

Time Management 101 – The Art of Juggling

Toolbox Teleclass Transcription

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Foundation Program

Track 3: Nuts & Bolts: The Fundamentals of Business



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I. OVERVIEW

Welcome to the Time Management 101: The Art of Juggling call. This is a class that I've often given at conferences and the bottom line is that everyone is given the same amount of time each day.

A. EVERYONE IS GIVEN THE SAME AMOUNT OF TIME EACH DAY

We all get the same amount of time. Why is it that some people seem to function okay within those constraint and other people struggle-struggle-struggle and the rest of us kind of fall somewhere in the middle?

My theory is that, first of all, we weren't taught time management. I didn't take Time Management 101, as you know, a freshman in high school. It wasn't taught to us. I remember watching my mom as she managed 4 kids, a full time job, and at one point going to school at night for her Bachelor's and get her CPA degree, and being just dumbfounded at how she pulled it off. How did she do that? How did she manage her time?

Now the problem if you've had a really good time management modeler in your parents very often is that they don't actually teach you how to do it. You just watch them in an amazement while they do it but it's very rare that people then take you aside and say, "Okay, this is how I do it, you know. Try this, this might work for you."

I think there are exceptions for that rule, and I think there are some of us just more innately effective, but for the rest of us, we just kind of muddle through. We were never really were taught how to do it.

On the contrary, we were just shamed, because we weren't good, called lazy, procrastinators, whatever. And so time management ends up being this very muddled, murky issue for a lot of people when it really isn't, you know. It's really pretty straightforward, and that's what I'm going to hopefully help you to see.

B. WHAT ARE YOUR TIME MANAGEMENT CHALLENGES?

So when I'm teaching this class live I ask the next question and open up the floor for people to give me feedback, but I'm just going to kind of give you the answers that most people offer. So what are your time management challenges? And by the way, feel free to answer this question as a comment on the call.

1. POSSIBLE ANSWERS: PROCRASTINATION, OVERWHELM, PRIORITIZATION, FEAR, INTERRUPTIONS, BURNOUT

Very often, the answers that I get are procrastination, overwheleme, struggling with prioritizing, not knowing what to do first or what's most important. Fear comes out for people a lot, so that they can't seem to take the actions they know they should be taking because of fear. Interruptions.



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Interruptions is big these days, because we all are (thanks to technology) are extremely accessible. So interruptions take a lot of different forms, whether it's email, cellphones, instant messaging, Twitter, Facebook, blah-di-da-di-da-di-da. Right? There's all kinds of ways, you know, instant messaging, chats. All kinds of ways for people to interrupt us, whereas, you know, 40-50 years ago it was much more limited to just, you know, someone knocking on your door or the occasional phone call.

Now we have just multiple streams of interruptions, and finally, a big issue for people is burn out. They're just exhausted, and as a result because of the fatigue, not only are they too tired to take action, but their ability to make decisions becomes impaired because of fatigue.

Now there are a lot of different tools out there. If you Google time management, you will find a million programs, a million people who say, "I've got the one true answer. Follow my methodology and you're time management problems will be solved!"

And if you're anything like most people I work with with time management as an issue, you probably tried a few of those, and maybe they even worked for a little while or maybe bits of them worked, but as an overall they didn't work.

C. YOU CAN BUY A DOZEN DIFFERENT SYSTEMS, PDA'S, TAKE CLASSES – BUT THEY ONLY WORK IF YOU MAKE THEM YOURS

You can buy systems, you know, personal information products that, you know, work on your tablet or iPhone or whatever. You can take classes and courses. You can read books. What I have found is these systems will only work for you if you make them yours.

See because these systems were invented by someone who developed their own personal time management system and said, "Well if it'll work for me it'll work for anyone." Except that that's not true when it comes to time management, because we all work differently. Our biorhythms are different, the way we think about things is different, and so thinking that there is a one-size fits all system for time management I think is misguided.

1. *THERE ARE A LOT OF DIFFERENT "SOLUTIONS" AND IT'S UP TO YOU TO TEST THINGS OUT AND FIND OUT WHAT WILL WORK FOR YOU.*

What you want to do is figure out is how you best work, and then create a system around that. So with regard to any of these systems, it's up to you to test things out and find out what's going to work for you, and then really implement it.

In my experience...and when I say in my experience, I work on time management with private clients, I would say 90% of my clients--at one point or another in our relationship--work on at goal in the area of time management. It's that big of a challenge for people.



D. WHERE WE ARE CHALLENGED IS IN ONE OF FOUR PLACES:

And in my experience generally the challenges fall into 1 or 4 categories:

1. *KNOWLEDGE / TECHNICAL EXPERTISE*

The first one and usually the easiest to fix or to adjust is knowledge or technical expertise. Very often there is just some technology missing in how a person is thinking about their time, and you fix those issues and everything falls into place.

2. *SKILL LEVEL*

The second level -- the second area is skill level. Sometimes because time management is really a skill, and so you may just need to not only figure out what's going to work but also practice it, and you will get better as you practice it more and more.

3. *QUANTITY – TOO MUCH STUFF! (4 D's)*

The third challenge is sheer quantity. That there is too much stuff. And I'm going to, a bit later in this class, talk about the 4Ds, which comes from the *Time Management From The Inside Out* book, which I'm going to talk about it in great detail, because I think that book is really quite brilliant.

Too much stuff. I find this to be really common with highly creative people, because of their facility at creating, you guys have a lot of brilliant ideas that you want to pursue. A lot of thoughts and inspiration and projects and collaborations and ideas, just all of these things that you want to pursue, and you try to do them all at once and that tends to not work. So quantity is a big challenge.

4. *BELIEF*

And finally the fourth place is belief. And that has to do with your beliefs about yourself, your beliefs about what's expected of you, and your beliefs about how to achieve, how to be successful.

E. GIVE YOU THE OVERVIEW. SINCE TIME MANAGEMENT ISSUES ARE SO INDIVIDUAL, THIS MAY SERVE TO SHINE A LIGHT ON HOW TO BEGIN TO MAKE A CHANGE

In today's class I'm going to be giving you the overview. Since time management issues are so individual, and they can be complex. They can be multi-layered for people. This will serve to shine a light on how to begin making a change.

F. TO ACTUALLY ADDRESS AND SOLVE YOUR INDIVIDUAL CHALLENGES WITH TM WILL TAKE TIME AND EFFORT AND PROBABLY SEVERAL WEEKS OR MONTHS OF IMPLEMENTATION & PRACTICE.



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But to actually address and solve your individual challenges with time management is going to take time, effort, very possibly several weeks or months of real implementation and practice.

So I have no expectation and I want you not to have any expectation that listening to this one hour class is not going to fix it all for you, because it won't. It just won't! I'm sorry. I wish I could have that magic wand that I could wave at your time management issue to disappear, but because of the skill it takes time to practice and develop as with any skills.

II. THE 80-20 RULE

One of the first concepts I want to talk about is the 80-20 rule. Now you may heard of the 80-20 rule. It's used to apply in multitude-ness areas, you know, and basically that 20% gets 80% of the results, so 20% of the people get 80% of the success, you know, like that.

A. ACCORDING TO JACK CANFIELD'S "SUCCESS PRINCIPLES" YOU WANT TO SET UP YOUR WORK TIME TO LIVE BY THE 80:20 RULE.

1. THE MOST SUCCESSFUL PEOPLE SPEND 80% OF THEIR WORKING TIME IN THEIR CORE GENIUS OR PRIMARY AREA OF EXPERTISE. BEING WITH THE PEOPLE AND IN THE PROCESSES THAT GIVE YOU THE HIGHEST PAYOFFS FOR THE TIME YOU INVEST. THESE ARE YOUR BEST RESULTS DAYS (WHERE HIGHEST TALENT AND HIGHEST INCOME MEET)

According to Jack Canfield's *Success Principles*, the most successful people spent 80% of their working time living inside their core genius or primary area of expertise. Being with the people in the processes that give you the highest pay off for the time you invest.

Now you can think of these as your Best Results Days, where your highest talent meets your highest income potential.

2. YOUR CORE GENIUS IS THE ONE THING YOU LOVE TO DO AND DO SO WELL, THAT YOU HARDLY FEEL LIKE CHARGING PEOPLE FOR IT. ITS EFFORTLESS FOR YOU AND A WHOLE LOT OF FUN.



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Your core genius is the one thing that you love to do and do so well that you hardly feel like charging people for it. You know for me it's coaching, right? For you, it's maybe making music or maybe it's teaching. Everybody has their own, I believe, core genius that is really truly their purpose, the thing they were put on the planet to do.

You know you're in your core genius when it's effortless for you and a whole lot of fun. So the most successful people are living within their core genius 80% of the time.

3. *THE OTHER 20% OF THE TIME IS SET-UP FOR YOUR BEST RESULTS DAYS.*

The other 20% of the time is the set-up for those best results days. But here's the thing, those people have set up a lot of systems and a team to support them, so that they could spend 80% of their time in their core genius.

If all you do is write music and record music and create music, but nobody has ever heard of you because you've never set up a real marketing system, then the money is not going to meet the genius, okay?

If, however, you've spent a lot of time and energy setting up those system so they can mostly run without you, then you will be freed up to spend 80% of your time in your core genius.

So I want you to keep in mind that those successful people spent years getting successful and part of that was creating the foundation within which they could spend 80% of their time in their core genius.

B. SO HOW ARE YOU SPENDING YOUR TIME NOW? AND HOW DO YOU SHIFT YOUR %?

But a good question for you to be asking yourself is how are you spending your time now and how do you shift your percentage? I will say also that in my [Business Management For the Creative Mind](#) class I talked a lot about really how you should lay out your time, but it's really how you should lay out your business' resource-- time resources, which doesn't all have to be you. So keeping that in mind.



So how do you look at how you spend your time and create a system that will organically and intuitively work for you. That you can set up and run and pretty much live within in a way that feel very natural and easy?

I think the biggest mistake that people make in creating their time management systems is that they tried to impose somebody else's system on top of themselves without really looking at what's going to work for them, and the best time management systems are ones that are organically generated.

It's one of the reasons why I love the *Time Management from the Inside Out* book, because it's really about you organically generating your own system. Sure, you can use what other people recommend, but you want to find your own way of implementing it in your life.

III. STEP 1 – ANALYSIS

So step 1 for that in order to do this is Analysis.

A. HOW ARE YOU SPENDING YOUR TIME NOW?

How are you spending your time now?

1. *THIS IS NOT ABOUT FIXING ANYTHING (YET). IT'S ABOUT DETERMINING WHAT IS CURRENTLY HAPPENING AND WHY.*

Now this is not about fixing you. This is really about, without judgment, without shame, looking at what's true now. What is currently happening? How are you currently spending your time, and kind of what's the dynamic of what's happening with your time now?

2. *TIME LOG - WHAT'S THE TRUTH?*

A couple of things that you can do to look at this question is a time log, and what a time log looks like is just at the top of each hour, you write down what you did for the last hour.

And you know it doesn't have to be gory details, like you don't have to say, "Well, I wrote an email and sent it to this person, that person, the other person, and then I spent five minutes doing this, four minutes doing that."



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It's like you don't need to get into that much detail, but if you say an hour on email, that's great or 45 minutes returning phone calls or 2 hours playing computer games, an hour for lunch, whatever it is. Half an hour jogging, whatever it is, it doesn't matter, right? This is without judgment. This is simply tracking how you spend your time, okay?

And I recommend that you do it as you go, not at the end of the day, because you won't remember, and it'll take a lot longer to do because you have to sit down and think about, "What did I do then?" and "What did I do then?" and you'll end up beating yourself up because you won't remember.

Well, you don't remember because you're just kind of living. You're just going along, right? You're just doing what you do. That's why it's really important to do it as you go, whether it's jotting it down in a little, you know, 2x3 spiral notebook or on your iPhone in Evernote or whatever.

But find a way that you can, you know, take 20 seconds at the end of this hour and just jot down how you spent your hours.

Now if you're someone who bounces from thing to thing, make note of that because I think that's something really important for you to look at. I'm going to talk about that a little bit more later in the call.

B. WHAT ARE YOU ALREADY DOING WELL?

So another thing that you can do in your analysis is to look at what are you already doing well and what isn't working, okay?

1. WHAT WORKS/DOESN'T WORK

So for example you can write out a bullet point list of what works and a bullet point list of what doesn't work. But I recommend that you don't just make it a bullet point list that you dig a little deeper, and let me explain to you what I mean.

If you say in your bullet point list that you show up for appointments on time, that's something that works. That's not that useful. You show up for appointments on time. Great, why? Do you show up for appointments on time? What are you doing that enables you to show up for appointments on time?

Or maybe it's that you show up for work appointments on time, but when it's personal or play appointments, like you know dates or you know dinners or events or parties or whatever, that you're always late?



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Ask yourself, "Well, what's the difference? How am I holding those two things differently. What am I doing differently that enables me to be on time for my work appointments that I'm not doing for my play appointments?" Okay?

Dig a little deeper. You want to get into the dynamic of what you're doing or not doing. What you're choosing or what you're choosing instead of. So if you're...what are you choosing with the work appointments that is enabling you to get there on time? And when it's the play appointment, what are you choosing instead?

Or maybe you're choosing to push the work up to the last second, and then you didn't like schedule time for the travel to get to that play appointment. Or maybe you spend, you know, 30 minutes figuring out what to wear for that play appointment because your closet is a mess, but your work clothes are really all in one corner, so it's really easy for you to get dressed for the work clothes...that for the work appointment, but for the play appointment it's a whole other ball game.

So what are you doing that has things work and what are you not doing that has things not work, okay?

2. *WHEN IS YOUR MOST CREATIVE TIME OF THE DAY?*

When is your most creative most creative time of the day? When I was first working on time management I decided I was going to write every day at 3 o'clock. Well I can't write at 3 o'clock. I'm exhausted at 3 o'clock.

I have no brain function left at 3 o'clock, I need to take a break at 3 o'clock, and so as a result, I never got to my writing, and I was beating myself up and blah-blah-blah, and then I realized what if 3 o'clock is just the wrong time of the day for me? What if I do my writing first thing in the morning instead? Would that work better? So when is your most creative time of the day?

3. *WHEN ARE YOU AT YOUR MOST SOCIAL?*

When are you at your most social?

4. *WHAT ARE YOUR EXTERNAL TIME CONSTRAINTS? (E.G. JOB, CHILDREN, STANDING APPOINTMENTS)*

What are your external time constraints, you know, job, children, standing appointments, particularly recurring standing appointments.



5. *HOW DO YOU BEST WORK (E.G. LARGE CHUNKS OF TIME VS. SHORT CHUNKS OF TIME; LOUD ENVIRONMENT VS. QUIET)*

How do you best work? For example, are you better when you have large chunks of time? Or are you better with short chunks of time because you get distracted or bored easily? Do you work better in a loud environment with a lot of people talking or music going or you much better off when it's very quiet?

Now the answer to this question may be different depending on the activity. I find that I can sit and write for 2-3 hours at a time, but if I try to do email for more than 30 minutes, I get a little anxious and frustrated.

So figuring out kind of what is the best environment for you depending on what you're doing.

a) Myth of multitasking

Now I want to right now take on the myth of multitasking, because some people really think they're good multitaskers, and the bottom line is that even when you think you're good multitasker, the studies have shown and there are a dozen different studies on this issue.

The studies have shown that multitasking doesn't work. That people don't do their best work when they're in an interruption-rich environment, that very often it takes you longer to complete a task because it takes you time to get into and out of that task.

So every time you are distracted and go something else, it actually ends up taking you aggregate longer to do a particular task than if you just stayed focused and finished the task, okay?

So multitasking, meaning that you're doing multiple things at once, doesn't work because the truth is you're actually not doing multiple things at once, you're actually just going from thing to thing.

Now for me the only exception to that is when I'm on hold. If I'm on hold, then I can do some email while I'm on hold or I can do something else while I'm on hold, you know, just because otherwise you're just sitting on hold...and it's boring.

So I just want to clarify, you know, that myth of multitasking, and please-please-please don't multitask while you're driving, because I don't want you to get hurt and I don't want you to hurt anyone else.

6. *3-LEVEL DIAGNOSTIC - WHAT'S HOLDING YOU BACK? (CH2 OF TMIO)*



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- a) Level 1 technical errors
- b) Level 2 external realities
- c) Level 3 psychological obstacles

In the *Time Management from the Inside Out*, she goes into a 3-level diagnostic, and I find it really useful, because it can clarify kind of where the trouble is, so she identifies 3 different levels.

There's technical errors, external realities, and psychological obstacles, and the ways that you approach fixing these challenges are going to be different depending on what they are. So I strongly recommend that section. It's chapter two of *Time Management from the Inside Out*.

Now I do want to say one other thing about that book. It's not a book to read. It's a book to do. So if you purchase *Time Management from the Inside Out*, and I do have a link for that book associate with thisclass.

I recommend you really work through the exercises that she offers you, rather than in a sitting sit down and read through the whole book, because it's pretty fast read, but that's not going to help you because information is not what's missing generally for most people.

Generally for most people, there's structure missing. There's skill missing, and there's good, positive, empowering beliefs missing or some combination of those things, and reading a book isn't going to really address those things. It's a book that you need to do, not read, okay?

IV. STEP 2 – BUILDING YOUR FOUNDATION

A. APPLY WHAT'S WORKING TO THE AREAS THAT AREN'T WORKING

So now you want to build your foundation. First of all, since you did all of that work in looking at what was working and what was not working, you want to start applying what's working to the areas that aren't working.

So going back to our example, if having your work clothes organized and having plenty of prep time for the dressing and driving set up is what's having your work arriving at your work appointments work, then try applying those things to your play appointments.

So organize your play outfits and decide in advance what you're going to wear, even set it out the night before.



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Schedule...if the play appointment starts at 7 PM in your calendar, add the travel time and then add the prep time, so if it's going to take you a half an hour to get dress, then great!

Schedule it. So it's a 30-minute drive and you need 30 minute to get dressed, your play time doesn't start at 7 it starts at 6. So build that time into your schedule, because that's what you're doing that's allowing you to get to the work appointment on time. So take it and apply it, okay?

B. LEARN THE SKILLS AND CREATE THE STRUCTURES YOU NEED TO FUNCTION OPTIMALLY

You want to learn the skills and create the structures that you need to function optimally, so part of that is going to be different for every person because every person is at a different stage in this process.

But a couple of things and this is straight out of the *Time Management from the Inside Out* book that I think really works for everybody is first to:

1. LIST THE MAJOR CATEGORIES (WORK, FAMILY, HEALTH, ETC.) OF YOUR LIFE WHERE YOU SPEND TIME OR WISH TO SPEND TIME

List the major categories of your life. Where you spend time or wish to spend time. Now you want these to be fairly broad categories, so in your life you have maybe 5 or 6 categories.

They might be work, family, health, relationships, and different people have different names for these categories, so for me it's work, self-care, creative spirit and entertainment, relationships, like that, right?

Some people have, you know, their community as a section because they're, you know, very active in their community. It's really up to you, but you want it to be not more than 5 or 6, so you may find yourself grouping things together.

a) If you're a business owner, you may want to create sub-categories under the Work area. Use 5 Hats from BMC



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Now if you're a business owner which I'm going to assume that you are because you are listening to this class as part of the Artists Marketing and Business Academy. If you are a business owner, you may want to create sub-categories under the work area, and what I recommend doing is listening to the [Business Management for the Creative Mind](#) call and using the 5 hats as your sub-categories.

Now you may name them differently, you may reorganize them a little bit differently. It might look different depending on what your business is, but I found that kind of laying those out, because very often the mistake people make is that they put their work time as this chunk, this huge unstructured, you know, 9-5 chunks of time.

Now you can use this, even if you're working for corporate, for a corporation or whatever, in helping you to manage your time there as well, so you can apply all these concepts to your time at work.

b) Identify a Big-Picture long-term Goals for each area

Once you've got your categories, you want to identify some big-picture long-term goals for each off those areas. You will find that if you have a goal in mind, your activities become clearer, more focused, easier to prioritize, less drudgery you know.

So, for example, if one of the things that you dread to do is doing your laundry, but having, you know, presenting yourself as a professional is one of your work goals, then doing the laundry becomes just feeding that goal, right? It just becomes a task that you do in order to present yourself as a professional, because you have clean-pressed, nice outfits for one you go on work appointments.

c) The more you can connect your to-do list to your goals the better you'll feel.

The more you can connect your to-do list to your goals, the better you're going to feel, okay? The easier it's going to be for you.

So once you've got the major categories, you want to use those major categories to organize your time map, and I'll get into this more also to organize your to-do list.



2. TIME MAP – NOT A SCHEDULE – IT'S A TEMPLATE FOR A SCHEDULE

Now a time map is not a schedule. It's a template for schedule. So you want to create a time map that is basically your ideal week. If you had complete 100% control of every moment of every day, this is how you'd lay out your time.

And then what you do is you take this week and you kind of lay your ideal time map over it, it's going to maybe involve juggling some things. So for example if you decide that 2-5 on Thursday afternoons is when you're going to be booking gigs, when you're going to be doing your marketing, but you got a dentist appointment and that's the only time the dentist could see you is at 3:30 on Thursday afternoon, well you just need to switch some things out.

Maybe you go to a yoga class at 9 AM on Tuesday morning, which is kind of a self-care thing, and so that week you instead put your booking into that time slot, because going to the dentist is also self-care and so you kind of flip flop things.

The idea is that you give the amount of time to these major categories that you've decided in advance, this is how much time I want to put into it. Some weeks are not going to be perfect, and some weeks you'll have to throw the whole thing out because you got a pressing deadline, and that's life, right? But this time map is kind of your ideal blueprint for how you're going to set up your schedule.

a) Create a Time Map that includes time for each major category

(1) You may create 1-3 hour time blocks

You may want to create 1 hour blocks, maybe even 3 hour time blocks. It's going to depend on how you best work which is why in step 1 is the finding out how you best work.

(2) You may assign entire days to a particular endeavor or project

You may assign entire days to a particular endeavor or a particular project or you may do some combination of both. When I was running two separate businesses, one of the ways I did that is that I assigned different days to the business. So, you know, Monday was business A, Tuesday was business B, Wednesday and Thursday was business A, Friday and Saturday was business B, and Sunday was my time or something like that, right?

(3) Or a combination of both

Or it may be a combination of both, and it's really up to you and how you best work.



b) Two approaches to creating your Time Map

(1) All at once (if you can)

Now once you've created your time map, there are couples of different approaches to how you implement it, because if you don't implement it, it's just an exercise and really do you have time for that, so I don't want to waste your time.

You may try to implement it all at once. I have found for most people that's hard to do, and some people just do it, so everybody's different you may try it and you may find that it works really well on Mondays and Thursdays, but Tuesday, man it goes to hell in hand basket `or you may find that you're really able to do it at the beginning of the week, but by the end of the week it's all falling apart.

(2) Build it up a piece at a time

And that's okay you know because it's an experiment. Most people are more successful if they build it up a piece at a time. The first piece that I recommend you put in are your bookends, meaning:

(a) Morning and evening routines – piece by piece

Your morning activities and your evening activities. I'm also, this month, doing a class for the professional level program called [Time Management Bookends: A Tool for Success](#), I think I called it.

And this is what I'm talking about and I will go into a lot more detail about really specifically how do you design your bookends in that class, but basically this is your morning routine, your evening routine. And what I found works really well for me is when I'm trying to create a new habit, the best thing to do is to attach it to a habit that's already well established.

So I decided I want to make my bed every day, and I attached it to showering, so after I shower I go make my bed, because I shower I'm always going to shower, so if I attached it to something that's already happening it becomes easier to make it happen every day, does that make sense?

And that's part of the logic around establishing your morning and evening routines, because most people have fairly similar things that they do every morning or fairly similar things that they do every night.

It may not all be working for you, and it may not be all the things that you'd like to do, but you have something of that nature set up, and so it's easier to build those pieces and put those pieces in.



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Plus I've also found that if you start out the day well and you end the day well, the middle flows much easier, and once you build those bookends and you can also build from the outside in.

So you build the bookends and then you put in place your mornings and then you put in place your afternoons and then you put in place the middle of the day and you build it that way.

(b) Getting to bed and getting up at a consistent time

One of the most important things to think about is getting to bed and getting up at the same time every day. There is no right time, but I find that people who go to bed at very different times every day, find building these structures much more challenging and are much more tired and burned out.

And there's physiological reasons for that because you never give your body the chance to really create a usable rhythm, and as a result, you don't sleep as well. You don't sleep as soundly. You're not as rested from your sleep, and you try to make it up the next day and that ends up not working, and that's the result of sleep schedule the next day, and it just ends up being a vicious cycle.

So even if you're going to bed at 3 o'clock in the morning and waking up at 11 AM the next day, if that's consistent, then that's fine. It doesn't matter. What they found with studies on sleep is that the people who have the graveyard shift have less trouble with deprivation and fatigue than people who are on the swing shift, where they're doing, you know, day shift for three weeks and then night shift for three weeks and then day shift for three weeks, like that.

Those people have a lot more sleep deprivation symptoms and loss in productivity than the people who are working at graveyard as long as you, you know, close the window shade, so you don't get interrupted by light. So go to bed and get up at a consistent time every day.

(c) Install new habits one at a time

And install these new habits one at a time. Don't try to change too much too fast. It's just a recipe for disaster, and very often, you will fall off the way again and be very discouraged by it.

3. BALANCE TRACKER – PG. 192 – ALTERNATIVE TO THE TIME MAP IF YOUR SCHEDULE IS SO ERRATIC OR YOU SO RESIST CREATING A SCHEDULE.

So another thing in the *Time Management from the Inside Out* book that I really like is the Balance Tracker.



a) Choose your categories and how many hours you wish to spend in each category

This is a great tool for people whose schedule really is too changeable and too much in answer to daily shifts and changes for, you know, for what's going on, and what a balance tracker is really you decide what the major activities are and how much you'd like to spend in each area each week.

b) Create a Balance Card for that week

And then you use a little card with the activity and like little squares for each hour, and you cross them off as you do them. So if you decide you want to exercise four hours a week, but some weeks that four hours is going to be, you know, two hour workouts because you're taking a class or some weeks it's going to be 20 minutes a day or 30 minutes a day.

It doesn't really matter because when you do it you just check it off in the box, and if you know it's Wednesday and you look at your balance tracker, and you say, "Oh well, I haven't exercise yet this week," you know, then you just decide to do it that day.

I also find...you can also do a combination of the time map and the balance tracker, so you can create a balance card for that week for some areas and time map other areas. It's really a question of what's going to work best for you.

C. THE TO DO LIST

When you do your to-do list-- So actually, I'm just seeing that this next thing I was going to do would be better if I put it here, hang on there a second I'm just re-organizing it on my actual thing.

Okay so let's talk about the to-do list. A to-do list can very often be completely overwhelming for people, so here's some ideas for how to organize your to--do list.

1. WRITE IT DOWN – LINK IT TO YOUR CATEGORIES AND THE GOALS FOR THE CATEGORIES

First of all, get it all in one place. Now a lot of people use the post-it method, and I find in general that's not an effective way to do it, because you'll lose those posts. But if you really insist on post-it get them all in one place.



a) Visually separate categories

Once you've got all of your to-dos in one big holding place, separate them by the categories that you set up for your time map. And by the way, if you have a to-do item that doesn't fit a category, your category may be too narrow, and you may need to expand it.

And if you have a to-do item that you just can't figure out what category it should fall under, that's a great question for the Ask Coach Debra call.

So separate your to-do list by categories. What I'd like to do with a to-do list is use an Excel spreadsheet, and so one column is what the item is. The next column is what category it falls under, because if you put it into your Excel spreadsheet you can sort it.

So you could just do a big brainstorm of all your to-do lists and their categories, and then you could sort by category, because then what I want you to do is create separate spreadsheets within that Excel workbook for each category.

Because when you sit down, let's say you've decided that Tuesday morning from 9 to 11 is marketing, and you sit down, and you're like, "Oh God, what do I have to do here for marketing?" Well open up your spreadsheet.

But if you have all of your stuff in one huge honkin' pile, and you have to go through every single to-do item to find a marketing item, you're going to get...first of all, you're going to waste a huge amount of time.

Second of all, you're going to get really stressed out. Third of all, you're much more likely to get distracted and end up doing something else, instead of what you decided this hour was to be devoted to.

So if you have it separated by category, and this next two hours is for marketing and all you do is open up the marketing spreadsheet, then that's much less likely to happen, so visually separate the categories.

b) Attach time estimates to the item

Attach time estimates to the item. How long do you think it's going to take? And if it's a recurring item, just attach how much time you want to spend on it each week, so making booking calls is something you're going to be doing every week, that's fine.

Just say you want to commit to two hours every week or whatever it is. Six hours every week or 30 minutes every week, I don't care. So when it's an item in your to-do list, but just decide how much time you want to put into it.



c) Break it up into baby steps

If you look at an item and you're like, "God, I have no idea how long this will take." Very often it's because it's too big, so chunk it down. Break it up into steps and then estimate how long each step is. Add it up. You've got an idea of how long that overall thing is.

2. SUDDEN OPPORTUNITY LIST

a) 3 lists – 5 min, 30 min, 1 hour

By the way one of the most common challenges is a problem with this particular skill, the estimated time of how long something is going to take you. And one method I've heard given is that if this is an area that you are not good at, then for everything that you look at, if you think it's going to take 15 minutes, triple it, and decide that it's going to take 45 minutes.

If you think that something is going to take 3 hours, triple it. It's a 9-hour project because here's the thing, if it's only ends up taking you 5 hours, that's awesome! And you're over-budgeted it, you know have 4 hours you can do something else with.

But if you schedule it for 3 hours and it takes 5 hours, then you're frustrated. Then you'll feel like you can't accomplish things, see? I'm a big believer in the under-promising, over-delivering method of time management.

I assume that you're going to be able to get less done than you think you can, because if you're wrong and you end up being able to get more done that's a happy problem.

Plus, if you've estimated time for these activities and you've finished the project faster than you think you have or were going to, and you have an extra 15 minutes you can also split that spreadsheet by time estimate, find an activity that you thought would only take you 15 minutes and do that for 15 minutes, okay?

So think of those as the sudden opportunity things, and use your list for sorting by that time estimate.

3. BE REAL!

Be real.



a) Identify how much time you really have for each category in the day and pick only what's realistic to get done that day

Identify how much time you really have for each category in the day and pick only what's realistic to get done that day. You know people sit down and make their to-do list for the day, and they put 30 items on it. There's no way they're going to get it all done. There's just no way.

So be really real. Under-promise. Decide that you're only going to be able to get three things done and over-deliver. Be able to get five things done, okay?

b) Give yourself real credit for every accomplishment – even if the to-do is not complete

Give yourself real credit for every accomplishment, even if the to-do item isn't complete. This is especially important for larger projects. Give yourself credit, you know, for whatever you accomplished.

If you've got a project that's going to take you 10 hour to accomplish, and you spend 2 hours on it today, that's great! You've spent 2 hours on it. Congratulations! So give yourself credit.

Otherwise your inner child is going to be stamping her foot and saying, "You know whatever I do it's never good enough. You never give me credit for what I get done," so and will go on strike and not let you do anything but play computer games. So really see that part of you and give yourself lots of credit.

4. *DECIDE USING THE 4 D'S*

In response to the over committed, too much to do the 4 D's, as laid out in the *Time Management from the Inside Out* book are:

Delete
Delay
Diminish
And Delegate

a) Delete

Delete: take it off your list. It ain't going to get done today.



b) Delay

One of the things you can though is if it's something that really needs to get done, but it ain't going to get done today, delay it. Very important know why when you're delaying it to. You're delaying it until the first of next month. You're delaying it until Monday, okay?

c) Diminish

Diminish; very often particularly for perfectionists, they spend--you do more perfect than what the activity really requires or need. So if you're writing an email to your mom, you know, honestly does it need to take an hour and half to write that email or can you just jot it off, you know, in 10 minutes? How perfect does it have to be?

Also, the more you build systems, the easier it becomes to diminish things, because you will have already, you know, like if you're sending a booker an email you'll already have a form letter for that email and you just need to do a little tweaking, a little personalizing, and send it off.

So instead of having to write the email fresh every time and spending an hour to do it, you take the form letter and spend 10 minutes or 5 minutes editing it and making it personal, and so instead it takes you, you know, one hour the first time you write it, and then 5 minutes every time you use it, okay? Diminish.

d) Delegate

And the fourth D is Delegate and that means give it away. Let other people do it. Let go of control. It will be okay.

5. EXECUTE THE PLAN!

Now once you've got the plan you need to execute the plan, right? You need to really start working it, and wow, I'm really behind time. This call is going to go longer, but that's okay.

a) Calendar-centric vs. task-centric view

There's really two ways to approach this: there's the calendar-centric view, and then there's the task-centric view. Some people really just, you know, write their to-do list, and that's how they schedule their day.



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Other people schedule their day and then they approach their to-do list. I'm a fan of the latter, and I'll tell you why.

When you come at it from a task-centric view, the most urgent tasks tend to be the only ones that gets done, and this is a problem also in that you are working in your business and not working on your business, because the activities, like building systems and organizing and expanding your skill base, none of those things ever feel urgent, so they just don't get done, whereas if you calendar the time to work on your business, you calendar the time to work on systems, then those activities are much more likely to get done.

D. CREATE A SUPPORTIVE ENVIRONMENT

You want to create a supportive environment. Ask for help. If someone is constantly interrupting you, ask them to support you in your time management, and you know, create clear boundaries. Tell them you're not available, close your door, don't answer the phone.

1. MOMENTUM CALLS

You want to create some accountability with people, whether it's a--you can have accountability calls that are hourly, that are daily, that are weekly. It depends on what's going to work for you. I've done all three and at different points in my life...I'll tell you...at different points of my life that hourly call has been absolutely brilliant, and it's called the momentum call.

2. ASK FOR SUPPORT

You pick a partner, and you spend literally about 30 seconds to a minute at the top of each hour talking to each other, and so that 30 seconds to a minutes goes something like this:

Well, in the last hour I accomplished answering emails for about 30 minutes and then I returned two phone calls. In the next hour I intend to accomplish, blah... In the last hour I intended to accomplish blah, but I got this really important phone call, and as a result a booked a gig, great! Woo-ho! What are you going to do in the next hour?

So literally, if it's taking you more than 30 seconds to say what you got done and what you're going to do next, then you're not doing this. You're doing something else. So it should be very quick, very sharp.

It's not about like helping people figure out how to get past their obstacle or supporting them or any of that.



It's literally just acknowledging what you've accomplished, which is that celebrating thing that I talked about earlier, and committing to what you're going to do next specifically. There's something absolutely magical about that, and especially if you're working alone, that momentary connection with another person is really helpful too.

3. SET-UP YOUR SPACE

You want to set up your space so that it is conducive to organization, so that your projects are all in one place and it's easy to start a project and then put it away when you're done. You want to set up your space so that you are...it creates focus in an environment that helps you stay focused and ask for support like I said.

E. SHIFT THE BELIEFS THAT ARE IMPACTING YOUR ABILITY TO MANAGE YOUR TIME

And if some of the obstacles or you are in that psychological or belief area, shift the belief that are impacting your ability to manage your time. Use the [Transform Your Beliefs](#) call or the [Transform Your Inner Critic Into Your Staunchest Ally](#) call to help you move those and shift those beliefs.

V. STEP 3 – EXPERIMENT AND PRACTICE

FINALLY YOU NEED TO EXPERIMENT AND PRACTICE; NO MATTER HOW GOOD YOU ARE IN SETTING YOUR TIME MAP, IN SETTING UP YOUR STRUCTURES THEY'RE NOT GOING TO BE PERFECT AND YOU'RE GOING TO DIVE INTO THEM AND FIND THAT SOME THINGS WORK AND SOME THINGS DON'T.

So really-really think about this is a process, this is an experiment. I'm going to try this for a day or for a week and see how it goes, but the most important part of that is that if it doesn't work, you know, figure out why.

A. OBSTACLES

1. 15 MINUTES A DAY – OR 5 – OR 30 SECONDS! FOR THE MOST CRITICAL THING(S) YOU'RE NOT GETTING TO

When you have obstacles, like if you have an action that you're just not getting to. That you feel afraid of or nervous about, try just doing it for 15 minutes a day or 5 minutes a day.

If you've got, you know, like my filing boxes a little undated at the moment. Spend 10 minutes a day filing, right? You'll get it done, you'll get though it. If you're overwhelmed with email spend 10



minutes a day just getting rid of old emails, and my recommendation is to go to the oldest ones and get rid of them.

If you find difficulty getting started on a project because you think it's going to be hard, do the hardest thing you think first, and to say to yourself, "I'm just going to do it for 5 minutes. I don't have to do it for any longer than 5 minutes. If it's really hard and I'm really miserable after 5 minutes, I can stop and do something else."

2. LEARN TO SAY NO

I promise you that more often than not once you get started, it's easier to stay in it. And you'll want to stay in it, because you'll realized it wasn't really as hard as you thought it's going to be.

And big thing around obstacle is to learn to say "no.: You have to be able to say "no" to people in order to manage your own time.

That no may sound something like, "Oh that's a lovely opportunity I need to check my schedule and get back to you," and get off the phone and think about it for a little while before you decide yes or no.

Or it may look like you know, "I don't really have time to talk right now, but I'll have time at 4 o'clock. Let's talk then". So learn to say no, and learn to set boundaries and keep those boundaries.

B. DON'T TAKE MISSTEPS AS EVIDENCE OF YOUR INABILITY TO DO THIS. JUST TRY SOMETHING DIFFERENT. DON'T GIVE UP.

Most importantly don't take missteps as evidence of your inability to do this. If it's not working, just try something different. Experiment. Don't give up, and don't make having falling off your time map today are reasons for not instituting it again tomorrow.

You know, I have it...very often a habit...creating a new habit looks like day 1 you do it. Day 2 you do it. Day 3 you do it. Day 4 you completely forget. Day 5 you do it. Day 6 you do it. Day 7 you think about doing it, but you decided not to. Day 8 you do it. Day 9 you do it. Day 10 you do it....right? So it's not all or nothing. Give yourself a break, and give yourself permission if you flip to get back on the horse.

C. CHANGE YOUR EXPECTATIONS OF YOURSELF AND HOW THINGS "SHOULD" GO WITH RELATION TO TIME MANAGEMENT.

Change your expectations of yourself and how things "should" go in relation to time management.



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1. *YOU EXPECT A PARTICULAR THING TO TAKE 15 MINUTES AND INSTEAD IT TAKES 2 HOURS – THERE MUST BE SOMETHING WRONG WITH YOU!*

You may expect that a particular thing is going to take 15 minutes, and instead it takes 2 hours. "Oh my god, there must be something wrong with me."

a) What's wrong is that you expected it to take 15 minutes.

No, what was wrong is that you actually expected it to take 15 minutes, and like I said, if you do that a lot, just start quadrupling how long you think it's going to take.

b) Without this skill you will continually be setting yourself up to lose.

Without developing this skill the ability to accurately assess how long an activity is going to take, you will continually be setting yourself up to lose. You will continually be over committing to things you will continually be putting too many items on today's to-do list. So this is a critical skill to develop for time management.

c) Create a Time Estimate Chart for several weeks

One of the things in *Time Management From the Inside Out* that she has you do is create Time Estimate Chart and just keep that chart for several weeks, and that's really just, you know, in column A, you just write the thing that you're going to do. In column B, you estimate how long you think that's going to take, and in column C, you say how long it actually takes.

So column A...go through today new emails. "I think it's going to take me 15 minutes, it ends up taking me an hour and a half." Well next time you schedule to do today's email schedule an hour and a half, right? It's that simple! Okay?

D. ACCEPT REALITY! YOU WILL NEVER GET IT ALL DONE.

Accept reality! You will never get it all done.

1. *DELETE, DIMINISH, DELEGATE AND DELAY*

Look, that's kind of the definition of it, right? You can use the four D's to delete, diminish, delegate and delay. Those are great tools, but the bottom line is you will never get it all done because rather than looking at what there is to do and figuring out how to handle it or actually I'm taking that back.



You'll never get it all done because as soon as you're done with one project, you're on to the next project. The definition of life is never getting it all done. There's always something else to do otherwise you're bored. Isn't that true?

2. ALTERNATIVELY - RATHER THAN LOOKING AT WHAT THERE IS TO DO AND FIGURING OUT HOW TO HANDLE IT,

Isn't the truth about you that you are a creative being and as soon as you finish one project, you've got 5 more exciting things you'd like to be doing. So stop trying to get it all done. Stop thinking you're bad or wrong because you didn't. You never will, so start taking credit for what you've accomplished and making a plan for accomplishing what you want to accomplish, rather than looking at all the stuff that there is to do and trying to figure out how to handle it all.

a) you look at the time you have available, and choose how best to fill it.

Look at the time you have available today or this week and choose how best to fill it,

b) What activities will make the biggest difference for you to complete?

What activities will make the biggest difference to you to complete? What activities that are going to make the biggest difference to your business to complete?

c) Let the rest go.

I had a business mentor who used to ask the question, "What action can I take today that will get me closer to the money? What one thing can I do today that will get me closer to the deal?" And that's been very useful for me. "What one phone call? What one email? What one follow-up can I do today that's going to get me closer to the client?" Okay?

E. ASSESS AND ADJUST

And assess and adjust because everything you do is an experiment, and it always will be, because also the steps that work today may not work in three years. You may have different obstacles.

I had one client who started with me six weeks after she had twins. Actually she didn't have twins, her partner had twins, but she ended up being the primary caregiver, so she didn't have the physical stuff of, " Boy I just gave birth to twins," but she, you know, had two six-week old infants to take care of--one is bad enough, two is insane.

And she called me because oh-my-god she couldn't get anything done. Well of course she couldn't get anything done. What's going to work when you're dealing with two infants is going to be different



what worked when you weren't dealing with two infants, and that's just life, right? That's just the truth.

1. AS YOU TEST THINGS OUT, YOU MUST ASSESS YOUR RESULTS AND TRY DIFFERENT THINGS

So you know always be thinking in terms of assessing and adjusting as you test stuff out you have to assess your results and keep the stuff that works, and for the stuff that doesn't work, try something different.

VI. TOOLS I LIKE

Now I have found some tools that I really love. This is something that's going to change over time as new tools are invented and other tools are discontinued, you know, and so on and so forth. That's because our technology is changing so fast. When I first did this class in 2006, I was talking about PDA's. People don't even know what PDA's are anymore because they have smartphones, right? That didn't exist back in 2006, so in 5 years everything's changed, and I expect in 2 years everything will change again.

So some of the things currently that I like that helps me manage my time:

A. EVERNOTE

I love Evernote. I have Evernote on my phone, I have Evernote on my computer. I use it when I'm surfing the web. I use it when I'm, you know, walking down the street when an idea comes to me. When I'm listening to a call because I'm constantly educating myself. If they make up a suggestion that I want to remember, I use Evernote to keep track of it, and then I used keywords on the note so that when it's time for me to sit down, for example, and do some blogging, I go into my Evernote notes and look up all of the notes that have blogging as keyword, and there they are.

So the ideas that I had about blogs, about blogging, the blogs that I wanted to comment on, all of that kind of stuff, okay?

B. TOODLEDO

I've been experimenting over the last few months with Toodledo. That's T-O-O-D-L-E-D-O. Toodledo is also a web based application, and I'm really liking it, and there's a couple of aspects that fit really well in what I'm teaching that I want to bring your attention to.



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First of all, Toodledo allows you to connect goals and activities. So Toodledo is primarily a place to store your to-do list, but you can identify which goals that to-do list item is connected to.

You can also break out tasks into sub tasks if you have the paid level, and the paid level is 15 bucks a year. It's ridiculous so I definitely upgraded to that. You can sort your tasks by urgency. You can sort your tasks by how long you think it will take, because each task has a field for filling in how long it will take.

Toodledo adds up how many hours you scheduled, so you can identify that you're going to be working on task A, L, and V, and Toodledo will tell you how long you've scheduled for today. So there's a lot of things about it, and I'm still discovering and kind of editing and working with it.

You can sort things into folders. I used my categories, my time management categories, as folders, and so when I sit down to work in a particular category, I just open up that folder and I don't look at anything else, okay?

C. MANYMOONS

I have in the past used Manymoons, which is also a web based application. The one thing that I really liked about Manymoons was that I could link it to my Gmail, so if I had an email that I had to create a task about I could do it without leaving the screen of the email.

But it didn't have enough other things that I really want in a to-do management system, so I ended up switching over to Toodledo.

D. WHITEBOARD TIME MAP

I had a client who used a whiteboard time map, and this is really brilliant. He had a 4x6 ft. whiteboard. He created the grid using black electric tape, and then he used different colors post-it for his categories, so each category he had its own color, and he could in that way move categories around by moving around the post-it note, and so he wouldn't lose things because he had a post-it note for it, and he found that to be really helpful.

VII. OPEN IT UP TO QUESTIONS

Alright, well I didn't go too much over. Time management questions are a big popular category in the Ask Coach Debra class. Feel free to submit them. I have a lot of other classes around the broader category of time management. I think you should start with this class, but then dive into some of the other classes that deal with, you know, more specific challenges in the area of time management.



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And feel free to suggest ideas for future classes, because I'm always looking for new ideas. Have a great night and a great day, and use your time wisely and thank you for spending your time with me. Bye.