**Draaiboek FSW VU PM**

aangepast okt 23

**Efficiency Skills and Project Management in PhD Projects**

Hertz Training for Scientists

VU University, Fac. Sociale Wetenschappen.

5 okt., 2023, 9:30-13u

* Open mural alvast op laptop & inloggen
* Blindfolds mee
* Planning kaartjes mee
* Laptop & aansluiten op beamer voor:
  + planning kaartjes overview
  + QR naar mural
  + QR naar eval
* Handouts
  + PM assignment
  + Golden rules of PM
  + Eisenhower matrix

*Welkom heel kort*

*Before we do anything we are going right outside, okay?! Fun exercise outside, we will discuss it afterwards. Also introductions later (om 10.30)*

**Programma**

9:30 **Naar buiten en blindemannetjes oefening.**

Opdracht: Vertrek als groep geblinddoekt en kom als groep tegelijkertijd aan op het eindpunt, binnen 20 minuten

10:10 **Nabespreking oefening aan de hand van de vraag aan de deelnemers**

*Of course there are many differences from the PhD process, but it is more like a metaphor.* *What did you observe in this exercise? All answers are fine*.

Eerst even nadenken en opschrijven wat ze vonden.

Ook eigen observaties toevoegen

* **Waar** liep jij? Voorop of achter? Hoe voelde dat?
* Loslaten, **vertrouwen** op elkaar etc.
* Welke **overeenkomsten** zie je met het Promotietraject? (Bijv: Begin en eind is helder, de weg waar langs niet, je moet op elkaar vertrouwen)
* **Communicatie** tussen voorhoede en achterblijvers is belangrijk
* Het is belangrijk om **mijlpalen** vast te stellen (milestones)
* Tussentijdse evaluatie (**evaluation halfway** or at certain landmarks)
* Belangrijk om een **risicoanalyse** te maken
* Je kunt een pilot doen (**trial run**, **make mistakes**)

10.25 **Korte intro**

Even uitleggen

1. Wie ik ben (Assoc. Prof. of network governance & social innovation   
   Dept. head and scientific director of 4 research programs and teams, balance process and content to ensure optimal development of knowledge, 11 PhDs
2. en waarvoor ze hier zijn:

* ***Reflection*** *on the phd process (blindfold exercise)*
* ***Learning to see the PhD process as a project****, with a beginning and end and with milestones in between.*
* ***Four years*** *seems like a long time but is over very quickly. Who has experience with such a long project?*
* *How can you deal with the PhD as a project, as comfortably and effectively as possible, together with your supervisory team? 🡪* ***Planning exercise***
* *We will touch upon a number of components of PM: planning from back to front, working with milestones, visualisation of the process, buffers & risk analysis & risk mitigation, time management and setting priorities.*
* (Hier evt een heel korte intro rondje, naam op bordjes, welke groep en sinds wanneer bezig.)

10:30 **Introductie Planningsoefening**

Vertel:

* *People often resist the idea of a PhD as a project, in fact more generally we often see resistance to this idea in scientific contexts, but it is still useful.*
* *How many people finish in 4 yrs? 10% within, 50% later, 50% big delays or do not finish.*
* *Stress: VU forum of young scientists – lack of clarity in what they have to do. Insecurity, unclarity on what you are being evaluated on exactly, determine milestones.*

Why is it so difficult to plan scientific projects?

* *It is unsure what results the project is likely to yield*
* *Because it is a unique project*
* *Because you want to remain open to unexpected development (novel insights)*
* *Because you want to engage in-depth, there’s no ‘doing it quickly’.*
* *Because each answer evokes a new question, you are naturally inquisitive people so eager to find out more.*
* *Because some people think writing a dissertation is a life’s work or a once-in-a-lifetime endeavor*

*Despite all these arguments, planning is necessary because you can only do a 4-year project (after which you can spend the rest of your life doing research)*

*This planning exercise is based on the activities that are part of each PhD process.*

Introduce the cards one by one – **HANDOUT** (zie hfst 4 van boekje) on screen

11.00 **Korte pauze**

11.15 **Make your own planning**

(flip-over vel op zijn kant, de rijen voor jaren gebruiken, drie hokjes per maand voor de kolommen). Rondlopen, bespreken, duos maken indien nodig om na te bespreken. Bespreek kort na.

* *1st time doing something (eg writing a paper, setting up an experiment, etc.) always costs more time than the 4th time.*
* *Breaks*
* *Risks*
* *Full/empty etc.*

Laat eventueel foto’s maken. Leg het Mural-website planningssysteem uit. Als er een laptop aanwezig is, laat het dan zien: [planningssysteem Projectmanagement for PhDs](https://app.mural.co/template/5080fba9-69bf-4184-b14f-47485c811c30/9c67830f-fe7d-4426-8a70-9b659b3e025b) .

Eventueel kunnen deelnemers de QR-code scannen waarmee ze in het planningssysteem komen. Verwijs naar het boekje en de website.

* 1. **Time management**
* *Put time management in context: where do i want to go on the long term? (outside exercise); medium term is project management; short term is day-to-day planning from week to week. Now an exercise related to the day-to-day activities,* ***what has priority and how to prioritize****. Eisenhower matrix provides a solution.*

Eisenhower understood that time management needed to both be effective and efficient and he wanted to help individuals navigate their priorities. **Eisenhower claimed that to be successful, one had to do things that were both urgent and important**: thus, the Eisenhower Matrix was born.

The Eisenhower Matrix has two key elements that are sometimes missing from other time management tools.

Firstly, it **requires you to distinguish between what is urgent and what is important**. These two terms are sometimes used synonymously, but the matrix suggests that they should be treated differently. **Urgent tasks are time-sensitive. They might be simpler than important tasks**, such as replying to emails or filling out forms, **but we feel pressured to do these tasks first because they require us to be reactive. These are often the tasks we focus on first, even though they might not yield the most impactful results for our overall lives**.

**Important tasks, by contrast, are more complex and strategic tasks. They are aligned with our goals and achieving them advances our personal or professional lives. We often put these tasks off because they require more work and even perhaps because we are afraid of failing at them.** Unfortunately, procrastinating these tasks often means that by the time we get around to them, we have less brain power and energy, and are thus more likely to make mistakes. [**Decision Fatigue**](https://thedecisionlab.com/biases/decision-fatigue) is the term that describes this decline in willpower and attentiveness, which characterizes our work after we’ve done a series of less important tasks before getting to the one we’ve put off.

Secondly, the **Eisenhower Matrix has a ‘delete’ section.** While most time management tools are all about getting everything you have done, **the Eisenhower Matrix realizes that in reality, the most effective way to get things done is by getting rid of unnecessary tasks. We might feel productive when we do it all, but the Eisenhower Matrix forces us to ask the difficult questions: Do I actually need to do this? Is this task really going to help me attain my vision? Will this task benefit my long-term goals?**This recognition that we may need to cut out elements of our schedules that feel productive but are actually wasted time can be traced back to [**Vilfredo Pareto**](https://thedecisionlab.com/thinkers/philosophy/vilfredo-pareto)and the 80/20 rule: Pareto’s law: 80% of output is the result of 20% of input. What if you knew that 80% of what you were doing to achieve a goal was negligible, compared to 20% of your most focused efforts? Would you manage your time differently?

* *You can also use this method if you are runnning short in time, to chart why this is and what you are spending a relatively lot of time on. This could be due to procrastination, e-mails etc. Are you spending your time on your real work? If not, you might want to consider if it worth your time or whether perhaps you want to refocus on the most important thing you need to be doing, i.e. your PhD.*
* *NB: Urgent / niet belangrijk is often what is not important* ***for you****, important is everything that contributes to your PhD dissertation.*
* *Meetings are urgent, but not necessarily important in this sense. Teaching responsibilities same thing. But, these are non-negotiable activites that are part of your job at FSS. Onderwijs zelfde verhaal.*
* *Question to ask is, how much time do these activities cost? This is a negotiable component, eg for extensions on your PhD, and learning how to say no.* (🡪 full PhD course)

SCHEMA URGENT/BELANGRIJK (Eisenhower matrix)

* Deel schema uit en leg uit.
* Belangrijk betekent in dit geval: activiteiten die bijdragen aan je proefschrift.
* Urgent betekent: het moet nú gebeuren (bv vergadering of onderwijs)
* niet urgent / niet belangrijk is social media, socialising, bureau opruimen etc.

Vraag aan iedereen om voor zichzelf in elk kwadrant minstens één activiteit van de afgelopen week op te schrijven.

* **Inventariseer op bord.**

*What are the options if you notice that you often don’t have enough time?*Begin bij 4 en werk naar 1.

4. Niet urg/niet bel: Niet doen (delete)

3. Urgent/niet bel: Moet ik dat wel doen, kan iemand anders het doen? Leren nee zeggen en/of onderhandelen over verlenging. (delegate)

2. Urgent/belangrijk: Could I have done this sooner? Try to do everything before it becomes urgent. (do)

* + *Deadlines are often a booster but not the best option for scientific work to improve something.* Better to let something sit for a few days (+/- 3 days) and then go back to it. In journalism you always work with very tight deadlines, this doesn’t work for producing scientific knowledge.
  + It is also not good for your health to always work under pressure (adrenaline modus, no time for recuperation), especially in a 4-year project.
  + More quality if you take the time to let your work mature / ripen and reverting back to it later.

1. (Niet urgent/belangrijk) (decide 🡪 schedule) This is what you want to focus on. These are the important things that will become urgent in time. By spending your time mostly on these things, you can create a relaxed atmosphere and be truly creative.

* Use own milestones as your own deadlines, you can move these forward. **Eg.** presentatie over 3 maanden, over 2 maanden met begeleiders bespreken, over 1 maand plaatjes maken. Zo je weekpanning maken. *Als je weet wat je over 3 maanden af moet hebben, kan je terugplannen waar je* ***nu*** *mee moet beginnen*.
* Matrix te gebruiken als analysemethode (zoals hier in training) of als time management principle voor je planningen in de toekomst, *zoveel mogelijk dingen die op lange termijn belangrijk zijn en niet laat opslokken door allerlei urgente klusjes.*
* Adagium van druk hebben is ook van deze tijd, sounds cool to be busy. See how it feels to feel calm, organised.

12.45 **Laat iedereen opschrijven wat ze kunnen verbeteren. Maak een rondje**

13:00 **afsluiting**

**Materialen**

* Voor alle deelnemers een set planningskaartjes (In Nederlands of Engels)
* Blinddoeken
* Handouts
  + overzicht van de planningskaartjes
  + PM opdracht
  + en Eisenhower matrix
  + golden rules of PM
* Setje stiften voor de deelnemers om op hun planning mee te schrijven.
* Flip-over vellen checken op aanwezigheid.
* Laptop om muralboard te laten zien.
* Naamkaartjes
* Follow-up kaartjes

