

An Analysis of Cyclic Time Management: A New Way to Organize Time for Women

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ABSTRAKT

Tato bakalářská práce se zaměřuje na cyklický time management, tedy na organizaci času žen na základě jejich proměnlivosti během hormonálního cyklu s cílem větší produktivity práce. Teoretická část bakalářské práce se zabývá zpracováním literárních poznatků, týkajících se vlivů cykličnosti na ženské schopnosti a následné rozdělení těchto poznatků do čtyř fází za pomoci cyklického time managementu. V praktické části bakalářské práce autorka analyzuje potencionální zvýšení produktivity a spokojenosti žen v případě, že se řídí a organizují čas dle cyklického time managementu. Dále také ověřením schopností a pocitů, které ženy během jednotlivých fází hormonálního cyklu prožívají a v neposlední řadě názory okolí na cyklický time management.

Klíčová slova: time management, cyklický time management, hormonální cyklus, menstruační cyklus, ženy, organizace času, produktivita práce

ABSTRACT

This bachelor thesis focuses on cyclic time management, an organization of women's time based on their variabilities during their hormonal cycle with the aim of greater productivity. The theoretical part of this thesis deals with processing of literary knowledge about effects of hormonal cycle on women's abilities. Subsequently the theoretical part focuses on division of these findings into four phases by using cyclic time management. In the practical part of the thesis the author analyzes potential increase in the productivity and satisfaction of women while following and organizing time according to cyclic time management. Furthermore, the bachelor thesis analyzes capabilities and feelings that women experience during individual phases of hormonal cycle as well as perspectives of third parties on cyclic time management.

Keywords: time management, cyclic time management, hormonal cycle, menstrual cycle, women, time organization, work productivity

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INTRODUCTION

Women are like the Moon, we change gradually from day to day. You never see the whole of the cycle; you can only ever see one phase.

— Miranda Gray

This bachelor thesis will address how women's work productivity is affected by their changing levels of hormones. Thanks to these variabilities, women's abilities might strengthen and weaken during the month. Hormonal cycle plays a significant role in their lives during the reproductive age. Women's and also companies' awareness and respect of these changes could result in more efficient work.

Due to monthly hormonal changes, women might experience similar feelings and abilities in certain parts of each month. Cyclic time management respects these changes and allows women to organize tasks when having the most suitable abilities for given tasks. This might result in increasing productivity of women at work.

The second part of the bachelor thesis will focus on an analysis of cyclic time management and its effect on women's productivity and efficiency. In addition to that, the author will analyze the correspondence of feelings and abilities during each phase of feminine cycle. The analysis will include qualitative research consisting of three parts – questionnaires, personal interviews and diary method. Respondents and participants of these methods will be women who have already been following the cyclic time management as well as third parties to see other points of view and perspectives on cyclic time management. Furthermore, the diary method will examine women's abilities during each phase of the menstrual cycle in the real life. At the end, the author will suggest recommendations for cyclic time management implementation.

Following of cyclic time management might be beneficial for women, companies and the whole society. Awareness and respect of these variabilities during hormonal cycle could result in women's satisfaction in personal life which might consequently positively affect work life. If women know when the ideal time for certain tasks is, it might help them to organize time more effectively. Both men and women both possess unique characteristics. Their cooperation and respect for the opposite sex needs could lead to a revelation of something significant with a higher possibility of not only fulfilling life but also potential success in the business world.

I. THEORY

1 WOMEN IN BUSINESS

The world is constantly evolving and our society is becoming more diverse than ever before. Therefore, new ideas and perspectives in organizations might be necessary for future competitiveness. (Dytrt 2014, 10) Moreover, leadership style in management has been changing from autocratic to participative leadership. With regard to autocratic leadership, it is about the hierarchical structure where clear boundaries between supervisor and subordinates are established. One or more supervisors are dominant and their orders are not questionable. This autocratic leadership is often common for men style of leading. On the contrary, the participative kind of leadership considers co-operation as a core value which generally belongs to feminine qualities. In addition, teamwork seems to be more prosperous in a long-term perspective. (Dytrt 2014, 10-13)

Management is mostly seen as a place only for men and also from the stereotypical point of view, only men are supposed to have successful carriers. For this reason, it may imply that men are usually the ones in business. (Mikulaščík 2006, 24) However, many women have been entering the business world as well. Moreover, women are the ones that nowadays represent approximately 60 % of university students. (Dytrt 2014, 11-15) According to the International Labor Organization and its study, over 30 % of businesses around the world are owned or managed by women. In some countries, such as Jamaica, Colombia and Saint Lucia, it is even over 50 %. In 2008, 42,7% of the managers in the United States were women, in contrast to only 26,2 % in the Czech Republic in 2012. (International Labour Organization 2015, 18-19)

Women differ from men physiologically, biochemically, neurologically and also anthropologically. Therefore, their inherent characteristic and skills might be various. This diversity plays a role in many areas of life even management. The question is, what men and women possess thanks to the natural development of each sex and what effect and usage it could have in management. (Dytrt 2014, 128)

Frantisek Vyskocil, Czech neurophysiologist, explains the fact that an inner ear of girls evolves faster. Based on that, girls have the ability to sense sounds earlier inside their mothers' wombs, this advantage sensation lasts their whole lives. Consequently, their communication skills might seem to develop better. Men's and women's brain differ as well. The brain is divided into left and right hemisphere. Women's brain varies not only by its size but also by more extensive interconnection between these hemispheres. Women's natural communication skills might also be a result of these nervous system network

connections inside the brain. In management, communication has value in terms of dealing with others and maintaining conversations above all relationships. Women usually prefer personal discussions while having conversation. Generally, they are more of a feeling type of people that like working with others, due to an intuition as well as empathy they often possess. Therefore, interpersonal activities, developing and maintaining relationships are natural for them. The intuition and empathy helps them to be responsive, appreciative and kind listeners. (Dytrt 2014, 128-131) Differences can also be based on the fact that women usually act more communally than men. According to this observation, it might be their emotions and communication which are their guidance even at a workplace. (Eagly 1987, 31)

Men's brain, on the other hand, helps them to localize better and to deal with understanding and creation of abstract systems. Testosterone has an effect on men in the form of competitiveness and dominant desire with willingness to fight. They often have an ability to create new projects and concepts with a natural need to assert themselves. Men are most of the time the type of thinkers who rather work with things instead of people. Their decisions might be rather important for long term periods while women might prefer making decision based on a present moment. Men's discussions are usually impersonal, to support their dominance, with an orientation to problem-solving. (Dytrt 2014, 128-132)

Women's increasing participation in management might have various reasons as for instance humanitarian, qualitative but also economical. If men and women could have equal participation in decision-making, it might lead to an economic growth. Women can bring into the management creativity, unique talents and different points of view. (D'Amato, Pellegrino and Weisberg 2011, 7) A creation of new opportunities and conditions for women and the cooperation of men and women in higher positions together with the teamwork is the way to success not only in business but also in the result of a more content society. (Dytrt 2014, 10-17)

2 GENDER DIVERSITY

Men and women are different and these differences are visible in many areas of life. The fact that gender differ physically is obvious. However, many scientists argue if the gender differences are based only on physical factors and it is these factors that affect the psychological side of each sex and their behavior, or if in gender diversity are also present psychological factors. Many theories exist to explain more men's and women's unique personalities. These theories include biological theories starting with the theories of evolution, genetic theories, theories together with research on hormonal effects and also theories based on differences of the nervous system of men and women. Other theories focus on the social environment as the cause of the gender diversity in behavior. These two kinds of theories vary according to the way the individual characteristics of each sex are acquired. In the case of biological theories, the abilities differ because there are primarily congenital. On the other hand, the theories of a social environment are non-congenital and learned. These theories could also interconnect and affect each other. (Lippa 2005, 85-103) Regardless of all these theories, focus of this thesis is more on the biological aspects and their influence on men and women.

2.1 Physiological differences of women

Effects of environment people live in is important for further development and determine which genes help them to survive and reproduce in this particular environment. On the basis of this, these are genes which further generations inherit. (Lippa 2005, 86-88) Based on other theories of evolution females' in this case, women's eggs are relatively big in comparison with men's gamete and sperm. Furthermore, women's eggs evolve in lower quantity; therefore their development takes more energy. Apart from energy, women spend more time in the whole process of reproduction. An embryonic development takes 9 months inside a women's body, it is followed by childbirth, frequent breastfeeding, and childcare. These activities are physically and time consuming for women, for that reason, the women's possibility to have many children is lower than for men. As a result of this, women might be more responsive and politic in partner selection, which ensures them protection and security. Men tend to be more aggressive and competitive thanks to the ability to have higher number of children and it is not so physically and time-consuming as it is for women. Different reproduction strategies of men and women might have resulted in gender diversity physically and also mentally. (Lippa 2005, 86-90)

2.2 Hormones and their effect

Hormones start to influence individuals already during an embryonic development. Levels of hormones in the embryonic development determine the sex of a fetus by evolving the reproductive system. Biological theories refer to the fact that because of the influence of different hormones it might result in various development of the brain as well. (Lippa 2005, 102-104)

Both sexes carry same hormones, however, in a different amount. Higher level of testosterone and androgen are typical for men while estrogen and progesterone are for women. In this case, an aggression could be present due to the influence of testosterone. In order to prove this, researchers applied testosterone to testing animals and observed them. Animals with higher testosterone levels expressed themselves as more impatient with combat behavior than animals with natural hormone levels. Another research studied this influence on people. In this case, people with more testosterone circulating in their blood appeared to be more competitive and easily irritated. Important is to mention that in everyday life, the level of testosterone is constantly changing. These changes not only depend on social but also environmental factors from both men's and women's body. (Ranzetti and Curran 1989, 28-30)

Level of testosterone varies during the day based on everyday situations. On the other hand, level of estrogen in a woman's body is more likely an effect of the menstrual cycle. Hormones and their effect on behavior, mood and in general on psyche are stereotypically linked to women. Especially before menstrual cycle, women often notice mood swings, changes in appetite or deterioration of skin. This period of time, premenstrual phase, and its syndromes, often precedes the menstrual cycle. The question is if women change every month thanks to a menstrual cycle. (Ranzetti and Curran 1989, 34-37)

2.2.1 Physiological Characteristic of Menstrual Cycle

During the month, inside of a woman's body hormonal changes occur, which influence her organs. The menstrual cycle is the cause of these monthly changes. This cycle takes approximately 25 to 32 days. However, the duration of the cycle is individual. An integral part of the menstrual cycle is menstruation or also known as menstrual period, which takes approximately 4-9 days. (Silber 1994, 400) Whole process lasts from puberty and maturity of a woman till her menopause. (Fait 2004, 1)

Each month an ovum comes to the uterus through oviduct. During this time also conditions in a uterus are changing and preparing climate for the development of fertilized ovum by perfusion with a high level of nutrients. If the ovum is not fertilized in this ovulation phase, then the hypertrophic mucosa detaches from the uterus, the unfertilized ovum falls apart inside the oviduct and exists through vagina. During this time the menstruation starts. In this menstrual phase of the cycle, women register flow of blood that comes from the uterus. (Moon Inside You 2009)

The level of estradiol typically increases together with growing ovum until the ovulation phase. During the ovulation phase hormone progesterone increases which lead to higher level of estradiol. If the ovum is not fertilized level of hormones decline. At this time, the women expect menstruation to appear. (Brzyski and Knudtson 2013)

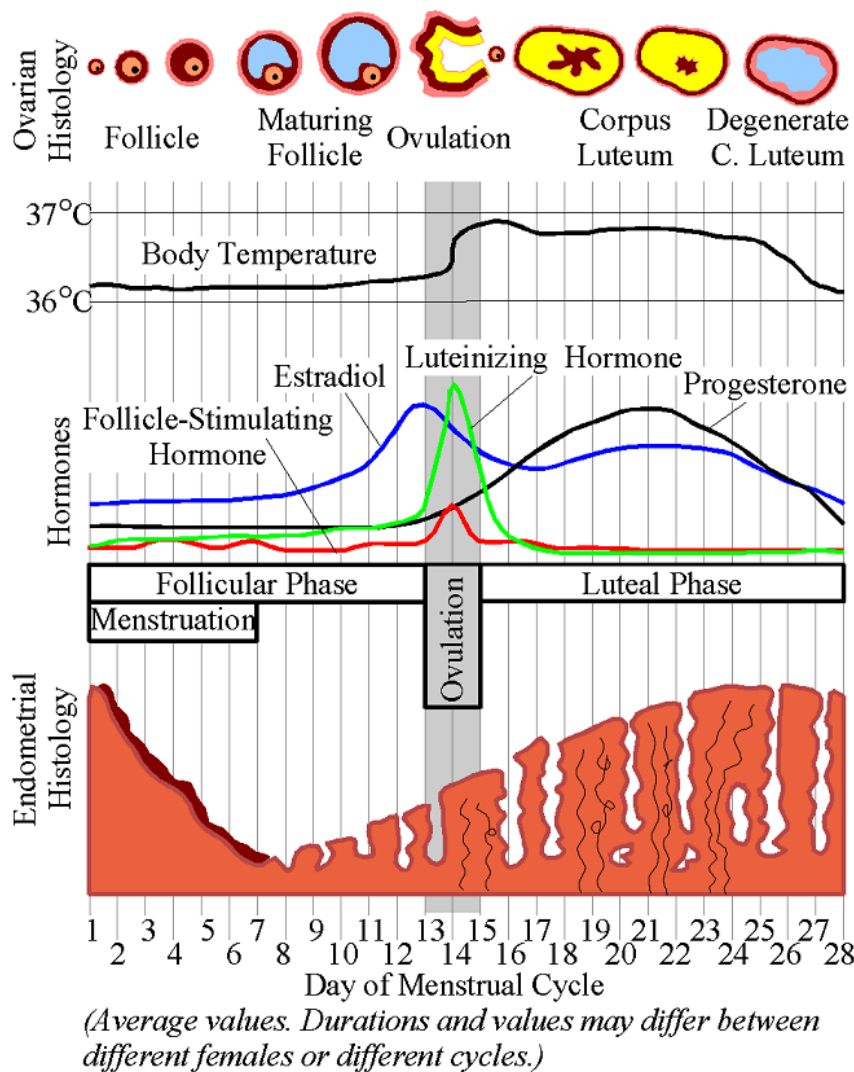


Figure 1. Day of Menstrual Cycle

Source: Data from Farage, MacLean and Osborn 2008, 2.

2.2.2 Hormonal Contraception

Hormonal contraception has been part of women's life for more than 40 years now and is the most popular contraception. (Blumenthal and Edelman 2008, abstract, 670) Hormonal contraceptives are 95 to 99% effective if using as prescribed. Nonetheless, with these contraceptives there are not only benefits but also risks. (Yuksel 2001)

A gynecologist, Victoria Agudo claims that science deals with painful and irregular menstruation by analgesic and hormonal contraceptives. A Woman taking hormonal contraceptives has her period every 28th day. However, it is important to emphasize that this bleeding during menstruation is artificially induced and meaningless. She also considers the fact why to change the natural process by using hormone therapy, which could cause real problems if other ways the woman is healthy. Based on Beverly I. Strassmann, a professor of anthropology at University of Michigan, women might not even know how high the levels of hormones they are exposed to are, in comparison with natural development of woman. (Moon Inside You 2009)

3 MENSTRUAL CYCLE – WOMEN DRUING MONTH

3.1 Menstruation as a Taboo

Approximately 25 % of women are discreetly menstruating right now and their surroundings lack this information. On the basis of this, it might imply that menstruation is something to be ashamed of. Despite the fact that it is indispensable biological function without which it would be impossible conceive a child. (Moon Inside You 2009) Understanding this fact could help women to feel more open about the whole women cycle.

In the documentary film *Moon Inside You*, filmmakers observed reactions of people and their first associations with the word menstruation. People were in shock to hear such a word in public. The majority of respondents was surprised by the question and had mostly negative associations. Another observation took place in an elementary school where boys and girls had to draw what they thought about menstruation. Pictures were mostly full of blood and tears which were supposed to characterize the pain girls experience during menstruation.

Karen Houppert, a journalist, claims that the way how public imagine menstruation is the crucial problem. The silence which surrounds menstruation is essential for women's sensation of her body. When young girls get their first menstruation, they experience something significant. However, no one talks about it and that influences their feelings. Furthermore, blue liquid, which is present in advertising for menstruation's products in mass media, is also deceiving. (Moon Inside You 2009)

3.2 Phases of Menstrual Cycle

Menstrual cycle is usually divided into three phases. The first phase, known as the follicular phase starts with menstrual bleeding until the ovulatory phase. Follicle is a stimulating hormone (FSH) which helps developing the follicles. Menstruation itself could sometimes be considered as a separate phase. In this case, menstruation is a part of the follicular phase. The average time of menstruation is 5 days, however, this is individual and often differs within ± 2 days. The second phase, ovulatory phase, starts approximately in the middle of menstrual cycle, around 14th day. The third phase of menstrual cycle is luteal phase, which follows the ovulatory phase until the menstrual bleeding. (Brzyski and Knudtson 2013)

Balance of hormones during menstrual cycle changes. Depending on hormones' effect also mental abilities of women varies. (Vinař 2001, 566) In this thesis, thanks to the mental differences in each phase, phases are divided into 4 phases:

- **Menstruation - Reflective phase** (approximately day 1-5)
- **Pre-ovulation - Dynamic phase** (approximately day 6-11)
- **Ovulation - Expressive phase** (approximately day 12-16)
- **Pre-menstrual - Creative phase** (approximately day 17-28)

Days of each phase could differ according to individual menstrual cycle of each woman. Mood and physical condition change during the whole menstrual cycle, however, many women are only aware of the changes during pre-menstrual phase, also thanks to PMS (premenstrual syndrome), and ovulation. At the end of each phase women begin to feel more and more like in the following phase. (Gray 2009, 21-22)

3.2.1 Phase of Menstruation – Reflective Phase

Menstruation launches the whole process of menstrual cycle. The first menstruation of a girl is usually a sign of her womanhood, which appears approximately at the age of 13. (Gould and Gould 1932, 1349) With the first menstruation begins the reproductive life of a woman, which ends approximately in her fifties. (Brambilla and McKinlay 1989, abstract, 1031)

Estrogen is at the lowest level while menstruating. During this time women's cognitive skills and abilities decline, as well as for instance the ability to learn new things or social adaptation (Vinař 2001, 566). Menstruation is the phase of deep relaxation and intuition. Women's physical abilities are low and they are fatigued. During the pre-menstrual phase, the decline of physical abilities shows that women tend to slow down. However, menstruation is supposed to tell women to pause, relax and be with themselves. Women usually do not have energy to deal with worries and concerns at this time. As women's intuition increases, they are able to recognize and accept their needs. During the dynamic phase, which is right after reflective phase, women have more energy and are active. Therefore, the need of relaxation is necessary to gather energy. (Gray 2009, 59-64)

3.2.2 Phase of Pre-ovulation – Dynamic Phase

The estrogen level gets higher during this phase, which increases women's cognitive abilities, as for instance memory, better adaptation to social situations and verbal communication. (Vinař 2001, 566) After menstruation women gain more energy and again feel physically and mentally awake. During the dynamic phase, women might have the ability to do tasks that were too hard for them during the reflective phase. Feelings of motivation, enthusiasm and self-confidence accompanied this phase. As a result, women are determined to make changes not only in their personal life but also at work. This phase is supposed to be the most productive, energetic and ideal one to start new things. On the other hand, the lack of empathy and emotional sensitivity decreases. In spite of that, women could feel frustration and stress, if the rest during reflective phase wasn't sufficient. (Gray 2009, 26, 78-89)

3.2.3 Phase of Ovulation – Expressive Phase

Ovulation phase, also known as the expressive phase, is a phase in which women feel really feminine. During this phase women could feel more attractive, however, not many women know when they are ovulating. (Moon Inside You 2009) This phase starts few days before and after ovulation itself. Inside of their bodies, eggs could be fertilized during this time. As a result of that, women start to feel more caring and empathic with more social connection. Women's bodies want to prepare them for motherhood. The difference between this phase and creative (pre-menstrual) phase might be that, during the expressive phase, women feel more positive. Women usually have unique sensation for other people's feelings and their needs. The end of the phase could women recognize by feeling less communicative and social. (Gray 2009, 94-96)

3.2.4 Phase of Pre-menstruation – Creative Phase

Few days before menstruation hormone levels decline and consequently cognitive abilities of women weaken. The pre-menstrual phase is characteristic for an impairment of memory and also an ability to learn. Often negative symptoms appear, such as, instance headache, depression, mood swings and many other premenstrual symptoms. (Vinař 2001, 566) According to Victoria Agudo, a gynecologist from Sevilla, if a woman struggles a whole month with something, she starts to be more sensitive before menstruation. Hormones might give her an ability to say things that she could not few days earlier. Alexandra Pope adds that interconnection between women's consciousness and unconsciousness is

stronger. On the basis of that, women's hidden problems start to appear during this phase by mood swings and feelings of dissatisfaction. A woman is usually feeling the most like herself and her emotional intelligence appears. (Moon Inside You 2009)

Women are usually closing to themselves and need more rest as they are preparing for menstruation. This phase might be one of the hardest for women to handle as the negative symptoms and thinking might accompany them. Women might observe increase of fatigue, sensitivity, overwhelming emotions and people around them might not know how to treat them correctly. However, this phase also has a significant added value, as the title implies, creativity. Together with emerging intuition, it can allow women to intuitively create prosperous new ideas. (Gray 2009, 38-54)

4 CYCLIC TIME MANAGEMENT

All people have a same amount of it, for most it is not enough to have only 24 hours and it is impossible to have more per day – time. The importance of successful time management is lying in realizing the value of time and dividing priority. Nonetheless, time management is about organizing time but also about managing oneself. Managers as well as entrepreneurs need to control themselves in order to control usage of their time (Provazník 2003, 158-159). However, the focus of this thesis is, if the time management should or should not differ for women according to hormonal changes based on menstrual cycle.

All of this is suggesting that men and women truly are different in various ways and menstrual cycle is something that accompanies women most of their lives. Moreover, Martha McClintock, a professor of psychology, says that based on a theory men are supposed to be more balanced while hormonal changes are not so dramatic. However, their level of testosterone is rapidly changing during the day. Women's and men's mood swings during the month are similar. The only difference is that women, thanks to the menstrual cycle, might be able to predict their future abilities and emotions during the month. (Moon Inside You 2009) Therefore, the possibility to know how women are going to feel at some point during the month is greater and could be used for time organization.

Cyclic time management, also CTM, is based primarily on the book *The Optimized Women – using your menstrual cycle to achieve success and fulfillment* by Miranda Gray, an author, artist, healer and businesswoman. However, the feeling and abilities are also based on hormonal changes in women's bodies during menstrual cycle. (Vinař 2001, 566) CTM suggests, women to organize time based on their menstrual cycle. The world of business might not take into account the possibility that the woman's changes during the month and menstrual cycle are usually a disadvantage. During the month a woman experiences emotional, physical and mental changes, which affect her ability to work. Managers and people involved in business might not be aware of the fact that women could be more productive when they respect women's cycle changes. (Gray 2009, 2)

Chris Knight an anthropology Professor, assumes that if the world is masculine with masculine timing, women's bodies usually begin to oppose as they have their own timing inside – menstrual cycle. This problem is often solved with hormonal contraception, which might guarantee them a permanent mood without mood swings. Hormonal contraception suppresses their natural feminine development and cycle. (Moon Inside You 2009)

Women, who are taking hormonal contraception, could also use the CTM however; they might experience different emotions and abilities during the month. (Gray 2009, 120)

Women’s length of cycle is individual and during the month is not only our cycle that affects them. Therefore, it is important to record their everyday feelings and emotions for few months to be able to recognize what phase they are currently in. For recording they could use menstrual dial and write the most noticeable emotions and abilities. (Gray 2009, 122, 234)

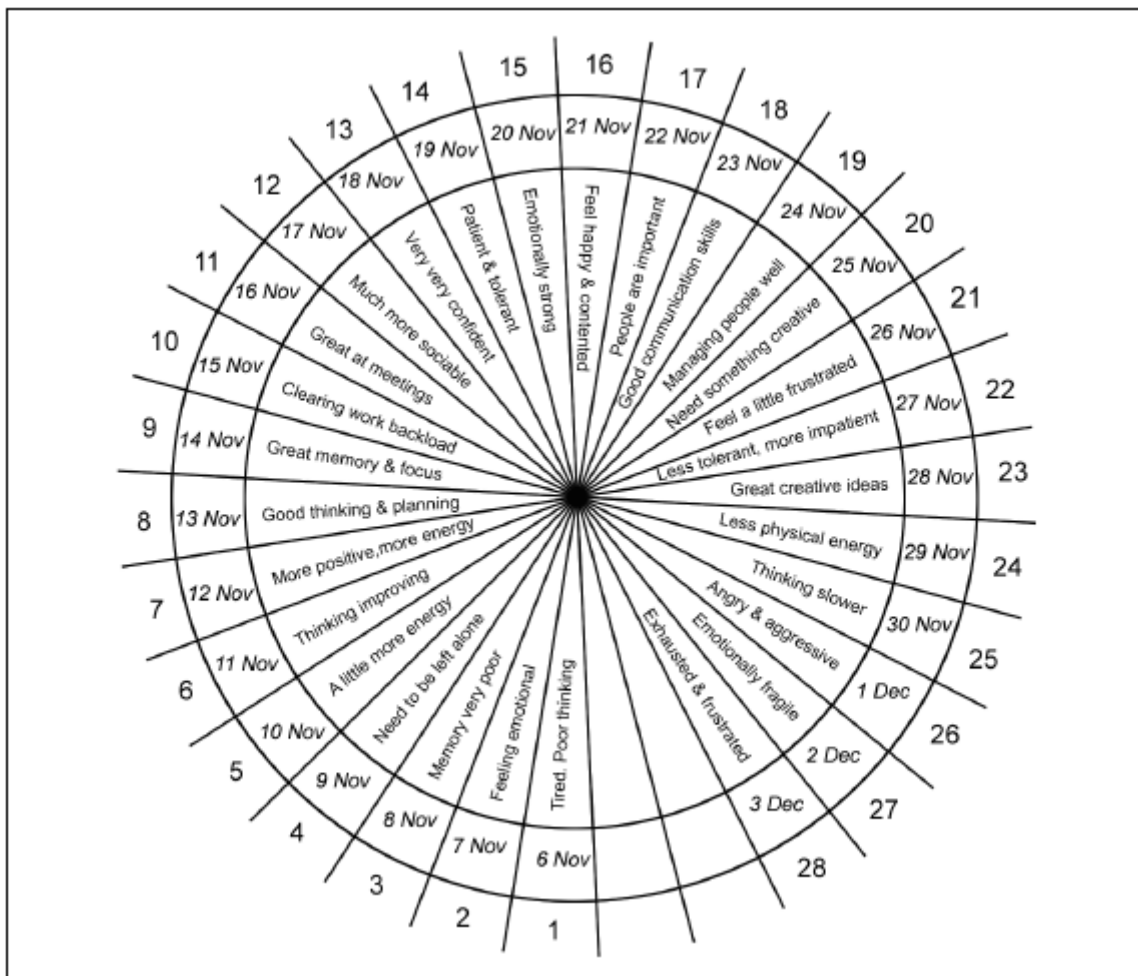


Figure 2. Example of a completed dial.

Source: Data from Gray 2009, 212.

4.1 Potential Benefits of Cyclic Time Management

This opportunity of scheduling could bring benefits not only to women but also to organizations. Realizing the potential of each phase brings advantages as well as disadvantages. This could lead to better time organization and especially work productivity. For instance, thanks to that, women might know when to organize meetings,

communicate with their colleagues and clients more efficiently or even when to create coherent new projects. Cyclic time management could also have a positive influence on atmosphere and relationships at work as a result of women's open communication. Without CTM, women might not be able to operate with their fullest potential at work. As for women themselves, CTM might help them to understand their monthly physical and mental variable activities and know how to use them appropriately. Respecting each phase needs could lead to a successful and more balance work life for women and could result in reduced stress, active healthy self-image and women's confidence. (Gray 2009, 230-231)

A respect of women's families, coworkers and colleagues might have an essential importance. One of the difficulties that women might face too, while implementing CTM, could be how society sees menstrual cycle and menstruation itself. As it is mentioned above, menstruation is still a taboo topic which may discourage women from telling people around them. However, constant avoidance to this topic would not support a change of these negative associations about menstruation cycle. It is still an indispensable biological function women possess.

4.2 Flexible Working Regimes

During two of the phases, creative and reflective phase, women might feel a particular need to relief from a busy workload or to change working environment. In this case, CTM might be easier for women in management or entrepreneurs since they have a greater possibility of time organizing and delegating. Organizations might find some flexible working time arrangements to fit women's phases which would be a mutually acceptable variant. The flexibility of work and working hours has been extending. (Plantenga and Remery 2010, 7) Therefore, the organization of time during these phases might not have to be such an issue.

There are two main ways of flexible work arrangements. One of them is flexible working hours. In this case, hours of work vary so not only women could comfort their personal needs. This might be divided into staggered working hours, a flextime and working time banking. During staggered working hours employees might establish what time they want to start and finish work at certain days. After this decision, they establish this time as fixed one. Better way with greater possible flexibility for women following CTM could be the flextime. The flextime arrangement enables to set what time to start and finish work together with the number of hours that in this case, women will work during

week. However, the best choice for women following CTM from flexible working hours, might be working time banking. This allows women to save overtime hours in order to have this amount of hours time off. (Plantenga and Remery 2010, 25) This could be useful in CTM as women might have more energy to work in a dynamic phase, during this phase they can restore overtime hours and use some time off in reflective or creative phase. (Gray 2009, 79)

The second possibility of flexible work arrangements is homeworking. In most European countries it is mostly women who have been working from their homes. On the other hand, flexible working hours are more common for men. Thanks to the development of technology homeworking has become more common. This agreement between employee and employer allows the employee to work from home. (Plantenga and Remery 2010, 8, 25) From the view of CTM this might allow women to be in an environment where they could feel, in certain phase of menstrual cycle, more comfortable.

Organizations should consider the possibility of being more flexible not only because of women and their phases but also in the case of changing demand to maintain competitiveness. Furthermore, flexible working regimes might also result in harmonious work-life balance. (Plantenga and Remery 2010, 7)

4.3 Working Abilities in Each Phase of Menstrual Cycle

4.3.1 Work and Reflective Phase

Alexandra Pope, a psychotherapist, describes that a woman during this phase should be more assertive, tries to focus on herself and less on others. Women usually do not know that they are becoming more introversive. Therefore, they might be fractious to other people as they make an effort to comply theirs and others needs at the same time. (Moon Inside You 2009)

Menstruating women usually need a rest and distance from other people. A suppression of this need could lead to frustration, anger and especially stress. Therefore, an ability to plan time according to menstrual cycle is important as well as accepting the phases' needs. There is a possibility that if women have more time to spend with themselves and rest during menstruation, their work might be more effective and productive during the next dynamic phase. (Gray 2009, 62-64)

During the menstrual phase it is characteristic to have developed intuition and higher need to slowdown workload. Furthermore, women's memory during menstruation is lower.

(Farage, MacLean and Osborn 2008, 5) It is ideal time to think about projects, tasks, and rethink and analyze feelings about them. Postponing social events, business and client meetings might be essential as women during this phase is rather introversive. A specific manager responsibility is to delegate. Delegating for women managers' is in this phase indispensable and could help women restore energy. (Gray 2009, 71-75)

A woman as a manager might become less enthusiastic. Therefore, it is important to communicate with her team, coworkers and update them about her preferences during these few days in friendly and open manner. The woman should inform them how to communicate with her, how to reach her if necessary and insure them that her lack of motivation and excitement to work does not mean they are secondary. Dynamic phase is following, therefore, any multitasking and other tasks, which require more energy, enthusiasm, motivation and focused thinking, is better to postpone to the dynamic phase. (Gray 2009, 71-76)

Suitable Tasks for Reflective Phase

- Relax and restore energy for the rest of the month
- Rethinking feelings about projects and other tasks
- Delegating
- Recognizing and following an intuition

Unsuitable Tasks for Reflective Phase

- Social events and meetings
- Logical thinking and organizing
- Multitasking
- Learning new information
- Working long hours
- Concentration

4.3.2 Work and Dynamic Phase

To begin with, mental intelligence might be at the highest level during the dynamic phase. Women's energy rises together with concentration, sociability and better memory. It is time of logical and clear thinking, learning and planning. During reflective phase women gain

new energy and also level of estrogen is getting higher. This might result in improved working memory and verbal fluency. (Park and Rosenberg 2002, 836)

Due to mental abilities it might be easier for women to work longer hours as they can concentrate longer. In this case, and also thanks to an ability of multitasking, they might finish tasks which they were not able to manage during the reflective phase. In some companies overtime hours during this phase could be used in different part of month as a time off.

In regards to women's energy and enthusiasm it may be again important to communicate with the coworkers as they might have issues with growing speed in workload. Apart from that, women are more sociable and communicative, however, face-to-face meetings will be held better in the expressive phase. Women might prefer work on their own as for instance creating new projects, analyzing structures and reports, try to gain new skills and make important decisions. The dynamic phase might be the most suitable to nowadays demands in business and a recommendation is to make a plan for the rest of the menstrual cycle. (Gray 2009, 79-81)

Because of less sense of empathy and intuition women might better postpone working in teams or joint projects as an expressive phase might be more suitable for communication with other people. Women during this phase have a need to be active, to plan and think about goals to achieve.

Suitable Tasks for Dynamic Phase

- Logical thinking and analyzing
- Problem solving and decision making
- Learning new things
- Implementing new projects
- Concentrating
- Planning and organization of work tasks

Unsuitable Tasks for Dynamic Phase

- Being empathic
- Creativity
- Working in team

4.3.3 Work and Expressive Phase

This is the phase of communication, social activities and important connections. The main value of this phase is not the goal or project but the satisfaction of customers and coworkers. Women's ability to listen helps them to have effective conversations. They are more flexible and able to negotiate. (Gray 2009, 95-110) Better communication and social skills could also be result of the fact that women feel the most attractive during this phase. Furthermore, their surrounding notice this increase in facial attractiveness during periovulatory phase as well. (Roberts et al. 2004, S270-S271)

Women's skills to lead explain and give advices to their colleagues and others might increase while experiencing expressive phase. This could be an advantage for managers. Social activities such as conferences and meetings might be worth considering for new connections and contacts. Helpful for this part of month, could be team meetings and presenting of plans and visions. Expressive phase is a phase of appreciation and acknowledgement to workers and customers. During this phase women are helpful, patient, optimistic and tolerant. (Gray 2009, 95-110)

Suitable Tasks for Expressive Phase

- Communicating with colleagues, costumers, etc.
- Discussing problems at work place
- Cooperating with team on projects
- Social events and work meetings
- Flexibility to adapt others
- Presentation of new projects and ideas

Unsuitable Tasks for Expressive Phase

- Logical thinking and analyzing
- Independent work
- Working overtime

4.3.4 Work and Creative Phase

This phase precedes menstrual phase, therefore, memory and also ability to learn declines. (Vinař 2001, 566) It should perhaps be emphasized that during creative phase negative affirmation appears and mental intelligence and logical thinking disappears together with

concentration. (Farage, MacLean and Osborn 2008, 5) Coworkers should be informed in open and friendly manner how to communicate with women during this phase.

Women managers might delegate or postpone tasks that require energy, negotiations and networking to the dynamic or expressive phases. Creative abilities to think about new projects and structures are ideal in the creative phase along with critical analyzing and problem identifying. Reduced skills to learn something new may be replaced by learning way of observing. Moreover, another useful activity of this phase is to clean in order to organize things. As negative thoughts appear it might be important to control them as they can cause depression or frustration. A necessity of this phase is an acceptance of its needs. (Gray 2009, 53-57) Premenstrual syndromes might appear during this phase. (Farage, MacLean and Osborn 2008, 7) Therefore, it might be significant for women to reduce workload and relax while having these symptoms.

Suitable Tasks for Creative Phase

- Creating new ideas and projects
- Critical thinking and analyzing
- Sorting and reorganizing
- Identification of work problems
- Independent work

Unsuitable Tasks for Creative Phase

- Logical thinking and analyzing
- Meetings and team works
- Social interactions
- Concentrating
- Negotiating

5 CONCLUSION OF THEORETICAL PART

In the theoretical part of the bachelor thesis the author highlighted women's differences in feelings and abilities caused by changing level of hormones during feminine cycle. Without the awareness of these variabilities woman might not be so efficient and productive as they could.

To increase women's productivity, hormonal cycle was divided into four phases do to the fact that in each phase women possess different strengthened and weakened abilities. Subsequently, the author targeted this knowledge of phases into time management of women – cyclic time management.

Cyclic time management concentrates on time organization of women based on menstrual cycle. As the levels of hormones changes, women experience more introverted phases such as creative and reflective phase. During the creative phase, women should focus on creative tasks. However, while menstruating – in reflective phase, it is essential to reduce the amount of workload. On the other hand, the other two phases are more active and energetic. One of them is the dynamic phase during which women could manage to work hard and think logically. The other phase and also the last one, is the expressive phase which allows women better communication skills and ability to be empathic. Thanks to an awareness of these menstrual cycle phases women can organize certain tasks in the most suitable time of their month which could lead to a more productive work.

II. ANALYSIS

6 THE OBJECTIVE OF ANALYSIS

The main aim of the analysis of this thesis is to analyze potential increase in productivity of women while following CTM. Moreover, to analyze the division of menstrual cycle into four phases based on women's abilities.

Main research questions for the analysis:

**Does hormonal cycle influence women's productivity at work?
Is cyclic time management efficient?**

Sub-question for the analysis:

Do the feelings and abilities in individual phases of menstrual cycle coincide with real women's feelings and abilities in how they are described in theoretical part?

Premises Based on Theoretical Part of Thesis

Based on theoretical part of the thesis some premises about the practical part also occurred. One of them could be that the effect of menstrual cycle might have a significant impact on women's performance and productivity at work. Another one is that if women follow CTM it could result in quality work-life balance life. The last premise is that if women and men respect each other needs and cooperate at the workplace, it could result into successful organizations. In an analysis conclusion the author will confirm or disprove these premises and answer on research questions.

7 METHODOLOGY OF ANALYSIS

In an analysis three methods of data collection are applied. All three methods are part of qualitative research. These methods consider this issue from multiple perspectives which help to analyze overall effectiveness of CTM. A characteristic, a selection of respondents, a usage and an evaluation of each method is discussed below.

Used methods of analysis:

- Personal Interviews
- Questionnaires
- Diary Method

7.1 Personal Interviews

First part of research is structured personal interviews which can be classified as a common method of qualitative research. Thanks to this method an author could interact with interviewees which might lead to more essential information for research. However, structured interviews with open questions are easier for further analysis and obtaining necessary clear data (Hendl 2005, 173).

Interviews were conducted with three individuals. While selecting interviewees the author was focusing on gathering credible data from different areas as medicine, management and personal experiences of a businesswoman. The fact that each individual is specialized in different field helps to view this problematic of CTM from various perspectives – from a point of view of a manager (of women who follow CTM), a Doctor who is specializing in psychosomatics and the businesswomen who is following CTM and her main focus is to lecture and spread wide the information about hormonal cycles of women and the possibility of CTM.

As the target interviewees of each personal interview differ it was significant to prepared and concentrated questions for each individual separately to found out required information. The interview with the doctor was mostly focused on hormonal cycle of women and its phases and influence on women's cognitive functions. On the other hand, the interview with the businesswoman referred to personal experiences with hormonal cycle, CTM and also included the most common responses on the behalf of CTM which she gained by lecturing other women about the potential of each phase. The last interview

with the manager examined implementation, usage, evaluation and also masculine point of view on CTM at workplace.

While scheduling personal meetings there were difficulties present as a result of interviewees' workloads. However, after the author's description of the research and overall picture of thesis, interviewees' sympathy in answering questions of personal interviews increased. During interviews there were no further negative issues thanks to the respondents' interest in the subject. An aggravation while analyzing this method could have been a construction of effective analysis without omitting important details of each examination.

Interviewee I – Doctor

Dr. Helena Máslová studied at Charles University in Prague. She gained experiences from multiple departments in hospitals which developed her interest in psychosomatic medicine followed by establishing the Psychosomatic Treatment Centre. Psychosomatic medicine studies an interconnection between the human's body, mind and environmental influences. Dr. Helena has been concentrating her work on women's health and reproduction system from psychosomatic point of view. Furthermore, she has become a prestigious doctor and is often interviewed by magazines, newspapers, TV and even the radio. (Centrum psychosomatické péče 2015) Therefore, the author considers her participation in the thesis' research as significant.

Interviewee II – Businesswomen Following and Lecturing CTM

Dana-Sofie Šlancarová studied at Masaryk University in Brno at a faculty of philosophy. She has worked as a translator, corrector, and writer and established her own publishing house. She is from a major part also a lecturer of CTM courses. These courses are designed for groups of women or organized for women in companies to realize their feminine cycles and to learn how to benefit from each phase at work and in personal lives. She is also the translator of the book *The Optimized Woman* by Miranda Gray and an author of many books related to women and their cycle. (Cyklická žena 2015) Her personal experiences and also experiences from courses are valuable for this research.

Interviewee III – Manager of Women Who Follow CTM

This interview is focusing on a manager who performs a function of an executive and chief financial officer of a company OSULE, s.r.o. The company employs approximately 8 women who follow CTM. He is also an investor, an entrepreneur and IT programmer.

7.2 Questionnaires

Another method is online questionnaires in written form. This method is mostly used in quantitative research. However, it is also possible to use questionnaire in qualitative research in the way to complete other parts of qualitative research with the aim to gain more information. Furthermore, in this case questions are more specific, open and for lower number of respondents.

This analysis consists of two questionnaires where first one is answered by women managers or entrepreneurs who have already been following CTM (Questionnaire I) and second one is designed for surroundings of these women (Questionnaire II) to see CTM from other perspective. Questionnaires studied the influence and effect of CTM on work and life of these women.

7.2.1 Questionnaire I

Respondents of this questionnaire were women managers and entrepreneurs selected on the basis of the fact that they have already been organizing their time by CTM. The author determined to choose managers or entrepreneurs as these women have greater possibility of time organization. The total amounts of responded questionnaires were 18 responses from approximately 32 asked women.

The questionnaire was composed of 7 open-ended questions out of 20 questions overall. The main aim of this method was to find out a level of women's satisfaction while following CTM at work life, consideration of a change after implementing CTM together with reasons for the change and furthermore abilities during the phases of their menstrual cycle. These were studied in detail by open-ended questions. Therefore, this questionnaire is considered to be a part of qualitative research.

Open-ended questions in the questionnaire helped gather further and more detailed data. Moreover, respondents had an opportunity to express their personal experiences and attitudes on given inquiries. On the other hand, closed-ended questions responded to more specific and clear questions for easier analysis. One of the difficulties the author came across while applying this method was trying to find candidates since there is no certain

group or number of women who follow CTM. However, communication with first few responding women helped to ensure other relevant respondents. This questionnaire is placed at the end of this thesis in the appendix P I.

7.2.2 Questionnaire II

This questionnaire was intended for the surroundings of women who answered the first questionnaire and its task was to somehow complete it. Primarily it was family members, friends and colleagues. The author considered this kind of questionnaire for further details about the effect of CTM viewed from other perspective. The final number of responses was 14. Since the author requested women from the first questionnaire to pass this questionnaire on to their surroundings, the total amount of asked respondents was difficult to analyze.

The questionnaire contains 16 closed-ended questions and 3 opened-ended questions. Thanks to this method, part of the analysis includes in the evaluation of CTM by a third-person's view, an effect which CTM has on others.

Respondents of this questionnaire were 57 % men. For this analysis it is also important to observe evaluation of CTM from men's point of view. More details about relationships that these respondents have towards women are in figure 3 below.

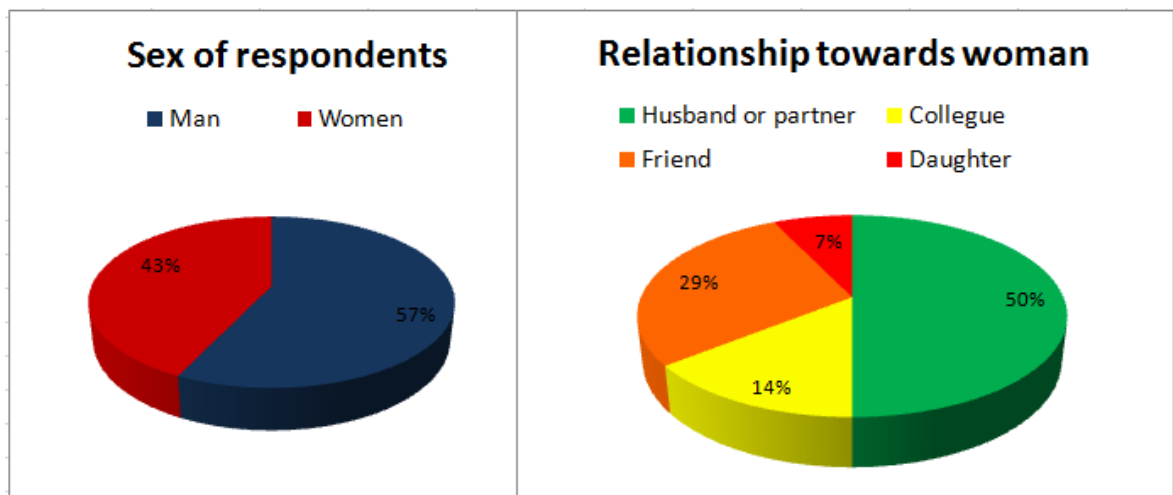


Figure 3. Sex of respondents and their relationship towards women

Responses of this questionnaire depended on further distributions by managers and entrepreneurs who responded the first questionnaire. Therefore, some problems occurred as it was necessary to remind these women about this questionnaire. The questionnaire is placed in the appendix P II.

7.3 Diary Method

Last part of analysis is a diary method, which is further specified as a time-based design. This method requests making regular records by participants and its aim to capture everyday changing reality (Bolger, Davis and Rafaeli 2002, 588). Another reason for using a diary is to find out facts that cannot be observed with a presence of researcher.

A target group for diary method was: 9 women at different ages and the observation took for a period of 3 menstrual cycles – 3 months. These women were selected on the basis of the fact they were no familiar with the way they are supposed to feel during menstrual cyclic phases, as described in theoretical part of this thesis. This precaution was made to maintain uninfluenced and clear responses of participants. Furthermore, none of these women took hormonal contraception.

Participants had to keep an everyday record of their feelings along with their strengthened or weakened abilities on a cyclic map (see appendix P III) that was provided by Dana-Sofie Šlancarová. The cyclic map is a clearly arranged kind of a questionnaire in a form of columns into which participants recorded daily by a number evaluation or by few words. The most important columns for analyzing cyclic map were overall mood and emotions, physical energy and action, need for physical rest, thinking and concentrating, work and projects, intuition and ideas, relationships of women towards themselves and people around them.

However, only five of these diaries were used for analysis. One of the participants discontinued for a reason of pregnancy and the second one because of probable arising of menopause. The other two participants interrupted the recordings for multiple times and their map could not have been use for an analysis, as there was lack of necessary data. While analyzing, some unclear and unwanted comments were present in the cyclic maps. These comments in some cases differ from instructions that were given by the author at the beginning of the research. This sometimes unclear recording slightly complicated analyzing part of diaries.

8 ANALYSIS FINDINGS OF QUALITATIVE RESEARCH

8.1 Analysis of Personal Interviews

8.1.1 Analysis of Personal Interview – Doctor Specialized on Psychosomatics

The interview with a Doctor Helena Máslová was mainly focused on the psychical influence of the menstrual cycle and the general associations with menstruation. Based on the doctor's opinion it is evident that changing level of hormones can influence the physical conditions of women along with the cognitive functions. She mentioned that cognitive functions are significantly at the highest level during the first half of the menstrual cycle and ovulation. When the menstruation is approaching women are more introverted, melancholic and their perception slightly differs. She also thinks menstrual cycle could cause changes in memory sensitivity.

For clear and more understandable explanation, she simply described a reproductive act of women. From the biological point of view, women are supposed to find men during the first part of menstrual cycle and later in ovulatory phase try to conceive a child with them, as an egg is ready for fertilization. As a result of that, women could experience higher level of physical energy right after menstruation and while ovulating, they often feel attractive and communicative. In the opinion of doctor, most women describe this increase in energy level when menstruation ends.

The doctor further explained feelings of pre-menstrual phase, how susceptibility increases, and consciousness and subconscious interconnects. Women often experience depressed feelings along with mood swings, which might be a reflection to some part of life, they are not totally content with. During the pre-menstrual phase women might be more aware of things they are not satisfied with along with sights of creativity that may appear. When the author asked about needs of menstruating women, the answer was sympathy and kindness. Ordinarily women feel less confident and have a need for understanding.

Another discussed issue was the taboo of menstruation. Teenage girls often state that they would prefer not to menstruate. Furthermore, people regularly label menstruation by defamatory names. Therefore, relationship towards menstruation might not seem to be positive. In addition to that, women often take hormonal contraception to avoid mood swings, which accompanies menstrual cycle.

The doctor does not think that following cyclic changes is a necessity, as many women might not be able to manage respectively all the changes menstrual cycle has. However, if women have the opportunity to do so, it could be an advantage. (Máslová 2015)

8.1.2 Analysis of Personal Interview – Businesswomen Following and Lecturing CTM

The personal interview with lecturer Dana-Sofie Šlancarová was mainly about her personal and work experiences. The lecturer has started to observe her menstrual cycle and work with it as a result of premenstrual syndrome. Before she had followed the menstrual cycle she was not aware of the changes happening in her body during month, apart from mood swings and periods of less energy. When she found out the four phases and observed all their symptoms thoroughly, she realized there were repeating patterns.

She considers unfortunate that many women live without realizing cyclic changes. Women sometimes feel frustrated as they are not being so efficient the whole month and therefore, they ignore occurring fatigue. CTM helped the lecturer to influenced work efficiency as she recognize enhanced skills during each phase and is able to use them with maximum approach to work productivity.

While asking about menstruation as a taboo topic it was clear that the interviewee thinks people should not hold as a taboo something that allows people to conceive and give birth to children. Society often thinks of menstrual cycle in connection only with unpleasant start of menstruation without looking at its possible potential. Usual responses from her surrounding when she began to follow CTM were positive. Women reacted with enthusiasm and were interested in applying this in their lives as well. On the other hand, men sometimes resisted this idea at first but then realized that it could also be helpful for them. References from the lecturer's courses mostly relates to more efficient work, more physical energy, creativity and an improvement in relationships with colleague, clients and partners. Based on the interviewee, it is important to talk to colleagues about CTM in an open and friendly manner.

The author also discussed with the interviewee each phase and its work potential. Dynamic phase is active and most suitable phase to start up new projects and learning new skills. Expressive phase which follows the dynamic one is time when women have a need to be among people, take care about them and also about themselves. At work it is an optimum time to spend with colleagues, partners or clients, as women are usually

empathetic. The third phase is the creative phase, in which women become more intolerable towards others. This phase is typical for creativity and new ideas. The lecturer usually spends this time by writing. The last phase is reflective phase, the phase of menstruation. It is important for women to be alone, not to be available and most significantly to relax and gather energy for the next month. There is a possibility that if women do not rest during reflective phase they might feel fatigability for whole upcoming month.

According to the lecturer, CTM could be beneficial for women, men and also companies. Women might be more productive at work, have more energy and be more enthusiastic, assertive, and have quality work-balanced life. Men might understand women better at work as well outside of work; improve in communication with women and harmonious working environment.

For companies, CTM might increase women's productivity, satisfaction and loyalty. Furthermore, the companies could use recourses which they did not use before and work more effectively on projects. CTM might also result in more open communication between employees which could lead to better atmosphere at workplace.

To sum up, by interviewee's words CTM is a new transformative way to organize work and life tasks for women. However it is a new way for men as well, because if they know what is going on with women around them, they can support the process and get tremendous results. (Šlancarová 2015)

8.1.3 Analysis of Personal Interview – Manager of Women Who Follow CTM

Thanks to the interview with the manager it was possible to conclude an impact of cyclic time management on company. The interview gave important masculine perspective to this topic.

The manager considers as a great advantage new viewpoints women who follow CTM can bring into business. CTM provides better cooperation between men and women, improved communication and friendly working environment. The results are effectively working teams and consequently the quality function of the entire company. Based on the opinion of manager, if women control their possibilities and respect their needs while the company allows them to do so, there is a noticeable increase in productivity in total scale - without necessity of directive enforcing. Moreover, there are visible differences in women's personal lives, as they seem to be more satisfied, which again reflects into work.

The manager believes there are days during the month when it is important to allow women to work from home. This could result into a rather higher productivity than at the workplace. An implementation of CTM into the organization was not complicated, as the manager described it was mainly about telling women to respect their different functions and needs. Women in this organization have a greater possibility to decide which tasks are convenient to postpone. This organization of time could sometimes result into some difficulties, as for instance some complications or deadlines appear. However, according to manager it is important to have a reasonable degree of mutual tolerance in company. If so, there is always way how to organize even these complicated tasks.

In conclusion, the manager highlighted that women should not be discouraged by possible negative reaction some men might have towards them at first. In the case of CTM expansion, there is a possibility that menstrual cycle will not be a taboo topic not only in the society but also in the business world. To sum up, with the manager thought that only with balanced cooperation between men and women are born the best results. (Hutter 2015)

8.2 Analysis of Questionnaires

All responses on questionnaires are analyzed and discuss in further analysis according to the fact that this method is qualitative. However, questions are in different orders than the original questionnaires and further divided into groups.

Phases of Menstrual Cycle

Perspectives of Women Following CTM

Are your feelings and abilities in each phase similar to the way you should feel based on cyclic time management?

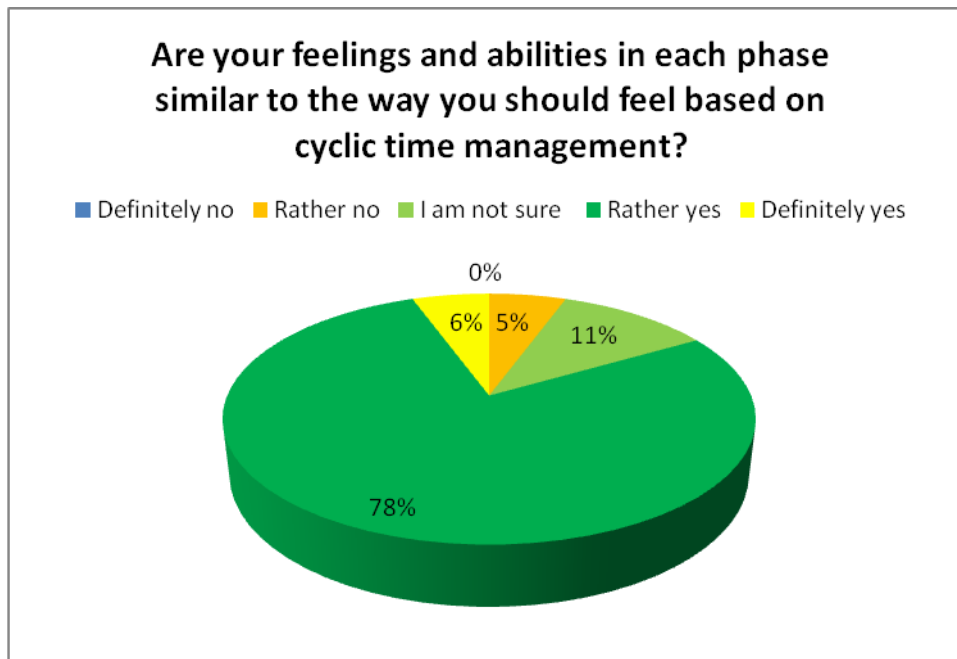


Figure 4. Similarity of feelings and abilities during each phase

Based on this result it is clear that 84 % of respondents experience mostly similar feelings and abilities during each phases. These similarities are further discussed in open questions below.

How would you describe your feelings and abilities in the reflective phase - menstruation phase?

More than 50 % of women described a great need of relaxation, sleep, calmness and a need to be alone. Five women mentioned having difficulty with communication and three of them also with concentration. Nearly half of the women experienced oversensitivity and a feeling to be into themselves. Two women commented on an aversion to work and one of them preferred to choose a rather manual work. To sum up, all responded women felt a need to slow down during this phase of their menstrual cycle.

How would you describe your feelings and abilities in the dynamic phase – phase which follows menstruation?

All women described feelings in the dynamic phase as a time full of energy or action. Six out of 18 mentioned a need to organize and plan activities. Twelve respondents gained an ability to be efficient and endurance. Furthermore, five respondents had a necessity to construct and build ideas. One participant found surprising that if she does not rest enough during the reflective phase, the potential energy do not appear in the dynamic phase.

How would you describe your feelings and abilities in the expressive phase – ovulatory phase?

The expressive phase was for most of the responding women a phase of communication, socializing and attractiveness. Four women mentioned that nothing was a problem for them during the dynamic phase. Approximately 6 respondents felt more empathy and the need to take care of others. However, this phase was problematic for two respondents who had difficulties recognizing the phase and even analyzing phase's feelings and abilities.

How would you describe your feelings and abilities in creative phase – pre-menstrual phase?

This phase is supposed to be the creative phase. Not surprisingly, 50 % of the responding women mentioned their increased ability to create. Many of them often experienced mood swings and emotional discomfort, for these reasons, they preferred to be more isolated from social life. Two women also noticed decrease in concentration and four women experienced fatigue. Increased level of intuition was also noticed and mentioned by 4 women.

Perspectives of Women’s Surroundings

Are you aware of variabilities in women’s feelings and abilities during month?

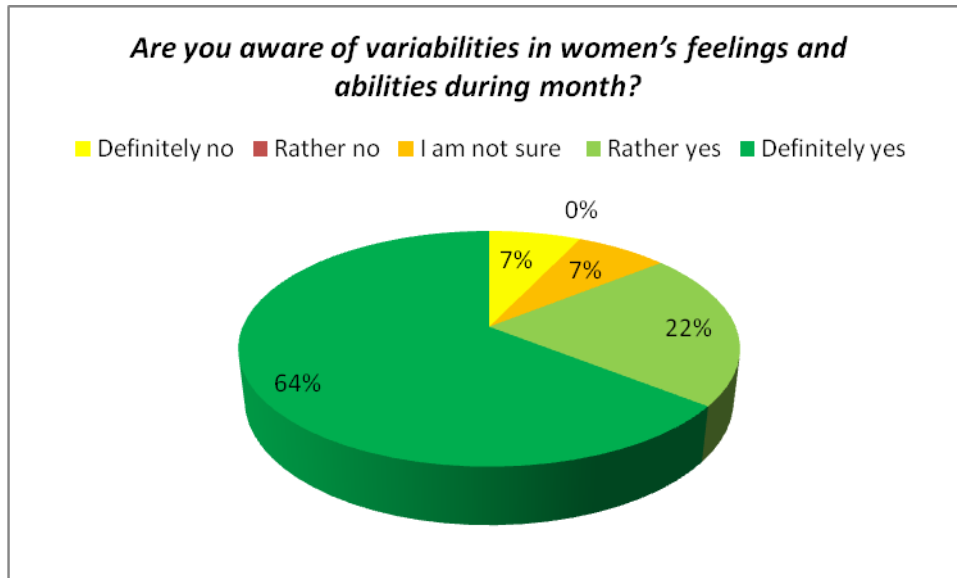


Figure 5. Awareness of women’s variabilities

More than half of the respondents are aware of the variabilities that women experience during the month. This could also be a result of more self-concentrated phases as women might seem not so communicative or open and the surroundings respond to that.

Do you think women behave during certain parts of months similarly?

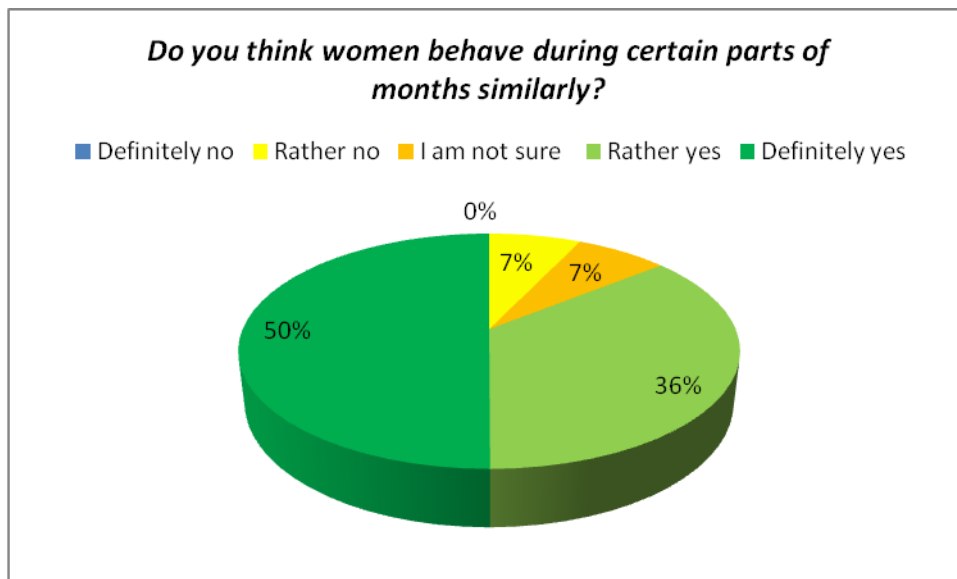


Figure 6. Similar behaving of women during month

50 % of respondents are most certainly aware of women’s changing behavior during month and also 36 % might have noticed some similarities as well.

Cyclic Time Management

Importance of CTM

All respondents of both questionnaires think it is important for women to organize their time on the basis of menstrual cycle. Respondents of questionnaire II were asked if it is significant for women to respect cyclic changes in personal life, work life or in both (see fig. 7 below). Only one response preferred this type of organization in personal life. All other respondents chose this importance of time organizing only in personal and work life as well. This suggests that respondents feel women's changes and their need to respect them.

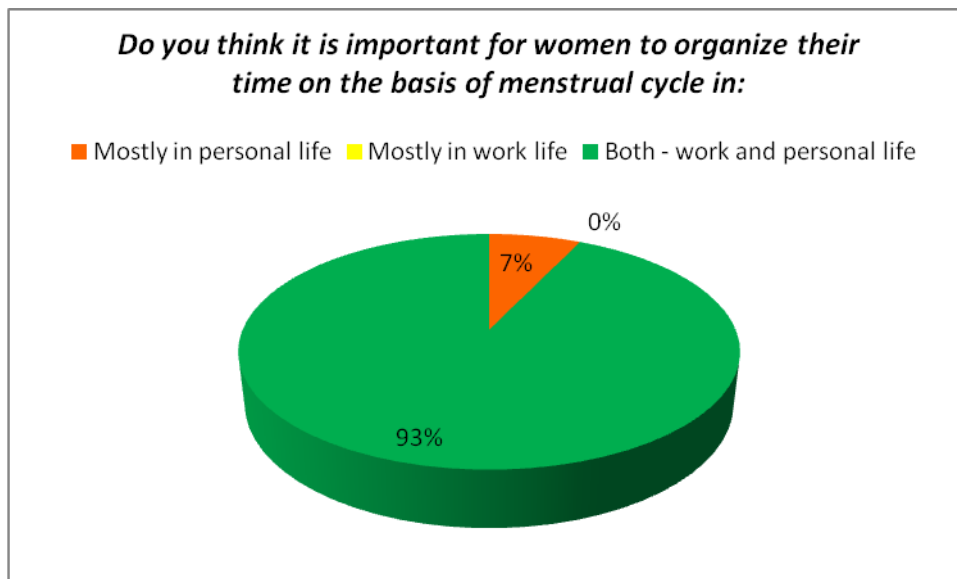


Figure 7. Importance of organization based on menstrual cycle

Evaluation of Change after Following CTM

Women, who responded questionnaire I, evaluated their work life before following CTM neutrally and rather negatively (see fig. 8 below). On the other hand, after implementing CTM 94 % of respondents evaluated their professional lives with a positive comeback (see fig. 9 below). This implies that overall positive evaluations of work while following CTM increased.

Furthermore, from responses of questionnaire II it was visible that women's change after following CTM was viewed only as positive. This might refer to the fact that women feel more satisfied in both personal and work life.

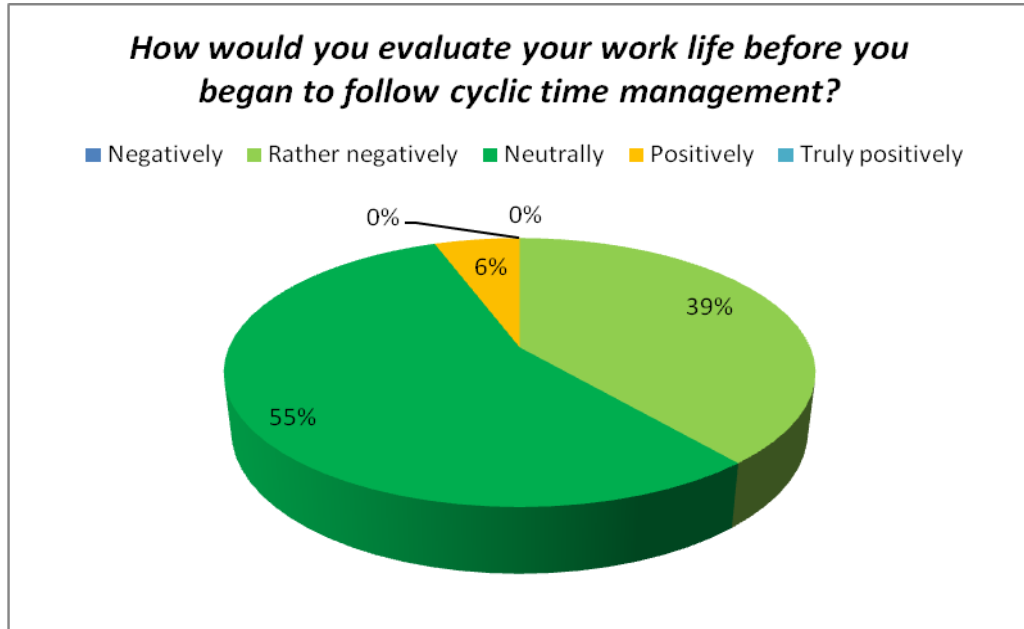


Figure 8. Evaluation of work life before CTM

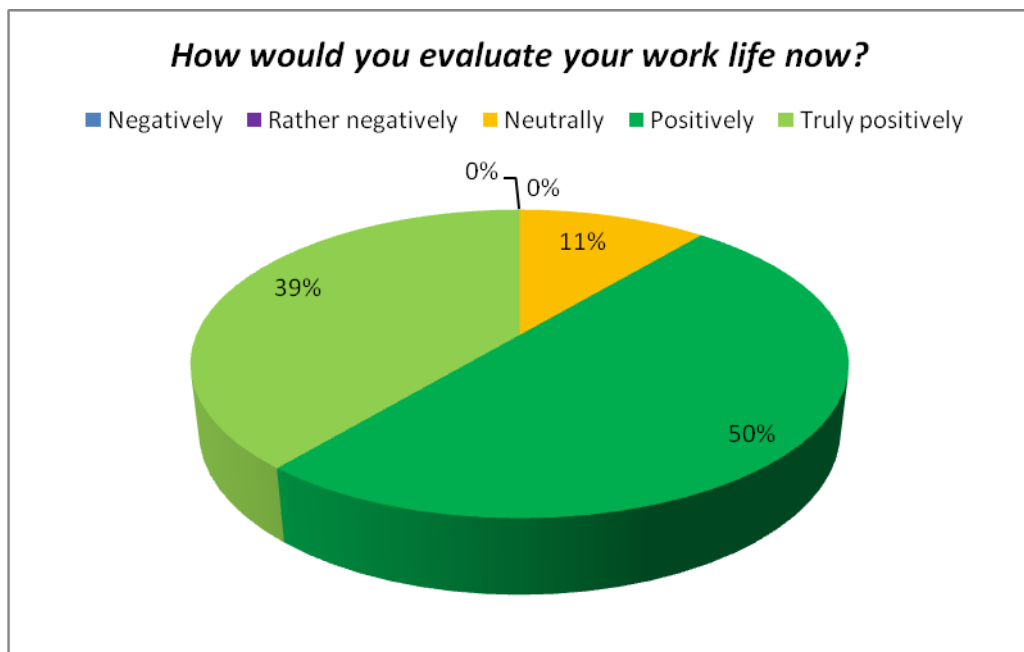


Figure 9. Evaluation of work while following CTM

Women from the questionnaire I responded following questions related to evaluation by their employers and overall evaluation of CTM.

How did your employer evaluate cyclic time management in terms of work productivity?

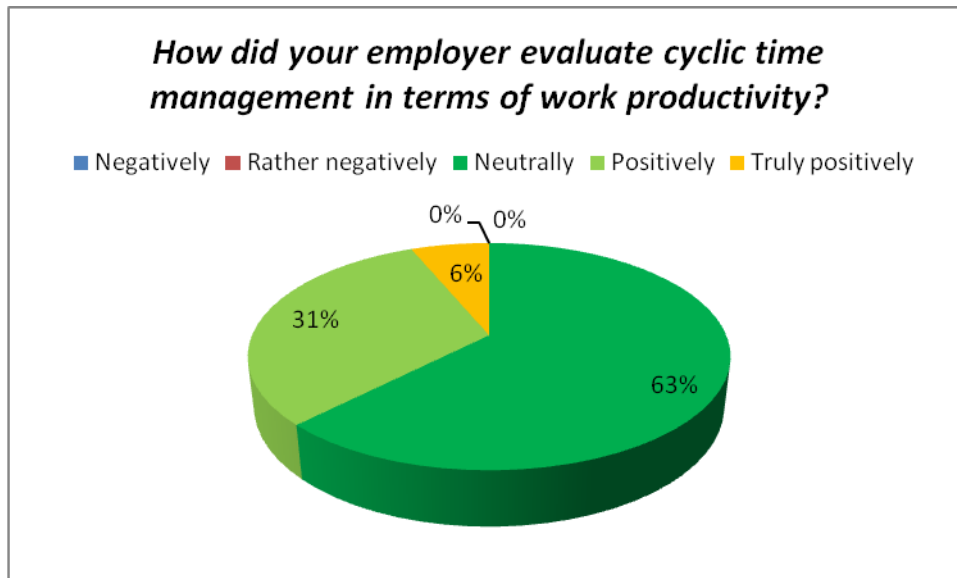


Figure 10. Evaluation of CTM by employer

Since not all responding women have employers, this question was answered by a lower number of respondents. In total 13 women answered this question without any negative responses. This might result in a fact, that implementing and maintaining CTM could be beneficial.

How would you evaluate the overall effect of cyclic time management on your career?

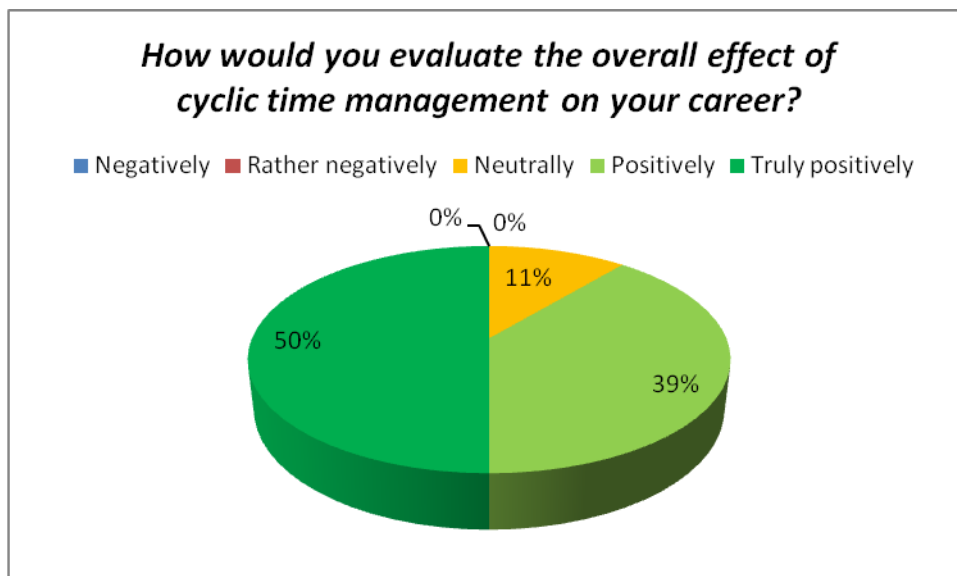


Figure 11. Evaluation of overall effect of CTM on women's career

In this evaluating question there were no negative responses only two neutral one. From the rest of the answers there was a clear satisfaction of women.

Benefits of CTM

The author asked question to women's surrounding if they think CTM is beneficial for women. There were no negative or neutral responses to this question as 100% of respondents think that CTM is for women beneficial.

CTM has helped to 72 % of women with better organization of work (see fig. 12 below). Furthermore, 89 % of women's surroundings (respondents of the questionnaire II) think that women's abilities to maintain their work responsibilities improved while following CTM. Figure 13 below shows that increase in women's work enthusiasm noticed 93 % of these respondents. As only one respondent had a neutral answer to this question about work enthusiasm, it could also be result of respondent's lack of information about woman's work life. Work enthusiasm can also result in better work productivity.



Figure 12. Evaluation of work organization while following CTM

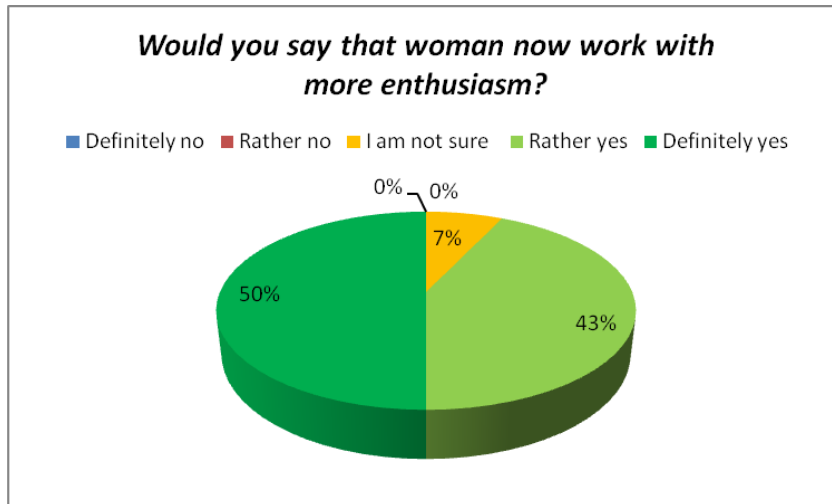


Figure 13. Work enthusiasm

Other questions which were asked in both questionnaires focused on positive change in women’s personal lives. Responses of questionnaire I were clear. All of women following CTM feel a positive change in their personal lives and more than half of them feel a significant positive change.

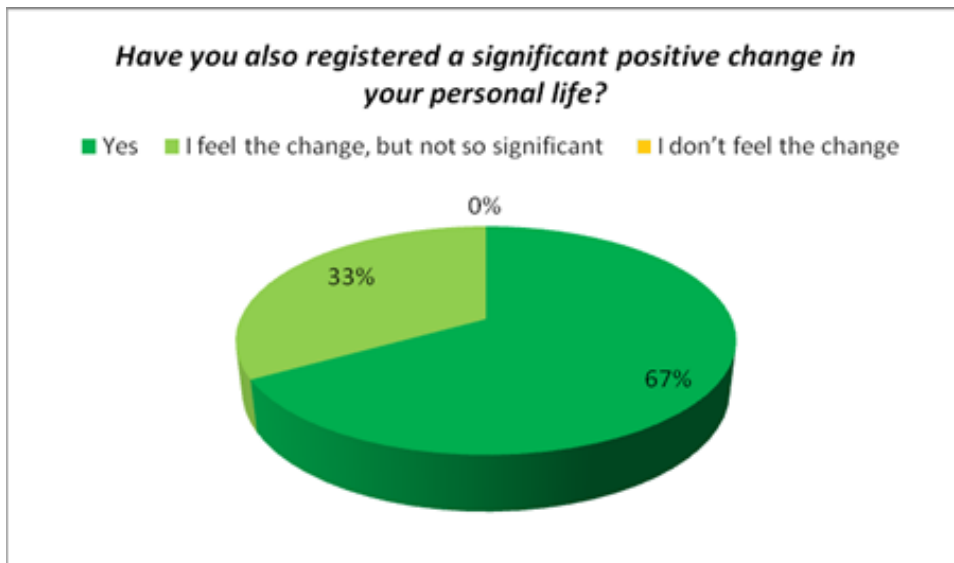


Figure 14. Positive change – Questionnaire I

Even none of the respondents from questionnaire II think CTM has a negative influence on women’s personal life. Only one respondent had a neutral response, which could be caused by not so close relationship with women. All other respondents responded clearly that the effect is positive.

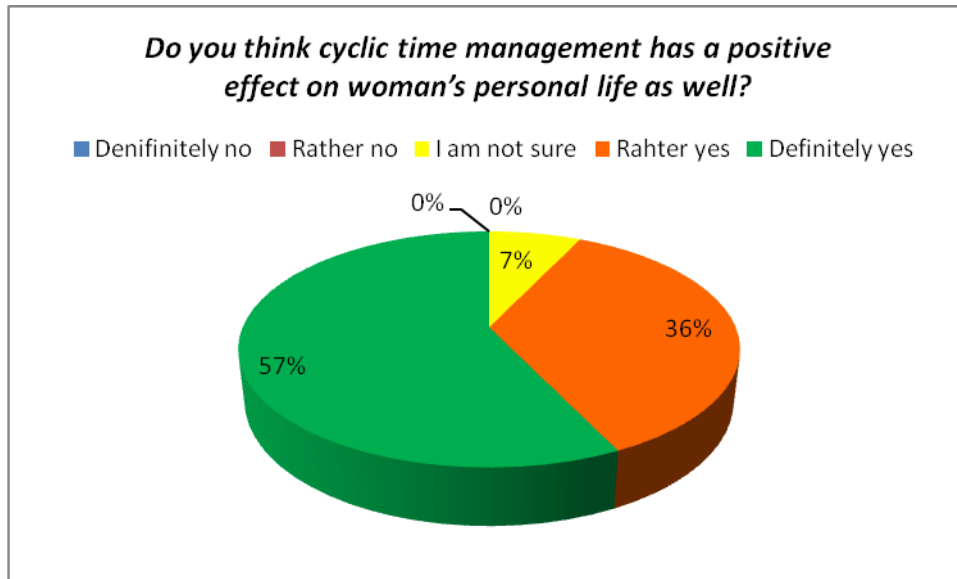


Figure 15. Positive change – Questionnaire II

Women who responded questionnaire I described more closely positive impacts of CTM in the following open question.

Could you describe the benefits of cyclic time management in more detail?

In this open question the author found many similarities. As for instance 10 out of 18 responding women described better understanding to themselves and their variabilities while following CTM and the clear importance of these factors in their lives. Half of the women learned to respect each phase and not to blame themselves for not feeling everyday energetic and active. Seven women mentioned better effectiveness, organization and planning in their work and personal lives. Five women commented on better quality and satisfaction in life including one response observing positive effect on her surroundings. One woman illustrated an interesting example, that scheduling meetings while feeling uncommunicative and tired could have a negative result on the meeting as her energy and enthusiasm run low and people could reflect to that. Therefore, it is more effective to respect the cyclic changes and its needs. Also symptoms of premenstrual syndrome and cycle's length were improved.

Difficulties Related to CTM

Following questions responded women from questionnaire I.

Did you find difficult to start organizing your work and personal life based on your menstrual cycle?

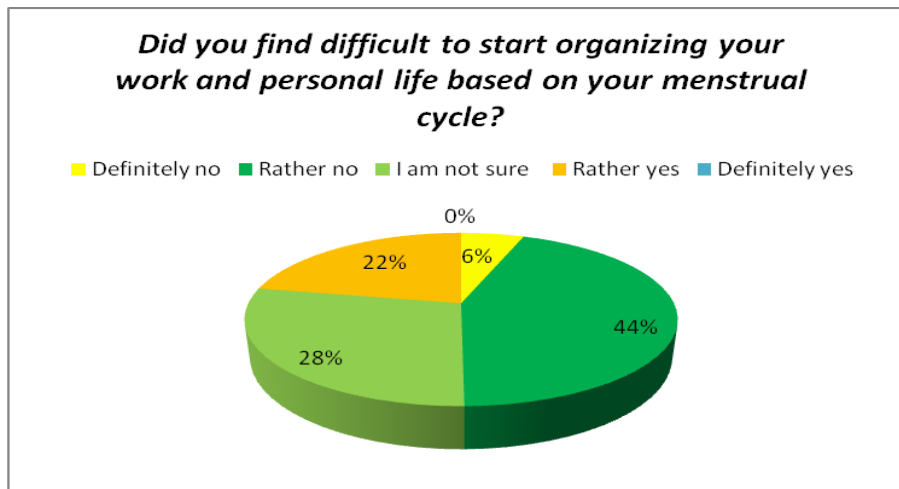


Figure 16. Difficulties while implementing CTM

From this result it possible to analyze that only 22 % of women noticed some difficulties while implementing CTM. The rest of responses were neutrally or mostly positively evaluated.

What problems did you face to while implementing cyclic time management?

Women mostly experienced different lengths of each phase; therefore, it was important to make notes for several months and observed when each phase started in their menstrual cycle. Few responding women noticed an issue with recording their feelings and abilities for such a long period of time. Other complications appeared with respecting of phases and need to be more assertive while communicating with surrounding.

Usage of CTM

Following questions also responded women from questionnaire I.

For what purpose did you start following your cyclic changes?

Responses to this open question had a similar meaning. Half of interviewees mentioned, as a main purpose to start following CTM, a need for better orientation in their variabilities of feelings and abilities during month as they felt lost. Six out of 18 women wanted to understand themselves and their bodies, since they were not familiar with these fluctuations

during their menstrual cycles. Another reason to follow CTM was a premenstrual syndrome and its symptoms.

If you could describe cyclic time management in a percentage usage at your work, what would it be?

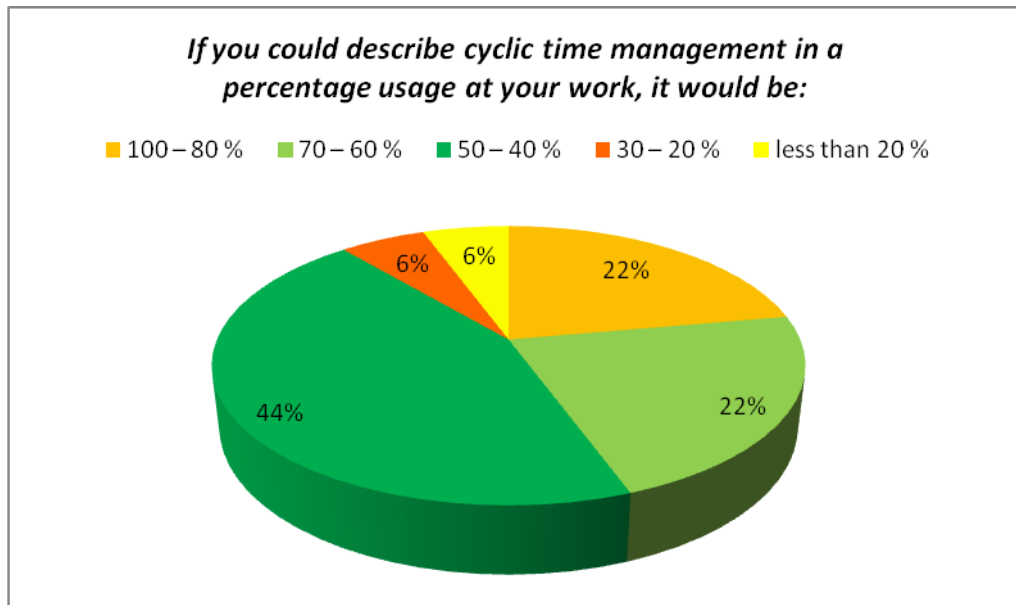


Figure 17. Percentage usage of CTM at work

Only two respondents use CTM at work that is equivalent to less than 30 %. The most usage which responding women recorded is between 50 – 40 %. In this case, women might notice using CTM more during the reflective and creative phase as it is a phases in which more attention is necessary.

Is it sometimes difficult for you to organize time based on cyclic time management (for example when some unexpected meeting appears while you are in creative or reflective phase, etc.)

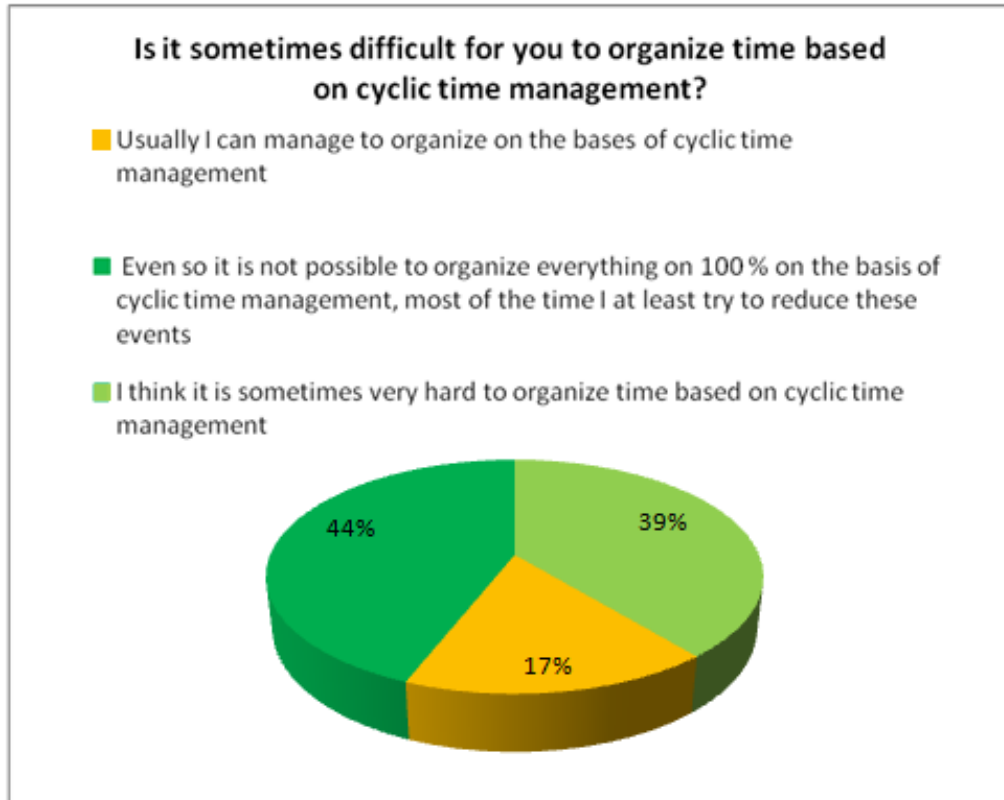


Figure 18. Difficulty of time organization while following CTM

44 % of the responding women think that it is sometimes not possible to organize time based on CTM. On the other hand, 17 % of women mostly do not have a problem with organizing based on menstrual cycle. However, 39 % of them find this organization sometimes difficult, which can also be a result of often changing conditions during the day at the workplace.

Do you think it is possible for every woman manager or entrepreneur to follow cyclic time management?

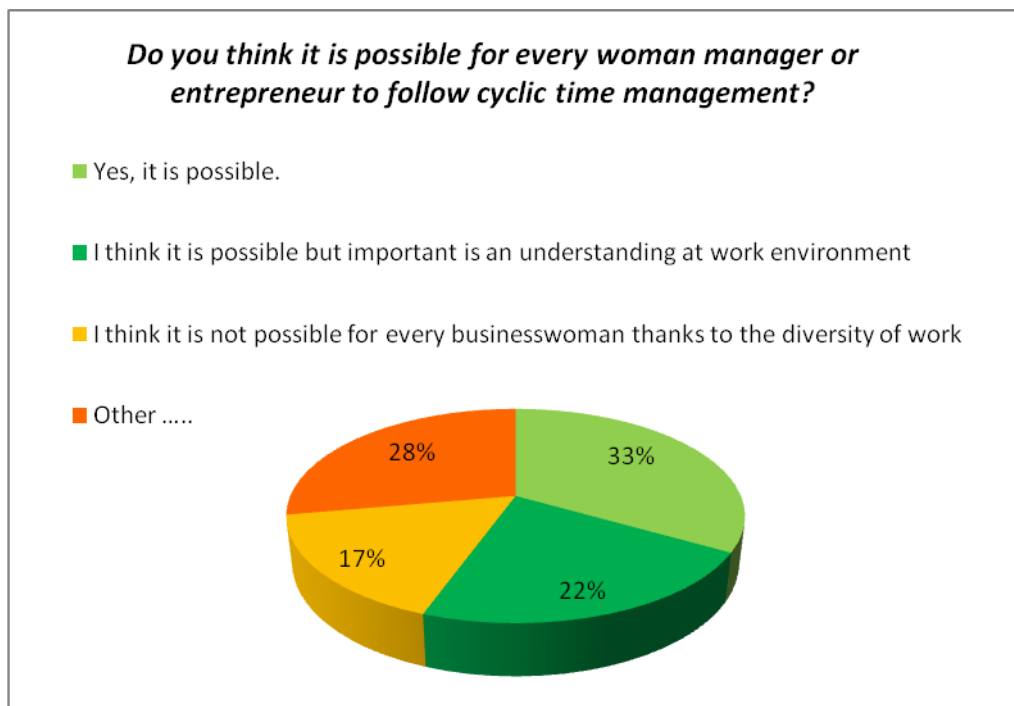


Figure 19. Possibility of usage CTM for every woman manager or entrepreneur

In this question, this answer is not so clear. Even so 55 % of women think that it is possible while 22 % out of them think it is important to have an understanding at work environment there are 28 % of women who think it is not possible as the work description varies and even 3 other responses relate to this section.

CTM and Women's Surroundings

Based on responses of women from questionnaire I, no negative reactions from women's surroundings appear on the behalf of CTM. Furthermore, more than half of women responded that reactions were positive (see fig. 20 below). This fact could be beneficial for other companies while implementing CTM.

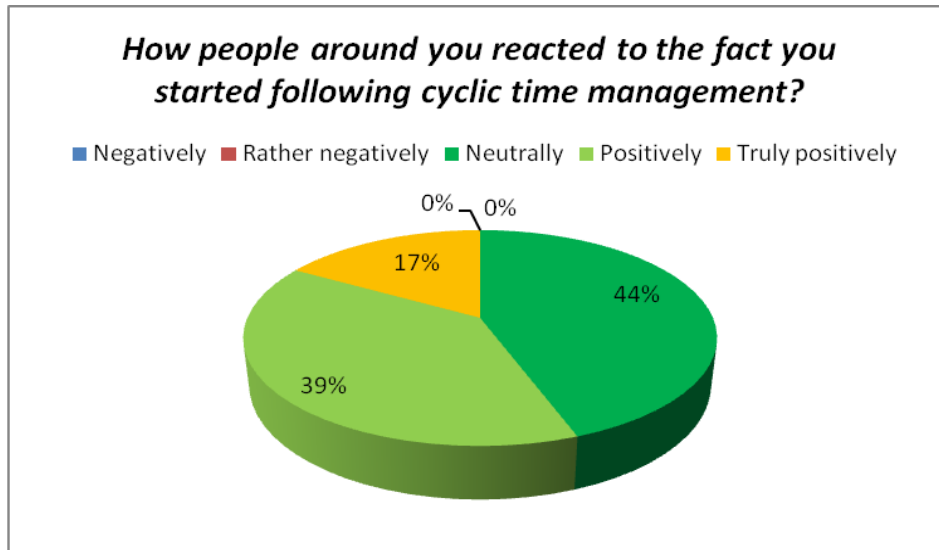


Figure 20. Third parties reactions to CTM

Moreover, all respondents from questionnaire II think women should talk about their cyclicity.

Following questions responded people from women’s surroundings - questionnaire II.

Does the implementation of cyclic time management has any influence on you?

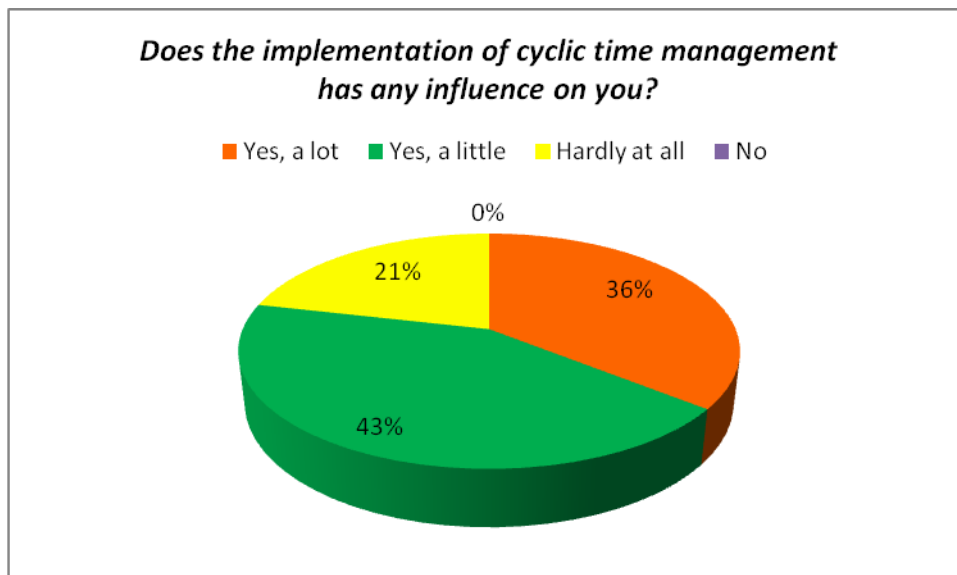


Figure 21. Influence of CTM on women’s surroundings

In figure 21 it is possible to see that implementing CTM influenced 36 % of respondents in greater amount and less influence it had on 43 % of respondents. However, from a responds to an additional question below no negative influences were observed.

- *If yes, could you specify how?*

For question 11 there were an additional open question for those who the change of woman while implementing CTM affected. There were six responses. Three of them refer to as inspiration to start realizing their own cyclicity, other three were related to the fact that women seem to be happier and have more self-confidence.

Have you noticed any other changes or findings related to cyclic time management?

This open question was optional, therefore, 8 respondents out of 14 answered. Half of the responses highlighted that women seem to be happier than before the CTM. Other responses mentioned greater ability to be assertive, better understanding of women and also communication with them improved.

8.3 Analysis of Diary Method

Participations of this method mostly evaluated each column by numeral from 1 to 5 – where number 1 represents the best and number 5 the worst evaluation. This type of recording women sometimes completed with more details by writing few words, which were easier for the author to analyze. Women's cycle is an individual process. Therefore, the length of each woman's menstrual cycle is slightly different. Base on this, every phase's duration and length vary as well. The average length of menstrual cycle in this research is 29 days.

First analyzed columns were physical energy and activity along with thinking and concentrating. From each cyclic map the author made an average value of these columns that women recorded for 3 months. The variability of these changes is visible in figure 22 below.

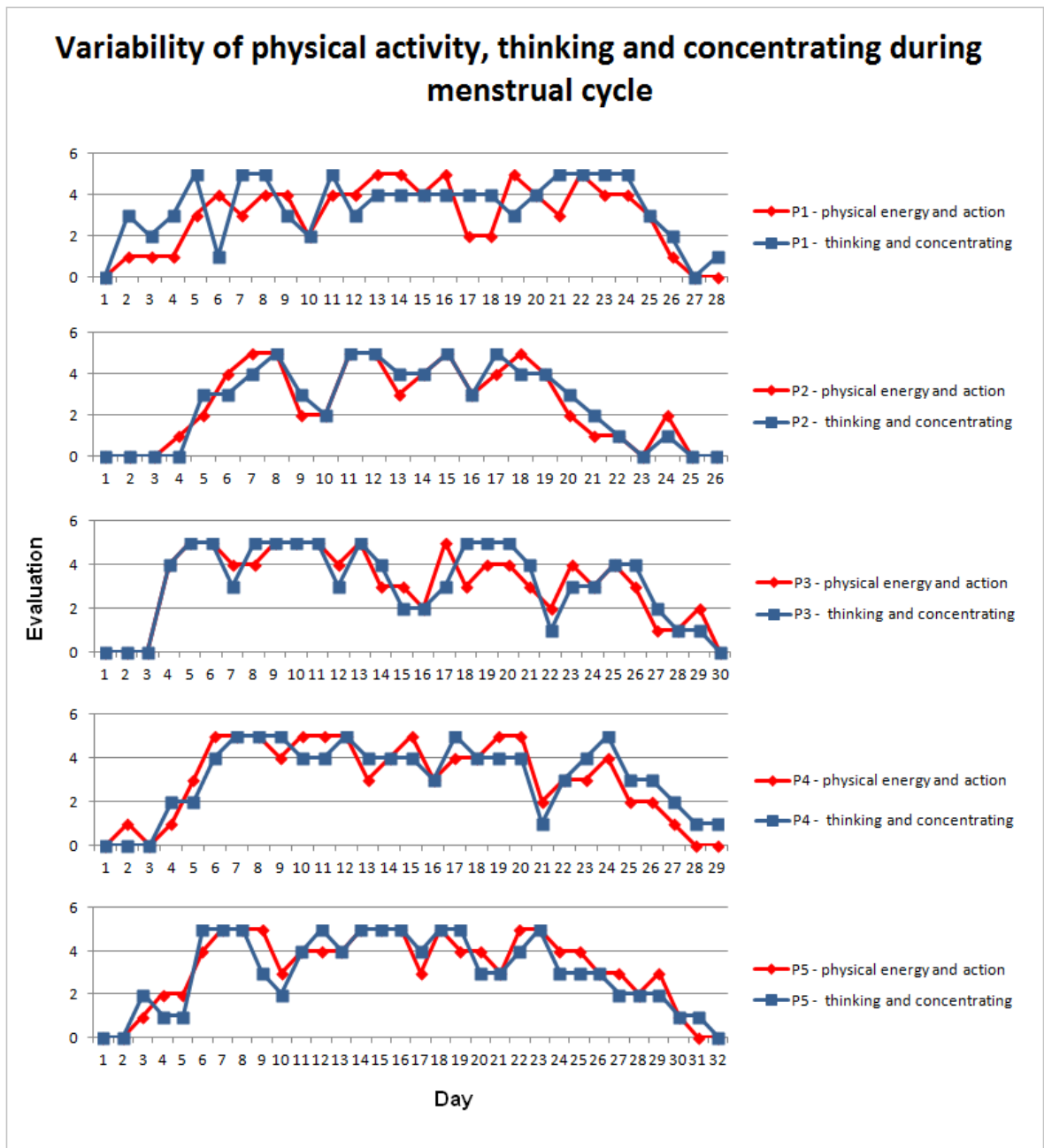


Figure 22. Variability of physical activity, thinking and concentrating during menstrual cycle

As figure 22 above shows, physical activity and women’s ability to think and concentrate change during menstrual cycle. Variabilities of each participant are visible in individual graphs in figure 22 (participants titled as P1 – P5).

As it is clear from graphs of each participant above, women’s physical activity steadily declines at the lowest level at the end of menstrual cycle and during first days of menstruation. It is also possible to see that not only physical activity declines during this time but also abilities to think and concentrate increase and decrease according to women’s

level of activity during month. During the end of the menstrual cycle, responding women were also often experiencing lower level of self-confidence, a need to relax, mood changes, unsociability and one day before menstruation some negative physical symptoms such as headache or abdominal pain appeared. On the other hand, 4 out of 5 women recorded higher levels of creativity and new ideas at this period of time. As a result, it is possible to say that every month women experience a creative phase. The approximate length of creative phase of these participants was 5,2 days. While women were menstruating they were feeling first days emotional with excessive fatigue and 4 out of 5 women experienced higher level of intuition. This corresponds with the reflective phase whose average duration was 4,2 days.

Approximately during the fifth and the sixth day of menstrual cycle women recorded increase of physical energy which is also corresponding with dynamic phase of menstrual cycle. Usually the most energy level was right after the reflective phase – menstruation, and few days before creative phase. From other columns of cyclic map it is possible to analyze, that women approximately at 4 – 6 day after menstruation were not only active but had higher enthusiasm to work, organize and plan. One of the women mentioned an ability of multitasking during this dynamic phase. To recognize the end of dynamic and the start of expressive phase was the most difficult part of analyzing as the amount of energy and thinking level at the end of menstruation until creative phase did not differ so significantly. Therefore, usage of other columns helped to analyze this. Approximately 14th day of women's cycle they recorded better relationship to others, communication and even 2 of them mentioned more social activities during these days. This mostly lasted until the decline of energy as creative phase was starting.

Participated women of this diary method had positive responses. It helped them to clearly see their frequently and regularly changing abilities during the months. Each woman is affected everyday by environmental influences. However, even despite of these influences it is possible to see similarities in these women's variabilities during month and an extent of the menstrual cycle impact. Therefore, respecting these regular changes could lead women to successful life without struggling with lower amount of energy or an ability to concentrate.

8.4 Conclusion of Analytical Findings

It is possible to state that hormonal level during menstrual cycle does influence women's cognitive functions and work abilities. According to women responding in the questionnaire I and the diary method, the phases of menstrual cycle could be divided into four phases based on their feelings and abilities as it is stated in theoretical part. This also, during interviews, confirmed the doctor from a professional point of view and the lecturer thanks to her experiences. Furthermore, 86 % of respondents from women's surroundings noticed similarities in the way women act or feel during certain parts of month. The interview with the manager and also questionnaire II gave different perspectives and viewpoints from third parties into the analysis. Responses from third parties and manager on behalf of CTM were positive.

As there were no negative responses from women following CTM or third parties and confirmations of variabilities during menstrual cycle, it could be beneficial for the companies and women to follow CTM. As the manager mentioned during the interview, the productivity of women who follow CTM improved. Moreover, women who follow CTM have more enthusiasm in their personal and work life.

Based on analytical findings it was possible to analyze that the influence of hormonal cycle affects women's abilities and cognitive functions as well as individual phases of menstrual cycle coincide with real women's feelings and abilities as it was stated in theoretical part of this thesis. Therefore, respecting needs of every phase during menstrual cycle resulted in higher productivity of women. According to these, it is possible to state that cyclic time management is efficient for women and organizations as well.

9 RECOMMENDATION

Recommendations for Women

If women want to follow CTM it is significant to firstly observe in detail their individual hormonal cycle and record feelings and abilities every day for few months. Women could use a help of menstrual dial or a cyclic map (see appendix P III), where all necessary columns for recording and further analyzing are. Cyclic time management could follow mainly women who have greater possibility of time organization. Therefore, implementation of CTM might be easier for women in management or for entrepreneurs. CTM could be difficult for employed women with given time schedules. However, they might try to negotiate with their supervisor and agree on some flexible working regimes if possible.

As an example the author will specify these recommendations for women, who were participating the diary method of this thesis's analysis. These women recorded their feelings and abilities in the cyclic maps. Women should record in maps clearly and concisely for easier analysis. In the case, the author recommended grading from 1 to 5, where 1 is the best and 5 the worst grade. Women could also use some words for more detailed specifications. Each woman cycle is unique with an individual length of each phase. Therefore, this recording is significant for phases' recognition and subsequent implementation of CTM.

It is necessary to record these feelings and abilities at least 3 months to see the similarities, as also other factors influence women's everyday lives. Some women might find difficult to record every day for few months. This could be caused by lack of time or motivation. It was also the case of few participants of the diary method, as they did not filled cyclic maps regularly. Therefore, the author would recommend making recording as simple as possible, for example the grading 1 – 5 or picking only the most necessary columns to fill.

Analyzing results is based on monthly repeating similarities during certain time of the month. According to these findings, the menstrual cycle could be divided into four phases – reflective phase, dynamic phase, expressive phase and creative phase. Women might sometimes find difficult to recognize some of the phases. However, it is important to slowly begin following CTM and respect phases which are clear. These ambiguities will clarify with time.

While analyzing women should concentrate on increase or decrease in physical activity, fatigue, concentration, thinking, intuition, empathy and communication. These columns are the most significant for CTM implementation and recognition of the phases. Women can analyze by calculating the average value of each column and consequently find out when these values are the lowest and, on the other hand, the highest. Women can observe also other columns and search for their individual needs during each phase. After analyzing the cyclic maps women can establish their work and also personal tasks by CTM. That means that from now women should consider not only empty spaces in their diaries while planning and organizing tasks but also what time is the most suitable for given tasks. As an example the author would mention planning meetings and social events while feeling communicative – expressive phase. Another example might be implementing new ideas, logical thinking and analyzing reports while being the most active and energetic – dynamic phase. Women might consider planning creative tasks and working more individually during creative phase. While menstruating women should try to reduce workload and relax. Even so it might be sometimes difficult to follow CTM, women should try to plan and organize their time on the basis of CTM as much as their work allows them.

While implementing CTM women should inform their colleagues that there will be changes in time organization and that each part of the month they will be focus on slightly something else. Based on the interview with lecturer of CTM it is important to be assertive and talk to them in an open and friendly way. They can inform them about each phases needs and suggest the implementation of CTM for other women in company as well.

Women following CTM need greater possibility of time organization, therefore, companies might consider allowing them flexible working regimes. As an example could be flexible working hours during creative phase. In this case women might come and leave work at flexible times. During some phases women might prefer working from homes - home-office. This allows women during certain phases to be in more comfortable working environment and as a result be more efficient and productive.

Recommendations for Companies

If companies want to follow CTM it is important to inform employed women about planning change as it will affect their lives. This could be done by one of the courses on CTM for companies. Another way is to acquaint women about the possibility of CTM in their companies and about affects CTM could have on them, their lives and companies. Some women might want to introduce and consequently implement CTM to companies by themselves. In all this cases, it is significant for women to feel that companies are open to this idea and also prepared to respect their differences in time organization of tasks.

For the most part, women's observing of their changes and understanding them could take few months. Therefore, it could be advantageous to motivate them during this time by for example allowing them to test their abilities on certain tasks, communicate with them about these changes they experience and also about an improvement they have been noticing while recording. Feeling that women's supervisors care about this change and are interested in CTM implementation might result in successful motivation for women.

As women observe their cycle changes and enhanced skills it would be essential to have greater possibility of time organization based on these variabilities. In addition to this, companies should consider applying flexible working regimes as mentioned in the theoretical part. This would be essential especially for the reflective and creative phase during which women feel more fatigue and less social. Recommendations from the author are to implement flexible working hours and home-office. During flexible working hours women might allow to come and leave work in different time schedules, for example they can come from 6am to 9am and leave at 14pm or 19pm. This could help women to sleep longer as a result of increasing fatigue. As women feel at some parts of month uncommunicative it could be beneficial for women and also for the companies to allow them working from their homes. Home-office may help women to feel more comfortable, efficient and productive. On the other hand, around menstruation women might experience some negative symptoms as for instance premenstrual syndrome. In this case, it might be more effective for women to relax and restore energy at home. Women could increase workload in other part of months.

As unexpected situations or deadlines sometimes appear, it could be difficult to follow cyclic time management. However, the main aim of CTM is to be aware of the influence of hormonal changes on women's abilities and try to respect them at work in the greatest amount possible.

CONCLUSION

The main aim of the bachelor thesis was theoretically highlight women's differences in feelings and abilities caused by the changing level of hormones during their feminine cycles and practically analyze potential increase in productivity of women while following and organizing time according to cyclic time management.

Theoretical findings in the first part of the bachelor thesis focused on changing levels of hormones and its affect on women's feelings and abilities. These findings were subsequently divided into four phases based on repeating similarities women possess regularly during certain parts of menstrual cycle. Cyclic time management respects and follows these phases at the workplace with the aim of greater productivity and satisfaction of women.

The main goal of the analysis was to analyze potential increase in the productivity of women who have been following the cyclic time management. The author collected three analyzing methods of data to make a qualitative research. The first method included, three individual personal interviews that helped to view the cyclic time management from a psychosomatic, managerial and personal experienced point of view. Other methods were questionnaires with women who had been following the cyclic time management along with people from women's surroundings. The last method was a diary method, where participating women were recording their everyday feelings and abilities. The diary method helped to analyze phase's division into phases.

The main target of the bachelor thesis was to analyze effects of hormonal cycle on cognitive functions and productivity of women at work. Moreover, the author studied a classification of hormonal cycle into four phases and women's usage of cyclic time management for better organization with regard to greater efficiency and satisfaction of women.

At the end of the thesis, the author summarized practical part of thesis and suggested recommendations for cyclic time management implementation for women and companies. The author was able to provide important statements from the theoretical part with the analysis.

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LIST OF ABBREVIATIONS

CTM Cyclic time management

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APPENDICES

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APPENDIX P I: QUESTIONNAIRE I

Cyklický Time Management - dotazník pro manažerky/podnikatelky

Krásný dobrý den Ženy,

moc bych Vás chtěla poprosit o vyplnění dotazníku k výzkumu mé bakalářské práce na téma Cyklický Time Management.

Zúčastněným mockrát děkuji!

1. Co Vás vedlo k tomu se začít řídit svým cyklem?

2. Považujete to, aby se žena řídila svým cyklem za důležité?

Ano

Ne

3. Bylo pro Vás obtížné projít touto změnou a začít se řídit svým cyklem? (1 - rozhodně ne, 2 - spíše ne, 3 - nevím, 4 - spíše ano, 5 - rozhodně ano)

☆☆☆☆☆ / 5

4. Odpovídají Vaše pocity tomu, jak se v určité fázi menstruačního cyklu máte cítit? (1 - rozhodně ne, 2 - spíše ne, 3 - nevím, 4 - spíše ano, 5 - rozhodně ano)

☆☆☆☆☆ / 5

5. Jak byste popsala Vaše pocity a schopnosti ve fázi reflektivní, nebo-li menstruační?

6. Jak byste popsala Vaše pocity a schopnosti ve fázi dynamické, tedy fázi, která následuje menstruační cyklus?

7. Jak byste popsala Vaše pocity a schopnosti ve fázi expresivní, nebo-li ovulační?

8. Jak byste popsala Vaše pocity ve fázi kreativní, nebo-li premenstruační?

9. Jak byste ohodnotila Váš pracovní život před tím než jste se začala řídit cyklickým time managementem? (1 - negativně, 2 - spíše negativně, 3 - neutrálně, 4 - pozitivně, 5 - velice pozitivně)

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10. Jak byste hodnotila Váš pracovní život nyní? (1 - negativně, 2 - spíše negativně, 3 - neutrálně, 4 - pozitivně, 5 - velice pozitivně)

☆☆☆☆☆ / 5

11. Pomohl Vám cyklický time management v lepší organizaci práce?

- Ano
 Ne
 Nevím

12. Je pro Vás složité plánovat svou práci a aktivity dle cyklického time managementu? (například pokud se objeví nečekaná schůze, právě když jste ve fázi reflektivní, apod.)

- Většinou si to zvládnou zorganizovat.
 I když to nejde vždy na 100 %, snažím se tyto akce v určitých fázích alespoň omezit.
 Myslím, že je někdy velice těžké se cyklickým managementem řídit.

13. Pokud byste měla hodnotit procentuálně míru využití cyklického time managementu ve Vašem zaměstnání, bylo by to:

- 100 – 80 %
- 70 – 60 %
- 50 – 40 %
- 30 – 20 %
- Méně než 20 %

14. Jak tuto změnu hodnotil Váš zaměstnavatel co se týká kvality provedení práce? (1 - negativně, 2 - spíše negativně, 3 - neutrálně, 4 - pozitivně, 5 - velice pozitivně)

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15. Myslíte si, že je možné, aby se každá žena na vedoucí pozici řídila cyklickým time managementem?

- Ano, je to možné.
- Myslím si, že ano, ale je důležité porozumění pracovního okolí.
- Myslím si, že to není možné pro všechny manažerky a to kvůli různorodosti práce.
- Jiná

16. Jak byste hodnotila celkový přínos cyklického time managementu do Vaší kariéry? (1 - negativně, 2 - spíše negativně, 3 - neutrálně, 4 - pozitivně, 5 - velice pozitivně)

☆☆☆☆☆ / 5

17. Pociťujete výraznou pozitivní změnu i ve Vašem osobním životě?

- Ano
- Změnu pociťuji, ale ne výraznou
- Změnu nepociťuji

18. Jak přijalo Vaše okolí to, že jste se začala řídit cyklickým time managementem? (1 - negativně, 2 - spíše negativně, 3 - neutrálně, 4 - pozitivně, 5 - velice pozitivně)

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19. Mohla byste blíže popsat přínos cyklického time managementu?

20. S jakými problémy jste se potýkala při přechodu na cyklický time management?

APPENDIX P II: QUESTIONNAIRE II

Cyklický Time Management - jak se na něj dívá okolí

Krásný dobrý den,

moc bych Vás chtěla poprosit o vyplnění dotazníku k výzkumu mé bakalářské práce na téma Cyklický Time Management. Zajímá mě, jak vy vnímáte změnu ženy, která se rozhodla žít v souladu s cyklem nejen v osobním, ale také v pracovním životě. Zúčastněným mockrát děkuji!

1. Pozorujete změny v chování či pocitech u žen během měsíce? (1 - rozhodně ne, 2 - spíše ne, 3 - nevím, 4 - spíše ano, 5 - rozhodně ano)

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2. Zdá se Vám, že se žena v určitých fázích měsíce chová/cítí podobně? (1 - rozhodně ne, 2 - spíše ne, 3 - nevím, 4 - spíše ano, 5 - rozhodně ano)

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3. Myslíte si, že menstruační cyklus ženu ovlivňuje natolik, aby se jím začala řídit při plánování svých aktivit?

- Ano
 Ne
 Nevím

4. Myslíte si, že je důležité, aby se žena řídila svým cyklem:

- Převážně v osobním životě
 Převážně v pracovním životě
 Jak v pracovním, tak v osobním životě
 Jiná

5. Jak hodnotíte změnu ženy po té co si začala organizovat čas s ohledem na menstruační cyklus? (1 - negativně, 2 - spíše negativně, 3 - neutrálně, 4 - pozitivně, 5 - velice pozitivně)

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6. Myslíte si, že je pro ženy přínosem řídit své aktivity s ohledem na svůj menstruační cyklus?

- Určitě ano
- Spíše ano
- Nevím
- Spíše ne
- Určitě ne

7. Máte ve svém okolí ženu, která si organizuje svůj čas a aktivity s ohledem na svůj menstruační cyklus?

- Ano
- Ne
- Nevím

8. Zvládá podle Vás tato žena nyní lépe své pracovní povinnosti? (1 - rozhodně ne, 2 - spíše ne, 3 - nevím, 4 - spíše ano, 5 - rozhodně ano)

☆☆☆☆☆ / 5

9. Řekl/a byste, že nyní žena dělá práci s větším zapálením a chutí? (1 - rozhodně ne, 2 - spíše ne, 3 - nevím, 4 - spíše ano, 5 - rozhodně ano)

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10. Má podle Vás tato změna pozitivní vliv i na její osobní život? (1 - rozhodně ne, 2 - spíše ne, 3 - nevím, 4 - spíše ano, 5 - rozhodně ano)

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11. Ovlivnila Vás nějakým způsobem změna ženy, když se rozhodla věnovat cyklického time managementu?

- Ano, hodně
- Ano, trochu
- Skoro vůbec
- Ne

12. Pokud ano, můžete blíže specifikovat tento vliv?

13. Zaznamenal/a jste jakékoli jiné změny nebo poznatky vztahující se k přínosům či problémům při zavedení cyklického time managementu, tedy time managementu s ohledem na menstruační cyklus?

14. Jsem

- Žena
- Muž

15. Jaký vztah máte k ženě, která se menstruačním cyklem řídí? (partner, matka, kolega, apod.)

16. Myslíte si, že by žena měla o své cykličnosti mluvit?

- Ano
- Nevím
- Spíše ne
- Jiná

APPENDIX P III: CYCLIC MAP

Moje cyklická mapa
Den 1

Žij (s) cyklem a buď naplněnou,
úspěšnou a šťastnou ženou!

Jsem žena – jsem cyklická

www.cyklickazena.cz

	datum:	datum:	datum:	datum:
celková nálada a emoce:				
fyzická energie a akčnost:				
potřeba spánku a odpočinku:				
tělesné projevy:				
myšlení a soustředění:				
práce a projekty:				
intuice, nápady a vhledy:				
zesílené schopnosti:				
ponořenost do sebe a spiritualita:				
strachy a obavy:				
vztah k sobě:				
vztah k lidem:				
vztah k partnerovi:				
chuť na sex:				
chuť k jídlu:				
skvělá na:				
vůbec mi nejde:				
příště udělat jinak:				
další poznámky:				
SHRNUTÍ DNE:				

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Figure A.1. Cyclic map. Reprinted with permission from Dana-Sofie Šlancarová.