

Index

• Numerics •

80/20 rule

- focusing energy at work, 49–50
- in household tasks and hobbies, 52–53
- matching time investment to return, 46–48
- overview, 45–46
- in personal life, 50–53

• A •

ability, evaluating associate's, 222

achievement, 22

acknowledgement, 242–243

ACT! (CRM software), 94

action items, 215–216

activities and setting goals, 25

administration, 80/20 rule in, 50

administrative staff, time management for

- adjusting schedules, 255

- asking the right questions, 253–254

- boss's goals, 250–251

- clarification of objectives, 258

- common pitfalls, 250

- creating task list, 252–253

- getting priorities in order, 257–259

- getting to work early, 255

- midday work break, 255–256

- overview, 249

- protecting peak productivity periods, 256–257

- regular meetings with bosses, 251–253

- rewards, 251

- simple steps, 255–256

- supplemental task lists, 289

- time-tracking sheet, 256

aesthetics in workspace, 77

afternoon naps, 322

agenda

- in appointments, 226–227

- in meetings, 206–207

airlines. *See also* business trips

- advantages of, 105

- boarding early, 114

- booking flight, 106–107

- clubs, 114

- connecting flights, 106

- frequent flyer programs, 106

- information, 110

- preempting delays, 114

- seat selection, 119–120

- using flight time, 114–115

airport

- airline clubs, 113

- boarding early, 114

- check-in, 112

- food, 118

- security, 113

A-list tasks, 54–56

alternative choice, 179

annual income, 38

Apple iPhones, 83

appointments

- ability of associate, 222

- addressing concerns, 241–244

- agenda, 226–227

- assessing associates in, 220

- authority, 222–223

- confirming commitment, 245

- desire for, 221

- finishing up, 245

- following up post-mortem, 246

- identifying and qualifying the problem, 223–225

- need for, 221

- objectives, 225–226, 229

- overview, 219

- preparing for, 223–227

- presentation, 231–235

- presenting your ideas, 229–231

- scripting, 226–227

- showing up on time, 227–228

- what to do if you're early, 228

archiving files, 87–88

Art of Exceptional Living, The (Rohn), 317
 associates

- ability of, 222
- assessing, 220
- authority of, 222–223
- desire of, 221
- need of, 221

audiobooks, 273, 317

authority, evaluating associate's, 222–223

auto detailers, 330–331

automobile travel, 105

• B •

backups, 88

balanced diet, 321

balancing work and personal time, 18–19

behaviors, time-wasting

- demanding perfection, 313
- failing to stop and think, 311–312
- junk mail, 316–317
- killing time in transit, 317
- multitasking, 312

- spending time with negative people, 318

- surfing the Web, 315–316

- watching television, 314–315

- working without breaks, 313

- worrying and waiting, 313–314

benchmarks, 303–304

birthdays of clients, 157

BlackBerries, 83

blind carbon copy (Bcc) function
 in e-mail, 137

body language, 129, 131

bonus-compensation structure, increasing
 hourly value in, 39

booking flight, 106–107, 331–332

book-on-CD, 273

bosses. *See also* bosses, interruption-
 oriented; bosses, time-wasting

- administrative staff, 250–254

- handling pressure, 199

- meetings with, 251–253

- pacing work, 199

- planning and tackling new projects, 198

- questions to, 253–254

- risk-averse, 198

- risk-seeking, 198

- taking responsibility in missed goals, 199
- task-focused, 197

bosses, interruption-oriented

- behavioral style of, 196–199
- discussing concerns with, 194–196
- identifying concerns and gathering
 evidence, 195–196

- overview, 154

- saying no to, 194

- seagull manager, 154–155

- verbal delegator, 155–156

bosses, time-wasting

- expectations, 193–194
- initiating win-win discussion with,
 199–200
- irreconcilable differences with, 201
- maintaining personal boundaries,
 193–194
- objectives, 192–193
- overview, 191
- rules and procedures, 198

Boy's Breakfast Out, 51

breakfast, 321

breaks

- shorter, more frequent, 342
- working without, 313

bridge lines, phone, 335

briefcase contents, 109–110

bronze customers, 95

business centers, 105

business class, flying, 107

business decisions, 177

business ownership, 80/20 rule in, 49

business trips

- booking flight, 106–107
- check-in, 112
- eating properly, 118
- ground transportation, 116
- hotel room productivity, 116–117
- identifying trip objectives, 102–103
- learning while on flight, 273
- lightening luggage, 107–111
- mode of transportation, 105
- organizing for peak productivity, 101–104
- packing full agenda, 103–104
- room service, 117
- scheduling multiple engagements, 102
- selecting hotel, 104

• C •

- calendar sharing, 82
- call forwarding, 147
- call screening, 148–149
- caller ID, 148–149
- camaraderie, 131
- cancelled flights, 114
- capital for achieving goals, 32–33
- car cleaning services, 331
- car rental, 116
- car service, 116
- carbon copy (Cc) function in e-mail, 137
- career, 25
- career decisions, 177
- career goals, 29–30
- Carnegie, Andrew (steel entrepreneur), 26
- carry-ons, 108
- categories of goals, 29–30
- CDs, 88
- cellphones, 15, 147
- charity, 26
- check-in, 112, 303–304
- childcare, 329
- children, spending time with, 51
- chores, 40–41
- clients
 - calling on regular basis, 157
 - categorizing, 95–96
 - delivering added value to, 157
 - giving attention to, 157
 - interruptions by, 156–158
 - profiles, 97–98
 - remembering birthdays of, 157
 - setting expectations of, 158
- closed-ended questions, 140
- clothes, packing for business trips, 108–109
- clothing expenses, 78
- clutter, removing, 69–70
- clutter-free workspace
 - filing regularly, 73
 - handling paper, 71–72
 - note-taking, 73–74
- coach, in decision-making, 188
- coaching time management
 - accepting inability of employees to change, 307
 - activities, 298
 - attitude toward improving time management, 297–298
 - being consistent in, 304–305
 - benchmarks, 303–304
 - check-ins, 303–304
 - dealing with lack of progress, 306–308
 - do-not-disturb policies, 302
 - drag time, 302
 - employees' motivation, 298–300
 - giving employees second chances, 307–308
 - goals, 300–301
 - knowledge of time management, 296–297
 - overview, 295
 - prioritization tool, 301–302
 - replacing employees, 308
 - role as mirror, 305
 - skill in time management, 297
 - team-based approach, 304
 - time-blocking system, 302
 - time-tracking charts, 301
 - tools and strategies, 301–302
- colored file folders, 67
- commissions, increasing, 38
- commitment, confirming, 245
- communication
 - asking targeted questions, 137–142
 - basic skills, 128–130
 - camaraderie, 131
 - cutting the clutter in language, 128–129
 - direct, 128–129
 - e-mail, 126–127, 133–137
 - essential information in, 129–130
 - face-to-face, 124–125, 131
 - medium of, 124–128
 - nonverbal, 129
 - overview, 16
 - poor, time wasted by, 123
 - saying no, 130
 - telephone, 126, 132–133
- company's priorities, 48
- competition, understanding, 225
- compliance, 186
- Compliant (personality), 186, 234–235
- composing e-mail
 - blind carbon copy, 137
 - carbon copy, 137
 - professional level of formality, 135–136
 - reviewing your writing, 136

composing e-mail (*continued*)
 sending e-mail, 137
 structure and length, 134–135
 urgent-message flag, 137

computer
 accessing information, 85–86
 archiving or deleting files, 87–88
 cleaning up, 89
 defragmenting, 88
 naming and organizing files, 84–87
 saving files, 88
 time-saving technology, 15

concerns, addressing
 acknowledge, 242–243
 answer, 244
 explore, 242–243
 isolate, 244
 pause, 242

concierge, 105

conditional responses, 140–141

conference lines, 335

confirming commitment, 245

confrontations, delaying, 161

connecting flights, 106

continuing education, 272

conversation. *See also* communication
 rescheduling, 151
 shortening or condensing, 150–151

conversation starters, 131

cooking in bulk, 328

core purpose of company, 292

core values of company, 292

Covey, *Steven First Things First*, 56

co-workers
 interruptions by, 151–153
 with nothing to do, 152
 streamlining interactions with, 19
 talking with, 16
 who do not want to work, 152–153
 who like talking about themselves, 153
 who treat work as sole social outlet, 153

cramming, 47

creating new documents, 86–87

customer relation management (CRM). *See also* time-saving technologies
 automating customer contact, 96–97
 categorizing clients, 95–96
 compatibility with PDAs, 83
 contacting target groups, 96

creating client profiles, 97–98
 overview, 93–94
 putting on server, 99
 replacing tickler files with, 68
 software and service, 94, 334

customers
 high-maintenance, 220
 streamlining interactions with, 19



daily calendar, 57

daily objectives, prioritizing, 48

daily prayers, 323

daily prioritization, 54–55

daily tickler files, 68

day planner, 15

day, work hours per, 37

deadlines, 163

decision-making
 behavioral profiles, 182–186
 different perspective on same situations, 188
 efficiency, 181
 evaluating gravity of decision, 177–178
 evaluating results, 181–182
 gut feeling, 180
 handling indecision of associates, 235–241
 learning from others' successes or failures, 187
 making adjustments in, 181–182
 mentor or coach in, 188
 narrowing options to two, 179–180
 overview, 17–18, 175
 researching top options, 180
 seeking counsel in, 186–188
 source of struggles in, 176
 time frame in, 178–179
 whittling decisions to manageable size, 176–181

decisions
 evaluating gravity of, 177–178
 fighting procrastination with, 166

de-cluttering computers
 accessing information, 85–86
 archiving or deleting files, 87–88
 cleaning up, 89

- defragmenting, 88
 - naming and organizing files, 84–87
 - saving files, 88
 - defragmenting, 88
 - delayed flights, 114
 - delegating, 324
 - deleting
 - e-mail, 91
 - files, 87–88
 - depot, 72
 - describing goals, 11
 - desire, evaluating associate's, 221
 - desk organizer, 67
 - desks, clearing off, 66–67
 - detailers, auto, 330–331
 - determination, 167
 - detours, limiting, 22
 - diet, balanced, 321
 - digital documents, 69
 - digital video recorders, 337
 - digital voice recorders, 333
 - dinner, preparing, 328
 - Dinners Ready, 328
 - direct communication. *See also* communication
 - essential information in, 129–130
 - saying no, 130
 - techniques in, 128–129
 - direct income-producing activities (DIPA)
 - compensation, 269
 - evaluating sales presentation
 - performance, 275–276
 - evaluating time-tracking sheets, 267–268
 - increasing time on, 282–285
 - lead follow-up, 272–273
 - overview, 263–264
 - personal development, 273
 - picking time for, 270–276
 - prospecting, 270–272
 - role-playing, 274–275
 - sales presentations, 273
 - scheduling, 276
 - success story, 267
 - tasks, 263
 - tracking, 266
 - Direct Marketing Association, 75
 - director (behavior), 183
 - DISC behavioral profile. *See also* decision-making
 - compliance, 186
 - dominance, 183
 - influence, 184–185
 - steadiness, 185–186
 - discard-the-garnish approach, 173
 - disciplinary action, delaying, 161
 - discipline
 - fighting procrastination with, 167
 - practicing, 27
 - distracting thoughts, 343
 - dominance, 183
 - Dominant (personality), 183, 232–233
 - do-not-disturb policies, 302
 - downtime, 322–323
 - drag time, 302
 - Dream Dinners, 328
 - dreaming big, 23
 - dreams, 11
 - dressings for success in home office, 80
 - driver (behavior), 183
- E •
- early attendees, rewarding, 213
 - eating, 118, 321
 - eat-the-crust first approach, 171
 - 80/20 rule
 - focusing energy at work, 49–50
 - in household tasks and hobbies, 52–53
 - matching time investment to return, 46–48
 - overview, 45–46
 - in personal life, 50–53
 - electronic book readers, 337
 - electronic checking, 335
 - electronic files
 - accessing, 85–86
 - advantages of, 69
 - archiving, 87–88
 - backing up, 88
 - creating new documents, 86–87
 - date information, 85
 - deleting, 87–88
 - filing tree, 84
 - keeping, 85
 - naming and organizing, 84–87
 - saving, 88
 - electronic reader, 110

electronic scheduling
 calendar-sharing benefits of, 82
 overview, 81
 portable planners, 83–84
 electronic tree, 84–87
 e-mail. *See also* time-saving technologies
 advantages and disadvantages of,
 127–128
 automating responses, 92
 deferring responses, 91–92
 deleting, 91
 effective communication by, 126–128
 filtering, 89–90
 nonverbal communication, 129
 organizing and storing, 92–93
 professional level of formality, 135–136
 response system, 91–92
 reviewing your writing, 136
 sending, 137
 spam, 89–90
 structure and length, 134–135
 subject line, 133–134
 urgent, 91
 working offline with, 147
 emoticons, 136
 employees, empowering, 291
 empty calories, 321
E-Myth, The (Gerber), 282
 ergonomics, 75–76
 errand-running, 329–330
 executive leadership, 80/20 rule in, 49
 executives, time management for
 balancing *on* time, 292–294
 crafting clear job descriptions, 287–288
 daily and monthly *on* time, 293–294
 decreasing *in* time, 285–291
 delegating to others, 288
 developing workers' talents, 290
 devising management plan, 290–291
 empowering staff, 291
 increasing time on growth activities,
 282–285
 observing time investment, 282
 overview, 281
 quarterly and yearly review of *on*
 time, 294

solidifying organizational chart, 285–287
 supplemental task lists, 289
 exercise, 119, 321–322
 expectations
 with bosses, 193–194
 of clients, 158

● F ●

Fabulous 50 goals
 appreciating personal growth, 26
 assigning time frames to goals, 28–29
 categorizing goals, 29–30
 establishing, 23–27
 labeling and balancing, 27–30
 narrowing down list, 30–31
 targeting top 12 goals, 30–31
 using what works for you, 25
 what you want to become, 26–27
 what you want to do, 25
 what you want to give, 26
 what you want to have, 24
 what you want to see, 24
 face-to-face communication, 124–125, 131
 failure, fear of, 161
 family
 balancing work and time with, 18–19
 calls, 149
 controlling interruptions with, 80
 decisions, 177
 goals, 29–30
 traditions, 51
 fears, 161–162
 file folder labels, 67
 file folders, 67
 filing cabinet, 67
 filing system
 electronic, 69
 paperless, 69
 setting up, 68–69
 tickler files, 68
 finance software, 334–335
 financial decisions, 178
 financial goals, 29–30
First Things First (Covey and Merrill), 56
 fitness routine, 118–119

flash drives, 88
flex time, 60
flexible working hours, 78
floor, 77
floppy disks, 88
Focal Point (Tracy), 188
focus on job, fine-tuning
 acknowledgement and dismiss distracting thoughts, 343
 adjust your lunch hour, 341
 control personal interaction, 342
 maintain a steady pace, 344
 reward yourself with success, 343
 seek out a quiet place, 340
 start early or stay late, 340–341
 start small, 339–340
 tackling big opportunities, 344
 take shorter, more frequent breaks, 342
focus, sharpening your, 12
focusing efforts
 in household tasks and hobbies, 52–53
 matching time investment to return, 46–48
 overview, 45–46
 in personal life, 50–53
 at work, 49–50
food expenses, 78
forwarding calls, 147
free time, monetary value of, 36–37, 41–42
frequent flyer programs, 106
Friday-night dates, 51
friends, balancing work and time with, 18–19
funds, 32–33
furniture, 77

• G •

Gerber, Michael E.
 The E-Myth, 282
gift-wrapping service, 332
goals
 activities, 25
 assigning time frames to, 28–29
 bigger, 11
 career, 25
 categories, 29–30
 describing, 11

 do not limit to single category, 11–12
 motivating factors, 31–32
 naming, 11–12
 overview, 21–22
 possessions, 24
 resource needs, 32–34
 skills, 25
 travel, 24
 writing down, 22
Goals (Zigler), 317
goals, Fabulous 50
 appreciating personal growth, 26
 assigning time frames goal, 28–29
 categorizing goals, 29–30
 establishing, 23–27
 labeling and balancing, 27–30
 narrowing down list, 30–31
 targeting top 12 goals, 30–31
 using what works for you, 25
 what you want to become, 26–27
 what you want to do, 25
 what you want to give, 26
 what you want to have, 24
 what you want to see, 24
gold customers, 95
GoldMine (CRM software), 94
Goldmine 8 For Dummies, 94
GoToMeeting, 335
GPS navigation, 116, 337
greeting card services, 332
groceries, online, 330
gross salary, 38
ground transportation, 110, 116
guest list, meetings, 205–206
gut feeling, 180

• H •

habits, time-efficient
 begin everyday at zero, 325
 delegate less important tasks, 324
 plan for next day, 320
 plan meals for the week, 323–324
 say no more often, 324
 set aside downtime, 322–323
 simplify your life, 325

habits, time-efficient (*continued*)

start your day early, 319–320

take care of health, 321–322

in time-efficient habits, 325

use time management system, 325

handheld digital voice recorders, 333

handling indecision. *See also* decision-making; DISC behavioral profile

addressing the decision-maker's time line, 238

asking questions, 236–237

assessing, 235–236

giving up, 241

outlining pros and cons, 237–238

overview, 235

shrinking perceived risks, 239–240

tactics against, 240–241

hard drives, 87–88

headset, 132

health decisions, 178

health tips

exercise, 321–322

proper diet, 321

sleep, 322

High Influencer (personality), 184–185, 233

high-maintenance associates, 220

Hill, Napoleon

Think and Grow Rich, 31, 188

hired help, 53

hobbies, 52–53

home cleaning services, 329

home office

advantages of, 78

caller ID, 149

creating productive environment in, 78–79

establishing boundaries in, 79–80

getting into work mindset in, 79–80

interruptions, 80

location, 79–80

music in, 79

hotels. *See also* business trips

dining options, 118

fitness routine in, 118–119

information, 110

room productivity, 116–117

room service, 105, 117

selecting, 104–105

time-saving amenities in, 105

workout facility, 105, 119

hourly income

calculating, 37–38

increasing, 38–39

hours of work, 13, 37–38

house cleaners, hiring, 329

household tasks, 52–53

human resources, 34

humanitarian mission, 26

• 1 •

images, 77

in the zone, 13

in time, decreasing

crafting clear job descriptions, 287–288

delegating to others, 288

developing workers' talents, 290

designing management plant, 290–291

empowering staff, 291

solidifying organizational chart, 285–287

supplemental task lists, 289

inboxes, 67

increasing monetary value of time, 38–39

indecision. *See also* decision-making; DISC behavioral profile

addressing the decision-maker's time line, 238

asking questions, 236–237

assessing, 235–236

giving up, 241

outlining pros and cons, 237–238

overview, 235

shrinking perceived risks, 239–240

tactics against, 240–241

indirect income-producing activities (IIPA)

evaluating time-tracking sheets, 267–268

keeping in check, 278

overview, 264

reviewing sales results, 277

tasks, 264

tracking, 266

individualism, 25

influence, 184–185

Influencer (personality), 184–185, 233
 informal meetings, 206–207, 252
 in-house shopping services, 330
 instant messaging, 336
 Internet, 315–316
 Internet access, 105
 Internet banking, 334–335
 Internet subscriptions, 75
 interruption-oriented bosses
 behavioral style of, 196–199
 discussing concerns with, 194–196
 identifying concerns and gathering
 evidence, 195–196
 overview, 154
 saying no to, 194
 seagull manager, 154–155
 verbal delegator, 155–156
 interruptions. *See also* time-efficient habits
 bosses, 154–156
 circumventing, 16–17
 clients, 156–158
 co-workers, 151–153
 delegating responsibility, 150
 do-not-disturb policies, 302
 family members, 80
 minimizing damages from, 150–151
 overview, 143–144
 phone calls from loved ones, 143
 rebooking discussions, 150
 scheduling time offline, 146–148
 screening, 148–149
 shortening conversation, 150–151
 sizing up current situation, 47
 walk-in intrusions, 144–146
 intrusive clients, 156–158
 intuition, 184

• J •

job descriptions, 287–288
 junk foods, avoiding, 321
 junk mail, 316–317
 Juran, Joseph M. (quality management
 pioneer), 46

• K •

knowing yourself
 assessing strengths and weaknesses,
 10–11
 assigning value to time, 12
 identifying your rhythm, 13
 naming goals, 11–12
 knowledge, 33

• L •

laptop, 109
 late attendees, 213
 late-meeting fund, 213
 late-night room service, 105
 lead follow-up, 272–273, 277
Lead the Field (Nightingale), 317
 leisure activities
 monetary and time costs of, 41–42
 rewards, 41
 staying open to experiences, 42
 using time wisely in, 42
 life, taking control of, 22
 lifestyle goals, 24
 lighting, 77
 listening, 142–143
 location of meetings, 210–211
 long-term career goals, 48
 low-maintenance associates, 220
 luggage load, lightening. *See also*
 business trips
 carrying work materials, 109–110
 compiling travel details, 110–111
 quantity of clothes, 108–109
 sticking to carry-ons, 108
 lunch, 321
 lunch hour, 341

• M •

mailing lists, 75, 89–90
 management, 80/20 rule in, 49
 management plan, 290–291

managers, interruption-oriented
 overview, 154
 seagull manager, 154–155
 verbal delegator, 155–156
 MapQuest, 110
 material possessions, 24, 325
 Maybe. *See* handling indecision
 MC Conferencing, 206
 meal planning, 323–324
 meal-preparation services, 328
 meals, scheduling, 321
 measurable goals, 62
 meditation, 323
 meeting details, 111
 meetings
 arriving early for set-up, 212
 assigning action items, 215–216
 dealing with habitual latecomers, 213
 following up for maximum
 productivity, 217
 ground rules, 213–214
 guest list, 205–206
 informal, 206–207
 keeping the meeting moving, 214–215
 launching, 212–214
 location of, 210–211
 meeting-driven manager, 252–253
 meeting-phobe manager, 252
 official minutes, 205–206
 overview, 203
 preliminary, 206–207
 purpose of, 204–205
 scheduling, 209–211
 statistics, 206
 summarizing and concluding, 215–216
 survey, 206
 teleconferencing, 209
 time slot, 210
 mentor, in decision-making, 188
 Merril, A. Roger
 First Things First, 56
 Merry Maids, 329
 micromanaging, 253
 Microsoft, 206
 Microsoft Outlook, 82
 mini-break, 12

mini-meetings, 206–207
 minutes (meetings), 205–206
 mirrored servers, 87–88
 mobile phones, 336
 monetary value of time
 calculating hourly income, 37–38
 chores and responsibilities in, 40–41
 increasing, 38–39
 leisure activities, 41–42
 overview, 35
 personal time, 36–37
 quality of life, 39
 teaching kids about, 40
 monthly tickler files, 68
 motivation
 avoiding consequences, 168
 maintaining, 20, 173–174
 overview, 167
 seeking reward, 168
 in top 12 goals, 31–32
 written goals, 22
 multiple engagements, scheduling, 102
 multitasking, 257, 312
 music, 79, 323

• N •

naps, 322
 need, evaluating associate's, 221
 negative people, 318
 new documents, creating, 86–87
 newsletters, 89
 Nightingale, Earl
 Lead the Field, 317
 non-number based goals, 24
 nonverbal communication, 129
 note-taking, 73–74
 number-based goals, 23–24

• O •

objectives of appointments, 225–226, 229
 obstacles to time management
 communication, 16
 interruptions, 16–17

making decisions, 17–18
 procrastination, 17
 offline scheduling, 146–148
on time
 core purpose, 292
 core values, 292
 daily and monthly review, 293–294
 quarterly and yearly review, 294
 one-on-one meetings, 250
 online booking, 107
 online check-in, 112
 online shopping, 330
 open-ended questions, 139, 236–237
 opportunity cost, 220
 optical character recognition (OCR), 69
 organizational chart, 285–287
 organizational tools, 67
 organizing. *See* workspace
Organizing For Dummies, 67
 outboxes, 67
 overtime, 37

• p •

Palm handhelds, 83
 Palm Treo smartphones, 83
 paper. *See also* electronic files
 administrative staff, 250
 delegating, 72
 depot, 72
 detouring, 72
 dumping, 71
 taking action, 72
 Pareto principle
 focusing energy at work, 49–50
 in household tasks and hobbies, 52–53
 matching time investment to return,
 46–48
 overview, 45–46
 in personal life, 50–53
 Pareto, Vilfredo (economist), 46
 Parkinson's Law, 285
 past experiences, 224–225
 PDAs, 15
 Peale, Norman Vincent,
 The Power of Positive Thinking, 188

peer pressure, resisting, 169
 people-focused supervisors, 197
 perfectionism
 as cause of procrastination, 162
 time-wasting behavior, 313
 per-hour rate, 12
 personal calls, 80, 149
 personal characteristics, improving, 27
 personal chef, 328
 personal development, planning for, 273
 personal digital assistants (PDAs), 83–84
 personal interaction, 342
 personal life, investing in
 relationships, 51–52
 personal life, time savers for. *See also*
 leisure activities
 childcare for errand-running, 329–330
 gift-wrapping services, 332
 greeting card services, 332
 house cleaners, 329
 on-site car detailers, 331
 personal chefs, 328
 pick-up and delivery services, 330
 shopping alternatives, 330–331
 travel agents, 331–332
 yard services, 327
 personal productivity, 47
 personal relationships, 51–52, 178
 personal shoppers, 331
 personal time
 boundaries around, 194
 monetary value of, 36–37, 41–42
 philanthropy, 26
 phone calls
 administrative staff, 250
 advantages of, 126
 caller ID, 148–149
 communication techniques in, 132–133
 composing, 134–136
 headset, 132
 off-time in, 147
 screening calls, 148–149
 smile in, 132
 standing up, 132
 time-saving techniques in, 126
 voice mail, 126, 132–133, 147

- phone conference services, 335
- pick-up and delivery services, 329–330
- place of meetings, 210–211
- platinum clients, 95
- portable planners, 83–84
- possessions, 24, 325
- Power of Positive Thinking, The* (Peale), 188
- PowerPoint presentation, 335
- prayer, 323
- preliminary meetings, 206–207
- presentation
 - details of proposed solution, 230–231
 - handling indecision, 235–241
 - linking recommendations to other party's goals, 229–230
 - progress checks, 231
 - tailoring to client's decision-making style, 231–235
 - Compliants, 234–235
 - Dominants, 232–233
 - Influencers, 233
 - Steadies, 233–234
- PresentationPro, 335
- prioritization tool, 301–302
- Prioritizing by assigning monetary value, 12
 - daily tasks, 54–56
 - life goals, 31–31
 - personal activities, 50–53
 - work objectives, 48
- private e-mail, 137
- problem
 - past experiences, 224–225
 - time line, 224
 - understanding, 223–224
 - understanding competition, 225
- procrastination. *See also* time-efficient habits; time-wasting behaviors
 - avoiding unpleasant tasks, 160–161
 - carrot-or-stick approach, 167
 - controlling, 17
 - costs of, 164
 - delegating less important tasks, 173
 - external factors, 169–170
 - finishing one task at a time, 172–173
 - justified procrastination, 165–166
 - maintaining motivation against, 173–174
 - overview, 159
 - versus preparation, 138
 - putting off, 170–171
 - quality of work, 164
 - quest for perfection, 162
 - resisting peer pressure, 169
 - sabotaging at mid-process, 163
 - sandwich tactics, fighting with, 171–173
 - short-sighted logic in, 160
 - sources of, 160–163
 - starting with easier tasks, 172
 - starting with tough job, 171
 - stress from, 164
 - thrills from deadlines, 163
 - time cost of, 164
 - timing in, 165–166
 - tools for fighting, 166–167
 - triggering fears, 161–162
- production-supporting activities (PSA)
 - compensation, 269
 - decreasing time for, 278–280
 - evaluating time-tracking sheets, 267–268
 - overview, 265
 - questioning, 280
 - tracking, 266
- prospecting, 270–272
- Psychology of Achievement, The* (Tracy), 317
- pyramid structure, 287–288



- qualitative goals, 62
- questions
 - in advanced planning, 138
 - to bosses, 253–254
 - closed-ended questions, 140
 - conditional responses, 140–141
 - to decision-makers, 236–237
 - dream questions, 142
 - open-ended questions, 139, 236–237
 - overview, 137–138
 - positive tone, 142
 - preparing to listen, 142–143
 - why, 237
- Quicken, 334

• R •

reacting, 15
 regular meetings, 250
 relationship decisions, 178
 reminder files, 68
 request forms, 155–156
 rescheduling discussions, 151
 resources in achieving goals
 capital, 32–33
 knowledge, 33
 people, 34
 skills, 33
 responding, 15
 responsibilities, 40–41
 rhythms, identifying your, 13
 risk-averse bosses, 198
 risk-seeking bosses, 197
 Rohn, Jim
 The Art of Exceptional Living, 317
 role-playing, 274–275
 room service, 105, 117
 routine
 creating, 14
 planning, 15

• S •

SaaS (software as service), 94
 salami approach, 172–173
 salary, 37–38
 salary-based job, increasing hourly value
 in, 39
 sales
 80/20 rule in, 49
 time-blocking in, 59
 sales presentations, 273, 275–276
 sales results, reviewing, 277
 Salesforce.com, 94
 salespeople, time management for
 coaching, 306
 direct income-producing activities
 (DIPA), 263, 269–276
 evaluating time-tracking sheets, 267–268

 indirect income-producing activities
 (IIPA), 264, 277–278
 overview, 261
 production-supporting activities
 (PSA), 265, 278–280
 recording activities, 265–267
 supplemental task lists, 289
 time-investment portfolio, 262
 sandwich tactics, versus procrastination
 discard-the-garnish approach, 173
 eat-the-crust first approach, 171
 salami approach, 172–173
 Swiss-cheese approach, 172
 Save As function (computer), 88
 saving files, 88
 scheduling. *See also* appointments
 in business trips, 103
 creating routine, 14
 offline, 146–147
 planning, 15
 scheduling, electronic
 calendar-sharing benefits of, 82
 overview, 81
 portable planners, 83–84
 screening interruptions, 148–149
 scripting, 226–227
 seagull manager, 154–155
 seminars, signing up for, 273
 send out cards, 332
 service-based roles, 80/20 rule in, 50
 skills, 25
 adding new, 33
 assessing, 10
 sleep, 321–322
 small meals, 341
 small talk, 131
 smartphones, 83
 smile, talking on phone, 132
 software as service (SaaS), 94
 Sony Reader, 110, 337
 spam, 89–90
 spam-filtering software, 90, 134
 spiritual goals, 29–30
 stalled projects, 250
 starting early, 319–320
 steadiness, 185–186

- steady (personality), 185–186, 233–234
- strategic planning time, 59–60
- streamlining your workspace, 66–70
- strengths, assessing, 10
- subject line (e-mail), 133–134
- subscriptions, canceling, 75
- success, fear of, 162
- success in time management. *See also*
 - coaching time management
 - assigning value to time, 12–13
 - balancing work and time, 18–19
 - circumventing interruptions, 16–17
 - controlling procrastination, 17
 - creating routine, 14
 - following a system, 13–14
 - identifying your rhythm, 13
 - interactions with co-workers and customers, 19
 - keeping boss on track, 19–20
 - keeping motivation high, 20
 - making decisions, 17–18
 - naming goals, 11–12
 - organizing your surroundings, 14–15
 - overcoming time-management obstacles, 16–18
 - overview, 9
 - scheduling, 14
 - sharpening focus with time off, 12
 - strengths and weaknesses, 10
 - using time-saving technology, 15–16
- Sugarcrm.com, 94
- supervisor. *See* bosses
- supplemental task lists, 289
- surfing the Web, 315–316
- Swiss-cheese approach, 172
- system
 - creating routine, 14
 - organizing your surroundings, 14–15
 - scheduling time, 14
 - time-saving technology, 15–16
- T •**
- target groups, contacting, 96
- targeted questions
 - closed-ended questions, 140
 - conditional responses, 140–141
 - dream questions, 142
 - open-ended questions, 139
 - overview, 137–138
 - positive tone, 142
 - in preparation, 138
 - preparing to listen, 141–142
- task-based roles, 80/20 rule in, 50
- task-focused managers, 197
- tasks. *See also* time-blocking system
 - A-list, 54–56
 - categories of, 54
 - daily prioritization of, 54–55
 - identifying top tasks, 47–48
 - master list, 54
 - ranking of, 55
- tax records, 69
- taxi, 116
- tear file, 75, 228
- technologies, time-saving
 - customer relation management (CRM) software, 337
 - digital video recorders, 337
 - electronic book readers, 337
 - finance software, 334–335
 - GPS navigation systems, 337
 - handheld digital voice recorders, 333
 - instant messaging, 336
 - Internet banking, 334–335
 - mobile phones, 336
 - overview, 15–16
 - phone and Web conferencing, 335
 - text messaging, 336
 - wireless headsets, 335–336
- telecommuters, caller ID for, 149
- teleconferencing, 15, 209, 335
- telephone communication. *See also* communication
 - advantages of, 126
 - caller ID, 148–149
 - composing, 134–136
 - headset, 132
 - screening calls, 148–149
 - smile in, 132
 - standing up, 132
 - techniques in, 132–133
 - voice mail, 126, 132–133, 147

- television-watching, as time-wasting behavior, 314–315
- templates
 - e-mail, 92
 - new documents, 86
- terminals, information, 110
- text messaging, 336
- thank-you notes, 157
- Think and Grow Rich* (Hill), 31, 188
- tickler files, 68
- time
 - assigning monetary worth to, 12–13
 - current use of, 47
 - and money, 11
 - overview, 9
 - scheduling, 14
- time frames, for goals, 23, 28–29, 31
- time investment returns
 - identifying top tasks, 47–48
 - prioritizing daily objectives, 48
 - sizing up current situation, 47
- time management. *See also* coaching time management; time management for specific roles
 - assigning value to time, 12–13
 - balancing work and time, 18–19
 - circumventing interruptions, 16–17
 - coaching others with, 308
 - controlling procrastination, 17
 - creating routine, 14
 - following a system, 13–14
 - identifying your rhythm, 13
 - interactions with co-workers and customers, 19
 - keeping boss on track, 19–20
 - keeping motivation high, 20
 - making decisions, 17–18
 - naming goals, 11–12
 - organizing your surroundings, 14–15
 - overcoming obstacles to, 16–18
 - overview, 9
 - scheduling, 14
 - sharpening focus with time off, 12
 - strengths and weaknesses, 10
 - team-based approach to, 304
 - using technology, 15–16, 333–337
- time management for administrative staff
 - adjusting schedules, 255
 - asking the right questions, 253–254
 - boss's goals, 250–251
 - clarification of objectives, 258
 - common pitfalls, 250
 - creating task list, 258–259
 - getting priorities in order, 257–259
 - getting to work early, 255
 - mid-day work break, 255–256
 - overview, 249
 - protecting peak productivity periods, 256–257
 - regular meetings with bosses, 251–253
 - rewards, 251
 - simple steps, 255–256
 - supplemental task lists, 289
 - time-tracking sheet, 256
- time management for executives
 - balancing *on* time, 292–294
 - crafting clear job descriptions, 287–288
 - daily and monthly *on* time, 293–294
 - decreasing *in* time, 285–291
 - delegating to others, 288
 - developing workers' talents, 290
 - devising management plant, 290–291
 - empowering staff, 291
 - increasing time on growth activities, 282–285
 - observing time investment, 282
 - overview, 281
 - quarterly and yearly review of *on* time, 294
 - solidifying organizational chart, 285–287
 - supplemental task lists, 289
- time management for salespeople
 - coaching, 306
 - direct income-producing activities (DIPA), 263, 269–276
 - evaluating time-tracking sheets, 267–268
 - indirect income-producing activities (IIPA), 264, 277–278
 - overview, 261
 - production-supporting activities (PSA), 265, 278–280

time management for salespeople

(continued)

recording activities, 265–267

supplemental task lists, 289

time-investment portfolio, 262

time management principles, knowledge of, 296–297

time of meetings, 210

time off, 12

time overruns, in business trips, 103

time savers for personal life. *See* personal life, time savers for

time-blocking system

adjusting schedules in, 63–64

building in flex time, 60

in coaching time management, 302

dividing your day in, 57–58

factoring in work activities, 58–59

improving, 57

measurable goals, 62

overview, 56–57

practicing, 57

qualitative goals, 62

scheduling, 14

scheduling personal activities, 58

small investments in, 59

surveying results of, 61–63

weekly self-evaluation and planning, 59–60

time-efficient habits

begin everyday at zero, 325

delegate less important tasks, 324

plan for next day, 320

plan meals for the week, 323–324

say no more often, 324

set aside downtime, 322–323

simplify your life, 325

sleep for rejuvenation, 322

start the day early, 319–320

take care of health, 321–322

use time management system, 325

time-equals-money concept

boosting hourly value, 38–39

calculating hourly income, 37–38

chores and responsibilities in, 40–41

leisure activities, 41–42

monetary value of personal time, 36–37

overview, 35

quality of life, 39

teaching kids about, 40

time-investment portfolio, categorizing, 262

time-management obstacles

communication, 16

interruptions, 16–17

making decisions, 17–18

procrastination, 17

time-saving technologies. *See* technologies, time-saving

time-tracking sheet, 256, 267–268, 282–283, 301

time, value of. *See* monetary value of time

time-wasting behaviors. *See also* time-efficient habits

demanding perfection, 313

failing to stop and think, 311–312

junk mail, 316–317

killing time in transit, 317

multitasking, 312

spending time with negative people, 318

surfing the Web, 315–316

watching television, 314–315

working without breaks, 313

worrying and waiting, 313–314

time-wasting bosses

expectations, 193–194

initiating win-win discussion with, 199–200

irreconcilable differences with, 201

maintaining personal boundaries, 193–194

objectives, 192–193

overview, 191

rules and procedures, 198

tone of voice, 129

top 12 goals

identifying top tasks, 47

importance of, 31–32

motivating factors, 31–32

narrowing down list, 30–31

top tasks, identifying, 47–48

Tracy, Brian

Focal Point, 188

The Psychology of Achievement, 317

trains, 105
 transportation expenses, 78
 travel, 24
 travel agents, 331
 travel details, compiling, 110–111
 travel for work. *See* business trips
 travel map, 110
 trivial tasks, 63

• U •

urgent e-mail, 91, 137

• V •

vacation, 12
 value of time. *See* monetary value of time
 verbal delegator, 155–156
 video recorders, 337
 videoconferencing, 15
 voice mail, 126, 132–133, 147
 voice recorders, 333
 volunteering, 26

• W •

waiting, as time-wasting behavior, 313–314
 walk-in intrusions, protecting from
 communicating schedule, 145
 creating virtual barriers, 144–145
 posting signs, 145
 scheduling staff management/interaction,
 145–146
 walls, 77
 wants, 23
 watching television, as time-wasting
 behavior, 314–315
 weaknesses, assessing, 10
 Web conferencing, 335
 Web surfing, 315–316
 WebEx, 335
 week, work hours per, 37–38
 white noise, 79
 why, asking, 237
 wind-down time, in business trips, 104

wireless headsets, 335–336
 work activities
 qualitative goals, 62
 time-blocking in, 58–59
 work environment, time-management in, 19
 work/life balance, 18–19
 work materials, carrying, 109–110
 workers' talents, developing, 290
 working hours, 14, 37
 workout facility, 105
 workspace
 assembling organizational tools, 67
 clearing off desk, 66–67
 workspace
 clutter-free, 70–74
 decorating, 77
 ergonomics, 75–76
 filing system, 68–69
 home office, 78–80
 limiting paper you receive, 74–75
 organizing, 14
 overview, 65–66
 setting up workstation, 76
 streamlining, 66–70
 tackling piles systematically, 69–70
 workstation, setting up, 76
 worrying, as time-wasting behavior,
 313–314

• X •

X Theory of Success, 274–275

• Y •

Y Theory of Success, 275
 yard work, hiring out, 327
 year, work hours per, 37

• Z •

Ziglar, Zig
 Goals, 317
 zip drives, 88
 zone, getting in the, 13

<http://www.pbookshop.com>