

Mastering Time Management



by Don Phin, Esq.

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Mastering Time Management

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“Doust thou love life?
Then do not squander
time, for that is the
stuff life is made of.”
– Ben Franklin



Introduction

Do you know anyone interested in being successful who is not running 75 MPH? Might you be one of those people? Let me ask you this: How does it feel? Is it exhausting? Draining? Stressful? Unhealthy? Overwhelming?

Is it sustainable? How can you and your family maintain any sense of balance with such an approach?

As Dr. Phil would say: *“How’s it working for you?”*

You can’t grow time, buy it, save it, or cheat it. All you can do is use it wisely. How we use our time defines how we live our lives. Nobody is rich in time except for those who manage it well. Problem is, few consider and analyze how they use their time. What they don’t realize is they can go from being exhausted by it to being empowered by it!

When I announced to my wife that I was going to be putting together a time management program and writing this book, she said to me, “That’s a good idea; I don’t know anybody who manages their time better than you.” Wow. I can only tell you how deeply satisfying hearing that from your spouse can be.

Here's my goal for this book: *To make you more “aware” about your time use in general, and feel good about how you use your time.* That's really all that matters anyway. Of course, it helps if we use our time doing things that make us feel good!

Here's the shift:

- in fear of time → a master of time
- running for your life → enjoying every step along the way
- a life of chaos → a life of simplicity and beauty
- a feeling of being out of control → the desire to let go of control
- feeling stuck → feeling it all
- feeling exhausted → feeling invigorated
- feeling disconnected → feeling connected
- feeling like a victim of time → feeling like having a great time!

In this book we will first introduce the “why” and “why nots” of time management. Then we will discuss Seven Time Lessons and Seven Time Strategies. The book is designed for you to answer the powerful questions asked and do something with the information.

Remember this- if you don't move from *Abstraction to Action*, you are simply wasting time.

The Problem Becomes Clear

By the summer of 2008, I needed to better wrap my arms around the concept of time and how I used it in my life. I had grown to a point in my business where the availability of time limited my growth. If I did not use my time better, I wouldn't grow and therefore my business wouldn't grow either. I was also looking for answers to help the members of my HR That Works free up their time so they could use our program to help grow their company and career. Our program got excellent ratings (usually 9's and 10's). While we had thousands of companies that used the program, only 20 percent or less of the members used it on a regular basis. Of course, while this is sometimes a function of need (the 15 person company doesn't have the same needs as the 500 person company), our members told us that the main reason they didn't use the program more was ***the lack of time (85.8%)***. The second reason they didn't use the program more is ***they didn't spend time to understand it (20.2%)***. Which of course is a matter of time, too. Only 8.3% of our Members said they would use it more if they had more support for its use or if they were more interested in the program.

Bottom line: **Managing time is a BIG DEAL.**

It may be the former trial lawyer in me, but I don't feel comfortable presenting a case until I know everything

about it. On a multi-year journey to better understand time management, I didn't just read or re-read the top 15 Amazon books on time management, I also studied the philosophy of time, the history of time, time keeping devices throughout history, the physics of time, geological time, space time, the art and music of time, and the spirituality of time. I took assessments and analyzed *my use of time*. I played with time management software programs. I went in to the effort focused on how to save time and be more efficient with it. I interviewed and surveyed many people about their time use. What I've learned and share in this program is guaranteed to help you better manage your time.

Stressed About Time

Because of advances in technology, we are capable of becoming hyper-obsessed about time. Some go so far as to record their every movement and share it with anyone interested. We're not just struggling with our own use of time; we're also dealing with others' struggles too. We are affected by how loved ones, co-workers, and everyone else around us uses their time.

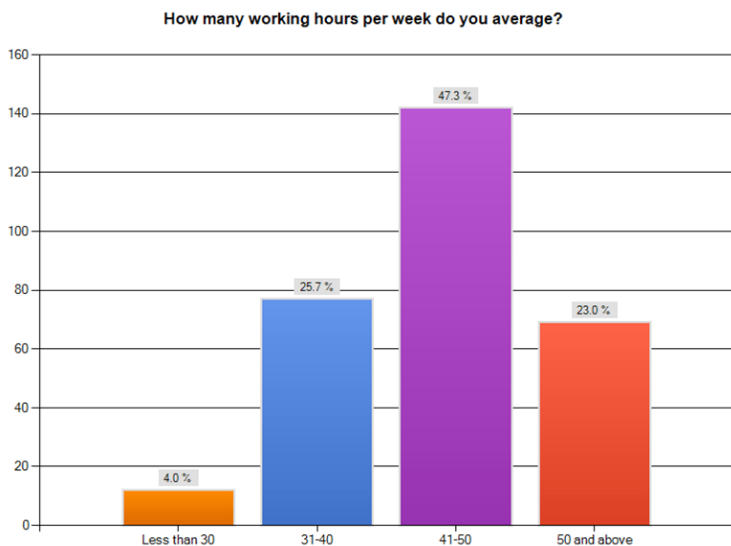
Can you honestly say you don't feel stressed about time? Often from the moment you awaken until you finally collapse at the end of a long day?

Here are some salient facts about how we use our time:

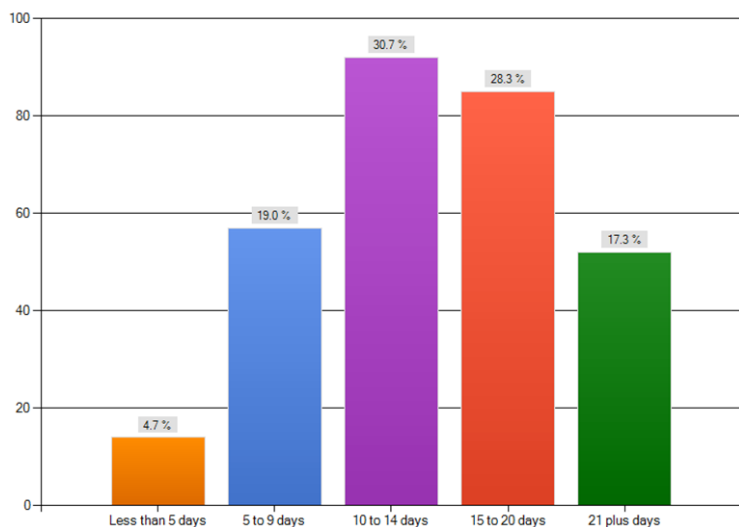
1. There are only 24 hours in a day and 365 days in a year. This fact applies to everybody.
2. Each day consists of over 86,000 seconds. Think of all the things that can happen in a second. You can fall in love in a second, get in a car accident in a second, or have an “aha” in a second.
3. The average working person spends 10 hours per day getting ready for, going to, or being at work. They sleep an average of 7 hours, and spend 7 hours doing everything else.
4. According to the Department of Labor, the average working person watches TV 2.7 hours per day. *Let's hope you are not one of these people!* Here's a time rule—one hour of TV per night max! Even better, average less than 30 minutes per night, record the programs and skip the commercials.
5. Only 19% of people engage in sports, exercise, or recreation. There's your 80/20 rule right there.
6. Only 9% of Americans regularly engage in religious and/or spiritual activities—an incredible disconnect.
7. The American worker remains the most productive in the world, even more so after the recession. I don't know of anybody who's got a job who isn't running 75 miles per hour. Unless of course they've been financially liberated, totally burnt out, or have gained the wisdom I'll be sharing in this program.

8. According to a 2011 Right Management survey, 34% of employees eat lunch at their desks, with many skipping lunch breaks altogether.
9. In a 2010 Lexus Nexus survey, white collar employees reported substantial increase in information overload. And the numbers are staggering—roughly half of the day is spent receiving and managing information. The scary part is the information overload is only just beginning. It's only to get worse. A lot worse. Employees are getting depressed about all of this. To cope, many report they simply press the delete button regardless of possible consequences. Where have you already checked out?
10. According to a 2011 Pew Internet Study, a typical teenager sends 50 text messages each day! Some day these teenagers will be working at your company.
11. Perhaps the greatest impact of all of this running for our lives is the disconnect it causes. It's very hard to grow yourself as a person if you're running at 75mph. It's hard to grow and nurture great family or work relationships at 75mph. Instead, we feel like pinballs bouncing off each other. And we wonder why we run to food, booze, drugs, fights, and other over-indulgent behaviors to help numb ourselves from this disconnection.
12. According to an Expedia survey, the value of vacation days earned, but not taken, in 2010 was \$67 billion!

13. If the above weren't enough, an 11-year British study reported that people who work 11 hours or more per day ***are 67% more at risk of heart disease*** than their 8-hour per day counterparts! (Time 04/2011) This is what Joseph Campbell meant when he said “***Work can be a life-draining affair.***”
14. Here are the results from the Time Survey revealing how much time 300 of our members spend at work and on vacation:



How many day do you take off from work in an average year?



The most glaring facts:

- Most people work *more than* 40 hours per week.
- Most people take two weeks of vacation *or less*.



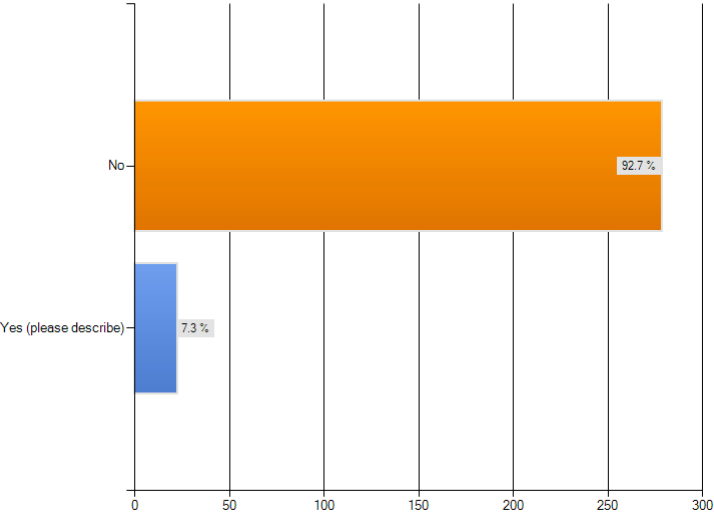
Bottom line: Most of us work too much and don't take enough time off!

Few People Have Engaged in Time Management Training

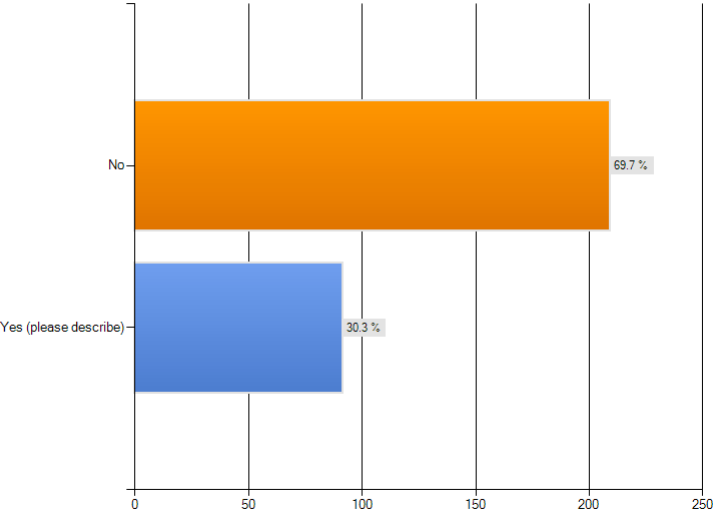
Successful people are concerned with their time management. They realize life is a gift and look to live it well. That means we have to use our time well. According to Malcolm Gladwell, it takes roughly 10,000 hours to be an expert at something. Challenge is, few of us spend even *two hours* going through formal time management training *in our entire lifetime!*

As shown in the survey responses below, roughly 93% of people have no corporate training on time management and only 30% of respondents took the initiative to take training on their own. When I reviewed the responses of those who did do training, they pretty much all took Stephen Covey's time management course—which is an excellent one. I took it years ago. Like me, they probably came back with their Franklin-Covey planners, used them for a couple of months, and that was the end of that.

Does your company provide any formal time management training? If so, please explain.

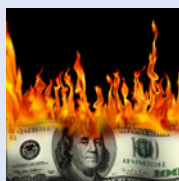


Have you attended a time management program on your own?



Chances are you and the folks around you could use some formal time management training! This book will be of great help. You will quickly learn that successful time management has to be an ongoing discipline. For example, you have to constantly ask yourself, “What can I stop doing? What can I do more efficiently? What will I do with the added time it generates for me?”

In 1748, Ben Franklin told a young merchant: “Remember that time is money and wasting time is wasting money!” You can think of time as the currency of your life.



All in a Week

Here's a typical work week for me: Give two presentations, one out of town, read a book and seven magazines on the plane, handle a half-dozen legal “hotline” calls from my cell phone, read five employment law cases, dictate material for my blogsite, meet with two potential partners, conduct two webinars and five demos, sell a few programs, work on a new book, bring on a business partner, work out every day and still manage to get at least seven hours of sleep per night. Our small company out-produces many larger competitors simply because of great time management/discipline.

Here's what I do not do in a typical week: *Waste time!* I do not get home past 6:00pm. I seldom work on the weekends. I do not waste time watching TV. I do not make excuses for not exercising or eating right. I do not get distracted in general. No bad choices *because I don't give myself any choice!* And I feel good about it. Good about being able to accomplish a lot. Good about being fit and energetic. Good about spending time with family. As a result of typical weeks like this, life is amazing. I've learned how to take care of myself, my family, my business, my clients...and me, all without being stressed about time.

Here is the truth: You can accomplish a heck of a lot without feeling stressed about time.

Are you ready to go on a time journey? Then let's go!

Chapter 1

Why, Why, Why?

The first question to ask is “WHY do I want to be better about managing my time?”

Here are some responses to the survey question “If I Had More Time I Would...”

- ☐ Stop being a firefighter
- ☐ Read more books, magazines, news
- ☐ Play more: golf, boat, crafts, photography, fish, garden, piano, paint, church
- ☐ Prospect more
- ☐ Family, spouse, kids, grandkids, build a go-kart with my son
- ☐ Finish a big project/wellness program
- ☐ Exercise more, walks, hiking, biking, yoga, tennis
- ☐ Volunteer more
- ☐ Be less stressed/frazzled/exhausted/calm down.
- ☐ Travel
- ☐ Retire
- ☐ Write a book
- ☐ Get away from the office
- ☐ Improve training/marketing/newsletter/blog/delegation/technical skills/compliance

- ☐ Work “on” my business
- ☐ Get a degree
- ☐ Do nothing/veg out/tune out/turn off
- ☐ Work on my house or car
- ☐ Spend more time on ME
- ☐ Breathe
- ☐ Get involved with kids’ school/team
- ☐ Recently I took a day off just to spend time with my daughter which I’ve NEVER done. I have to stop seeing work as my life.
- ☐ Party!
- ☐ Accomplish more
- ☐ Take a whole week off/use my vacation time.
- ☐ Start another business
- ☐ Probably waste it!
- ☐ Get in trouble!
- ☐ Take lunch. Eat properly.
- ☐ Do “transformational work”/creative/“big picture”
- ☐ Talk to clients, customers, employees, other offices
- ☐ Sleep

Do any of these responses resonate with you? Check off the ones that do. [Stop and do that now.] Of course, the greatest stressor about time is we don’t get to do what we “want” to do but only what we “have” to do. What would you do with more time?

Now it’s your turn. Take the time to finish these thoughts:

If I had more time I would:

- ...have more money because _____
_____.
- ...have better relations because _____
_____.
- ...take better care of my health because _____
_____.
- ...eat better because _____
_____.
- ...grow in my career because _____
_____.
- ...spend more time nurturing my spirit because _____
_____.
- I wouldn't feel rushed when _____
_____.
- I would never be late for _____
_____.
- I would have time to learn _____
_____.
- I would spend more time with friends and family
doing _____
_____.
- I would get _____ hours of sleep per
night.

- I would go on this adventure: _____
_____.
- _____
- _____
- _____
- _____
- _____

Note: Don't blow by these exercises. Stop and take the time to do them right away. They will help give you the motivation and clarity necessary to better manage your time!

The Bottom Line

Now let's get to the black and white, bottom line of this and distill the thoughts above down to two sentences that you will burn into your brain. Post it by the bathroom mirror, at your desk, on the wall, or stick in your wallet.

Do it.

For example:

- When I better managing my time I will *be able to live the life I dream of.*
- If I don't better manage my time I just may *ruin my marriage and live a life of regret.*

When I better managing my time I will... _____

_____.

If I don't better manage my time I will... _____

_____.

Chapter 2

Why Not?

In reading the literature, reviewing the responses to our surveys, examining my own experience, and interviewing, I've noticed we generate an elaborate set of challenges, excuses, justifications, and blame to support poor time management. At this point I realize the most challenging question is not "How can we use our time better?" but "Why not?" *Why don't we* use our time better? Do we like feeling stressed? I believe eliminating emotional blockages to good time management is the greatest opportunity.

Here are some of the responses to this question from our survey. Check off the ones that resonate with you. (Be honest, no one is watching. It's OK. Just do it.)

- ☐ Do I really have time to do this?
- ☐ I already know everything about time management
- ☐ I know what to do; I just don't do it
- ☐ I only have 24 hours in a day
- ☐ "There's not enough time"
- ☐ My job duties are overwhelming
- ☐ My personal commitments are overwhelming
- ☐ My financial position is overwhelming

- ☐ I fear stopping for even a minute
- ☐ Heroes are supposed to sacrifice their time
- ☐ I'm bad at ending conversations
- ☐ Interruptions, putting out fires, "open door", unexpected distractions
- ☐ Bureaucracy/paperwork
- ☐ Mastering technologies
- ☐ Keeping organized
- ☐ Open work space/noise
- ☐ Making time for everybody
- ☐ Family calls me "workaholic"
- ☐ Lack of direction from management
- ☐ Babysitting (adults)
- ☐ Too many projects
- ☐ Physical impairments/health/tired
- ☐ Kids, family, parents
- ☐ Procrastination/motivation
- ☐ Urgent v. Important ("The tyranny of the urgent")
- ☐ Prioritizing; short term vs. long term
- ☐ Less staff = more work
- ☐ Stuck doing unimportant work
- ☐ Lack of delegation
- ☐ Overwhelming amount of email
- ☐ Shutting off work
- ☐ Focus/distraction
- ☐ Multitasking
- ☐ Short attention span/ADD
- ☐ Waiting on appointments, others
- ☐ Try to do too much
- ☐ Not getting info fast enough

- ☐ Coordinating with others
- ☐ Last minute demands
- ☐ Management doesn't understand the stress
- ☐ Long commute
- ☐ Saying "no"
- ☐ "Life has become exhausting"
- ☐ "On average I would guess that me as well as my employees waste three hours a day goofing off with the internet, movies, group conversations, etc.!!!" (Authors note: did they really say movies?!)

Now it's your turn:

What ideas, blockages, risks, fears, limitations, or justifications come to mind when it comes to better managing your time?

Whose judgment are you most concerned about when it comes to managing your time?

How would you describe how the use of your time feels for you?

Answer this: What is the #1 excuse or justification you use that gets in the way of you better managing your time? Put it in here:



Excuses don't cut it. There are thousands of people who successfully manage their time and their lives can be as complicated or challenging as yours. Successful time management is about taking away poor choices and **NOT** making excuses. Crush the problem. To little bits. We are going to turn this around!

The Dislocated Samaritan

There is a story of a Princeton seminary school lecture on the parable of the Good Samaritan. As a set-up to the lesson, the seminary students were told that the lecture time had changed with last minute's notice, forcing them into hurrying or being late. On the way to their class, a homeless man was set-up to ask for help to test the students' reactions. Under normal circumstances, a majority of the students would stop to see if they could help. Under the circumstances created in the experiment, 90% of the rushed students did not stop to help a man asking for help...on their way to the lecture about the Good Samaritan!



We are collectively going numb; becoming disconnected. We are losing the capacity for empathy, for ourselves or others. We have to understand that when we run 75mph, and don't manage our time well, we can disconnect from the people around us *and our own needs as well.*

You have to stop running in order to start feeling. Yourself or anyone else.

Getting the Balance Right—The Big Five

Time management is the ultimate balancing act. There are five main areas where we want to manage our time. This doesn't mean that we spend an equal amount of time in each of these areas, only *enough time in each to remain*



balanced. As the diagram suggests, the five areas are: relationships, health, career, finances, and spirit. Any time we don't manage our time well in any of these five areas, it will impact the other four. For example, if we don't spend enough time to maintain good health, we are guaranteed financial problems, career problems, relationship problems, and a spiritual disconnect.

Are you in balance?

Based on my experience, here's what folks are concerned about in each area. Check off the boxes which most concern you.

1. Health:

- ☐ Our looks
- ☐ Aging

- ☐ Longevity
- ☐ Functionality
- ☐ Quality of life

- ☐ Disease
- ☐ Exercise
- ☐ Nutrition

- ☐ Breakthroughs
 - ☐ Strength
 - ☐ Energy
-

2. Money:

- ☐ Making it
- ☐ Spending it wisely
- ☐ Budgeting
- ☐ Investments
- ☐ Retirement

- ☐ Unemployment
 - ☐ The economy
 - ☐ Protecting it
 - ☐ Handling tough times
-

3. Relationships with:

- ☐ Ourselves
- ☐ Loved ones
- ☐ Community
- ☐ Co-workers
- ☐ Bosses

- ☐ Clients and customers
 - ☐ Government
 - ☐ Nature
 - ☐ Our past, present, and future
-

4. Work:

- ☐ What should I do?
- ☐ Who should I do it with?
- ☐ How do I do it well?
- ☐ How do I advance?

- ☐ How do I grow a business?
 - ☐ What will I get paid?
 - ☐ Benefits
 - ☐ Managing change
 - ☐ The next opportunity
-

5. Spirit:

- ☐ Religion
- ☐ Spirituality
- ☐ Holidays
- ☐ Passions

- ☐ Astrology
 - ☐ Astronomy
 - ☐ Miracles
 - ☐ Journeys
-

How well we manage our time affects every one of these needs, wants and desires.

Take Away Choice

Perhaps the greatest challenge we have when it comes to managing our time is the idea of choice. Take away choices when it comes to time and you will find you have more of it. Since so much of our time has already been taken by work obligations, children, transportation, and so on, the amount of choice we have is fairly limited. However, many times that limited choice turns into deciding I should watch this TV show, eat this bag of chips, and drink this coke because I am tired and don't want to fight it right now. That is what I mean by giving yourself a choice.



Success is about taking away any such choices. As Chet Holmes said it's about "pigheaded discipline." If we view spending time with our families as a choice, then we'll fail

**Poor time management
is no longer a choice.
What choices will you
eliminate?**

to spend the time. If we schedule and plan time with our family and eliminate choice as a concept, we will have better relationships.

- Spending time _____
_____ is not a choice.
- Spending time _____
_____ is not a choice.
- Spending time _____
_____ is not a choice.
- Spending time _____
_____ is not a choice.
- Spending time _____
_____ is not a choice.

Chapter 3

Seven Time Lessons

With the groundwork laid, now I will share with you seven lessons designed to raise your awareness about how you use your time. After that we'll discuss specific techniques.

1 Know Your Time Story

Where did your relationship with time first come from? I'm sure for most, the first introduction to time related to your parents sleeping and eating habits. You first became conscious of time because you either had to get up, eat, or go to bed at a certain time. Then, of course, your favorite TV show started and ended at a certain time; and then school started and ended at a certain time; and so did the sports matches, concerts, dates, and classes. During high school summers and holidays, you may have landed a job. Work probably started at 8 o'clock and ended at 5 o'clock.

On the dot. You knew exactly when break time was and you were out the door at 5:00 without a minute to spare.

Stories like The Ant and the Grasshopper, The Tortoise and the Hare, and other fables taught us that getting busy is the best way to use our time. Slow and steady wins the race!



*“Winter is far away and it is a glorious day to play.
There is a time for work and a time for play.”*

– The Grasshopper

I’m sure we can all remember experiences with parents and others who either cared nothing about time or who were obsessed by it. It’s important to understand how our time experiences from the past have conditioned us to manage our time in the present.

I encourage you to examine your “story” around time. We become domesticated, molded, trained, and hypnotized into these stories, unaware that we even have these scripts going on. That’s why it’s so important to know your story about time. Were your parents always on time or always late? Were they always stressed or did they exemplify the balanced life? Did they squander life and fail to pursue their passion or did they spend time going for it? Since the child remains anchored in every one of us, knowing your childhood experience with time will certainly help you to recognize the source of much of your relationship to time.

I've learned that one's "story" can run their life. Many times this story has simply been "gifted to us" and we run the script without self-observation. In a sense, we don't notice our story because we are so engrossed in it.

Sometimes we have to "step out of time." Much of what I will call "consciousness literature" encourages us to be an observer. If you were watching you, what would you notice about your use of time? Follow yourself through the day. Where do you find yourself feeling stressed about time? What is the associated fear that is producing that stress? What do you have to do or tell yourself to eliminate that fear? Is it someone's judgment that you're concerned about if you made a mistake or fail to complete something? If so, is it justified or simply a story of your own making?

There are the facts of your current situation and the stories. As a trial lawyer I learned there can be many stories about one fact. The light was either red or green... in fact... but there may be five different versions of those facts. Much of our storytelling focuses on justifications, blame, and victimization around time. It feels so innocent to be a victim. Few of us were fed the story of "I kicked time's butt, or that good time management is a discipline."

There are the only two givens, death and taxes, the rest will be governed by the story you have created about using your time. Unfortunately, few people project their use of time into the future and gain very little from the strength doing so generates.

How does your childhood experience influence your story about time?

The Time Machine

I first gave considered thought to time as a noun was when I read: *The Time Machine* by H.G. Wells. Perhaps for the first time I gave thought to moving forward or back through time. From *The Time Machine*:



“There is no difference between time and any of the three dimensions of space except that our conscious moves along it.”

“Time is only a kind of space.”

For the first time I was confronted with the classic problem that traveling into the past can mess up the present; which, by the way, is what you are hoping to do! Go into the past and disrupt your time story!

What about traveling into the future if it hasn't happened yet? How do you do that? By going faster than the speed of light? By shifting to a parallel universe? You can begin by placing your story into the future.

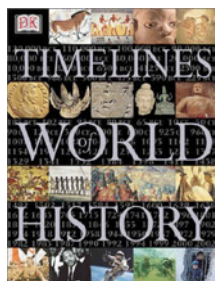
One of the benefits of spending time in the past is it can provide you with a strength knowing that you have already survived many challenges in your life. Spending time in the future generates strength too.

Remember, the past and future are always in the present.

What are your thoughts about going backward or forward in time? Do you wish you could do some things over? Do you spend time considering your future?

The Time Line

Our concept of time as something which is linear may have first come from reading the Bible, Torah, Koran or fourth grade history book. The concept of the time line: from then until now. From them to us.



Our history classes in school continued this linear view of time as well. We began learning about ancient history and progressed forward to the latest conflict.

While Christians, Jews and Muslims share a linear view of time, Buddhists and Hindus have a circular view of time, including a belief in reincarnation.

I have always been fascinated by timelines. I've bought beautifully illustrated books on the history of the world in a timeline format. Timelines on architecture, art, design, and other subjects. You start sensing the breadth of time. All this reading on time taught me this:

Time is not just about you. You are part of a much larger journey related to time. In fact, over 5,000 generations of your "family" had to survive war, disease and famine in order for you to be here today. Gaining understanding expands our story about time.

Don't Play Victim in the Time Story



I learned a great insight from a friend and mentor, Loy Young, and it is this: When it comes to how we manage life in general, we either play victim, villain, or hero roles; and at many times, all three. Loy helped me dig in deeply into life's stories. I took the time to journal my stories around money, career, and relations. In writing this book, I journalized about my story around time. It is a powerful exercise I highly recommend to you.

Many people play a victim role with time. Since nothing tends to work for them anyway, why bother managing their time well? Plans don't work out, the little bit of effort that they do make doesn't work out, so they become fatalistic. They begin using their time in escape and can quickly find themselves depressed, addicted, and engaging in high-risk practices.

We are not time victims, but we can adopt a victim mentality related to time. Spend some time writing down the story about you and time. What does it reveal to you? What have you discovered?

Your story about time will influence how you use your time. So, know your story about time and watch what roles you play in the story.

What would be a better time story than the one you have now?

#2 No Regrets

This is a quick one.

For many years I lived with the story that success comes by running 75mph and doing it, doing it, doing it. Success is about running harder than the next guy. Family or me time would come *after* everything gets accomplished. A Big Lesson about time hit me while I was going to law school. I received a call that my grandfather was sick in the hospital and that if I wanted to see him I should fly back home. Unfortunately, I was right in the middle of law school finals, could barely afford the flight across country, and didn't go, hoping he'd be alright or that I could see him in a few weeks. Unfortunately, he

passed away shortly afterwards. I lived with years of regret about not going.

So, here's a Big Time Lesson I learned and have kept to since then:

If there's a potential for regret, just do it. You just make the time. No excuses = no regrets.

I will have regret if I don't spend time:

#3 Know Where Your Time Goes

When I became a lawyer, my relationship with time went to a whole new level again. All of a sudden it was about finding 2,000 billable hours in a year. For 17 years of active litigation practice, I knew where every tenth

of an hour went working a 60 hours plus week. Talk about time discipline!

Nobody knows where their time goes better than lawyers do.



When I quit litigation, I felt liberated to be out from under this time monitoring yolk and then...I lost track of time! When I realized I was losing track of where my time went, I did two things: I pulled out my old desktop timer, and I started tracking my time daily for two weeks. Then I analyzed and summarized where the time was going. I then divided my time into A, B, and C activities. A activities add value. It's where we make money. B activities are the administrative activities that we do to support those A activities. C activities are those that waste time. The goal is to increase the A activities, delegate or outsource the B activities, and eliminate the C activities. You'll see three forms in the Appendix you can use to help you do this exercise. Remember, *it's those little incremental improvements of how we use our time that makes the difference.*

When I coach people one of the first things I have them do is to *stop* doing something. We will reemphasize this later on. You've got to look at your time sheet and ask which of the activities you don't like doing and which are least valuable.



Ask who can I hand some of these tasks off to that might enjoy doing it or do it even better than I do? What is it that I do around here that nobody else can do or that they really need me to do more of?

Know where your time goes. That means you have to track it for at least a typical week. Do so at least every six months.

Here's where I spend my time Monday through Friday:

Getting ready for and going to work: _____

Taking care of household needs: _____

Taking care of children: _____

Eating and shopping: _____

Leisure activities (TV, games, etc.): _____

Exercise: _____

Socializing: _____

Learning: _____

Spiritual: _____

Additional: _____

Looking at the above, is your time use properly balanced? _____

#4 How You Use Your Time Has Processional Impacts

Understand the processional impact of how you use your time. Procession is the *impact of one moving body on another.*

When you drop a pebble in the water, the ripple is the processional effect. When you build railroads out west, the processional effect is Levi jeans, pick-axes and shovels. When the internet was invented the processional impact was online porn, spam, Amazon, Google, and Facebook.

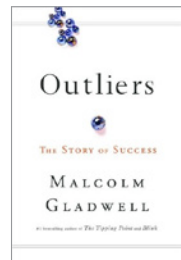


Bucky went through his life studying the processional impacts of humanity. He said we were like bumblebees. While the bumblebee goes to feed itself, the processional impact is to pollinate the plant. Understand this: *How you use your time has processional impacts.* For example, if you find yourself working 60-70 hours a week playing the lawyer hero like I did, you will not spend the time nurturing your marriage and will end up divorced like I did! Likewise, if you don't spend sufficient time nurturing your spiritual needs, you will have a much more difficult time dealing with tough days guaranteed to come your way.

How you use your time has processional impacts.
What are some of the processional impacts of how
you use your time? How is it affecting others?

#5 Give It Time

According to Malcolm Gladwell, you have to invest 10,000 hours in something to be great at it. That's a lot of time! It took me roughly 10,000 hours of work to graduate law school. It took me another 10,000 hours of practice to get really good as a lawyer. I remember after I went bankrupt at the age of 41, my good friend, Loy Young, understood my embarrassment and stress. She asked, "How many years did it take you to become a lawyer?" I told her three years. She said, "Good, then it will take you



three years to turn around your financial problem.” And that’s exactly what happened!

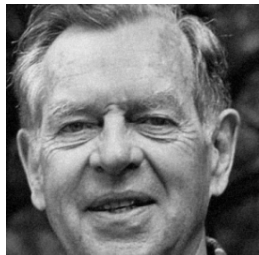
So remember this—*give time its due*. It won’t happen overnight. If you’re constant with purpose, and do what you are supposed to do, you’ll get the result; you simply have to be patient, which brings us to the next lesson.

It could take you three years to become an expert at time management. So what! Would you rather do nothing about this for the next three years? Remember this: time management is a process, not an event. Stay the course and give time its due.

Will you give yourself time to see the results of good time management?

#6 Don't Over-Commit

The great mythology expert, Joseph Campbell, warned us about the story of the hero being one that requires self-sacrifice. All the mythological heroes lived and died by their sword. He reminded us that is the hero of mythology and not of our lives. *You don't have to be self-sacrificial in order to be a hero!*



We don't have swords today—we only have our time. Therefore, he who sacrifices the most of it is the hero. Or not. What I have come to realize is *the greatest trap of the hero is over-commitment*. We over-commit because we think that is what heroes are supposed to do, when in fact, all it does is generate lies we tend to hang ourselves with. It could be an over-commitment to ourselves or someone else. Either way, you're getting beat up in the process. Over-commitment is a classic mismanagement of time.

Given my desire to help people, I went through the Leadership Education and Awareness Development program (LEAD) in San Diego. When I graduated I was asked to help non-profits. So I did. I wanted to coach my sons' sports teams. So I did. Write articles for the Bar Association Magazine. So I did. Help run a fundraiser.

So I did. By constantly saying “yes” to requests for help, I found myself wayyy over-committed! This over-commitment continued until we decided to move to Florida for five years. Instead of continuing to stretch myself too far and repeating these over-commitments, I decided to devote my time to my family, health, spirit, and business. Doing so allowed my wife to stay at home with my third son until he started kindergarten, got me super healthy and allowed my business to grow.

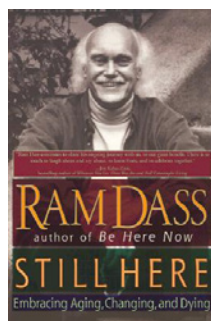
When we returned to San Diego, I didn’t let anyone other than close friends know I was back—and as a result, nobody asked me to volunteer my time! I realized the best thing I could do for this planet was to keep myself in balance—which I’ve been ever since. Now when I help others I don’t feel stressed doing so and unless it’s an emergency it’s on my terms, not theirs.

**Say this out loud: I...am...not...a...hero...
because...I...over-commitment...myself!**

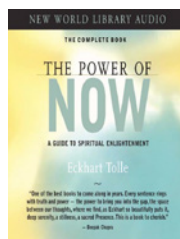
Where are you over-committed? Where do you have to say no?

7 Be Here Now

In 1971, Ram Dass (aka Richard Alpert) brought eastern philosophy to our shores with his book, *Be Here Now*. *Still Here Now*, he wrote after suffering a stroke. It contains a lifetime of wisdom. Ram Dass reminds us time is simply a construct of ours. If you follow a plan and simply worry about what you should be doing now, you won't have to worry as much about what is going to happen to you in the future.



Ram's insights caught the public's attention when reiterated in *The Power of Now* by Eckhart Tolle. Made famous by Oprah, Tolle's insights are equally powerful. There is no finer writing in this area than that of Eckhart Tolle and Ram Dass. Their teachings have helped me to "sit" well in time. To be here now. To fight against my natural instinct to worry about the future and forget to enjoy the present. What follows are some thoughts to help you be in the now:



Have a **Blackout** – In September, 2011, southern California had its first major blackout. It was awesome. I'll never forget the first major blackout in New York City in 1965 as a kid; this night felt special as well. It's as if all the artificial energy just stopped. People were outside talking with each other, candles were burning everywhere, all the TVs and computers were off. You could feel the peace. *It was as if time stopped.* Perhaps that's not a bad idea: to have blackout at your house on a nice night where you have absolutely everything turned off and live as we did, at least for one night, for centuries. It will feel like time stopped for you too. At least for one night. Maybe you can even get your whole block to do it!

Get **comfortable** with silence – It took this former Type A New Yorker a long time to become comfortable with silence. While I spent plenty of time as a youth camping and hiking and gained solitude in nature, that's not the type of silence I'm talking about. It's the type of silence

you can generate before your presentation at the board meeting, before you get to bat with the game on the line or before you begin your opening statement. We have such “monkey brains” that it’s hard to still the chatter. Often times we run strings of different thoughts through our consciousness at the same time.

It’s important to meditate and **allow for silence**. I find the inner dialogue is better when I do. It gives me the ability to calm those monkeys down so I can focus myself better for the day.

Here’s a simple test of whether or not you can still yourself - Can you sit in a comfortable chair for an hour and enjoy yourself without reading anything, watching anything, talking to anybody, or trying to solve any deep question of the universe? Can you just sit in that chair for an hour looking at your surroundings like a cat or dog sits and just “is”? Can you do it for 15 minutes? 5 minutes? See how long you can go for.

Schedule now time – We instituted a time rule in our house that we would have one hour of time to be present with each other from 7 to 8 every evening. By that time dinner has to be done, homework has to be done, etc. TV is seldom allowed during this time. We are allowed to listen to or play music, read a book or read out loud to each other, play a game, go for a swim or walk. This allows us to connect. If we didn’t discipline ourselves to set this time aside, we would tend to run past each other. If there are activities that prevent us from having this hour

of time then the answer is to reduce those activities and not dent into this time.

A great exercise - Here's a quick way to still yourself: listen for the quietest sound in the room. Then listen deeper until you can hear the silence.

Remember to *Be Here Now*.

Where can you do a better job of being present?
Which of the above ideas will you try?

- ☐ Have a blackout
- ☐ Meditate and allow for silence
- ☐ Sit still for a while
- ☐ Schedule now time
- ☐ Listen for the quietest sound in the room

Chapter 4

Seven Time Strategies

Now that we discussed time lessons, it's time for time saving strategies. Whether you realize it or not, you have adopted many time saving strategies or tools over the years. Here are some common examples:



- Toasters
- Light bulbs
- Cars
- Dishwasher
- Microwave
- Cell phones, pagers, texting
- TIVO/Netflix
- Concierge services at hotels
- Delegated something –
carpet cleaning,
car wash
- Shopped online
- Reminder service

**With good strategies
and the right tools
you can save time!**

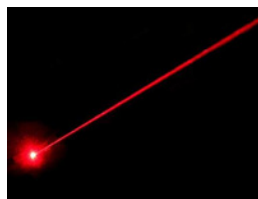
The point is this: There are strategies and tools we can use to help save and better manage our time. Your job is to seek them out and deploy them to create the life you desire.

As you learned from the introductory chapters, I spent a great deal of time researching all the strategies, tools, and techniques, experimenting with them, speaking to people very efficient with their time, and I've tried to distill it down. I ended up with a list of 47 different techniques. Some of them I thought were just too peripheral to spend your time on and some of them are combined so we get down to this list of seven.

Here we go!

1 Get Focused

Like a laser beam – I've done a great deal of spiritual and scientific reading. Both fields have much to say about "light." Spiritual texts say that we are made of light. Scientists tell us that matter comes from light energy and, therefore, so do we. Science also teaches us that as light becomes more focused, it becomes more powerful. So powerful, in fact,



that it can turn into a laser beam and cut through steel. I now ask myself “*Am I on the beam?*” If I’m not on the beam, I find myself wasting time and being distracted. Some people have little beepers programmed to buzz them every hour to get them back on the beam. If that’s what it takes for you to stay focused, then by all means do it.

Don’t multitask. When I first started researching time management, I figured the people who were best at using their time were good at multitasking. Interestingly, most of the authors who wrote time management books realized what I’ve experienced just the opposite is true. I was reading a *Scientific American Mind* article and it hit home for me why multitasking is so inefficient. As you can see in the picture, our brain has two separate hemispheres. The left side of the brain is primarily logical and the right side is primarily emotional. If we’re dealing with a math task at the supermarket, it goes to our left side of the brain. If we’re dealing with our kid acting out while trying to do the math, it gets assigned to the right side of the brain. But then if our cell phone rings and we try to answer the phone while doing the math and talking to the kid, we put our brain on overload because there’s not a third side to the brain!



Interestingly, because women communicate across both hemispheres better than men, they are actually better at

multitasking than men. That is certainly no license to think, “Oh, I am woman, I can multitask.”

The great Peter Drucker wrote in the *Effective Executive* that, “I have never encountered an executive who remains effective while tackling more than two tasks at a time.”

Have a plan. Here is a picture of the beautiful Mary Kay whose quote rings so true: “*Most people spend more time planning their vacations than their careers.*” Indeed, very few people have actually reduced their thoughts to a written plan they know so well that they can share it with you at



any time. Here’s a 5-minute exercise/test I take people through. For the next 5 minutes, I’d like you to share with me where you’d like to be when you fulfill your dream goals. Be as articulate as possible. How long would you last? I am amazed by how many people run out of what to say in less than a minute. Even though they thought they knew where they wanted to go, when pushed to it, they realize they really didn’t have a plan.

It is important to have a plan for where you want to go *and* a plan of how you’re going to use your time to get there. I’ve gone through this very anal exercise of identifying what might be a perfect week for me from the time I get up to the time I go to sleep and all the activities I am going to do during that week. That ideal plan is attached in the Appendix. Am I ever going to do everything the way I planned it? Of course not! Am I

more likely to get those things done than somebody who has not planned on it? You bet! I shoot for 80% or better with many weeks over 90%.

If there is one thing I've learned about planning it is this:
You get what you plan for; just not how or when you expect to get it.

The life I live now is the one dreamed of. But I didn't get here the way I thought I would. I was supposed to be the great trial lawyer because that would be how I could make a difference and a bunch of money at the same time. But when that story caught up with my reality at age 40, I couldn't do the work anymore. When our story catches up with our reality it causes so much dissonance we can have a "mid-life crisis." Make sure your planning is a conscious effort and not left up to hidden stories.

There are a couple things you need in your plan. First of all, you need a long-term **vision**. It's called vision because it's visual. It's something that you're imagining in your mind. As they teach in books like *The Secret* or *Think and Grow Rich*, make very clear what you want, put it on your mirror, the wall, or your bulletin board. Just do this! Crazy thing is I keep getting the things I post on my vision board! Again, just not how or when I expect to. There should be no fear in having a dream or creating a vision of where you might be one day, unless of course you tell somebody. If you think you're going to get a negative reaction then don't tell anybody. Or tell somebody who will empower you and support your dreams. Even if you are 65!

The second thing we want is to have a **mission** to determine how we're going to get there. The challenge when we put together our mission plan is that fear is involved. "If I knew how to get there, I would've done it already." That's one fear. To work around this fear you *begin with the end in mind*. You begin in the state of "having arrived." Spend time getting into the "state" of living the life you dreamed of. No need to rush this exercise! It's not a race, it's your life.

Now that you've arrived and find yourself in that glorious future state, go backwards from there and ask, "How *did* it happen?" Because it already happened there is no fear that you can arrive there – because you already did. Start from the place of no fear and work backwards.

Then there's the notion of **values**. Values directly relate to how we use our time. Are we using it valuably? Are we using it in conformity with our values? If you don't value something, don't do it.

Lastly, it's important to have **specific goals**. You've got to be crystal clear about what the target is or you won't hit it. While I have a long-term vision, I implement it by focusing on realistic goals I can achieve over the next 90 days. While I might have a long-term vision, I don't have a fantasy that I can control five years out or even a year out. Then put together your weekly goals on your To Get Done List. The top half of the goals sheet shows things that are new, project-type activities. Then you draw line below that and list all the recurring tasks. Typically when you're changing your weekly goals, you're just changing

the above the line activities. An example of both tools are included in the Appendix.

Then chunk it down to a set of daily goals that are calendared in Outlook or on your To Get Done Today List. Focus on the *six or seven* most important things that you are going to do. Identify what you’re going to do, in what order you are going to do it, and how long you expect it to take. That form is in the Appendix too.

There are some activities that I’m very sharp at in the morning, but after lunch I might not be so sharp at them. If I’m going to do a webinar after lunch, I might find myself yawning so that’s not a good time to do a webinar. I like to do those in the morning. So I really look at not just what I’m doing, but when I should be doing it so I can allocate proper time and energy toward it.

Do first things first.

As taught by Stephen Covey, it is important to be distracted by activities that are neither urgent nor important. A classic example is spending time gossiping on Facebook, or watching American Idol when you should be trying to do something to improve your life. That’s something non-urgent and hopefully not important to your life’s

	Urgent	Not Urgent
Important	Running out of gas An emergency Project due ASAP	Health Planning Relationships
	A B C D	
Not Important	Gotta minutes “C” prospects Most email	Social Media TV Gossip

aspirations. Those types of activities you just quit doing altogether. Then there are those things that are not urgent but important. You have process for managing that. Exercise is a classic non-urgent, important activity.

An example of things urgent, but not important are the typical “gotta minutes,” which I will discuss soon. Last, there are true emergencies. Things that are important and urgent. We really want to reduce the urgency aspect if possible. Focus on the not urgent but important quadrant. Then you can deal with the fires; not on an everyday basis, but when there is simply no way to control them in advance.

See the Vision, Mission, Values, and Goals Worksheet in the Appendix.

Here’s what I will do to get more important work done with less urgency:

#2 Spend Time to Take Care of Yourself First



“Early to bed, early to rise,” as Ben Franklin said, “makes you healthy, wealthy, and wise.” Many people start off their day exhausted. That’s not sustainable and there’s no excuse for it. As wisdom has it “heal thyself.”

What I’ve learned is to get up before everybody else. It is my habit to get up early, about 5:30, and make sure I spend time on myself first; usually an hour. You can work up to that. As with any of these practices, you just start someplace: maybe 10 minutes, 15 minutes, a half-hour, an hour, whether it’s exercising right or spending time in spiritual pursuit. Whatever it is, just start someplace. I begin by doing spiritual reading for 10-15 minutes. Then I meditate for 10-15 minutes. This centers me. Then I work out for at least a half an hour, generally an hour.



What I’ve learned, the hard way, is *you must take care yourself first before you can take care of anyone else!* This is something my old man gave me a hard time about. He said I needed to worry about me more, not just everyone else. Brian Tracy talks about the importance of taking care of you first too. When you do that you have more energy and more resources available to help care for others. Get

to bed on time and don't watch that last TV show. I shoot for 10 at the latest. All the other time management techniques are meaningless unless we are properly rested.



Eat a healthy breakfast. I'm sure you're thinking right about now, "What's that got to do with time management?" My answer is: "Absolutely everything!" A healthy breakfast is the most important meal of the day. It affects your energy levels during the day. It affects the quality of your time during the day. In 2011 Kellogg survey of 7,621 adults, they responded as follows to the question of whether not they eat breakfast eat a healthy breakfast: Every day 34%, nearly every day 21%, most every day 11%, sometimes 29%, never 6%. Those are not healthy statistics and they don't take into consideration what is being eaten.

Here's my recommendation: Wake up with a glass of water or green drink (they do not taste as gross as they look). Get that in your body first and then have that cup of coffee. Keep the sugar to a minimum. Then after you exercise, make sure you have some protein, fresh fruit, and vegetables.

There are plenty of nutrition books available. Everybody knows we're supposed to eat right. But if you don't eat right, guess what? You won't have the energy you need throughout the day and you'll be wasting a lot of time. You can't just think about what you're going to eat now and walk over to the refrigerator. Have a plan for what



you eat for the week and when. Shop for it in advance so you don't waste your time with those tasks. You can even prepare some healthy meals in advance. Make sure that you and other family members eat a healthy breakfast too!

Take 5. It is important to take breaks during the day or you exhaust yourself and will be less time-efficient. All the studies I've read about this pretty much recommend 5 minutes per hour. Standup, breathe into your belly, in and out 5 to 10 times, walk around, do a little stretch. I like to do a couple of stretches or yoga poses to get myself balanced again. You can do a quick power meditation. Just blank it all out. Maybe put some headphones on and just deal with silence and stillness for 5 minutes. Then when you come out of that you can refocus your energy and put your attention into the next the task.

Here's what I will do to take better care of myself:

#3 Stop Doing Something

I had a good friend, Dave Morgan, who was my senior by 30 years. I gained much wisdom from that man. I remember one day he told me, “Don, you’re always trying to do so many things.



Don’t you realize you have to **stop doing things** if you want to start doing things?” Dave had a large rubber ball he used for exercise in his apartment. He picked it up and asked me to put it in my hand. He then picked up another one of those balls and asked me to also put it in the same hand. Of course, I said, “I can’t.” And all he said was, “Exactly.” And I got it! That metaphor has lasted with me ever since. Again, you must stop doing things! Think of it yourself at times. Pretend we just had that conversation, me and you. What must you take out of your hands?

What things are you doing that are not part of your plan? What’s the lowest common denominator work you are still doing? That \$10-\$15 an hour work. Or \$250 an hour work. Whatever matters in your situation. When I take clients through a group coaching program, one of the first things I get them to do is tell everybody what they’re going to stop doing for five hours in a week. Just one hour a day. I know that if I followed you around and I asked

you, “Are you really doing that?” we could easily find one hour a day. Adopt that discipline and you can re-invent yourself in less than a year.

I worked with a CEO who was putting in at least 70 hours every week and as a result he had a failing marriage. His wife had an affair. Their marriage counselor sought me out and said, “Don, I can’t help the marriage until this guy spends less hours at the office.” Let’s call him Bob. Bob ran a successful auto repair facility in Florida for high-end autos. When I asked him what time he’d be at work, he said he’d be there at 7:30. I showed up at 7:30 and found him opening up the garage’s doors. I said something to the effect of, “That’s really an interesting skill set that you have. Do you think maybe somebody else can do it? Maybe not as well as you?” As a result of this constant inquiry, I helped him get down to working 35 hours a week. One thing he told me at the end of it was, “I never realized how smart my people were.” Stop doing something! Most importantly, stop wasting time on low value activities.

Delegate it. Of course one way to stop doing things is to delegate them. This is where we begin unloading ourselves of the \$10-\$15 an hour work. Or the \$250 an hour work. We’re either going to outsource it to a third party, or we’re going to give it to a subordinate. For example, I work with a number of insurance agencies. A large part of their job is processing insurance certificates. So many have hired a company, ReSource Pro, to do it for them. They have people doing the processing offshore in China and they are very good at it. Work that they were paying

their employees roughly \$30 an hour to do, they now pay somebody in China \$15 an hour to do. The people in China are happy and the people at the office are forced to use their time better. If you're a manager, many people like their \$10-\$15 an hour work. They've become very comfortable with it. Those people aren't really motivated to grow. Otherwise, they'd be disgusted to still do that work. As a manager, we have to force them to stop doing it.

Understand that when you delegate something, the delegee may not do as good a job as you. Someone who really helped me with "getting this" was Ken Blanchard, who wrote *The One-Minute Manager*. Ken said "a job done eighty percent well by a subordinate, is better than one not done by you." And I got it! When I delegate, I know there is a propensity for people to make mistakes. I made a lot of them to get really good at the task myself. One way I try to mitigate that is to prepare standard operating procedures. Anybody can and everybody should make SOPs. You just dictate out what you do and how you do it and have somebody transcribe it. Then you tweak it and presto, there's your SOP.

Now I'm talking to the delegee. "Is there anything about this SOP you don't understand? What training do you need? What questions do you have?" Just as important, when I delegate something to somebody, I ask what they're going to stop doing. It doesn't make sense to throw one more thing into their basket when they're running 75mph too.

When we delegate we want to define performance standards. What benchmarks are available? One of my favorite questions is “How would you know you are doing a good job on this without having to ask me, or without me having to tell you?” If training is required, then get people training so they don’t make mistakes that could be easily avoided. Of course, monitor them and have them report in with you to make sure that they feel comfortable doing the new work.

Interestingly, I have never heard anybody talk about “inviting” people to take things away from them. I encourage you to *invite subordinates to take things away from you*. Say things like, “You want to grow in your career. Right? That means that like me, you’re going to have to stop doing things and start doing more important things. One of the things you can start doing is taking things away from me. I don’t expect you to do them as well as me. I’d like to hope that we can get you to do them at least 80% as well. Eventually you can do them as well, if not better, than me. I also want you to think about what you should stop doing. What is the uncool work you don’t like doing? That’s the work that you’re going to have to delegate because if you want to get paid more, you’re going to have to show more value.”

Let an expert do it. Sometimes there is really high-end work and the learning curve is enormous. A classic example today is setting up social media sites or doing your own taxes. I find too many people fumble at these expert tasks, trying to save a buck when, in the end, it would have been done much better and much more

accurately and end up saving you money by letting an expert do it for you.

You can use independent contractors. For example, instead of trying to train one of my people to do graphics better, I hired an independent contractor to do all my graphics. I've also hired experts to do our website, social media sites and transcription. One of the places you can look up experts is www.elance.com. There are also other concierge services so you can also hire people to do things for \$5 an hour all over the world. See <http://fiverr.com/> A great book that opened many eyes to offshore delegation was Tim Ferris's *Four-Hour Workweek*. He probably talks about his four-hour workweek at least 20 hours a week, but it's the concept that Tim was driving us towards.

Unless you can do it like an expert, let an expert do it. Just make sure you check in and monitor the work being done. Sometimes before I hire an expert I will test them on their knowledge. When we rebuilt the HR That Works website, we weren't about to do the SharePoint programming ourselves, so I hired an expert. But guess what? I wanted to make sure my assigned project manager knew his stuff so I went to www.shl.com and had him take a SharePoint developer test to find out if he was truly an expert. Thankfully he was.

Let someone else manage your time. You can even have other people manage



your time. Top executives almost always have other people managing their time. There are concierge services you can find online just by doing a Google search. The bottom line is this: If you're not good at managing your time consider having somebody else do it for you. You can find virtual assistants at www.virtualassistants.com

Learn to say no. As I mentioned at the outset, one of the greatest traps of the hero is over commitment. Here are some phrases that might help you say no:



- Sorry but I'm already overcommitted
- I've already promised...
- Sorry but I only have 1 minute because...
- Sorry but that's not where I want to spend my time because...

If necessary send them to www.thanksno.com. Don't guilt yourself into doing things that you don't want to do. Don't over-commit in order to be liked. Learn to say NO!

Here's what I will delegate and how I will do it:

4 Eliminate Distractions

No gotta minutes. One of our greatest time challenges is managing the “got a minutes.” When we’re running 75 miles an hour and we have a question we want it answered right now. For example, I could be out on the road speaking for days and I’d come back to the office and people have got these questions stored up for days so they’ll run at me with their “gotta minutes.” Never mind that I have to go back to a pile that’s been generated in my absence. Of course, my response to those “intrusions” can be less than thoughtful. In turn somebody can interpret it to mean I don’t care about them! That’s how we set up traps for each other.



After experimenting with this for a while, here is the agreement I reached with my employees: If it's not important or urgent, take the time to figure the answer out yourself. I'd rather have them spend three times as long trying to find the answer themselves than distract me with "gotta minutes." Make sure to take away any fear related to your new "gotta minute" rule. Ask employees what concerns they have.

One of my employees asked me if I was going to stop "gotta minuting" her! As a result, I started keeping a notepad on the side of my desk. Now if it's not an important, urgent matter I do not interrupt my employees until 4 o'clock either. Many of these matters were me drifting off the beam and tossed in the garbage by 4.

Lastly, it is so easy for us to be distracted by e-mail and the numerous social media outlets. There is a very simple set of rules: 1) check e-mails no more than two or three times a day. 2) Don't get distracted by gossip on the Internet or social media portals. 3) Have a good filtering system to help sort through e-mail and other communications.

Find a quiet place. This is a must. Sometimes the best place to get work done is out of the office or home. Especially when you're trying to work "on" the business or your life and distractions pull you away from that effort. I like going to the public library, a quiet corner of

historic hotel, or the state park on a sunny day. You'll be amazed how much work you can get done in a few hours of quiet time! Many companies and even gone so far as to have silent hours in the workplace so that workers can be protected from disruption.

Don't get distracted worrying.

NLP expert, Richard Bandler says most people spend more time worrying than they do thinking about anything else. It seems that when we're not doing, doing, doing; we're worrying, worrying, worrying!



What an incredible waste of time. We

have to recognize any fear we have, decide what must be done, and then put that fear aside. One of the questions I learned to ask myself: "Will it matter in five years? Or even five days?"

If you've made a mistake or been subject to somebody else's mistake let it go as quickly as possible. As ancient wisdom has it, we can't begin to heal until we let go of our pain. If you find yourself in a state where you're worrying, change your physical state. Standup and do a whoopee dance, go skip down the block, force yourself to laugh. Remember, the fastest way to change your emotional state is to change your physical state.

Don't do their job. First of all it's their responsibility, not yours. It is very easy to feel bad for someone who's on overwhelm and needs help. You have to be a good judge of when a person has been thrust into an overwhelm

situation versus when it's one of their own making. For example, if somebody is not doing their job well and has problems financially because of that fact, nobody should jump in to save them. However, let's say that they got hurt in an accident and all of a sudden they can't do their job, that's when it's a good idea to help. Don't lose sight of this distinction or you actually disable that person from addressing their responsibility.

If they are not managing their time well, encourage them to read this book. If they're not willing to improve how they manage their time then maybe it's time they no longer work with you or for you. Point is: Don't let people play victim on you and suck your time. Don't get sucked into their time trap!

Keep meetings short.

There are books and books written on how to conduct meetings. All I can say from my own experience is that just like the punishment should



fit the crime; the meeting should fit the opportunity. Big opportunity, big meeting; little opportunity, little meeting. If it's standard stuff we discuss over and over again—make sure everybody's prepared and have a 15 minute “stand up” meeting. I would rather have a series of shorter meetings where everybody has to get something done immediately afterwards than a long meeting that produces too many agenda items...and too few results.

Here's what I will do to eliminate or reduce distractions:

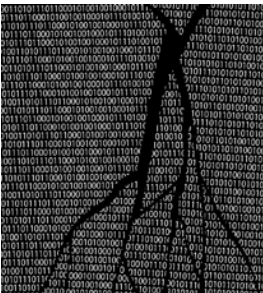
#5 Get Organized

If there's anything that will drive me nuts it's when I walk into a cluttered environment. I simply don't see how anybody can work efficiently without being organized. Everything should have its place and purpose. No different than how you would arrange a kitchen so that utensils are closest to where you would use them and the spice rack is right by the stove. You want to make sure your work area is set up efficiently as well. Of course you have to have a good



system for filing. Many companies are going paperless so they have a good system for filing online.

I had an interesting experience a number of years ago. My wife, who is a chiropractor, had a friend of hers who was a Feng Shui expert, Gloria Beaulieu. Feng Shui is the ancient Oriental art of placement. When Gloria came to my office, my bookshelves were crammed all the way across with books stacked on top. Think of the crazy professor's office – that was mine. She went over to those books, touched one, and said, “Have you touched this book in the last three years?” When I said “No,” she proceeded to throw it on the ground. To my continued shock, she did that with any book I said “no” to. In the end, there were roughly one-third of the books remaining on the shelves. She told me my chi (energy) could flow now. An amazing thing happened- I felt liberated, uncluttered, focused. I had some of my best months ever afterwards. Remember, you're always affected by your environment. My only question is how is your environment affecting you? There are plenty of professional organizers you can hire. A good place to start is www.napo.net.



Take control of information.

Communication experts tell us that we receive anywhere from 5,000 to 15,000 impressions every day. How can you not be distracted by all that? Do everything you can to eliminate information distractions. Turn

things off. Unsubscribe to e-mails you don't read and set aside time to read the ones that matter. Unsubscribe to magazines. If you really need to read that magazine that badly, then just buy a copy off the newsstand. Every time I subscribe to a magazine like *Time*, *The Economist*, and *Business Week*, I ask myself "why" did I do that and then I don't renew the subscription. All it does is pull me away from focusing on what's most important. If I really want to know that badly what's going on with the news, I can subscribe to a newsfeed that spoon feeds me exactly what I'm looking for. Decide what is important, when you will need it and then control the access to it.

Touch it once. This rule is contained in just about all the books I've read on time management. Whether it's a piece of paper that comes in the mail or an e-mail, do everything possible to touch it once. If it's something in the quadrant that's not urgent and not important, throw it away immediately.



One of the biggest mistakes I find myself making is when I pile up things I want to "get to." Over time they start feeling like a lead weight. I've learned that if anything sits in a pile for a couple months, I just throw it away. It's really just a distraction that's sitting there and going to be a burden on me. I can always come back to it later on. On the other hand, let's say you're putting aside something that you really, really want to do, but you just never find

the time to get around to it. That's one of the reason you're going to go through this program because if it's a big "why" you're going to make sure it gets done! Perhaps you can start chunking it down one *bite* a time.



Use time-saving tools. Over the years I have sought out and experimented with many different time-saving tools. Some of my favorites include GoToMeeting which we used to conduct all of our webinars, demos, trainings, etc., Mail Washer which I used to “scrub” my e-mails and allows me to sort through them much faster. RoboForm allows me to maintain all of my passwords (over 50) in one program that requires only one password for me to log into it. If you

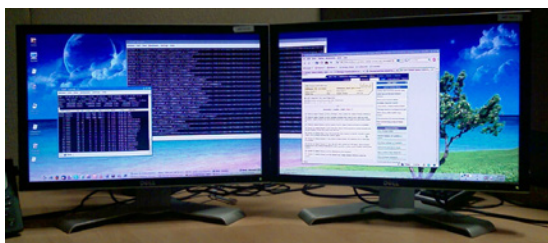
are going to watch TV and it's not an event you must see live, then TiVo or DVR it. What time saving tools are you using?

Use forms checklists and templates. I have forms and checklists for business, home, eating, exercising and financial habits. We have many checklists on ThinkHR.com and I encourage our members to take advantage of them.



Use hardware and software to free up time. Sometimes simply by an extra \$500 on a piece of software or

hardware will save you many thousands of dollars in time. Think in terms of the ROT (return on time) on anything that you do. I know many executives using dual monitors to increase their efficiency. Just watch the multi-tasking trap.



Have it done automatically. Whether it's with your old-school Franklin Covey planner or you use calendaring software such as those found in Outlook, Google, and other programs, or you use stay in touch programs like Sales Force, Act!, Goldmine, Infusion Soft, or Office Auto Pilot, use technology to automate things as much is humanly possible. One way to save time from people who question you about the same thing over and over again is to create FAQs and videos that people can view online.

Here's what I will do to become more organized with my time:

#6 Light a Fire Under Your Butt!

C. Northcoate Parkinson famously stated that “work expands so as to fill the time available for its completion”. So *give yourself less time to get things done!* Create a sense of urgency. Instead of saying I’m going to get this done by Friday, challenge yourself to get it done by Wednesday. This is true when you’re managing employees as well. People tend to fill up the time they’ve been given to complete a task. If no time for completion is given they can take forever to get it done!



Don't procrastinate. There are books written solely on the subject of procrastination. But how many books do you really need to read to know you need a fire lit under your butt? Do you acknowledge most of what we've discussed in this book already and yet fail to implement most of it? A great distinction in anybody's success is "getting it" and then "doing it."



Procrastination is for losers.

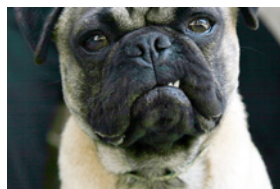
Here are a few ways to fight this beast:

- As mentioned, create a sense of urgency. Even if it is a false sense of urgency.
- Eliminate the idea of choice. The only choice you have is to get it done. Now.
- Chunk it down. Things can seem so overwhelming. For example, when we demonstrate all the tools on HR That Works, people can be quickly overwhelmed. I realize that I have to get them on focusing at least doing one thing at a time, preferably at least one thing per month.
- Get support. If you've procrastinate on going to the gym, get a buddy that doesn't procrastinate going to the gym. Join an online group. Chances are, there is somebody dealing with the same exact challenge you are someplace in this country. You can support and learn from each other.

Here's what I will do to light a fire under my butt:

#7 Protect Your Free Time!

One reason we over-commit is an inherent expectation that we will have more time in the future. The empty calendar really isn't! On the other hand, if you want somebody to commit to something, make sure to ask them early!



Do your best to calendar open space for your growth or leisure. Then protect it with the ferocity of a bull dog. In fact, put on your calendar, and if you share it with other people, they too will know the time is blocked off.

Also remember to keep space saved in future months so they don't all get filled up. I know many successful executives who keep one day per week as their calendar free day.

**Go to your calendar now and block off some
“free time.”**

Conclusion

Fact is, you can get time on your side! You want to get clear exactly about what you want so you don't waste time wandering around. The first steps are to stop doing something, don't over-commit, and learn to say no. This is your life to live your life and not anyone else's.

Here's a summary of all the time lessons set forth in this book:

- ❑ **Bottom line: Most of us work too much and don't take enough time off!**
- ❑ In 1748, Ben Franklin told a young merchant: **Remember that time is money and wasting time is wasting money!** Think of time as the currency of your life.
- ❑ Plenty of successful people are highly productive and not stressed about time. **You can be too!**
- ❑ **Know “Why”** you want to better manage your time.
- ❑ **Put those “Whys” in writing** and place the most important ones **where you can see them every day.**

- ❑ **Excuses don't cut it.** There are thousands of people who successfully manage their time and their lives can be as complicated or challenging as yours. Successful time management is about taking away poor choices and NOT making excuses.
- ❑ **You have to stop running in order to start feeling, connecting, and accessing your power of intuition.**
- ❑ Time management is a balancing act between **career, finances, relationships, health, and spirit.** You have to spend enough time in each are to stay balanced.
- ❑ **Take away choice.**
- ❑ **Know your time story** and don't play a victim role when dealing with time.
- ❑ **If there's a potential for regret, just do it.** You just make the time. No excuses = no regrets.
- ❑ **Know where your time goes.** Track it twice annually using the spreadsheets in the Appendix.
- ❑ **How you use your time has precessional impacts.**
- ❑ **It could take three years** to become an expert at time management. It's a process, not an event. So stay the course and **give it time.**

- ☐ **Don't over-commit.** Say this out loud: I...am...not...a...hero...because...I...over-commitment...myself!
- ☐ **Be Here Now.**
- ☐ **Get focused.**
- ☐ Spend time to **take care of yourself first.**
- ☐ **Eliminate distractions.**
- ☐ **Stop doing things.**
- ☐ **Get organized.**
- ☐ **Procrastination is for losers.**
- ☐ **Light a fire under your butt!**
- ☐ **Protect your free time.**

Books About Time Management

Here are some of the books on time management that helped shape my views of the subject.

The Time Trap (1972) by R. Alec Mackenzie and Pat Nickerson –

This is the first book I read on formal time management. I learned that time use is a habit. We have to learn new time management *habits* and *that* is the greatest challenge.

How you use your time is a HABIT.

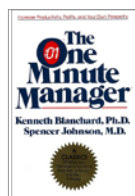
The authors discussed 20 time wasters, some of which we reviewed in this program.



One-Minute Manager (1982) by Kenneth Blanchard – This was one of the simplest and best-selling business books of all time. What you learn from this as a manager is to be brief, be gone. Think of it the other way,

Be brief. Be gone.

does it really make sense to be long-winded and hang around?

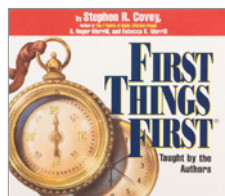


How to Get Control of Your Time and Your Life (1989) by Alan Lakein – When I first read this book it taught me to stay organized, have proper file folders, prioritize, and most importantly, touch things once. Now that concept applies equally to managing our electronic data.



Stay organized and touch things once.

First Things First (1999) by Stephen Covey – I read this book when it first came out and read it again doing my research. Covey was a highly-insightful man. He merged with the Franklin planning company and produced an excellent time management program. As mentioned above, most of those who have gone through a time management study have gone



Do first things first.

through Covey's. If you are one of those people, are you still using it? Or was it like a fad diet?

Good to Great (2001) by Jim Collins – Jim Collins talks about the “flywheel effect.”

How success doesn’t happen overnight, but when it does, it simply seems that way.

Much of success literature

speaks about how people who were ready to quit but persisted nonetheless and *then* had their breakthrough.

As Napoleon Hill stated, “If you have a burning desire for a particular purpose...” you will have your success. As Collins would say, you just have to wait for the flywheel effect to kick in—and voila, there it is.



A flywheel

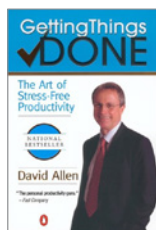
Knowing this fact, a bit of languaging that has helped me is as follows: “I’m a top speaker in the making.” “I’m a millionaire in the making.” “I’m _____ *in the making.*” Realize that you are in process even if you have not gotten there yet. Of course, it is important to celebrate the journey and not just the destination. Many an entrepreneur has told me that the most exciting days were before they “made it” and life was a bit more on edge. Enjoy the “in the making” periods of your life and give the flywheel effect time to kick in.

You are a master of time...in the making!

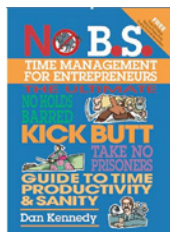
Getting Things Done (2002) by David Allen – This book follows along the lines of *The Time Trap* and *How to Get Control of Your Time and Your Life*. Similar lessons with a fresh touch. It woke me up to the

What matters is what gets done.

fact it's not about what you are doing but what you have done. I now have my To Get Done list.



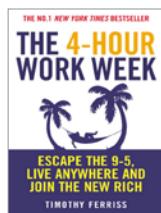
No B.S. Time Management (2004) by Dan Kennedy – Dan Kennedy is one of my favorite business authors. As his title suggests, he is a no B.S. kind of guy. I would recommend that every entrepreneur read his book on time management. The one insight I got from



Dan Kennedy more than anything else: “*Busy people never get it all done.*” I used to angst myself for all I had on my plate. Now I’m OK realizing I’ll never get it all done. I’m sure that the great composer had more scores in his head and the scientist had more experiments in his head, and the great teacher had so many more pupils that they never got to. Successful people never get everything done—because there’s so much to do. And that’s OK. Really.

Busy people never get it all done.

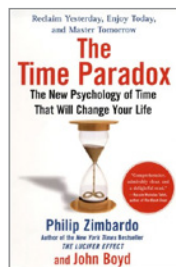
The 4-Hour Workweek (2007) by Timothy Ferriss – This guy is a certifiable maniac. Of course, I also read his *The 4-Hour Body* book. Tim Ferriss is an experiment in and of himself. The guy is highly time-effective. The 4-hour workweek is as much a metaphor as it is reality, but one every one of us should consider. As an entrepreneur, you can literally create a business that runs itself. If that's the business you want to be in. I'm one who happens to enjoy my work, enjoys being active in it, and likes a combination of Tim Ferriss thinking as well as my own active participation. What Tim doesn't mention is that he probably spends at least twenty hours a week promoting his 4-hour concepts. And, I'm sure he loves doing it.



Here's the question out of that book that's important to me:

Am I being productive or just busy?

The Time Paradox: The New Psychology of Time That Will Change Your Life (2008) by Philip Zimbardo and John Boyd – This was one of the most interesting books I read. They give a completely different perspective on time. According to Phil Zimbardo, “[A] separate factor emerges which I characterize as Time Press, a sense of time urgency in which the respondent endorses as self-relevant a set of inventory statements of the pressures



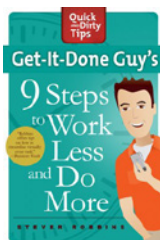
and constraints that time imposes on him or her. Part of this dimension also includes emotional aspects that are time-bound such as getting angry at others when kept waiting. Time Press correlates positively and highly with future-oriented and negatively with present orientation.”

This book helped me to understand that we are past, present, or future orientated. We are also positive or negative within these orientations. The authors offer an online assessment. Both my wife and I took it and it pointed out a significant difference between us that has been a source of contention. No surprise, I am very future-oriented. Somewhat balanced in the future and present, but almost disconnected from dwelling the past. My wife will often complain that I let go of things so quickly, assuming that I don't care. No, it's just that I've learned to let go of things quickly and not waste time dwelling on the past. At the same time, she is routed in the present and more drawn to the past. Perhaps one reason why she is not the consistent planner that I am. I have vision boards and vision statements, and she has none of that. She is much more present, more nurturing, which makes her a great chiropractor. It doesn't make me right and her wrong. It's important to understand we have two different understandings of time. It has helped me to be easier on her because of it. I encourage you to take that assessment on their website for yourself.

What is my time orientation?

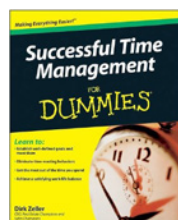
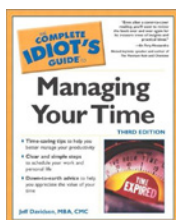
Get-It-Done Guy's 9 Steps to Work Less and Do More (Quick & Dirty Tips)

(2010) by Stever Robbins – Stever's book is like many others' on time management, except that it's actually fun to read. I told him that he reminds me of David Sedaris on time management. The fact is, we can look at our time challenges with a sense of humor too. Laugh about our struggles surrounding time instead of bemoaning them.



You can find humor in how you use your time.

Which brings me to this point: In researching the literature on time, you can find time management materials for teachers, lawyers, business owners, working moms, students, idiots, dummies, and dozens more.



Time management is for all of us, dummies and idiots included!

Acknowledgements

I would be remiss not to give my thanks to all the authors who have ventured into time before me. I wish to thank my ever understanding wife, Loren; my noble assistant, typist and friend Dana Dzama; our graphics expert, Summer Bonne; and all those members of HR That Works that contributed to the Time Survey and follow up interviews. You are all the best! Thank you!

About Don Phin

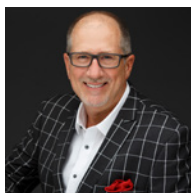
Long story short... Don grew up in the Bronx, and was fortunate enough to attend the Bronx HS of Science. At 19 he jumped at the opportunity to work on a tuna boat out of San Diego. He liked the sea, sunshine, volleyball, surfing and California girls, so he stayed. Don now lives and works in beautiful Coronado, California and is happily married with three sons and four grandkids.

Don has been a California employment practices attorney since 1983. He litigated employment and business cases for 17 years and quit once he figured out that nobody wins a lawsuit.

Since leaving litigation, he has written numerous books and presented more than 500 times to executives nationwide.

Don was the founder and President of HR That Works, used by 3,500 companies and acquired by ThinkHR in January of 2014. He worked there for two years as a V.P., and he's on his own once again.

Now in his “wisdom sharing years,” Don loves coaching executives and investigates challenging workplace problems. He continues to inspire with his speaking and training.



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Appendix

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Weekly Activity Summary Form

Date: _____

INSTRUCTIONS: Please keep track of your activities and the time spent on them for an entire week beginning on Monday and ending on Friday. In the 5th column you'll be asked to rank the value of that activity. A = valuable, B = should be delegated or outsourced, C = waste of time. In the Notes column please add any comments about the activity, such as how you might be able to do it better, if you think someone else can.

Activity	Total Time	Ranking (A, B, C)	Notes

Process Improvement Form

Date: _____ Day of Week: _____

INSTRUCTIONS: Please keep track of your activities and the time spent on them for an entire week beginning on Monday and ending on Friday. In the 5th column you'll be asked to rank the value of that activity. A = valuable, B = should be delegated or outsourced, C = waste of time. In the Notes column please add any comments about the activity, such as how you might be able to do it better, if you think someone else can do it better, how you can add more value to the company, etc.

Activity	Beginning Time	Ending Time	Total Time	Ranking (A, B, C)	Notes

Prioritization Summary Form

Date: _____

NOTE: Please prioritize your efforts by doing the following. Please categorize your list using the Ranking column. List A items first, B second, C third. Be sure in each category to list most time consuming to least. So, for example, if there are 2 items in the “A” category and 1 is 8 hours and the other is 3, the 8 hour item would be listed first, the 3 hour item would be listed second, then you’d start listing your “B” items and so on. In the Day & Time section please list the day and time the items is to be completed. For example, if you check your e-mail every morning & it generally takes 10 minutes, you’d fill in Daily - 8:00 - 8:10 (or whatever the appropriate time frame is.) In the Notes section - comment on how you can do “A” items better, how “B” items can be outsourced or delegated and how “C” items can be eliminated. Remember to include in part of that time every week 2 hours a week for process improvement.

Activity	Time per Week	Ranking (A, B, C)	Day & Time to be Done	Notes

Vision, Mission, Values, and Goals Worksheet

VISION

When (5 years from now): _____

What I will be doing: _____

How much money I will be making: _____

Year	Revenue	Expenses	Savings	Charity	Notes
Year 1					
Year 2					
Year 3					
Year 4					
Year 5					

Who I am working with: _____

Location and environment: _____

Describe your personal life: _____

Financial planning and retirement (where you will be in relation to your retirement goals): _____

Fun stuff I am doing: _____

What it feels like to be here: _____

MISSION

What course or mission I took in order to get here: _____

VALUES

Here's who I want to be while on this journey:

1. _____
2. _____
3. _____
4. _____
5. _____

GOALS

Major mileposts over the next five years:

Year 1: _____

Year 2: _____

Year 3: _____

Year 4: _____

Year 5: _____

Goals to be accomplished in the next 90 days:

Business/Career

1. _____
2. _____
3. _____
4. _____
5. _____

Personal/Family

1. _____
2. _____
3. _____
4. _____
5. _____

Why I did all of this: _____

90-Day Game Plan

We encourage you to focus on three critical objectives every 90 days and to update this document every 30 days.

Critical Objective #1

Name it: _____

Describe it: _____

Who: _____

What: _____

When: _____

Date	Activity	Who	Notes	Done

Notes: _____

90-Day Game Plan

Critical Objective #2

Name it: _____

Describe it: _____

Who: _____

What: _____

When: _____

Date	Activity	Who	Notes	Done

Notes: _____

90-Day Game Plan

Critical Objective #3

Name it: _____

Describe it: _____

Who: _____

What: _____

When: _____

Date	Activity	Who	Notes	Done

Notes: _____

90-Day Game Plan

Additional 90 Day Objectives:		Date Done
1.		
2.		
3.		
4.		
5.		
6.		
7.		

Employee Signature

Date

Perfect Week Example

Here's an example of a perfect week! Sunday is a day of rest and nurturing! Of course there is a great deal of variance in the work week.

MONDAY	TUESDAY
<input type="checkbox"/> 5:30 Read/Meditate	<input type="checkbox"/> 5:30 Read/Meditate
<input type="checkbox"/> 6:00 P90X/Recovery drink	<input type="checkbox"/> 6:00 Run beach/Recovery drink
<input type="checkbox"/> 7:00 Shower and dress	<input type="checkbox"/> 7:00 Shower and dress
<input type="checkbox"/> 7:30 Breakfast and protein shake	<input type="checkbox"/> 7:30 Breakfast and protein shake
<input type="checkbox"/> 8:00 Work	<input type="checkbox"/> 8:00 Work
<input type="checkbox"/> 8:30 Ck EM/VM	<input type="checkbox"/> 8:30 Ck EM/VM
<input type="checkbox"/> 10:00 Snack	<input type="checkbox"/> 10:00 Snack
<input type="checkbox"/> 11:00 Staff planning	<input type="checkbox"/> 11:00 2 sales calls
<input type="checkbox"/> 12:00 Lunch	<input type="checkbox"/> 12:00 Lunch
<input type="checkbox"/> 12:30 15 min. walk	<input type="checkbox"/> 12:30 15 min. walk
<input type="checkbox"/> 12:45 Ck EM/VM	<input type="checkbox"/> 12:45 Ck EM/VM
<input type="checkbox"/> 2:00 2 sales calls	<input type="checkbox"/> 2:00 2 sales calls
<input type="checkbox"/> 3:00 Snack	<input type="checkbox"/> 3:00 Snack
<input type="checkbox"/> 5:45 Org. for next day/clean desk/filing/thank you note	<input type="checkbox"/> 5:45 Org. for next day/clean desk/filing/thank you note
<input type="checkbox"/> 6:00 Home	<input type="checkbox"/> 6:00 Volleyball
<input type="checkbox"/> 6:30 Dinner	<input type="checkbox"/> 8:30 Beer and tacos w/ guys
<input type="checkbox"/> 7:00 Kyle time	<input type="checkbox"/> 10:00 Prayers and lights out.
<input type="checkbox"/> 8:00 Check Schwab	
<input type="checkbox"/> 9:00 Loren time	
<input type="checkbox"/> 9:45 Stretch/Sm Protein shake	
<input type="checkbox"/> 10:00 Prayers and lights out.	

Perfect Week Example

WEDNESDAY	THURSDAY
<ul style="list-style-type: none"> <input type="checkbox"/> 5:30 Read/Meditate <input type="checkbox"/> 6:00 Yoga/Recovery drink <input type="checkbox"/> 7:00 Shower and dress <input type="checkbox"/> 7:30 Breakfast and protein shake <input type="checkbox"/> 8:00 Work <input type="checkbox"/> 8:30 Ck EM/VM <input type="checkbox"/> 10:00 Snack <input type="checkbox"/> 11:00 2 sales calls <input type="checkbox"/> 12:00 Lunch <input type="checkbox"/> 12:30 15 min. walk <input type="checkbox"/> 12:45 Ck EM/VM <input type="checkbox"/> 2:00 2 sales calls <input type="checkbox"/> 3:00 Snack <input type="checkbox"/> 5:45 Org. for next day/clean desk/filing/thank you note <input type="checkbox"/> 6:00 Home <input type="checkbox"/> 6:30 Dinner <input type="checkbox"/> 7:15 Kyle time <input type="checkbox"/> 8:15 Loren time <input type="checkbox"/> 9:00 Read <input type="checkbox"/> 9:45 Stretch/Sm Protein shake <input type="checkbox"/> 10:00 Prayers and lights out. 	<ul style="list-style-type: none"> <input type="checkbox"/> 5:30 Bike to gym and lift <input type="checkbox"/> 7:00 Shower and dress <input type="checkbox"/> 7:30 Breakfast and protein shake <input type="checkbox"/> 8:00 Work <input type="checkbox"/> 8:30 Ck EM/VM <input type="checkbox"/> 10:00 Snack <input type="checkbox"/> 11:00 2 sales calls <input type="checkbox"/> 12:00 Lunch <input type="checkbox"/> 12:30 15 min. walk <input type="checkbox"/> 12:45 Ck EM/VM <input type="checkbox"/> 2:00 2 sales calls <input type="checkbox"/> 3:00 Home <input type="checkbox"/> 3:30 Kyle time <input type="checkbox"/> 6:00 Make dinner <input type="checkbox"/> 7:00 Family game <input type="checkbox"/> 8:00 Read <input type="checkbox"/> 9:45 Stretch/Sm Protein shake <input type="checkbox"/> 10:00 Prayers and lights out.

Perfect Week Example

FRIDAY	SATURDAY
<ul style="list-style-type: none"> <input type="checkbox"/> 5:30 Read/Meditate <input type="checkbox"/> 6:00 Yoga/Recovery drink <input type="checkbox"/> 7:00 Shower and dress <input type="checkbox"/> 7:30 Breakfast and protein shake <input type="checkbox"/> 8:00 Work <input type="checkbox"/> 8:30 Ck EM/VM <input type="checkbox"/> 10:00 Snack <input type="checkbox"/> 11:00 2 sales calls <input type="checkbox"/> 12:00 Lunch <input type="checkbox"/> 12:30 15 min. walk <input type="checkbox"/> 12:45 Ck EM/VM <input type="checkbox"/> 2:00 2 sales calls <input type="checkbox"/> 3:00 Snack <input type="checkbox"/> 3:45 Org. 4 next day/clean desk/filing/thank you note <input type="checkbox"/> 4:00 Home <input type="checkbox"/> 6:00 Dinner <input type="checkbox"/> 6:30 Walk <input type="checkbox"/> 7:00 Movie nite! <input type="checkbox"/> 9:45 Stretch/Sm Protein shake <input type="checkbox"/> 10:00 Prayers and lights out. 	<ul style="list-style-type: none"> <input type="checkbox"/> 5:30 Read/Meditate <input type="checkbox"/> 6:00 Bike to Gym and Lift <input type="checkbox"/> Last Sat of mo. Go to office half day to catch up on stuff. <input type="checkbox"/> One Sat mo go someplace overnight. <input type="checkbox"/> One Sat mo go out w friends for eating, dancing etc. <input type="checkbox"/> One Sat mo just Loren and I do something <input type="checkbox"/> One Sat mo do nuthin

Perfect Week Example

SUNDAY	FOLLOWING THROUGH
<ul style="list-style-type: none"> <input type="checkbox"/> Sleep-in. Coffee and big breakfast. <input type="checkbox"/> Wash cars. <input type="checkbox"/> Church or similar activity. <input type="checkbox"/> Sunday is Funday! Go to local beach, zoo, picnic, etc. in afternoon. <input type="checkbox"/> Take a hike. <input type="checkbox"/> Watch sports or other TV for a few hours. <input type="checkbox"/> 8:00 Plan for week ahead. <input type="checkbox"/> 8:45 Stretch/Sm Protein shake <input type="checkbox"/> 9:00 Prayers and lights out. 	<ul style="list-style-type: none"> <input type="checkbox"/> Commitment, discipline and consistency are the keys. <input type="checkbox"/> Get a new story and new habits. <input type="checkbox"/> Create rewards and punishments. <input type="checkbox"/> Create positive circumstances (nobody smokes in church). <input type="checkbox"/> Burn the bridges/must do's/ create checklist/SOP's. <input type="checkbox"/> Make the pain/fear bigger. <input type="checkbox"/> Have a funeral for old ways. <input type="checkbox"/> Start by just showing up <input type="checkbox"/> Do the right thing, then the wrong thing. <input type="checkbox"/> Don't waste time on TV, internet <input type="checkbox"/> Strike while the iron is hot! <input type="checkbox"/> If you are not sure, give it time. <input type="checkbox"/> Have a plan with a deadline. <input type="checkbox"/> Establish goals and the BIG REASONS why!

To Get Done This Week

- ☐ Call Jane Smith regarding possible work relationship.
 - ☐ Follow up with Mary regarding technical issue she experienced Friday.
 - ☐ Mail invoice to ABC Company for last week's training.
 - ☐ Prepare for CEO Workshop.
 - ☐ Work with John on marketing project.
-

- ☐ Pay vendor bills.
 - ☐ Pull member balance detail report in QuickBooks.
 - ☐ Follow up with members who are past due.
 - ☐ Update member lists.
 - ☐ Enter bills into QuickBooks.
 - ☐ Reconcile the bank statement.
 - ☐ Calculate and pay affiliate commissions.
 - ☐ Add two articles to the blog.
 - ☐ Social media postings.
 - ☐ Follow up on failed credit card payments, if any.
 - ☐ Mail out postcards to prospects.
 - ☐ Email newsletter.
 - ☐ Check SEO rankings for this week.
-

Things to Get Done Today

Date: _____

	What:	How Long:	When:	Done
1.				<input type="checkbox"/>
2.				<input type="checkbox"/>
3.				<input type="checkbox"/>
4.				<input type="checkbox"/>
5.				<input type="checkbox"/>
6.				<input type="checkbox"/>
7.				<input type="checkbox"/>
Additional Notes		Phone Calls:		
		Important Dates:		
		Birthdays, Thank Yous, etc.		