



Annual Activity Clock:

Physiotherapy Company LähiFysio

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ABSTRACT

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The purpose of the thesis was to provide an annual activity clock for physiotherapy company LähiFysiö and show how annual activity clock helps with time management as well as psychological wellbeing at work.

In theory, the goal was to show through secondary sources how annual activity clock helps with time management and how it improves psychological wellbeing. Theory about time management and work wellbeing was used to support the claims made in the thesis. Both time management and work wellbeing are broad topics, so delimitations were made in order to keep the focus on aspects that are applicable to the research questions. The focus was kept on the annual activity clock. Primary data was used to construct an annual activity clock to the commissioner. The annual activity clock and its content were formed based on an interview with the commissioner. Qualitative research was used in the thesis.

The annual activity clock is user-friendly way to write down the whole year's plan. It is easy to modify and be customized for the needs of its user. There are several ways annual activity clock can be constructed which makes it an excellent time management tool for anyone. It improves its user's time management which in turn lowers the stress born from the feeling of not having time.

The annual activity clock will be useful for the commissioner once all the other tasks are included to the annual activity clock that were not able to be included because of information security and customer privacy. The annual activity clock will help the commissioner to plan and phase their work so that it is evenly distributed throughout the year in order to make the workload manageable. This helps the commissioner to be in control of their work. This lessens the stress which in turn helps to stay motivated and engaged to work.

Key words: annual activity clock, time management, work wellbeing, annual activity clock as time management tool

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ABBREVIATIONS AND TERMS

AVI	Regional State Administrative Agencies
KELA	The Social Insurance Institution of Finland

1 INTRODUCTION

An annual activity clock is an efficient way to stay organized with work related tasks and activities. It is a time management tool which is easy to use and modify to its user's needs. Annual activity clock helps the user to plan the upcoming year. It visualizes the year as whole which helps the user to anticipate and prepare for the busier parts of the year. Since everything is written down and visualized, the person feels like they are in control of their work and time. When the whole year is documented, it is easier to understand the work's content. This helps to understand the big picture and focus on what is currently essential. When a worker is in charge of their work, they are happier and motivated to work. Motivated worker is more efficient and provides better results not only for the company but for their individual goals. They feel more engaged to their work which then leads to wanting to work towards the set goals. Employee engagement is one of the signs of wellbeing is good at work.

This thesis is commissioned by LähiFysiö which is Kuopio based physiotherapy company, which provides physiotherapy to customers of all age. The commissioner needed a time management tool which would help with business side of the work to be more manageable time wise as well as be less burdening. The annual activity clock was the option the commissioner wanted from time management tools. The commissioner felt like the annual activity clock would help to clarify job description outside of therapy work. After gathering data from both time management and wellbeing theory as well as interview with the commissioner the annual activity clock was formed.

Annual activity clock helps the commissioner with time management by visualizing the upcoming year. This helps to plan the years tasks and activities so that enough time is left to perform every work task and to understand when the task should be started in order to meet given deadlines. Annual activity clock helps to divide workload evenly throughout the weeks and months so that the work does not accumulate to one time period only. Evenly spread workload helps to be in control of time. When person is in control of their time, tasks are not left to last minute. This lowers the stress and panicky feeling that the feeling of not having

enough time creates. The work tasks can be planned to the annual activity clock so that enough free time is left to recover from work.

Annual activity clock is something every worker can use. It is a useful tool for time management since time management is something lot of people tend to struggle with. When time management is taken care of, it allows individuals to accomplish more in a shorter time period. This means workers are able to accomplish more during the working hours, thus being more productive. The company will appear more trustworthy when things are completed on time.

Time management also lowers stress. Stress is one of the most common things that lowers the workers psychological wellbeing. When there is too much to do in too little time, the work becomes overwhelming and stress levels increase. The commissioner wanted that the annual activity clock helps to lessen the burden and stress that the time management at the business-related tasks causes. The annual activity clock was made in order to help with time management and increase commissioner's wellbeing.

2 THESIS PLAN

2.1 Thesis topic

LähiFysio is still a young company so the commissioner is looking for tools and operations on how working (other than physiotherapy work so for example administrative related work) could be more time efficient and less burdening. Since the commissioner is self-employed entrepreneur, different ways of time management were looked at. After researching different ways to manage work time and how to increase work wellbeing, it was concluded that annual activity clock was a right fit for the commissioner. The annual clock serves as a timetable describing the activities that the commissioner needs to get done during the year. It is visualized timetable that can be easily updated when needed. The commissioner can view monthly what work needs to be done. It helps to see beforehand the upcoming events of next month.

2.2 Thesis objective, purpose and research questions

The purpose of the thesis is to provide an annual activity clock for LähiFysio and demonstrate how annual activity clock works as a time management tool. Annual activity clock is to be easily modified and filled in when needed, especially when the new year starts. The annual activity clock will contain different activities which reoccur regularly, for example once in a month or year. Examples of these are making and paying invoices, customers' therapy feedback and annual report for Regional State Administrative Agencies (AVI). Annual clock would also contain other administrative related work such as providing a summary for accounting company in the end of the month and providing a more specific review of the current situation for the accounting company every fourth month. Also, the time period of when customer satisfaction surveys needs to be carried out. The annual clock would also contain meetings and events such as trainings.

The objective is to produce an annual activity clock based on the annual activity clock theory and commissioner's wishes, as well as analyze how the annual activity clock works as a time management tool and that way upkeep commissioner's wellbeing while working. The annual activity clock will contain activities

and processes of the year. The content of the annual activity clock is gathered through interview with the commissioner and then analyzed in order to produce an efficient annual activity clock for the commissioner to use. With the help of time management theory and work well being theory, the thesis answers the main research question: “how the annual activity clock will help the commissioner to manage their time during the year?” The thesis will also analyze and show how to use annual activity clock as time management tool and how the annual activity clock will increase work wellbeing as a time management tool.

2.3 Delimitations

The main focus of the thesis is the annual activity clock as time management tool and how it helps commissioner to manage their work time, therefore more focus is intentionally put on the annual activity clock. Since both time management and work wellbeing are broad terms, only parts that are applicable for commissioner’s annual activity clock is used in order to keep the focus on the annual activity clock. In work wellbeing part this means the focus is put on the psychological wellbeing of the worker. The physical and social wellbeing were left out because the focus was kept on psychological effects such as stress. The commissioner works alone so social aspect of work and relationship between workers are not discussed. Also, topics such as what causes work wellbeing is not discussed broadly, only when it is important and how annual activity clock and time management impacts it. In time management topics such as planning, and prioritizing are discussed because they are applicable to annual activity clock.

Limitations of the thesis are the size of the company, customer’s privacy and information security. Since the company is run by self-employed entrepreneur the content of the annual activity clock reflects that. The company is still young so there are still aspects that are yet to explore that could improve the annual activity clock in the future. For information security reasons not all the tasks will be shown in the thesis version of the annual activity clock. This information is added later to the annual activity clock that will be used privately by the commissioner.

2.4 Concepts and theory

The main concepts explored in the thesis are annual activity clock, time management and wellbeing at work. The annual activity clock and its impact on time management and work wellbeing is discussed through time management and work wellbeing theory, therefore they are important concepts to explore while forming an annual activity clock for a company.

2.4.1 Annual activity clock

Annual activity clock is one year's calendar, a yearly plan, in shape of a clock. With annual activity clock a company, organization or team can plan and schedule year's activities and processes. (Hautanen 2018.) Events, administrative work and projects can be added to the annual activity clock as well. It helps to track and manage the year's happenings, making it easier for everyone to see and keep track on what is happening during the year. Annual activity clock helps to clearly visualize the year's activities which makes it easier for user to anticipate and prepare for the busier time periods (Vuosikello n.d.).

The annual activity clock can be updated anytime a new activity or event comes, or something is cancelled. This makes it a good time management tool and easy to use when schedules are planned. Annual activity clock can be customized to its user's needs. The annual activity clock is usually in shape of a clock, but it can be visualized in any form that the user finds the best for them.

The annual activity clock can also be specified to describe timetable of a certain parts of the company. Examples of this are marketing annual activity clock or human resources annual activity clock. That way every team has a visualized schedule to refer and follow when needed.

2.4.2 Time management

Time management is essential for any company or organization. With time management the company ensures that time used working is not wasted and deadlines are met. Good time management enables an individual to complete more in a shorter period of time, lowers stress, and leads to career success (Corporate Finance Institute 2015).

One aspect of time management is to know what must be done and how it will help to accomplish in ones work or private life. Sometimes people work extremely hard at their work but do not think about what they really want to accomplish with their work (Tracy 2014, 16). Without knowing what one is working towards will affect their motivation. Losing motivation most of the time leads to procrastination which then leads to losing efficient working time. The lack of time management will show in the worker's work. It is essential to find the reason or goal which are worked towards so time can be managed correctly and used wisely. This helps to avoid procrastination. To help maximize one's efficiency and manage their time correctly, 30 minutes or more should be used daily to review goals, plans and processes (Tracy 2014, 20).

The most efficient way to manage time is to plan. Planning includes making schedules and to do lists. Making these helps to accomplish major and minor objectives. They also help to visualize what must be done and by when. Planning also involves prioritizing tasks and assignments in order to reach given deadlines. Lot of people find checklists as an effective tool which increases dramatically level of accomplishment (Tracy 2014, 29). Checklist usually contains task or different steps of a task in order they should be done. This helps to understand and visualize which task one should start in order to accomplish their goal. The order can be determined by the importance of the task. The importance of the task then can be determined by the potential consequences of doing it or not doing it. Always start with task that has greatest consequences. (Tracy 2014, 35.)

One way to manage time at work is to batch things together. This means doing similar things together. For example, if lot of emails are coming during the day,

bundling them together and answering all of them at the same time, is more efficient than answering emails whenever. Brian Tracy (2014, 78) calls this as a learning curve. When a person completes a series of similar tasks all in row, the learning curve allows them to reduce as much as 80% of time required to complete one task. This also helps to stay concentrated on current task. Whenever the email comes, the persons concentration on the current task is broken and the want to check the email comes. When concentration is breaking it takes time to get back in the concentration mode which will waste time. Annual activity clock helps with planning time for completing all tasks that needs to be completed.

2.4.3 Work wellbeing

World Health Organization (WHO n.d.) divides wellbeing in to three categories: physical, social and psychological wellbeing. Physical wellbeing means taking care of human body needs, by eating healthy and exercising. Social wellbeing means forming as well as participating on healthy human relationships. (Davis 2019.) Psychological wellbeing refers to positive mental state and healthy mind (Robertson & Cooper 2011, 6). This thesis focuses on psychological wellbeing because it is the most relevant to the thesis topic. Psychological wellbeing is divided in two parts: Hedonic and Eudaimonic. Hedonic refers to the subjective feelings of happiness. Meanwhile Eudaimonic wellbeing refers to purposeful aspect of psychological wellbeing which means seeking a purpose in your actions. (Robertson & Cooper 2011, 6.)

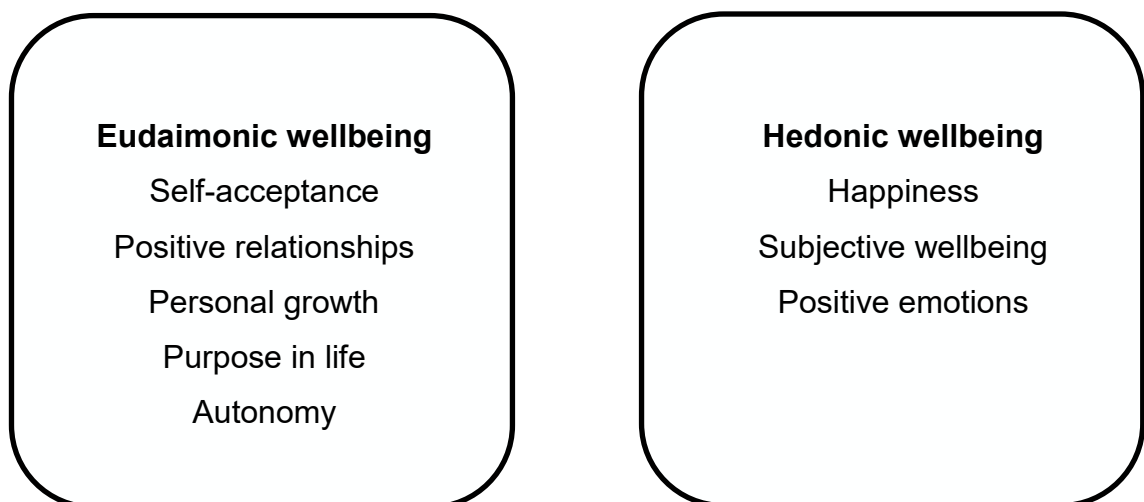


Figure 1. Eudaimonic and hedonic aspects of psychological wellbeing

Work wellbeing is essential for every worker and several different things affects it. Wellbeing at work means that work is safe, healthy, and pleasant (Ministry of social affairs and health 2019). According to the International Labour Organization (2020) there is a direct link between productivity levels and the general health and work wellbeing. When workers feel like their wellbeing is taken into account at the workplace and they feel comfortable and safe. This leads to increase in their productivity levels which then increases organization's effectiveness.

Positive and comfortable work environment have a protective effect by broadening workers range of responses and behaviors. It also builds their psychological resources which enables them to cope more effectively. (Robertson 2011, 48.) Workplace where employees feel comfortable and get positive vibes, the employees feel more motivated to complete their task and work towards their goals. Work wellbeing increases motivation which then increases worker's productivity at the workplace. Employees feel happier to come to work and do their job. This fills the psychological part of wellbeing.

Prolonged experience of negative effects at workplace depletes psychological resources. This makes workers more vulnerable to physical and psychological illness. (Robertson 2011, 48.) Burn out is one of the results of this. Risk of burn out increases when work wellbeing is not taken care of. When the worker reaches the stage of burnout, there are emotional, physical and mental exhaustion (Workplace options 2017). In order to avoid this good work wellbeing is needed. Part of good wellbeing is knowing what is wanted to achieve with work or what do is valued at the workplace. When the workers know what they value and can work with their values, they are more energetic and motivated. Stress comes when workers work at things that are not consistent with their values. (Tracy 2014, 12.)

Work wellbeing goes in hand with time management. When the worker has an organized schedule and has planned upcoming weeks so that everything gets done by deadlines without a hurry, it lessens stress which increases wellbeing.

2.5 Methodology

The approach for thesis topic was through qualitative research. This research type was chosen because it fits the best when approaching this topic since it is flexible. With qualitative research it can be chosen what data the researcher wants to, in this case the content of the annual activity clock. It is the best way since the annual activity clock is build based on the users wants. The material for thesis is collected through existing knowledge and interview with the commissioner. Since the contents of the annual activity clock is purely based on what the user wants and needs, interviewing the commissioner is the best way to get material for the annual activity clock. The clock will consist of task and activities that the commissioner will do during the year.

The data collection was done through both primary and secondary sources. Primary data was collected through interview with the commissioner. The goal of the interview was to obtain the content of the annual activity clock. The interview was conducted with the commissioner through a phone call and emails. Since the commissioner is self-employed entrepreneur and the annual activity clock is only used by them, only they were interviewed. The interview conducted was semi-structured. The questions were premade but open ended so the commissioner could tell what they wanted the annual activity clock to have. Interview was recorded by writing down the questions and the answers. The interview questions can be found from the appendices.

Secondary data was used to the theory part of the thesis. Secondary data was used when analysing how an annual activity clock can help the commissioner with time management. The existing data was selected from books and internet. Selection criteria for the material was relevancy to annual activity clock and time management. Since the annual clock is a time management tool, was theory on time management used to define why the annual activity clock is helpful. On top of that theory on work wellbeing was also used since proper time management at the work raises wellbeing of workers.

2.6 Thesis process

The thesis process started with identifying a research topic. After getting a commissioner and discussing potential research topics as well as the commissioner's needs, it was concluded that the commissioner needed a tool or way to make their job less burdening and more time efficient. After discussion about different time management tools, it was concluded that an annual activity clock is the best choice for the commissioner. After deciding on topic, research objectives and research questions were formulated.

A research plan was formulated which includes the overall structure of the thesis. It states what the thesis is about and how the writer is approaching the topic. The thesis objectives, purpose and research questions are stated as well as the theory used to support the thesis claims. The methods of collecting data and what type of research is used are also stated in the research plan. This helps readers to understand what the thesis is about and why the thesis was written in the first place.

After making a research plan, the data collecting process started. The content for the annual activity clock was collected through an interview with the commissioner. The interview was conducted through questions sent primarily by email. In addition, a phone call was conducted to specify some parts of the questions. The interview questions consisted of questions about the contents of the annual activity clock, use of the annual activity clock and why it would be useful for the commissioner.

Analyzing the data was the next step. Based on that analyzed data, the annual activity clock was formed. The clock's contents were formulated based on the commissioner's wishes since they will be using it personally as a way to plan and manage their work time and workload. Secondary data was used to support claims on why the annual activity clock was a good tool for time management. Further to support the claims, it was also analyzed how the annual activity clock increases the work wellbeing of the commissioner.

Last part of the thesis are recommendations on how to improve annual activity clock in the future. After that the thesis was concluded with conclusion. They summarize the thesis findings and recommends potential solutions. The two annual activity clocks and the interview questions are attached in the appendixes.

3 THE COMMISSIONER

3.1 LähiFysio

LähiFysio is physiotherapy company ran by self-employed entrepreneur. LähiFysio is located in Kokkola, Finland. It provides quality and versatile physiotherapy services. These services include medical rehabilitation demanded by KELA (Social Insurance Institution of Finland), medical rehabilitation, neurological rehabilitation, and musculoskeletal system physiotherapy. LähiFysio's customer group consists of children, youngsters, and elderly. Customers can come to physiotherapy with KELA's, municipality's or insurance company's payment commitment, Keski-Pohjanmaan keskussairaala's service voucher, doctor's referral or without referral. Physiotherapy can be performed at the LähiFysio's premises and/or customer's everyday environment such as their home, day-care or school.

3.2 Customer process

LähiFysio's and its customers' relationship start with customer contacting for service. Customer has either got payment commitment for physiotherapy or they want to pay themselves. The customer has gotten the payment commitment from KELA (Social Insurance Institution of Finland), City of Kokkola, or any other city/municipality, or has gotten doctor's referral (SV3) to physiotherapy. Quantitatively majority of the customers come through the payment commitment from KELA but there are customers from every direction mentioned. The percent of customers paying themselves is low.

The amount of physiotherapy visits, duration of the visit and the place of where physiotherapy is done (LähiFysio's facilities, customer's home, kindergarten or school), is defined in the payment commitment. The commitment of payment is valid for one to three years. The amount customers pay for the physiotherapy visits depends on what way the customer comes to physiotherapy. Customers who come through Kela or insurance company, do not have to pay for physiotherapy visits. Adult customers who come through city's or municipality's payment commitment only pay excess share. In this case children do not pay anything. Customers with SV3 referral pays the physiotherapy themselves but they can

apply for small compensation from Kela. Those who come by themselves pay themselves.

Physiotherapist documents contents of every physiotherapy visit. In addition, physiotherapist does yearly feedback from physiotherapy visits to the paying party. This feedback contains whether the therapist recommends physiotherapy for the next year and how many visits this would include.

3.3 Co-operation between LähiFysio and KELA

LähiFysio offers physiotherapy service for children, youngsters and adults which is organized and fund by KELA (Social Insurance Institution of Finland). The customer is entitled to therapy if the sickness or disability significantly limits daily performance and makes daily life difficult.

In order to secure and improve the severely disabled people's ability to work and function, KELA arranges medical rehabilitation which is based on a rehabilitation plan. Physiotherapy is planned and the goals are created in collaboration with physiotherapist and relatives. LähiFysio follows KELA's service description. In service description, KELA defines rehabilitation services quality requirements. Service description's aim is to ensure customers, who are in need of physiotherapy, high quality and timely rehabilitation as well as ensure rehabilitee's rights.

KELA bids rehabilitation services based on service description every four years. LähiFysio has been accepted as KELA's service provider for children's and youngster's as well as adult's physiotherapy. When the customer gets KELA's payment commitment, they can choose themselves, which physiotherapy company they want to buy service from. KELA's payment commitment is valid for one to three years.

4 DATA ANALYSIS

4.1 Interview findings

Small interview was conducted with the commissioner who is also the owner of LähiFysio to understand better what the annual activity clock is to be included and what the commissioner thinks the benefits of annual activity clock are. With these answers, an annual activity clock that fills the needs of the commissioner would be produced.

The commissioner wanted a simple and easy to follow annual activity clock which is easy to modify when needed. This means that the annual activity clock shows only the most important business- and work-related tasks. The annual activity clock will also show events and trainings that are related to the commissioner's work. For events and trainings only the name and date are shown in the annual activity clock since the commissioner did not want any further explanations that would show what the event or training is about.

The main use of annual activity clock for the commissioner will be to help with business side of their work. The commissioner wants to keep the main focus on the therapy work and customer relationships. Therefore, the annual activity clock will be a tool to help with organizing, timing and remembering as well as meeting the deadlines vital for the business activity. The annual activity clock helps to clarify job description outside of therapy work since the company needs to work with different parties such as KELA and AVI.

The commissioner finds annual activity clock as a useful way to manage their time. According to the commissioner, they will see clearly what tasks need to be done in current month as well as next month, so every task can be done on time. This way they can also predict which months are busier so they can complete task in previous month in order to lessen one month's busy schedule. Commissioner also needs to report to Regional State Administrative Agencies (AVI) the amount of times of customer visits and number of new customers. Therefore, they will be marking into the annual activity clock that remember to count number of customers and visits so it will be easier to count them in the end of the year.

Considering all the previous points, the commissioner believes the annual activity clock will improve quality of their work. Since the annual activity clock helps with time management and meeting deadlines, the commissioner can focus more on the actual therapy work. This means they do not have to worry about whether the task is done or not. This will improve their concentration on giving the customers high quality physiotherapy. With help of annual activity clock, the commissioner can divide task equally to different months during the year which will help to lower stress and make working more enjoyable since the tasks can be spread to bigger timespan.

When asked about any future improvements on the annual activity clock, the commissioner said that they do not see themselves doing any major changes to the annual activity clock. Just adding new things as they come and just use the existing annual activity clock as a frame for a new one next year.

5 ANNUAL ACTIVITY CLOCK

5.1 Annual activity clock and time management

The purpose of annual activity clock is to help a company, team or an individual with their time management. Time management is something that lot of people tend to struggle with. Different time management options were discussed with the commissioner and annual activity clock was chosen from them. Annual activity clock is an efficient way to manage time at the workplace. Time management is important for the commissioner because they work closely not only with the customers who need physical therapy but also with enterprises such as KELA, AVI and accounting firm.

5.1.1 Benefits of time management

Time management is necessary part of a productive individual. It allows individuals to accomplish more in a shorter time period. This leads to being able to accomplish more during the working hours and thus being more productive. Since everything is written down and visualized, the person feels like they are in control of their work and time. It also lowers the need of working overtime which then leads to having more personal time to unwind and relax.

There are several benefits from time management. Accomplishing things in shorter time and with less effort is one of them. When a person takes control of their time, it improves their ability to focus on their tasks (Appointment plus 2015). Focusing on the task that needs to be done, increases efficiency and accomplishing the task takes less time. This leaves more time to accomplish other tasks that needs to be done. The feeling of not having enough time is what lot of people struggle with. This feeling usually leads to feeling stressed and sometimes even feeling of panic. This has an effect on the quality of work. Since the person feels like there is not enough time, they may not use as much time to really focus on the task and research about it. This leads to a lower quality work than they could have done if there was more time and focus put on the process of getting the task done. The feeling of not having time also affects person's decision making. When

a person feels the pressure of not having times when doing decisions, poor decisions are made. Since the person feels pressed for time, they are more likely to make a conclusion without thoughtfully considering every option available. (Appointment plus 2015.) Time management will be solution for this. Many website and books offer countless time management tool and advices to improve one's time management which will help with the feeling of not having enough time. Since every person has their own way of managing their time, the best way of finding out the most fitting way to manage their time is by trying different tips and tools. When the time is used efficiently and the person has enough time to accomplish their task, the better the end result is. This will also make the person feel more calmer and in control which eliminates the feeling of stress. This applies to decision making too. Instead of going through the process while rushed and under pressure, time can be taken to carefully consider each option through (Appointment plus 2015). This lowers the chance of making decisions that are not beneficial to the future, whether it is career or personal life.

Probably the biggest reason why people try time management is to reduce stress. Usually, person feels stressed when they have lot to do but they feel like they do not have enough time. When a person does not have control of their time, they usually end up feeling rushed and overwhelmed. It can be hard to figure out how long it will take complete a task when already feeling stressed and overwhelmed. (Appointment plus 2015.) Having control over time lessens the feeling of stress and it is easier to estimate how long completing certain tasks will take.

5.1.2 Annual activity clock as time management tool

Annual activity clock helps in systematic planning and helps to outline when to start certain tasks so that deadlines can be met. It helps with scheduling tasks and event into its user's calendar as well as timing how much time is available for certain tasks. With help of annual activity clock, its user can see if there is any overlapping task deadlines or events and that way they can reschedule in order to lessen their workload on certain months or days (Hautanen 2018). The annual activity clock helps with scheduling vacations into the year as well. That way the worker can make sure their tasks are done before the vacation starts in order to fully rest and recharge. Annual activity clock can act as a reminder for upcoming

tasks and events, so it helps its user to stay organized and on top of their schedules and deadlines.

One of the advantages of an annual activity clock is that it can be easily modified or organized the way its user wants. It is easy to make it the way its most beneficial for its user. This means the content of the clock is what the user wants it to be. Using an annual activity clock can help with focusing on one task at the time because the time used to complete one task is forecasted into the clock. This is important because constant distractions and worries about other tasks lower the effort and concentration put to completing the current task in hand.

Plans made in advance will help with time management and lessens the feel of rush. With help of an annual activity clock, a user can forecast upcoming weeks and even months. This will help with planning upcoming days' and weeks' workload. This way they can see what their time is spent on. This is important because with planning what time is spent on, it helps with estimating how much time can be spent on completing one task and when another task needs to be started. However, it is important to not to make plans too tight because unexpected tasks can occur or certain meetings can be arranged, which cannot be foreseen at the time of making the annual activity clock (Yritysluotto 2019). Sometimes a task can take more time than anticipated which is good to take into account when planning an annual activity clock. If this happens then prioritizing will come into hand.

Time is a limited resource which means something has to be given up so that the most important and urgent ones get to be done (Yli-Kaitala, Toivanen, Viljanen & Janhonen 2016, 1). Prioritizing tasks when there are several things to do at the same time is an efficient way to manage time. That way the focus is kept on things that matter for the company and time is not wasted on tasks that have little to no meaning for the company. One way to prioritize is use a method called the Eisenhower matrix. The advantage of this method is that it helps to decide on and prioritize tasks by dividing them into four categories: important and urgent, important but not urgent, not important but urgent and not important and not urgent (Eisenhower 2011). With help of this method, the commissioner can save time by concentrating on tasks that matter and help them. This method can be applied to an annual activity clock by using four boxes per month to categorize tasks into the

four categories or only tasks that are important and needed are added to the annual activity clock. When this is done, the tasks can be organized so that most important tasks are listed first on the annual activity clock.

Annual activity clock is especially useful when it contains all the main tasks and processes from upcoming year from all parts of the company (Innokylä n.d.). Therefore, if the company uses more than one annual activity clock, it is important to coordinate and update them together regularly so that every annual activity clock is synchronized. This helps all workers to stay on top of everything that is written on the annual activity clock. It ensures that all the tasks are being done and deadlines are met on time.

If electronic annual activity clock is used, it is easy to access almost anywhere. It is important that when a team uses annual activity clock that everyone can access it easily so that everyone can refer to the clock whenever they need reminders or to plan their upcoming schedule and workload. That is why electronic annual activity clock is more useful when more than one person uses it simultaneously. There are several companies that offer programs to make an annual activity clock. If the team or organization uses interactive annual activity clock, it can be modified by any member of the team. It also allows the annual activity clock to send reminders of upcoming activities for every member of the team (Plandisc n.d.). Since the annual activity clock is easy to share between team members as well as the whole company, everyone will know the deadlines and upcoming things. This also eliminates accidents like something not being done or missed deadlines.

Making and using an annual activity clock is easy. The process of making an annual activity clock should start by gathering the contents of the annual activity clock. Since annual activity clock can look "full", it would be good to choose most important tasks and processes that will be added to the annual clock. Like previously mentioned, prioritizing work is a good way to choose what is important. Using the Eisenhower matrix is a good way to see what are important from work's point of view as well as considering personal goals. If there is a lot to write down, the user might want to consider doing multiple annual activity clocks for different

processes. These might include doing annual activity clocks for example for marketing or human resources. This way task related to same department or topic can be under one annual activity clock. Also using different annual activity clocks for different teams will help the teams to stay on top of their own team's schedule. When the content is decided, writing down accurately the tasks, trainings, meetings etc. is very important. This way the annual activity clock can be used at its full potential as a time management tool.

Annual activity clock is as its most efficient for time management when it is made as precisely as possible. The task and events are written down and included with as much information as the user needs. Usually this is the task and its deadline or in events case, the name of the event and date. Additional information can be added too such as what happens at event or that is needed to be prepared for certain task. However sometimes this can make the annual activity clock look "full" which can lead to the clock not making sense or it is hard to read. The annual activity clock might be overwhelming to read as well. Using color coding is one way to keep the annual activity clock organized and easy to read. For example, in the commissioner's case color coding could be used so that everyday tasks are green, quarterly tasks blue and biannual orange. Other example of color coding could be using green for physiotherapy related task, blue for task that need to be handled with KELA and orange for tasks that need to be handled with AVI. This will make it easy to recognize which tasks are related to which enterprise.

Annual activity clock works best as a time management tool when it is updated regularly. It is important to check that all tasks and processes are added to the annual activity clock. This way the user knows all the upcoming things that need to be done. The same way useless tasks need to be removed from the annual activity clock. During updates it is important to check that how added things affect the already existing task on annual activity clock (Innokylä n.d.). This way the user of the clock can manage their time efficiently and keep up with deadlines and not waste time on things that are not needed. However, it is important to remember that annual activity clock is not a calendar. It is not recommended that tasks are marked day by day. It would be also recommended to use normal cal-

endar with the annual activity clock. This way only the most important things during the year are added to the annual activity clock. That way the annual activity clock's content focuses on things that are important for the company.

5.2 Annual activity clock and work wellbeing

Wellbeing at work is one of the driving forces of motivated and productive individual at workplaces. If the worker does not feel safe and appreciated at work, their motivation lowers quickly which will lead to not getting task and assignments done correctly and efficiently. The commissioner wanted an annual activity clock that would help them with lessening their burden of remember everything in their head which would help them with not stressing about one extra thing. Since the annual activity clock helps with visualizing upcoming months and shows which weeks or months are the busiest, the commissioner felt like this would help with lowering stress over workload and its burden by helping with forecasting and planning their schedule beforehand. They could do things in advance in order to spread out the workload in longer periods time and thus lower that time period's burden and stress. This way the commissioner can focus on small number of tasks at one time and that way increase productivity and concentration. This would help with their work wellbeing by not being overwhelmed by the amount of workload needed to complete at the same time.

5.2.1 Importance of work wellbeing

Work wellbeing is important for every organization. Organizations are beginning to address more work wellbeing issues since is becoming clearer that large part of workplace problems draws from lack of motivation of workers and organizations commitment to their workers' needs (International Labour Organization 2020). When thinking about work wellbeing usually first things that comes into mind are motivation, safety and appreciation at the workplace.

Employee engagement with work is one of the signs of a worker that feel that their wellbeing at work is good. There is available evidence that organization with engaged employees provide lower staff turnover, a higher performance and work quality as well as have customers that use products and services more and are

more satisfied with the company (Johnson, Robertson & Cooper 2017, 32). When individual is engaged with their work not only they want to come to work but also their performance increases which then increases the company's performance in return. In case like LähiFysio where the main service is to provide physiotherapy to patients, it is very important that the employees have high engagement with their work in order to help patients to get better. If the employee, or in LähiFysio's case employer, is not engaged with their work not only the work performance suffers but also customers satisfaction and the number of customers willing to pay for the service. Engagement increases commitment from the works which benefits all the parties.

Another important aspect of work wellbeing is the meaning and purpose associated with work (Johnson et al. 2017, 53). If a person feels that the work they do has no purpose, it is hard to stay motivated and engaged. This will lead to unhappiness with their work. People need to be able to feel that their work is meaningful and worthwhile no matter of the level of work (Johnson et al. 2017, 53). This also relates to individual's values. When company's values line with its workers values, worker is happier to work for common goal of the company. Commitment based on personally identifying with goals and values seems to represent tinged judgements that may be important for components of wellbeing at work (Cooper & Chen 2014, 16). This will increase productivity which will benefit the company and its customers positively. This also relates to person's individual goals. If a person has no goals to work towards to, the quality of work can be mediocre instead of good. Goals work as motivators. People get excited and motivated to work hard and stay focused when they are rewarded in the end.

5.2.2 Work wellbeing and time management

When time management is well taken care of, workers psychological wellbeing is improved. Learning how to manage time spend at work can help the worker to feel more relaxed, focused and in control (National Health Service 2018). This is important because once the worker feels overwhelmed and not in charge of their work, their motivation decreases. This leads to being overwhelmed and not getting things done as they should be done.

One of the psychological wellbeing aspects is seeing the purpose in doing things (Johnson, Robertson & Cooper 2017, 53). It is hard to stay motivated if there is no purpose in working nor goals to work towards to. Working towards goals will motivate the workers to work harder. Especially when there are smaller goals that are easier to reach. These smaller goals will act as boosters to be more productive to reach the bigger goals. The bigger goal could be promotion or completing a big project. The purpose of one's work could be working towards a promotion they want in order to get more responsibility. When these goals are achievable, they will act as purpose to work which then in turn increase psychological wellbeing at work.

In order to work towards these goals, there needs to be a plan and a good schedule. Time management helps with keeping up with these plans and lessens procrastination and spending time on things that have no meaning to the end goal. In order to improve the ability to focus, a person needs to take control of their time (Appointment plus 2015). When the person takes control of their time their productivity increases. When productivity increases, tasks are completed faster. This with help of an organized schedule and upcoming weeks planned, everything can be completed by deadlines without hurry which will help to lessen stress and the feeling of not having enough time to do everything.

Time management helps to reduce long-term stress by giving a direction when there is lot of work to do (Shah 2016). It keeps the worker in control of their work and not the other way around. When the work is in charge the worker tends to work overtime since there is simple way too much to do. Instead of working efficiently the worker spends time worrying and losing focus on what is supposed to be completed. Poor time management is a major cause of stress (Shah 2016). Person starts to feel panicky and anxious when there is too much to do and not enough time. In some cases, the large amount of stress can lead to burnouts. When burnout happens, there are emotional, physical and mental exhaustion (Workplace options 2017). When mental health is compromised, work wellbeing is decreasing.

To avoid burnouts, time management steps needs to be taken. These include planning, as previously mentioned, prioritizing, delegating and controlling one's

environment (Shah 2016). These steps help the worker to manage their time so that they can be happier at work and be at their most productive. When the worker feels comfortable working and the work makes them happy, they feel more motivated to complete tasks and work towards their goals.

5.2.3 Annual activity clock's effects on work wellbeing

The main point of doing an annual activity clock for the commissioner is to help with time management but also to make work less burdening. When work is less burdening, the worker will feel happier at work. Also, when they have good tools to handle the work with the workers will feel more confident while working.

Since the annual activity clock helps to plan a schedule and deadlines, the worker can focus on one thing at the time. Switching back and forth between tasks and worrying about other things, will lessen productivity. It takes time to get mentally back into task which will make the worker less efficient. While switching the worker loses the depth of their engagement to the task. (The McGraw Center for Teaching and Learning n.d..) When the worker has too many things going on at the same time and deadlines to make, it automatically causes stress. This leads to a worker that has hard time trying to concentrate on work. They might start to feel tired and unmotivated to finish tasks given to them. By concentrating on thing at the time helps to complete the tasks faster. Concentration will give the worker a sense of control while interruptions and multitasking make work less efficient (Bergbom & Airila 2017, 17). When the worker is in charge of their time and work, they are most likely to be more motivated and happier.

Since annual activity clock helps to visualize the year's plans, it will help with committing to things. It helps with estimating whether there is enough time to completing all the tasks by their deadlines. In order to be stress free and on top things, the work schedule should be manageable. This is not always possible since new tasks can come out of blue and lot of things have to be done in order to reach set goals. However, the worker should not commit to things that they simply do not have time to do. The schedule should be realistic because if it is not, the worker will feel frustrated. The worker will keep thinking there is not enough time to finish the task so they will end up spending more time worrying

than actually working towards finishing the task. (The McGraw Center for Teaching and Learning n.d.) This will lead them to being stressed and treating job as a burden rather than an opportunity to work towards goals. Learning to say no to things that are not vital for work will lessen the burden (Bergbom & Airila 2017).

5.3 Annual activity clock for LähiFysiö

The process of forming an annual activity clock for LähiFysiö started with interviewing the commissioner on what they would like the annual activity clock to contain. The commissioner wanted a simple, easy to follow and clock which can be easily modified and added things to. The main point is that it helps with staying on top of with things on the administrative side of the company as well as be more time efficient at work. Since the commissioner's main focus is on the therapy work, they needed an annual activity clock to lessen the burden of remembering all the business management related tasks.

The main objective of the annual activity clock is to help the commissioner to manage their time during the year. The annual activity clock will help with visualizing and organizing the whole year's tasks and events. Since the all the task can be seen from one picture, it can act as a base for a yearly plan. Planning and having rough idea of what the upcoming months and year will contain, will help with managing the commissioner's schedule. When the commissioner sees the tasks that need to be done in the current month, they can use the time at work efficiently. This ensures the time spend at work is not wasted in unnecessary things that can be done later when there is less work to be done. This also allows the commissioner to achieve more in shorter time period which then leads to less time spend working overtime.

The commissioner can set deadlines and spread task so that they have enough time to complete everything alongside their therapy work. Since the annual activity clock visualizes the deadlines, it increases productivity which in turn saves time from procrastination. This will help the commissioner to start completing task so that they leave enough time to meet deadlines. This will help the commissioner to feel like they are in charge of their work which will help to lower stress and burden that the feel of rushing combined with lot of work can create. Writing things

down enables the commissioner not needing to actively remember every task, which then frees the tasks from short-term memory and the commissioner can focus on tasks currently in hand. The commissioner believes that all this will increase their quality of work, since they can concentrate better on the daily therapy work.

The commissioner mentioned that they would like the annual activity clock to help make administrative side of work less burdening. Since everything is planned out with annual activity clock, the commissioner can focus on one task at the time because they do not have worry about remembering the other things. Also, they can plan and forecast how much time they want to spend on each task and eliminate the feeling of rush. The commissioner can refer to annual activity clock anytime so the worry of forgetting something is lessened. This helps to keep up their wellbeing at work. When everything is planned and written down, the productive levels rise, which in return increases effectiveness. This also reduces stress since stress usually forms from the feeling of having too much to do in so little time.

5.3.1 Annual activity clock of LähiFysio

The commissioner did not have preference over the shape of the annual activity clock so two annual activity clocks with different shapes were made. The first one which can see from Figure 2. is annual activity clock in shape of a clock. The annual activity clock in shape of a clock is easy to read and to see the whole year's agenda. The four colors were used to split the year in four parts, so it is easier to follow what month is currently as well as makes the annual activity clock pleasing to view. The colors do not matter so the commissioner can use any other colors in upcoming years. However, to make the color coding even more efficient assigning certain color and keeping them every year, helps to memorize things. The clock can be also split into four parts based on seasons and color can be assigned to represent certain season. As previously said, this makes the clock easier to follow and it might help memorizing the upcoming tasks if the commissioner wants to do so. Color coding and splitting into seasons are optional so if the user does not want to use them, they do not have to. This is a matter of preference. The months are written in both inside of the clock shape as well as

outside as headlines in order to make the annual activity clearer to read and understand.

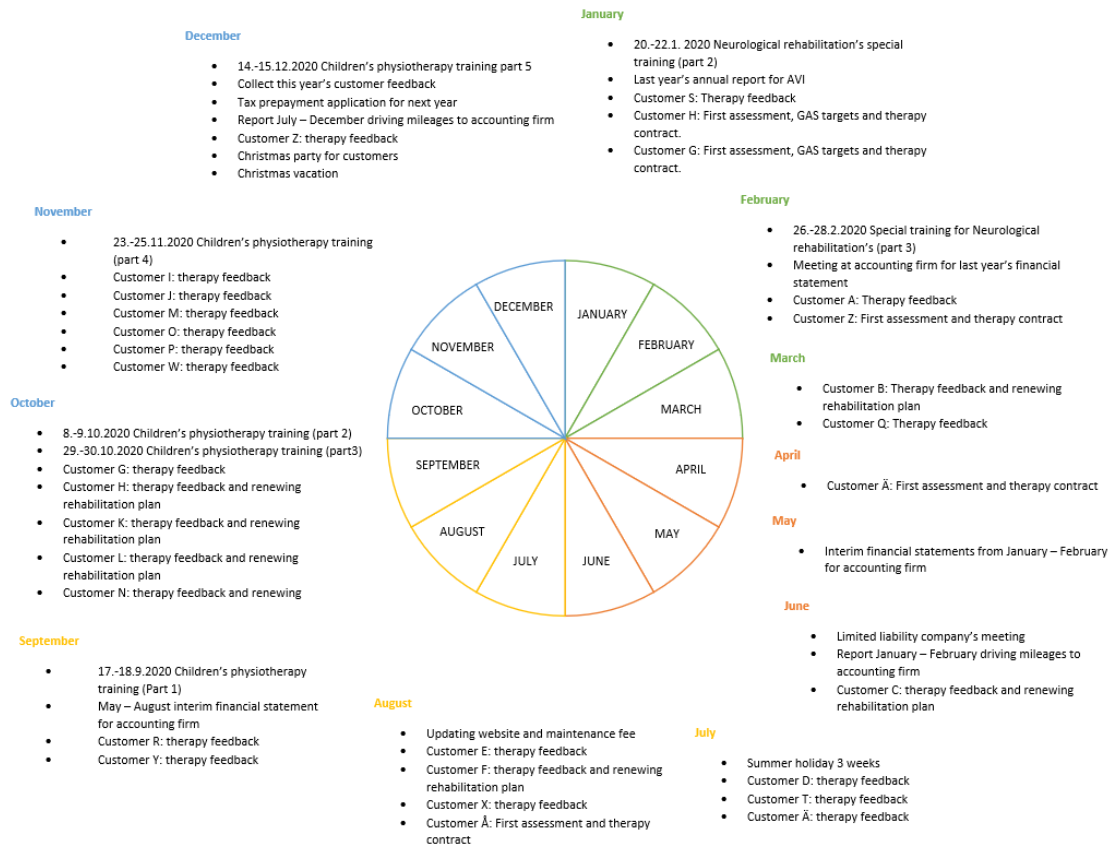


Figure 2. Example 1 of annual activity clock for LähiFysiö

The content of the annual activity clock has more emphasis on the tasks related to the business side of commissioner's company. It helps the commissioner to clarify job description outside of therapy work like tasks that include making annual reports to accounting firms. It will help with managing the timing of the tasks related to running a company and cooperation with enterprises like KELA, AVI and accounting company. KELA and other enterprises have deadlines that are not negotiable therefore it is important to meet these deadlines. The annual activity clock will help remembering and preparing for these deadlines. The commissioner needs to report number of new customers and number of customer visits for regional state administrative agencies (AVI). They also need to deliver customer's therapy feedback and annual report to AVI. Therefore, the commissioner is going to mark the physiotherapy feedback dates and first assessment to the annual activity clock so that they can use it as a guideline to count how many customers have visited by the end of the year. Not only these markings

help to count the number of customers but also acts as a reminder to fill in the feedback for the paying party. The commissioner needs to also carry out customer satisfaction surveys. The annual activity clock will help with keeping up how many surveys the commissioner needs to get. The annual activity clock also contains trainings and events the commissioner is going to attend during the year. Other small things included are website maintenance and paying different fees. The annual activity clocks and its content shown in Figure 2 and 3 is based on this year (2020). The commissioner chose to provide this information and content since these annual activity clocks are used as frame for upcoming years. Excluding trainings, holiday times and some of the new customer contracts, these tasks will reoccur yearly.

The second annual activity clock (Figure 3.) is in shape of boxes and it is To Do -list type. As mentioned in the thesis previously the annual activity clock does not need to be in shape of a clock. This again is the matter of what the user finds the most practical for them. The boxes are easy to read and simple to make as well as modify. Since it is made with a computer the size of the boxes and font can be easily modified to the user's preference. On top of every box the name of the month is written in order to visualize what tasks must be started or done during that month. The boxes are again color coded in order to make it easier to read and follow. Four different colors are used so that the year can be divided into four parts. In the box version, prioritizing tasks is easy. The most important or the most urgent can be put first in the list and so on. This will help with planning the months upcoming schedule.



Figure 3. Example 2 of annual activity clock for LähiFysio

There are several factors that affected the end result of the annual activity clock and its contents. LähiFysio is still a young company, so they necessarily cannot perceive and map out entirely what the company needs. This means the annual clock content might be lacking compared to bigger or older companies.

The commissioner wanted a simple annual activity clock that will not use any programs that are specially for making annual activity clock. The commissioner did not want any electronic or online version of it, just simple one made with help of office programs. That way they can easily modify the annual activity clock themselves and keep its content as simple as they want.

In order to make the annual activity clock look less crowded, everyday tasks are not included in the clock. This makes the annual activity clock clearer. However everyday tasks can be added to annual activity clock if wanted. This could be done by color coding them into the clock shaped annual activity clock (Figure 2.). The commissioner can assign a certain color to everyday task and then add the color to the annual activity clock. For the box shaped annual activity clock (Figure 3.) a separate box can be added into the annual clock which will have its own defined color. Inside the box will be written everyday tasks.

Some of the annual activity clock content was intentionally left out in order to protect customers' information and privacy. This information is added to the annual clock that will be used by the commissioner privately. Both of the annual activity clock can be seen in bigger form the appendices.

5.3.2 Improvements of annual activity clock in the future

As previously mentioned, the commissioner wants an easy to modify and easy to use annual activity clock since the clock will be used by one person. Therefore, the commissioner did not express any want to improve the annual activity clock as for now. However, some improvements can be done in the future to make the annual activity clock even more efficient for time management. One of them is making an online annual activity clock with help of a company or program. This would give more features for the clock. In the future when the company is not as young or the work amount increases, it would be useful to use an online version

since it can send reminders to personal or work calendars and it can be easily shared between several people. In the online version, the annual activity clock could be color coded too. The month, which is currently going on, would be highlighted so the user can immediately refer to the right month. Also, more content could be added easily. When the user presses the month they want to view, a list would pop up which would have all the tasks and events for the month. It could also contain links to forms that could be needed to complete tasks. The commissioner is not interested in making the annual activity clock as an online version or use any annual activity clock programs to make their annual activity clock for now.

In the future if the content that needs to be added to the annual activity clock is increased, it could be considered to make several annual activity clocks with different categories. For example, divide tasks into business side and customer side. One annual activity clock would contain task related to management and cooperation with other enterprises while the other one would contain customer related tasks such as tasks related to customer contracts and feedbacks. This would make it easier to refer to right annual activity clock based on what is needed to be done.

Other improvements could be done in color coding. As previously mentioned in "Annual activity clock of LähiFysio", a color could be assigned to everyday tasks so that they would be easier to recognize by the commissioner. The color coding could be expanded to tasks that recur every week, every month, every fourth month or even twice a year. This would help when looking the annual activity clock as whole. It would be easy to recognize what tasks recur and when. It would help to visualize how many times a task has to be done per year.

6 CONCLUSION

Annual activity clock is an excellent time management tool for LähiFysiö. It helps the commissioner with time management by visualizing the entire year and be in charge of their work. It helps with planning and to understand when tasks should be started in order to keep up with the deadlines. Annual activity clock helps to divide and schedule workload so that its evenly spread throughout out the weeks and months. It helps to forecast the upcoming months which will in return helps to forecast how much time can be used on certain tasks. The commissioner can plan how much time they can use to complete tasks. This helps the commissioner to concentrate on one task at the time. Constant distraction and worries about other task will lower the focus and effort put into completing tasks. This also helps to remove the feeling of rush when there is not enough time to do everything. The commissioner can refer to the annual activity clock anytime therefore they do not have to worry about remembering everything or forgetting something.

The annual activity clock is the most useful when it includes all the main important tasks for the upcoming year. It should be made as precisely as possible to get full use out of it. The content of the annual activity clock can be anything the user wants. It is supposed to help its user with time management so it only should include things that are important for its user. Since the commissioner's main focus at the workplace is the physiotherapy work, the annual activity clock helps to lessen the burden of remembering all the non-therapy related work. This is why the content of the annual activity clock should be done so that everything important is written down. When the work is less burdening, the commissioner can focus properly on treating their patients. They can also feel happier and more confident to work when they have good tools to support their time management.

Time management is important because it allows to complete task in shorter time period. It increases productivity and employee engagement. Its major perk is that it lowers stress. Stress is usually formed when worker feels like there is not enough time do everything in the given time period. Managing time with help of planning helps to leave enough time to perform all the given task on time. This helps to avoid stress which is due to the feeling of rush. The workers wellbeing also increases when there is no stress. Learning how to manage time spend at

work can help the worker to feel more relaxed, focused and in control. This leads to worker being more engaged with their work. Not only they want to come to work but they also want to perform well from their tasks. When there is too much to do and the work is not enjoyable, the worker is more likely to be stressed and unmotivated to work. It is good to remember that large amount of stress can lead to burn out.

Wellbeing is one of the driving forces of motivated and productive individuals. If the work wellbeing is not good the quality of work lowers. Unmotivated workers put their lowest effort to complete their task which is not helpful for the company and its goals. In order to keep this from happening to the workers the company needs to put effort on maintaining good wellbeing for all workers at the workplace. The commissioner wanted an annual activity clock that would help with lessening the burden created by time management and the number of things that are not related to therapy work. The annual activity clock lessens the burden and stress of remembering everything in head. Also, since it visualizes and helps to space the work, the amount of work does not feel as overwhelming.

There are several ways to improve the annual activity clock to be even more helpful at work. These include color coding and prioritizing. These helps to make the annual activity clock more efficient and clearer to use. The more the annual clock is used, the more familiar it becomes. Then the commissioner knows better what to include and not to include to the annual activity clock and it truly becomes a tool that helps to organize and manage work and time.

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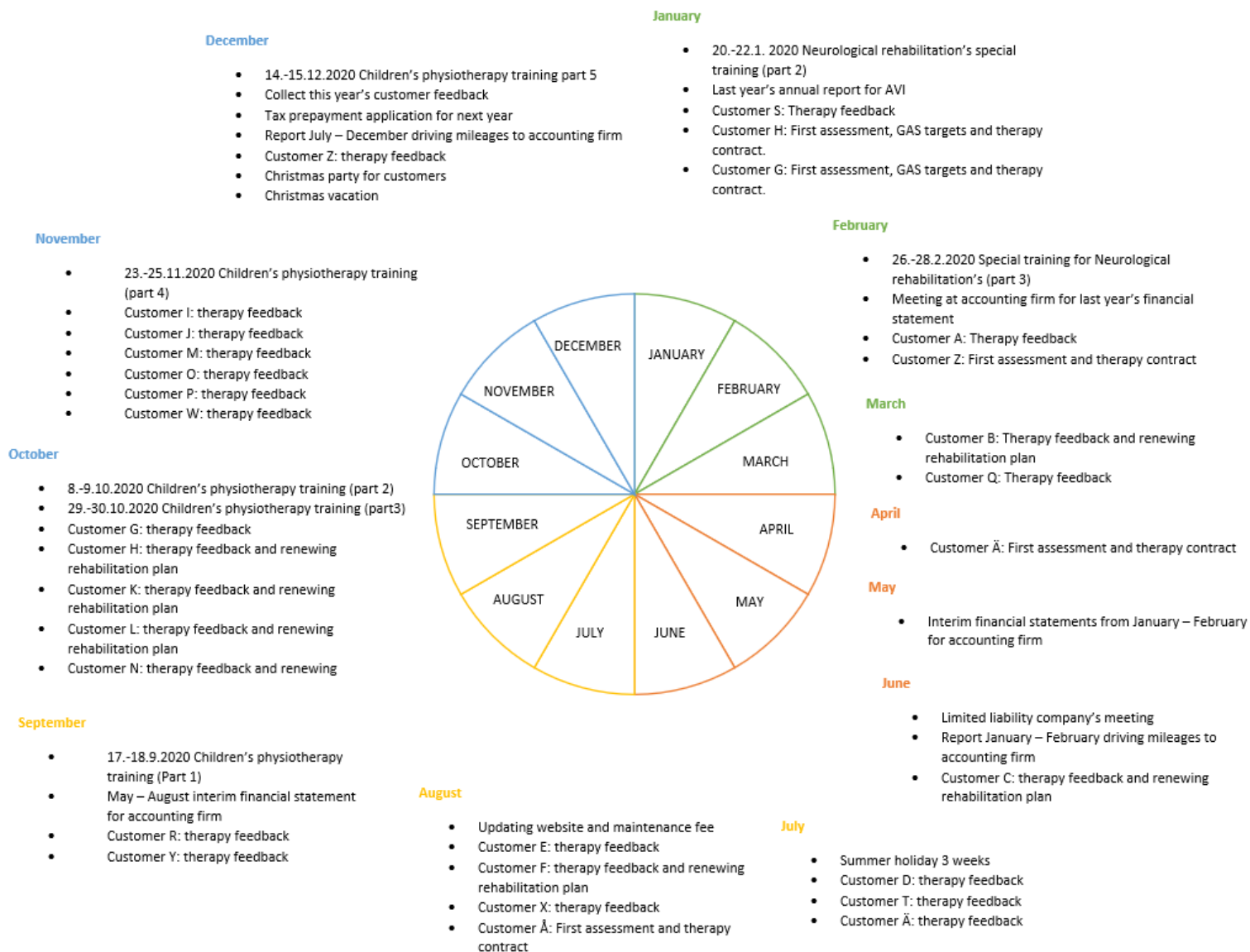
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APPENDICES

Appendix 1. Annual Activity Clock example 1



Appendix 2. Annual Activity Clock example 2

1(2)

JANUARY

- 20.-22.1. 2020 Neurological rehabilitation's special training (part 2)
- Last year's annual report for AVI
- Customer S: Therapy feedback
- Customer H: First assessment, GAS targets and therapy contract.
- Customer G: First assessment, GAS targets and therapy contract.

FEBRUARY

- 26.-28.2.2020 Special training for Neurological rehabilitation's (part 3)
- Meeting at accounting firm for last year's financial statement
- Customer A: Therapy feedback
- Customer Z: First assessment and therapy contract

MARCH

- Customer B: Therapy feedback and renewing rehabilitation plan
- Customer Q: Therapy feedback

APRIL

- Customer Ä: First assessment and therapy contract

MAY

- Interim financial statements from January – February for accounting firm

JUNE

- Limited liability company's meeting
- Report January – February driving mileages to accounting firm
- Customer C: therapy feedback and renewing rehabilitation plan

JULY

- Summer holiday 3 weeks
- Customer D: therapy feedback
- Customer T: therapy feedback
- Customer Ä: therapy feedback

AUGUST

- Updating website and maintenance fee
- Customer E: therapy feedback
- Customer F: therapy feedback and renewing rehabilitation plan
- Customer X: therapy feedback
- Customer Å: First assessment and therapy contract

SEPTEMBER

- 17.-18.9.2020 Children's physiotherapy training (Part 1)
- May – August Interim financial statement for accounting firm
- Customer R: therapy feedback
- Customer Y: therapy feedback

OCTOBER

- 8.-9.10.2020 Children's physiotherapy training (part 2)
- 29.-30.10.2020 Children's physiotherapy training (part3)
- Customer G: therapy feedback
- Customer H: therapy feedback and renewing rehabilitation plan
- Customer K: therapy feedback and renewing rehabilitation plan

NOVEMBER

- 23.-25.11.2020 Children's physiotherapy training (part 4)
- Customer I: therapy feedback
- Customer J: therapy feedback
- Customer M: therapy feedback
- Customer O: therapy feedback
- Customer P: therapy feedback
- Customer W: therapy feedback

DECEMBER

- 14.-15.12.2020 Children's physiotherapy training part 5
- Collect this year's customer feedback
- Tax prepayment application for next year
- Report July – December driving mileages to accounting firm
- Customer Z: therapy feedback
- Christmas party for customers

Appendix 3. Interview questions

- Why an annual activity clock would be important for you?
- What is the objective of the annual activity clock?
- What are your expectations from the annual activity clock?
- What kind of annual activity clock you want? Shape, size, colors, text etc.
- What should the annual activity clock's content be?
 - Should it only contain important activities and tasks or everything?
- How do you hope the annual activity clock will benefit you? For example, in remembering things.
- How do you think annual activity clock will help with time management?
- Do you think annual activity clock will help with work quality? If yes, how?
- Do you think the annual activity would help with making annual reports?
- Would you like to improve the annual activity clock in the future?