

Time Management

eWORKBOOK

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By **Dr. Tony Alessandra**

Time Management

Time is nature's greatest "force." Nothing can stop it, nothing can alter it. Unlike the sun, it cannot be seen. Yet, of all nature's forces, time has the most profound effect on us.

Time remains constant, but our perception of it changes. When we focus on it, it slows down. When we turn our back on it, it speeds up. Our illusion makes us think it is something tangible. We arrange it, divide it up, and give some to our friends. Sometimes we feel it is precious, at other times we waste it. We give it the power to heal when we say, "Time heals all wounds." It can also kill, as when we live stressful lives because we "never have enough time." On a day-to-day basis, nothing is defined and redefined in our minds as much as time. It's a wonder we can still recognize it!

Herein lies our power. Because things are as we perceive them, we can choose to see time as a manageable commodity and live our lives according to that assumption. It works, too! The first step is to take responsibility for our time and want to control it. This is one of the secrets of successful people. They work at shaping those things that others think are uncontrollable.

In order to be successful in your career and at home, you'll have to manage your time effectively. Think of yourself as a business. Imagine having an employee who comes to work and doesn't get as much done as you'd like. It wouldn't be long before you started to manage his time for him. You would also watch him carefully to make sure he continued being productive. The same applies to you. You are your greatest boss and your most valuable asset is time!

EFFICIENT VS. EFFECTIVE

In discussing time management, some people would argue that, "We need to be more *efficient* with our time!" Other people would claim, "Let's not worry so much about efficiency; let's be more *effective*!" (Of course, there are

always the ones who yawn and say, "It's just a matter of semantics, when do we eat?")

To help you manage your time, we will draw a distinction between the two. *Efficiency* means doing things right. *Effectiveness* means doing the right things. Working efficiently is doing things with the least amount of wasted effort. Efficiency gets you from point A to point B via a straight line. Inefficiency goes in circles, zigzags, and gets fewer mpg. Effectiveness means doing the things that yield results. Effectiveness takes aim at the target and hits it, even if it's beyond you. Effectiveness works, often to the chagrin of efficiency.

The relationship between efficiency and effectiveness is: $E + E = R$, where R is results. It takes a certain amount of effectiveness and efficiency to obtain any result. As in math, however, the proportions aren't always equal. Using numbers instead of letters, the equation can be:

$$\begin{aligned}4 + 6 &= 10 \\3 + 7 &= 10 \\5 + 5 &= 10 \\9 + 1 &= 10\end{aligned}$$

In each case, the result is the same but the individual contributions are different. So too, the amounts of efficiency and effectiveness can vary for any given result.

Many people, when learning about time management, ask the question, "Which should I work on first, efficiency or effectiveness?" In theory and practice, the best answer is to improve your effectiveness first. For instance, effective selling will get you sales and give you time to work on efficiency. It's much better to aim your sights at the result than to worry about the process. Too often we get bogged down in the means and lose sight of the end.

Like all other changes to which we aspire, before you can improve your use of time, you need to know where you stand now. Taking time to analyze your habits will lead the way to more effective and efficient time management in the future.

The first characteristic to learn about is your *circadian rhythm*. No, this is not a measure of your ability to dance to circadian music. Circadian rhythm simply marks the high and low points of your effectiveness during the day. Everyone has a "prime time." Some of us are morning people

and others are night people. Whether this involves a biological determinant or not is secondary. What is important is to note your patterns of effectiveness. Find your best time of the day. Are you more alert in the mornings or the afternoons? Are you "in a fog" until noon? Or do you suffer from mid-afternoon slumps? Once you know when you're at your best, you can organize your day to coincide with your "prime time."

THE TIME LOG

In order to control your time, you have to know what you're doing with it now. The best way to determine this is to do an exercise that takes a maximum of a half an hour a day for 10 days. You won't have to go on a crash diet or run three miles a day, but I guarantee that by the last day you'll have grown. You'll look the same, but you'll have grown (inside, of course). The insights you gain from keeping track of your activities are what you base your time management goals on. How will you know which bad habits to change unless you monitor your present way of doing things? It would be like going to a doctor and telling him you think you need to lower your blood pressure. Would you be happy if he prescribed a drug without taking your blood pressure first? If you want to increase your success through more efficient time management, you need to pinpoint exactly how.

Take the time every day to complete the time logs. Print out a Time Log and Daily Time Analysis Worksheet for each of the days you will be doing the exercise. Fill in your activities for 30-minute intervals throughout the day in the Time Log. Try not to allow more than an hour to pass without recording what you've done. It's really not as much work as it seems – it'll be a habit in no time.

At the end of each day, you should also answer the Daily Time Analysis Questions. Try to be as exact as possible in ascertaining what happened that day. Also be specific in stating the ways you'll make tomorrow better.

At the end of 10 days, analyze the time logs to determine the six most important activities that you engaged in during that time. List them in the space provided. At the same time, determine the six least important things you did and compute the total amount of time spent on each of these activities.

After you've written out your six most and least productive activities and the time spent on each, you will be equipped to set some time management objectives. Use the skills you learned in the chapter on goal-setting. Write out your objectives and develop an action plan for each. Then, follow through!

TIME LOG

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	30-60			
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	30-60			
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DAILY TIME ANALYSIS QUESTIONS

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MY SIX MOST PRODUCTIVE ACTIVITIES

Between (Dates) _____

1.

Total Time: _____

2.

Total Time: _____

3.

Total Time: _____

4.

Total Time: _____

5.

Total Time: _____

6.

Total Time: _____

MY SIX LEAST PRODUCTIVE ACTIVITIES

Between (Dates) _____

1.

Total Time: _____

2.

Total Time: _____

3.

Total Time: _____

4.

Total Time: _____

5.

Total Time: _____

6.

Total Time: _____

ELIMINATING TIME-WASTERS

There isn't anyone who doesn't waste time, and anyone who tells you they don't is wasting your time! Of course, I really can't tell you what is a waste of your time. What constitutes a "waste of time" is strictly an individual judgment. One man's waste is another man's fodder.

A systematic evaluation of time wasters reveals that they come from the people around you as well as from within yourself. Some time-wasters are unavoidable, but reducible nonetheless. You need to identify the most frequent sources of time-wasters in your day. Use the Time-Wasters Worksheet to develop a profile of your time-wasting activities. Be honest with yourself and base your answers on an average day. After you've completed part one, choose the three biggest time-wasters and enter them in the spaces in part two. Then think of ways in which you will overcome the time-wasters.

As a means of comparison, we've included a list of time-wasters compiled by Leo Moore of MIT. Most researchers find the same handful at the top of their lists, which indicates that they are problems common to all of us:

Telephone	Procrastination
Meetings	"Fire fighting"
Reports	Special requests
Visitors	Delays
Delegation	Reading

In all positions and occupations, there are time-wasters – areas in which we tend to lose or waste time during our workday. How much of your time is spent in these areas?

TIME-WASTERS

- 1.** Over-preparing for calls
 - 2.** Scheduling less important work before more important work
 - 3.** Starting a job before thinking it through
 - 4.** Leaving jobs before they are completed
 - 5.** Doing things that can be delegated to another person
(across or down; not up)
 - 6.** Doing things that can be delegated to modern equipment (providing such exists in your work)
 - 7.** Doing things that aren't actually part of your job
 - 8.** Keeping too many, too complicated, or overlapping records
 - 9.** Handling too wide a variety of duties
 - 10.** Failing to build barriers to interruptions
 - 11.** Allowing conferences and discussions to wander
 - 12.** Conducting unnecessary meetings, visits, and/or telephone calls
 - 13.** Chasing trivial data after the main facts are in
 - 14.** Socializing at great length between tasks
 - 15.** _____

OVERCOMING TIME-WASTERS

1. Time-waster _____

Strategies for minimizing

2. Time-waster _____

Strategies for minimizing

3. Time-waster _____

Strategies for minimizing

SETTING PRIORITIES

When setting your priorities, there are two famous laws to remember. The first is *Parkinson's Law*. It states that the work tends to expand to fill the time allotted for its completion. Parkinson's Law makes setting priorities twice as important. If you don't know what your priorities are, your other work will expand to fill the extra time. It will take longer for you to accomplish less.

The second law of note is *Pareto's Principle*. Pareto's Principle, in this situation, states that 80 percent of your results come from 20 percent of your efforts. Another way to look at it is that 80 percent of your business comes from 20 percent of your clients. It's also called the 80-20 rule.

Thus, if your time is worth "x" amount per hour to you, you need to spend your time doing things that pay you more than your time is worth. You need to increase the use of your time in high-priority activities that bring the greatest payoff. It doesn't make sense to wash your car during the day when your time is worth \$25/hour or more to you. Arrange your day to take advantage of your earning potential.

Identify your high-priority activities and fill out the worksheet on the next page. Think about the most important things you do from three different perspectives: your manager's, your clients', and your own. After thinking about these, choose the six priorities that stand out regardless of perspective.

HIGH-PRIORITY ACTIVITIES

In the eyes of my manager:

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

In the eyes of my clients/customers and prospects:

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

In my own eyes:

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

THE OVERALL HIGH-PRIORITY ACTIVITIES:

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

USING A “TO DO” LIST

A “To Do” list for each day and week is a valuable aid to managing your time. It organizes your thinking and planning onto one form in the least amount of time with the maximum amount of efficiency. Such a list is especially helpful if it coincides with the record-keeping you already do for your company. After a short time you will find yourself handling a greater volume of work without increasing your stress. You’ll simply become more efficient.

Because we are creatures of habit, it’s a good idea for you to fill out your “to do” list at the same time every day. This way you’ll be committed to a routine and will avoid procrastination. Whether you fill it out in the evening for the next day or first thing in the morning for the current day is unimportant. Keep in mind, however, that you are often in a hurry in the morning and may be tempted to skip it. As we mentioned before, Parkinson’s Law states that work expands to fill the time allotted for it. Your “to do” list should, therefore, define a specific amount of time (if possible) for each activity. This will keep work from “expanding.”

Your activities should be listed in order of priority. Work on high priorities first and keep in mind what your time is worth. In listing the activities, it is helpful to spell out the results as well as the process. For example, you might list, “Between 12:00 and 1:00 p.m., go to manufacturer’s rep luncheon and get at least three business cards from prospects.” Stating when, where, and what you’re going to do increases your chances of doing it successfully.

As the day goes by, check off completed activities and make any notes that seem relevant. In the evening, make out a new “to do” list for the next day and include any activities you couldn’t complete the day before. Always save your “to do” lists for future reference.

TO DO LIST

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KEEPING RECORDS OF TIME USE

Some companies require their employees to keep accurate records, but others do not. The experts in time management all agree that the more records you keep, the more you will be aware of opportunities for business, and for improving your use of time. Examples of valuable records for sales managers to keep include:

Number of sales calls

Number of calls resulting in interviews

Number of interviews resulting in attempts to confirm the sale

Number of actual sales

Number of sales that stay on the books

Through systematic record-keeping you will learn, among other things, what phase of your work you're having trouble with. You can actually chart your performance to get a graphic illustration of your strengths and weaknesses.

Another highly valuable record to keep is your daily log time. Not only will this depict your efficiency on a day-to-day basis, it will also speed your writing of monthly reports. In fact, you might be able to staple your daily time logs together to compose your monthly report. If you get in the habit of taking five minutes each day to answer the time analysis questions, you will quickly gain invaluable insight into your patterns of both productive activity and time-wasting. Like written goals, daily written proof of your inefficiency will have more of an effect on your motivation than just thinking about it.

McGraw-Hill has researched for years the way salespeople use their time. Here are their statistics:

Face-to-face selling	25%
Travel & waiting	25%
Administration	22%
Telephone Selling	17%
Service	8%
Eating	3%
	100%

PROCASTINATION

"Don't put off for tomorrow what you can do today." (My Mother – ever since I can remember)

Procrastination is like a virus. It creeps up on you slowly, drains you of energy, and is difficult to get rid of if your resistance is low. Procrastination is a close relative of incompetence and a first cousin to inefficiency, which is why their marriage is taboo. We all procrastinate from time to time. What's important is not to do it on things that count. You can overcome procrastination if you recognize it and take responsibility for it. Don't make yourself the "victim" by claiming to be "lazy." Laziness means simply not caring enough to act. These suggestions will help you conquer the virus:

1. Choose one area in which procrastination plagues you and conquer it. Set up a procrastination priority and action steps. For example, if you're putting off calling qualified prospects, simply set a goal of calling X number every day or week.

2. Give yourself deadlines. In moderation, pressure motivates. Extreme pressure debilitates. Set appointments, make commitments, write out your goals, and otherwise develop the determination to succeed.

3. Don't duck the difficult problems. Every day we are faced with both difficult and easy tasks. Tackle the difficult ones first so that you can look forward to the easy ones. If you work on the easy ones first, you might expand the time that they take in order to avoid the difficult ones waiting for you.

Many people put off difficult or large tasks because they appear too huge to tackle in a reasonable time frame. They feel that if they start and complete the "large" task at one sitting, it will prevent them from accomplishing any of the other tasks they have to do on that day. The answer to this problem is to break all large or difficult tasks into their smaller subparts. Then, you can do each of the subparts of the larger project over a series of days, if appropriate.

4. Don't let perfectionism paralyze you. This is a problem that many writers have. They sit at their typewriters waiting for the "right" words to come out. What they are doing is avoiding the process of writing. Be prolific in your activities. You can always go back later and polish those things you're unhappy with. Better yet, you can delegate the polishing to someone else.

Because humans are so susceptible to procrastination, you must work at building up your immunity to it. Effective action is the best medicine.

HANDLING PAPERWORK

The first step in handling paperwork is to do yourself the favor of reducing it. Delegate as much as you can to your secretary or other co-worker. After you've reduced the quantity, you can then handle the rest efficiently.

Have your secretary screen your mail. Have it put in order of priority so that you can act on the most important pieces first. Junk mail would be on the bottom. Important mail and information would go in the middle and letters requiring an immediate response would go on top. Set a time for opening your mail and keep it the same every day. This, obviously, should be scheduled during an otherwise nonproductive time.

Try to answer any correspondence immediately. After you've read the letter, write your reply on the back and give it to your secretary to type. An even more efficient method is to use a dictation machine or tape recorder. Record your correspondence and leave the rest to your secretary.

Some companies prefer to use form letters instead of replying personally. This is acceptable in some circumstances, but not when you're communicating with prospects or clients.

The other mail you receive should be dealt with in the same way. Act immediately on whatever you can. If you receive a magazine, peruse it and clip out article you intend to read. Try categorizing your reading material into three groups: articles you must read soon, articles you should read, and articles that would be nice to read. Clipping the article makes it more accessible. Stacking ten articles in one category is much more practical than stacking ten magazines. The magazines look like more work and discourage you from diving into them.

Naturally there will be more than mail accumulating on your desk. Adopt a policy of picking up paperwork only once. This means you should not look at something and put it back down where you found it. It's much wiser to

take some form of activity on the item. Decide what to do with it and move it along to the next step toward completion.

One novel approach to correspondence was adopted by entrepreneur Meshulan Riklis. He simply let all but the most urgent mail "ripen" in his "in" box for at least three months. When it was ripe, he found that 80 percent of it didn't need to be answered.

YOUR USE OF DOWN TIME

Down time normally refers to time when a machine is out of service. Your down time includes unstructured minutes and hours during the day when you can't get anything significant accomplished. These periods arise during traffic jams, in waiting rooms, when people fail to show up for appointments, and so on. You can fill this time instead of "wasting" it.

There are ways of doing nothing creatively. You can sit and relax, meditate, or levitate. You can look at your "to do" list and change it if necessary. You can think about your goals or the obstacles that you face and how you're going to overcome them. This is a good time to do your visualization exercises. Imagine yourself calling on that account that you've been dreading. Imagine yourself as successful, and you should improve your chances of becoming successful.

Remember those articles you clipped and saved? If you carry them with you they can be read while you're waiting for someone. It's amazing how many little tasks can be done in ten-minute time slots. Down time is also useful for making phone calls, unless, of course, you're in traffic. You can call ahead to your next appointment, call the office, and so on. With this in mind, you might want to write phone numbers on your "to do" list so they'll be readily accessible.

The important thing about down time is to avoid wasting it. Don't fight yourself and the world and become aggravated. Relax and see it for what it is: more of that valuable asset which you so desperately need – time.

INTERRUPTIONS

Most people who phone or visit you at home or work do so under a false, yet unquestioned, assumption that

you are free and "receiving" company. No one ever calls and says, "Hi, are you busy?" Or if they do it's, "Hi, are you busy?" (Yes)... "Oh, good. I wanted to tell you about this delicious pastrami sandwich I just had." Just what you need to hear in the middle of a busy day! It's no wonder so many business people have high blood pressure! Strokes are not caused by business pressures; they're caused by inane interruptions.

Despite the selfishness of intruders, we too, operate on a false assumption. Ours is that despite their selfishness, we cannot be blunt and sound inhospitable or ungracious. We usually just grit our teeth and resent them later. It's not a very healthy situation.

There is a place for courtesy, but courtesy does not have to extend carte blanche to callers who interrupt the flow of thoughts, destroy concentration, or impede the continuity of effort. As a professional person with limited time and unlimited work, you need to cultivate a direct, diplomatic way of handling interruptions.

The Telephone Interruption

There are two ways to control the intrusion of telephone calls: a skilled secretary or an answering machine. An answering machine simply postpones the call and puts it in your hands to be returned. (Making outgoing calls will be covered in a moment.) Having a skilled secretary is the most efficient method and should be used if possible. You will have to communicate effectively with your secretary to determine the procedures for the four different kinds of calls you'll receive.

1. Directing traffic. Your secretary's first duty is to determine the urgency of the call and to whom it can be transferred. Many calls can be handled by others or by your secretary.

2. Automatic call-back. Some calls can be handled only by you but are not sufficiently urgent to warrant an interruption. Your secretary can ask the caller, "May he call you back when he is free?" Or better yet, "Can you call again later?" The automatic call-back is a highly effective way to avoid intrusions.

3. Brief interruption. Sometimes your secretary can be helpful to you and your caller. By putting the caller on hold

and asking you for a brief response to a quick question, you are saved the trouble of calling back later and the caller is satisfied.

4. Urgent, interrupt immediately! There will always be calls that you will pre-designate as warranting an interruption. These you can handle on the spot. Hopefully, few of your daily calls fall into this category.

The Call-Back System

Now that your secretary has headed off the onslaught of calls, you have the burden of returning some of them. Unlike correspondence, calls should not be left to ripen. Create a system for returning calls that includes time-saving habits such as:

1. Determine the time of the day to return calls. You may want to choose the late morning or late afternoon. At these times, chances are greater that you'll catch the other party facing lunch engagements or leaving for the day. These time pressures will make him less likely to socialize on the phone!

2. Returning calls gives the caller the chance to solve his problem on his own. Sometimes a caller will seek other sources for answering the question that he called about.

3. Information can be prepared in advance when you use the call-back system. Your secretary can pull files and gather documents that you'll need to answer the client's questions. This is obviously a time-saver for you.

Outgoing Calls

The telephone is, of course, one of life's greatest time-savers. It saves time over writing letters, making trips, and meeting with people. However, it can also be a great time-waster. To avoid spending more time than necessary in calling people back, add these suggestions to the ones covered under "Call-Back System."

1. Curtail the length of your calls. This may seem obvious, but how can you do it? One effective way is to choose your opening. Don't say, "Hi, Tom, how are you?" You may be opening a can of worms. You're better off saying, "Hi, Tom, I need to ask you a few quick questions if you have a minute." Then launch into the questions as soon as you get the OK. It's also important to be able to terminate your calls promptly. Be decisive and say, "I guess that covers it, Tom, thanks for your time, speak to you soon,

good-bye." If you carry on business conversations succinctly, perhaps people will realize you are a busy person and will not waste your time when they call you.

2. Be organized. List the questions or topics you wish to discuss and have them in front of you. There's nothing worse than saying, "Uh, I forgot the other question I was going to ask you..." if you lose your train of thought.

3. Group your calls by type. If you are making sales calls, make them all at once. This will give you the advantage of the momentum of a mind set. You'll be in a certain thinking mode and won't have to "change gears" for every other call.

Visitors

Visitors have the same effect as telephone calls. Again, the ideal situation is to have a secretary run interference for you. This must be done in a professional, diplomatic way.

1. Authorize your secretary to handle appointments and give her or him the authority to screen visitors. If in doubt, your secretary can set up tentative appointments subject to your approval.

2. Set fixed "visiting" hours. You can't be receptive to visitors all day, just as a surgeon cannot have visitors in the operating room. Have your secretary tell people who "drop by" that you are busy with a patient.

3. During appointments, have your secretary monitor the visit. If it goes on for longer than normal, she can call or come in to tell you about an obligation you must attend to. You can then easily terminate the meeting, if necessary.

4. Block all interruptions when you have visitors. You can't talk to someone in your office and receive phone calls simultaneously.

5. Try not to socialize during business visits. Impress your visitor with how busy you are and hope he gets the hint.

6. Terminate your visits by standing up. This is an obvious sign that it's time to go. Walk your visitor to the door and say good-bye without standing by the door or elevator chatting. Unless, of course, you want to.

RELAXATION AND STRESS-REDUCTION

In our goal-oriented, hyper-motivated, money-making workday, we often deny ourselves much-needed periods of relaxation. Like a high-powered sports car, we can be very impressive at high speeds but sacrifice distance, efficiency, and physical integrity in the process. Our bodies and minds are designed to work well if they are not overtaxed. Frequent periods of relaxation and stress-reduction are important to the longevity of our bodies and minds.

All too often the sacred coffee break is abused rather than maximized. People become focused on the process rather than the desired result of the break. A coffee or lunch break should be used as a time to relax so that you are more effective when you return to work. The relaxation you seek during a break should achieve three things:

1. It should provide distraction. You should get your mind off the job and preferably into the wild blue yonder. You'll feel much more refreshed when you land again.

2. It should alleviate tension. Our jobs often produce stiffness in the lower back, neck, and abdomen. You could do some physical activity or relaxation exercises to relieve these tensions. Many people have changed their habits in recent years. They are no longer rushing through a big meal at the lunch counter or restaurant. Instead many people go for a run, swim, play basketball, walk, or simply relax in their offices.

3. It should be short enough not to severely interfere with your workday but long enough to provide you with some benefits.

There is no denying the importance of relaxation, despite its being "unproductive." As John Wanamaker once said, "Those who do not take time for relaxation are obliged sooner or later to find time for illness."

CHANGE YOU BAD HABITS

"Habit, my friend, is practice long pursued, that at the last becomes the man himself." (Euenus, 5th c. B.C.)

Managing your time efficiently and effectively will require some changes in your behavior and thinking. Those changes require practice. As with goals, in order to practice you must first become aware of your needs and define

those you will attend to first. You have already done this. You are now much closer to effecting change in yourself than you ever were.

Giant strides, when looked at closely, are made up of many small steps. In “overhauling” your management of time, you too need to take small steps. Choose one area that you would like to improve. It could be procrastination, delegation, or relaxation. It’s your choice – but select one area now. Take the time to fill out the Time Management Key Idea Action Plan. Answer all the questions thoroughly so that you can devise a solid goal and some action steps. Start doing those things that will make you a better manager of your time today. After you’ve improved in one area, choose another and use the Key Idea Action Plan to define the steps. In this way, you will practice the necessary activities that will later be your good habits. Time is like money. Unless you have more than you know what to do with, you’ll want to control your assets yourself. Think of time as money and you’ll find yourself wasting less of it.

TIME MANAGEMENT KEY IDEA ACTION PLAN

What is the idea I would like to implement?

What are the potential obstacles?

Why do I want to implement this idea? What's in it for me?

What is my action plan? How will I specifically implement the idea?

What is my target date/deadline for implementing the idea?

How and when will I measure my success?



Tony Alessandra, PhD, CSP, CPAE

Building Customers, Relationships, and the Bottom Line

Dr. Tony Alessandra helps companies build customers, relationships, and the bottom line. Companies learn how to achieve market dominance through specific strategies designed to out-market, outsell, and out-service the competition.

Dr. Alessandra has a street-wise, college-smart perspective on business, having fought his way out of NYC to eventually realize success as a graduate professor of marketing, an entrepreneur, a business author, and a keynote speaker. He earned his MBA from the University of Connecticut, and his PhD in marketing from Georgia State University.

Dr. Alessandra is president of **Online Assessments**, (www.OnlineAC.com) a company that offers online assessments and tests; co-founder of **MentorU.com**, an online e-learning company; and Chairman of the Board of **BrainX**, a company that offers online digital accelerated-learning programs.

Dr. Alessandra is a widely published author with 14 books translated into 17 foreign languages, including **Charisma** (Warner Books, 1998); **The Platinum Rule** (Warner Books, 1996); **Collaborative Selling** (John Wiley & Sons, 1993); and **Communicating at Work** (Fireside/Simon & Schuster, 1993). He is featured in over 50 audio/video programs and films, including **Relationship Strategies** (American Media); **The Dynamics of Effective Listening** (Nightingale-Conant); and **Non-Manipulative Selling** (Walt Disney). He is also the originator of the internationally-recognized behavioral style assessment tool **The Platinum Rule™** (www.PlatinumRule.com).

Recognized by *Meetings & Conventions Magazine* as "one of America's most electrifying speakers," Dr. Alessandra was inducted into the Speakers Hall of Fame in 1985. He is also a member of the Speakers Roundtable, a group of 20 of the world's top professional speakers. Tony's polished style, powerful message, and proven ability as a consummate business strategist consistently earns rave reviews.

To learn more about Dr. Alessandra and his services, visit www.Alessandra.com.

Time Management eWORKBOOK

If you have found the information in this workbook useful, you might want to check out some of the other products available on my website. I would specifically suggest:

Using Space and Time eReport

Your use of space and time sends important messages. This 16-page report tells you how to communicate your message more skillfully and how to understand the signals others send. You'll see how to use space and time to repair communications that somehow get off track, as well as how to create the greatest advantage for yourself while giving the most comfort to others.

Goal Setting eWorkbook

We all need to keep our lives in balance. It is important to realize and accept the fact that many needs must be fulfilled if we are to be well-adjusted and happy. This interactive 52-page eWorkbook covers several influences on one's life that can be positive or negative depending on the individual, as well as the introduction of several suggested processes to follow that can lead to both a more successful career and a happier life in general.

Conducting Powerful Meetings eReport

Do you approach a meeting expecting just another annoying waste of time? Do you walk away from it wondering why you wasted your time? If so, you know firsthand how frustrating inefficient meetings are. Most managers spend 25-30% of their time in meetings, and studies show that the average cost of a meeting runs over \$1,000. When meetings are managed well, they are effective and essential tools for communication within the organization. This 33-page eReport will show you how to plan, conduct, and follow-up on meetings. Meetings do not have to be a waste of time. When well-planned and implemented, they offer enormous benefits.

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