

Time Management



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The Four Arenas of Life - Setting Priorities

<p style="text-align: center;">Community</p> <ul style="list-style-type: none">• What do I want to do in this arena ?• What is my role ? My values My goals ?• What new behaviours do I need ?• How will I know I am successful ?• How much time & energy will I give ?• How will this fit in with the other arenas	<p style="text-align: center;">Family & Friends</p> <ul style="list-style-type: none">• What do I want to do in this arena ?• What is my role ? My values ? My goals?• What new behaviours do I need ?• How will I know I am successful ?• How much time & energy will I give ?• How will this fit in with the other arenas
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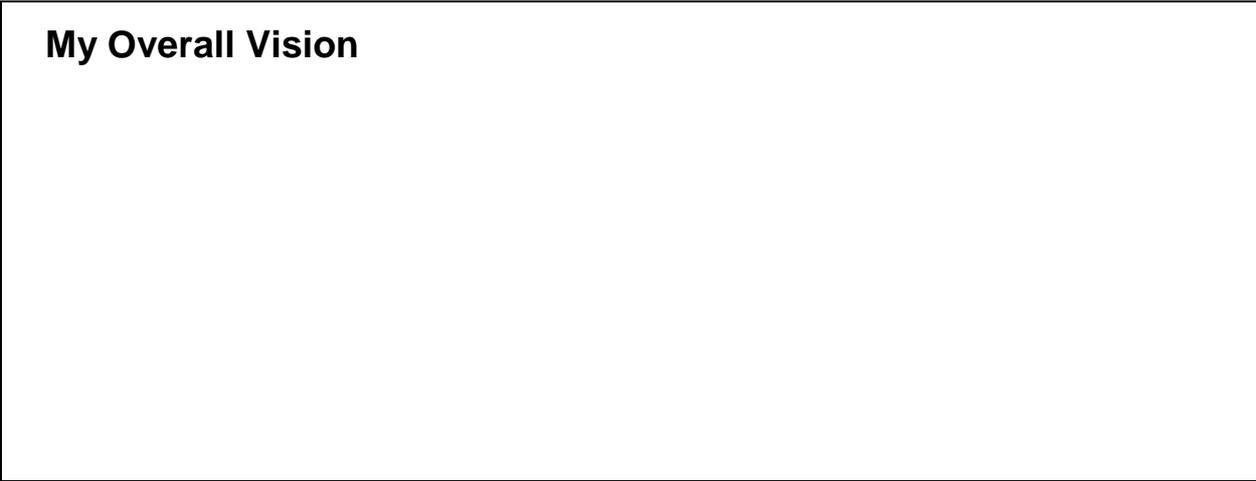
Personal Priorities and Actions

These are the actions I want to take

Community

Family & Friends

My Overall Vision



Work

Self

Career Anchors

From the **Work Values** it is possible to focus on **Career Anchors**. These are patterns of self-perceived skills, values and goals which guide our careers. They are gradually built up through experience and can be viewed as that concern or value which will not be given up if a choice has to be made. There appear to be the following anchors:

Technical-Functional:	Concern with technical competence at work
Managerial Competence:	General Management Orientation
Autonomy:	Independence
Security:	Based on either job tenure or location
Service:	Dedication to cause
Entrepreneurial Creativity:	Creating

The prime concern of people with a **technical-functional** Career Anchor is the technical content of the work that they are doing. Their concern is competence in that area. They put high values on task accomplishment, on getting a job done right. Functional management is seen as a way to advance but they are not attracted to management itself. Often they tend to disdain general management, viewing it as a jungle.

People with a **managerial competence** Career Anchor are interested in management for its own sake. They tend to be good although not necessarily brilliant at the following skills.

- o **Problem solving, analytical skills**
- o **Interpersonal skills**
- o **Emotional competence, ability to deal with crises and power issues**

Organisational politics are seen as useful for making things happen, having ultimate responsibility and getting them what they want in their careers.

People anchored in **security** tend to do what is required of them by their employers in order to maintain a decent income and a stable future. They tend to rely on the organisation to develop their careers. There also seem to be types of security base. One is based on the job in a particular organisation, the other on location or home base.

People who have a driving need to build or create their own projects or products usually have an **entrepreneurial creativity** Career Anchor. They keep getting into new ventures and trying new things.

People with an **autonomy** Career Anchor have to be independent. They need to set their own pace schedules, life styles and work habits. They may find organisations restrictive and trade status for independence.

MANAGING YOUR TIME

Time Demands

What areas give you most trouble in terms of managing your time ?

**Task Demands
Demands**

Other People's

Self-Demands

Most demands on my time come from:

My main self or time management issues are:

Work Analysis

Job Purpose and Priorities:

What is the main purpose of your job ?

What are the key contribution areas ?

What are your top priorities ?

Input Analysis

Who gives you work to do? Your boss? Your subordinates? Your colleagues?

Think about what this means in terms of you managing your own work. For example, does it upset your time management if people are late in giving you information?

What information and resources do you need to do your job well?

How do the inputs help or hinder you in doing your job well? What can you do about it?

Where do the inputs come from? Who has control of them? (i.e. who are your suppliers?)

Task Analysis

What tasks do you have to do to achieve your purpose?

What do you actually do?

Do you enjoy it?

How good do you think you are?

How long do you spend on each task?

Now looking at these tasks score your activities according to the priority ratings given:

'A' PRIORITY Very important work by which you are measured in your job. Generally this work has to be completed on time and any delay has to be avoided.

'A' Priority work is top priority work

'B' PRIORITY Less important work that is related to your job but generally this work can be delayed if necessary and the delay would not have major consequences

'C' PRIORITY Non-important work which does not affect how you are measured in your job directly, and generally this work can be delayed, deferred, scrapped, or delegated to assistants. 'C' priority work is your lowest priority work

'X' PRIORITY This refers to work that arises as an immediate demand, emergency or crisis and which requires handling by you. 'X' priority work interrupts your day and requires some sort of action on your part. The sort of action you give it will be A, B or C as above, therefore:

'AX' very important immediate action by you

'BX' less important actions which can be delayed slightly or delegated

'CX' non-important and should be delegated

To be effective and to have a sense of achievement in your work make sure you are being proactive as well as reactive.

Output Analysis

Who are your customers? (both internal and external)

How do your customers help or hinder you in doing your job? What can you do about it?

How do your colleagues help or hinder you in doing your job? What can you do about it?

What are Your Time Wasters ?

Although we are all exposed to some traumas and stressors which are unavoidable, a good deal of stress and pressure is self-inflicted. For example, we set ourselves unrealistic expectations and standards, and / or we try to meet other people's unrealistic expectations and standards.

- o unexpected events/too much time spent troubleshooting/having to react quickly to situations
- o not having ground rules for meetings
- o waiting for parts
- o not being assertive enough/finding it difficult to say 'no'
- o agreeing to unrealistic/unachievable tasks/deadlines
- o not knowing where to go for information/being unsure of systems
- o unable to have 'personal' time/imbalance between home and work
- o 'dead' time waiting for colleagues/clients
- o difficulty in prioritising
- o not enough time for analysis of issues
- o too many channels to influence/too many people to please o being unsure of purpose of job
- o having to enter too much data too many times

What are your 'time wasters'?

How do you waste other peoples' time?

Review of Work Analysis

From the above analysis what the main areas you need to improve ?

TIME MANAGEMENT SKILLS

PEOPLE SKILLS

Managing Upwards

- Do you clarify key priorities with your boss ?
- Can you say no to demands from them ?
- Can you discuss your time management issues with them ?
- Do you have frequent progress reviews

Delegating

- Do you set clear priorities for subordinates ?
- Do you coach and develop them ?
- Do you encourage them to solve their own problems ?
- Do you avoid interrupting them
- Do you allow your secretary (if you have one) to manage you ?
- Do you delegate interesting work to them ?
- Are you available when they need you ?
- Do you help them plan ahead re workloads ?
- Do you have time for them as individuals ?
- Do you help them see how their work contributes to the whole?

Managing Colleagues

- Do you keep meetings to a minimum ?
- Do you keep colleagues informed on key issues ?
- Do you allow them time to discuss issues with you ?
- Can you deal with unnecessary interruptions from them ?

PLANNING AND SCHEDULING

- Do you have a clear idea of your job purpose and priorities ?
- Do you determine your daily priorities in advance ?
- Do you plan and schedule activities weekly, monthly, annually ?
- Do you use a diary or planner chart ?
- Do you plan meetings and travel to save time ?

Paperwork

- Do you have a system for organising paperwork ?
- Do you filter out as much paper as possible ?
- Can you 'speed-read' ?
- Do you act on every piece of paper immediately ?
- Do you minimise your outgoing paperwork ?

DOING SKILLS

- Do you act on what you have agreed as soon as possible ?
- Do you spend your time on major activities ?
- Do you react effectively in crisis ?
- Do you have regular times for routine work ?
- Can you deal effectively with interruptions ?
- Do you avoid putting off tasks to do ?
- Do you avoid unneeded travel ?

FINISHING SKILLS

- Do you try to finish one thing before you go on to the next ?
- Do you set clear limits for meetings, tasks ?
- Do you make certain you meet deadlines ?
- Do you avoid unnecessary detail ?

OBJECTIVITY

- Do you keep a time/activity log ?
- Do you constantly monitor your use of time ?
- Do you follow a systematic problem-solving procedure ?
- Do you ask yourself "Am I making the best use of my time" ?
- Do you set aside time for in-depth analysis ?

SELF MOTIVATION

- Are you clear about what you enjoy doing ?
- Are you aware of your abilities and weaknesses ?
- Do you avoid being swamped by other people's issues ?
- Do you take into account your body rhythms ?
- Do you take account of your needs ?
- Do you reward yourself for good work, well done ?

INNOVATING

- Are you constantly looking for better ways to do things ?
- Do you use timesaving devices ?
- Do you question traditional procedures ?

GETTING RESOURCES

- Do you have a network of people you can go to for help ?
- Do you know where you can get key information ?
- Do you have people you can discuss ideas, options with ?
- Are you in touch with what's happening at work ?

KEY ISSUES

Which of the above areas have you answered more "no's" to than "yes's" ?

What will help or hinder you in managing your time ?

PRACTICAL SOLUTIONS

- o Prioritising/scheduling
- o Telephone handling
- o Meetings
- o Interruptions
- o Setting Realistic Targets /Agreeing Realistic Demands
- o File and Paper Management
- o Delegating / Briefing

PRIORITISING AND SCHEDULING

Planning your time is about deciding what you are going to do, how much time you are going to spend on each task, and making sure you allow sufficient time for all those Reactive things that will inevitably come your way. You can look at what you have to do Today; in the next week; in the next month etc. and think of the tasks ahead in terms of those which are Active - Positive tasks and those which are Reactive - those which land on you every day.

Make a List

Each week and then each day make a list of the things you know you have to do Pre-meetings, PR calls, Installations, Reports, Telephone calls, expenses etc.

Split your list into those tasks which are:

Active Positive ones - those that are central to the purpose of your job and the Rest.

Schedule

Now you have your list you are in a position to start scheduling your work into the time you have available. To schedule a task you have to know 2 things:

- 1 . How long you want to spend on it - this is determined by HOW IMPORTANT it is.
2. How soon you have to get the task completed -this is determined by HOW URGENT it is.

IMPORTANCE and **URGENCY** are NOT the same thing.

A task may be Urgent but trivial - if it is do it straight away but don't spend much time on it. A good rule of thumb is that positive tasks - are nearly always important. You need to allocate sufficient time so that Important Positive tasks are completed within the prescribed deadlines.

Use a Diary

One of the simplest yet effective tools you have in using your time is your diary. Getting into the habit of using your diary everyday and keeping it up to date is the first step in scheduling. However one of the most common problems that most of us face is that we are too optimistic when trying to allocate time. We don't allow the time we really know we need for a task and ...

We do not allow sufficient time for the inevitable reactive tasks and interruptions which will inevitably arise.

It can be useful on Friday to try to schedule those things you know you need to do in the next and subsequent weeks . Allow time for those tasks you know will happen Generally it is sensible to allow spaces between tasks so as to allow time to handle interruptions, telephone calls etc. Also do not try to block out large segments of time at once. People can usually do without you for an hour or two if they know in advance but a day or two is different!

Which leads on to the next most important area - letting people know what you are doing. If no-one knows you are involved in a particular task then you really can't blame them when they interrupt you. Like all solutions this will not work all the time. There will be those times when an emergency requires you to reschedule what you had planned. That is life. However sensible use of this technique will help to improve your job and your satisfaction from it.

Time Dualling Whilst you are scheduling your time you can often think of tasks which can be fitted in whilst you are doing other things.

TELEPHONE HANDLING

Problems	Possible Solutions
Discussion too lengthy	Separate chat from information
Difficult to plan private working time	Ask someone else to take your calls. Divert phone, and schedule periods in which you do not want to be disturbed. Set specific times for taking calls - or say you will call back
Unstructured, rambling conversations	Make a list / plan in advance what you want to discuss
Difficult to terminate/shorten conversations	Set time limit 'yes, I can talk for ... minutes before my meeting'. Give indication of ending 'Before we finish . . .'. Be polite but firm 'I've got to go now'
You take all the calls, for you & others	Ask a colleague to cover your telephone for a set period of time. Do the same in return.

MEETINGS

1. Plan - Why are we holding this meeting?

Decide on purpose of meeting: progress, briefing, team-building, problem-solving, decision making, planning, brainstorming. As you overlap the purposes, the number of people, and the time taken up by the meeting increases, and the purposes become increasingly unclear.

Who should be here?

The purpose of the meeting justifies the attendance list. Question the habit of meetings as many are unnecessary and unjustifiable in terms of the resources of people and time devoted to them. Try justifying the costs of the meeting against the purpose.

2. Inform

Let people know well in advance of the date, time, venue, purpose, and what actions are required.

What will we discuss?

Plan and circulate an agenda in advance. Describe the purpose of the meeting, list what is to be discussed, and give start and anticipated finish times.

3. Prepare

Allocate time to each item based on importance not urgency. Anticipate what might be needed e.g. additional papers, visual aids, input from others. Make sure simple things are arranged like refreshments, adequate seating etc.

4. Structure and control

Good chairing is critical to the success of a meeting. He/she should control the how of the meeting as well as making a contribution to what is being discussed.

In leading the discussion, the chairman/woman needs to establish the evidence, then lead a discussion of the interpretation of that evidence, to reach conclusion(s) and actions based on those interpretations.

5. Summarise and record

The function of a meeting is to achieve actions, therefore avoid minutes which are a lengthy record of what was said, and encourage short Action minutes. These should describe what is to be done, by whom, and by when.

6. Other Tips

- ◆ Make standard outlines for minutes
- ◆ Minutes to list Who ? What ? When ?
- ◆ Agenda to list decisions to be made
- ◆ Always start on time - regardless if people are late
- ◆ Allow no interruptions

HANDLING INTERRUPTIONS

Interruptions cause problems at work because

- ♦ they drain away your time very quickly
- ♦ break your concentration, making your day less productive
- ♦ are often a welcome distraction, providing 'pace' to the day, so we are ambivalent about them
- ♦ are from people, so they give a very necessary social side to work

Interruptions happen because we give PRIORITY to the interrupter over the work at hand, for relief from a single task, from procrastination, from common courtesy, and from an automatic response to peoples' requests.

1 . When you have scheduled time for an Important task, commit yourself to working on it. all interruptions, other than Important ones can be screened out by:
operating a closed door policy
working away from your normal place of work or some other relevant strategy

2. Try to accumulate interruptions into a time which is more convenient for you. Accept all interruptions but immediately ask 'Should I deal with it now?' If yes - do it. If no, defer it to a later time. Handle Important interruptions now and defer low priority interruptions to a space when you had planned to deal with reactive issues, or get someone else, perhaps more relevant to deal with it.

Using body language and assertiveness

To handle visitors to your work space, immediately stand up as they enter. This is a very powerful body signal which will help to reduce the time of the interruption. It can also be useful not to acknowledge the other's presence for a time first. This also gives a clear signal that you really are busy. If you are working on an Important issue never offer a seat or a cup of coffee out of courtesy or hospitality, as this will ensure the interruption is prolonged. Be pleasant with visitors ' its great to see you, but I really have to get this finished by , how about (a specific time or lunch tomorrow)?

These strategies will not work ALL the time. You probably do not want to get rid of all the interruptions, because you may like them! Try this action plan:

- 1 . Schedule your important tasks, and let your boss, peers know.
2. In these 'Important' time slots only give priority to genuine Important interruptions. If the interruption is low priority then defer it.
3. In these 'Important' time slots initially keep working, ignoring the visitor, then stand up when a visitor enters your work space.
4. Establish with those you work with a 'code of practice' on interruptions - this will help you and them

SETTING REALISTIC TARGETS/AGREEING REALISTIC DEMANDS

Whether you have someone to whom you can give work or not, concentrate on developing strategies for setting realistic targets/agreeing realistic demands, politely but firmly with people who make demands on you and your time.

- ◆ what is my ideal goal/what would you ideally like to do/want?
- ◆ is it solving the problem?
- ◆ what would be acceptable?
- ◆ am I being realistic?
- ◆ what strategies shall I use to get what I want?

Strategies for Success

- ◆ ask yourself the five basic questions beforehand
- ◆ use 'I' not 'you', and 'own' the problem
- ◆ if there is a problem, acknowledge it, as denial makes it worse
- ◆ maintain eye contact
- ◆ listen, and show your understanding
- ◆ say what you think and feel: make your simple assertive statement and stop!
- ◆ use empathy to think about how the other person is feeling
- ◆ be consistent: match words, music, dance
- ◆ be specific about what you want to happen
- ◆ put your point assertively by being a 'broken record'
- ◆ explore the problems, then look for joint solutions
- ◆ remember that everyone comes to each situation with their own problems, perceptions and prejudices
- ◆ refusing a request is not rejecting the person

Define a situation you currently or frequently face:

Next time this situation happens I will:

FILE AND PAPER MANAGEMENT

'The battles against unnecessary paperwork are fought out on every desk . . . but above all ,they are fought in the minds of all of us who send and receive paperwork.'
Anthony Jay

There are only four types of paperwork or computer files, those you

- ◆ have to act on
- ◆ need to read
- ◆ file
- ◆ bin

By following these four simple rules you can make sure that you control the information around you, rather than let yourself be dominated by it. Freeing yourself from unnecessary paperwork/files allows you to be proactive rather than reactive, to talk to people rather than send endless memos, and to be effective rather than efficient.

A. Dealing with 'Junk'

For many people, the easiest way to manage their information better is to begin by getting rid of all the junk.

1. Before keeping a document ask yourself:

- ◆ will I ever really need it?
- ◆ would it have mattered if I lost it? or is someone else keeping a copy?
- ◆ do I need it all or just one part of it?

'Everything that is not needed could be hiding something which is.'

2. People are reluctant to throw away documents because they are expensively produced, have been of some use in the past, or may be of some, as yet undefined, use in the future.

Exercise: please list

a. two items that you receive but never use or refer to

b. two items that you store but never refer to

Decide which (1) could be re-routed to someone else, (2) could be reduced in size, (3) could safely be put in the bin, (4) should never have been sent to you in the first place

B. Information

More open styles of management, the need to know, and a desire to avoid blame if things go wrong (everyone gets a copy of everything) have all fuelled the paper chase. But when you receive a document you have three choices. You can treat it as junk, as useful material to read and then bin, or for reading and storage for later reference.

1. Only keep documents you are really going to read
2. Put them in order of reading priority

Exercise: list three things you are going to do with specific 'information' papers/documents

- 1.
- 2.
- 3.

C. Action

Once the 'junk' has been binned, and the information pile sorted, the hard core of documents left will need some form of action. As we have already seen, there are two criteria for prioritising action work - importance and urgency. Importance will determine who does the task and the time that needs to be spent on it, and urgency is when you are going to do something. Some tasks are important and urgent.

Some jobs need input from other people. You can do this by putting hand written notes on documents, and using the desk diary and bring forward system to monitor follow-up.

1. You may need to get information from other people before you can take action yourself. So send out notes if you need facts or comments, and give a deadline for response.
2. Use a diary or a bring forward file system. Make a note of the deadlines and chase up late replies.
3. Determine the importance and urgency of each item

Exercise: list three things you are now going to do with specific 'action' documents you have at the moment

D. Filing

1. Separate dead and active files. Archive 'weeded' dead files.
2. Separate routine from project files
3. Transfer 'reminder' documents to a to-do list, diary and a bring forward file system
To-do lists can be written daily and updated, either last thing at night, or first thing in the morning. Items should be tackled in the light of importance and urgency.
The best bring forward file system has separate pockets: 1 - 31 for each day of the month (say this month); and twelve further pockets for the months of the year
4. Use plenty of file folders.

Exercise: what are you going to do differently with your filing system?

STAGES OF DELEGATION & BRIEFING

These notes are written from the viewpoint of someone delegating work to a subordinate or to a colleague. You might like to think about how someone delegates to you, and what you can do which will improve the process. Try reversing the questions, for example, 'Am I the best person to whom this task can be delegated?'; 'Have I the skills/knowledge?'

1. PREPARING - What can be delegated?

**Who is the best person?
Do they have the skills/knowledge?**

2. BRIEFING - what? by when?

**check understanding
be clear and honest**

3. MONITORING - be alert, but don't interfere

**give immediate feedback
set checkpoints for quality, schedule
encourage discussion, questions
stand back and retain the bigger picture**

4. EVALUATION/REVIEW - give praise, recognition

**praise first, then review
if results are unexpected, explore why**

AN ACTION PLAN FOR TIME MANAGEMENT Strategies for success

- ◆ make a list of things to do every day and prioritise the list, and commit yourself to managing this list well
 - ◆ use your diary and/or establish an effective bring forward system
 - ◆ really try to do the top priority and nothing else until it's done, then do the next priority
 - ◆ ask yourself 'should I be doing this?', 'should I be doing this now?'
 - ◆ have a 'life belt' (a saying to calm you in times of crisis when you feel you are sinking)
 - ◆ try to achieve a balance between work and home life
 - ◆ know, your good and bad times in the day
 - ◆ block out 'A' time in your diary for your 'A' priority tasks, and protect that time.
 - ◆ Agree with others to protect both your and their priority time
 - ◆ make telephone calls in blocks
 - ◆ have a large clock on your wall that you and visitors can see
 - ◆ learn to set realistic targets/agree realistic demands
 - ◆ be fair but firm with interruptions
 - ◆ establish a 'code of practice' for working with colleagues
 - ◆ differentiate between importance and urgency when working out priorities
- briefing/delegating: clarity, responsibility, fairness
- ◆ Add some of your own

“If you pay attention at every moment you form a new relationship to time ... in some magical way by slowing down you become more efficient, productive and energetic, focusing without distraction directly on the task in front of you. Not only do you become immersed in the moment, you become that moment”

Michael Ray

My Time Contract

	URGENT	NON-URGENT
IMPORTANT	Core Job Burnout Risk - set leisure goals	Long term Direction Set long term activity goals
NOT IMPORTANT	Other People's Priorities Protect self against over- demands	Trivia Use some for fun & play

My Priorities are:

This is what I will do.....

Appendix 1. Time Management as a Life Art

Week 1: Living the Now - Creating Intentional Nows

Focus on highlights, the now not the clock

Create now moments through intentional timelessness

- Go through relaxation process
- Create a visual image of highlights of your day exactly as you want them
- Select one highlight to focus on. See yourself becoming involved without clock pressure. Feel the pleasure
- Clear mind and relax, then repeat with other highlights
- Give image positive energy. Affirm - Today I allow myself to experience timeless now moments

Week 2: Go within for Balance

Respond to inner rhythms not the clock -owls / larks

 alertness - noon best / thinking late a m

Cycles of seasons, months, days

Need for sunshine, balance and fun

- Go through relaxation process - picture yourself floating effortlessly in pool of warm water
- Picture a day when you felt supremely confident about life. A time when everything flowed and felt effortless, imagine feeling this sense of exquisite balance and completeness all the time. You feel totally aligned within both inner and outer worlds, world and home.
- Affirm - I let go of trying to make things happen and allow events to take place according to my pace.
- Before taking on any significant commitment use this as a key criteria

Week 3: Living on Purpose - Inner Harmony

- Relax and reflect on all themes of your life - explore, play, feel common threads.
- List all roles you play, father or mother etc. what are the key underlying values
- How does what you do support your values, purposes
- Write positive action statements for your purposes and use these as directional signals
- Set at least one key activity each week to develop long term purpose
- Affirm-Today my activities will support living on purpose

Week 4: Continuous Choice as a Life Force

Steady force of attitude and return to simplicity

Blocks to choice - habit, overload, fear of saying no or yes,

fear of failure or success - what will happen if... See yourself with the power to choose what you will do - eliminate "musts", "have-to's" "what-if's"

- Focus on one activity that needs a decision - picture yourself eliminating any blocks to making that decision - picture pushing the block over, removing it if you feel overloaded. Finally be honest about your ability to say yes or no
- Now with your choice fully exposed state the question so it can be answered yes or no - wait quietly for the answer if no answer comes leave it for another day
- Affirm - today I allow myself the freedom to choose what, when and how I will use my time

Activity Choice

- Relax, then review all coming activities with: Does this support who I chose to be ?
- Is this something I choose to do ?
- Does this allow me to achieve what I choose to have ?
- Affirm - I trust myself to choose what feels good and right for me
- Think of a typical day. Make a list of all activities that support you and all those that are "other-directed"
- Take the "other-directed" list and decide whether each item can be altered to support you, be eliminated or stay as it is - through your choice of supporting others

Week 5: Designing Your Time

What do I choose to **be, to do, to have** ?

- Relax. See yourself standing before a closed door. Open it and go into the room and select an **Intentional Now** moment. Experience it. Enjoy the sense of timelessness
- Go into the next room and feel in perfect **Balance**
- Next room use **Purposeful Priorities** to plan the day
- Then in the next feel **Conscious Choice**. Use the yes/no technique here
- Finally complete your **Time Plan** Ensure it supports who you are, what you do and what you choose to have
- Affirm - today I set my own pace and enjoy living in my time

Helps

- Chose an everyday activity and treat it as timeless
- Don't wear your watch
- Alternate - switch activities to have a balanced day
- Set the alarm at varying earlier times and enjoy extra time
- At traffic lights focus on highlights of the day
- Switch sequences of routine work
- Change your work environment - move the furniture
- Have open-ended meetings once a week
- Take up flow leisure activity
- Change mealtimes / home routines
- Create spaces in your time
- Look at ways of simplifying your life "open doors" to issues