A MANAGER'S GUIDE TO
TIME INTELLIGENCE

How to effectively
manage your
time and teams

Teamcal Ai

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Time Intelligence

Why is it a need for managers today?

"What is wrong with classical time management?" Indeed, time management has been a scared cow for many managers for years, thus it is difficult to refute the concept right away. However, in current pandemic driven changes, orthodox time management does not work anymore because there are no more employees physically present in the offices to be well "managed". Instead, people are doing Work From Home (WFH) or even Work From Anywhere if they are not constrained by lockdowns. As a result, managers and team leaders of all sorts need to take into consideration additional factors, such as different employees' locations and time zones, when planning anything. As such, Time intelligence is becoming the new black.

What is Time Intelligence?

Technically, Time Intelligence (TI) is the technique of translating the data about the time employees spend on different activities into useful insights. In essence, TI is a solution to the ever-persisting problem of the lack of time. This problem became even more acute during the times of the involuntary massive switch to Work-From-Home regime, which is currently envisioned to become an inalienable part of many jobs. As of now, remote team managers are in the most dire need of implementing Time Intelligence into their work. However, regular remote workers could benefit from it too.

Why has Time Intelligence become a necessity?

In fact, while remote working saves a lot of time previously spent on commuting, lunch and other unrelated to work activities; WFH is much more demanding in regards to organizing one's time. To begin with, home environment might not be the most productive atmosphere. Besides, not everyone knows how to properly organize their time and prioritize tasks because, in the office, these issues were partially negated by fixed work schedule and direct managerial supervision. Finally, the problem of time allocation is crucial for remote teams working from different time zones, thus having completely different sleep regimes and periods of productivity peaks and lows.

What are the elements of Time Intelligence?

The first main component of TI is the data about the time of different activities. In the Work-From-Home era, such activities are basically reduced to meetings, internal and external, and free time. When the data about the activities is gathered, the second component of Time Intelligence comes into play, that of the data-based insightful recommendations. Guided by these recommendations, managers are able to answer the questions, like: "Where does my team/each member of my team need to spend more/less time? What is the most appropriate time to schedule a meeting? What is the ideal length of the meeting?" and other important time-relevant queries.

What does Time Intelligence deliver?

For starters, Time Intelligence provides fact-based actionable insights. They are "fact-based" because most TI nowadays is performed by AI-driven software, thus managers could be sure that the output is, at least, mathematically correct. "Actionable", in its turn, means that these recommendations move the decision-making process further, thus allowing managers to successfully pursue the overall strategy of the organisation. In addition, Time Intelligence improves the productivity of the company's workers, both on managerial and employee level.

For example, managers could enjoy trustworthy information about the exact duration of a project. Simultaneously, team members, encouraged by better meeting hours and improved work/life balance, are happier, thus more motivated to employ their best efforts on the job. In addition, Time Intelligence improves the productivity of the company's workers, both on managerial and employee level. For example, managers could enjoy trustworthy information about the exact duration of a project. Simultaneously, team members, encouraged by better meeting hours and improved work/life balance, are happier, thus more motivated to employ their best efforts on the job.

How to Implement Time Intelligence?

Traditional scheduling techniques are no longer enough to achieve the best possible solution for the company in terms of time allocation.

For better or worse, proper Time Intelligence could only be carried out with the help of specialised artificial intelligence software, equipped with appropriate data collection, analytical and reporting features. Nowadays, such software is rare but, with more and more stringent requirements regarding "time politics", bespoke solutions are predicted to appear en masse in the very near future. Consequently, whoever finds and employs similar software early, will get a huge head start over their competitors.

Time Intelligence in this e-book.

First of all, the concept of TI was born out of fear of remote team managers about how to best manage their subordinates (Chapter II). These fears are not imaginary, they are confirmed by different statistics, be that survey results or data from Time Intelligence applications (Chapter III). In addition, to properly implement TI, it is crucial to know what types of meeting this technique is targeting (Chapter IV) and how artificial intelligence could be of great help to deliver the best possible results (Chapter V). Finally, it is also paramount to imagine an ideal online calendar (Chapter VI), an unalienable component in achieving proper Time Intelligence.

2

Fears of Managing a Remote Team

And what to do about it.

Managers in today's WFH world face new (and sometimes persisting) obstacles in their work, which will only be getting more and more problematic with time following the current trend, with the number of remote workers constantly increasing. In fact, over the last 12 years, there was a 159% increase in remote work — and that is excluding the pandemic boost! As a result, the remote-work related obstacles, if not handled properly, could seriously harm the company's efficiency.

To avoid such an outcome, it is important to know about the two most common fears of the managerial staff in the modern WFH-era, as well as how Time Intelligence (TI) helps to deal with these fears.

Fear #1. What is My Team Doing?

Unsurprisingly, dealing with employees' performance issues has always been the main problem for managers. Such troubles for managerial staff start with not knowing where the team is spending their time. The questions each manager is asking themselves about their team productivity: Are they spending time on the right goals? And even so, are they able to prioritize these goals to achieve the highest possible ROI? What about their KPIs, then?

These fears are completely reasonable. According to a recent 5-year, 50 000 person Gallup study, 58% of all work (both employers and managers do) has no connection to any of the company's objectives. Indeed, even before the age of so common nowadays (and involuntarily boosted by the COVID-19 epidemic) remote work, managers had difficulties tracking their team-members' daily undertakings. However, nowadays, due to the increasingly popular WFH-style workplace, controlling and directing the team members' activities present an additional pain for managers.

Fear #2. My Supposedly Helpful Calendar is Actually a Burden – And I Do Not Know What to Do with My Time

Even if a team is spending time in the optimum manner, its manager might not be enjoying such a necessity, important for any productive work. For example, the manager risks overusing micro-controlling, appointing incessant one-on-one meetings in order to ensure that each team member is pursuing the right objectives. This approach is time and energy-consuming, and while one-on-ones are one of the most powerful weapons in the manager's arsenal, in the described micro-managerial scenario they are often wasted on supervising routine or, otherwise, trackable tasks. As a result, such wasteful efforts deprive the manager of time and resources, both of which could be otherwise employed elsewhere more useful.

What is more, the calendar software, which is supposed to be helping managers with, well, time-management, presents an additional complication in the already restless managerial activity. Even without the special time-organizing program, managing one's calendar could present a serious problem, requiring a detailed solution guideline. Coupled with the necessity to deal with an overly complicated scheduling software, frustration over managing one's calendar could lead to stress and, eventually, burnout, with managers already being at high risk of it.

Time Intelligence to the rescue.

Due to these two WFH-instigated managerial fears, there appeared a need for a new solution to time management that took into consideration the above mentioned issues. This solution came in the form of Time Intelligence, more specifically – in the form of AI-powered time- and purpose-tracking digital tools, for example, online calendars. In Chapter I of this book, TI was defined as a technique of translating the data about the time employees spend on different activities into useful insights, and online calendars are most suited to execute such a task. Namely, well-designed calendars (hence a priori convenient in use) gather data about employees activity throughout the day. Thus these calendars allow managers to have a complete visibility on where their team is spending most of their time, as well as provide proactive insights on how to allocate this time better. By extension, with such visibility and insights, team leaders could better align meetings with the company goals and reduce the amount of redundant one-on-one meetings.

For more statistical justifications of the aforementioned managerial fears, confirming the necessity of Time Intelligence technique, read Chapter III.

3

Time Intelligence in Numbers

A statistical backbone of a new solution to remote-work related problems.

On a simplistic level, nearly everyone understands today that the COVID-pandemic and caused by it massive shift to Work From Home are bound to impose the need for new solutions to the drastic changes in the job-world. This simplistic understanding is additionally complemented by statistical data, showing that such a need is indeed factual-based, thus the managerial fears from Chapter II are totally righteous.

Here, the statistics are presented in three blocs: numbers pertaining to the rise of remote work; information about productivity concerns; and the specifics of time management during the WFH-era.

The rise of the meeting economy.
The idea of Time Intelligence would never have appeared, had employers refused to allow for the number of remote workers to rise significantly, even prior to the COVID-outbreak and concomitant lockdowns. To be more precise, the number of people who work from home has increased by 140% since 2005[1]. As of now, 42% of the US labor force is now working from home full-time, the share that allowed Stanford University to jokingly call the US a working-from-home economy[2]. As for online meetings per se, the main working tool of the WFH economy, their number has increased too, by 13%[3].

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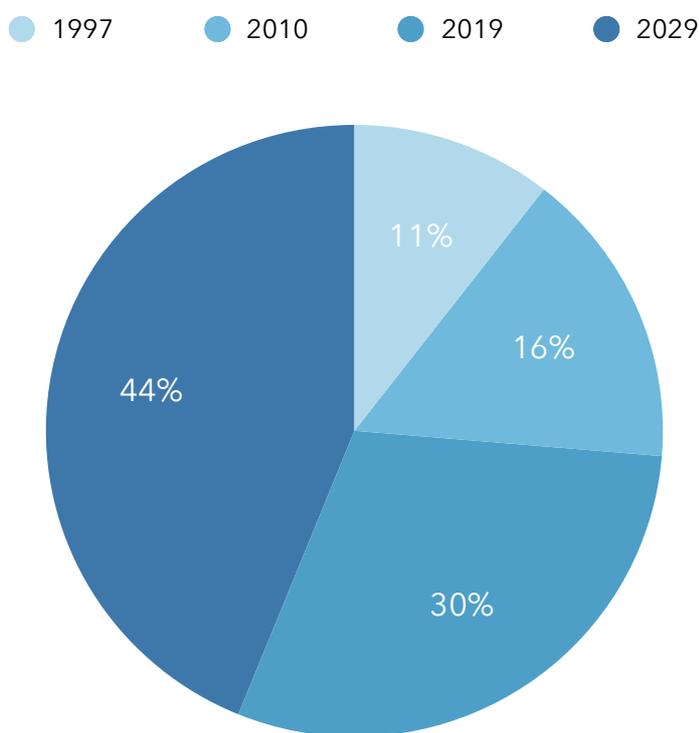
Fig: The percentage share of Americans who prefer to
work from home over the years
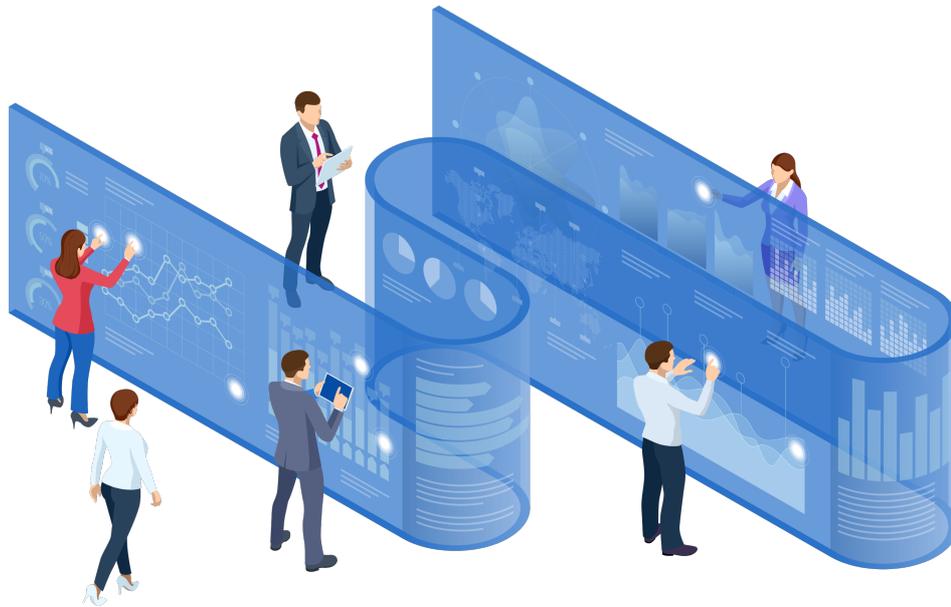
And, apparently, it is not a temporary situation: according to different surveys, from 65% to 98% of remote workers would prefer to continue doing their job from home or, at least, have this option for several days a week[456]. Companies, in their turn, respond and adapt to such employees' aspirations.

For example, a professional services mastodon KPMG reports that nearly 70% of large company CEOs plan to downsize their office space[7]. It is predicted that this tendency would lead to 73% of all departments having remote workers by 2028[8].

Last but not least, it is not simply the amount of remote workers that is going to increase, it is also the amount of workers who prefer to work outside the country of their workplace that is on the rise. Too elucidate, the people who do not restrict themselves to a particular country of living while (mostly) preserving their job position are called "digital nomads, and their numbers are growing. For instance, this year has seen a 49% surge in digital nomads' population[9]. The popularity of a "digital nomad" lifestyle brings about some problems, the most important being the eventual necessity to coordinate a team whose members work in different time zones, the issue mentioned in Chapter I.

Productivity issues.

The pervasive character of remote work augmented the fears of remote managers in regards to the productivity of their employees. These particular fears correspond to the level of trust managers place in subordinates. Namely, less than half (49%) of remote workers say they feel their boss trusts them, while 43% admit their superior does not trust them entirely, and 7% believe their employer does not really trust them working from home[10]. Among the most dreadful particular WFH-fears, most (82%) of managers mention reduced employee focus, followed by reduced team cohesiveness (75%)[11].

Due to unexpected shift in remote work, 70% of Managers reported that working from home had boosted their team's productivity

At the same time, data about productivity during online work make the aforementioned managerial fears completely grounded. First, productivity levels indeed undergo some changes, not all of them positive. For instance, 49% or the US managers themselves claim that they are able to work remotely only at an efficiency rate of 80% or less[12]; while 33% of employees report feeling less productive when working from home[13]. These statistics are further accompanied by the data about the increased number of distractions while working from home, the major one being social media, as indicated by 61.6% of workers[14].

As for team cohesiveness, it also took a blow because of a switch to online working. To be more precise, nearly 60% of remote employees say that they feel less connected to their colleagues in comparison to when they were working in the office[15]. This issue is of major concern because, while the benefits of a good team chemistry are well-known, the lack of such team spirit negatively affects both workers' productivity and engagement.

$4.5 billion can be saved per years in the U.S. due to increased productivity and a decrease in overhead costs because of remote working.

Time management - or what is left of it.

WFH-atmosphere brings new challenges to the question of the efficient distribution of time, especially for managers. In addition to the already mentioned problems with different time zones or the decrease in productivity due to various reasons, team leaders have to deal with the fact that not all employees know how to properly organize neither their workspace, nor their time, both crucial for being productive. Not only the majority (72%) of employees are not working from a designated office space at home[16], but they also tend to mess with their work schedule.

The latter tendency is represented by the fact that 66% of Americans have become more likely to work late nights and weekends after switching to remote work[17].
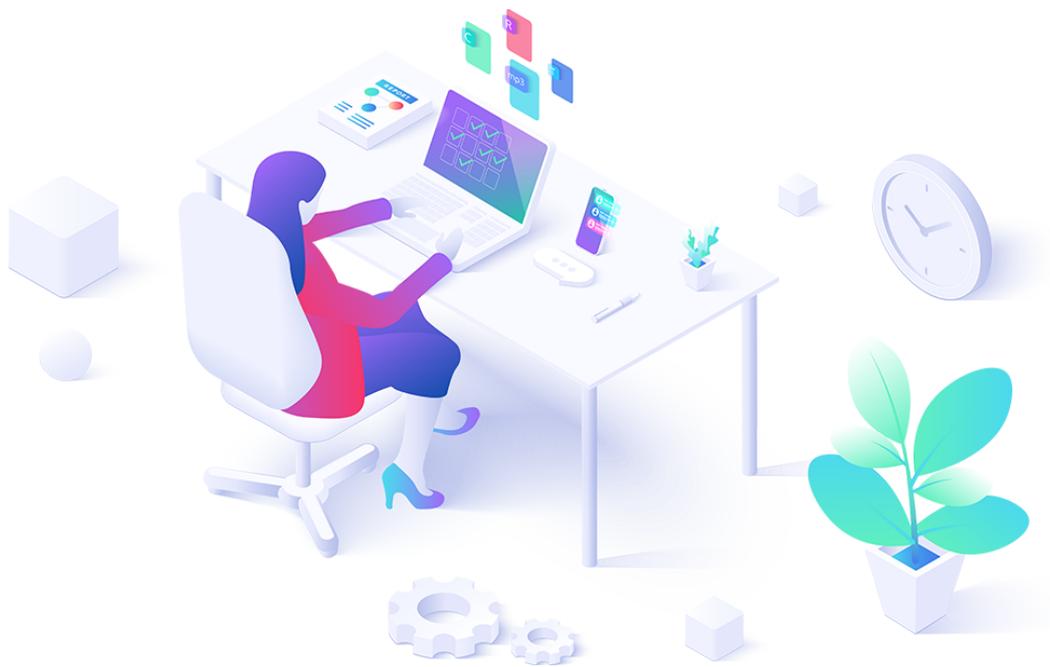
Besides, statistics show that workers also do not know how to properly prioritize their time at home. As a result, due to managers not being able to intervene on the spot and direct the work of their team members, up to 80% off the average working day of an online employer is spent on activities with little or no value[18].

What is more, despite the abundance of time tracking apps, hints and tips being available, only 17% of people purposefully track their time[19]. The last observation clearly shows the superiority of Time Intelligence over traditional methods of time management because, when using TI, insights are delivered automatically, with the help of AI, without forcing the already busy workers to resort to additional tiresome measures.

Incidentally it is necessary to mention that the workers are indeed quite busy now, with 72% of executives reporting that team workloads had increased after switching to online[20]. Nonetheless, remote meetings turned out to be even more exhausting than offline gatherings. In fact, due to high levels of sustained concentration, fatigue during remote meetings begins to set in 30-40 minutes into a video meeting, while stress begins to set in at about two hours into the day[21]. Summing up, such an overall worrisome statistics obviously demands an appropriate solution, which, as this book points out in Chapters 1 and 2, is the Time Intelligence, that would allow managers not only keep the team productive and united, but also not worn out.

4

Types of Remote Meetings

And how to manage them.

With the involuntary switch from on-site office environments to Work From Home, online meetings have become the main working tool for most managers, especially in the so-called "white collar" industries. Indeed, over the course of the last couple of months, the sheer number of virtual call-ins in the US alone [has increased by 13%](). As of today, on average 14% of remote workers are dedicating time to more than [10 meetings per week](), that is 2 meetings per day. As for the managerial workload meeting-wise, is approximately [5-7 times higher]().

Such statistics outline the need for a deeper understanding of online meetings, as well as for elaborating a special set of rules for them, akin to these for office gatherings. Consequently, managers need to distinguish between different types of online meetings in order to choose the appropriate format for every particular objective. In general, irrespective of the industry, seven major types of remote call-ins could be identified, each with its own purpose and time constraints:

1. *Daily standup meeting* - similar to its offline prototype, these meetings are recommended to be short (15-30 minutes maximum; if confining to these limits proves difficult, using a timer with an automatic shut-off is a good solution) and superficial, hence no major projects should be discussed. Mainly, during this meeting, team members should quickly answer three questions: a) What did you do yesterday? b) What will you do today? c) Anything blocking your progress?
If all of the above mentioned requirements are observed, a mandatory remote meeting turns into a great instrument for team building because it helps to deepen the attachments of employees to the company on a daily basis without becoming a compulsory burden. As these meetings are usually held every day, it is paramount to make them as convenient for everyone as possible.

2. *Progress update meeting* - usually conducted for members of one remote team to share an update on the completion of a particular project. The best format for this meeting is when each team member speaks for 5-10 minutes (depending on the team size) to express their ideas in regards to possible successes and failures. As a result, a progress update meeting is longer than a standup meeting, with goal length - 45-60 minutes or even more, although it is not advisable - the attention span of an average adult is only 18 minutes.
This type of meeting requires two crucial elements :
-   Preparation beforehand;
-   Leaving at least 15 minutes at the end of the call for questions.

As such, this approach ensures that everyone on the team is on the same page concerning road blocks that hindered the current progress; and is aware of the goals and initiatives for the following period.

3. Online brainstorm meeting - a particular type of meeting designed to gather quick ideas. As creativity cannot be forced and tends to retreat after a period of outburst to take some rest, managers have to keep two things in their mind. First, these meetings should not be compulsory. Conversely, only employees who are willing and able to participate in a brainstorm should be encouraged to do that.

Second, these meetings should be relatively short. 15-30 minutes of active brainstorming and writing every idea on a virtual blackboard is more than enough to get a creative input for sorting out later.

4. Productive virtual work session - another peculiar type of meeting. The peculiarity consists in the fact that during this activity nobody actually has to talk.
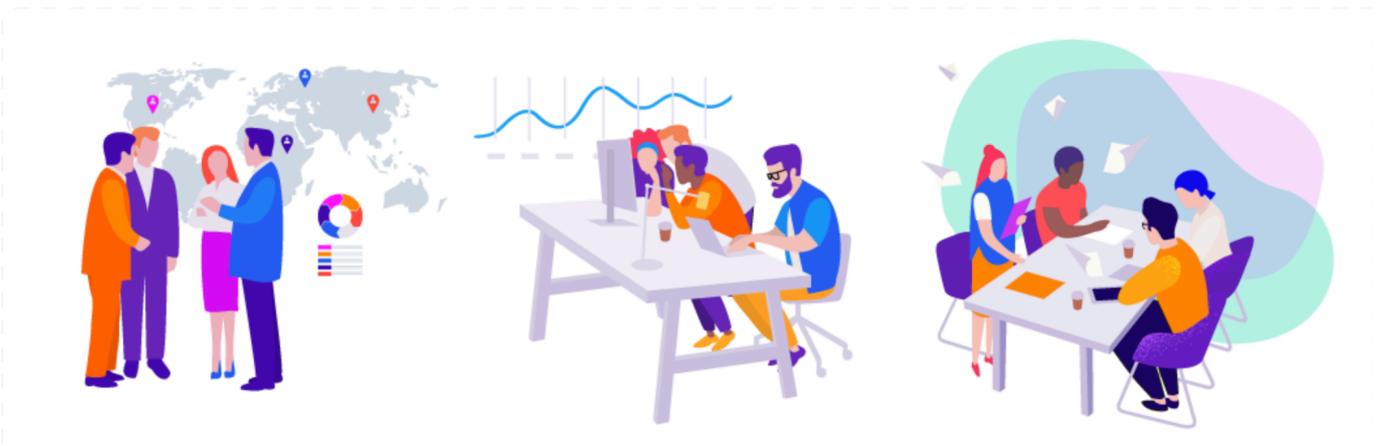
The point of this work session is to create an atmosphere akin to a co-working space or a library at a university. This format of meeting resembles the "Work/Study with me", coined by the YouTube influencers ([example](#)).

As for the lengths of such sessions, there is really no limit. They could go from 1 hour to simply creating a special permanent co-working channel on Zoom or Discord where anyone could join if they feel bored working from home alone. Besides, such a channel could be additionally accompanied by a playlist of songs appropriate for work, or putting "[office sounds](#)" instead to design a fully immersive experience for those who miss offline work-life.

5. *1-on-1 meeting* (whether internal with a team member or external with a client) - the most useful meeting instrument in a manager's arsenal, as well as the most abused one. The most useful because one-on-one meetings are the closest to actual offline interaction, thus have the biggest impact. The most abused because managers tend to set up these meetings in their attempts to ensure full control over everyone and everything but, on the contrary, end up spreading their efforts too thin. Consequently, employees, while working from home, nevertheless feel constant pressure from their superior.

To avoid such micro-controlling issues:
• The first thing that a manager needs to do is to communicate the goals and potential outcomes of the meeting to all its participants: to team members or clients, as well as to themselves.
  Or, if the objectives could not be deduced, holding a 1-on-1 meeting might not be such a good idea, thus it might be better to postpone it until the agenda presents itself, or try solving the issue with a simple messenger text or an email instead of a call.

• In addition, managers need to watch out for how much they speak in comparison with their interlocutor in order not to sound too patronising when speaking to a subordinate or too overselling when speaking to a client.

6. Unofficial All-Hands meeting - usually held at the end of the week, these meetings are usually organised for team-building more than for any productive efforts. During unofficial All-Hands, it is permissible to be less formal, discuss non work-related issues and generally enjoy the presence of the coworkers. In that regard, All-Hands resemble a combination of casual Friday and a company party, thus, it is a great platform for different team building activities.

7. *Demo meeting* - a meeting usually between members of technical teams (coders and such) to demonstrate how well the product works on any particular stage of its development. These meetings are good both for team members because they learn presentation skills; and for clients/investors because they know what they are getting for their money. Some major advice for these type of meetings include:

- It is not advisable to hold such meetings very often as developers could only write so much of the program within a particular period of time. Once every two week or even once enough is more than enough.

- In addition, these meetings should not be very long, especially the internal ones. For them, a simple review of new features and skimming through the fixed old ones should suffice. As for the presentations to clients or potential investors, if neither wants to be financially involved in the product after a ten minute display, chances are they are going to be even less interested after a 20- or more minute exhibition.

- As supposed by their name, demo meetings are ideally showcasing the product itself, not its hypothetical performance. That is why using videos or PowerPoint presentations for this objective is not recommended because, first, the team should be acutely aware of any problems that might arise during the software demonstration; second, clients and investors are not feeling that they are fooled.

Of course, there are many more meeting types, specific for each particular field, but in their essence, all of them could be reduced to the 6 above mentioned variants. As for the recommendations common for each of them, the most important ones are having an agenda; appointing a facilitator/moderator who would ensure that the meeting would not turn into a bazaar; and setting up meetings at a time convenient for everyone.

5

Manager's Etiquette for Remote Meetings

What a manager should do to render their online meetings not only productive but also pleasant for the participants

The overwhelming number of online meetings has become an additional source of stress for many employees, 83% of which already suffered from work-related stress prior to the COVID-induced massive migration from offices. Hence, managers need to ensure that the meetings they organize are not only efficient but also agreeable for their subordinates to be in in order to reduce the amount of stress workers endure.

As a result, a better online meeting atmosphere helps to avoid such [nefarious effects of stress](#), as the loss of creativity, health problems and eventual burnout. Apart from remembering to honor such crucial constituents of offline meetings as:

- Assigning the specific roles for everyone (note-taker, host etc.);
- Asking for everyone's opinion;
- Making deliberate efforts to [make the meeting playful and fun](#);

There are many ways managers could ensure that the online meeting they lead is convenient for everyone. However, it is reasonable to concentrate on 5 major ones, since even after implementing only

them, the quality of remote gathering would increase significantly:

1. *Make sure that the meeting is indeed needed*. And if the information a manager wants to convey to their employees could be as easily (or even more easily) delivered through a simple messenger line or an email, it is better to opt for the simpler option.

Indeed, by setting up meetings wisely, a manager has a chance to portray themselves as a reasonable leader, not as a needy or micro-controlling nuisance. In addition, around 86% of workers have a desire to work independently, thus, the lack of attempts to directly control everything employees do would be much appreciated. 2. *Account for different time zones*. By setting an online meeting at a time convenient for everyone, a manager has the potential to fulfil a major need of their subordinates, that of fairness. To be precise, 89% of workers want their manager to be fair and to hold all employees accountable to the same standards.

Conversely, some team members might feel discriminated against if their boss set up a meeting at a time perfect for him or her but in the middle of the night in the employee time zone. Coming up with the best time for everyone on the team is not an easy task, however, the end of the article presents a possible solution on how this challenge could be fought off.

3. *Create and distribute an agenda* - even for a 1-on-1 meeting. Having an agenda shows your meeting participants that the gathering is not just an idle get-together (see p.1), but a really needed event. Consequently, team members would simultaneously feel that, first, their time is not wasted; second, that they are important enough to make an agenda specifically for them. Besides, for one-on-one meetings, such a sense of importance increases severalfold, which might be just another reason to use 1-on-1s sparingly. One of the ways to create an agenda is the WWW-method because it is a clear and concise way of representing the main points of a future meeting for the participants.

4. *Assign the roles* - Have a role for who is the host, note taker etc.

5. *Encourage people to turn on their cameras.* In addition to the [productivity boost](#), seeing each other's faces has a positive impact on the team's morale. This effect is better demonstrated in comparison with the real life analogy: it is not very polite when a person is talking to someone, but the interlocutor is always trying to turn their face away. The same impression is created during an online call when some people have their cameras on and some prefer to hide behind the monitor - the former feel that they are being somehow rejected by their colleagues. Conversely, a manager politely, but firmly asking their team members to reveal their visages helps to eliminate such tension.

6. *Sometimes forcefully muting people is not rude, but quite the reverse.* While nobody likes being shut up, there are situations when such drastic measures are needed to ensure the seamless flow of the conversation. Here it is not so much the question of [cyberbullying in the workplace](#) - although, the ability to prevent indiscriminate comments of coworkers certainly contributes to a positive virtual job atmosphere. On the other hand, here it is more the question of mere carelessness. To elucidate, a team member might engage in a non work-related conversation, or there could be really loud construction works in their surrounding, but this unmuted employee might not even realize that they are noise-poisoning the meeting. As a result, the ensuing noise disrupts the normal course of the discussion, leaving the colleagues frustrated. In such situations, a simple imperative click on a "mute" button" is not only permissible, but actually desirable.

As was already said in p.2, creating a meeting at a time appropriate for everyone is as important as it is demanding. To solve this particular problem, [Teamcal Ai](#) has elaborated a convenient online calendar that makes it possible to set a meeting with an entire team in one click, while simultaneously taking into account different time zones of respective team members.

6

How to Plan for a Productive Day

With a To-Do List in the Calendar

In the times of the pandemic, when the workload seems to [have increased by 43% on average](#), it is ever so crucial to rationally distribute the time, which is still 24 hours per day. To accomplish this quite a challenging task, here are 5 pieces of advice, incorporating which into the work calendar would not only make the day more productive, but also help to observe a proper work-life balance:

1. *Book time for breaks.* Sounds a little counterintuitive but this recommendation has a very simple reasoning, that is ensuring productivity in the long run.
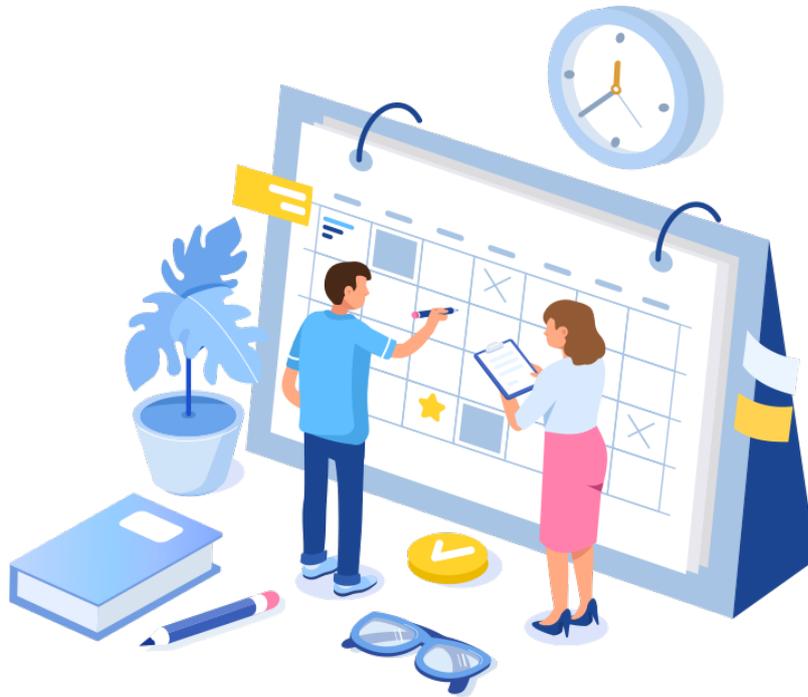
To specify, when the breaks in the calendar are set in stone, a manager/employee is guaranteed to have a designated time to unwind, thus preventing potential unsolicited patterns, such as procrastination or eventual burnout. What might work best is a 15-minute walk break in the afternoon (even moving around the apartment works) or several small walks throughout the day.
First, during the current Work-From-Home period, the already lacking movement for office workers has become utterly deficient, leading to various health problems. Second, walking apparently helps to concentrate, boosts creativity and improves the mood.

Another point - Breaks are not to be modified under any circumstances. Otherwise, when such slots are allowed to be sacrificed for some unexpected task, or are absent altogether, work could pile up to infinity, especially for managers whose day could hardly be called "standardized" in the first place.

2. *Actions aligned with the goals; entropy diminished.* After creating the commitment to leisure time, it is important to make certain that everything an individual does work wise corresponds to their personal goals or the goals of the company.

Just as one of the tips from Chapter IV.2, a good manager always makes sure that the meeting is indeed needed. And just as an unnecessary meeting, the action that contributes nothing to achieving the person's long- or even short-term objectives should be peremptorily removed from the calendar.

What is more, it might be better to try and unite all one-type actions scattered throughout the day and complete them during a designated time. A prominent case in point here is dealing with emails, messengers and social media. To specify, rather than be distracted all the time by a beeping message noise, a specialist might devote 1 hour a day to sorting out inbox, crafting replies and checking social media. For the rest of the day, similar resources could be [intentionally blocked](), especially the most seductive ones, like Facebook or Instagram.

3. *Eat frogs in the morning.* From the [book of B. Tracy](), "a frog" is an important and needed-to-be-done task that for some reason evokes a very serious emotional resistance when approached. Thus, the best way to deal with these "frogs" is to "eat" them first thing in the morning, before lunch. The time [from 09 a.m. till 1 p.m.]() is the most productive one, when the judgement is clear and the determination is strong.
An additional point here might be to choose 5 micro-wins of the day - the tasks that the person is sure to complete - and also put them in the calendar before afternoon. Needless to say that a specific time slot should be allocated for these tasks and the designated time window should be ardently observed. As a result, after starting the day with a win and thus receiving a mood boost, an employee has a higher chance to be more productive for the rest of the working schedule.

4. *For any meeting, account for 30 minutes of extra time.* This time is divided into two parts, both of which generally refer to [note taking](). The first 15 minutes are needed at the beginning of each meeting to quickly go through the meeting agenda, complete it if necessary and do the final preparations. The second 15-minute chunk is good to have especially after an important meeting to summarize the meeting content and put the notes in order.

5. *Evening is for creativity and ruminations.* It has been found that the best time for creative pursuits starts after 4 p.m. According to a [study](), evening hours are better used for tasks not directly related to work per se but implicitly benefitting it. For instance, these tasks could include brainstorming, reading or free writing.
Another potential use for the evening hours is recapping the past day and planning for tomorrow. Free-from-work brain is able to better discern what was good about the last 24 hours; what could be improved and in what way. Conversely, if a person is extremely tired, then the strict format of post-factum analysis and planning ahead could be replaced by the more relaxed journaling of thoughts. This exercise still assists in digesting the events during the day and creates a somewhat considered start for the future.

Last but not least, all the to-do items should be put directly into an online calendar, as paper notes are an outdated and unreliable method of time tracking.

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