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A study to determine if foodservice managers are utilizing time management techniques and to develop guidelines to help the foodservice manager in being more time effective

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ABSTRACT

A STUDY TO DETERMINE IF FOODSERVICE MANAGERS
ARE UTILIZING TIME MANAGEMENT TECHNIQUES AND
TO DEVELOP GUIDELINES TO HELP THE FOODSERVICE
MANAGER IN BEING MORE TIME EFFECTIVE

by

Claude A. De Lucia

1. Area of Investigation

Foodservice industry professionals in the Greater Miami area, with an industry survey analyzing the daily workday of the manager.

2. Materials and Methods Used

Published works that are accepted by the Library of Congress, articles that appear in industry trade journals and authors own experience were used for research and evaluation.

A survey conducted with hospitality industry general managers of foodservice operations and food and beverage directors of hotel, food service operations will be interviewed on time management usage during an average workday.

The results were consolidated and evaluated with guidelines to help improve a manager's time efficiency during his workday.

3. Major Findings

- A. A majority of managers are aware of effective time management but a small percentage are using these methods.
- B. Managers that spend over 90% of their time in management functions scored the highest in decision-making.
- C. Food and beverage directors scored higher in all areas questioned than general managers of foodservice operations.
- D. Time spent planning paralleled those managers who spent more time in managerial duties.

4. Results and Conclusions

- A. Time management is essential for management positions in the foodservice industry.
- B. The more time efficient a manager is, the better they will be able to control circumstances that make a manager's maintained successes.

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A thesis submitted in partial fulfillment of the
requirements for the degree of
MASTER OF SCIENCE
in
SCHOOL OF HOSPITALITY MANAGEMENT
at
FLORIDA INTERNATIONAL UNIVERSITY

Committee in charge:

Professor Mickey Warner, Chairperson

Professor Charles L. Ilvento

July 1983

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To Professors Warner and Ilvento:

This thesis, having been approved in respect to form and mechanical execution, is referred to you for your judgment upon its substantial merit.

Dean, Anthony B. Marshall
School of Hospitality Management

The thesis of Claude A. De Lucia is approved.

Professor Mickey Warner, Chairperson

Professor Charles L. Ilvento

Date of Examination: July 1983

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I. THE PROBLEM AND ITS SETTING

The Statement of the Problem

The purpose of this research project is to determine why foodservice managers are not utilizing effective time management and to set up some guidelines to improve management's time efficiency.

The Subproblems

1. The first subproblem is to determine if the foodservice manager utilizes any form of time management in his daily duties.

2. The second subproblem is based on the data received on the first subproblem, set up guidelines to help the foodservice manager to implement effective time management.

The Hypotheses

The first hypothesis is that there are reasons why foodservice managers are not utilizing effective time management.

The second hypothesis is that there are guidelines to help the foodservice manager to implement effective time management.

The Delimitations

This study will be limited to Miami foodservice managers and hotel food and beverage directors.

The guidelines that will be written will be general and can be used at all levels of the foodservice industry.

This study will not attempt to compare any sales figures or profit levels to management success.

Definition of Terms

Time Management - is controlling your time effectively so that you are able to accomplish the goals you have set.

Foodservice Manager - is the general manager responsible for total control and efficient operation of a restaurant.

Food and Beverage Director - is responsible for all foodservice operations within a hotel.

Abbreviations

F & B - Food and Beverage Directors

G. M. - General Managers of a foodservice operation

The Importance of the Study

Time is a precious possession that is given equally to every individual. No one has longer amounts than anyone else. Some have more height, more experience, different attitudes, but when you awake in the morning you have the same twenty-four hours as anybody else. Time problems evolve from the improper use of time which in turn effects productivity of the individual. Time value must be understood.

Time is defined as being perishable. There is no way to store or save up time to make tomorrow longer. Time can almost be considered as a current asset that is replenished

every morning.

Ben Franklin's saying "Time is Money" is so often repeated that we would forget that literally it is true. Many managers would be horrified if they were really aware that they perform tasks daily that wastes hundreds of dollars that by using their time efficiently and delegating when possible, those same tasks would only cost five to ten dollars.

Managers, like all people of action, are particularly subject to time pressures. Personal timepieces were first used back in the seventh century as a status symbol by businessmen; it was considered a sign of wisdom and virtue. Today, using time wisely tells us that the person is worthy of those attributes.

In the foodservice industry, managers daily have many interruptions that use or need them to apply their valuable time to that specific area. Whether it is to cover sick staff's shifts, solve an employee dispute, a customer complaint or just talking to salesmen, a manager's time is being used up. Interruptions and emergencies will happen that require a manager's time, but frequent recurring problems that arise constantly are what drains a manager of his precious time.

Every foodservice manager has goals that he has set up to attain for himself. His job function is to reach these goals by overcoming obstacles and problems within the restaurant and generating a profit. Most of the problems we have just discussed could be big time wasters for a manager.

These problems could be caused by unclear authority lines, ineffective delegation to his subordinates and the passivity towards his career goals.

The foodservice industry is one that survives on profit. If the foodservice manager is unable to realize that how his time is valued, his profitability for the restaurant will be effected. If the manager does not have the time to do the tasks that he is immediately responsible for and is fighting fires the profitability will not be there.

In this study the researcher will analyze data received from the foodservice managers in the industry and set up guidelines to help the foodservice manager to be more productive in the use of his time which in turn generates more profits for his restaurant.

II. REVIEW OF THE RELATED LITERATURE

What is Time?

Time is a precious possession given equally to every individual. No one has a longer store than anyone else. You may be shorter than others; you may have fewer years of experience than some of your peers; but you always have exactly the same amount of time that is available to anyone else.¹

There is no absolute relation in time between two events but there is an absolute relation in space and time.

A. Einstein

Time is a mystery. It cannot be tied down by a definition or confined inside a formula. Like gravity, it is a phenomenon that we can experience but cannot understand. We are aware of the aging of our bodies, of the effects of the movements of our planet, and of the ticking of the clock. We learn a little about what we call the past and we know that change is built into our lives. But neither philosophers nor scientists have been able to analyze and explain all of the meanings of time. Not only have they failed to provide easy explanations, but their efforts sometimes seem to have made mystery more mysterious and to have

¹Meyer, Paul J., Executive Time Management, S.M.I. International, Waco, Texas, (1979), p. 1.

shown us that our lack of understanding was even greater than we supposed.²

Some philosophers have argued that the passage of time is an important metaphysical fact, but one that can only be grasped by non-rational intuition. Others tell us that the flow of time is an illusion and that the future can no more be changed than can the past. Some believe that future events come into existence as the present, the actual "moment-in-being"³ reaches them; others suggest that they are already in existence. According to Einstein's special theory of relativity, separate coordinate systems in relative motion each have a different time system so that event A can occur before event B according to the clocks of one coordinate system, but B can happen before A on the clocks of another system.⁴ If we were able to travel faster than light, time would move backwards and, if we encountered one of the recently hypothesised black holes, it might slow down or stop. A forty-year journey away from earth and then back to this planet during which we were accelerating at the same speed as the pull of earth's gravity would return us to an earth 48,000 years older than the one that we left forty

²Sharp, Clifford, The Economics of Time, (New York, Halsted Press, 1981), p. 1.

³Shackle, G.L.S., Time in Economics, (North Holland, 1958), p. 13-14.

⁴Bondi, H., Relativity and Common Sense, (London, 1970).

years before.⁵

One well-known definition of economics said that it was about the decisions that must be made in allocating scarce resources that have alternative uses.⁶ Time is a scarce resource, although in a rather special way. The amount of iron ore in the world is fixed. When it has all been converted to iron and steel then we will have to make do with recycling or start mining on the moon. Time, in a sense, is inexhaustible. We do not know when it began and we cannot understand how it may end, but economics is concerned with men and men are subject to three time-linked constraints.⁷ At least in their present form, human beings are not built to last. Psalm 90 tells us rather optimistically that "Seventy years is the span of our life, eighty if our strength holds"; but the actual life expectancies of people in many countries in the twentieth century are somewhat less. There may be, some of us believe that there is, another kind of life beyond this one where new aspects of time may be revealed. But economics is concerned with this life on this planet so that everyone has a stock of years that will eventually run out. No one knows the size of his remaining pile of time and it cannot be hoarded. As Shackle

⁵Beesley, M.E., "The Value of Time Spent Traveling: Some New Evidence," Economica, 32, pp. 174-185.

⁶Robbins, L., "An Essay On the Nature and Significance of Economic Science," London, 1945.

⁷Sharp, Clifford, p. 3.

has written: "The moment-in-being rolls, as it were, along the calendar-axis, and thus ever transports us willy-nilly to fresh temporal viewpoints."⁸

Since the scarce resource of time must be spent, a basic problem of human existence is to spend it well, to use it to bring in the greatest return of happiness that can be achieved. Even though we shall sometimes narrow it down to such specific issues as the case for buying a dishwasher or the value of reducing the time taken traveling to work, this problem of the optimum allocation of time will be the underlying theme of this research.

Characteristics of Time

Time is an elusive sunbeam, an evaporating raindrop, a wilted dandelion on a windy day. We cannot physically catch it; nor can we harness it and make it our own. Time management is an illusion because no one can actually manage time. Time is simply a constant.⁹ Time is a measurement of intervals. It moves at the same rate regardless of who we are or what we are trying to accomplish. Time respects no one. No one can convert, change or otherwise mitigate time.¹⁰ Despite this, we continue to use the phrase "managing time" to identify our efforts to use our allotted move-

⁸Shackle, G.L.S., p. 15.

⁹Douglass, Merrill E., and Donna N. Douglass, Manage Your Time, Manage Your Work, Manage Yourself, (New York: AMACOM, 1980), p. 1.

¹⁰Douglass, Merrill E., "Managing Time Effectively," Business, (May-June 1978).

ments meaningfully. Managing time really refers to managing ourselves in such a way as to optimize the time we have. It means conducting affairs within the time available so that we achieve gratifying results.¹¹

Many people operate under the mistaken belief that they really do have enough time for everything, if only they could organize their hours more efficiently. The result is often an attempt to work faster at their tasks. They try to "hurry up". They reason that if they can just go fast enough, they can get ahead of all their activities and actually have time left over.¹²

Of course this never works. As a strategy for using time, it offers very little. But most often, working faster produces problems. Under "hurry up" conditions, people make more mistakes. They have even less time to think, plan, and reflect before taking action on problems. The days begin to feel frenzied.

When acceleration doesn't work, a second strategy is often adopted:¹³ working longer hours. Everyone does this from time to time, but if working longer hours becomes a regular occurrence, more problems develop. Work weeks stretch into 50, 60, 70, 80, or even more hours. Personal time dis-

¹¹Douglass, Merrill E., "Creative Use of Time," Personnel Administrator, (October 1975).

¹²Ibid., p. 15.

¹³Ibid.

appears as work time increases. Fatigue becomes a factor-- both physical and mental fatigue. Judgement is less clear. Hours may be spent trying to solve problems that a fresh mind could solve in minutes.

If both "work faster" and "work longer" are poor strategies for managing time, why do people use them so often? The best answer seems to be that people believe these approaches will enable them to accomplish all the things that seem to need doing. They fail to realize that no matter how much they do, there is always more to be done. They doom themselves to a life of frustration, disillusionment, and disappointment. They simply cannot do everything. They must make choices. They must make those tough priority decisions and have the courage to follow the decisions with action. They must learn to ignore the low priorities.¹⁴

Time is a paradox. We never seem to have enough time, yet we have all the time there is. No matter how much we do, there are always endless alternatives for spending time. The solution to the paradox of time, then, is to focus on the most important things first, realizing that there is always enough time for the really essential matters.¹⁵

Once you have accepted the fact that you cannot do everything and have stopped living as though you can, you have taken a big step toward becoming an effective time manager. Identifying priorities will become second nature.

¹⁴Douglass and Douglass, p. 14.

¹⁵Priestly, J.B., Man and Time, (New York, Dell Publishing, 1964), p. 10.

Acting on the basis of priorities will become easier. In your efforts to control time, your understanding of time and attitude toward time are crucial to your success.¹⁶

Many people refer to time as a resource. A resource is something that lies ready for use, or something that can be drawn upon for aid. Time fits this definition. Begin to accept time as your most important resource. Time is a tool that can be drawn upon to help you accomplish results, an aid that can take care of a need, an assistant in solving problems. However, time is not like other resources, because you can't buy it, sell it, rent it, steal it, borrow it, lend it, store it, save it, multiply it, manufacture it, or change it. All you can do is spend it.¹⁷

As a resource, time poses another paradox: if you don't use it, it disappears anyway. Thus the quality of your resource depends on how well you use it. The knowledge that you are wasting this very personal resource when you do not spend it properly should be enough to keep you on track, resolving to spend your time better.

Your attitude toward time is also affected by the fact that time is free—you do not have to buy it.¹⁸ You receive 24 hours simply by waking up each morning. Many people do not place much value on things that cost nothing or on things

¹⁶Douglass and Douglass, p. 4.

¹⁷Douglass, Merrill E., "Managing Time Effectively," Business, (May-June, 1978).

¹⁸Douglass and Douglass, p. 4.

obtained with little effort. If you had to "buy" your time, you'd probably spend it much differently than you do now.

Not only is time free; it is equitable. Everyone receives exactly the same amount each day. But this is a deceptive equality, since some people always manage to get more out of their 24 hours than others. Still, time is one of the truly democratic aspects of our lives. Even if we use our time well, we do not receive an extra amount. We still receive the same daily allotment as the person who squanders time.¹⁹

"Time is Money" was Benjamin Franklin's phrase for dramatizing time's importance by linking it with the most common measure of value. Most of us must exchange our time for wages necessary for survival. And business managers, of course, are especially concerned with using time to generate income and profits. Nonetheless, time is much more important than money. Time is life itself. Ultimately, we want to manage our time more effectively not to make more money but to pursue our highest human aspirations.²⁰

Past Images of Time

Americans' concern for time is all pervasive. For us, time is a scarce commodity to be used carefully not an endless resource to be consumed carelessly. To picture the

¹⁹Douglass and Douglass, p. 5.

²⁰Webber, Russ A., Time is Money, (Mcmillan Publishing Co., New York, 1980), p. 2.

matter schematically, we can see time either as a circle or a straight line. The circle suggests repetition and continuity for time is measured by natural events: the sun's movements, the moon's phases, the seasons, birth, and death. Measurement is gross; minutes and hours have no meaning. If the present is wasted, it will come around again. Today will return tomorrow, for life and time are endless repetition. With such a philosophy life appears unhurried, even serene.²¹

How different is the linear view! Yesterday is gone forever, today is here but a moment, and tomorrow depends on what we do now. Time is associated less with natural phenomena, more with the artificial movement of a mechanical or electronic timepiece. Time becomes measured and referred to as precise points, not ranges. Life appears cluttered and hectic as people respond to time's demands.²²

The western world's emphasis on progress and growth symbolized by the image of time as an arrow moving forward in a straight line from an ancient past to an unknown future.²³ The imagery is particularly appropriate for the person of action having to pick an alternative from an array of possibilities before an approaching deadline. The decision is

²¹Webber, p. 5.

²²McClelland, David C., The Achieving Society, (Princeton, N.J.: Van Nostrand, 1961), pp. 263-267.

²³Bendix, Richard, Work and Authority in Industry (New York: Wiley, 1956), p. 208.

made, the deadline arrives, passes. Now Omar Khayyam's familiar words take on new meaning:

The Moving Finger writes; and, having writ,
Moves on: nor all your Piety nor Wit,
Shall lure it back to cancel half a Line,
Nor all your Tears wash out a Word of it.

Most Americans have been exhorted by moralists to make the most of time: "A waste of time is the worst of sins," "Idle hands are the devil's workshop," and so on. Similarly, after Lenin took power in Russia in 1917, he began to preach that time was to be preserved and used effectively. Whatever superfluity of time that people had enjoyed (or found monotonous) under tsarist rule should not exist for citizens in the new workers' state. Here is an extract from a leaflet distributed by the Soviet Time League, whose members were obliged to protest against and report every waste of time they encountered:

Measure your time, control it!
Do everything on time! Exactly on the minute!
Save time, make time count, work fast.²⁴

Though we don't usually see it listed on the balance sheet, along with items like "plant," "equipment," and "cash in bank," time is a business asset, which can be put to great, mediocre, or slight use. Managing this asset wisely leads, among other things, to:

1. Accomplishing more work while reducing the hours required for it;
2. Accomplishing more of the right kind of work--the kind that produces profits and promotions;

²⁴Bendix, p. 208.

3. Improving overall management performance through better planning, better delegation of tasks, and better controls;

4. Making more time available to pursue medium- and long-term career goals;

5. Gaining more time for family, personal interests, or just plain relaxation, all recognized as essential to the well-rounded executive who is destined for top management.²⁵

Both for the individual and for organizations, one of the most baffling problems of modern economic life is declining human productivity in virtually all fields and at all levels. It is particularly frustrating at the executive level, which by and large is populated by aggressive, highly motivated, and hardworking men and women. The difficulty is not due to a lack of will to work. The average American manager spends more than 60 hours a week on the job, and 80 or more hours are very common. Yet these long hours are not yielding a commensurate amount of productive work. Where are those working hours going? As we will see, there are numerous drains on the schedule. Some of them are not even perceived as part of the problem.²⁶ One Fortune Magazine poll, however, put the question to 50 chairmen, presidents, and vice presidents, and as the top five time wasters they

²⁵Robert, Norman, Managing Time, (Boardroom Books: New York, 1980), pp. 1-2.

²⁶Cooper, Joseph D., How To Get More Done In Less Time, (Doubleday & Company, New York, 1952), p. 1.

ranked: telephone, mail, meetings, public relations, and paperwork. Nine out of ten executives throughout the country would probably pick at least four of the five as major problems.

Beyond the loss of productivity (as an urgent reason for getting a grip on time) is an even more disturbing fact which is getting increasing recognition: the overworked executive--whose schedule crowds out the rest of his life--actually represents a risk to the enterprise that employs him. Stress and its by-products of physical and mental illness, strained marriages and damaged families, and an inability to get away from the job all lead to diminished performance and truncated careers. Even the most hard-driving CEOs accept the fact that an executive who devotes all of his waking hours to the job is likely to end up being more of a liability than an asset to the firm.²⁷

Quality of Time

Since you cannot increase the quantity of time you receive, the quality of time is the only variable. Your time is your time. It belongs to no one else. No one else can spend it for you. Other people may make demands on how you spend your time, but it is still you who can do the spending. Only you can improve the quality of your time. Ultimately you spend your time as you will.²⁸

²⁷Feldman, Edwin B., How To Use Your Time To Get Things Done, (Fredrick Fell, New York, 1968).

²⁸Cooper, p. 6.

No one can force you to spend your time effectively; no one can prevent you from wasting your time. Many people maintain that others control more over your time than you are willing to allow. Most people have far more potential for managing their own time than they realize. Much of the control they input to others is really lack of self-control. They are intimidated by the demands of others and thus allow themselves to be controlled.²⁹

The way you spend your time defines who you are. More than what you say, what you wear, what friends you choose, or what you think, and the way you spend your time describes the person.³⁰

People's values are defined as how people spend their time. Commitment to time management is a real commitment to each person in determining what is important in life.³¹

Working Time

At the critical middle and upper middles of management more work always seems required. Yet as mentioned earlier, more hours is not always the answer. The solution is summed up in an admirable slogan, "work smarter, not harder". This means getting the job under control through techniques that

²⁹Douglass and Douglass, p. 4.

³⁰Douglass and Douglass, p. 5.

³¹Baker, Kent and Holmberg, "Stepping Up To Supervision: Managing Time and Job Pressures," Supervisory Management Journal, (December 1981), p. 32.

eliminate time wastage, and this is the only answer for all, whether to be a one man show or part of a large corporation.³²

Personality As A Time Factor

Personality has a great effect on time orientation. Psychologists in recent years have analyzed people's attitudes toward controlling their environment.³³ At one extreme are the "internals" people who believe strongly in their ability to influence the world around them. Although they may not be able to control everything, they believe they can at least have an impact on the significant things that happen to them. At the other extreme are the "externals", people who believe that they are at the mercy of their environment and have no control over significant things that happen to them. Everyone falls somewhere along this external and internal continuum.

The people who seem to be concerned with time are those who are trying to accomplish more in their personal and professional life. They become concerned with time because they realize there is a great deal they wish to accomplish and very little time to do it all.³⁴

Each person's personality will determine their ability to make changes. Time and personality are compatible. Proper utilization of time will help the person to reach the

³²McKay, James T., The Management of Time, (Prentice-Hall, New Jersey, 1959), p. 20.

³³Douglass and Douglass, p. 8.

³⁴Douglass and Douglass, p. 11.

heights their personality and talents will allow.³⁵

Age and Career Development

Your age and developmental stage of your career influence a person's priorities and attitudes towards time. During a person's life perceptions and values change. Job-related values gradually give way to personal values. One thing throughout life that must be remembered: if you wish to be successful at what you are doing, you must spend your time wisely. Quality in time relates to who you are, where you are, what results you seek, what time you spend doing, and whom you spend time with.³⁶

The Science of Time Management

Wasted time is no new problem. There is hardly a thinker, writer, or poet who has not presented his thoughts about it, from antiquity right down to the present. Shakespeare's disturbing reminder: "Thus we play the fool with time and the spirits of the wise sit in the clouds and mock us." The words conjure up the spectre of the clock ticking away. Goethe succinctly put his pen on the answer: "To choose time is to use time well."³⁷

Time management is really self management. The objec-

³⁵ Douglass, Merrill E., "Stress and Personal Performance," Personal Administrator, (January 1976), p. 64.

³⁶ Ibid., p. 65.

³⁷ Drucker, Peter F., The Effective Executive, (Harper & Row, New York, 1966).

tive is not to become super-efficient or super-productive but to use the time to achieve one's objectives.³⁸

Many stumbling blocks exist in gaining control of time. For example, a manager's job prescribes the tasks or goals they need to perform or achieve while those that the individual wants to perform or achieve are imposed on their value system. They relate to the person's goals.

The value of time management lies in the fact that people have too many tasks they need to do but not enough time for the things that they want to do. Time management helps to identify needs and wants in terms of their importance and matches them with time and other resources.

Although time is a valuable resource, many people take a haphazard approach to managing it. Steps to better time management are simple on the surface, they are difficult in practice and require replacing bad time management habits with good ones.³⁹

Time and the Foodservice Manager

Managers--like all people of action--are particularly subject to time pressures. The first people in Europe to carry personal timepieces after the clock was invented in the seventeenth century were businessmen.⁴⁰ Carrying a clock

³⁸Baker and Holmberg, p. 26.

³⁹Ibid., p. 27.

⁴⁰Mumford, Lewis, Techniques and Civilization, (New York: Harcourt Brace, 1934).

was more than just a symbol of status; it was a mark of wisdom and virtue. Today we say that using time correctly reflects these worthy attributes. To be prudent and concerned about time is a trait we strive to teach our children. Perhaps Marshall McLuhan was correct when he said, "The Eskimo is a servomechanism of his kayak, the cowboy of his horse, the businessman of his clock."⁴¹ For many of us the lines of Michel Quoist are all too true:

Good-bye, Sir, excuse me, I haven't time.
 I'll come back, I can't wait, I haven't time.
 I must end this letter--I haven't time.
 I'd love to help you, but I haven't time.
 I can't accept, having no time.
 I can't think, I can't read, I'm swamped, I
 haven't time.
 I'd like to pray, but I haven't time.⁴²

But if time cannot be slowed and the past cannot be restored, can managers do nothing but make their decisions made come true? Must they always be passive respondents to the external forces that converge on them demanding action? Of course not. Although the foodservice manager cannot be entirely free, they can and do manage at least some of their time.⁴³

We do not want to sound too mechanistic or overly rationalistic. We are not attempting to develop fixed rules on how foodservice managers should spend their time. Much of the available literature on time management suffers from

⁴¹McLuhan, "Playboy", (interview, March 1969), p. 53.

⁴²Quoist, Michael, Prayers, (Sheed & Ward, New York, 1963).

⁴³Douglass and Douglass, p. 10.

just such bias. It pictures a cool and rational executive allocating time in advance of events according to some objective criteria related to organizational goals. Everything is managed, but this is impossible. This image is false and misleading and unfair to the foodservice manager.⁴⁴

A foodservice manager has to play many roles. One of these is the response agent, subject to the control of others. This study will show that total management of the manager's time is not possible or even desirable. Some time cannot be managed.

A Moral Dimension

American business first encountered these truths around the turn of the century when manufacturers began to explore the question of just how time was being put to use in their plants. The goal then, as now, was greater productivity. Their answers always seemed to come up the same: motivate workers to work harder. As a result, time management acquired a moral dimension, and some of the great industrialists even got the message across in Sunday pulpits--that whatsoever you put your hand to, do it with all your might.⁴⁵

Later research efforts conducted with a deliberate scientific intent began to create a different picture that showed obvious variations in productivity even when the work pace did not slacken. In a study covering scores of plants

⁴⁴Douglass and Douglass, p. 11.

⁴⁵Stuart, Rosemary, Managers and Their Jobs, (Pan Books, Ltd., London, 1970).

completed by the British Productivity Council in 1957, work pace and output were measured during three separate one-hour periods. In a typical case, the work pace was observed to be 91 percent of estimated capacity the first hour, 91 percent in the second hour, and 94 percent in the third. Output on the line was measured at 100 percent of capacity the first hour, 60 percent in the second hour, and an astonishing 20 percent in the third hour of measurement. Clearly, something other than "work" was involved. In this case, the researchers attributed the variation to increased lapses between task completion and task initiation--although everyone kept busy at something.⁴⁶

It was not until after World War II that managers began to look seriously at their own time use. The 1950s saw the beginnings of what has become a "boom" in the field of time management, which led to a major rethinking about what was causing highly motivated, conscientious individuals to fail in performing all the tasks expected of them in a reasonable amount of time.⁴⁷

Pareto's and Parkinson's Contributions

In trying to identify the negative influences, researchers in the field were able to draw upon the theoretical contributions of two celebrated thinkers, the Italian economist and sociologist Vilfredo Pareto and the British "Einstein"

⁴⁶Kobart, Norman, p. 5.

⁴⁷Ibid.

of organizational behavior, C. Northcote Parkinson. Pareto's studies of Italian economic life in the late 19th and early 20th centuries led to the conclusion that most time and money was spent on trivial matters, while the least time and money was spent on the most important. Parkinson rephrased this in his Second Law, which states that we tend to devote time and effort to tasks in inverse relationship to their importance. The ratio--though inverse--tends to be constant, with about 80 percent of time and effort yielding 20 percent of the results, and 20 percent yielding the all-important 80 percent.⁴⁸ Developing this theme, a noted time management expert, Alan Lakein, tracked sets of specific situations that are instantly recognizable to most people engaged in business:

1. 80 percent of sales come from 20 percent of customers;
2. 80 percent of production is in 20 percent of the product line;
3. 80 percent of sick leave is taken by 20 percent of the employees;
4. 80 percent of file usage is in 20 percent of the files;
5. 80 percent of telephone calls come from 20 percent of all callers.⁴⁹

⁴⁸Parkinson, C. Northcote, Parkinson's Law, (Pan Books, Ltd., London, 1970).

⁴⁹Lakein, Alan, How To Get Control of Your Time and Life, (Peter H. Wyden Inc., 1973).

Obviously the ratios vary--sometimes it is a bit more, sometimes less--but the proportion of major amounts of time devoted to minimal amounts of accomplishment is a reliable constant. Parkinson also offered up another pithy, admirable law: that work expands to fill the time available. This, naturally enough, derived from the old morality notion that a hard worker is a good worker. Its corollaries are: if you're not busy, look busy; make up chores; stretch out the time required for a simple chore; don't be caught idling.⁵⁰ This set of attitudes constitutes a major problem in such institutions as the army, but it can also create troubles for businesses. Once the habit of appearance, rather than accomplishment, is implanted in a person or an organization, it takes a determined, systematic effort to root it out and change the way work is approached.

The Current Concerns of Time

Although time management has always been important, it has only been in recent years that large numbers of people have devoted much attention to how their time is spent. Twenty years ago there were no books on the subject and very few articles. Within the last two decades, dozens of books, hundreds of articles have appeared--all with time management as their focus. Several things have occurred that account for the increased attention to time management.⁵¹

⁵⁰Parkinson, C. Northcote, 1970.

⁵¹Douglass and Douglass, p. 18.

First, expectations of what people should accomplish in their work have been going up each year. Every year we expect more of employees than the previous year.

Second, the business environment has become more complex. Each new legislature seems committed to writing more legislation and more complex legislation than the legislature preceding it.

Third, the rate of change has been increasing each year. Alvin Toffler in "Future Shock" described this phenomenon. Everybody has an ability to absorb change within some range. When the rate of change is greater than the individual's ability to cope with it, problems develop. Most problems revolve around time.

Fourth, there has been an increasing emphasis on individualism. People have begun to seek control over their own lives.

All these events, increasing expectations, increasing business complexity, increasing rate of change, and increasing individualism have enhanced people's awareness of time. We have no more time to accomplish tasks as we did twenty years ago, yet the difficulty involved in accomplishing results has increased dramatically. The increasing pressures in all aspects of our lives have forced us to rethink what time means and how we can use our time best.

Modern Time Management Approaches

Since the 1950s, scores of books, hundreds of articles, and uncounted experts have proffered advice to harried ex-

ecutives and companies. Churches, government officials, and entertainment celebrities also now regularly call upon time management consultants to help relieve pressures created by encroachments on precious hours.⁵²

One of the best-known experts, R. Alec MacKenzie, the author of several books and many articles, has helped systematize the techniques of training employees and managers in better time use. Among other things, MacKenzie emphasizes the importance of planning and tight control of deadlines. He focuses attention on the need to keep meetings under strict control, recommending, for example, the value of the stand-up meeting, which tends to break up more quickly than chairbound gatherings.⁵³

Alan Lakein, author of How To Get Control of Your Time and Your Life, made a most valuable contribution by helping people think of time management in terms of their lives--not just in the conduct of the job. Lakein urged his readers to set lifetime goals, three-year goals, and six-month goals, and then to set priorities--A, B, or C--for each individual goal. These objectives, by the way, were to include anything that the individual really wanted to accomplish, ranging from becoming company treasurer to losing weight and shaving strokes off the golf score.⁵⁴

⁵²MacKenzie, R. Alec, The Time Trap, (American Management Association, New York, 1971).

⁵³Lakein, Alan, 1973.

⁵⁴Sloma, Richard, "Effective Time Management," Club Management, (Spring 1981), p. 37.

Another noted expert, Richard Sloma, has offered such specific guides for action as the following: move fast on reversible decisions, slower on irrevocable ones; solve problems one at a time, but initiate several actions at the same time instead of sequentially; and maximize time to maximize earnings.

Almost every responsible authority in the field advocates similar principles, chiefly:

1. The need to evaluate your present time use before deciding where changes can be most effective;
2. The importance of setting specific objectives and priorities;
3. Concentration on major tasks, while eliminating, delegating, or postponing minor ones;
4. The importance of getting organized.⁵⁵

⁵⁵Ibid.

III. SURVEY PROCEDURES

This research survey was constructed to gather information, to prove or disprove the purpose of this study which is to see if there is an awareness and use of effective time management in the foodservice industry. The survey questions will identify how managers spend their workdays, how they rate themselves on time efficiency, and identify problem areas that tax the manager.

Survey participants were chosen at random from the Miami Yellow Pages. General Managers were chosen from foodservice operations in the Miami area. Food and beverage directors from Miami area hotels were also chosen to add perspective to the results and create a comparative base.

Results of the survey were consolidated and presented in a question by question analysis, explaining the purpose, results and comments from the survey respondents.

THE DATA AND THEIR TREATMENT AND INTERPRETATION

The Data, Their Treatment and Interpretation

The data for this research are of two kinds: primary data and secondary data. Each of these two kinds of data will be briefly described below.

The primary data. The primary data will consist of

information received from personal surveys of hospitality industry leaders in the Miami area, surveys conducted of foodservice managers, and hotel food and beverage directors in greater Miami, and the faculty of Florida International University.

The secondary data. The secondary data are that data previously published on time management. One type of data are texts dealing with time management techniques and methods. Another source of secondary data are current periodicals and industry journals.

The Criteria Governing the Admissibility of the Data

Interviews and surveys will be limited to general managers of foodservice operations and food and beverage directors of hotels within individual operations having first-hand experience in hospitality management techniques.

Published works that are accepted by the Library of Congress and articles that appear in trade journals that have been accepted by the hospitality industry's academic community.

The Research Methodology

The information used to compile the data and to accept the hypothesis determines how the data may be collected.

The historical method lends itself to information that has been published and is retrievable through libraries, or research of other sources such as government reports. This method is effective for collecting data of secondary nature.

The analytical survey method is useful in evaluating statistical data that are quantitative in nature. This type of data is used to determine if meaning can be extracted from the statistics in order to make predictions or judgments. This type of methodology does not lend itself to research involving the opinions and management procedures with which this study will be primarily concerned.

The descriptive survey method involves observing the population which falls within the research parameters and recording what is observed so that it may be analyzed. According to Paul D. Leedy, the primary characteristics of this method are:

- "1. The descriptive survey method deals with a situation that requires the technique of observations as the principal means of collecting the data.
2. The population for the study must be carefully chosen, clearly defined, and specifically delimited in order to set precise parameters for ensuring discreteness to the population.
3. Data in descriptive survey research are particularly susceptible to distortion through the introduction of bias into the research design. Particular attention should be given to safeguard the data from the influence of bias.
4. Although the descriptive survey method relies upon observation for the acquisition of the data, those data must then be organized and presented systematically so that valid and accurate conclusions may be drawn from them."⁵⁶

There are four techniques by which data may be collected using the descriptive survey method. These techniques are

⁵⁶Leedy, Paul D., Practical Research, (New York: Macmillan Publishing Co., Inc., 1980), p. 98.

personal observation, personal interviews, mail surveys, and telephone interviews.

Due to the nature of this study, personal interviews will be best suited for collecting data. Surveys were made to 43 South Florida foodservice managers and food and beverage directors. The population will be general managers in a foodservice operation that seats 150 or more. Hotel food and beverage were chosen by random from local hotels. The operations chosen will be in the greater Miami areas. They will be chosen by random sampling from the Yellow Pages Phone Directory.

Personal interviews will be conducted for the following reasons:

1. Convey his personal interest in the subject matter to the interviewee.
2. Encourage the interviewee to be specific on various management techniques.
3. Cause the interviewee to elaborate on important aspects.
4. Cause the interviewee to evaluate the effectiveness of his/her own management techniques.

Specific Treatment of Data for the Problem

1. Subproblem One

The problem is to determine why foodservice managers are not utilizing to effective time management techniques.

The Data Needed

The data needed for the solving of the problem are

events and people that prevent a foodservice manager from utilizing effective time management. Also, data will be needed to find out if managers are familiar or weren't utilizing any time management techniques.

The Location of Data

The primary data will be located in the minds and experiences of the foodservice managers in the greater Miami area, the faculty of the School of Hospitality Management and experienced industry leaders.

The secondary data are located within the public texts and journals at Florida International University, University of Miami and the Florida Restaurant Association.

The Means of Obtaining Data

The primary data will be obtained through individual personal interviews to foodservice managers in the South Florida area.

There will be no secondary data in this subproblem.

The Treatment of the Data

The primary and secondary data will be screened to meet the criteria of the researcher. Data will be interpreted to ensure applicability and adaptability to the topic.

2. Subproblem Two

The problem is based on the data received in the first subproblem to set up guidelines to help the foodservice manager implement effective time management in their operation.

The Data Needed

The primary data needed for solving this problem will be given from the responses from the questionnaires that are collected.

The secondary data will be information in texts on the time management topic.

The Location of Data

The primary and secondary data will be located within public texts and trade journals that are published, and management seminars and experiences that the author has encountered.

The Means of Obtaining Data

The primary and secondary data will be obtained through surveys and texts and journals published.

The Treatment of the Data

The primary and secondary data will be screened to meet the criteria of the researcher. Conclusions will be drawn from data and some guidelines will be set up to help the foodservice manager of today.

IV. SURVEY RESULTS

The Manager's Day

The makeup of a manager's day is more often misunderstood than viewed in proper perspective. Having the title manager doesn't mean the day is spent managing.⁵⁶

The Manager's Role

According to the forty three managers who participated in the survey, 38 percent of their average working day was involved in management activities. The portion devoted to management time varied in the two areas surveyed. Food and beverage directors reported that 42 percent of their time was spent managing while general managers of foodservice operations reported that 30 percent of their time was spent on managing. (See Table I)

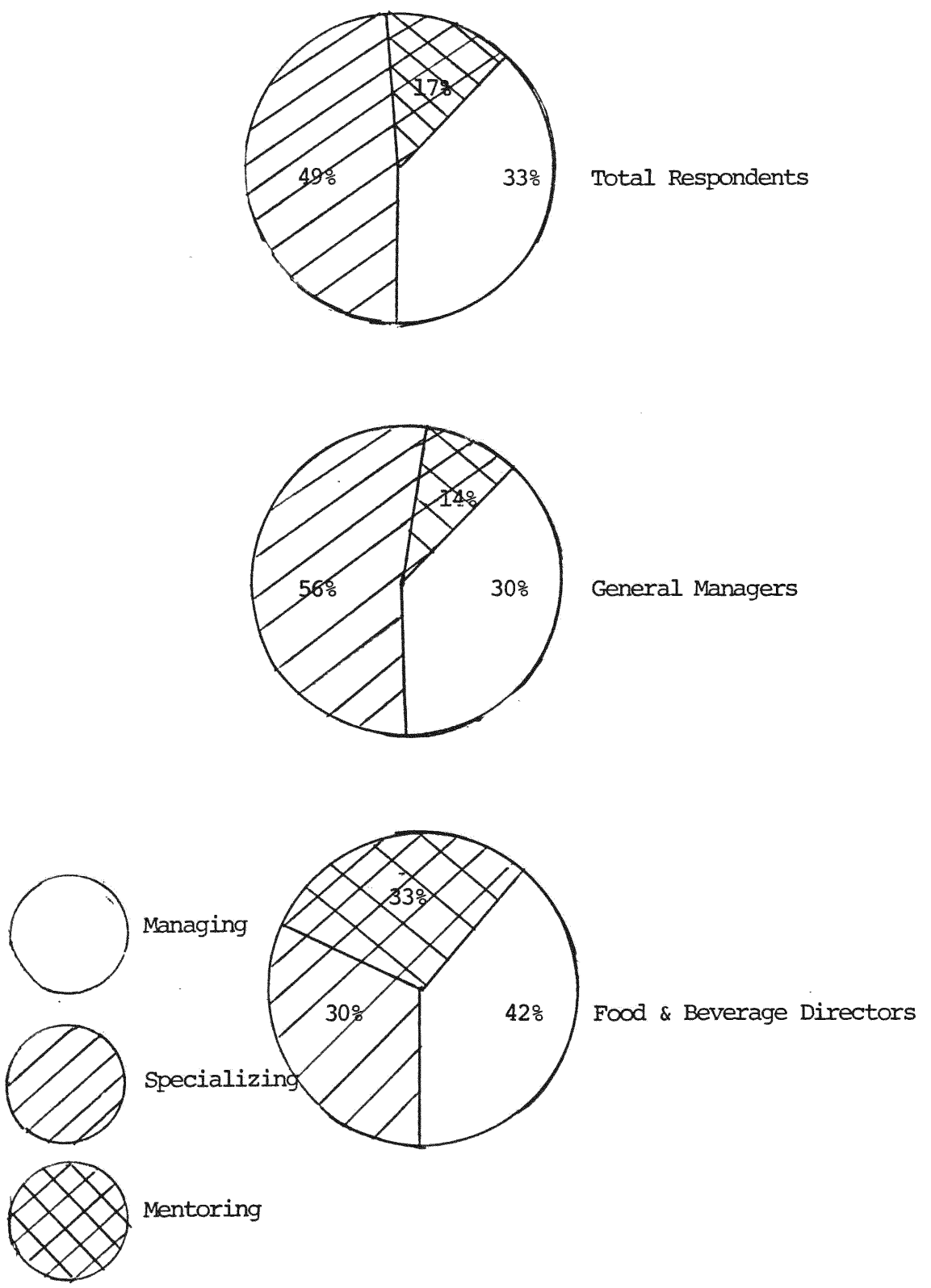
The Specialist' Role

The averages for all managers surveyed showed that 45 percent of their time is involved in specializing (doing jobs instead of managing). The difference is significant between the two areas surveyed, with 33 percent for food and beverage directors, and 60 percent being general managers.

⁵⁶Marvin, Philip, Executive Time Management, American Management Association, New York, 1980.

TABLE I

How Managers Divide Their Time Acting As Managers, Specialists and Mentors



The Mentor's Role

After the specialist role, managers assume a third role of mentoring--the training, counseling and appraising of subordinates. The survey showed that 22 percent of all the manager's time is spent in mentoring. A significant difference of 30 percent for food and beverage directors and 16 percent of general managers.

Dividing the Time

Managers manage the time of their lives: 1440 minutes a day, wisely or foolishly. Time cannot be expanded upon or compromised. It is a resource that once lost cannot be replaced.⁵⁷

Although the allotment of time cannot be increased, the rate of return can be multiplied. To do this, managers must gain a perspective on where the precious time is spent daily.

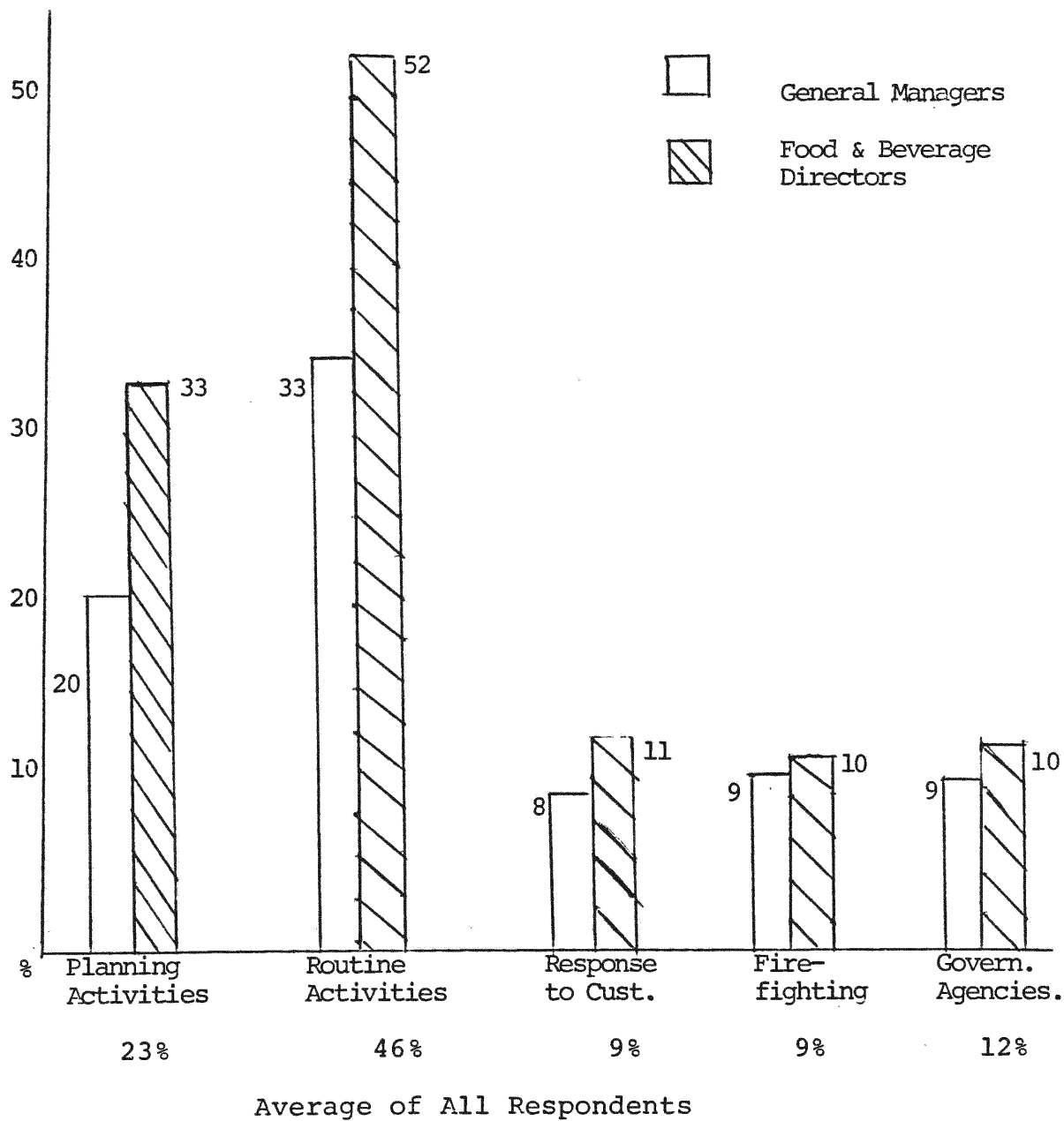
Survey respondents were asked to examine their time from different perspectives. First, they were asked to indicate in rough percentages the amount of time they allocate to various situations: planned activities, routine activities, responses to customers, fire-fighting, government regulations, and other areas. Next they were asked to distribute time spent in nine actual management functions: decision-making, planning, organizing, delegating, staffing, implementing, evaluating, controlling and innovating.⁵⁸ To clarify inno-

⁵⁷Ibid.

⁵⁸Ibid.

TABLE II

How Managers Allocate Their Time
to Various Activities



vating, questions on types of innovation were asked. Finally the respondents were asked to assign percentages to the categories ranked from "absolutely essential" to "counter productive." (See Table II)

These four questions helped to provide information for examining and evaluating how management time is spent.

The 43 respondents to this survey reported that 23 percent of their time was allocated to planned activities, 46 percent to routine activities, 9 percent to responses to customers, 9 percent to firefighting and 12 percent to government and other situations.

Between the two groups there was a slight difference in planned-routine activities with the food and beverage director spending more time in planned activities than the general manager, 33 percent and 20 percent respectively, and in the area of routine activities, the food and beverage directors said 52 percent of their time was spent and general managers spent 33 percent in routine activities.

The Nine Management Functions

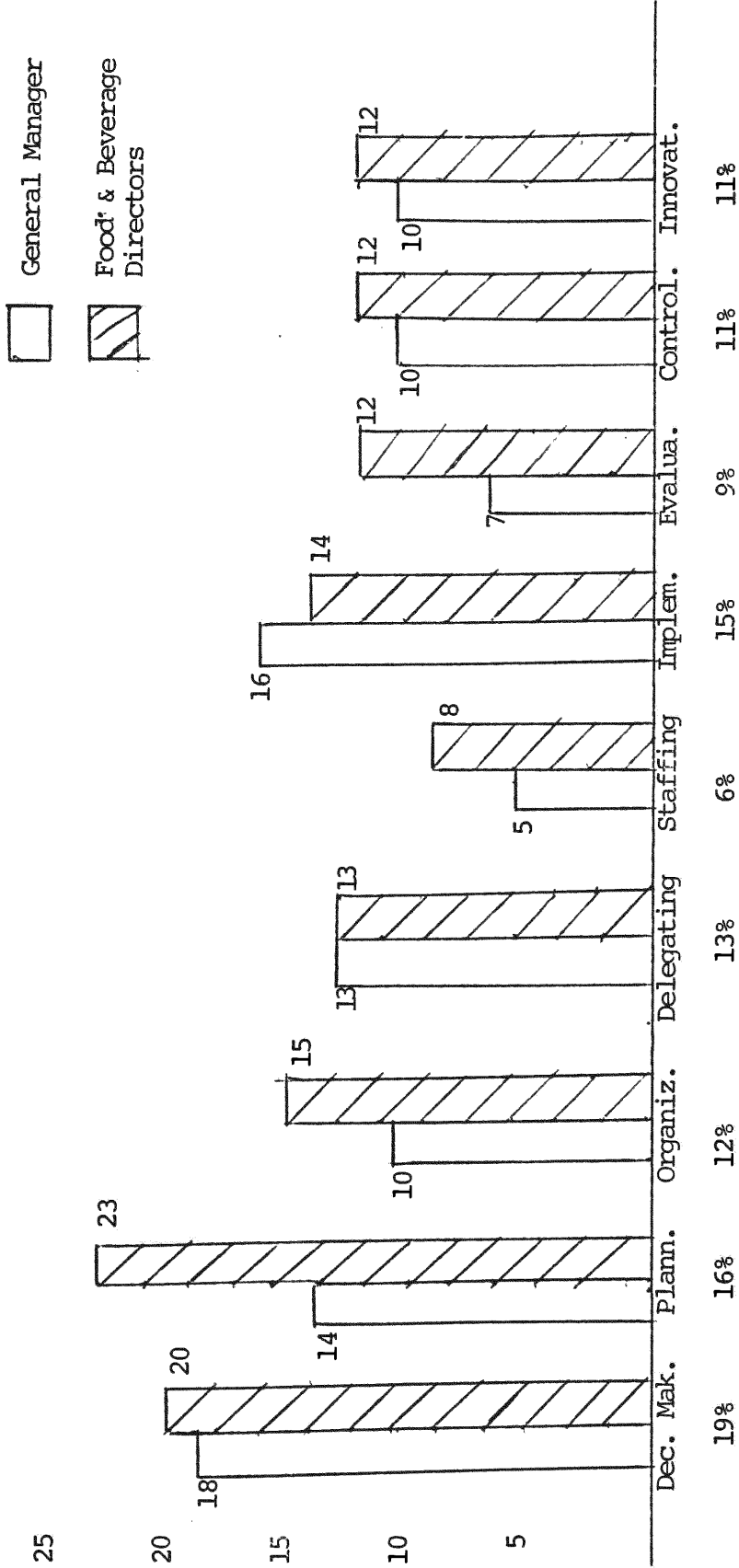
Decision-Making

Decisions direct the action. The process starts with the search for and identification of things to do and involves calculating the consequences of each action. It ends with a commitment. (See Table III)

Food and beverage directors spend 20 percent of their time making decisions with general managers spending 18 per-

TABLE III

How Managers Distribute Their Time Among Nine Management Functions



Average of All Respondents

cent of their time. This is a good indication that decision-making is practiced and that both areas see themselves taking part in the process.

The respondents differed in the amounts of time spent in planning with food and beverage directors spending 23 percent of their time and general managers spending only 14 percent of theirs.

The most productive time is planned time, dealing with priorities. Although emergencies are an unforeseen occurrence that command immediate attention, putting out fires can leave a manager no further ahead at the end of the day than at the start. Managers who are firefighters are forgotten as soon as the fire dies down and the builders take over.

Organizing

In the absence of well-developed organizations and a well-understood structure, people move independently and more or less haphazardly. Plans can't be put into motion without defining who does what and when and who is accountable to whom. Food and beverage directors spent 15 percent in this area, general managers, 10 percent.

Delegating

Respondents of the survey responded at the same percentage of 13 percent. Comments on this question were, "Some managers are doers and end up doing and waste more time doing something that they could have delegated." Another comment was, "I could do the job better myself and it would take too long to show someone else."

Staffing

This was the lowest area for all the respondents, the reason for this being that the majority of those surveyed have delegated the responsibility of staffing to their subordinates. Although this is done, an important point cannot be overlooked by having a manager analyze each job carefully and identifying the key proficiency factors demanded by the job. It is their responsibility to be sure the best qualified person for the job is hired. The responses were 5 percent and 8 percent, food and beverage directors to general managers.

Implementing

This area received a good response with 14 percent and 16 percent food and beverage managers and general managers respectively. Many managers overlook two fundamental facts. First, implementation problems arise because other management roles are neglected. Second, implementation problems will reoccur until adequate attention is given to the causes of the problem. Decision-making, planning, organizing and staffing set the stage for implementation. Managers who allocate a disproportionate amount of time to getting things going, telling people what to do, and how to do it, and keeping things moving are probably not concentrating enough on their other responsibilities.

Evaluating

In this area, 12 percent of the food and beverage directors, and 7 percent of the general manager's time is spent

evaluating managers and staff. This could create problem areas in all foodservice operations because of the failure to monitor your staff and could result in a breakdown of operations. Evaluating your staff both in management and service is important input because they tell managers what is happening while it is happening. Reports tell managers what has happened, after the fact. Furthermore, when management audits activity, subordinates are motivated to do more because they know their contributions are recognized.

Controlling

This area also showed a good percent of 12 percent and 10 percent, food and beverage directors and general managers respectively. This supports two basic fundamentals of management control which are to inspect and expect and with a third being to correct any mistakes. Management must follow through and initiate corrective action while the action is still going on. To act effectively, a manager must know what people are doing, how they are doing it, and how it relates to the performance standard of the job.

Innovation

New ideas can change the course of an established business. This question brought interesting responses. Some were "controlled by owner or main office," "menu is standard," "we are happy with the system we have." The respondents said food and beverage directors was 12 percent and general managers was 10 percent.

Time Analysis

Two questions were asked to the respondents on time analysis. First they were asked to estimate percentages of time spent on activities ranked from "essential" to "counter productive." Next they were asked to estimate what percentage of their time, if any, they could have eliminated without losing their effectiveness. (See Table IV)

The survey showed that managers spend as much as 74 percent of their time in "essential" and "supporting activities" which indicates that time management is efficient. On the other hand, it concludes that as much as 26 percent of management time is frittered away on matters that have no relationship to company goals, are unimportant, or frankly counterproductive. This leads us to the next question which asks if they could reduce direct involvement on the job without losing effectiveness; 65 percent said "yes" and 35 percent "no." In other words, less than one-third of the respondents said they could not reduce their time without losing their effectiveness. These are the managers who are using time efficiently by spending the most amount of their time on "essential" and "supporting" activities.

The Management Workspan

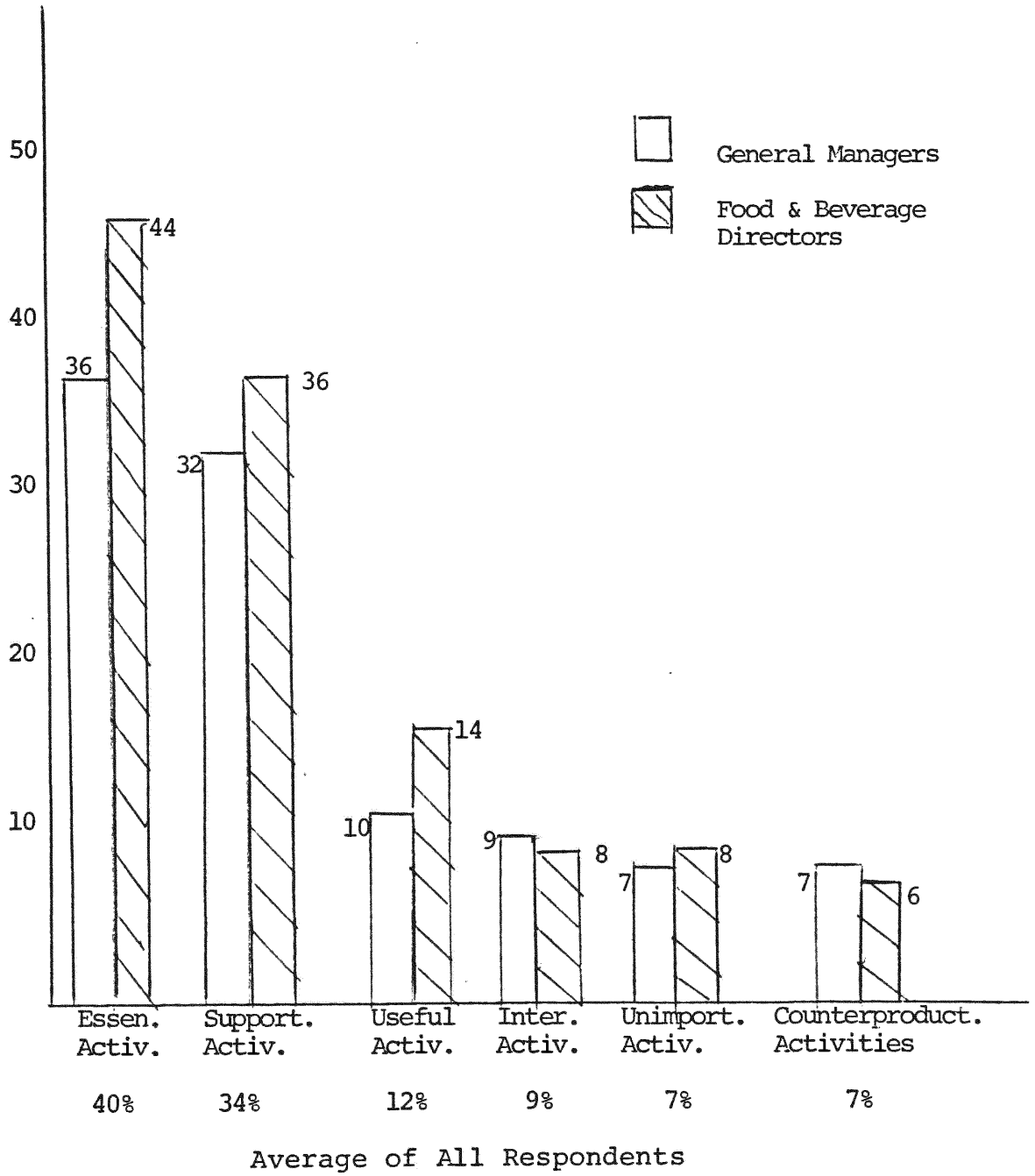
Questions in this section covered the average working day time that a manager spends at the job site.

Early Arrival

The majority of the respondents, 60 percent arrive early

TABLE IV

How Managers Prioritize Their Time



regularly before their scheduled time and 62 percent arrive 30-60 minutes in advance of formal store opening, 46 percent said they arrive before supervisors. (Food and beverage directors responses were not used because of the nature of their business hours.)

Of these managers, 58 percent said they arrived early "to review, schedule and plan for the day", while 39 percent said they came in to catch up on extra work.

Late Departures

Fifty-two percent of the respondents said they stayed at work late to catch up on extra work and 42 percent stayed to keep up with the work.

Summary of the Results

A manager's day is a sequence of responses: to the telephone, the boss, the employees, a delivery, and meetings. Each tests the ability of the manager to control their time.

Based on 43 managers, 12 food and beverage directors and 31 general managers of foodservice operations, an average of 38 percent of the time is taken up by managerial activities. Food and beverage directors spent 42 percent of their time while general managers spent 30 percent of their managing. Time spent on specializing, the doing time showed an average of 45 percent with 33 percent for food and beverage directors and 60 percent being general managers. The monitoring role showed that an average of 22 percent was

spent in this area with 16 percent being food and beverage directors and 30 percent being general managers.

"Most managers will spend their time doing as opposed to managing" according to one respondent. The doing could be anything from expediting on the cook's line, checking orders in, talking to customers, or doing non-essential paperwork.

In summary of time breakdown, an average of 23 percent of the total respondent's time was spent in planned activities, 46 percent in routine activities, 9 percent to responses to customers, 9 percent to firefighting and 12 percent to government and other situations. Between the two groups, food and beverage directors spent 33 percent on planned activities and 52 percent on routine activities while the general managers spent 20 percent on planned activities and 33 percent on routine activities.

One manager responds to all situations as they arise, another deals with matters by defining priorities. Some managers seem to be continuously coping with emergencies; others lived predictable and routine lives.

The nine management functions showed some interesting results. Food and beverage directors recorded the following: 20 percent decision-making, 23 percent planning, 15 percent in organizing, 13 percent delegating, 5 percent staffing, 14 percent implementing, 12 percent evaluating, 12 percent controlling, 12 percent innovating. The general managers recorded the following: 18 percent decision-making,

14 percent planning, 10 percent organizing, 13 percent delegating, 8 percent staffing, 11 percent implementing, 7 percent evaluating, 10 percent controlling, 10 percent innovating. One manager commented, "Planning is the most important and productive of all areas." Another said, "Nothing can be successfully accomplished if the plan and execution of the plan are not done." Planning has been defined in many ways but one manager gave this good definition: "Walking each activity through in advance of the action."

In questions about time analysis, the results showed that managers spend as much as 74 percent of their time in "essential" and "supporting activities" with 26 percent of managerial time being spent on matters with no relation to company goals--unimportant or frankly counterproductive issues. When asked if managers could reduce direct involvement on the job without losing effectiveness, 65 percent said "yes" and 35 percent said "no".

When the respondents were asked about the length of their working day the results were as follows: 60 percent said that they arrive early regularly before their scheduled time, 62 percent arrive early 30-60 minutes in advance of the formal store opening; 46 percent said they arrive before supervisors. Staying late: 52 percent said they stayed late to catch up on work.

Conclusion

Cross tabulation between time spent in management and

other data reveal some interesting correlations. Management styles differ greatly with some managers spending less than 10 percent of their workday in management roles and others devoting over 90 percent.

Those persons spending minimum time managing (the 10 percent managers) rated decision-making on an average of 16 percent. The 90 percent manager gave decision-making an average of 34 percent allocation. These are significant increases in percentages of management time and a drastic increase in actual minutes.

Time allocated to planned, essential and supporting activities showed parallel increases as the percentage of management time increased. However, the time spent staffing was shortened.

Planning and decision-making take up a combined 41 percent of management time. An interesting correlation emerged between the two respondent groups: the food and beverage directors showed a higher percentage in almost every question asked. This is because of the size of a hotel management team, organizational charts and the hours of their operations.

Planned activities are essential for an organization's growth and success, therefore those managers devoting the greater percentage of the working day to management functions are significantly more productive. Data from those questions designed to assess management efficiency support this idea. The more time spent in management the less time can be elimi-

nated.

The "I am the Boss" role is the controlling role. Managers play manager roles only when they identify worthwhile things to do, develop plans for doing these things, organize the resources required to deliver what's wanted, with the time and costs calculated in advance, staff programs, assigned authority, and realigned programs as needed.⁵⁹

Management came up through the ranks and most still find it more comfortable to do instead of delegate. Many managers work many hours stating that this is the only way to achieve success. A few of the respondents mentioned that the situations that they were in indicated their ability to perform management functions because they had to perform someone else's job or duties.

This creates the long days for managers. There were almost 85 percent that said they take work home and spend time on days off and holidays doing it, with 63 percent saying that they do not take full advantage of vacations, sick days, and days off. These people create the low productive manager for the industry.

Time allocations change when more of the day is devoted to the management role. Time spent in decision-making increases drastically as does time devoted to activities labeled "essential" and "supporting".

Some managers appear to be racing against the stop-watch

⁵⁹Kobart, Norman, Managing Time, Boardroom Books, 1980.

daily. Catchup work, late days, are encroaching on the hours many would devote to personal and family development. Many do not take full advantage of days off and vacation time.

When the respondents were asked to assess their time utilization the respondents were divided into two camps. Almost 65 percent said they could reduce their time by an average of 25 percent without losing their effectiveness with the 35 percent saying they could not make any reduction in working time without losing effectiveness. As one manager commented, "Eighty percent of our time is spent on trivia and twenty percent on meat and potatoes."

The respondents are very much aware that they do not use 1440 minutes of each day well. A good look at the data received reveals a critical problem; a low percentage of the day is spent on management, a great deal of precious energy is expended on emergencies or responses to customers, or non-productive items. If 26 percent of management time per day is wasted per day, with an average workday of 10 hours, 3 hours a day are wasted.

Comments from managers on time management said, "Most of our time is spent with short-range projects and putting out fires." One manager said he "spent a lot of time handling situations over which he had no control."

One food and beverage director that was surveyed commented on time management by saying: "The single difference between mediocre and outstanding managers is their efficiency in using time." This survey shows that.

No person can tell managers how to divide their time in each of the three categories. Each restaurant and hotel operation is different from the backdoor to the job description for the busboys. However, managers operate in a competitive environment and where doing the most worthwhile things in the most worthwhile ways is essential for those wishing to maintain a leadership posture. Identifying and controlling the circumstances that surround the doing of things never ends. This management role is neglected at a manager's risk.

V. TIME MANAGEMENT GUIDE

Tips for Getting More Out of Your Workday

As shown by the survey that was conducted of foodservice managers, a problem arose when managers were asked about priorities. Management time was not well spent. Here are some strategies that are being used by some managers.

1. A Do-List - Imperative/Important

A Do-List of some kind, if not being used now, would probably produce the quickest impact possible on effectiveness of your time management. Although any type of Do-List will improve time management, you will multiply the benefits by taking a few extra minutes to set priorities as you make the list (See Illustration 1).

Take a few minutes at the end of each workday to check through your calendar for the next day and whatever items of work have collected on your desk. Determine which of these items must be done tomorrow to keep your commitments and reach your goals. List these in the left-hand column on your Do-List under the heading "Imperative". These top-priority items will take first place in your time and attention tomorrow. Number them in the order you plan to work on them. In the right-hand column headed "Important", list all the other activities you want to complete because they would make basic contributions to the achievement of your

Do-List for _____

(Date)

IMPERATIVE

IMPORTANT

Priority These items are urgent.
Number I will do them without
fail today. Priority
numbers indicate order
of work.

Priority Completing these items
A,B, or C will help me reach my
goals. Priority A
items are most impor-
tant.

Multiple horizontal lines for writing entries in the Do-List.

Illustration 1

Sample taken from Meyer, Paul J., Executive Time Management, SMI International, Texas, 1979.

goals, but which could be done just as easily anytime within the next few days.

When you begin the next day, you already know what to do. The appointments to keep, people to call and the activities to complete are listed and priority assigned. By keeping this list nearby during the day and checking off the items as they are completed, helps to provide a powerful motivation to work efficiently and keep the day moving.

2. The Use of a Calendar/Commitment Book

Every manager needs a calendar handy in order to schedule meetings, appointments, write down ideas or things to do before they forget, and most of all, to prevent over-commitment. Your own type of work habits will dictate what type of calendar you will use. The author recommends the use of a Day-Timer pocket calendar based on personal experience and by seeing it being used by a number of respondents in the survey that was conducted (See Illustration 2).

If you regard your calendar as a commitment book rather than merely a record of what you have done, it will prove most helpful. If, for example, you have marked off on your day-timer a block for planning, and then a salesman calls for an appointment about a new product, you can respond, "I'm sorry, I am already committed for that time, would 2:30 p.m. Wednesday be convenient for you?" It is important to keep commitments to yourself to accomplish the work you want to do as it is to keep the commitments you make with other people.

29

FRIDAY

JULY 29 1983 • 155 Days Left

FRIDAY

29

210th Day • JULY 29 1983

APPOINTMENTS & SCHEDULED EVENTS

TIME RECORD, SERVICES PERFORMED, DIARY

HRS.	NAME	PLACE	SUBJECT	T	TOURS	FOR	RE	DESCRIPTION
					8			
	(A)		TYPE LETTER		9			PLANNING
					10			
	TO BE DONE TODAY (NUMBER EACH ITEM)							
A-1	Plan meeting				11			Meeting Day Shift
A-2	Talk to Joe							
B-1	Do Schedule							
B-2	Cash Register Spotting							
B-3	Do Weekly Accounting							
C-1	Get Bids on New Sign				12			
					1			LUNCH HOUR
					2			
					3			Staff Meeting
EXPENSE & REIMBURSEMENT RECORD								
Item-- What?	Where? Duration?	Purpose-Who What involved?	To whom Paid?	Reimbursed? By whom?				
					4			Mrs. Thompkins Party Appointment, 4:00 p.m.
					5			
					N I T E			

Illustration 2: A Sample Day-Timer Planner

When you use a day-timer system as well as a priority system, it is unnecessary to use mental energy to remember. That capacity is released for productive work.

The day-timer is a system that was developed by more efficient time management. Examples of the usage are shown in Illus. 2. Each person can adopt their own system for using the day-timer. The author recommends the following based on personal experience.

The section "To Be Done Today" is used as the Do-List section. The A-1 priority items are the most important, and must be done today along with other A items. Priority B items should be done only after all A items are complete. C items are items that are really not important and should not be done by other managers; they should be delegated downward to the supervisory staff.

The day-timer system, when used properly, can be an asset to any level of management. Its use will produce more efficient and time-conscience managers. Productivity will increase.

3. Communicating With Others

As a manager whose job it is to getting things done through people, you have the frequent need to communicate with others. It may seem easy at 8:00 a.m. to call the night supervisor about something that went on last night, or whenever a question arises. You are likely to find that you are calling the same people repeatedly during the day. This chops up your own time and interrupts others as well.

The use of a conference planner when topics arise that you wish to discuss with various people will be most useful. Each time you think of a question or a topic you wish to discuss with someone, jot it down under the person's name until several items are listed. Then with a phone call or one brief meeting, you can take care of all the items at once. (Illustration 2)

CONFERENCE PLANNER

INSTRUCTIONS:

In the spaces below enter the names of those with whom you have frequent conferences. Jot down items you need to discuss with each. When the timing is right for a conference--by meeting or phone--handle all items. Work toward avoiding one-or-two-item conferences.

NAME	NAME	NAME
NAME	NAME	NAME

Illustration 3

Sample taken from Meyer, Paul J., Executive Time Management, SMI International, Texas, 1979.

VI. SUMMATION

Proof of Hypotheses

The First Hypothesis

The first hypothesis was that it was possible to determine reasons why foodservice managers are not utilizing effective time management. This hypothesis is proved by the results received from the survey that was conducted.

The first reason that proves the hypothesis is shown, when the respondents were asked about their time spent managing as compared to specializing and mentoring and the results showed that an average of 33 percent was spent managing while the balance of the time was spent on non-managerial functions.

The second reason to prove the hypothesis is when the respondents were asked about essential activities that they have to perform, the average of 74 percent was spent on "essential" and "supporting activities" which meant that 26 percent was spent on activities that did not productivity for the managers.

The Second Hypothesis

The second hypothesis is that there are guidelines to help foodservice managers to utilize their time more efficiently. This hypothesis is also proved because as a current trend in hospitality industry, as well as in Ameri-

can industry as a whole, is to stressing increasing productivity levels in all areas of industry.

Through seminars, conferences and trade journals/books, time management is becoming an important tool for managers as well as non-managers.

APPENDICES

APPENDIX A

Profile of Survey Participants

Total survey group consisted of 43 management personnel. 12 were food and beverage directors of Miami Hotels including some from the Marriott, Sheraton, Eden Roc, Doral and Fountainbleau Hilton, to mention a few.

The 31 general managers were from local restaurants, both private and company-owned operations. Some surveyed were, Andy's Sir Dolphin, Even Steven, Appleby's Eatery, New York, New York, 94th Air Squadron, T.G.I. Friday's, and Raffles Bar & Grill, plus others.

Food and Beverage

The food and beverage directors had in their employment anywhere from 5 to 18 managers under them, with an average of 220 employees under their supervision. An average salary was in the \$46,000 range with the majority being close to \$60,000. Seventy-five percent of the food and beverage directors had been with their present employer for at least six years, and most had been holding that position for at least three years.

Education for the food and beverage directors was good, with at least 90 percent having at least a 4-year college education, vocational degree or apprentice training. The average age for the hotel food and beverage directors was 40-45 years of age.

General Managers

The number of managers that were surveyed was 31. The general managers had on the average 2.4 managers employed and a total staff of 93. An average salary for the manager was \$23,500. This dollar figure was almost within \$5000 for all participants surveyed. Sixty percent of the managers surveyed had been with the employer for over 2 years, with 10 percent being only with the employer 4 or more years. In being a general manager, 75 percent said that they had been a general manager for more than 80 percent of the time they were employed.

Education for the general managers was lower than the food and beverage directors; the education levels were 60 percent having 2-year degrees, 18 percent having 4 year-degrees, or a vocational degree. The average age for the general manager was 32 years old.

APPENDIX B

A FOOD SERVICE QUESTIONNAIRE

Time Management

I. The Manager's Day

1. As a manager, in rough percentages, what amount of your time is spent in the following areas:

_____ Managing (doing management chores)

_____ Specializing (doing management chores)

_____ Mentoring (training of staff)

_____ Total (100%)

Comments: _____

II. Dividing the Time

2. Please indicate in rough percentages the amount of time allocated to various situations.

_____ Planned/Scheduled activities

_____ Routine activities

_____ Responses to customers

_____ Firefighting (solving last minute problems)

_____ Government Regulations

_____ Other: List _____

_____ Total (100%)

3. How do you as the manager distribute your time during one average workday among the nine management functions in percentages?

- Decision-making
- Planning
- Organizing
- Delegating
- Staffing
- Implementing
- Evaluating
- Controlling
- Innovating
- Total (100%)

4. How much time in rough percentages do you spend being creative (innovating)?

- Improving systems
- New ventures
- Market analysis (customer awareness)
- New look, styling
- Cutting costs
- New menu items
- Other: List _____

Comments: _____

 Total (100%)

III. Time Analysis

5. Please estimate percentages of time spent on activities ranked.

_____ Essential activities (crucial to goal attainment)

_____ Supporting activities (something that may be delayed or postponed)

_____ Useful activities (meeting people, personal value)

_____ Interesting activities without tie in goals (time filler; small talk)

_____ Unimportant activities (no purpose; time filler)

_____ Counter-productive activities (waste of management time)

_____ Total (100%)

6. Could you reduce your direct involvement on the job without losing effectiveness? (Please circle one.)

Yes or No

Comments: _____

7. What percentage of your time, if any, could you have eliminated without losing effectiveness?

_____ %

IV. The Management Workspan

8. Which of the following best describes you as the general manager (most of the time)? (Please give a percentage for each area).

_____ Arrive early regularly

_____ Arrive early a couple of times a week

_____ Arrive 30-60 minutes in advance of formal store opening.

_____ Arrive before supervisors regularly

_____ Arrive before subordinates regularly

_____ Other

9. When you arrive early, why? (Please give a percentage for each one).

_____ Commuting convenience

_____ To catch up on extra work

_____ To do professional reading

_____ To relax and get ready for the day

_____ To review, schedule, and plan for the day

_____ Because I work best in the morning

_____ Other

10. Why do you work late (most of the time)? if applicable. (Please give a percentage for each one.)

_____ Commuting convenience

_____ To catch up on extra work

_____ To do extra reading

_____ Just to keep up with work load

_____ To review and plan next day

_____ Because I work best in the evenings

Assume: Average workday 6 days, 10 hours per day per week.

11. Do you take home work-related materials on weekends? Holidays & days off?

Yes or No

12. Do you take full advantage of your vacation and leave time? (Please circle one.)

Yes or No

V. Profile of Survey Participants

13. How many subordinates are directly under your supervision? (Please check one in each area.)

- Managers: 1-2 _____
- 3-4 _____
- 5-more _____

- Staff: 0-10 _____
- 11-20 _____
- 21-40 _____
- 41-60 _____
- 61-90 _____
- 90-more _____

14. Your base salary estimate? (Please check one.)

- _____ Under - \$ 9,999
- _____ \$10,000 - \$14,999
- _____ \$15,000 - \$19,999
- _____ \$20,000 - \$24,999
- _____ \$25,000 - \$29,999
- _____ \$30,000 - \$39,999
- _____ \$40,000 - \$49,999
- _____ \$50,000 - \$69,999
- _____ \$70,000 - over

15. How long have you been with your present employer? (Please check one.)

- _____ Under one year
- _____ One year to one year, six months
- _____ One year, six months to two years
- _____ Two years to two years, six months

Two years, six months to four years

Four years to six years

Six years to ten years

Ten years or more

16. How long have you been employed at your present job as general manager, with your current employer? (Please check one.)

Under one year

One year to one year, six months

One year, six months to two years

Two years to two years, six months

Two years, six months to four years

Four years to six years

Six years to ten years

Ten years or more

17. Your formal education was finished at what level? (Please check one.)

High School

Two-year college degree

Vocational college degree

Four year degree

Master's degree

Doctorate degree

Other

18. What is your age? (Please check one.)

18-20

32-35

21-22

36-39

Questionnaire - 7

_____ 23-25

_____ 26-28

_____ 29-31

_____ 40-45

_____ 46-50

_____ 51 or more

Thank you for your valuable time and patience.

APPENDIX C

TABLE V
Time Analysis Worksheet Showing Average Percentages of All Respondents

	ROLE			FUNCTION							URGENCY				IMPORTANCE								
	Management Time	Specialist or Doing Time	Training/Counseling	Decision-Making	Planning	Organizing	Delegating	Staffing	Implementating	Evaluating	Controlling	Innovating	Firefighting	Planned Priorities	Routine Activities	Customer Activity	Government, Other	Essential Activities	Supporting Activities	Useful Activities	Interesting Activities	Unimportant Activities	Counterproductive
Total Respondents	33	45	17	19	16	12	13	6	15	9	11	11	9	23	46	9	12	40	34	12	9	7	7
Food and Beverage Directors	42	33	30	20	23	15	13	5	14	12	12	12	10	33	52	11	14	44	36	14	8	8	6
General Managers	30	60	16	18	14	10	13	8	16	7	10	10	9	20	33	8	10	36	32	10	9	7	7

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VITAE

Claude A. De Lucia

#102
Miami, Florida 33184
(305)

Physical: 5'10"
180 lbs.
Health: Excellent

Background

Seven years varied executive experience in the Hospitality Industry.

Specific Experience

General Manager - total operational control facility, directing management in all phases of the operation.

Assistant Manager - involved in becoming competent in all functional areas of a facility to ensure positive and effective supervision of all areas of the facility.

Management Internship - working with the manager of facility in becoming familiar with all areas of the operation.

Service Manager - coordinated personnel in proper service techniques to ensure satisfaction of the customer at all times.

Shift Supervisor - coordinated food and dining operation during shifts.

Employment

General Manager - Bogey's Restaurants
Miami Beach, FL
7/80 - 11/82

General Manager - Gordon Seven Seas
South Miami, FL
1/79 - 6/80

Management Internship - Florida
International
University, Bodega
Restaurants,
Miami, FL
1/78 - 6/78

Service Manager - The Cave Restaurant
Frankfort, KY
6/77 - 9/77

Shift Supervisor - Friendly Ice Cream
Corporation,
West Hempstead,
New York
4/73 - 12/76

Primary and Secondary
Education

St. Thomas the Apostle Elementary
West Hempstead, New York

Maria Regina High School
Uniondale, New York

College Education

M. S., Hospitality Management
Florida International University
Miami, Florida, 7/83 (candidate)

B. S., Hospitality Management
Florida International University
Miami, Florida, 6/78

A. A. S., Accounting
Nassau Community College
Uniondale, New York, 12/76

Management Seminars

Executive Time Management
The Dynamics of Personal Leadership
Skills for Dealing with People

Associations

National Eagle Scout Association
Lakeview Fire Department
Lakeview, New York (Associate Memb.)
Florida Restaurant Association
National Restaurant Association
South Miami-Kendall Jaycees