

## **ADMINISTRATION OF THE MANAGER'S TIME: ESSENCE, MAIN PROBLEMS, METHODS OF INCREASING EFFICIENCY**

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*Стаття отримана редакцією 05.05.2020 р.*

*The article was received by editorial board on 05.05.2020*

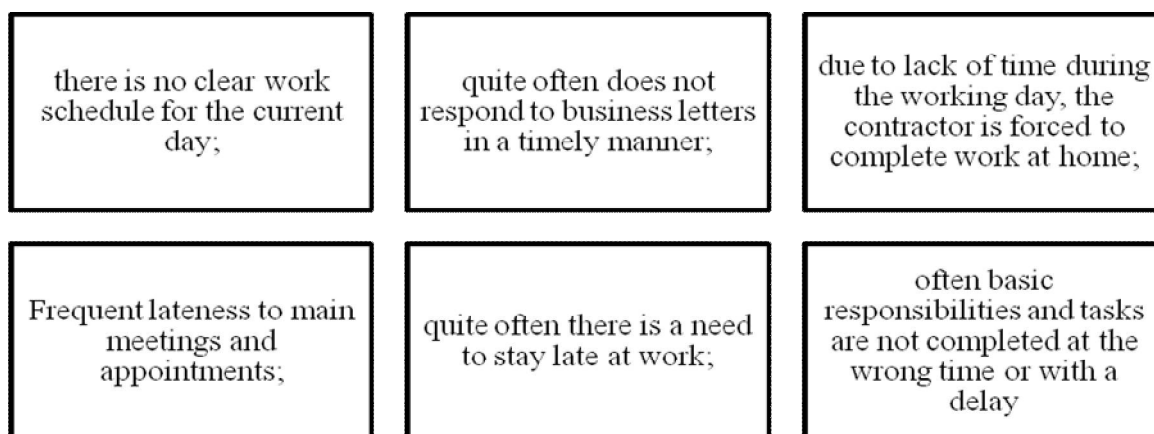
**Introduction.** The article proposed the investigating of the effectiveness of the manager's performance of tasks that require quantitative and qualitative values (especially, that depend on manager time using). Time is precisely the resource that is essential for a manager. And from its distribution, planning, accounting, the effectiveness and achievement of the set goals will depend. Modern specialists who study the issues of management activities have established that it is on how managers allocate time that both personal efficiency and enterprises will depend (regardless of the size of activity, field of activity, number of employees, etc.). Because the manager must not only manage his own time, but also his subordinates. It is the manager who deals with the whole assignment, which will determine the criteria for the distribution of time. In a dynamic environment, time management issues become one of the key factors for management success.

**Overview of recent researches and publications.** The study of administration and the search for ways to improve the efficiency of time use was carried out by both domestic and foreign scientists, such as: N.A. Aliushina, E.L. Merzliakova, H. A. Arkhanhelskyi, A. Yehorshyn, S. Covey, B. Tracy, D. Allen, J. Cowley, K. Keenan, M. Cook, L. I. Skibitska, L.A. Zavert, D.N. Hranin, H. Zakharenko and others. However, the issues of time administration for managers remain relevant, especially in the information economy.

**The main body and results of the research.** The modern world is characterized by a high dynamism of changes, a high level of competition, globalization, the complexity of forecasting, and the like. All this leads to high requirements for the organization of their own work and the work of their subordinates, which for a number of reasons (being late for work, illness, bad mood, disputes, etc.) will create additional problems and lead to irrational use of time. It was the dependence on the human factor at the enterprise that led to the emergence of a separate line of research in the twentieth century – time management, which provides precisely time management. Modern improvements of these specialists are useful for managers of different levels and will make it possible to rationally use the most valuable resource – time that cannot be turned back, but the lack of which will cause poor-quality performance of tasks, losses in production, and a decrease in performance indicators.

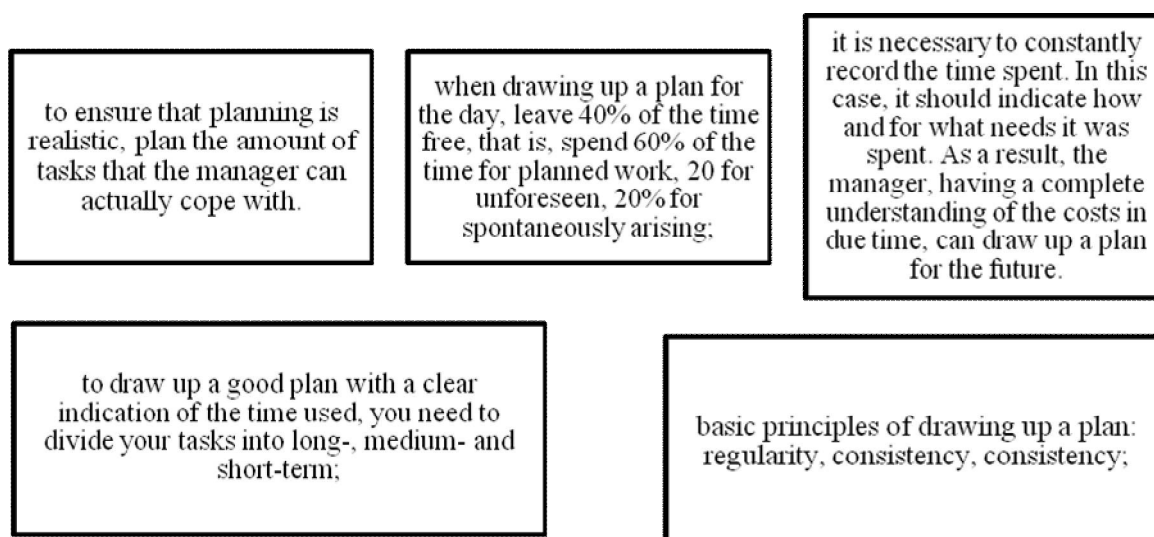
For a manager, one of the strategic tasks is the rational use of working time. In particular, all working time will be divided into three parts: scheduled time (60% of their working time, on average – 6 hours); reserve of time for creative work (20%), reserve for unforeseen work (20%) [7, p. 135].

Signs indicating the need for concern about the management of working hours are the following (Fig. 1).



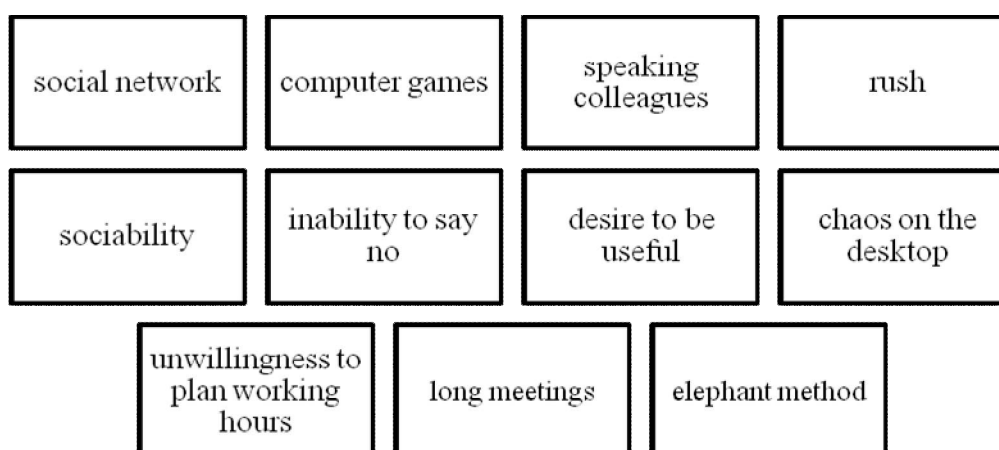
**Fig. 1. Signs of ineffective use of working time by a manager**

At this stage, in the context of the intensification of many changes, it is difficult to foresee certain types of work and reduce losses from the unproductive use of working time. Therefore, for the rational use of their time, managers need to use manage based on the following basic rules (Figure 2).



**Fig. 2. Basic time planning rules for managers**

Since, apart from the human factor, the so-called "eaters" of time (chronophages) appeared. This is what distracts from the task at hand (Fig. 3).



**Fig.3. Modern «Time Eaters» in managers [compiled by the author on the basis of 4-6]**

Therefore, for the effective management of working time and increasing the efficiency of managerial (mental) activities, modern specialists have developed a number of methods (Fig. 4).

Pareto Principle 80/20	4D technique	SPACE technique	Eisenhower method
Rule "6P"	ALPEN method	Pomodoro Methodology	Frog Methodology
Franklin pyramid	"Swiss cheese" technique	100 blocks	method 10-3-2-1-0
SCRUM method	ABC method	method 52/17	method 90/30

**Fig.4. Modern techniques of time management [authoring]**

All these techniques are aimed both at structuring tasks and increasing labor productivity both for managers and for all specialists involved in mental work. Therefore, it is advisable, first of all, to consider methods for increasing labor productivity during the working day (Table 1).

**Table 1.**

**Methods for increasing the productivity of mental work of managers  
[summarized by the author]**

Method	Characteristics
«Pomodoro»	The essence lies in the fact that we allocate the necessary time for 25 minutes. Then every 25 minutes we take small breaks.
«Frog»	This method is due to the fact that each and every day we have an unpleasant business or every Sunday and we constantly postpone or postpone its decision. Therefore, the "frog" is an unpleasant business and the method assumes that we must eliminate it.
«Elephant»	"Elephant" is a great thing that needs to be reduced by dividing it into small and small matters. Because a big thing, like a big elephant in the beginning, causes fear. And the elimination of this is possible only by reducing.
«Swiss cheese»	This method is offered for those who are very slow to start a business. Since this cheese has big holes, it is therefore proposed to present a new business as a need to make a hole, which will allow control over when to start, and thus business will be done faster.
Method 10-3-2-1-0	Provides for 10:00 before bedtime no caffeine, 3:00 before bedtime, no food, 2:00 - no food, 1:00 - no work, 0 - no alarm.
The Pareto Principle	Principle Assumes that if you take all tasks during the working day as 100%, then 80% are current tasks that have low productivity (routine tasks), but 20% are important tasks that have high productivity. However, if we approach the distribution of time, then 80% of the tasks can be solved 20% of the time, and 80% of the time will be spent on another 20% of the tasks.
Method 52/17	Assumes that you work 52 minutes and rest for 17
Method 90/30	This method assumes that you work 90 minutes (especially the first ones that work hard), and then rest for 30 minutes. And so you work during the day.

Separately, it is necessary to characterize the methods that are used to increase labor productivity and organization of activities, since managers spend a significant part of their activities not only on various types of communications (Table 2).

**Table 2**

**Methods for increasing the efficiency of organizing the activities of managers  
[summarized by the author]**

Method	Characteristics
ABC Method	This method assumes that the manager must rank all the cases. Category A cases are very important cases, which account for 15%, but their effectiveness is 65%. Category B cases are important cases, which make up 20% of all cases and their effectiveness is 20%. Categories C are tasks that make up 65% of the working time, but their result rate is 15%. This helps the manager to determine the tasks that he must perform independently, which can be delegated from time to time, and which tasks (assignments) need obligatory to delegate.
Eisenhower Matrix	This method involves the use of a matrix method, according to which a matrix is drawn up, which provides for the division of cases into 4 categories: A - important and urgent matters; B - not urgent, but important matters; C - urgent, but not important matters; D - not urgent and not important matters.
The salami method	When all things are divided into small pieces and done every day.
Rule "6P"	Correct preliminary planning Warns Bad Performance
SPACE Method	S – sort P – purge A – assign C – containerize E – equalize
Rule 1-3-5	The rule stipulates that working hours during the day are limited. Therefore, for each day, the manager plans 1 large (important task), 3 - medium tasks, 5 or less important tasks, that is, a total of 9 tasks.
4 D Techniques	Provides, if you cannot complete the task, then you need to take a certain action. Delete. (Don't do what you've never done) Postpone (sort things out and do the more important first and then the less important). Delegate (involve colleagues, friends, acquaintances to perform certain tasks). Reduce (duration of meetings, meetings, etc.).
Methods of 100 blocks	Since every adult has an average of 7:00 sleep, and the remaining 17 hours is an active period. This is an average of 1000 minutes, which can be divided into 100 folders (blocks). And then they are divided into the next 10 minutes in length and a chronological map is made. Following the same principle, they analyze the past days and determine what has not been done and why.
Franklin's Pyramid	The essence of this method assumes that a plan is drawn up for: day, short-term, long-term, general. The global goal and life values are determined.

This list of methods is not exhaustive. It is constantly replenished, as it allows to increase productivity and efficiency, the efficiency of performing tasks.

It is also advisable to use separate time management rules for the conscious management of your own time (Fig. 5).

Audit time (there is always a difference between what is real and what you want)	Determine the desired results before meetings	Define time limits for completing tasks	Plan every Sunday
Plan every day	Block out distractions while you work	Don't expect inspiration, do it right away	Don't strive for perfection
Don't get hung up on small details	Schedule breaks between tasks	Make the most of your waiting time	Organize your email
Learn to say "no"	Train the other side of your brain (hobby)	Balance of work and time	Turn your system into habits
Don't answer your phone just because it rings	Be early	Rest time schedule	Use your calendar

**Fig. 5. Measures to improve the efficiency of managers' own time management**

Let's consider them in detail. We all want to make the most of the 24 hours we get every day. However, some people achieve success and productivity - at the same time as everyone else! How can I be more successful in managing my time? You only need to apply one powerful concept: conscious time management.

Audit time (there is always a difference between what is real and what you want).

First things first: start by figuring out where your time is going during the day. There is often a large discrepancy between your subjective timing and reality.

Before meetings, determine the desired results. Have a goal before starting meetings. You will spend less time getting back to work once you reach your goal.

Determine time limits for completing assignments. Take another look at the time audit and identify tasks that are taking longer than you expect. By setting time limits on these items, you will focus more and work more efficiently. If you're still running out of that time frame, study your workflow and eliminate small waste of time such as unplanned interruptions.

Plan every Sunday. Getting to work with your weekly plan will help you focus on your priorities. You can easily move from your lighthearted mindset on the weekend to a productive morning "work brain" on Monday. Take a few minutes on Sunday to come up with a plan for the entire week. Cure procrastination by breaking down your weekly goals into daily goals, so you only need to look at this list as you work. Schedule low priority tasks for Monday and other low business days. Complete creative and challenging tasks on Tuesday and Wednesday. Schedule meetings for Thursday when energy is low. Use your Fridays to plan and organize your network.

Plan every day: Pick the first 30 minutes of your day to create a daily to-do list that matches your weekly plan. Pronounce the list items as if you have already completed them. Instead of "Send Report" write "Report Submitted". This little trick will give you an extra boost of motivation.

Block out distractions while you work. Use the Do Not Disturb feature on your computer when working on targeted tasks. Pay attention to working on only one monitor and opening only one window. Going offline might also be an option, but let's not go that far.

Don't expect inspiration, do it right away. Some writers sit around waiting for inspiration to come. Businesspeople don't get involved in serious tasks unless they are in an ideal work environment. With awareness, you don't have to feel that something has been done to do this. Pay attention to the thoughts and feelings that arise when you work from an external point of view. Don't let them control your actions.

Don't strive for perfection. When everything has to be perfect, can anything be good enough? Probably, no. To become exceptional, you must fail once and learn from your mistakes. Treat every effort as an experiment – a valuable step on your journey, no matter the outcome.

Don't get hung up on small details. Focus on your priorities, not on the small details of your work. Solve the important tasks on your to-do list yourself and don't worry about the little things.

Schedule breaks between tasks. The human brain can only focus for about 90 minutes at a time. Schedule a break at least every 90 minutes to avoid burnout and maintain high performance throughout the day.

Therefore, the choice of method will depend on how the manager will develop a personal work plan (Fig. 6).

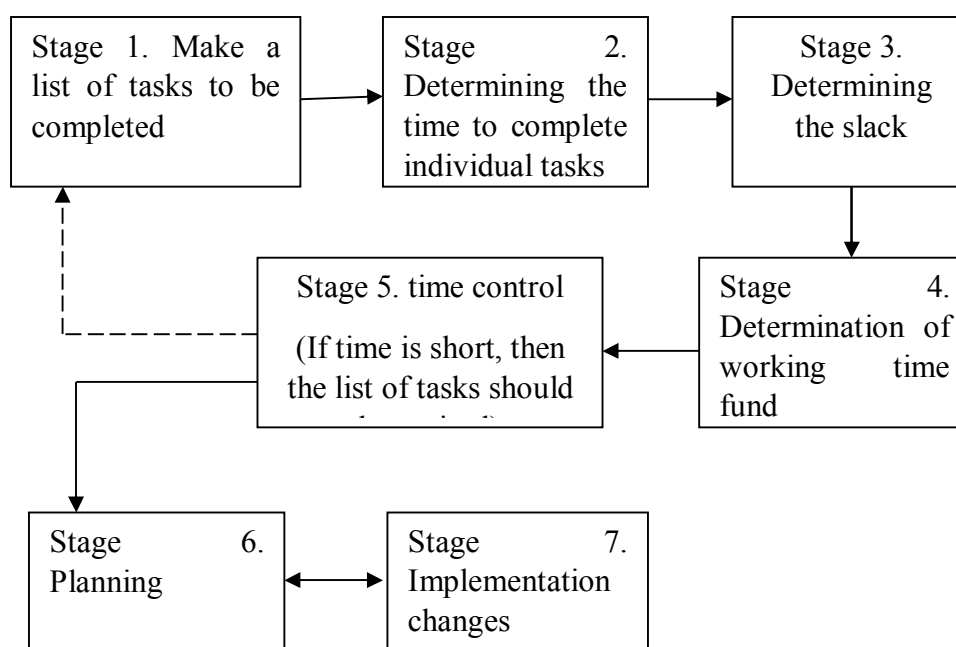


Fig. 6. Manager's personal work planning process [7]

The effectiveness of a manager's work plan will depend on many factors: biological clock, psychological clock, person's lifestyle, intellectual level and, most importantly, motives. However, in the planning process, it is necessary to take into account the problems that hinder the effective management of working and own time (Table 3).

One of the biggest challenges that most managers face is not only how they can work hard in a competitive environment, but how they maintain balance without feeling empty. It's not just about achieving goals around the clock. It's also about the quality of life.

Balancing work and rest is key element. If there is not enough balance in life, then the manager will experience stress. Even if you can efficiently with your responsibilities, without proper balance you will finally reach your tipping point. Therefore, it is important not only to use modern methods of time management, which will help to get things done, but will also contribute to professional development.

In a dynamic business environment, managers of any level play an important role in how they work with ideas and will be able to convey them to their subordinates. It will be necessary to ensure the achievement of the set goals. For this, it will be useful to use the Minto pyramid principle to work with ideas and management documents. This approach was proposed by Barbara Minto for document management at McKinsey.

The Minto pyramid is a way in which information is presented according to a clear hierarchy on the principle of a pyramid, where the main idea is at the top, and clarifying details are at the base. And this was done for a reason, since the human brain perceives data in this way, and it would be foolish not to use such knowledge to achieve its goals.

**Table 3**

**Problems that prevent effective management of own and working time  
[summarized on the basis of 1-4]**

<b>Problem</b>	<b>Solutions</b>
There are no clear and specific deadlines for completing tasks.	Set realistic and clear deadlines for the assignment.
Establishment of a global goal.	The need to decompose the cell on a small target and to increase the amount of time until the end.
Performing routine tasks.	Self-motivation.
Lack of an assessment of the degree of importance.	It is necessary to rank the tasks in order of importance.
Constant postponement of important, unpleasant matters.	Use modern problem-solving techniques despite their nuisance.
Solving two tasks simultaneously.	Focus your attention on a more important task.
Lack of regime.	Formation of the daily routine.
"Time eaters", namely social networks, computer games, excessive attention to the electronic box and the like.	Formation of the daily routine and determining when and how much time can be spent so as not to schoolchildren of personal effectiveness
Simultaneous solution of a significant number of cases (to start everything and not finish everything)	Delegation of some tasks to your subordinates and deputies.

The success of presenting information in a pyramidal way also lies in the fact that the entity is indicated at the beginning, and then everything else. By doing this, you save time for yourself and the interlocutor, because for various reasons he may not listen to the end of your work (letter), or you may interrupt, but at the same time you do not lose your main idea. According to this pyramid, the first level, the top, as we have already defined, is the main idea, the essence of your story. At the second level, you divide the idea "above" into parts. At the third level, the postulates of the second level are decomposed into more detailed components. On the fourth - the third, and so on (Table 4).

**Table 4**

**Minto's pyramid approach to organizing with management documents when managers work with ideas in an enterprise**

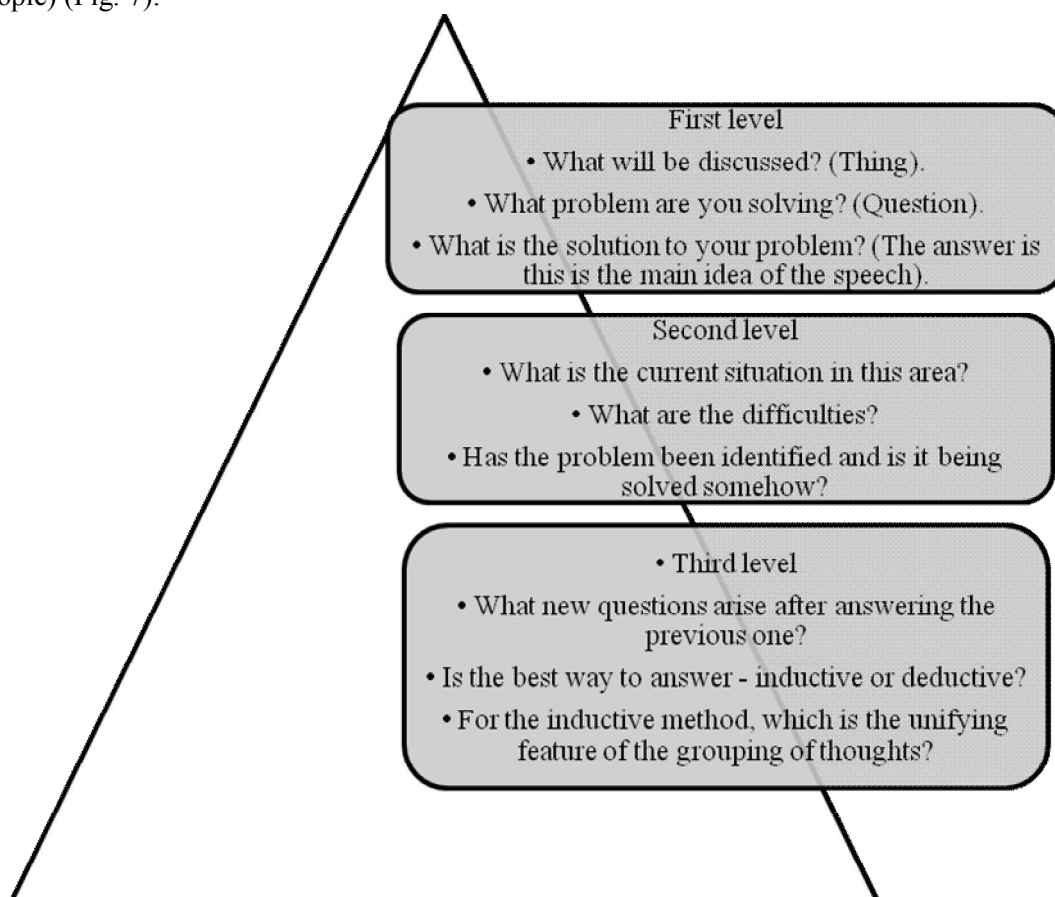
<b>Constituents</b>	<b>Characteristic</b>
1. Logic	Ideas must be necessarily grouped according to some criterion. The idea should be presented from top to bottom, so the pyramid principle is supposed to be used. Ideas must obey 3 rules: 1) The ideas of each group should summarize the ideas that are grouped below. 2) The ideas of each group should be logically interconnected. 3) The ideas of each group should be presented in a logical sequence.
2. Components of the pyramid	Using the structure of the pyramid, ideas are laid out vertically in the form of a question-answer dialogue, and horizontally along a logical connection according to the principle of induction or deduction. At the same time, do not mix these two methods and the introductory part of the document is written in a narrative form and the question, the answer to which is given by the other part of the document.
3. Construction of the pyramid	Happens from top to bottom: - Identify the Subject.

	<ul style="list-style-type: none"> <li>- Define the questions.</li> <li>- Answer.</li> <li>- Check that the situation and the development of the situation lead to the question.</li> <li>- Check the answer.</li> <li>- Complete the main part.</li> </ul> <p>Upwards:</p> <ul style="list-style-type: none"> <li>- List the statements you would like to make.</li> <li>- Determine the connection between them.</li> <li>- Draw conclusions.</li> <li>- <u>Write an introduction.</u></li> </ul>
4. Features of writing an introduction	An introduction is written for each group of main level ideas and should summarize and recall the ideas briefly, rather than inform them in detail. The introduction should consist of the situation, the development of the situation, questions and answers.
<b>Logic in reasoning</b>	
5. Establishing a logical sequence	<p>This is a very important action that ensures that ideas are interconnected. For this, it is proposed to use the following types of logical sequence:</p> <ul style="list-style-type: none"> <li>- Chronological - if you need to describe the process.</li> <li>- Structural - if you need to describe the structure of something.</li> <li>- Comparative - if the grouping is based on a ranking by degree of importance.</li> </ul> <p>In order to structure the material in the best way, state each idea as concisely as possible - group similar ideas - arrange them in the appropriate sequence. When describing actions, formulate each action as concretely as possible so that it represents a kind of final product - combine those actions that lead to the same result into one group - define the process or structure that is the basis (criterion) of the grouping, and arrange the ideas in the appropriate sequence -&gt; make sure you haven't missed anything.</p> <p>If describing a situation, group similar ideas - define the structure that was used to group - formulate ideas in the form of complete sentences and arrange them in the appropriate sequence - make sure you are not missing anything.</p>
6. Generalization of grouped ideas	<p>Ideas within one group should mutually exclude each other, and taken all together should comprehensively characterize the subject (the Mesete rule works here - mutually exclusive, collectively exhaustive).</p> <p>When generalizing ideas that describe actions, it is necessary to group them according to the result achieved. When generalizing ideas that describe a situation, it is necessary to group them according to the attribute that unites them. Finding a common characteristic for ideas is quite simple - all such ideas will refer to the same subject, or all of them will consider the same action, or they will all be directed to the same object.</p> <p>Structuring ideas as follows. Ideas describing actions: Briefly articulate ideas, leaving only keywords - define the level of abstraction - formulate ideas as clearly as possible - define the result of their implementation. Ideas describing the situation: find similarities in subjects, actions or objects - define a category, they unite - formulate a conclusion.</p>
<b>Logic in problem solving</b>	
7. Fixed problems	<p>We define the problem as follows:</p> <ul style="list-style-type: none"> <li>- Identify the area in which the problem occurred.</li> <li>- We determine what has violated the stability in this area (the reason).</li> <li>- Determine the unwanted result P1.</li> <li>- Determine the Desired Result P2.</li> <li>- We establish which actions were taken to solve the problem.</li> <li>- Determine the questions to be answered in the study.</li> </ul> <p>The resulting problem definition should be described in the introductory part of the document.</p>
8. Structuring the	Here you can use logical tree diagrams to find possible solutions to a problem



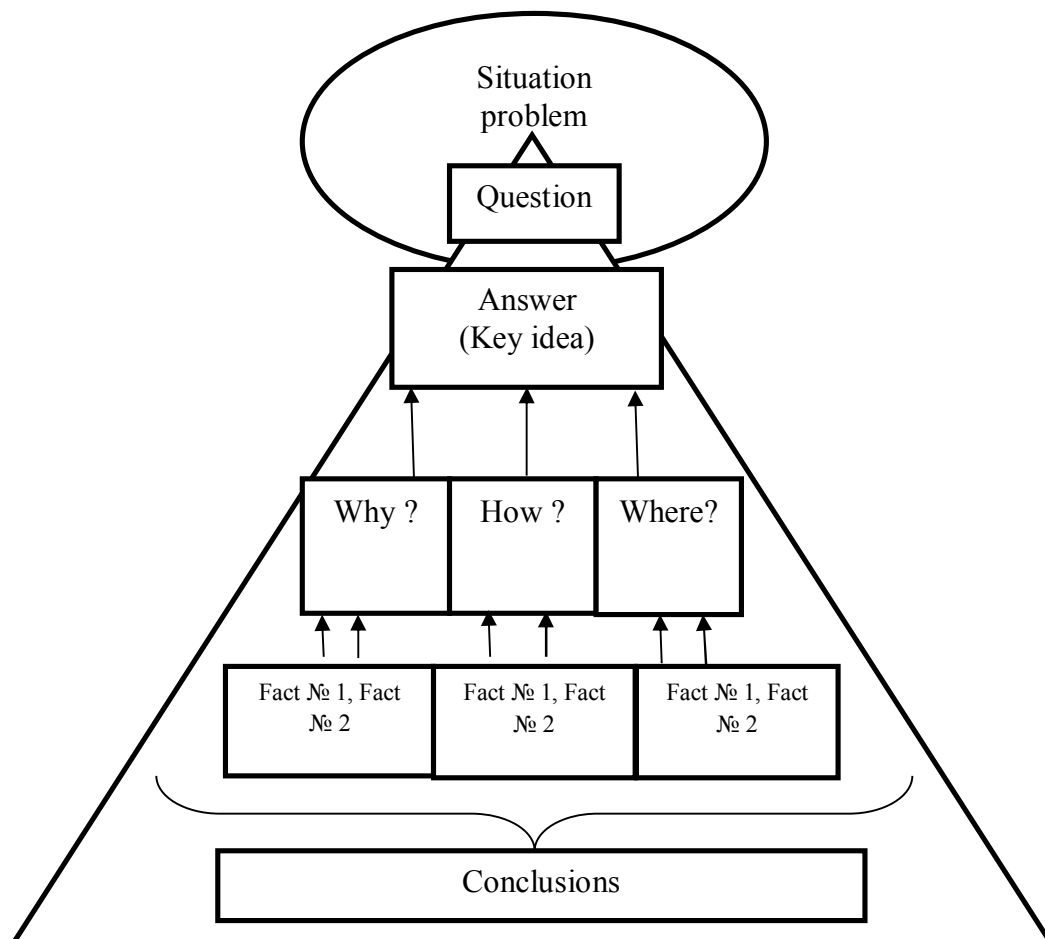
problem analysis process	and to identify the relationship between the ideas of the same group. But first, identify the problem - use research models to visualize the structure of the problem area - consider several hypotheses about possible causes of the problem - gather information that confirms or refutes the hypothesis.
Logic in presentations	
9. Displaying a pyramid of ideas on pages of documents	Make your document structured with headings, indentations, underlines, emphasis, and numbering. Use connectors to move from one idea group to another.
10. Display a pyramid of ideas on the screen	When creating text slides, express your thoughts as succinctly and simply as possible. Use image slides to showcase your data, be sure to include a title. Sketch your presentation for the correct order of the slides.
12. Displaying a pyramid of ideas in writing	Describe the image you mentally created of what you want to tell.

At first glance, the system may seem complex. In fact, in order for your information to build a pyramid, you only need to answer a number of questions. To draw up a pyramid "from top to bottom", you can ask yourself the following questions (they are very approximate, general, they must be adapted to your specific topic) (Fig. 7):



**Fig. 7. The proposed technology for presenting business information by managers**

In general, Barbara Minto recommends in this way to build texts for business correspondence, public reports and speeches (Fig. 8). However, we have found in practice that the pyramid is also suitable for informational articles when you need to inform users about a new product or service. The Minto pyramid Principles are great for articles that you plan to post on third-party resources.



**Fig. 8. Proposed document structure for managers**

Since managers spend 80% of their time working with information, using modern approaches to working with information, presenting ideas, holding meetings, presentations, and meetings will increase the efficiency of management activities.

**Conclusions.** Thus, management activity is a complexly structured process that involves a significant expenditure of mental labor and the need to ensure psychological health. Therefore, in the context of dynamic changes in the administration of working time based on the rules of time management, it allows to optimize not only the management process, but also to increase the labor productivity of both managers and personnel of the enterprise as a whole.

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UDC 331

JEL M1, M55

**Черниш Ірина Володимирівна**, доктор економічних наук, доцент. **Глєбова Алла Олександрівна**, кандидат економічних наук, доцент. **Яровий Євгеній Володимирович**, магістрант. Національний університет «Полтавська політехніка імені Юрія Кондратюка». **Адміністрування часу менеджера: сутність, основні проблеми, методи підвищення ефективності.** Час - це той ресурс, який є основним для менеджера. І від його розподілу, планування, обліку буде залежати результативність та досягнення поставлених цілей. Сучасні фахівці, котрі вивчають питання управлінської діяльності, установили, що саме від того, як управлінці розподіляють час, і буде залежати ефективність як особиста, так і підприємства (незалежно від розміру діяльності, сфери діяльності, кількості працівників тощо), оскільки менеджер повинен управляти не тільки власним, але й своїх підлеглих. Саме менеджер займається цілепокладанням, яке буде визначати критерії розподілу часу. У динамічних умовах питання управління часом стає одним із ключових факторів успіху менеджменту. Метою статті є дослідження теоретичних і практичних аспектів процесу адміністрування робочого часу менеджерів. Вивчено адміністрування робочим часом менеджерів. Виявлено сучасних «пожирачі часу» менеджерів. Визначено основні методи управління робочим часом та методи підвищення ефективності управління ним. Запропоновано використання методу Мінто щодо організації роботи з управлінськими документами, що дозволить підвищити ефективність адміністрування робочим часом. Одна з найбільших проблем, яка виникає у більшості менеджерів, полягає не лише в тому, як вони можуть багато працювати в умовах конкуренції, а й у тому, як вони підтримують баланс, не відчуючи себе спустошеними. Мова йде не лише про досягнення цілей цілодобово. Ідеться також про якість життя. В умовах динамічного бізнес-середовища для менеджерів будь-якого рівня важливу роль відіграє значення, як він працюватиме з ідеями та зможе доносити їх до своїх підлеглих, оскільки необхідно буде забезпечити досягнення поставлених цілей. Для цього корисним буде використати принцип піраміди Мінто для роботи з ідеями й управлінськими документами. Цей підхід був запропонований Барбарою Мінто для роботи з документами у компанії McKinsey. Таким чином, управлінська діяльність є складноструктурованим процесом, що передбачає значне витрачання розумової праці та необхідність забезпечення психологічного здоров'я. Тому в умовах динамічних змін адміністрування робочого часу на основі правил тайм-менеджменту дозволяє не тільки оптимізувати процес управління, але й підвищити продуктивність праці як управлінців, так і персоналу підприємства в цілому.

**Ключові слова:** менеджер, час, робочий час, метод, продуктивність, ефективність.

UDC 331

JEL M1, M55

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**Keywords:** manager, time, working hours, method, productivity, efficiency.