

TIME POWER

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AMACOM

Dedication

Time Power

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Introduction

Getting More Done Faster

“Success is focusing the full power of all you are on what you have a burning desire to achieve.” (Wilferd A. Peterson)

Thank you for reading this book. I know how busy you are, and even reading a book on Time Management is something that you seldom have the time to do. I promise you that in the pages ahead you will learn more practical and immediately usable ideas, methods, strategies and techniques for getting more done *faster* than you ever have before. When you learn and apply these powerful, practical techniques, you will dramatically improve the quality of your life in every area.

Throughout the ages, the greatest minds of all time have dedicated themselves to answering the question “How shall we live in order to be happy?” Sigmund Freud, the father of modern psychology, wrote that the primary motivation of human beings is the “pleasure principle,” the constant striving toward the things give us pleasure and that make us feel good about ourselves and our lives.

In the final analysis, we all want to be happy. We spend most of our lives searching for the combination of lifestyle ingredients, relationships, work, money, sports, hobbies and other activities that will give us the deep down feeling of happiness and well being we seek. This book on Time

management is designed to give you hundreds of valuable ideas you can use immediately to organize your life and activities, so that you can get more of the things that you want and need to achieve your own happiness.

Time Management Is a Tool

Time management can be viewed as a *tool* with which you can build a great life, marked by high achievement and a tremendous feeling of satisfaction and accomplishment. Time management can be looked upon as a *vehicle* that can carry you from wherever you are to wherever you want to go. Time management can be seen as a set of *personal disciplines* that, once mastered, will enable you to be, have and do anything you want or need to achieve whatever successes in life give you the greatest pleasure and happiness.

This book is the result of more than 20 years of research and teaching in the area of personal effectiveness, and is based on my 25 years of experience in sales, marketing, management and consulting in more than 500 corporations.

The Common Denominator of Success

The more I studied success and successful people, the more obvious it became to me that they all had one thing in common. They all placed a very high value on their time, and they continually worked at becoming better organized and more efficient.

I eventually came to the conclusion that no success is possible without excellent time management skills. You cannot even imagine a happy,

fulfilled person whose life is in a state of disorganization and disarray. The best discovery I made was that, when you develop the disciplines of time management, you simultaneously develop many of the other habits that lead to high achievement, wealth and success in every part of your life.

The starting point of developing good time management skills is for you to realize that time management is really *life* management. It is the way you take care of your most precious gift. As Benjamin Franklin once said, “*Do you love life? Then do not squander time, for that’s the stuff that life is made of.*”

As you learn to master your time, you simultaneously master your life and take complete control over your future.

A Handbook for High Performance

This book is designed to give you every tool that you will ever need to become excellent in time management in your career and personal life. As you read, think about how you could apply these ideas immediately.

Underline key points and make notes. Implement the action exercises at the end of each chapter. Be prepared to read and review this book more than once if you wish to memorize and internalize these ideas permanently.

Spaced repetition is essential to learning.

Once you master these skills, you will be set up for a lifetime of increased personal efficiency, and high achievement. You will become a new person,

with a new way of looking at life. You will get more done in less time than you ever thought possible. You will take complete control over your life.

“When every physical and mental resource is focused, one’s power to solve a problem multiplies tremendously.” (Norman Vincent Peale)

Chapter One

The Psychology of Time Management

“The mind is the limit. As long as the mind can envision the fact that you can do something, you can do it – as long as you believe 100 percent.”

(Arnold Schwarzenegger)

The Law of Correspondence says that your outer life tends to be a mirror image of your inner life. Everywhere you look, there you are. Everywhere you look, you see yourself reflected back. You do not see the world as it is, but as you are - inside. If you want to change what is going on in the world around you - your relationships, results and rewards - you have to change

what is going on in the world *inside* you. Fortunately, this is the only part of your life over which you have complete control.

The Starting Point of Success

The starting point of becoming excellent in time management is *desire*. Almost everyone feels that their time management skills could be vastly better than they are. People resolve, over and over again, to get serious about time management by focusing, setting better priorities and overcoming procrastination. They intend to get serious about time management sometime, but unfortunately, “*the road to hell is paved with good intentions.*”

The key to motivation is “motive.” For you to develop sufficient desire to develop Time Power, you must be intensely motivated by the benefits you feel you will enjoy. You must want the results badly enough to overcome the natural inertia that keeps you doing things the same old way. Here are four good reasons for practicing what you learn in this book.

1. Gain Two Extra Hours Each Day

You will gain at least two additional productive hours per day by practicing what you learn in this book. Just think! What could you do or accomplish if you had the gift of two extra working hours each day. What projects could you start and complete? What books could you write and publish? What subjects could you learn and master? What could you accomplish with two

extra hours that you were able to focus and concentrate on completing high-value tasks?

Two extra hours per day, multiplied by five days per week, equals ten extra hours per week. Ten extra hours per week multiplied by 50 weeks per year would give you 500 extra productive hours each year. 500 hours translates into more than twelve 40-hour weeks, or the equivalent of three extra months of productive working time each year.

By gaining two productive hours each day, you could transform your personal and working life. You could achieve all your goals, double your income over the next two to three years, and eventually achieve financial independence, if not become rich.

2. Improve Your Productivity and Performance

Your productivity, performance and income will increase by at least 25% over the next year. Two extra hours, in addition to the eight hours that you work each day, is equal to a 25% increase.

What you are earning today is what you are being paid today as a result of what you are producing today. If you increase your productivity by 25% or more, you must eventually earn and be paid 25% more. And if your current boss won't pay you for improved performance, some other boss will come along and gladly give you more money for your ability to produce greater results.

3. Increase Your Sense of Control

You will have more energy and less stress as you practice these ideas. You will have a greater sense of control over your work and your personal life. You will feel like the master of your own destiny, and a power in your own life. You will feel more positive and powerful in every part of your life.

Over the years, psychologists have done extensive research in the area of what is called “Locus of Control.” They have discovered that you feel positive about yourself and your life to the degree to which you feel in charge of your life; you have an “internal” locus of control. With an internal locus of control, you feel that your life is in your own hands, You make your own decisions and you are responsible for your own actions and outcomes. You are the primary creative force in your own life.

Psychologists have also found that if you have an “external” locus of control, in that you feel that you are controlled by people and circumstances outside of yourself, such as your boss, your bills, your family, your health or some other factor, you will feel negative, angry and often depressed. You will feel frustrated and unable to change. You will develop what is called “learned helplessness” and see yourself more as a “creature of circumstances” rather than a “creator of circumstances.” When you have an external locus of control, you feel that you are a prisoner of external forces. You often see yourself as a victim.

Take Control of Your Time and Your Life

One of the keys to developing a stronger internal locus of control is for you to manage your time and your life better. The more skilled you become at managing your time, the happier and more confident you will feel. You will have a stronger sense of personal power. You will feel in charge of your own destiny. You will have a greater sense of well-being. You will be more positive and personable.

4. More Time for Your Family

You will have more time for your family and your personal life as you get your time and your life under control. You will have more time for your friends, for relaxation, for personal and professional development, and for anything else you want to do.

When you become the master of your own time, and gain two extra hours per day, you can use that extra time to run a marathon, complete a college degree, write a book, build a business, and create an outstanding life. With two extra hours per day, you can put your life and career onto the fast track and begin moving ahead at a more rapid rate than you ever thought possible.

Three Mental Barriers to Time Power

If everyone agrees that excellent time management is a desirable skill, why is it that so few people can be described as “well organized, effective and efficient?” Over the years, I have found that many people have ideas about time management that are simply not true. But if you *believe* something to

be true, it becomes true for you. Your beliefs cause you to see yourself and the world, and your relationship to time management, in a particular way. If you have negative beliefs in any area, these beliefs will affect your thinking and actions, and will eventually become your reality. *“You are not what you think you are, but what you think, you **are**.”*

1. You Will Decrease Your Naturalness and Spontaneity

The first myth of time management, or negative belief, is that if you are too well organized, you become cold, calculating and unemotional. If you are extremely effective and efficient, some people feel that they will lose their spontaneity and freedom. They will become unable to “go with the flow,” to express themselves openly and honestly. People think that managing your time well makes you too rigid and inflexible.

This turns out not to be true at all. Many people hide behind this false idea and use it as an excuse for not disciplining themselves the way they know they should. The fact is that people who are disorganized are not spontaneous; they are merely confused, and often frantic. Often they suffer a good deal of stress. It turns out that the better organized you are, the more time and opportunity you have to be truly relaxed, truly spontaneous, and truly happy. You have a much greater internal locus of control.

Here is the key: Structure and organize everything that you possibly can. Think ahead, plan for contingencies, prepare thoroughly, and focus on specific results. Only then can you be completely relaxed and spontaneous when the situation changes. The better organized you are in the factors that

are under your control, the greater freedom and flexibility you have to quickly make changes whenever they are necessary.

2. Negative Mental Programming

The second mental barrier to developing excellent time management skills is negative programming, often from your parents, but also from other influential people, when you are growing up. If your parents or others told you that you were a messy person, or that you were always late, or that you never finished anything you started, when you become an adult, you may still be operating unconsciously to obey these earlier commands.

The most common excuse is *“That’s just the way I am,”* or *“I have always been that way.”* The fact is that no one is born either messy and disorganized, or neat and efficient. Time management and personal efficiency skills are disciplines that we learn and develop with practice and repetition. If we have developed bad time management habits, we can *unlearn* them. We can replace them with good habits over time.

3. Self Limiting Beliefs

The third mental barrier to good time management skills is a negative self-concept or what are called, “self-limiting beliefs.” Many people believe that they don’t have the ability to be good at time management. They often believe that it is an inborn part of their background or heritage. But there is no gene or chromosome for poor time management, or good time management, for that matter. Nobody is born with a genetic deficiency in

personal organization. Your personal behaviors are very much under your own control.

Here is an example to prove that most of what you do is determined by your level of motivation and desire in that area. Imagine that someone were to offer you a *million dollars* to manage your time superbly for the next 30 days. Imagine that an efficiency expert was going to follow you around with a clipboard and a video camera for one month. After 30 days, if you had used your time efficiently and well, working on your highest priorities all day, every day, you would receive a prize of one million dollars. How efficient would you be over the next 30 days?

The fact is that, with sufficient motivation (one million dollars!), you would be one of the most efficient, effective, best-organized and focused people in the world. The best news is that after one full month of practicing the very best time management skills you know, you would have developed habits of high productivity and top performance that would last you the rest of your life.

You Are Free to Choose

Time management behaviors are very much a matter of choice. You choose to be efficient or you choose to be disorganized. You choose to focus and concentrate on your highest-value tasks, or you choose to spend your time on activities that contribute little value to your life. And you are always free to choose.

The starting point of overcoming your previous programming, and eliminating the mental blocks to time management, is for you to make a clear, unequivocal decision to become absolutely excellent at the way you use your time minute-by-minute and hour-by-hour. You must decide, right here and now, that you are going to become an expert in time management. Your aim should be to manage your time so well that people look up to you and use you as a role model for their own work habits.

Program Yourself for Effectiveness and Efficiency

There are several mental techniques that you can use to program yourself for peak performance.

1. Positive Self Talk

The first of these methods for programming your subconscious mind is “positive self-talk,” or the use of *positive affirmations*. These are commands that you pass from your conscious mind to your subconscious mind.

Affirmations are statements that you either say out loud or say to yourself with the emotion and enthusiasm that drives the words into your subconscious mind as new operating instructions. Here are some examples of affirmative commands that you can use to improve your time management skills.

Begin by repeating over and over to yourself, “*I am excellent at time management! I am excellent at time management!*” Any command repeated over and over again in a spirit of faith, acceptance and belief, will eventually

be accepted by your subconscious mind. Your subconscious mind will then organize your words, actions and feelings to be consistent with these new commands.

You can continually repeat, “*I am always punctual for my appointments! I am always punctual for my appointments!*” You can create your own mental commands, such as “*I am well organized!*” or “*I concentrate easily on my highest pay-off tasks!*” My favorite time management affirmation is to repeat continually, “*I use my time well. I use my time well. I use my time well.*” When you repeat these words over and over, with emphasis, they are eventually accepted by your subconscious mind. You will then find that your external behaviors will start to reflect your internal programming.

2. Visualize Yourself as Highly Efficient

The second technique that you can use to program your subconscious mind is *visualization*. Your subconscious mind is most immediately influenced by mental pictures. In self-image psychology, the person you *see* is the person you will *be*. Begin to *see yourself* as well organized, efficient and effective. Recall and recreate memories and pictures of yourself when you were performing at your best. Think of a time when you were working efficiently and effectively, and getting through an enormous amount of work. Play this picture of yourself over and over again on the screen of your mind.

In athletic training, this is called “mental rehearsal.” This requires practicing and rehearsing in your mind before you actually engage in the physical action. The more relaxed you are when you visualize yourself performing at

your best, the more rapidly this command is accepted by your subconscious mind and becomes a part of your thinking and acting later on.

The Practice of Mental Rehearsal

The method is simple. First, you sit or lie in a quiet place where you can be completely alone in the silence. You then imagine yourself going through an important upcoming experience, such as a meeting, a presentation, a negotiation or even a date. As you sit or lie completely relaxed, create a picture of the coming event and see it unfolding perfectly in every respect. See yourself as calm, positive, happy and in complete control. See the other people doing and saying exactly what you would want them to do if the situation was perfect. Then, breathe deeply, relax and just let it go, as if you had sent off an order and the delivery is guaranteed, exactly as you visualized it.

The best time to practice mental rehearsal is at night in bed, just before you fall asleep. The last thing you do before you doze off is to imagine yourself performing at your best the following day. You will be amazed at how often the upcoming event or experience happens exactly as you imagined it.

In becoming excellent at time management, practice mental rehearsal by continually seeing yourself as you would be if you were one of the best organized and most efficient people you could imagine. Eventually these pictures will “lock in.” When they do, you will find yourself easily and automatically using your time efficiently and well in everything you do.

3. Act the Part

The third mental technique you can use to program your subconscious mind for efficiency and effectiveness is to *act the part* of a highly efficient person. Imagine that you have been selected for a role in a movie or stage play. In this role, you are to act the part of a person who is extremely well organized in every respect. As you go through your daily life, imagine you are an actor who is playing this part, who is already very good at time management. Act as if you are already using your time efficiently and well.

Pretend that you are an expert in personal efficiency. *Fake it until you make it.* When you pretend that you are excellent in time management, eventually the action, which is under your direct control, will develop the mindset or the belief in your subconscious mind that is consistent with it.

4. Benchmark against the Best

The fourth mental technique you can use for becoming a highly efficient person is called “modeling.” Modeling requires you to pattern yourself after someone you know who uses his or her time well. Think of someone you admire for good time management skills. Use that person as your standard or your model. Imagine what he or she would do in any given situation, and then do it yourself.

Many of the most effective men and women in America reached their positions by modeling themselves in their earlier years after someone who was already extremely effective, someone whom they admired and respected

for qualities they wanted to develop in themselves. Because of the Law of Correspondence, you always tend to become on the inside what you most admire in other people.

5. Become a Teacher

The fifth technique for programming your subconscious mind is to imagine that you are going to be *teaching a course* in time management one year from today. This technique comes from the discoveries in the field of accelerated learning. What the experts have found is that if you think about how you would *teach* new material at the same time you are *learning* the new material, you seem to absorb it and internalize it far faster than if you just thought about learning it and using it for yourself.

As you take in these new ideas on time management, think of how you would teach them to someone else. Think of someone in your life who could benefit from practicing what you are learning. Just as you become what you think about, you also become what you teach. Just thinking about teaching something to someone else increases the speed at which you learn it yourself. And you always think about teaching those things that you most want or need to learn for yourself.

One of the fastest ways to learn new ideas and techniques permanently is to share them with other people immediately after you learn them. Each time you come across a good idea in this book, take a few moments to share it with someone nearby, either at home or at work. The concentration you require to explain the new principle in your own words to another person

seems to drive the information deeper into your subconscious mind where it becomes a permanent part of your long-term memory.

6. Be a Role Model for Others

The sixth technique you can use to program your subconscious mind is to imagine that others are looking up to you as an example of excellence in time management. Imagine that you are setting the standard in your company or your organization. Imagine that everyone is looking to you for guidance on how they should plan and organize their own time. If others were watching you, what would you do differently each day? How would you behave in your daily work? How would you organize your time if you felt that everyone was looking up at you to set the standard, to be the role model?

When you see yourself as a model, an example of excellent performance, you will always do better and accomplish more than if you just thought of yourself as personally trying to be more efficient. The more you think about yourself as an excellent time manager, the more excellent you become. The more you see yourself as a role model for others, the better you become in organizing your own time and life.

Your Self Esteem Determines Your Life

Perhaps the most important part of the psychology of time management, and the role that your self-concept has in determining your performance and

behavior, is the impact of your *self-esteem* in determining everything that happens to you.

Most psychologists agree that self-esteem is the critical determinant of a healthy personality. The best definition of self-esteem is, “*how much you like yourself.*” When you like and respect yourself, you always perform and behave better than if you did not. The more you like yourself, the more confidence you have. The more you like yourself, the more efficient and effective you are in each area of your life. Self-esteem is the key to peak performance.

Your self-esteem is so important to your emotional health that almost everything you do is aimed at either increasing your feelings of self-esteem and personal value, or protecting it from being diminished by other people or circumstances. Self-esteem, the feeling of liking and respecting yourself, is the foundation principle of success and happiness. It is vital for you to feel fully alive.

The Key to Peak Performance

The flip side of self-esteem is called “self-efficacy.” This is defined as how effective you feel you are at doing or accomplishing a task or job. When you feel that you are really good at something, you experience positive feelings of self-efficacy.

One of the greatest discoveries in psychology was the discovery of the connection between self-esteem and self-efficacy. Now we know that the

more you like yourself, the better you do at almost anything you attempt. And the better you do at something, the more you like yourself. Each feeds on and reinforces the other. This finding is what makes time management so important for every part of your life. The better you use your time, the more you get done and the higher is your sense of self-efficacy. As a result, you like yourself more, do even higher quality work, and get even more done. Your whole life improves.

Three Self Esteem Builders

There are three additional factors that affect your self-esteem that have to do with time management.

1. Determine Your Values

Living your life consistent with your deepest values is essential for you to enjoy high self-esteem. People who are clear about what they believe in and value, and who refuse to compromise their values like and respect themselves far more than people who are unclear about what is really important to them.

This immediately brings up the question, “How much do you value your life?” People who truly value their lives are people who highly value themselves. People who value themselves highly use their time well. They know that their time is their life.

The “Law of Reversibility,” says that feelings and actions interact on each other. If you feel a certain way, you will act in a manner consistent you’re your feeling. However, the reverse is also true. If you act in a certain way, your actions will create within you the feelings that are consistent with them. This means that when you act as if your time was extremely valuable, the action causes you to feel like a more valuable and important person. By managing your time well, you actually increase your self-esteem, and by extension, you become better at whatever you are doing.

The very act of living your life consistent with your values, and using your time effectively and well, improves your self-image, builds your self-esteem and self-confidence, and increases your self-respect.

2. Strive for Mastery

The second factor that affects your self-esteem is your sense of being in control of your life and work, your feeling of *mastery* in whatever you do. Everything that you learn about time management, and then apply in your work, causes you to feel more in control of yourself and your life. As a result, you feel more effective and efficient. You feel more productive and powerful. Every increase in your feeling of effectiveness and productivity increases your self-esteem and improves your sense of personal well-being.

3. Know What You Want

The third factor that directly affects your self-esteem is your current goals, and the activities that you take to achieve those goals. The more your goals

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