

Free Up 5-10 Hours Per Week

Lessons from Time-Tracking Logs

2026 Lean Government Summit

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Question	Can calendar answer it?
How was my time <i>scheduled</i> ?	✓ Yes
How was my time <i>spent</i> ?	✗ No
How effective was my time?	✗ No

Microsoft CoPilot can analyze your time – but only your calendar – not how you actually spent your time!

Calendar analysis answers **only the first**.

Everything else requires **additional inputs**.

Leader Capacity Time Logbook / Journal de capacité du leader

Date: 17 September



Description and Detail of Work Tasks / Description et détail des tâches	minutes	Time (15 minute blocks) / Temps (bloques de 15 minutes)																		
		8	9	10	11	12	13	14	15	16										
Check email	30																			
Discuss day with EA	15																			
Interruption - R. Boucher - needed instruction on next steps on Pinski file	15																			
EXCOM meeting	150																			
Brief team on EXCOM meeting	30																			
Lunch (worked on my PMA)	60																			
Call from D Smith re: format of TB Sub deck	15																			
Daily stand-up meeting with team	15																			
Meet with Working Groiup on R&D framework	60																			
Check email	30																			
Meet DG to rewrite DPR section	60																			
Check email	30																			
Walk around team area	30																			
Meet Sr. Advisor to DM re: Pinski strategy	30																			
email	30																			

THE COST OF “BUSY”





I said my name was Marc with a "C"

Are you too busy to improve?

No thanks!

We are too busy



BOUNDARIES



Five Work/Life Boundaries

- 1.
- 2.
- 3.
- 4.
- 5.

Describe what your world would look like if you were wildly successful in implementing your Time Management Plan:

-
-

Other Potential Boundaries

- Time spent on email
- Time spent in meetings

Reactive: others setting our agendas and priorities

Others?

BOUNDARIES – WIP LIMITS & FOCUS

Too many tasks at the same time...



When we “multi-task*”, **we get less done.**

14
*actually, “switch-task”

Round 2: Write a letter, then a number until you're done

1. Write:

Multitasking eats time

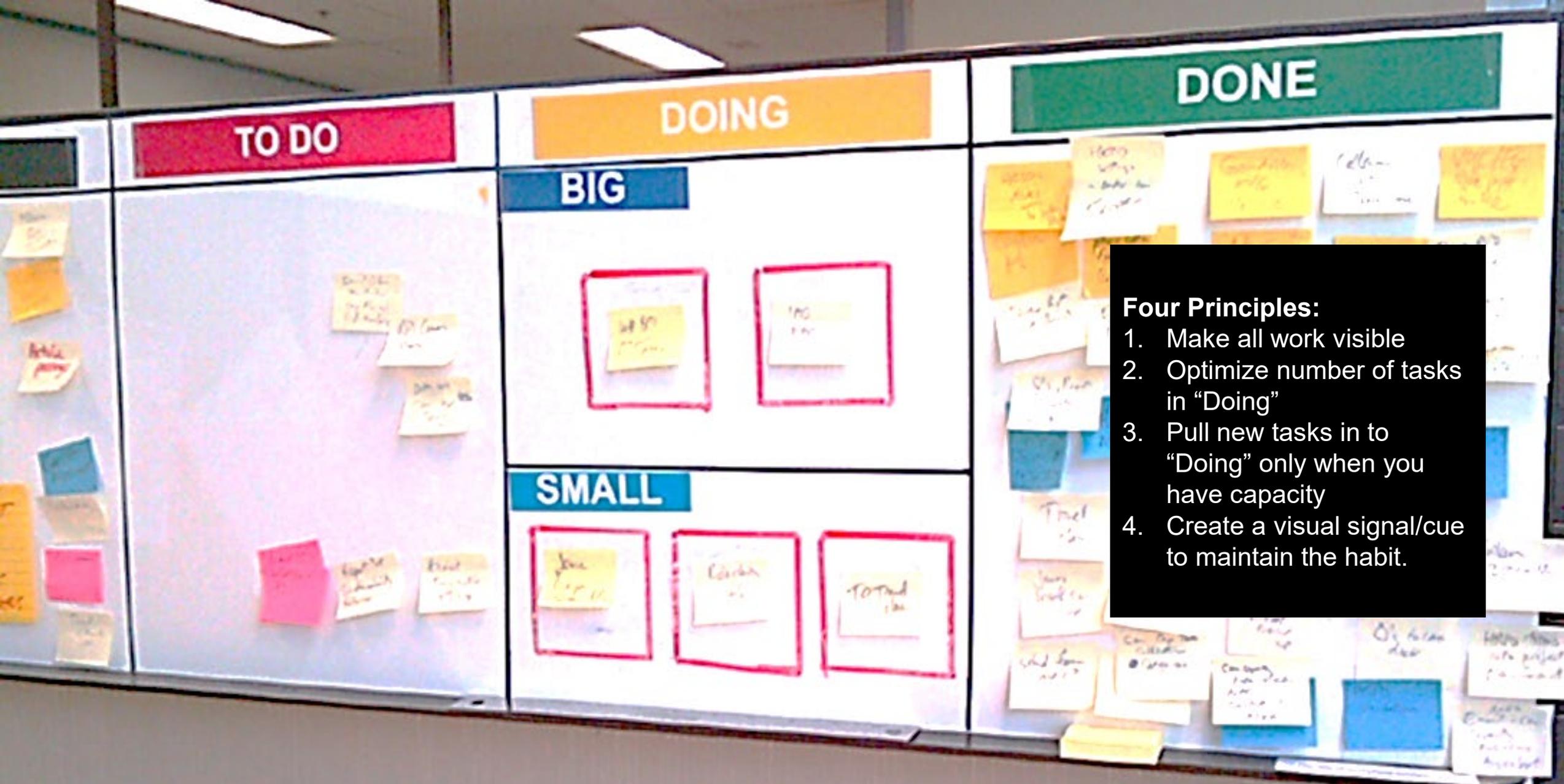
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

2. Note how long that took.

Cost of Context Switching

# simultaneous projects	% of time available for each project	% time lost to context switching	Hours per week lost (per person)
1	100%	0%	0 hours
2	40%	20%	6 hours
3	20%	40%	12 hours
4	10%	60%	18 hours
5	5%	75%	22.5 hours

From: Weinberg, Gerald M. *Quality Software Management* (New York: Dorset House)



Four Principles:

1. Make all work visible
2. Optimize number of tasks in "Doing"
3. Pull new tasks in to "Doing" only when you have capacity
4. Create a visual signal/cue to maintain the habit.

Limit your work in progress to increase focus and productivity



Parking Lot

+ Add task

Blue
 Organize 2025 Summit

Blue
 Plan 2025 Vacation

Blue
 Win Lottery

Blue
 Develop NR Course

Blue
 Run a marathon

Blue
 Learn to play solo from Stairway to Heaven

To Do

+ Add task

Blue
 Write Chapter 2 of book

18/10/2024

Blue
 Write Chapter 3 of book

Blue
 Write Chapter 4 of book

Blue
 Write Chapter 5 of book

Blue
 Write Chapter 6 of book

Blue
 Write Chapter 7 of book

Blue
 Write Chapter 8 of book

In progress BIG (Max 2)

Blue
 Prepare deck for VP review

Blue
 Write article on Switch-Tasking

In Progress SMALL (Max 3)

Yellow
 Develop Agenda for Open House

Yellow
 Write record of decision of GHT meeting

Yellow
 Email Doug to catch up

Done

+ Add task

Yellow
 email article on Lean Procurement to Robin

Blue
 Edit video on interruptions

Yellow
 email Jessica to share playbook on meetings

Yellow
 Develop playbook on managing backlogs

Yellow
 Check with team on next retreat agenda

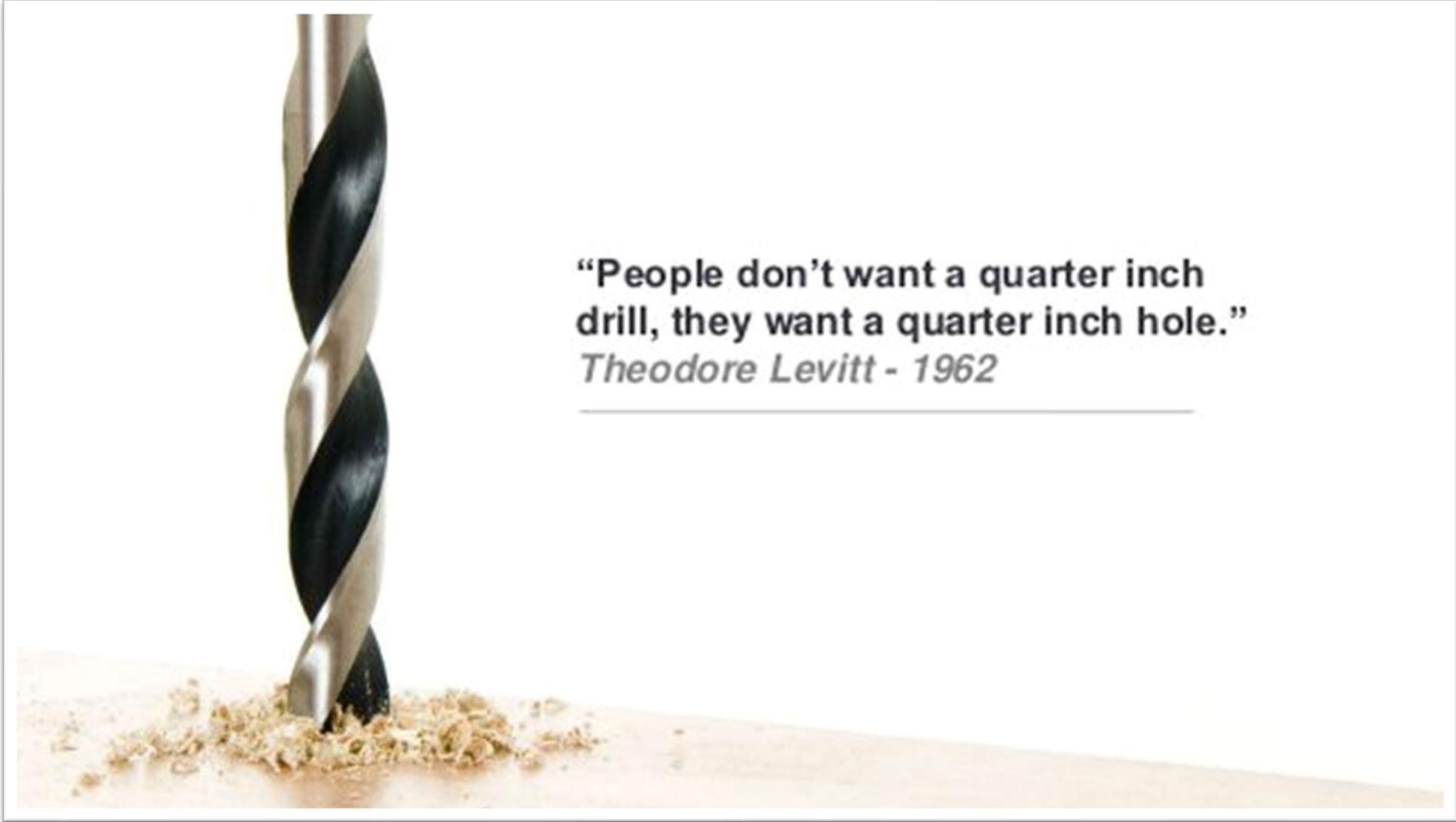
Blue
 Finish tasks from last retreat



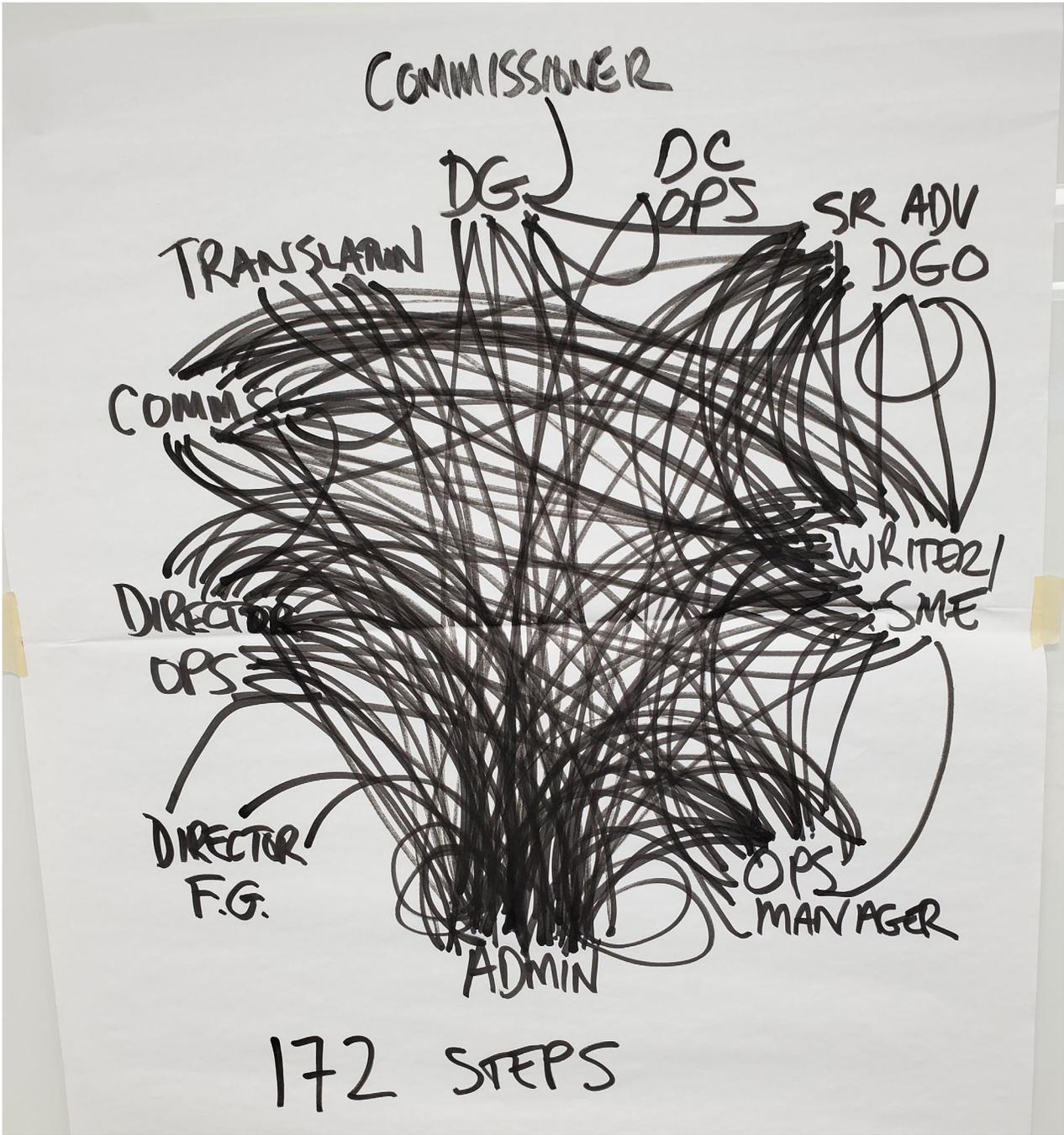
Reduce Switch-Tasking & Increase Focus/Flow

- Use Kanban and WIP limits
- Book protected time in your calendar to do your deep work
 - Align deep work time with your natural rhythms – morning person – book deep work time in the morning.

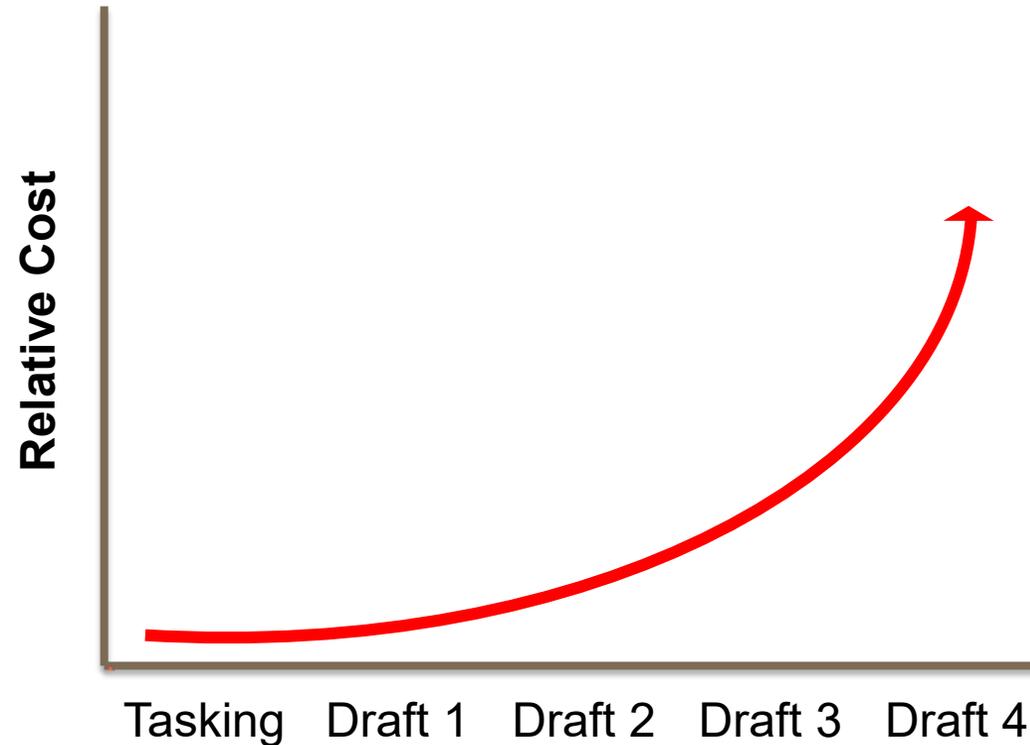
CREATE CLARITY – JOB TO BE DONE



**“People don’t want a quarter inch
drill, they want a quarter inch hole.”**
Theodore Levitt - 1962



Increasing Cost of Edits



Inspired by: Barry Boehm, *Software Engineering Economics* (Prentice Hall)
<http://www.drdoobs.com/the-software-quality-lifecycle/184407853>

The less clear “the job” is...
The more review loops and preventable
effort you will face

Create clarity early

“so that”

Requirements for CRM

From – feature shopping



To – solving specific problems



Size: from 500 pages to 111 pages

Implementation Effort: from 6 years to 6 months

OPTIMIZING MEETINGS

The cost of meetings

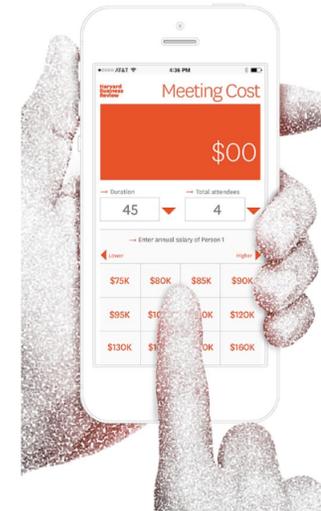
<https://hbr.org/2016/01/estimate-the-cost-of-a-meeting-with-this-calculator>

30% of savings from eliminating meetings
70% of savings from redesigning meetings (fewer people, asynchronous parts, slower frequency, etc.)
-Work Innovation Lab @ Asana

Estimate the Cost of a Meeting with This Calculator

by HBR Editors

January 11, 2016



Stuck in an unproductive meeting — again? Everyone agrees that meetings can be a waste of time, but they’re actually a waste of money, too. How much? In a [study of time budgeting](#) at large corporations, Bain & Company found that a single weekly meeting of midlevel managers was costing one organization \$15M a year!

Try our Meeting Cost Calculator to see how much you’re spending on meetings — and how much you could be saving.

Scroll down to start using the calculator, or download the free app to your mobile device.

How to Install the Mobile App

On an iOS device. Use Safari to open [this link](#) (you can’t bookmark from other browsers). Tap the “Bookmark” button, and then tap “Add to Home Screen.”

On an Android device. Use the Chrome browser to open [this link](#). Tap the “Menu” button, and then tap “Add to Home Screen.”

Meeting Item: Item name
JTBD: To Activity SO THAT Client/End User name can Desired Outcome / JTBD

Meeting Item: Establish Annual Report Themes

JTBD: To Discuss and agree on 2023 Annual Report themes SO THAT Our Communications Dept. can Create a first draft of the AR that has a chance of being the final draft, with minimal review cycles

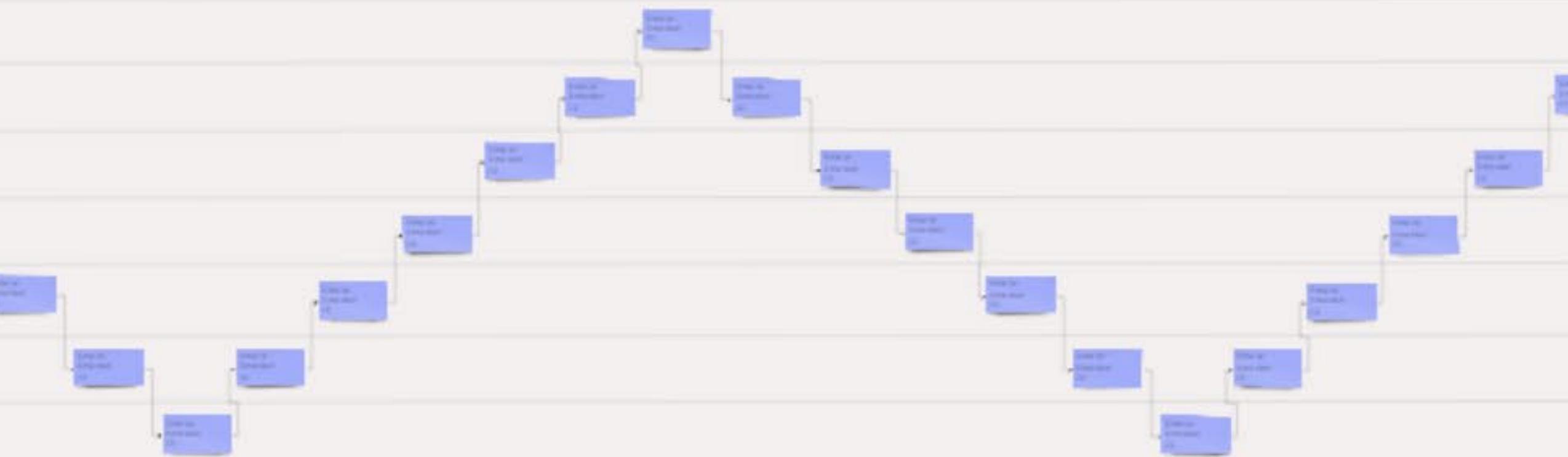
Meetings Tips

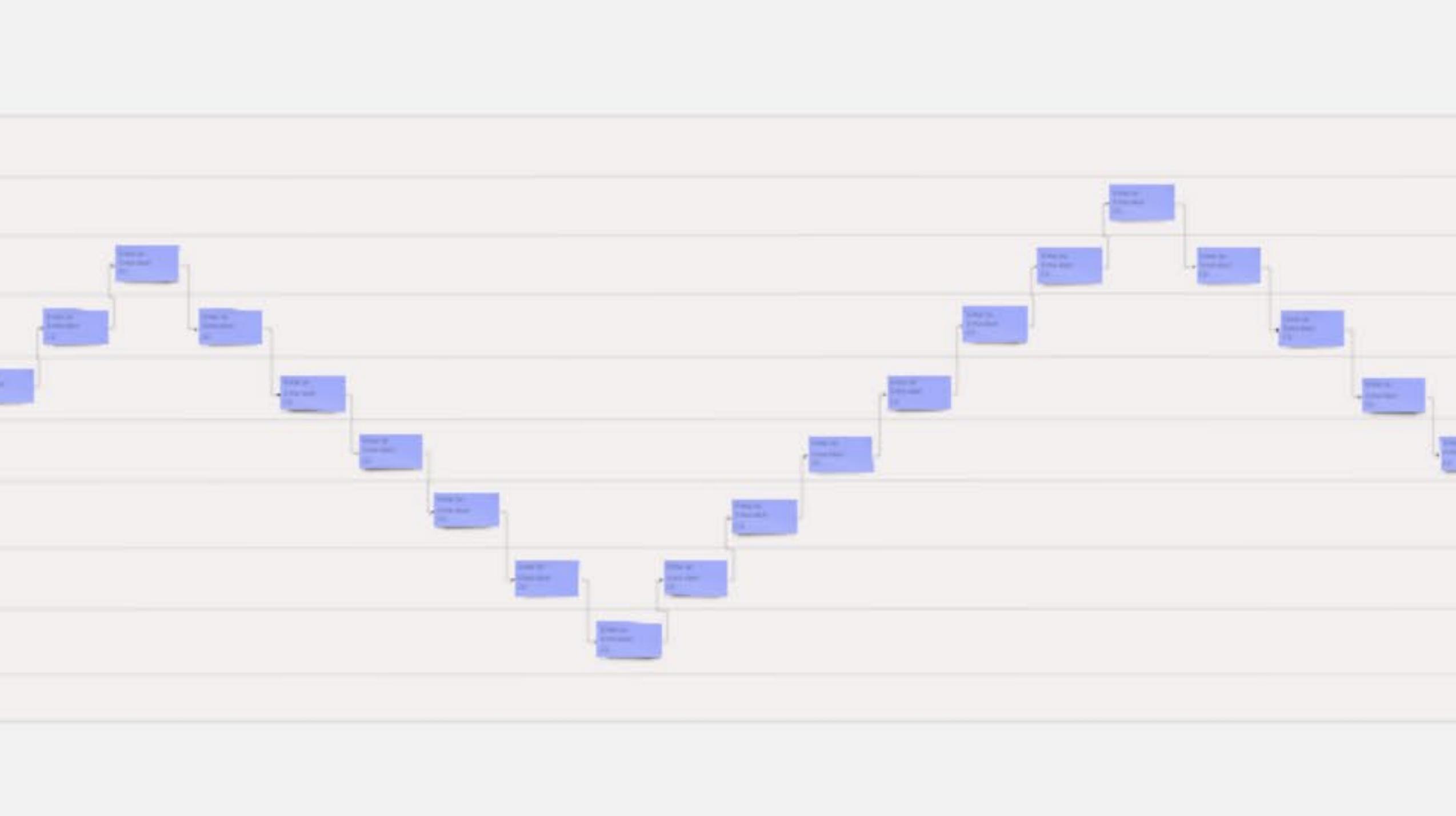
- Decline meetings you if cannot add value
- If purpose is unclear, ask for meeting objective/desired outcomes. Do not accept unless these are clearly stated and require your participation.
- 20 minute, not 30 minute meetings. 50 minute, not 1 hour meetings.
- Time-box agenda items so that participants manage own time
- Ground rule: compassionate listening and concise speaking

FOCUS – “ONE AND DONE” HUDDLE

Review & Approval VSM

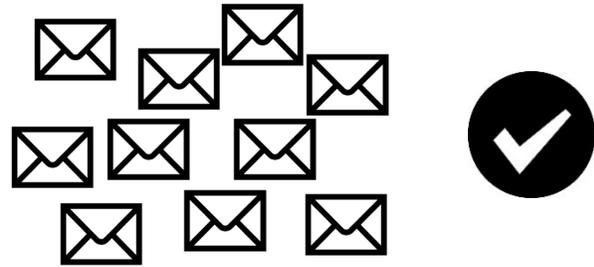








Give feedback by email



Effort: 2 hours

Elapsed Time: 4 weeks

👍 Paper trail

👎 Slow

👎 High effort

👎 Misunderstanding

👎 Perpetuates low trust

“One-and-Done” huddle



Effort: 5 minutes

Elapsed time: 5 minutes

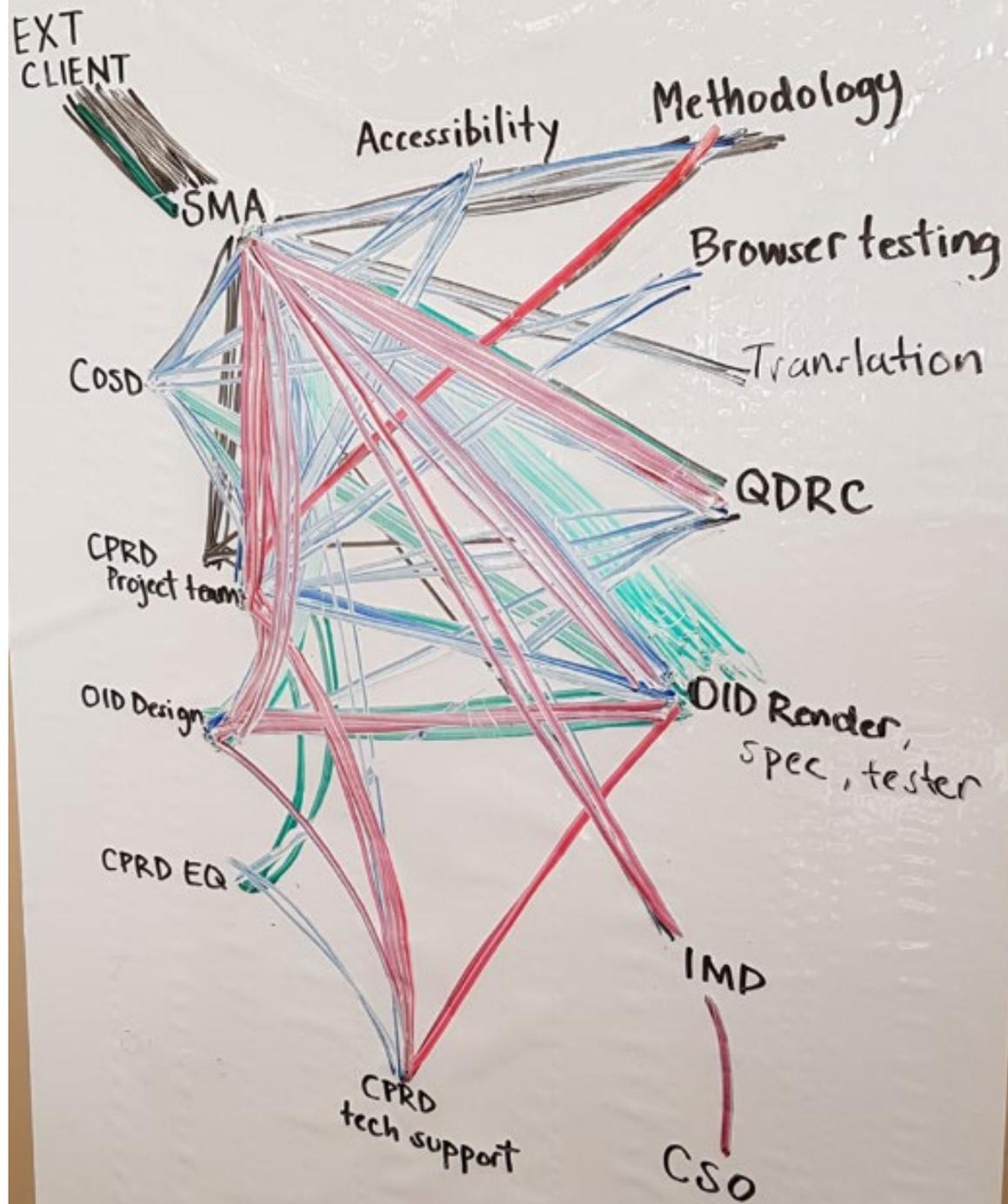
👍 Fast

👍 Low effort

👍 Better understanding and learning

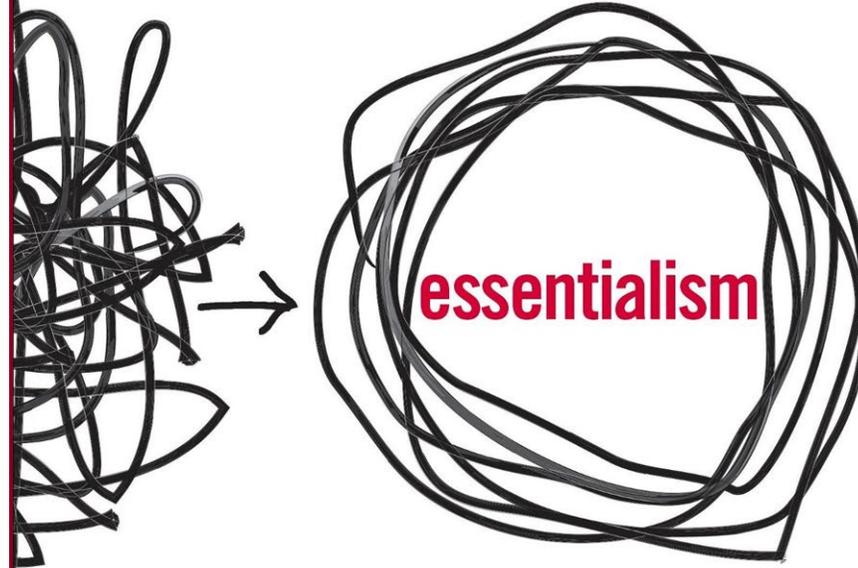
👍 Builds trust

👎 Paper trail



TIGHTEN YOUR PRIORITIES

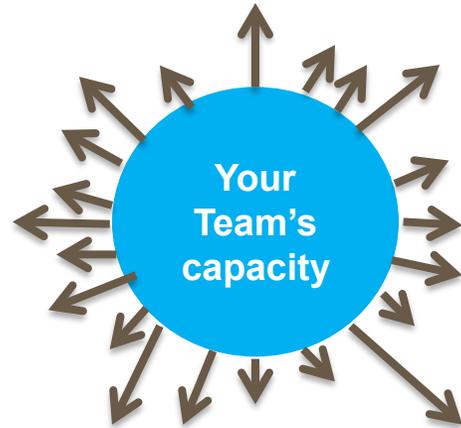
New York Times Bestseller



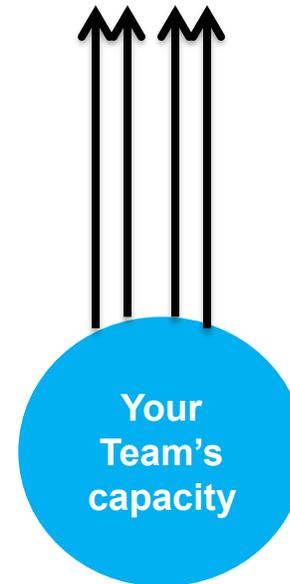
The Disciplined Pursuit of Less

GREG MCKEOWN

“Try to do it all” vs. “Focus and Complete the *Critical Few*”?



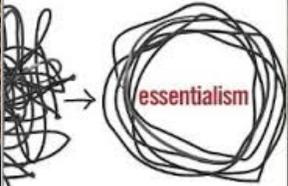
Do it all.
It's all important!



Execute the “Critical
Few”
(same amount of
effort, but focused)



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essentialism

The Disciplined Pursuit of Less

GREG MCKEOWN

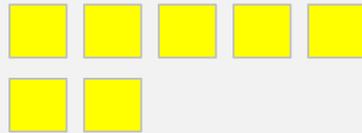
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Prioritize Better

Must-Do, Can't Fail



Should Do



Could Do



Don't Do

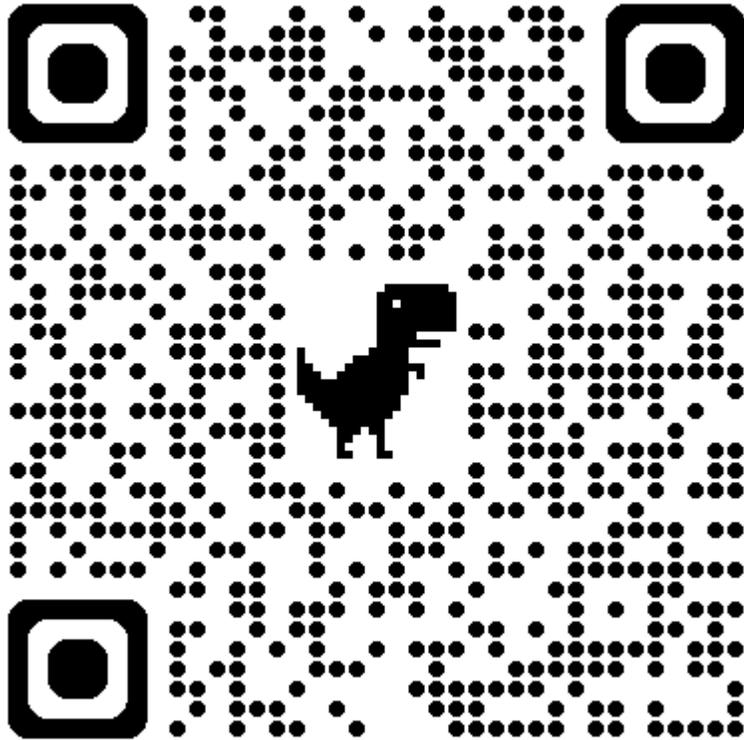


YOUR NEXT STEPS

**Book time to implement your ideas into
your work calendar right now.**

Three Things You Can Do Next Week

- Create your own Kanban board – prepare your next day plan at end of previous day
- Book your deep work time in your calendar
- Review your meeting practice



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<https://leanagility.com/en/lean-time-management-course>

One-day virtual Lean Time Management Workshop with time log,
assessment guide and follow-up session
September 16, 2026

*Better, faster, more efficient
government and inspired people.*