

Intuitive Time Management



Michael Erwin

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Advance Praise – PR and testimonials.

Things have not only worked out for the better, but I am feeling just so much happier and relaxed within myself, I am fit, having fun and enjoying life. In some ways a walking testament to your process - let me know if my story is of interest, as I would be happy to share it with interested others.

Gordon Hollond – Senior Executive – satisfaction rating 9/10

I reduced my work hours by 20 hours a week, and yet I achieved more. I was drowning and couldn't see a way out. Michael showed me the way. Now I have my life back. I enjoy work again and I have time to be with my family. I can't thank Michael enough.

John Bremmer – Engineering Manager – satisfaction rating 10 /10

I am amazed at how much things changed in just 2 months. I have saved about 15 hours a week. I feel more in control and much less stressed. I knew I couldn't sustain what I was doing, but I wasn't able to change, until I did Michael's program. Now I see how I can succeed in my job and have a life!

Sanjaya De Silva – Product Manager – satisfaction rating 10/10

I was able to improve my productivity by about 50%. Not only did I improve my organisational skills (not just knowing what to do, but DOING IT), I also felt great because each day I was working on the projects that have the biggest impact on the company!

Andrew Cester – Director – 8/10

The program was just great. My confidence increased significantly. I am now making 25% more calls and 50% more cold calls. My sales are up and I can see much more growth going forward.

Matt Phillips – Sales Executive -- – satisfaction rating 9/10

Through the process my performance increased (over 50% increase in sales), my confidence is up and my stress levels are down. Through the support of my coach I was able to assess "where I am now" and look at where I want to be. Overall I rate the coaching 9/10. I am really confident and excited about moving forward and I happily recommend Michael – he is a great coach!

Gary Wyatt – Sales Executive -- – satisfaction rating 9/10

I was able to reach my goals in less than 3 months – there is no doubt that the coaching was significant in accelerating my achievement of these outcomes. I now work 8-10 hours less per week yet my sales have exceeded my targets.

Richard Goldsmith – Real Estate Executive – satisfaction rating 10/10

1. Introduction

THE STORY BEHIND THE INTUITIVE TIME MANAGEMENT SYSTEM

Thousands of people all round the modern world struggle to manage their time each day. Why? Why is it that we are always running out of time, running late and unable to find time? I suggest it is because traditional time management techniques don't work any more.

This is the short story of how I came to this conclusion and how I developed the Intuitive Time Management System.

At school I was involved in everything. In particular I played sports, but I also enjoyed the academic side and I wanted to get high enough marks to be accepted to a good university.

While in high school I was invited to try out at a professional Australian Rules Football (Club) called Collingwood Magpies. I managed to fit in school sport, study and playing for Collingwood. At the time I didn't know I was using a time management system. I just made sure I did what I wanted to do.

Ten years later, I have a business career (the professional football career was short lived). I have lots of work to do and it is suggested I need to improve my time management skills. I attend many courses over many years. Some things help and some don't. I decide to use my own system and I feel effective.

Another ten years on I start my coaching business. In my first year ALL my clients and many other potential clients complained about not having enough time. I changed my business name to Time Creation and I focused on the niche of helping people create more time.

Everyone I work with finds more time. Some people work 20 less per week. Some reduce their stress from 9.9/10 to 3/10. Others improve their productivity by 50%.

What was happening in my programs that made so much difference to these people when all the time management tools they tried didn't help? I believe there are three main reasons.

Responsibility
Personalisation
Letting Go

This was the start to the Intuitive Time Management principles.

THE TRADITIONAL TIME MANAGEMENT TECHNIQUES ARE NOT ENOUGH ANY MORE

The time management techniques that are being taught now have essentially based on the same principles for nearly 100 years.

The BIG question to ask is “are these techniques effective today, in the 21st Century?”

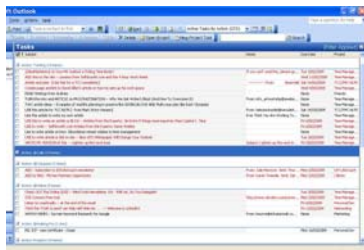
Let’s have a look and see. Here are some of the most popular techniques that form the basis of most time management courses:

- Daily to-do lists
- Prioritized lists
- Allocate specific times for tasks

Let’s see how these approached really work. Many, many people use daily to-do lists. You ask yourself “what do I need to do today?” and then write it on your to-do list. In my experience this does improve most people’s use of time, *initially*. Brian Tracy (author of the Maximum Achievement) suggests that a to-do list can improve your effectiveness by up to 25%. I have seen this happen *for a short time*.

Rhonda is a great example. She wanted to stop reacting to everything that came her way both at work and in her personal life and to feel more in control. She tried using a to-do list and felt better. She started to get things done that were on the list rather than just being reactive.

BUT, then something started to change. The to-do list got longer. Rhonda wasn’t able to complete all the tasks each day. Some of the tasks were re-written everyday for days or even weeks. The list continued to grow. She was writing everything she thought she needed to do on the list.



The list got so long that looking at it, made her feel stressed and under time pressure. **Rhonda actually felt overwhelmed by her to-do list – the very tool that was supposed to help her.** She tried making several lists for different categories, like personal, work-admin, work-clients.

But that made things more confusing and caused her more stress. Rhonda gave up on the to-do lists. Her stress levels came down by not using a to-do list.

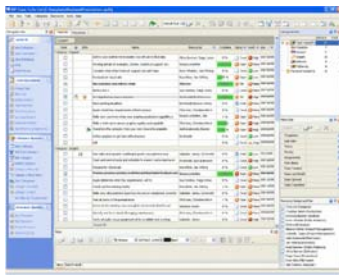
Rhonda’s story is very similar to many hundreds of people that have been through our coaching or DIY programs.

The simple fact is that in the 21st century there are too many tasks that can get on to your to-do list. Each day the list grows, the stress builds and you feel worse.

Some people who have this experience then try prioritizing the list. Like Glen.

Glen felt that the to-do list had helped him initially (before it got so long it was overwhelming) so he was keen to see if he could find a way to manage the size of the to-do list. Glen decided to prioritize his tasks.

Glen used the *A,B,C,D* method for prioritizing. 'A' being the highest priority and 'D' the lowest. Glen then went through his list and prioritized everything. He then re-wrote the list in priority order.



The next day Glen looked at the list and started on his highest priority. Just after lunch he reviewed the list. He had completed only one A task and he now felt that he wanted to change the priorities. He realised this may happen regularly so he decided to type his list into Microsoft Excel so he could change priorities and easily sort the tasks.

Glen spent an hour or so typing all the tasks into Excel and reprioritizing tasks. He printed the new list and was then interrupted to deal with an urgent issue. At the end of the day Glen had added more tasks to his list than he had completed. He now had about one hundred tasks on his list and it seemed to grow every-day. He had over 30 'A-priority' tasks.

Glen didn't feel this was working but he decided to try it for a full week. By the end of the week he had gone past 100 tasks, nearly 50% are 'A-priority'. Glen considered using *A1, A2, A3* or combining *A,B,C* priority/urgency with *1,2,3* importance level, but just half an hour of "playing" with these ideas made it clear to Glen it was too complex.

Prioritizing tasks does NOT help you get things done. And it seems to create more stress and time pressure because you see a growing list of A-priority tasks that are not getting done.

A to-do list does not help you get more done or manage your time. A to-do list only lets you know what you have done and all the things that you think you need to do and haven't done, in priority order.

Another method that many people use is to allocate a time to do a task. David is one client that used this approach. He would look at his

to-do list and then pick a time to do the next task on the list. He would put this in his diary (sometimes – often he just tried to remember the time he allocated to the task).

Well, what do you think happened? The same thing that happens to almost all people who do this. He did NOT do the task at the time allocated. Why? Because “*stuff*” came up and David didn’t remember the task, or he didn’t remember to look in his diary, or it just didn’t fit in to do the task at that time anymore.

I have only seen this approach work ill for the first task of the morning. Using this method for anything after that has only resulted in frustration, as it did for David.

When I talk to groups about these old, traditional time management techniques I am often asked, “what about planners and organizers – do they help you manage your time better?”

Good question – on the surface. When you look more closely though you will see that **a planner is a place to keep information -- nothing more, nothing less.** A planner is a great tool, used the right way, but it is not a system itself.

Most people buy a planner or organizer and they think this will make them more time effective. The planner is only going to help you implement your time management system. **If you don’t have a system your planner won’t help you much.** If your time management approach is based on one of the models I mentioned above then you can see the problems you will face. Unfortunately having a fantastic looking organizer with lots of “bells and whistles” doesn’t help you improve your time management.

Sometimes the planners come with a system. Take a good look at these systems and see if they are based on one of the approaches I mentioned earlier. Most are.

I am sure by now you are getting the picture and starting to understand why so many people have trouble with time management. There are many popular systems available today. I will look at a few just to show how they are based on the approaches I have already mentioned and to show you why they don’t work for many people.

How I came up with the Intuitive Time Management System

It seemed very clear that the majority of people are not able to use these systems to help them improve their time management. The other factor is that most people have far too much to-do than they can actually do in the time available.

I felt there had to be a better way. So I talked to many people who seemed to have balance in their lives and seemed to achieve a lot in

their lives. Every chance I got I would ask people about their use of time. I noticed there was a pattern emerging.

I knew I was able to help people through my coaching programs, but I wanted to be able to help more people – there is a limit to how many people I can physically coach and there are many people who can't afford a coach or who prefer to work through these programs on their own. I also wanted to separate myself from the system.

What my research uncovered is that most of time effective people **have a simple time management system** that takes an hour or so a week to update rather than a complicated system that takes hours to keep up to date each week.

All of these people **have a system** they had worked out for themselves. The systems had some similarities but many differences.

The **BIGGEST** factor I noticed was their use of what I call **intuitive time management** – and this became the basis of the Intuitive Time Management System.

You are probably thinking “what is intuitive time management?” Well, basically it is trusting yourself do to the tasks that are most important in your life. I believe that most people can do this very well AND that most people are doing it now much more than they realize.

When I had this insight I had an amazing feeling of clarity. I knew this was it. It was like finding the last few pieces of a big jigsaw puzzle you have been working on and then standing back to view the beautiful image that is now complete. When I was creating the Intuitive Time Management System I wanted to do two main things:

- 1- find a way for people to manage the overload of tasks and decisions they have
- 2- do this with a simple system that the majority of people can easily use

I believe I have achieved this 😊

The Intuitive Time Management System is easy to use. It does require some effort. A little more than just a to-do list. The benefits though are massive -- much, much more than using a to-do list.

I provide a two (2) year, no questions asked, guarantee for the program.

Let's have a closer look at the program.

2. Intuitive Time Management Overview

There are seven principles that I use to create a foundation for the Intuitive Time Management System. These seven principles help you understand and set-up the program. I have provided assessments that will help you to personalize the system. I realise some people will want all this detail, while others will want to started as quickly as possible, so the very next section is the “Quick Start Guide”. Feel free to use whatever works for you. A thorough understanding of the principles will help you to implement the program more effectively.

1. Let Go - You can't get everything done. You need accept this is true
2. Responsibility – take full responsibility for how you spend your time
3. Whole Life - Whole in one
 - a. Structure - Use a structure and your intuition
 - b. Capacity - Know your capacity
4. Personalize - Develop your personal version of the approach
 - a. Style - Recognize your thinking style and adapt your approach to suit your style
 - b. Values - Get clear on your top 5 values and the behaviors that reflect these values
5. Instincts - Trust your instincts and your Intuition
6. Feel Success – success is about how you feel NOT how much you get done
7. Build Your Personal Time Management System

3. Quick Start Guide

In the interests of saving time for those people who prefer to learn by *doing* and want to get started, here is the quick start guide. In this time management guide you get a short overview of the underlying principles and some action steps on how to apply these principles.

I have designed the quick start guide to help you get started and build momentum quickly, though I do believe you will need to refer to the full Intuitive Time Management System at times, so I provide page numbers for each section for you to get more detail, do the assessments and easily find the worksheets.

Here is a very short, direct guide to the principles. This information guides you to the outcomes, but it doesn't tell you how to achieve it – that information is in the more detailed section of this program (which is why I believe you should read through that information as you are getting started).

Let Go

You can't get everything done – accept this – do what is most important to you. Get this concept really clear in your mind. This is NOT about catching up. There are too many options and too many tasks. Focus on doing what is most important and accepting that lots of things will not get done. Self-assessment on page 19.

Responsibility

You must take full responsibility for how you spend your time. Do not blame circumstances, the time management tool or other people. You are the reason your time management is the way it is now. Only you can change things and improve your time management. Self-assessment on page 24.

Whole Life - Whole in one

Structure and Capacity are the practical aspects of the system. I will get started with these shortly.

Personalize

Develop your personal version of the approach. You need to “own” this system, by tailoring it to suit yourself. This increases the systems effectiveness and your commitment to the system.

Thinking/Communication Style - Know your thinking style and adapt your time management system to suit your style. Are you a triangle-driver, a square-analyst, a circle-friendly, or a squiggly line-creative. If you are not sure take the assessment on page 38.

Learning Style - Know your thinking style and adapt your time management system to suit your style. Do you learn best by doing or hearing or seeing. Assessment on page 43, with recommendations by style.

Values – Write out your top five values (ONLY 5 - one word each), a short definition and an example of a behavior for that value. The full activity is on page 46.

Instincts and Intuition

The Intuitive Time Management System relies on you trusting your instincts. The most important tasks will be planned but the majority of tasks will not be planned (and, as I keep saying, will not even get done). Trust yourself to spend your time on the things that are right for you. Often this is not easy initially. For more help on trusting your instincts go to page 49.

Success is about how you feel NOT how much you get done

When I was creating this system and kept thinking, if people can't get everything done and can't catch-up, how will you know if the time management system is working. Then it hit me and it seemed so obvious. **It is all about how you feel.** A really good time management system helps you to feel good about how you are spending your time, to feel less pressure and more content with your life.

The Intuitive Time Management System gets you to check on how you feel each day and each week AND this is what guides your time management approach.

QUICK START STEPS

OK – so let's get started.

1. The first thing you need to do is to **complete the ideal week structure**. The instructions are on page 33. The blank template is on page 34.

This structure is important for two reasons. Firstly, to give you a sense of **capacity**. Capacity is simply how much can you fit into one week. 99% of people who do this exercise realise that they try to fit in way too much. This is a major factor in creating stress and poor time management.

The structure you have created will guide you to plan each week. It will make your planning much easier and quicker and make sure you plan is within your capacity.

2. Get all appointments and tasks into one place. Doesn't matter what it is – just need it all together. Personal and work appointments in the same calendar. I suggest you start with a paper diary, probably an organizer. A computer or PDA is fine if that suits the way you work. Get rid of post-it notes and bits of note paper.

3. All notes should go into the same organizer as you appointments and task – now all important information is in one place.
4. All appointments AND your most important tasks go into the calendar **as appointments**.
5. Use your ideal week structure to guide you as you plan your appointments for next week. Stay within your structure and your capacity. In the first few weeks of doing this you will notice that things come up that are not in your calendar. You will need to allow time for these unplanned unexpected events – block appointments in your calendar for this time. You need to decide how much time. Managers and executives I work with often need to allow 5 to 10 hours a week for these events (some need more!).
6. Collect all your tasks in one place. You don't need to sort these, though you can if you want. All tasks just need to be together and easy for you to read. These tasks are essentially the things that won't get done unless something brings them to the surface. Recording the tasks help free-up your mind to let go as you don't need to remember every task.

7. Weekly review & planning session

Each week, you review the week just gone and plan the week ahead (I strongly suggest on Friday). Initially this will take an hour or a little more. You can reduce that down to 20-30 minutes after a month or two when you become more familiar with your system. The detailed instructions for the weekly review are on page 59.

The weekly plan

Your weekly plan comes from your weekly review and your ideal week structure. This is where you take your current situation and merge it with your ideal week, so you have a plan that is based on your ideal week structure and is filled with tasks that are relevant for *the coming week*.

The checklist below is for the ongoing weekly review. I have provided detailed information about the first time you do you weekly review on page 58.

Ongoing weekly review session checklist:

- review what happened in the last week – what you got done, what is incomplete, what are your priorities, what new tasks have come up, ..etc..
- reflect on how you *feel* about last week, overall and at various times*
- what you did ill
- what you didn't do ill or didn't do
- check in on living your values

- check in on progress to your BIG goals, your life balance and PERSIST
- create the plan for next week based on your ideal week structure
- write out your top 5 outcomes for the week

8. Daily review

In the daily review you check in how the day int and make changes as necessary to your weekly plan. Your system is flexible and must adapt to changes. Most people have unexpected stuff that comes up that must be dealt with. That's OK. Use the daily review to move the pieces of your weekly structure.

I suggest that daily review should be done at the end of each day. This has two major benefits. First, you get a feeling of achievement and satisfaction from knowing what you have done during the day. Second, it helps to bring the day to a close and clear your mind of the day's activities (this really helps you relax and sleep better).

9. Flexibility

Things are not going to go exactly according to your plan. There will be urgent crises, unexpected changes and sometimes you will feel it is better for you to do some thing different from your plan. THAT IS OK.

Your planning when using the Intuitive Time Management system MUST be flexible. Things will change everyday and rarely will everything go exactly to plan. This will effect you differently depending on your thinking and communication style. Analysts can feel frustrated that things are not going to plan, while promoters can feel excited by the changes. You must get the right balance of sticking to the plan and adjusting to changes – only you know what this is.

Your Intuitive Time Management System is designed to guide you, to be a trigger for what is most important, to give you a sense of capacity. It is NOT about being strict and rigid 100% of the time.

Connecting Goals and Time Management

I believe in having a life purpose and setting goals is very important for effective time management. A clear purpose and written goals guide your intuition and instincts to focus on the tasks that are most important to you.

There are many great goal setting guides available. I have a program to help you set goals each year and create your personal best year. You received this program as one of your free bonus items and you can download it free from [here](#).

This quick start guide will get you started. BUT I have found for most people there are a lot of questions that come up because **you have**

not been through the full program. As each question comes up please read through that relevant section in the program.

4. Intuitive Time Management Principles

There are Six Key Principles that form the foundation of Intuitive Time Management. They are:

1. Let Go - You can't get everything done. You need accept this is true
2. Responsibility – take full responsibility for how you spend your time
3. Whole Life - Whole in one
 - a. Structure - Use a structure and your intuition
 - b. Capacity - Know your capacity
4. Personalize - Develop your personal version of the approach
 - c. Style - Recognize your thinking style and adapt your approach to suit your style
 - d. Values - Get clear on your top 5 values and the behaviors that reflect these values
5. Instincts - Trust your instincts
6. Feel Success – success is about how you feel NOT how much you get done

Let's have a look at each of these in more detail.

4.1. Let Go

The first Intuitive time management principle is to LET GO. **The key** starting point for the Intuitive Time Management System is to recognize that there are too many tasks that you could do. There are just too many options today. And the main objective of most marketing and sales departments is to get you to want their products or services. Add the options on cable TV, the internet and the “I’m always available” cell phone and you are constantly bombarded with requests or suggestions of things to do.

On top of that there are the social and community expectations that put further time pressure on you. Do you have work life balance? Are you spending enough time with you partner, your kids, your family? What about your health – are you investing in your health? Are you contributing to community, are you re-cycling and reducing greenhouse gas use to reduce the carbon footprint?

There are just too many options. Yes, it would be nice to do all these things. In reality it is unlikely you will be able to do these to the extent you wish to. There is a way you can still feel like you are contributing in areas that are really important to you.

BUT you need to LET GO of the idea that you will GET EVERYTHING DONE.

Let Go of the idea that you can catch-up and get on top of all the tasks you would like to do. It is not going to happen. The future of time management is about accepting that you will not get to complete all the tasks you would really like to do. Time management is now about *doing what is most important and what helps you feel good* and **being OK that the other tasks do not get done.**

Intuitive Time Management is all about helping you do what is most important, to do what makes you happy and to be OK with not getting everything done.

So, how do you let go?

Letting go starts with literally having the insight that what I am saying here is true. Do you hear the little voice in your head saying “Yeah, I get this. That’s right – there is too much to do. There has to be a better way.”

Once you accept that this concept is true – that there are too many options and tasks to do to get everything done and “catch-up”, then you need to move to managing your reaction to NOT doing tasks.

How will you make sure that you Let Go and be OK with NOT getting things done?

First, get clear on how you have felt over the last 6-12 months when you see incomplete tasks on your to-do list or you remember tasks that you have not done.

When I know there are tasks that I have not done I feel:

Now break this down further. Think about not doing a **really, really important** task that was **critical** for your work, your goals or your closest relationships.

The **really, really important** task was _____

When this task did not get done I felt: _____

The consequences for not doing this task were: _____

Next, think about not doing one of the many tasks on your to-do list.

The task was _____

When this task did not get done I felt: _____

The consequences for not doing this task were: _____

What do you notice?

Most people that go through this activity realise that there is a **big** difference in the consequences. There is a difference in how they feel, though often not as big as the difference in the consequences.

This helps you to *re-calibrate* your response to not getting tasks done. In fact every hour of everyday you are *not* getting things done, and you are surviving OK. It is only when you are reminded of these tasks that your emotional response kicks in.

4.1.1. LETTING GO SELF ASSESSMENT

<i>Rarely</i>	<i>occasionally</i>	<i>sometimes</i>	<i>often</i>	<i>mostly</i>
1	2	3	4	5
1				
	1. I feel stressed or overwhelmed when I don't get tasks on your to do list done?			
	2. The amount of work I have to do make me feel like I am under pressure?			
	3. I feel "out of control"			
	4. I am able to concentrate 100% on one task at a time.			
	5. When I am in meetings or talking with people, my mind drifts to other things I need to do.			
	6. When I go home I can stop thinking about the things that are happening at work.			
	7. When I am at home I think about all things I need to do around the house.			
	8. I get so involved in what I am doing that - I forget about all the other things that are going on			
	9. When something upsets or frustrates me the feeling stays with for the rest of the day.			
	10. I have difficulty staying focused on one task.			
	11. When people are talking to me a have to really concentrate to make sure I listen to what they are saying.			

SCORE: _____

Assessment Debrief

Score of 35-50

You are **unable** to let go. You are constantly thinking about all the tasks you need to do, whether at home or work. Your mind is always trying to remember all the things you need to do. You probably worry about forgetting things and you definitely worry about not getting everything done. You expect that you should get everything done and that you can catch-up or get on top of things – but it never happens. This adds to your stress.

Score of 20-35

You sometimes let go, but mostly you hold on to the idea of being able to complete most of your tasks. You can feel pressured and stressed by the amount of work you have. You often think about work when you are at home and when things are busy work can consume your mind.

Score of 15-30

You are able to let go, yet at times you still get caught up in the busyness of day-to-day life. You know what you need to do to let go and sometimes you do it. At other times you fall back into the old habit of trying to do everything and trying to catch-up. You are very close to a big change. Keep going, keep working at it and hopefully the Intuitive Time Management System is the tool that can take to the next level of peace and contentment.

Score less than 15

You have mastered letting go. You recognize that even though there are many things that could be done, there is always enough time to get do the things that are most important to you. You can concentrate easily and you feel a sense of *being in command* by **not** trying to *be in control*.

A big insight many people get when they go through this process is that you realise you are not getting everything done and they don't catch-up, **yet you are still surviving!** Now shift that thinking to say to yourself, *"I have proven that I can survive and get by even when I don't get everything done."*

Now, you want to take more control of what gets done and what doesn't get done.

There is often a huge shift for people about now. The realisation that you can be OK and not get everything done opens up a new vision of what can get done.

LETTING GO maintenance plan

How will you make sure that you Let Go and be OK with NOT getting things done?

Write down three main ways that you will keep yourself on track with Letting Go:

1. _____

2. _____

3. _____

Here are some examples from our clients:

ALL the important things go in my calendar

If I start to stress and feel overwhelmed with all the things I have to do, I <?>

I have laminated cards that say STOP, STEP BACK, REFLECT, CONNECT with my He♥rt.

4.2. Responsibility

It is up to you to decide how you spend your time.

Time management is much more about choices and decisions than to do lists and appointments.

For any time management or goal achievement system to be effective the person using the system must first take FULL RESPONSIBILITY. You are responsible for how you spend your time. The Intuitive Time Management System can help you manage your time much better and reduce your stress, but the system can't do anything on it's own. YOU must take responsibility for making the system work.

What is responsibility? Simply it is accepting that you are responsible for your life. If you are feeling stressed you are responsible. Yes, at times it seems very hard to accept this. Situations, circumstances, other people (perhaps your boss or partner) seem to do things that cause you to run out of time or feel stressed, or feel under time pressure to get things done. You can sit back and think "if they just left me alone I'd be able to manage my time ill" or "if that didn't happen I would have got it done" (there are many more blaming phrases but I am sure you get the picture).

Taking responsibility means you take the viewpoint that you have choices in all these situations. It is about taking the viewpoint that there is always something you can do to change how you manage your time, no matter what pressure other people put on you or what circumstances you face.

Denying you are responsible means you look for reasons things do not go your way. You see the things that other people did (or didn't do) and the circumstances as being responsible for the outcome you got. I am not saying these things are not there. What I am saying is that it does you no good to focus on those things, because you can't do anything about them. What you need to see is how **you contributed** to the outcome and what **you** could do differently.

Try this activity now:

Think of a recent situation where you had to work hard to finish something at the last minute (or you ran out of time before you got it done).

Briefly describe the situation:

List at least 5 of the reasons why you did not get this task done earlier:

NOW list at least 5 things you could have done to get the task done earlier:

Some examples from our clients are:

IT Manager

BEFORE: -- All the sales people come to me last minute, just before their presentations and they need it done immediately. I blamed them for not giving me enough time.

AFTER: -- I approached the sales people and asked them about what they had coming up that required my help. I handled their needs quickly and effectively. Now I have a process to do this weekly. It saves so much time being but not having to rush to do it last minute.

Finance Manager

BEFORE: -- I would get requests to do urgent reports. I would rush to do them and stress about the reports and the other work that wasn't getting done. I blamed the people who asked for the urgent reports.

AFTER: -- I now ask questions when people want urgent reports. Simple things like, when is the latest it can be done by. Or I am fully booked to today, can I get back to about when I can get it done. Would you say this is more urgent that project X I have on right now. The amazing thing was that about 80% of the urgent requests suddenly went away or had much more reasonable time frames.

Marketing/Product Manager

BEFORE: -- I would get requests to do lots of tasks that I was good at, but that are not my job (since I got promoted). I blamed the people who asked and the company for "making me" do these things and work such long hours.

AFTER: -- I now politely suggest other people who may be able to help with these tasks (the people whose job it is to do the tasks). I have let go of the guilty feeling that others will not do the tasks as well or quickly as me. Now I feel great about my job and I am way ahead of my KPIs for **my role**.

Betty

BEFORE: -- When something didn't go my way I would just see other people as the problem. For example if my husband didn't do something I asked, I always saw it as his fault.

AFTER: -- Now, the first thing I do is reflect on what I did or could do differently. In the example with my husband, I realised sometimes I had not actually asked him to do the task. Other times I realised I had asked him in the middle of casual conversation and he was unlikely to remember.

4.2.1. Responsibility Assessment:

Rarely	occasionally	sometimes	often	mostly
1	2	3	4	5
1				
	1. I get support from friends/mentors/coaches to help me see what I do well and where I can improve			
1	2	3	4	5
	2. When someone tells me I have done something well I feel good and say thank you			
1	2	3	4	5
	3. When something goes wrong I get angry at people			
1	2	3	4	5
	4. I think life is unfair			
1	2	3	4	5
	5. I have written goals for this year that I wrote for me (not for my boss/company)			
1	2	3	4	5
	6. Things seem to be a lot easier for other people			
1	2	3	4	5
	7. I am able to reflect and look at what I did (or didn't do) that contributed to the current situation			
1	2	3	4	5

8. Circumstances have stopped me from achieving what I am a capable of
- | | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
9. I find myself saying *why do things seem to be so hard for me?*
- | | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
10. When mistakes are made I want to find out what people did wrong
- | | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
11. I focus on what I can do rather than what I can't do
- | | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
12. I never seem to be lucky
- | | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

Scoring – for questions 3, 4, 6, 8, 9, 10, 12 add up your scores; Group 1 total _____

For 1, 2, 5, 7, 11 reverse the score (5 becomes 1; 4 becomes 2; 1 becomes 5) then add these.

Add the two group totals; Group 2 total = _____

Overall Score (add group 1 & 2 totals) : _____

Responsibility Assessment Debrief

Score of 35-50

You do NOT take responsibility . You look for reasons things do not go your way. You see the things that other people did (or didn't do) and the circumstances as being responsible for the outcome you got. I am not saying these things are not there. What I am saying is that it does you no good to focus on those things, because you can't do anything about them. What you need to see is how you contributed to the outcome and what you could do differently.

Score of 20-35

You sometimes take responsibility , but mostly you do not. You first thought when you don't get what you want is to look for how other people or circumstances stopped you. You see you are unlucky or others are lucky. You believe that next time things should be different if you do the same thing – you should get luck – but it doesn't happen.

Score of 15-30

You take responsibility generally, although when the pressure is on you may not. You understand the concept of taking responsibility and you are trying to *live it*. At this stage you are still reverting back to blame behavior. Keep working at it. You have just about mastered taking responsibility .

Score less than 15

You have mastered take responsibility. You recognize that you have choices in every situation and it your choices that create your life. You recognize that other people and situational circumstances play a part, but you focus on what you can do yourself **first**. When you have looked at how you are responsible you may look to help and influence others. Check in to make sure you are only taking responsibility for yourself and *not* others.

Now, you want to focus on what you can do and what you can change.

There is often a huge shift for people about now. The realisation that focusing on others only makes you more angry and stressed. YET, when you focus on what YOU CAN DO you feel empowered and stress melts away.

TAKING RESPONSIBILITY maintenance plan

How will you make sure that you continue to take responsibility?

Write down three main ways that you will keep yourself on track with ***being responsible***:

1. _____
2. _____
3. _____

Here are some examples from our clients:

As soon as I realise I am frustrated and start blaming others, I remove myself from the situation and write I list of how I contributed to the situation. Then I know what I can do to improve things.

I use my watch as a trigger to help me recognize when I am "blaming". When I look at my watch I ask myself am I taking responsibility right now.

I use my daily check-in to see if I have been blaming others today. If I have I immediately think of how I was partly responsible and go to share that with the person I blamed, even if they were also responsible for the outcome.

4.3. Whole-in-One

The third Intuitive Time Management System principle is about seeing your whole life as one-life (that's why I spelt it whole-in-one). It seems I as a community have fallen in to the trap of seeing our life in segments -- like there are separate versions of ourselves operating in different lives. The most common split is your work life and your personal life. Life away from work can be split further depending on what you are involved in.

The problem that this causes is that I lose track of how our different lives (let's call them different roles from now on) interconnect, especially in terms of the time requirements. Your life is ONE LIFE. And you have a limited amount of time to fit everything in to that life.

Your use of time will be more effective for you if you can SEE your life as ONE.

I literally mean that you need to have a visual representation of how you will use your time for ALL roles you play. This ensures that your roles are balanced and you are very clear about the time you will spend in each role each week.

Do you have a work diary that doesn't have your personal appointments in it? Or perhaps you have two diaries. Often these days people have 4 or 5 diaries or different types. On the computer, on your phone or PDA, a physical diary and perhaps a personal diary or family calendar.

How well do you think you can manage your time if your **time allocation** is in many different places.

This is like having 5 different bank accounts and your family, friends, work can randomly take money out. How would you know how much money you have available? Would you know when the money ran out in a specific account? How would you know which account you should withdraw money from? It's too complicated so you wouldn't handle your money that way. At very least you would not allow others to randomly take your money without you knowing about it.

So don't handle your time that way. Look at your time like it is one bank account. Make sure you are aware of all the withdrawals and that you are happy with those withdrawals.

Imagine your car had 5 different gas tanks. Your engine takes gas from different tanks depending on how you are driving. Each week you get 60 liters maximum. You do NOT have a fuel gauge. If any tank is empty when the engine needs it, the car stops.

How will you decide which tank to put the gas in?

This analogy is how many people manage their time. Separating their time into different tanks without knowing the fuel levels, the fuel required or when they will use each tank.

So don't handle your time that way. Look at your time like it is one full tank. Think about use of your time like a long drive (how much fuel will I need to get there) and use a fuel gauge.

There are several aspects to help you see your life as one life. They are:

- ✓ Use a structure
- ✓ Know your capacity
- ✓ Create one time management system
- ✓ Define and Balance your roles

4.4. Structure

The Intuitive Time Management System uses intuition and emotional intelligence, however, the foundation of the system is structure. To be effective there needs to be structure. Yes, the structure needs to suit YOU. Yes, the structure must be flexible. Many people have an initial resistance to the idea of structure, but please believe me when I say that it is critical to start with a structure.

I see a structure as a framework for how you use your time to get what you want in your life. The structure becomes the integral part your ongoing planning. A plan is essential to be effective, yet as I live day-to-day I seem to get caught up in doing rather than planning.

Let's look at some examples of where you EXPECT structure and planning to be in place.

Do you ever fly? How would feel if your airline decided NOT to use the air traffic control processes (plans) and NOT to have any flight plans. Would you accept that? No. Why not? Because it would not be safe.

Have you ever given blood? For those of you who have, imagine the chaos if there are no systems and plans in place. (One day take a look at how they set-up a mobile blood bank). Imagine there are no plans, no questions asked, no blood checks, just get 'em in and get 'em out quick as I can. How would you feel about that?

There are many other examples. Going in for surgery is another example. Do you want a focus Plans and Process OR do you want a focus on Doing?

Yet, most people fall in to the trap of Doing rather than Planning.

When I talk to my clients and groups about this the first comment that comes back to me is “yeah, but those things (my examples) are for really important situations and safety is a major issue!” Think about that response for a minute. This implies that your time is not important enough to plan for.

Do you really think your time is not important? Not important enough to plan for? THINK AGAIN.

Your time is the most important resource you have. EVERYTHING that is IMPORTANT to you requires YOUR TIME.

So, if you expect a clear effective plan for important events like flying and surgery, then you should expect that same for your own time.

The next excuse I get is “it’s too hard to plan all the time.” And this I can agree with to some extent. Many time management systems are detailed and/or complicated. Or they are too narrowly focused on tasks. So I have taken the simplest method that I have seen work with hundreds of people and applied it to this system.

The structure that I have seen help most clients be more effective is a weekly plan.

The first step in this process is to create a high level weekly structure framework. To do this I get people to create an outline of your ideal week. (Use the blank template at the back of this book). For most people it takes several attempts, some times five or six, to get their ideal weekly structure mapped out. The idea is to have a structure of how you week fits together – for EVERYTHING in your life.

Imagine a typical week in your life and think about what would make it a perfect week – your ideal week. That’s what you want to put on your ideal week sheet. There are two rules. You cannot pretend you have more time – 24 hours a day 7 days a week – that’s it. Secondly, this is about a “normal” week – not a holiday away or not having to work or any other situations that are not typical for you. Create blocks of time (use different colors) for the different categories where you will spend your time. At this stage the blocks can be general and have headings like exercise, travel, work project 1, home project 2, time with family and so on.

Structure creates flexibility

“the structure actually gave me more flexibility.”
Dean – Senior Executive, Consumer Goods Industry

This insight was one of the most powerful I have seen. The impact on Dean was huge.

Dean was reluctant to use the structure initially because he thought it would be restrictive and rigid. What he found was that the structure gave him a much greater sense of what was happening for, what needed to be done and the time available to do it.

The visual representation of time helped Dean to see things differently AND it helped him to see how he could move things around to suit himself (and reduce time pressure). With no structure Dean had been at the mercy of management by crisis, constantly rushing to get things completed last minute and feeling trapped by the amount of work that was urgent.

This insight happens for all people who open their mind and are really prepared to change what they are doing to create a better life. **Structure creates flexibility and leads to time mastery.** I believe life mastery cannot happen without time mastery.

The next step in the Intuitive Time Management system is to create an ideal week structure. Make it colourful and make sure you have included all aspects of your life (not just work).

Just before I get you to define your ideal week structure, I want to introduce you to what I call **capacity**.

4.5. Capacity

My client realised that his previous style gave him no flexibility and that the weekly structure gave him lots of flexibility. A key part of creating this flexibility is what I call **capacity**.

Capacity is the amount of hours available to you to do what you want to do.

The weekly structure gets you to think about your weekly capacity. In the weekly structure you include EVERYTHING you want to do that week. I will explain more of the detail in how to do that shortly, but the point I am making is that this structure is about your LIFE not just work.

99% of all the people who have been through this process have AT LEAST 20 MORE HOURS OF TASKS than they can fit in to their ideal weekly structure (or any week for that matter).

Many people have two or three weeks worth of tasks that they think they will get done this week! And this is using their time estimates – which are almost always ill under the real time it takes to complete the task. And this does not allow for interruptions or unforeseen events.

Seeing your TIME CAPACITY in a visual weekly structure creates a huge BFO (Blinding Flash of the Obvious) for most people which is –

"I try to fit too much in to my week, and that is why I run out of time and that is why I never get to do X!"

Yes, it seems simple, but when you see it physically, it really sinks in.

Let me paint a picture for you. Imagine your refrigerator for a minute. Your fridge has a certain capacity, a volume of stuff that can fit in to the fridge. Now imagine you go shopping and you buy lots of stuff that needs to be kept in the fridge – you know milk, cheese, drinks, meat, fresh vegetables, juice, cream, butter and so on. You get home and realise that you can't fit all the food into the fridge.

This is the same as thinking you will do all your tasks, but your time capacity is not enough to fit them in.

I want you to be able to see clearly, like a full fridge, when your time is fully booked. Let's go back to the fridge for a minute. What happens to the food that won't fit in the fridge? It depends on what it is and how much is left over. Maybe some goes in to the freezer (meat can, but fresh vegetables can't). Maybe some will be used up for tonight's dinner. But what then? Ill you either give it away or it is wasted!

OK – let's take a step back for a minute. At some point when you are stacking the fridge you realised that not everything was going to fit. What would you do in that situation? Would you just keep going? Would you hope that it will all fit in (even though you can't see how it would)? Or do you start to rearrange the fridge to fit more things in AND start to make sure the MOST IMPORTANT items go in the fridge and the least important items are left to last!

The same applies to your time. Do you keep going and hope you will fit it all in or do you adjust and make changes to what you do and don't do. OR do you only realise you couldn't fit it all in AFTER you didn't get to do the tasks?

The major BENEFIT of the weekly structure is being able to easily see when you are at (or near to) your time capacity. When you see this you can now make better choices about how to spend your time.

One of the MAJOR insights that people when they go through this process is that they **see** that there is much less time available than they imagine. When you apply the weekly structure for a few weeks you will see that there are many tasks that you will never get around to doing.

This is the BIG SHIFT in MINDSET that is a KEY part of the Intuitive Time Management System.

I want you to be able to see how much you can fit in to your week as easily as you can see how much food will fit in to your refrigerator.

Imagine for minute that your partner does the food shopping. Imagine that they did the shopping and bought way too much to fit in the fridge. Now imagine that they did this every week for a month, but they still didn't stop. They keep buying too much every week for a year.

What comes to mind when you imagine this? Often people say that's so silly no-one would do that. Others get in right in to their imagination and describe how annoying and frustrating it would be. And they describe how upset they would be about the waste of food. When you can see the food and see the fridge it is pretty clear what will fit in. And it makes sense to buy the amount of food that will fit, right!

Yet most people most weeks buy too much – not food – tasks. The tasks you buy-in to doing in your head don't fit in you time capacity. Just like you wouldn't keep buying more food than you can fit in to the fridge each, I want to help you make sure you don't buy-into more tasks than you can do in a week. There are so many food choices and temptations and advertising pushing to buy more food, but you know how much capacity you fridge has so you buy what will fit and, although you may like some of the options that are available YOU CHOOSE which ones to buy so you can fit them in.

The same applies with time – acknowledge there are far more tasks that you would like to do than you will ever get done.

So now it is time to create your ideal week structure. Here is how you do it.

Instructions

Use the blank template below to create a first draft of your ideal week (note: the ideal week is about a “normal” week – the typical week that happens for you most weeks during the year. It is NOT about dreaming up an ideal holiday or special experience).

Look at the examples below and get an idea of what an ideal week can look like. Use different colors for different types of tasks.

- Start filling in the ideal week by putting in any regular meetings you have.
- Add in any regular activities you do such as exercise, church/community meetings, and so on
- Add in travel time
- Add in the time you would like to spend with family, exercising, learning or doing other things you are not currently doing – make sure you are REALLY committed to doing these things.
- Add in any regular work activities you do such as weekly reports or meetings.

- Add in blocks of time for the things you do at work – group tasks in to similar types and give them a name or you can use project 1,2 3, for different types of work.
- Add in at least 1 hour a day for interruptions/”urgent-unplanned” events.
- Look at the week as a whole and see if it all seems to fit for you
- Give yourself some space (at least one night) and then look at it again and see if any other insights come to mind as to what should be in (or out) of your ideal week

The **outcome** you want is to have an overview of a week that you look and think to yourself ***“that’s a good week. I’ll feel fantastic if the week goes like that!”***

Most people do 4 or 5 (or more) drafts before they get close to their ideal week. This a key part of the purpose for doing this activity. You will get many insights about what you are trying to do in a week and how much (or little) you can really fit. You will see there are things you thought you wanted to do that just will not fit in – you just don’t have the time to get to them. Remember that’s part of letting go!

P E R S I S T

Week ending Friday ____, 2009

Month	Mon	Tue	Wed	Thu	Fri	Sat	Sun
7:30 AM							
8:00 AM							
8:30 AM							
9:00 AM							
9:30 AM							
10:00 AM							
10:30 AM							
11:00 AM							
11:30 AM							
12:00 PM							
12:30 PM							
1:00 PM							
1:30 PM							
2:00 PM							
2:30 PM							
3:00 PM							
3:30 PM							
4:00 PM							
4:30 PM							
5:00 PM							
5:30 PM							
6:00 PM							
6:30 PM							
7.00PM							

P E R S I S T

Week ending Friday May 9 2008

<u>Month/Year</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>	<u>Sunday</u>
Early AM 5.30-8.30	Weights Plan	Run Kids to school Chiro / Massage	Weights	Stretch Connection Group – KB	Run R3		
Morning 8.30-12	Management Meeting Email Read & Reply	Major Project/Task 2 Email Read & Reply	Team Meeting	Major Project/Task 3 Email Read & Reply	Weekly reports and Admin Email Read & Reply	Kids Sport	Church
Lunch Block 12-1.00	P Dev e.g. Mastery TV, Interviews, reading etc ..	Interruption Time Lunch	Team 1 on 1 meetings Lunch	Lunch	Lunch		
Afternoon 1.00-5.30	Major Project/Task 1 Email Read & Reply Interruption Time	Key Accounts Email Read & Reply	Key Accounts Email Read & Reply Interruption Time	Key Accounts Interruption Time Email Read & Reply	Scoreboard Interruption Time Email Read & Reply	Friends & Family	
Evening 5.30-7.30	Travel home Family Dinner	Travel home Family Dinner	Travel home	Travel home Family Dinner	Drinks/Dinner/Socialise	Friends & Family	
7.30-9.30			Basketball				
Late							

Week ending Friday ____, 2009								P E R S I S T							
Month	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Month	Mon	Tue	Wed	Thu	Fri	Sat	Sun
7:00 AM	Run	Gym		Gym	Run	Gym	Run								
7:30 AM			Stretch												
8:00 AM	Travel	Travel	Travel	Travel	Travel										
8:30 AM	Quick review of weekly plan	Key Project 2	Management Meeting	1:1 meetings with my team	Team Meeting	Kids Sport	MY TIME								
9:00 AM	Key Project 1														
9:30 AM			Email processing	Email processing	Email processing										
10:00 AM	Phone calls, short tasks &	Email processing	Phone calls, short tasks &	Phone calls, short tasks &	Phone calls, short tasks &										
10:30 AM	Email processing	Phone calls, short tasks &	buffer	Key Project 4	Think time										
11:00 AM	Unexpected stuff	Unexpected stuff	Unexpected stuff			House maintenance									
11:30 AM					Unexpected stuff										
12:00 PM	Lunch	Lunch	Lunch												
12:30 PM	Key Project 1	Key Project 4	Key Project 3	Lunch	Lunch										
1:00 PM				Unexpected stuff	Weekly Review & Planning Session										
1:30 PM	Phone calls, short tasks														
2:00 PM	Key Project 1			Email processing	buffer	Family time	Family time								
2:30 PM		Email processing		Email processing	Phone calls, short tasks	Family time	Family time								
3:00 PM	Email processing	Email processing	Email processing	Phone calls, short tasks	Email processing	Family time	Family time								
3:30 PM	Email processing	Phone calls, short tasks	Email processing	Key Project 1	Email processing		Social Time								
4:00 PM	Key Project 2	Key Project 3	Phone calls, short tasks		buffer										
4:30 PM			Think time	Think time	buffer										
5:00 PM					Travel										
5:30 PM	Daily Review	Daily Review	Daily Review	Daily Review	Family time										
6:00 PM	buffer	buffer	buffer	buffer	Family time	Social Time									
6:30 PM	Travel	Travel	Travel	Travel	Family time										
7:00 PM	Family time	Family time	Family time	Family time	Family time										

4.6. Personalize

One of the main reasons that most time management courses and programs do not work for many people is because the system is a “one-size-fits-all” approach. I have heard this feedback from hundreds of people. Perhaps this is partly an excuse rather than a reason. I also believe many people are not sure what to do when some parts of the system do not seem to work for them. Should you persist with the program sticking 100% to all the “rules”? Or do you use the bits that seem to be useful to you. Unfortunately what I do see is that people stop using the system.

Time management coaching is the ideal way to work through these questions. A time management coach will help you to work out what part of a time management system is good for you, even when it feel uncomfortable, and what part of the system doesn't suit your personal style. You end up with your own tailored time management system.

A personalized time management system is what I want you to create using the Intuitive Time Management System principles.

To do this you need to understand some really important aspects of yourself. They are:

Your **thinking and communications** style

Your preferred **learning** style

Your top 5 **values**

I provide you with short, simple assessments for each of these to guide you along the way. Then I provide suggestions throughout the process for the different styles and key points where you need to stop and reflect on your styles and values, then add you personal touch to your time management system.

Let's look briefly at each of these aspects of yourself and how they fit into a time management system.

4.6.1. Thinking and Communications Style

Your thinking and communications style significantly impacts on how you perceive events in life, your emotional and cognitive responses to those events and how you make decisions. And just as important is to understand that other people do NOT see things the way you do. Their style and background is different to you. That's normal and that's OK. Recognizing this helps you to communicate more effectively and make better decisions, especially when they involve other people.

Remember how I said that time management is much more about decisions and choices than to-do lists and appointments. This is why understanding your style and other people's styles makes a huge difference to your time management.

A simple example would be that a creative type person gets a sudden great idea and they want to tell everyone. So they run around to everyone in the office and tell them to go the meeting room for a meeting right now. The analyst type people now feel uncomfortable, annoyed and, after the meeting, will probably feel like it was a big waste of time.

As you are reading this you will have related more to one of the people than the other. This tells you about your style.

Just as important is that your style will influence what your time management system looks like. Part of the system will need to help you to manage your time management weaknesses. But, just as important is that part of the system needs to be suited to your style so that it feels like it is part of you and is effective for you.

There are many tools that do a great job at defining thinking and communication styles. Two of the most well known are the DISC and MYER BRIGGS profiles. If you have done these profiles, you can certainly use these to put even more depth in to your time management system using the great information from these profiles.


I use a quick, simple yet highly effective process using shapes and questions to give you an insight your thinking and communications style. Apart from being quicker and free, I find that people remember the shapes much more than any other profiles.


Now it is time to take the SHAPES Thinking and Communication assessment.


4.7. Thinking style assessment


Rarely	occasionally	sometimes	often	mostly
1	2	3	4	5
1				
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

SCORING

 Triangle -- 1 + 6 + 12 =

 Squiggly Line – 4 + 7 + 10 =

 Square – 5 + 9 + 13 =



Circle – $3 + 8 + 11 =$

How to use the SHAPES to personalize your time management system.



Triangles –

Time Management Strengths

Very time focused “time is money”

Use a plan

Proactive and always looking at what to do next

Usually on time

Time Management Weaknesses

May try to take on too much in their desire to get things done quickly (triangles will usually still get most of it done, but it takes a lot of hours and energy)

May not see other points of view (only their own)

Can move too fast for others and create mistakes or problems, which then take time to fix

Can easily become a workaholic, driven by the need to be successful

Key Recommendations for triangles:

Use the structure to define your capacity to stop yourself taking on too much

Tick off completed tasks – you will feel good

Remember effective time management is about good communication and relationships with people, not just ticking off tasks

-- Use the weekly structure to make sure you have a block of time to slow down and reflect. Consider other points of view and whether others can keep up with your pace.



Squiggly lines –

Time Management Strengths

Lots of energy

Shows initiative and gets started quickly with tasks that are interesting to them

Can have a do it now approach

Time Management Weaknesses

Easily distracted and distracts others

Focus on the most interesting/fun task that comes to mind

Get excited at the start of a task, then bored part way through

Suggest and/or agree to more tasks that you can fit in

Often late

Key Recommendations for squiggly lines:

The weekly structure is critical to get you focused on what is important

Create physical triggers to keep you on track

See your structure as flexibility with-in the weekly framework – move things around to suit your energy, but ensure you get to the important things within the week

Build fun/creative blocks of time into your structure

Squares –

Time Management Strengths

Highly effectiveness focused

Doing things the *best way* is a motivator

Likes and will use structure

Sticks to tasks and completes them

On time for appointments

Time Management Weaknesses

Finds it hard to say no to strong people, therefore you find yourself with too much to do

Can be inflexible as you want to stick with a task to completion, even if an urgent issue comes up

Can be a perfectionist and therefore spend too much time on a task or decision

Doesn't like to delegate

Key Recommendations for a square:

The weekly structure will suit you and give you a sense of knowing what needs to be done (no surprises)

Don't become rigid and a slave to the structure

Build in time for unexpected events

Keep the big picture in mind rather than the detail, especially when planning your week

Circle

Time Management Strengths

Builds strong relationships, which helps with effective communication

Will complete tasks to keep people happy

Family is top of mind which can help with balance

A circle knows people are very important, which can help with prioritization

Time Management Weaknesses

Finds it very difficult to say no, therefore you end up with way too much to do

Can be distracted by seeking a lot of people interaction & social chat

Doesn't work to a plan

What you do is based on what's happening with the people around you

Often late

Key Recommendations for a Circle:

Use the weekly structure – it's critical to keep you on track

Allow *appropriate* time in the structure for social interaction and chit-chat

Allow *buffer* time in the structure for the times you want to say *yes* to help someone out just because that's what you like to do

Say NO much more often, especially when you are overloaded. Also, clarify others expectations of quality and due date

ASK for help. You love to support others, but you cannot expect they will help you without you asking them

5. Learning Style

Now it is time to take the Learning Style assessment. This will help you determine which is the easiest sensory mode for you to learn – hearing, seeing or doing.

ASSESSMENT QUESTIONS]

How do you like to relax?

- A -- read or watch TV
- B – listen to music
- C -- do something like sport, yoga, craft

Do you usually remember:

- A -- people's faces but not their names
- B – names not faces
- C – what you did with them

When you are trying to concentrate do you get distracted by

- A -- untidiness or things out of place
- B – noise
- C – people or things moving

When you get a new phone do you

- A -- read the instruction book
- B – ask some to explain how it works
- C – “play” with the phone

When trying to spell a difficult word do you:

- A -- write it to see how it **looks**.
- B -- sound it out
- C – write it to see how it **feels**

When trying to solve a problem do you

- A -- draw/diagram out possible solutions
- B – talk to several people about it
- C – try out possible solutions (hands on if possible)

Collate your responses. Three or more of

A means your learning preference is most likely VISUAL

B means your learning preference is most likely AUDITORY





C means your learning preference is most likely KINESTHETIC/DOING

How to use your Learning Style to personalize your time management system.





VISUAL

- ♥ Make your ideal weekly structure and your weekly plan very colorful like an image (rather than like a list)
- ♥ Draw/use images to represent projects or key tasks
- ♥ In your weekly review picture yourself (visualise) doing the tasks and you will see if it looks right for you
- ♥ Images of goals/outcomes will be highly motivating and help with procrastination

AUDITORY

-  As you write out your weekly structure and plan talk yourself through it – preferably out loud – and see if sounds right to you.
-  All important projects and tasks should be talked through with others or at least out loud to yourself (you can record yourself and listen to see if it sounds right)
-  When you are uncertain about priorities, projects or problems **hearing** other points of view will help give you clarity
-  Create a quiet working environment. Noise is a major distraction for you and will significantly reduce your effectiveness

KINESTHETIC

-  The process of doing the weekly structure and plan is really important for you. You need physically write out the plan and color it in to see if feels right
-  All important projects and tasks should be written/sketched out
-  Where possible have a physical part (even a symbol – for a building project have a real hammer and hold it when you are focusing on that project)
-  Find a *still* place you can work from. Movement and activity are a major distraction for you.

6. Values Clarification

Now it is time to do the values clarification assessment.

Being really clear on your top five values AND the behaviors that reflect those values is a HUGE part of the Intuitive Time Management System.

Our top five values are the aspects of your life that are most important to you. These values drive your motivation, your emotional responses (conscious and subconscious) and the mindset that you see the world from.

Intuitive Time Management is about making time for what is important – YOUR TOP FIVE VALUES – and feeling good about your life. Guess how you feel when the way you spend your time is in conflict with you top values – yep, stressed, frustrated, de-motivated, disengaged and so on When you spend time living your values you are much more likely to be happy and have a fulfilling life.

Knowing your top 5 values intimately will enable you to make better choices on where you spend your time so you create the life you want.

What most people find when they go through this activity is that they have many more than five (often around 20) values that they are trying to live by. When you have 20 important values it is almost certain some will be in conflict with each other or with your goals. Values conflict creates what I call invisible barriers.

Now I am not saying you can't have 20 values that are important to you. What I am saying is that to be have highly effective time management you need to know which values are in your top 5. And this means you will have to leave out some values that are important to you. It doesn't mean the ones you leave out are no longer important, but rather it means **your top 5 are more important.**

6.1. Values Clarification Activity

STEP 1: DEVELOPING A SHORT LIST

Create a list of your most important 20 values, without trying to order them at all. Do this by circling 20 of the values below that most call to you, or write in other values not on the list.

Abundance	Achievement	Adventure	Balance
Attention to detail	Authenticity	Calmness	Challenge
Change and Variety	Charity/Giving	Clarity	Collaboration
Community	Compassion	Competition	Creativity
Courage	Curiosity	Decisiveness	Democracy
Emotional expression	Empathy	Equality for all people	Excitement
Expertise	Fairness and social justice	Family	Financial Security
Flexibility	Forgiveness	Freedom	Freedom of choice
Friendship	Fun	Generosity	Global Peace
Happiness/positive attitude	Having a say and a voice	Health	Help Others / Help society
Honesty	Honor	Humor	Imagination and creativity
Independence	Inner peace & harmony	Innovation	Inspiring others
Integrity	Intelligence	Kindness	Knowledge
Leadership	Learning	Living your dreams	Love for myself
Love for others	Making a difference	Massive wealth	Nature
Open communication	Optimism	Passion	Persistence
Personal growth	Physical challenge	Power and authority	Professionalism
Protecting the environment	Quality of Life	Recognition	Relationship with Spouse
Reliability	Respect	Risk taking	Security
Self-control	Self-respect	Spirituality	Spontaneity
Stability	Standing up for yourself	Taking care of myself	Taking responsibility
The big picture	Tidiness	Tolerance	Trust
Understanding			

My most important 20 values are:

1.	2.
3.	4.
5.	6.
7.	8.
9.	10.
11.	12.
13.	14.
15.	16.
17.	18.
19.	20.

STEP 2: Identifying your top 5 values

Discover your 5 dominant values:

Now it is time to identify the 5 most important values from the 20 you have circled. Here are some suggestions on how to do this. See if some values circled above mean basically the same thing to you and give them one name. Compare values as if they cannot exist together – for example if you can only have *either* security *or* challenge, which would you choose? Eliminate the ones that are less important.

My top 5 values are:

1. _____
2. _____
3. _____
4. _____
5. _____

STEP 3: Define your top 5 values

Write in one sentence how you define your value. Ask yourself “what does this value look like?” and “what behaviors do I see when I am living this value?”

1. _____

2. _____

3. _____

4. _____

5. _____

Now that you have your top 5 values I need to include those into your time management system. By definition, if you are *“living your values”* each day/week you will be spending time on what is most important to you.

Many values such as family, health, learning, can literally be scheduled into your week.

I often find that senior managers have family in there top five, but they spend very little time with their family (and the time they do physically spend with them they are either too tired to really engage with them or they are thinking about work.)

I also find that most male managers do not have health in their top 5 values. Values are personal so there is no right or wrong. I do like to bring health to your attention. If it didn't make it to the top 5, that's OK. Where is it on your list of priorities? I ask my clients this question *“What would your life be like if you are not healthy enough to work or to go to social activities?”*

So, the important step here is to make sure you schedule time for living your values AND that you have *“values check-in”* process as part of your Intuitive Time Management System weekly review. I promise you that living your true values will bring balance, happiness and peace in to your life.

If your values include things that are more about the way you behave, such as honesty or integrity, then I suggest your daily and weekly reviews include a check-in about your behaviors and whether they reflected your values.

7. Trust your Instincts

Trusting your instincts and trusting yourself is probably where the Intuitive Time Management System approach is unique and most different from other time management systems.

Trusting your instincts means you *don't worry too much about how all the formal parts of the system come together*. I could go into minute detail about how to use the system. But what I have noticed is that most people have a very good intuitive sense of priorities, sometimes much better than your conscious thinking.

The Intuitive Time Management System is about having enough structure to make sure you spend time on the **really** important things and then, let your instincts and intuition guide you for the rest. There is usually only 1 or 2 **really** important tasks each day. I believe that once you make sure you are spending consistent time on the important areas of your life, you will intuitively spend time on the tasks that are best for you.

The way this works is that you use your weekly plan to keep your focus on the most important things in your life. Your weekly plan also gives you some structure, in that **you know at any point in time, what is the most important task for you to be doing right now**. Then the other tasks get done in the remaining time. You will never get all of your tasks done. You will never *"catch-up"* with everything. BUT, what will happen is that things that are **right for you** do to, will get done.

When I say *right for you*, I mean that the task benefits **you** in some way. Often this will be about how you feel or about building relationships with others or about having fun – **right for you** doesn't have to mean doing something that you don't like or that is hard or that you *should* do. In fact, I suggest that tasks you find hard or think you should do have a deeper message for you. It's possible the task is not really important to *you* right now, OR there is a conflict with your values, beliefs and goals. (Coaching can be a great help in these situations – see <http://www.timecreationcoaching.com> for more information)

Many business people have learnt to use my system and they come to realise that there are lots of tasks at work that simply will not get done and just don't provide enough value to worry about doing them. Unfortunately people get caught up believing that *have to* do these tasks.

You don't have to do anything in this part of the intuitive time management process. Just use your weekly plan and in between the big stuff, do whatever ***feels right***. The *right* task often comes to mind in the moment or you might scan your to-do list and something will *jump out at you*.

This works in different ways for different people and different styles. A visual creative person might see a task in their mind/imagination. An auditory person might read the tasks out loud until one sounds right. An analytical person might sort their to-do list in date order or by categories.

The key is to trust yourself. And this is where the weekly plan is a major help.

You know you can trust yourself, because you know that all your really important tasks, values and goals will be done – they are in your plan. Remember your plan only has the highest priority tasks in it AND you have made sure that your weekly structure fits your capacity – that means you know you can do all the tasks on your plan.

Knowing the BIG STUFF is taken care of means that you can trust yourself to intuitively select the other tasks to spend your time on.

8. Time Management Success

Time Management Success is about **how you feel** NOT how much you get done.

The Intuitive Time Management System is all about making sure you do the tasks that will help you to feel good about yourself. To feel happy, to feel satisfied and fulfilled. To feel enjoyment, to feel love.

That is why values and goals are so important in this approach. Your values and goals guide you to what is most important in your life.

Almost all time management programs look at success as getting it all done or getting *on-top of* things. The focus is on how much you get done. The problem with that is there is always so much more to be done. And, in our 24x7 society it's getting worse. There is more and more that could be done.

So I want to help you make a significant change in your life. A change that will make a HUGE impact on your life happiness. Adopt the Intuitive Time Management mindset, which is about making sure you do the things that will make you happy in your life, rather than doing stuff so you can *catch-up*.

Why is this important?

The simple answer is that life is for living now. In my experience you can't "work hard for 10 years" and neglect your values and other aspects of your life and rationalize this by saying to yourself, "I just have to do this now and later I will ..."

- spend more time with my partner
- spend more time with my kids
- improve my fitness
- play golf

The "*.. and later*" never happens. Either tragedy or habit gets in the way.

As I write this I am thinking about three very sad stories. In the last week three people I know have died or been diagnosed with inoperable cancer. These people are 34, 37 and 41 years of age. If you died this week, what would people say about you? And is that what you would want them to say?

Intuitive Time Management is about being able to find the time to be the best you that you can be.

So time management success is really about spending time doing the things that help you feel happy, help you feel satisfied and fulfilled.

Do you get fulfillment from “*catching-up*” on all your tasks? Usually the response I get is “no. I just feel a little relieved or slightly less stressed.” Imagine for a minute you are drowning (I’m sorry, I know it is not pleasant, but stay with me please). Do you get your head above the water, YES! But, if your objective is ONLY to get your head above the water and then tread water, how do you feel? DO you think you are fully motivated to tread water? Often people reply “I’d do it for a little while and then probably give up.”

That’s what you do in life too. If you set goals like treading water, which is not very motivating, you try for a little while and then you give up.

Aiming to catch-up is like trying to tread water when you are drowning. You know in the back of your mind you will go under again – unless something changes. My point is that you don’t want to just catch-up. That’s not how you want to feel. You want to be saved from drowning. You can tread water for much longer if you focus on being saved. What does “*being saved*” look and feel like to you on a daily and weekly basis?

Your answer is how you define time management success.

Write it down.

Time Management Success for me looks like:

Time Management Success for me feels like: (use the I feel GAGA sheet on page X to help you)

Examples

Here are some examples of how my clients have defined time management success.

Time Management Success for me means:

I feel content and satisfied. I make time for my relationships and my health and I feel proud that I make that time. Since I have let go of trying to do everything I feel at peace with myself.

Time Management Success for me means:

I feel happy for the first time in years. I have my life back and my family now have a father/husband that and present physically and mentally. I feel confident and I enjoy work much more (even though I work much less!)

Time Management Success for me is:

I feel relief – like a weight has lifted from my shoulders. I feel lighter. It is as much about the absence of stress and anxiety as any positive emotion.



Intuitive Time Management One Page Personalized Plan

My Time Creation System

My Purpose
 To be a loving father and husband, a loyal friend, a person who grows through new experiences and a generous contributor to the community.

My Values:
 Family
 Personal Growth
 Health
 Contribution
 Fun

2009 Top 3 Goals:
 1. 1200+ value exchanges on my website
 2. Fun family holiday
 3. Run my 9th half marathon

Thinking and Communication Style:
 SQUARE
 1. +ve = like structure & planning
 2. -ve = initial reaction to change/new stuff is NO

Learning Style:
 VISUAL
 1. Lots of colour on my weekly structure
 2. Give myself permission to draw

Energy Guidelines
 1. Short intensive bursts of work – 90 mins
 2. Refuel break every 90mins – eg short walk
 3. Alcohol make me tired the next day
 4. Deep breathing/Meditation to reduce stress
 5. Planning the next day at end of “today” allows me to let go & conserve energy
 6. Ticking completed items gives me energy
 7. Problems solving creates energy
 8. Tasks requiring details drain my energy
 9. Interacting with people gives me energy

SELF Management Guidelines		Measure	Rating
1. Be connected to the moment			
2. Breakdown projects in to manageable chunks and define the chunks & starting point			
3. Stay focused on the scope of the current task (rather than going off on tangents)			
4. Plan & prioritize tomorrow before leaving today			
5. Only check email in scheduled times			
6. Delegate – ask “can someone else do this task” – train and develop others			
7. Exercise in the morning to improve my health			
8.			
“DNA” Challenges	Strategy	Measure	Rating
1. Handling interruptions especially saying NO	Have script to say NO in a positive way	Number of “Nos” & “Yes” per week	
2. Email	Turn off the program outside scheduled times	Mins email is open non-scheduled	
3. Stay focused on task at hand	Keep asking “is helping achieve this project’s goals?”		



Intuitive Time Management One Page Personalized Plan

My Time Creation System

My Purpose

2009 Top 3 Goals:

- 1.
- 2.
- 3.

Energy Guidelines

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

My Values:

My Thinking & Communication Style:

- 1.
- 2.
- 3.

My Learning Style:

- 1.
- 2.
- 3.

SELF Management Guidelines		Measure	Rating
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
"DNA" Challenges	Strategy	Measure	Rating
1.			
2.			
3.			

9. Build Your Personal Intuitive Time Management System

Ok, so let's get started putting together all the parts and creating **your** Intuitive Time Management System.

Block out 2 hours this coming Friday. The time that has worked best for people doing this for the first time is at the start of the day on Friday. Usually this is as soon as you get to work. Make sure you will not be interrupted (get away from your desk). You can do this away from the office as long as you have all the materials you need with you.

NOTE: Make sure you have everything you need BEFORE you start. Ideally you should have it all ready on Thursday afternoon at the latest.

You will need;

- your current diary (or diaries)
- all your appointments business and personal
- all your to-do lists, notes etc
- your ideal week structure (and your actual week if you have it)
- the weekly review checklist
- the daily check-in check list
- your new planner/PDA -- the ONE place you will keep ALL time management information.
- Your personalized time management system summary page (your communications style, learning style, values and goals.)
- Colored pens (4 or more different colors)
- Colored highlighters (4 or more different colors)
- A pencil and eraser

I suggest you start by using a simple planner. One week to two pages. Ring bound so you can easily add pages for notes and tasks.



Keep it simple -- appointments by week, notes and tasks -- that's all you need. **Your planner now goes with you everywhere.**

The reason I suggest this approach is that most people work better with physical planners, rather than PDAs or computer based systems. Yes, this means you have to write out your appointments. My clients find that this only takes a few minutes and is actually valuable because it gives you a much greater sense of how much you have on. It also gives you the flexibility of

adding in personal appointments you do not want to have in your work's computer system.

I understand some of you will want to use the computer and/or PDA. That's fine (except for just using a computer as I believe the system **MUST** be portable and go with you everywhere.) One method that works well for many people and I use myself, is to print your week's appointments from Outlook (or similar calendars) and put that in your ring bound planner.



From now ALL notes and ALL tasks get written in **the ONE planner** you now have for everything.

This is the point where many other time management courses go into fine detail about where to put notes, appointments, tasks and so on. I am **NOT** going to do that. Appointments go in to the calendar, tasks in the task area and notes in the notes area. Keep it simple. And make it work for you.

Setting up the system

Allow 2 hours to get the system set up the system and do your planning for next week.

- Put **ALL** your appointments, business and personal, into your new diary/planner (or whichever tool you choose)
- Transfer any *extremely* important notes that you know you will need in the next 2 weeks into your new planner.
- Transfer any *extremely* important tasks that you know you will need in the next 2 weeks into your new planner.
- Put all other notes or task lists into an A4 envelope and file it under T in your filing cabinet (T for time management or tasks or to-dos). You probably won't need these, but you will feel more comfortable knowing the information is there if you need it.
- Put your old diaries into your book shelf.

OK – now you are ready to do your planning for next week – feels good hey :-)



THE FIRST WEEKLY REVIEW AND PLANNING SESSION

The first review and planning session will take longer than the ongoing sessions as you are setting up the process. You should **allow an hour to do the first weekly review and planning**

session. (this is part of the 2 hours I mentioned earlier, not additional)

In the first session you will:

- review the notes and tasks you have just written into your new planner to get clear about what are your urgent priorities for next week.
- make sure all appointments are in your planner
- use your ideal week structure to plan the week
- check in on your goals for this year, your life balance and make sure there is something planned that will help you progress to your goals

The weekly plan

Your weekly plan comes from your weekly review and your ideal week structure. This is where you take your current situation and merge it with your ideal week, so you have a plan that is based on your ideal week structure and is filled with tasks that are relevant for *the coming week*.

- Open your planner to next week (i.e. the week you are planning for).
- Have your ideal week in front of you too.
- Make sure all your appointments are in your new planner.
- Block out at least one hour a day in your planner for *unexpected events* (interruptions) as you have done in your ideal week. It doesn't matter when this time is scheduled because the unexpected events will never be in the time you allocate – BUT it is VITAL for working to your capacity and stopping you from being overloaded.
- Allocate times for your most urgent tasks into your planner, based on the ideal week structure. So for example if you need to complete a *sales report for the CEO* then select a block of time in the ideal week -- let's make it 8.00am to 10.00am Tuesday morning labeled as project 1 in your ideal week. So in your planner for Tuesday next week, block out 8am to 10am and write in *sales report for the CEO*.
- Continue to do this for your urgent tasks – and ONLY your urgent tasks.
- After you add each task look at the week as whole and get a sense of whether you will be able to complete all the things in your weekly plan.*
- Stop whenever you feel the really urgent and important things have been planned.

You probably still have too much planned into your week, but that is something you need to experience and work through as you do the ongoing weekly review and planning. Eventually you will find that

there are a number of *gaps* in your weekly plan. This is good. You use these gaps to do the tasks that feel right at that time.

* = NOTE – often at this point people start to feel uncomfortable because they see their week is full, BUT they do not feel there is enough in the plan. This is normal and it shows you how you have been conditioned to try to fit in way too much each week. Trust yourself and let the weekly structure guide you. The most important things WILL get done.

Your top 5 outcomes for the week.

The Intuitive Time Management System is about connecting you to the things that are most important in your life. So it makes sense to make sure you are doing this each week. The first part of this process is to identify the top 5 five outcomes you want to achieve for the week. Some (if not all) of these goals should be connected to your goals for the year. **In simple terms your top 5 goals for the week are the tasks that, if you only got those five things done, it would be a great week.** Your top five goals for the week are written on your weekly plan.

ONGOING WEEKLY REVIEW AND PLANNING SESSION

Each week – I suggest on Friday – you will do your weekly planning session. This becomes easier and more fluent each time you do it. As you have now started the process there is less to do in the session.

Ongoing weekly review session checklist:

- review what happened in the last week – what you got done, what is incomplete, what are your priorities, what new tasks have come up, ..etc..
- reflect on how you **feel** about last week, overall and at various times*
- what you did ill
- what you didn't do ill or didn't do
- check in on living your values
- check in on progress to your BIG goals, your life balance and PERSIST
- create the plan for next week based on your ideal week structure
- write out your top 5 outcomes for the week

* = remember the most important outcome is how you **feel**. When you feel fantastic, happy, content, satisfied, at peace ... about each

week, then you know your Intuitive Time Management System is working ill for you.

Tips

- Schedule less rather than more
- Communicate to other people what you are able to and NOT able to complete that week
- Use short, succinct specific outcome focused language in the plan – e.g. *finish & email management report* rather than just *report*. *Complete sales presentation for ACME* rather than just *presentation*.

Daily Check-in

Your daily check-in is to keep you on track each day. Some people have several short check-ins each day. Most people tend to have a morning or late afternoon check-in. During the daily check-in you:

- review your progress for the day just completed
- allow yourself to feel good about what you did do & achieve
- identify any new high priority tasks or high priority tasks that did not get completed and schedule them into this week (or next week)
- review what your plan for tomorrow (afternoon review) or today (morning review); reassess whether you will have time to get it all done – make changes as necessary
- finalise your plan for the day (I like the late afternoon review because you can *complete the day* – your mind can relax because the day is done and you know what you are doing tomorrow.

Your daily review is short and sharp. It should only take 10-15 minutes and each of these review points only a minute or two each. The daily check-in is about making sure things are still relevant. It is NOT for in depth planning or reflection.

“Anything worth doing ill is worth doing poorly at first!”

Brian Tracy, self made millionaire and author of *Maximum Achievement* and many other books on success.

When I do something for the first time I don't get it right. When you first learnt to ride a bike your nearly fell off (or you did fall over). When you first learnt to drive a car it's hard and you think, how am I ever going to learn to do all these things – but you do.

Yet, I seem to forge this rule with many other things. I get an expectation that I should be able to I really ill almost immediately – like say time management planning. Lots of people give up if they don't get it right in the first week or two.

Time management is like riding a bike. It takes time before can get the momentum and balance just right – but when you do you are off and riding fast and confidently.

You may get your planning just right in 3 or 4 week. Or is may take 8 to 12 weeks. Either way it is worth it. You will feel like you have an extra 7-8 hours a week. That's 4 work days a month. More importantly you will feel content and enjoying life – **from the He♥rt.**

There is more information at the FAQ (frequently asked questions) page on our web site.

Good luck. I would love to hear how you are going. You can ask questions and provide feedback at the [web site](#).