

LEADERSHIP MASTERY COACHING



Executive Level Time Management

On the last call we talked about Leadership Peak Performance. There were three big topics that I introduced. The first one was Peak Performing Leaders **mentally rehearse their desired future**. We discussed what that means, we talked about precision, frequency and having feeling when you focus on the future that you want to create. I shared a couple of simple action steps; taking even five minutes a day rehearsing your day mentally. We talked about why that's a really powerful process.

The second concept we covered was **finding purpose on purpose**. We all have heard it before that it's important to be passionate or have reasons. The big idea I wanted to get across that I think a lot of you really grabbed a hold of is that as a leader it's our job to find that purpose on purpose and not wait for somebody or something to get us excited or juiced. We talked about how we have to teach our people to do the same thing.

The last concept we talked about was the concept or idea of self image or more specifically **allowing our self image to precede reality**. We took a concept that a lot of people usually consider complex or advanced and we made it really simple. We talked about the idea that we have these stories we play out in our head that end up reflecting in our worlds and in our results. We walked through a really cool process about using it right away and how to reprogram that story. It's not that much more difficult that first of all envisioning your ideal future, deciding what qualities you need to have to create that future and then asking yourself what's the difference between who I am right now and the qualities I need to have and then start bringing those qualities into your day.

Changing your self image is not about changing who you are; it's about allowing a new portion of yourself to show up, about allowing a part of you that you've not allowed to show up to come out. That's what it means to evolve as a leader and as a person.

Today's topic is Executive Level Time Management. I want to begin by throwing a question out there for you. I want you to imagine what it would be like if you had the ability to make one mental shift in your thinking and through making one mental shift in your thinking as a manager, as a leader, as a coach, really as a business owner, if you had the ability to make one mental shift in your thinking and that mental shift would instantaneously increase your earning potential, your ability to make money, what would that mean to you? Some of you may be thinking it's pretty obvious. If I could make one mental shift that would increase my earning ability I would make that shift, I would make it all day every day. **What is that mental shift?**

The reason I wanted to put that out there in that way is because today's topic, even though you see the title as time management, we're going to talk about this in a totally different way than you've ever probably talked about time management. The way I want you to view this topic today is in helping you to understand that being better at what you might consider to be managing your time

and we'll get into what that means and a better way of defining that so you can get more effectiveness and get more results and faster in your day and help others to do the same.

Today's call is not about getting a bunch of new tools. It's also not about learning how to get everything done. A lot of times when you hear the topic time management, I'm sure all of you have had the experience where you realize that you have more to get done than you have time to get done. You realize that if I made a to-do list, and I don't know if that's always a good idea, but if you had a long list of all the things you'd like to get done, hopefully you'll realize at some point there's more to get done. It's not about how you get everything done. I want you to accept right now that you are never going to get everything done. Because one of the things I've found in my coaching business is that one of the greatest hang-ups or excuses that people create for themselves, and I've done this myself, is they use perfection as a reason actually not to take action.

I like to say that perfection is actually the lowest standard in the world. The reasons why I say that is because if you've ever caught yourself saying I have so much to do but I don't want to do it unless it's going to be perfect. But it's not going to be perfect and you're not going to get everything done and I want you to accept that right now. Because what today's call is really about is **how to make some mental shifts** and you will get some tools. But it's not about a planner. Because *a tool is only as good as the person using it*. It's about how to make mental shifts so that you can get more of what matters done during your day.

Here's a great phrase to write down: **Getting done what matters**. It's not about getting everything done; it's about *getting the important stuff done*. It's not always about doing things right; it's about doing the right thing. What you're going to get out of this call is a mind set, a philosophy, some tools to help you to plan to manage your time. The very first thing is I'm going to give you a question. **What is time?**

What is time in the first place? I know this sounds like some sort of philosophical question; but it's important for you to understand that time is a concept that you have a relationship with. For example, have you ever felt like you wished you had more time? Have you ever had that feeling where you realized you were behind on something, the clock ran out, and you wished you would have had more time? That's an example of someone who is relating to time in a way where you feel like you don't have enough of it.

Whereas on the other hand, the reality is we all have the same amount of time. One of the things I hope you walk away from here realizing is that you have enough time. You have enough time. If you ever catch yourself telling yourself you don't have enough time, you have to realize that's simply a belief, your choice of a belief, and a belief that's going to continue to create that reality. Think about this. There's no difference between Bill Gates and a million other computer programmers. The real difference is how he ended up using his time. I promise you he's never going to say I didn't have enough time to get done what needed to get done.

So when you go back to this question, what is time, I'm going to give you all a brand new way of looking at time. For some of you you're going to wonder what does this mean. When I'm done here, it's going to make perfect sense. I'm going to put out there that time is nothing more than an emotion. It's an emotion, a feeling. After all, think about a time in your business where you were on fire, you were passionate about what you were doing. You were in love with what you were doing. Think back to a time for a moment. Just play along with me. Think about the time when you were just in love with what you were doing, you were totally in the zone. Hopefully you choose to get into this type of zone whenever you want.

Think about how you were having fun and how time went by really quickly. This doesn't have to be something related to the business. Have you ever noticed when you have a certain feeling toward what you're doing; your sense of time just disappears. You fall in love with what you're doing and all of a sudden an entire day has gone by and you feel it was just an instant.

On the other hand, have you ever had an experience where it's just the opposite? Something's gone terribly wrong, you're in an awful mental state, and whatever you're trying to do, you're just wishing you were somewhere else. If you think about this, one of the things you'll all recognize is that a minute felt like an hour. Or maybe that minute or that hour felt like an eternity. The point I'm trying to make is that our experience of time is really nothing more than an emotion or a feeling.

What I want you to understand that for the rest of this call when I share with you these time management strategies, what we're really taking about is mental management, decision making management, because ultimately you can't manage time.

Now I'm going to share with you the Four P's. These are used to describe a simple, four-step process of totally **transforming your mindset** so that as a manager and a leader you've got some really simple tools to put to work right away so you can make that mental shift so that you are automatically making more money.

The Four P's:

1. Perspective: some of you might be aware that a mentor of mine recently passed away - Jim Rohn. When I was a sales rep Dan used to like every other team meeting, he'd quote Jim Rohn and give a talk about something he learned from Jim Rohn. One of the things Jim Rohn used to teach is how it's so important that in life you develop a philosophy. What does that mean? It means you come up with an opinion or a perspective that serves you. So the reason the first of these four P's is perspective is because I'm going to give you some tools, processes, you can use to be really good at planning and to make sure your plans don't get interrupted; but before we get to that it's super important that you have a perspective, or even a philosophy, that guides everything you do. So what do I mean by having a perspective that guides everything you do? Let me give you a couple of examples. An empowering perspective or a perspective of a successful executive. I just mean someone who realizes that they are the owner and leader of their business and they determine their worth; nothing else.

Someone who is a successful executive, one of the questions they are constantly paying attention to is **what is my time worth?** The way you view this question and how you answer is part of your perspective toward time. What is your time worth? If I ask most people what's your time worth, a lot of times they don't have an answer right away. So I might have to ask, how much money would you like it to be worth? What I've found is that a lot of times people say I'd like to make this much money and often they might reference how much they'd like to make per year. Imagine for a minute you say you want to earn \$100,000 this year. The number might be different for all of you. If we're talking about having an executive level perspective that's going to allow you to be more valuable, make better decisions with your time, be a better leader, the way you answer the question 'what is my time worth?' is super important.

Most people answer how much they want to make per year. But let me tell you the challenge if that's your answer when asked 'how much is your time worth?'. Have you ever heard this idea before that in any given day a human being has between 60-90,000 thoughts a day? I always

laugh at that. I wondered who counted that? But that's not the point. You get the idea that as people our brains are doing a lot of thinking throughout the day. Another way of looking at that is by saying that throughout the day our brains have 60-90,000 decisions that we make. They may not all be conscious; they may be unconscious. But wouldn't you agree with me that throughout a given day our brains have a lot of little decisions we make? Like right now each of you are making a decision as to how intently you might be listening or how much you're going to work to take what I'm haring with you and applying it in your lives.

If I ask you what you time is worth and the only answer you have is how much you'd like to make this year, the problem is we make decisions every single second. If you want to have an executive level philosophy, this will totally transform how you make decisions, how you use your time, how you allow other people to use your time, which will shift your results. The point I'm getting to is this, if I ask you what's your time worth, you need to have not just an idea of how much money you want to make in a year, but actually work backwards to find out what your time is worth per hour.

Some of you might block yourselves from this and here's why. You might say to yourselves this isn't exact. It's not supposed to be an exact science. The point is working backwards to having any number at all is better than nothing. The same way you'd rather have a rep have a goal of selling \$9221 next week compared to the goal of I'd like to sell a lot. Who knows if they're going to sell \$9221 but that's better than saying I want to sell a lot.

You have to have a number. When I say what's your time worth, here's what I want you all to walk away with today. You need to not only have an idea what you want to be worth per year, per month, per hour, but think about this? *How many of you have ever made important decisions in one minute that totally changed the outcome of your whole day or even your entire business?* Some of the most important decisions we make are second by second or minute by minute. **So if you want to have an executive level philosophy towards this, you need to actually start thinking in what it's worth per minute.** You have to start operating that way. The reason why is because if you've never done this before, by the way once you do this for a while it will actually transform how you use your time and you don't have to get as paranoid about it. I'm going to encourage some of you to actually get paranoid about the wroth of your time. Here's the deal. IF you want to earn \$100K this year, if you're working 50 weeks out of the year, 40 hours a week, what that means is your time is worth approximately \$1 per minute.

If you want to be earning \$100K this year, that means you actually have to be operating right now at \$1 per minute. You can't wait until you've actually earned \$100K before you start acting like you're worth \$1 per minute. When you start viewing your times in what you're worth per minute, this is an executive level philosophy here, you become a little bit more paranoid about how you use your time and you become more careful.

For example, think about the last time you answered your phone just because it was ringing. This is a pet peeve of mine. It's so amazing we feel that just because an email comes in or a phone call rings that it means we have to take it. Think about the last time you answered a phone call from a friend of yours and it had nothing to do with your business; you answered it just because it was ringing. You talked to your Aunt Edna from Toledo for 27 minutes. Have you ever had this happened when you're on a phone call and you get off the call and all of a sudden you look at your phone and realize you were just on this call for 27 minutes! You wasted so much time you feel disgusting about yourself.

When you start analyzing your time or at least thinking about it or at least adopting the philosophy of asking yourself what's it worth per minute, I can promise you you're going to have far fewer wasted experiences in your life. Because when Aunt Edna calls in you're going to start doing things like maybe not answering it and calling her back when your focus will be on her instead of where your work is. The other thing you might do is let them know hey I've got a couple of things I need to work on but I saw it was you and I wanted to say hi. Is there anything I can chat about for one minute and we can chat more later?

It all has to begin with a philosophy and a perspective. I'm going to give you some cool tools but none of them are going to work if you don't value your time really highly. Don't get hung up on if it's an exact science. I want you to walk away and start thinking about that number and using it as a measurement anytime you're doing anything. Because now what you can do is you can start asking yourself is this the most productive use of my time? Or what's the payoff to whatever it is I'm about to do right now? Is the payoff worth \$1 an hour? It's not meant to be exact but you've got to have that executive level perspective and philosophy.

2. Predetermination: what does predetermination mean? It simply means planning ahead. But I like to use the word predetermination because for some reason people hear the word planning and they get hung up or caught up or overwhelmed. Planning doesn't need to be complicated. You don't need to have some sort of sophisticated planning philosophy. When it comes down to planning I've had a lot of people ask me over the last 4-5 years, how do I get great at planning? I've been thorough every time management course. They all teach planning a different way and 99 out of 100 people come out of their courses with the same problems they had when they went in there. The reasons most of them have problems is because they don't have the philosophy to match their planning. What good is a plan if you don't value your time; you're not going to execute that plan.

If you can walk away from this part of the message understanding it's just as important to get in the habit of predetermining, which is another way of saying **thinking ahead, and planning into the future**, looking into the future and saying based on what I want to see happening a month from now or a week from now, **what would be a good use of my time today?** Planning and being great at planning is very simple. Let me give you some simple tools so that when you leave this call you can be somebody who can predetermine how they use their time.

Most people, their relationship with time, don't analyze how to use their time until after the fact. They set a goal, time goes by, they even forget they set the goal; look they didn't hit the goal. Then they look back and try to figure out what happened. I call that a retroactive relationship with time; which is almost worthless.

The other way is instead of waiting until you've done things, plan ahead. Jim Rohn used to always say never begin a month, a week, or a day without first experiencing them in your mind. It's just another way of saying, predetermine, plan ahead. So I'll give you a basic step by step formula but don't get hung up on thinking I'm giving you a magic tool here. I'm just giving you one simple way of using this. Here's what I'm going to do. I'm going to encourage all of you to have a certain amount of time that you spend every single day planning ahead. There are two times I believe this is super important. **Once at the beginning of the day and then again at the end of the day.**

As I share this with you I'm going to give you probably the simplest planning techniques that I've found are going to still create dramatic results. What should you do at the beginning of each day? I'm only giving you one way to do this. A great way to start your day is mentally rehearsing your desired future - with precision, frequency and with feeling. If you spend five minutes, or

even one minute, visualizing your day, grab your calendar, look at it, walk through it, and just see your day play out in your mind's eye and see it play out as perfectly as you could possibly want it to play out.

Dan Casetta used to say always begin by asking yourself what would be the ideal outcome, what would be perfect? His point was not that you're going to create that; but he said you should always begin with that. That's such a cool idea. **Why not start every day asking myself what's the ideal day?** Matthew Kelly talks about this; he uses different phrases to describe it. But it's the same concept.

When you plan ahead it gives you those emotional juices. Remember we talked about how time is nothing more than an emotion. When you plan your day out ahead of time, ask yourself how do I want to feel when I'm doing this interviewing, making these calls, etc.? When you go through all that, when it comes time to execute these things you're going to do them at a level 10 because you just invested that time drugging yourself at the beginning of the day. It's not hard to do.

If you need something more advanced, the other thing you can do is take another 5 minutes and visualize your next week. And if you want to be even more advanced, take 20 minutes and envision what you want to have happen over the next 3 months. Then work backwards to how that's going to look in a month, in a week, and what that means you've got to do today to put yourself in the right position. But if all you do is every morning is look through the rest of the day, you're going to see results.

I recommend you do something at the end of the day as well. I'll share with you a strategy I learned. I first heard about this, it's like a classic story that's shared amongst the coaching community and in a lot of time management training, seminars, boot camps and books. It's a story about Charles Schwab. There was a business coach type of guy that came to their company and essentially he came to Charles Schwab and said hey I've got a strategy that I can teach your people and I can guarantee it's going to increase their productivity. Charles Schwab turned around and said, I'll tell you what. I'm not going to pay you to teach this strategy. But here's what I'll do. You teach me the strategy and when I see the results, I'll compensate you based on what I think it was worth. Keep in mind this was 80-90 years ago. What happened is the business coach came in and taught him an idea, Charles Schwab sends him a check in the mail with a note that says, by the way, if I'd actually pay you what that one idea is worth it would be 10 times this. And there was a check for \$25,000. Now you've got to be wondering what was the idea.

Here's what it was. The guy came in and talked to all their people about being productive and he said that if you do nothing other than decide before each day the six most important things to do the next day, you're going to have a great day. Why six? Does it have to be six? No. Six is not important. It could be 5 or 7. Although I think there was some wisdom to that. One of the points made is that often times we fall into a trap when we're trying to get a lot done where we make these long to-do lists. You realize there are a million things you need to get done. There's more to do than you've got time for; but you still make this long list. What happens is you're so overwhelmed you end up doing nothing. Or you end up doing a poor job at very little of that entire list. One of the principles behind this idea which is called the critical six is that **it's better to do a small number of things really well than trying to do a lot of things and not getting anything done.**

Every single day at the end of the day I take a 3x5 note card and I ask myself when I look at tomorrow what are the six most important things I need to get done? I don't put down things I'm going to do anyways - brush my teeth, make breakfast. I put down things I need to remind myself

are super important. Sometimes I might put an event that's going to happen no matter what. What I might put on there is to put aside 15 minutes before the event to get mentally prepared. Every time I have to deliver any message I always put on my calendar time to get prepared right before I deliver it because to me that's a critical thing that's going to help me be in a peak state.

You may wonder, do I have to get all six things done? The point is to identify the most important and then do your best to know them all out of the park. If you need to get one done and you didn't get it done, you put it down for the next day. Sometimes you realize you had something on the list that was unnecessary. So cross it off and don't do it. At the end of the day put it on a 3x5 note card and put it somewhere where you'll see it the next day and that's what I use as my guiding tool; not some to-do list with 600 million things. You can keep a list like that. But if you try to use that to get motivated, let's just stop and think about the whole concept. When's the last time you got motivated to do some tasks? It's just not inspiring. But if you boil it down and actually ask yourself the question, **what would be the most important things for me to do?** You actually get a bit more inspired. So that's the beginning of the day and the end of the day.

I also recommend that **you have some type of planning that you do every single week.** I think it's really important that we all understand why this is so powerful. You may have heard this idea a million times but hopefully I present it to you in a way you've never heard before. Here's what's really important to understand. I want you to follow this concept because once you follow this you're going to buy into planning at such a deep level you're going to hopefully get really good at it and teaching others how to do it.

What you can accomplish in a day is only so much. Think about how much can you get done in one day and how inspiring can that possibly be. Then think about how much can you get done in a week. Then think about what you can accomplish in a month and then think about what you can accomplish in a year. The reason why I present this question is because one of the things I'm going to encourage you to do right now is to have regularly scheduled meetings with yourself. **A sign of a leader is their ability to keep an appointment with themselves.**

Have regularly scheduled meetings with yourself where you do actually visualize well into the future what you'd like to see happen. Because if you actually think about it, what you can accomplish in a year, or six months, or in three months, is much more motivating to think about than when you get all the way down to what do I have to do tomorrow? So what I'm going to encourage you to do is this: every single week put aside 30-45 minutes. By the way, the first time you do this you'll get so inspired you might do it for 2 hours. Once you get good at this you'll learn how to do it in 20 minutes or 30 minutes or 10 minutes. But once a week I want you to put aside time where you look ahead and look ahead 3 months.

Go through the process of actually mentally rehearse, like a movie, how you want to see the next 3 months ago. Maybe when you do this process you might stop after a couple of minutes of visualizing and write down a couple of the things that you saw. Because maybe you saw something brilliant you wouldn't have thought of if you were just caught up in putting out fires day to day. After you think about what you want to see have happen in 3 months you ask yourself, what needs to happen between now and a month from now to be on pace to create what I want to create in 3 months? What are 3 results I want to happen in 3 months? What's 1 or 2 things that I need to make sure I focus on for the next 30 days so I'm on pace to get what I want in 3 months? This isn't complicated. I'm teaching what's called a funnel process where you just work backwards. You work backwards and see in order to get done what you need to get done in the next month what do I need to get done in the next week?

Then you say what are the 3-5 most important results you want to generate in the next week. Remember to do lists and tasks are never inspiring. But if you give it a label that's inspiring, you're fired up to do these things. Remember time is an emotion, a feeling. So it's important that whenever you do any planning or managing of your time, you actually do it in a way that gets the juices flowing inside of you. I can't tell you how bad of an idea it is by making a to do list and then prioritizing it. There's got to be some juice behind it or else you'll never execute this stuff.

If once a week you work backwards, like a funnel, you start from 3 months, go to a month, and then ask what 3-5 results you want to create this week, these things you used to consider on your to-do list, you give them a whole new name; you put them on your action list. Whether or not that name is any better than a to-do list, the whole idea is when you think about the things you need to do, you can now start thinking about them as the result that they are tied in to.

When you think about your to-dos you always want to think about the result that they are tied in to. When you do that 1 hour of planning every week and you walk through your week and visualize each day playing out and ask what are a handful of results I want to generate this week, stop to ask yourself, why do I want these results? Before you actually even go into the visualization. Because remember reasons come first; answers come second. When you have reasons that are going to keep driving you, what happens is when you go through the process what you come up with is so much more inspired and you feel so much more empowered.

I'd encourage you once a month to take either an entire day, or if you can't do that, half a day, and if you ever say you can't take half a day, remember you have to make the time. When you make the time to do something, you're going to get it done. So make the time to take a day, a half a day, or even 2 or 3 hours once a month to do a little bit of dreaming. Where you sit there and think what would I like to see my life look like a year from now, 6 months from now? If you want to go beyond that, that can be valuable. But I know the reality for most people anything beyond a year is just a swag anyway. You know what a swag is: a wild-assed guess.

Take some time to write down what you dream about. That's going to make it so that when you have to go back to the real world and these day to day things, you'll feel a bit more inspired. We could talk about planning and your tasks but that's the mistake everyone makes. It's really about your emotions; making sure you feel fired up as you do all this stuff.

3. Protection: what do I mean by protection? One of the things I've found and I've been to Stephen Covey's time management, Tony Robbins, Brian Tracy, Jim Rohm's, all these different books and I can tell you one of the things I've found is that almost every one of them lacks is this one concept. And I think it's a big reason why people go to the end of the earth trying to figure out how to be good with their time and they just keep failing. It's because you'll hear some guy like me or you'll talk to each other about how can you get better with your time and what happens is you might come out of it with some cool tips or great ideas. But I'll tell you what, if you've gotten one good idea on how to be good on your time or decision making or managing your emotions, it all goes out the door if you don't actually have a plan to protect your time.

One of the beliefs I subscribe to and some of you may think I'm insane when I say this, I have a belief that I choose to adopt and it's a little bit tongue in cheek to make myself laugh. But I have a belief that the whole world is conspiring to waste my time. I truly believe that everybody out there is determined, they wake up every day and ask themselves what can they do to interrupt, disrupt, get in the way of, distract me from following my plan. You don't have to adopt my belief. But that has been probably the single most valuable belief I've ever adopted when it comes to beliefs that put money in my pocket. The reason why, and I spend a lot of time with entrepreneurs

in all different walks of life, and I've found that entrepreneurs are great at coming up with ideas, getting excited, getting motivated; but a lot of times they are not real good at protecting their plans or another way of putting it is keeping themselves on track.

If you wonder how do I keep myself focused; I've got these great ideas. How do I actually stay on top of it? How do I not get distracted? You actually have to have a plan in place to protect your time. In fact, I would argue that planning on protecting your time from being interrupted, distracted is equally as important as actually planning it out in the first place. I'll make that case all day long.

What do I mean by protecting your time? Hopefully some of this is just apparent, obvious. There's a phrase I like to use and it's called **interrupting interruptions**. What does it mean to interrupt interruptions? Think about how as a manager you constantly have people who are vying for your attention, they want your energy they want your help, they need you for this and that. I'm not sitting here telling you you're not supposed to help people. What I am telling you, and I'm being very direct about this, if you help people in a haphazard way without a plan of how you're going to get everything else done that's important to do other than just taking people's random phone calls and walking into your office. If that's how you choose to help people you're actually helping people a lot less than you could be. In fact, you are doing a disservice to the people that you lead if you simply help them every time they come to you looking for your help.

This is a fact. Why is this a fact? Because if you are helping people in a reactive way then it means you're not helping in a proactive way. A specific example is like the one I gave earlier. Do you answer the phone just because it's ringing? You might say I have to answer it, right? You could look at it that way. But let's say you're planning out a team meeting.

Let's say we agree that actually planning a team meeting, even if it meant spending 10 minutes to plan it out. If you had no strategy to interrupt interruptions, if you had no plan to protect your time, then you tell yourself you're going to use these 10 minutes and even write it on your calendar, but then something comes up; somebody calls you. Because somebody calls you and we've conditioned ourselves to feel like somebody else's need is urgent; it must be urgent if they're calling me right now. So because something's urgent we treat it as important and urgent. So what happens is you then take that call and you feel good about it because you helped somebody. Then we end up using that interruption as a justification to not go back to planning that team meeting.

When you're planning out a team meeting, how many lives are you changing based on the planning of that team meeting? It's very simple; however many people are at the meeting. But when you take that one phone call, in most cases how many lives are you changing right there? In most cases, probably just that one in that one moment. Part of being an executive is being able to start to realize and ask the question all the time, what's the most productive use of my time and what's the payoff of this? One of the things you'll find is that as a manager you have to actually take a few minutes here and there to get in the right state of mind before running an interview; to actually plan out your PCs; to actually plan out the talk you're going to give because that talk is going to be the difference between changing lives and not changing lives. Sometimes taking just a little bit of time where you're not in the trenches but you're working on the business, and choosing to not let somebody interrupt you when you're doing what I call higher level thinking, that's going to free you up; that's going to create results for you. But it's only going to work for you if you choose to interrupt interruptions.

It can be as simple as deciding that at certain times of the day you're going to turn your phone off, you're not going to answer it. Only have scheduled conversations for one day. You'll find that not only are you valuing your time more highly, you enjoy your time much more, and you'll find that the people that you're leading start learning to value their time more highly. They see what you're doing and go, gosh, if we have to schedule to talk, that must mean your time is more valuable. People will treat you as a manager with more respect if they see you're treating your own time with more respect.

In return, they will learn to treat their time with more respect because of how you're doing it. But if they see you just take anything that comes your way, then that's what you're teaching your people how to be leaders, that's not executive level thinking. That's not guided by a philosophy of what's my time worth and what's the best way to make use of it and how can I interrupt interruptions.

If you have a little voice in your head saying I can't just not take calls, you have to get to this point. Let's use a dramatic example. If you wanted to call Donald Trump right now would you get to him? No, you'd get to his gatekeeper. Why? Is it because he doesn't like you? No it's because his time is so valuable, which started in his head, that he's got to protect his time. He's got to put barriers in place so he can help way more people than just you or I calling him up.

Here's another way of looking at it. If you feel like you have to be available all the time, you're going to love this, then what you need to do is start asking yourself, great, if I have to follow Jon's little rule here where once in a while I don't allow other people to interrupt me and you feel like there's something super important where you just have to be available, then this is an opportunity to develop somebody else to learn how to take a phone call for 30 minutes while you're not taking them. It's so important that you teach the people you lead, your managers, your assistants, top reps, key staff, people on your team, and say I'm going to be unavailable for this time and I'll be redirecting calls to you. Or use it as a chance to start to develop other people to handle things for you that you don't always have to handle.

You have to interrupt interruptions from yourself. Which means that if you're on this call right now, all of you know I have these fancy control panels and if you have a webcam I can actually see you right now and I can see if you're surfing the web or texting somebody or talking to a rep. I'm sharing that with you because that's part of interrupting yourself from interrupting yourself. You want to get the most out of each moment and need to make sure you cut off your own distractions. So one of the things I do is when I run a call I turn off my phone, I put up a sign on my office that says thank you for not interrupting. I call my wife and let her know that for the next hour I'm recording something in my office. Don't call; if you do need anything, call Travis my neighbor and have him knock on the door, if it's an emergency.

4. Present: being present at what you do. If you want to be more effective and get more done, you want to run and plan better meetings, you want to be better at interviewing and recruiting, developing other leaders, you want to build deeper relationships, you want people to actually enjoy being around you and feel a connection, it all comes down to this one thing - it's being present. Sometimes I hear people get a little bit confused when they talk about how they wish they had balance in their lives. Have you ever had a time where you were working and you just wished you were playing? You wished you were at the beach or a party or relaxing? And then as soon as you're out playing you're sitting there thinking about work?

I've got to break the news to you here. The problem isn't balance. You all know that the most successful people aren't balanced; they are intentionally imbalanced. Balance isn't the answer.

When you feel like you need more balance, what you really need is to learn how to be present. That's the real issue -learning how to be present at whatever you do.

So what does it really mean to be present? **It means that your attention and your focus is 100% committed to whatever's right in front of you** - whether that's the meeting at hand, the meeting you have with someone else or the meeting that you have with yourself, whether it's the conversation with the people in front of you, the coaching call you're listening in on, being present means your attention is 100% right there in the moment. You're not worried about the future; you're not worried about the past. Being present is a choice. If I had to give you one tip on how to do it I would say it can be as simple as reminding yourself that it is a priority. What I do is I'm looking at all of you right now and I've got a little label that says Be Present and it's sticking on computer monitor so even if the computer is turned off, I always see that little label that says Be Present. And I do little things like that to remind me to be present. I have a little affirmation I do before I meet with somebody or before a coaching call.

If I have phone calls or meetings back to back to back, what I always do is at the beginning of the day it's part of my visualization; I visualize ahead of time being present at everything I do. It's like a drug that sticks with me throughout the day. That will overcome all your ADHD that you've been using as a BS excuse.

Ask yourself how can I give 100% of myself to this moment right here and right now? That in and of itself is going to create results. The thing that precedes any tools working is actually being present in the first place. If you're not present, you're not going to use your mental energy to ask a great question.

One of the things I truly value about each of you is you are a group of people who you care about helping people. I've got a couple of clients right now, one I visited last week, they are about half the size of Cutco and the whole company, I'm developing all of their training. As I've gone into this company, and they're very successful, they've succeeded because they have a great product. But they don't have programs in place to help and develop people. One of the things I'd encourage all of you to do is take a little bit of pride; you've got some incredible training. I can sincerely tell you that you guys have an amazing thing that you do for other people and that you have for yourself. Don't ruin it by not being present. Give yourself and everyone you work with the gift of showing up when it's time to show up. When you show up your relationships strengthen; when you show up you come up with the answers; when you show up, you stand up in front of the room, and you don't have to have anything memorized; because when you're present everything goes exactly how it should to get you that ideal result. When you're present you won't need any time management strategies because you'll know to ask yourself **what's the most productive use of my time right now? What's the payoff if I do?**