

eBook

TIME MANAGEMENT

Considerations in Professional Services Firms

From Busyness to Business



FOR:

Architects, Architectural Designers, Consulting Engineers, Cost Estimators, Land Surveyors, Planners, Project Managers, and other professionals in construction and infrastructure development.

IDEAL FOR:

Directors, project managers, practice and administrative managers, and anyone looking to expand their knowledge.



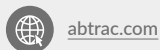
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Edward O'Leary is a recognized authority on managing professional services firms, with deep expertise in IT, business management processes, and financial controls. He combines this knowledge with a keen understanding of how businesses can improve efficiency and profitability.

A former consultant at the international accounting firm EY, Edward co-founded Abtrac in 1990. As the principal architect of the Abtrac software suite, he continues to lead its development, ensuring it evolves to meet the needs of professional services firms worldwide.



Timesheets | Projects | Invoicing

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FROM BUSYNESS TO BUSINESS:

TIME MANAGEMENT

and How it Impacts your Business

"Over the years, I've worked with countless professionals across architecture, engineering, and project management. One challenge remains universal—how to manage time efficiently while balancing client work and profitability.

This ebook is about real, actionable strategies to improve time management in your firm. It's not a sales pitch—just insights gained from decades of experience helping businesses like yours."

- EDWARD O'LEARY

INTRODUCTION

In a professional services firm like yours, revenue doesn't come from manufacturing products or reselling goods with a markup. Instead, you sell **your time and expertise**—which makes managing that time crucial at every level, from project planning to office operations.

In this ebook, I'll discuss **why effective time management matters** and how it directly impacts your firm's revenue and profitability. Whether you're a director, project manager, or administrator, understanding how to track and optimize time can make all the difference in running a more efficient and profitable business.

This isn't a promotional piece for me or for Abtrac. But before we dive in, I'd like to share some perspective on where I'm coming from.



TIME MANAGEMENT

MY STORY

I used to work for an accounting firm. We had to account for every six minutes of work. And if anyone wrote off more than a certain amount, they were written off in terms of promotion, and at times in terms of their job at that firm.

So when I left that firm I vowed I'd never do another timesheet. I was too smart for all that. I got a contract delivering course at Auckland University and another for several years with what was then the New Zealand Institute of Chartered Accountants.

But first out on my own, our primary bread and butter was from one-off software developments for businesses, mostly bigger commercial companies that needed "add-ons" around their big software systems. These jobs came from the lecturing contracts. However, after a few years I had twelve staff. And each month end was at best a lucky guess at what I should be invoicing a particular client.

I realised if someone queried an invoice or even asked me where we were up to on any particular one-off software development project, I needed some hard data. So I wrote Abtrac as an internal project management tool.

We went commercial with it after giving it away to friends, many of whom encouraged me to tidy it up and take it to market.

We continue to use it, as do many other professional services firms across Australia, New Zealand, South Africa and elsewhere for their project management, time management, work scheduling and invoicing. Our niche now is professional services as described on the cover of this eBook. It is mostly used by tertiary-qualified, white-collar professionals in the construction and infrastructure development space.

Like you, all our other clients earn their revenue from selling their professional expertise, often for compliance purposes. At one end of the spectrum one of our clients is a sole trader, an architect out on his own diligently plying his skills. At the other end we have a few firms with staff numbers over 200, invoicing large sums every week. All our clients are juggling many projects of a range of sizes.

Abtrac helps them manage not just individual engagements but all their work, and therefore it is the production management system of the business.

So this eBook is on the topic of "Time Management Considerations in Professional Services Firms". It addresses issues and challenges facing businesses like yours working on a mix of long and short term projects, with a mix of hourly rate charge up and fixed fee work.

Every person we talk to in any business tells us how they are different. And whilst each one is correct based on the size, discipline and behaviours that have evolved in their particular business, every business in our niche shares much in common.

The thing is, firms like yours are in a breed of their own. They're not like other businesses.



PROFESSIONALS LIKE YOU DIFFERENT

What do I mean by that? Even compared to each other and your competitors, you know you're different. But what I mean by "different" is unlike retail for instance, in your firm there's no cash registers to balance at the end of each shift. Or unlike the civil service or a local government, not-for-profits or NGOs there's no budgeted amount of money available and that's it for the year. There's no warehouse full of goods and materials to manage and stock to rotate and sell. And there's no physical stock-take each month end.

Or is there?

Each month end in most businesses like yours there is kind of a stock take. The stock your business manages is in the total accrued time on each project. It's split three ways between billed and unbilled time, and heaven forbid, time written off.

It's not visible. But it is "stock". And it's made to order.

So understanding the planning and management of the primary resource in the business, time, requires an understanding of the importance of Time Management and How it Impacts your Business. Of course there's also people management which is of equal importance (in particular in this instance, the people who need to plan the time, do their timesheets and manage the operations of the business, the practise managers).

"Is this job finished. Who's available for this new job. Has the client confirmed a go ahead. Where are we up to on that big project. What did we invoice last time. What can we bill this month."



UNDERSTAND TIME MANAGEMENT



WHAT IS TIME MANAGEMENT

The thing is, many people are positioned in roles or start their own business based on their degree qualifications and experience in practical subjects. They have to morph into becoming a manager, they morph into managing staff, they morph into sales and marketing, PR, bookkeeping and maybe even accounting, depending on what has to be done. Management skills are a mix of self-taught and formal courses. Some take formal management courses offered by universities or their associations or institutes. I'm hoping even this eBook will sow a seed of thought.

Any successful manager goes through a self-awareness change. They stop seeing themselves as a knowledge expert applying their qualifications and experience.

A transformation takes place when they realise they are foremost a manager and director of a team that just happens to sell consulting and skills in their area of expertise.

Now professionals who start their businesses are usually pretty smart. They soon realise they can't be (what's the word...) everywhere managing their business at the levels of detail needed. So they often hire practise managers, whose job is to keep it all together.

Sometimes it's because the business is of a size where the founders and directors simply cannot cover all the bases. But in some cases it's because they'd much rather be out there pulling in the next job, or working on the current jobs.

So, because a business like yours is primarily selling its time and expertise, the skill of managing, and the profitability of the business often falls to the practise manager.

But it has to be a shared role. Project managers and seniors who are planning and costing and proposing for work also have to be up to scratch. Staff need to record their time correctly. And directors have to make sure it happens, giving it the appropriate level of governance. It can't be left up to the practise managers.

Because time management covers planned time and actual time. Managing that is pretty well the major portion of everything the business does to make money.



PROJECT PLANNING

PLANNED TIME

So I thought I'd now address Planned Time. It's the beginning of time management. How long will this take? Who's going to do it? What are the deliverables and the ticks in boxes against each deliverable?

It's a record of what we want to happen across all the projects the business is juggling. At the macro level it's looking 3 or more months ahead. What are we planning on invoicing over the next few months.

It also has a micro focus on what happens next. Who's doing what and when for whom this week and this month.

The aim in any Abtrac business is to utilise its productive effort most shrewdly or maybe I should say sensibly. To achieve the best bang for its buck.

And that's true really for any business, be it not-for-profit, local or central government, a small business or a multinational.

And in a business that only sells its time and expertise, that means meeting milestones and delivery dates, finishing the job with happy clients, and all required ticks are in their boxes. And in the commercial world, it also means maintaining the profit the business has to make from the whole encounter, and from all the ongoing encounters, over time.

Physics tells us that time actually slows down as gravity becomes weaker. I was reading that if an astronaut stayed in space orbiting the earth all their lives, they would be about one week younger when returning to earth. It'd be important to get the timing right on their return date I'd imagine.

Back down to earth, at work, businesses lose time too. But not because of any high altitude work they may be involved in.

Here's a story that sticks in my mind. I was talking with a prospective client a while back. The studio manager's big concern was they were writing off too much time. Her initial email said "Our business is leaking time. We simply aren't billing all the time we're putting into each job. I want it to be much better than it is. I need to plug the leaks."

Now that's the sort of sales enquiry I love to take. So we hooked up an online meeting. They were talking of write-offs of 30% plus, month by month. "Remember that \$18,000 job we only billed 12K for?" and "We lost a fortune on that apartment tower block". They were excessively relaxed about their situation.

I thought we were getting on quite well so after listening to them for a while and asking a few questions I suggested they meet routinely and have staff agree on how long each piece of work should take. They'd then also record their time against each piece of work rather than the whole job. And of course Abtrac could tell them how they're going.

They'd already told me after starting a free trial they liked the "Actual v Budget" reports in Abtrac. These are in Abtrac with different levels of detail by job, stage, or across the whole office, planned time v actual time for staff, week by week or monthly.

I don't think I over-sold it. But I added that things will then more likely be done within agreed times and they could 'plug the leaks' and reduce write offs.

The very quick reply told me the whole story. "That wouldn't work for us here. We're all big boys and nobody needs to be micro-managed. We've been putting into place strategies to deal with growth and employment's a big issue. People would walk out if we put the hard word on them like that."

I was a bit taken aback so I had to think, "OK so you said you're leaking time and hugely under-recovering on most jobs. You've been putting into place strategies. You're making your money by invoicing clients for your time and expertise. Can you tell me what is your time management and invoicing strategy?"

I was met with a blank response!!

That's the first big mistake a lot of businesses make, not having a real strategy around time management, nor invoicing. Things "just happen". They might talk about a time management or invoicing strategy. They'll talk about other strategies too, like an HR strategy or growth strategy. They'll say things like "That's part of our strategy".



THE BIGGEST THIEF OF TIME IN MANY BUSINESSES...

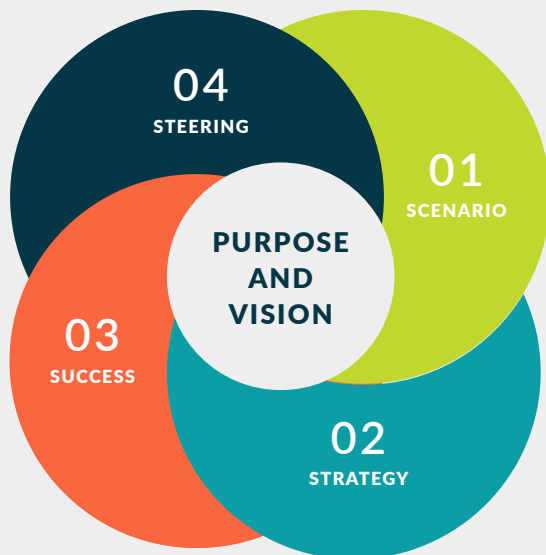
is a top down culture of not
planning nor managing time.

The biggest thief of time in many businesses is management sanctioned, through a culture of neither planning nor managing time, in real time. They have no time management nor invoicing strategy. Without one, Parkinsons Law prevails. "Work expands to fulfil the time available".

And that's a big challenge a lot of businesses have. They're often run by directors who have some real skills in their area of expertise. As the business grows they take on more staff and they've got a great reputation and work is coming in. But suddenly they're not getting their deliverables out the door as efficiently as they'd like. Things are being missed and they often end up in a tail spin, working weekends or going backwards.

A strategy isn't a big thing to develop. Nowadays it might simply be called a "playbook" or something less formal or less challenging.

Any strategy is a roadmap, the overall approach, "This is how this business wants to do it". "We've decided this is the best way to get things done".



STRATEGY AND PROCESS

STRATEGY AND PROCESS

So what is a time management and invoicing strategy.

In our businesses we've got clients wanting things done and we have to get them done as thoroughly and as efficiently and as profitably as possible. So the work comes in. We do it. And we invoice for it.

We need effective and accurate planning and management of time. We'll break jobs up into stages and manage due dates. We'll invoice ASAP and maintain corroborative data so every invoice can be justified. Then there'd be a bit around debtors I'm guessing.

So how do we do all that? What criteria will determine if we'll invoice a fixed fee as opposed to an hourly rate. How will we monitor how are we going and where we need to be. How will we keep our clients in the loop.

We will outsource some of the work like invoicing or bookkeeping, or will we do it all in house.

The strategy should cover all of this.

A second big item which is seldom reviewed comes from the strategy. Process.

But in many businesses we find there are missing links in the end-to-end process because there is no roadmap, or an “understood” road map. You find that out really quickly by talking with 4 or 5 people in the business who are in the process. There’s the director, a job manager, the people who do the time planning and those who record their time, the person who does the payroll and the person who does the invoicing or the person who looks after the accounts. You’re likely to get different answers as to what the process is. Each one thinks they have the answer.

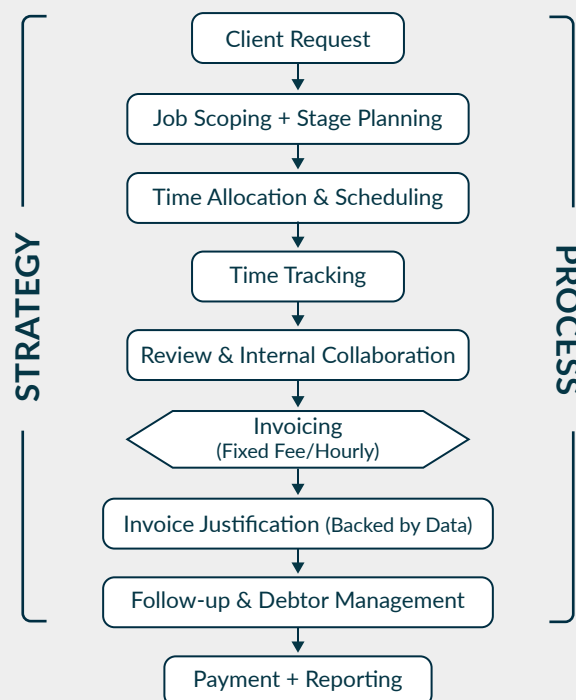
If called in by an accountant they may say “these people are always late getting their invoices out the door.” Or the admin manager may say “I can never find out what to invoice.” The directors may say “We’ve got money in the bank so we’re doing something right. What’s the fuss.”

So often if for example an accountant or bookkeeper asks for a demonstration for one of their clients we’ll say “sure but we need these internal people in on it”. We try to get people from all the different roles in the process so we understand how their business works. And as often as not the prospective or new Abtrac client benefits from the collective discussion as much as we do.

So when it comes to time management and the left hand doesn’t know what the right hand is doing nor why, the likelihood of things running as efficiently and as profitably as they can will plummet, simply because of the ambiguity and lack of an end-to-end process.

And when the business grows, or a key person leaves, if a business doesn’t have a slick process that everyone understands and follows, where people can come and go but the process prevails, then the inefficiencies are intensified.

The time management and invoicing pipeline





THE BUTTERFLY EFFECT

THE BUTTERFLY EFFECT

You've probably heard of "The butterfly effect". It comes from a mathematical theory called chaos theory. The idea is the flap of a butterfly's wings in one part of the world could eventually cause a tornado or storm surges in another. In business terms it means small changes in one place within a system can have a big effect on apparently unrelated parts of the same system. And to a large extent, any professional services firm is certainly a complex and often a large system.

In fact whether it has 2, 20 or 200 people working in it, the same jobs have to be done, albeit in a two person firm there's a lot less volume in each job.

How does the butterfly effect impact your business? Supposing someone runs over on one job by 2 hours, 2 days or longer. It's not only a write off on that job but the next job in line is bumped by the same amount of time. Time is stolen off one job and used by another. And then you're rained off or some other uncontrollable event happens and everything gets bumped out another week. It's a very real scenario.

The success of the outcome is in the planning, and keeping on top of how you're going vs your plan for each bit of work. Planned time is more important than actual time. It's much more important. Because you can do something about it. People says "Don't sweat the small stuff". That's true. But managing planned time, and giving others an expectation of how long something should take and measuring how long it actually took isn't micro-management. It's just management. And it adds up.

The result can immediately be seen in your service delivery, in your invoicing and quite possibly in the stress around the office.

But someone might say "We don't have time for all that".

Honestly, quality management doesn't cost more. In fact it doesn't cost at all. It saves!



QUALITY TIME MANAGEMENT DOESN'T COST ANYTHING

Managing planned time v actual, actually saves time!

It takes time. But it can save a lot of time, and a lot of money. It could save thousands of dollars written off on one job alone, and it'll make a huge difference to the invoicing measures across all the jobs in any office.

And in measuring planned time v actual, by project, by stage, by employee the business can learn.

How much work can be given to a junior, a project manager, a director, and have it done. How much can we quote on this next job. Well let's review the last several like it.

TIMESHEETS

Do you have Chat GPT on your phone? If you do, then ask it that question "Why are timesheets important?" Do it now if you want. It has a huge list of reasons.

There was a movement a few years back. Around Covid time, pushing for timesheets to be phased out. It was really just chat and various blogs and postings on LinkedIn etc. A bit of lockdown fever.

Do we still need to fill in timesheets?

We are working on fixed fee projects. Who needs a timesheet these days?

It involves time....

And it's true it does take time. But it's part of the job. A painter doesn't just charge to just apply the paint. They'll charge to wash the brushes, clean the van and everything else. Time management in a business selling it's time and expertise is equally important.

One "movement" was simply converting planned time to actual time. The assumption was "I know how long this will take so I might as well record it now". The downside obviously was nobody was learning. There was no comparison between planned and actual. So people realised while planning in-progress and upcoming projects, the accuracy of future planned work needed to be done by referring back to the actual time spent in the past on other jobs of the same type.

A second movement was having managers filling in timesheets for their team, sometimes a bulk entry per employee per week. One of our clients still does this. They're a firm in New Zealand. However surprise surprise! One of the managers always has awesome productivity and profitability and some of his staff often look like they've over-run on time on everything they've done that week.

My take on why timesheets are important is simply because the only way to manage time is to measure it. Professionals and managers understand measurements. They know that confidence is not enough.

WHY ARE TIMESHEETS IMPORTANT



The bottom line is timesheets are important and keeping them accurate is simply part of doing the job, the same as filing documents, managing emails or paying the office rent.

They are the tool to ensure the business gets the work done, invoices it correctly, and remains profitable, over a long period of time. For each person, and for the business, timesheets are a digitised record of your life and the lives of everyone else at work. Timesheets are your friend!

So in businesses where timesheets are required, it isn't management's way of keeping everyone in control. It isn't because others don't trust you. And it isn't because 'people have always done it this way'. Because they haven't.

Before computers people used to have diaries at work and "to do" lists to help them do their job. By writing everything down they had a record of what they'd been told, or seen or heard or done. And they had lists of things still to do. No memory fade, no 'filling in the gaps'. They could read the list, do the job, fill in their diary, then forget it. All they needed to know was that it was there next time they needed it.

That's what time management is all about. It's the schedule of what you have to do and the record of what you have done, at work. Nothing else. It helps everyone in the business do their job.

WHEN SHOULD TIMESHEETS BE DONE

Sitting at the beginning of any week trying to remember what you did last week is a joke. Nobody's memory is that good. You'll forget that birthday morning tea, that half hour phone enquiry about a possible new project, and forget that you were called in to help solve another staff member's problem. Or maybe you forgot there was a fire alarm and everyone stood outside for 20 minutes waiting for the fire department to turn up and clear the building.

Forgotten time will either be dumped on one job, thus distorting the truth about the costs and recoveries on that job, or it'll be buried in admin or somewhere else making you look less productive than you really are.

You've probably all heard of people putting down time on their lie sheet for a Monday, forgetting that it was Kings Birthday or Labour Day.

So do your timesheet in real time. On your phone, or at your desk.

Some Abtrac clients actually pre-record time, estimating how long something will take and editing it when the task is done before pre-recording the next piece of work, keeping it up to date in real time. That's the way to do it!

So wrapping up this section, the upside of having good timesheets is you can quickly find anything, or explain anything, and you'll never need to scramble to put together 'the facts', after the fact, because everything is already there on the computer in your timesheet. And once saved, you can forget it and move on, knowing it'll be there next time it's needed.

At Abtrac we love timesheets. They are definitely our friends. And we understand why they are important in your business.



WE'RE ONLY HUMAN

The reality is, your own human memory really isn't up to it. The other day an email turned up in my inbox and it took my fancy. I saved it into my phone. I was thinking I could trot it out at some appropriate time to get a harmless laugh for both me and others.

Typing only a few key-strokes and hitting 'Save' got me thinking of the difference between us humans, and computers. A week after saving it, I won't recall that joke. But I'll know I have it in my phone and I can pull out and use it for a cheap laugh.

That's the difference between human memory and computer memory. Put it into the computer and it's there forever. But most things come in and go out of our human memory.

Over time, in humans, even big events become hazy or confused.

Try reciting that bit from Shakespeare, or the different types of rainfall you had to learn about at school in geography.

Apparently it's only because we forget things that we can learn new things. It's built into our DNA. Old memories fade away. Not quite first in first out but as memories age, they become less distinct. File open takes longer and longer.

As memories fade, humans fill in the gaps about what happened, often subconsciously, convinced it's the absolute truth. It's called confabulation.

Human memory is typically patchy, selective, and errs on the side of convenience.

Even recollections of the good old days should be taken with a big pinch of salt.

In fact, memories not only fade. Most are fleeting and don't get properly 'saved' at all. Countless car accidents caught on CCTV show that neither witnesses nor those involved can correctly recall what happened. This is one reason we often read of unreliable witnesses in the court room, one person contradicting another.

Some lawyers deliberately try to hassle a witness to make it appear they're unreliable, helping their client by introducing reasonable doubt. The witnesses might be model citizens but some will eventually crack, "Ahh I can't be sure. I can't remember."

In our line of work, businesses have timesheets for the same reason. Timesheets are your friend. They help you manage your job.

Doing them as you do the work and not sometime later will improve the accuracy and reduce the need to have to be reminded continually and then make up stuff.



PEOPLE WHO WON'T PLAY THE GAME

PEOPLE WHO DON'T PLAY THE GAME

Part of the whole thing about time management is accountability. There's always one or two in any group who at best are a pain in the butt. Their timesheets are frequently not up to date and they have to be chased to get them done. It can be a tricky one. The bottom line is a technology solution isn't the answer. Sure at Abtrac we have a cloud based app and people can do their timesheets on a mobile phone or their iPad, desktop or whatever. All you need is an internet browser and to be online.

One of our clients has asked us for a periodic extract from Abtrac which they'll project onto a big screen. It will show Name, Budget, Actual, Variance in ascending variance order i.e. the most tardy people will be top of the list. They're calling it time-shaming!

I pointed out they could be called out for work place bullying or "a toxic culture", but they're pretty insistent.

Day two of week ending 11 October

EMPLOYEE	BUDGET	ACTUAL	VARIANCE
Emp 4	16	11.01	-4.99
Emp 3	16	11.35	-4.65
Emp 7	16	13.99	-2.01
Emp 5	8	7.22	-0.78
Emp 1	16	16.02	0.02
Emp 6	16	16.96	0.96
Emp 2	16	18.83	2.83

So let's go back to our prospective client who thinks staff will walk out if they put the hard word on them.

When someone doesn't want to be held accountable for an outcome they will generally use an excuse.

Excuses are many and varied. They didn't do their timesheet because they were too busy. They overlooked time that needed to be invoiced when they moved from one job to the next and forgot. Or they didn't have all the information to make a decision. Or they blame something else. It's anything but their fault and their lack of awareness of personal accountability and integrity.

Or like the person who said staff would walk out if they started scheduling their staff's time, the excuse is imagined dire consequences.

The benefit of time management is in scheduling forward work week by week, and month by month, looking ahead at commitments, milestones, deliverables and likely billings. That's not micro-management. It's just management and it's essential if someone doesn't want their business leaking time.

"If you measure it, you can manage it", is a real pearl of wisdom. It mightn't be true in all facets of management. But if you want to justify why you're invoicing a client a certain fee, you need some hard data to back it up. If you need to know how far through a project stage you've come or how far you still have to go, you also need hard data. People who make excuses don't realise that. The thing is there's often a bit of a grey area around excuses. A little bit of truth in what's said.

But you can do your bit.

INDIVIDUALS WHO MAKE EXCUSES WON'T CHANGE.

Help them raise their own expectations.



As an aside, don't you love this graphic? There's two people having a possibly tense conversation and the person in the middle is keeping right out of it, checking the time on his watch.

The thing is, individuals who make excuses won't change. Their issues won't be resolved and things won't start to get better until they take responsibility for their actions, or inaction, and for the result. To put it another way, to have people accepting your input or advice, "Do your timesheets" you have to be abrupt in invalidating their excuses. Even though there's often a little bit of truth in the excuse, for as long as you keep accepting their story, they won't change.

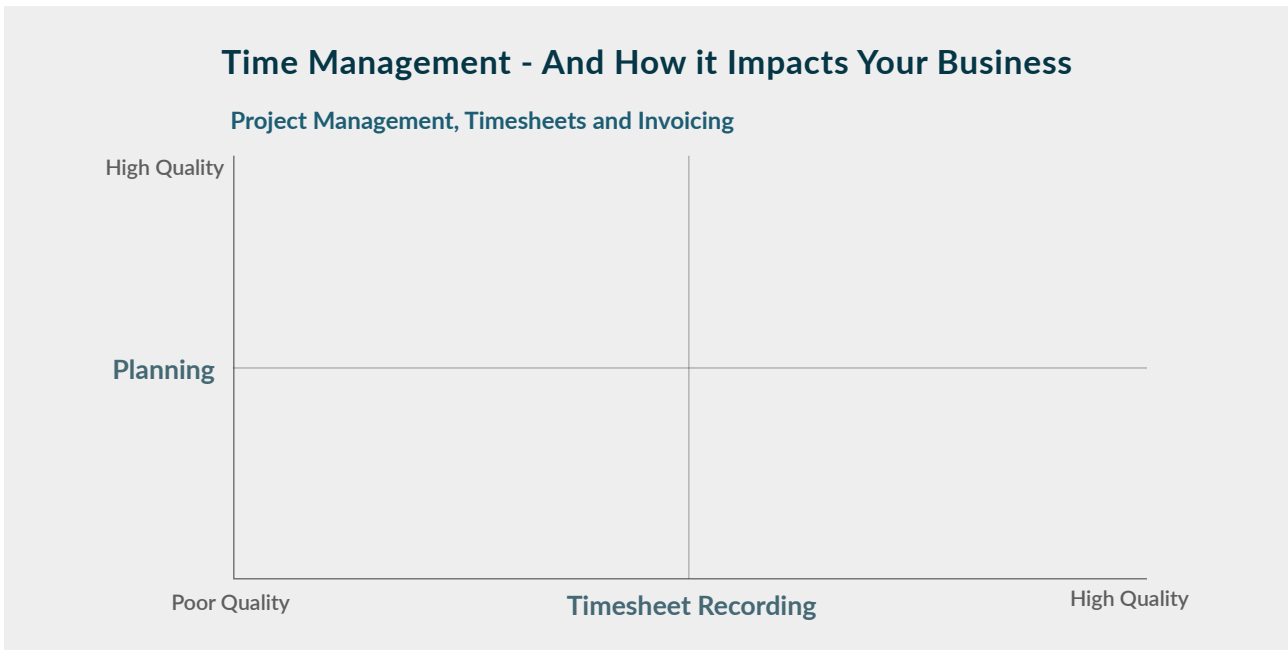
Some people don't like to be told. It's often an emotional response or behaviour and cannot be easily changed. And emotions don't respond to logic. In fact with some people, the more you try to persuade them more they resist. Ultimately you need authority. Top down "Do it or else."

HOW DOES TIME MANAGEMENT IMPACT YOUR BUSINESS

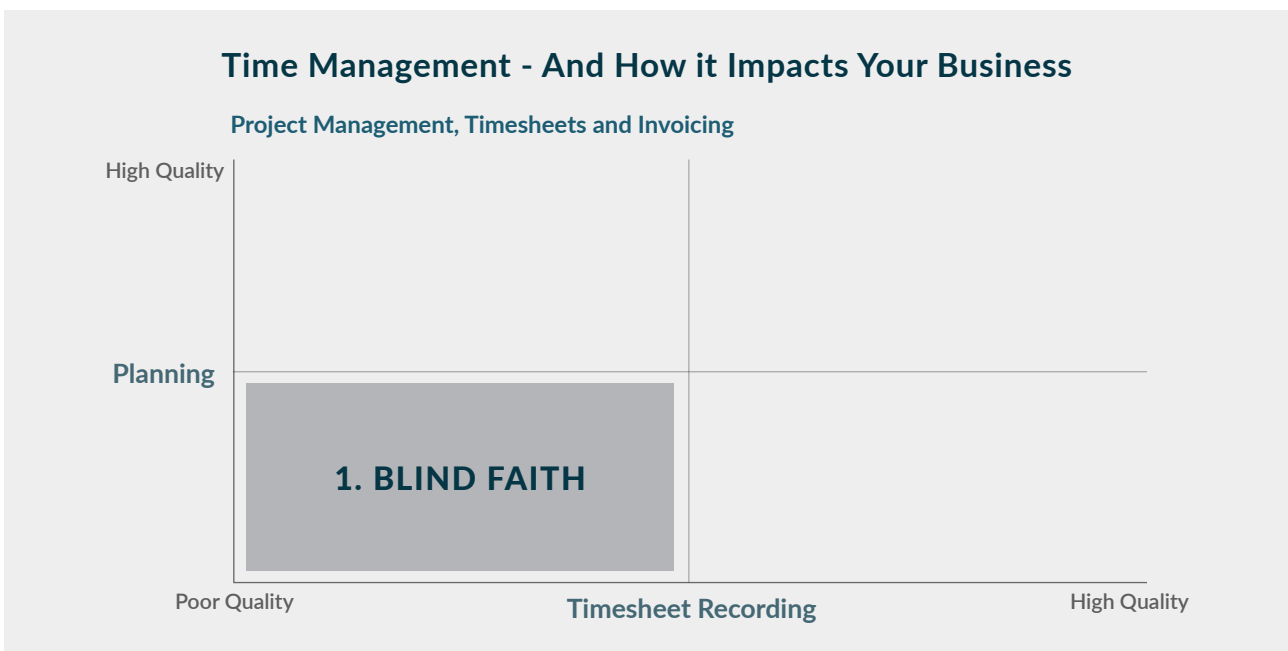
We all go to work because of money. If we were unbelievably wealthy we might still work for the interest it provides, but without the necessity that has most of us putting in the hours we do, at the office, and working from home.

Our income comes from the invoices the business raise. Good time management significantly improves the amounts on each invoice, plus the speed with which they are sent out to, and paid by your clients.

Four quadrant chart.



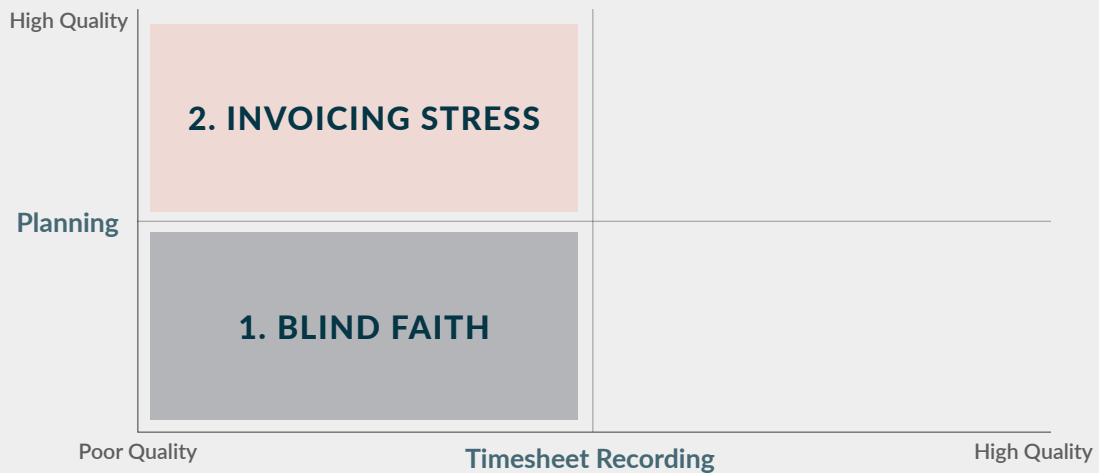
So here's a graphic showing how time management affects the invoicing and cash flow of your business.



1. In the bottom left we have a company flying blind. "We don't know where we're up to nor what's been done". They're invoicing based on blind faith, wilful ignorance, maybe lazy cynicism. They have no system in use. They might have some software but no real process.

Time Management - And How it Impacts Your Business

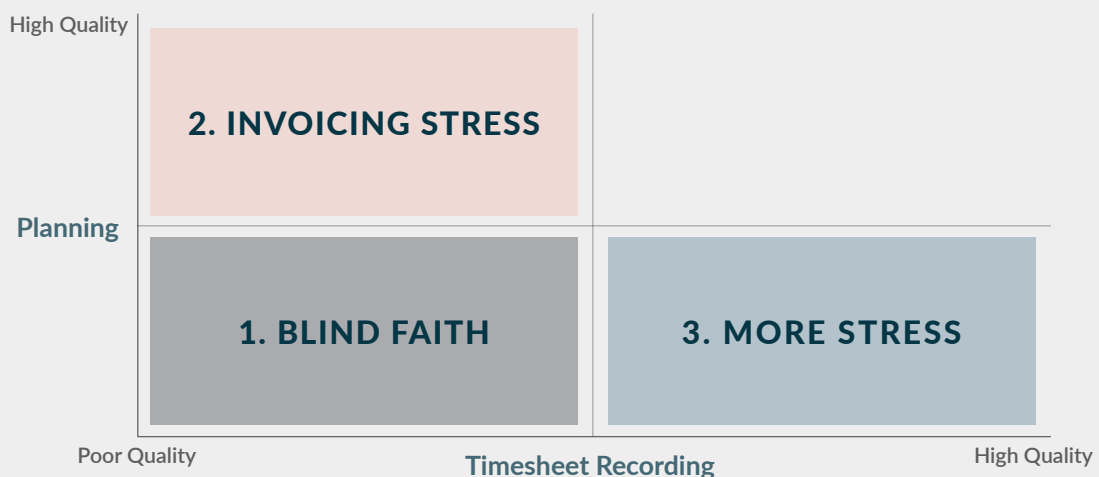
Project Management, Timesheets and Invoicing



In this second quadrant the project scope is OK but discipline is lacking around timesheet entries. Comments like, "Did more work on this", don't help. This could be the timesheet system doesn't have the details as quoted to the client or maybe there aren't enough controls within the office, or in the system being used to ensure better time entry. Invoicing time is fraught. Invoices can take ages to get out the door as people chase missing or incomplete timesheets and ask for better information on timesheet entries. The company pays for it, not the client, nor the employee.

Time Management - And How it Impacts Your Business

Project Management, Timesheets and Invoicing



This third quadrant is poor project management, pure and simple. Time is lost every month finding answers that a system supporting a process could minimise. "What did we bill last time. Was that in scope or out of scope." Write-offs are through the roof. The company pays for it, not the client, nor the employee.

Time Management - And How it Impacts Your Business

Project Management, Timesheets and Invoicing



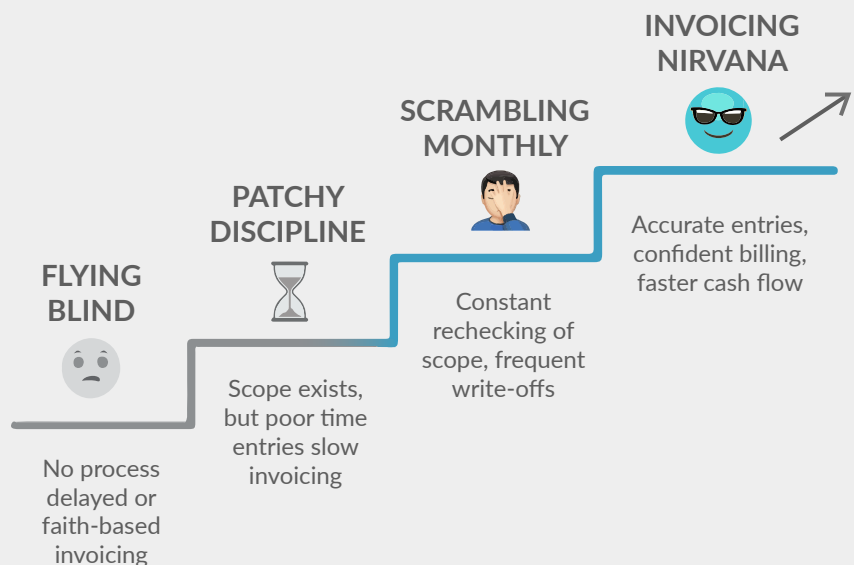
Here we have nirvana. Invoices are sent out on time. There are quick and confident responses if any queries arise. Often the business is invoicing throughout the month as work is completed, or milestones achieved ensuring there is no big month-end palaver. Everyone sleeps easy at night.

Some of our clients prepare invoices daily. "You're going out to do another site visit? Who's the client? OK we'll bill them when you're back."

Some of our clients prepare invoices in advance. Even month end invoices. "This PM has said they'll be reaching these milestones or deliverables or this percentage complete in their budget for this month. I'll prepare invoices now and all I need do is edit the finer details on them at month end."

FROM CHAOS TO CONTROL

The business impact of Time Management



CONCLUSION

Our business subscribes people to Abtrac. There are thousands of people logging in every working day. If you know me you'll know that unfortunately it can no longer be said that I'm "full of the bloom of youth".



A GOOD TIME MANAGEMENT SYSTEM

Will support good time management practices.

Help the business to learn, and it will help the business to measure.

It isn't a replacement for good management.

But what I've learnt is that a good time management system will support good time management practises. It will help the business to learn. It will help the business plan and manage its biggest asset – time. It will help the business make its money to pay staff, maintain and purchase new assets and perish the thought, make a profit.

But it isn't a replacement for good management. It's only an aid.

It will help a good management team do better, It's the management and top-down governance or authority that engenders and nurtures a culture of planning and managing time to positively impact what the business can do and what it can invoice. It's done by balancing the business goals with appropriate tactics to get the best out the different personalities of people being managed, be they staff, or clients.

Now, people say "time is money". If so, then in managing time you're managing both time and money. However, time is not money. Money is not spread evenly. The hospital cleaner working nights is probably working harder than you or me but being paid much less.

And money also comes and goes. The difference is, time only goes.

So, hopefully there's some food for thought here. Take your time to think about it.

When you next get the chance at work make sure you tell others to take their time. Then add, "But don't waste it!"

Tell them the business is relying on them making their time count.

TAKE YOUR TIME.

TAKE IT.
DON'T WASTE IT.



Timesheets | Projects | Invoicing

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