

Project Management - The Key to Getting Stuff DONE!

Toolbox Teleclass Transcription

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Professional Program

**Track 3: Nuts & Bolts: The Fundamentals of
Business**



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INTRODUCTION

Welcome to January's Toolbox Teleclass, the 1st of 2009, and in order to get us all started, getting stuff done, achieving our goals for 2009, we're going to be talking about Project Management: How to Get Stuff Done.

OVERVIEW OF PROJECT MANAGEMENT

WHAT IS IT AND WHY DO WE CARE?

Why do you care about project management? Why is it important to you?

Caller 1: Well, project management is constructing a plan to get things done by certain a date.

Debra: And why do you care?

Caller 1: Because it gives you a way to kind of...

Caller 2: ...it's important...because we have so much to manage.

Debra: And you were also saying?

Caller 1: ...so that you can make sure that you give everything ---just so that you can make sure that you get every step that you need to get in.

Debra: Get it all done. Very cool. Anyone else want to add anything to that?

Anyone have, you know, the idea that project management is like it's corporate. It's, you know, what's it got to do with me an artist? What, you know, that kind of stuff. That go on for anyone?

Caller 3: No, I kind of see it being used both ways. I mean I've used it incorporate setting, but I tend to use it for a lot of other things as well.

Debra: Cool.

Caller 4: Me too! I mean for me project management is just managing a project. I mean, you know, it's just managing multiple things, so...

Debra: Yeah, things are the same. It's one of the key things that enables you to multitask effectively, because the problem with multitasking is that we tend to lose focus when we're managing more than one thing at a time. And you know, we forget where we left



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off or where we're starting out from. We forget, "Oh, you know, I just had a brilliant idea. Oops! Gone!"

Whereas if you have things structured with project management, you're not really multitasking. You're working on a project for a while, and then you're switching to another project for a while and then you switch to another project for a while, and then you come back to that first project for a while.

You're not really working on multiple projects simultaneously, while you might be working on multiple projects in the same time frame, okay? So, how does project management interface with time management? With the to-do list and with organization. That's the next thing I'd like to talk about. You guys want to put yourself on mute, star 6, that would be fine just to mitigate any background noise, and then I will be asking for questions and/or shares as we got to good break points.

HOW DOES PROJECT MANAGEMENT INTERFACE WITH TIME MANAGEMENT, THE TO DO LIST AND ORGANIZATION?

So how does project management kind of work with time management, work with our massive to-do lists, and work within our physical organization?

PROCRASTINATION

Where I see project management or the lack of good project management show up most often is in the area of procrastination.

ONE OF THE BIGGEST CAUSES I SEE FOR PROCRASTINATION REVOLVES AROUND HAVING TO MAKE A DECISION ABOUT WHAT TO DO, HOW TO GO ABOUT GETTING YOUR GOALS, HOW TO JUGGLE ALL OF THE COMPETING POSSIBILITIES FOR ACTION

I think one of the biggest causes for procrastination revolves around having to make a decision about what to do. How to go about getting your goals, how to juggle it all. All the competing possibilities for action, so I'm sitting here and I've got 5 projects on this thing and 7 projects over here, and I could be doing this and I could be doing that, and then the phone rings and someone gives me something they want me to do.

Or I get an email, and "Oh, if you could submit, then you know, we could do this and how do you." My response to all of that is to freeze. To not do anything, to go play with my cats or to play a computer game. To take a break, because I don't know what to do first.

So if you can create a system of project management that interfaces with how you've organized your time and your space. "Well, it's 2 o'clock. Time to work on this project.



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What's the next step? Let me look at the to-do list for this project--Bam! Zoom! I'm in action.

It takes all the decisions away, because all the decisions have pretty much all been made, and so it becomes much easier to step in and out of projects and easier to pick them up where you left them off.

PROJECT MANAGEMENT HELPS YOU DECIDE WHAT TO DO AND EVEN MORE IMPORTANTLY WHY YOU'RE DOING IT. WE'LL TALK MORE ABOUT THIS WHEN WE LOOK AT THE TO DO LIST.

Project management helps you decide what to do, but even more importantly, it helps you decide why you're doing it. It helps you keep you focus onthe bigger picture and how this project feeds your long term goals. And we're going to talk about more about this when I get into the nuts and bolts of setting up your project management system.

PRIORITIZATION

APPLY YOUR VALUES!

Another piece of how all of this interfaces: the project management, time management, the to-do list, the organization -- is that if you're set up, it allows you to apply your values to your decisions.

Very often, when we've got a lot of things calling for our time, we end up reacting to the thing that's screaming the loudest, which may not actually be the most important thing.

THERE ARE NO RIGHT ANSWERS – THERE ARE ONLY WHAT IS MOST IMPORTANT TO YOU RIGHT NOW ANSWERS

Who decides what's the most important thing is? Well, you do, because it's what's most important to you. See, there are no right answers in prioritization. There is no right prioritized. There are only what is most important to you right now answers.

YOU'RE ALLOWED TO CHANGE YOUR MIND

Which also means that you can change your mind. You can set up your week and say, "Well you know what? My priorities this week are X,Y, and Z," and then something could happen to change your priorities. If you're well set up with the system, it becomes easier to say, "No, you know what? This opportunity that just fell into my lap is going to, you know, just leapfrog me towards my goal, and so now this is a higher priority."

It also allows you to look at the things that are screaming for your attention and the people for whom the things that they want you to do are priorities for them and to be



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able to analyze, "Well, wait a minute. Where does it sit in my values?" It helps you create boundaries. It helps you to say "no," when that's really the most appropriate answer, okay?

EVERYTHING IS A PROJECT

So bottom line, everything is a project—everything. You know, doing the dishes, doing your laundry is as much a project as writing a book or creating a song or creating a CD. It's a project, right? It's all projects.

PROBLEM WITH MOST TO DO LISTS

The problem with what's on most to-do lists is that it is one big ugly dumping ground for everything. And so, when you go to look at your to-do list or like some people I worked with who has 3 or 4 to-do list scattered around is that there's no evaluation of those activities.

And there's no connection of those activities to the "why." Why are you doing those activities? Well, I'm doing my dishes so that the next time I walk into that kitchen it feels good. I'm creating my space. I'm creating my home to feel a certain way.

I'm washing my clothes so that, you know, if I've got an opportunity to speak tonight that comes into my lap last minute, I've got clean clothes to go with.

So they're all projects and all of the things that you do, even when they seems like they're menial, feed a bigger goal. The reason they see menial is because we've forgotten those connections. And so what a good project management system does is it reminds you of those connections, it reminds you of how this little tiny activity serves this long term vision.

BUILD YOUR TO DO LIST AROUND YOUR PROJECT DEFINITIONS

So one of the things we're going to talk about tonight is how to build your to-do list around your project definitions. So that when you're looking at your to-do list, it's clear what the individual items are connected to.

But here's the other problem with to-do list; they're overwhelming, because in order for you to look at them you have to look at the entire freaking thing. And I don't know about you but my to-do lists are pages long, pages!

Now am I going to do all of that this week? Of course not! But the to-do list is the place that I drop all of my ideas for actions. All of my ideas for new places to market. It's where everything ends up dumping.

If I'm sitting down and I've got 30 minutes, and I'm trying to decide what action to take in this 30 minutes, and I pull out the to-do list, forget about it. Because all I end up doing



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is being frozen for that 30 minutes, trying to figure out which on the 400-item to-do list do I do.

So to manage your to-do list and make it match the other structures will absolutely short circuit that overwhelm, because then all you're really doing is pulling out the to-do list that is for this project, and only looking at that not looking at the 400 other things, okay?

PROJECT MANAGEMENT

So I'm going to talk a bit about very specific how do you set up a project management system, but I want talk a little bit about what project management is. Some of this may sound familiar to you guys. Some of it may be new, and I'm giving you the base, the ground stuff, so that if someone is listening who's never done anything with project management, we'll give you the basics to move forward.

2 KINDS OF PROJECTS

So first of all there's two kinds of project:

ONE TIME PROJECT

There is one-time project, which when it's done it's done.

ON-GOING LIFESTYLE PROJECTS

And then there are on-going lifestyle projects, and within those on-going lifestyle projects, there's generally two phases. There's the set-up phase, which kind of looks like a one-time project, because once it's set up, it's set up, except for assessing and adjusting as you work with it.

And then there is the phase that's just living your life using this system that you've set up. So for example, if you've got a lifestyle project that is around your eating habits and you want to create a new way of eating, there's going to be some research that you want to do. There's certainly going to be some initial probably grocery shopping perhaps recipe research. There's going to be some initial set up.

There's going to be some creation of habits like designing your menus for the week and then creating a shopping list and going shopping you know those kinds of things. And then once you got the structure of this way of living or this way of eating, it's really just assessing and adjusting. It's just looking at what's working and what's not working. Maybe fiddling here fiddling there, but mostly it's just doing it every day, every week, the way you set it up. It's maintaining it, okay?



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I think that a lot of times the things that are on-going lifestyle projects end up being just to-dos, and that's the easiest place where we lose the connection to "why" we're doing it.

And very often that's why when we set up something like a new way of eating or a new method for exercise or whatever, very often that's why we fall off the wagon on those things is because we forget that it's a project. And so it loses its value, it loses its importance to us.

PEOPLE TEND TO FOCUS THEIR TIME ON ONE PLACE OR THE OTHER – THE ESSENCE OF SUSTAINABLE SUCCESS TO HAVE BALANCE BETWEEN THESE TWO KINDS OF PROJECTS

Now I've also found that from most people, they tend to focus their time on either one time projects or on-going lifestyle projects, and very often, that's where the disconnect happens.

So someone who says to me, "Well you know, I'm just living my life, but I never seem to get the big stuff done." That's someone who's focusing all their attention on the on-going lifestyle project and forgetting about the one time project, which may be more valuable in the long term. Not really more valuable, but are equally valuable in the long term in creating your vision and your goals.

The essence of sustainable success (success over time) is to have balance between these two kinds of projects, so you're really doing both, okay? And if you find yourself out of balance it's a good thing to really ask yourself, "Well, am I someone who's really only interested starting up new projects? Or am I someone who really likes to just do the day-to-day stuff and starting up a new project is scary to me. So I tend to avoid that."

And, you know, diagnose yourself and then start building in the other kind of project into your time management structure, so you make sure you get the both.

USING THE SPECIAL ROADMAP TO SUCCESS CONCEPT TO DESIGN YOUR PROJECT PLAN

I also want to talk about using the [Special Road Map to Success](#) concepts and methodology to design and implement your project plan. Now if you haven't listened to this class yet, I highly recommend listening to it. If you listened to it a long time ago, go back and re-listen to it, so that these steps are fresh in your mind, but I'm going to give you a very quick review of the 7 steps.

QUICK REVIEW OF THE 7 STEPS

The 7 steps connect to the acronym of SPECIAL. S-P-E-C-I-A-L. S is Starting assessment. P is Picture the end result. E is Explore the ways to get there. C is Create the plan. I is Implement the plan. A is Assess and adjust, and L is love the results.



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Now this methodology can be applied to any project. It can be applied to any goal okay? How? It manifest may look a little bit different, but it can be applied to any goal. What I want to focus on today is just remind and review are a couple of the steps in that 7 steps.

STEP 3 – EXPLORE CREATIVE WAYS TO GET THERE – THIS IS THE RESEARCH AND BRAINSTORMING STEP.

In particular, step 3, which is exploring the ways to get there, exploring creative ways to get there. This is a research and brainstorming step, and it's very often the step that most people skip, because they're not really sure what to do.

You do want to research other people who've created the same projects or similar projects. How did they do it? What did they learn? If you can interview them, that's great. Reading books, identifying skills that are going to be necessary for you to achieve this project, and setting up a structure to learn those skills.

Once you've done your research, the key component to this step is to brainstorm a list of all the possible actions you could take to get there.

Those are all a piece of it but once you've done your research and you've install those new skills, the key component to this step is to brainstorm a list of all the possible actions you could take to get there, and I mean all of them.

Keep adding to this brainstorm list until you feel like you've exhausted all the possible actions

You want to keep...add...and you might even start brainstorming this list when you start even creating your vision, because you probably got a bunch of ideas already battling around in your brain.

So put them down on paper. Start the brainstorming list. Don't get into action on those ideas just list them. Keep adding to this brainstorm list until you feel like you've exhausted all the possible actions--the realistic actions, the unrealistic actions, the ridiculous actions, the overwhelming actions, the stupid ideas, everything; get them on that list.

That's the essence of brainstorming, right? Include everything and then discriminate. Don't discriminate before you write it down. Put it all down on there.

Use your research, ask questions of people who've done what you want to do and add all of those things into this brainstorm list



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Now in order to add to this list you can use your research. You can ask questions of people. I said all this...never mind. Asking questions of people who've done what you want to do and add all of that stuff also in to this brainstorming list until it really feels full.

STEP 4 - CREATE THE PLAN

And then because you've got this amazing brainstorming list that should be just pages long, it becomes much simpler to create the plan.

It's very simple. Once you've got the brainstormed list, organize it, put it into order, edit out the stuff you won't do and put dates on it

All you've got to do is take this brainstorming list, organize it, put it into order that seems logical, edit out the stuff that you're just not going to do, and you might want to save those pieces because they may be things that you're not going to do now. They may be things that you come back to later, so don't delete them.

You know create a second brainstorming list that is, you know, not-doing-right-now list and put them over there, because you never know. And then once you got it down into what seems like a logical order, that seems like it's got the main pieces in place, all you got to do is add dates to it and you've got a plan.

Voila!

The reason that planning seem so hard to most people is that they try to create it out of thin air. If you build it from the brainstorming it just happens organically plus you've got a plan!

THE DIFFERENCE BETWEEN USING SPECIAL FOR ONE TIME PROJECTS AND FOR ONGOING LIFESTYLE PROJECTS

Now the difference between using the special system for one time projects and for ongoing lifestyle projects is in steps 6 and step 7.

In a one time project, step 6, which is assesses and adjusts, if you kind of if you use that when you hit an obstacle. You might use that if new information arises while you are in the middle of implementing the plan, you know-- you're going to...because every plan in concept, right? Once you put it into reality things changed.

Step 7 is the most important step!

The unexpected happens. The surprising happens. Serendipities happen., Obstacles happen. Things change. So you do want to assess and adjust, but it's kind of, you know, as you go, and then when you're done with the project you love the results because you're done. That's step 7.



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When you're working on an ongoing lifestyle project, step 6, step 3...I'm sorry step 5, step 6, and step 7 become repeated. You implement the plan. You assess and adjust. You love the result. You implement plan. You asses and adjust. You love the result. You implement the plan. You assess and adjust. You love the results.

In my time management system, I redo my time map as often as once a month. Though more likely once every quarter or even once every half year, depending on how stable my schedule is. So I assess and adjust the plan. I implement it, and I love it or I go back and assess and adjust it again, right?

So the methodology for the ongoing lifestyle is to remember to assess and adjust. To remember to love and appreciate the results, even when it's become unconscious competence, even when you are just doing it because that's how your life is.

To just take a moment and breathe in how wonderful that is. "Wow I'm working out 3 times a week, and I don't even have to think about it anymore. I just get up and go. It's just a part of my life. How cool is that? I remember how much I struggled to put that into my life. I really appreciate how far I've come." Give yourself the reward of appreciation and do it often, okay? Even every day.

So I'm going to take a moment and open it up before I get into the Design Your Time and Project Management system piece. To open it up for any questions and while you guys are coming off of mute, by the way, if you have not yet printed out the Performance result descriptions handout that was email to you, please do it now.

Anyone have any questions about what I've talked about so far? Okay. Well then, I'm going to move in, but if you do just go ahead and time in, because I know it takes a minute to come off of a...to come off of mute, and remember to come off mute just hit star 6.

DESIGN YOUR TIME AND PROJECT MANAGEMENT SYSTEM!

Okay, moving on, so I'm going to talk about designing your time and project management system.

THESE ARE THE STEPS I USED TO CREATE MY SYSTEM AND THIS IS THE ORDER IN WHICH I DID IT. THE SUCCESS OF ANY SYSTEM YOU CREATE WILL DEPEND ON YOU DESIGNING THE SYSTEM TO WORK THE WAY YOU WORK! SO FEEL FREE TO EXPERIMENT!

And these are the steps that I use to create my system. And this is the order in which I did it and am actually still on the process of doing it. And the truth is the success of any



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system you create will depend on you designing the system to work the way your mind works.

So experiment. You may want to change the order of these things. You may try one thing and decide, you know, this doesn't quite work, and you could also bring that question to an upcoming Q&A call and ask, and we could perhaps adjust it to something that might work for you better, because there is no right answer to any of this stuff. There's only the right for you answer, okay?

So I'm telling you what I've discovered works for me, and you know, hopefully you will take something out of this that will work for you. That's the best I can hope for. So first of all the time management piece, and a lot of this I talked about in the [Time Management 101](#) course. It, of course, also comes out of the *Time Management from the Inside Out* book by Julie Morgenstern, and of course, the links to both of those things will be in the recording, on the recording page.

THE TIME MANAGEMENT PIECE:

IDENTIFY YOUR PRIMARY CATEGORIES

So in the time management piece, you want to first identify your primary categories. Now what do I mean by your primary categories, and again, I have talked about this in much more depth in other places, but just to give you an overview.

This are the categories of area of your life and everybody's categories are a bit different, but most often there are things like your work, your physical health and well-being. For you, there might be a category that is relationships. Other people call that category family and friends. Some people have a category around spirituality. For me, my category of spirituality/creativity because for me those two things are intimately connected. Some people have an area around home. You might have an area around finances. Again, there are no right categories.

You generally want to have about 5 or 6 categories. If you're like me and your work is self-created or self-motivated. It's not showing up to a 9 to 5 job. Then your work may have its own series of 4 or 5 or even 6 categories.

So you could break these categories into sub categories to some degree. But I recommend that you try and find the biggest buckets possible and limit major categories to 5 or 6 or it starts to get overwhelming.

For me, my work category, I use the 5 hats of the business owner, the small business owner that I talked about in [Business Management for the Creative Minds](#) as my five



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categories, right? So I've got creative. I've got sales and marketing. I've got admin, fulfillment, and visioning as my 5 categories for my work.

BREAK DOWN YOUR TIME TO INVEST TIME INTO EACH OF THOSE AREAS

So once you've identified your primary categories, you also want to look at your schedule to break down the time, so that you are investing time into each of these areas. Now I did this piece before I got into the project management piece, because I've been working on time management for a long time, and then I added project management into it.

It may actually make sense for you if you're really starting from scratch to do the project management piece first, but you need those categories in order to do the project management piece

USING A TIME MAP/TIME BLOCKING OR BALANCE TRACKER

Also in the time management piece, you want to then create a structure for the amount of time you're investing in each of those categories, whether you use a time map or time blocking system like Julie Morgenstern explains in *Time Management from the Inside Out*.

Or she also explains another tool something called the Balance Tracker, which I talked about in the last Q&A call with Kathy Moser brought in a question that led us to talking about the Balance Tracker, which is a great little tool if you find a time map to be... It's too much structure for your style.

THE PROJECT MANAGEMENT PIECE:

So there's a time management piece. The second piece is the Project Management Piece. So the first thing you want to do is really set your long term goals in each category.

You might even use the [Five Year Plan](#) call to help you with that process. Excuse me, of setting your long-term goals, and I'm making myself a note to include the [Five Year Plan](#) and the [Business Management for the Creative Mind](#) calls in your resources for this call.

SET YOUR LONG TERM GOALS FOR EACH CATEGORY

So set your long term goals for each category-- where do you want to be in 5 years in your work? Where do you want to be in 5 years in your physical health? In your home? In your finances? Where do you want to be? What do you want to have? What are you intending to create?

PRD – PERFORMANCE RESULTS DESCRIPTIONS



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So now I'm going to explain this Performance Results Description handout, because this is the key tool that you're going to use to work on your projects over time. So you want to have a single performance result description sheet for each category, not for each project. The projects actually sit inside of these performance results descriptions.

This is the bigger picture, and what the performance result description allows us to do is to work from the bigger picture down, all the way down, to the individual actions. Or to work from the individual actions out to the bigger picture, but it allows you to see how those things connect and correlate, so that you are always working towards the big picture.

Now hopefully you have the sheet in front of you, and you're going to see that there's a place for you to put your name. There's a place for you to put the date range. I recommend you do it in 3-4 months chunks, so I do mine quarterly. So my first performance result description is for first quarter 2009, and then there's a place for you to name the category that this is a description for.

Set the 3 month goal – this is a SINGLE overarching goal for each category

Now the next thing you want to do is set the 3 month goal. This is the single overarching goal that you want to achieve in that category in this 3 months. Now you may say to me, "But Debra, I mean in the area of self-care I've got my weight. I've got, you know, my doctor's appointments. I've got you know I want to be working on exercise. I've got all of these things that I want to be working on in my self-care category or in my, you know, wellness and health category."

And what I would say to you is that if you did all of those things, if you achieved those objectives, what goal will you have reached in this 3 month period?

So the goal is the big picture for the next 3 months. Underneath that you see a place for objective and actions, objectives and actions.

Identify up to 5 objectives that if you achieve them will get you your goal

And there is a room there for about 5 objectives, and I wouldn't recommend you doing more than 5 objectives, and you may find yourself doing fewer than 5 objectives. That's fine.

The key question is if I achieve these objectives will I have this goal? Okay, does that make sense to you guys? So you want to again ask yourself what is the overarching goal that all of the stuff that you want to get accomplished is leading you to in the next 3 months, okay?

So, I'm just kinda pulling out one of mine so I can give you an example. So for example, I have a goal. I have a 3-month objectives in the key result area of administration for my



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work. The result of my business runs like a fine Swiss watch (so you slot your overarching goal in that spot) will be successfully achieved when I have and then I create the objective areas.

So for Objective 1: created a system and schedule for managing client paperwork, and then I've got a bunch of actions for that. Objective 2: complete the organization of the office, and I have objectives for that. Objective 3: get my technology working to support me, and I have a bunch of actions for that one. Objective 4: have my time management and project management systems fully designed and implemented and habitual.

Now I really want you to notice the reason I'm saying this to you is that this system that I'm talking about is a project. It in and of itself is a project, and so is establishing any system. Any system that you create for your business, any system that you create for your life, in your home, it's a project.

So you can see the each of these objectives is the result of a completed project. Now some of these are projects that I've been working on for a while. For example, complete the organization of the office. I've been working on that project for about 6 months intermittently, okay?

And I've gotten into a pretty good place and there's a couple of pockets of disorganization that don't work for me, so that's completing it is getting those pockets done. So you want to create these projects of systems also.

Identify all the action steps that will achieve that objective

And finally, there's my team management. Well that's an ongoing project. I'm always managing my team, but I have specific actions that I want to achieve in this quarter with regard to that team, okay?

So that's how you use the performance results descriptions. It allows you to chunk from the overarching picture down to the little actions that support the objectives that create the goal.

If you're saying to yourself, "Well, I've got this goal, but I'm actually not sure what objectives are going to get me there." Then one of your objectives needs to be do research for this goal, because if you don't know the objectives that will get you to that goal, then you haven't done your research.

You haven't done your homework. You've got to be finding out the answer to that question, and obviously, there is an experimentation process to this, because we're creating a goal that's something that does not exist now that exists in the future, and



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there's a bit of trial and error to that. There's serendipity. There's experimentation. That's part of the process of achieving any and every goal, okay?

MAKE A REALISTIC ASSESSMENT – HOW MANY HOURS DO YOU NEED TO SPEND EACH WEEK IN THIS CATEGORY TO ACHIEVE THOSE OBJECTIVES BY THAT DATE?

So that's the performance results description piece. Once you've identified all the action steps that it's going to take to achieve that objective and all of the objectives it's going to take to achieve that goal, you need to step back and look at all of your PRD's and make a realistic assessment.

And for each individual PRD assessed, how many hours do you need to spend each week in this category to achieve those objectives by that date? And now you're going to see why I said that doing the time map, had I started with the performance results descriptions first and then created the time map might have save myself from time, but you go with what you've got, right?

ASSESS AND ADJUST YOUR TIME MAP TO REFLECT THE PRD NEEDS

So then you want to look at your time map, take a look at your schedule or your balance tracker if you're using that tool, and assess and adjust to reflect the needs of the PRD's.

YOU WILL DISCOVER IF YOUR PRD'S ARE TOO AMBITIOUS – IF THEY ARE, ADJUST THEM!

You may discover that you're being too ambitious. If the PRD's are too ambitious, scale them back, meaning that the 3-month goal becomes smaller, as do perhaps the number of objectives or perhaps merely the scale of the objectives. Perhaps you need to set up your structures first and then work the system.

YOU MAY WANT TO HAVE IT ALL NOW, BUT IF YOU SET YOURSELF UP WITH GOALS YOU NEVER REACH – YOU WILL STOP REACHING FOR ANYTHING.

You know, you need to assess and be realistic. I know you probably want to have it all now. I mean that's the nature of our society. We live in sitcom society. We get everything works out in 30 minutes or less, actually more like 23 minutes after you count out all the commercials.

If you set yourself up with goals that you never reach over and over and over again, you're going to stop reaching for anything.

SET YOURSELF UP TO WIN – AND THEN STRETCH FROM THERE.

So it's very important to set yourself up to win. Give yourself the experience of achieving and then stretch from there. Stretch to the next a little bit, stretch to the next a little bit, so that you are expanding as you're achieving. Does that make sense?



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CREATE THE TO DO LIST

Now once you've done the PRD's and the time map or the time structure that's going to allow you to put time into each of these areas, you also want to create the to-do list that's going to seed your time map.

You want to use the PRD's kind of as the overview. You may be check in on them once a week make sure you're on track with them, but in the day-to-day management, it's just going to eat up too much time if you're reading through your PRD's every time.

BREAK THE CURRENT TO DO LIST DOWN INTO THE MAJOR CATEGORIES

So I recommend taking all of the actions that are in the PRD's and dumping them into your to-do list. But before you do that, make sure that you've broken down your current to-do list into the major categories.

If there are items on your to do list that don't match a category – you need to either add or expand a category – OR NOT DO THAT THING!

Now if there are items on your to-do list that don't match a category, so like there's this thing that you've meaning to do that's been sitting on your to-do list, and it doesn't really...it just doesn't really match a category, you have to do one or two things. You either add or expand the category. So expand your definition of that category. You add a category. If there's an area in your life that's not getting attention, you've got to make a category for it or you don't do that thing. You just don't do that thing, and the truth is you're not doing it anyway, but take it off your list. It's clutter! It just sucks up energy. Get rid of it!

MAKE SURE THE ACTIONS ON YOUR PRD'S ARE ON YOUR TO DO LIST!

So organize you current to-do list in categories, and then pull in your PRD actions, and I bet you're going to discover that a lot of the actions that are already in your to-do list fit really well in your PRD's. Because really, you are going after your goals, but what this allows you to do is to see the connections, okay?

So I'm going to open it up for questions. I do have one more, little piece, which is how to implement this--some suggestions for how to implement this. But I want to make sure you guys understood how that all works. Anyone missed anything or had a question about something, feel free to chime in.

Someone just came off mute? Who is that? Does anyone...Are you guys there?

Caller 1: I'm here.

Debra: You're here. Oh good! So does that mean I've been really clear and you understand everything?



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Caller 1: Yeah, for me everything makes sense.

Debra: Excellent! Cool.

Caller 2: I'm clear.

Debra: Excellent.

Kathy: Hey Debra, this is Kathy. I'm here. Yeah, everything makes sense. I'm cool.

Debra: Excellent! Good-good-good-good, because I know I went through it pretty quickly, so I just want to make sure that you guys got it all, and of course, obviously you can download it and listen to it again as you're doing it, and you may want to do that--listen to it as you're doing it.

IMPLEMENT YOUR TIME AND PROJECT MANAGEMENT SYSTEM

So the final step is to implement this plan, right? So you've created...you've spent time, and believe me when I tell you it takes time. You need to schedule the time to do it or it won't happen. It takes time. How long will it take for you? Well, it's up to you--depends on you.

I can tell you that I've spent most of my spare time in the last two weeks working on this, and if you're linked to me on Facebook, you know this already, because you know on Facebook it says, "What are you doing right now?" "Well I'm working on my PRD's. Oh well, I'm linking my PRD's to my time map. Now you know, so I've been working on it and implementing it.

REMEMBER THAT DESIGNING AND IMPLEMENTING THIS IS A PROJECT! AND SO YOU MUST SCHEDULE TIME FOR IT.

Now in the implementing, as I already said, I'm going to say it again because it's really important, remember that designing and implementing this system is a project. So you need to include it in your projects. You need to include it in your time management, okay? You have to schedule time for it.

SCHEDULE TIME EACH WEEK FOR PLANNING – YOU WILL GET FASTER AT IT THE MORE YOU DO IT

I recommend that you schedule time each week for planning. So, for deciding what does my time map look like this week? What items on my to-do list in each, you know, where am I working on each category? What items am I doing on my to-do list this week? That's going to, you know, get me through, and let me just skim through my PRD's



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and refresh my memory of what the different projects are, and make sure I'm making time for each of them.

It may be also that you find that a project heats up, and in a particular week, you don't do anything else with that project. You know you've got a conference coming up and you've got to prepare for it. You've got a show coming up, you know, whatever or you're going into a studio and you're recording for the next three weeks.

I have one client who's in the middle of doing that, you know, and like, "That's it! He's not doing anything out from 8 o'clock in the morning until midnight." You know, he's recording.

That's okay! When you're done with those heated up times, take a day off, recover, and then go back and reread your project management and your performance results descriptions, and reassess and say, "Okay, well what's real now?" Okay?

CREATE THIS WEEK'S TIME MAP

Schedule time each week for planning, create this week's time map or time structure.

REVIEW YOUR PRD'S AND IDENTIFY THE "TO DO'S" FOR THIS WEEK IN EACH CATEGORY

Review your PRD's and identify the to-do's for this week in each category, and you might even create a page that just lists this week's to-do's, so that again, you're not overwhelmed by the big to-do list

ASSESS AND ADJUST EACH EVENING OR FIRST THING IN THE MORNING

And every evening or first thing in the morning and I have found that people are really individual around this. It works much better for me to do at the night before. I've also have a client who just won't do it the night before. They just won't. They do it that morning. They have to kind of assess where they're at that morning before they can really figure out what they're going to achieve that day.

Either way, whether it's the evening before or the first thing in the morning, you want to assess and adjust your time map, your to-do list, your priorities if something's popped up. You want to give yourself a moment to congratulate yourself on all you accomplished today, to cross those things off the to-do list. Cross them off!

Microsoft Word has this great thing in the format. If you go to format font there's actually, in the effects, there's something called "strike through," which will draw a line--visually draw a line--through whatever highlighted text you have. It's really fun.

You know, so if you're working on Microsoft Word on your list, you can just actually strike out those to-dos, and then at the end of the week, you delete them. But it's really fun to



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look at your long list of to-do's for the week and see how many you've struck, how many, you know, you've drawn a line through because they're complete.

I find that more satisfying than actually deleting them, because then the next time I look at the list, I can see how much I've accomplished.

CELEBRATE!

Okay, so that's really it, and the final thing I'm going to say to you and this is so important: celebrate-celebrate-celebrate. Acknowledge every evening what you've accomplished.

Acknowledge every evening, the serendipities, the opportunities, the blessings that have come your way, because the more you do this stuff, the more stuff is going to start showing up, the more opportunities and serendipities, because when you get this system in your life, what you're saying to the universe is, "I am serious about these goals. I am taking action on these goals, and I'm doing it consistently. I'm doing it sustainably and consistently."

And the one final thing I'm going to say is make sure that you had a PRD for yourself, whether you call it self-care or you call it me-time or you call it--I don't care what you call that category.

I would recommend you do that performance result description first, because more people leave themselves off their list.

So do a performance result description for you. You're taking care of yourself, so that you can go after all these goals with all of your energy and all of your might.

Okay, so go ahead and come back off mute, you guys, and I'm going to close this call, of course, answering any questions you might have, but also asking you what key insights are you taking away from today's session, and what action will you take this week to implement that insight? Who wants to share?

Martha: Can you hear me, Debra?

Debra: Who is that? Say your name?

Martha: So Debra, every 3 months you do this?

Debra: Is that Martha?

Martha: This is Martha.



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Debra: Okay, great. Well every 3 months I've been doing the time mapping. These PRD's are a new tool that I learned in October, and so I've just started implementing them in the last couple of weeks.

But I know a Lot of people who use them really successfully, and the truth is the last two weeks, even since I started conceptualizing doing them, I've been so much more effective.

I'm not procrastinating. It's amazing the difference that has been in my life, and my energy is better, because I'm not wrestling with myself. So yeah. I'll keep you posted on how I'm doing. But yes, that's my intention is to do them every quarter. So Martha, what key inside are you taking away...

Martha: So the idea is to do it every quarter...?

Debra: Yeah, or you know, it's up to you whether you do it quarterly or...

Martha: Uh, key insights...

Debra: Okay, so wait a second. Actually, I want to ask you guys because there's some weird technological stuff going on. Wait, wait, stop talking Martha. Just give me one second. Before you share make sure that you're the only person talking. So say your name and wait for me to acknowledge you and then start talking. Okay so wants to share?

Who wants to share?

Kathy: This is Kathy. I'll share.

Debra: Great, Kathy. Go for it.

Kathy: The key insight... Yeah, I am. Can you hear me?

Debra: Yes, there seems to be a time delay but go ahead.

Kathy: Yeah, I think...Let's see. I was taking notes. Let me look at my notes. Is this helpful to like think about project management as a concept? Also tell you I'm sorry I'm not feeling that great tonight, so I'm sorry if I don't sound that intelligent. The one key insight is that need to integrate my time management, my space management, and my project management.

Debra: Yes, and I didn't actually go into that that much in this call. Thank you for reminding me, because space management you've got to make a place for your projects. They need a physical place to live. I've created a binder that says time and



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project management, so I now have all of my time management and my project management in a binder so I can just look at it. Cool.

So what action will you take this week, Kathy?

Kathy: Right now, I'm still tweaking my balance tracker, which I did what you said. I think one thing I'm going to do is redo my balance tracker like I did...I actually went to Staples and got 10 of them printed up on hard card stock--purple card stock. But I realized I need to split it in half and put my personal stuff on one side and my business stuff on the other.

Debra: Very cool. Oh good, that's a great idea.

Kathy: Yes. I thought I'm a little bit out of it. I'm not feeling well, but that was one thing I'm definitely going to do this week.

Debra: Cool. And Martha, I want to come back to you, because you got interrupted and because people were taking over each other, and it wasn't working.

Martha: Okay, what I'm taking away, I mean, what I love about this is the idea of going so in depth, particularly with the personal stuff, because I think we would be inclined to do something like this for the business part of things, but to take yourself and have this key objective and very key actions and broken down in that way, I think it's great to do it in all categories of your life, so...

Debra: Cool. And will you...What are you going to take on in this week?

Martha: I'm going to start implementing PRD's into my life. I'm going to have to do it. I'm going to do one for each of my categories. Begin it.

Debra: Excellent. Annie, do you want to add anything?

Annie: You know, for me the biggest take away was the importance of drawing up categories. I never really thought about it like that. I always have an enormous to-do list, and even though I do get things done on my to-do list, I don't have a sense of what direction did completing those to-do get me.

And the other big take away that I got out of this was when you mentioned that when you aren't getting things done, it could be that you haven't done enough research to know what to do. And for me, you know, I always when I don't get things done I just make the assumption I'm procrastinating, and never give it a thought that I don't know what I'm doing, so, you know, those are two for me.



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Debra: Excellent. And here's the thing to know about procrastination. It's a symptom. There are many causes for procrastination. It's a symptom, so when you notice yourself procrastinating, you should respond with ferocious curiosity and say, "Well, isn't that interesting? I'm procrastinating. I wonder what that's about."

And really ask yourself what's really going on and stop blaming yourself for procrastinating.

It's a symptom of something, and it's a good information. It's helpful, because it can lead you to the area of growth. or the area of development or the obstacles that all you have to do is tweak, and you are no longer procrastinating. And I will tell you working on these PRD's for me, because the biggest thing that causes procrastination for me is not knowing, having so many steps to take, and not knowing what step to take first.

And boy, it takes all--I'm a Libra, making a decision is hard for me, so I've taken the decisions away. I don't need to make decisions. I just look at the list and work it. I look at the project and work it. Boom! It's awesome.

And you guys are going to be seeing some very cool things coming from me in the next, I think, 2 or 3 weeks. I've already got my virtual assistant working on the first project, so keep your eyes open for announcements coming from Artists-Edge, and you know, and emails coming from me because there's going to be some moving and shaking going on around here. We do live in earthquake country after all.

So very cool. Thanks very much, and I apologize for the weirdness on this call that there's some kind of a time delay. I don't know what's going on, but I'm going to send an email to the conference system and find out, you know, let them know that something weird was going on.

And I hope the recording comes out well and stay tuned. You'll be getting an announcement for next month's calls within probably the next week or so. So stay tuned for those. Have a great night you guys!

Callers: Okay. See you, Debra. Bye!

Debra: Bye!