

Project Management – The Performance Results Description Tool

Toolbox Teleclass Transcription

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Professional Program

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



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Nuts & Bolts: The Fundamentals of Business
Project Management – The Performance Results Description Tool

TABLE OF CONTENTS

Introduction	6
What is the Performance Results Description (PRD)?	6
Planning tool, NOT a time management tool.....	6
Gives your ToDo's a goal-oriented context	7
How to fill out the PRD.....	8
Name	8
Date	8
Category	9
Overall goal for that category.....	9
Objectives.....	10
Actions.....	10
Looking at the examples	12
Work	13
Health	16
How does the PRD fit into your overall Time and Project Management System.....	16
Feed back into your To Do list	17
Use your PRD to assess and adjust as your working your plan – but at best monthly, at most weekly	17
This is NOT meant to replace your Time Map or To Do list.....	18
It IS meant to help you adjust your priorities so you focus on the important and not just on the urgent.....	18
Tips	18
Every day, choose at least one action for your to-dos that come from a PRD project	18
Be honest with yourself – if you keep making PRD's for projects that don't get started – either you don't really want that project or your dealing with another issue or block	18
Rather than beating yourself up for not getting it done – deal with what's really going on	19



Artists Marketing & Business Academy: Professional Program

Nuts & Bolts: The Fundamentals of Business

Project Management – The Performance Results Description Tool

Get help.....	19
Be constructive, not destructive, with your planning	19
Don't make impossible commitments for yourself	19
Set yourself up to win	19
Multi-tasking doesn't work – simplify	19
Own and celebrate your results – all of them, even if you didn't "finish", even if it's not perfect, even if it's not where you want it to be.	20
Be flexible	20
The best laid plans of mice and men, and all that.	20



PERFORMANCE RESULTS DESCRIPTIONS

Top 3 Month Objectives for: From _____ to
_____ (date)

KEY RESULT AREA: _____ (category)

The result of _____
(goal) will be successfully achieved when I have:

Objective 1:

Actions:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective 2:

Actions:

- 1.
- 2.
- 3.
- 4.
- 5.



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Nuts & Bolts: The Fundamentals of Business
Project Management – The Performance Results Description Tool

Objective 3:

Actions:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective 4:

Actions:

- 1.
- 2.
- 3.
- 4.
- 5.



INTRODUCTION

Welcome to the August 2010 Toolbox Teleclass, and I actually am calling in from my parents' house in New Jersey as opposed to my usual office phone. I'm hoping the phone quality is not going to be an issue, but we'll see how it goes and if I end up having to re-record this call then I will.

So, tonight's class is a kind of a part two from the [Project Management: How to Get Stuff Done](#). In the [Project Management: How to Get Stuff Done](#) class I introduced to tool called the Performance Result Description, otherwise known as the PRD--Performance Result Description.

And I got a lot of requests for more information about what is this PRD thing? How do we use it? You know. How do you fill it out? And it came really clear to me that the brief description that I gave in the first class was not sufficient, so I'm going to be talking in a lot more detail about how to use this very valuable tool in tonight's class, and we'll see if anyone joins me; otherwise, this is just going to be a lecture.

Now I'm hoping if you're listening to the recording, that you have downloaded...there are 3 handouts that go along with the class. There's the Performance Result Description blank, which is a Microsoft Word document. I did it as a Word document, so that you could play with it, and you could use it on your computer and fill it out to suit your needs.

I also gave you two samples. One is a work sample. One is a health sample, and we're going to be going on working a bit more with those, and so you might want to have those open either on your computer or print it out on paper in front of you, so you can refer to them.

WHAT IS THE PERFORMANCE RESULTS DESCRIPTION (PRD)?

Okay, let's get into that. So first of all what is the performance result description tool? Basically, this is a planning tool. Now obviously the more effective you are in planning your projects, the more your time management is going to be, the more effective you're going to be at achieving your goal.

PLANNING TOOL, NOT A TIME MANAGEMENT TOOL

But I want to be really clear that this is primarily NOT a time management tool. It is primarily a planning tool. So if you listen to the [Business Management for the Creative Mind](#), you know of the 5 Hats of the Business Owner. This particular tool falls under the 5th Hat--Planning and Vision, whereas all of the time management tools that I've given



Artists Marketing & Business Academy: Professional Program

Nuts & Bolts: The Fundamentals of Business

Project Management – The Performance Results Description Tool

you in [Time Management 101](#) and even in [Project Management: How to Get Stuff Done](#) are primarily administrative or systems tool.

This is much more about planning and what the performance result description allows you to do is really think in about your project, whether they're one-time projects or on-going projects, in terms of goals, instead of in terms of adding stuff to your to-do list.

GIVES YOUR TODO'S A GOAL-ORIENTED CONTEXT

Generally people decide that they're going to get something done, and the first thing they do is, you know, list all the things that they need to do. And very often really quickly lose sight of why they are doing it, and so the project management tool of the PRD, the performance result description enables you to really becoming from a goal-oriented viewpoint.

The other thing that I -- and I talk a lot about this in my Time Management classes. The idea, the best time managers are able to do something that I called "pulling focus," which comes from my film-making days, and when you pull focus on a camera you're going from, you know, you're going from a broad view to a very narrow view and back again, so you're pulling your focus from a 9 millimeter lens that shows you everything on the horizon to, you know, 80 millimeter lens, which really just gives you a heavy duty close up.

And one of the things that the PRD really allows you to do is to pull focus when you're looking at your projects and your goals. So it allows to kind of have a big picture view. It also allows you to have the detailed view.

And very often the way people use the PRD depends on their preference. If you are someone who thinks really in terms of the minute baby steps, then very often you'll start from the small pieces and work outward to the larger picture, but if you're really a broad focus person and then you have the big picture and the broad goals and the dreams, the PRD will also will then allow you to break it down to what the baby steps are so that you can actually get into action and achieve your goal.

So the first thing I want to talk about...what I'm going to go over today...first I'm going to talk about specifically how to fill this form out? And just go over it piece by piece in great detail. Then I'm going to look at these examples that I, frankly, created out of mid-air to give you an idea of how different goals or different objectives might lay out in a PRD.

Then I'm going to talk about how once you've done PRD's for your goal areas, how do you then feed that information back into your to-do list into your time management



system, so that you're actually get the stuff done and achieve your goals and complete your projects.

And then finally I'm just going to give you some tips and tricks on how to best use the PRD and things to watch out for and that kind of stuff. Okay, I'm going to take a sip of water here.

HOW TO FILL OUT THE PRD

So the first thing is to really go over how you fill out a PRD. So what you want in front of you for this next section is an actual performance results description page, and I'm going to talk about really how you print it out.

NAME

Now the first line is the top 3 month objectives for blank. That's where you fill in your name. Now if you're working with a coach, you would fill in your name, so that your coach knows whose PRD is here he or she is looking at. I have a lot of my clients fill out PRD's, so you know I get them en masse, so I always ask you to put your name on stuff.

Very often, if you are running a business and you have employees or you are yourself an employee, you might fill this form out for your boss or you could have your employees fill the form out and then hand it to you, so that it has, you know, a place name for the name is handy.

DATE

The next line it goes from blank to blank; now, it says the 3 month objective at the top, but honestly it's up to you. If you're working on a project that's really a 6-month project or a 4-month project, or if you like to think about your year in trimesters, not quarterly, entirely up to you.

I know a lot of people like thinking you know, September to the end of December, which is what we're looking at right now. January 1 to April 1 or even to May 1, May 1 to September 1, which would be, of course, a trimester as opposed to quarterly.

But if you're doing quarterly, it's basically 3 months, and most corporations...and this comes, by the way, from corporate project management system, this lovely little tool, and so most of them do operate on quarterly.

And I find 3 months to be a big enough chunk of time to work on a lot of things, and larger chunks of time tend to get overwhelming, so I would say 3-4 month is probably your ideal for this.



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Nuts & Bolts: The Fundamentals of Business

Project Management – The Performance Results Description Tool

So I made out my examples for from September 1 through January 1 as a 4-month goal, but it's basically the fall.

Okay, so the next thing...so you're going to say from what date to what date, and what that means is that everything that you're talking about on the sheet, you want to have completed by that end date, and you're going to start working on it on the start date.

CATEGORY

So the next section is the key result area. Now this comes straight out of the time management systems, that you look at your life and break it down into 5, maybe 6 categories, and that each of those categories is basically a key result area.

Now for most of the people who are listening to this recording, you are also business owners, meaning you're running your music business or your art business or your film business or your writing business. You know, for me, I'm running my coaching business and my speaking business, so we're all business owners.

And generally when I'm working with someone on time management I have them break their overall life down into 5 or 6 categories. One of those categories is usually work, meaning their business, not their day job.

And then you can take that work and break it down into 5 or 6 categories, and of course, being that it's my material, I always recommend that, you know, or offer that you can use the 5 Hats of the Business Owners as the 5 key result areas to be working in, and you can listen to that in the [Business Management for the Creative Mind](#) class recording to get those 5 business owner key result areas.

So you can have your key result area, and so that might look like that might be finances or it might be home or it might be relationships, in within work. It might be marketing or it might be creative. Whatever it is for you.

OVERALL GOAL FOR THAT CATEGORY

The next line says something like the result of blank will be successfully achieved when I have (:). And what goes in the blank is your overarching goal for this key result area.

So this is a goal that should kind of encompass all of the projects or the focuses that you have within that key result area. So, for example, if one of your key result areas is wellness, you might have, you know, you might have an overall goal around your wellness or your health.

If it's work, you might have an overall goal around your marketing results or you might have an overall goal around your admin or whatever. If it's finances, you might have an overall goal around your finances, and so, the result of this goal, which you lay out in



Artists Marketing & Business Academy: Professional Program

Nuts & Bolts: The Fundamentals of Business

Project Management – The Performance Results Description Tool

specific terms using all the rules that I've set out in setting...[Goals That Get Results](#), which is part of the starting point. I'm sorry...the Quick Start section of your membership.

So the result of blank will be successfully achieved when I have...the result of a firm size 6 body will be successfully achieved when I have blank. The result of \$5000 a month income from my music business will be successfully achieved when I have blank, okay? So what goes into the result of blank is the goal, will have been successfully achieved when I have (:).

OBJECTIVES

Now the next section is objective and actions. And I have I created space for like 4 main objectives. I think if you go to more than 4 or 5 main objectives you start to overwhelm yourself.

There's really only so much you can do in a given day, in a given month, in a given quarter or given trimester, and one of the biggest mistake people make--I think--is trying to do all of their projects simultaneously, and it can be...we don't multitask that well as human beings, and it can really work against you.

Now let me get really clear. So, so far we've only been talking about goals, right? We've been talking about the goal area. Now we've talking about the overarching goal that you have for the next 3 months or the next 4 months in that goal area.

Your objectives-- objective 1 ,2 and 3 and 4 are your sub goals meaning if you achieve objective 1,2 3 and 4, if you've achieved these goals, then your overarching goal will also be achieved.

So for example, if you have a health goal, you might have goals around your diet. You might have goals around exercise. You might have goals around how you cook. You might have goals around supplementation. You might have goals around strengths or endurance or perhaps a sub goal around health might be running a 5K or it might be, you know, getting to a green belt in jujitsu or, you know, anything like that could be an objective that is part of the overarching goal.

Now an objective is still a goal. It's still stated as a goal against following all the rules that I explained in [Goals That Get Results](#), that one-hour class.

ACTIONS

Underneath each of these objectives or sub goals are all the actions that you see to take that will create that goals for you. Now, I have room for five. If your objective only has one action to it, it's probably not an objective. It's probably a to-do item in disguise,



Artists Marketing & Business Academy: Professional Program

Nuts & Bolts: The Fundamentals of Business

Project Management – The Performance Results Description Tool

and you're going to need to ask yourself, "Well, but what do I get out of doing that?" What's the objective? What's the outcome that that's going to give me?

And if you have an objective that has 20 or 30 actions to it, you might need to chop it into a smaller goal or take it apart and make more than one objective out of it. The other option, and this can work if you're working on a particular short term, but intense project. the other option is to create a PRD just for that goal.

So if you are working on a CD recording project or you're moving...you're doing a big move, like I'm going to be moving across country in the next few months. I'm going to make a PRD for that move, right? Because it's a project that has so many different, you know, moving pieces to it, so that's another way to think about it.

So coming back, and I just want to review again, the key result area is kind of a category that we'll be working in. The result of blank is the overarching goal for that entire category, and then each objective is a goal that feeds in to the overarching goal, and then the actions are what's going to achieved the objective.

So you can see how we start from the biggest category and then go down to the smallest action. If you find yourself only thinking in to-do list items, in other words, actions, you might actually start by filling out all the actions, and then figuring out well what are the objectives those actions are going to get me, and then say, "Well, if I get all those objectives, what will I have at the end of 3 months?" and that might get you to your overarching goal.

So you see how you can pull focus. You can go from the broad to the narrow and from the narrow to the broad, okay? So that's basically how you fill out a PRD. One of the most important things to keep in mind is that you are specific. You are measurable. You are clear. You don't assume or leave out steps, and because this will all help you with your time management, if you really lay out what are all the steps to get me there, then it's going to be really clear how long something is going to take, okay?

And I talk a bit more about that both in the [Time Management 101](#) class and the [Project Management: How to Get Stuff Done](#) class, which I strongly if you haven't listen to those class.

I actually recommend that you pause and go back and listen to those two classes and then come back to this class, because this is the much more detailed and without the over...the kind of the big picture, you might not see quite how this all works together as a system or a piece.



LOOKING AT THE EXAMPLES

Okay, so now I want to actually look at the examples that I created. Let's first look at the health examples since I've kind of been talking around that one a little bit, and I just need to call that up on my screen.

So the example that I did...created for personal is that of this John Smith person. We don't know who this person is, but his key result area for this is home, and the overarching result is "comfortable and at ease in my beautiful, new home."

So I made up this guy, who's basically looking to buy, close, and move into a home in 4 months, which might be a little ambitious, but it's doable. I have clients do that. So the overarching goal is "comfortable and at ease in my beautiful new home."

And as you can see, he's got the top 3 objectives for John Smith from September 1 through December 31st, the key result area is home, and then how the goal just glides right into that little blank. The result of "comfortable and at ease my beautiful, new home" will be successfully achieved when I have...and then I've created 4 objectives for John.

The first objective is closed on my new home. Now you'll notice that these objectives, they're stated as goals. They're stated as the object of, you know, the outcome is closed. The new home is closed.

So what are the actions? You need to get the financial papers in order for the loan. You need to sign on with a realtor that he likes. He's committing to sign a certain number of hours per week looking at houses. He's going to make the offering complete on contract review. Do all the little pieces, and in fact, I probably could've come up with a bunch more little baby steps, because there's a lot of detail on buying a new home, like title search and inspection and cash clearance and contract review with the lawyers and back and forth bidding. There's a lot of details. But in the end he's closed. When he does all these things he will be closed in his new home.

Objective 2 is my home is filled with stuff I really love, because John decided, and of course you have no way of knowing this not knowing John, but he decided that he was not moving anything in to the new home that he didn't really adore.

Everything else was getting dumped, and so he's going to sell, donate or eliminate everything that isn't the stuff I really love. He's going to schedule garage sales and list stuff on Craigslist, and you know, follow up on all the leads you get from there. He's got to get boxes. He's got to pack, and he's got to hire the movers to move the stuff he really loves into his new home.



Artists Marketing & Business Academy: Professional Program

Nuts & Bolts: The Fundamentals of Business

Project Management – The Performance Results Description Tool

And again, probably there are some even more baby step that you could put in here. You know, there's different stuff...oh by the way, going back to the first objective. I could've put in information on getting insurance, and there's lots of steps, but I just wanted to give you examples of what this might look like.

Objective 3, a fully functional organized and beautiful arrangement in my new home is all about the moving in process. So he's going to hire a Feng Shui consultant to come in or I don't know if spelled that correctly "Feng Shui." I actually didn't-- it's F-E-N-G S-H-U-I (forgive me) consultant to come in and help him make a plan for each room.

He's going to identify what are the holes, like since he sold half of his furniture, you know, what are the pieces he needs and what are the ones he wants and purchase those pieces. He's going to unpack, organize, and arrange all of his stuff. So these are some...this is a breakdown of this goal.

Now he could also have an objective of, you know, creating a system for maintaining his organization, right? That could be an objective for an organization system to maintain my beautiful new home, and so there might have been you know, reading about organizational book.

You know reading *Organizing from the Inside Out* by Julie Morgenstern, and he might, you know, create...really examine his systems for each room and where/what are the problems that he needs to address and blah blah blah.

So anyway, he could have gone deeper with this or I could've gone deeper with this example, but you've got an idea of how this works.

WORK

Okay, now the other example that I came up with was again for our friend John, but this is really looking at his work goal and he identified them as a result area, Work-Performance. And again this is running from September 1 to December 31st, but the key result area that he wants to get...I'm sorry...the goals are he wants to get in performance is the result of a successful spring season, netting \$9000 will be successfully achieved when I have (:).

So the goal is a successful spring season netting \$9000. That's the goal statement. Now he's got 4 objectives under here that are, you know, if he achieved these 4 goals, it is going to have definitely resulted in this successful season. And actually I need to look at the...one second. This will make my life easier. Yes! That's much better. So I'm changing my computer screen view, so I can see the whole thing.

The 4 objectives are 16 gigs booked for March through May, netting \$3000 a month. Objective 2 is an excited and enthusiastic full house for each show. Objective 3 is



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Nuts & Bolts: The Fundamentals of Business

Project Management – The Performance Results Description Tool

energizing and clear tour logistics, and Objective 4: awesome backup to create an awesome performance.

So basically these are all the pieces that if he has completed by December 31st, he's really that ready to jump into the spring season and have a successful tour.

So Objective 1: 16 gigs booked. His actions for that is to set up his ideal travel route and date, so that he can talk to venues about when he's going to be in their neighborhood. He's going to update his contact management system and booking system, so that he can just start working them.

He's going to spend at least 10 hours a week making booking calls, follow up, and sending out marketing packages. He's going to research new opportunities, then use his connections and expand his outreach. He's going to create a budget for each gig he booked to determine the net income estimate, and that way he can figure out if he's on track to reach his \$3000 a month goal, and he's going to close all of those booking deals with a contract.

For Objective 2, he's going to do an exciting and excited and enthusiastic full house for each show. You know, instead of me reading these actions, I'd like you to just kind of look through these actions. I mean because you can read. I don't need to read them to you, unless you're listening to this while you're driving, in which in case actually reading this to you might not be a bad idea.

So an excited and an enthusiastic full house is actually about promoting these gigs. And promoting means both stand promotion, but also media promotion. So we're looking at updating the EPK so he can send media to look at it, expanding his social marketing into these areas so if he's going from...if he's starting in New York and he's going to Pennsylvania. He's going to Philadelphia, then Pittsburgh, then up to Columbus, out to Chicago, then back to across the top, stopping in Buffalo and Syracuse to Boston, coming down through Connecticut and back to New York, and maybe that's his route, okay?

Well, you know, maybe he's hit some of those cities, but there are other cities he's never been in, and so he wants to do some searching through Twitter and Facebook to add new people in those new areas, so he creates those relationships with people, and then when it comes time, he can actually promote those gigs, but notice that he's doing this well in advance, because it takes time to create that connection.

So he's also reaching out to the media database for each location. So when he books a location, he's asking them who are their media connections and do they have a



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Nuts & Bolts: The Fundamentals of Business

Project Management – The Performance Results Description Tool

database, and uploading that so that he can market to those media outlets for press and radio coverage, etc., etc.

And the final step in this excited and enthusiastic full house for each show is to create the promotional timeline for each gig, including writing and scheduling email blasts to his list.

Now you'll notice, if this is done by December 31st, he might, you know, for March for tour that starts March 1, he's going to start promoting it in early January, because you need that much of a lead time and you want that much of a lead time.

So Objective 3: energizing and clear tour logistics. So this is all about booking hotels and getting your maps and find your, you know, how are you getting there? Are you renting a car? Are you flying? Blah, blah, blah.

But notice that the objective isn't just a to do, the objective is the outcome. The outcome is that all of these logistics support his energy. He's clear. He knows what he needs to do, where he's going to be, who's house he's staying at. He's got, you know, his van is tuned up. He's got new fresh pick ups for his guitar, because they were on their way out on the last tour. All of those things that will support him having a clear and successful tour.

And Objective 4 is awesome backup to create an awesome performance. I imagined John Smith is primarily a solo performer, but that some of these gigs are going to need some backup musician. Some of those may come from people he already knows in those areas, but he may also need to go out and find new people, and then figure out get contacts and set list to them and music to them and rehearsal time and all of that stuff.

So the idea is that all of your objectives will then feed into, and you can see, if he gets all four of these objectives, he's probably going to have a pretty successful spring season. And you can also see how it you can narrow your focus or expand your focus, depending on what you want to be working on and where, you know, where you're working in your time map. So that's my example.

Now one of the examples that I was going to get to but didn't end up getting to because of the issues that I'm dealing with my dad, but I'm hoping to actually get this up in the website in the next couple of days is an example of a PRD where you're dealing with something that's more of an ongoing thing as supposed to a project with a real specific end date.



HEALTH

So let's say you're, particularly in something like health or healing, you know, very often that fall much longer term than 3-4 month, and you're really looking to create healthy, you know, outlook.

You can have your action items be, you know, work out 3 times a week or, you know, cook and eat a sit down dinner with your family 5 nights a week or, you know, there's a lot of different ways to look at this, and the PRD might not change hugely as far as the action item from quarter to quarter, but the goals might, the objectives might.

So for example, if you're looking to lose 80 pounds, you're not going to lose 80 pounds in 4 months, at least not and stay healthy, but maybe you'll lose 20 pounds in 4 months.

So maybe you know the objective is...and since we make goals not about what we're trying to get rid of that what we're looking to create, so maybe the first objective is to be a size 10, and 4 months later the second objective is to be a size 6 or whatever it is.

Or maybe you're starting in the size 14. I don't know, but you get my point that you're setting a goal that is forward focused and not about losing weight, because that's all about problem, but then the actions are what support you in creating that lifestyle, okay?

HOW DOES THE PRD FIT INTO YOUR OVERALL TIME AND PROJECT MANAGEMENT SYSTEM

So the next thing I want to talk about is how does the PRD fit into your overall time management and project management systems? So hopefully, having listen of the [Time Management](#) call and the [Project Management](#) call and worked through *Time Management From the Inside Out*, you've created some time management systems.

When you are looking at your time map, which is something that Julie Morgenstern goes into in *Time Management from the Inside Out*, and I got into a lot more detail in my Time Management Intensive Program, and also obviously, you know, in the book then I'm able to go into the [Time Management 101](#) class.

But when you're looking at your time map, you should be looking at your chunks of time, your blocks of time, in terms of your goal area, in terms of your categories.

So you know perhaps if you're working on your business from 10 AM until 6 PM with lunch from 1-2, maybe from 10 until 11:30 you're practicing your instrument. From 11:30 to 1



Artists Marketing & Business Academy: Professional Program

Nuts & Bolts: The Fundamentals of Business

Project Management – The Performance Results Description Tool

you're writing music. From 1-2 you have your lunch. From 2-3:30, you're doing booking calls. From 3:30-5, you're working on your admin. Whatever it is, right?

So you're kind of looking in terms, not in terms of what to do item are you getting done, but what are the category area for that in your time map.

FEED BACK INTO YOUR TO DO LIST

Well then, when you come back from your PRD, you can feed all the action items from the PRD into your to-do list, which hopefully, you've organized in terms of category.

So all of those action items on your PRD get fed into your to-do list, organized by category, put into order of priority with dates, when are you going to get them done, when are you going to start each one, when are you going to finish.

Or as you're doing them every week like one of the action might be marketing 10 hours a week, then that's something you check off that you've done every week. Then you also want to not only feed that into your to-do list by category, you want to feed that into your time map, because if you're saying you're going to market for 10 hours a week, but you don't have 10 hours of marketing scheduled in your time map, guess what? It's all going to back up into the PRD, right?

It's all going to back up because you're not spending it much time as you really need to in order to achieve that goal, so it's going to take you longer.

So you do want to take all of the actions out of the PRD and feed them into your to-do list and feed them from your to-do list into your time map. Make sure you have schedule.

And it maybe come really clear in that process that you're being over ambitious with your PRD. In which case, I would recommend you go back and edit your PRD and just make smaller objectives, and make, you know, make those objectives realistic given the amount of time you have to do, okay? You need to set yourself up to win.

Now do you need to read your PRD's every day? God, no, and in fact I don't know that you necessarily need to read them every week, because you've already fed all the action items into your to-do list. However, I do think it's a really good idea to look at them at the beginning of your month.

USE YOUR PRD TO ASSESS AND ADJUST AS YOUR WORKING YOUR PLAN – BUT AT BEST MONTHLY, AT MOST WEEKLY

So look at them at the beginning of your month. Cross off the items on in the action that you've completed. Perhaps assess and adjust your objective. You might be getting



Artists Marketing & Business Academy: Professional Program

Nuts & Bolts: The Fundamentals of Business

Project Management – The Performance Results Description Tool

more accomplished than you thought you could. You might be getting less accomplished than you thought you could, but adjust your objective and adjust your overall goal, so that it's achievable and realizable within the time frame, okay?

So basically the PRD gives you the overview and the ability to assess and adjust as you're working your plan. It's also going to keep you honest and I'm going to talk to you a bit more about this in the Tips section.

But you know, if you've got a PRD, but you never get any of those actions done, you're going to need to really look at what your priorities are and what's real, okay?

THIS IS NOT MEANT TO REPLACE YOUR TIME MAP OR TO DO LIST

And again, this is not meant to replace your time map or your to-do list. It's meant to feed into those things and to be used as an assessment and adjustment tool and as a planning tool.

IT IS MEANT TO HELP YOU ADJUST YOUR PRIORITIES SO YOU FOCUS ON THE IMPORTANT AND NOT JUST ON THE URGENT.

It is meant to help you adjust your priorities so you focus on the important and not just the urgent.

TIPS

Okay, so here are some tips for how best to use your PRD:

EVERY DAY, CHOOSE AT LEAST ONE ACTION FOR YOUR TO-DOS THAT COME FROM A PRD PROJECT

When you're looking at your to-do list every day or at the beginning of each week, I recommend that every day you choose at least one action for what you're going to get accomplished today that comes from a larger PRD project, so that it's not a putting out of fire of what's to do this week, but really working towards your bigger goals.

It will help to keep you focus on not just what's urgent, but what's important. So every day or at least a couple of days out of the week, pick one action that really feeds into what you've decided to do using the planning from the PRDs.

BE HONEST WITH YOURSELF – IF YOU KEEP MAKING PRD'S FOR PROJECTS THAT DON'T GET STARTED – EITHER YOU DON'T REALLY WANT THAT PROJECT OR YOUR DEALING WITH ANOTHER ISSUE OR BLOCK



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Second tip, be honest with yourself. If you keep making PRD's for projects that don't get started, either you don't really want that thing. You don't really want that project. You think you should want it. People are telling you you should be doing this, but honestly you don't really want to or you're dealing with an issue or a block or a fear.

RATHER THAN BEATING YOURSELF UP FOR NOT GETTING IT DONE – DEAL WITH WHAT'S REALLY GOING ON

So rather than beating yourself up for not getting it done, deal with what's really going on. Either get honest with yourself about what you really want in your life and get rid of the stuff that are would've, should've, could've or other people's ideas of success.

GET HELP

And secondly, if you're dealing with an issue or a block, get help. Get support. Get a coach. Work with an accountability partner. You know, get some feedback from professionals, you know, within your genre and your business.

You know, get a mentor. You know, if you're in music, get a music mentor. If you're in film, get a film mentor. Get help, because you're clearly not doing it on your own, okay?

BE CONSTRUCTIVE, NOT DESTRUCTIVE, WITH YOUR PLANNING

Tip 3: be constructive not destructive with your planning. So let me tell you what I mean by that.

DON'T MAKE IMPOSSIBLE COMMITMENTS FOR YOURSELF

First of all, don't make impossible commitments for yourself.

SET YOURSELF UP TO WIN

Set yourself up to win. If you find that you're not completing the PRD's or the objectives that you set for yourself, set smaller objectives. Set yourself up to win. Once you really start achieving those objectives as you set them, then you can stretch yourself a little bit, but start with winning first, okay?

MULTI-TASKING DOESN'T WORK – SIMPLIFY

Also multitasking doesn't work. It just doesn't. So if you've got an overarching goal and you've got 5 huge projects within a single PRD, guess what? You're going to be struggling with that. So narrow your scope a bit and think of...in terms of working with a consecutive projects, as supposed to working on all projects at once.

I think you will find that you get more done in less time and that you're happier with the results, because you'll be doing higher quality work. So multitasking doesn't work. Simplify, simplify, simplify.



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OWN AND CELEBRATE YOUR RESULTS – ALL OF THEM, EVEN IF YOU DIDN'T "FINISH", EVEN IF IT'S NOT PERFECT, EVEN IF IT'S NOT WHERE YOU WANT IT TO BE.

And finally and this is so critically important, own and celebrate your results---all of them, even if you didn't finish, even if it's not perfect, even if it's not where you want it to be this week, own it. Celebrate it.

You know, I just love crossing some things off from my to-do list, and in fact, if I find that I'm working on project that's a really big project and I'm making progress on it, but because on my to-do list I just have the big project I never get to cross it out, what I will do is I'll make small...I'll chunk it down to smaller pieces just so I get to cross them off and celebrate them each time I get them done.

BE FLEXIBLE

And final tip is to be flexible.

THE BEST LAID PLANS OF MICE AND MEN, AND ALL THAT.

The best laid plans of mice and men and all of that, right?

Stuff happens in your life. I mean...I didn't know when I sat and wrote my PRD for this summer I did not know that I was going to be on a red eye with...in, you know, split 6 hours notice, that I was going to be on the red eye to New Jersey and spending a month in New Jersey. I just didn't know that. You know, that was not on the plan and so on my flight back to California in early September, I'm going to be creating new PRDs for the fall, and guess what, I'm going to be going back to my summer PRD's and probably re-tasking a bunch of them, because you know, I just didn't get it done and that. I had other priorities. You know, family's first.

So that basically, you need to be flexible. You need to create realizable objectives and goals for yourself, and use this as a planning tool to create real plans, not fantasies, not "wouldn't it be nice if I could," but real world, specific, actionable plans, and then feed that back in your time management system, and get busy, man, creating your goals, alright?

Well, if you guys have any questions after listening to this, you have two options for getting your questions answered. You can submit it as a comment on the actual page where you downloaded this call. Submit it as a comment, and I will come back to that page and do my best to answer it, depending on how large the scope is or you can submit it at the AskDebraRussell.com website, and download it or listen to it live and get your questions answered on the Ask Coach Debra call.



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Project Management – The Performance Results Description Tool

So either of those methods is appropriate for getting questions answered, and I hope that you are feeling much clearer about how to fill out a PRD and find it a useful and valuable tool for creating the life of your dream.

Have a great couple of weeks. We'll talk to you on the 2nd Thursday of September on the Ask Coach Debra at the usual time, and hopefully by then, I will be back in California. Alright folks. Have a great, great week. Bye-bye.