



MASTER IN ENTREPRENEURSHIP
INNOVATION MANAGEMENT
IN COLLABORATION WITH **MIT SLOAN**

IN COLLABORATION WITH

MIT MANAGEMENT
SLOAN SCHOOL



UNIVERSITÀ DEGLI STUDI DI NAPOLI
PARTHENOPE

MASTER MEIM 2022-2023

Time and temporality: The value of time and its management

A cura del dott. Luca Fusco, PhD

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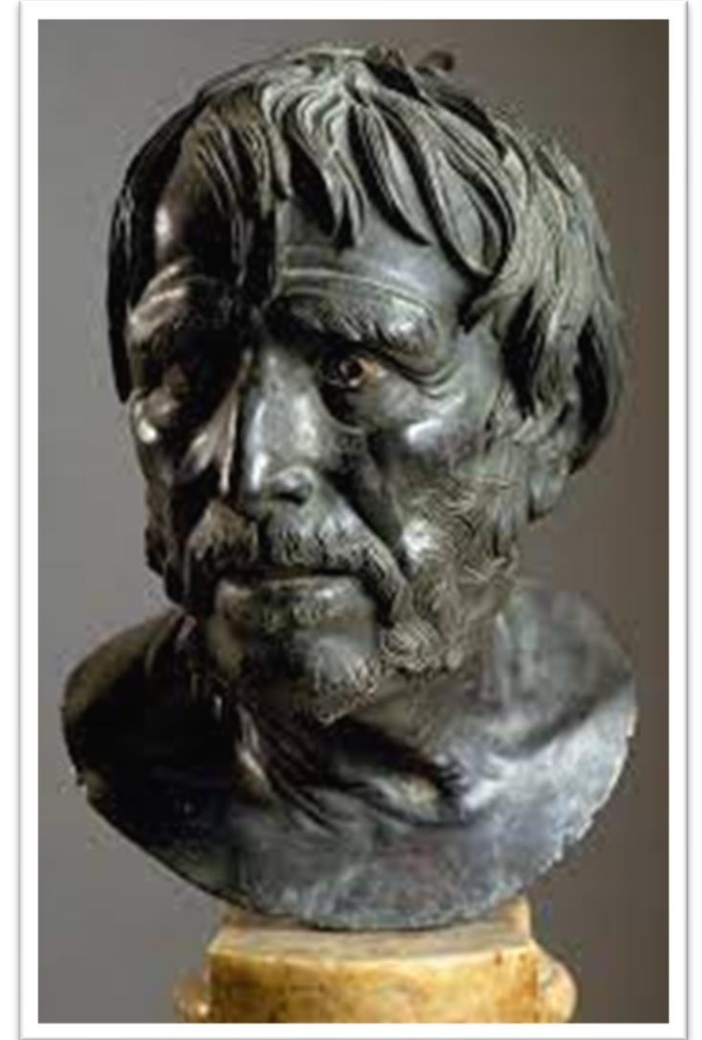
Which are your time issues?
(3 problems you have with time)

Program of the day:

- 1) Temporality and the value of time 9 am – 11 am
- 2) Time management tools 11 am – 1 pm
- 3) «Valuable time» projects 2 pm – 4 pm

*«We were given a life long
enough for achieving great
things»*

*Lucio Anneo Seneca,
«de brevitae vitae»*



My sources for this class:

- A) Philosophy (Seneca, Bergson, Nietzsche, Heidegger, Galimberti)**
- B) Psychology of Time (Zimbardo and Boyd, Levesque)**
- C) Psychopathology (Minkowski, Borgna)**
- D) Podcasts, TedTalks, Time Management blogs, etc.**

«...quando si perde tra il lusso e la trascuratezza, quando non la si spende per nessuna cosa utile, quando infine ci costringe la necessità suprema, ci accorgiamo che è già passata mentre non capivamo che stesse passando. È così: non abbiamo ricevuto una vita breve, ma la rendiamo tale, e non siamo poveri di essa ma prodighi. Come ricchezze notevoli e regali, quando sono giunte ad un cattivo padrone, in un attimo si dissipano, ma, sebbene modeste, se sono state consegnate ad un buon amministratore, crescono con l'uso, così la nostra vita dura molto di più per chi la dispone bene.»

Time for the Romans

OTIUM:

Time for leisure,
relaxation,
contemplation, study
and eat.

NEGOTIUM

Time for public life,
politics, business,
work.

*«Comportati così, Lucilio mio, rivendica il tuo diritto su te stesso e il tempo che fino ad oggi ti veniva portato via o carpito o andava perduto raccoglilo e fanne tesoro. Convinciti che è proprio così, come ti scrivo: certi momenti ci vengono portati via, altri sottratti e altri ancora si perdono nel vento. Ma la cosa più vergognosa è perdere tempo per negligenza. **Pensaci bene: della nostra esistenza buona parte si dilegua nel fare il male, la maggior parte nel non far niente e tutto quanto nell'agire diversamente dal dovuto.***

Puoi indicarmi qualcuno che dia un giusto valore al suo tempo, e alla sua giornata, che capisce di morire ogni giorno? Ecco il nostro errore: vediamo la morte di fronte a noi e invece gran parte di essa è alle nostre spalle; appartiene alla morte la vita passata. Dunque, Lucilio caro, fai quel che mi scrivi: metti a frutto ogni minuto; sarai meno schiavo del futuro, se ti impadronirai del presente.»

Lucio Anneo Seneca, «Epistulae moralae ad Lucilium»

Time for the Ancient Greeks

Kairos:

The right time, the appropriate moment for doing something.

Chronos:

The amount of time.

Time is not just quantity... It's quality!

Time management is not just about how you employ your time.

It's also about how you *live* your time and what you do decide to do with that.





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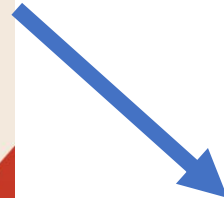
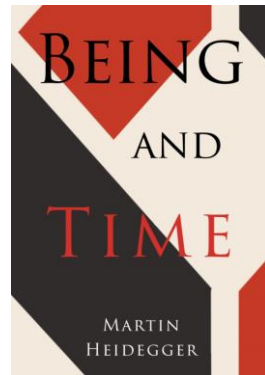
«Valuable time»

*Which time do you consider
valuable?*

«Nessuno ti renderà gli anni, nessuno ti restituirà a te stesso; andrà il tempo della vita per la via intrapresa e non tornerà indietro né arresterà il suo corso; non farà rumore, non darà segno della sua velocità: scorrerà in silenzio, non si allungherà per editto di Re o favore di popolo; correrà come è partito dal primo giorno, non farà mai fermate, mai soste. Che avverrà? tu sei affaccendato, la vita si affretta: e intanto sarà lì la morte, per la quale, tu voglia o no, devi aver tempo.»

Martin Heidegger: who's the subject of action?

Authenticity vs Inauthenticity



Being-towards-death





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Time and work

Time and work, a multidimensional problem

EMANCIPATION

HEALTH

PRODUCTIVITY

SUSTAINABILITY

QUALITY OF
LIFE

WORK-LIFE
BALANCE

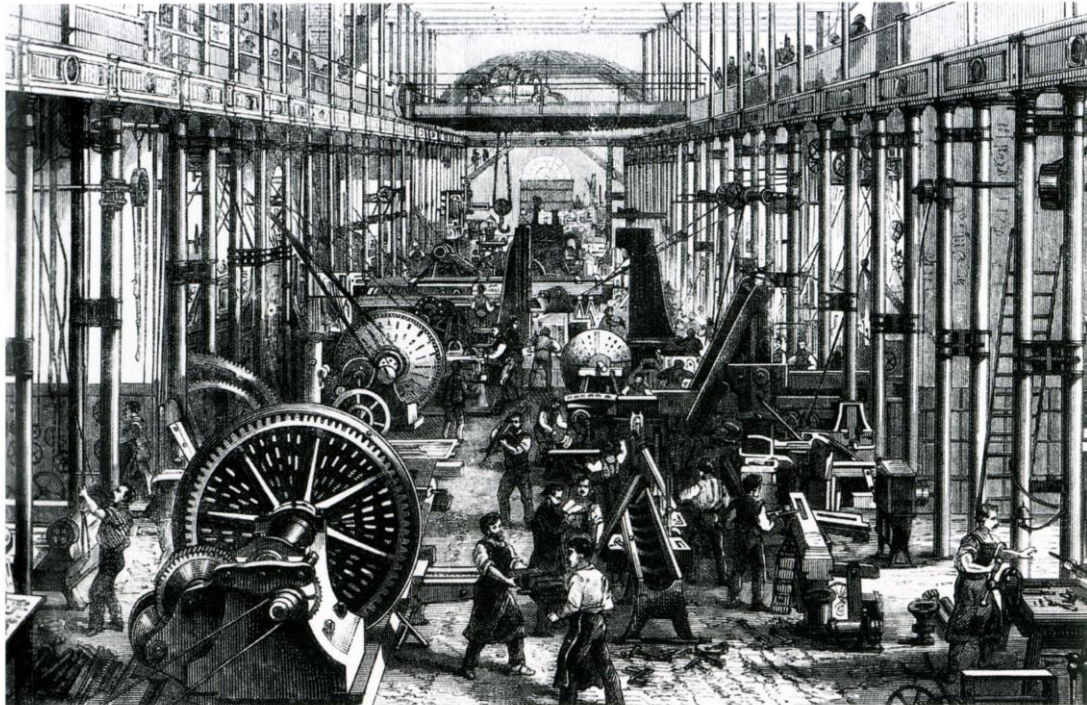
Time and work? A bit of history...



1593: Felipe II sets an 8 hour limit for the workers in the Spanish empire (4 in the morning – 4 in the afternoon) in order to prevent health problems related to sun exposure.



Time and work? A bit of history...



Industrial revolution:

**1810: Robert Owen (entrepreneur) introduces
the**

10 hours limit

**1847: Great Britain sets the mandatory 10
hours limit**

**1848: France sets the mandatory 12 hours
limit**

Time and work? A bit of history...

- The **America Federation of Labour**

meeting in December 1888, set 1 May 1890
as the day that American workers should
work no more than eight hours

- 1919, **International Labour**

Organization ILO sets the 8 daily hours
and 48 weekly hours limit

- Italy 1919: **FIOM** obtains an agreement
for the 8 hours limit

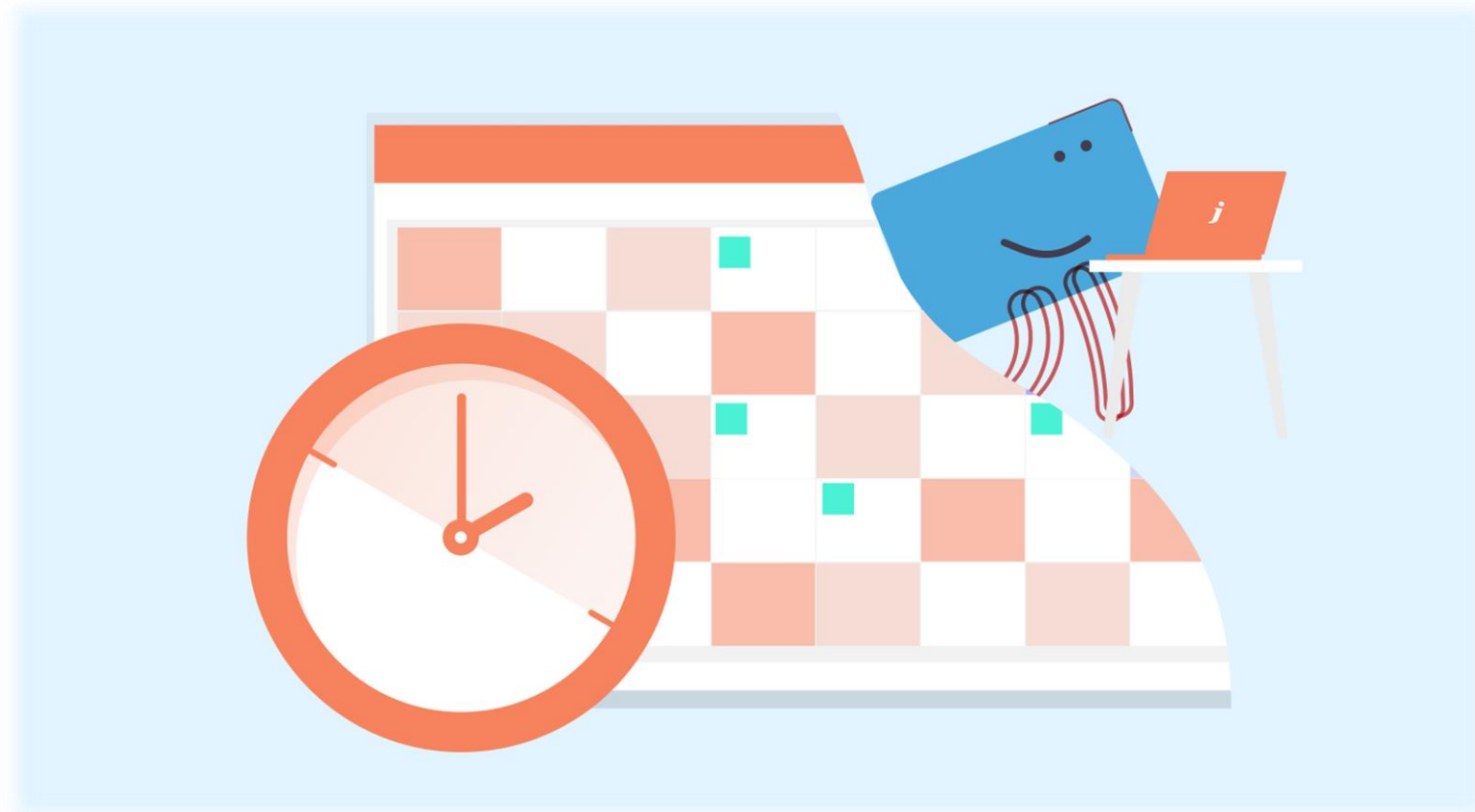
Between 1969 and 1970 the weekly limit
is set at 40 hours



Time and work? A bit of history...

New challenges:

- 6 hours day
- 4 days week



Time and work? The new challenges



Proponents of the four-day week argue that it provides multiple benefits—to the organizations that implement this innovative schedule, to the employees who work it, and to the climate

In 2022, the world's first coordinated trials and the large-scale independent research effort of the impacts of a 4-day week was conducted.

Day 1	Day 2	Day 3	Day 4	Day 5
✓	✓	✓	✓	✖
Paid	Paid	Paid	Paid	Paid

Time and work? The new challenges

Some data:

+ 8.14% Revenue

+ 37.55% trial time revenue

+ 12.16% Employees

- 9.25% Fatigue Level

- 8% Sleep Problems

- Significant improvements in work/life balance,
life satisfaction

- Significant decline of absenteeism and
resignation



Day 1	Day 2	Day 3	Day 4	Day 5
✓	✓	✓	✓	✖
Paid	Paid	Paid	Paid	Paid

Time and work, a multidimensional problem



EMANCIPATION

HEALTH

PRODUCTIVITY

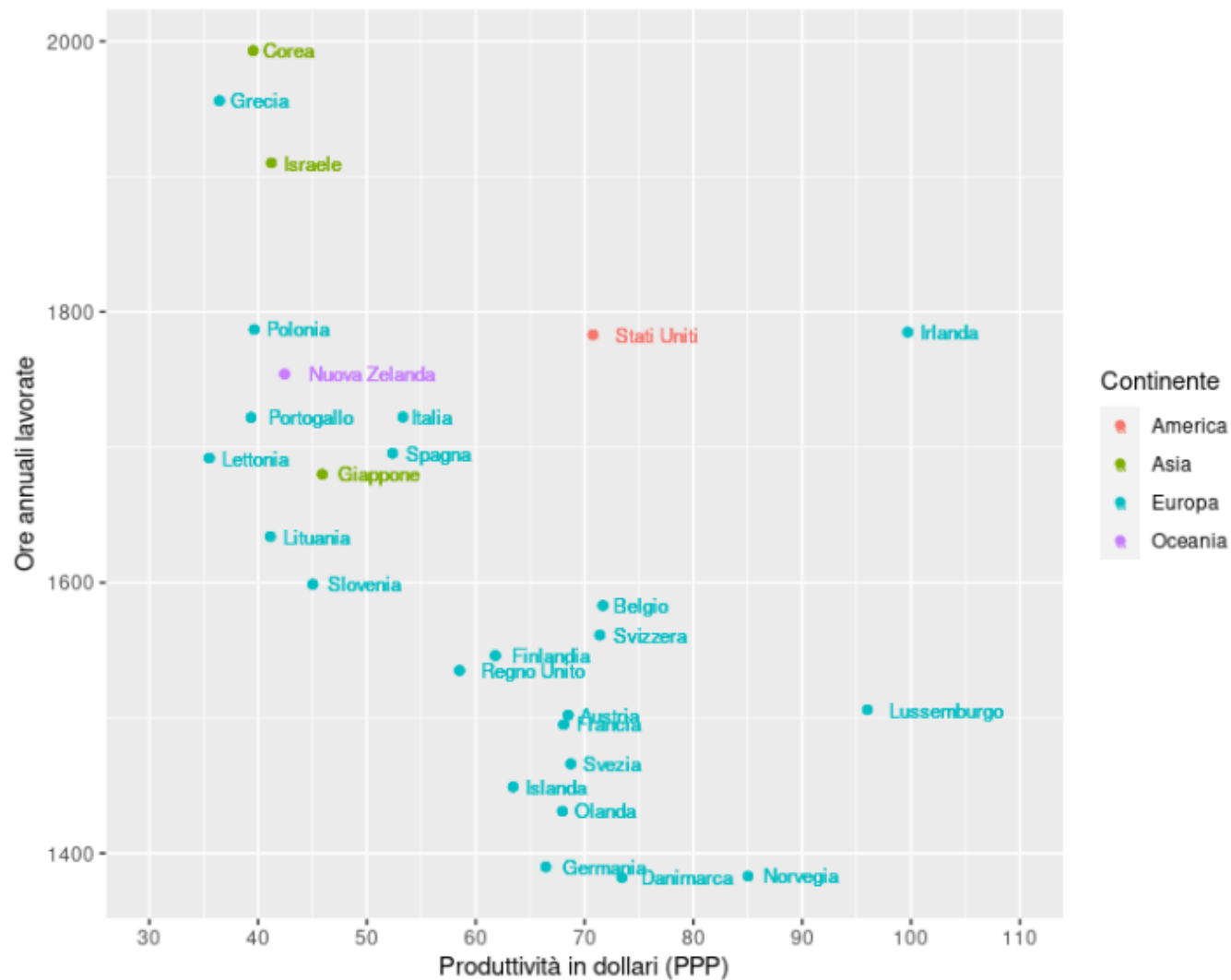
SUSTAINABILITY

QUALITY OF
LIFE

WORK-LIFE
BALANCE

Time and Productivity

Ore annuali lavorate per produttività nel 2018
con la produttività misurata secondo l'indice PPP in dollari



Time perspective (Zimbardo and Boyd, 1999)

- 1) *Future time perspective*
- 2) *Present – hedonistic perspective*
- 3) *Present – fatalistic perspective*
- 4) *Past – negative time perspective*
- 5) *Past- positive time perspective*



<https://www.thetimeparadox.com/zimbardo-time-perspective-inventory/>

2023

Gennaio

Lu	Ma	Me	Gi	Ve	Sa	Do
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Aprile

Lu	Ma	Me	Gi	Ve	Sa	Do
						1 2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Luglio

Lu	Ma	Me	Gi	Ve	Sa	Do
						1 2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Ottobre

Lu	Ma	Me	Gi	Ve	Sa	Do
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Febbraio

Lu	Ma	Me	Gi	Ve	Sa	Do
						1 2 3 4 5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

Maggio

Lu	Ma	Me	Gi	Ve	Sa	Do
						1 2 3 4 5 6 7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Agosto

Lu	Ma	Me	Gi	Ve	Sa	Do
						1 2 3 4 5 6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Novembre

Lu	Ma	Me	Gi	Ve	Sa	Do
						1 2 3 4 5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Marzo

Lu	Ma	Me	Gi	Ve	Sa	Do
						1 2 3 4 5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Giugno

Lu	Ma	Me	Gi	Ve	Sa	Do
						1 2 3 4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Settembre

Lu	Ma	Me	Gi	Ve	Sa	Do
						1 2 3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

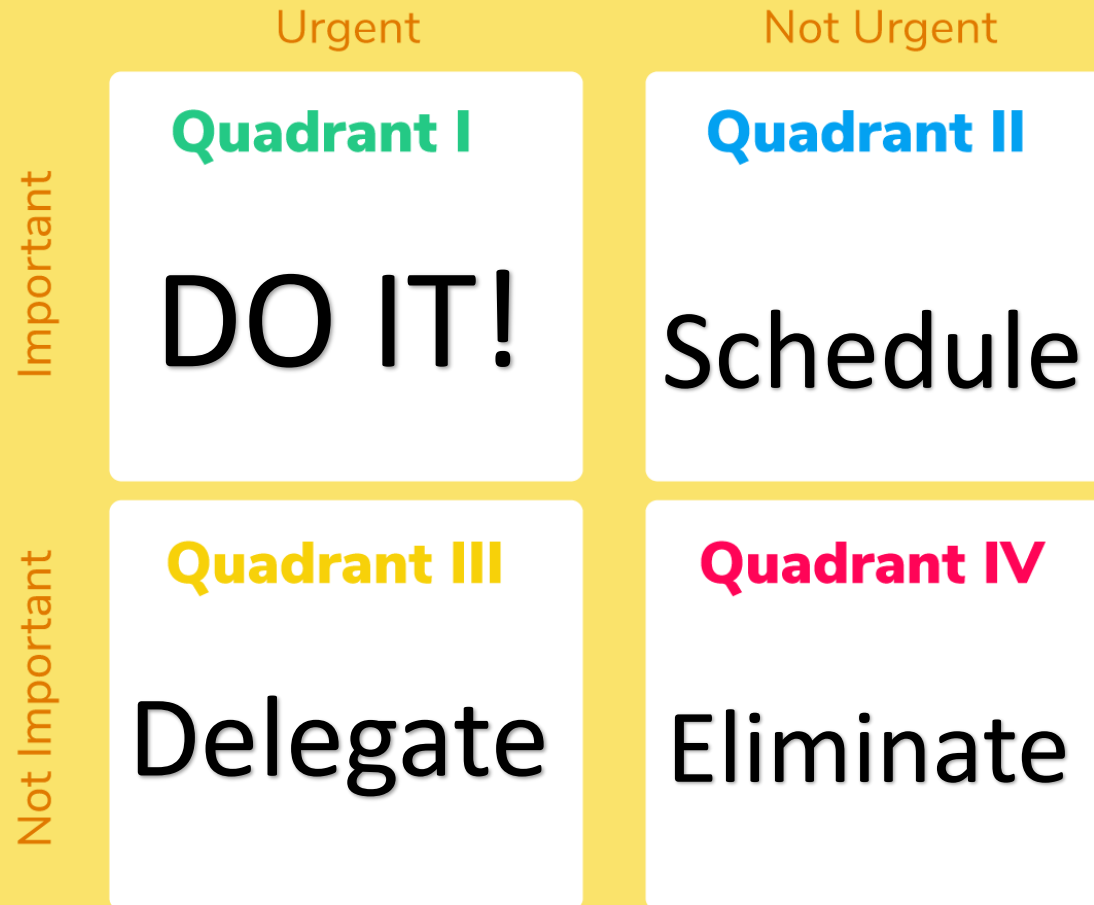
Dicembre

Lu	Ma	Me	Gi	Ve	Sa	Do
						1 2 3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31





Covey time management matrix



Important principles



DAILY PLAN DATE _____ M T W T F S S

TOP 3

TO-DO

NOTES

SCHEDULE

6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
12	_____
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____

BREAKFAST LUNCH

DINNER MEALS WATER INTAKE

1) Plan and review:

Steal time off of your schedule for deciding (or reviewing) a schedule!

2) Pay attention:

Stop multi-tasking and half-done tasks.

3) Priorities:

Choose your MIT!

Important principles



DAILY PLAN DATE _____ M T W T F S S

TOP 3

TO-DO

NOTES

SCHEDULE
6 _____
7 _____
8 _____
9 _____
10 _____
11 _____
12 _____
1 _____
2 _____
3 _____
4 _____
5 _____
6 _____
7 _____
8 _____
9 _____
10 _____
11 _____

BREAKFAST _____ LUNCH _____

DINNER _____ MEALS _____ WATER INTAKE

4) Plan your breaks and awards:
Keep yourself motivated and energized

5) Don't be perfect!

Be a realist and forgive you. Don't focus on details.

6) Counter intuitive tips:

Sleep, relax, exercise, have fun.

Most important

7) Do things that work for you!

What works for you?

DAILY PLAN DATE _____ M T W T F S S

TOP 3

TO-DO

NOTES

SCHEDULE

6 _____

7 _____

8 _____

9 _____

10 _____

11 _____

12 _____

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

7 _____

8 _____

9 _____

10 _____

11 _____

BREAKFAST | **LUNCH**

DINNER | **MEALS** | **WATER INTAKE**



my daily schedule



Techniques:

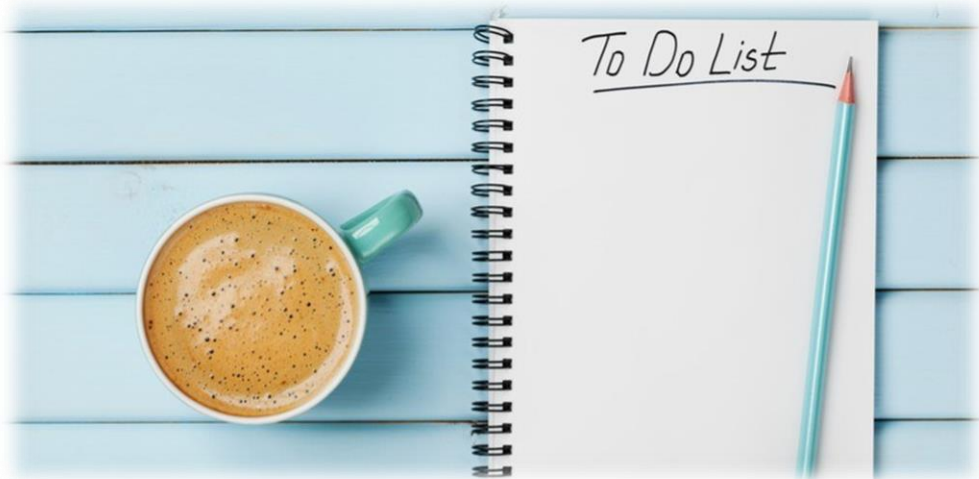
- **Timeboxing**
- **Artificial deadlines**
 - **Protected time**
 - **Daily highlight**
 - **Daily numbers**
 - **Ideas notebook**
- **Use both brains!**

Timeboxing

Create boxes of your days and precisely plan each activity you're going to work on, and your breaks.

Best moment to plan your day is the night before!





Useful if you're worried about forgetting tasks to do.

If you're afraid to organize

Risky if you're not in control of the achievement of the tasks

Setting personal deadlines for self-directed tasks is a useful method if you're afraid procrastinating too much when working at a personal project.

You should set multiple day limits working at different advancements of the same day project.

You should be flexible enough to give you the opportunity of setting a delay, but also disciplined enough to make this deadline a real stimulus to work in the present.



DAILY HIGHLIGHT

Giving yourself a daily highlight (one very important thing you do each day) is a useful tool if you're afraid dislocating your attention too much.

It gives you the opportunity to focus your attention on achieving one goal per-day.

Giugno 2022

Domenica	Lunedì	Martedì	Mercoledì	Giovedì	Venerdì	Sabato
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

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Daily numbers

Consider your workday over when you have achieved a self-set number of tasks (like from 3 to 5).

This technique will allow you to set your days based on achievements and not on time

Very useful if you want to focus on productiveness.



Protected time



Create a «box»
dedicated to yourself
and your most beloved
personal and
professional activities.

Ideas notebook

This is a great technique if you both want to keep your attention on your work and at the same time give importance to your creativity.

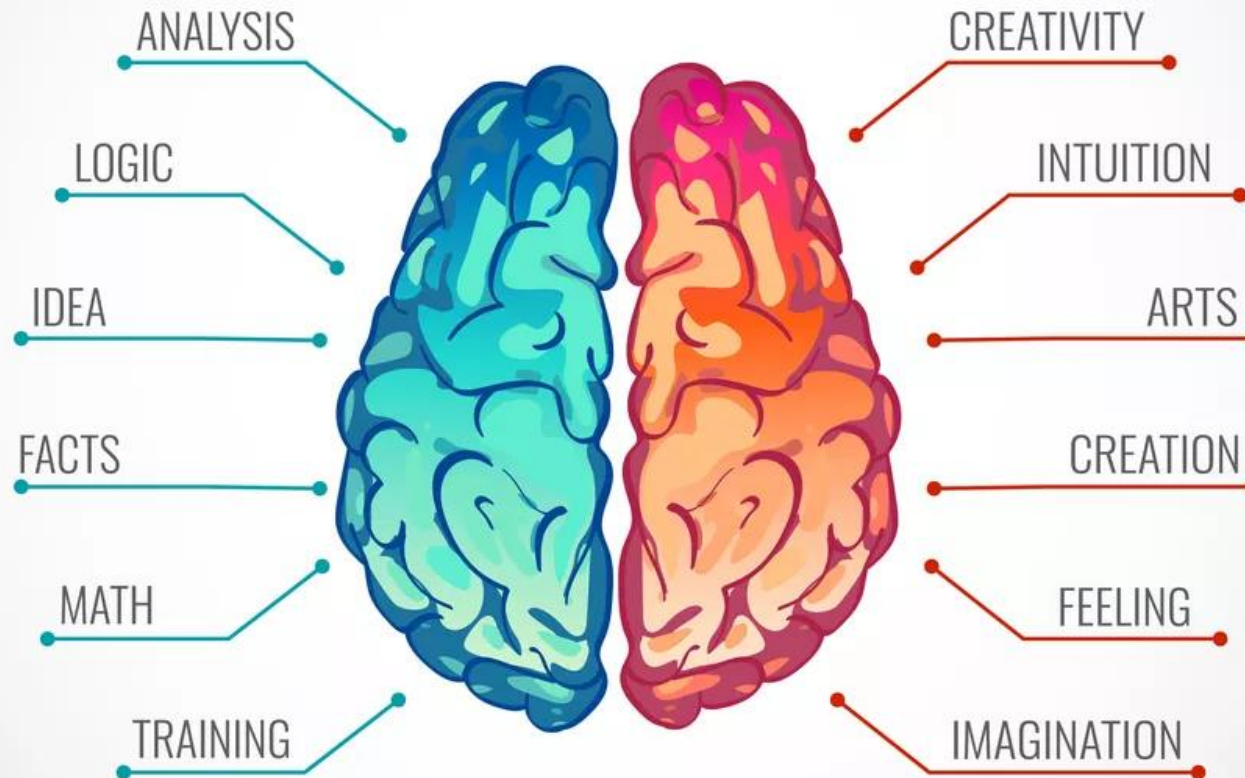
Keep your ideas notebook next to you while you work.

If you get an idea, take note of it and go back to your work.

Then set a specific time of your day (like one hour) in which you develop your new ideas.



LEFT vs RIGHT BRAIN



my daily schedule



Techniques:

- **Timeboxing**
- **Artificial deadlines**
- **Protected time**
- **Daily highlight**
- **Daily numbers**
- **Ideas notebook**



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«Valuable time»

*Which time do you consider
valuable?*

Task:

What if... individual ideas

«How would you employ your time and energies if you were 100% sure you had infinite financial resources for your life, no social pressure or expectations about your jobs or occupations?»