

The background of the slide is a faded, high-angle photograph of a man in a dark suit standing with his back to the camera, looking out over a dense urban skyline. The skyline includes several prominent skyscrapers, with the Petronas Towers being particularly visible on the right side. The sky is filled with soft, white clouds. The overall tone is professional and aspirational.

Live Training

Time Management For Leaders

Brett Davidson
Founder



Effectiveness beats productivity

A man in a white shirt and tie is sitting at a desk, looking thoughtful with his hand on his chin. He is holding a pen over a laptop. There are papers and a tablet on the desk. The background is bright and out of focus.

Productivity

(getting more things done)

The background of the slide is a blurred photograph of two business professionals in an office setting. One person, wearing a white shirt, is standing and pointing at a document on a desk. Another person, wearing a blue and white striped shirt, is seated and holding a pen, looking at the same document. The desk is covered with various business documents, including bar charts and line graphs. A laptop is visible in the bottom right corner. The overall scene suggests a collaborative work environment focused on data analysis and decision-making.

Effectiveness

(getting the right things done)

A grayscale background image of a person in a business suit, seen from the chest down, pointing their right index finger towards a bar chart. The chart features several vertical bars of increasing height from left to right, with a white line graph curving upwards over them. A large, horizontal rectangular box with a red-to-orange gradient is superimposed over the middle of the image, containing the text.

Being effective is very bloody difficult

***What's your
natural style?***
(Do'er or procrastinator)



For the do'ers:

Spend 30 mins per fortnight on the three R's:

1. *Reflect*
2. *Refocus*
3. *Reinvention*

Source: James Heale - Flywheel Learning



For the procrastinators:

Practice doing what you say you will do every day:

1. *If you are not certain you'll get it done, don't commit to it*
2. *Commit to the things that are important*
3. *Review your performance every evening.*

See **How To Get Sh*t Done** freebie on the website:

<https://fpadvance.com/freebie/>

Your Capacity Calculation



Then fill your diary
(full year, next quarter)

It's scary how little time you have:

*If the important stuff
goes in first it's easier
to say 'no' to shiny
things*

*If you don't do this
exercise, you kid
yourself that it will
all fit (it won't)*

I thought I was great at
“getting shit done”

A hiker with a large orange backpack stands on a mountain peak, arms raised in triumph, overlooking a vast valley. The scene is bathed in warm, golden light, suggesting sunrise or sunset. The hiker is wearing a green shirt and grey shorts. The background shows rolling green hills and a clear sky with some clouds.

We went travelling

Seville

14



What I Learned From Our Conversation

1. *I wasn't nearly as productive as I thought I was.*
2. *I had tasks hiding in four different locations.*
3. *Not being able to see everything allowed me to delude myself that I was on-it*
4. *Once I could see everything, I had difficult choices to make; what would, and what wouldn't get done in my business.*
5. *Facing the truth allowed me to move on from being productive, to truly effective.*
6. *I needed to learn some new skills if I wanted to move up a level or two. Doing what I already knew how to do wouldn't cut the mustard.*





All of these insights probably
apply to you too

How To Become Truly Effective

These new skills build on work we've done already:

- *Business planning*
- *Weekly leadership meetings*
- *Quarterly business reviews*





The Four To Do Lists

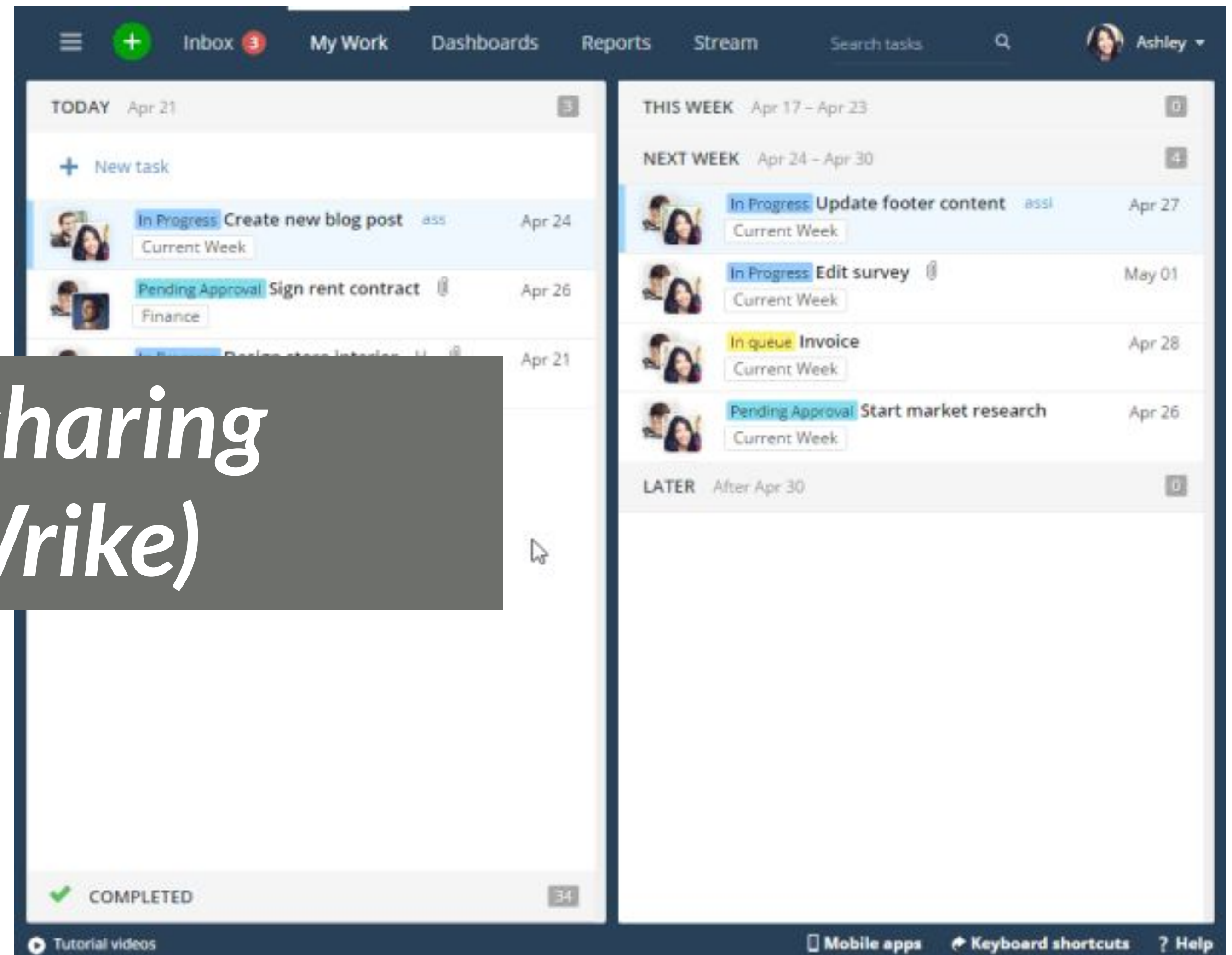
A close-up, slightly blurred photograph of a person's hand holding a blue pencil, poised to write on a spiral-bound notebook. The notebook is open, showing a blank page. The background is a soft, out-of-focus light color.

1

In my to do list

2

In my task sharing software (Wrike)







INTELLIGENT OFFICE

Your Business Simplified.

iress



3

In my emails



Get Mail

New Message

Archive

Delete

Junk

Reply

Reply All

Forward

Flag

Trash (317 messages)

Search

Search

Mailboxes

Inbox (2)

VIPs

Drafts (3)

Sent

Flagged

Mailboxes

Inbox

FP Advan...

Goo... 2

VIPs

Drafts 3

Sent

On My Mac

FP Advan...

Google

Junk 121

Trash

On My Mac

FP Advan...

Google

All Mail... 2

On My Mac 52

FP Advance

Deleted Me...

Junk

Sent

Sent Messa...

Templates

Trash 123

Google

Trash

Sort by Date

Amazon 08:09

Revision to Your Amazon.c... Trash - Google

Thanks for visiting Amazon.co.uk! Per your request, we have changed the e-mail addr...

Schiemann Margot 08:00

[freeholders-17f] Margot Trash - Google

Dear all, I am going to be away, on and off during August, most defiantly between th...

Brett Davidson 07:48

Order toothbrush heads Trash - Google

Sent from my iPhone

Carl Richards 00:19

Forget working hard. Try re... Trash - Google

Hi Brett, Carl here. I'm tired. Like, really tired. And I'm tired of being tired. Up at 5...

American Express SafeKey Yesterday

Your One-Time Code: 4894... Trash - Google

Your SafeKey® One-Time Code 489487

Dear Cardmember, 489487 is your all nu...

Miss M L Hayward Yesterday

Re: Availability in August Trash - Google

Et voila!! Xx Moira Hayward

Kitces Michael Yesterday

How To (Correctly) Fix A Fo... Trash - Google

Here's the latest from Michael Kitces at Nerd's Eye View! View this email in your b...

info@tarosushi.co.uk !! Yesterday

Order Id: dd0762a3964edc... Trash - Google

Thank you for your online order from Taro Restaurant. Your order details follow: Ord...

Picturehouse Central Yesterday

How many people does it t... Trash - Google

Screw it, come watch some films! | Email not displaying correctly? View it in b...

Miss M L Hayward Yesterday

Kitces Michael

To: Brett

Reply-To: Kitces Michael

How To (Correctly) Fix A Forgotten, Missed, Or Miscalculated Required Minimum Distribution (RMD) [NEV]

View this email in your browser



Nerd's Eye View

at KITCES.com

How To (Correctly) Fix A Forgotten, Missed, Or Miscalculated Required Minimum Distribution (RMD)

Jul 24, 2019 07:04 am -    Like

Tax-deferred accounts have long been a boon to savers, allowing them to earn additional growth on top of the growth without Uncle Sam taking a share. But tax-deferred doesn't mean tax-free, and sooner or later, Uncle Sam will eventually take his share, since each and every retirement account is subject to Required Minimum Distribution (RMD) rules at some point (even Roth accounts, after the death of the original owner!).

Forwarded To You?

Get Nerd's Eye View Delivered To You Directly!

Sign Up Now!

Upcoming Speaking Events

Facet Wealth

Speaker: Michael Kitces

Date: July 25, 2019

Location: Webinar

View Event Details

Loring Ward

4

In my weekly leadership meeting

Why did I resist putting all of these to dos in one place?

The background features a dark grey world map with several circular icons containing upward-pointing arrows scattered across it. In the foreground, there are black silhouettes of several business professionals in various poses, some holding documents or looking at devices.

Are you feeling the same sense
of trepidation?

A blurred background image showing several people's hands and arms as they write on clipboards. One person in the foreground is wearing a grey ribbed sweater and holding a white pen. Another person in the background is wearing a blue shirt. The clipboards have various papers and forms on them.

***Task: Make a quick list of where
you think your to dos hide***

How was that for you?



Task: Create a master to do list

Sort Your Master List (Four categories)

1. Has to get done this week
2. High priority
3. If I get time
4. Probably never going to happen



*How does it feel to see every
to do in one place?*


***This was a light bulb
moment for me***



Planning Your Week



You can't get it all done



Imagine you can only work 50%
of your current hours

**How much of your
current revenue
do you think you
can generate?**

80%

70%

60%

50%

**How much of your
current revenue
do you think you
can generate?**

80%

70%

60%

~~50%~~

**How much of your
current revenue
do you think you
can generate?**

80%

70%

60%

~~50%~~

**What do I spend
the other 50%
of my time on?**

Planning Your Week

Prep-Step

*Choose a regular time for
planning your week*





Monday morning?

Last thing Friday?



Sunday evening

Try to make it light and fun

A close-up, slightly blurred photograph of a hand holding a dark green pen, poised to write on a white notepad. The background is a soft, out-of-focus light gray.

Step 1:

Write down your quarterly goals

Step 2:

Clear your emails



a.) Delete it



a.) Delete it

b.) Deal with it



a.) Delete it

b.) Deal with it

c.) Turn it into a to do
(add it to your master to do list)



a.) Delete it

b.) Deal with it

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a.) Delete it

b.) Deal with it

c.) Turn it into a to do
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Step 3:

Check for any to dos from your weekly leadership meeting

Step 4:

Open your calendar or diary and ascertain time you have available for to dos this week



*My calendar is already pretty
full*

**Make sure everything
is in your calendar**
(including travel time etc)

**How many free hours
do you truly have
available?**





Step 5:

Pick the important tasks that have to be done this week



Team GB Rowing:
“Will it make the boat go faster?”

A person in a dark suit and blue patterned tie is drawing white checkmarks on a glass surface. The person's hand is visible, holding a white marker. The background is a solid teal color.

Must it be done this week?

Must it be done this week?

If 'Yes'...

Set it as a task for this week, or add it to a separate to do list for this week's tasks

Must it be done this week?

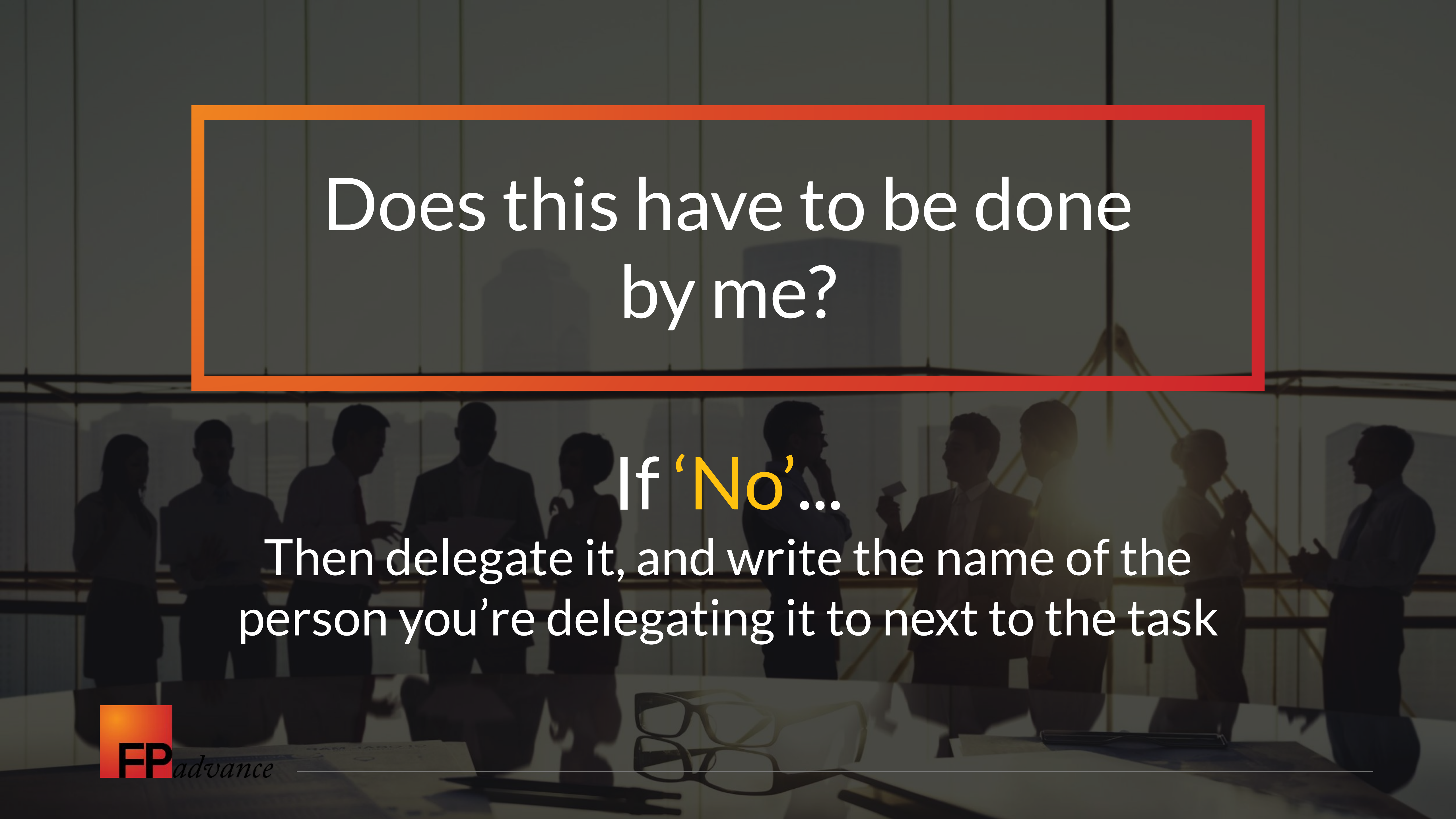
If 'No'...

Leave it on the master list,
or set it as a task for next week so you can't see
it anymore

*Keep in mind a rough idea of
how long each task might take*

Does this have to be done by me?





Does this have to be done
by me?

If 'No'...

Then delegate it, and write the name of the
person you're delegating it to next to the task

Does this have to be done
by me?

If 'Yes'...
It's yours!

Step 6:

Estimate how long each task will take

A background image showing four business professionals in an office setting. A man in a grey suit and glasses is seated at a table, gesturing with his hands while speaking. Three other people (two women and one man) are standing around him, looking at a laptop and smiling. The scene is brightly lit, suggesting a modern office environment.

If you're delegating...
how long will it take to
delegate properly?

**If you're doing it
yourself...**
how long will it take?
(Be realistic or even conservative)



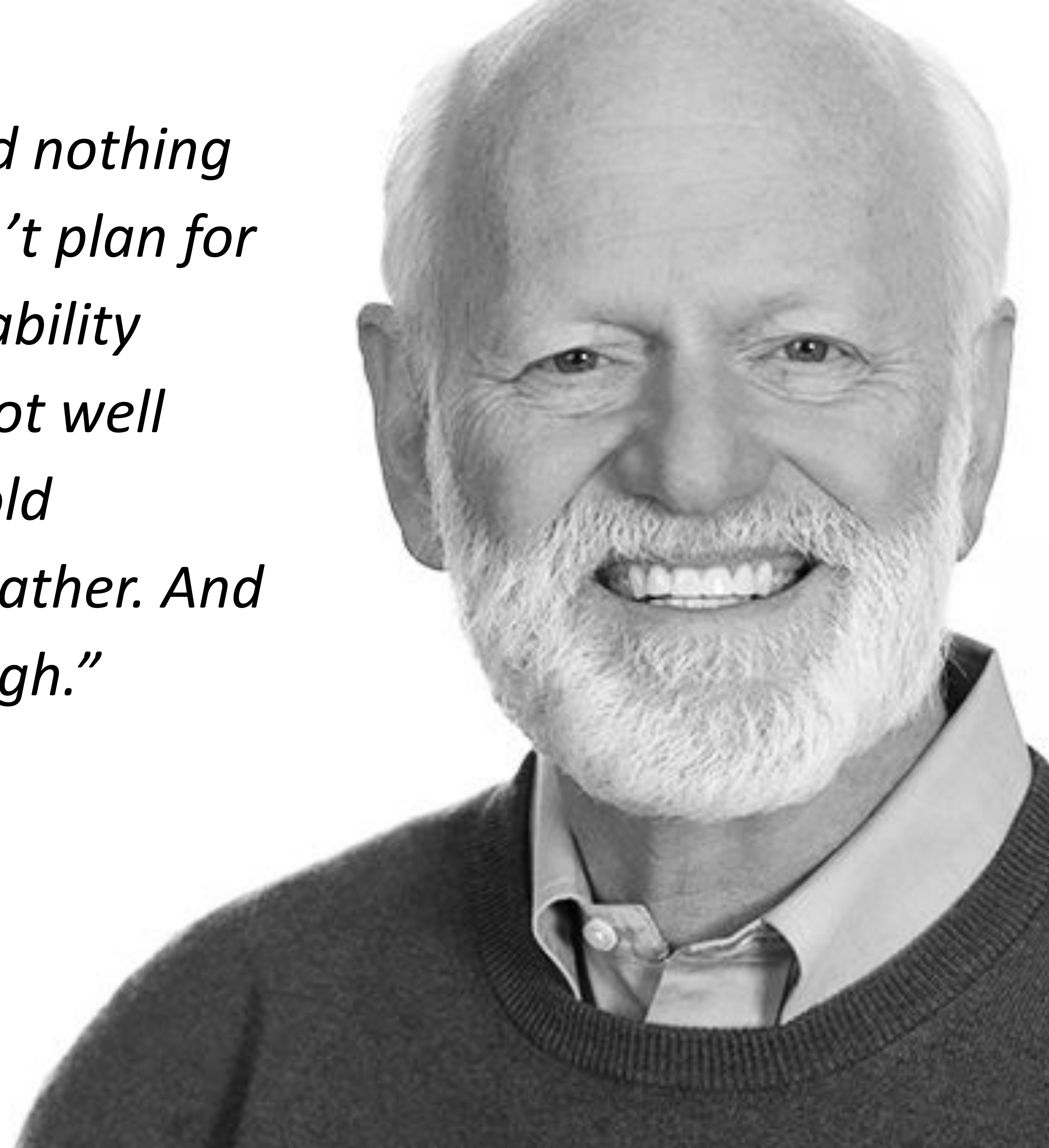
Three reasons to allow more time:

1. It makes life and each task more enjoyable
2. Some jobs take longer than expected
3. You keep some slack in your day for your team or your clients



“I won’t get distracted today and nothing unexpected will happen. We don’t plan for the high probability of low probability events, like accidents, children not well enough to go to school, household headaches, stuck traffic, bad weather. And yet the odds of one of these is high.”

Marshall Goldsmith



**I recommend scheduling
in some time for your
team throughout the day**



A background image showing three business professionals in a meeting. Two men are seated at a table with a laptop and several documents. A woman is standing and pointing at a document. The scene is brightly lit, suggesting a modern office environment.

Step 7:

***Do the tasks fit within the
time allocated?***

Don't skip this step!!!

Hours Available

Time Tasks Expected
To Take

2 hours

10 hours

This ain't gonna work!!!

Welcome to reality

**You've got less time
than you think...
so you have to choose**



*Prioritise the week's tasks in
order of importance*

Hours Available

2 hours

Time Tasks Expected To Take

- Task 1
- Task 2
- Task 3
- Task 4
- Task 5
- Task 6
- Task 7
- Task 8
- Task 9
- Task 10
- Task 11
- Task 12
- Task 13

Hours Available

2 hours

Time Tasks Expected To Take

- Task 1
- Task 2
- Task 3
- Task 4
- Task 5

A high-angle, top-down view of a business meeting. Several people in business attire are seated around a white table. One person is holding a document with two charts: a bar chart titled 'Financial plan of company development' and a line chart titled 'Figure No. 17'. Another person is holding a pen over a clipboard. There are two cups of coffee on the table, a pen, and a mobile phone. The scene is brightly lit, suggesting an office environment.

Step 8:

***Identify your top 3
priorities for the week***

Top 3 priorities this week:

1. _____
2. _____
3. _____

Top 3 priorities this week:

1. _____

2. _____

3. _____

A blurred background image of a business meeting. In the foreground, two people are shaking hands. One person is wearing a light blue shirt, and the other is wearing a dark blue suit. In the background, a woman with long brown hair is visible, and there are papers and a tablet on a table.

Step 9:

*Announce your one
game-changer*

Step 10:

Plan a reward for yourself



Weekly Planning Process

*Choose a regular time for planning your week

1. Write down your quarterly goals
2. Clear your emails
3. Check for any to dos from your weekly leadership team meeting
4. Open your calendar and ascertain the time you have available for to dos this week
5. Pick the important tasks that have to be done this week

Weekly Planning Process

6. Estimate how long each task will take
7. Do the tasks you've chosen fit within the time allocated?
8. Identify your top 3 priorities for the week
9. Announce your game-changer
10. Plan a reward for yourself



A grayscale background image of a workspace. In the center, a person's hands are typing on a laptop keyboard. To the right, there are several papers with charts and graphs. In the bottom right corner, there is a spiral-bound notebook with a pen resting on it. A large, semi-transparent orange and red rectangle is overlaid in the center, containing the title text.

Planning Your Day



30 minutes in the morning?



The night before?

Run a zero email inbox policy



Step 1:

Clear your emails



a.) Delete it



a.) Delete it

b.) Deal with it



a.) Delete it

b.) Deal with it

c.) Turn it into a to do
(add it to the correct to do list)



Step 2:

*How much time do you
have available today?*





Step 3:

***Pick the important tasks that
can be done today***

Warning:

Do not skip this step!

Mark today's tasks into your
calendar, diary, or scheduler
(blocking out the estimated time, plus a bit, for each one)



<i>Time</i>	<i>Task</i>
9:00 - 10:00	<i>Team meeting</i>
10:00 - 12:00	<i>1st Meeting with Mr & Mrs Smith</i>
12:00 - 13:00	<i>Complete Meeting notes from Mr & Mrs Smith mtg</i>
13:00 - 13:30	<i>Lunch</i>
13:30 - 14:00	<i>Draft marketing invitation for upcoming client event</i>
14:00 - 16:00	<i>1st Meeting with Mr & Mrs Jones</i>
16:00 - 17:00	<i>Complete Meeting notes from Mr & Mrs Jones mtg</i>
17:00 - 18:00	<i>Respond to 3 existing client queries via email</i>



You can't get it all done

Time	Task
9:00 - 10:00	Team meeting
10:00 - 12:00	1 st Meeting with Mr & Mrs Smith
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17:00 - 18:00	Respond to 3 existing client queries via email

Top 3 priorities this week:

1. _____
2. _____
3. _____

Top 3 priorities this week:

1. _____

2. _____

3. _____



Step 4:

Work the day as planned



30 minutes in the morning



***Post on the Forum if you
have any issues***

What I Learned From Doing This Myself

1. *I wasn't nearly as productive as I thought I was.*
2. *I had tasks hiding in four different locations.*
3. *Not being able to see everything allowed me to delude myself that I was on-it*
4. *Once I could see everything, I had difficult choices to make; what would, and what wouldn't get done in my business.*
5. *Facing the truth allowed me to move on from being productive, to truly effective.*
6. *I needed to learn some new skills if I wanted to move up a level or two. Doing what I already knew how to do wouldn't cut the mustard.*



A person in a dark suit and blue patterned tie is standing in front of a glass surface. They are holding a black marker and have just finished drawing a checklist. The checklist consists of three squares, each with a checkmark inside. The text 'This approach will change your life' is overlaid on the image, enclosed in a double-line border that is orange on the left and top, and red on the right and bottom.

This approach will change your
life

The background is a grayscale image of a business meeting. In the foreground, a laptop is open, displaying various charts and graphs. A pair of glasses and a pen are resting on the desk in front of the laptop. In the background, two people are standing and looking at a large screen or whiteboard. The overall scene suggests a professional, analytical environment.

Deep work vs. shallow work

Deep work

(No interruptions, phones, emails)

Deep Work by Cal Newport

*Get free of social media
and online news*



*Plan the right “deep work
to shallow work” ratio*

What Are The Benefits?

1. Leaving social media and online news increases boredom
2. If you can sit with the boredom you'll generate better ideas - for work and for your life
3. You'll work less hours and get more done
4. You'll create tight boundaries between work time and family time
5. Important stuff gets planned in advance - so it gets done

What Are The Benefits?

- 6. You feel like you're building a better business and a better life
- 7. It's very fulfilling - because it's bloody hard
- 8. It's the difference between mediocrity and achieving your dreams
- 9. Each day is lower stress and more fun
- 10. You feel like you can sustain this effort for the next 10-20 years

