

Time Management / Life Management

by Lee Cockerell

A Seven - Part Series

Part 1 of 7:

This Is YOUR Life!!!!

A good friend of mine sent me a note and told me to write this series. She advises me from afar on ideas she has for things she thinks I should do which will help others and this really is one of those important things. It always pays to have people you trust advising you on how you can be better. When she told me that I immediately noted it in the "TO DO" section of my day planner and went to work on it.

I sat down at my computer every morning and wrote down some of the techniques I have learned over my 42 year career for you to use to manage your time better . . . which in turn helps you manage your life better.

I will try to give you some of my personal techniques and examples to help you get this all into perspective.

An even better way to learn this system is to attend a live class. See my website:

www.LeeCockerell.com on how to hire me to teach this subject to your organization. My website also provides a "LEADERSHIP THOUGHT FOR THE WEEK" every Monday morning plus an Archive section with all of the past Leadership Thoughts. Weekly reminders of our responsibilities as leaders is helpful.

I will write this in a series of seven articles over the next seven weeks, and then put it all into one document for you to either study all at once or one section at a time.

In this day and age with everyone being so busy, we all need to figure out how to be more organized so that we can get those urgent, important, and vital things done in our lives before it is too late.

The demands on our time have become more demanding than ever; and as you all know, we all are having to do more at work-that coupled with our responsibilities outside of work makes it sometimes very stressful which causes distress in our lives. We simply feel out of control which is one of the worst feelings one can have.

The number one excuse people use for not getting done what should be done is, **"I did not have time."**

Through this series of articles, I will show you why that is a ridiculous statement, and it really is nothing more than an excuse as we all have exactly the same amount of time. Some very busy people get it all done and some people who are not that busy don't get much done.

We all have the same amount of time and my observation is that people most often have time to do what they want to . . . but don't have time to do what they should do.

"A leaders role is to do what has to be done, when it has to be done, in the way it should be done, whether you like it or not and whether they like it or not."

Since we are all leaders in one way or another in business, our neighborhoods, our community and our families we all need to be much better organized and reliable. Parents should pay particular attention to the quote above. Children are not supposed to be happy all the time. Your responsibility as a parent is to do what has to be done, when it has to be done, in the way it should be done whether your children like it or not. Turn that TV off, get them off the Game Boys and Computers. Get them outside playing and learning to read whether they like it or not.

In this article, let's forget about the definition of manager or leader as being a position or a salary grade. I will define "manage" in a minute, so keep reading. ***Leadership is about influence and not title.*** Over the centuries many leaders made a difference. These leaders were not General Managers or Executive Vice Presidents or Presidents. They were not CEO's or COO's. They were individuals who were committed to what they were doing. They were willing to go all the way. I think of people like Dr. Martin Luther King, Nelson Mandela and Mahatma Gandhi. These were ordinary citizens when they started and they left the world a better place.

Even if you are already a disciplined person this material will help you channel that discipline into being much more effective. It also taught me how to be much more efficient as well. ***Being efficient and effective is the name of the game***

Efficient is being able to get them done. Effective is doing the right things in the right order and making sure that you are addressing vital things as well as the urgent and important in every part of your life.

Before I took this course, I was putting in way too many hours at work, including Saturdays and Sundays and taking work home every night. I got the work done, but I had little balance in my life. I thought I was pretty organized until I took this course. I learned a system. I started using what I learned and it continually rewarded.

People ask me what I worry about, and I can tell you that one thing that I worry about is: how disorganized people are. It is really quite a problem. Most people have absolutely no system in place for how to plan their day, week, month, or year. They come to work and follow systems to accomplish their work like using checklists, operating guidelines, policies and procedures; but when it comes to managing themselves, they have none of this built into the way they approach their own lives.

Most people actually do a better job for their organization than they do for themselves.

I always ask people in the class this one question, and they always get the answer right. The question is:

"Who is most responsible for controlling the events in your life?"

YOU know the answer, and the answer is the first word in this sentence. I hope that this series will help you think about YOUR responsibilities at work, home, and in other areas of your life like your health, your work in the community, your own personal development, your need to put in place a retirement plan early enough that it will come to pass, and on and on.

You know that you can't just start focusing on your health when you get sick. You can't start to focus on your retirement funds just a few years before you want to retire. You need to focus on your health years in advance, so you don't get sick. The same holds true for retirement planning. The sad thing is that most people buy a treadmill and start working out after they have bypass surgery. Most

people stop smoking after their lung cancer is diagnosed. Many people are going to end up working into their 70's and 80's because they did not have the discipline to plan early for the inevitable.

Everyone knows what he or she should and should not be doing-but for some reason, people just don't act. Maybe the main reason they don't act is that they have no organized way to get done what should be done. I hope this course and series of articles will turn the light on for many of you before it is too late . . . and most of all, ***be honest with yourself.***

I teach this course using a Day-Timer® as the day planner for how to implement this course in your life.

The one I use is called the Two-Page per Day Original and is product number 98010. The Day-Timer® phone number is 800-225-5005. They will ship directly to you. You can also go to their website for more information and for contact information in other part of the world outside the USA. www.daytimer.com

I have now been using this system for 27 years, and I know that this system is one of the reasons that I have been able to get balance in my hectic life. I use the Day-Timer® for planning my day, for my To-Be-Done-Today List for phone calls I have to make or return and for my calendar of appointments and scheduled events.

Yes. I have a PDA, and I do use it for my calendar, my email and for my contact list. I have over 1000 contacts in my PDA. Most people don't need an electronic device to be organized, but I must admit that it has made me even more efficient. I will try to explain how I use both the PDA and Day-Timer® to stay organized. Even when the fellow from the company who sells the Blackberry device came to see me, I noticed that he also uses the PDA and a Day-Timer®.

The first thing we need to do is define what Time Management is. First, the definition of time is: ***Events occurring one after another 24/7.***

This simply means that we wake up in the morning and go through a series of events throughout the day, and we repeat this day after day for our entire life. Many of these events we know about when we wake up-things that we have scheduled for the day in our appointment calendars or simple habits like brushing our teeth and taking our vitamins. If you have some bad habits like not working out, you probably would and should start today to schedule this one just like you should schedule your annual physical and other medical checkups. Yes, today!

Other things we do not know about because they just come up during the day. ***You don't need to schedule your habits if they are truly good habits, and you do them without a reminder. For a while I used my Day-Timer to remind me to drink more water until it became a natural habit.***

The second part of time management is the word ***Management.*** What are we trying to do when we are trying to manage something? What are we trying to do to it? The answer is that we are trying to keep whatever we are trying to manage under control. ***Management is the act of controlling.***

If you run a restaurant, your main responsibility is to keep that restaurant under control, which means that when guests/customers arrive: they are greeted properly, they are seated promptly, the server comes to the table in the right amount of time and is quite knowledgeable about all aspects of the menu and wine list. This means that you are served promptly and that the food is great. This means that the restaurant is clean, and everything is in working order. The lights are at the right level as is the music. This means that the restaurant follows safe work habits and serves safe, wholesome food. This means that the employees feel great about the training and leadership they

receive, as well as how they are involved in the business, and they feel respected.

When you are ready for the check, it comes promptly; and you are given a nice farewell from everyone, and you can't wait to come back. This is a restaurant under control. A restaurant under control is that way because the manager is organized. The labor costs and other expenses are under control, and the morale of the employees is under control. Every employee knows their role in the show and they know their script. This is because they have a great leader who is the director of the show. When the curtain opens in your operation is everyone ready to put on a hit performance?

Have you ever been to a business that is out of control? Have you ever seen a family that is out of control? Have you ever been in an organization or meeting that was out of control? All of these things are out of control because of a leadership/management problem.

Just like with families. If children are out of control, it is the parents fault 99% of the time. Children are not responsible for creating a healthy environment at home...parents are!

So now we know what the definition of time is and the definition of management is, so then, what is the definition of time management?

Time Management is defined as " Actually controlling events in your life."

This is an interesting definition because a lot of people would like to believe that you cannot control events because so many events in your life are unexpected and come out of nowhere.

While that is true to a point, I would like to give you another way to think about how to control events better than you do now.

The first way to control events in your organization is to surround yourself with great people. Great people handle the unexpected better than others. Hire and promote great people. Be very careful with selection. This is one of your most important responsibilities as a leader/manager.

One way that great people handle the unexpected is that they anticipate the kinds of things that can happen before they happen, and they plan for what they would do "if" that thing occurred.

An easy example is how we anticipate that a hurricane could strike Central Florida, and we have planned for that possibility. We are ready. We have trained everyone. We have all of the supplies on hand.

In our home, we have anticipated that a tornado could strike our house; and we have agreed which room to go into when we have only 20 seconds. This is not a good time to hold a meeting to agree on which room would be the safest.

Having a conversation with your family on what to do in case of a fire is anticipation. Teaching your children to swim and putting a pool safety fence around your pool is an example of anticipation. Taking CPR training is an example of anticipation. Not following too closely behind other cars when you are driving is an example of anticipation. Anticipating what will happen if you are not a continual learner is a good one as well as anticipating your retirement.

Anticipation is a powerful concept. You could anticipate the kind of things your kids might do at certain ages and have a plan on how you are going to address these subjects at the appropriate time. Things like drugs, honesty, the birds and the bees, can all be anticipated and dealt with before they happen.

You can anticipate what your employees might do if you are not clear with them around the rules of the game at your organization. You can anticipate what kind of things might come from your customers and put in place solutions to those things before they happen or put in place operating guidelines and training to make sure they do not happen.

Another powerful way to handle events is training. Hire great people, and then train them. Then when something happens, they will figure out the right solution even without you there. This is what great people do.

Training your children on issues relating to honesty and integrity is an example of training. Teaching your kids to swim is an example of training. Teaching your kids to read is another example. This is exactly the same with your employees. Be clear about expectation, train them and then hold them accountable. Education and enforcement with strong doses of appreciation, recognition and encouragement is the way to set your business life and personal life up for success.

I would strongly suggest that there are certain areas of your life for which it is easy to anticipate what will happen eventually. ***Another way to control events better is to be crystal clear about your expectations. Training helps do this, but you also need to continuously insist on high performance. When raising children, being crystal clear about your expectations is the most important thing you can do in their development. Don't be wishy-washy.*** This is exactly the same with leading people.

One thing is that if you don't take care of your health through a proper diet, exercise, sleep, and annual checkups, you could have some serious problems that will take up a lot more time in the future-if you survive-than the time you saved by not looking after these important issues today.

Another one is retirement planning. This is an economic issue, but it is also a time-management issue. If you save just a little bit of money each week and invest it over 40 to 50 years, you will be a lot better off than most people. Time and interest are a powerful combination.

Put in your day planner today to go see a financial advisor. There is one right down at the your local Federal Credit Union, bank or brokerage firm. You can even find someone you trust to advise you on this subject. Maybe it is your father, mother or others. Don't delay—do it today! Yes, today!

I have two goals for you for this series, and they are as follows:

- 1) You, without a doubt, will believe when you finish studying this article that there are many things that you personally can do to manage your life more effectively and efficiently.
- 2) You will learn an easy system for planning your goals and for achieving them.

So the bottom line is that we can all do a better job of implementing Time Management/Life Management in our daily lives. This course is like any other course. You can learn to do this just like you can learn other things.

I think I will just leave you with these thoughts for this week, and we will get into the system for doing this over the next few weeks.

You all have a great week out there ***"thinking"*** about what you should be doing and what you are doing with ***Your Time!*** . . . Lee

Part 2 of 7:

It's Your Time . . . And Your Life!

Okay, you had a week to **think** about how YOU use your time and YOU are happy with what you learned after thinking about it. You are happy aren't you? Please be happy. A positive attitude may be the most important thing in your life.

This week we will get into some of the nuts and bolts of how you can approach your life in a more systematic way. Routine is important. That is why you have operating guidelines in your organization.

You will learn a system for planning your day that will give you higher odds of getting the right things done at the right time. I assure you that it will be worth your TIME.

Is the system perfect? No, it is not! However, by following this system, you will be better off than most people in the world, as most people have no idea even what they should be working on-and few have a system in place to get it done.

Knowing what to do and doing it are two different things. You know and I know that most of us know what we should be doing, but we just don't have a system, habit or routine for getting those things done which will pay off later. We sit around wishing, hoping and praying that things work out. Actually I would say you should write down your three wishes and your hopes and the things you pray for and see if you can not use this system to make them happen because we all know that most wishes don't come true, many hopes don't materialize and many prayers are not answered.

I adopted as a habit one of the techniques that I learned in the course 27 years ago, which is called ***"DO IT NOW."*** This is a mental technique. When I have something I know that I have to do and don't want to do it, I just remember the phrase, ***"DO IT NOW. There are many things you don't need to note in your planner. Just do them right now when you are faced with a decision or problem.***

Later on, we will discuss how to ***"THINK"*** in a logical way that will help you arrive at the kind of things that you need to get done.

The reason it is so important to have a system for being able to get things done is that when you know you can accomplish anything, this builds your self-confidence and self-esteem, which equals higher and higher levels of performance.

The better your self-esteem and self-confidence gets, the better your performance. This is a pretty good reason to have a system in place and to practice it, don't you think?

How do you feel on one of those days or weeks when you have ten things to get done, and you don't get any of them done . . . and this goes on day after day and week after week? This is not a trick question. The answer is simple. You feel depressed, distressed, and just plain old bad. This is actually bad for your health too.

How do you feel on one of those days when you have a lot of things to do, and you get them done? Again this is not a trick question. YOU feel great. YOU feel happy. YOU feel confident . . . and most of all, at that point, YOU are ready to take on more.

Have you ever been in a meeting where someone says, "I need one of you to volunteer to take on

this project? It will take about one day a week of your time for the next few months. Who would like to do it?" This is the time when the whole room goes silent, and most people are looking down hoping that they won't be noticed, praying that they won't have to take this assignment on. This is why people sit in any row, except the front row. This is so they can scrunch down and hope that the boss cannot see them. They can hide behind the person in front of them.

And then all of a sudden, the same person raises his or her hand and says, "I will take that on. I can do that." ***It is always the person who is the busiest who volunteers.*** Doesn't that just make you crazy and even sometimes angry. You don't usually get to know this person too well because he or she gets promoted and leaves your area before too long. This same phenomenon happens in neighborhoods, places of worship, nonprofit volunteer work, and so on. The same few people raise their hands and take on the responsibility.

How do these people do it? Well, they have a system: ***a systematic way in which they work.*** They know that they can work anything in. They don't ever have excuses like "I am too busy," or "I don't have time," or "We can't do that because our resources are all tied up."

So, having a system is the name of the game.

Remember that there are some events that we can control and some that we cannot.

- **There are events that we cannot control** like the weather, a war, and the economy-so we don't try to control them. We need to learn to adapt to these conditions.
- **There are events that we think we cannot control, but we can** through great selection of people, anticipation, training, our health just to name a few.
- **There are events we think we can control, but we don't;** for example, our health, weight, continuous learning, our retirement, relationships with people, and so on.
- **There are things we think we can control, but we can't** . . . such as changing a person's weaknesses into strengths, changing someone's personality, turning an introvert into an extrovert. These are people who are comfortable in their ways. The first half of my marriage I tried to get Priscilla to be more like me. Now I know that makes no sense. She is Priscilla, and I am Lee. When I changed myself she got better.
- **There are events we think we can control, and we do**, such as our savings, our relationships with others, our health, and so on.

Think about what you can control and focus on those things and you will see big results.....

Another point that is important is that the system we put in place needs to help us have balance in our lives. We need to learn to do the right things with our time. If you are having problems at work, you will have problems at home. If you are having problems at home, you will have problems at work.

Every day you have to "THINK" about your life in its entirety and the responsibilities that you have signed up for in the different parts of your life from being a spouse or partner, your children, your parents, your career, your direct reports, your health, your retirement, your continual learning plan, your responsibility in your place of worship, in your community and on and on. Make a list of your areas of responsibility. They are continually changing throughout your life.

One of the first and maybe most important parts of a good time-management system is to take the time every single day to do **Planning Time**. You must plan your day just like you plan your vacation. You would not wake up in the morning and go on vacation without a plan and if you were driving without a map. Don't head off every morning with no plan. With no map you will not get

where you want to go and with no plan you may not even know where you want to go.

This simply means that you need to take anywhere from 30 minutes to a few minutes every day to think about what you need to get done today, this week, this month-and if you are really great at planning-this year and the years to follow.

I am talking about real planning: using your Day-Timer® . . . and a pencil . . . and writing down in the "To Do" Today list the things you need to get done as you **"THINK"** of them. Some may be for today, some for tomorrow, and some a month or more from now.

The point is to have a systematic way that you write down things as you think of them.
The odds of getting something done when you write it down this way go up dramatically.

You just need to find a quiet place once a day in the morning or evening or whenever to write down your thoughts and plan in your "To Do" list in your Day-Timer®. Sometimes when I return from vacation, I need to sit down and have an hour or more of planning time to get everything lined up to work on.

Here are a few suggestions about the kinds of things that you would want to **"THINK"** about each day as you put your plan together.

- Job Responsibilities (people and things)
- House/Home Responsibilities (structure, who does what at home)
- Family Responsibilities (people, partner, spouse, children, parents)
- Place-of-Worship Responsibilities (commitments)
- Community Organization Responsibilities (commitments, volunteering)
- Retirement (income planning and timing)
- Health (diet, exercise, medical, sleep)
- Social Responsibilities (entertaining, relationship building, social activities)
- Commitments (you have made to others)
- Communication (correspondence, conversation, coaching, counseling, birthdays, anniversaries)
- Personal Development (reading, courses, school, experience, continual learning)

I am sure there are many more, but this is a good start.

The first excuse I hear for not taking five to thirty minutes to plan every day is--you guessed it: "I don't have time." Just think of all of the time you wasted going someplace without good directions. You had to stop many times and you ended up getting there late or not at all.

Let me tell you the facts of life. When you plan and think in advance of acting, YOU save large amounts of time . . . and you work on the right things in the right order. You will just need to take my word on this. I learned it the hard way. I used to come in and just look for something easy to do; and now I put my work in the order of the priority that it needs to be done.

There are three levels of priority:

- Urgent,
- Vital, and
- Important.

There is also low value, but we don't need that one since we will never achieve the three above anyway.

The other excuse we all hear is "We are too busy putting out fires to have time to plan." ***Planning***

should be thought of as fire prevention versus fire fighting. It is like exercise. Exercise is health problem prevention.

The other thing we hear is that "Having this big plan every day limits my freedom." That is true. It does limit your freedom to waste time. If you don't want to do anything, then don't plan anything. Often on a Saturday or Sunday, I don't have one thing in my Day-Timer® if I have decided to just chill out that day.

One current example of how important planning time is would be the war in Iraq. I assure you that the better the planning, the shorter the war. It is like this with all projects both large and small. Take the time to plan your vacation far in advance, and you will get the flights and hotels you want and a better price. It appears that the planning for the Iraq war was not well done. Much anticipation did not happen.

Well, that is enough for this week. Next week we will take a look at the Day-Timer® **Monthly Filler Books** where you record your calendar of scheduled events and appointments, where you plan your work in the *To Be Done Today* section for business and personal goals, where you record your phone messages and phone numbers for return calls, and the diary section where you record any observations or thoughts you have for future follow-up.

We will also look at the **Advance Planner** section of the Day-Timer® and discuss how to use it to plan longer-term things like your vacation, medical check-up reminders, and many other things so that you can on a moment's notice review your calendar far into the future. We will also briefly review the **Address and Phone Directory**.

Time Management/Life Management is a very interesting subject; and before we are through, YOU will know for sure that there is much YOU can do to improve the quality of your life. All parts of your life will benefit from implementing this system. Yes . . . it does take some self-discipline and commitment, as do all worthwhile things in this short life we have here on earth. Have a great week **thinking** about this subject! . . . Lee

Part 3 of 7:

It's Your Time, and It's Your Life!

Now we will get right into how to use the Day-Timer® to plan your life on a daily basis. There are three parts to the Day-Timer® system. This is the one that I have used for 27 years, and it works just fine. It fits into my back pocket, and it goes where I go. I sometimes call it my second brain. It remembers everything I put in it unlike the one in my head.

The three parts are:

- 1) **Advance Planner** (18 Months)
- 2) **Monthly Planner** (Day-by-Day)
- 3) **Telephone Directory**

You can see the **Advance Planner** on page 15 and the **Monthly Planner** on page 16 to refer to as you learn how to use this system.

You will see when you refer to the Advance Planner that this is a place to schedule both business and private events in your life, from picking someone up at the airport, to your annual physical, to a meeting with someone at work, to an evening dinner with a client or friend.

This **Advance Planner** has 18 months in it so that in a few seconds you can record a scheduled event or an appointment up to 18 months into the future. It actually has a place on the back pages to schedule things up to five years into the future. This is a lot of power in one little book.

For instance, I planned a trip to Hong Kong in early 2005 to see Don and Suzy Robinson our good friends; I used my planner to start to map out the trip for departure and return dates. I wanted to use my frequent flyer miles to get two free tickets. I planned this trip seven months out. Many people say they have trouble using their frequent flyer miles. I don't. In fact I had my pick of seats since I was the first reservation for this flight. I even ended up getting the exit row seats so we could stretch out our legs for this long trip. This row is not business class but a lot better than the next row in coach.

Even when I had my annual physical in 2000, I was told by my doctor that I should get a certain examination again in five years. I flipped right over to 2005 and recorded that so I would not forget to get it done. I got it done and flipped to 2010 and noted the next one in my advance planner. This is an important and maybe even a life-and-death priority, especially if I forget to get the test or get it a year late and then find out that the reason I am going to die of cancer is that I did not get the examination earlier when I was told to. I would wish then that I had had a better system for planning and remembering. (I don't have cancer by the way. This is an example of what could happen.) How many times have you heard someone say, "If he had just gotten his check-up every year, they could have caught it early"?

I just had my six-month dental check-up; and as I left the office, I scheduled the next one right into my **Advance Planner** for next September 10 at 8 a.m. I then recorded it right into my PDA as well; but the main thing is that it is booked, and I have the time and day that I wanted and don't have to waste time later scheduling it.

Your entire life gets scheduled in this one calendar. Since you only have one life, you only have one

calendar so burn those others and consolidate into one calendar. Your life is a series of events. Some are scheduled, and some come out of nowhere.

Number two is the **Monthly Planner**, and you will see that this has several sections. (See Page 16 for an example)

The first section at the top left-hand corner is for "*Appointments & Scheduled Events*" and is a mirror image of the **Advance Planner**. For instance, this example is for May 18. If you look at the things scheduled for May 18 in the **Monthly Planner** and in the **Advance Planner** for the same day, you will see that they are the same. The description in the **Advance Planner** is sometimes a little different because of the small space you have to write in. ***Abbreviations will become easy for you once you start to use this.*** As you can see in this example, I use "E" for exercise. Other abbreviations I use are "P" for Priscilla, "M" for Marsha, "OPT" for office and planning time, and so forth.

Also in this **Advance Planner** there is a section called "Notes." Here you can put reminders for yourself for that month; so when you arrive at that month, they will be there waiting for you to take action on. Good things to put in here are dates like birthdays that you would want to remember or something like scheduling your annual physical or actually anything.

The second section on the **Monthly Planner** is titled "To Be Done Today." This is where you do your planning during **planning time**. ***The description "To Be Done Today" is a little misleading as that does not mean that you will always get that item done today, but it does mean that you have an intention of getting started on that item today.*** Some items, of course, won't take long and will get accomplished on the day that you recorded them. Others may take months to bring to completion.

The third section in the **Monthly Planner** is titled "*Expenses & Reimbursement Record.*" This is in the lower left-hand corner. I don't use this for expense notations. In this section I write all of the phone calls that I need to make, including return calls. This way I have the phone numbers and the names with me no matter where I am; and when I have a minute or two and there is a phone nearby, I can return a call and check that off of my list. ***Saving a minute here and a minute there is part of what time management is all about.*** Those minutes that are wasted in your life really add up. It is quite easy to pick up an extra hour a day by having everything you need at your fingertips when you need them.

The right-hand section of the **Monthly Planner** is titled "*Diary*" and that is what it is for. As you know, you can write anything in your diary; and this one is no different. You can take notes in here at a meeting, or you can list the items your wife or other special person in your life tells you to pick up at the grocery store on the way home. This is where you would write the directions to someone's home if you were going there that night for dinner. In this example, you will see dinner at James's house at 7:30 p.m. with (5/18 Diary) in parentheses, which means "refer to." When you put parentheses around something like a date or location, that means to refer to that date or place for more information. In this case, the information is the directions to James's home.

You will also notice in the "*Diary*" section a list of items I want to remember for my meetings with Karl and Erin and with Al, in addition to some grocery items Priscilla asked me to pick up on the way home. Also in this example are some notes from a Guest calling with some service issues for me to follow up on. The "*Diary*" is a place to make notes on anything that you want to.

The **Telephone Directory** is the other part of this system; and on this subject, I would just suggest that you take the time to put all of the personal and business phone numbers and addresses in there that you would like to have with you no matter where you are or if you have a PDA then use this for

pin numbers and numbers you frequently need to use like neighbors, children's friends, your friends, your direct reports, your leader, your credit-card companies, your doctor, your bank, etc. When you need a number, it will be right at your fingertips; and you will waste no time in completing that call. If you use a PDA, then just make sure you have it with you all of the time and make sure you keep it charged up.

One subject that is worth talking about for a minute is the subject of *discretionary time*. We all have it. This is basically the time when you can do whatever you want, to a point. Discretionary means that it is your decision.

If you are a front-line employee, you may not have much *discretionary time* at work. You come in for your shift from say 8 a.m. to 5 p.m. You work doing your job checking our guests in. The only discretionary time you have is when you take your breaks and your lunch. ***Discretionary means that you can do whatever you want to*** in this 15 or 30 minutes. You can read, make a phone call, do pushups, write a letter, talk with someone, or whatever. Lunch break is just a name and not a requirement to eat for 30 minutes.

The other *discretionary time* you have is from the time you get off at 5 p.m. until you return at 8 a.m.; and, of course, your days off are totally *discretionary*. I make this point because people are always saying they don't have time to do this or that. You have a lot of discretionary time on your hands, so it is really a matter of choices. You can exercise or watch television or do both at the same time. This is a personal choice. You can play golf on the weekend or spend time with your loved ones or play golf with them. This is a personal choice. You can do the dishes or read a bedtime story to your kids. This is a personal choice. Reading to your children will pay off when they have a love of reading and can do well in school and one day leave home and be a self sufficient citizen.

You see . . . ***so often it is about personal choices versus not having time***. Try to make the right choices. If you and your loved ones are in agreement on how you all spend your time, then you probably have made the right choices, like a friend of mine who takes his wife out every Wednesday for dinner and a movie and then plays golf on Saturday all day. This works for them because he is paying attention to both of his loves.

- A Customer Service Manager has more discretionary time.
- A General Manager has even more discretionary time.
- A Vice President has a lot more discretionary time and so on.
- And when you retire, you will have loads of discretionary time.

The point is not that as the salary grade increases people have a lot more time to goof off. What it means is that they have a lot more latitude to decide how they are going to spend their time and what they are going to work on. Hopefully they make good choices.

The reason **planning time** is so important is that this gives you a well-thought-out list of things to work on when you have some *discretionary time*. **When you are not in a meeting, you go to this list and knock it out.** It is your list of priorities for your role and your life for the day.

There is a saying that really sheds the right light on planning time: **"Do what you should do now so later you can do what you want to do later."** This really applies to retirement planning, your health and raising your children correctly. So now you say, "I understand the concept of **planning time and why it is important**, but how do you do it?"

Well, first you find a quiet place either in your work area or away from your work area if "quiet" does not exist where you work. It can be at home before you leave in the morning. It can be a break room, it can be in the privacy of your car, or it can be in your office before you leave for the day.

1. Step one is to take out your Day-Timer® and open it to today's date, which in our example is May 18 in the **Monthly Planner**, and here you will find things that you recorded in the past.

2. The second step in **planning time** is to go through your business and personal mail and add other things to your *"To Be Done Today"* list. You always start at the top and list business things from top to bottom, and you list personal things from bottom to top keeping all of your business things together and all of your personal things together. We will talk next week about how to put a priority on each item. You don't work on them in the order you put them in your *"To Be Done Today"* list. I will go into detail on this next week. This week we will just concentrate on getting a list of "To Be Done Today" items listed in our Day-Timer®.

3. The third step is to look back at yesterday to see what you did not get done or finished and to move those items forward either to today or to another day in the future. ***The goal is to always list items on the day that you feel you are most likely to be able to get them accomplished, taking into consideration how many hours of your day are tied up with either being on your feet doing your job or are tied up in scheduled events and appointments.***

Each one of these first three steps will usually add some "To Dos" to your *"To Be Done Today"* list. The first three steps are the easy part. The fourth step is the hardest and the most important.

4. The fourth step is to **"THINK"** about all of those parts of your life that we listed earlier in this series last week; and as you think of things that you need to tend to or that are your responsibility to tend to, you write them in the appropriate section of the business or personal section of *"To Be Done Today."*

What you really want to be doing when you have your brain engaged is not just to be thinking about today. ***What you want to be thinking about is today, tomorrow, next week, next weekend, next month, next year, two years from now, five years from now, and thirty years from now.***

Ask yourself this question every day. **"What should I do today which will not pay off for 1, 5, 10, 15, 20, 25, 30, 35,40 or even 50 years from now?"**

Also think about each responsibility which you have signed up for in your life. Your spouse, partner, friends, parents, children, retirement, health, career development, and on and on.

What that might look like is that you could list something for each one of those time periods in your "To Do" list, such as:

Today: Call John on report due today.

Tomorrow: Review Mary's PDP.

Next Week: Plan meetings for the month with my direct reports and plan my vacation for next September.

Next Month: Sit down and work on the long-term organizational structure.

Inventory my personal possessions for insurance.

Sign up for Lee's Time Mgmt. class.

Visit my children's teachers.

Next Year: Schedule all of my annual medical check-ups.

Visit a financial planner.

Plan to go back to school to get my undergraduate degree.

Five Years: Get that special medical test that you are supposed to get after 50.

Plan a visit to England to see my relatives.

Thirty Years: Have enough savings to retire.

Have a hobby to keep me busy.

- If you don't see that financial planner back in 2003 and open that savings account, you won't be able to meet your retirement goal thirty years from now.
- If you don't find out about that college program today, you won't get around to having your degree three or four years from now.

The point is that many things you work on today, this week, and this month don't pay off for years. Things like coaching and counseling your direct reports fall into this category, as well as educating your children and taking the time to discipline them as required.

The point is to be planning how to get what you want when you "THINK" of it and to write it down and be persistent until you achieve what you decided that YOU wanted to achieve.

By the way, if you are in the fourth step of planning time, "**thinking,**" and you cannot "**THINK**" of anything, I suggest you go ask your leader, direct reports, or loved ones what they think you should be working on. They will give you a list.

I recently had something that I wanted to change at work, but I could not think of how to do it. Just thinking about it every day for a couple of weeks helped me finally come up with some ideas of what I think is part of the solution. I will now run my thoughts by some others to fully develop these ideas.

An interesting thing happens when you are exercising. I actually get some of my best ideas and thoughts when I am in the middle of my exercise routine. Jogging or walking has been especially productive over the years for coming up with ideas and solutions. I don't know if it is because more blood is pumping through my brain or whether the solitude contributes to this phenomenon . . . but it works. By the way, I have also learned that the worst excuse for not exercising is that you are too tired. When you are tired, exercise will actually re-energize you . . . so remember that the worse you feel, the more you need to exercise.

I have to go exercise right now because my Day-Timer® says that I have an appointment to do that, and I always keep appointments with myself. Maybe I will come up with a really good big idea in the next few minutes. At a minimum, I will be stress-free when I get home and will be pleasant to be around . . . and that is a big timesaver.

This appointment is just as important as any other in your life, and it may be the most important because you have to be alive to make a difference.

Have a good week out there contemplating all of this. Next week you will learn how to work through the day after you have put a priority on each item in your "To Be Done Today" list. The categories of priorities we will use next week are **URGENT, Vital, Important,** and *low value*-and that is the order that you do them in. Next week I will show you exactly how to use these priority categories to get your plan for the day! . . . Lee

** See the Advance Planner on the next page and the Monthly Planner on page 15.*

Part 4 of 7:

It's Your Time, and It's Your Life!

Over the last three weeks, we have discussed how to **"THINK"** about **your** responsibility in managing your time and your life. **YOU** are the key word here.

- We talked about how to do planning time and what areas of your life to "THINK" about as you are doing it.
- We talked about the importance of having only one calendar.
- We talked about how well the Day-Timer® works because it has three sections, which cover all of the things you need. It is like an office in your pocket. It has the **Advance Planner**, which gives you an 18-month calendar at your fingertips no matter where you are to keep track of your appointments and scheduled events-both personal and business. You can make an appointment with anyone, any place, and at any time. **YOU are in control**. It also has the **Monthly Planner** and the **Telephone Book**.

After we learned how to make a list of things to do last week and how to use the Day-Timer® effectively to make you more efficient, I told you that this week we would learn how to take that list you create in your quiet **planning time** each day and put the right priorities on each item so that you not only are efficient but effective as well by doing:

- **URGENT first,**
- **Vital next,**
- **important after that,** and
- low value last, if ever.

On page 25, you will see the same May 18 example of a list of things to do that was in Part III of last week's series--but last week it was just a list, and this week it has a priority by each item in the list. When you finish putting the priority on each item, you then have a **PLAN!**

Doing things in the right order is very important.

I used to come home and turn on the TV. Priscilla would start talking to me. I was preoccupied with the TV which turned out to be a problem. Listening to the person you live with is important. I now come home and tell her I love her, give her a kiss, listen to her and then turn on the TV. The right order really does make a difference in the results....and then I ask her what is for dinner. I do the dishes after dinner.

- *Doing the right thing too late is a problem as well. Apologize fast, tell the truth the first time and get your annual physical, annually. Tell your loved one you love them before they ask.*
- *Having the ability to focus on and accomplish the right priorities is the name of the game for effectiveness.*

If something is:

- **URGENT**, it has an asterisk "*" by it.
- **Vital**, it has an "A" by it.
- **important**, it has a "B" by it.
- limited value, it has a "C" by it.

The **URGENT** you do first, of course, because your leader, a Guest, a Cast Member, YOU, or someone decided that it was **URGENT**.

If you have several **URGENT** tasks, you decide which is the most **URGENT** to the least **URGENT** by numbering them starting with number 1.

After you finish **URGENT** matters, you always work on the **Vital** next. **Vital** items may be things that will take you six months, one year, or longer to complete; but when you get them done, they create great value and results in everything from customer satisfaction, employee morale, business results, and even personal relationships in your business and private life.

This concept is important to understand because most people procrastinate and don't get started on **Vital** tasks "today" because they often seem overwhelming. We are talking about getting started today and not finishing today these kinds of big, important **Vital** items.

After you get started on the **Vital** issue for the day and do all that you can on it for today, you move on to the **important** tasks in your list. They too are numbered from most important to least important using 1, 2, 3, and so forth.

If you get these done and you have some time, you can work on something that has *limited value*-but I would challenge you to try to keep *limited value* stuff out of your life and off of your "To Do" list. Why in the world would you want to work on something that has limited value with so many **URGENT, Vital, and important** things to get accomplished in your life?

Now if you take a look at the **Monthly Planner** on page 25 for Thursday, May 18, you will see that the list now has been prioritized using the coding explained above. Each item has an **"*,"** an **"A,"** a **"B,"** or a **"C"** next to it. I did not put any Cs in this example.

Since it is a little hard to read, I will list them here so you can see what order I have decided to do them in versus the order they were listed in.

- *-2: Birthday wish to Ralph.
- B-3: Schedule meeting on productivity plan.
- B-6: Write **The Main Street Diary** for June.
- B-5: Schedule visits to see concierge lounges.
- B-4: Give Rosemary restaurant feedback.
- *-4: Thank-you note to Jim.
- A-1: Fix check-in at Hotel X.
- *-3: Fix Bob.
- B-1: Schedule appointment with financial advisor.
- B-7: Open retirement savings account.
- B-2: Schedule annual eye exam.
- *-5: Schedule trip to *Magic Kingdom®* with kids.
- B-8: Write letter to mom.
- *-1: Book ticket for vacation in September.

When I did my **planning time** this morning, I found many things in my plan to work on today. Some were there when I opened my Day-Timer® to the 18th. I had put them there over the last few days or weeks, since my goal was to try to get them done on this day.

You always put things in your "To Be Done Today" list on a day that you think you have the highest opportunity of getting it done, taking your meeting schedule into account. You want to try to balance your calendar and your "To Be Done Today" list because on days when you are in meetings all day, you won't have much discretionary time to get to the "To Be Done Today"

list.

When I went through my mail, I added a few more things. When I looked back at yesterday the 17th, I moved a couple of things forward that I did not get done yesterday. One of the items I put on today's list, and the other one I moved to Friday the 19th.

When I got to the "**THINKING**" part of **planning time**, I added Fix Check-in at Hotel X, as I had just yesterday reviewed the GSM scores and saw a need here. I also added Fix Bob, who is one of my direct reports, as I decided that he needed some feedback on his recent performance, attitude, and timeliness of getting his work in.

I also added Schedule Appointment with Financial Advisor and Open Retirement Savings Account after reading an article in the Sunday paper that triggered my thinking on this subject. This is why it is important to read the paper and magazines like:

- Time, Newsweek, USA Today
- The Main Street Diary, etc.,
- Your industry publication

because they will trigger ideas for you to work on in your life. This Time Management/Life Management series alone should give you plenty to think about and put into your Day-Timer®.

After my list was complete for Thursday, I put a priority on each item . . . and then I was ready to go. **I HAVE A PLAN!**

I had my first appointment at 8 a.m. with Erin and Karl, referring to my notes in the *Diary* section to remind me of the things that I wanted to discuss with them. The *Diary* section is the perfect place to create an agenda before you meet with someone.

They left at 9 a.m. Now what should I do since my next appointment is not until 10 a.m., which gives me an hour of discretionary time to do whatever I want.

The great thing about having a plan is that you don't waste your discretionary time. You go right to YOUR plan and start chipping away at it.

What I said I wanted to do if I got any time today was first to Book My Ticket for Vacation in September, because that is the item that I put ***-1 (URGENT 1)** next to, indicating that I thought that this was the most **URGENT** thing on my list today for one reason or another. Maybe today was the last day of a special price offer--so that made it **URGENT**.

After I did that and recorded the trip in my **Advance Planner**--including flight numbers and departure and arrival times, as I had planned the trip with the Travel Agent or online--so that at any time I could answer a question to my wife or leader when I would be away, what time I was leaving, and what time and on which days I would be back.

In my **Advance Planner**, this will be at my fingertips no matter where I am. I don't need the electronic ticket or hard ticket because I have recorded all of the pertinent information in my Day-Timer® right on the days of the trip.

The next thing I work on is ***-2**, and then ***-3**, and then ***-4**, and lastly ***-5**. Today all of this was easy to accomplish in thirty minutes.

Before I start on the next item, **A-1**, I am allowed to go to the bathroom or get a glass of water without it being planned. This is a joke--but if you are really disorganized, you may want to schedule

these events as well.

So now it's 9:30 a.m., and I must travel to *Disney's Animal Kingdom®* Theme Park for my walk with Beth Stevens. So I put down what I am working on and get to the car. On the way I return some phone calls, which are listed in my Phone Call list in my Day-Timer®. ***It is highly recommended for safety reasons to have a hands-free installation with a microphone in your car if you are going to use the phone while driving.*** I have that type of installation in my car. Having an accident even without injury is a big timewaster. First you have to wait for the police. If it is your fault, you may have to go to driving school and take the time to pay the ticket. Your insurance goes up. You have to take your car to be repaired and rent a car while it is in the shop. You have to pick your car up and get the rental car returned, and this does not even count all of the paperwork required by the insurance company--and then they might drop your coverage, and you have to find another insurance company.

By the time I get to Animal Kingdom, I have finished all of the calls except the one to the Horticulture expert, which I will do later in the day. She has some good ideas she wants to share with me on flowering plants, and we have decided to meet in Celebration when I am over that way later next week. So I can check that call off too as we have agreed on an appointment for the following week.

I have my walk with Beth for an hour and drive back to the office. It is now 11:30 a.m. My next appointment is with Al at 12 noon. I have thirty minutes, and I have already eaten my peanut butter and jelly sandwich on the way back from Animal Kingdom, as I keep it in my briefcase. Saving 30 minutes a day by taking my lunch saves me 2 1/2 hours a week, which equals two+, full 50-hour workweeks by the end of the year. It is amazing how time adds up and how much more you can squeeze out of a day if you want to. Taking your lunch to work saves time, money and is good for your health too.

Since I have 30 minutes, I get right to work on the **Vital** item, Fix Check-in at Hotel X. Today all I can do is to schedule a meeting in two weeks to get started on this project with a goal of implementing everything over the next six months so that check-in is dramatically better six months from now.

I sit down and write a note to the appropriate people that I need on this team to fix this problem. This is not a challenge. This is a problem, and I want it to go away. I send the note to the nine people whom I think I need to help me on this. I tell them the problem. I tell them that our first meeting will be from 2 p.m. to 4 p.m. on June 6, and they should block every Wednesday for the next six months from 2 p.m. to 4 p.m. to work on this issue. I tell them that we have a check-in problem, and we are going to fix it by December 15. I tell them to start learning everything they can about this issue to be prepared for our first meeting.

The group consists of the Front Office Manager, two Customer Service Managers, two Hosts and Hostesses from the day and night shift, the Executive Housekeeper, one Bellperson, and me. I also asked them in my note to let me know if there are others whom they recommend be on this Fix Check-In team. I give them the location of the first meeting, the time (Wednesdays from 2 p.m. to 4 p.m.), and I tell them that I will be around to see them one-on-one before the first meeting to discuss my expectations of their responsibility to help fix this problem.

I push the send key, and I am done with this today. Tomorrow in my **planning time** I will record all of the Wednesdays in my calendar, I will schedule time to see each one of my new team members over the next couple of weeks, and I will make sure that we have space blocked for all of the meetings over the next few months, plus--last but not least--I will let my leader know that we have begun this process before he brings it to my attention.

I am done today and can check this item off as **Done**, for today at least. Since it is on my calendar, it will stay alive and well until completion. The day of the June meeting, we will brainstorm all of the ideas and solutions and fill up the flip charts like we always do, assigning responsibility to each person on the team; and by December, this problem will be fixed. That is what **Focus** does. Like everything at Disney, when we finally **Focus** on something and put the time and resources against it, it gets fixed. This same concept will work in your personal life as well.

Okay, so now it is time for my 12 noon meeting with Al; and I have already completed my **URGENT** matters and my **Vital** issues for today. I am feeling pretty good . . . plus, I have already had lunch too.

I have my meeting with Al; and during that meeting he says, ". . . and by the way, what are you doing about the check-in problem at Resort X?" Boy, do I have a good story to tell him. He sits back and thinks to himself, "This guy has his act together, and I like that." This is where you want to be in life. Try to be at least one step in front of your leader-if not more. Just asking your leader if there is anything that he or she would like you to be working on, from time to time, is a good technique for getting the right things into your plan.

It is much better for your career if you have a plan versus stammering and stuttering when you are asked about what you are doing on something **Vital** to your business. The good thing about getting out in front on the **Vital** things in your life is that when you fix the **Vital** issues, many **URGENT** issues never arrive, saving you gobs of time putting out fires. If you ever have trouble remembering the importance of **Vital** items and why they are even more important than important items, remember that your **Vital** organs are a lot more important than your important body parts. **Vital** ones are your heart, lungs, kidneys, liver, and so forth. Important ones are your fingers, toes, and the like. You really want to take care of the **Vital** ones because you cannot live without them. It is the same way with **Vital** issues in your business and personal life.

When you fix check-in, you don't have to deal with angry guests about it. You have less turnover with your front desk staff because the place is organized, and guests are not yelling at them. You have better repeat business and word of mouth because you are providing great service.

Another thing that could be listed as **Vital** in your life is your health. Maybe one day soon you will put in your planner **Fix My Health**.

If you don't spend the time keeping healthy, you will need a lot of time to rest after your bypass surgery and recuperation. Right after you get out of the hospital, you will go buy a treadmill or join a health club and start exercising--so you pay now or you pay later.

It is now 12:30 p.m., and I need to get back in the car and get to the doctor's office for my annual physical. In the long run, this is a big timesaver. Finding problems early is a big deal, especially with your health. How many times have you heard someone say, "If he had just gotten those annual checkups, he would be alive today"?

When I actually schedule my medical appointments, I always make them for 8 a.m., as that is the only appointment that the doctor is on time for; and he or she is rested up and paying attention at that time of morning. I do the same for my airline flights. The first flight is the one that has a plane at the airport, as they are stationed there the night before. The plane for the 11 a.m. flight is still in Chicago. Will it arrive? Who knows? The fact of the matter is that the later in the day you fly, the potential for longer delays becomes a real timewaster nightmare. Try to leave New York LaGuardia at 3, 4, or 5 p.m. in the afternoon-you may or may not get home today.

I finish my physical. I tell the doctor what medications and vitamins I take because I have them recorded in my Day-Timer® under the doctor's name. I drive back to my office getting there at 3:30 p.m., and I return a few more phone calls on my **hands-free microphone** on the way and pick up my voicemail messages.

I have thirty minutes until my 4 p.m., which I am all ready for as I planned that yesterday.

So I have two choices: I can go around and bother other busy people, or I can go to **B-1** and get to work doing it . . . and **B-2** . . . and **B-3** . . . and even **B-4** before my meeting at 4 p.m. with Mary to do her performance review.

I finish with Mary 15 minutes early and have time to start planning tomorrow before my departure for my 5:15 appointment with myself to workout. I finish my workout by 6:15 p.m., having to cut it a little short today so I can get to the birthday party for my friend James in Winter Park. Tonight Priscilla will meet me there as my schedule is a little tight; but I did get my workout in because it is a priority--and one way to get the priorities accomplished in your life is to schedule them right into your calendar. I don't care what anyone tells you about his or her priorities. **The proof is in the items that are scheduled in his or her day planner.**

So just remember this important technique: Schedule the Priorities in Your Life. This means all priorities-both business and personal. When you learn to:

- Write things down,
- Plan your day and life, and
- Schedule the priorities in your life,

you will be amazed at how you will be able ***"to do what has to be done, when it has to be done, in the way it should be done, whether you like it or not!"***

Now, here we are at 9 p.m. I have driven home from the birthday party. I take a look at my calendar for tomorrow and make any last-minute notes from the things I remember from today that need my attention tomorrow, including making a note to send a thank-you note to James and Jane for a great birthday party dinner. I make a note to tell them how much we enjoyed meeting their children, Dan and Mary. During dinner I flipped over to Saturday in my Day-Timer® and made a note of the name of the red wine they served with dinner so I could buy some for myself. That little Day-Timer® sure comes in handy when you least expect it.

I then head off to bed after brushing my teeth and flossing (flossing is a time saver later on in your life). I tell Priscilla I love her (this is a good way to keep your marriage under control); and before you know it, it is 5:10 a.m. and time to rise and shine. I make Priscilla's coffee and for me a peanut butter and jelly sandwich. I pack my workout clothes. I get showered and dressed, and I head off to Einstein's, arriving there at 5:50 a.m. I get my chocolate-chip bagel, my cup of coffee (which is 50 percent regular coffee and 50 percent Bohemian coffee) with sugar and half-and-half. I give them correct change, and I am gone by 5:54 a.m. I arrive at my office at 6:09. There is no traffic. I have been up for 59 minutes. ***One big timesaver and lifesaver I have learned over the years is to live close to work even if you have to downsize your accommodations.*** It is 6:11 a.m. by the time I settle at my desk, and it's time to do: **planning time** again, like I do 365 days a year.

I do the same routine; and this morning, I have to move **B-6, B-7, and B-8** today or to another day this week when I have the most likelihood of getting them done. Today an item I did not get done yesterday could end up with a much higher "B" rating or may have even become **URGENT**. This is the way priorities work.

When a student is given an assignment to do-a term paper, six weeks before it is due-it is an

important project. When they procrastinate and it is due in three days or worse-tomorrow-it becomes an **URGENT** project. Many things become **URGENT** in our lives because we are so disorganized and don't have a system for staying on top of our responsibilities. No one cares how smart you are if you can't get anything done. As someone said, "The only good ideas are the ones that get accomplished."

As you work through the day, you use the following symbols to record your work in the following categories:

✓ = Completed

/ = Started but not completed

() = See or refer to = Moved to another date in the future

→ = Moved forward to another date

Some other thoughts on some of what we discussed this week:

- We often never get to the **Vital** because we are so busy putting out the fires of the **URGENT** created because we never got to the **Vital**. You must discipline yourself to get out of this do-loop, or you will spend your life being busy but not making a difference.
- If everyone did just one **Vital** thing a year, we would have to bring in large trucks to haul away our profits. If we did one **Vital** thing a year in our personal life, we would be amazed at how much of a better, less-stressed life we would lead.

I try to think up one big **Vital** thing every year or so that I think can make a difference. I write that in my Day-Timer®; and once it is in there, it is in the incubator--and it is just a matter of time before that thing becomes a living thing. That is how I did it when I created:

- *Disney Great Leader Strategies*,
- **The Main Street Diary**,
- The Food & Beverage Strategy,
- The Attractions Line of Business,
- Time Management Seminars,
- The concept of Executives as Coaches,
- The tapes on *Disney Great Leader Strategies and Inspiration-The Real Work of Leaders* (and so on),
- e-mail implementation at the *Walt Disney World®* Resort in 1993, and
- The *Walt Disney World®* Operations Organizational Structure, which I revisit often.

I need another really good idea for next year. If I don't "**THINK**" one up, I am sure that AI might have one for me, which is just fine.

Do you believe it? It is 5 p.m. again and time for me to keep that 5:15 appointment with myself. Tonight I don't have a dinner to go to, so I am going to get in a 30-minute vigorous workout on the Stairmaster® . . . and then I am going to stretch for 15 minutes . . . and then I am going to do 100 crunches on the abdominal machine . . . and 24 on the back-strengthening machine . . . and then a light upper-body weight workout. I am then going into the hot tub, read the paper, and get home at 6:50 p.m. for dinner.

I don't see Priscilla much during the week, so I spend every weekend with her and my family versus playing golf or other sports where we are not together. I am sure that you can figure out why this is a good time management/life management tip and practice.

If you want to play golf all day on the weekends, my philosophy would be to make sure that you schedule something special for the two of you sometime during the week.

That's it! Next week we will discuss how not to procrastinate, as well as a whole lot of other fun subjects that relate to time management/life management that might surprise you! . . . Lee (See the Time Management Calendar on the next page.)

Part 5 of 7:

It's Your Time, and It's Your Life!

When I was little, I remember my mother using that big word; but until I was grown up I did not really understand clearly. Oh, I knew the definition all right, but I really had not focused on what that word meant to me personally. I remember her saying things like, "Would you stop procrastinating and get your room cleaned up" . . . or "get your homework done" . . . or "get that grassed mowed" . . . or "get your ironing done." That word seemed to be in a lot of sentences that she used when she spoke to my brother and me.

That word, of course, was PROCRASTINATION.

I think at one time I really believed that procrastination was a character flaw and that there was not much one could do about it. I remember telling my mom that I was not procrastinating. I told her better excuses like, "I plan to do it later," or "I forgot and will get right to it," or "I didn't have time." You know-the basic excuses that everyone uses.

Well, after I took that Time Management class back in 1980 I knew better!

Learning some techniques to keep from:

- Becoming a procrastinator, or even worse
- Being called one, and maybe even worse
- Having your leader think you are one

was a good thing . . . and from that day forward, I started implementing many of the techniques that I learned in that class. Here they are:

- 1) Schedule the priorities in your life right into your calendar, and keep those appointments.
- 2) Make a list of "To Dos" every day right in your Day-Timer® during planning time, and put a priority on each item.
- 3) THINK about your long-term goals every day as you do your planning time, and get started on them now so they come true down the road.
- 4) Keep the Vital tasks you are working on right in front of you on your desk to remind you often to get this one done-no matter what.
- 5) If it is a really big project, break it down into smaller pieces to get done--and involve the experts to help you.
- 6) Leave time in your calendar for interruptions and for things that come up at the last minute. Don't overbook your calendar.
- 7) Do the things you hate or dislike first every day, so you don't spend the day thinking about them.
- 8) Develop and follow an administrative system that is simple and enables you to put your hands on documents, information, phone numbers, and addresses quickly.
- 9) Know how to use technology to save you time and to make you more effective. Most people are not getting the total value out of technology devices.
- 10) Commit to a deadline on your work and also gain agreement on deadlines when you delegate to others.
- 11) Select the best time of day to get work done for YOU. For me it is 6:15 in the morning.
- 12) Learn to start projects as early as possible, so you have time to work and rework them. The earlier you start, the better the outcome usually.
- 13) And the big one: Learn to delegate properly and to trust others.

There certainly are a lot of timewasters in our lives, and you should-from time to time--take some time in your planning time in the morning and THINK about just:

- What wastes your time, and
- What you could do about it to eliminate this wasted time, so you can use that time for things that are more productive and have higher value for your business or personal life.

Some timewasters we impose upon ourselves, and some timewasters are imposed on us by others.

Some great examples of self-imposed timewasters are things like:

- 1) Not taking the time to do planning time every day before we start an 8-, 10-, or 12-hour day.
- 2) Lack of self-discipline, which relates to number one above.
- 3) Taking on too much. You must learn when to say yes and when to say no.
- 4) Not delegating work or not delegating work properly with clear direction.
- 5) Not paying attention because you don't listen, and you miss the main message or learning. Preoccupation is one of life's big timewasters for people. They are physically present but not paying attention.
- 6) Not being realistic on how long something will take to do. Start early enough so that, even if you misjudge that, you will still have time to do quality work.
- 7) Not anticipating well about things that could happen and, therefore, not planning for them or, better yet, making sure they don't happen at all.
- 8) Living too far from work.

Some great examples of timewasters imposed on us by others are as follows:

- 1) Lack of a policy or operating guideline.
- 2) Poorly run meetings that go too long.
- 3) Lack of authority.
- 4) Lack of feedback on performance.
- 5) Unclear job description.
- 6) Poor communication from others.
- 7) Waiting for decisions from others.
- 8) Problems not well defined.
- 9) Being understaffed.
- 10) Being overstaffed.
- 11) Shifting priorities.

Take the time to list five to ten ways in which you currently waste time, what you could do about it if YOU focused on it, and then focus on it and Do It--and for crying out loud quit PROCRASTINATING. We already agreed that the only person who has half a chance of controlling the events in your life is YOU!

A recent example of something that many people procrastinated on was their Project Tomorrowland training. This is the kind of thing that is easy to put off unless you schedule the time to do it and start early so you can take some breaks along the way. About 92 percent of our employees got their training done on time, but I bet there were a lot of last-minute URGENTS to get it done . . . and then there are the 8 percent who did not make it to the finish line. Eight percent may sound small to you, but that equals probably 800 to 1,000 employees who did not make it; and they had months to get it done.

Okay, now that we have learned more about the true meaning of procrastination and a little more about how to think about and eliminate timewasters in our lives, let's go on to how we can grow and become better and better as a person, a leader, a parent, a spouse, a companion, a community leader, and in other parts of your life that you would like to focus on.

Take the time to make a list of the things that you most value. I will give you the list that I made 27 years ago for an example of what I mean, because if you don't really know what is important to you, you will find it difficult to focus on it and to reach your goals.

Back then, I listed these things:

- 1) Respect from others.
- 2) Be a better leader.
- 3) Have high personal performance.
- 4) Have strong family relationships.
- 5) Become financially secure.

Others that I have heard people say include:

- 1) Become more humble. (respect all people and show it)
- 2) Become more authentic. (tell the truth and admit mistakes I make)
- 3) Become more intelligent. (read more)
- 4) Improve my self-confidence and self-esteem.
- 5) Be more organized.(take a course)
- 6) Gain trust from people. (take time)
- 7) Become a better public speaker (you can not do this the night before a speech)

Once you take the time to finally figure out what you would like to improve on or to achieve, then you can use your Day-Timer® and the many resources available to help you get to work on those things. Some of these things will get better and better if you just keep them top of mind, and others will require some outside help--but identifying them is half of the battle.

One of the main reasons that people don't improve is that they are not honest with themselves. They lack the ability to see their faults and weaknesses. If you cannot see them, at least make it easy for those around you to point them out to you and to help you fix them. No education or training is complete without reflection.

Look at your last Employee Attitude Survey if you have them for areas that your employees would like for you to improve in the way you lead them. If your organization does not do these surveys, you should. Read between the lines of the comments and messages that your family and friends send to you. The problems are there if you look for them. Once identified, there is not much that most people cannot do if they really put their minds to it with a vision of how the future can look once they address these kinds of issues.

The fact of the matter is: most people don't go for a great life because they often have a good life. They don't try to achieve better because they get satisfied with what is just okay.

We are all guilty of living in our comfort zones, and we end up not taking chances or trying new things because we have that basic human fear of failure.

Setting goals is just plain uncomfortable; but if you don't set a goal, you will not know if or when you got there. If it is not measurable, it is not a goal.

A goal can be, on the other hand, an inspiring thing; and when you tell others what your goal is, they will help you get there!

One of the most important things in accomplishing a goal is to write it down. This one step makes a huge difference. When you write it down, it becomes much clearer.

- Be specific in what your goal is.

- Write the goal so the results can be measured.
- Make sure the goal is something that you really want versus a goal that someone else wants for you.

Examples of goals:

- 1) Lose 30 pounds by December 1.
- 2) Work out 90 minutes a day, five days a week, starting on May 1.
- 3) Reduce my expenses by 10 percent by September 30.
- 4) Spend four hours a month alone with each of my children doing something together.
- 5) Take my wife out to dinner once a month.
- 6) Get my annual physical by June 15.
- 7) You get the idea!!!!!!!!!!!!!!!!!!!!

My mother wanted me to be a dentist. That was not my goal, and I could not get as excited about it as she could. Ask for help in achieving your goals. And last-but not least--make sure that you ask yourself that big question that most people fail to think about: Am I prepared to pay the price to achieve this goal?

Think of simple goals like running a marathon. Are you prepared to pay the price of training for it? Think about Dieter Hannig's goal of climbing Mount Everest. There is a big price to pay physically and financially in this case.

What about a goal of becoming a leader? Have you thought about the price leaders pay with their time, the stress of leading people, and making very difficult decisions day in and day out. There are a million examples of the price--(as in price to pay) benefit ratio that comes into play when you set a goal.

You could set goals for your:

- Professional development and career,
- Financial planning for your future,
- Areas of health including exercise, diet, weight, sleep,
- Areas of cultural and intellectual improvement,
- Learning more about and using technology and so on.

You could use my Great Leader Strategies to give you ideas on goals that you could focus on as an example of one way to stimulate your thinking; and when you are reviewing those strategies, remember that they can be applied in your business or personal life.

Okay, I have to go now. I have a meeting with AI; and I am never late to a meeting with AI. After I have my meeting with AI, it will be 5 p.m.; and I think you know what is in my calendar at 5:15 p.m. every day.

I have a goal of working out 275 days in 2003. Last year I had the same goal but only made 273 because I ran out of days. That won't happen again, at least not for the same reason. The year before I hit 274. I have got to get more serious about my workout schedule.

Some things I put in my "To Be Done" list this week are to:

- Write some postcards to some of the servicemen and servicewomen in the Middle East.
- Meet with a contractor to have my air-conditioning units checked. They are twelve years old and about ready for replacement.
- Submit some medical reimbursements forms for medical expenses.

- Schedule visits to companies in the Orlando area to get them interested in running a United Way campaign this year.
- Buy a gift for a friend for his birthday.
- Work on organizational structure ideas for some changes to the way we are organized, and so on.

Have a great week contemplating YOUR LIFE! . . . Lee

Part 6 of 7:

It's Your Time, and It's Your Life!

This week we will move into some areas that you might not have thought of in relation to managing your time better.

Preoccupation is one of the biggest timewasters of all time in all parts of all of our lives.

Preoccupation is sometimes simply defined as "not paying attention"; and when you are not paying attention to the pertinent happenings around you, you miss important things that you should be taking care of.

When you are not paying attention because you are thinking of something else, time is wasted because someone has to explain something to you a second time--or worse, you do the wrong thing because you were not listening carefully.

Try talking to someone who is watching television to see what I mean. If you really want to see the downside of preoccupation and not paying attention, try to tell small children to go clean up their rooms or to do something else while they are watching television. It is highly likely that they will not even hear your instructions. I mean they will not hear one word. They won't even look at you. At least with children, you know they are not listening.

Husbands, on the other hand, hear you but often don't stop watching the television program to listen to what they are being told, I am told! I try to tell Priscilla that it is not our fault. She has not bought that excuse yet, but it is the only one that makes any sense to me. It must be a genetic man-thing since we all do it.

When you hear the words--"Are you listening to me?"--I assure you that this is usually not a question but actually a statement and a warning. Saying "Yes, dear" does not work either. I suggest turning the television off for a minute so that there is no breakdown in communication.

There are so many misunderstandings when we are preoccupied. A car's rear-ending you is usually because the person who hit you was preoccupied--especially today with cell phones and other devices that people are occupied with--versus doing the main thing, which is paying attention to driving the car safely.

Have you ever been in a meeting when someone asks, "So John, what do you think about this?" and you suddenly look up with an embarrassed look on your face and say, "What was that? I did not hear you. Can you repeat that again?"

Of course, you did not hear the question because you were not paying attention. You were preoccupied. You were thinking about your next meeting or about lying on the beach.

You see people today paying attention to their PDA devices in meetings and not paying attention to the presentation. They are preoccupied.

Preoccupation is basically not paying attention. Get out from behind your desk and get into a place where you can focus and listen. What your people are trying to tell you and what they say are two different things. It is your responsibility as the leader to focus and to dig for the truth so you can make the right decisions.

There are ways to learn how to get out of this bad habit.

- One way is to take notes when someone is telling you something so that you stay engaged.
- Another way is to get physically into a position where you are focused on the person and what he or she is saying so that you pay attention.

This means that usually it is best to get out from behind your desk and sit with people, instead of across from them, so that you will not try to sneak any reading in from something on your desk or take a phone call while the person is trying to explain something to you.

Focus on one thing at a time if you want to be a good communicator, save time, and do great work.

When you have no physical barriers between you and the person you are talking with and listening to, you have a much better chance of clear, focused communication. You will get it right the first time and save time by understanding the real issue by being a great listener.

One of your responsibilities as a leader in any part of your life is to pay attention. Pay attention to that special person in your life, your children, your leader, your direct reports, your friends, and so on. They will appreciate it, and you will be much more effective and efficient.

When people try to communicate with the television on in this day and age, this becomes the mother of all timewasters and often the culprit of poor communication.

Another way to make you a more focused person who is not so preoccupied is to be in good physical condition. This is done by eating properly, exercising, and getting the right amount of sleep--and in Florida, drinking enough water, which is really part of that good diet.

When you are physically fit, you feel good; and when you feel good, you are able to pay attention--and you are not falling asleep from lack of sleep or from a poor diet.

Of course, you can use your Day-Timer® to help you with these things as well, like scheduling your workout schedule, understanding the effects of different food on how you feel, and getting the right amount of sleep by controlling your calendar in this regard.

You are also apt to be far less stressed or at least able to control stress and distress when you are in great physical condition. These things help your self-confidence and self-esteem tremendously.

Reading the paper every day (preferably USA Today) and Time or Newsweek every week, as well as listening to the news on the radio or television, helps you have a wider range of knowledge which helps you make decisions more quickly--and at the same time, know that you are correct with your decisions. Knowledge and information help a lot when you have to make a calculated decision. I can't tell you how often I have saved time by having the radio on in my bathroom while I am getting ready in the morning and hear about an accident on one of my routes to work, or how many times I have learned of a new way to think about something from reading about it.

Other ways to save time for you and for others is to be very responsible if you run a meeting. Make sure that you schedule an appointment with yourself in your Day--Timer® the day before to prepare for a meeting you are going to run so it runs efficiently, starts on time, and ends on time or lets out early if possible.

There are few things that make people as happy as getting out of a meeting early. The only other thing may be that the meeting was cancelled. Have such great meetings that people look forward to them.

Always use an agenda to run a meeting. Without one, the meeting will go all over the place and be very inefficient. Most people rate most meetings pretty useless.

There are two kinds of meetings, and they should be held separately. One kind of meeting is to give out information, and the other kind is to solve problems. You don't want to try to solve a specific problem in an information--giving type of meeting because you will have people in that room that have nothing to do with the problem--and you will waste their time. Schedule separate meetings that address a certain problem and invite only those who you need to have at the meeting to solve the problem.

Have you ever been in a meeting wondering, "Why in the world am I in here?" when they are trying to solve a problem that you have nothing to do with!

Concluding meetings and phone calls quickly can save you a lot of time as well. Learn to get to the point; and when the meeting seems to be slowing down, summarize your understanding of everyone's responsibility and ask the participants if there is anything else that you need to know. When they say "No," you stand up; and they will stand up and the meeting will be over. Make sure that you write down your responsibility from the meeting in the Diary section of your Day-Timer® and follow up the next day when you do planning time.

Another thing is to consider not having the meeting in the first place. Always ask people why they want to meet with you. You may be the wrong person. If you are the right person, first try to understand and solve the problem using the telephone and/or e-mail.

Many times a face-to-face meeting is not necessary. Have it when it is the right way to solve a problem, but don't meet with people just because they ask to meet with you.

Another way to save time is to have the things you need at your fingertips. Make sure that you have the supplies and materials you need to do your work so you are not wasting time running around looking for something that should be stocked within reach. Inventory these items from time to time to make sure you don't waste time looking for something when it should be there. Something as simple as a pair of scissors or a phone number that is not at your fingertips can waste a lot of time for you.

Other ways to save time is to ask yourself these questions from time to time:

- What am I doing now that doesn't need to be done by me or my direct reports?
- What am I doing that someone else could be trained to do?
- What am I doing that I would be willing to pay someone else to do to give me more time to do what is more important in my life?

And if you want to really save time, remember to involve others who are the experts in helping you make decisions--and they are often the people in the front-line positions. Who knows more about check-in at a resort than a front-line employee who checks in hundreds of Guests a week? So if you

have a check-in problem, make sure one of these people is on your team.

Another big way to save time is to make sure that you are creating an environment where people feel safe to say what is on their minds . . . and an environment that excites them because they are respected, listened to, asked their opinion, and really believe that you value them. If you just respect, appreciate, and value everyone, you will save more time than you can ever calculate. Your teams will do better work, and many problems will never surface in the first place.

When people trust you and you are humble and sincere and show enthusiasm for what you are doing, as well as being cooperative and caring--there is no end to the time you will save. It cannot be measured by a clock.

Think of yourself as an environmentalist. Think every day how you can make the environment better by your leadership, your attitude, your behavior, and your presence. YOU have the ability to supply people with a wonderful environment where they can perform up to and often even exceed their capabilities.

You have the ability to supply the fresh, clear air and water that we all need to be inspired. That clean air and water is called respect for everyone and involvement of everyone.

Make sure that every day you are acknowledging your team and your family and friends by telling them how great they are and by complimenting them and rewarding them with real physical stuff-or even better, personal, kind, respectful words.

As they say, "People will not remember what you said, but they will always remember how you made them feel."

Have a great week out there, and make sure you are careful about what you say and do, as they are watching you, and they are judging you.

Remember too that YOU are the one who has the most control over how your life turns out because . . . It's Your Time, and It's Your Life!
. . . Lee

Part 7 of 7:

It's Your Time . . . and Your Life!

Well, here we are at the last part of the Time Management/Life Management series. I hope that you picked up some good ideas and techniques for doing a better job of managing your life, both in your career and in all other parts of your life.

This week I am just going to share with you most of my final thoughts on this subject and give you some ideas on how to get started.

One of the things we know for sure is once you learn something new that you believe in . . . and want to implement . . . you need to get started immediately so you can begin to adopt those new learnings and habits.

So right away you want to order yourself a Day-Timer® if you do not have one. I told you before that I use the two-page per day Original, which is Product # 98010. You can just call up Day-Timer® at 800-225-5505 and order it. They will charge it to your credit card and send it right off to you so you can get started. www.daytimer.com

In Europe the number is 44(0) 154 8832045. This Day-Timer® comes complete with a vinyl cover. Later on you may want to order a leather cover, but they are expensive. Maybe someone would give you one for your birthday if you leave enough hints around.

I also recommend that you get a Tri-Point pen that has red ink, black ink, pencil lead, and an eraser. This pen is quite efficient as you work through your day since there are times you will need a pencil-like when you record appointments and scheduled events--and these might change and need to be erased. I call this pen my magic wand. When I pull it out and write things down in my planner the magic begins to happen. www.daytimer.com

The red ink is used to check things off as you accomplish them; and the black or blue ink is used to write notes, letters, sign documents, etc. Day-Timer® sells this pen as well, or you can find it at Office Depot, with refills available.

You have heard me talk about merging my PDA with my Day-Timer®, and some of you have shared that the Company no longer provides PDA devices. That is true, but that does not mean you cannot have one and connect it to your home computer. In fact, I managed just fine for years without a PDA; and while it is more productive for me in the role I am in now, I could operate very effectively without it if I had to.

A planner can be used for so many things like:

- Remembering special events, birthdays, anniversaries, etc.
- Remembering to give someone some positive feedback and recognition.
- Remembering to reward someone.
- Remembering to acknowledge someone for something he or she did for you or to give someone a simple thank you.
- Improving your communication with people.
- Scheduling all events in your life . . . ALL!

Here are other ways to save time and to be more effective:

- Improve on unclear instructions to people when you communicate with them or delegate to them.
- Listen more carefully and take notes to help you understand what you are hearing.
- Ask more questions to make sure that you understand what you are hearing or to clear up what you don't understand. Personally take 100 percent responsibility for communication with others.
- Make sure that you take 5 to 30 minutes every day to plan your day. This is a big deal!
- Put a priority on all of your work. Your work is either URGENT or Vital or important or limited value. Use your time wisely!
- Think every day about things that you should be working on that won't pay off for months or years.
- Use only one calendar and planner to stay organized.
- Make sure that you spend some time focusing on the Vital tasks that will give the most return for your customer, employees, business results, and for your personal life. These are not easy; but you need just to get started on them and ask for help if you run into physical or mental barriers.
- Think about things that you do that are a waste of time-and eliminate them.
- Learn to run meetings using an agenda, and start and stop meetings on time.
- Review this article from time to time to remind yourself of what you are not doing.
- Record you PDP goals in your Day-Timer® to stay on top of them.
- When you delegate something, no matter how simple, turn ahead in your planner and trace its progress to make sure it gets done. This will improve your reputation for being organized and on top of things.
- If you set New Year's resolutions, use your planner to schedule them or to follow up on them to accomplish them.
- Think about things your leader would want you to get accomplished when you make your list each morning.
- Start early on things so that you have the time to take a break from them and still get them done on time.
- Use your calendar to make telephone appointments with people.
- When you do your planning time, think about what things you should work on today that won't pay off for a long time into the future.
- Think about which items would make you feel good to get done.
- Think about which items your leader might be wanting you to get done.
- Identify the things that will give a big payoff to my business or personal life if I get them done. Determine items needed to be done today because of Company operating guidelines, policy, legality, integrity, or my personal values.

Final Thoughts;

How many regrets do you want to have? I wish I had spent more time with my son. I wish I had talked to my daughter about the birds and the bees when I first thought of it. I wish I had not smoked. I wish I had watched my diet and weight and exercised more. I wish I had gone back to school. I wish I had told her I loved her more often. I wish, I wish, I wish, I hope, I hope, I hope, I pray, I pray, I pray.....

Do not ever underestimate what you personally can do for yourself and for others. Get started today.

Yes today!..Good Luck...Lee

Day-timer Ordering Process Steps

Do you want to enter a description or a product?

Description	Quantity	Unit	Requested delivery date	Product category	Goods	Service
<input type="text"/>	1.000	Each	04/03/2003	OF05-Gen Office Sply	<input type="checkbox"/>	<input type="checkbox"/>

[Add to shopping cart](#)

Name: 0810R001 04/03/2003 18:14 Shopping cart items: 1 Total value: 23.09 USD Last item: 98010 Daytimer Pocket 2 pg/dy Original [Order](#)

Description	Product	Quantity	Requested delivery date	Price	per	Actions
98010 Daytimer Pocket 2 pg/dy Original		1 Each	04/03/2003	23.09 USD	1 Each	+ - X

Total value: 23.09 USD

[Default settings for item](#) [Approval preview](#) [Hold](#) [Create my template](#) [Order](#)

9. Enter Price

- Example: 98010 Daytimer Pocket 2 pg/dy Original, Price = \$23.08 and Unit of Measure = EA (Each)
- Example: 88251 Daytimer Pocket Leather Wallet, Price = \$42.06 and Unit of Measure = EA (Each)

10. Click the Details Icon (magnifying glass)

[Return to shopping cart](#)

Basic data [Account assignment](#) [Purchase order text](#) [Internal note](#) [Delivery address](#) [Attachments](#) [Sources of supply](#)

Description: 98010 Daytimer Pocket 2 pg/dy Original

Product Category: OF05-Gen Office Sply

Purchasing Group: Natalie Hunter

Plant: General Supply Inventory

Storage Location: Gen Supply White

Quantity: 1 Each

Price: 23.09 per 1 Each

Currency: United States Dollar

Requested Delivery Date: 04/03/2003

Goods Recipient: Katharina Obtow

Unloading point: 72

Vendor Product Number:

11. Enter the Part number in the Vendor Product Number Field

- Example: 98010

12. You have already set your "Default Settings" of Account Assignment and Delivery Address in Step 3

13. Click Return to Shopping Cart button (Top right corner)

14. Click Order (If you need Assistance with Ordering Day timers please contact Phyllis Ginn at 8262-3563)

If you ever watched the A-Team on television, one of the things that they often said in every episode was, " I love it when a PLAN comes together."

We are an organization that is famous for the details. To be successful, you must pay attention to the details in your business and personal life.

Make sure you understand that there are just two kinds of decisions: reversible and nonreversible. Reversible decisions can be implemented much faster than nonreversible. Make sure you know the difference before you make your decision.

Carefully review yesterday's page in your planner every morning, and make sure that you leave nothing behind.

Think of the things you want. Once you do this, use your planner and all other resources at your disposal to make them happen. For instance, I had noted in my Day-Timer® to put my Federal Tax documents in order and to mail them off to my tax accountant. I did this and mailed them on the morning of April 14, 2003. That was done and taken care of!

I made a note to buy my grandchildren things for their Easter Baskets. Margot loved her Barbie band-aids, Tristan really loved his pacifiers, and Jullian was excited to get some puzzles in his basket. Candy is expected, but these things were not.

I made a note to have my air conditioner checked before the hot season begins.

I made a note to try a new long-distance carrier for my personal phone calls.

There is no end to the things that you can put in your planner to follow up on.

Some final thoughts on this subject are as follows:

- Don't just think about what you want to do and not want to do. Think about your responsibility in the different parts of your life.
- Think about what you must do now to ensure YOU will not simply prevail-but thrive.

Last, remember what Peter Pan said in "The Second Star to the Right" from Walt Disney's Peter Pan: "The dreams you PLAN really can come true."

Good luck out there MANAGING YOUR TIME AND YOUR LIFE! . . . I hope that all of your dreams come true! . . . Lee

Great Leaders Look for the Better Way Every Day!!!!

For Additional Leadership Resources . . . go to the *My Disney TEAM* portal. Click on the Work tab, go to the Navigator on the left-hand side, and click on Leadership Tools. There is a wealth of information available to assist you in strengthening your leadership skills. Study and read about leadership every day. The more you put in your mind about this subject, the more resources you will have to call on when you have difficult issues to solve in your life.

. . . Lee