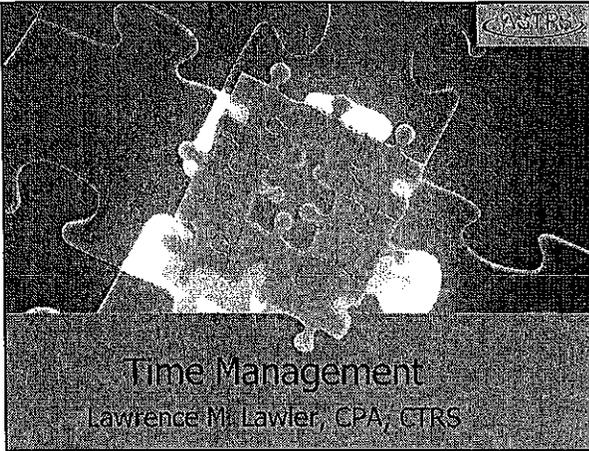
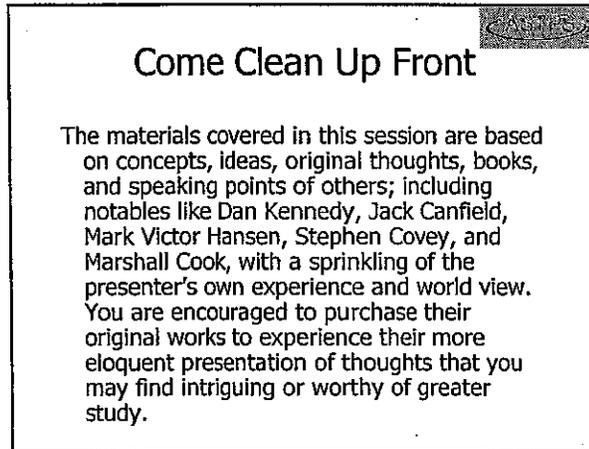
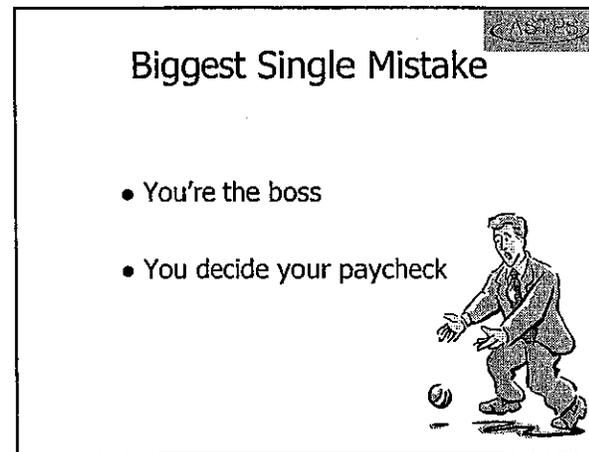


Time Management

Lawrence Lawler, CPA, CTRS







Your Base Hours

Days per Year	365
Less: Weekends	<u>-104</u>
Sub-total	<u>261</u>
Vacations	<u>-20</u>
Holidays	<u>-6</u>
Sub-total	<u>235</u>
Illness & misc	<u>-15</u>
Actual workdays	220
Work hours per workday	<u>8</u>
Work hours per year	<u><u>1,760</u></u>

Your Base Rate

Target earnings	<u><u>\$240,000</u></u>
Target earnings divided by 1,760 work hours per year	<u><u>\$136.36</u></u>

Your Real Base Rate

Earning hours per day	2
Work hours per day	<u>8</u>
Fraction of earning hours per day	<u><u>0.25</u></u>
Base rate (\$136.36/.25)	<u><u>\$545.45</u></u>

Travel Time Dilemma

- Reduced rate?
- What do you do?



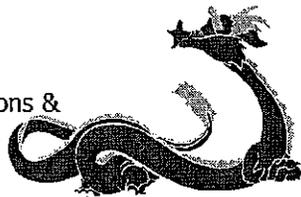
Avoiding Productivity

High value person
Performing
Low value tasks



Time Serpents

- Swallow their prey whole
 - Whole minutes
 - Whole hours
 - Whole days
- Innocuous questions & harmless openers



The Training Response

- Easier to just answer
 - Don't want it hanging over you
 - What will they be doing if put off
- Rude and unreasonable to refuse



Meeting Monsters

- Run-ons
- Refreshments
- Discombobulated
- Moving targets
- Minutia



Spinning Wheels

- Keys to greater productivity
 - Closed door policy
 - Productivity enemies 1 & 1½
 - Just the Fax Maam
 - Take calls, see drop-ins, be responsive and client centered, but with an up-front time limit
 - Be obviously busy



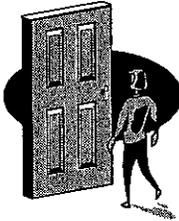
Open Door Policy

- Everyone does not love a parade
- My door may be open, but you still need permission to interrupt me
 - Set specific times for unfettered access to your domain
 - Take a number!



Closed Door Policy

- A must for the office bound
 - Closed door
 - Traffic light
 - Stuffed snake
 - Inviolable rule



Productivity Enemy #1

- American Telephone Training
 - Ring, run, respond, repeat
- Electronically enforced
 - Phone system command DND
- Unequivocal rule
 - Unavailable is unavailable
 - Calls by appointment or during appointed hours
- Client service myth
 - Calls and call-backs



Productivity Enemy #1½

- The electronic cellophane
 - Super-important or super-stupid?
 - The old fashion pay phone in a booth
- Are you so interchangeable that your client will call someone else if you are not instantly available? If so, you have a much bigger problem...

Gatekeepers

- Live is best – polite, but firm
 - Up-to-date VIP list
 - Avoid screening faux pas
 - Never sacrifice the screener
 - Must have complete confidence in what they are doing
- Use electronic gatekeeper with proper message if you don't have a reliable live person



Just the Fax Maam

- Darth Vader side of the fax
 - Instant communication – instant response
 - Faxing = putting in your hand
 - Stay in control, do not let others dictate
- Review them 2X a day and ABC them
- Faxes avoid phone tag, are more organized, may even answer their own question while writing, deal with at your leisure – even when traveling



E-mail

Ditto

Spam Filter: Electronic and live

Unscheduled *Serpent* Contacts

- Set time limits
 - Drop-ins (when you see them)
 - Incoming calls (when you take them)

Obviously Busy

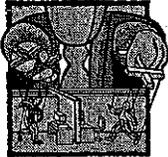


- Burglars pass up some houses
- Restaurant managers pass up certain patrons in mid-bite
- *Serpents* pass up certain time targets
 - Cruise down the hall to an easier victim
 - They'll decide how busy they think you are

Summary:
Become a Control Freak



- Control the door
- Control the phone
- Control the fax
- Control the e-mail
- Control the unscheduled contacts
- Control the appearance of busy



Golden Rule of Time Management



- Gain personal power
- Earn the right to expect and demand that others treat your time with utmost respect
- Undeniable connection to integrity
 - Respect for someone's time reflects a person's respect for a person's opinions, property, or other agreements
- Willingness to do business with someone



The Power of Self-Discipline



- Client's unconscious preference is to have confidence in, to trust, to meet the demands of someone who has...
 - Self-esteem
 - Self-confidence
 - Self-control
 - Self-discipline



Gizmos, Gadgets & Doohickeys

- The public believes there is a "secret" to success
- New electronics, color coded appointment books, fancy-schmancy doodads...



Tips & Techniques

- Millionaire mindset
- Time blocking
- Unplanned activity
- Time scraps
- Off-peak living

Millionaire Mindset on Use of Time

- Strive for peak productivity
 - Invest your time, talent, and resources toward your goals
 - Is what I'm doing, this minute, moving me ***measurably*** closer to my goals
 - Any athlete knows measurement alone improves performance

Block Your Time



- Make inviolate appointments
 - With yourself
- Block out known time needs – personal & business
 - Meetings, seminars, vacations, holidays, family events, personal free days, casework, client interviews, etc, etc, etc
- The less unblocked time, the less time spent wandering & meandering

A Little Pressure

- Pretend you are leaving on a two week vacation tomorrow
- Make just one new **habit**
 - Commit to doing your most critical task at the start of each day, and do not stop on it until completed
- Develop a sense of urgency

Thrashing and To-Do Lists

- The to-do list from hell
 - Don't let the list run you – into the ground
 - Don't put too much on it
 - Leave room – for reality
 - Like the way days really go
 - Eat the Frog, but alternate the hard and the easy for the sake of sanity
 - Break large or difficult tasks down
 - List daily milestones not the complete task

Unplanned Activity

- Reducing unplanned activities
 - reduces waste
- Most people just show up and react
- Just as the person who cannot tell you where his money goes is destined to be poor...

Time Scraps

- Profit from the time others allow to slip away

Where...

- Traffic
- Airports
- Offices
- Less TV
- Treadmill
- On-hold (IRS)
- Nature calls



What...

- Courses
- Seminars
- Classics
- Self-improvement
- Condensed business books
- Throw-away reading

Time Scrap Tools

- Tape player
- CD Player
- DVD Player
- Digital voice recorder
- MP3 Player
- Pen & paper



Off-peak Living

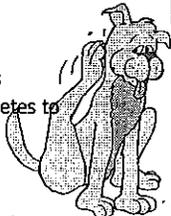
- Don't do things the hard way or the long way...
 - Avoid banks –1st of the month and Friday
 - No shopping immediately before holiday
 - No post office before holiday or after rate increase
 - Avoid commuting in rush-hour

Link Time to Money

- Think in terms of *investing* time
- Develop a clear, detailed picture of what your life would look like and how you would live it. Then,...
 - Look backward to where you are now
 - Identify the obstacles
 - Think of all the ways they might be removed
 - Construct a plan with specific goals and yearly, monthly, and weekly benchmarks

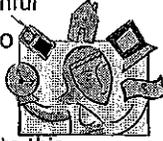
Lie Down With Dogs...

- Who you hang out with matters
 - It's why they separate the prisoners
 - It's why athletes look for better athletes to compete and/or train with
 - Guilt by association is no joke
- Who you employ really matters
- Hanging around with poor people is no way to get rich
 - Hanging around with unproductive people who don't value time will diminish your productivity



Drown in Opportunity and Success

- Once the years of becoming an overnight success are done
 - Saying no to opportunity is painful
- Determine what **not** to do too
- Definitely use to-do lists
 - Guard against overloading
 - How much work did you bring to this workshop? A lot more than you will get done, I'll bet.



Eliminate Pains In The ...

Hire slow, fire fast

- Staff,
- Subcontractors,
- Vendors, and
- CLIENTS

Pre-Flight Checklist

- Advance preparation is a preventative for poor performance
 - Clear the desk space
 - Pull the proper files
 - Gather the necessary background
 - Have the research materials at hand
 - Have the tools at hand
 - Software, forms, instruction books...
- Other forms of advance preparation



Information Overload

- The US produces 1 billion pages of information per day
- Improve reading skills
- Use a clipping service
- Use professional newsletters
- Set aside bulk material
- Condensed versions
- VCR, DVD, & TIVO
- Resist unimportant distractions
- Use technology – don't be seduced by it

Don't Wait for the Donald

- Formula for Peak Productivity
 - Fire yourself
 - Dump the routine
 - Do what you do extraordinarily well, enjoy doing, and find intellectually stimulating
 - Specialists out earn generalists 10:1



We're Overpaying Him, But He's Worth It

Steps to firing yourself

1. Honest Self-Analysis
2. Delegate
3. Replace yourself
4. Welcome your dispensability

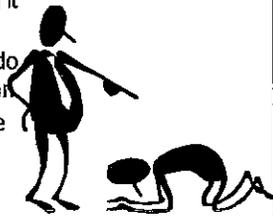
Honest Self-Analysis

- You can do it all
- You can learn how to do anything
- You already have had to...

- Make a list of three categories

Delegate

- It's hard to do
 - You gave birth to the baby
 - Created it from scratch
 - Developed a way of doing it
 - Designed the systems
- No one is ever going to do it exactly the way you can
- More than one way to be right
- Often, good enough *is*



Mastering Delegation

1. Define task is to be done.
2. Be certain task is understood.
3. Explain why along with how.
4. Teach how without micro-managing.
5. Be sure the doer understands the how-to.
6. Set a completion or progress report deadline.
7. Be sure you have agreement to the date or time and method.

Replace Yourself

- This is the master-stroke to true entrepreneurial success and happiness
- If you are busy doing those \$20/hr jobs you are not doing as many \$500/hr jobs as you ~~could~~ should be
- Even if you only get close to how you would do it that's great
- Just imagine your benefits if your replacement is even better than you were

Welcome Your Dispensability

- The entrepreneur on vacation
 - A schizophrenic...
- Entrepreneurs are quick studies
 - Grow rapidly in experience and expertise
 - Master large chunks of business rapidly, perhaps in a matter of months – and then go on doing them for years
 - Leads to stagnation and unhappiness
 - Boredom may result in ineffectiveness

Clear the Calculator for Maximum Productivity

- Clear one problem before employing the calculator to solve another
- Compartmentalize
- Dozens of worries running loose in your mind at once
- Constantly interrupted by your own thoughts
- Control your thoughts, manage your mind



You're Surrounded!

- Felix or Oscar?
- Felix is a neurotic, Oscar is a wastrel
- Management guru Peter Drucker
 - What we are after is *effectiveness*, not necessarily *efficiency*.
- Honestly assess what works best for you
 - Is your level of clutter & disorganization helping or hindering you?



Militant Attitude

"I have come to really, deeply, vehemently, violently *resent* having my time wasted. I place a very, very high value on my time, and I believe that the value you really, honestly place on your time will control the way others value it and you. How tough are you on those who would undervalue your time? How tough are you on yourself?"

Dan Kennedy
