



LEAGUE OF EXTRAORDINARY MINDS
Panel 5 – Interview

**The Performance Enhancement Quotient:
Making Everything You Do Bigger and Better Starting Now**

Panel Experts (in order):

Nancy Ratey
Jim Murphy
Jan Yager
Dave Crenshaw
Julie Morgenstern
Neil Fiore

Hi, this is Jay Abraham. I'm here with Rich Schefren, my interviewing and partner in productivity and profitability. Hi Rich?

Rich: Hi Jay.

And, I'd like to set the stage for today's session and I'm going to use, not a mock, but an analogy to Shakespeare and it's this: to underperform or to overperform, that is the question and that is the focus of today's very, very provocative and stimulating and extremely enriching panel discussion.

The exact title is, "The Performance Enhancement Quotient: Making Everything you do Bigger and Better Starting Now," like today. The premise and the assumption that Rich and I are taking in this is that the vast majority of entrepreneurs out there accept a fraction of the results, a fraction of impact, a fraction of the success, a fraction of the sales, a fraction of the profit that the effort, the opportunity, the investment, the marketplace, the activity could and should produce and yet either your content with mediocrity or you don't know that mediocrity is unacceptable.

Our job today in this session is to shift your paradigm. To open the window, not of possibility, but of probability that you can and will start demanding greater performance, greater productivity, greater profitability, greater results and yield from everything you do every day for the rest of your business life. I think that sets it up. Rich, why don't you start by introducing the different panelists and we'll take turns, okay?

Rich: Alright, that sounds like a great idea Jay.



The first expert that we're going to introduce here is someone really special to me. Her name is Nancy Ratey. She's special to me because she's actually my personal coach and she has helped me for years. When I first started working with her, she really helped – not only helped me take my business up several notches, but also made my personal life about ten times easier to manage. She's one of the world's foremost authorities on personal and professional coaching for Adults with ADD. She actually created a lot of the protocols that most coaches who work with ADD types use. That's really important whether you have ADD or not, what you'll find in a lot of the literature that most entrepreneurs whether they have ADD or not tend to have a lot of the traits that are parallel to ADD. She's one of the world's foremost authorities on how to get productive when you've got a lot of things to manage, when you've got issues and interests all over the map. So, she's been very helpful to me and I know that she'll be helpful for everybody listening on this call, so I know I'm excited about that. Jay, off to you.

Jay: Thank you Rich. The next panelist and expert in a very, very important area, and we love niche expertise. Anybody can be a generalist. We have really, really traveled the business world seeking out the niche experts and the next one is Dave Crenshaw. Dave's got a really interesting expertise. He has studied, analyzed and really researched the subject of multi-tasking and he's written a very provocative and a very, very well-respected book called the Myth of Multitasking and he's going to make the case that multitasking is probably one of the most inefficient, unproductive and mis-respected activities anybody could do. So, he's a really interesting person and his research will really blow your mind. Rich?

Rich: Alright, the next is Dr. Jan Yager. She's a combination business and relationship expert of really the highest magnitude. She's very distinguished - she's very respected and she's really an amazingly expansive thinker. She's written 26 award-winning books that have been translated into 23 different languages. Obviously, I won't mention them all, but some of my favorites of the books that she's written that I feel really have made a difference for me is, "Work Less, Do More: The 14 Day Productivity Makeover," and another one – very well received is "Creative Time Management for the New Millennium." She's probably more adroit at connecting the relationship between time and the entrepreneur and she understands that most entrepreneurs are overworked, under-recognized, stressed out and she's going to share her unique methodologies on how to fix all that. So, it should be very exciting. Jay, back to you.



Jay: Thank you Rich. This is getting exciting because we keep layering upon layering, really some very provocative expertise that most our members listening have never been exposed to and I'm excited to add one more level to that – Jim Murphy, our next expert. Jim comes from a military background where they demanded, they didn't hope for or they didn't wish for, they demanded flawless executive. Execution is one of the real failures that most entrepreneurs are guilty of when their businesses don't perform at the level that they want. Jim comes from a military background. He has a company that teaches business owners and entrepreneurs, the world over, flawless execution. He has written two very, very, very important books. One is called "Business is Combat." The other is "Flawless Execution." His background – he was a fighter pilot in the military. He took the discipline of the military and translated and teaches it and lives it for his clients in the business world. He's going to bring a disciplined, I guess a higher level or performance expectation to what you do. It's the difference really between mediocrity and making millions more over the course of your business. Rich?

Rich: Great. Our next expert is someone that is easily going to be able to multiply your productivity, your effectiveness, your efficiency and probably eliminate a lot of the stress that most people currently feel in their business. This expert, her name is Julie Morgenstern. For the few of you who don't know who she is, she's really internationally acknowledged and recognized as the preeminent organizing and time management expert. She really is the expert that time management experts go to – to get new updates, to get refinement and to improve their skill set when they go back into the marketplace.

She's been basically all over the media world and the corporate world. She's worked personally with American Express, Deloitte, Microsoft, FedEx, NBC, etc. She's a frequent, not an occasional, but a frequent contributor and guest expert to the Oprah Winfrey Show, CNN, Rachel Ray, Today's Show, Good Morning American, National Public Radio, New York Times, Time Magazine, etc. My favorite books that she's written are "Organizing from the Inside Out," "Time Management from the Inside Out." She's got another book coming out now which is "Shed Your Stuff, Change Your Life," and she's written another book that also ranks highly on my top ten list and that is "Never Check Your Email in the Morning." And, back to you Jay.

Jay: Thanks Rich. The next and the last expert in our very, very prestigious panel today is Neil Fiore – Dr. Neil Fiore. He is a specialist in really



getting people from weak performance to peak performance. He's written a number of books. His latest is called, "Awaken the Strongest Self: Break Free of Stress, Inner Conflict and Self-Sabotage." He basically teaches people how to integrate and become the peak performers in whatever they do, their job, on the golf course, in relationships. He is very, very well sought and very, very apprised and very gracious to be sharing his perspective to us.

This is going to be a panel from which you're going to want to take copious notes. Rich, back to you.

Rich: Okay, Question 1: **If there were only thing you could tell an underperforming entrepreneur about achieving peak performance, productivity for themselves and their business, what would that one thing be?**

What's your answer Nancy?

Nancy: The entrepreneurs that I coach come to me not because they don't know what to do, but because they don't know how to go about doing it. Due to their biology, these people are used to jumping into the fire without a plan. Often that leads to their immense success. They work off of their intuition and a strong sense of passion and will. I mean, they've got sheer grit and a lot of resiliency. However, when it comes to breaking down the pieces to make a plan and then to sustain that momentum over time, that's where they fail. That's when they come to my doorstep to try to learn how to break the steps down and kind of practice those steps so that they can then step into peak performance at will.

Now, with that said, I would advise a highly innovative with poor planning skills, such as someone with ADD, that the key to their success is understanding their ADD, their brain, how it works, its' strengths, its' weaknesses and how this affects them on a daily basis and know and understand and accept their problems with planning and time management. The key is acknowledging that your brain is different and your need to go about things differently. That, to me, is critical to their success. Without that knowledge, you just can't forge yourself through the forest. With that knowledge, you then need to be able to tailor your environment accordingly and then stick to it. Otherwise, you're just going to be doomed and you'll never realize your true potential and will perpetually get stuck in trying to overcome your weaknesses. For



example, many people try to use a one size fits all calendar and then they end up never looking at it. Or use other tools and methods that might work for the masses and never take the time to discover what works for their own unique style and I think that has to do really with accepting and knowing what's happening with their brain and then giving themselves the permission to work differently and to be out of the box.

Rich: Jim your turn.

Jim: We believe that flawless execution starts from the very top, from you as the entrepreneur, from you as the business leader. It starts with a clear, compelling, high-resolution future picture. Now, I know we have all heard that we've got to have vision, mission and goals. A lot of those things get intermixed with this language around strategy and tactics and execution. But a future picture is something a little bit different. If you expect good detailed execution today, day in and day out activities – after all, that is what execution is, and really, good strategy and what execution is all about; accountable activities toward the future picture – you must give a high-resolution, detailed picture or a place where your people need to execute into. So if you want good execution today, the folks that are executing in your organization today need to know exactly where you as a leader or leadership team would like them to be. An example to really clarify this for you would be, imagine a bunch of arrows on a sheet of paper, and these arrows are all pointing in different directions. Let's just say, for instance, that all of those confused arrows represent individuals on your team. This is what we call a tactically focused organization and it represents about 98 percent of all organizations out there. Now these individuals, just like the individuals, just like the individuals on your team probably come to work every day pretty fired up. They try to do the right thing for you organization. Regardless of their individual best efforts, if there was a rope attached to each and everyone of those arrows and at the other end of the rope was your organization, despite their individual best efforts, which direction overall is the company going? Maybe three to five degrees one direction or another based on a maverick or a top performer, top service or top product, versus a company that is strategically aligned around a clear, compelling high-resolution future picture.

Rich: Jan, you're up.

Jan: I think the key idea is that it is not just about productivity. It is also about sales and making money. One person could achieve everything he/she



needs in a 35 hour workweek or a 10 hour workweek. Someone else might need 70 hours. So it is what are you getting, what are you accomplishing. The other part of it is it is not just activities. It is also the people that you need to connect to not only in business but also in your personal life. Becoming a recluse or a workaholic usually backfires. In fact, in my research and consulting, workaholics tend to be people who are poor time managers.

Rich: Dave, what do you think?

Dave: I tell people that I get paid the big bucks to teach them the truth of time. The truth of time is that there are only 24 hours in a day. There is only 60 minutes in an hour. The average entrepreneur that I see is not at peace with the truth of time. They try to cram 25 hours worth of activity into a 24 hour day. They try to cram 65 minutes worth of activity into a 60 minute hour. The problem is when they do that, it puts them into a position where they try to multitask. In this short time, I'm not going to be able to go into a huge amount of depth but the point is when you multitask, three things always happen. It always takes longer. You increase the amount of mistakes that you make and you increase your stress levels.

Anytime you make a transition from one task to another, it isn't just enough to make a switch, you have to make a transition mentally from one task to another. If I'm typing on an email someone comes in and knocks on my door and says I've got a quick question, I have to stop writing that email, give my attention to them, answer their question but then I'm going to have to switch back and figure out where I am. If you're like me where you have a tendency to be off the charts, ADHD, you may forget you were working on that email and forget about it for three hours and then come back and realize you have this incomplete email on your screen. That sort of thing happens all day long to entrepreneurs who are spreading themselves out in way, way too many directions, and way too many activities.

Rich: Julie, what do you think about this question?

Julie: I think it would be to change their perception of time. I think our perception of time that is our biggest obstacle to really taking control and boosting our productivity. So if you think about it, when it comes to physical organizing, people usually have an easier time learning how to organize a space than they do their schedule because a schedule is so intangible. It is kind of invisible, how long is a day, well, it kind of depends on how much sleep



you've had. As long as time remains intangible it is impossible to manage. So, the kind of breakthrough concept is to actually recognize that organizing time is exactly like organizing space. In your day, a clutter day is exactly the cluttered closet.

So think of a clutter closet, limited amount of space crammed with way more things than you can possibly fit and things are shoved into that closet in any available pocket of space and no particular order until you have no idea of what you have. You have how many pairs of nearly identical black slacks do you own? You just don't know what's in there. There is no balance in your closet when it is so haphazardly arranged. The same is true of your schedule. Entrepreneurs are idea machines. When you don't have a structure to your day, you're shoving in more to your day that can possibly fit. You're cramming tasks and calls and to-dos into any available pocket of time in no particular order and that haphazard arrangement throws your balance off so you spend all your time on administration and not enough on marketing or all your time on servicing clients and not enough time on administration. Think of your time and your day as a closet that is only going to fit so much and everything that you consider putting into your day you have to ask the critical overlooked question which is how long is that going to take. Nobody ever asks that question. How long is that going to take and then if this is a two-hour task, what is the return on the investment and you start being as selective with what you put into the closet of your day as you should be if you're organized with your closet, the closet of your stuff.

Rich: Neil, it's your turn.

Neil: Choose when to start for 15 minutes. Choose is a very interesting phrase but the function of it, the function of choice only exists in the human forehead. In fact, when you choose your forehead or your prefrontal cortex lights up on a functional MRI, it is the human brain function. We're not talking about just a word. We're talking about a human brain function. I am choosing to start. That replaces the dysfunction of I have to finish this big and important task, do it perfectly and suffer. When you are saying I choose, you're letting your lower brains know that the leader has shown up, this is where we're going. Not only that, you're speaking about starting which is the only time there is. It is not the future. Finish is in the future. In fact, I'm going to be giving a seminar June 13th at the Smithsonian on keeping up your motivation when the economy is getting you down. To keep up your motivation you need to tell the workers, your mind and body, when to start rather than thinking about the future and disasters in the



future, that image of the future goal creates anxiety. Each of those terms are important. In fact, what I like to say is choose to start for 15 minutes. Tell the workers, in this case for an entrepreneur, that is your own mind and body specifically when to start as opposed to I have to finish.

Rich: With that said, let's move to Question 2. That is: **you probably have an assessment or an audit to pragmatically assess and identify underperformance and sub optimized areas of our personal lives and our businesses. What would you tell an entrepreneur to do to self-assess their own performance and their business performance in the productivity realm and why?**

Nancy?

Nancy: If you were to do a self-evaluation and to kind of look at a symptom and then an outcome, a symptom might be poor sense of time, and an outcome of that would you're always late, you accomplish little and you're seen as being undependable. Another one would be difficulty prioritizing. So, you often disappoint others, you do work on the wrong projects or you avoid meaningful tasks, acting before thinking or getting easily bored. An outcome of that would be spotty employment history, can't maintain relationships and can't tolerate boredom. Another one would be getting easily sidetracked from a goal. So, jumping from task to task, you don't necessarily listen to others and you miss deadlines.

Another one would be inflexibility or getting stuck in details. Some of this has to do with the ability to transition. So, you can't let go, you end of being a little bit too controlling or you get easily agitated when you are pulled away from one task and have to go into another task.

Now, people will talk about they need to be more disciplined. Well, I like to look at it as them being more vigilant with following through on strategies that they need to put in place, like environmental engineering. Reminding themselves of the goal at hand because they're going to get diverted by the nature of their brain.

They're going to get distracted, they're going to forget the pain of the past, they're going to forget the consequences, they're going to forget the goal of the future and you have to remain vigilant in setting up an environment and support systems to keep you goal-driven. Again, it's not a matter of knowing that you repeat these patterns and self-sabotage. It's a matter of being able to break down the process of what's going on and then to be



able to understand it and set up the right systems and then to vigilantly follow them as if it is life and death. Otherwise, you are not going to be consistently consistent and peak performance depends on that.

Rich: Jim, what's your perspective on this question?

Jim: I think it comes down to something very, very simple. We believe at Afterburner when you are executing flawlessly, you are planning, you're briefing, you're executing and you are debriefing your activities or your actions. This last component is the most important component. You do it both as an individual and as a team.

Call time out immediately when that action or activity is over and have a nameless, frankness, open environment where people can freely admit their successes, maybe even more importantly, their errors, in front of the planning team. Get those lessons learned out in the open, take those lessons learned and put them right back into the next plan or the next activity and make it tighter or better. When you have a company that does this whole rigorous debrief process and activity, you stay one step ahead of the competitive rate of change in your environment every day or every week or every month versus once a quarter, once a half or once a year like most businesses.

Rich: Jan, what's your perspective?

Jan: Well, I address that specifically in my latest book, "Work Less, Do More". I offer blank time logs that entrepreneurs can fill out so they can get a very clear idea of where they're starting from. I don't supply a time log for the workday, I also supply one for a weekend. If you're continuing to work over the weekend and you're not having some really exciting fun activities, you're not going to come back to work on Monday replenished and excited. You're going to be burning out faster and less productive.

In addition to those time logs, in the first chapter of "Getting Started" I have a self-quiz that is 15 questions and it is entitled "How Do You Currently Rate Your Time Management Skills?" So that self-quiz can really help someone figure out what are some of the key time challenges and do I lack that or do I have that because it is important to zone in on what does each individual have to do to help his/her time management.

A third way of assessing and this is crucial and too few people do this. It is something that I call *measuring your time management improvements*. In



this self study worksheet, I ask the reader to say what will my measure be? Recently I did a workshop and one of the attendees said for him, being able to leave the office even half an hour or an hour earlier so he could see his kids before they go to sleep on a workday, that was his way of knowing he was more efficient. I was coaching someone who said his way of knowing he is more productive is if he is making more of those key calls that are going to lead to the sales and the increased revenue that measures his success and by measuring the success it also measures whether or not he is truly productive.

Rich: Dave, you're up.

Dave: Your most valuable activities are the things that you do that are most difficult to replace. A great and easy assessment for everybody who is listening to do is first figure out how many hours you're working in an average week based on the last month. In my world, that includes travel time to and from work and time spent thinking about work at home. Usually it is that last part that really makes people go ohhh. They spend so much time thinking about it but again, because you cannot do two things at the same time, you're actually taking time away from things you might be doing at home when you're thinking about work.

Once you have that number, then the second thing you do, set that number aside and figure out the two activities that you perform that are most valuable. These are the things that are the most difficult to replace. In my experience working with entrepreneur, they usually fall into two categories. Number one is generating large sales for the business or doing things like networking and the second thing is usually developing systems for the business or developing the vision for the business. Sometimes there are exceptions but that might give you an idea of what usually and most valuable activity is. Now that you have that answer the question, of the hours that you spend in an average workweek, based on last month, how many hours of those are spent in just those two most valuable activities? If you're like the typical entrepreneur that I work with, the number is usually less than one-third. Whatever that starting place is for you gives you a great shock to the system because you realize that you are spending probably more than two-thirds of your time in activities that are worth about \$10 or \$15 an hour when you could be spending some much more time in activities that are worth \$400 or \$500 or in the case of experts like you and Jay, thousands of dollars an hour.

Rich: Julie, what do you think?



Julie: Well, I think there are two ways that I like to recommend people do this. One is to literally make a time map and take a before picture of where your time is going. It is to keep a log. Print out a week, seven days, a big chart, what time you wake up, what time you go to go to sleep and actually track where your time goes. You will be very surprised at how visible it becomes and you're like why am I spending so much time on X. And gee, I barely spent any time on Y; if you can make it very vivid.

Sometimes people have a hard time logging their time because they don't work sub-sequentially enough to do that. They realize that they're doing 12 things at once so how do they really write down what they're doing? There is great discovery in that. if you're working it and you're multitasking, always doing seven things at once, right there you have just made evident one of the biggest obstacles to your productivity which is you're multitasking and you're doing twenty-million things and finishing.

You have to ask yourself what am I spending too much time on and just write it down. The answer could be I'm spending too much time on administration. I'm spending too much time on the Internet. I'm spending too much time on the email. I'm spending too much time dealing with interruptions whatever it is, write it down. The second question is what am I not spending enough time on? The common answers are strategic planning, marketing, client development, client relationships, so write down exactly what you're not spending enough time on. And then the third question is what am I juggling my time between?

Rich: Neil, what's your answer?

Neil: Well, I tell people to begin to use what I call an unschedule. The unschedule means that you record your sleep time. You record your mealtime, your family time, your time at the gym, your mealtimes, and your meeting times. You fill that in and only then do you fill in your work time. That will give you an idea of how much time you are spending on your top triple-A priority projects and how much time is being wasted. This sets up a subconscious switch where once you put in your sleep time and your playtime and everything else, you begin to see I don't have 24 hours a day to work. I don't have seven days a week to work. There is 168 hours in a week. If you take out sleep time, let's say 56 hours, you get down to 112. If you take four hours a day for commuting and other activities, you're down to 84. If you take out another two hours, another 14 hours a week, you're down to 70 hours. You've got about 70 hours and there is plenty of



room in there. You cannot be working on a project 60 or 70 hours a week. In fact, the people that I work with and I base this on myself; I wrote my doctrinal dissertation in 15 hours a week in one-year while having a full-time, 40-hour a week job. My books, I write them 15 to 20 hours a week for a year and a half while having a full-time job.

In other words, triple-A priority projects do not take 100 hours a week. In fact, people who are taking 100 hours a week and are suffering, they're not really working and focused. The first assessment is filling in the unschedule. It is available on my website, www.neilfiore.com, under free articles. Take a look at an unschedule, take a look at a sample unschedule then after you've filled in all of your playtime, your guilt free play, then you begin to fill in every period of 15 to 30 minutes of uninterrupted focus on your triple-A top priority for that week.

The other assessment is to spend 24 to 48 hours noticing the first thoughts that come to your mind. Those are the favorites that the computer brain gives you. Notice the thoughts and the words like: "this is tough", "I'm overwhelmed", "there is a lot of struggle", "this is hard", "I can't do it", "I have to finish", whatever those phrases are those are ancient old defaults from a certain part of you that is no longer has your adult brain skills. They're ancient, they're old and they are simply defaults and favorites that you want to override. They will come to you within one to two seconds. Know what those are and then when I'm working with coaching clients we identify them for about a week until you see them from a distance and you no longer identify with that voice. I'll explain that more later.

Jay: **Next question. From your expert perspective in this category, why do you think so many of us and entrepreneurs particularly struggle with our efficiency, our productivity, and our results levels and if you had to, what do you think your recommendation would be for the single most important realization, distinction or action. You choose or give us a combination that would give our members, all the entrepreneurs listening, the biggest improvement in their own performance or productivity.**

Jay: Let's start with you on this one, Nancy.

Nancy: Well, it's being brutally honest with yourself and assessing whether you're living a truly balanced life or not and then taking the actions to make those changes. What I see in most of my underperformers is a lack of balance



and in particular exercise, not exercising, and there's so much research out there talking about exercise improves learning and the brain and how creating movement while you learn can help imbed the learning. So, if we look at the brain as a conductor of what we decide and what we do and the seed of our awareness and to self observation, it's critical to engage in vigorous exercise on a daily basis in order to be able then self-direct and fulfill our intentions because the part of the brain that doesn't have, that isn't turned on as much, that doesn't have as much juice going to it for people with ADD unless they're in crisis, okay, is the frontal lobes. So, exercise naturally gets that part of the brain going.

Jay: Jim, give us your no nonsense perspective.

Jim: On productivity it's very, very easy for us as entrepreneurs to get pulled into all the many directions that it takes to keep our business on track. A very simple tool that we use and we encourage our folks to use is execution rhythm. An execution rhythm can be as cosmic as having execution rhythm software like we've developed at Afterburner or just a simple disciplined rhythm around your meetings before and after a project. So for an example let's say that you have a project team that is going to plan a project and this Monday we are going to start for our 8-week finish line on that project. Most teams will say, hey, at the halfway point, at the four-week point, we need to have a "how goes it" meeting and see how things are going.

So what inevitably happens, the team goes back to their normal duties, the four-week meeting starts coming relevant; it's on the schedule for this week; and the fire of the week pops up. So the project manager does what? "Let's delay the meeting another couple of weeks." Well, now we are only two weeks from the finish line. The team finally gets together and we start asking, "What's everybody done at this point?" Everybody has been dealing with the fires of the week and half of our folks have not accomplished the basic activities they needed at the half way point. Well, we only have two weeks to go, so the project manager pushes out the finish line another four weeks. This cycle repeats itself one more time and eventually everybody throws up their hands in the air and this project doesn't seem to be real important any more. We've got other fires to do.

So we move on to the next thing. So by simply having short execution rhythm meetings – we call them "execution gap" meetings – every two weeks where we meet religiously every two weeks for only 30 minutes to focus on one thing: who was supposed to do what, when at this time



point? Close those execution gaps right now. If somebody is late for their project at that two week point, find out what resources are needed and close that gap right then. Do it every two weeks. So by the time you get to the end of the eight week period, the project is complete and now you are ready for a debrief.

Jay: Jan, it's your turn.

Jan: The one distinction is having clear concrete long and short-term goals. The one action that every entrepreneur should take if she/he hasn't already is to have a terrific website that's driving current or potential business to that website and it's selling either product or services even while that entrepreneur is sleeping or traveling.

Jay: Dave, give us a single-tasking answer.

Dave: Sure. The first part of that question, why do we struggle with productivity really does come down to the idea of multitasking. I think I've explained that.

There's a difference between the types of switches that people make. There are active switches and there are passive switches. Active switches are the ones that you're doing to yourself. There was an old sports car commentator who used to say "Excuse me while in interrupt myself". Well, we do that to ourselves all the time especially entrepreneurs. They get new ideas but that interrupts their train of thought. But then there are the passive switches. Those are the ones that are coming at you without you doing anything about it. People knocking on your door saying I've got a quick question, the phone ringing, the email beeping at you. Identifying the different types of switches makes a difference on the techniques that you can use to minimize how much they happen. You can't completely get rid of them but you can minimize them. Here is one concrete thing that people can take away and implement. I call it the one-to-one huddle. You want to identify the people that are interrupting you most in the day or even the people that you are interrupting the most in the day; the people that are constantly asking questions, constantly calling and set up a regular time for a one-to-one huddle with that individual. I really put emphasis on the individual. This is not a group meeting. This is a meeting where you're sitting face to face, eye to eye or over the phone where you're talking to them over the phone with no other distractions and going through the list of things to discuss with them.



A nice place to start with that would be two meetings per month at about 50 minutes per meeting. That is sort of a baseline. If you have somebody who is a lot needier then you might meet with them once a week. But the more often that you meet with them, the shorter the meeting needs to be. If you have a dedicated personal assistant, someone who is always asking you questions or you're always coordinating with them, then you may want to meet with that individual every day but only for ten to fifteen minutes. When you do that, I've seen this in hundreds of clients that I've worked with, it is magic. It is absolute magic because all of a sudden those interruptions that are taking place throughout the day just magically disappear because they realize they have a clear time when they will have a chance to talk to you.

Jay: Julie, what do you think about this?

Julie: I think it is the habit of being reactive. I think that if you have gotten yourself to a point where you're constantly being reactive and you've lost any site of proactive control over your schedule and what you do, you can't be productive. You can't be productive if you're constantly in reactive mode. This is where I think email and our addition to email and incessant checking email every six or seven minutes just to see if there is something more interesting than what we're doing, maybe the next piece of \$10,000 worth of business is walking in the door in my email. I think we have to break the email addiction. I've watched this. Over the last eight or nine years, email when first introduced and first became a tool of business, it was the coolest thing in the world that we could instantly react to an inquiry. Here I am, Johnny on the spot. It was very cool when it was new. Now, what has happened is people are so addicted to email if you actually instantly respond to every email that comes in, the truth is people on the other side often are wondering what is this guy doing with his time that he is just waiting for my emails?

It is the number one complaint, you know, an entrepreneur would have any business workers -- I have no time to focus. Well, it is because of the email addiction. You have to really learn to pull away and break that addiction and redevelop your capacity to concentrate and go deep on something. My tactical strategy is I train people to completely avoid email for the first hour of every work day. Do not start your workday by checking your email. Stop that. Instead, you spend your first hour on your most critical concentrated task. You decide what that is at the end of the day before. So before you leave tonight, anybody who is listening, I want you to ask yourself what is the one thing, if I did one thing tomorrow and got



one thing done that would give me the greatest sense of achievement, satisfaction, accomplishment and you write that down and you walk into your office and you spend one fully concentrated hour on that, what I call, legato task, the legato deep think task. Then you roll you shades up for business.

Jay: Neil, give us your take.

Neil: Great question. Let's do the essential exercise now. The essential exercise and awaken your strongest self is to pick up a cup or a book and hold it out at shoulder's height, extend it and notice what that feels like. That gets you tired. It is overwhelming. It makes you think about donuts, coffee, perhaps cigarettes or alcohol, makes you vulnerable to drugs. That hand and arm extended represents the five percent of brain tissue over the left ear that is called ego or abound of sense of self, struggling what I call the arrogant, lonely struggle of conscious identity. That's your ego working alone.

Now, bring your elbow close to the side of your body or your hip or close to Chi and it is much easier to hold that book or cup. They're now connected to a larger self. If your other hand were free, put it underneath the cup to represent your subconscious genius, your autonomic nervous service system and take a deep breath and hold it, exhale and float down into support of the chair. The char is hold your, the floor is holding you, the golf course is holding you below your feet, you are now connected to a larger support system. You're no longer operating from a separated five percent of your brain. You're connected left with right brain, conscious with subconscious. Peek performers know that they use more of their brain cell power, more than just their struggling ego.

Rich: Question 4: **What do you think are some of the common habits that you see in the most productive entrepreneurs and why do you think that they are so critical to performing at our best?**

Nancy, your turn.

Nancy: Well, I'm going cite a study that was done a while back by Paul Gerber and Associates on extremely, highly, successful professionals with ADD and they also had learning disabilities and the two common factors that stood out and that I think correlate to peak performance was the person's ability to take control over one's personal and professional life, both



internally and externally. So, that was the person's ability to reframe how they viewed their weakness or their foibles. And then externally they all engaged in creating adaptive environments and what I mean by that is that they actively set up personal supports and planned experiences to foster success in light of their deficiencies. And I know that's wordy, but basically again, we're talking engineering your environment. Getting the right people on the team and then knowing yourself – focusing on the positive, not going to the negative.

Rich: Jim, what's your answer?

Jim: I think it is one thing: an unwavering ability to stay on task. When I say to stay on task, as an entrepreneur you have to start the groundswell. It is just staying just unbelievably focused on your business, your elevator statement, whatever you are bringing to the market. As an entrepreneur, five years into it, ten years into it, even 15 years into your business, sometimes you get bored of saying the same old things all over again. Sometimes it seems like you are getting into a rut, but to really scale the business, the best entrepreneurs that I've seen, the best business folks are unwavering about creating that groundswell, that scalability around their business. It is sticking to the fundamentals and not wavering from them.

Rich: Jan, what's your answer?

Jan: Well, looking over the habits I wrote down as critical and let me just quickly share them. We talked about the clear vision. The second is having focus. The third is avoiding mindless distractions. The fourth is knowing what to delegate and who to delegate to. The next one is getting out behind the computer and meeting with people in person whether locally, regionally or globally. What these habits have in common is a combination of being very directed at what you want to achieve for your business whether it is a product business or a service business but also being able to handle those distractions whether they are self-made or coming from the outside so that you really keep on that path.

Rich: Dave, what's your perspective?

Dave: I'm a big fan of systems. I know you guys are as well. Usually we think of systems in terms of the business. Systems are critical in order to have consistent performance within the business, of course. Most people neglect their person systems. The entrepreneurs that I have seen that



really are most productive have put a lot of attention into their personal systems. Their personal systems are the way they calendar things. The way they deal with email. How they deal with ideas that come into their head. How they schedule their meetings. I've found that there is a really big connection between business systems and personal systems. I started out actually as a small business coach. I focused entirely on business systems.

I would give my clients assignments and say let's follow up in two weeks and see how it goes. Report back and give me your assignment. Or I'd come back in two weeks and I'd say how did the assignment go and what did they say?

Yeah, what assignment? I didn't do it. This happened over and over and over again. I said this is ridiculous. My training tells me that if there is a pattern that we need to implement a system to change it so I put a lot of effort and attention into developing personal systems to help entrepreneurs get on top of their time. The ones who really have put a lot of attention into that, it just spills over into their business. That old saying is very true that the business is the reflection of its owner and once entrepreneurs get in control of themselves and get in control of their time all of a sudden their employees are in control of themselves and in control of their time. All of a sudden the business is organized.

Rich: Julie, what do you think?

Julie: I think in addition to the things that we talked about, break your email addiction, get proactive, absolutely you want to plan, planning is one of the common denominators of the highly successful entrepreneurs and CEOs where they – you spend every Friday planning next week plus two which is you always have a three-week arch in front of you and then you spend every evening tomorrow plus two which is a three-day arch. That gives you -- you have a plan, it is like you're a runner and you set your brain power to perform across those three-days. Then if surprises and crises come you have context to determine is this emergency really more important than what I had planned. That context is really one of the key factors, I think, of people who do very, very, well so that they don't get caught up in unnecessary urgencies. I also think a time map, a tool that I teach. Its funny, years ago people used to really resist me on this. And now I'm finding more and more people are really gravitating toward this tool. A time map is basically a template or a structure to your week that carves out routine times for the various responsibilities you have. An



entrepreneur is in a perfect position to create a time map where you might spend the first one or two hours of every day doing strategic planning and then you might spend the middle of the day through the late afternoon doing client service and then the end of the day doing administration.

That's a really simple time map but when clients call you, you never offer an appointment the first thing in the morning because that is your strategic planning time. You've got a six hour window everyday to offer them.

If you build a time map around your natural energy cycle and brain power which is really what time management is about, it is about managing your energy and brain power, you will want your productivity – sometimes it quadruples.

Rich: Neil, share your perspective on this question.

Neil: The most productive people operate from choice. If you have a moment, I'll tell you how at the age of 22, I was graduating from Paratrooper School. For graduation day you get to jump out of an airplane. I was 22, I was in the plane. I was the 12th man in that particular stick in that squad. I could not move because I was doing what counterproductive, unproductive entrepreneurs do. I was saying to myself, you have to jump. Some other part of me which is from Jersey City, New Jersey by the way, was saying "forget about it, there ain't no way you're going to make me jump out of this plane." I was in inner conflict. I was split into; you have to but I don't want to. There is no way you're going to make me jump. I was paralyzed like a procrastinator. I could not move. My energies were stuck. It was like driving with the brakes on when you talk to yourself that way. Working with procrastinators for 30 years, I hear that all the times. I have to do this big project but I don't want to. I should be cleaning out the garage but I don't want to. You just split yourself. There is no leader.

The first guy has his hands on the inside of the door. Then he does something very counterproductive which was he looks down. Now, his body recoils, his body is tense, he is showing ambivalence by putting his hands on the inside. He's choosing to stay in rather than go out. We're all counting because we if he doesn't leave within two seconds, he's going to get kicked out by the sergeant. From that awkward position, listen to this word, he forces himself out, gets pick up by the prop blast and just as we were told, his body gets slammed against the bulkhead of the plane. Bang! You can get knocked unconscious, you can break some ribs, your chute can wrap around you; you can take a bad situation and make it



worse by being ambivalent and having inner conflict by telling yourself you have to but you don't want to. You make accidents happen that way.

As soon as I heard that bang against the bulkhead, by the way he was all right. He survived but at that moment I made my first choice. I said I'm not jumping out it that way. The second choice is the sergeant is not going to kick me out. By the time I got in the door, I had broken free of being paralyzed in inner conflict because I was making choices. There was a third place that I didn't know about at the age of 22. I consciously put my hands on the outside saying I am choosing to optimize my chances in this crazy situation. I bent my knees, I looked up, I did not look down, like a good leader I said to my mind and body (the workers) that is where we're going. I cleared that plan by about ten feet, the sergeant gave me an A saying it was picture perfect. I cleared that plane. I got right back, I hit the ground, rolled left and realize I had discovered there is a third place. It is not just have to-want to, it is choice. Believe me that helped change and make easy the rest of my life including my graduate school later.

There is a third place of choice. Effective entrepreneurs speak in terms of choice, self-responsibility and the leadership brain functions of putting out a vision, making a risk benefit analysis, developing alternative plans and choosing when to start.

Rich: Next question, take it away Jay.

Jay: **What do you think entrepreneurs listening can do to either banish or manage or control or eliminate procrastination from their lives and install instead a sense of urgency, clarity, and directness into their companies and their lives?**

Nancy, give us your answer.

Nancy: What I think leads to procrastination and I would probably say this goes for the general public, but even more so for my people due to their neurobiology, is basically forgetting what your goals are. For any company or any team or any individual, especially in today's busy world and multi-tasking and everything that's put in front of us, we all have to be in touch with our mission and passion and goals are on a continual basis.

The anecdote is to again, I'm going to keep repeating myself, is to understanding that this is something that you struggle with and being vigilant in setting up your environment to remember what your goals are



and this could be the goal that you have in the next five minutes or the goal that you have in the next five months. Without the working memory, the ram, up in your brain and also being nervous about the big project that want to avoid, you're going to easily go to something else so that you get an immediate, feeling of immediate gratification, and then you're going to feel like you're being productive. In order to banish that I really think having team meetings, being strategic, having the goals visually written out, timelines, anything on the walls, in front of you, by your computer, people reminding you, anything you can. Have them in front of you, continually look at them and reflect on them.

Jay: Jim, okay, give us your disciplined perspective on this.

Jim: I think procrastination directly links to probably something that we call "the silent killer to great execution." It is something that we call task saturation or task overload. I think when we procrastinate it is because as individuals and teams we are task saturated, meaning we have the perception or the reality of having too much to do with not enough time, tools or resources to get the mission at hand accomplished. And what you know as fighter pilots, as task saturation increases, errors actually increase. As task saturation increases, performance actually decreases. I believe task saturation, one of the derivatives is certainly procrastination. Now, how do we eliminate task saturation for individuals and teams?

One of the things that we want to do is really understand what is the most important things that we need to get accomplished on a daily, weekly, monthly or even a quarterly basis as individuals and teams. And sometimes as entrepreneurs, as leaders of businesses, we take for granted what everybody should have at the center of their crosscheck, so to speak. You can imagine flying the F-15, the jet that I used to fly. There were 350 switches and dials alone to monitor in the cockpit. There is only one that is the most important switch or dial and that is called the attitude indicator or the artificial horizon. If you are flying at night or in the clouds you can't see the ground, so in order to maintain aircraft control, that becomes a very central focus to your crosscheck.

Now that seems like a simple analogy, but think about the power of that in business. If you could arm yourself and your team members with the most important priorities, when they become task saturated, they will always come back to the number one, the primary priority in running their particular business unit or your business as a whole. Another example would be, what do I shed when I do become task saturated? As an F-15



fighter pilot and we're flying along at 30,000 feet, it is very, very easy to monitor the 350 switches and dials, utilize your weapon systems, fly good formation, all the other important components. But as we get closer to the ground, my effectiveness as a pilot starts to degrade because at 100 feet I can't work the radar, I can't fly formation, I can't even talk on the radio. I am so close to the ground that the only thing that is in my crosscheck is the ground – and not hitting the ground! So the same thing happens in your offices with your people if you think about it. As they become more and more task saturated, have you given them a priority list on what the most important things for them to think of and to work on? When they get to 100 feet, what do you want them focused on unwaveringly?

Jay: Okay Jan, let's hear what your take is on this question.

Jan: You need to rethink procrastination and see it as information. Why is someone procrastinating? Is there missing information that person needs in order to finish a report or a project? Is there something about the project that is making that person delay so that it needs to be addressed before it can be finished? Are there emotional issues that someone has to deal with that are behind the procrastination whether it is fear of success or fear of failure? Sometimes people procrastinate because a task is boring and going back to the idea that procrastination is information, that boredom is a nice way of knowing...whoa, I could be delegating this task. The procrastination is a sign that I really shouldn't even be doing it in the first place.

Fortunately, I have some really effective tools for getting over procrastination. The first is something I created called creative procrastination.

Creative procrastination says okay, I'm procrastinating but instead of doing something I'm not going to enjoy in the first place because I know I have this gnawing feeling I should be doing something else, I'm going to do another priority task. It could be another priority task related to the overall business or it could something related to that project. For instance, someone's doing a report to try to generate some new business. Perhaps they are procrastinating on the beginning of it. Well, jump to the bibliography, jump to the middle, jump to doing a phone interview that will help you have some interesting antidotes to put in the report. That is the concept of creative procrastination. Another way to get over procrastination is to allow for delays. Most people I've observed procrastination feeds on itself. Half an hour becomes an hour, becomes a



day, becomes a week, before you know it this project just isn't getting done and it is really starting to sabotage someone's not only their business but their self-esteem. So you allow for the delay. You have a timer. You have some concrete way of saying I'm going to make a phone call or I'm going to take a walk but I'm going to do it for an hour and then I'm going to go back the task I'm putting off. Another way is to figure out a reward that will really motivate you to get this job done that is something you'd rather not do. Make it something that is tangible and something that really will be a motivator. Then one of the key ideas is to make what you're procrastinating about the first thing you do in the morning and that means even before you check email.

Jay: Dave, what do you think?

Dave: I love this question because I really take a contrarians view to it. In fact, I will sit and work—when I'm working one-on-one with an executive, I'll say I'm about to tell you something you did not expect to hear from a time management expert. Procrastination is your friend. They look at me and say what are you talking about? Well, before you had personal systems in place, no it wasn't good because you were just putting things off and putting things off but now that you have a calendar and now that you know how to use that properly and now you know how to use tasks properly, you need to procrastinate and it is in your interest to do that.

My experience with entrepreneurs is that they try to live in a culture of now. The culture of now says I need to respond to everything this moment, this instant. They leave themselves open and available to everything and everyone because they feel that is what made them successful in their business. The problem with the culture of now is that it contradicts itself sooner or later. You can do everything now. So when you try to do everything now, you end up in a situation with multitasking and we know how that goes. So what they need to do is move to a culture of when. The culture of when says I'm going to push things off as much as I possibly can. The idea isn't to prioritize ABC, 123, the idea is to schedule and stage everything in the calendar. Most entrepreneurs early on when they start to get the idea of systems, they try to stack everything tomorrow. They try to do everything this week. I say wait a minute, do you need to do that this week and they say no I can do this in a couple months.

Jay: Julie, give me your most organized perspective on this.



Julie: The thing about procrastination is there is always a reason for it. In order to overcome procrastination you have to ask yourself why am I procrastinating right now. There are a few common reasons for procrastinating. One is that you have not broken down whatever it is that you're intending to do into doable steps. You're overwhelmed by it.

Another reason is we procrastinate on things because we're afraid of what's going to happen once that's done. So, if you do go ahead and find new markets and then you find that you don't have the funds to actually do your marketing to this new area, you'll procrastinate on the first things. So you have to ask yourself why am I procrastinating. The third reason is that you may not be the right person for the job. Entrepreneurs are very guilty of doing everything themselves, even the things that they're not good at. Ask yourself for each thing, why am I procrastinating, get to the heart of it and then you can problem solve. You can break things down into doable steps, try to break every large project down into one or two hour very specific steps and then you can just tackle one at a time as you go and delegate more.

You have to discover what I call your optimal time frames for each kind of work that you need to do. I worked with a client who always procrastinated on his writing. He just hated writing and would put it off forever and then at the last minute crack down and actually do it. He was writing proposals. I said when you finally get up against the wire, how long does it take to do a proposal? And he said once I'm at the midnight hour the night before, I crack down and it takes me 90 minutes. I said okay, the 90 minutes is the unit of time that you have to assign anytime you have to do a proposal. And just do it earlier but you just only give yourself 90 minutes. All we had to do was fine the unit of time and move it earlier so it's like subdividing your schedule and creating these deadlines with the right amount of time for the task you need to do. It's just enough time to get it done and not too much time to wallow in it.

Jay: Neil, give me your peak answer to this.

Neil: There's actually two processes. One is what I learned in working with court reporters and people who flunked the bar exam six or seven times and people who flunked the medical board five times or more, and that is you must separate your thoughts into two simple categories.

You separate your thoughts into thoughts that are ego defensive, that are self-critical, that involve the past, what I should have done and in the



future what is going to be happening if I flunk. That is one category. I call it ego thoughts. The other category is task relevant thoughts, ego or task. If you are a peak performing athlete you switch very quickly from...oh, my god, I just missed that shot to...like a karate shout, that ball is coming back at me, I have to be focused, you go through the task.

Make that distinction, is this an ego thought, is this psychoanalysis, why did you spill the milk, what's wrong with you as opposed to the milk is spilling, how quickly can we clean it up. Get right to the task within one breathe. That relates to the other method. The other method is the three key ingredients that are necessary for optimal performance. They are safety, your worth as a person must be safe. That is a difficult one for a lot business people. I'll explain later. Presence, you can only operate in the only time there is. This is the only place you can release energy. Now, if you think about the future, your body tries to get there but of course, the future is a fantasy, it does not exist.

The third is choice. I'm choosing to be here. It is safe to be here. This is the only time there is to perform. I have a method, I don't know if we have time now but it is called three part breathing which gives you all of that without even thinking about it.

It goes like this, follow along with me, (1) inhale, (2) hold your breath, pull your stomach in, tighten some muscles (3) exhale completely and float down into the chair on the floor. Twice more, inhale, hold your breath, pull in your stomach like in palates, tighten your butt, tighten your biceps and three, exhale and float down and really bring your mind into the feeling of the chair and then once more on your own in three part breathing, inhale, hold, and there is actually a fourth part which is that you feel the chair. When you exhale, you automatically communicate to your mind and body, (again the workers) it is safe to exhale. It is safe to sit still. It is safe to let go of muscle tension. When you feel the chair your muscles begin to accept that you are held and supported, you are no longer holding with a vigilant ego conscious mind. You're not getting ready to focus. You now have shifted your brain from fight/flight reptilian brain to...oh, you want problem solving rather than running out of the room. Well, that will take me about five to ten seconds to shift to a new drive, the problem solving drive and your brain says I'll get back to you; something will come to you within ten seconds. I'm choosing to be here means you're breaking inner conflict and ambivalence and loss of motivation. The higher brain is making a choice and the little gremlin parts of you are saying yes but, are you sure,



but do you want to and you go yes. The leader has shown up, I apologize for not having up earlier.

Rich: That was great. Let's move to the next question which is, **how can entrepreneurs make peak productivity a permanent concrete part of who they are?**

Nancy, you're up.

Nancy: It struck me that peak performance is such a paradox for people with ADD, because people with ADD are able to get into a state of flow and hyper-focus easier than most people. Again, they jump into the fire and they do it with full force. The issue is either pulling themselves out of it, but the real issue is sustaining it because again you can't have peak performance without having clear, concrete goals and remembering what your mission is. This is why we see so many entrepreneurs, especially with ADD, that are great that start-ups but then they fail because they don't do the follow through and they're not good at the details. So, the answer that I had down here was being brutally honest with yourself, remembering you have ADD, engineer your environment and this is what my real high performers do. And then the other is to engage in rituals and routines no matter what. That includes reflections at the beginning of the day and visualizations to remember what your goals are. I had one guy say that meetings, regular meetings with his staff and with his secretary was absolutely critical to his success in order to stay keyed in and to have a sense of his company growing, because he really needed to feel part of that and to be reconnected with that mission and that energy. The other one is fine-tuning the brain and the importance of a balanced life, diet and exercise. They all, everyone that I interviewed, and all my people talk about that if they are not balanced, they aren't eating right, if they aren't sleeping tight, they are not going to be at the top of their game and that's another key thing.

Rich: How would you answer that question?

Jim: That's a great question. I guess I can speak for myself on this one and other entrepreneurs that I have known. The best entrepreneurs that I have seen, not that I represent that group necessarily, but the best ones that I've seen and I've worked for, they certainly have this future picture as part of their own fabric and framework. They understand in great detail where they want to be as a company, as an organization and they also understand that where they currently are may be different than where they



want to be in their future picture. They look inward as well because where they currently are as a manager or as an entrepreneur and what currently got the business to where it currently is may need some new things to go to that next level, including the individual.

So another example that I see as well is you're going to role model the best practices as an entrepreneur to your team members. Think about that for a minute. It is hard to expect flawless execution out of them if they don't see you model that flawless execution. So that may mean coming to work at a certain time and leaving at a certain time. It might be actually entering data into your CRM software, not just telling people to do it. But the best entrepreneurs that I've seen can model most areas of the business and do that for a long enough period of time that the teams that follow them then actually start copying that model. At that point you are committed. At that point you had better be a peak performer because everybody is expecting that out of you. So if you really want to get in, you have to jump in with both feet. Once you do, you're committed and the team and the peer pressure is probably going to hold you accountable just as much as your own intestinal fortitude and your own ability to reach that next level.

Rich: Jan, it's your turn.

Jan: Well being an entrepreneur is a gift and a blessing. It is also one of the hardest ways to work and to achieve and sustain success. You can't control other people but you can control yourself. The entrepreneur has to really make his/her peak productivity a maxim, a defining way that he/she approaches entrepreneurship because that salary job or the employment line or things not going well is around the corner. So, it is imperative that someone is productive. One of the ways is to look at in "Work Less, Do More". I have a chapter call dealing with the five "P". Those five P's are procrastination, which we already talked about, but also perfectionism, poor planning, poor pacing, and petulance which is my way of saying attitude really counts. It is not just attitude, waking up and saying whoa, today is a new day, I'm going to really make the most of it. It is also being careful that you don't surround yourself with people who are negative or doomsayers or why bother things are so tough you're never going to do well anyway. A really positive attitude, a commitment to productivity as part of what you do and also being focused on productivity as a concern and by being focused on it, anyone listening to us now, they are ahead of the game because they're already thinking about productivity. Go to workshops.



The reason you go to workshops it is not just to hear what the speaker has to say. It is also to be exposed to the best practices of those in the workshop so obviously try to find a workshop where the people who are going to be in the meeting are going to have something to offer you. Don't be too industry specific because sometimes you can learn about how to make a book publishing company succeed by looking at what has worked or not worked in the music business or in the computer business. Read about time management, listen to audio tapes, have a coach who helps you with either productivity in general or specific things that you're trying to deal with such as getting over procrastination. Revisit productivity in the various stages of your life.

One of the exciting things about research and productivity since my early 30s is that my own life changed as my research in writing grew on the subject. I was a single woman juggling school and teaching full-time as an academic and also finishing my PhD and working. Then I was a married woman with young children when I wrote "Creative Time Management of the New Millennium" and when I was finishing up "Work Less, Do More" I was on the verge of becoming a empty nester.

Rich: Dave, what's your answer to this question?

Dave: I loved the word that you used there of effortless because that is where I try and take my clients – I would say I'm successful with it. It is because of accountability, plain and simple. Everyone needs accountability; everyone needs someone outside of themselves to train them, to give them follow-up and to help their habits become second nature. Everyone knows who Tiger Woods is, not too many people know who Hank Haney is. Well, Hank Haney is Tiger Wood's coach. Who knows more about golf, Tiger Woods or Hank Haney? In my opinion, I would think it was Tiger Woods. But, Tiger recognizes the importance of having someone outside of him to make this a habit.

I have a coach. I have someone who is making me accountable because there are two universal truths. It is lonely at top and it is difficult to self-correct. So, first you need to have someone outside of you and then you need to have someone who you will take you though a system. I really believe that repetition is your friend in this sort of training. A lot of people are scared to implement systems particularly when it comes to their personal schedule. They feel like it is going to make them become a robot. It doesn't make you a robot to have your muscles trained to respond in a



particular way when you're playing sports or when you're performing a musical instrument. You want to have that become second nature.

Rich: Julie, what's your perspective?

Julie: Many, many, many studies say that it takes 30 days to form a habit, really 30 days. One of the things that any entrepreneur can do is once you've decided what your productivity strategies are that you love and don't overwhelm yourself. Give yourself three to five techniques, no more. You can't have 20 productivity techniques, too much, three to five techniques and implement them and track yourself. Literally log every single day and keep track for 30 days that you have done this, you've done your email, you're controlling your email, you've written everything down in your planner, you did your planning every night, whatever the techniques are, and track yourself for 30 days. Keep a 30 day habit journal and that will keep you on track and keep you mindful and you'll start to feel the payoff and the payoff becomes the motivation because you see and experience the surge in your productivity and you've done it often enough.

Rich: Neil, what do you think?

Neil: We want to work in peak performance, integrated left brain with right brain and what happens when an athlete works that way? Do they say I did it? Let me explain to how I did it? No, they shrug. Just a way a four year old does and say I don't know, I was in the zone. I've asked four year olds around the world, how did you do that? Thanks amazing, you sat there for 30 minutes and drew that? I don't know it just comes to me. That is what we want. We want the egoless sense of ...my ego doesn't have to know. I often say you're not waiting for your ego to feel motivated are you? You're not waiting for your ego to feel confident? You're not waiting for your ego to trust you, are you? What a waste of time. In a mature world, you put your hardhat on and you show up. You don't wait for your ego to feel confident or motivated. You show up and then something happens. You get involved and something comes to you.

Jay: This is the most interesting I think part of each expert interview. Rich and I try very sincerely to come up with a battery of issues and questions that lend themselves to every expertise in the panel, but we tried to respect and nurture the uniqueness of your expertise at the end. So we ask one last question. It's a doozy. It gives you a lot of latitude.



Through the lens of your unique expertise and all the distinctions you've uncovered, what's the one question because this is a short interview, that you wish we would have asked you that we didn't that relates most to helping the members on this call make their businesses more profitable, more successful, more competitive, more fulfilling, more enjoyable, more balanced and purposeful and why should we have asked that and had we asked it, what would your answer be?

Nancy, give us your perspective.

Nancy: Well, I just kind of alluded to it and probably took my own thunder and that is that is there a one-size fits all answer to peak performance? Okay, and I would say, is if people have learned nothing else from this interview, at least from my end interview, that the answer is no. I really don't think there is. We're kind of in a world of these self-help books and they put out formulas and this and that and the other and these calendaring systems that try to fit everybody into a box and I think that we really need to look at individual styles more.

Take for instance, there's one business owner – this was a long time ago – that exclusively hired people with ADD. It was hysterical, I don't know what kind of secretarial staff he had, they're probably all in the mental ward by now, who knows, but he wanted to have that creativity and so I think there is not a one-size fits all and it's a mistake to try to come up with a one-size fits all if you want really get your peak performers to be peak performers.

Rich: Nancy, why don't you just tell us about your book and tell us about your website.

Nancy: My website is www.nancyratey.com and on there you will be able to learn a little bit more about myself, how I got into coaching and how ADD coaching can help you. There's a Q & A and resources and then I also have another website The Disorganized Mind, and on there you'll be able to find assessments that are also in my book, where the assessments go through values and whether you're living a balanced life or not and what's important to you along with some other assessments that you can take.

Jay: Jim, what do you think the best answer is?

Jim: After I graduated from college I actually sold copiers door to door to small



businesses in central Kentucky. I met a fighter pilot and this person made a huge impression on me and I decided to see if I could get into the Air Force. Lo and behold, I was able to get in, get selected to go to pilot training. Believe it or not, and it is still amazing to me today, 18 months later I am at Luke AFB with some of the top pilots of the different pilot training bases to go learn to fly the F-15. In just 18 months I basically went from living on a farm, a farm boy selling copiers door to door in central Kentucky to flying one of the most sophisticated jets on earth.

I remember walking out to that ramp, to the jet at Luke AFB to go solo the f-15 for the first time and I just couldn't believe it. I was like, 18 months ago I'm in central Kentucky and now I am getting ready to fly the F-15 for the first time. How did I get here? I wasn't a whole lot different than most of the other people that either didn't make it through training, didn't get selected to go fly the F-15. What were the differentiators? When I looked around at the other F-15 pilots that made it to that class, although we came from different parts of the country and we looked different and came from different family type backgrounds, we were all pretty similar in a lot of ways. I said, how did the US government, of all places, find this group of people to excel at this level? Then when I looked down around the jet, in looking at the weapons loaders and the intelligence officers and all the other folks, all of us had that central focus of mission. I said, you know what? I've got to figure out how we got here because the Air Force, Navy and the Marines over the last 50 years have inherently figured out how to create a high-performing organization and really instill the attention to detail, the camaraderie, the *esprit de corps* and the process around executing at a very high level – a very high level, in a very short period of time.

It dawned on me at that point, only because I had spent two years in corporate America before I got into the Air Force, I said if I would have had these skills and these tools while I was selling copiers, how much more effective would I have been and my team have been if I would have known these things? So I made it my life's work to study that process from elite military professionals how to execute in rapidly changing, challenging and hostile environments and translate that to the business world. I will save you all the research, all the data, but it basically just comes down to a few things. It is a basic process, a continuous improvement process. It is planning, briefing the plan, executing the pre-briefed plan and debriefing, walking away with lessons learned from those experiences, putting it right back into the next plan and getting just a little bit better and doing that around every activity that we do.



Jay: How can anyone listening who wants more, who wants to access you, visit your website, get in touch, get on your blog, what do they do?

Jim: Just go to www.afterburner.com. We have three business units at Afterburner: Empower with Flawless Execution; that's our seminar unit. Equip with Flawless Execution; that's our consulting and software; and Embed with Flawless Execution; that's our placement or human capital division.

Jay: Jan, let's hear your take.

Jan: The question that I wish you had asked was: what are the key habits entrepreneurs should avoid because you did ask what are the key habits of productive entrepreneurs that other should emulate. These are some of the key negative habits that I see drag people down.

The first one is the doozy. It has to do with the reluctance that individuals have to take a deep breath and ask themselves periodically is what I'm doing what I want to be doing or what I should be doing in the first place. There is so much overemphasis on doing what you have to do more efficiently and effectively. Unfortunately, there is not enough help with what is the thing that should be on my plate. You have people who wake up, literally, years or decades later and they wonder why they pursued a particular kind of business or a particular field of inquiry or whatever it is.

So, one of the habits of less successful entrepreneurs is that they don't have a clear of a vision of what down the road is going to be meaningful to them. They allow short-term gains or immediate type of projects to derail them.

Another mistake that I find people make is they delegate relationship and not just tasks.

I sat next to a man on a plane a while back and he had grown his company, it was a very technical kind of machine that he had invented. So he grew his company from the one person who invented the machine in his basement to a company of 100. What was fascinating was that the reason he was on the plane was he had a very delicate situation. He had to ask us a supplier to be willing to renegotiate the price that he was selling product to him to make the machine at a lower rate because of the economic downturn. He basically had to get on his knees and ask this



person to do this so the company could survive. I said to myself what a great lesson, he, the head of the company and he made a point of telling me that he rarely goes on sales calls and he rarely visits his suppliers but he was going to personally make this trip and be the one to make that request.

That's an important realization that you have to be careful what you delegate but you also have to be able to delegate. So that's another habit that can sabotage someone.

Lack of focus is another habit that sabotages entrepreneurs. Another really big one is a lot of entrepreneurs don't like selling. They like promoting. You have to do that in particularly every business but if you can't do it, if you won't do it, once again, you have to be willing to delegate rather than just watch the business stall and not go where it can go.

Jay: We want to make sure that anybody and everybody whose eager will check you out on line and tell us again, how do they find you.

Jan: Write to me at jyager@aol.com. You can visit my main website www.drjanyager.com and that will enable you to access some of my writings, sample chapters. Also, it'll hotlink you to my email address. You can fax me at 203-968-0193.

Jay: Dave, give me an inspired and well-researched perspective on this.

Dave: You gave me a perfect segue way to it because it really is what's the impact of peak productivity on relationships. Many people talk about the hourly impact, the bottom line, getting all the things done that you need to. All of these are important but if we're not improving the quality of our relationships then ultimately it is for nothing. We live in a society right now that often neglects the relationship and the culture of multitasking really perpetuates that. I can't have a conversation with many people now when they don't start checking their cell phone. That is tragic. Not only is it tragic but it is damaging to the relationship in the long run and it is damaging even to your business in the long run when you treat customers and employees like that.

I'm going to share a brief personal story that illustrates this. I'm a big NFL fan. I love it. I even do fantasy football and believe it or not, here is a productivity guy that does fantasy football. A couple of years ago—I've had instances like this many times but this one really stands out in my



mind. I was watching the Super Bowl, had friends over and I was really into the game and my two year old little boy, Stratton, comes up to me, hold up a book about Eskimos and says daddy read story? Now, in that moment, I have a choice. What am I going to do? Am I going to switch tasks while watching this? Or, am I going to tell him to go away. I didn't want to be a hypocrite if I'm going to be talking about these things so I thought well, I want to watch the game but I'm going to put him up here on my lap. I read the story to him. It took three minutes. He was done. He said thanks daddy and then went off and did whatever two-year olds do.

For that moment, he knew that I was focused on him. I wasn't watching the game, I don't know what I missed, I know if I missed a commercial or a sack or a pass or whatever it was but I was completely focused on him.

It is so powerful when you meet someone in today's 21st century, Twitter society that is focused on you 100 percent and that looks you in the eye while they're talking to you, that doesn't pick up the phone when it rings, that doesn't have anything better to do than to listen to the person talking to them in the moment. When you can do that, it will influence every aspect of your life, your business, your relationships, just your personal sense of peace and well being.

Jay: We want to make sure that anybody and everybody who's eager will check you out online and tell us again, how do they find you?

Dave: They can find me at www.davecrenshaw.com and Crenshaw is C R E N S H A W and as I mentioned before, we'll put up that exercise for people. They can take it for free at www.davecrenshaw.com/jayandrich.

Jay: Julie, give me your take on this.

Julie: I feel that we are in the midst of really a historic and helpful change as painful as this is...the economic crisis that we've got going globally. It is giving everybody an opportunity to go back to their core competencies and their core values and become less over extended and less all over the place and less scattered than we were before. Entrepreneurs are guilty of constantly growing and expanding and growing and trying this and trying that and it can get exhausting and you can get off core. So, I think the question is for really to be at your peak productivity, you want to spend your time on the things that fuel you, that energize you, that gratify you and that get you directly to your goals. Get back to your core and I know what it is that you do best.



Jay: If people, which I think a lot of the hundreds of thousands of listeners, are interested in availing themselves of more access to you, what's the most immediate direct logical way to reach you?

Julie: I would say come visit my website, www.juliemorgenstern.com and poke around. You can learn more about my books, we have online assessments for when you need to make a change in your life and a lot of downloadable forms. You can learn about our coaching and our workshops. I would say www.juliemorgenstern.com is the best place to go to learn everything else you want to know.

Neil: What do you think after coaching all the people you have to hire levels. What's your take?

Neil: Well, I think it is what is the ultimate success? What is the ultimate success beyond making a couple of million dollars or getting a bigger house or whatever? How do I get inner peace? This is what I'm getting from my entrepreneurs and my coaching clients now. Well, I've made my \$5M, I've made my \$10M, I've got my company going, my life is out of balance, how do I get happiness? How do I get self-contentment? How do I get inner peace which is the ultimate success?

On my blog, www.neilfiore.blogspot.com, I have the regardless statements. You say to yourself regardless of what happens, your worth is safe with me. Regardless of what anyone else says or thinks, I'm on your side.

You now are identifying as the strong awakened protective self that I talk about in "Awaken Your Strongest Self". A lot of this is also on my hypnosis CDs, Productivity Engineering from www.hypnosisnetwork.com. Yes, how do I achieve this happiness and inner peace? How do you become kinder to you, more accepting of yourself as human, accepting human vulnerabilities, human limits and human courage, a real appreciation and gratitude for the way your mind and body can work of you with a sense of compassion, inner peace, creating a sanctuary instead of a solitary confinement cell?



INTERPRETIVE SUMMARY

Jay: Welcome back to the interpretive segment of Panel 5. This is where Rich and I take what we've listened to, our impressions, our experiences, we shake them up, we integrate it, we perform whatever magic we can perform on it and we give you our interpretations and our impressions of what we heard and we think it should mean to you so you can get even out of participation in the League.

So, what we're going to do now is roll up our sleeves and Rich and I will rotate and take turns telling you what we think we got out of it and what we hope you got out of it and what we want to make sure you got out it and you'll do it. So, let's start Rich. First impression?

Rich: Alright, well I guess I'm going first, so Nancy Ratey – she had an answer to the first call. It might also be because she coached me that this point that she made was very relevant and I thought also very useful for every entrepreneur listening right now and that is that you got to outthink yourself. What I mean by outthinking yourself is that you've got to know where – you have to have the self-awareness of knowing where you tend to fall down. Do you tend not to finish projects? Do you tend to be slow to start? Do you tend to get distracted easily? Whatever those things are you've got to know that about yourself. Then once you know that about yourself, you then can design systems, create an environment, design a way of working that allows you to cut it off at the pass. So, if tend not to start projects early enough, then the idea might be is that every time a project comes onto your desk maybe you ten minutes immediately, just to get the ball rolling. If it's that you don't finish, you do something else. But the idea is to outthink yourself, to try and think in front of where you generally lapse and then plan and create a system, an environment, etc. that allows you not to be held back by where you've been held back before. Back to you Jay.

Jay: That was good. It was very good. I'm thinking about that in my own life.

I like something that Jim Murphy said early in the process about creating a detailed picture of where you want to be, where you want your business to want to be, what it looks like and communicating or sharing it to everyone who works with you. It can be not just your staff and team, your vendors. Even perhaps your clients. But the more you're clear about what you are, what you're not, where you're going, what it's supposed to look like, why,



the more everyone, and they would call that in the old days, stakeholders can really enroll, can buy in, can support it. If you're not congruent and consistent about what you're trying to do, you can't yourself, your team, your performance, your product, your integrity accountable. If you can't hold it accountable, you'll never achieve your goals.

I may have said long ago, 95% of all small-medium entrepreneurs don't reach their goals because they don't have goals. They have abstract dreams, hopes and wishes and this is how you get to call it execution, by knowing what you're trying to do, where you're trying to be at different intervals and judging yourself accordingly and having everybody else in your association hold you and themselves accountable too.

Rich: Yeah, then just above that, Jay, that if you don't articulate it, then no one else can help you get there. So, the dreams in your head – even if you were to get there – you'd have to get there all by yourself. If you create a good picture of it, other people can help you.

Alright, so the next – you know, I'm going to take the next two because they kind of relate to the same concept and it really is about ineffective strategies of dealing with too much. One way has become a recluse, to kind of pull back from society, isolate yourself. But so much of business success is about networking, knowing people, being in the midst of things, so being a recluse doesn't work.

Being a workaholic also tends not to work. Working all the time limits your creativity and also is a recipe for burnout so that doesn't work. Jan Yager talked about both of those. Dave Crenshaw talked about multitasking really being a symptom of trying to really do too much and not enough discrimination about what it is you do. So, therefore you try and do too many things and the way you try and get them all done is by doing multiple things at the same time – talking on the phone, answering emails at the same time – listening to a teleseminar and reading something at the same – etc. etc. etc. and what happens when you do these kinds of things, multitasking especially, everything takes longer. You end up making more mistakes and you also create more stress for yourself. I just one to add one concept to this about multitasking that our friend Michael Masterson shared with us once and that was that anything that you can do multitasking, you probably shouldn't even be doing in the first place. If it doesn't require your full brain power then the odds are that you should be handing that off to someone else. You should be doing tasks that require your full brain power because those are the tasks that



are the best use of yourself and also are the ones that probably the most profitable.

Jay: That's quite profound Rich. Thanks for that addendum. I'm going to comment on Julie Morgenstern because I liked a couple of things she said. The first thing she said that really resonated with me was know how long your task will take and schedule them based on importance, priority, relevance. Be more selective based on the importance and time it's going to take to complete it and know what your outcomes are. Too many people that I've seen analyzed, counseled, they're indiscriminate. They spend the same amount of time, the same amount of attention and the same amount of emotion, same amount of opportunity on something that's so tangential and so irrelevant and so low on the importance scale and then they're tired at the end of the day and they don't accomplish either much or anything or certainly not what they want. The first line of offense is up to you. You've got to know what's relevant and what isn't. Basically, the 80/20 rule, prioritization, optimization, high end – highest and best use theory – this is all extremely important at this point. Rich?

Rich: Just even along those lines, I know that I still struggle with this. The idea of really knowing how long things will take. And the truth of the matter is that if you don't know how long things will take, you should start guessing and then seeing how accurate you are and ultimately close that gap if you are way off. But, you can't really prioritize and you can't really plan a day when you don't know how – when you're way off base about how much time different activities will take you. It tends to be problematic and it's something that most people don't spend enough time thinking about.

Another thing that Julie actually talked about was knowing your outcomes. More importantly that knowing your outcome is how you're going to measure results. Because when you know how you're going to measure your results, then you can use that knowledge to filter the activities based on really what is the best use of your time right now. We're not talking about just how will you measure your results at the end, but how you're going measure results in a month from now – two months from now- three months from now – to know that you're on the right track.

I just had a meeting actually this morning where I was talking to the team and saying I really want to move – we have quarterly goals and yearly goals, but I want to have weekly goals. I want to have goals where everybody is on the same page about what we should be accomplishing and how we're going to measure whether this week was a success or not.



It's the same for an entrepreneur whether you work with a team or by yourself – that you need to have those criteria because that'll help you make better choices now and it will also help you in your prioritization and it will also help you know whether you're winning the game – are you moving forward or are you remaining stagnant? So, I really enjoyed that distinction by Julie. Back to you.

Jay: Thank you, Rich. I'm going to comment, but I got to really qualify it. Neil Fiore talked about working in 15 minute blocks because nothing is intimidating if you do it in 15 minute blocks and I think I agree to some degree, but I think I also disagree because I've found in my own life when I really immerse myself thoroughly and totally in something, my outcome is a lot greater. So, I think you have to decide – I think it has relevancy, but I think it's got relevancy to things that are not real intellectually intensive and you might want to comment on it Rich, but I want to bring it up because I think for a lot of people who can't get started – saying I'm going to spend 15 minutes on this exclusively and then stop and 15 on that's – if they're transactional and they don't require creativity, if they don't elaborate stuff, I think it's got a lot of merit. If they do, I think it's probably not the most effective strategy. It's my own – I'm not questioning or challenging Neil, I'm just saying I don't know that I agree in my own life.

Rich: Yeah, well, there's two things there Jay. One is that it shouldn't be I think a surprise to anybody listening that both you and I have ADD and the strength of - one of the strength's of ADD is the ability to hyper-focus. It's not always difficulty in focusing, but actually when you get really into something, you can tend to focus for longer periods of time than most normal people. Same with myself and anyone else who has ADD probably has that experience. So, that's one thing.

The other thing though and I think is really what Neil was really stressing although I tend to agree with you too Jay on the distinction that you made, is that when anything is not getting done when you're procrastinating, when you're somewhat intimidated by the task that just do it for 15 minutes. After the 15 minutes you can always decide to do another 15 minutes and do another 15 minutes and do another 15 minutes. But the point I think that Neil was trying to make is that if you promise yourself you're only going to be doing 15 minutes, then it's a great way to get started. Along those lines and it's completely tangential, but it's related in a sideways, and it's just something that Clayton Makepeace shared with me a long time ago and I've always thought about it. He's – I'm not telling you Jay. I know that you know that he's a world-class copywriter, but for those



listening, he's really one of the great copywriters. He said that when you're a copywriter you get this huge box of stuff that you have to study and he said that a lot of the copywriters that he knows would always procrastinate getting involved in the research – getting involved in reading all this stuff and he actually did the opposite. He always made the case that he wanted to do that sooner rather than later primarily so that his subconscious mind would have a chance to go through it. In his day-to-day activities he would notice things that might be relevant to the piece, so his goal was always to kind of get that stuff done early. I think it's kind of the same here with Neil. Like Neil's talking about that the sooner you can get started on something obviously the sooner you'll finish and you've got to do whatever it's going to take whether it's breaking it up into 15 minutes. And then if that 15 minutes goes well, writing that focus curve, but getting started and the sooner you get started on anything, the sooner you'll get finished or the better it'll be.

Jay: Why don't you take the next one because I think you should probably talk a little about something Nancy said and you're so really connected.

Rich: {Talk over}

Jay: Not that I'm not, I just think you've got a greater ability to articulate because you spend so much quality time with her.

Rich: And then the other point with Nancy especially, and I hope – I probably should said this in the preface of the call – but I'll say it here in the summary and that is that just so many people, so many entrepreneurs whether they've ever been diagnosed with ADD or not, tend to have a lot of the same habitual ways of responding that are somewhat ADD-like. In fact, there's been a lot of studies that show that when you're overloaded, overwhelmed, and over-optional, you tend to act more in an ADD style. Most entrepreneurs in this day and age can be in that mode. So, the idea here is Nancy's answer I think to the second question or to the third, I don't – the second question – and she talked about really understand that you're going to get distracted. You're going to forget the pain of the past. You're going to forget the consequences. You're going to forget the goal of the future sometimes and that you've got to remain vigilant - that you got to set up an environment – support systems to keep you goal-driven.

This is the main reason why I keep a journal. It's not all about engineering your environment to balance your weakness, but it's also just – you know I have a tendency to forget some of the biggest lessons that I've had in the



past and a journal keeps me grounded. I write in my journal about my goals everyday to remind myself so in the day, I try to move forward on each of my main goals. It's this idea that you don't have to be great to do great things if you figure out a way to leverage all the things around you to help you do great things. The point that Nancy was making is use your environment. So, put your goals out in front of you. Try and make sure that anything that would be distracting is not in front of you. Just really use your environment, use the people around you, etc. to help you not hinder you – not to be a drag. So, back to you Jay.

Jay: Thank you. That's very good. You set up really my insight and it's from Jim Murphy. He said in essence force yourself and your team to learn constructively from every mistake or disappointing outcome you experience or you engineer or you are confronted with. Make sure you acknowledge what the lesson is there, have an after-action review with everybody – what did we learn? What did we do that caused it? What can we avoid doing? And incorporate into all your future plans the lessons learned from the negative experience. Most people don't do that. Rich said that – he journals, but how many people repeat the same lesson over and over again.

I have a quote and it might sound a little bit hokey, but I believe that everything that happens in our lives, good or bad, is a function what we either did or didn't do – other than acts of God and catastrophic events. So, I like that a lot. Rich, your turn.

Rich: I'm going to try and actually cover quite a few in one broad swoop if that's okay with you?

Jay: I like that. No, no, no, no, please, great, I think you're degrading a lot of things because a lot of these people said the same thing in different ways.

Rich: Yeah, so the idea of a time log came up and Jan talked about it, Dave Crenshaw talked about it, Julie Morgenstern talked about it, so let me wrap those all up in one thing and then let me then just add one other concept from Neil Fiore because it is something I'm a really big fan of.

The time log concept for those of you who aren't aware of it – actually the work book that comes along with the transcripts and the MP3's, if you got the action guide, has a really great time log and walks you through all the steps so that you can use it really easily. You should have – you should log your time every once in a while and the idea is that most people are shocked, almost everybody who's ever kept a time log even for a few days



is shocked at how much time they waste on things that they didn't realize that they were wasting time on. So, any time management book will tell you to do that and if you haven't done it you should.

Dave Crenshaw really added to the mix of that a little bit by saying add up all the time and see what are your two highest and best valued activities and look at the percentage of time that you spend on those. How out of balance is it? If you're not spending – I think Dave was talking about if you're not spending half your time on the two most valuable activities that could be a problem. If you spending less than a third of your time on those top two activities that certainly is a big problem. Look for that and then see if you can actually expand on the amount of time that you're spending on the highest and best use of your time.

Julie Morgenstern talked about with your time log – notice three things. What are you spending too much time on? What are not spending enough time on? And where's all my time going? A time log will answer all those questions for you that's why I'm such a big fan of it. Ultimately, a time log will also show you what you could be doing differently. If you were to eliminate that – eliminate this – eliminate that – you could have ended the day maybe half – four hours earlier. That's always exciting and that can be a great goal and it gives you that results feedback.

Now, on a totally different tangent, but I think it was the last answers to that second question, was what Neil Fiore talked about. It's a really – I want to just spend a minute on it because I think it's such a counterintuitive idea and I love counterintuitive ideas and it's so effective because I know at times in my life I've done this and it's been very effective for me when I needed it. He talked about the unschedule. The unschedule is that you schedule only the fun activities of your life. You see, one of the big – and I've noticed this with my coaching – one of the big reasons why people procrastinate is they don't see an end. They don't see a light at the end of the tunnel. If you've got 50 projects in front of you and you know that as soon as you finish this thing you have to go to the next thing. Then after you finish that, you've got to go to the next. You don't see when this whole cycle is ever going to end. It's not very exciting to start working on anything because it's not like there's some big reward when you're finished. What Neil recommends and I've tried it and I've recommended it to clients and it's worked well for me and it has really worked well for other people as well that I've recommended it to, is that you only schedule the fun things. Then what happens is that now you know at 3:00 o'clock you're going to go play golf or something like that so



you're in a mad dash to get stuff done before you leave. You've all of a sudden inserted something fun right in the middle because now you have a reason to move fast with urgency to knock things off your list, etc. Without that, life can become really boring so you try to get some fun in now and procrastinate. The only problem with that is that generally when you procrastinate, you don't really enjoy the fun as much. This concept of the unschedule which actually Neil wrote a book on – about it called “The Now Habit,” which if anybody is interested in that, they can read all about it there. So, Jay do you want to pick up where I left off?

Jay: Yeah, probably. I want to talk a little bit about Jim Murphy.

Rich: Okay.

Jay: This is going to be dually interpreted by me. One is those of you have a team and all of you should ultimately be building a team because you should be growth-oriented. He talked about for a lack of a better word, more frequently checking in with yourself to see how you're progressing - what's going on - how you're executing, how you're progressing – how you're hitting your goals or missing them on a really frequent basis so you don't wait too long.

I have a big client, a multi-billion dollar company I work with and I make certain they always know on a weekly basis what I'm doing, how I'm doing it, why I'm doing it, what I expect it to do, the basis with which I've identified it and I've prioritized it so that if I'm wrong, they can stop me before I waste weeks and weeks and months and months and opportunity costs and capital that's being spent on me and other people and it's worked very, very well. But a lot of people who have teams leave them all and they don't know what they're doing and all of a sudden six months later the sky is falling, the world has collapsed. Second, and separately, but it's the same as if you are your own team – if you're doing it all yourself, you got to step back and create and some kind of an assessment environment at reasonably short intervals to help you see what you're doing – whether you're hitting a snag, whether you're going in the wrong direction, whether you're diverting your attention, whether you're spending too much time on inconsequential or low yield/low priority activities and I think both....I mean all of these – the most wonderful thing about this session, this panel, is that almost nothing that was said was complex but it's profound in its elegance. If you only embrace what Rich and I are explaining and interpreting and what the experts said and the things we'll say in the remainder of this session, you have the capacity to perhaps



double or triple your performance from the same day, the same 8 hours, the same person you are, the same staff if you have a staff, the same market, the same efforts and that's pretty exciting. Rich?

Rich: I agree. The point I would go here is something that Nancy said and then Jay you can take whichever one excites you. The concept that Nancy was sharing was that shortcuts often cost you more than you realize – that peak performance stems from balance. I've been on both sides of the coin. I sometimes can go days without sleep working on a project I'm so excited about, etc. and other times and most of the time nowadays I try to be a lot more balanced. There's a lot of biological science behind that you cannot work at your peak without sleep. If you're not exercising every day, your brain is not going to work as well. If you're not getting outside, taking breaks, having fun and you're just sitting in front of a computer all day, your performance will degrade. So, sometimes you can make the false assumption that skipping a workout or stopping working out will – I'll get a lot more done or if I don't take a lunch break, I'll get more done. But the truth of the matter is that over time, those things do actually take its toll in that there is a difference between a payoff and tradeoff. It was something that took me a long time to learn because I always focused on the payoff and I didn't realize that with every payoff comes a tradeoff. You have to look at the tradeoff, the opportunity cost, what you're missing out on before you make a decision. So I'll leave it back to you Jay.

Jay: I'm going to {Talk over}...I'm going to skip some of them. A lot of them are—they're very relevant – they're very similar and I want to go to the things that are more extensions so we'll stretch people's perspective. I think the one that I like at this point is really something Julie Morgenstern said and it's probably an integrated comment. One is don't be reactive. I mean reaction – you are either in control of your circumstances or your circumstances control you. So the first thing is you can't react. You've got to really be proactive and proactive goes towards knowing what's going on, having a quick – a continuous pulse of where you're at, progression, good, bad, otherwise – knowing exactly how you're using your time. But then she said something which really hit home because I don't always do this anymore, but when I was at my absolute best, my most profitable, productive and high-performing, I did exactly what she said. Determine the most critical task the day before. Know what you're going to do when you get out bed, when you get in the office, when you get in front of your computer and start your day out on that most critical task. Don't screw around with email. Don't screw around with tangential superfluous things and then watch over a week or two how much more productive you've



really become – how much more profitable your business is poised to be – how much more liberated and low stress you feel. I think it's going to be incredible. Rich?

Rich: And I would just add to that Jay, that just so that people make this leap with you. If you do email first thing in the morning before you do anything else, then that is reactive, because email is reactive. Unless you're just sending them out and not looking at what people send back. So, that's what we mean by being reactive that if you think about what's most important the day before and then you do it in the morning, you're starting out being proactive because you have decided and now you're moving forward and you're not reacting to anything that's coming your way.

Alright, I'm going to move on to the next question which was about the common habits and I thought Jan did a really excellent job of just kind of summing up five habits that will make a huge difference. One, and let me just share: having a very clear vision of what it is you're trying to accomplish. That was something that was touched upon numerous times during the panel. If you don't have a clear vision which as Jay said, most people don't have clear goals, a vision is that goal actually now taken and what is it going to all look like. So, have a clear vision.

Two, staying focused. This is one of the biggest problems that entrepreneurs have is spreading themselves too thin, trying to do too many things, not focusing on the tightest, simplest way to execute what it is their trying to do to get to that vision that they've already decided. Three, eliminate all the distractions. Eliminate the people that are distractions. Eliminate the things that are distractions, etc. Learning how to delegate well. Delegation is more than [inaudible], it's about really laying out and teaching someone how to take more and more off of your plate.

When I had – I've had numerous personal assistants, but it wasn't until my last personal assistant where I started to really learn how to delegate well to her so that she overall, over time, has done more and more of the stuff that I used to do, so I have more and more free time and even the same with Brian who runs my company and over time I've delegated a lot to him, which frees up a lot more of my time to be more creative and to work on bigger projects and stuff like that.

Lastly, connecting with people offline and it's amazing to me – I know this is a pet peeve of yours Jay and it's a pet peeve of mine too that so many



people – they look for an easy way to broadcast a message to someone without really communicating. On numerous times when we've done big promotions, things like that, I'd ask the person who was handling our JV's and I'd be like well did you call this person or did you talk to this person. They said yeah, I sent an email. I'd be like, no that's not the same thing. Did you call this person? Did you talk to them? Did you get their commitment? It's too easy to ignore an email. I want you to speak to this person, spend time with this person. I want to make sure that they're on board. I want them to commit to you. So, those are the five: Vision, Focus; Eliminate Distractions; Delegate Well and Connecting with People Offline. If you can do those things – those five things and build those into habits, you'll be much better off because of it.

Jay: That's really good Rich, I'm thinking about myself. It's very gripping. I liked what Dave Crenshaw said and again none of this is – it's profound – it is profound, but it's profound in its simplicity. It's profound in its elegance and yet most of us don't do much of it at all. It's really interesting, but I liked what Dave Crenshaw said and I just moved my notes so wait one second because I just got myself in a little better comfort position and I just lost my notes. He really had.....

Rich: I'll tell you what he said. I'll just tell you the.....

Jay: Well. I've got it right here. I do.

Rich: No, no, if you got it, go ahead.

Jay: It's, maybe I don't have it. I just had it written down for myself and I just lost it. I'm so sorry Rich. Hold on a minute.

Rich: Okay, so it's about – he talked about developing personal systems for your [talk over], for your email, for your ideas, meetings, staying organized - the idea of having a system, not just handling all of these things arbitrarily.

Jay: No, and I'm trying to see – I wrote it down. I had it there, but the key is most of us have no system. It was interesting because I actually was very fascinated a couple – here it is, I turned the page over. I was fascinated a couple years ago when I was doing some work with Chet Holmes because he had a couple of insights that are related to this. It was interesting – he said most people who have staffs – they do 'got a minutes.' Like anytime anyone walks by the door they say 'got a minute' and they stop everything



and say sure or the phone rings and they stop everything and answer it. A disciplined person has a system. You know how your calendar is going to work. You schedule different kinds of activities or meetings or calls at different times depending on either your busyness or your productivity levels. You know exactly when and how you're going to handle your email. It's not all consumptive. Rich knows this. I don't even get my own email. I don't know if I'm proud or not of that, but I know that it doesn't consume me, it doesn't overwhelm me. I really and truly am not a prisoner to it and I really respect that. Every time it goes bing I don't get all stressed out and go crazy about it. In meetings, I have meetings at very systematic times. I have a very interesting philosophy and I'll tell it to you just because it's interesting.

Years and years ago I analyzed all the meetings that I'd ever done and I realized that 90 some percent of them never turned into anything. I used to go to everybody. Now I won't go to anyone. I make them come to me unless it's a really, really, really significant situation, opportunity, or person because I figure that if it's not going to work out, I want them to spend two hours driving home thinking about it, not me. But you got to be strategic. You've got to think about all this and staying organized. Most people don't stay organized. They don't know their activities, their outcomes, anything and they basically – then it becomes a nightmare for them and they're totally out of control. You're either in control or out of control and what you want is to get leverage on yourself, your business and your marketplace and you can't do it if you don't have these systems. Rich?

Rich: I agree 100%. To just touch on one thing that you said there with meetings especially, two suggestions that I learned over time that really helped with meetings for me was one, to be very clear whether or not it's my meeting or someone else's meeting. What's the goal of this meeting? At the end of this meeting if this meeting was successful, what have we accomplished? So that everybody is on the same page. And then two, not ending a meeting without a next action. Somebody's got to be responsible for something or this meeting was really a waste of time. Whose doing what and when are we going to know about that? Just two things there. Which one next.....

I'm ready to move to the next.

Jay: Yeah, I think so too and the reason we're doing this everyone is that there is some profoundly impressive insights that each person added but a lot of them are so related that we don't need to pummel you to death on it. It



should be very clear. We want you to leave this interpretive session re-doubling your commitment to really achieve more by systematically, proactively, really gaining the maximum leverage on yourself and on your business and we don't want to be too redundant. Go ahead Rich. Who and what is next?

Rich: Okay, I'm going to talk about something that Nancy said which I've already talked a little bit about but I just want to stress the point. I'd asked the question first and it's – and the question would be, what did you do today to move forward in your three top goals? And if you don't have an answer for that, there's a really good reason that you probably don't have an answer for that. You don't have the three goals – your three top goals clearly displayed for you to see on a continual basis and you're not thinking about your goals as you schedule your day. For me, those three goals are – I see it all over the place. I write about them in my journal and each morning when I'm planning out my day, I'm making sure that I'm moving forward in each of those three goals each and every day. I just think that – it's a simple thing to be said, but most people don't do it and if you can't answer that question, what did you do today to move forward on each of your top three goals, then you can see that you're already paying a price for not doing it. So, back to you Jay.

Jay: I'm going just really quickly and again, I like sometimes to be pithy on some of these and I'm going to be pithy. Jim Murphy said something that I really liked. I'm interpreting it – paraphrasing it. Task saturation equals performance decrease. You can have so many things to do that you accomplish not only very little, but everything you accomplish is marginalized and that's a tragedy particularly given the capacity of each of every one of us as a human being to achieve greatness for ourselves, our company, through our actions, our creativity, our focus and I think you've got to prioritize and he says the same thing to avoid really that happening. So it's very simple, just – it really reinforces what everybody's saying. Don't try to do everything. Try to do the right few things that are going to make the Pareto principle, the 80/20 difference in your life, your business, your outcome, your income, your success and also your certainty and your lowered level of stress. Rich?

Rich: I would just like to add to that Jay, then I'm actually – we can move to even the next question. It's only about – I've often talked about and we actually on a Maven call once Jay, you and I talked about this about making time for greatness. In this day and age where so many people have been told that if you want to be perceived as an expert, you've got to



publish something or you've got to have a blog and you should be posting to that blog very frequently and things like that. Well, in this day and age most people are time poor and they don't – so it's harder to get them to pay attention, to give you some of their time and one of the easiest ways to command time is that when you get their time to be that great, to be exceptional to do great things. When we were talking about the Maven call it was about a blog post that I spent four day son, but it was well worth it and I got much more traction then I would have gotten had I just done four days worth of blog posts. The question that I would just follow-up with what you just said Jay about task saturation and sometimes doing so many things, you don't do anything good, is do you make time for greatness? Do you – it's better to write one killer email than four crappy emails. It's better to have one great converting sales letter than four mediocre ones, especially on line. There's a lot more leverage in something working really well and the ability to roll it out. Of course, you've got to be careful of being a perfectionist and suffering from the other extreme. So there is a right balance. Making time for greatness I think is more and more important as more and more people are time starved. So, Jay do you want to take the last question?

Jay: I like that. I think it's time – let's go to the next category because I think we're really getting people peaked for really understanding how to make peak performance or peak productivity a permanent and concrete part of who they are, what they do and how they live their lives. Don't you?

Rich: I think so.

Jay: Okay, go for it.

Rich: Alright, so the next category – I'll pick Nancy again because maybe I live all those things she talked about or maybe it's because she resonated with me enough to hire her, I don't know.

This is something that I think you'll find in a lot of places, but I don't know that a lot of people do it as thought out as it probably should be. Establish rituals and routines. I have a routine of every morning I do the same things. I've tweaked that routine to get the best out of it. There's a consistency of those rituals and routines. They become habits. You don't have to think about them. They become easier to do. A lot of people that I've talked to can't find the time to write in a journal, forget to write in a journal, get stuck writing in a journal. I've written in a journal for 20 years. I write every morning in my journal. It's so easy for me because that's



what I've done every morning for the last 20 years and I plan out my day. I think about what's going on in my life, etc. I have a time when I go to bed most nights – I break that. There are things I do right before bed consistently.

The idea is that the more that you can turn into rituals and routines the less you really have to think, the more that you save that thinking and brain power for what really matters. Also, if you think through your rituals and routines and you tweak them and make them better, over time you consistently get better. Also, to the last thing – when you have a routine you also have a – that's a measured - you have a measured affect from that cause. Which means that if you're not getting the result that you like – if you wake up every morning and your tired, then you can look at your evening routine and how you go to bed and how many hours you sleep and you start tweaking it. If you're all over the place and you're always doing different things, it is very hard to make a difference and see it translate and know what makes the difference for you. Routines and rituals – very important for productivity. You should have them, you should establish them and you should tweak them over time to make them better.

Jay: I really like that. I'm going to incorporate two thoughts sort of together because they can be related depending. Jim Murphy talked about realizing that you are your teams' model of performance. They're going to model, they're going to emulate, they're going to really take their lead of values, performance, discipline, system or lack thereof, by what you do. Now, a lot of you are one person businesses and you say well I don't have a team, so I'm going to move to Jan Yager and teach you first of all how she talks about basically eliminating the I think there are 5 P's, but before that I would also say you should want to build a team because the only way you can really grow and thrive is through the collaborative leverage and really impact of other people performing other services, other functions for you so you can be free to do the highest and best use of your time. Anybody who thinks they can live without growing other team members whether they'd be salary, whether they'd be employed, whether they'd be joint venture, whether they'd be service based, whether they'd be contract, whether they'd be independent – you need to do that. If you're going to have a team or until you get a team and the faster you'll get a team if you figure out your way of eliminating these five P's. This is directly from Jan Yager, but I really like it.



1. Procrastination. We spend more time avoiding, fixating, dispensing energy and dissipating energy worrying about what we got to do and are not doing. So, eliminate procrastination.
2. Perfectionism. People who are perfectionists never get anything out the door. I'm not certain that I'd always agree with ready, fire, aim, but I absolutely don't agree with perfectionism and you can always improve it. You can always refine it. Normally if it's fundamentally right, it'll work. If it's fundamentally wrong it won't. Every element of perfection is not going to make that big of a difference and if you fixate on it and you don't do anything until it's perfect, the world, the business, opportunity, fulfillment will pass you and your business by.
3. Poor planning. Poor planning means basically you sort of shoot from the hip. You sort of don't really have a grasp on your day, your life, your activities, your calendar, your efforts. It's just sort of whatever happens. That's a terrible way and if you look at your results, it's almost always going to track right back to how well you've planned and how well you've executed and how systematic you are.
4. Poor pacing. I think that goes to how you use your time. How you use your energy. How you use your passion. How you use your concentration. How you use your intellect. How you use your creativity.
5. Eliminate petulance, which is a bad attitude. If you don't have an opportunity-based attitude – if you don't have a possibility-based attitude and it's realistically predicated on understanding how to make things happen not just trying to manifest your destiny by wishing it, but if you don't really understand how to make things happen, you have to learn that.

Anyhow, those five things – you overcome those, you eliminate those, man you are going to accelerate your performance, your profitability, your productivity big, big time. Rich?

Rich: Yep, okay and this is my last one. Where did I put it? Now, I'm guilty of what you did.

Jay: [Talk over]. I was the turning the paper over that I had the notes and I couldn't find them. That's what happens when you're attention deficit.

Rich: Yeah, I found it though. It was something that Julie Morgenstern said. I've actually read it in a few books but I first heard it from Julie. I think it's so important, especially on a panel call like this where you've got all these



great experts of productivity and they're all giving you a bunch of different strategies, tactics, ways of basically increasing your performance. It's so tempting to want to try all of them, but it's so ineffective to try all over them. Really what you want to do in anything, but since we are talking about this panel, why don't we stay to that panel, but really in anything – you want to find great ideas. You want to take them one at a time. You want to incorporate them into your life and you want to turn them into habits so that when they become habitual, you can then take the next tactic or strategy and apply it to your life. It's very difficult to go from doing ten things wrong to doing ten things right and doing them consistently from that point forward. It's much easier to make gradual changes – make one big effect – one big change and then do it consistently, consistently, consistently, until it becomes automatic. When that becomes automatic, you own it. You don't have to think about it to do it anymore. The likelihood of you doing it tomorrow is close, as close to 100% as possible. That's the way that you really build a better you. You become more productive. You do better in whatever it is that you want to do. So, implement a few strategies or one strategy at a time, make it a habit and then move on and incorporate the next one.

I think it was – I'll end with this Jay – I think it was – I don't remember if it was Major Winchester or Frank Burns from M*A*S*H, one of those two who said "I do one thing. I do it very well and then I move on." That's kind of what I'm talking about here. Do one thing, do it often enough, frequent enough, well enough, it becomes habitual and then move on. I think that was a really good point by Julie.

Jay: That's great. I'll summarize with a couple of paraphrases from Jan Yager and they're very simple. She said "ask yourself periodically:

1. What am I doing?
2. What do I want to be doing?
3. What should I be doing?

I think this panel probably in many ways goes to the foundation of some very, very big shifts that each and every one of the people in our organization, the members on this call, can make right away to dramatically, profoundly and monumentally increase the results you achieve, but not just the results, the job you get – the understanding you have of the control you gain, the certainty that you realize, the confidence and the power that you can wield because your business has the capacity to do so much more and be so much more and achieve so much more



certainly for you but also from the marketplace if you have any kind of a valuable product or service.

The activities, the strategies, the mindset shifts, the disciplines that came out of this session and hopefully out of Rich and I trying to interpret it for you, it can immediately and dramatically shift your fate and destiny upward many rungs if you do something with it.

Rich and I are doing cartwheels and pretzels and we're extending ourselves like you can't believe to help you and your business prosper at a level of improvement, of productivity and of profitable expansion that you can't even believe, but we have to depend on you to do something with this.

Obviously, we're investing our time, our effort, our relationships, our sphere of influence to get you to see what a valuable service this is because obviously we hope you'll become ongoing, sustaining members and avail yourself of our guidance, our advice, our mentorship and that of all our experts monthly for years and years to come. The key to all this is not going to be the ideas that we've attracted and extracted. It's not going to be the interpretations and the explanations Rich and I painstakingly tried to provide you at the end. It's going to be ultimately come down to what you do with it. We hope you do a lot with it because that's our purpose, that's our cause, that's the reason we're doing this. That's going to make all the difference and that's going to make you love us and stay associated with us for years to come.

I'm done Rich. You got anything else to say?

Rich: The only thing I would add Jay is that no matter whether you're just starting out in business or you're already well on your way and have built quite a sizeable business, ultimately your own performance, your own productivity, what you're able to accomplish and how well you accomplish those things are going to be a great driver of your business. In the very beginning of your business, it is all you. Later on in your business, you're that role model like you were talking about Jay. So, if you don't get a handle on these elements, if you don't consistently improve in these areas, your business will get stagnant just like you become stagnant. So, productivity and performance are incredibly important. It's something that you should be a continual student of and I hope that people got a lot of value out of this. I know I certainly did.



Jay: Good. That was very – a very excellent addendum.

One last thing is if you think these don't matter think again. These are bedrocks, these are foundational pillars. These are the driving forces that'll make everything else you do with whatever your business is all about, so much more successful and productive. So, please do listen to this if you've got access to it again and again. If you don't, get a hold of us and figure a way to get access to it. But, these are going to change your business life if you pick up the gauntlet and run with it and do what is being offered and really run with the lessons you've learned.

Thank you and thanks Rich. You had some excellent interpretations. Thank you everyone. We'll talk to you on the next panel.

(END)
