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## CHAPTER THREE

### TIME IS MONEY

***Now you have clear goals and know where you are going, you will need to manage your time effectively to get you there.***

#### Synopsis

*You know that time can equal money, and you probably think you already spend your time wisely, or perhaps you think that you do not have time to read this chapter? Do you want great ideas on how to find 'spare' time and how to use it? This is a must-read chapter for every small business owner – especially those who cannot find the time to read it!*

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Zoë was the owner of a very expensive and exclusive fashion shop. Her twin sister was unemployed and living on benefits. Zoë was also a magistrate, a local councillor, chairman of several charities, a leading light of her local amateur dramatic society and she had just launched a model agency business as her potential pension. It appeared that the more she did, the more time she had to devote to each interest and, as a result, she never seemed to be rushed and even had quality time to spend with her husband and children.

Her twin sister was constantly complaining about the lack of time as she drifted through each day, sometimes starting a domestic chore and becoming bored before it was finished. Then, feeling tired, she would watch a few hours of television. She could not understand how her sister managed to achieve so much.

Despite the vast gulf between their lifestyles, the women enjoyed a close relationship and would meet regularly at their favourite coffee shop. During one of these conversations, Zoë explained her concept of time to her sister. She told her "either use it or lose it". Then she went on to explain that, although we all have the same number of hours in the day, it is the way we use them that makes the difference.

She invited her sister to describe, in some detail, what she would do tomorrow and the day after. This simple request presented some difficulties for her sister. With the aid of a pen and a paper napkin, they blocked out each two-hour period. Her sister thought about what they had discussed all the way home. By the time she got there, she had mentally planned every single hour of the next day for the first time in her life. To her surprise, instead of finding it a burden, she went to bed with excitement for the day ahead. Her journey to a focused future had begun.

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Time is your most important commodity. There, I have said it. You cannot afford to waste any time because it is not refundable. You cannot mortgage it or borrow it from someone else. You are given the same amount every day and, at the end of the day, it has gone.

Everyone has the same amount, it is what you do with it that is the important part. I am not suggesting that you currently waste time deliberately; it's just that, as a business owner, you can easily become involved in the

#### **Diagnostic Question Box**

**What main activity, in a normal working day, do you waste time on?**

details and gradually create unhealthy processes, procedures and politics. These all absorb your time unproductively.

This valuable Diagnostic Time Chart may reveal how you lose momentum on time-wasting activities. I highly recommend that you invest some of your valuable time to complete the chart, as you may discover ways to use your time more productively.

Consider each statement and answer honestly. If it is true of you, or even partially true of you, put a tick in the box. As you go through the exercise you will begin to see a pattern of the time-taking tasks emerging and this will help you to take corrective and preventive action.

### DIAGNOSTIC TIME CHART

| <b>Telephone Calls</b>                                 |  | <b>Decisions</b>  |  |
|--|--|---|--|
| Discussions are unnecessarily long and directionless   |  | Addicted to details. Always need more information before you decide   |  |
| You want/need to be available to all outside calls     |  | Irrational method for decisions – emotional                           |  |
| No one to cover the calls for you                      |  | Fear of mistakes making you look silly or costing you money           |  |
| Lack of priorities – all calls handled as they come in |  | Unrealistic deadlines   |  |
| Unrealistic estimation of length of calls              |  | Putting off the unpleasant decisions                                  |  |
| Calls becomes involved in details                      |  | Lack of faith in your own decision process                            |  |
| Uncontrolled conversations                             |  | Lack of knowledge of final outcome                                    |  |
|  |  |   |  |
| <b>Response in a Crisis</b>                            |  | <b>Delegation</b>   |  |
| Lack of priorities                                     |  | Little faith in the abilities of other people                         |  |
| Doing too many things = no direction of effort         |  | Control freak – need to feel in control                               |  |
| Lack of foresight. No idea of the outcomes of actions  |  | Inadequate or unclear instructions/training/coaching                  |  |
| Treating small problems the same as a full crisis      |  | Fear that others will do the job more efficiently or more effectively |  |
| Overlooking any possible negative consequences         |  | More comfortable doing than controlling direction of tasks            |  |
| Inability to say 'no'                                  |  | You know you can do the job better and quicker                        |  |
| People assume you will say 'yes'                       |  | Everyone else is overworked as well                                   |  |
| You have no strategy for saying 'no'                   |  | Unclear guidance or responsibility                                    |  |
| Wanting to help others regardless of self              |  | Unclear/inadequate job descriptions                                   |  |
| Wanting to feel important or needed                    |  | Staff have responsibility but no                                      |  |

|   |  |  |  |
|---|--|--|--|
|   |  | authority and feel put upon                  |  |
| Concern of being disliked for saying 'no'       |  | Your managers are indecisive                 |  |
| Ambition/desire to be seen to be busy           |  | Job descriptions which overlap               |  |
| <b>Over Involved</b>                            |  | Power struggles in organisation              |  |
| Wanting to be involved in everything            |  | Instructions unclear = poor performances     |  |
| Unsure of your priorities                       |  | No priorities                                |  |
| <b>Self Discipline</b>                          |  | No job descriptions                          |  |
| No performance standards to work towards        |  | No time systems implemented                  |  |
| No clear direction in your work or company      |  | Lack of self-discipline – easily distracted  |  |
| Responding to the urgent instead of important   |  | Would rather be doing instead of planning    |  |
| Postponing the unpleasant tasks                 |  | Thinking you have no time to plan            |  |
| <b>Communication</b>                            |  | <b>Inability to Complete Tasks</b>           |  |
| Staff misinterpret your instructions            |  | Lack of deadlines given                      |  |
| Difficulties interpreting your instructions     |  | No respect for your own valuable time        |  |
| No time deadlines set when giving tasks         |  | Overworked                                   |  |
| Recipient responds half-heartedly               |  | Unorganised work loads                       |  |
| Delays in providing you with answers            |  | Not very inspired by certain jobs            |  |
| Over communication – too much information given |  | Lost your inspiration/motivation for company |  |
| Wrong media used to communicate, i.e. emails    |  | Carelessness on rushed jobs                  |  |

Well done! You now know the areas that take precious time from your busy schedule.

There are many ways to deal with this knowledge. You could attend a time management course from the hundreds in the training market place. Some of the courses teach you how to manage your time, as well as supplying a time system to help you stay on track. Although these systems work really well for a number of people, they can cause grief and guilt for others. Only you can decide if one of these systems will work for you. You may choose to hire a business coach or management consultant to offer you help with your time control issues and to show you how to prioritise your work schedule. Time management is just another term for self management because, when you manage your time, you manage yourself.

The to-do list system is a favourite of many business owners and is very effective if used correctly, but it can become a stress accelerant if used incorrectly. The common mistake when using this system is to write a long list of things that need to be done during that day and then attempting to complete each task in the written sequence. The error is then compounded by

adding new tasks to the end of the list, regardless of their importance or urgency. At the end of the day there are usually uncompleted tasks on the list. Think of the compounding negative impact and sense of failure when you reach every evening in the knowledge that you have not completed your to-do list!

In 1959, psychologist Frederick Herzberg published his book, *The Motivation to Work*. It included his Motivation-Hygiene Theory (the two factor theory) research. The second factor of this research, into 'human satisfiers or motivation', discovered that people are more motivated, and remain so for a longer period, when they feel a sense of achievement.

How can you ever feel a sense of achievement if, at the end of every day, you still have uncompleted tasks on your list? You not only feel the daily build up of stress caused by guilt about them, you also remove any sense of achievement you could feel about the tasks that you did do. In other words, by incorrect use of a to-do list, you destroy your long-term motivation and slowly but surely you lose heart and passion for your job or company.

**Diagnostic Question Box**

**At the end of the day do you feel a sense of achievement of a feeling of overwhelm?**

The effective way of using a to-do list and maintaining motivation is by using a strategy based around priorities and goals.

The key to all good time management is to develop a clear set of goals or outcomes which you are passionate about attaining. Without goals you will struggle with time management.

We covered goal setting in the last chapter and you should now have a clear set of written outcomes to work towards. These will make your time management and decision making easier and faster.

### **THREE EASY METHODS FOR USING TO-DO LISTS EFFECTIVELY**

Using lists can be an efficient strategy to ensure you know what you have to do, to act as a reminder to do the tasks and as a check and balance against failure to complete tasks.

#### **Method A**

Before you put a task on the list, ask yourself this: "If I do this task, will it take me closer to my goals?" If the answer is 'yes', add it to the list. If the answer is 'no', leave it off.

#### **Method B**

Determine if the task falls into a priority category based on immediacy and importance to reaching your goals. Group tasks together into three separate priority categories:

1. Tasks which need immediate attention and *are* important to reaching your goals.
2. Tasks which are important, *need* to be done to reach your goals and *can* be done when time permits. These tasks need to have date stamps on them. With due dates noted, you will not overlook the importance and impact that an individual task may have on the overall goal strategy.
3. Tasks which need immediate attention and *are not* important to reaching your goals.

When a new task arises, determine whether it is a 1, 2, or 3 type. Write your allocated number next to the task and group it with the other tasks in that number.

Then, during the working day, you should concentrate on number 1 tasks first.

Every day, do at least one of the tasks on the number 2 tasks list.

With all the number 3 tasks, decide to delegate or postpone action according to the impact this will have on your business or your long-term goals. The time involved in doing this type of task may be one of your deciding factors.

**Method C**

This method involves using two separate lists simultaneously:

List A contains a maximum of ten tasks and should be written the night before.

List B contains all the tasks you have to do this week/month.

You work exclusively on List A during the day. When these tasks are completed, you reward yourself by cherry picking (selecting the tasks you like doing) from List B.

At the end of the day, if you have completed all your List A tasks, you will feel a sense of achievement and will have met the top Herzberg motivation factor. Using this method will help you to stay motivated for longer.

If, however, a task comes to you which is urgent and needs immediate action put it on List A and move another task from List A to List B. This is very important. You must strictly discipline yourself to limiting List A to a maximum of ten tasks, otherwise you will simply revert to a long list and a feeling of overwhelm. Control your lists.

**Diagnostic Question Box**  
**Would using an alarm clock or alarm system help you to manage your time into effective, focused activity slots?**

**Actions to defeat time-takers**

Consider these time-takers and the actions you can take to defeat them.

Identify your top five time-takers from the diagnostic time chart (activities where your time investment is higher or disproportionate to your results) and implement the suggested action. If it works for you, keep on doing it. If you do not get the result you are looking for, you will have started a process of change which will produce the answer that is right for you. Be your own time police by keeping track of your time-takers. When you find them, lock them up and throw away the key!

**TIME RECLAIM CHART**

| <b>CAUSES OF TIME-TAKERS</b> | <b>ACTIONS TO TAKE BACK TIME</b> |
|------------------------------|----------------------------------|
| <b>Telephone Calls</b>       | <b>Actions</b>                   |

|   |  |
|---|--|
| Discussions are unnecessarily long and directionless        | Plan your outcomes before the call and use a timer   |
| You want/need to be available to all outside calls          | Delegate to staff or outsource all calls to a professional call centre                                   |
| No one to cover the calls for you                           | Outsource all calls to a professional call centre  |
| Lack of priorities – all calls handled as they come in      | Decide on time blocks to deal with the calls and delegate call answering                                 |
| Unrealistic estimation of length of call                    | Decide on your outcome for the call at the beginning and as soon as you have reached it – close the call |
| Call becomes involved in details                            | Ask caller to send you an email – this allows you to select the time to look at the details              |
| Uncontrolled conversations                                  | Control them now!  |
| <b>Over Involved</b>  | <b>Actions</b>   |
| Wanting to be involved in everything                        | Ask for end of day reviews and let go!   |
| Unsure of your priorities                                   | Check time control chart   |
| Underestimating job completion times                        | Keep records and over-estimate time tasks will take  |
| Overwhelming pressure of paper piles                        | Clear your decks and file immediately. Use the one touch rule  |
| <b>Decisions</b>  | <b>Actions</b>   |
| Addicted to details   | Decide on a date and time when the decision will be made, regardless of information received             |
| Irrational method for decisions – emotional                 | Use a matrix system to decide  |
| Fear of mistakes making you look silly or costing you money | Failure is only feedback which you can use to aid successes  |
| Unrealistic deadlines                                       | Set deadlines based on previous information or expert advice   |
| Putting off unpleasant decisions                            | Do it now! Use a matrix  |
| Lack of faith in your own decision process                  | Use a coach or mentor  |
| Lack of knowledge of final outcome                          | Determine the risk factor in making the decision   |

| <b>Response in a Crisis</b>                          | <b>Actions</b>  |
|--|---|
| Lack of priorities                                   | Use time control chart  |
| Doing too many things = no direction of effort       | Use time control chart  |
| Lack of foresight – no thought to outcome of actions | Keep records and consider challenges when planning  |
| Treating small problems the same as a full crisis    | Before taking action, ask yourself: “What would happen if I did nothing?”                       |
| Overlooking any possible negative consequences       | Plan for all contingencies  |
| Inability to say ‘no’                                | You have a choice. Start saying ‘no’ to small issues – for practice                             |
| People assume you will say ‘yes’                     | Decide to change this assumption  |
| You have no strategy for saying ‘no’                 | Say ‘no’ and follow it with alternative actions for the requester                               |
| Wanting to help others regardless of self            | Be very clear on your own outcomes/goals. Ask yourself: “Will this take me nearer to my goals?” |
| Wanting to feel important or needed                  | Ask yourself: “Am I doing this just to feel important or needed?”                               |
| Concern of being disliked for saying ‘no’            | Think of someone you like who says ‘no’   |
| Ambition/desire to be seen to be busy                | You will be truly busy if you have clear goals  |

| <b>Delegation</b>   | <b>Actions</b>   |
|---|--|
| Little faith in the abilities of your staff                         | Take time to train and coach staff properly  |
| Control freak – need to feel in control                             | Start by letting go of small unimportant tasks   |
| Inadequate – unclear instructions/training/coaching                 | Write a training plan for all the important tasks to which both parties can refer                      |
| Fearing others will do the job more efficiently or more effectively | Let them do it and spend your time working towards your goals  |
| More comfortable doing than controlling direction of tasks          | Train staff properly and you will be comfortable letting go  |
| You know you can do the job better and quicker                      | What will happen if you continue with this action?   |
| Everyone else is overworked as well                                 | Will doing this task take you closer to your goals?  |
| Unclear guidance or responsibility                                  | Ask for clear instructions and information about expected outcomes                                     |
| Unclear or inadequate job descriptions                              | Write them now. Get staff to edit the job descriptions to include all tasks                            |
| Staff have responsibility but no authority and feel put upon        | Start giving small amounts of authority until you are confident in the staff                           |
| Your managers are indecisive  | Train them on the matrix process   |
| Job descriptions which overlap                                      | Get staff to edit the job descriptions to include all tasks – then review and rewrite the descriptions |
| Power struggles or distrust in organisation                         | Start being honest and open – no favourites  |
| Instructions unclear = poor performances                            | Decide exactly what you expect and write it down   |
| No priorities   | Use time control chart   |
| No job descriptions   | Write them   |
| No time systems implemented   | Start one  |
| Lack of self-discipline – easily distracted                         | Close office door at least once a day or if in open plan office use busy signs system                  |
| Would rather be doing instead of planning                           | Employ a planner and agree to stick to the plans   |
| Thinking you have no time to plan                                   | Use the time control chart   |

| <b>Communication</b>                            | <b>Actions</b>   |
|---|--|
| Staff misinterpret your instructions            | Decide your outcome before speaking and write it down if necessary                               |
| Difficulties interpreting your instructions     | Ask them to explain to you their understanding of what you said                                  |
| No time deadlines set when giving tasks         | Start setting deadlines – ask them how long they think it will take                              |
| Recipient responds half-heartedly               | Ask them what it is they are not happy about   |
| Delays in providing you with answers            | Always follow up five minutes after time has passed – this will set a pattern                    |
| Over communication – too much information given | Use instruction cards  |
| Wrong media used to communicate, i.e. emails    | Where possible speak directly to staff and ask for confirmation of understanding – see above     |
| <b>Inability to Complete Tasks</b>              | <b>Actions</b>   |
| Lack of deadlines given                         | State deadlines  |
| No respect for your own valuable time           | Be very clear on your own outcomes/goals. Ask yourself: “Will this take me nearer to my goals?”  |
| Overworked                                      | Before each task consider if there is anyone else who is able to do this – delegate or outsource |
| Unorganised work loads                          | Use time control charts  |
| Not very inspired by certain jobs               | Remind yourself of your long-term goals for inspiration  |
| Lost your inspiration/motivation for company    | Remind yourself of your reason for starting the company and your long-term goals                 |
| <b>Self Discipline</b>                          | <b>Actions</b>   |
| No performance standards to work towards        | Set standards  |
| Postponing unpleasant tasks                     | Remind yourself of your long-term goals for inspiration  |
| Responding to the urgent not the important      | Be very clear on your own outcomes/goals. Ask yourself: “Will this take me nearer to my goals?”  |
| No clear direction in your work or company      | Be very clear on your own outcomes/goals   |
| Carelessness on rushed jobs                     | Ask yourself: “If I have to do this again – what are the costs involved?”                        |

## FUNDAMENTALS FOR EFFICIENT MANAGEMENT OF YOUR BUSINESS TIME

### Acknowledge when you are not managing your time

How do you experience time? You can manage your time more effectively when you understand that it is your experience-based perception and not the actual physical flowing of time that affects your attitudes and understanding of time.

Are you aware of your surroundings and the people that you interact with when you feel time pressured – or do you just react?

### **Know exactly how much it is costing you**

When you have a clear perception of physical time and combine this with its cost, you will regain control with a positive impact on your performance and that of your staff.

### **Work better, not harder**

Plan your day the night before and put similar jobs together in a time block. Then work exclusively on these jobs during that time block.

Use travelling time to dictate or draft your letters or reports on a speech-operated recording device.

Make telephone calls (use safe, hands-free systems) which require no written action from you. Listen to motivational or personal development material. If you travel by train, replace the newspaper with business growth reading materials, or plan the outcome-focused agenda of your next meeting.

### **Time-blocking**

Once you have a task list for the next day, group similar tasks together and allocate a time frame to do them. For example, telephone calls you have to make, or paperwork and e-mails you have to send. Be strict with yourself, ignore 'you have a new message' and only deal with e-mails during their allocated time slot.

Two useful tips:

1. Do not deal with e-mail as the first task of the day. It will take longer than you anticipate and throw your time-blocking system into disarray.
2. Use an alarm clock to keep you to your time slots. Set the alarm at the beginning of a task and as soon as the alarm sounds, stop the task and move on!

### **Prioritise your tasks**

Distinguish between tasks which are important and tasks which are urgent. Consistently working on tasks which are important, but not necessarily urgent, will avoid the need to fire fight those which eventually acquire urgency. This will increase your effectiveness.

### **Simplify**

Simplify your environment, processes, procedures, marketing, communications and any aspect of your business. Clear clutter from all business spaces and follow a clear-desk policy for each evening.

Use the One Touch Method to deal with everything only once. This means that if you pick up a document or open an e-mail, you deal with it. Yes, deal with it to the point where you will not need to touch it again. When you touch the document you have three options:

1. Respond
2. Request more information
3. Rip up

If you use the One Touch Method in conjunction with a time-blocking system you will achieve more with less time.

### **Destroy distractions**

Distractions are the devil to deal with, and create devilish deeds within your company.

**Diagnostic Question Box**  
**Is this task money generating or cost generating?**

Be clear about your daily outcomes and time plans and guard them with your life.

It is tempting to allow yourself to be distracted by events, staff, family, e-mails, telephone and so on. If you allow yourself to become distracted, you will never achieve your goals within the time frames you set.

Using a time-blocking process and sticking to it gives you a structure to work with. When time-blocking include periods to deal with distractions and make everyone aware that they can contact you then. This will help you to say, “No, I cannot deal with it now. I have a time slot which is ... and I will deal with it then.”

You will become efficient and confident when you use a time-blocking system. You need to decide that you cannot do everything and, to be successful, you can choose to spend time on achieving your goals by deciding what price you will pay in time or short-term gratification. Successful people know they have to make sacrifices and give up things (or at least put them on hold until later) to get what they truly want. Remind yourself of your exact goals every day and exactly what you are prepared to give up in order to achieve them.

### **Manage meetings**

The challenge with meetings is the time they take in relation to the results they deliver.

Always have an agenda, even if you have called an impromptu meeting. Write the reason for the meeting and the outcome you are looking to achieve on a board. Agree and keep to a timetable. Look at the items to discuss and determine exactly how much time each item will be given within the total time allocated for the whole meeting.

Never allow your agenda to have ‘any other business’. It gives disgruntled attendees a platform and is absolutely unnecessary if everyone is prepared with all the information they need before they attend the meeting.

Keep meetings brief. Wherever possible have them in a space with no chairs; standing focuses the mind and reduces pointless discussions. Set ground rules – everyone contributes and has x minutes each to put forward their contribution without interruptions. Keep to the timetable and move any items not concluded to the next meeting.

### **Delegate or outsource**

Think about any unnecessary tasks or those that can be done by someone else. Delegate these immediately.

How do you do it? First, write down every detail of the task in chronological order, select the best person for the task, spend time to train them properly, then simply delegate and let go. If you have no one to delegate to, there are companies providing a huge variety of soft skill services from answering the phone to bookkeeping. See Chapter 16, Outsourcing, for more information on this.

Do research on the providers, selecting the most appropriate one for your needs. Once selected, outsource specific tasks – the tasks which take too much of your time and can be outsourced with little impact on your profits and huge impact on your released time.

### **Busy signs system**

Use this system with time blocking for best results. It imposes strict rules which all participants need to adhere to and is especially useful for open plan offices.

This is a visual system. Everyone who needs it for performance enhancement is allocated uninterrupted time slots (they need not all be the same length and not everybody may need uninterrupted time). The uninterrupted time slots are displayed for everyone in the company to see. A bold visual object or symbol is used to indicate that the person is in his/her uninterrupted time slot, and it is placed so that people approaching can be easily reminded not to interrupt.

A desk flag, a coloured cap or a coloured piece of fabric can be used to great effect. The single most important rule, on which this whole system rests, is that when the visual object or symbol is on display, the person *must not* be interrupted. Not even by you! Respect and follow the rules, and this system reduces distractions, maintains chains of thought, improves productivity and enables the company to significantly reduce the stress levels of all involved.

**Time control chart**

This chart will help you to devote your time to achieving your goals instead of spending time on unnecessary tasks. Use this chart as your to-do list and then mark each task between 1 to 10, with 1 being a low importance and 10 being highest importance. You can use weighting on individual tasks to add extra importance. Total each column and work on the highest scoring numbers first.

| Task/Job/Meeting/<br>Telephone Call | Impact<br>on sales<br>if not<br>done | Time<br>to do | Urgen<br>t | Cost<br>implicatio<br>n if not<br>done | Genera<br>l<br>impact | Total<br>s |
|-------------------------------------|--------------------------------------|---------------|------------|--|-----------------------|------------|
|                                     |                                      |               |            |  |                       |            |
|                                     |                                      |               |            |  |                       |            |
|                                     |                                      |               |            |  |                       |            |
|                                     |                                      |               |            |  |                       |            |

Remember if you are not working towards your own goals, you will most probably be working on somebody else’s goals.

**Cost your time**

It is important to know exactly how much your time costs. This way you can make informed decisions on who is best placed to do the less skilled tasks.

**How to cost time**

Below is a simple formula which will enable you to evaluate the cost of your time and the cost of the time of each of your employees.

- Annual salary £
- Bonus/commissions/dividends £
- + 2% to cover pensions, NI, etc. £
- + 100% basic salary (covers overheads lighting, phone, heat, travel, admin, etc.) £

|  |   |
|--|---|
| Total  | £ |
| Divide total by 230 (average working days per year)    | £ |
| Divide result by average numbers hours worked each day | £ |
| Total cost per hour                                    | £ |

Once you understand how much your time costs, ask yourself, “Is this task good value for my time, or could it be more economical to outsource or delegate it?” It is easier to decide once you know how much it will cost you to do the task and how much it would cost a member of staff or an outsourcing company.

**Diagnostic Question Box**  
**How much does twenty-five minutes of your time actually cost?**

### **Saving time with people**

Do you do everything in your business? How many customers can you serve, telephone calls can you answer? With more people, you can achieve more than you can on your own. You can employ people, hire them on a temporary basis or use an outsourcing company. Identify the tasks that can be performed by other people. Then consider the costs and risks involved in employing or outsourcing and take action immediately. Your hours saved can be used to leverage other parts of the business!

### **Saving time with systems**

Effective systems can save you time and money. Put a system into place for all or most routine and repeat tasks. It is usually more cost-effective to put a system in place rather than employing extra people. It is possible to systemise about seventy to eighty per cent of any business and it is worth taking time to do this. If you lack the necessary knowledge or skills, outsource the systemising!

### **Spend quality time on you!**

Finally, remember to spend some time with your family, doing some healthy exercise, being with friends, in quiet reflection or meditation, on hobbies and having fun!

### **DIAGNOSTIC ACTION BOX**

- 1. Do the time taker exercise now**
- 2. Start to block tasks together**
- 3. Control the meetings you attend with a task-timed agenda**
- 4. Know how much your time is worth by the hour – do the cost of your time exercise**
- 5. Use an alarm clock to focus on time slots**

**Action I Will Take**

**Completed On: / /**

**Action I Will Take**

**Completed On: / /**