

How to Get Control of Your Time and Your Life

Alan Lakein

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标注(粉色) - 位置 75

make the most of

标注(粉色) - 位置 76

determine the best use of

标注(粉色) - 位置 77

I'm not a "time and motion" organizer, trying to get everything done in the shortest time with the fewest wasted motions. That kind of efficiency means taking the thinking out of an activity and reducing it to a series of mechanical routines.

标注(粉色) - 位置 83

please don't call me an efficiency expert. I'm an "effectiveness expert."

标注(粉色) - 位置 84

Making the right choices about how you'll use your time is more important than doing efficiently whatever job happens to be around.

标注(粉色) - 位置 87

fritter

标注(粉色) - 位置 88

redecorating your home

标注(粉色) - 位置 88

eliminate procrastination

标注(粉色) - 位置 96

homemakers,

标注(粉色) - 位置 104

be the master of the clock—not its slave—

标注(粉色) - 位置 115

It is the sort of control over your time (and your life) that is neither too tight (i.e., compulsive, restrained, obsessive) nor too loose (i.e., apathetic, indifferent, lazy).

标注(粉色) - 位置 118

The ideal is balance.

标注(粉色) - 位置 121

The overorganized person is always making lists, updating lists, losing lists. When asked to do something, he tends to spend much time considering every possibility, planning every detail, making sure that he has every base covered. He doesn't move without first planning the smallest detail, and consequently he often doesn't even get around to doing many things he should.

标注(粉色) - 位置 124

He is more interested in feeling organized in his head than in accomplishing anything.

标注(粉色) - 位置 126

The overdoer is so busy doing things that he has no time to assess their true value.

标注(粉色) - 位置 129

The time nut is overwhelmingly preoccupied with time. He makes himself and everyone else nervous with his concern about never wasting a minute.

标注(粉色) - 位置 136

Too much organization is as ineffective as too little.

标注(粉色) - 位置 138

the same person has different needs at different ages, at different times of the year, in different situations. The person who is well-organized at work may be very haphazard about his non-work activities. The person who at thirty has a clear set of goals and knows exactly how he wants to use his time and his life may find that at forty he must break free of such plans if he is to grow.

标注(粉色) - 位置 142

set you free from internal and external restraints, not to take away one iota of your freedom and individuality.

标注(粉色) - 位置 144

It's important that you compare all of the things I say with the way you function best.

标注(粉色) - 位置 153

Are you sick and tired of never getting anything done because you never get anything started?

标注(粉色) - 位置 156

ins and outs

标注(粉色) - 位置 161

at the mercy of

标注(粉色) - 位置 212

another person can only recommend what you ought to do—you and you alone make the final decision.

标注(粉色) - 位置 253

Whatever he does, he needs to resolve the conflict between the short term and long term if he wants to retain his job and his sanity.

标注(粉色) - 位置 280

Planning is bringing the future into the present so that you can do something about it now.

标注(粉色) - 位置 285

If you only plan this way you run the risk of not planning when you really most need to.

标注(粉色) - 位置 286

I have never known anyone who was hurt by too much of the kind of planning I am going to recommend. I have known many people who have suffered from failure to plan adequately.

标注(粉色) - 位置 301

The more important aspects of the plan are refined and elaborated on so that more and more meaning is built into them.

标注(粉色) - 位置 303

Like our professional photographer, he makes some readjustments and becomes better and better at what he does.

标注(粉色) - 位置 305

By planning his time carefully he's found it easier to take on new projects and adapt his day-to-day routine to fit his long-term plans.

标注(粉色) - 位置 319

Many people seem to have difficulty planning because they regard it only as "thinking"--which all too often translates into either "staring into space" or "daydreaming." They need a way to make a more concrete task out of planning.

标注(粉色) - 位置 323

Writing the answers down will reduce your tendency to daydream, and also help you make better decisions. I call the time when you plan "Decision Time," because that's what planning is all about—making decisions as to what and when and, if necessary, how.

标注(粉色) - 位置 326

In my opinion, no list is complete until it shows priorities. Whenever you make a list, finish the list by setting priorities. It's as Basic as ABC Use the ABC Priority System: write a capital letter "A" to the left of those items on the list that have a high value; a "B" for those with medium value; and a "C" for those with low value. As you do this, you know that to some extent you're guessing. You're not sure you'll be right on the value.

标注(粉色) - 位置 339

In a work of art, attention-getters including vivid colors and foreground details stand out from the background and catch the eye first Your A-items should be the attention-getters on your list.

标注(粉色) - 位置 350

Only good planning will let you reap maximum benefits from minimum time investments.

标注(粉色) - 位置 362

A Lifetime Goals Statement is neither magic nor a cosmic exercise in clairvoyance.

标注(粉色) - 位置 369

thinking about your goals is usually quite a different experience from writing them down. Unwritten goals often remain vague or Utopian dreams, such as "travel," or "becoming a millionaire."

标注(粉色) - 位置 574

The less time you feel you have to spare, the more important it is to plan your time carefully. Spend only ten minutes at the beginning or end of the day planning, and it will repay your efforts many times over.

标注(粉色) - 位置 577

But think about this: By failing to plan, you will free very little if any time, and by failing to plan you will almost certainly fail to discriminate among ABC's.

标注(粉色) - 位置 579

Yes, I mean it: Exactly because we lack time to plan, we should take time to plan.

标注(粉色) - 位置 580

Planning is usually done best first thing in the morning or at the end of the day. There are many advantages to planning in the morning when you are fresh.

标注(粉色) - 位置 583

The advantage of planning in the evening is that you know where you have come from and this perspective helps you select activities for tomorrow.

标注(粉色) - 位置 586

The distinctly different benefits of morning and evening planning are both worth taking advantage of. So I suggest you plan in the morning as well as in the evening.

标注(粉色) - 位置 597

Every morning as part of my planning effort, I look at my Lifetime Goals list and identify specific A-activities I can do today to move ahead toward those lifetime goals. The rest of the time before breakfast I spend doing A-activities.

标注(粉色) - 位置 599

I recommend using Friday afternoon for reviewing the week, planning the following week's projects in a general way but those you'll do on Monday in detail.

标注(粉色) - 位置 605

Reserve particular days of the week (say, Tuesday and Thursday mornings) for major projects. Even if your day is fragmented by interruptions, you can still attempt to keep blocks of time intact for the high-value A's.

标注(粉色) - 位置 608

fifteen minutes each day to use exclusively for A-items. You can gradually increase this time for the A-items as you grow more comfortable with the idea of putting first things first.

标注(粉色) - 位置 615

I've read articles in management literature suggesting that the way to get hold of your time is to record what you do every minute 24 hours a day, 168 hours a week. I emphatically disagree with this approach; not only is it time-consuming and burdensome to keep track of all your time, but I'm convinced that it's a waste of time.

标注(粉色) - 位置 621

I feel it's much better to watch your time selectively, keeping track of particular problem items which you feel are consuming an inordinate amount of time.

标注(粉色) - 位置 624

I believe that recordkeeping for sake of recordkeeping has very little value, but that selective recordkeeping for the sake of influencing the way you do a particular task has a great deal of value.

标注(粉色) - 位置 632

Remember: There is always enough time for the important things. The busiest people are able to find time for what they want to do, not because they have any more time than others but because they think in terms of "making" time by careful scheduling.

标注(粉色) - 位置 634

Trying to do the same thing at the same time each day both conserves and generates energy. It conserves energy by cutting down on indecision. You perform menial tasks by rote.

标注(粉色) - 位置 637

Internal prime time is the time when you work best—morning, afternoon, or evening. External prime time is the best time to attend to other people—those you have to deal with in your job, your social life, and at home.

标注(粉色) - 位置 641

From 10 A.M. to 12 noon? From 4 P.M. to 6 P.M.? The two hours that you select are probably your own internal prime time, but during the next two weeks you might check to see whether your concentration really is best during those hours.

标注(粉色) - 位置 657

External prime time is when external resources (usually people) are most readily available for decisions, inquiries, and information. It's the time when you can catch the boss for that needed decision before he leaves for a week's business trip.

标注(粉色) - 位置 675

You need some slack time to handle whatever unexpected crises and opportunities come your way during the day.

标注(粉色) - 位置 752

If your day is broken into many parts, transition time offers you perhaps the only block of time you'll have alone and undisturbed.

标注(粉色) - 位置 776

Lunch time offers a great time to get things done while the phones are quiet and others are busy.

标注(粉色) - 位置 830

Try to convince your boss to let you go home if you've finished all your work

标注(粉色) - 位置 832

try to convince him to allow you to satisfy your personal priorities of reading books, writing your own letters, and the like while you handle the switchboard, the service counter, or the reception desk.

标注(粉色) - 位置 868

The first thing in the morning, he would come in and lay out his list of what he wanted to accomplish that day. In the evening he would check to see how many of the items he had written down in the morning still remained undone and then give himself a score.

标注(粉色) - 位置 877

I discovered that very few people keep a list of things to do every day, although most people occasionally make a To Do List when they are particularly busy, have a lot of things they want to remember to do, or have some particularly tight deadline.

标注(粉色) - 位置 882

One of the real secrets of getting more done is to make a To Do List every day, keep it visible, and use it as a guide to action as you go through the day.

标注(粉色) - 位置 891

Some people try to keep To Do Lists in their heads but in my experience this is rarely as effective.

标注(粉色) - 位置 896

solutions. I recommend that you not list routine items but do list everything that has high priority today and might not get done without special attention.

标注(粉色) - 位置 901

Before you even consider doing anything yourself, look over the list and see how many tasks you can delegate.

标注(粉色) - 位置 908

The best way is to take your list and label each item according to ABC priority, delegate as much as you can, and then polish off the list accordingly.

标注(粉色) - 位置 934

By doing more A's and fewer C's, the hierarchy of your accomplishments will change.

标注(粉色) - 位置 981

There is a certain luxurious feeling that comes from doing whatever you want without regard to priority or time involved. Since you know you're not doing A's, you can waste time and gain the feeling of doing something well, starting something easy and finishing it, crossing an item off your list, and moving the paper from your in-box to your out-box.

标注(粉色) - 位置 1068

Always keep in mind the question "How terrible would it be if I didn't do this C?" If your answer is "Not too terrible," then don't do it.

标注(粉色) - 位置 1131

One executive has his secretary sort his daily mail into "Action," "Information," and "Deferred" folders.

标注(粉色) - 位置 1191

Sometimes you run across a book that may be useful in the future. Don't take time to read it now; you will have forgotten the details by the time you need them. Instead, have your secretary keep a note of the book in a special file for later reference.

标注(粉色) - 位置 1205

My wife and I have a hobby of reading aloud to each other. We read about twenty books a year this way.

标注(粉色) - 位置 1345

Availability Hours are those hours during the week when you're available to associates or others without appointment.

标注(粉色) - 位置 1384

YOUR LIFETIME GOALS STATEMENT, your To Do List, and your Schedule give you substantial control over the way you spend your time.

标注(粉色) - 位置 1387

a new tool to use quickly and spontaneously as many times a day as you need it. It's called "ask Lakein's Question." Lakein's Question is: what is the best use of my time right now?

标注(粉色) - 位置 1390

If your first answer when you ask Lakein's Question is "I don't know," then the best use of your time is to ask the question again. If you still get "I don't know," then tell yourself: "I already know that; but I still need a better answer."

标注(粉色) - 位置 1395

Almost invariably, the first (and spontaneous) answer to Lakein's Question is the best, and you should accept it.

标注(粉色) - 位置 1402

Also ask Lakein's Question when you notice that you are becoming distracted.

标注(粉色) - 位置 1407

run out of steam.

标注(粉色) - 位置 1426

Once you get immersed in some activities, they seem to acquire a momentum of their own. You may then be carried along without control, drifting with the tide.

标注(粉色) - 位置 1430

You can also set the timer to help you meet deadlines. If you need to get something done in half an hour, set the timer accordingly.

标注(粉色) - 位置 1435

Ask Lakein's Question. If you're not sure whether it is worth finishing something (or worth continuing), I suggest that you stop.

标注(粉色) - 位置 1440

The best plans remain daydreams until you bring them to life through action.

标注(粉色) - 位置 1443

A good plan—a plan that in all ways feels right to you—has a way of getting you to act on it simply

标注(粉色) - 位置 1449

I've talked with thousands of people about their efforts to gain control of their time and their lives. Again and again I hear the familiar refrain, "For years I've been wanting to do this, but I keep putting it off," or "I know just what to do but I can't find time to get started."

标注(粉色) - 位置 1454

When you've identified an A-1 but find yourself reluctant to "do it now," take a fresh look at your choice. Your reluctance may be based on an intuitive feeling that the A-1 is not, after all, the best use of your time.

标注(粉色) - 位置 1471

So if you don't follow through on a plan because the choice is not current or valid, your delay is not due to procrastination, but to a desire to be flexible and adaptable.

标注(粉色) - 位置 1475

Procrastination is when you've come up with a good A-1 activity, validated your choice, and found at

least some minutes you could have spent on that A-1, and you are still not with it. Instead, you are doing a lesser A, a B, a C, or maybe even a task that you should admit is not worth doing at all.

标注(粉色) - 位置 1481

An Unpleasant A-1, on the other hand, is manageable, all right, but you're eager to avoid it because of some odious association, which is usually emotional (disciplining an employee, admitting an awkward mistake to your boss, telling your boss he made a mistake, presenting your husband with the bill for a very expensive dress).

标注(粉色) - 位置 1487

CAUTION: All the techniques to stop procrastinating are to be used only when genuinely necessary.

标注(粉色) - 位置 1500

Let's face it: Large blocks of uninterrupted time are a comparative rarity. If again and again—a few minutes before lunch or before your child returns from school—you choose to work on the easy C rather than to begin the difficult A-1, then you are procrastinating; you're avoiding what is really important.

标注(粉色) - 位置 1503

What you need is some way to make the Overwhelming A-1 competitive with the easy C.

标注(粉色) - 位置 1508

The key to getting an Overwhelming A-1 under control is to get started on it as soon as you've identified it as the A-1 task. And an excellent way to get moving is to turn such an Overwhelming A-1 into "Swiss Cheese" by poking some holes in it. I call these holes "instant tasks."

标注(粉色) - 位置 1512

To find out what the first two should be, (1) make a list of possible instant tasks, and (2) set priorities.

标注(粉色) - 位置 1515

The only rule for making up your list of possible instant tasks is to limit it to items that can be started quickly and easily and are in some way connected with working on the Overwhelming A-1.

标注(粉色) - 位置 1526

If you've tried an instant task and it didn't lead to involvement, the next step is to try another instant task right away.

标注(粉色) - 位置 1529

How much of a contribution a particular instant task will make to getting your A-1 done is far less important than the overriding objective of the moment: To do something—anything—on the A-1. Whatever you choose, you'll at least have begun.

标注(粉色) - 位置 1534

Maybe all that was required was to break up the task into manageable bites; after you've done this some jobs, like some jigsaw puzzles, are easily completed.

标注(粉色) - 位置 1572

The instant tasks may not have gotten the project finished, but they have led you to explore various aspects of it. You have become involved in an interesting question here, a challenging problem there.

标注(粉色) - 位置 1585

Record on the paper whatever decisions come to your mind about the A-1. For instance: when to start it; what to do first; what to do next; how much time you can devote to it all together; what information you need; what equipment is required; who else will be involved. The more concrete decisions you can make, the more likely it is you'll fix on some simple but valuable ways to start on the A-1 and get involved.

标注(粉色) - 位置 1604

This is a common chain, and a deadly one. You don't have the information. You don't get really interested. You can't become involved. No action.

标注(粉色) - 位置 1606

Non-familiarity often leads to lack of interest.

标注(粉色) - 位置 1619

Not until a certain level of familiarity with a subject is reached are people likely to push toward a further exploration to satisfy the newly aroused curiosity.

标注(粉色) - 位置 1635

Another good leading task is to remove all distractions from your desktop (such as expense accounts, cocktail-party invitations, or that copy of Playboy).

标注(粉色) - 位置 1637

If you really want to read War and Peace, but just don't seem to get around to it, here are some good leading tasks. Buy a copy. Take it off your bookshelf. Put it in your favorite reading chair. Leave it lying around opened to page 1. Show it to a friend and say, "I've finally started on this!".

标注(粉色) - 位置 1647

One of my clients decided to wake up a little earlier each morning to find time for a new interest. Setting his alarm ahead half an hour did no good because he went right back to sleep. I suggested he try a leading task. He moved the alarm clock from beside his bed to the other side of his room, right in front of the bathroom door.

标注(粉色) - 位置 1705

Perhaps your lack of involvement is due to a lack of motivation. In that case, taking a few minutes to build up motivation is a good investment.

标注(粉色) - 位置 1708

remember: If you feel that something will be difficult or impossible, the odds are that you'll not be as likely to try it as if you feel it is easy. But keep in mind that these are your feelings.

标注(粉色) - 位置 1733

Meetings are one of the greatest time-wasters ever invented.

标注(粉色) - 位置 1752

Always set a next step. Quite frequently, a project will bog down for lack of planning the very next step.

标注(粉色) - 位置 1792

You can plan, talk to others, give yourself a pep talk, gather information, write down some notes. Naturally, some projects have more built-in variety than others. But there are always at least some opportunities for change within each project.

标注(粉色) - 位置 1807

if you've been gathering knowledge from books or other people or your own head, is to write something down. Even

标注(粉色) - 位置 1826

First schedule the time needed to work on the project: Then when the time comes use the ideas in this chapter to keep involved.

标注(粉色) - 位置 1873

my conversations with psychiatrists and psychologists have convinced me that fear is at the root of all avoidance.

标注(粉色) - 位置 1920

The idea behind judo, he knew, is to use your opponent's own strength and weight against him, thereby turning potential defeat into victory.

标注(粉色) - 位置 1955

try extinguishing, containing, judoing, and ballooning that fear until it is afraid to show itself ever again.

标注(粉色) - 位置 1991

Acknowledge that if past experience and present resolve are any indication, this is not something that will go

标注(粉色) - 位置 2006

every time you think about the task and put it off, you suffer some of the same pain as if you had actually done it.

标注(粉色) - 位置 2023

Many people do work best under pressure. For others, too much pressure can be devastating.

标注(粉色) - 位置 2026

you must assess your own work habits and determine how you function best.

标注(粉色) - 位置 2029

A last-minute effort means that accuracy may have to be dispensed with. No rewriting is possible and so the prose style will suffer.

标注(粉色) - 位置 2051

Here's a suggestion to help you avoid deadline mania: Don't wait quite so long before plunging in. Give yourself a little more lead time before the deadline. Try to start a little sooner, even though the pressure is not full-blown.

标注(粉色) - 位置 2080

You can give yourself a reward for working on a task as a way to coax yourself along.

标注(粉色) - 位置 2092

Another way to get yourself to do unpleasant A-1's is to turn the whole task into a game.

标注(粉色) - 位置 2096

Anything that will help you get the task done is valuable. It helps you complete the task by varying the incentive, and even artificial incentives can help. Stress the Benefits and move closer to getting the A-1 done.

标注(粉色) - 位置 2103

when you don't do the A-1, when you deliberately or not-so-deliberately decide to put off the really important activity.

标注(粉色) - 位置 2106

Escapes can be A's, B's, C's, or watching the girls go by. If you're at work, an Escape generally needs to be something

标注(粉色) - 位置 2108

Seven Common Mistakes

标注(粉色) - 位置 2110

Indulging yourself. Doing something you really enjoy.

标注(粉色) - 位置 2112

Socializing. Visiting with others.

标注(粉色) - 位置 2114

Reading. Catching up on the backlog of unread periodicals stacked on the side table.

标注(粉色) - 位置 2116

Doing it yourself. Baking your own bread.

标注(粉色) - 位置 2119

Overdoing it. Supervising employees so closely that they can't get their work done.

标注(粉色) - 位置 2122

Running away.

标注(粉色) - 位置 2125

Daydreaming. Planning how you're going to spend your weekend.

标注(粉色) - 位置 2133

Emotional Escapes: feeling guilty, getting angry, worrying. Indulging in such feelings is a very common way of escaping from the A-1.

标注(粉色) - 位置 2136

Some Escapes are undoubtedly worth doing and are excellent uses of time: getting organized, making lists, improving morale, socializing, taking the day off, doing the A-2 or A-3, catching up on reading.

标注(粉色) - 位置 2139

The best use of your time—as you've already decided—is to do the A-1. Anything else is a comparative waste of time.

标注(粉色) - 位置 2163

If you use the "I'm wasting my time" warning signal, you will find it increasingly difficult to rationalize detours.

标注(粉色) - 位置 2168

Another way to make sure you'll choose the A-1 at Decision Time is to cut off all your Escape routes.

标注(粉色) - 位置 2182

The Great Escape for nearly everybody is television. Liberate yourself! Give your set away and then stalk your A-1!

标注(粉色) - 位置 2187

If you have to procrastinate, I'm going to show you how to do it positively. Sit in a chair and do nothing. That's right—nothing. Don't read a book, don't shuffle papers, don't tackle your knitting, don't watch TV—just sit completely still.

标注(粉色) - 位置 2195

You'll need willpower to: plan when you're feeling harried and overwhelmed; keep yourself involved in a project even though some of the instant tasks you try lead to a dead end; avoid your favorite Escapes when you have an important but unpleasant A-1 to do; maintain a positive attitude in spite of previous "failures"; do something every day on your Lifetime Goals; overcome fears, real or imagined; resist doing a very easy (but unimportant) task that is right in front of you.

标注(粉色) - 位置 2211

Studies show that learning a new skill in industry is greatly facilitated if early efforts meet with success.

标注(粉色) - 位置 2223

Increasing your willpower is like taming a wild horse. The key is to move forward in gradual stages, as I shall explain.

标注(粉色) - 位置 2247

Interpret whatever you do as exactly what you wanted to do. This shows you're truly in control of your actions.

标注(粉色) - 位置 2257

developing his willpower while watching TV.

标注(粉色) - 位置 2263

When you attempt to develop your willpower remember: don't try to push yourself too far, between extending your capabilities gradually and stretching yourself so far that you break. Don't push yourself beyond your limits of endurance.

标注(粉色) - 位置 2279

Don't turn to the TV for escape from an unpleasant A. Remember: a little more will can eventually build up to a lot more willpower.

标注(粉色) - 位置 2288

Making "mistakes" can be a great time-saver. You find out what works by trying. You get rid of unrealistic goals by having tried and failed to accomplish them.

标注(粉色) - 位置 2291

What may seem defeating at first is really constructive: You're building bridges that will eventually take you closer to where you really want to be.

标注(粉色) - 位置 2294

Trial and error is part of being human. Think that each "mistake" is bringing you a little closer to eventual success.

标注(粉色) - 位置 2297

The important thing was not to make the same "mistake" too often.

标注(粉色) - 位置 2331

light lunch

标注(粉色) - 位置 2337

I carry blank 3x5 index cards in my pocket to jot down notes and ideas.

标注(粉色) - 位置 2337

I revise my lifetime goals list once a month.

标注(粉色) - 位置 2338

I review my lifetime goals list every day and identify activities to do each day to further my goals.

标注(粉色) - 位置 2338

I put signs in my office reminding me of my goals.

标注(粉色) - 位置 2340

I always plan first thing in the morning and set priorities for the day.

标注(粉色) - 位置 2342

I give myself time off and special rewards when I've done the important things.

标注(粉色) - 位置 2350

concentrate on one thing at a time.

标注(粉色) - 位置 2352

do much of my thinking on paper.

标注(粉色) - 位置 2355

make use of specialists to help me with special problems.

标注(粉色) - 位置 2357

generate as little paperwork as possible and throw away anything I possibly can.

标注(粉色) - 位置 2358

keep my desk top cleared for action, and put the most important thing in the center of my desk.

标注(粉色) - 位置 2360

try not to think of work on weekends.

标注(粉色) - 位置 2361

relax and "do nothing*" rather frequently.

标注(粉色) - 位置 2363

continually asking myself: "What is the best use of my time right now?".