

**Indian Institute of Technology Kanpur**

**National Programme on Technology Enhanced Learning (NPTEL)**

**Course Title  
Enhancing Soft Skills And Personality**

**Lecture - 06  
Managing Time-1: Importance of Time & Understanding  
Perceptions of Time**

**by...  
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Hello everyone welcome back to my course on enhancing soft skills and personality this is the second week of the course.

(Refer Slide Time: 00:21)



And this is the first unit of second week and totally this is the sixth lesson in the past week I started discussing with you at the beginning by giving a brief summary of the previous course on developing soft skills and personality and then I focused on the most important aspect of

developing your soft skills as well as personality and enhancing them that is about your mindset we spent about three lessons on mindset.

Now before I start this one I will actually start with the brief summary of what we did in the last lesson but what is this week going to do and what is it that I am going to introduce to you this week this week we are going to start with a very interesting and an important aspect of enhancing your soft skills and personality that is about managing time you need to know how you perceive it how you try to handle it so the begin with trying to understand the perceptions as well as the importance of time okay.

And as I said before I start actually going to the lesson let me give you a brief highlight of the last lesson in the last lesson on mindset I discussed about the secrets of developing.

(Refer Slide Time: 01:47)

**Highlights OF THE LAST LESSON**

- Discussed about the Secrets of Developing Growth Mindset.
- BE LIKE A BABY**  
As babies we naturally had growth mind-sets  
Fixity came by internalising other's views on us.
- LEARN TO LIVE WITH CRITICAL PEOPLE** (it's our critical partners who contribute to our growth mindset!)
- DO NOT BELIEVE IN NEGATIVE STEREOTYPES/DO NOT BE VULNERABLE TO STEREOTYPE THREATS**  
Succumbing to stereotype threat can undermine one's ability to perform.
- BELONG WHERE YOU NEED TO BE**
- REMEMBER HAWTHORNE EFFECT!**  
Positive emotion and sense of belonging can work wonders!

2

Growth mindset I focused on basically five important aspects of developing your growth mindset the first one I said that you should train yourself to behave act like a baby because as babies we naturally had growth mindsets so when we were growing we actually did not develop fixed mindset but the fixity came by inter realizing others views on us most of the views which were

influencing our thinking and made our mindset fix it were mostly negative things which were trying to tell you that because of your father's occupation because of your parents profession because of their genes your hereditary nature you cannot do certain things okay.

So that actually has been proved variously by lot of psychological experiments that it is totally incorrect that has actually come out of people under own insecurities and their own doubts and apprehensions which they try to impose on you which you got influenced it is high time that you come out of it and then you try to behave like a baby keep your mind open be motivated all the time to explore new things as a baby the baby was never afraid of touching a fire or getting drenched in rain nobody was there to inject in the mind of the baby that if you will get drenched in rain.

So you will catch cold if you touch the fire it will scorch your finger so baby was not really afraid of it but it learned certain lessons from that so try to explore be like a baby do not be influenced by what others tell on you the second point I emphasized to us you should learn to live with critical people it is human tendency to always to live with people who flatter us who love us unconditionally and then who support us come with me even if you are wrong even if you are illegal even if you are incompetent people try to appreciate us because of maybe certain things may be they are associated with us in terms of job in terms of blood relation in terms of even affinity in terms of community in terms of region whatever it is.

But then these people have a feeling that they should always appreciate you and they should never point a single finger on you so that you are always feeling happy but these are the people who are dangerous because they are not going to make us grow or they are not going to contribute to our growth mindset partners who are critical whether it is your life partner or your business partner or your friend or your classmate choose somebody will be critical and if you get a friend who is both who can appreciate as well as be critical.

So you have a very ideal combination so that you get flattered when you are doing good things but then you are also being criticized when you are not doing the right thing and then you try to develop your mindset accordingly the next point I emphasized was do not believe in negative

stereotypes such as telling you that your ability is not coming because of your intelligence your intelligence cannot be grown your ability is coming based on your gender based on your background.

So which cannot be grown so do not believe this negative stereo types do not be vulnerable to stereo type threat a psychological term that actually when we understand a kind of stereotype that is being imposed on us by our surrounding people so we try to internalize and we try to underperform so circling to stereotype threat can undermine one's ability to perform so one should not succumb to stereo type threat the next point that was again illustrated through various experiments conducted in psychology is that you should try to belong where you need to be because a sense of belonging if something that we remove all kind of negative threat that could be influencing your mindset.

So you try to belong and you try to belong in the right place be where you need to be and I also ended by saying that you should remember Hawthorne effect that was indicating the kind of effect that showed proved that it is not money it is not even incentives it is not even the lighting condition the working condition but it is purely the emotional feeling the sense of bonding the feeling of having chosen as a privileged group that could actually motivate women folk to work like anything despite of all varying conditions.

So that only proved that if you have positive emotion and then this sense of belonging and group binding so you will be able to work wonders so that is why I said that with all these aspects of developing growth mindset try to put yourself in the right group and then try to belong to the group by contributing yourself appropriately and rightly having said this let us come to another interesting aspect of developing your personality that is to do with time now the way you handle time the way you deal with time and the way people perceive you as how you are dealing with your time what you are doing with it.

So that is some are trying to tell us as how your personality can be assessed and how good you are in terms of using your soft skills now there are some questions which appear to be simple but they are very difficult to answer what is time it is a very philosophical psychological.

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What is TIME?

And how do you perceive time?

Is time constrained by a clock or watch or something that exists in our mind?

Is it FIXED or FLEXIBLE?



Salvador Dalí's most famous painting *The Persistence of Memory* (1931), popularly known as "Clocks" is a Surrealist masterpiece that depicts melting clocks!

The clocks are not flat but bent out of shape and are melting in a desert.  
Captures the relative and fickle nature of time.

And even technically question to answer and how do you perceive time okay now normally when we say time we know that we look at our watch we look at the clock and then we just look at the figures which are there we look at the duration we look at the frequency we look at the amount of time that we are giving to an event and then we look at the calendar and we know oh this is fine but then it is time constrained by a clock or watch or if it is something that exists only in our mind when we talk about time and when we talk about a time that is trying to determine your personality.

Are we talking about a time that you just follow adhere to strictly or are we trying to understand that there is something inside your mind that is perceiving what is shown outside externally in the form of time in its own way it has a unique way of perceiving it and then what is fine in general if it is something fix it or is it something flexible Salvador Dali the most famous surrealist painter and its most famous painting called the persistence of memory which anytime when you refer to Dali will be seeing this painting and this is popularly known as clocks.

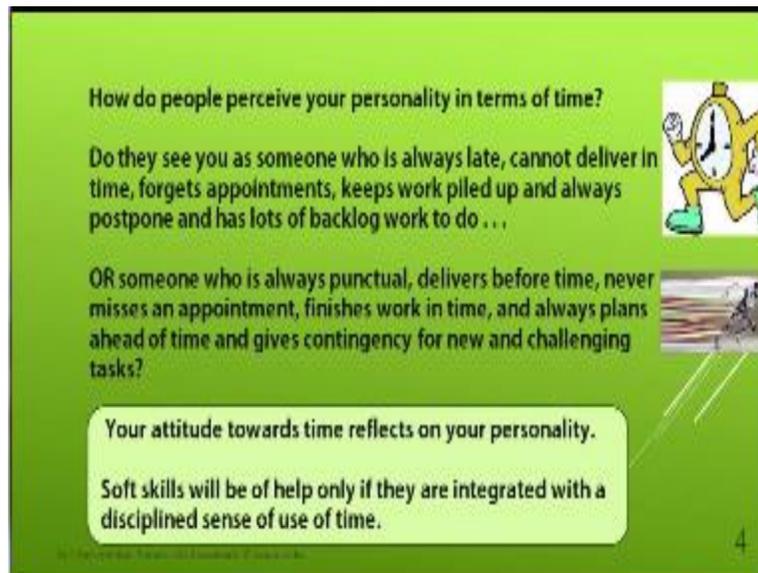
Now that is considered a surrealist masterpiece because that depicts melting clocks what was Dali trying to tell you in his own irrational surrealistic manner what was he trying to talk about

time is he trying to say that the way you look at time in a fix or manner like a routine show rut is he making fun that is not actually time is something that is very flexible malleable okay it looks as if he is just washed kind like a cloth and just hanging on the branch and then it is just drying up.

Can you do it like that so in the picture again if you see the clocks are not flat but bent out of shape under mating in a desert so many interpretations are possible at the end I have given one interesting link where you can just understand this picture and the meaning in a simple manner but what he has done is try to capture the relative and fickle nature of time some people said that he was even trying to picture eyes what Einstein was talking in terms of relativity of time in a very picturesque manner surrealistic manner but to me it appears that the desert is indicating the kind of barrenness that surrounds our life in terms of value and meaning unless you make use of time in a very flexible and efficient manner.

And keeping in your mind that we are always with this sense of corrosion with this sense that time is always loading time is always trying to slip through a singers okay let us come back to this thought towards the end but coming to in a very practical management sense of using time and in terms of developing your personality enhancing your soft skills let us see how do people perceive your personality in terms of time.

(Refer Slide Time: 11:38)



How do people perceive your personality in terms of time?

Do they see you as someone who is always late, cannot deliver in time, forgets appointments, keeps work piled up and always postpone and has lots of backlog work to do . . .

OR someone who is always punctual, delivers before time, never misses an appointment, finishes work in time, and always plans ahead of time and gives contingency for new and challenging tasks?

Your attitude towards time reflects on your personality.

Soft skills will be of help only if they are integrated with a disciplined sense of use of time.

4

Do they see you as someone who is always late so even you tell that you will come in time you will come before time for a function for an important event they laugh behind you and say oh this guy never shows up in time okay how to believe do they see you as someone who cannot deliver in time are you the person who is known for forgetting appointments do you keep your work piled up and are you known for always postponing your work and do you always have lot of backlogged work to do you are always in arrears to do things you are always catching up you are always notable to take up a new task.

You always take up something when it is almost late or almost the deadline is over is it how your people around you or perceiving you are do people see you as someone who is always punctual do people wonder how do you reach a place before time in time but never exceeding the time even you happen to be always the first one to reach the venue and people wonder how is that possible despite the fact that you have a very hectic schedule and are you the person who is known for delivering before time you are the one.

Who under promises but try to over deliver and before time and all you known for never missing an appointment and all you are the person who finishes working time and always plans ahead of

time and are you the person who also give contingency for new and challenging tasks because you have always finished your work in time and you have ample time to start something new when there are others who are struggling with jobs are saying to them previous year five years before and they are not able to complete you have just completed and you are just free.

Now your attitude towards time reflects on your personality now the way you are functioning as much to do with the attitude that you have towards time whatever soft skills you will develop will be of help only if they are integrated with the discipline sense of use of time, so I have been telling in the previous course as well as at the outset of this course that my approach to soft skills will not be giving a cosmetic touch okay it is not like something that you do ask slip service as an external one to me changing your inside amongst to changing your outside and your outside is an indicator of inside and unless you change that inside perceptions attitudes towards time particularly and mindset as I said before developing a growth mindset.

So your soft skills whatever you develop we actually disprove what you actually have inside in the sense so you may talk very softly very nicely very politely very impressively saying that you really finish a task in time but behind people offer to you are saying that you say it is hundreds of times and you are never able to finish it in time, so soft skills will have no meaning when people try to correlate your skills and try to integrate that with the meaning that you give to the tasks that you have been assigned to in terms of time. So keep that in mind and how do you act when you run out of time.

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How do you act when you run out of time?

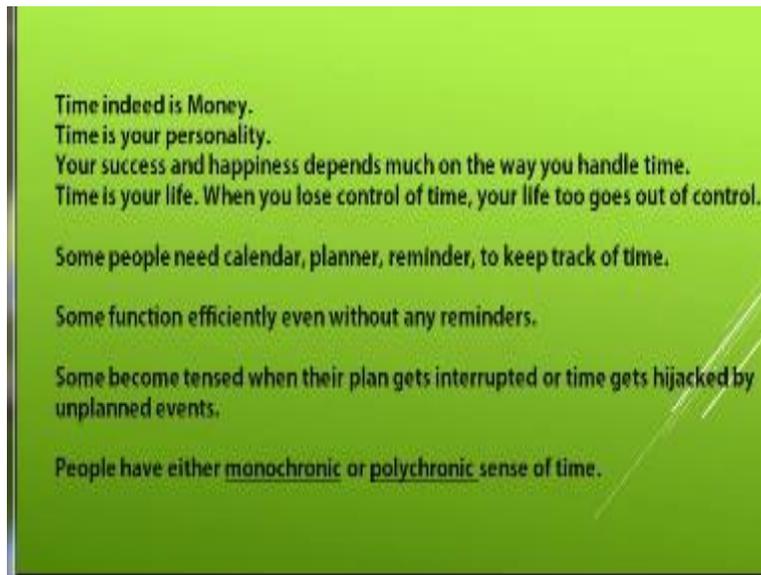
Are you cool, calm and collected or are you stressed? Distressed and depressed?

How do you react when you chase a deadline? Panic, afraid, sweat and let your pressure rise and get annoyed, irritated and shout at people for no valid reason?

This is another important thing like so far I said how do you plan your time how do you execute it do you two things in time but when you run out of time both cases whether you planned or individual and unplanned activity but you are just running out of time or you cool calm and collected or you are stressed distressed and depressed because you are running out of time and you are not able to catch up and then people think bad of you feel humiliated you feel that you are losing your confidence and all that how do you react when you chase a deadline.

So do you panic so much that your are you afraid that you are not able to meet a deadline do you sweat a lot is your blood pressure rising high how do you behave when you work under time pressure when you have two big deadlines how do you behave with people around you do you get annoyed to get irritated do you shout at people for no valid reason do you become totally unapproachable when you are under time pressure and people are afraid of coming to your chamber or talking to you.

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Understand that time indeed is money and time indeed is something that is trying to tell us what is your personality your success and Happiness both depend much on the way you handle time I would rather say instead of saying it is money if your life itself when you lose control of time your life too goes out of control and then this is again interesting the way we see how people try to control the time some people need calendar planners reminder both manually today there is lot of electronic reminders you can set reminders on your computer on your gadgets mobile phone and order to keep track of time and some use it efficiently some despite.

That they are not able to do that and there are others who function efficiently even without any reminders so what is it that is making people not to function efficiently and some to function efficiently some people become tensed when their plan gets interrupted or time gets hijacked by unplanned activities unplanned events so you plan to do something and suddenly some untoward thing happens even an accident even a fracture that can jeopardize, so many of your events so such unplanned events can also put lot of pressure and stress.

People have either monochronic or polychronic sense of time now this concept has been already discussed previously little bit but once again if you recollect monochronic indicates a single

minded perception of time okay which is rather fix it time is seeing as a kind of rare commodity so it has to be rationed so people who have this monochronic sense of time they go by a very fixed rigid schedule so they proportionately divide their life career in terms of time schedule and they follow the schedule strictly, people with poly chronic sense of time view time is something that is flexible and then they are normally not that much annoyed when there are interruptions in fact they welcome interruptions some of them.

And when you look at how these people behave sometimes they slightly miss deadlines but then they are also able to do justice to many activities at the same time most of the Western culture tries to inculcate a mono chronic sense of time where time is a rare commodity time is money so the eastern our Indian culture tries to inculcate a poly chronic sense of time but today even this kind of is not becoming very valid because we are all living in a kind of globalized world and then this stands to multinational corporations.

Culture has become somewhat flattened and then you cannot say that your culture is different your sense of perception is different more or less immense is try to inculcate this monochronic sense of time which means you have to reach the office in time if you miss it so some offices keep punch card or they note the time and then they know that if you are late for three days so one days the casual leave can be cut and so on.

So time itself is rationed and your reward or punishment depends on that your assessment depends on that so you understand that we have this monochronic or polychronic sense of time so monochronic scheduling and then working according to the schedule polychronic letting interruptions come on its way but then still you make your schedule flexible and try to finish it now let us come to another important part of this lesson less, how to control time okay.

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**Controlling Time**

- 1. Take log of your time:**  
Note the way you spend your time in a day, week, month, year, over a period of your life.
- 2. Scrutinize time leakage:**  
Find out where you waste your time in unproductive activities. Minimise them initially. Eliminate them subsequently.
- 3. Create Time**  
Make time by removing time spent on unnecessary activities. Use it for those creative and productive activities that will uplift your life and career.

What should you do to control your time because I said that controlling life itself means controlling time, three important things you can do the first most important thing is take log of your time, what do I mean by taking log of your time take note of your time see how your time is slipping through your fingers how are you spending or wasting your time even when you are wasting your time sometimes you don't even realize that you are not spending your time in a fruitful productive manner.

You do not even know that you are actually wasting, so how time is just actually high jacking your productive aspect of your life so what can you do either in a diary or in a planner either using your computer or in your mobile there are so many apps also these days just note the way you are spending your time in a day in a day you just see what time you are getting up what are you doing after you get up how much time you spend for example in coffee or reading a newspaper or just checking up your what's app and Facebook updates or sitting before computer.

Or just even in spending good activities like walking or jogging or doing exercise how much time you spend in just bathing how much time you spend in eating how much time you spending sleeping how much time are you devoting for steadies how much time are you devoting in the

day to day activities like commuting now make note of all these things and then try to see how you do it on each day and then identify a week look at a month and then you will see that certain Sundays have the same pattern Saturdays have the same pattern Mondays have a similar pattern look at the entered log for a period of years and then look at for a period of your life like when you are at a lower position how are you spending your time and when you are promoted how are you spending your time when you are studying at a lower grade how did you give time for studies.

And what are you doing now, now what can this exercise do to you it can help you develop a sense of the way you are using your time under way you will be able to manipulate how you can control it particularly you should be able to see how time is getting wasted it looks like you just wanted to check one meaning on Google and then you sat before that so that meaning you read from Wikipedia and then from Wikipedia there are some references you went and then there was a you tube link and then you check that and from that link there were other links and then it was saying that people who was they watch the D sold so you was you wanted to watch that.

And then it was saying or referring to your book and you wanted to read the review of it we just started with the word and then it was let us say around the 8'o clock and you end up around 3 a.m. and then you realize that time just meant just like that and then it looks like okay you learn something but then what is the learning in a very productive and planned manner could this learning be avoided this learning was this gathering information what is it giving you knowledge and wisdom.

These are things that you have to ask and then you have to decide that okay this time I will spend only for this, so the second one the second point that I make here will also help you to control your time that is you should scrutinize the time leakage, how it is getting heat particularly find out where you waste your time in unproductive activities now learn to minimize them initially it is very difficult to stop it initially, okay.

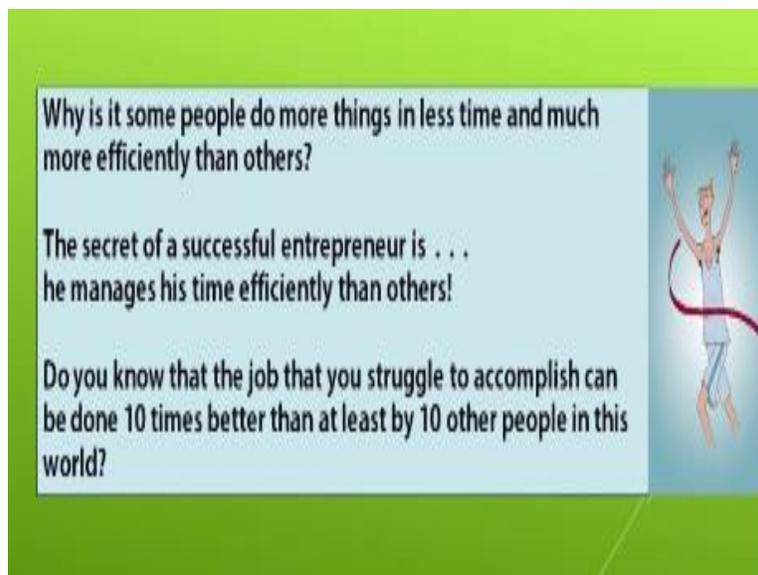
But once you think that okay I will minimize so you decide that next time when I look up a word in online dictionary I will stop with the meaning itself or at least if I go beyond that and then

look at one article from Wikipedia I will just stop this or at least I will decide for this word maximum I will give 10 minutes or 15 minutes not more than that not 5 hours at a stretch, so once you are able to minimize that very soon you will be able to eliminate such wasteful activities also, the next important way of controlling your time is in terms of creating time so once you are able to remove time spent on unnecessary activities will be able to make time create time especially for creative and productive activities that will uplift your life and career.

That we actually develop an inventive charity even read a personality development book watch videos there are hundreds of good videos that can actually motivate you make you do lot of creative things for try to give sometime for that also that is what I mean by creating time so by controlling time first take log of your sign check how you are wasting your time and check how you are spending your time productively and second stage minimize the time that you are wasting on unproductive activities.

And third stage use that for creating time for creative activities and productive activities now look at other aspect of time.

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Why is it some people do more things in less time and much more efficiently than others?

The secret of a successful entrepreneur is . . . he manages his time efficiently than others!

Do you know that the job that you struggle to accomplish can be done 10 times better than at least by 10 other people in this world?

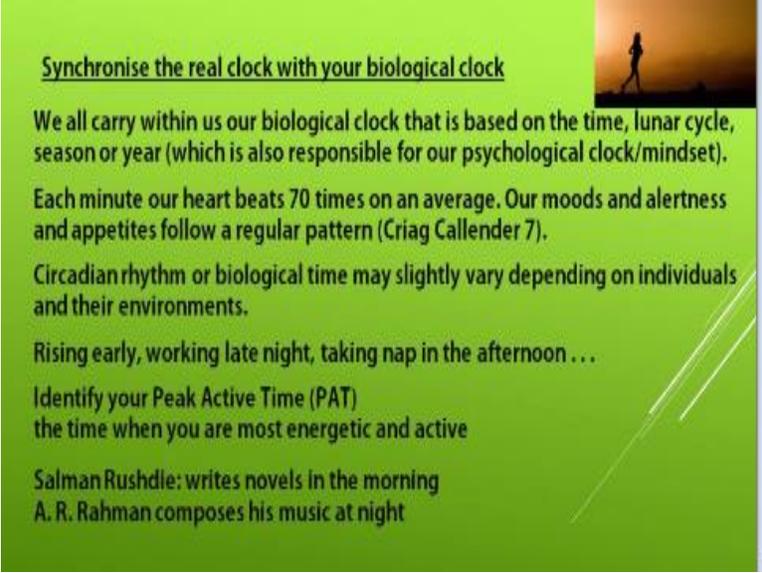
Why is it some people do more things in less time and much more efficiently than others and what are the secret of successful, entrepreneurs, billionaires I remember an interview in which one of the successful entrepreneurs was asked if question how do you manage when all of us have 24 hours to accomplish so much, so to which he said when you try to do one task in a time that you think you can do it I try to ensure that I do at least 10 tasks in the same time you would have done only one task.

So that is the focus that is how he does things in optimizing the peak time in which he can do or give his best performance so it is about how he manages his time efficiently than others I am coming to this point as how you can also do that in the next slide but before that do you know that the job that you struggle to accomplish most of the times you say that oh! It is a very difficult thing only I am trying to do it with lot of efforts I am working so hard so that job whatever job it may be can be done 10times better than at least by 10 other people in the world.

So whatever we think that we are doing to our best with lot of hard work we should always understand that it can be done 10 times greater kindness in the world there are always examples to prove that and you should keep that in mind so you should not let your mind bogged down by the thinking that okay I am spending more time I am working and then I am doing this within this time it is not like that maybe you are doing in a way that you are actually working hard but not smart.

How can you work smart now look at this point by synchronizing the real clock with your biological clock.

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Synchronise the real clock with your biological clock

We all carry within us our biological clock that is based on the time, lunar cycle, season or year (which is also responsible for our psychological clock/mindset).

Each minute our heart beats 70 times on an average. Our moods and alertness and appetites follow a regular pattern (Craig Callender 7).

Circadian rhythm or biological time may slightly vary depending on individuals and their environments.

Rising early, working late night, taking nap in the afternoon ...

Identify your Peak Active Time (PAT)  
the time when you are most energetic and active

Salman Rushdie: writes novels in the morning  
A. R. Rahman composes his music at night

Now we all carry within us our biological clock that is based on the time lunar cycle season or year which is also responsible for our psychological clock or mindset now this biological clock okay at some times in a different manner uniquely depending on the body depending on the physic and nature of human being living in different environment each minute for example our heart beats 70 times on an average our moves and alertness and appetites follow a regular pattern.

So some people get hungry even early around 6:30 in the morning and some people do not feel hungry even around 11:30 in the morning, so some people finish their dinner at 5:30 in the evening some people even go to one o'clock two o'clock late night or till eat early the next day morning circadian rhythm or biological time may slightly vary depending on individuals and their environments okay.

So meaning my time of getting up early may not match with your time of getting up early because your body make tune yourself and your brain cause it is alertness at a time that we are not matching up with my own time so rising yearly working late night or packing nap in the afternoon so all are depending on your circadian rhythm what you need to do is that you need to

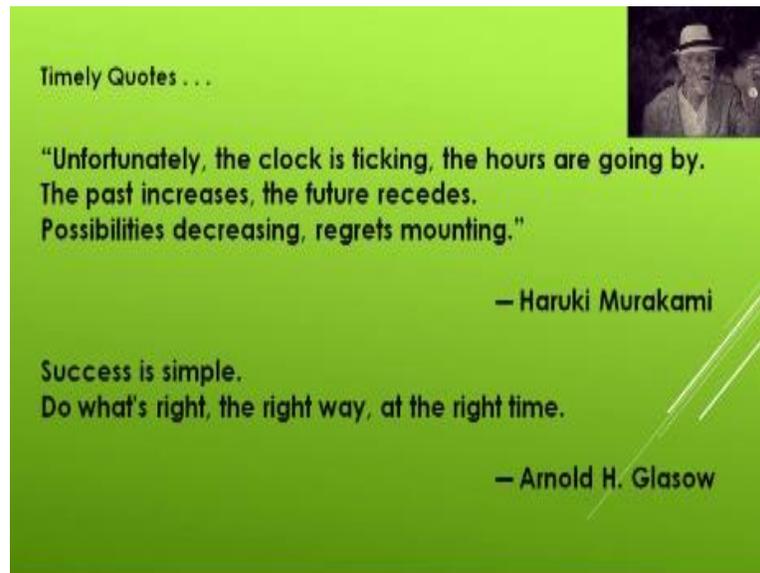
identify the peak time, time when your most energetic and active some people by nature they are early risers and then they are able to do very well early in the morning okay they accomplished so much by 10 o'clock 11 o'clock and then their energy starts declining there are others who start slowly but then by the time afternoon evening comes they start working very actively so identify the part of the day you feel your mind is very alert and then you are very active and energetic and enthusiastic.

Normally people say that our motivations decline in the evening and then it's like very weak at night and then when we get a purely in the morning they are very fresh we are active just even going out in the Sun It is sort of motivating us but as I said this is the normal thinking but depending on your circadian rhythm your peak period may be different, look at the famous author novelist Salman Rushdie if is that in an interview that as soon as he gets up in the morning he just rushes and then starts writing the novel even without brushing his teeth or taking but he just continues with the rhythm the energy that mind is trying to be very active.

And then he is able to use that energy that is able to get it early in the morning where if you look at a musician like A. R. Rahman he says that night is the peak time for him so he does not want any kind of disturbance and most surface masterpieces are all compost around 3:00a.m. 4:00 a.m. like late night or early morning when he just works without any disturbance so you can see there are examples of geniuses working either in morning or night or evening afternoon and all that but it is important for you to decide which time you will be able to give your peak performance and identify that time the previous exercise for logging your time will help you to identify that peak time.

And that peak time so you should not be disturbed by anybody even if you need to hide and then do your work in a place where nobody can disturb you so find a place and uninterrupted place be there and then start doing that work and then do not let the big time slip away through your fingers, now let me conclude this lecture with to timely quotes one from Haruki Murakami quote unquote ASIS unfortunately the clock is ticking the hours are going by the past increases.

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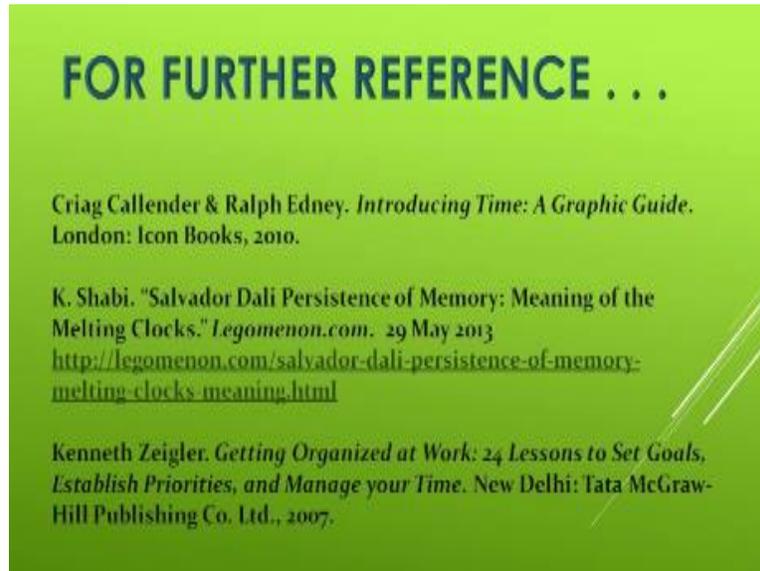


The future recedes possibilities decreasing regrets mounting as we age as we grow we realize that we thought of so many things we wanted to do so much but then we end up regretting that we did not do we did not even try that so that is what he says when the clock keep sticking our regrets also keep mounting but in association with this though look at the code from Arnold H. Glasow, he says that success is simple do what is right the right way at the right time.

And I would like to conclude with the thought that if you are able to do what is right at the right time in the right way that is having identified your peak time you are doing the most import productive work that will enhance your personality in the right way possible success will follow you it will chase you and you will live a life of no regret so that is the most important way of defining success that if you are able to live a life without a deep sense of regret you can say that your life is by and large successfully.

So wishing you that kind of success after doing this course while doing this course and thank you for watching this video before I, conclude for further reference if you want to know more about time and the philosophical way of looking at time look at the book on introducing time.

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It is written in a graphical manner and then the online link to Salvador Dali's paintings on clocks and the meaning is discussed interestingly in the link that I have given but there is also another book by Kenneth Ziegler where from ticks are given in terms of time as well as overall in terms of getting organized at work so that will also help you to know more about time management, thank you once again for watching this video we will get back in the next lesson soon.

### **Acknowledgement**

**Ministry of Human Resource & Development**

**Prof. Satyaki Roy**

**Co-ordinator, NPTEL IIT Kanpur**

**NPTEL Team**

**Sanjay Pal**

**Ashish Singh**

**Badal Pradhan**

**Tapobrata Das**

**Ram Chandra**  
**Dilip Tripathi**  
**Manoj Shrivastava**  
**Padam Shukla**  
**Sanjay Mishra**  
**Shubham Rawat**  
**Shikha Gupta**  
**K. K. Mishra**  
**Aradhana Singh**  
**Sweta**  
**Ashutosh Gairola**  
**Dilip Katiyar**  
**Sharwan**  
**Hari Ram**  
**Bhadra Rao**  
**Puneet Kumar Bajpai**  
**Lalty Dutta**  
**Ajay Kanaujia**  
**Shivendra Kumar Tiwari**

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