

TIME MANAGEMENT

for Entrepreneurs

How to turn
time into profit



by **Abigail
Barnes**

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*This book is dedicated to my family:
My Father, Richard, Mother, Angela,
Sister, Rebecca and Brother Charles
Love to you all*

'Winners always find a way!'

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INTRODUCTION

Q. Do you want more time?

Q. Do you want to discover the secret of how to have more time, and how to make your working time more profitable?

Q. Are you constantly frustrated because you never seem to have enough time to do what you want to do, when you want to do it, and everything else always seems to get in the way?

Q. Are you prepared to make the changes that are necessary to create the life you want to live? Because you understand that this is within your control?

If you answered yes to any of these questions then read on – this is the book for you!!

You hold in your hands a book full of thought provoking challenges and uncomfortable truths. It contains exciting, life-enhancing and life-changing solutions to the age-old problem of never seeming to have enough time to do what you want to do, when you want to do it - whether for business or pleasure.

Welcome to the ultimate time management guide for entrepreneurs. This book has been designed to help you review your current approach to time management, recognise your bad habits, and to understand the reasons why you need to change.



'No man is rich enough to buy back his past'
Oscar Wilde

ABOUT THE BOOK

This book takes you through a step-by-step review of your current time management strategies. It analyses the activities that are 'stealing' your time and reducing your businesses profitability.

It requires you to make a commitment to yourself to change, and to create an action plan for your new way of living and working.

HOW WILL IT BENEFIT YOU?

Have you ever stopped and calculated the cost of the time you waste? For example, if you spend two hours of each working day using social media (leisure time) that equates to 520 hours a year, which is over three weeks of lost time! How much profit do you think you could have generated for your business in those three weeks if you had used your time more effectively?

Once you fully embrace the principle that time is money, and begin to apply the time saving strategies that I recommend, you will be able to make more money from your existing time, and focus your time and effort on the areas where you add the greatest value to your business.

TIP – Visit my website www.abigailbarnes.co.uk and register to gain access to more free tips and tools.



TIME MANAGEMENT TIP

'Time = Money'

PREFACE

For over ten years I specialised in financial marketing, working for investment and asset management firms, as well as a hedge fund and a high street bank. My experience provided me with a solid grounding in all areas of the marketing mix and enabled me to work with some of the best agencies and suppliers in the world.

I went to Oxford Brookes University where I studied Business and Marketing Management, and it was there that my interest in time management first developed. In addition to this I have a professional postgraduate diploma in Marketing from the Chartered Institute of Marketing (CIM).

A shock stroke on a business trip last year (February 2012) caused me to re-evaluate my life and how I had been allocating my time. It led me to change my career and follow my two lifelong passions - writing, and people. I had been given a second chance to walk the walk that I had always been very happy to talk.

So here we are. What doesn't kill you really does make you stronger, and when you get knocked down you simply must get back up again, because crying in the corner gets lonely and boring after a while!

For a long time now as both a consumer and a marketer I have been conscious of how the marketplace is changing. Customers and clients are becoming more discerning, and the businesses that survive are the ones that work in partnership with their target audience, aiming to help them, and recognising that freedom of choice and information now drive buyer behaviour.

For a business to succeed in the 21st Century marketplace it must serve its clients' needs to the highest standard, at the best price, and meet or exceed their expectations wherever possible. In short, succeeding is about the value that you add that your competitors don't.

So, how does this apply to you and your ability to manage your time more effectively? To be successful in this highly competitive marketplace you must be able to work smarter than your competitors. As an entrepreneur you already understand that the old business model of prescriptively working 9-5 no longer applies. To run your business you have a list of tasks that need completing. And since you are the boss, completing them (or delegating them) is your responsibility, however long it takes.

This book is about getting you to recognise that you control your time and how you spend it. How quickly and efficiently you complete the daily tasks

of your business will depend on whether you take good decisions or bad ones. That is why you must manage your time effectively, and exploit your skill set to its fullest potential, to achieve the financial success that you deserve.



“There is only one boss, the customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else” **Sam Walton**

One of the main factors that determines the success of any business is net profit – this is what entrepreneurs work towards generating and increasing year-on-year. I genuinely believe that if you follow the advice and strategies I have provided within this book you will increase your net profit. Not only that, you will have more ‘time’ left over for you!

During the many events and courses that I have attended, and from the business owners that I have worked with over the years, I have seen a clear pattern emerge – that success leaves clues. Successful entrepreneurs have many common traits, and whilst some of these will be blatantly obvious, some of them are not.

Whilst I have spent many hours talking to and working with successful entrepreneurs, I have also spent time with entrepreneurs who struggle financially in business. There are common traits with their approach to business too, such as trying to do all the roles in the business themselves, and therefore spreading themselves too thinly, and doing tasks that take them twice as long as an outsourced professional may have taken, for example.

I have a genuine passion to help people, and it is my task within this book and through my coaching and mentoring, to help both successful entrepreneurs and those who struggle, to discover and achieve their full potential.

So let’s get started and explore the methods and strategies that will enable you to turn time into profit...

Abigail Barnes

www.abigailbarnes.co.uk

TIME MANAGEMENT

HOW TO AVOID WASTING YOUR VALUABLE TIME

We all waste time every day, often without realising it. Examples are things like checking your social media updates - who is doing what and with whom. This can send you off down all sorts of other time consuming paths such as phoning a friend to discuss and dissect the cryptic status updates that people post, and or the pictures that they are tagged in. A brilliant activity if you want to lose an hour of your life every day. But how is this activity helping you achieve your goals?

Reading articles on the Internet is another common distraction. While I encourage continuous learning, be wary of the amount of time that you spend reading an article which invariably sends you off to another article or blog, then to a website, then to a great idea...and before you know it two hours have passed before you get back to what you were supposed to be doing.

If there is a task that you must complete on a certain day focus, focus, focus...save your 'web-ducation' for a day and time that you can dedicate to it. Even then, I would caution that you start working with timers to ensure that you limit the amount of time that you spend doing this, as ten minutes can become two hours very quickly.

Emails are another common distraction. If you come from a corporate background then you will have to consciously retrain yourself when it comes to email. You don't actually have to reply to emails within minutes of receiving them (unless it is urgent of course). Emails have this habit of taking us away from the task at hand, before we know what is happening we have read the email and are now addressing the content. This can take anything from minutes to hours. Guard your focus, set a clear timetable for when you are going to check your emails (it may only be once a week, or it may be at certain times each day) and stick to it.

A useful tip is to think about setting up rules in your inbox to handle what you need to read and when, and delegate non-essential emails to your team, or less busy times of the day or week. This is your business and you have to remember you control your time!

I think watching the news is a huge waste of time. Not only can it 'depress' you, but I believe it is not helping you to get into the correct frame of mind for being a successful entrepreneur. That is not to say that you shouldn't keep abreast of what is going on in your market, and of global economics. I recommend that you work out what sources of media are able to provide the information you need, and organise a time that suits your timetable to catch up on it.

Consider creating positive and constructive diversions for those times when you need to take a mental break from work, such as looking at images on your vision board (more on this later), quotes from influential people, photos that make you smile. The best kind of distraction is laughter, so anything humorous can be good.

The key to a successful, happy life is balance. Work-time, relaxation-time and play-time. If you do one of these three things to an extreme then you are living a life that is out of balance, and this leads to unhappiness and an unsuccessful life. The moral here is to take positive steps to choose what you feed your mind.

Your mind needs nurturing just like your body. Just as you recognise that if you feed your body bad food, and you don't exercise, then you are the one that ultimately pays the price for this, so you should recognise the need to find the right balance of work and healthy mental diversions.



TIME MANAGEMENT TIP

'When you can control your thoughts you can control your results'

If you fill your mind with negative stories from the newspapers you will start to believe that the world is a horrible sad place. If you watch depressing TV shows which focus on the most extreme unhappy people and lifestyles, if you hang out with people who's glass is always half-empty, then very soon you will begin to feel as they do.

However the reverse is also true. If you choose what you read and decide only to read positive, inspirational, thought provoking things, watch TV that is uplifting and inspirational, and spend time with people who have overcome hardship or adversity and are doing what you want to do, then very soon you will find that you are becoming the person, the entrepreneur that you want to be.

You control all of this – no one else. It is your job to constantly guard what goes into your mind, understanding that as with managing your weight it is far easier to put weight on than it is to lose it. By making better decisions you can begin to create new habits. Habits that will help you get to where you want to go.



"If you always do what you've always done, you'll always get what you've always got."

Henry Ford

It is commonly understood that what you think about most in life, you actually create in your own life, good and bad. Some people refer to this as manifesting. On a very simple level if you think negative thoughts then negative things will happen in your life. Therefore if you think positive thoughts, positive things will happen.

In life there are very few things that you can control, but what you allow yourself to think is one of the few things that I believe you can actually can do something about. It is not easy. I accept that. But it is possible. Whenever I have been knocked down by life, I have always been able to choose how I looked at it, and decide whether I wanted to think about it in a negative, self-pitying way and play the victim, or whether I was going to take a deep breath, dust myself off and get on with living again. I have always chosen to get on with living, because I believe that what doesn't kill you can only make you stronger. I could very easily have chosen the other approach - and on some occasions I may have had good reason to feel sorry for myself. Instead I consciously made the decision to take control of my mind, find a positive from a negative, and retain mental control.

When I was 'knocked down' after I had my stroke my life temporarily stopped. I was later told I had been in 'shock', and I accept that. At the time I saw very clearly what life is all about. I had knocked at death's door, only to be told that 'I still had work to do and they would not be accepting me that day!' This and other thoughts played in my mind for a few weeks, until something finally woke up inside me and I started asking what was going on. Why was I wandering round like a zombie, lying in bed crying? I was alive. Surely I needed to celebrate that?!



TIME MANAGEMENT TIP

'When life knocks you down, don't say why me, just say try me!'

Slowly but surely I began to fill my mind with positive messages. I discovered amazing people like Tony Robbins, Les Brown, the late Zig Ziglar,

Susan Jeffers, Robert Kiyosaki, T. Harv Eker. I watched TED talks and YouTube videos, bought their books, studied their models of how they became successful, and very soon my mind became alive with possibilities, and filled with gratitude that I had been given another chance at life. I am so grateful that we live in an interconnected, internet based world, which made this education so easy for me to obtain.

I could very easily have slipped into playing the victim. After all, I was only 32 when the stroke struck. Not an age where you expect such an event. But I refused to feel sorry for myself. I fought - and still do every day - to find the gratitude in my life. I live by a very simple mantra; if I don't like something I look for ways to change it, because I recognise that I do have the power to change my life, just as I have the power to change my thinking. I choose to believe that my glass is half-full, because I refuse to believe that it is half-empty. Each new day is a possibility, a chance to make a difference no matter how big or small. If I can make a dog walker smile by saying 'good morning' while I am out on my daily run, then that has made the day worthwhile. At this point I feel it is important to briefly touch on another concept - the concept of 'enough.'

What is 'enough'? And what is good enough? I used to tie myself up in knots over this little word, until I realised that I decide what is enough, and what is good enough, because I report only to myself. If someone else is not happy with what I deliver (within reason obviously - if it is a business transaction then you must deliver what you say you will) I recognise that I cannot control how someone else feels, and that ultimately it is their expectations that need revising, not mine. As long as I work to the standards that I set for myself, then what I deliver is good enough.

The concept of 'enough' is very closely linked to the feelings of expectation and guilt that we place on ourselves and others place on us. Time management, and recording how you spend your time (which is something we shall look at later in the book) is an excellent way to help you recognise whether you are actually doing 'enough.' And if you are not, it can help you work out why not. This is important because once you have that awareness, change is inevitable.

It is through examining my own time management habits that I have been able to find true balance and happiness in my life. Believe me when I say I know that some of what I recommend in this book will be difficult. I have personally experienced that difficulty. But I assure you that once you take control of your time, you will find that you have more time than you ever thought possible. Your productivity and profitability will go through the roof, your friends and family will adjust and begin to accept and love the new

improved you. You will also find that you become a 'change agent', a role model for those around you, because we all admire those who take action and we learn from those we admire.



*"Don't cheat us of your contribution,
give us what you have got"*
Steven Pressfield

It does take courage to change. But you are already courageous, which is why you bought this book in the first place. You are hungry for that change too, and your curiosity drove you to discover how to create more time and turn that extra time into extra profit.

THOUGHT PROVOCATEUR TIPS

- **Regulate your social media usage, recognise where it is and isn't adding value and take responsibility for it.**
 - **Schedule in your internet research time and be militant about the amount of time you dedicate to it.**
 - **Create an email strategy and start taking control of your inbox. Set up email rules so that you only have to deal with what is necessary, in the time that you allocate to reviewing them.**
 - **Control your consumption of the news and TV, work on maintaining a positive frame of mind as this will lead to success.**
 - **Consciously choose to be one of life's survivors see anything that happens to you as an opportunity to learn and get back in the game again!!**
 - **Make a commitment to read and watch motivational and educationally mind expanding works.**
 - **Observe and change how you talk to yourself, choose to recognise progress and praise it!**
-

HOW TO USE YOUR TIME MORE EFFECTIVELY

The next section of the book is a five-step process that will help you recognise how you are currently spending your time. It will help you to review your life and understand what the results say about you, then present you with actions that you can implement to regain control of your time, and show you some practical ways to make all that extra time more profitable.

This is not a typical 'Time Management' book. It is not something that you are going to read and put on the shelf (otherwise known as shelf-development.) The aim of this book is to open your eyes to the power that you have to control your time, realise that you have to change your habits, so that you can start living the life of your dreams.

It is possible, and all I require from you is an agreement with yourself that when you hit parts of the book that your internal voice argues against, that you argue back and do the tasks I suggest. One thing I have learned again and again is that your best learning comes at the time when you want to quit the most!!

You are responsible for everything in your business. You are the IT help desk, you are maintenance, you are sales and marketing, you are the CEO. If you use this book as I have designed it, then by the end you will be all of the above and more, and it will all seem effortless.



TIME MANAGEMENT TIP

'Either you control your time, or it will control you!'

Everything I recommend I have tried out. I resist accountability just like the next person, but by making myself accountable for my own time management I have been able to focus on what I can do to add the most value, and outsource what is not a key strength (like most entrepreneurs I am a Jack/Jackie of all trades). To run a successful business it is important to identify what your key strengths are and focus on them, and then outsource the rest. This is what Sara Blakely (inventor of Spanx) did and she is running a billion dollar business, as are Richard Branson and Warren Buffet, to name a couple more. This can be you too if you can master this key skill of successfully managing your time.

THOUGHT PROVOCATEUR TIPS

- **Recognise that you are in control of what happens in your business, because you are the boss, the CEO of this venture!**
 - **Be the visionary your business needs you to be, believe in yourself and trust that you know the right things to do, and if you don't then you can think of other people you can ask because you are a problem solver!**
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A STEP-BY-STEP PROCESS FOR TURNING YOUR TIME INTO PROFIT

STEP 1 – LOG YOUR TIME

In order to have a clear understanding of how you are spending your time right now I want you to keep a log of it. This is a record (for yourself) of a typical week.

Be honest about what you record. After all, you are doing this for yourself, so there is no point in making it up. Visit my website and download a copy of the timesheet. I recommend that you print it off and handwrite it, so that when we come to reviewing it in the next section, a hard copy showing how you are currently spending your time will have more impact.

Timesheet - Current

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
AM							
PM							

TIP – Visit my website www.abigailbarnes.co.uk to download a hard copy of the timesheet document.

Do not be tempted to do this task for a couple of days and then start making changes, trying to fix the problems for yourself. These are habits that you (are likely) to have had for a long time, therefore they are not going to be that easy to change. (I know this because I tried this short cut, and it didn't work, for some of the reasons I will outline below).

**TIME MANAGEMENT TIP**

*'It is not who you are that will stop you,
it is who you think you are!'*

Some of your current habits affect other people, and if you suddenly change overnight you are going to come up against resistance from these people. This resistance will in turn cause you to question your need to change, and the book then risks becoming 'shelf development' - and we don't want that because we want you to have more time and more profit, right?

Recording and reviewing is the best way to learn and to change habits. It is common sense, but it is so easy to become absorbed in the day to day running of your business that you forget what you know - I call this the 'coal face' situation; you are so busy chipping away at what is in front of you, that you are unable to see the bigger picture. Sometimes what you need is someone independent to come along and tell you how the whole thing actually looks, and that is the purpose of this exercise. I am that person not because I know more than you, but because I can objectively say STOP for a minute, take a step back and let's review what you are doing and why. So document your week (including the weekend) and let's have something that we can use to review in the next section.

We are all a product of our upbringing and education - both life and academic. The key to success is to never stop learning, never to assume that you know it all, and to periodically pause, assess, learn, and then adapt what you do to incorporate the new knowledge that you have accrued. Mastering the skill of reflection is the difference between a business that will adapt and grow and a business that will fail.

I encourage you to document a seven day week as this will allow you to review how you are currently spending your leisure time as well as work time. Include everything from the moment that you wake up to the time you go to bed, as there are answers to be found from all of it. They say that success leaves a clue; well I believe that the same is true in reverse. Record exercise, social media surfing, phone calls, time spent with family, partner, cooking, eating, socialising, TV consumption, sleeping. Be as specific as you can because it will make it easier for you to spot patterns that way. And as I said earlier be honest. This is your exercise, for your benefit. No one else needs to see it, and if you cheat you are only lying to yourself.

To make any change you first have to identify where you are now, and

then decide where you want to be. The change equals the steps that you need to take in order to get there. Remember that if you are building a new property it starts with one brick. Being an entrepreneur you are likely to be a high achiever, but before we get to brick laying we need to work on the foundations. If we rush this part of the building process then we will end up with the Leaning Tower of Pisa - and I am sure this is not how you envisage your business or life plan developing!

THOUGHT PROVOCATEUR TIPS

- **Commit to logging how you currently spend your time for 7 days.**
 - **Control your desire to start fixing things until you have read more of the book and learnt more techniques for time management.**
 - **Be honest and non judgemental in how you approach this exercise the results are for your eyes only!**
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CASE STUDY – Jay Hastings (CEO, Internet marketer)
www.VideoMarketingSpecialists.co.uk**Describe a typical working day**

Most days I work from home in the mornings and generally sit down at my desk between 07.30 and 10.30. I generally make my sales calls from home as I have found that during this time most people are around to take the calls. At 10.30 I pack up my laptop and head to my office in London's West End. I arrive there about 11.30 and from there I do my marketing, accounts and outsourcer project management. I also use it as a base to reach all of my clients who are based in and around the West End. I aim to leave for home around 19.00 to avoid the rush hour commuting (which is also another reason for not going there first thing in the morning as I have found that the commute was wasting a lot of valuable work time).

Are there any times of the day that you are more effective at working, and if so, why do you think that's the case?

I find that I work best in the middle of the night from 23.00-04.00 as there are fewer distractions and as I manage global outsourcers it enables me to work more effectively on complex projects as and when the case arises. I try not to work these hours more than twice in any one week although my hours do depend very much on my workload.

What distracts you from working?

For me distractions come in the form of social media, a 'quick call' or unexpected traffic as I go from my home office to my West End office. To minimise disruption I read my emails at a set time twice a day and once I have done this I log out of my email and social media accounts.

What tips would you give anyone wanting to improve how they spend their time?

Spend time working smart, and not just hard! Plan as much as you can, keep lists and then prioritise them into categories and within the categories prioritise those tasks too.

STEP 2 – ANALYSE YOUR RESULTS

You have kept your hard copy timesheet for seven days now, and that means we should now have some meaningful and honest (hopefully!) data to analyse.

It is at this stage that we start to spot patterns. Obviously this is not a controlled laboratory test, you might not have had a ‘normal’ week but that doesn’t matter, life is what it is and the techniques that I am going to teach you in this book for managing your time are applicable to whatever kind of a week you have. (If this does concern you though, wait until you have captured a ‘normal’ week before you move forward in the book, but do be aware if this is just a delaying tactic your mind has created!)



“All I ever knew is that I never wanted to be average”
Michael Jordan

Key points to note are the time that you got up in the morning and went to bed, because these will dictate firstly how much time you are giving yourself each day, to complete your activities and secondly how much energy you have to do them. If you get up around 06.00/07.00 each day for example then you can get tasks done before the rest of the world is really up and about. If you go to bed any later than 10pm and you are tired the next day, ask yourself honestly was the late night worth it? If it was then don’t beat yourself up, that is life (as an entrepreneur you will have to work to whatever time is necessary to get the job done), but if it wasn’t make a note to make smarter choices next time around. This is not a lecture it is simply me pointing out that you control how you feel, not someone else. To live the life that you dream of, you have to take control of your life!

If you have children that demand your attention during the night or who prevent you getting the sleep that you need, then this falls into the ‘that’s life’ box and there is nothing that can be done about it. Except for me to tell you what you already know, that it won’t go on forever, and that you need to work out ways to make it work as well as you can. I am not going to suggest how as it is not my place to do so, I mention it so as to highlight that you need to be aware of the issue.

Balance is a key word in life whatever career you happen to have, but for the entrepreneur it is especially important. When you run your own show it can be very tempting to run it all the time, because you realise that you benefit

from any upside, and so you strive to attain as much as you can. But it is also important also to recognise the flip side, that in business you need to constantly be on the ball, and if you were up all night with a light bulb moment and the result is that you are unable to properly conduct an important meeting the next day, then ask yourself whether you got your priorities right.

If your prime skill is as the innovator of the business, maybe you need to think about employing a business manager (obviously within a budget) so that you can focus on the ideas, and they can run the business for you.

It is important to identify your strengths and play to them. Sara Blakely (inventor of Spanx) did just that. She was the inventor and recognised that running a fast expanding global business was not where her talents lay. So once she could afford to do so she hired someone to cover her weaknesses (as she describes them), in the form of a CEO, so that she could focus on what she was good at. To build a successful business it is important to be honest with yourself and take your ego out of the day to day running of your operation!

Social Media – note how much time each day you dedicate to social media, both personal and business related. As an entrepreneur you need to ask yourself a serious question - how hungry are you? How determined are you to make your business work? Once you have the answer to that question (and I hope it is HUNGRY!) you can start to dispassionately review how much value you are actually getting from the amount of time that you spent on Facebook, Twitter, Pinterest, Linked-in etc. And what (if anything) that time is actually adding to your business success. If social media does genuinely make a contribution, bear in mind that there are social media tools that you can use to help you manage your presence more effectively.

TIP - Visit my [website](#) for an overview of digital media management tools.

Where the attraction of social media is personal rather than business related, while it is good to keep up to speed with your network this should not become an addiction, as it can rapidly waste large amounts of time. My suggestion is that you look at your timetable and honestly decide whether social media enhance your business and your profits. If so, you should timetable it into your working day, but in a disciplined manner. If it does not contribute, then cut it out.

Until you become a master at time management I suggest setting a timer when you are using it for work related social media purposes. That way, you avoid unwittingly getting sucked into hours of pointless web surfing.

Care Bear – How much time did you spend caring for other people in the last seven days? Family, friends, neighbours, strangers? At this stage it is impor-

tant to note that if you have family responsibilities I am not telling you not to shoulder your fair share. I am just asking you to honestly review your time and look for patterns. Are there people in your life that you might be 'over' caring for? Is it time that you took a step back from some family/friendship/employee relationships and let people get on with things on their own?

They call it teaching someone how to fish as opposed to keep giving them fish. Are there people in your life that you are drowning in fish who would benefit from you teaching them how to fish for themselves rather than you keep giving them fish? Now might be a good time for you to honestly and lovingly review some wasteful habits, patterns and routines. This doesn't mean that you no longer care, it means that you care so much that you are able to recognise that doing everything for everyone else doesn't actually help in the long run. And it ends up leaving you with less time and energy to focus on your business. Some times we actually help people more by allowing them to work out the answers for themselves than we do by always giving them the answers.

We are born with all the answers to our life situations inside of us, however we get into the habit of always looking outside ourselves for answers to situations. We become reliant on others to supply the answers that we actually know ourselves. By practicing loving detachment you will encourage self-reliance and find that you automatically get more time back to do with as you wish. If it has always been your job to fix problems and resolve situations, then it is important to recognise that the best way for you to do this is by allowing others to work the answers out for themselves (obviously this does not apply to hazardous situations, please use your common sense!) and trust that the more you allow them to do this the better they will become at it. It may seem that they no longer 'need' you, but what you will actually find is that the relationship that you now share will be stronger and better as a result of the trust that you are placing in them to resolve their own situations, and the trust they begin to have in themselves to be able to handle things that previously they allowed others to do for them. Now they can fish, and you can do whatever you want to do with the time that you have claimed back!!

THOUGHT PROVOCATEUR TIPS

- **Begin by looking for obvious patterns.**
 - **Remember not to judge yourself based on what you discover from doing this exercise, no one is perfect, and identification is the first step to bringing about successful change.**
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STEP 3 – WHAT YOUR RESULTS SAY ABOUT YOU

What do your results say about you? We have touched on a few topics in the previous section, and below is a table of typical time wasting characteristics along with high-level recommendations for how to control them.

In the rest of this section we will explore the table in greater depth.

Characteristic	Solution
Social media Junkie	Discipline
Chatter Box	Organisation
Care-Bear	Resolution
Jack of all trades	Outsource
Procrastination	Routine/structure
Travel-Bunny	Planning

SOCIAL MEDIA JUNKIE

We touched on this in the previous section, but the main way that you can control this part of your personality initially is through discipline (until it becomes a habit). You need social media for your business in this day and age there is no getting away from it, but the key is to work out how to control it, and not let it control you.

For a new business (where you are in charge of everything!) social media is something that you have to factor into your work-week, and as you become more successful it may be a role that you hire for, due to its importance. Until you are in this position it is vital that you exploit any time devoted to social media to its fullest extent.



The first practical technique is to plan your approach to your digital strategy and then to look for areas where you can 'copy & paste' your efforts. Below is a list of the places that you are likely to need to create/keep updated on a daily, weekly, monthly basis. I would suggest that you create content for your website and then look for ways to edit this for use in the other digital channels. I call this repurposing content.

Website	Linkedin Business Page
Blog	Pinterest Page
Facebook Fan Page	Youtube Channel
Google + Account	Email strategy
Twitter Account	

TIP – Visit my [website](#) to discover what current digital media management tools I am recommending to allow you to get the biggest impact online for the least time!

Your audience is not going to have time to keep up to date with your message on all of the above channels at once, so it is not going to harm your business if you repurpose your own content. Actually if you manage to do it correctly it should just look like you are delivering a consistent message across all media. There is no point in reinventing the wheel in business, it exists already, just work out how you can make it roll better!

I suggested discipline as the key word for your approach to social media. Once you have your plan you have an approach, but you still need to make sure that you keep to this plan and stick to the time that you are now allocating. Therefore I suggest that until you have mastered this new approach use a timer to ensure that you don't over run, as it is very easy to become engaged in articles and updates. Use your mobile phone (most Androids have an alarm) or a kitchen timer, or search for a stop clock online and get one that appears on your screen. When the time is up, wherever you are make a note of it and come back to what you were doing later. Don't be tempted to carry on as you will never finish what you were supposed to be doing.

At this stage it is also important to look back over the time that you have spent and to honestly identify things that you didn't need to do, and look at how they affected your ability to complete the activities that you had set yourself. The reason that I advise you to stop and come back to what you were doing later is that by doing this you are taking charge of your mind, saying 'no', and stopping it from being undisciplined.

It may sound draconian, but this is your business, and if you want to make it profitable then you have to take charge of it! To discipline yourself, occasionally thinking of yourself in the third person helps; review progress as though you were reviewing someone else's actions. Ask yourself, if a member of staff had acted as you have acted, would you be pleased? If the answer is no, then resolve to learn from the situation - you are in charge of performance!

While you are trialling this new way of working, observe how over time your use of time becomes much more efficient and effective, and recognise that you are beginning to learn just how long a task should actually take.

CHATTERBOX

As human beings we are social creatures and we like to interact with others. There is nothing wrong with this, but it is important to note where the need for social interaction, business conversations and general chit-chat meet. Prioritise any calls that you need to make, have a clear outcome for the call and dedicate an amount of time to the call/s that you have to make. It is best to allocate a block of time to make all your calls because if you can, you will start to build up a good rhythm, especially if you have to make sales calls.

If you want to manage your time more effectively and are dedicated to creating a better work life balance, then now is the time to take the control back and cut out the chit-chat. Is it really helping your business profits to know that your friend's neighbour just mowed their lawn in their boxers, and not just any old boxers, a pair of comedy cartoon boxers. Engaging in these kinds of conversations on a regular basis does not help you to complete your to-do list any quicker. They become a habit, something that your mind starts telling you that you need as a way of distracting you from the task at hand (our minds are crafty resistant things that prefer gossip over work!).

Therefore get organised, make the calls that you need to make, be as polite and conversational as the call requires you to be (be normal) but avoid at all costs daily gossip calls which before you realise it have become a habit for you and the caller, and it takes a chunk of time out of your day and does not actually add any value to either of your lives.

You only get one life, I strongly suggest that you focus on living it, and that you don't waste your time and energy discussing the lives of others. Choose to focus on activities that enhance your life and wellbeing not detract from it!



CARE-BEAR

We touched on this characteristic in the previous section. As an entrepreneur you are a determined, strong-minded individual and as such you are used to being the one that everyone comes to for advice on how to resolve situations in their lives. You are good at resolving situations, almost too good, so much so it is likely that you are always being asked to 'help'.

Now is the time to take a step back from this cycle and look at it for what it really is. Consciously or subconsciously you have created a situation where you are needed, which in turn makes you feel wanted and loved. What if I was to tell you that you are already wanted and loved, but that the situation you have created is actually harming you and those around you? Because your focus needs to be on having more time and therefore creating more profit for you and everyone that you care about to enjoy.



By always providing solutions for others, and even on occasions actually executing your own plan, you are stopping them from gaining independence and learning and growing from their own life journey. Without recognising this situation for what it really is, because you think it is about 'helping' you are actually spending a lot of time resolving short-term issues which in turn lead to longer-term problems and dependency situations.

Don't misunderstand me, I am not telling you not to help those who are genuinely in need. I am just asking you to recognise that the next time there is a need for you to 'help,' take a moment and honestly ask yourself this question. If I provide the solution here am I really helping the person learn the lessons that they need to learn? If the answer is no then it is time that you start teaching people how to tap into the answers that they have inside themselves.



TIME MANAGEMENT TIP

'Be an effective time management leader, those around will learn from your example'

By helping others what you are doing is not actually wrong, but sometimes the best way to help is to become more of a coach, and allow others to come to the natural conclusions for themselves. By asking them questions such as 'what do you think you should do?', you are developing a technique of prompting rather than telling.

TIP - For quick tips about coaching please visit my [website](#).

Once you learn to recognise when you are genuinely needed to provide the answers, and when you are not, you can recover a lot of wasted time from your day, and feel less obligated to solve everyone's 'problems'.

JACK OF ALL TRADES

At the beginning of any business start-up you are always going to be juggling roles; you are the face of the brand, the CEO, as well as the IT helpdesk, the head of HR and the PA.

All businesses are based on generic business models. Business strategists advise that the best hierarchical structure to have is one where you work on the business, not in your business. If you work in your business then you are still trading your time for money, and as there are only a limited number of hours in the week, then there is only a limited amount of money that you will ever be able to make by following this model.



If you work on your business then your role can provide strategic guidance. This way, you can plan where you see your business going over the next few years and act in more of an oversight role, recognising what skillset/s you are bringing to the business.

The other thing to note at this stage is that to recruit staff can take time and resources, but there are other options in the form of outsourcing. With the advent of the Internet this has never been easier; there is a hugely talented global workforce out there ready and waiting to work for you. The options are flexible, anything from a project, to a certain number of hours per week or even full-time.

Below is a short list of some of the business activities that you can out-source:

Website creation (SEO)	Competitor/Market Research
Copy writing	Social media networking
Customer Service emails (virtual team)	Email Campaigns
Assistant (manage your diary/ travel/emails)	Fulfilment

There really is no limit to the things that you can outsource in your business, all you need is vision, organisation, patience and the ability to communicate your proposition to others. Later in the book I go into greater detail about how to outsource successfully. When you embrace this way of working there really is no reason for you to be short of time again, nor to be tied to an office and a phone all day long.

The other huge upside to outsourcing is that not only are you getting access to talented individuals at accessible rates, but also they work in a different time zone so that while you sleep they can be working on your business for you. At this stage it is important for me to add a common sense disclaimer – you must be CLEAR in your instructions, do not assume anything (just as you would with physical staff) and if you have tight deadlines discuss what is necessary to ensure that they are met.

Finally, as with all things in life do not try out a new member of your virtual team on your biggest project where timings and budgets are critical. You need to build trust with your virtual staff just as you would with physical staff. While 99% of the time your interactions will be seamless there will always be the 1% of the time when things don't go to plan, so don't out-source and then totally take your hands off the wheel, this is still your business, you are still in charge, and the buck still stops with you.

Finally some points to note. If you are getting copy written for your website or a book, make sure that you get them to sign over the IP (intellectual property rights) of the content to you. To do this you will need to get them to complete a rights assignment form. In some cases you may also want to consider an NDA (non-disclosure agreement) depending on the nature of the business that they are handling for you.

PROCRASTINATION

Procrastination, or resistance is basic self-sabotage. It is the voice that entices you to surf the Internet, make a phone call, get up from your desk and make a drink. It is ever so subtle, 'you have been working hard - of course you deserve this break', but if you look at the precise time that the voice began to tempt you it was just before you were about to do something that you were either not sure about, or it was a new task or activity or one that involved slightly more thought than your average tasks.



TIME MANAGEMENT TIP

'FEAR is a four letter word...if you are going to let that stop you, then what else will stop you achieving the business success that you strive for?'

If as you are reading this you are saying 'voice, what voice?' then there really is no hope for you! Just kidding, of course there is - but the point is a serious one because you need to recognise the insidious danger of procrastination if you are to overcome it. It is only when you are able to observe it that you are actually able to do something about it. Now that I have drawn some scenarios to your attention, if you hadn't recognised your procrastination for what it was before, then you will do so in future.

Procrastination is where you barter with yourself, saying things like 'if I do XYZ fun stuff for a period of time then after that I will sit down and get on with the activity that I have been putting off'. You tell yourself that the problem isn't one of trying to avoid the task, it is just that you need to work up to it, get in the right frame of mind, do X first instead. Sound familiar? The trouble with this approach is that X soon becomes Y, which soon becomes Z... oh and then it's too late to do the task but that's ok 'I will do it tomorrow'. Those immortal and fatal words...!

Tomorrow comes around and your procrastinating, resistant mind is frantically working overtime to create more ways to put off the task again.

Here is where you need to break this pattern once and for all. To do so, structure and organisation are called for, and with practise and patience they will become new habits. The longer you have available to think about something that you don't really want to do, the more time you have to create 700 reasons why you shouldn't do it today. However, if you structure your activities so that one thing links into another, you give yourself no time to generate resistance.

Remember - this is your business and all success and failure lies with you. As head of HR I suggest that you have a stern word with yourself and get agreement that you fully buy in to what it is that you are supposed to be doing and why you are supposed to be doing it. Thereby understanding that by procrastinating and avoiding tasks you are only hurting yourself, and the success of our own business.



"To begin, begin"

Peter Nivio Zarlenga

I love this quote, because for me it is the short circuit to resistance and procrastination, it leaves my mind with nothing else to do but BEGIN! It is concise and to the point and I urge you to make a note of it and keep it handy for times of procrastination; say to yourself – just begin!!

CASE STUDY – Maurice Abboudi (Managing Director K10)**www.k10.com****Describe a typical working day**

Start to look at emails around 08.30 and read news, industry news & gossip. Get into the restaurants around 10.30. There may be a meeting with suppliers or a new site visit in the morning but we try and keep that for the afternoons. We have 5 restaurants and do not have a Head Office. We find meeting at the sites focuses us on the business and avoids the Ivory Tower syndrome. Of course when an organisation reaches a certain size it needs an administrative Head Office but we want to avoid “the office” as long as we can. The restaurants are the priority from 12.00-15.00 my business partner and I have daily catch-up around 14.00 over a quick bite most days of the week. We have supplier or internal meetings from 15.00-17.00. We see how the food is and make sure we have areas of the business covered. We have our weekly managers meeting every Thursday to discuss the week and plan next week. I am in the restaurants 3 nights a week just observing, getting customer feedback and catching up with paperwork. I receive sales for each site by email every night and can't go to bed without checking those.

Are there any times of the day that you are more effective at working, and if so, why do you think that's the case?

On a personal level I prefer working at night. It's quieter, and there are less distractions with phone calls, emails. It's a great time to focus.

What distracts you from working?

The most difficult thing is finding 3 or 4 hours where there are no calls, a quiet space and no one around. That's a key reason late evenings are best for me.

Do you think you are an effective time manager?

Not really! I find that if I sit and focus I can get a huge amount done in a very short period of time. The worst thing is procrastination. Making a cup of coffee or checking emails every thirty seconds to avoid writing that report or analysing that spreadsheet or copy reading that artwork or terms and conditions sheet...

What tips would you give anyone wanting to improve how they manage their time?

Don't procrastinate - when something needs doing DO IT. Keep a TO DO list and cross off things as you do them, it is a sense of achievement when everything is ticked off and you can really savour that cup of coffee with nothing hanging over your heads. Learn how to say no. That will save you a huge amount of time. Delegate - wisely to people you know can do the job so you don't have to do it all over again. Keep an accurate diary...Have a Dropbox account or some cloud filing system so you can access documents when you are on the go. Obvious but you can't imagine how many people don't do this.

TRAVEL BUNNY

As I have said repeatedly throughout this book this is your business, you are the CEO, which makes you the time-keeper. How you choose to spend your time is your decision. There will be times when you need to hold meetings face to face, and you must travel to these meetings. But you choose when you travel to the meetings, either during your working day, or in the early morning or evenings, or at weekends.

At this stage there are a couple of things to be aware of before you turn into a travel bunny. Until you build your business to a size where you are working on it, and not in it, you are your business's biggest commodity and therefore your time is crucial to the speed at which your business grows.



Any time that you spend away from your business in the early stages of development should be efficient and time well spent. What this means is that if you are travelling to a meeting, while you are travelling you should use the time to work and plan, catch up on necessary calls or emails if possible. Planning how you are going to spend the four-hour round commute (for example) to a meeting means that you take with you everything that you need to facilitate the work you plan to do.

With the weight of modern laptops and tablets there is no reason why you can't be as effective on 'the road' as you are in your usual office space. Android phones and Wi-Fi in airport lounges make for easy access to emails, and it is worth considering the cost benefit of flying business for the use of the lounges should it be necessary, for the sake of the money (often just a few £100) you save can you afford to be out of contact for that long? These are questions that only you can answer and it may be that on certain occasions it makes sense and on others it doesn't. All I advise is that now you are aware of it you have this mental conversation with yourself, as your time is the most valuable commodity that your business has.

Hopefully by discussing these six 'time wasting' character types in a little more detail you have been able to recognise some patterns from your own timetable, and are now clearer about where they come from, and how you can begin to create new habits. This section of the book is just the tip of the iceberg. More information about topics that I have touched on can be found on my website, along with a book list that I recommend to help shape your on-going education.

TIP – Visit my [website](#) for more information on procrastination.

One word of caution. Be wary of your resistance or procrastination voice; now that it knows that you are on to it, it could send you on a huge mission to 'discover yourself' which is code for read a load more books so that you don't have to make any immediate changes. Hopefully the way I have worded this book and the investment that you have made in purchasing and reading this far, will mean that you do not fall into that trap! By all means continue your education. I encourage it. But don't do it at the expense of immediate change and progress as a result of this book now.

THOUGHT PROVOCATEUR TIPS

- **Recognise and own up to the habits which are apparent in your own results, your time management challenges.**
 - **Use the archetypes to help you understand the reasons why you have been managing your time as you have to date.**
 - **Consider applying the solutions suggested in this section to address your time management challenges.**
 - **Be vigilant for procrastination and all its manipulative ways.**
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STEP 4 – TIME TO TAKE ACTION (OUR AGREEMENT)

This section of the book follows on nicely from the point I just made about taking action – this is the part of the book where you have an internal groan as it is time to start doing something positive and concrete rather than just talking. Talk is easy, it is actions that speak louder than words, and ultimately lead to progress!

So sit up in your chair, bed, or wherever you are reading this book, and place your hand on your heart. (Why your heart? Your heart, because your heart is where the ‘you’ of you is stored, the part of you that will ensure that when you make this agreement with yourself to change and take action, you stick to it.) Close your eyes if you want and take a couple of deep breaths, you will need to open your eyes again to read the following agreement that you are going to make with yourself, but the breathing helps to get you into the right state of mind. You can make this agreement out loud or in your head, it is up to you and you can make this agreement as many times as you feel necessary. I find that I read things first in my head, then I re-read them out loud (but that’s me) - whatever works for you!

TIP – Visit my website www.abigailbarnes.co.uk and download a hard copy of this agreement, sign and date it and keep it close to hand.

Agreement:

I(name) recognise that there are things that I am currently doing which are stealing my time from me.

I commit to making the changes necessary to have more time, that will allow me to live the life that I want to live both in my work and social life.

I agree to recognise when I am beginning to fall back into my old destructive habits, and to revisit the parts of this book that are relevant to helping me back to the place where I control my time and it no longer controls me.

I understand that there will be times when change seems too hard and too painful to do, but I trust that I will have the courage to follow through on my actions and that the life I can have is worth the temporary discomfort.

I vow to never use time as an excuse again because I understand that I control how I spend my time and that it is my sole responsibility to change and take charge.

I(name) sign my agreement to this commitment with myself,

Date

STEP 5 – TURNING TIME INTO PROFIT

Now that we have identified how you currently spend your time, and reviewed what this says about you, and you have agreed to take action, the following section runs through five strategies that I hope you will consider and incorporate into your business and your life in the most effective manner for your circumstances. These strategies are the keys to successful time management and to building a profitable business!

My strategies for turning time into profit are listed below. The rest of this chapter will go through them in more detail, explaining what each strategy means and how you can apply it.

Outsourcing

Continuous Education

Networking

Business Events

Mentors

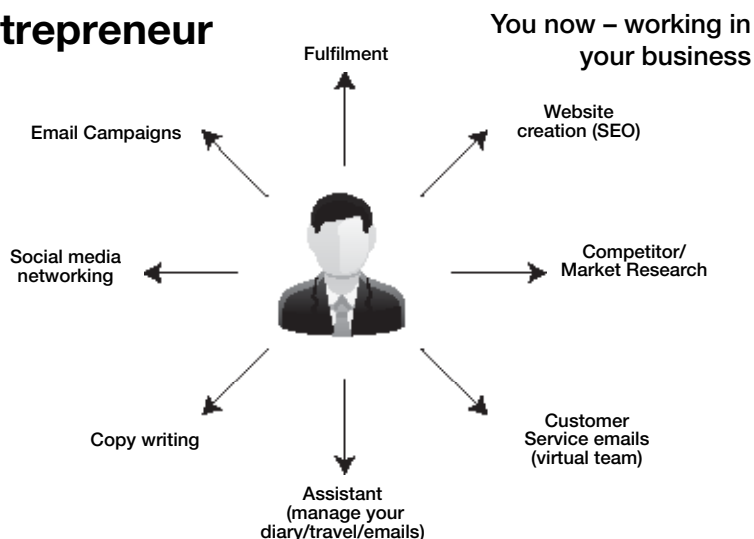
OUTSOURCING:

Successful outsourcing will not only allow you to focus on what you do best, but it will give you the time to be able to focus on finding other ways of satisfying your customers or clients and therefore expanding your business.

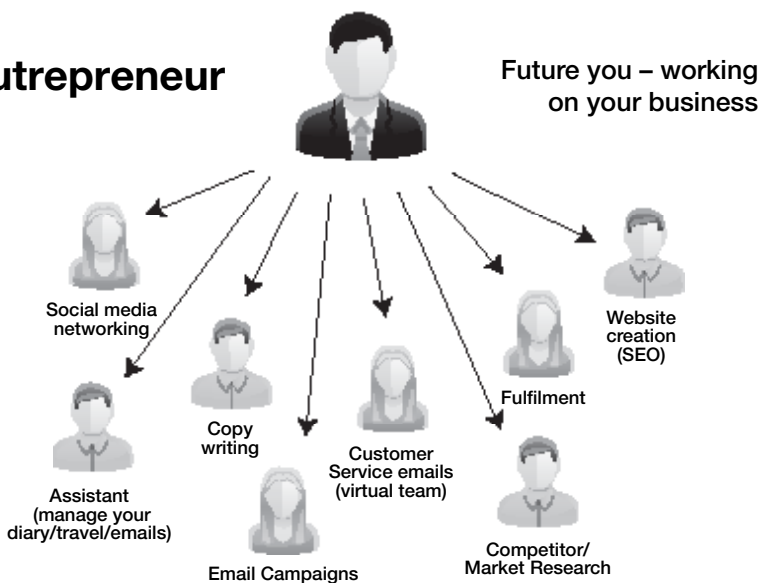
By building relationships with your outsourcers that are based on trust and respect you will be able to create a team with which you can accomplish just about anything. This will give you more time that you can spend productively.

Outsourcing provides you with access to global talent, the ability to increase your 'team' without the hassle of staff management strategies (or hours of interviews), and complex payroll management support that for a small or lean enterprise will prove to be invaluable for low stress growth and development.

Entrepreneur



Outrepreneur



Outsourcing will allow you to move from the position in the first model, where you are trapped working in your business, (where you are doing everything), to the second model where you can sit above your business and more effectively work on it by becoming the project manager of whichever outsourcing project you are working on at the time. You will respond to enquiry and clarification emails, provide guidance and approval and then spend your time working on what you do best, using your key skills to grow your business.

You are the expert in what you do, and outsources are the experts in what they do too. So resolve your need for control, your trust issues and your fears and embrace a new way of working.



TIME MANAGEMENT TIP

*'If you can change your mindset,
you will change your results!'*

The list of what you can outsource is endless and pretty much limited to your own imagination, but to give you an idea the list below is a VERY basic overview:

- **Website Creation**

- SEO
- Social media strategy

- **Copy Writing**

- Web content
- Blogs (for Facebook, LinkedIn, Website)
- Sales copy for email marketing

- **Customer Service**

- Email support
- Call center
- A virtual team

- **Personal Assistant**

- Manage your diary
- Book travel/accommodation
- Deal with basic emails

- **Market Research**

- Industry/Sector

- Product
- Competitor
- **Social media**
 - Create basic presence
 - Maintain basic presence
 - Facebook/Linkedin/Google + /Pinterest/Twitter/Youtube account management
- **Email campaigns**
 - Create emails
 - Manage email strategy (timings)
 - Provide reporting
- **Fulfilment**
 - Manage physical stock
 - Manage distribution
- **Accountancy**
 - VAT returns
 - Book keeping
 - Accounts (P&L)

What your new working day could look like when you have learned how to outsource effectively and your business is up and running with you in the oversight role, working on your business:

06.30 - Get up, go for a run

07.00 - Shower, breakfast and dress

08.00 - Check and respond to outsource staff/client emails

09.00 - Finish work for the day! Time to focus on running your business empire!

Obviously you can get up at whatever time suits you and you may want to skip on the run, but the general idea is that if you were to keep to a timetable like this then your working day is yours to do as you wish. A successful outsourcing strategy provides you with the ability to manage your business/s how you want, so that you can focus on the parts where you truly add value.

Obviously it is not a magic wand waving solution, you still have to find the service providers, vet their skills and abilities and manage their output, but it allows you to run your business in a leaner more manageable manner.

7 REASONS TO OUTSOURCE:

1. There is a massive pool of talent out there in the world today
2. You can literally outsource everything
3. Outsourcing allows you to concentrate on what you are good at, your core competencies
4. You don't ever have to speak to, or meet with them if you don't want to
5. Outsourcing can be very cost effective
6. The cost of living in many countries outside of the UK or US is far lower, therefore the cost of outsourcing is a lot cheaper (you are putting them in the top 10% of earners in their own country, you are giving them a chance to have a 'skilled' job and provide for their families)
7. Outsourcers can work while you are asleep due to the time differences

WEIGHTING YOUR OUTSOURCING TASK/S

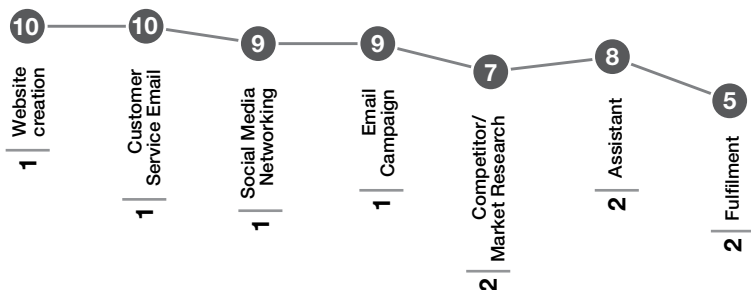
One important thing to think about when considering outsourcing is the possible tasks that you may want to outsource, how important they are to your current business, to how you want it to grow, and what funds and time you have available to oversee any outsourcing strategies.

I recommend that you use a weighting strategy to facilitate your planning and decision-making. Below you will see a table and a graph illustrating the weighting that I might apply to some simple outsourcing activities for my own business over the next three to five years. You will note that first I weighted each activity out of 10, and then I give them a further tier of one or two (as it may be that while they still rate highly out of 10 they are not critical to my current phase of business development) and can therefore be reviewed when I come to plan the next phase of business development, and or have money available to fund them.

The higher the weighting factor i.e. 10/10, the more important the task is to your business. Most items on the list are likely to get 10/10, but you are

Outsource task	Weight out of 10	Tier
Website creation (SEO)	10/10	1
Copy writing	10/10	1
Customer Service emails (virtual team)	8/10	2
Assistant (manage diary/travel/emails)	7/10	2
Competitor/Market Research	6/10	2
Social media networking	9/10	1
Email Campaigns	9/10	1
Fulfilment	5/10	2

Outsourcing by weighting out of 10 and tiered by priority.



limited by your time (to project manage each outsourcer) and your costs to finance each project. Most tasks are likely to rate 10/10 for importance but by applying a further tiering strategy this allows you to begin to understand and prioritise what is business critical, and what can follow on at stage two of your business plan when you have more time resource and cash flow.

TIP – Visit my [website](#) for my recommendations for outsourcing companies.

BRIEFING THE OUTSOURCER

Make sure that you spoonfeed the outsourcer with your 'exact' requirements down to the exact detail. DO NOT assume anything. This is your SLA (Standard Level Agreement) so take the time to be specific, once you have taken the time to do it once you will be able to use it again and again. If you do not take the time to get this part of the process right then any time that you had hoped to save will be spent resolving the issues that you will inevitably encounter.

Outsourcing is a fantastic tool for entrepreneurs, but as you are ultimately responsible for your business in its entirety (even the work that your accountant does is your responsibility to approve) take the time and put in the effort at the beginning and reap the rewards at the end. As I mentioned just now, once you have created one briefing document you can copy and paste huge sections at future points in time!

When you initially list the job on the outsourcing website that you choose think about how you word the job/s that you are listing as some people do trawl these sites for business ideas so don't be too specific. Once you have found someone that meets your criteria you can be more specific in email correspondence. Depending on the nature of your project you may want to think about getting them to sign an NDA (Non-disclosure agreement) before you provide them with too much information. You can download a draft version of this document from my website should you wish (if it is highly confidential please engage a solicitor as you see fit).

TIP – Visit my [website](#) for more information and tips on how to post a job on an outsourcing website.

Below is a list of points to remember when posting and managing a job:

- Write a good job description
- Determine your approximate budget
- Choose the category that best matches the skills you need
- Select the appropriate skills
- Choose the right posting type - Featured or Basic
- Expect multiple responses within days

You might want to consider briefing larger, more complex jobs using a video or powerpoint. Another way to think about outsourcing is as though you are subcontracting out work. It is incumbent upon you to ensure that everyone has the same understanding so check, check, and then check again. You may want to consider getting them to summarise back to you exactly what they understand it is that you are commissioning.

When you are briefing the job also ask for on-going support, there is no point in getting a website designed for example, and then when they hand it over to you for the agreed price that is the end of the relationship. You find that you are unable to operate the back-end, or they have built it on a platform that is not compatible with what you own, you will be stuck. Therefore:

- Negotiate on-going support after the work is completed
- Agree a time-frame for them to respond to all support requests that you may have
- Always ensure that you leave good feedback at the end of each job that they complete, it is good manners but also is likely to get you priority next time round

If they are unwilling to work with you in this support capacity then I suggest that you choose not to work with them from the outset.

The relationship that you have with your outsourcer is like any other business relationship and there are things that you will need to think about:

- Create a system for sourcing the best outsourcers
- Understand what you want them to create for you and by when
- Agree how you want the work to be done
- Agree the price and payment method, including a possible bonus to incentivise a high priority job through
- Agree the terms and conditions (who owns what - should only be you!)

A VERY important point is to make it clear to the outsourcer is that when it comes to the ownership of any content that you commission an outsourcer to produce for you that the IP of that content (whatever it is) belongs to you. You should include a line in the contract that you have with them and get them to sign to the effect 'please sign to confirm that you agree, that I own the copyright/intellectual property to all elements of the work once the job is completed and full payment has been made to you'. You must get this agreed up front and I would suggest that it is a deal breaker if they resist.

Look at the skills required and be specific about what you want so as you ensure that you get the right people replying to your job.

TIPS FOR CHOOSING YOUR OUTSOURCER

You post your job on the website of your choice and what happens is a reverse auction in effect. The outsourcers bid for your job, they say what they can do and how much they can do it for. Always be wary of the people that say that they can do it for a lot lower than everyone else, generally this is a warning sign.

As a rule of thumb use the following criteria to make an informed decision:

- Feedback from others (over 90% is good feedback)
- Volume of work delivered (look at how much in money terms they have delivered over the time period, this is often a better gauge than their feedback score)
- Responsiveness (how quickly they come back to your questions, measure their response rate)
- Clarity (ask them to explain what they mean, assess their grasp of English)
- Examples of previous work (always read any examples of work that they have done before, and assess it critically,) where possible ask for contact details to call previous clients that they have worked for to check that they actually did that work!

SOME TIPS FOR AVOIDING PROBLEMS

Just as with any working relationship, it is important to ensure that both parties are reading from the same page. The following are examples of potential problems to be aware of and deal with:

- Language barriers - English generally is their second language so be clear, and ensure that they are clear about what you are asking them to do – be precise, don't make assumptions that because you know what you are talking about they do too. Get them to repeat back to you what you asked them to do, and detail the steps that they will take to execute the task to ensure you both have the same understanding.
- Miss-interpretation of vision - it is as much your duty to ensure that the outsourcer understands what you are asking them to do as it is for them to be clear about your vision.
- Unclear instructions - People are not mind readers, you must put the time into writing clear and concise instructions. It will be painful the first time you do this, but it will save you problems in the long run and once you have a template you can copy and paste it next time around! Depending upon what you are outsourcing, you may want to map this

out (as discussed earlier) in PowerPoint, or something more technical if you are thinking about outsourcing something like software development.

- Customer service – just like any working relationship be upfront from the outset about what you expect from the outsourcer for the money you are paying them. Outsourcing is supposed to make your life easier, not more complicated, so manage it as you would any other project. If you are not happy with the service that you are getting then in the first instance discuss it with the outsourcer, if that fails to improve the situation then your next course of action is to speak to the service provider who will have a complaints procedure.
- Timezone – depending on the service provider that you choose to work with it is likely that your outsourcer is based either eight hours ahead or five hours behind. Use the Internet to work out what are reasonable expectations as far as timings are concerned. One of the best things about using an outsourcer is that they work while you sleep, therefore the downside can be that they sleep while you work and the day ahead can be a benefit and a curse. But this is your business and you are the project manager, manage your timings and your deadlines, don't let them manage you and then blame others when you are unable to deliver because you failed to plan correctly.



TIME MANAGEMENT TIP

'Fail to plan, plan to fail. Fail to be clear, clearly you'll fail'

BONUS TIPS FOR AVOIDING PROBLEMS WITH YOUR OUTSOURCER/S

- Outsourcers are constantly bidding for work, it may be that the week that they won your bid they also got a number of other jobs, so to ensure that your job gets done first I suggest that you agree a bonus with them, that if they do your job within the agreed two weeks they get a \$50 bonus for example.
- Don't put too much detail in the job post until you have settled on your outsourcer, as people do browse these websites for business ideas as mentioned before!
- Do contact the references that the outsourcer provides. Some outsourcers might pass other people's work off as their own.

- Monitor their progress closely – you are the project manager here, so don't just walk away once you have the project started and assume it will all be alright. Check in with them to see how it is going, if it is a big job add milestones and deliverables to keep their progress under review.
- Anyone can claim to be an expert - just be careful of this. You may want to ask them a couple of questions to check their expertise.
- Ask for the source code and insist that it is provided if you are getting software created, so that it can be amended over time.
- If you get artwork done ask for the original source files so as it can be passed on to others.
- If you are getting a website designed find at least three websites that are similar to the one you want to create. If you have font requirements specify them, provide the outsourcer with a rough PowerPoint overview with screen grabs of what you envisage the site will look like. Don't worry about it not being professional, it is just a guide for them and they will find it a lot more useful than words such as 'clean and crisp' (which can mean different things to different people!)
- Ensure that anything you ask them to build is done in the latest software version – make sure that this is clearly referenced in your job specification.
- Change your passwords once the work is delivered to you, and make sure that you are aware of all user ID's and that your security hasn't been compromised.
- When you get copy back from your outsourcer it is important to check that it is original work so take a sentence and Google it to see that it is not also appearing on someone else's website.

WHAT TO DO IF THINGS GO WRONG:

- Payments - you can use an escrow account to hold your payments look at www.escrow.com for more information. You pay your money into it and it is not released until you are happy that the work is done to your satisfaction and you have signed it off.
- Cutting your losses – knowing when to walk away. Sometimes you do have to walk away because the time it would take to get something to work with a particular outsourcer would end up costing more than the job is worth. If this happens you simply have to cut your losses - the sooner the better - to avoid wasting further time and draining your patience.

- Professional indemnity insurance – as a business it is worth having this as standard.
- Federation of Small Businesses – supplies legal advice. Indemnity insurance comes as part of the joining fee so it is worth joining.
- Arbitration www.net-arb.com - they can arbitrate the case for both of you. Use only if the monetary sums are large enough to be worth the time. And you may win but find repayment is a slow, painful process.

In summary, learning how to outsource effectively is learning a whole new skill. When you first learnt how to ride a bike you were not very good at it, you fell off a couple of times, but you set the intention you learned in the end, with time and practise. And I bet you don't think twice about getting on a bike now.

Outsourcing is the same. At first it will seem overwhelming, lots of new information to process and steps to consider, but very soon it will be as easy as riding a bike. And once you get your head around what you are doing just think about all the extra time you will have to focus on what you do best!

CONTINUOUS EDUCATION

Invest in yourself because you are your businesses greatest asset. As an entrepreneur it is important to recognise that knowledge is power and therefore you must always be learning.



"Entrepreneurship is a process, not a job or a profession"
Robert Kiyosaki

As entrepreneurs you can never know everything, it is your job to know who to call when you need help, and to take responsibility for your own continuous professional development (CPD).

This education can take the form of books that you read, courses that you attend, and events where the speakers are distinguished within their particular field (whether business related or not). Because as I have mentioned a number of times, success leaves clues.

I am a member of business networking groups which not only provide me with current and timely business information, but also allow me to spend time with people who are doing what I am doing, or aspire to do. You be-

come like the people you spend time with, so spend as much time around as many successful and motivated people as possible.



"To be nobody but yourself in a world which is doing its best day and night to make you like everybody else means to fight the hardest battle which any human being can fight and never stop fighting."

E.E. Cummings

Become an information hungry machine, hold true business professionals as benchmarks to aspire to, and surround yourself with successful people who are walking their walk.

Self-education ultimately is the key to good self-belief - and that is a secret that not a lot of people know. Most people think that 'stuff' makes them happy, which it does for five minutes, but when you find things that stimulate your mind you will actually be happier for days if not weeks. Look around your social group and make an assessment of all the people you know who are taking courses in things that they enjoy, or taking holidays with activities where they are doing things, and note how happy they seem!

Watch YouTube videos to get inspiration as well as TED videos (Google it if you haven't heard about it, the quality of topics and speakers are world class!) Study your business idols, success leaves clues! Often you will find that they give away habits in interviews, become interested in what they have to say and their suggestions, because they are successful for a reason.

NETWORKING

Business is not just about what you know, but it is also about who you know. How many times have you heard that? Do not underestimate the power of your network, because you never know when a conversation about one thing may lead to another. People tend to fall into two types:

1. 'What can I get from you' people who ask their list of ten questions, and if nothing of interest comes up they walk on.
2. 'What can I do for you' people who understand that in order to get anything in life, they first have to give. That the more you are willing to give in life the more you are likely to get back - it's called the law of reciprocity.



"We make a living by what we get. We make a life by what we give."
Winston Churchill

If you are a giver then you are likely to get, but accept that you don't know when things are likely to come, or who they might come from. Therefore giving and receiving has to become a way of life, and not be linked to any expectations. For this to happen you have to adopt a way of living in which you are constantly networking. Where every conversation that you have with someone becomes an exchange full of possibilities, on the basis that no one ever knows when or where the next connection may appear.

Networking is an exchange of information, and the way to get the most information and to have the most enjoyment is to approach it from the angle of what are you going to learn from this new person and what can you do for them, not what can they do for you. Develop active listening skills, practice being present and become genuinely interested in what other have to say. Smile, ask questions and people will remember you because you made the effort to understand them first.

Successful people understand the value of a good network, they recognise that they don't have all the answers in every business situation but there is huge power in having access to a network of people who might.

BUSINESS EVENTS

It is important to keep up to speed with what is going on in your industry and sector. Just as in the previous section I highlighted the importance of networking, I also recommend that each year you make a note of when the key events for your industry are, and that you sign up for them and book them into your diary.



TIME MANAGEMENT TIP

'Make the time to develop your business's most valuable commodity, you!!'

TIP – Visit my [website](#) for an overview of personal development events I suggest you consider attending in addition to industry specific events. The networking alone can get you new business on occasions!

By attending events you will not only be able to keep up to speed with what is going on in your industry, but you will also be able to network with like-minded peers. People I have met at events I have attended have become my coaches, teachers, clients and friends, and in some cases they have been instrumental in me totally changing the path of my life and career. The events also helped me to address things like my attitude to money, my approach to business, and how to create life-changing self-belief strategies.

MENTORS

I cannot stress enough the importance of having a good mentor. Success leaves clues, and it is almost always born out of experience. When it comes to being a successful entrepreneur and time manager I entirely support the theory of learning from others who have demonstrated success already – it is arrogant to assume that the wheel needs reinventing when it already works!



TIME MANAGEMENT TIP

'Spend time with people who are good time managers, their strategies will influence you and strengthen yours'

A good mentor will work with you on your business plan, offering you the benefit of their experience as and when necessary, and support you where appropriate on the days when the path that you have chosen to walk seems to be particularly challenging. This kind of support in between sessions is likely to be in the form of their network, which I would always suggest is always worth joining (two of my mentors have fantastic networks which provide access to a large number of like-minded entrepreneurs who are all on a similar journey and are happy to support one another).

At this point I just want to cover what a mentor is and isn't. A mentor should be a source of business advice, someone who has ample practical experience of the business world, and especially of the field that you are seeking their advice in. Ideally, you want them to have made money from the business area that they are mentoring you in. They are likely to be very busy currently running several businesses due to the nature of the entrepreneurial personality, so it is important that you note down their recommendations and attend all meetings as fully prepared as possible in order to make the most of the time that you have with them.

A mentor is not someone who will do your work for you, or have the time to pick you up on the days when you are filled with self-doubt. That is what their network, and your own networks and peers, are for. A good mentor

should provide you with the benefit of their experience, plus guidance and inspiration to facilitate business learning at a more effective level and greater speed.

At this point I want to share some learning's with you from something I read recently about the importance of developing strong roots, so that when something comes along that tries to break you, you bend but you don't break!

What does working on your roots mean? It means investing in your on-going education with courses, books and CD's, attending seminars and lectures and doing anything that improves how you feel about yourself as a person working inside out!

One word of caution with mentors. Don't confuse a mentor with a boss. A mentor is part of your team you work together for your own growth and personal benefit. Your mentor is not and should not tell you what to do. In fact before you engage in a mentoring relationship spend some time getting to know them over tea or coffee and see how your styles work together. A mentor is an adviser who has been there and done it, and their job is to offer the benefit of their experience, but it is your job to take this advice and implement it into your business. They are not supposed to be a dictator who tells you what to do.

You are your own boss, you run this show, you make the decisions, a mentor is merely a resource that you can use for advice and guidance and general support. They are not running your business, you are, and that is where the line needs to be drawn. If you feel like they don't get that distinction, or that they don't seem to be getting you and how you need to be supported, then terminate the relationship – it is hard enough to follow this entrepreneurial journey as it is without having enemies in your inner circle! Use your judgement and apply this to anyone that you work with or employ. If it doesn't feel right then it is likely that it is not right for you!

Two important things to remember:

- 1.** The dream/s within you.
- 2.** The team behind you.

You are responsible for organising and co-ordinating both. Surround yourself with people who are achievers, people who have delivered and have a track record to back up their right to offer you support. People who have made their own money and so have fine-tuned their own business strategies.

THOUGHT PROVOCATEUR TIPS

- **Effective outsourcing is the ultimate key to effective time management.**
 - **Invest in your on-going education, mentors and networks that will support your growth as a successful entrepreneur and time manager.**
 - **Network and attend any industry and personal development events which will enhance your businesses greatest asset, you!!**
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CASE STUDY - Simon Coulson (Serial entrepreneur and founder of Internet Business School LLP)

www.simoncoulson.com

Describe a typical working day

So the first key thing is NO ALARM CLOCK! I wake up when I wake up and that's the first thing I love about being an entrepreneur. This is normally 07.30-08.30 depending on how late the night before was - see later!

Once woken up for me the next duties are to let the ducks and geese out and collect the newspapers from the post box at the gate. The next 45-60 mins are spent reviewing the newspapers. This has actually been a key part of my success in spotting new trends and opportunities. It's really important to be abreast of what's happening in the world, what new trends are, what companies are doing etc etc. After that onto a hearty breakfast and catch up on emails, so I don't really get started with the working day until 10.30-11.00.

I have a mail prioritisation system as I get about 500 per day, so I first go through and mark any that are Urgent and need to be done today, and others that need action some time soon. The rest are 'noise' and don't get any mark. For the working day I then deal with the Urgent mails first and then move on to the Soon emails after that.

Once that's done I then look at my task sheet for on-going projects and set an objective for what I can achieve that day to progress them. Importantly at this point I LOG OUT of email and Facebook etc so that I can concentrate on being productive for an hour or two.

After a couple of hours I'll go back to my email, mark any Urgent or Soon emails, deal with any urgent or 'quick win' emails and then log out again and have another couple of focused hours.

Then time for some dinner, catch with some TV, and if there's not much on I'll often work in the evenings too, I generally find I'm a bit of night owl and more productive in the evenings - I think possibly less distractions with phone calls and visitors etc. Sometimes I can be finished by 21.30 but often I might work until 23.00-00.00.

What distracts you from working?

Email, Skype and Facebook. My tip is to LOG OUT of these for a few hours at a time to concentrate on tasks and then check in at lunch and at end of the day.

Do you think you are an effective time-manager?

Not amazingly effective, but I think the key ingredients are:

- *A plan! Failing to plan is planning to fail! So have a task list that you regularly update as priorities change and set a deadline on when certain tasks will be done by - and stick to it!*
- *Delegate where possible, any tasks that YOU don't need to do give to someone else - your time is more valuable!*
- *Have definite working times where you limit distractions, it's too easy for an email to come in to have you clicking on it and before you know where you are you've spent an hour on Facebook, YouTube, etc*

What tips would you give anyone wanting to improve how they spend their time?

- *Work when you work best - that might be early, it might be late but know what works best for you*
- *Lose the distractions as above*
- *Work to a planned action list*
- *Take on some help; get a virtual assistant that can do basic admin type tasks for you*
- *Allow yourself some down time too*
- *Reward yourself when you get to key milestones, once I've done this I'll have a coffee/ice cream/ 30 min break etc*

VOCABULARY – HOW TO SUCCESSFULLY TALK TO YOURSELF

It is important to be aware of how you talk to yourself. Once you are able to recognise how you talk to yourself, it is simply a matter of choosing to replace old words with new words. The power of your vocabulary is often overlooked, as it is not always appreciated how it affects you; but it is the subconscious damage it causes that you need to be aware of and manage. The following are some common negative words that can damage your effectiveness as entrepreneurs;

Problems – If someone says to you...“we have a problem” automatically you start off in a place of negativity and your mind begins to review solutions. At the same time, a part of you might feel annoyed by the distraction from what you were doing. Depending on your upbringing and what you were taught a problem is, just this word can send you into despair. I advise you to work with people who describe a problem as a ‘situation that requires a resolution’. I would suggest that you encourage that at this stage you term a problem a ‘resolve-able situation’. Other people might even go so far as to call it an opportunity, while I don’t necessarily disagree with this attitude I would caution you not to make something bigger than it needs to be. In this book we are working on eliminating distractions, this is why I feel ‘resolution’ is a better word. To me it suggested resolved, move on, back to work!

Should – this is a hugely destructive word and is so often ingrained from childhood, and then reinforced throughout education. The examples of how this word was used are endless. To continue using this word in everyday life now is a habit, and something that you have to work hard to break, because what does this word even mean? It refers to the expectations of other people and society, and if you are truly in touch with who you are (which to be an entrepreneur you have to be – as you are responsible for all decision making) then there really is no ‘should’ about anything that you do. You either do or you don’t, and if you need to, but you are unable to then it is time for the entrepreneur to take some time out to work out how the situation can be resolved, because this is what you do, you manage – this is your business!

Enough – is another expectation driven word. Again, what does it actually mean? You either do or you don’t, you can or you can’t. As an entrepreneur it is up to you to decide what needs to be done and when, and to identify your resourcing requirements, and to look at solutions and plan a time line to resolution. Because in reality you will never have ‘enough’ time or money, but do you let this stop you from moving forward? No you don’t. Therefore

there is no need for this word in your business or your vocabulary!

Failure – this word does not exist. It is as simple as that there is no such thing as failure. If the truth be told (which is never widely enough) a ‘failure’ actually is an opportunity for growth, a chance for you to learn from an experience. To have tried and ‘failed’ is never the crime, to have tried and failed to learn the lesson’s is the true ‘failure’. Too many people hide their whole lives behind this word, afraid to give something a go because it might not work out. All major innovations such as Edison’s light bulb came from experimentation - can you imagine if he had been afraid to try one more time? Life today would be very different.

At this stage I would like to make it clear that I am not encouraging you to run blindly into the next business opportunity that comes your way, you must always do your research and take calculated decisions. What I am telling you is that if you can do business with a desire to learn, then you will be a more confident entrepreneur. Remember, learn the lessons, and learn them from others; to be an entrepreneur you need to be smart. Just like I advise not to reinvent the wheel, don’t reinvent the lessons either if you don’t have to!



TIME MANAGEMENT TIP

‘To be the time manager that you want to be you have to start talking to yourself like you would talk to other people’

HEALTH & LIFESTYLE

Don't worry this is not the part of the book where I turn into a diet dictator and start telling you what you should eat and drink and when. I just wanted to share with you some of the principles that I live by, some of which you may want to try adopting and even adapting to suit your own lifestyle.

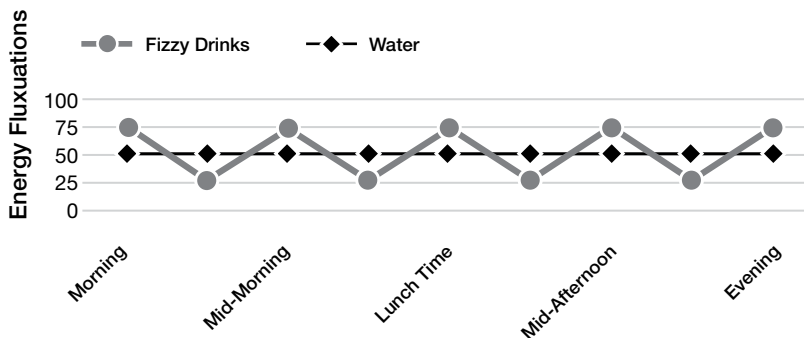
Lifestyle - I need routine in my life and I need discipline. As much as we say we hate these two things because they are boring and rigid, if you take them away for too long before you know it you are ensconced in front of the TV watching mindless trash and stuffing food into your mouth (which once in a while is allowed!) which is not going to be a sustainable life style, and will lead you to an early exit from the playing field of life. So I set an alarm for 7 am every day, which is a nice change from my previous corporate world 6 am (obviously timings change depending on work volumes - apply common sense!) I get up go for a run, say hello to the day and the people that I pass also running or walking their dogs. It is good to share a smile with your fellow human beings, and vital for us entrepreneurs who spend too much time in our heads figuring out our next move as it is. In fact make it a conscious habit to say 'hello' and 'thank you' to anyone that you come across in daily life (what you share with others comes back to you through others, it is the circle of reciprocity). That is the start to every day, wherever I am I take my trainers. I run in all weathers, for me running makes me feel alive, but do whatever exercise works for you and don't belittle what you do, every step forward is still a step!

Water - drink water like your life depends on it (because really it does, we are 50-75% water.) By the time we start to feel the signs of dehydration we actually are already dehydrated. Apart from the effect this has on your physical coordination, your mind suffers a loss of concentration and your mental performance drops off.

What tends to happen at this point is most people do not recognise it as a need for water, they think they need sugar, and so reach for a fizzy drink which gives them an instant high, and they are back to full concentration again. But if you look at the chart below you will see how this creates peaks and troughs, whereas water gives you a nice steady line throughout the day. What this translates to is a 'need' for fizzy drinks to keep you going, which becomes an addiction and will account for at least 5-10lb of excess weight, not to mention that water actually makes your mind (and therefore your thoughts) sharper where the fizzy drinks can lead to manic behaviour. This is not a nutrition book, but if you are interested in this you can research it further. All I advise is to replace fizzy drinks with water and see what effect that has on your daily life and productivity (you will feel funny for a day

or two as your body goes cold turkey on it, but it won't last long. See how much more energy you have from this simple change, not to mention more money and less weight...win-win!!

Energy fluxuations of fizzy Drinks V Water over 1 Day



Diet – by this word I don't mean go on one, I mean what you eat. It is important to eat a healthy balanced diet. Replace crisps and chocolate with nuts and fruit, eat less carbohydrates (especially white bread and white pasta), eat more fruit and vegetables and recognise that your body is yours for your lifetime. You can't abuse it and then take it back to the shop for a refund or a replacement. This is your machine (that's what I call my body) and it is down to you to look after it. No one else actually really cares if you are fat or thin, if getting out of bed in the morning is easy or a struggle, looking after your body is your responsibility. Taking that seriously means a change of mental attitude. Filling up on comfort food may make you feel good at the time, but the key to healthy eating is balance. Of course I still eat the 'bad' foods once in a while, but now they are a treat and so I seriously enjoy them.

With time you will get better at listening to your body. It tells you what it needs, but the trouble is it only whispers, and so it's often hard to hear over your mind that shouts. An example might be your body whispering 'I fancy a tomato salad' (because tomatoes contain vitamins your body may need), but your mind shouts no salad, we need steak and chips. So you feed yourself steak and chips, give your body tomato ketchup and then wonder why a couple of hours later you don't feel so great. So you have a fizzy drink and welcome to the world of machine punishment.

It doesn't have to be this way. Simple changes and substitutions, proper

balance and careful use of treats, and you have a 'diet' that is now a life-style. Not a succession of punishments every time you need to drop an outfit size.

Alcohol – it is great to have a drink or two every now and again, but in moderation and with water. It is about making a choice. Are you committed to making a success of your business venture, or are you more preoccupied with regrets that you didn't live it up enough in your teenage years? You see it is hard to do both, but if you find the happy balance you can have drinks, relax with friends and still become a business success without wiping out two or three days each week with hangovers and 'the alcohol fear'. At this point I am very much aware that I have to point out moderation in drinking is easier said than done. I know that, so all I can honestly say is this is something that you will need to practise and work on, and not beat yourself up if you fall off the 'wagon.' We all do it, just don't do it all the time!!

Sleep – very important, work out how much you need and aim where possible to get this whenever you can. Sleep is when your body repairs itself and has the rest that it needs. As an entrepreneur you are in charge of everything and whether you realise it or not this takes a lot of mental energy. So it is important to find techniques that work for you to ensure you have the rest you need in order to keep powering on to your end goal. Be that a bath, reading a book, meditation, yoga, whatever works for you. One thing that I do recommend is keeping a note book and pen by your bed. If you wake up in the night make notes of whatever is in your mind and preventing you from sleeping. This action takes the thought out of the washing machine that can be your mind, and allows you to sleep and address whatever you noted down with fresh energy and drive the next day.

**TIME MANAGEMENT TIP**

'Great Internal Health = Great External Life'

CASE STUDY Helen Gascoigne (Managing Director)**www.amitycomms.com****Describe a typical working day.**

I get up at 07.00 with the kids, I get the school uniforms on and the kids are downstairs ready for when the nanny arrives. The kids put the school clothes out the night before so all they have to do in the morning is wash, do teeth, and dress. The rule is that everyone is dressed before they come downstairs. All school bags packed and ready the night before too.

The kids have breakfast, while I delete emails from my iPhone that are not relevant to the business and review reminders or tasks and my calendar for the day ahead, and check any meetings that I may have scheduled for that day.

The train station is a 7 minute walk, which I use as part of my morning workout(!) On the train station I check my phone again, delete any other spam email.

- *From 09.00 in the office I talk to production staff about the day ahead and the work in progress.*
- *At 09.30, I meet with the sales team to discuss the sales and marketing opportunities that we have for the day, if there is any input needed, I arrange a time to catch up for 15 minutes as relevant.*
- *10.00-11.30 - I allocate this time to do my paper work, unless I have a meeting out of the office.*
- *12.00 - I meet with marketing team to discuss the strategies relating to the promotion of our business and maintenance of things like our CRM database (customer relationship management).*
- *The team go out for lunch, and I eat lunch in the office, while checking LinkedIn notifications, and Twitter conversation from my marketing team, which takes around 20 minutes. Client lunches are rarity these days it is mostly morning coffee meetings.*
- *13.30-14.00 I check the weekly forecast, and management figures or any client RFP's, proposals and partnership agreements, legal agreements and office administration.*

- 14.00-15.00 Monday's are all about looking for new client and business opportunities.
- 15.00-16.30 Tuesday, Wednesday and Thursday are the most effective days for selling, I feel positive about the day and the paperwork is behind me, this is my key time to focus
- 17.00, I plan for the following day ahead.
- 17.30 Tuesday and Wednesday, I network and have a quick glass of wine with a client, supplier or business partner.
- 18.30 – Most days I am home by this time
- 19.00-21.00 – I oversee any homework not already completed, and bath time. Then I cook supper, and where relevant take the kids to any activities that they may have, such as rugby.
- All kids have to be in bed by 9pm!
- 21.00-22.00 – Is grown up TV Time, Grand Design, anything to do with cooking. I like easy watching TV where I don't have to think too hard.
- 22.00 – Bed Time!!

What times of the day would you say you are more effective at working, and why do you think that's the case?

My most effective time of the day seems to be between 10.30 and 12.00. I think this is because all the minor tasks and conversation are completed. I would also say that between 15.00-16.00 I get a lot done because my staff know not to interrupt me unless there is something urgent that needs my attention.

What distracts you from working?

For me distractions are mostly just ad-hoc or minor issues that need to be tackled, such as new team members who need my time to learn about the Company. Or they want my input to show me what they are doing, both because they're proud and because they want to ensure they are doing things right. I need to give them my time, but it does distract me. Cold callers from other companies can also be time consuming. I try to be sympathetic and polite, but have learnt to be quite firm over the years.

What are your top tips for anyone wanting to improve how they are currently spending their time?

When you start a business, outsource as much as you can. You think every penny counts, but the mundane accounting, billing, sourcing etc, will actually slow your growth and it is a false economy, these tasks should be outsourced so you can focus on what you do best – Growing your business.

- *Break down the week into the days that are best for different activities, i.e. Friday afternoon is the best time for paper work not for selling, Monday am, is the best time to get up to speed on relevant info.*
- *Create big picture targets over a quarter and then break them down into smaller tasks for the week or month, and set target dates or milestones to achieve them.*
- *Do not be afraid to employ people who you can delegate to for the above reasons. In the early days we were cautious, now there are a huge range of graduates out there who are inspired, motivated and hard workers. We run an internship programme and have employed two out of four so far, and we have two graduates in sales and marketing.*
- *Keep online networking like LinkedIn to once a week, a Friday afternoon or Monday morning, or even late evening from your tablet.*
- *Set yourself up at home, with iPads and remote logins (VPN) so you can attend school plays and afterschool events where relevant. This means that you have immediate access to your company files, brochures or whatever you need at any time.*
- *Having someone that you can bounce questions and ideas off like a mentor or a business partner is invaluable. You probably know the answer, but it's great to either have it confirmed, or give another opinion so one can react quicker.*
- *My home life is organised. I buy groceries online, I use supermarket meal planners for the weekly menu and it means I can shop at the touch of button. I also shop online at Christmas too. Finally I have great, reliable child care in place that helps me immensely.*

TIME

WHAT A STANDARD WORKING WEEK CAN LOOK LIKE:

The following chart helps you to understand how you can get more hours from a standard working week. Obviously it goes without saying that as an entrepreneur your working day may start earlier and end later, we are all unique and have to work to the timings that suit us as individuals. You have to find what works for you and get the most work out of each hour.

Week	06.00-09.00	12.00-13.00	12.00-13.00	13.00-17.00	17.00-22.00	Total
	4hrs	Work	1hr	Work	5hrs	7hrs x 5days = 35hrs work
						10hrs x 5days = 50hrs free
Weekend	06.00				22.00	Total
						16hrs x 2 days = 32hrs free

Self	Job	Family/Friends/Social
Home, leisure, hobbies	Work, business, projects	Partner, family, children
41 hours	35 hours	41 hours
1/3 of your time	1/3 of your time	1/3 of your time

50 hrs + 32 hrs = 82 hours free per week

35 hrs work

What I hope this table demonstrates is that when you start to break it down you actually have more time than you realised if you can learn how to manage it. Obviously it is your choice what time you wake up and go to bed, it is also your choice how long you take for lunch and how many hours you work. When you manage your time effectively you can have more time for yourself and your family, friends and social life than you might have imagined.

Of course life is not a neat table. There will be times when you need more sleep, or work, or your family requires more focus. But if you keep this table in the back of your mind hopefully it will help you realise that when you control your time rather than letting it control you, you can actually spend your life living it how you want to live it - in balance. And this really is what happiness is, a feeling of being in control, or at least of knowing some answers for how to go about it.

Once you get your head around this table, and start seeing your time as potential profit, then it becomes apparent that every hour you are not with your client you are actually not making new profit, you are only processing existing business. Which is why outsourcing the parts of your business that are not your core skill set, and where you are not adding new profit to the business, should be encouraged.



TIME MANAGEMENT TIP

'Activities can tend to take as long to execute as the amount of time that you allow for them to be completed in'

Before outsourcing it is important for you to have had experience of all areas of your business (and in the start up phase you will do), otherwise you won't fully understand what it is that you are outsourcing. Obviously legal and accounting services are an exception to the rule, but you must have an understanding of your operational processes before you consider outsourcing them to someone totally removed from you and your business.

MIND CONTROL

Work on mind control, practise it daily. In previous sections I have recommended that you read and attend courses. Obviously I am not telling you how to live your life, but I am strongly advising you to feed your mind.

Hopefully you will finish this book and start implementing change. In doing so you must expect reluctance from others, but also from yourself. If you are not able to create new habits and practise them quickly enough your resistance (ego) will kick in and you will put this book on the shelf saying something like 'that was an interesting read' and go straight back to moaning about how you wish you had more time.

Along with the books and courses you can look into meditation, yoga, CD's by people such as Tony Robbins or Dr Wayne Dyer. What you are aiming to do is create a new go-to routine that the minute you feel any resistance

beginning to creep into your consciousness (it is always around at times of change) you can use this to distract your mind and keep yourself on track.



TIME MANAGEMENT TIP

*'Be a dream chaser, chase your own dreams
not somebody else's'*

TIP – Visit my website www.abigailbarnes.co.uk for more on the entrepreneurial rollercoaster and how a strong mind can help you have a more enjoyable ride.

You can have whatever you want in life, the question is how much do you want it and how hard are you prepared to work to achieve it? Only you can make the changes necessary, this is your life and they are your choices. Is it time to start making different choices, so that you can start getting the results that you want?

Here is a tip – every time you feel your mind strolling down negativity alley shout stop (probably in your head is best!) and turn the negative question into a positive question. Everything that happens to us in this life is to teach us a lesson. The key is to learn the lesson and it won't happen again. If you don't learn it be prepared for more lessons around the same topic until you get it!

Find activities that you can do outside of work that require concentration and take your mind away from thinking about work or playing over negative thoughts. Something like yoga or pilates, golf or sailing. Find an activity that works for you and incorporate it into your leisure time.

ORGANISATION

Be as organised as you can be in your daily work. I know it is dull, but it will save you a lot of time and headaches in the future. Do keep an Excel spreadsheet of your expenses (yes you can turn up to your bookkeeper/accountant with a carrier bag full of receipts but you are handing over money!) It takes minutes to do your expenses. You incurred them, and it doesn't need complex pivot tables (not a clue what they are!), get going and get organised.



"What we fear doing most is usually what we most need to do"
Tim Ferriss

Depending on the size of your business it may be that I am doing you a disservice and you do actually have a huge volume of expenses. My advice to you then would be to look into hiring a bookkeeper on a weekly basis to help keep you on top of things. A friend of mine did this, his bookkeeper went from one day a week to becoming a full time employee, their role grew as the business grew and the fact that they knew the business meant he didn't have to waste any time training them. It all comes down to basic planning and thinking ahead. When you find yourself asking a question like 'should I...' it is usually an indication that you should seriously consider doing whatever it is.

Decide how you are now going to use your 'wasted' time more effectively. For example, if you used to spend two hours a day using social media how can you use that time to provide your clients or customers with more value, and get more business from them, or even get new clients?

Spend time creating and developing your 'outsourcing' team. Once your team is in place you will then have more time for yourself and also more time for effective business development.

Incorporate specific business planning time into your schedule, it is important to try out new ways of working, and as a result of this book if you apply some of the recommendations then you will be doing just that. As well as trying them out make time to assess and measure the results. It is crucial that you measure the results of any changes to your working day after a set period of time. This will allow you to calculate how much new profit you have generated, which in turn will motivate you to continue with this business transformation.

Keep a record of the new things that you tried and look for the lessons both good and bad, be honest about what you learned as this information will shape future developments. I recommend that you work with visual aids, and so use pin boards and flip charts to brain storm and plan out your business aims and visions.

THOUGHT PROVOCATEUR TIP

- **Learn how to talk to yourself successfully and filter unhelpful negative words out of your vocabulary.**
 - **Look after your body (machine), you only get one and the success of your business is tied to the health of it.**
 - **Recognise that you have more time than you might have realised and start taking control of it.**
 - **Understand that if you can practice mind control then your life and success of your business will benefit beyond belief.**
 - **Find leisure activities that you can do to take your mind of work and relax.**
 - **Organisation is the key to effective time management start taking control of the time you are now reclaiming and start planning.**
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CASE STUDY Richard McMunn (Founder & CEO)

www.How2become.com

Describe a typical working day

A typical day involves getting up at 06.00. As soon I wake-up I jump out of bed and grab a quick shower before going downstairs to eat breakfast. 95% of the time my breakfast consists of a bowl of porridge mixed with blueberries and a glass of berroca (orange vitamin drink). Some of you might be wondering why I have told you what I have for breakfast, but to me this is very important as this meal and drink gives me loads of sustained energy for the day ahead.

Although I am most creative at night, I find that I have the most energy in the mornings to work through the 'must-do' tasks, such as managing emails and coordinating jobs that I have outsourced the evening before. I will also respond to my coaching students' queries and questions during the morning period as I have a strict (self-imposed) time limit that means I MUST respond to their emails within 24-hours – I find this is good for business!

I then set off to work at approximately 07.00 – I live in a busy town so the traffic gets really poor after 8am. The way I see it, every half hour wasted sat in traffic is time wasted that could have been spent working on my business.

When I arrive at the office I then set about working on product development and creation. I would class myself as a 'creative' entrepreneur who is good at making products and delivering services. I am not very technically-minded, so I rely heavily on outsourcing for important aspects of my business such as web development and marketing.

On many days of the working week I also spend time working on a one-to-one basis with students and clients, helping them to start and develop their business – I enjoy this part very much as I get to meet a diverse and interesting bunch of keen entrepreneurs.

I then set off back home at approximately 14.00, sometimes earlier. The time between 14.00 and 17.00 is my own and I usually go to the gym or swim a mile in the swimming pool. Keeping fit is very important if you want to be successful as it keeps you alert and feeling focused.

Then, once I leave the gym I will usually go and sit in my favourite café and have a sandwich/coffee and read the newspaper.

In the evening I usually work again on my business – at this point I will either work on one of my books or work on developing the content for my blog or website. Like I said earlier, I am very productive in the evenings and usually finish working on my business at midnight or sometimes later.

Are there any times of the day that you are more effective at working, and if so, why do you think that's the case?

I find that I am more creative in the evenings – I think this is because I used to work shifts, both in the Royal Navy and the Fire Service. During these careers I often had to work during the evening and I quite like the buzz of working late at night.

What distracts you from working?

Nothing much to be honest. However, just like everybody else I do have times when I get burnt out and need to remind myself that I need to take some time off. I have a place in the Lake District where I often head off to walk with my dog and recharge my batteries! I rarely watch television because, firstly it bores me, but secondly I find that watching the news channels can seriously affect your positive mind-set. For some reason in this country we are obsessed with negative news stories and crap daytime TV! Every hour spent watching TV is an hour where you could be working on your business. If you do enjoy watching TV, try to limit the amount of time you sit on the settee watching it!

Do you think you are an effective at time manager?

Yes I do – I have written lots of books during a short time-frame which has given me the lifestyle I am privileged to enjoy. I am extremely disciplined in most things I do, as I know that if I work hard and focus myself, success will usually follow.

The reason why I am so disciplined is because of my military and Fire Service background; basically, if someone told me to do something, I would do it and do it to the best of my ability.

One of the main reasons why people do not succeed in business is

because they are not disciplined with their time – you should always have an action plan and stick to it rigidly.

What tips would you give to anyone wanting to improve how they spend their time?

Outsource everything you are poor at! You can get someone to do almost every element of your business, so there are no excuses. I love outsourcing as it gives me time to:

- 1. Work on the things I enjoy doing;*
- 2. Enjoy the things I love doing the most.*

I acknowledge that in the early days of running a business you will end up doing lots of tasks you wouldn't normally want to do – but that is also all part and parcel of learning. Being in business should be an enjoyable experience and that means doing the things you love doing.

QUESTIONS

As children we asked a lot of questions, mostly revolving around the word 'why', and initially our curiosity was likely to have been indulged. How long that lasted depends on the patience of your carer/s. As we grew up it is likely that we were discouraged from asking questions. As a result we got out of the habit of asking them, we just started to accept what happened around us, and to us.

Until one day the questioning voice woke up again, only now being so out of practise it started asking disempowering questions like 'why does this always happen to me, what did I do to deserve this, why can't I ever seem to do things the right way...etc.' The questions are all negative and in essence is you bullying yourself with generalisations and lessons learned from others.



"I can not teach anybody anything, I can only make them think"
Socrates

Ask an empowering question like what am I supposed to learn from this situation? You are constantly being taught lessons all day every day, and it is your choice whether you ask empowering questions and try to learn from them and grow from them, or to sit in the corner and cry about them.

By all means cry for a while, but don't let what happens to you define you and become something that you let destroy you, you owe it to yourself to get back up again and grow from your experience by asking better questions.

Choose to be the survivor and not a victim in your life, and you will begin to have the most amazing life. It is your choice!

ACTION PLAN

You have assessed how you spend your time, identified where you 'waste' your time, made an agreement with yourself that you will begin making the necessary changes to be able to live the lifestyle that you want. You are also starting to understand how you can begin to turn your time into profit with a clear outsourcing strategy.



"The journey of a thousand miles begins with a single step."
Lao Tzu

Now it is time to start setting goals and creating your own personal action plan so as you can begin making your dreams become a reality.

GOAL SETTING

In order to set goals for the future it is important to identify what it is that you want from your life, who you are, what you enjoy doing, and what you are good at.

Take some time out of your daily life (how much depends on how long it takes you to do what I am about to suggest), sit quietly on your own in a comfortable place where you can relax and allow your mind to wander off to a time one year from now (this is not something I usually advise as I prefer that we live in the present, however for the purpose of this exercise let's go with it) see what you see, hear what you hear, and smell what you smell. Where are you? Who are you with? Can you tell what country you are in, are you married, can you see children or a job? What are you doing, are you at work or are you enjoying some leisure time? Or perhaps you have implemented so many changes that you are working (well your business is working) while you live out your dream of making a remote beach your office – because all you need is Wi-Fi right!!!!

Make a note of what you can see. Be as detailed as possible, so that when you have achieved it you can look back and see how much of what you are visualising today has become a reality, also it will help you to be able to re-read it on the days when you are asking is it all worth it! Make a note of how you are feeling in the future; are you happy, relaxed, in control, on the way to attaining the financial and work freedom that you desire? Does it feel good? Do you feel like you have fitted well into this new way of life that you are visualising? If you had to give the feeling a colour what would that colour be? Write that down as well.

This exercise is designed to help you to tap into your inner you. It helps you to identify what it is that you are working towards, because as I have already suggested, this journey really is a rollercoaster and there will be times when it might feel like you want to go back to what you know – but stick with it, changing old habits takes time. Part of what you are doing here is reprocessing and repackaging your self-image, this is the new you the confident entrepreneur and time manager. The discomfort that you feel while you are going through this process is something that you must learn to appreciate and embrace as it is an indication that what you are doing is having an affect and that you are getting somewhere, some people call these feelings ‘growing pains’. You have to grow through them to get to the person that you want to become. A confident entrepreneur and time manager!



“In order to do something that you have never done, you need to become someone that you have never been”

Les Brown

Some people talk about faking it till you make it, and others say you must act like you belong. Personally I think it is partly these things but also I think it is about digging deep and finding your courage, your reason WHY you want to change, and keeping hold of it. You really are much stronger than you think, and it is only when you are really tested that you actually realise just how strong you are. If you have total faith in yourself, an acceptance that all the answers are inside you, then believe me whatever gets thrown your way you will handle it. What doesn't kill you really does make you stronger!

By changing the inside, the ‘real you’, you affect everything on the outside, because you interact with people differently. You are now coming from a different part of yourself and therefore people interact with you differently, and as a result you achieve different outcomes. When you change your mind-set in effect you change your results.



“Character isn't something you were born with and can't change, like your fingerprints. It's something you weren't born with and must take responsibility for forming”

Jim Rohn

While doing this exercise for my business words like SMART goal settling were rattling round in my mind. I am going to assume that you set all goals like this and in addition I came up with my own acronym to help you create goals. It is directly linked to time management.

Become an action taker and start taking control back of our life and your time.

Taking back control of your own TIME!!

Take Control

Imagine your future

Manage your time

Evaluate your successes

When you set the goals, each goal is about you taking control of your time. You have to imagine the future that you will create from the new action that you will take, then you have to actually do it, practice it and really see how this new habit feels, and finally evaluate it. At first it will feel uncomfortable because it is a new habit this is to be expected. However if this feeling continues then go back to the start of the model and create a new goal that works for you.

You may not get things right the first time; if so it is not a failure it is a learning opportunity, so learn from it and keep moving forward.



TIME MANAGEMENT TIP

'If you don't make a commitment to yourself to change, then you won't have more time or make more money'

Questions to consider when goal setting - For the purposes of this exercise, keep it focused on Time Management. This exercise can be applied to all areas of your life, but we are not focusing on those areas right now, one step at a time!

List five outcomes that you want in your life from being a competent time manager.

1.
2.
3.
4.
5.

Now take your five things and arrange them in the table below in order of priority, and complete the dependencies for each goal. One example is there for your reference. To get a blank document go to the website and download one for your records – you can keep it on your desk or close to hand.

What do you want to achieve	When do you want to achieve it by	How you will achieve it
Effective time management	Within 3 months	Prioritise activities, outsource non-core skill set

TIP – Visit my [website](#) to download a hard copy of the table that you can complete by hand.

When you are able to effectively manage your time you will gain an amazing kind of freedom of possibility.



TIME MANAGEMENT TIP

'Make your reasons for change big enough that it matters whether or not you actually make the change'

TIP – Visit my [website](#) to download a hard copy of the courage acronym and refer to it when you need to make tough decisions.

Something to remember: making any change takes...

Creativity (this is where you start to think outside the box and look for new solutions to everyday situations)

Options (regularly review all your options: a little vision leads to solutions)

Universal (be aware of the world around you; who says you need to reinvent the wheel? Make time to broaden your awareness)

Rare (you are unique, there is no one else in this world like you with your vision and determination; take time to appreciate the value of your skills and abilities!)

Action (So what if you have never done it before, 99.9% of your peers are in the same boat – give it a go, and learn every lesson that you get taught, and adapt as necessary)

Gauge (This is your business, your ideas, so review and amend as necessary and if you don't have the answers work with a JV (joint venture) or partner with people that do, or outsource it)

Excellence (this is the culmination of having courage, this is your new way of living; live with a drive for excellence, but remember YOU define what excellence is for you! This is your business so you choose how you measure success and excellence!)



"Winners never quit and quitters never win"

Vince Lombardi

This section of the journey is where you have to dig deep inside yourself. I know it is tempting to put the book down now and say 'well that was an interesting read' and carry on as before. I know this because I have a large collection of books - remember my phrase earlier 'Shelf Development.' What we are working on here is very different it is 'Self Development'! Don't let your internal resistance beat you into a corner of non-action. You clearly wanted to get more time, which is why you bought the book. You owe it to yourself to do the exercises, to try out a new ways of living and see how they work for you!

I challenge you to take on the tasks in life that scare you the most, because they are the activities that you will learn the best lessons and grow the most from. And life is all about learning. The minute you stop learning what is the point...?

VISION BOARD

Take the time to create a vision board. This is a collection of images and quotes which sum up the lifestyle that you dream of. You should include pictures of houses, cars, boats, planes, holidays that you want to go on. It should be a reflection of the lifestyle that you want to have, so you can have a clear vision of what it is that you are aiming for. I know people who include pictures of people who inspire them, photographs of their families and friends, or mentors, the list is endless, and you don't just have to do one vision board you can have a few.

It is an activity that is personal to you, and there is more information about how to create one on my website, along with examples. A vision board can be physical (made up of cuttings) or virtual (created on the Internet) but the point of it is that it should act as inspiration, a road map for where you are going in your life and your business journey, it is something that you review regularly to remind yourself of what you have achieved, where it is that you are going, and why you are doing it in the first place. It should give you more inspiration to carry on going!

TIP – Visit my website www.abigailbarnes.co.uk for more information about vision boards and examples for your reference.

THOUGHT PROVOCATEUR TIPS

- Use questions to empower your learning and help you to take charge of your life, your time and your success.
 - Set goals that incorporate all of your new discoveries about time management from the book, specify when you want to achieve them by and what you will do to ensure that you achieve them – keep this document close to hand and review it regularly.
 - Print out the courage acronym and commit to reading it at least once a week to remind yourself of the things that you need to consider when it comes to making changes in your whole life as a result of reading this book.
 - Spend time creating a vision board either online or a hard copy what ever format works for you and look at it regularly to remind yourself of why you are doing what you are doing.
 - Most importantly TAKE ACTION!!!!
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CASE STUDY - Chris Coney (Founder of Chris Coney International)
www.chrisconey.com**Describe a typical working day**

- 06.00-06.30 - *Get up and immediately put on headphones and play some kind of motivational audio. Do a few sets of press-ups and sit ups.*
- 06.30-07.30 - *Have breakfast while continuing to listen to audio or video learning material. This can be anything from YouTube videos, courses, books etc.*
- 07.30-08.00 - *Meditation and getting dressed.*
- 08.00-08.30 - *Designing the day. This is a term I use for deciding how the day is going to go. Jim Rohn taught that you shouldn't start the day until you had it finished, on paper. Most people call this planning.*
- 08.30-12.00 - *Working on my A tasks. These are high priority 'must get done today' tasks.*
- 12.00-12.30 - *Go for a run or walk around the block. Go to the post office to ship product orders.*
- 12.30-13.00 - *Eat lunch*
- 13.00-15.00 - *Continue working on A tasks. If all completed, work on my B tasks. These are medium priority 'should get done today' tasks.*
- 15.00-16.00 - *Scheduled phone calls, scheduled web meetings etc*
- 16.00-17.00 - *Continue with A tasks. If all completed, work on B tasks. If all completed, work on C tasks. These are low priority 'would like to get these done today' tasks.*

While I do run my own business and don't have to stick strictly to the 9 to 5, I feel in order to be productive you at least need some structure to the day.

The truth is that my days very rarely follow the schedule above, but again, it's better to have a default framework to work around.

What times of the day are you more effective at working, and if so, why do you think that's the case?

I am more effective in the morning between 09.00 to 12.00. The reason for that is because that's how my personal rhythm works. I believe that if you are not being as effective as you can be, it's because you don't know your own rhythm and hence are not working with it.

Do you think you are particularly effective at time-management?

Yes, I believe through a process of constant refinement, I have created a time management system that works for me and the type of work that I do. The key is to keep updating your system as your needs change. Any system only works from and to a certain point.

What tips would you give to anyone wanting to improve their time management

That's easy, learn mind mapping, particularly if you are a visual person. I use the iMindMap software that was created by Tony Buzan, the original inventor of the mind map.

Mind maps have the ability to organise massive amounts of information very simply. A to do list with 100 things on it is overwhelming and causes paralysis; a mind map with 100 branches is like a work of art and is a pleasure to use.

CASE STUDY BIOGRAPHIES

Maurice Abboudi

Director

www.lanbury.com

Maurice has an MBA from Manchester Business School. After leaving the City Maurice founded Famous Moe's Pizza in 1992 - the UK's leading independent Pizza Delivery chain (Mintel 2002) - developing it into a twelve-unit operation and selling it in January 2002. He then joined Domino's Pizza as Head of Business Development, where he was responsible for an extensive store roll out, and the 50 new stores per year target was achieved in 2003.

In 2004 Maurice founded Lanbury Associates to consult to leading restaurant brands providing advice on areas covering Operations, Property, Franchising, Local Store Marketing and UK market entry for international brands. Maurice is also the Leisure Advisor to Chrysalis Venture Capital Trust. His most recent venture has seen him take a stake in K10, a Japanese Restaurant group where he is a Director with the aim of breaking into the food market in the City of London.

Chris Coney

Founder of Chris Coney International

www.chrisconey.com

Having spent seven years running his own web marketing agency from age 22 to 29, Chris sold the business in order to setup Chris Coney International, an organisation whose mission is 'To lead people to freedom'. This mission was born out of freedom being Chris's highest personal value, a priority that he has found is shared by a very many people. His organisation fulfils its mission by providing products and services that enable, financial, emotional, mental or spiritual freedom.

Simon Coulson

Serial entrepreneur and founder of Internet Business School LLP

www.simoncoulson.com

Simon Coulson MBA climbed the corporate ladder with BT PLC for fourteen years before quitting the city life. He started a series of internet businesses and to date has now built five seven-figure online businesses. In less than nine years Simon has generated over £10 million pounds. The first £2 million were from the spare room of his house!

Simon has made his fortune from a range of different internet business models including information products, membership sites, online retail, on-line training and online transaction services.

He has also become an established public speaker on Internet Marketing and has spoken around the world to audiences of up to 7,000, including London's O2 arena. After mentoring some friends to start their own successful internet businesses, the first of which has now generated £2 million itself, Simon decided to roll out a coaching program to a wider audience and launched the Internet Business School in 2007. This organisation has trained more than 1,000 entrepreneurs who have created many successful online businesses.

Helen Gascoigne

Managing Director

www.amitycomms.com

Helen has worked as professional sales manager since 1992. Initially working in the commercial, fine art, financial printing sectors working for Sotheby's and Advertising Agencies then banking institutions and management solutions.

In 2007 Helen and her business partner Luke Phelps recognised that clients needed an integrated approach to publishing documents both in print and digitally, in particular when marketing globally. They established Amity in 2008 with the support of some of Europe's major Banks and Asset Managers, who are still customers. Today the company has a turnover of over £1m, thirteen full and part time staff, and over 2,500 translators, editors and proof readers globally. Profits were reinvested into acquiring a new design and typesetting studio and developing new software with partners to meet the presentation and data management needs of various sectors. Clients include some of Europe's leading banks and law firms, FTSE 100 and 200 corporates, and some of the world's leading brands and market research companies.

Jay Hastings

Internet marketer

www.VideoMarketingSpecialists.co.uk

VMS (Video marketing specialists) was founded by CEO Jay-Antony Hastings in 2012. Jay was already a successful internet marketer from London, using video marketing to sell a multitude of affiliate products.

He set up VMS to help small and medium size businesses expand their customer base by marketing with video online, and using similar effective strategies.

Video marketing has increased in popularity over the course of the last few years and continues to increase year-on-year. 50% of all web traffic is now driven by video, this is set to rise to 90% by 2015. Research has proven that internet users are up to 85% more likely to buy your products and services after watching a video. VMS works with its clients to take advantage of this, employing the most effective video marketing strategies available today.

VMS drives traffic to clients' website through YouTube and other video sharing sites, and also ranks their videos directly on Google and Bing, ensuring that their videos are found with specific targeted keywords.

Since 2012 VMS has worked with diverse clients from loan companies to property developers to barristers, helping them achieve the results that other marketing methods could not produce.

Richard McMunn

Founder & CEO

www.How2become.com

www.Jobsinlancashire.com

www.CareerVidz.com

www.BookPublishingAcademy.co.uk

Richard McMunn spent four years in the Royal Navy and seventeen years in the Fire Service before starting his own book publishing business from his cellar. Despite having no previous business or writing experience, Richard went on to make over £3 million from writing and selling his own books. To date, Richard has written over 150 books, many of which have gone on to become best-sellers on the UK Amazon website. Richard's passion is derived from a desire to help others achieve their goals in life.