PRIORITY MANAGEMENT: REVIEW ARTICLE

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Article history:		Abstract:
		Modern technology has led to the speed and ease of information flow in front of the senior management, and accordingly. to think seriously and quickly to determine the most important things to accomplish according to the concept of identifying and classifying the works of the utmost importance among all the works entrusted to them, and they must be accomplished as quickly as possible and with the best efficiency and effectiveness to reach the primary goal with quality and at the right time. The objective of the article is to identify the effectiveness of arranging the work to be accomplished according to the management of the most important priorities first and what is its impact on the value of the achievement of the senior management entrusted to it. The problem is that the speed of events in the business world and the continuous change in it with the presence of modern technology has created a huge amount of information that has caused the situation to change between the plan and the other, and the management has to face the problem by how to find a balance between the daily tasks and work to be accomplished, and at the right time according to the importance of linking the value of this Business with its progress to achieve the goal it seeks to achieve at the appropriate speed, efficiency and effectiveness. After the analysis and discussion of the views that dealt with priorities, the study came out with the most important conclusions. The most important issues that cause management and prioritization are environmental events that affect the course of business and cause the organization to modify plans, and the study suggested the most important recommendations for the need to train employees on how to identify and classify Business according to the most important schedule first.

THEORETICAL FRAMEWORK:
The need has increased to take into account priorities and define and arrange business and operations at all levels (higher/middle/lower), in addition to a link to the individual's own level in their social life, society, the state and institutions at their various levels and sectors, and in light of the increasing changes and environmental factors, which requires reading the work conditions Determining the capabilities ... This increased the need to pay attention to priorities, so we can specify:

-The meaning of priority is language.. in the comprehensive dictionary of meanings, language: It is one of the first, I deserve it, it is preferred to him in this work, it has the greatest priority ... more important than anything else (The Collective Ma'ani, for each meaning is a noun, Lexicon: 2022)

-Defines priority in the field of business: it is the situation in which managers put an order over other matters of work, either because of the importance factor (important matter), or because of the time factor (urgent matter) or because it is related to the decision-making process related to the workflow (Wikidia, 2021 : 1)

-As for the priorities: they are the tasks and tasks that managers (working individuals) must initiate, the speed of their performance, attention to them, and their

presentation over other work (Riyadh Newspaper, 2014)

In light of the foregoing concepts, there must be a management to organize priorities...so we can define them in a simple way

Prioritization management: is the process that includes arranging activities or actions according to their relative importance to each other.

The process of prioritizing to maximize the effectiveness of the use of time and in light of the limitations of human and material resources to the maximum extent possible, the order varies according to different people, societies and environments (United Nations: 4) and for this we can know

Prioritization: It is a process carried out by an individual or a group of individuals, according to which a number of elements are placed according to their importance, and the order of those actions is affected by many factors, including:

Factors affecting the process of setting and prioritizing:

First: The negative group: the obstacles and problems that face the process of prioritizing, including:

1 -Weak agreement among the participants in the decision-making process for the inclusion of priority actions between the alternatives and the arrangement of options (Sibbald L), p34-33 2008,

2 -The process of arranging and determining is a very complex process, where decisions are affected by a set of considerations, including efficiency, fairness and need, which helps to determine the values for business. (Robinson 2011, p13)

3 -The officials' lack of experience and training, which causes a feeling of frustration due to the lack of a clear framework for setting priorities (p34-33, Sibbald L)

4 -Resource limitations related to resource allocation and distribution (Chalkidou, p8-9)8, which represents constraints on costs and schedule for implementing priorities and what you need from those resources to implement and commit to work (Firesmith, 2004: p40).

5 -One of the influential determinants of the arrangement and identification process is the societal context and what is affected by dynamic variables, in addition to being affected by the personal agenda and uncertainty about the future of resources and other requirements (Gilb, 2005: p2-3)

6 -Lack of complete information, its quality and how to access it, and this determinant is considered one of the major obstacles that impede giving correct priority (Dr. Eid, 2017: 194)

Second: Positivity group (success factors that guide the process of setting and prioritizing)

There are many factors that overlapped in determining the success factors to prioritize, including:

1 -A priority..preparing a list of works

2 -Effort priority

3 -The priority of time and effort

4 -The priority of the job among the organized jobs

5 -Other factors included in it, in addition to the above factors, are learning, personality, skills, money, creativity, etc. (Mohammed, Umniah, 2020)

But there are other factors identified by the researchers that can be determined through the environment and the Iraqi society and its many variables, including:

A- Authority and Priorities: The authorities responsible for the priority-setting process have the powers to implement them at work.

B - Transparency and disclosure priorities: by announcing the concerned authorities to disclose their decisions and policies, which enhances the understanding of how to prioritize work for the various organized groups.

C- The independence of priorities and their distance from all influences that affect the decision-making process in determining and prioritizing the work and tasks that have a significant impact on the goals of the organization.

Strategies Prioritization

There are many strategies and tools for prioritizing, and most of them are sources (R. Covey, 2021:2) 13

The study aims to help managers recognize the need to prioritize as an integral part of the art of time management through:

A- The clock and the compass: There is a gap between the clock and the compass for managers in the process of spending working time, and these gaps cannot be filled through the traditional methods and methods of time management in completing work quickly. The situation becomes more complicated and worse, so it requires a new time management system that is based primarily on the internal compass of business effectiveness through the use of time managers to achieve the highest levels of efficiency to carry out the work that contributes to achieving the strategic goals of the organization, and the completion of work in the right way, which adds value to the life of the individual It contributes to raising the level of work of the organization

B - The main principle is to shift the focus to the important matters first from the urgent ones: by setting up an organized weekly planning session that allocates (30) minutes per week, which works to achieve a balance between the internal compass (business effectiveness) and time through the implementation of tasks of great importance and lack of Negligence in carrying out fast and daily work.

C- Benefit exchange: The fourth generation time management system is characterized by the ideal method for transforming model institutions into high-performance institutions by establishing economic units to exchange benefits with other institutions to create strategic alliances among them, which contribute to the exchange of benefits, and not to focus the efforts of each individual within the institution. Just.

d- A life based on the principle: by focusing on the basic principles of time management and organization, which plays a major role in improving the organization's life standard and working to achieve its goals.

Previous studies:

There are many previous studies that dealt with the issue of priorities according to various aspects and according to the type of business, including:

1 -Priority vs Time Management

The study involved general people and their general life practice and how to make use of time management and especially in helping managers realize how to use time as a single resource in organizing, prioritizing and succeeding at work in the context of the competing activities of friends, work, family, extracurricular activities, etc.

The problem of focusing....only on time management in how to give priority to activities, and everything is accomplished first by implementing the important activities, and time is managed for them. ...and the article outlined..the steps for managing the following six priorities:

1 .Make a list of all the tasks 2. Determine urgent versus important 3. Evaluate their value

4 .Arrange tasks according to estimated effort 5. Be flexible and adaptive 6. Know when to cut off

*This will prioritize what you need to do.....three reminders to stay on track in order of priority:

a. Postpone non-essential activities until work is completed

B. Use your free time wisely

C. Create a simple "to do" list (LEAP,leathernecks Excel as Athletes&People,WESTERN ILLNOIS,2022)14

2 -Managing Time and Priorities15:

Study applied in one of the academic stages of college education... ..time management in college is very different from any other business, especially experienced previously, so success requires intensive work, much less structure than secondary education, and less structure than many jobs.

Responsibilities and priorities become extensive and difficult to manage. Learning online can be more difficult. The hours, pages, and practice needed may be like face-to-face education, but the structure, medium, and methods are very different. Time management

involves accurate forecasting of how long it will take to do a task..much more difficult than it might seem, and why there are whole courses of study and research on the best methods. In developing a method To implement each component, and successfully through:

(a) Calendars, lists, and reminders, and try as much as possible to unify and organize them

b- Choosing a number of online tools for this purpose, including the calendar application built into a phone, in addition to trying to make settings work so that as much information flows

c) Follow a system for adding tasks, meetings, and other notes to your calendar.

3-Organization Prioritization Time Management (Nancie Payne, 2013)

The study identified tools and techniques for the purpose of managing priorities that are more effective and efficient in the work of organizations, including:

A - Determine the tasks that take longer and more difficult to complete

B - If you want to make the work more effective and efficient, do the work yourself to use the time

C - Delegating some work to others who have high work efficiency.

D- Completing the work in the least amount of time and as much as possible

C - Exploiting modern technological techniques to do some work in the best and fastest time.

h- Do one thing at a time (ie (combining works that are similar in work procedures), which saves time to complete more than one work at the same time

G - Deal with paper only once, i.e. some work is answered electronically via e-mail

D- Do more work with high energy and spirit, and you will be happier at work.

4-TOPIC EIGHT: Personal Efficiency, Priority Management and Productivity

A study depends on personal competence and priority management and productivity, for people (the leader) at the higher levels is characterized by a large number of tasks, and does not have notes, as there is difficulty in relying on memory to follow up on important matters specified by certain dates, and the leader must carry and use notes (in any form) to record appointments meetings.

The aim of the study: to determine how self-management and its relationship to daily activities and its impact on personal efficiency, priority management and productivity through the use of the effective time planning system for the priority daily tasks list that represents the traditional office diary by marking the date / time planning in meeting times Other.

Conclusion: I reached a number of conclusions, the most important of which is the need for a good time planner to have a separate column to work effectively, to create a priority daily action list with a detailed daily task list. His working memory exceeds his physiological ability and maintains a focus on current activities and follows up on what affects them within what drives them from environmental sources.

5 -How to prioritize at work when all tasks matter:
 Donald Sull, Stefano Turconi, and Charles SullJanuary 19, 2018(17)

The study identified seven strategies for prioritizing tasks at work, usually setting priorities according to the following:
 •Create a single list of all tasks
 •Determine what is important: Understand your true goals
 •Highlight urgent tasks
 •Prioritize in order of importance and urgency
 •Avoid conflicting priorities
 •Take into account the required effort
 •Review the list periodically and be realistic (Bishop, Kaitlin, 2020) 18

Analysis and discussion
 After we reviewed in the theoretical framework the definition and management of priorities and presentation of strategies, management of priorities ... But there are many strategies and their name, some of them called them tools or techniques for managing priorities or strategies for prioritizing, and these tools differ according to different businesses and specializations, some define those tools according to work, tasks and surrounding environmental conditions. In each of them, most sources relied on the author Stephen R. Covey's source in identifying techniques and prioritizing management as the basis for many books and research,

Where Stephen R. Covey determined .... that there are three generations in the scientific history of time management, the first is based on memos to set dates and records for recording actions, while the second generation was based mainly on planning, preparing and scheduling tasks and future events, while the third generation sought The latter is based on planning and setting priorities using planning and organizing tools with electronic databases that include detailed models for daily planning. (R. Covey, previous source)

The efficient and successful management is the one who can categorize and arrange its work and accomplish it according to the principle of the most important and then the important. There are a set of foundations and the order of priorities, which are represented by the following (Donald, 2018)

- We can control our choices in prioritizing work
 -We can't control the results of our choices...and for you to get a better position in the management of the work

The researchers were interested in how to link the values of goals and actions within a curriculum that determines the path to be taken in light of determining the most important first and assuming based on what is required to be accomplished by focusing planning for its schedule and classification of daily and weekly tasks and within the monthly matrix of organizing tasks and work to prioritize urgent matters and works and through a group through a group The principles of labor control are as follows:

1 .Control: Following the basic principle of how to plan and schedule work to complete them in record time
2 .Efficiency: Completing the work in a timely manner and correctly, according to what is specified in the schedule for classifying the most important works first.
3 .Values: Determining the values of things and works is very important in order to determine a priority in order to reach the quality of achievement.
4 .Time calendar: the main essence is based on the value that will be obtained from the completion of the event
5 .Achievement independence
6 .Capacity
7 .Management

The above principles contribute to finding planning methods for managing time within a work environment that is difficult to control as a result of the continuous change in the field of situations and therefore the necessity of arranging and managing the work according to the matrix of achievement priorities, which is done through scheduling and evaluating the work and daily tasks within the principle of its value to achieve the maximum benefit to achieve the goal

But these foundations are in order of priorities ... What do managers do if all the work has the same degree of importance in the work, and here the work of the top management (managers) is according to the following:
1 -Write down all the things that need to be done
2 -Ask yourself: Which business is more important..and very urgent?
3- Use the Golden Triangle: The Golden Triangle or the Iron Triangle as some call it is considered an effective method in determining and arranging priorities, and it is a basic and important principle used by project managers in all work, as it includes the way it works: Each side is an essential component of the task. These items These are: the time required to complete the task, the budget you need (cost of work), and finally, the task's characteristics and advantages, "Scope."

Define (Tracy, 2021: 2) successful ways to eliminate procrastination and get things done in the shortest time. Writer Tracy identified the first thing that managers do.... do big and important jobs with a borrowed word (eat the frog alive), which you will be satisfied All day long with this achievement throughout the working time, prioritizing and overcoming procrastination and reaching the most important work, which is a mental skill that comes on the path of practice and repetition-:
1 -Setting the table: by setting the goals written on paper, and directly working to complete the work, it is done by defining seven steps:
A- Defining the goal accurately
b- The goals should be tangible, written on paper, and specific
Determining the time frame for the implementation and achievement of the objectives
D- Develop a list of activities and tasks to achieve the goal on time
C - Develop a list of work plan according to the priorities and sequence
H - Implementation of the plan according to what was previously determined
G- Determined to implement the set plan every day by recording daily activities and reading a number of work pages.
2 -Plan for every day in advance: Working without planning is the cause of every failure, so good planning is a measure of college competition and overcoming procrastination, through the use of the (10/90) rule, as 10% of the planned and organized time for work before you start it provides what 90% of the time that passes when starting work.
3 -Application of the rule (20/80) of the beliefs in time management at work that people are divided into 20% who are the top of work in the field of money and money, while 80% is the remaining percentage of people who are at the bottom
4 - Take into account the results of matters ... that is, the manager's ability to accurately predict the results of work, which is the key to the importance of tasks and work.
5 -Practice the method (a, b, c, d) in succession: it is an effective and simple method of priorities by specifying a list of all the work that will be accomplished during the day, so the order is:
A - Very important tasks: These tasks must be performed as soon as possible, because the consequences of delaying them will bear severe consequences.
B - Important tasks: but their results are normal
C- Actions that have no results, whether they are done or not, have any effect.

d- Works that can be delegated to other persons at work.
Here, managers are free to work on prioritizing and achieving them in group (A) as a stimulus that needs levels of achievement, self-esteem .... and self-respect.
6 -Full preparation before starting: ie arranging all the work and providing the necessary information and reports that he needs, in addition to arranging the work place first, which has a great impact on psychological satisfaction and motivation to work.
7 -Performing all homework: by working on reading in the field of work for an hour or less and getting up in the morning, continuing education is the key to success, in addition to not allowing any weakness or lack of ability in any field to make you fall back.
After the multiplicity of tools used to prioritize ... the researchers believe that the tools identified by the writer (Tracy, 2021), in addition to the use of the golden triangle (time, cost, or all the characteristics included in the works) are somewhat flexible and can be applied in all public works or Personal....and after the end of the analysis and discussion...

THE CONCLUSIONS CAME AS FOLLOWS:
1 -The most important motive for managing priorities is determined by what has been accomplished in order to achieve the goals of higher management.
2 -The most important criteria for selection, arrangement and management of priorities depend on what is commensurate with business implementation plans to achieve the goals
3 -Most of the issues that cause management and prioritization are the environmental events that occur that affect the course of business and cause plans to be modified.
4 -There are many strategies and tools that organize the process of prioritizing that depends on experience in completing work according to each specialization, which gives techniques for business success and how to implement urgent important work in a specific time that is work time, which has a great impact on business tracks or the decision-making process As a result, prioritization becomes mental and practical skills in business performance.

THE RECOMMENDATIONS ARE:
A - The necessity of training employees on how to define and classify works according to the most important first schedule.
B - The necessity of granting the executive management the power to make a decision, to rearrange the priorities for the work and to accomplish

the emergency events that arise in the internal and external environment of the organization.

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