

Contents

Preface	<i>ix</i>	
Acknowledgments	<i>xv</i>	
1. <i>Get a Handle on Your Time</i>		1
The Myth of "Free" Time	1	
Give Yourself a Raise	3	
Bill Yourself: A Tactic That Professionals Use to Become More Efficient	4	
2. <i>Get Organized</i>		6
Set Your Priorities	6	
Write Down Your Goals	8	
Apply the 80/20 Rule	10	
Create a To-Do List That Works, and Work Your List	11	
3. <i>Increase Your Efficiency</i>		17
Neatness Is More Than a Neurotic Compulsion	17	
Make Your Workplace Work	19	
Learn to Rely on Checklists	22	
Take a Checkride: See Yourself as Others See You	23	
Become a Speed Learner	25	
4. <i>Shortcuts</i>		28
Reading Shortcuts	28	
Speed Reading	28	
Underline and Highlight	29	
Writing Shortcuts	30	
Use the Piggyback Principle	34	

5. <i>Find Hidden Time</i>	36
Make the Most of Downtime and In-Between Time	36
Make a Game Out of Saving Time	37
Use Your Commute Time—or Eliminate the Commute	39
Create Chunks of Time	40
Be a Contrarian	42
The Five O'clock Club	45
Use the Power of Leverage: Learn to Think Lazy	46
6. <i>Learn to Focus</i>	50
Don't Scatter Your Force	50
Learn to Listen	50
Spend More Time in the Now	54
Tap into the Power of the "Flow State"	56
Passion and Obsession	57
7. <i>Pace Yourself</i>	59
Create Routines: Discover Your Work Rhythms	59
Adapt to the Rhythms around You	61
Master Your Moods	64
Give Yourself a Break	70
Know How Long You Can Wait to Do It	71
Beware of Parkinson's Law	74
Learn How to Shift into the Surge Mode	76
8. <i>Avoid Procrastination</i>	78
Do It Now	78
Finish It Now	80
Make the Unpleasant Phone Call First: The Jackie Ward Rule	81
Exceptions to the Jackie Ward Rule	82
Eliminate Overdrafts	84

9. <i>Avoid Time-Wasting Activities</i>	86
If It's Not Worth Doing, Be Sure Not to Do It	86
Don't Quit Too Soon	88
Know When to Cut Your Losses	90
Know When to Leave Well Enough Alone	93
Become Decisive	95
Don't Finish Every Book That You Start	96
Don't Be Penny-Wise and Hours-Foolish	98
The Use and Abuse of Meetings: To Meet or Not to Meet	100
Develop Survival Skills If You're Absentminded	103
10. <i>Don't Let Others Waste Your Time</i>	107
Learn to Recognize and Avoid Time Thieves	107
Don't Adopt Other People's Monkeys	109
Just Say No	112
Make Yourself Scarce	113
Expand Your Time-Cue Vocabulary	114
The High Cost of a Free Meal	118
Think Like a Politician	120
11. <i>Enlist Others to Save You Time</i>	122
Become a Squeaky Wheel	122
To Save Time, Smile	127
Learn to Tip Effectively: The Gerardo Principle	127
Master the Art of Interrupting	129
Enlist the Aid of Coaches	131
Associate with Time-Conscious People and Companies	133
Learn to Delegate	134
Hire the Best	143
Master the Art of Conflict Management	145
12. <i>Invest Time to Save Time</i>	150
Sharpen the Axe	150
Become an Expert	152

- One Extra Hour a Day Can Work Like Magic 154
- Get It Right 157
- Write It Down 161
- Learn the Rules of the Game 164
- Don't Wait until It Breaks to Fix It 166
- Don't Think It Has to Be Broken to Improve It 167

13. *Plan Ahead* 168

- Think Through, Then Follow Through 168
- Anticipate Trouble 173
- Build in Redundancy 176
- Prepare a Script 179

14. *Use Technology That Works* 182

- Phone Tactics That Save Time 182
- Make the Most of Voice Mail 190
- When Possible, Automate 192
- The Time-Saving Uses of Computer Technology 194
- Become an Effective Dictator 198

15. *Balancing Work, Family, and Social Life* 200

- If I'm So Efficient, Why Am I So Miserable? 200
- Make an Appointment with Yourself 202
- Take Care of Your Body 203
- Do Add-Ons 205
- Learn to Let Other People Help You 207
- Take a Sabbatical 208
- Take the Road Less Traveled 211
- Cut Yourself Some Slack 212
- Blur the Boundaries 214
- Play Solitaire 215
- Enlist in Peacetime Patriotism 217
- Find Something You Love to Do and Do It 218
- Time Tactics versus Time Strategies 219

- Notes 222
- Index 227