.” This hypothetical situation and many more like it are ones that are experienced every day in college and professional life. The problem of balancing all of the needs and wants of life is one that all of us face on a daily basis.

To manage time effectively, one must find balance. Canfield (2000) states that it’s becoming more and more common, that people struggle to create a healthy balance between their career, personal and family lives (p. 94). A balanced life according to Philosopher Herb Shepherd (1989) contains four elements: perspective/spiritual, autonomy/mental, connectedness/social, and tone/physical (p.288). These are the areas which I would like to discuss and focus on.

## Perspective/Spiritual

Covey (1989) states that the spiritual dimension is your core, your center, your commitment to your value center. It's a very private area of life and a supremely important one. People find inspiration in very different ways (p.292). In my own personal experience, I accomplish this in a couple different ways.

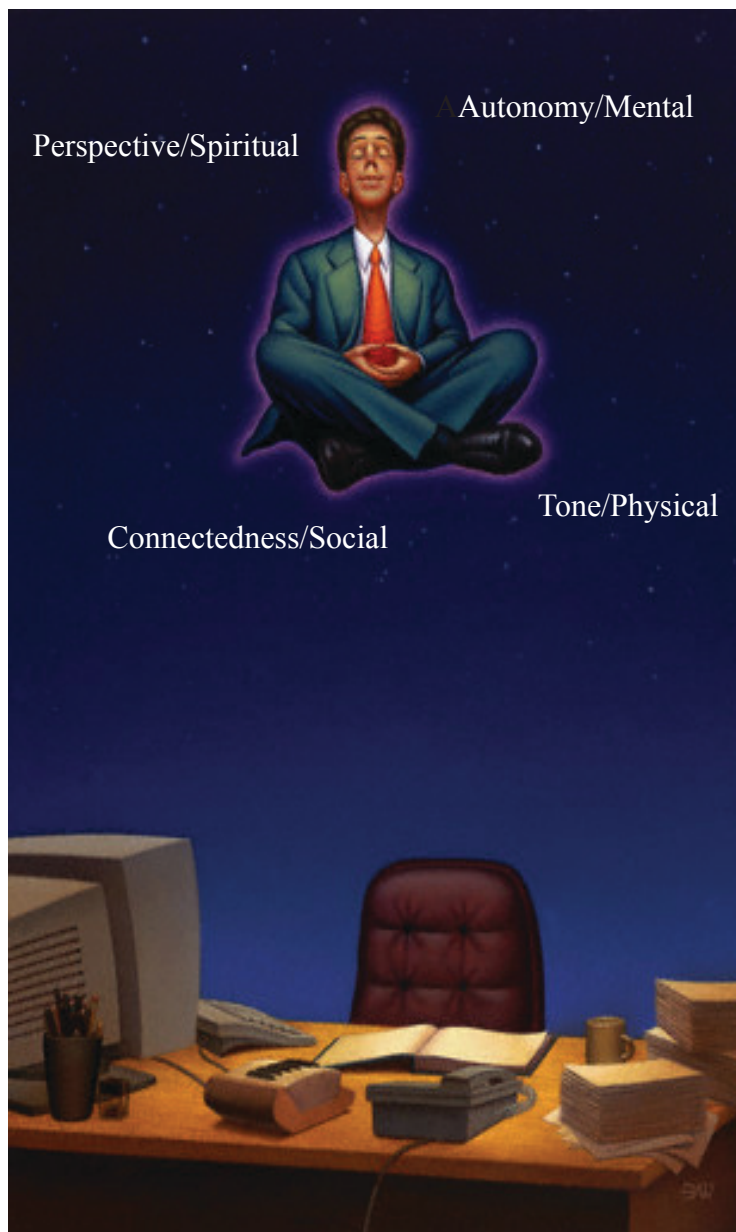
One way is that I must withdraw myself from people and go into the mountains to enjoy some peace and quiet. There I spend time thinking and de-clogging from the busyness of my every day life. I find that I am able acquire a renewal that I cannot experience any other way. The other way that I achieve inner peace is through reading the scriptures and praying. That helps me to do as Covey says and keep myself centered on my value system.

Another example of spiritual renewal for some is through music or literature. A good friend of mine takes his plethora of guns out and has target practice. Maltz (1960) says that a person's soul and nervous system need room for rest, recuperation and protection every bit as much as your physical body needs a house, and for the same reasons (p.179). It is different for everyone, but it is essential that a person achieve inner peace in whatever way they can, and make it a priority. Martin Luther King (1989) said once, "I have so much to do today, I'll need to spend another hour on my knees" (p.294). That to me says that he found prayer not just a duty, but a strength to help him in his every day affairs. To be able to go inside yourself and find peace is a habit that cannot be overemphasized.

## Autonomy/Mental

Canfield (2000) says that another feature of a well-balanced day and life is taking time to expand your knowledge (p.101). I remember when I was doing my internship last fall in St. George. I was working every day and got out of the habit I acquired in school of reading every day. At first it was rather refreshing, but after a while I missed that feeling of learning. I believe it is innate in humans to want to progress and become better.

Most ways we do that is learning in one way or another. Covey (1989) states that education -- continuing education, continuing honing and expanding the mind-- is vital mental renewal (p.295). We need to make sure that we make time for this area of our lives.



We cannot depend on the television to be our only teacher. There are good educational and entertainment programs on the TV set today, but too much time is spent just idly sitting and sucking in the hottest new show. Canfield (2000) says that if you really want to rise to the top, invest one hour of your day to learn more about yourself and your industry. Remember that the use of knowledge is power and powerful people attract great opportunities (p.105). Now that we have covered the reading, learning and mental section, let's move on into the social area of our life.

## Connectedness/Social

No matter where we go or what we do, we



will inevitably be involved with people. I find that invigorating, and some people find it a chore. In order to have true balance and effective time management we must learn how to keep this area of our lives in good condition. Charles “Tremendous” Jones (2000) said that there are essentially two things that will help make you wiser and better, the books you read and the people you meet (p.105). How do we truly make this an area which helps us have balance? Covey (1989) says that we can refuse to label the people in our lives and we can see them in fresh new ways while we are with them. If we do this, then we will be better able to benefit from the people in our lives.

Proper nutrition is essential to taking care of our bodies.

The next item on the list is rest and relaxation. Canfield (2000) says that if a person has worked long and hard hours during the week, that person deserves a break to reenergize. Take twenty-five peaceful minutes a day and rest. This is the time a person recharges their batteries (p.111-112). I can say from personal experience that burnout is not something that should be pushed aside as inconsequential. When we take time to daily relax, we can make sure that we do not burnout on work, family, and everything that we want to do.

Last thing is exercise. Canfield (2000) says your body is the personal vehicle that you have been given to move

## The use of knowledge is power, and powerful people attract great opportunities.

I mentioned before that sometimes I have to escape from people and everything else and go to the mountains to have a renewal. I have also experienced the opposite. When I am only concerned with myself, when I am not making my friends and family a priority in my life, I feel burdened, down, and alone. When I am involved with people, when I take time to talk to friends and family, and when I enjoy anyone who is around me, I am invigorated. I think it again needs to be emphasized that there is a balance that must be acquired. A person must have time for themselves and also time with people.

### Tone/Physical

In order for us to be able to be with people or with ourselves is by properly caring and taking time for our physical bodies. Covey (1989) says the physical dimension involves eating the right kinds of foods, getting sufficient rest and relaxation, and exercising on a regular basis (p.289). I will talk about each in the order given by Covey. First off, eating right. I am a car person and am able to compare my body to a car. Would I put water in the gas tank? Or would I use cooking oil instead of motor oil? I don't think so. I would use what is best for my vehicle. Unfortunately, we do not do the same for our bodies. I found that when I drink less pop, eat more fruits and veggies, stay away from the sweets, and have balanced meals, my energy level and ability to do everything I need to do increases.

around in. Don't neglect it, or it may grind to a halt like a car that's never been serviced. You could end up in the scrap heap of life as a burned out observer, instead of enjoying the fun in the drivers seat. It's your choice, if you want to be rich in health, eat right and exercise (p.110). We have covered the four areas of balance in life. They are again: perspective/spiritual, autonomy/mental, connectedness/social, and tone/physical. If we want to be able to manage our time effectively we must be able to acquire balance in each of these areas. Only in that way will we be able to have energy to do what is asked of us.

“So, how do you feel today?” Bob asked. “I feel 100% better. I spent the week taking time for myself by relaxing, thinking and enjoying my friends and family. I finally got to the gym and played racquetball like there was no tomorrow.” Bob adds, “Good for you. now let's go get some girls and have some fun ok?”

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# A 9-5 Internship? Not Anymore!

By Rob Hall



What is it that the Fortune 500 companies look for in their recruits? Why is it so hard to start off in one of these companies right after one graduates from college? What makes the employees who work at these companies such vital assets to them? For years companies have sought after the best possible candidates for full-time employment through their internship recruiting. Internships are a key factor in acquiring a great job after graduation because of the experience that one can gain as a result of working in a business atmosphere of great accreditation. What it takes to kick start a career begins during those crucial hours from 9-5 during those summer internships; but the 9-5 just doesn't exist in the business world anymore, and to make it into that arena, transitioning from an intern into an employee requires the same amount of time.

Every business student who reads this article at BYU-Idaho is required to do an internship while completing their bachelor's degree. This is a great chance for many to be able to learn what is expected during an internship and what it is that is left unsaid that can help someone get a great offer to come back and be hired on for full-time employment after graduation. The how to's and what to do's will follow about how to get that offer from an employer after a great internship and why it is important to find the right amount of time to spend at the office while completing their internship.

There are many different motives that drive people to do internships. Many times it is for the professional experience, some say it is for the chance to get a job offer for post graduation, while others may even say that it

is for the money. What it is that drives someone to do an internship will prove what kind of employee they may be, which is the reason why I write this article. The purpose of this is to show what it takes to get that job offer and drive greater interest from that company as well as others.

According to the BYU-Idaho website, “The purpose of an internship is to obtain practical and valuable work experience, to apply skills and knowledge learned in school, and to gain exposure to various job opportunities.” (BYU-Idaho, 2006) By doing this, students are able to gain the much needed experience to make them more marketable

**“We offer jobs to almost all of our interns, but those that we don’t hire just don’t put forth the effort that others do.”**

for the future. This statement coincides with the majority of companies in that they desire interns to gain experience by working for them and gain much needed know-how in their fields and companies. By finding and obtaining a great internship, students are able to open the door for many other possible jobs and careers for after graduation.

Internships are also a great way to meet many people that will be valuable to the intern themselves, as well as all those with whom they become acquainted. Through conversations with my professors as well as others that are involved in the business world, I have found a great deal of stress put on the need to network, or in other words, talk to everyone you know in your field as well as about people that they may know. A well known saying in the business world is, “It’s not what you know, it’s who you know.” This is true in a networking sense because through the different relationships that people have, especially those gained in an internship setting, jobs that may be available may have your name brought up and instances such as this will be of benefit for an entire career. Those that you befriend in the office, in most cases, will work for other companies in the future, which will help you get your foot in the door for future employment and help you get the full-time position upon graduation.

In an article found on BusinessWire.com (year?), the author responds to the need of internships and how interning with a company greatly increases your chance to get a full-time offer. The article states: Over 90 percent of interns reported receiving an offer for a full-time position within the organization following their internship. “Internships are the ideal interview

tool,” said JillXan Donnelly, president of CareerExposure.com. “Employers have the opportunity to evaluate potential new hires and determine if the candidate is a good fit for the organization. At the same time, interns can use the experience to make great contacts, challenge their thinking outside of the classroom and evaluate company. The survey results point to internships as a ‘must do’ for employers and job candidates” (page?) The numbers attest that internships are vital because of the opportunity that interns have to interact with those in the company without having to “purchase” them full-time.

An internship is like test driving a car in the sense that it gives employers the look and feel that they need to determine whether an intern is a good fit for their company.

It is important to realize that the 90 percent of interns that receive job offers after completing successful internships aren’t putting forth the minimum possible effort. While talking to Hugh Hall, a Partner at PriceWaterhouseCoopers, a prominent public accounting firm, he said, “We offer jobs to almost all of our interns, but those that we don’t hire just don’t put forth the effort that the others do. During the spring our interns work nearly 70 hours a week, not because it is expected of them, but because they know that that is what it takes to get by in our industry during our busy season” (H.R. Hall, Personal interview, November 21, 2006). Although a job description may say 40 hours a week are required, the so called 9-5 jobs just don’t exist anymore in the corporate world, and that goes for interns as well. Many companies hold retreats and other outings to help interns become integrated into their companies through activities outside of the office. Some have lunch time sporting events, weekend parties, or even after-hour socials that help interns mingle with other employees in a non-business atmosphere. Internships pose a vital part in both the eyes of the company as well as interns. Bauza (2006) used the words of Adam Tymowski who had just completed an internship with Deloitte and Touche as an audit associate for the summer. He said, “I went out of my way to get to know and talk to as many people as possible. I reached out to people a little higher up in the food chain. The point of an internship is getting a job.” Along with many others,

Tymowski probably did not only go out of his way to talk to people in the office, but also after he had clocked out for the night. While it is imperative to keep moral standards, especially in the Mormon culture, it is okay to go out with 'the guys' after work as long as you feel comfortable with the atmosphere you go to. After hours get-togethers are a great way to get to know your co-workers on a more personal basis which can help build relationships that will go beyond the three or four month internship.

The reason that going out is important is because by getting to know your bosses and others with whom you work better, you will gain their trust as well as increase their desire to have you onboard. This does not go without the hard work and putting in extra time at the office when necessary, but it will show the level of loyalty you have to not only the company, but also to their co-workers. During internships, interns many times are put to work in areas in which they may work full-time upon graduation with the same people and, more often than not, with even greater workloads. Working overtime has already been touched upon as a way to increase an intern's future with a company, but managing time in a way that will show employers one's ability to balance a number of different tasks simultaneously is the way to get the constantly coveted job offer. Without proper time and self management, even the brightest interns will be worthless to a company as a full-time employee.

If an intern is unable to prove their worth to the company through their ability to manage tasks, time, and as many different committees or non-job description related facets of the company as they are able to be a part of, they inhibit their chances of full-time employment. BYU-Idaho business students are proving themselves as worthy interns and employees all over the United States with internships at Fortune 500 companies such as JPMorgan Chase and PriceWaterhouseCoopers, which increases the credibility of the business students here in the school. By having students performing in the aforementioned manner, the BYU-Idaho name is presented in a way that is, and will be beneficial to all who follow in their footsteps. One of our own BYU-Idaho students held an internship in the Manhattan based JPMorgan Chase this last summer. Scott Bird, a Senior from Layton, Utah said that his experience at JPMorgan set the tone for his future in the business world more than he could have ever imagined. He said that working on Wall Street was a great experience and has helped him nag a full-time job starting June

of 2007 in a regional office in California. Scott said:

I loved my time with JPMorgan. I worked alongside people making millions of dollars a year, and I learned so much from them that will help me throughout the rest of my life. The relationships that I gained helped me get the job I will be starting in June, and without the time I spent at the office as well as outside of work to gain their confidence, I would have never gotten the offer to stick around. It took a lot of long days, and a lot of late nights to prove myself, the lone BYU-Idaho student among the likes of Harvard and MIT grads, to prove my worth to the company. I wouldn't give any minute of it back! (S. Bird, Personal Interview, December 1, 2006)

If an internship is what is required, it is imperative to find out the details of each individual position to help an intern to determine the in's and out's of their personal time and self management. Completing the tasks that have been mentioned is very time consuming, but will it be worth it? That is a personal question that one must answer on one's own, but will it be a valuable experience? It will if a burning desire of success is what pushes you, the intern, to excellence as opposed to settling for mediocrity.

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Hall, H.R. Personal interview, November 21, 2006

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### 18 From the Editor

*Brett Marshall*

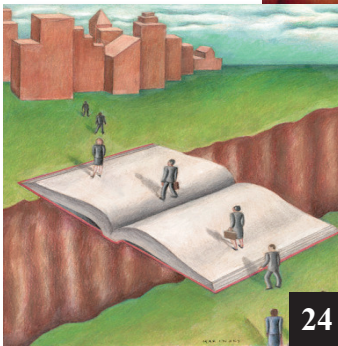
This is where we would place Brett's Letter From the Editor. But since I don't have it, this is all you get. Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello! Hello!



### 24 Forethought

*Riley Bowman*

One of the most influential things business students can do to benefit their career is to fulfill an internship. Students who do so will find they have an advantage over their fellow students. Many employers hire directly from their internship program, and on average



### 31 Case Study

*Brooke-Lynn Cottam & Quinn Bingham*

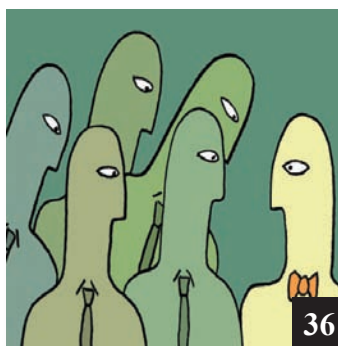
Just how far can a family member go before crossing the line of ethical and non-ethical behavior in a family-owned business. Two recognized professionals review and take an in-depth look at this situation that will cause you to reevaluate the way you do business.



### 36 Best Practice

*Kitch Larsen & Dustin Peterson*

The way entrepreneurs work with others, particularly their employees, can have a tremendous effect on the success of their business. In this article, get some ideas about how you can improve your employee relations as an entrepreneur.



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# Time + Management in × College

Utilizing resources on your college campus could determine if you get to choose where you go after graduation, or if you get what's left over.

By Brian Sharp

**T**ime management seems to haunt most every college student's past. From underwater basket weaving class, to beginner, intermediate, and senior level basketball class, students in colleges around the United States continue to waste their time; they make little use of the time in their lives that is most pivotal to their future. How can you make the most of your college experience so that you're not cramming until 4 a.m. the night before your test? How can you make sure that when your 4-year tenure, or for some, 6-year tenure is over, you will not be pushing papers all day? The answer, my friend, is effective time management. By using the full extent of your college resources, you may manage your time so that you may be better prepared. Advising, tutoring, scholarships, networking, and career services are some key resources that may make your college experience more efficient. By the end of this article I hope to show how you can benefit from having managed your time while in college. I will begin by following

the course of two individuals, Crissy and Brian, as they proceed throughout their college experience. Crissy and Brian have very similar personalities. They are both very social, love sports, and are academically strong students. The only difference is the way they manage their time. By the time you enter school most students have a rough idea of what profession they would like to enter, but are not always certain. Most students, however, need to do some exploration before they decide on their major. It is better to take the proper steps in choosing the right major which suits you, rather than to be close to graduation and find out you've made a poor choice. On each campus is an academic advising center which is a valuable resource in this process.

Crissy began her college education by using the academic advising center early to know what subject she wanted to study. Brian on the other hand decided to stroll into an academic advising center during the end of his sophomore year. After planning the rest of his required classes to graduate, Brian was left with extra classes unneeded for his major. By using the academic advising center you will be able to better manage your time, which will result in taking only the classes needed for your ma-

offer a tutoring center, private services may be found in most cities around the United States. By utilizing a tutoring service in college you will be able to manage your time more efficiently so that you may be able to receive the most out of your college experience. It seems that more and more college students have one common struggle: money. They don't have it, and they work to hard for it. According to the U.S. Department of Education, over 41 percent of low income students enrolled in a 4-year university will drop out (Leonhardt, 2005). What resources are available for students in college that are in need of financial help? The answer is simple, scholarships. Scholarships offer students a way to put their education and learning in front of their need to make money. By making an appointment with the scholarship office, students may learn of different scholarships that may be available. Scholarships are offered through private awards, college departments, and through the college. Brian went through college only receiving two scholarships, both during his senior year. Crissy used the scholarship office to learn about the programs the school had to offer. Crissy learned about the Academic Scholarship her school offered and never once paid for a semester of

**NETWORKING SHOULD NEVER BE SUBSTITUTED** for traditional job-hunting activities: sending out resumes, attending job fairs, and searching on the internet; rather, it should work as a supplement.

job. This, in return, will save you money from tuition. Of all the resources on campus, the single most time saving, stress-relieving resource is the tutoring center. Tutoring centers focus on giving one-on-one help with understanding difficult concepts while giving confidence and a stronger desire to keep learning. Thinking that tutoring centers are only for overachievers, Brian never spent time at a tutoring center. Crissy used a different approach. While using a tutor, Crissy was able to make time for outside activities. She was able to fit in her social life, athletic programs, as well as keep her grades up. With a stronger confidence in your designated subject, you will be able to avoid those 4 a.m. cram sessions and fluctuating grades. A tutoring center may also allow you to discover your true potential. Tutoring centers may not always be free. While some schools will offer free tutoring services, others may charge for their services. For those schools that do not

college. This left her debt free, where as Brian worked his way through college, focused less on school, and finished school in debt. By using these resources one may have more time to focus on their studies and enjoy the college scene. All good things must come to an end. Whether it is after 4 or 6 years, you will graduate and be ready to work. How can you make certain that you are not taking a job for McDonald's or picking up trash for the rest of your life? It is as easy as socializing. By taking all of the socializing you are currently doing and cranking it up a few notches, you have networking of a sort that can help you determine your future after graduation. The earlier you start the better. One will realize the benefits of networking as the job hunt begins. Networking should never be substituted for traditional job-hunting activities: sending out resumes, attending job fairs, and searching on the internet; rather it should work as a supplement (Hansen, 2005). Just being

a freshman is no reason to delay your networking process. Getting to know your fellow students and professors will lay a strong networking groundwork in your first year. A great way to meet as many students as possible is by participating in as many organizations and activities as your time permits. Being curious about your friends and their families can lead to much; it can lead to valuable information. This information may be very important as you approach graduation. The associations made could prove to lead to possible job offers. By your sophomore year it is a good idea to obtain an internship in your career field. This is an excellent method of receiving network contacts and potential job offers. By your junior year you should start your most serious networking push. According to Hansen's (2005) study the following are some guidelines

- Develop your resume if you have not done so already. You may not be in a position to accept a job at this point, but you could gain an internship opportunity and great contact by having your resume ready.
- Begin to brainstorm a list of potential networking contacts.
- Make a list of companies you would like to work for and start thinking about whom you know who might be able to help you break into your dream companies.
- Sign up with one or more networking site on the World Wide Web.
- Find out if your campus career services office keeps a database of alumni that could be added to your network. Check the alumni files of your fraternity or sorority, too.
- Step up the pace of informational interviews. People working in your dream companies are excellent targets for interviews.
- Begin to introduce yourself to every guest speaker you encounter in classes. Give them your networking card, and, if appropriate, your resume.
- Continue schmoozing with professors, students, and employers.
- Become increasingly active in professional organizations.

By managing your time during school and using the time you have to network with peers, professors, and visitors to

your college, you will be able to strengthen your network. Finally, the most important decision you make, besides who you choose to marry, is where you choose to work. It will be the single most prevalent place in your life after your own home. It can decide the size of your house, the kind of car you drive, and when you will retire. By using your college career services on campus, you will have a greater chance of receiving a job of your liking. Career services allow a way for students with little networking to meet prospective employers. By giving resume reviews, practice interviews, and job listings, career services can make you appear more desirable to employers, even if you're not. In spending this little amount of time you will be able to better prepare yourself for prospective employers. Crissy, understanding the value of the career services, went and visited with them and fell into a job she desired. Brian has graduated from school and is now pushing papers behind a desk. As we have compared Crissy and Brian we see the differences that time management can make in your life. We see two very similar people, but with different views on time management. Crissy, who has chosen to use those resources available to her, was able to enjoy more of her college experience and finish with a profession she desired. Brian, who chose to use poor time management, struggled through classes and completed college without a job that he wished he had. So, is time management the key to success? We do not believe entirely, but it will jump-start your life in the right direction. Brian will not be stuck in this job for long. He is just as intelligent as Crissy. Both of these students are just as capable as the other. The difference between the two was the way they allocated their time. By allocating your time in college to these different resources, you will be able to enjoy your life more and more each day.

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For a complete set of references contact us at SBR.ORG

# How Much Is Riding on Your Time?



The more time people receive, the more they demand. And nothing or no one demands more of time than corporate America. In the strain to keep pace with the competitive world market, organizations are spending millions of dollars to teach their employees how to use their time effectively. From CEOs to mail room clerks, the pressure to cut costs and increase efficiency by managing time has never been greater. But is time really manageable? A commonly misunderstood idea is that people can manage their time, but time has always remained constant, steady, and predictable. What then do we attribute to that man or woman we know who seems too be able to do it all; they manage a company, workout for an hour each day, keep up to date on developments in the economy, politics, and sports, go on dates with their spouse, attend kids' basketball games, dance recitals, and piano lessons, and still have time to play golf each afternoon, when we barely have time to eat dinner and read the paper after work. The success of these individuals is not in some secret formula they use to generate more time for themselves; these people have realized that time cannot be managed, but that they can manage themselves in any given period of time.

So in the end, time management boils down to one thing—self management. If we can learn to use the skills, abilities, and resources that are available to us effectively, we will begin to see that when it comes to time, all men and women are created equal. Our goal should not be to “save time.” Time is not something we can put under our mattress to use at some future date;

her use it, or we don't. So learning to manage ourselves with the time we have becomes the real challenge.

\* \* \*

We are pleased to present our first ever issue of SBR. The theme

of this issue is time management. Every article offers suggestions and insights on using time effectively. In “A Roadmap to Anywhere,” Chris Edgren discusses goal setting, and how to-do lists help prioritize the most important goals. Billy Stronks and Chris Poulter offer suggestions for using technology to save time in their article “Increasing Efficiency through Technology.” While most students fail to plan out their college careers, Brian Sharp compares two college students who used campus resources very differently. Sharp focuses on using advising, tutoring, scholarships, networking, and career services to make the college experience more productive. His insights are found in “Time Management in College.” These are just a few of the many thought provoking articles found in this issue of SBR.

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L A E L

Our goals need to be prioritized according to the urgency and the importance of the goal. We prioritize on an individual basis.

# HOW TO SCHEDULE FOR SUCCESS

By Bill Call and Ryan Krantz

Individuals who understand the importance of time management know how valuable time can be. Are you familiar with the phrase “time is money?” The more effective we can be with our time the more success we will be able to achieve. An imperative measurement of individual success is the ability to properly schedule. Three elements that affect scheduling are a to-do list, a concentrated focus, and the commitment to follow through. By using these elements individuals and businesspeople alike will become more proficient and successful leaders.

## FOCUS

A concentrated focus allows goals and objectives to be accomplished with greater ease. Dallin H. Oaks (2001) stated, “our biggest need is clearer focus on how we should value and use what we already have” (p. 82). Time is a precious commodity that should be valued by the minute.

**“Our biggest need is clearer focus on how we should value and use what we already have.”**

It should be used wisely in respect with what we accomplish in the allotted amount of time. It is so easy to lose track of time and the projected daily goals that we set. When a schedule is put into effect, we need to maintain our concentration on what needs to be handled at the appropriate time during the day. Now that is not to say that we are to dedicate our complete focus and attention on time itself. This is an impossible act that would prohibit our daily success. However, we are explaining the constant need to accurately gauge ourselves in relation to time.

For instance, individuals traditionally give themselves a healthy hour to take a lunch break. This time is not just for eating and nourishing but to relax from the daily routine of accomplishment. It seems so easy to take a few more minutes than the usual hour, after all relaxing feels so great. However, if focus is lost in this simple and pleasant state of mind, the individual’s schedule is crunched into a shorter version; we shall call this “the fiasco.” Oh, we hate “the fiasco.” It seems that everything becomes a matter of quantity rather than quality during this time. For example, if the time for lunch is poorly managed the end result is nothing but sheer chaos. We crunch our schedules for the sole purpose of just getting by. By maintaining a clear focus on perception of time, tasks become that of quality and not a simple task to get by until the next day. Concentration requires practice and at times forgetting yourself. Arnold Bennet (1910), in his book *How to Live 24 Hours a Day*, stated, “By the regular practice of concentration you can tyrannize over your mind every hour of the day, and in no matter what place” (n.p.). Therefore, as we practice focusing our minds we will become more capable of concentrating on what we should be doing.

As we more fully concentrate our focus on schedules we begin to be more productive with necessary tasks. Not all have the ability to focus themselves entirely to one certain task at a time. I often find my focus to dwindle with the repetitive nature of some duties and responsibilities. From experience we have learned that a great method to regain focus is to take small breaks between time consuming tasks. A

small break allows the mind to clear itself of stress, and to re-commit oneself focus to daily tasks upon return.

## TO-DO LIST

Something that we find to be a common trait in many individuals when it comes to scheduling is their inability

to prioritize. They seem to do things that are not very important long before those that are important. As a result, they end up in a “pickle.” A tool that is effective in helping overcome this “pickle” is a To-Do List.

A To-Do List is a list that is prioritized with everything that you have to do. At the top of the list are the things that are most important, while the bottom of the list contains wants rather than needs. James Manktelow (2003) suggests that there are some advantages in having a To-Do List, he said: “By keeping a To-Do List, you make sure that you capture all of the tasks you have to complete in one place. This is essential if you’re not going to forget things. And by prioritizing work, you plan the order in which you’ll do things, so you can tell what needs your immediate attention, and what you can quietly forget about until much, much later. This is essential if you’re going to beat work overload. Without To-Do Lists, you’ll seem dizzy, unfocused and unreliable to the people around you. With To-Do Lists, you’ll be much better organized and much more reliable” (n.p.).

So how does one go about writing a To-Do List? The first step is to be committed to do everything you write down on the list. If you aren’t committed to do it, keep it off the list. Now write down everything that you have to do. If there is a certain task that seems too big, break it down so that it takes no longer than an hour or two. The next step is to determine the importance of each task. This is done by placing a number next to each task with the most important receiving a one, and the least important receiving a five. If you have too many ones go through your list again, demoting the less important tasks. Now the list needs to be rewritten in order from one to five. All that is left to do is to use it.

It may seem like a “no-brainer,” but how do you use your newly created list? Surprisingly there are a variety of ways to use it. One way is to keep it short, which will enable you to finish everything that is listed. Another is to do it for the week or the month. Some people find it effective to move things that are not accomplished to the next list until it is accomplished. However, if this



is done too often the task will be become insignificant.

## COMMITMENT

There is one habit that seems to be common among all of mankind; it is the archrival of scheduling – procrastination. Whether or not it is admitted, everyone has been a “victim” of this grievous crime. We use the term “victim” for that is what procrastinators become. When an individual falls behind there is continually a deadline that looms overhead. As the deadline approaches he/she becomes a bitter slave that is constantly frustrated with the item that is falling due. So exactly how does one avoid becoming a “slave” and “victim” to procrastination? The first thing that needs to be done is to identify why we are procrastinating. Marshall J. Cook (1998) offered a cause to procrastination when he said, “You haven’t really committed to doing the job . . . You may chronically put off an activity because you aren’t really sold on doing it at all” (n.p.). Cook then goes on to offer three reasons why we aren’t sold on the idea, “You don’t think it’s your job. You think it’s somebody else’s job. Or the job’s a waste of time” (n.p.). Try to think back on times which you have procrastinated a project, odds are the reason that it was put-off is a direct result of the three statements that Cook made, and in reality that is the truth.

If we are not committed to a project the non-commitment stems from those reasons. If we feel that the job is a waste of time, we will continually drag our feet until we become pressed against the wall of time. Now that we have identified that we procrastinate as a consequence of non-commitment, what does it take to be and stay committed? One of the best things that an individual can do to be committed is to be passionate about what they are doing. According to the Merriam-Webster Dictionary the



If an individual is passionate about something they will have no problems with being committed. Another helpful tip to keeping commitments was given by Ashton (1983) when he said, “Break down big commitments into smaller ones that you can handle . . . A commitment to solve our daily needs and the reaching of immediate lesser goals will bring meaningful successes” (n.p.). Sometimes if a commitment is too big it becomes overwhelming and intimidating. Ashton’s quote teaches the same principle as the old saying, “How do you eat an elephant? One bite at a time.”

In conclusion, the things to remember are the following: when individuals are focused it enables them to achieve goals and objectives with greater ease, organized To-Do Lists allow individuals to prioritize, and commitment permits them to avoid procrastination. Successful opportunities can be obtained through the use of effective scheduling. The question we pose is this: will you use them?

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# Internships

By Riley Bowman

Obtaining an internship takes some work, but fortunately there are many resources available to assist in the process.

Internships are one of the best ways to promote yourself through the ranks of highly qualified college graduates. They also add dimension to your education which is of significant value. I come from a construction background of several years. I remember a time when I was working for a company that built large apartment complexes. One of the supervisors in the company was a young man who had just graduated from college with a degree in construction management. He was very intelligent about the various concepts and principles

of building, but until he was hired by this company, he had never set foot on a construction site in person. As a result, although very intelligent, he had no common application for much of the knowledge he had obtained in school. An internship would have been exactly what he needed to apply his education to the real world environment in which he was to use it. Students with completed internships are highly valued among employers. Elka Jones (2006), contributing editor to the Occupational Outlook Quarterly—a journal that addresses

current job market trends and offers advice about obtaining employment—gives evidence of the value employers place upon students with internship experience, “According to a 2005 survey by the National Association of Colleges and Employers, employers reported that, on average, more than 3 out of 5 college hires had internship experience. Moreover, many employers hire directly from their internship programs” (p. 18).

Besides the significant percentage of students who get hired because of internship experience, doing an internship is a great opportunity to “get a foot in the door” so to speak. Jones further expounds on this, “The association’s survey also reported that, on average, more than half of all students were offered a full-time job after completing their internship.”<sup>1</sup>

Obtaining an internship takes some work, but fortunately there are many resources available to assist in the process. Most universities have databases containing contact information of businesses interesting in hiring interns. This is a good place to start for most college students. There are also job fairs, and often they are hosted on college campuses. The local state or city employment office may have internships listed, and if not, they will have hundreds of job postings, some of which may be possibly turned into internship opportunities.

And you can always try contacting companies directly and asking if they have internship programs. Start doing research into possible companies with which to interview in the second semester before the semester you plan on interning for.

Then, starting with the next semester, interview with as many companies as you can. The more companies you interview with, the better your chances and options will be.

I had personal experience with this over the last year. Like previously mentioned, I have worked in

the construction field for a number of years now. However, I made the decision to return to school to pursue a degree in construction management starting in the fall of 2005. Understanding the importance of seeking an internship, I started contacting and interviewing with many companies, even within weeks of starting my first semester of college.

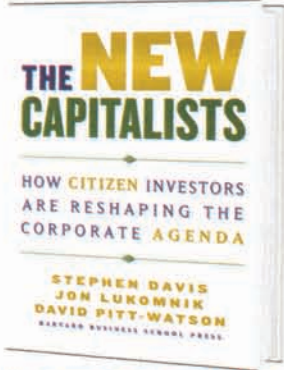
Dozens of possibilities didn’t work out, but in the end I received an excellent offer with surprisingly good pay and benefits from a large homebuilding company in Las Vegas, Nevada. I traveled there and worked through the summer. It was a priceless opportunity in many respects. I furthered my knowledge about construction standards and techniques; I brought back much with me to school, and I have found that my courses now have greater meaning; finally, at the conclusion of the internship, the company offered to me the opportunity of returning to them each summer until graduation at which time they would employ me if I so desired. Needless to say, it is a tempting offer!

It can’t be emphasized enough how much of an impact an internship will have on the possibilities that may come your way later on in terms of employment. Internships are closely related to the final key to preparing yourself and becoming that ideal candidate employers want—networking. Internships are an excellent way to network with different companies and individuals with which you might eventually seek employment with.

#### Notes:

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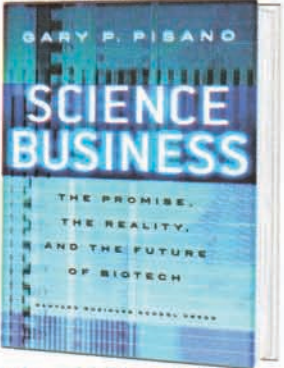
## Open up to great ideas



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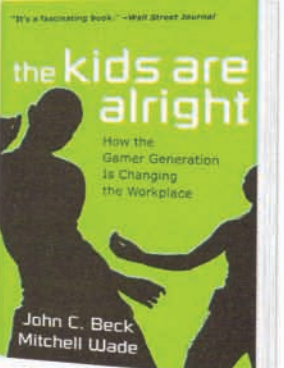
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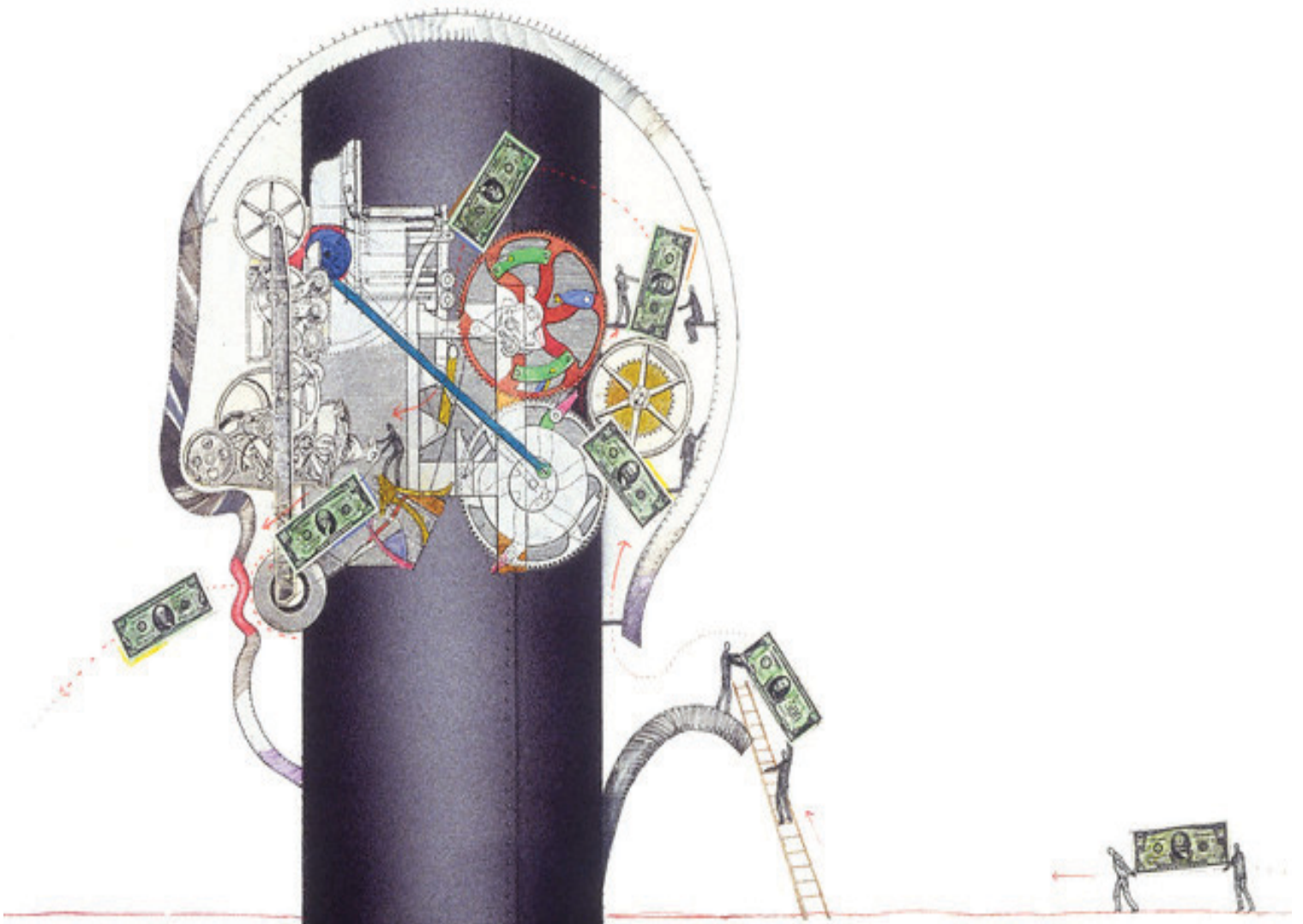
Why is time management important? Why do people waste so much time throughout the day? How can this be changed? Time management is a skill that almost everyone is constantly trying to improve. Common phrases like “Time is money” and “I need a couple more hours each day to get things done” are phrases that prove this point exactly. Many people feel that they just can’t get everything done that they want to in a day. There are ways to prevent this

## Increasing Efficiency

# Through TECHNOLOGY

from happening to you. A good way to prevent wasting time is to take the time to set things right from the beginning instead of running around at the last minute. “Some experts say our habitual nature causes us to take up to 30 days of practice in order to make a change. Unfortunately, most of us don’t have 30 days to spare, even if

By Billy Stronks and Chris Poulter



it's the right thing for our business. Why not? It's often because of poor time management" (Clapper, C., 2006, p. 8). These days, most of us try to multitask throughout the day so more can get done. Some individuals have learned how to do it well, but many of us still need some tips on how we can improve. People who use technology more may be even more involved in this than others. K.S. Lee (2006) states the following: "Take a look around, and you'll see multitasking has become a way of life: The guy sitting next to you at the movie theater is sending an e-mail from his BlackBerry, and the woman driving to your left is juggling her cell phone, mascara and – you hope – the steering wheel. One of these individuals might even be you. IT professionals, more than most, are likely to embrace multitasking because of their familiarity with the technological tools that facilitate it. After all, there are probably times when your landline, cell phone, pager and e-mail all demand your attention at once" (p. 12).

Most everyone is using technology in his or her efforts to multitask. People who are more used to using technology are even more likely to try multitasking because of the conveniences that technology offers. This convenience is something that we can use to our advantage, but is not the only thing to do. Lee (2006) also mentions in her article that although multitasking has become normal on the job, it may not always be the best thing to do. Handling too much at once can decrease performance and cause stress. Instead of checking e-mails or voice mail right away, it may be better to set some time apart to concentrate on a certain task and not be distracted while working on it. One may not only need to manage his or her time,

think about it before automatically assuming that doing everything at once will be better (p. 12). This is great advice. Most people feel that the more they are doing at once, the better off they are. Many times we find that if we are too distracted by something, we don't pay enough attention to more important matters, and have to spend more time trying to find out what the assignment was, or what it is that we are supposed to have done by what date.

### Using Technology

Once we have an assignment, it seems that we take too much time working on it without getting as much done as we had hoped. What often ends up taking a lot of time during the day are activities that should only take a moment. If we spend a few minutes out of every half hour checking and answering e-mails, we are probably spending too much time on it. As was suggested above, times should be set apart each day to check e-mail. By doing so, we eliminate the need to switch back and forth between tasks, and can focus more on what needs to get done first.

By spending time to focus on the most important tasks first, then writing e-mails or other things later, we can use this technology to our advantage rather than our hindrance. E-mail has become a great tool during the last few years. Co-workers can collaborate with one another, and files can get transferred farther and faster than ever before. People are now finding out that they almost cannot function without having an e-mail address. Businesses, families, and friends depend on the use of e-mail to send pictures, letters, bills, announcements, and many other things of importance.

## Handling too much at once can decrease performance and cause stress.

but his or her multitasking as well. Sometimes it may not be appropriate to work on something else if one is engaged in an important phone call or other assignment. The other tasks may have to wait while attention is given to the more pressing or important task. If full attention is given to the project that is being worked on, it will get done faster than having to start and stop constantly when interrupted.

In order to continue working on a project, one may have to tell co-workers or others that he or she is not available at the moment; use an "out of office" function for e-mail, letting others know when to expect a response; or block out time during the day to focus on a certain task. Giving time to relax and take a break is also important. If possible, it may be productive to take a mental break by turning off a cell phone for a while, or not checking e-mail for a weekend. It is important to

### Making Life Easier Through Devices

There are so many devices out there that help us manage our time such as cell phones, PDAs, and laptops. It is very common to see many of the upper management with all three of these devices on them at all times. They take them on trips, vacations, and other events to be in touch with the company for which they work. It has expanded the office to be wherever you are at a given time, instead of a 12 by 12 room with your name on the door.

One of these that people are less familiar with is a PDA or personal digital assistant. Johnson (2006) quoted a respected PDA trainer from the PDA School in Fairpoint, New York, named David Pope. He said, "Most people have no idea what their PDA can do." He also explained that with the proper training of this very new and useful device, people could save a lot of time (p. 66).

## Increasing Efficiency Through Technology

People really don't have any idea how valuable a PDA can become in their lives. You can do almost everything from a PDA that you can from a computer. Wireless keyboards are available for them, they have access to the Internet as well as access to word and power point, and they are also available as a PDA/Cell phone combo, which can reduce the number of devices that a person is carrying with them.

Although these great instruments cost a few hundred dollars, they can be very valuable tools in organizing time, among other uses, while not being too bulky. Almost anyone can learn to use one to increase productivity. Once a person learns how to use a PDA, he or she will see the amount of materials that a person needs to carry will be reduced. Once needed books, laptops, and even cell phones can now all be run from the palm of your hand. Additionally, it's like carrying a notepad around at all times. When we remember something or make an appointment, we can make a note of it right away on a PDA. This makes for a speedier and more efficient lifestyle. Time will be saved as one develops the skills and knowledge on how to use this amazing device that is becoming a must in the world of business.

### Improving Our Skills

There are so many ways that we can organize our lives to save a few minutes, hours, or days. With technology in our reach, there is not really an excuse anymore to be unorganized. It's time that we as business people step up to the plate and learn how these devices can improve the way we manage our time. Chura (2006) says, "Time management is such a good idea... it can increase effectiveness, productivity, and profitability, as well as reduce stress" (p. 7). It's time that we step out of our comfort zone, and save up our time and money that we are wasting through poor management of our time. Let's make a smart investment of learning how to use today's technology and advice to save us the time that we can't seem to find.

Millions of business owners would have loved to have what we are now in possession of. Time is precious and we must learn how to organize it so that it works for us and not against us. Let's take advantage of the opportunities that await us and learn the necessary techniques in improving the quality of our businesses, homes, and personal lives through the luxury of today's advanced technology, years of experience, and priceless time saving advice.

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# Rotman


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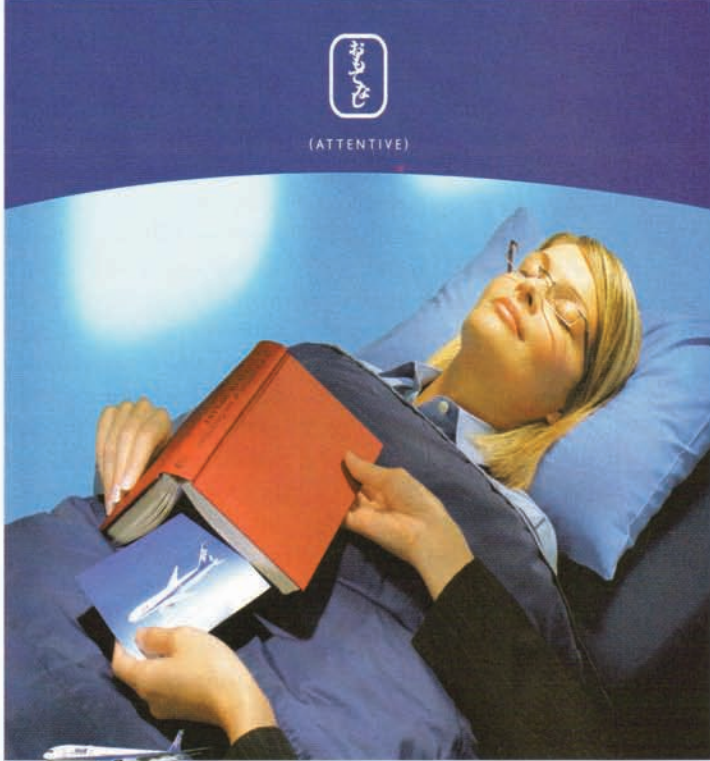
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# Are There Limits on Loyalty?

By Brooke-Lynn Cottam

John Laird originally founded Potato Company in 1965. Specializing in dehydrated potato products Potato Company has established itself as a very reputable and profitable company in the last 41 years. Walmart has become their largest customer, selling more than \$65 million worth of hash browns, scalloped potatoes, and mashed potato products.

Unfortunately in October of 2005, after suffering countless health problems, Mr. Laird passed away at the end of a long fight with cancer. John set his priorities in order before his death and appointed his son-in-law Brian Bresman as President of Potato Company. This came as a great surprise to many people since John Laird's own son, Eric, had been working at Potato Company faithfully for many years over the sales and marketing department. Until the death of John Laird, Potato Company had seen great growth and success under the cooperative tutelage of Mr. Bresman, Eric Laird, and three other shareholding family members—Barry Herbert, Ricky Blatter, and Ryan Krantz. Even until recently, the company was noted as performing steady and quite well.

However, in early 2006, Eric Laird, unannounced, began setting the stage for creating a subsidiary under Potato Company for himself. His plan: use the company's resources and buying power to acquire potato products

through Potato Company at cost, then sell to other buyers at prices competitive with Potato Company's own prices. He would then keep the profits for himself. By July 2006, Eric was able to put it all in motion and "Laird Family Farms" was created.

Laird Family Farms quickly grew in size and revenue while sales and revenue began to decline within Potato Company. Potato Company's board of directors (consisting of Bresman, Herbert, Blatter, Krantz, others, and Eric Laird, himself) first became aware of the secret operation in mid-September and confronted Eric in a board meeting.

While admitting to these accusations, Eric maintained that he was doing nothing wrong and that he was well within the limits of the law. The board of directors answered back saying that he was stealing the company's sales and profits. But Eric explained that he was simply taking his share of the profits that he would normally receive through Potato Company anyway, and that he was actually able to expand the two companies' customer base.

What do you think—is Eric really staying within the limits of the law? Is he stealing the company's profits, or is he just receiving what is justly his while helping to expand the company further? Is this business venture of Eric's ethical?





# Sharpening Our Tools

By Makay Oakey

The 21st century is one of industry and revolution. We are obsessed with the idea of efficiency. Research is constantly being performed to find new ways to produce goods more quickly and perform labors more effectively. Computers and cell phones have revolutionized modern day communication allowing immediate correspondence throughout the entire world. These inventions have one thing in common – they are all geared around the idea of saving time. Less time spent working and doing the every day grudge means more time relaxing with family and friends. This past summer I spent much of my time doing the monotonous work of peeling logs. After peeling a few logs I was completely out of breathe, and my energy supply was depleted. This decrease of energy resulted in a decrease of production. My ability to work efficiently was governed by my physical capacity. Improving my physical fitness

would have improved my ability to work, which would have resulted in more money in my pocket and less time working. Improving physical health through regular exercise will result in an increase of time, which will result in an increase of energy, sleep, self-esteem, and motivation.

As a freshman student at Brigham Young University-Idaho, I was constantly engaged in my school work. There seemed to be no end to the assignments, projects, presentations, and tests. To top it all off, I worked many hours each week to pay for schooling, housing, and food. Each day felt like a week, and each week felt like a day. I woke up every morning only to lie down at night to realize my to-do list was growing faster than my abilities to do. There simply wasn't enough time in the day to meet the requirements of my professors. I desperately searched for advice to help me manage my time more

effectively. While searching I came across a book titled *How to Succeed with People* by Stephen R. Covey. Covey (1971) relates a person's ability to work and function to a saw. A saw must be sharpened regularly in order to work effectively. A dull saw requires much time and effort to reach the desired goal. Likewise, an individual whose senses are dull and numb due to stress, lack of sleep and energy will function like the dull saw. Effort, time, and energy are required to perform simple, every day tasks that could easily be completed when the mind and body are refreshed and vibrant. Covey suggests that one hour devoted each day to "sharpening tools," or improving physical health, will result in an increase of enjoyment and productivity of the other twenty three (p. 1). I put Covey's advice to the test. Each morning I awoke at 5:30 a.m. in order to devote half an hour to doing push-ups and sit-ups in order to develop my physical strength.

On Tuesdays and Thursdays I would spend 45 minutes to an hour running and stretching in order to improve my cardiovascular health. It wasn't long before I started seeing the benefits. Although I was arising earlier than usual, I had more energy throughout the day. It is scientifically proven that aerobic exercise increases energy by increasing oxygen intake as well as cardiovascular and muscle endurance (Exercise, 2006, p. 22). This was certainly true in my life. Before my determination to be physically fit, the mere tasks of walking to and from class, working, and studying required a large percentage of my energy expenditure. After improving my health through regular exercise, these same tasks required a smaller portion of my energy expenditure because my body was functioning more efficiently and effectively. The extra energy allowed me to focus more on homework as well as church and family responsibilities. I spent less time resting and more time accomplishing the tasks on my to-do list. The small portion of my day devoted to physical exercise saved me time. Equally beneficial is the effects of exercise on sleep. Americans are hard working individuals devoting much time to work, study, and play leaving only minimal hours to sleep. How does sleep deprivation deal with time management? According to Simon Folkard (1996), professor of psychology at Swansea University, the body can take up to a week to adjust to a one-hour change in

clocks during time changes. Just one hour less sleep than usual has a detrimental effect on productivity the next day (p. 282). Many of us wake up each morning with heavy-limbs and headaches. We go to class only to fight the battle against our heavy eyelids. At night we grab a Pepsi or Coke to give us a quick sugar and caffeine high in order to finish our massive load of homework. The caffeine and sugar highs eventually wear off during the



early morning hours finally allowing us to fall asleep. It seems as though a few minutes have passed before the alarm clock yells at us to wake up, and the vicious cycle begins again. This insufficiency of sleep impairs our alertness, affecting our abilities to function and work. Studies have also shown that insufficient sleep weakens the body's immune system and aggravates any existing diseases present in the body. Therefore, when we are sleep deprived, we spend more time fighting to stay awake and remain healthy and less time fulfilling and accomplishing our responsibilities. Exercise helps correct this problem by affecting our ability to sleep. Covey (1971) states that exercise has an effect on restfulness and depth of sleep (p. 2). Therefore, regular exercise will make the time spent sleeping at nights more effective

and result in an increase in attentiveness and alertness.

The amount of sleep received plays a tremendous role in the ability of the brain to function. I witness this everyday as a student. If I am tired and groggy, my senses become impaired, and I function at less than maximal ca

exercise due to the increase in blood flow to the brain as well as the triggering and releasing of critical chemicals necessary for the brain to function (p 282). This increase in neurotransmitters is a natural cure for depression and low self-esteem. This increase in self-esteem results in

## Emotions and self-esteem are woven into every aspect of our lives.

capacity. As a freshman, I realized the need to have a good night's rest. After starting a daily exercise routine, I saw drastic changes in my sleep patterns. I would wake up each morning refreshed and ready to start a new day. My attentiveness and alertness in class increased, and I spent less time out of the classroom trying to understand what the professor was talking about. Exercise improved my sleep, and sleep improved my ability to utilize my time efficiently.

Along with the benefits of improved sleep, exercise can save time by increasing the ability to focus and make decisions. Dr. Arthur F. Kramer (2006) says that "brain scans and behavioral tests of 70 adults who adopted a regular exercise routine showed an increase in brain matter and activity in areas linked to attention" (p. 156). He goes on to say that "these changes make it easier to focus on what's important and ward off distractions" (p. 156). The ability to concentrate and focus will improve our abilities to focus and make decisions which will save us time at work and at home.

Not only does exercise have physical and mental benefits, it also plays an important role in emotional well-being. Emotions and self-esteem are woven in every aspect of our lives. A person who doesn't feel important, loved, or valued is not very likely to be motivated or successful. The cloudy feelings of inadequacy will block out the rays of belief and hope. If one doesn't believe, he/she cannot achieve.

A friend of mine suffers from this very thing. He is a very intelligent man with a creative mind. However, he has been called dumb and stupid repeatedly by friends and family. These remarks soon broke down his walls and infected his self-esteem. My friend now believes that he truly is stupid, dumb, and incapable of achieving success. This is reflected in grades and performance in school. The stormy clouds of inadequacy have diminished his hope and motivation to study, learn, and grow.

Exercise is an effective treatment to disperse the clouds of inadequacy. Exercise contributes to a healthier, happier life by boosting morale. Anne Bradley (1996) states that production of important brain neurotransmitters associated with better mood and alertness increase during

an increase of hope, motivation, and belief in oneself. Together, these three components will help an individual save time by increasing his/her desire and ability to work. The family of my friend has been trying to help him boost his self-esteem and confidence; and by so doing, my friend has shown tremendous changes in his desire to study and learn along with an overall improvement in grades.

In conclusion, the world's time management problem can be treated with a daily dose of exercise. Exercise sharpens and increases one's ability to function in all facets of life. This increase in ability allows individuals to work more efficiently and effectively while, in turn, minimizing the time required to perform everyday tasks.

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# HOW SUCCESSFUL ENTREPRENEURS SHOULD WORK WITH OTHERS

By Kitch Larsen and Dustin Peterson

Perhaps each individual employee may not know as much as one intelligent leader, but collectively there are many advantages to correlating efforts. Knowing how to work well with one's employees in a positive manner will open future business opportunities, increase the quality of work being accomplished, and result in a much more tolerable working environment. The first part of this article explains some personal steps that can be taken in order to work well with others. The second part shows the ways one can work well with others inside of a team.

## Personal Steps

For the successful leader to extract the benefits of working well with others, that leader must first take care of some personal matters. Seek to understand and then be understood. A great leader understands that what every single person says is important, at least to them if no one else. Not only can the effective leader make his or her employees' day by hearing them out, but in turn that lead

er will see increased quality in work and better business activity outcomes.

Have a "you" attitude. The "you" attitude can be easily seen in the example of those working in a five star restaurant. Every single discomfort is taken care of, every reasonable desire (even unreasonable at times) is sought after, and your satisfaction is the goal. Business is the five star restaurant and the successful leader is the waiter seeking others' satisfaction. Although effective leaders usually do not fulfill every employee's wish, they certainly let them know that they are important. Speech is an important fact in displaying a "you" attitude. A day can be made or broken by what you say. Wolter (2006) explains how words can affect us. The language you use affects your attitude as well as others' reactions to your words. Pump up your personal speech by persistently using morale-building, optimistic expressions. People refer business to those they respect. Treating people well ensures fu



ture business opportunities. (p. 153) Make time for others. Once a good leader knows how to properly display a “you” attitude, he or she must look for opportunities to show it. The successful leader will make time to help others and answer questions to concerns, but time is a restriction. In many cases leaders find themselves extremely busy, so making time for others is difficult and bothersome at times. However, there is a beautiful and very effective blessing that has been given to help out in this case: The power of delegation. A system where there are many employees will find it much more convenient and helpful to have each person’s supervisor check in on things to make sure everything is alright.

### Team Steps

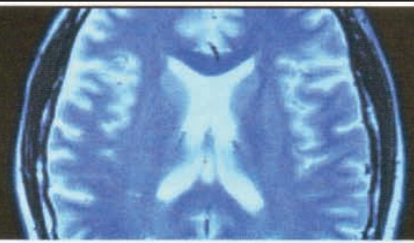
Hold group meetings often. Asking employees within a business to submit ideas into the “comment box” is a good idea, but a box doesn’t listen very well. Inside group meetings is where things get done. As a result of meeting together often, more goals will be reached. The goals made in the group will be made as a group, instead of just having a standard thrown out to everyone via email. When someone feels that they were a part of creating a goal they try harder to reach it. Those who reach goals feel a sense of accomplishment and gain confidence to create higher goals and push harder for better results. Delegate with trust. Upon making goals, a bit of delegation might be in order. Often many people have the wrong idea about delegation. When, as leader, I have delegated important tasks to an employee, the trust I had as a leader was shown. Each employee developed confidence and the tasks were carried out with care and thought. Involve everyone. When each person has a part in a team effort is when the best results are made. Along with making sure everyone is busy,

make sure everyone is involved in the goal making process. Everyone is capable of doing something effective. Haneberg (2006) likened group involvement to a huddle. Because huddles are business focused and fast, they enable diverse styles and personalities to work well together. Remember, every voice needs to be heard and the best place for that is in a group meeting. Much thought and preparation are required to create a meeting where everyone will join in and share ideas. Take time to structure the meeting in a way that will allow questions to be asked and ideas to be presented. Remember, every voice needs to be heard and the best place for that is in a group meeting.

If one can follow these steps of self improvement and teamwork, great things will happen. Not only will the business be much more successful in its main operating activities, but the working environment for all will change into a much more comfortable and enjoyable atmosphere.

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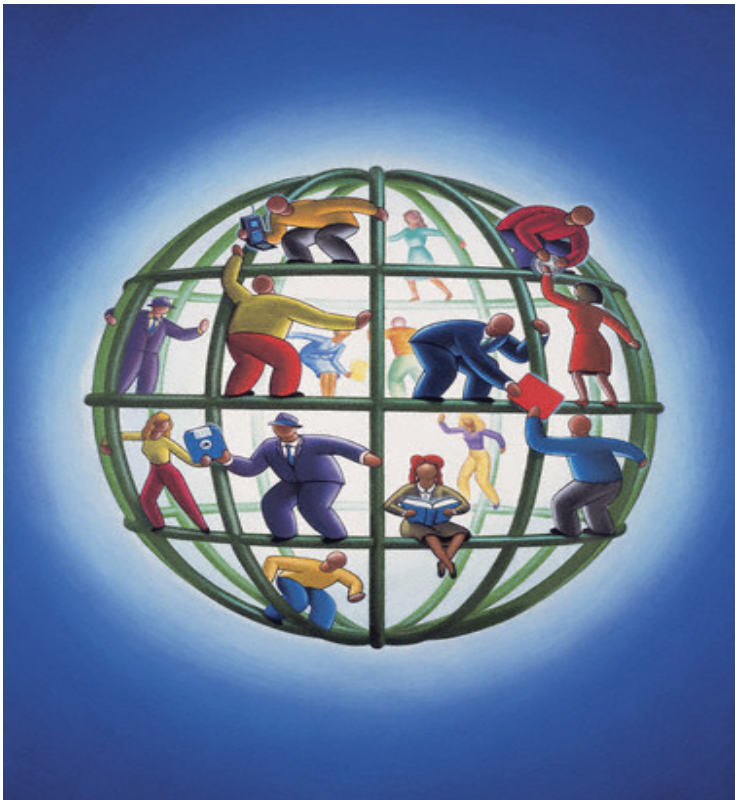




# DELEGATING

By Melanie Bonnet

Delegation is something that college students believe they will have to do, eventually. Students should begin delegating as soon as they have the opportunity in their first internship or job. Delegating takes practice. Doing it when you are young and inexperienced has less risk than when you are the CEO of a company. Everyone has heard of delegation but few managers know how to do it, or understand why they should. According to Blair (1992) delegating a task not only entails letting someone else do the work, but letting them make decisions and changes (p. 1). Managers need to understand their reasons why they don't delegate, how they can delegate successfully, and what they can do to ensure their employees' success. Reasons That Prevents Managers From Delegating. Delegating has so much to offer the individual, the company, and the employees, mainly through increased suc



cess. Then why aren't people doing it? Delegating is hard. It is hard to trust someone with something you are accountable for. It is hard to release control. It is scary to have someone do a project differently than what you had in mind. It is hard to guide without micromanaging. Cunningham (2006) gives one of the main reasons why managers don't delegate. He writes, "People who fail to delegate usually believe that no one else is capable of doing the work or that customers will not accept anyone else." (p. 1). This is not true of course, but it is hard to change someone's thinking pattern. Managers should train their employees well enough to trust them with tasks.

Many managers don't delegate because they don't know how. According to Weiss (2000), an author and consultant for managers, delegating is one of the hardest skills to learn and use. However, it is a skill all managers should be proficient in (p. 1). Because of its difficulty to learn, which entails practicing, new managers are afraid of trying and making an error so they avoid delegating. In reality, this is the perfect time to start practicing your delegation skills. New managers aren't expected to be perfect and are usually given more leeway. They should learn early on in their career how to delegate as their work load will only increase over time. Managers refuse to delegate out of fear. Managers are afraid of the reaction of employees when asked to do a task they may feel is not in their job description. Being right out of college and delegat

ing to someone your parents' age can be intimidating. Some managers feel that they are burdening employees with extra work. If the employee doesn't want to do the job, managers take the risk of the task being sloppily done, which will reflect poorly on them. Managers are also afraid of losing control of a project they delegate. In all reality, delegating tasks to employees helps them develop their skills and add to their value. By being clear in their delegating and following up with the employee, managers can be confident that the assigned task will be done well and that they are in control of the outcome. All the reasons managers claim to have for not delegating are unfounded. If managers want to succeed in their company they will have to overcome their fears and start delegating.

### Reasons To Delegate.

The reasons to delegate are many, namely for the manager's success and the employees. It also saves the company money. As managers free their time by delegating tasks to the employees the manager will be able to take on more work. On this topic Weiss (2000) says, "When you delegate, you free yourself to take on new assignments from your superior – an excellent way to show you are capable of handling more responsibility and moving up in your company" (p. 1). As managers delegate, employees will learn new skills that will help them advance. All companies want to save money. Employees aren't paid as much as their manager. Managers time should be spent using their skills to best help the company. If managers delegate tasks that their employees can easily do, they will save the company money.

**In reality, delegating helps them develop their value.**

### Delegating Successfully

To delegate successfully managers need to pre-plan, select a qualified employee to delegate the task to, plan with their employee, and follow up. Managers needs to decide, before they delegate, what exactly it is they want done and what the results should be. Many times managers will only delegate tasks that they don't understand themselves. New managers may not understand what exactly their boss wants from them. They will have to sit down with their boss and work out all questions and concerns they have for this assignment before they can delegate it. Doing this can be scary for new college students as they don't want to bother the boss and don't want to be known as someone who needs their hand

held do to a task. However, if the manager doesn't understand what they are supposed to be doing, chances are the result won't be what the boss wanted. If the boss doesn't have time to spend with the manager addressing their concerns, they should ask for someone who can.

Managers will set their employees up for failure if they can't clearly tell them what they want. If the manager will figure out ahead of time what it is they want to be accomplished, it will be easier to communicate this to employees. Choose an employee that has the skills, or will be able to learn the skills, necessary to do the assigned task. Weiss (2000) suggests some things to look for include the following: a person who is alert, active, quickly understands problems, asks questions that show they are thinking ahead for possible solutions that haven't already been stated, organized, can locate needed information readily, a team player, has self-control, is willing and able to take on more responsibility when asked, and finally someone who is flexible (p. 2). A person possessing all these qualities would be the ideal employee but unrealistic. With the task, managers need to decide what qualities will be the most necessary to ensure success. Then pick an employee that is the most qualified.

More than one employee may be needed to accomplish the task, but managers should select one to be the team captain and be responsible. Managers then need to tell the employee all the information they have on the assignment and what they would like done. During this, managers should be open to suggestions and changes. During the follow up or evaluation of the project, a manager's criteria for judgment should not be on how they

## tasks to employees their skills and add to

would have done the job, but on if it meets the requirements. During the assignment, managers should check in with employees on their progress and any needs they have. Having a weekly report of their activities on the assignment is a great idea. It will encourage employees to work on it weekly and be productive as their manager is looking at their progress. This report can be general and doesn't have to include every decision.

Managers should read the report, comment, and ask questions of their employee. If the project isn't going in the direction the manager wanted it to, they should avoid overreacting. Continue to communicate with the employee and indicate that they are still over the project. Delegating

can be a great way for recently graduated college students to learn more about the company and what other people do. If they learn this, it will be easier to get future tasks done. Finally, here are some tips to help with the fears of delegating. Managers should be available for discussion and questions. Managers need to listen to employees' concerns to find underlying problems they are facing that the manager can fix, such as lack of adequate resources.

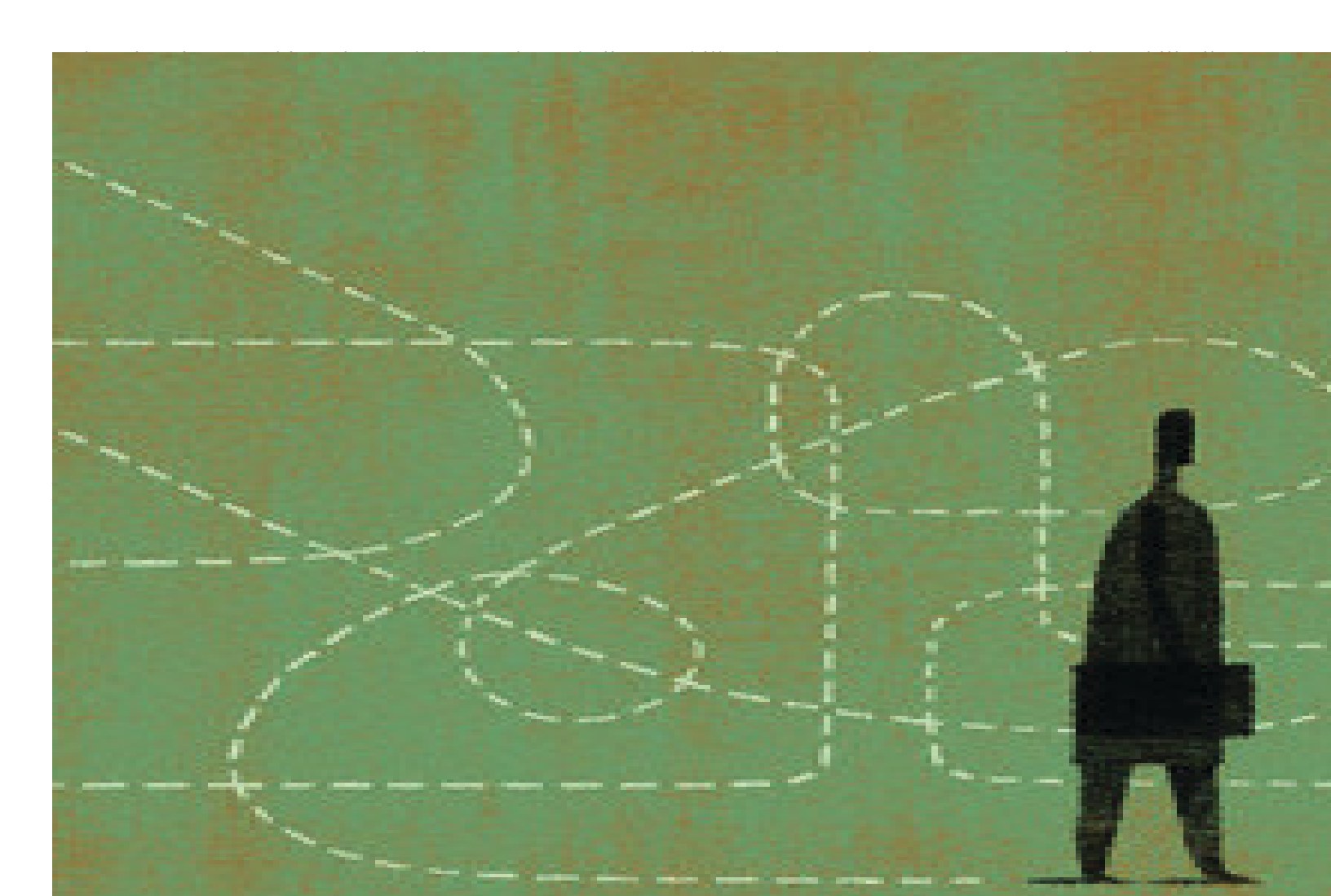
By being considerate of their employee's views, managers will show employees that they value their opinions. Managers should state all tasks, even if the task seems obvious to them. Always be clear when delegating. Good managers who treat their employees with respect should have an easy transition in delegating for all parties involved. As college students entering into management, remember you do have the authority to delegate and should use it. Employees will respect a manager that shows they value their employees' skills and try to help them excel in their jobs. The boss will respect you as you are able to manage successfully while increasing your ability to do more work.

### Delegating So Employees Will Succeed

After managers have delegated successfully, they should make sure they have given employees everything the employee will need to do the job. One major problem employees have with a task they are trying to do is lack of authority. Managers need to give authority in paper and most importantly by their actions. They need to support their employee if their authority is questioned. A freshly graduated college student should be careful with given authority by not exaggerating or abusing it. College students entering the workforce that intend to succeed and move quickly up the corporate ladder need to understand that learning how to delegate is crucial. Without it managers won't have time to do all their work and have a life. Delegating is essential to helping manage your time efficiently.

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# Set Goals to Achieve Success

By Chris Edgren

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would have done the job, but on if it meets the requirements. During the assignment, managers should check in with employees on their progress and any needs they have. Having a weekly report of their activities on the assignment is a great idea. It will encourage employees to work on it weekly and be productive as their manager

**We all have different strategies that lead us down different paths. One major key that will ensure our success is good time management skills. More specifically, we must set goals.**

**W**ithout a plan, without a map, we would be lost. Kaye (2001) explains that, "Few people would deliberately waste their valuable vacation time, even if their goal was to do nothing. And yet, many people travel through the time of their lives without a destination, without a plan, without a purpose" (p. 14). Traveling without a plan, or purpose while going nowhere, is like a blind man seeking a specific destination without a guide. With a plan, organization is achieved, and thus, chaos may be avoided. How good would a list of ingredients be without directions? Time management is one of the key contributors or disruptors of the day. Doing the right thing at the wrong time is the wrong thing. Kaye (2001) examines the benefits of preparation, "Planning increases the efficiency and the effectiveness of your life. It's like having a blueprint for success" (p. 14). With

all of the distractions that occur around us, it is important that we have an idea of what we want to accomplish.

### Setting Goals

What is it that you want to accomplish today, or in the next week, month, year? The process begins when an individual actually writes down a goal that needs to be accomplished. McCarthy (2004) sets goals for himself that are challenging yet attainable. It is easy to become discouraged if you set unattainable goals for yourself. This is why it is important to be able to reach the goals that you set for yourself. The preparation and planning of setting goals is just as important as the goals themselves. Jacobi (2005) states that, "Research in business has shown that as little as eight minutes of careful preparation in the morning may save up to a whole hour over the day" (p. 30). By taking just a few minutes out of our day to map out our course, we could potentially save about an hour for our busy day. We need to be quite literally SMART when we are setting goals. SMART is an acronym described by Kaye (2001) and it stands for the following:

- Specific. Include enough detail so that someone else could explain your goal to you.
- Measurable. Include numbers to monitor progress and tell when the goal is complete.
- Achievable. Make sure the goal can be accomplished.
- Relevant. The goal should relate to your life or business mission.
- Time. The goal must include a deadline or a rate (p. 15)

### Prioritizing Goals

It is easier to be busy rather than effective. Time is the most precious commodity that any employee has, and he needs to use it wisely to accomplish his daily tasks. Often he finds himself with too much work and not enough time to do it all. Schroeder (2006) explains what an employee might do to eliminate this situation. She writes, "Create a to-do list with the most important tasks at the top" (p. 4). By prioritizing the to-do list a worker can complete the most important items first and eventually accomplish the rest of his work as he strives to be efficient. Ramsey (2003) states that, "A good to-do list is a reminder, a prioritizer, a nudger and a little bit of a conscience on paper. But it is not a substitute for activity.

If you really want to become more productive, listen to your list" (p. 4). The to-do list functions as a daily list of all the tasks you wish to accomplish that day. McCarthy (2004) explains how to establish a simple to-do list. He states, "Write down everything you want to accomplish tomorrow and check off items as you go" (p. 28). It is just that easy. On a piece

of paper you write down your goals for the upcoming day (if you are planning at night), or you write down your goals for that day (if you are planning that morning). It is important that you prioritize between the goals that are urgent and those that are important. You may want to use the following criteria that Kaye (2001) uses to prioritize his goals:

- Must Do = A
- Want to Do = B
- Would like to Do = C

Although it is commendable to have many goals, the constraint of finite time forces us to make choices. Allocate your time and energy based on the importance of your goals. Spend the most time on your top priority goals and the least time on the rest. Some low priority goals may even be left on standby (p. 15). How we use our time is critical in completing our goals. Why would we spend a great deal of time on a project that does not matter if it was completed today, when there is another project that has to be completed within the hour? Visualize your goals and use your time wisely so that you may complete the most important tasks. Put your to-do list in a spot that is visible to you throughout the day. By keeping your goals in view and being reminded of them often will lead to the accomplishment of those goals.

Once our goals are written down on the to-do list, it is important that we continually refer back to the list during the day. This will remind us of our goals, and if we have completed a task it needs to be marked appropriately. At any time of the day, or even when we are planning our daily tasks, we need to ask ourselves a few questions that Jacobi (2005) addresses about our goals. He writes, "Whenever you put a new to-do item on a list, write four more pieces of information next to it:

- How urgent or important is it?
- Can it be delegated or even abandoned?
- What consequences/use does the completion of the task have?
- How long do you expect the task to take?" (p. 30).

These four questions will be helpful as you prioritize your goals, to maximize your capacity and efficiency of work.

### Analyzing Goals

At the end of the day, it is time to analyze the goals that we set for ourselves that day. This is the time when we view what goals were accomplished, how well we prioritized, how many of our goals were reached, and how we can better plan for tomorrow. Kaye (2001) introduces the idea of keeping track of our goals to analyze how well we are doing with regards to our daily tasks. He writes,

“It is time well spent to keep a careful record of what you do during a typical day. It should become obvious from this whether you are spending time on unnecessary activities” (p. 30). This is the learning process. This is how we will become better goal setters in the future. McCarthy (2004) stated that, “Goals help you adjust” (p. 28). Once we set a goal we need to be held accountable for the completion of that goal. It may be that we set too many goals for that day, or that we set an appropriate amount of goals, but it took longer than expected. It is okay. We just need to adjust.

As you plan for the following day ask yourself the same questions; do all the same things. Except you need to either work harder to achieve all your goals or you need to set fewer goals, but still work harder. Everyone has goals and dreams that they wish to accomplish. When a dream is written down it becomes a goal. The first step to achieving a goal is to write it down. Is the goal urgent or is it important? The second step is to prioritize your goals. Besides the goal there is nothing more important than working towards it. The third step is to work. Then you need to learn from what you could improve upon, and keep doing what worked well. The fourth step is to adjust and then plan for the next day. Always set goals, use the to-do list to organize those goals. These are the keys to success. You must work hard and plan well if you want to succeed. Not planning is no longer an option. Who wants to fail? The to-do list is a powerful tool to organize your goals and remember what McCarthy (2004) says, “Even though you may not accomplish everything on the list, you’ll accomplish more than if you didn’t make a list in the first place” (p. 28).

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# EXECUTIVE SUMMARIES

December 2006



“Networking is possibly the highest reason for employment opportunity.” - page 72

## COVER STORY

### 15 | Time Management in College

Brian Sharp

Time management in college is congruent with success. While many passive students are being acted upon the proactive students are raising the bar. How can one be proactive and use the time wisely in college. Advising, tutoring, scholarships, networking, and career services are some key resources that will allow you to more efficiently spend your college life.

A good plan is essential to good time management. Advising centers located at your university will find the correct courses and direction for your major. They will ensure that extra time and money that you might spend otherwise is not wasted.

Tutoring centers are a great way to insure a meaningful education. While not just raising your grade point average for graduate schools, it also offers the chance to be eligible for scholarships and grants.

Scholarships are a great way to pay for college. By effectively seeking out scholarship and grant awards, you will be able more strongly focus on your education rather than having to work an extra shift.

Networking is possibly the highest reason for employment opportunity. While not being substituted for resume referrals, it will open the door to opportunities you had not thought there.

By using your college career services on campus, you will have a greater chance of receiving a job of your liking. Career services allows a way for students with little networking to meet prospective employers.

By managing your college experience wisely one may receive the rewards of a good education as well as a job to their liking.



## 5 | Achieving Balance

*Jonathan Kvarfordt*

All areas of life must be in balance. There are four areas which we need to balance to effective time management. Those areas are:

- Perspective/Spiritual
- Autonomy/Mental
- Connectedness/Social
- Tone/Physical.

Each area contains advice to a person struggling to attain and keep balance in life. It is always different for every person, but there are basic needs that all humans need to sustain in order to keep their sanity intact. Some examples of the that are:

- Taking time to be alone
- Making sure your mind is working and learning
- Being able to relax
- Exercising your body
- Taking time to enjoy people around you.

No one area can be emphasized more than another, hence the word and subject of balance. In using and keeping these principles, we can be more effective in life and avoid burn-out and discouragement.

## 9 | A 9-5 Internship? Not Anymore!

*Rob Hall*

It's not the same old workforce that your dad started out in. It's not even like what your teachers started out in. The world of 9-5 jobs are being phased out in the business world and it all starts with the summer internships. Companies advertise their internships as 40 hour a week jobs for the summer, but as competition gets better and more intense, so does the time commitment.

This article outlines a number of things that can help students receive post-internship job offers as full time employees. The time sacrifice isn't easy, nor should it be because internships are like company test drives. They are able to see what someone has got, and decide to keep them, or let them go after the summer is over.

The time commitment during and after work is vital to the success of an intern searching and hoping to be offered a job after a summer of hard work and total commitment to a company. It's not the same business world and it is time to prepare to be an employable intern.



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## SCHEDULING

### 21 | How to Schedule For Success

*Bill Call & Ryan Krantz*

Time is money; therefore, there are certain things that we can do to be more effective with our scheduling. When individuals are focused it allows them to accomplish goals and objectives with greater ease. By maintaining a clear focus on the perception of time, tasks become that of quality and not a just another simple task to "get us by." Sometimes after individuals have been working on the same task for a long time they tend to lose their focus; a helpful tool to resolve this is to simply take a break. This small break allows the mind to clear itself of stress and recommit oneself focus to daily tasks upon return.

Another tool that can help individuals become more effective is a To-Do list. It enables them to prioritize everything that they have to do. Some people make To-Do lists for the day or week while others make them for the month or year.

The final tool that can be utilized for scheduling to be effective is commitment. As simple as it sounds, it is the key element needed for scheduling to be successful. If an individual is not committed to the task at hand they will not care if it is completed or not.

In this article there are useful tools for effective scheduling. Successful opportunities can be obtained through the use of effective scheduling; the question we pose is this, will you use them?

## 29 | Increasing Efficiency Through Technology

*Chris Poulter*

How can we find the time to get that next project done? Time management is something that almost everyone is interested in. Most people just don't have enough time in a day to get everything done that they would like to. Many times, we try to multitask throughout the day so more can get done, but multitasking may not always be the solution to the problem. Some individuals have learned how to multitask well, but many of us can still improve on techniques, and finding out when it actually helps, and when it can hurt. Handling too many things at once can actually decrease performance and cause stress if not done well.

Technology is a great tool that can help us as we try to do several things during the day. We have email, computers, and other devices that help on the quest to get more done. One of these devices that is especially useful is the PDA. From it, many things are possible, including almost all tasks that can be done from a computer. Besides being functional, it is very compact. It may just give us the edge we need to manage time well enough to finish that big project on time.

## 33 | Sharpening Our Tools

*Makay Oakey*

Today, much of our attention is focused on improving and revolutionizing the tools we use. In construction, working with better tools and equipment will decrease the amount of time required to complete a task or job. Likewise, the condition and quality of our tools in life, the body and mind, factor in to how much time we spend performing our labors. Therefore, our body's ability to perform and work efficiently is dependent upon our physical health.

Exercise benefits the body in several different ways. Exercise increases energy, improves sleep, develops self-esteem, and instills motivation in those individuals who exercise regularly. A healthy body utilizes only half of the energy to walk, run, and work as that of an unhealthy body. Exercise also prevents and fights against fatigue by increasing muscle endurance. Exercise improves sleep by allowing an individual to attain a deeper and more peaceful sleep.

The improved health and physique lead to a higher self-esteem and overall increased motivation. An individual who is confident, motivated, and full of energy will perform at maximum capacity and speed. This increase in performance will directly result in an increase of free time.

## 39 | Delegating

*Melanie Bonnet*

Delegating is a must do to become successful in time management. Of all the time management skills, delegating is one of the hardest to learn as managers have to put their trust and take the responsibility for their employee's actions on their behalf. Soon to be graduates should start practicing immediately. Doing it when you are young and inexperienced has less risk than when you are the CEO of a company.

The reasons to delegate are many, namely for the manager's success and the employees. It also saves the company money. As managers free their time by delegating tasks to the employees the manager will be able to take on more work.

As managers delegate, employees will learn new skills that will help them advance. To delegate successfully managers need to pre-plan, select a qualified employee to delegate the task to, plan with their employee, and follow up. Choose an employee that has the skills or will be able to learn the skills necessary to do the assigned task. Managers then need to tell the employee all the information they have on the assignment and what they would like done. During this managers should be open to suggestions and changes. College students entering the workforce that intend to succeed and move quickly up the corporate ladder need to understand that learning how to delegate is crucial.

## 43 | Set Goals to Achieve Success

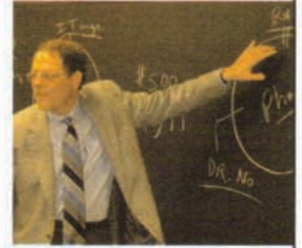
Chris Edgren

We all have different strategies that lead us down different paths. One major key that will ensure that we will find success is good time management skills. More specifically we must set goals.

It all depends on what needs to be accomplished in a specific day. We must set goals to accomplish these things. It is all too easy to set something aside and forget about it for awhile, but think how effective we would be if we set goals and then went out and accomplished them. As we carefully set our goals, we must remember that they need to be obtainable, either long-term or short-term. Once we know what we want to accomplish we need to organize our goals.

Our goals need to be prioritized according to the urgency and the importance of the goal. We prioritize on an individual basis. After we set our goals and we prioritize them, we must put forth the effort to accomplish them. If for some reason we are unable to complete a certain goal then we must analyze how we set goals and continue in this process until all of our goals are being accomplished on a daily basis.

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