

Recognizing Your Potential  
and  
(Maximizing your efforts)

TIME MANAGEMENT AND GOAL SETTING

By  
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## **RECOGNIZING YOUR POTENTIAL**

**I want to thank you for taking this course and allowing me this time to share some important information with you. I know your time is valuable and I don't want to waist a minute of it.**

## **RECOGNIZING YOUR POTENTIAL SESSION IV**

### *Time Management and Goal Setting*

If I give you \$86,400 and told you to spend all of it today and you could carry none over to tomorrow but tomorrow you would receive another 86,400, what would you do with it? That's TIME. You get 86,400 seconds each day to do with what you wish. The question is HOW ARE YOU SPENDING IT?

Time is a funny thing, when it's gone, its really gone. We can never regain any of it. If time is money then we really need to make it work for us to reach our goals in life. That's why so many people are living beneath their desires, they haven't properly used their time. I've heard many people say at the end of their life, "If they could do it over again they'd spend their time better, They would put more emphasis on the things that matter." A man told me that I should set my priorities based on who was going to be crying at my funeral. Most of us haven't made use of all our gifts and abilities properly. If we did we'd have more streams of income coming into our life.

Time is our most valuable resource. People's attitudes toward time are complex and inconsistent. If you want to use your time efficiently to accomplish all that you need to do at work and at home, you need to take a close look at the habits and attitudes that shape your use of time.

We don't think about it but the meaning and importance of time is different depending on our culture. Let give you an example: while my family and I were living in the Middle-eastern culture we experienced a very different attitude about time. If you had a meeting at 10:00, they might show up and they might not depending on what else interfered with ability to get to your meeting. There were no calls to say I'll be late because..., no apologies for being late or not showing at all. This took some adjusting for me because I'm time

conscious individual, especially when others are involved. I think the most common obstacle people face in managing their days lies in the way they view time. Therefore, the very first step in taking control of time is to challenge your very perception of it.

Most people think of time as intangible. In the journey from chaos to order, it is often easier to organize space than time, because space is something you can actually see. Time, on the other hand, is completely invisible. You can't touch it, it doesn't pile up, and you can't hold it in your hand. We need to change our perception of time and develop a more tangible view of it. We need to learn to see time in more visual, measurable terms.

## BREAKDOWN OF HOURS/WEEK

It is very sobering to calculate exactly how much your time costs and then realize how much of it is not being spent effectively. DO CALCULATION

Multiply your annual salary by 1.5 – to include over head  
And divide the total by the number of working hours in a year  
Divide this total by 60.

$$\frac{1.5 \times \text{annual salary}}{\text{Working hours per year}} = \text{Cost per hour}$$

$$\frac{\text{Cost per hour}}{60} = \text{Cost per minute}$$

Now think about a few of the task you have to do and calculate how much it cost you to do those tasks. Think about the ways you can better perform those tasks or delegate them. Is it worth your cost or should you give them to someone junior. It's a matter of cost. Therefore, we need to set aside time each day to review and prioritize demands on our time.

Use your time wisely. We're all aware of the cost of time. We as individuals and organizations are held accountable for our use of time. Goals are defined and financial penalties are incurred for missed deadlines. One example that comes to mind is the repairing of what we know as mal-function junction in Birmingham a few years ago. The company with the contract to

repair it was given a bonus for each day they finished before the deadline. However, they also had to pay a penalty for every day they went over the deadline.

Each week, month and year we have new goals to reach in our job. We don't think about it but the same should occur in our personal life. We should have goals, some weekly, some monthly, and yearly. And some of what we're going to discuss in this session can and should be applied to both.

Too many organizations and departments have defined working hard with working long hours and that's not necessarily so. It's been proven that long hours often decrease efficiency and productivity. Ways of using your time become habitual, so we must make an initial investment of time to re-think and improve these habits. The rewards will be the ability to control your workload and more time to focus on the most important aspects of your job. And we can start by identifying a small chunk of a difficult task, then deal with it right away.

Someone who is constantly interrupted has little time for important task, while others who think they must always consult with you for decisions and information are held up. We need to use planning and delegation to minimize time-wasting at every level.

**WHEN SHOULD WE START TO ORGANIZE OUR DAY?** It should be the day or evening prior at the very latest but at the very least it should be done on the way to work.

Few of us will admit that large parts of our working days are wasted. The only way for you to make better use of your time is to analyze how you use it now and then consider ways in which you can reallocate it in a more effective way.

You should always delegate tasks which are not time-effective for you to do. There are always competing demands on your time. It's easy to spend too much time on routine things, such as reading mail, at the expense of high-priority, productive tasks. How do you divide up your day? Do you prioritize your work so you can get the important things done first? Or do you do the enjoyable things first. Are you distracted by phone calls or do you have a system in place for dealing with them? Do you waist a lot of time? **TIME IS MONEY!!!**

Keep a time log. Split your working day into chunks of 30 minutes each. By doing this you may be surprised at how much time you spend chatting and at how little time you spend working and planning. This gives you a starting point to assess areas to improve. How long you should keep a time log is dependent on the nature of your work. If you work on a monthly cycle keep it for a couple of months. If it is weekly then 2-3 weeks should be enough.

Breaking Down Tasks. You can category most tasks into areas so you can actually see how your work day is divided.  
Explain time allocation by Tim Hindle.

There are some questions to Ask Yourself in breaking down tasks.

1. Do I do work that should be done by somebody else?
2. Are there patterns that repeat themselves in my time log? Am I always involved in Routine Task in the morning?
3. Do jobs frequently take longer than I expect them to?
4. Do I have enough time to be creative and innovative?

The key to successful management is the possession of good time-management skills. Think about how well you manage your time by responding to the statements on this quiz. Be as honest as you can: When you finish add your answers up and us the answer key at the bottom of the page to see your ability with time management.

## **PLANNING FOR SUCCESS**

You cannot decide what to deal with today unless you know where you want to be tomorrow. Any plan to improve your use of time depends on being clear about your goals. The scriptures record that God told Job to “*make a decree and it will be established*,” He told Habakkuk to *write the vision down and make it plain.*” This is goal setting and if it worked for these guys 3000 years ago it will work for you and me.

When you discipline yourself to do the things you need to do, when you need to do them, the day is going to come when you can do the things you want to do when you want to do them.

Bobby Knight, head basketball coach and winner of three national championships at Indiana University accurately states **that “the will to win is**

**nothing without the will to prepare to win.”** He is right! However, before we can plan we must decide what we want out of life. So let me ask you, “What do you want for your life?”

I’ll be the first to agree that Money is important (rates up there with oxygen, you can’t live without it) but is it the most important thing in our life? Even though we know it’s not the greatest motivator somehow we still get tied up on money. We all are working for money but lets say that money is the given. What I mean is that we all do work for a given salary or contract. Therefore, the better we plan, prepare and deliver the possibility of more money is evident.

Someone once said, “It’s not where you start, it’s where you go that makes the difference.” Up until a few years ago I bought into a theory that says “you are where you are because that’s where you want to be.” I taught it, believed it and even convinced my kids of it. But, then I realized how false that statement really was. We are where we are because of several factors; we’ve been

Advised – Parents, Professors, or Peers  
Driven – Situations, circumstances, or Desire  
Lead – Present and Past Leaders and those whom you  
trusted and admired.

But, we don’t have to stay where we are.

A report published in an issue of Forbes magazine revealed that entrepreneurs who made money did so after they moved to a new city. Let me point out that some made their money when they moved from Boston to Chicago. However, others made their money when they moved from Chicago to Boston. Some when they moved from Dallas to Denver and still them that moved from Denver to Dallas profited also.

The point is that the city was not the determining factor. “But I thought you said they made it when they moved” That’s right! But, when they moved they planned to make money in their new location. They prepared to make money, and therefore expected to make money. Not only that but they made a commitment to make money there.

Fact: You don’t have to leave your seat to plan, prepare, expect, and commit.

(“You can plan, prepare, expect, and make the commitment right where you are, doing exactly what you’re doing.”)

It’s the old saying, “it’s not what happens to you, it’s how you handle it that makes you a winner.” Some people react to situations and circumstances while others tend to respond. Reacting is negative. It breeds anger, depression, and bitterness. Responding is positive. It breeds hope, creativity and action.

Whether you respond to life or react to life really does determine exactly what is going to happen in your life. Remember the study of 300 world-class leaders. Did they respond or react to their environment and circumstances. They responded (positive) instead of reacting (negative).

According to Dr. Neil Rudenstine, pasted President of Harvard University *“to get more of the things money will buy and all of the things money won’t buy, you’ve got to be the right kind of person and do the right things!”* His father was a prison guard and his mother a waitress. The opinion of most people say that he should have never achieved the level of success he did because of his environment.

However, if you and I want something different than we currently have we must do things we’ve never done. Have you heard that insanity is doing the same things everyday but expecting different results? Dr. Rudenstine choose to step out of his environment and dare to believe what he could do and he did it.

According to Dr. John Maxwell, “If there is hope in the future, there is power in the present.” So where do I start? Take the First Step. Change your thinking. When you change you thinking, you change your action; when you change your action, you change your future.

The thing to start with is what most would call courage. Courage is not the absence of fear, it’s going ahead despite the fear. My friend told me a number of years ago that fear is just False Evidence Appearing Real. I buy that, most things you and I fear we have no reason to fear. But there are some real physical fears. Every physiologist says that the best way to overcome a real physical fear is with physiology. In other words you must do something to overcome the fear.

So to increase, grow and improve we must do things in spite of the fears we face. The things we must consider are:

1. Change the image you have of yourself.
2. Change the input to your mind. Results in Positive Attitude
3. Get on a goals program.

Let us look at changing the image we have of our self.

Dr. Joyce Brothers says, “*you cannot consistently perform in a manner that is inconsistent with the way you see yourself.*” She goes on to say, “*your self-image has a direct influence on the clothes you wear, the way you look, the profession you choose, the mate you select, the habits you acquire, and your moral conduct.*”

A couple of years ago a study was released that gave the top 10 reasons for a poor self-image. I want go into all the reasons but the first two are extremely important for us to understand.

(#1 reason for poor self-image in America – lack of unconditional love)

(#2 reason for poor self-image in America – the things others place in us)

Next we must begin to change the input to our mind. You are what you are and where you are because of what has gone into your mind. That’s why self-talk is so important. Tell yourself you’re a winner etc. That’s why listening to the right things are so important. Listen to people that are uplifting and motivating. That’s why watching the right things are so important. Watch things that are uplifting not de-motivating, things that are inspiring not degrading.

When you do this it changes your attitude. Your attitude toward your job, family, and career. Attitude equals 100% of everything you do. Do something for me so you can see this the same as I do. Spell out attitude vertically on a sheet of paper. Put a numerical equivalent to each letter = A being 1, B being 2, C being 3 and so on. When you finish add them up. 100%! John Maxwell says, “*Never underestimate the power of your attitude.*” Success is measured by what you do compared to what you are capable of doing.

The Louis Harris poll of people who earned more than \$142,000 a year with a net worth of over ½ million had some important things we should know.

They emphasized family values and a strong work ethic.

83% were married.

96% acquired their net worth through hard work, which means they had the attitude of denial. (They denied themselves immediate gratification in order to have what they really wanted later)

What do you notice about someone who has a good attitude? Smile! Let me explain the physical response of the smile. Medical research shows that when you smile a hormone is released that strengthens your immune system. They also reported that when you frown a hormone is released that weakens your immune system. But they took it one step further. If you look at someone smiling, that same hormone is released in you or if you look at them frowning. So you have the ability not only to help yourself stay healthy but all those you come in contact with daily.

Next you need to get on a personal goals program.

A study by David Jenson, UCLA School of medicine said that people who set goals and develop an action plan earn an average of \$4000 per month more than those who don't. Now I don't know about you but that was enough to convince me of getting on a personal goals program.

So why do only 3% of all Americans have goals programs designed to reap the most benefit from life itself? Easy, most people let things like fear, self-image, not being convinced they need one or they just don't know how to set up a personal goals program.

**FEAR** – fear makes procrastinators and cowards of us all. Fear and a poor self-image are almost, if not impossible, to separate. Direction also drives out fear.

Example: Trip from Dothan to Washington D.C. with no directions, maps, or signs we would have a degree of fear. But with directions, good maps, and road signs that fear would largely disappear. Actually, very few of us would attempt such a trip without directions & maps. Unfortunately, very few people are equipped with specific directions on how to navigate the highways of life. That's why people end up at the end of life's journey with just a fraction of what life has to offer.

Dr. Karl A. Menninger said, *“Fears are educated into us and can, if we wish, be educated out.”*

James Allen, author of *As a Man Thinketh*, stated, *“He who has conquered doubt and fear has conquered failure.”*

Most people have never been **CONVINCED they really NEED ONE**. That’s why I’m here today. I hope you understand and see based on the evidence that if we are to become successful, it’s imperative that we get time-management down pat and that means getting started on a goals program.

**Most DON’T KNOW HOW.** Well that is next. How do I start?

It takes time, but remember – lack of time may not be the problem. It’s probably a lack of direction. These procedures for this program is tried and proven. When followed, will give you an even better chance to accomplish what you want in life.

To be fair, there is good news and bad news in initiating a goals program. The bad news is properly developing a goals program will take between 10-20 hours. A goals program is demanding, which is one of the reasons only 3% of us have a goals program. The thought of investing 10 to 20 hours might be overwhelming, and you simply don’t have time right now. Question – If you don’t have time to invest in establishing a goals program, is it possible that you don’t have time because you don’t have a goals program? Lack of time always has been and always will be the problem.

Solution – Make the commitment to establish a goals program now and you will have more time in the future to do what you need to do and what to do.

**STOP!** And set aside one hour, and make the commitment to take step one before you turn out the lights tonight. **REMEMBER!** Change starts when you take the first step and without action there will be no progress. The Good news is when you take the steps suggested; you will create for yourself an additional 2 – 10 hours of productive time every week for the rest of your life. When you learn how to set one goal, you will know how to set them all.

Let me give you the steps to setting goals. If you would like to know more about goal setting I suggest you read Zig Ziglar’s Book, *“Over the Top.”* In it he outlines just what is necessary in setting your goals.

STEP 1. On a sheet of paper let your imagination run wild, and write everything you want to be, do, or have. If you have a family, be sure to include them in this process. Estimated time, 1 hour.

STEP 2. Wait 24 – 48 hours (during this time you will expand your list), and then answer WHY? For each item you have printed on your Idea Sheet. If you can't articulate in one sentence why you want to be, do or have it, eliminate it as a current goal.

NOTE: This list is probably far too many things to work on every day. So you will have to temporarily eliminate most of them so you can concentrate on those that are important right now.

STEP 3. Answer these 5 questions, all of which must have a yes answer:

1. Is it really my goal? (an employee or team member will have some goals set by others.)
2. Is it morally right and fair to everyone concerned?
3. Will reaching this goal take me closer to or farther from my major objective in life?
4. Can I emotionally commit myself to start and finish this goal?
5. Can I see myself reaching this goal?

NOTE: Answering the questions in steps 2 & 3 will be helpful in making decisions in all areas of life but especially in the financial area.

STEP 4. After each remaining goal, ask yourself these questions:

1. Will reaching this goal make me happier – healthier – more prosperous – win friends – give me peace of mind – make me more secure – improve family relationships – give me hope?
2. Most importantly, will reaching this goal contribute to a more balanced success?

STEP 5. Divide the remaining goals into three categories:

1. Short-range (1 month or less)
2. Intermediate (1 month to 1 year)
3. Long-range (1 year or more)

Remember:

- a. Some goals must be big (out of reach not out of sight)

- b. Some goals must be long-range to keep you on track.
- c. Some goals must be small and daily to make certain that you become, and remain, a person with a dream instead of a dreamer.
- d. Some goals must be ongoing.
- e. Some goals may require analysis and consultation (weight loss, education etc.)

STEP 6. Take the remaining goals you have listed on your Idea Sheet and work each goal through the process on the handout labeled General Goals Chart.

Note: This program will include a wide range of individual goals, but the formula or process is the same for all of them whether the goal is physical, mental, spiritual, social, family, career, or financial.

The people with whom you share your goals will play a major part in whether or not you reach the goals. Share give-up goals (smoking, weight loss, drinking etc.) freely but Share go-up goals carefully. These goals (writing a book, being number one in sales, etc. should only be shared with individuals who will be inclined to be encouragers. **Now let's examine our work goals.**

Make a list of all your current, upcoming, and routine goals and tasks. Then divide them into three categories – Type A, B, or C.

- A – Tasks that are important and urgent
- B – Tasks that are either important or urgent, but not both
- C – Tasks that are routine but neither important nor urgent

Example: many years ago while serving in the USAF I worked for General H. T. Johnson and when I first started working for him my task was to put his life in order. So I had some work to do and lots to learn to make that happen. What you're getting is part of the result of my helping him put his work life in order through goal setting and time management. Once this was set in order, it was amazing how efficient and productive our office became.

Be as honest as possible about your current job. How much of your time is spent doing the wrong task at the wrong time and missing the goals you have set for that day?

It is very important to learn to prioritize each task, each day etc. It shouldn't be very hard to list your task for the day and put each in category A, B, or C. Now I know the list will probably change during the day that why we must be flexible. We should continue to re-prioritize during the work day to

meet our goals. Things you put on you're A-list can change due to schedule changes etc.

There is a rule called the Mal-distribution Rule which says:

80% of most things have 20% of the value  
20% of the items have 80% of the value

This is true of:     Our daily tasks and activities  
                          Our goals  
                          Interruptions, such as phone calls and drop-ins  
                          Customers  
                          Inventory items

Therefore:   Decide which are the high-value items.  
              Spend your time on those.  
              Minimize the time you spend on the other 80 percent.

In addition to prioritizing properly there is another factor that we don't think about much and that is ENERGY CYCLES or as some call them BIORHYTHMS.

According to research these cycles start at birth. Research suggests that we have:

Physical cycle of 23 days  
An emotional cycle of 28 days  
An intellectual cycle of 33 days and  
Intuitive cycle of 40 days

Now I'm not going to have you start plotting your bio-cycles but I do want you to think about your ups and downs and when they occur. In scheduling our time we should take into account the factors that will affect our ability to perform long or difficult tasks.

If you're most productive is in the morning, try to schedule the A-list priority tasks then. If you require a warm-up period before really getting into the day then schedule the C-list first. If Monday morning's are a drag then schedule simple and pleasant tasks then and wait until later in the day to attempt the difficult items if possible. I know this is not always possible but when we are able to we will experience much better results in our performance.

Long days, a lot to do, pressure, eating on the run – all can contribute to dwindling energy. Other things like heat, humidity, monotony, boredom, dim lighting, staring at a computer screen for hours, jet lag, sleep deprivation, and certain medications. However, some of these are an inescapable part of life today. But you can avoid known energy drains when possible, especially when you can counter them with a potent energy booster.

You can't always control when you do certain tasks, but you can be tuned in to what activities fuel your energy when it seems almost drained. This is different for all of us so each must think about and evaluate what works for us. By knowing what energizes you, you can avoid energy drops throughout the day altogether and fully enjoy whatever you are doing, whether it's work or play.

Sometimes, a change of pace is all we need to boost our energy levels. If you have been concentrating for hours and your brain needs a break, it could be a great time to do a task that requires you to move around and use your muscles.

Likewise, if you've been doing mindless physical tasks all day, your body may need a break, but your brain may be raring to go. If you've had a lot of social activity it may be time to schedule some quiet task, and vice versa. When we plan our day we must make sure to try and build in enough variety to keep us invigorated.

Where are you today? Mr. Ziglar states in his book, "Over the Top," that we have four stages in life. They are survival, stability, success, and significance. He also goes on to say that most of us get stuck in one of the first two and never make it to success and especially significance. Why?

To make it past stability we need to have certain qualities of success. Most successful executives had at one time a boss who was impossible.

Example: An acquaintance of mine who is a regional president for a large financial corp. said many years ago when he first went to work in the banking industry that during his first performance appraisal he was told to look for another career that he would never make in banking. Obviously he didn't let that negative feedback stop him from continuing in the banking field. He has been extremely successful.

We must look for the good in people if we ever expect to reach the desired level of success that provides the eight things we first discussed. Dale Carnegie said *“working with people is a lot like mining for gold. You have to move a lot of dirt before finding the gold.”*

The statement made my Zig Ziglar which says *“if you help enough other people get what they want, you will get what you want”* is very true everyone of us today. We live in a small world and when you do your best and help other people in doing their best you will be able to receive the success you desire. However, this principle was set in motion long before Mr. Ziglar was born. A man named Paul documented this very vital law of life when he wrote, *“what you do for others, God will do for you.”* And it works for everyone that is willing to put it into action.

**Remember:** We treat people exactly as we “see” them...and they respond to that treatment. Therefore the following quote by an unknown author is very powerful:

**You sow an action, you reap a habit.**

**Sow a habit, you reap a character.**

**Sow a character, you reap a destiny.**

Yesterday ended last night; today is a brand new day and the day is yours.

Everyone has the same amount of time – 24 hours a day. When time is organized correctly with direction towards goals, you’ll get much more done.

.....

Now, let me give you one last thing that is very important. When people ask what is the key to these principles becoming possible in our life I tell them – FOCUS. You must focus on them if we are to act upon them.

Every physiologist in the world will tell you that your life will go in the direction of your most predominant thoughts. Therefore, we must learn to think differently, positively. You see, if I change my thinking, I change my action, and if I change my action, I change my destiny.

Begin today, right now to do the things we've talked about. Start the juices to flowing up top, smile at everyone, kiss that lovely spouse. Raise your standards to reach higher than every before and don't let anyone hold you back. Above all, communicate the right message to yourself and practice a positive attitude. When you begin to do these things the result will be promotion, love, respect, favor, honor... in short, it will mean health, wealth and happiness in your life.

May God richly bless you in every area of life. Thank you again for spending this time with me and don't hesitate to call or write if I can help in any way.



This ends session IV on Time Management and Goal Setting. Below are the evaluation questions for your review before going to our website and completing the course evaluation.

# Recognizing Your Potential 2008 / 2009

By

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# *Recognizing Your Potential*

## **EVALUATION**

You may print and circle the correct answer or you may bold/highlight the correct answer and mail or email to our office. If you have any questions please don't hesitate to call our office at 205-559-2038 or email us at [donny@ingrammanagement.com](mailto:donny@ingrammanagement.com).

### **Session IV Time Management & Goal Setting EVALUATION**

1. What is our most valuable resource?
  - a. Money
  - b. Homes
  - c. Time
  
2. Too many organizations and departments have defined working hard with working \_\_\_\_\_.
  - a. Smarter hours
  - b. Longer Hours
  - c. Long Days

### **BONUS QUESTION**

3. Using the formula  $1.5 \times \text{annual salary} \div \text{number of working hours per year}$  you get a cost per minute and if you divide that by 60 you get the cost per second. Given the following factors what is the cost per second? (round up)

Tom has an annual salary of \$47,000. He works 1840 hours per year.

$$\frac{47,350 \times 1.5}{1840} = \frac{\text{cost per minute}}{60} = \underline{\hspace{2cm}} \text{ (cost per second)}$$

His cost per second would be:

- a. 64 cents
- b. 85 cents
- c. 37 cents