TIME MANAGEMENT: HOW TO HAVE MORE THAN 24 HOURS IN A DAY!!

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INTRODUCTION

"Time = Life, Therefore, waste your time and waste your life,

or master your time and master your life."

- Alan Lakein. Author of 1974 bestselling book

'How to Get Control of Your Time and Your Life'.

"Main Samay Hoon" (I am Time)!! – These were the three magical words and the opening lines of the famous epic Mahabharata series in the late 80's on Doordarshan Television in India. That single line still resonates so deeply with everyone as it captures the essence of the relentless force that governs our existence and the omnipresent and transformative power of time. Time, the elusive force, can probably best be defined by the title of the 2022 Oscar-winning movie 'Everything, Everywhere, All at Once'. Although, time itself is measured differently by different people, however, most people rue over the shortage or lack of time. We probably need to approach our 24-hour day with the attitude that we have 86400 seconds in a day! Now that's a lot of time.

If the Egyptians had known when they invented the 24-hour day that the future generations will use it as an excuse for not getting things done in time, they would have definitely added a couple of more hours to the day. However, we would have found excuses of shortage of time in that scenario as well! Without realizing we have mastered the art of 'blaming time' as a culprit for everything that goes wrong in our life. The reason a 24-hour day seems short is because when we prioritize our jobs, we take it as an excuse for never completing the ones on low priority. We all

have things we don't want to do, but we have to do them anyway. However, in life you cannot chose the enjoyable parts and leave out the unpleasant parts of a task. You have to do the entire job. That's the only way to reach your goal. The sense of accomplishment you will feel at the end of the toughest, boring and complicated task is immeasurable. There is a methodological way of increasing the hours in the day. For having more than 24 hours a day, improve your time management skills.

VALUE OF TIME

"Time isn't the main thing. It's the only thing."
- Miles Davis, Acclaimed Music Composer.

Man is an engineer of his own fate; If he makes proper division of his time and performs his tasks accordingly, then he is sure to improve and prosper. To kill time is as culpable as to commit suicide, for our life is nothing but the sum total of hours, days & years.

Time does not come with a Buy- back facility. It is like an arrow, which once leaves the bow, never returns. The scarcest resource we have is our time. Time is a commodity of which everyone has the least amount, but wastes most. Our Time is even more valuable than our money – for we can earn back the amount of money we spent but we can never get back the time we have lost.

The Value of Time can be best understood from these beautiful words on the internet:

The Clock Is Running. Make the Most Of Today.

To Realize The Value Of One Year, Ask A Student Who Failed A Grade.

To Realize The Value Of One Month, Ask A Mother Who Gave Birth To A Premature Baby.

To Realize The Value Of One Week, Ask The Editor Of A Weekly Newspaper.

To Realize The Value Of One Hour, Ask The Lovers Who Are Waiting To Meet.

To Realize The Value Of One Minute, Ask A Person Who Missed The Train.

To Realize The Value Of One Second, Ask A Person Who Just Avoided An

Accident.

To Realize The Value Of One Milli-Second, Ask A Person Who Won A Silver Medal In The Olympics.

Treasure Every Moment That You Have!

And Remember That Time Waits For No One.

Yesterday Is History. Tomorrow Is A Mystery. Today Is A Gift. That's Why It Is Called Present!!!

How do you really spend your time?

American author *Stephen R. Covey* in his popular book '*The 7 Habits of Highly Effective People*' has given a 4-quadrant Time Management Matrix for prioritizing time and tasks for optimized efficiency and productivity.

	Urgent	Not Urgent	
Important	Quadrant I Crisis Pressing problems Deadline driven projects	Quadrant II Relationship building Finding new opportunities Long-term planning Preventive activities Personal growth Recreation	
Not Important	Quadrant III Interruptions Emails, calls, meetings Popular activities Proximate, pressing matters	Quadrant IV Trivia, busy work Time wasters Some calls and emails Pleasant activities	

Stephen R. Covey's Time Management Matrix

The author says that 'Effective people stay out of Quadrants III & IV they also shrink Quadrant I down to size by spending more time in Quadrant II'.

To achieve effectiveness, one needs to understand the value of time and optimise the given available time available at his/her disposal.

THE ROLE OF EFFICIENCY

A very inspiring Chinese story which you will find in different versions on the internet - Chuan and Jing joined a wholesale company together just after graduation. Both worked very hard. After several years, the boss promoted Jing to sales executive but Chuan remained a sales representative. One day Chuan could not take it anymore, he tendered resignation to the boss and complained that the boss did not value hard working staff, but only promoted those who flattered him. The boss knew that Chuan worked very hard for many years, but in order to help Chuan realize the difference between him and Jing, the boss asked Chuan to do the following. Go and find out if anyone is selling water melon in the market? Chuan returned and said yes. The boss asked how much per kg? Chuan went back to the market to ask and returned to inform the boss the price is \$12 per kg. Boss told Chuan, I will ask Jing the same question? Jing went, returned and said that only one person was selling water melon. Its price was \$12 per kg, however he would sell it for \$100 for 10 kg and the seller had an inventory of 340 melons. Currently there were 58 melons on his cart, every melon weighing about 15 kg, bought from the South two days ago. They were fresh, red and of very good quality. Chuan was very impressed and realized the difference between himself and Jing.

What does this story teach us:-

A job done is good.

A job done well is even better.

A job done well within the time frame is very good.

A job done well before the prescribed time is extremely good.

A job done better than it was expected to be done and that too before it was even required is Excellent – An ideal case of Perfecting the Art of Time Management!

Efficiency is the art of achieving maximum productivity with minimum wasted effort or expense. It is the key word which sets apart one individual from another. It is the reason for organizations

having some 'prized' employees which are indispensable to them. It is the reason why some people are more successful than others.

As Bill Gates, American business magnate and co-founder of the Microsoft Corporation says "The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency".

Just as an organization will never use a technology which will not give 'efficiency', similarly no individual can get the opportunity to showcase his passion, talent or belief in an idea if he is not efficient. Efficiency does not mean 'shortcuts to success', rather it is the route to 'sure shot success'. It will attract money and fame to you.

Obviously, the highest type of efficiency is that which can utilize existing material to the best advantage. - Jawaharlal Nehru

It is relatively easy to list what you don't have and what you may have accomplished if you had it. However, it is very tough to make do with what you have and deliver magical results out of them. We generally blame 'lack of time' as the reason for our inefficiency. Using a methodological way of increasing the hours in the day by 'prioritizing' the work that is important will end up increasing the efficiency of the work.

Face it – Efficiency has got nothing to do with the 'lack of time' and everything to do with the 'lack of planning your time'. Efficient people achieve more and move faster to their goal.

There is a wonderful story on the internet about a cab driver (which is often repeated in different adaptations) titled 'Ducks Quack, Eagles Soar' that proves the significance of efficiency:

Harvey was waiting in line for a ride at the airport. When a cab pulled up, the first thing Harvey

noticed was that the taxi was polished to a bright shine. Smartly dressed in a white shirt, black tie, and freshly pressed black slacks, the cab driver jumped out and rounded the car to open the back passenger door for Harvey.

He handed my friend a laminated card and said: 'I'm Wally, your driver. While I'm loading your bags in the trunk I'd like you to read my mission statement.'

Taken aback, Harvey read the card.

It said: Wally's Mission Statement: To get my customers to their destination in the quickest, safest and cheapest way possible in a friendly environment.

This blew Harvey away. Especially when he noticed that the inside of the cab matched the outside. Spotlessly clean!

As he slid behind the wheel, Wally said, 'Would you like a cup of coffee? I have a thermos of regular and one of decaf.'

My friend said jokingly, 'No, I'd prefer a soft drink.'

Wally smiled and said, 'No problem. I have a cooler up front with regular and Diet Coke, water and orange juice.'

Almost stuttering, Harvey said, 'I'll take a Diet Coke.'

Handing him his drink, Wally said, 'If you'd like something to read, I have The Wall Street Journal, Time, Sports Illustrated and USA Today.'

As they were pulling away, Wally handed my friend another laminated card, 'These are the stations I get and the music they play, if you'd like to listen to the radio.'

And as if that weren't enough, Wally told Harvey that he had the air conditioning on and asked if the temperature was comfortable for him.

Then he advised Harvey of the best route to his destination for that time of day. He also let him know that he'd be happy to chat and tell him about some of the sights or, if Harvey preferred, to leave him with his own thoughts.

'Tell me, Wally,' my amazed friend asked the driver, 'have you always served customers like this?'

Wally smiled into the rear view mirror. 'No, not always. In fact, it's only been in the last two years. My first five years driving, I spent most of my time complaining like all the rest of the cabbies do. Then I heard the personal growth guru, Wayne Dyer, on the radio one day. He had just written a book called 'You'll See It When You Believe It'. Dyer said that if you get up in the morning expecting to have a bad day, you'll rarely disappoint yourself. He said, 'Stop complaining! Differentiate yourself from your competition. Don't be a duck. Be an eagle. Ducks quack and complain. Eagles soar above the crowd."

'That hit me right between the eyes,' said Wally.

'Dyer was really talking about me. I was always quacking and complaining, so I decided to change my attitude and become an eagle. I looked around at the other cabs and their drivers. The cabs were dirty, the drivers were unfriendly, and the customers were unhappy. So I decided to make some changes. I put in a few at a time. When my customers responded well, I did more.'

'I take it that has paid off for you,' Harvey said.

'It sure has,' Wally replied. 'My first year as an eagle, I doubled my income from the previous year. This year I'll probably quadruple it.

You were lucky to get me today. I don't sit at cabstands anymore. My customers call me for appointments on my cell phone or leave a message on my answering machine. If I can't pick them up myself, I get a reliable cabbie friend to do it and I take a piece of the action.'

Wally was phenomenal. He was running a limo service out of a Yellow Cab.

OUR ATTITUDE & MINDSET TOWARDS TIME & ITS MANAGEMENT

A person's mindset can have a significant impact on their approach to time management. A growth mindset can help people manage their time more effectively by: Setting challenging but realistic goals, Monitoring progress and celebrating accomplishments, embracing challenges and difficulties as opportunities for growth, replacing negative self-talk with positive affirmations etc.

The ultimate power lies in our own thoughts. Author James Allen famously said "As a man thinketh in his heart so is he". How you think about time can affect how you experience it. You will always find time to do the thing YOU really WANT to do, but will often use 'Time' as an excuse in situations where in your thoughts you have already decided that you don't want to do something. To have success in your endeavour to manage your time, you need to achieve success in your own mind first. Therefore, to be successful, you have to first train your mind; master your mind and have dominance over your thought.

Many people have a predictable attitude towards availability of time, getting work done, feeling overloaded with work etc. often feeling that they are always working more than normal but still going from one crisis to another, unable to generate results and meet deadlines. Though they would like to be stress-free and manage their time effectively, but somehow are unable to understand where they are going wrong and what remedial steps should be taken. The first and foremost thing to realize in this scenario, before rushing into strategies for time management, is the importance of how you perceive your 'Time' – Do you see it as a resource, an empowering

force, a valuable tool or just a series of motions comprising of activities. How we think of time depends on a number of factors like our emotions, memory, age etc. As we grow older, we understand the value of time and how quickly it flies and hence the wisdom in using it wisely.

It is important to have a positive mind-set and attitude towards work, time and time management to succeed in life. If you know the value of time and have identified the need for time-management, you will understand that there are factors which encourage damage of time e.g.

- Insufficient planning;
- Hasty Decision-making;
- Uncontrolled conversations;
- Skimming and Unfocussed Reading;
- Unwanted paper work and a cluttered desk;
- Attitude towards time and work etc.

Like how you eat mindfully and exercise daily to develop a healthy body, in the same way to develop a sense of respect for your time and your life, start paying attention to these simple acts:

- If you know that you are unable to remember things, make 'to-do' lists, or keep a notepad to jot down quick entries, to help you remember later.
- Instead of procrastinating, break large tasks or projects down into specific, actionable steps
- Set goals (not wishes), with a specific time-frame for achievement.
- Start prioritizing your tasks and learn to say 'No' when focusing on the top priority tasks
- Set an imaginary value for one hour of your time in your own mind. Thereafter, if the cost being incurred for any task required to be done by you is less than the value you have set for yourself, it's better to delegate that task than doing it yourself.
- Manage your distractions to gain control of your day and your work e.g. when attending to an important task, keep your mobile phone away. It is best to not have it kept next to you, else put your phone in airplane mode and keep it inside a cupboard, so that no calls and notifications can disturb your focus that time.
- Begin the task. Don't focus on perfection, instead just begin. Procrastinating tasks which you should be focusing on immediately needs to stop.

- Multitasking may not be good idea. It takes more time to complete jobs which are simultaneously done together, than when they are individually tended to. The probability of error also increases, thus, leading to wastage of time and redoing the same task again.
- Take breaks to give the brain some time to rest and recharge, so as to produce really highquality work.
- Find the time of the day when you feel most productive and energetic, and schedule your most important tasks for then. You will produce your best work during your peak time.

Instead of thriving on the act of being 'busy' all the time, start focusing on 'effectiveness'. Just like an addiction, people begin to get joy in 'showing how busy' they are. Always having a pile of work to do and endless mails to answer, can lead to stress in the long run. Instead, change your attitude and learn to manage your time better.

INCREASING CONCENTRATION ABILITIES TO MAKE BEST USE OF TIME

The Great warrior *Arjuna's* concentration story from the epic *Mahabharata* is legendary. We have admired Arjuna's ability to focus on his goal, when his teacher *Dronacharya* tests his power of concentration, with eyes for nothing else but the 'eye of the bird'.

The question plaguing almost everyone today is - How can we attain even a miniscule level of *Arjuna's* concentration in today's world of distraction and confusion?

Every aspect of your behavior has been developed because of your environment, circumstances and the people you have encountered throughout your life. Apart from a few inherent characteristics which are genetic, most personality traits like confidence, discipline, resilience etc. can be developed by learning, adopting and practice. The same goes for 'Concentration'. A person's concentration power can be honed, to achieve higher levels of performance. Concentration and focus help us in making the best use of our time.

How to build Concentration Abilities:

• Switch off all distractions: Don't test your willpower. It's a disastrous idea to keep a chocolate on the table in front of you and then try to control your mind not to eat it.

Similarly, you cannot expect to keep your phone next to you when you work and expect your mind to concentrate on your task at hand. Put your phone away when you sit to do important tasks. This will streamline your focus. It will be difficult initially, but your mind will get used to it. This will ensure that you use your time well and not squander it away under the influence of distraction.

- Create one place to work on your task: Try and create a single place of work and keep it sacred. When you sit there, make sure you only work. Working in the same place every day brings a sense of discipline to the process. Your mind begins to understand that whenever you sit at this place you are meant to work only, not indulge in time wastage.
- Specific time schedule: We humans have body clocks i.e. a system in the body that controls when you need to sleep, eat, etc. Similarly, our mind too adapts to a set pattern. When we consistently do an activity at a set time every day, our mind gets used to that activity and starts focusing at that time. Initially, start sitting at your work place at the same specific time each day even if you are unable to work effectively for that entire period of time. The body first needs to be trained to sit in one specific place for a set time each day. The mind will gradually follow and fall in place with the body, and will start focus on one specific thought at that time of the day.
- Fitness routine: It's a fallacy to think that you can concentrate on a particular activity for a continuous stretch of long hours. The number of hours may vary from person to person, but it is difficult to get the same level of intensity of work, as you sit for prolonged hours. Hence, fitness is a must. Regular exercise, yoga, some sport or simply moving the body at regular intervals enhances concentration abilities.
- Spending time in the natural environment: It is said that the cure for every problem is found in nature itself. Since the first human civilization on earth, records show that a universal power has created a self-rejuvenating mechanism whereby every requirement needed by man to naturally heal is existing in the environment around him. Nature has healing powers. It has been proven that we are unusually different when we are in the midst of nature it makes us healthier, happier, calmer and smarter. Taking a break from work and just stepping out for a walk or sitting in the park will enhance your concentration ability to a large extent.

- Correct Food: We are made up of the food we eat. Eating too much or eating heavy food can impact your concentration abilities. Your focus will be lost if you are feeling lethargic after a heavy meal or feeling starved because of hunger. Hence, a well-balanced meal is important for focused work. Healthy home-cooked nutritious food give you a calm energetic body and mind-set, which assists in focusing and achieving.
- Meditation: We have all heard that how meditation is a powerful tool for calming your mind and achieving focus. However, most of us experience that our mind is unable to sit still and starts jumping in random directions when we close our eyes to meditate. We have not understood the true essence of meditation. Meditation requires you to just close your eyes, shut out the world and be with yourself for a certain amount of chosen time. When you start the practice, you are bound to have random and noisy thoughts, however, over a period of time your thoughts will automatically start quieting and you will start enjoying the feeling of nothing. Meditation as a constant practice done every day by just closing your eyes and being with yourself and your thoughts. It will refresh you and improve focus.
- Healthy Stress: Believe it or not, healthy stress can improve concentration. That is the reason that for some people concentration power increases a few days or hours before an important presentation or meeting. When the meeting date starts approaching nearer and nearer, we know that we are entering a do-or-die situation and our level of concentration increases. Some amount of controlled stress can positively strengthen the immune system. The body releases chemicals into the brain and pushes adrenaline into the bloodstream which enhances the senses and thus improves memory, learning and decision-making skills.
- Stop self-victimization: Self-pity and playing victim card concentrates your focus on everything which is wrong with your life. You will constantly keep your focus on all the problems which are stopping you from doing your best work and achieving your goal. To get razor sharp focus on the task at hand, it is imperative to remove your focus from problematic situations and focus only on the task at hand. There may be circumstances which be a hindrance factor for you but you have to stop focusing on them at the specific time when you need to concentrate on the assignment you have allocated for that particular time.

IMPORTANCE OF TIME MANAGEMENT

Time is really the only capital that any human being has, and the only thing he can't afford to lose.

- Thomas Edison. Inventor and businessman.

The concept 'time management' can be captured in a single phrase 'Organize and Execute priorities'. Like any other resource, time needs to be utilized efficiently. Nowadays, the technological advancements which are helping us have also turned into a distraction for us – so much so that we spend endless hours surfing the internet for something we can decipher in five minutes by just referring to a text book and some application of mind. I am not suggesting that the computer or mobile-phone is a bane for us, it is not so. Infact, I am a staunch supporter of all advancements and upgradations in everything in life. The only important point to remember is that 'time' is an extremely limited quantity, and therefore should be used in the utmost efficient way so that it is not wasted even for a second. The immediate moment which passes can never ever return, in any possible way. Therefore, it becomes imperative to manage time efficiently so that not even a single precious second is regretted as 'lost time'.

The great leaders of the world, the legends have done so many creative things in spite of their busy schedule. Their lives teach us one lesson – Time Management. Most of the time management principles are common sense – but alas not common practice.

The main reason for managing time is to provide structure to one's life and, in turn, piece of mind.

Peter Drucker says, "Time is the scarcest resource and unless it is managed, nothing else can be managed". Time management bridges the gap between success and failure. Time management is a tool for the systematic ordering of your influence on events; it underpins many other managerial skills such as effective delegations and project planning.

BENEFITS OF TIME MANAGEMENT

"The way you manage your time can influence the type of day that you will have."

Managing time well not only improves your quality of life, but it also enhances your personality and gives discipline in your everyday routine. Some benefits of managing your time are:

- Helps you to Stay organized: If time is managed well, you can organize your life and schedule. Everything has its set time and everything goes in its place.
- Enables you to get More work done: If time is managed properly, can get a great amount of things accomplished. With a set schedule, can complete the most important tasks first, and can take care of any needed activities next.
- You can Maximize your time and productivity working with other people and Meet more deadlines by systematizing individual tasks and projects.
- It allows you to achieve your goals faster and easier, by increasing your efficiency
- It helps you work smarter, so you can get more done in less time and capture bigger opportunities. You can Leverage time by using technology.
- It helps you to Attain work life balance and handle pressure more effectively. Helps you to manage multiple demands, tasks, and projects with a proactive approach.
- Reduces Stress: By having a well-planned schedule for your time, and making room for spontaneous events or emergencies, can reduce the stress in life.
- Improves your focus and builds confidence
- Improved personal life: Time management can improve personal life, you can give your time to family, friends etc.
- Keeps you healthy and fit as you can use free time to exercise

Overall it develops your personality and makes you a calmer and successful person. Just by incorporating time management in your life, you can plan your day better and in effect get more things accomplished – thereby achieve more with the same resources you had earlier.

OVERCOMING PROCRASTINATION & PARKINSON'S LAW

"You don't have to see the whole staircase, just take the first step."

Procrastination is the act of unnecessarily and voluntarily delaying or postponing something. We tend to procrastinate tasks that have no need for our immediate attention or have no immediate deadline. When there's plentiful time available for the work, we are more likely to postpone starting the work. Procrastination and lack of time management can hinder productivity.

Parkinson's Law is the idea that your 'work will expand to fill the time allotted for its completion'. The law implies that you take longer than necessary to complete a task or you procrastinate and complete the task right before the due date. The phrase became popular when in 1955, Naval historian C. Northcote Parkinson published an essay in The Economist, a British weekly newspaper, wherein he made two observations out of which one was - "work expands so as to fill the time available for its completion". In his work, Parkinson gave an example of an old lady who spends the whole day writing a postcard to her niece, a simple activity that a busy person would finish in a couple of minutes. Although, the aim of Parkinson's essay was to talk about the bureaucratisation of the British Civil Service, however, it also became famous for identifying the concept of procrastination and inefficiency, which later famously became known as the concept of 'Parkinson's Law' and still lives on today. He later wrote a book about the concept, named 'Parkinson's Law; or, The Pursuit of Progress' (1958).

The working of Parkinson's law can be described by various examples. E.g. - You have a week left for your exam, however you end up studying only a day prior. Because, the bottom-line is that if you set aside four hours for a task, it will take four hours. If you set aside one week for the same task, it will take one week. E.g. – Your boss asks you to make a presentation which should realistically take a few hours. However, he has given in you four days to turn it in. Since you know you have more time at your disposal than required, you try doing all sorts of research before actually starting making your presentation document. While the research may be useful, but it's going on stalling your act of actually making the presentation. Hence, the activity which should have taken a couple of hours, now takes the last hour of until the final day to complete.

Whether we like it or not, Parkinson's Law comes into play very often. Unless we take effective steps to overcome it, we would just continue to be extremely busy whereas achieve very little. So, how do we stop procrastinating and boost our productivity?

Ways to do effective work –

- Identify the short-term & long-term goals
- Strategically plan your work ahead of time
- Understand the requirement & prioritize your work
- List the tasks and sub-tasks and other actions you need to do
- Ascertain the resources you'll need
- Lay down the timeline for completion and track your time
- Use the art of prioritizing tasks & time management strategies to make the maximum utilization of your available time.

Overcoming Parkinson's Law is essential if you want to take control of your time and increase the amount of work you're able to complete. You can accomplish more work in less time and achieve better work-life balance.

USING PARETO 80/20 RULE TO MAXIMIZE PRODUCTIVITY

"Focus on being productive instead of busy" - Tim Ferriss. Entrepreneur and investor.

The Pareto principle (also known as the 80/20 rule) states that 80% of consequences come from 20% of the causes. Named after Vilfredo Pareto an Italian economist and sociologist, who developed this principle in 1896 on observing that 80% of the land in Italy was owned by only 20% of the population. It was observed that this was applicable in various areas like economics, business, manufacturing, management, human resources etc. For e.g. 80% of a company's profits come from 20% of customers; 20% of players were responsible for scoring 80% of points in a match etc.

The Pareto Principle postulates that 80% of consequences come from 20% of the causes i.e. a

small percentage of causes have an outsized effect. Applying the Pareto principle in personal time management, we can use it to prioritize tasks and efforts, thereby increase our productivity and in turn maximise returns. We can use the 80/20 rule to decide where we can focus our efforts to maximize our output since 80% of our work-related output could come from only 20% of our time at work. Thus, out of our entire tasks for the day, if we can identify 20% of the most significant tasks of our day, completing which will yield 80% of the results, then we can focus on those 20% tasks to get the maximum impact of our work.

However, there is a common misinterpretation of the principle that with 20% of effort, you can achieve 80% of the results. This cannot be true because these percentages don't refer to the amount of effort you're putting in, but the causes and consequences you're working on and how to create a bigger impact. Effort required in the work will always be 100% i.e. you still have to put 100% of effort into that 20% of focus work to achieve 80% of results. Another important aspect to keep in mind is that despite applying the 80/20 rule, you cannot ignore all the other tasks. The Principle helps you only in prioritizing tasks and maximizing productivity, and eventually you do have to do all the tasks.

EFFECTIVE TIME MANAGEMENT

Lost wealth may be replaced by industry, lost knowledge by study, lost health by temperance or medicine, but lost time is gone forever.

- Samuel Smiles. British author and government reformer.

How we use and organize our time is a key factor which determines our success. Effective time management is the practice of planning and organizing your time to complete tasks efficiently and productively. The bottom-line is that any person needs to coordinate their tasks and activities so as to maximize the effectiveness of their efforts.

Two Important benefits of Effective time management are:

- Achieving work life balance
- Boosting Productivity

Ways to effectively manage your time:

a) Follow consistent daily routines & habits -

Having routines and habits make you productive and help you manage your time effectively. Daily routines provide a provide a structured framework for your day, thus helping you in planning your day and allocating time for each activity. For e.g. if you follow a consistently follow a routine of exercising each morning from 6:00am to 7:00am, you already fixed a time schedule and made your time productive. Building positive habits is a gradual process, but once established, they make you utilise your time meaningfully.

b) Take time for Planning -

Using time to think and plan is time well spent. The purpose, time required for completion, resources to be utilised, buffer for unexpected circumstances – all these things and more will need to be thought about at the Planning stage. Organize in a way that makes sense to you. Even when we decide a fixed deadline for attainment of our goal we seem to not fulfil it. The reason for this lies in the absence of a detailed time-bound action plan which fixes the time frame for each activity to be completed for goal fulfilment. Instead of a deadline we need a planned action schedule for each activity which will ultimately result in the achievement of the goal by our set deadline. Prioritizing your responsibilities and engagements is very important. Make a Schedule. Allocate specific times to complete tasks using, quarterly, monthly, weekly, or daily planners.

c) Set goals for yourself -

Set Goals. Ask yourself if you are absolutely crystal clear as to what you want to accomplish and whether you passionately desire it. When you are absolutely 100% clear about what your goal is, how you will manage your time to attain to attain it will eventually fall into place.

Find your goal, your purpose in life. Put down your goals on paper. List what you aspire for. A 2015 study by Dr. Gail Matthews, psychology professor at Dominican University of California showed that when people wrote down their goals, they were 33% more successful in achieving them than those who did not put down their goals in writing. Dr. Matthews's study focuses on how goal achievement in the workplace is influenced by writing goals, commitment to the

attainment of goals and accountability for realization of goals. Goals that are written are concrete. Therefore, the key requirement is to write down your goal. Written goals are like a commitment you make to yourself and so it becomes easier to make progress toward written goals.

Set challenges for yourself and maybe a reward system too. Set a time schedule by which you need to complete the task, motivate yourself and then finally offer a reward to yourself once you achieve your benchmark. This will encourage you to not only complete your task but will ensure you do a great job of it and thus increase the quality of work too.

d) Prioritising Work -

The first stage of improving your time management skill is to list absolutely everything that you have to do. This may sound obvious, but speaking from experience, most people tend to leave important tasks until the last minute, which can impact on the quality of their work and their overall grade. Use the 80-20 Rule originally stated by the Italian economist Vilfredo Pareto who noted that 80 percent of the reward comes from 20 percent of the effort. The trick to prioritizing is to isolate and identify that valuable 20 percent. Once identified, prioritize time to concentrate your work on those items with the greatest reward. Prioritizing' the work is important. An important part of focusing on results is working out what to focus on! Many people work very hard all day doing little jobs that do not actually affect the quality of their work.

e) Mix Fun Tasks and Distasteful Tasks -

Make a Self-analysis to find out your Strengths, Weaknesses, Opportunities and Threats as it is important to know what your talents and weaknesses are as you are more likely to do a better job if you like the work rather than dislike it. Note that almost every work has tedious or unpleasant elements to it - it is important that a right mix of the two is created by you in your planned time schedule.

Make two activity lists: "Likes" and "Dislikes" Mix up activities from both lists and work on each activity for a short period of time. When you work alternating between tasks which you love to do and those tasks which are not as much fun for you, then it helps to maintain motivation and interest.

f) Don't Procrastinate. Get started -

It is important to start the action immediately. The simplest way to save time is to start off a job immediately. Start with boldness and once the flow is established you will be pleasantly surprised with the quick results. Don't wait to start in a perfect way. Trying to be a perfect person sets you up for defeat. Don't procrastinate and avoid tasks just so that they are done perfectly. You can always improvise and make things better as you go along, but it is most important to begin.

g) Recreation and Entertainment -

Take out time for relaxation and entertainment as that will increase your productivity. Take a break and give yourself a chance to rejuvenate. A short break helps to perform a task faster and better. Do things which energise and refresh you – this could be different for different people – like watching television, playing games, going for walk, talking with friends or anything else which soothes your mind and renews your energy. Come back to the task and you will be able to perform it with renewed gusto.

h) Discover your Work Pattern -

Think about when you are most alert, so that you can plan your most important work to be completed around these times. Make sure that you get enough sleep. Most people need between 7 to 8 hours sleep every night to remain focused and alert. Different people have their own 'best time' zones when they can devote unwavering attention and produce top quality work in less time. Devote more time to important and high priority tasks in your 'best time' zone.

i) Motivate Yourself -

Work with a friend to motivate each other. Consider how long-term and short-term goals will be fulfilled by getting things done on time. Visualize how it felt to get tasks done on time in the past, and remember how stressful it was to put off work.

There are many great men and women in history who have achieved their success through determined insistence. Gain inspiration from other people. Your subconscious mind listens to you. Motivate yourself to overcome temporary failures and make the best use of NOW. Listen to

inspirational talks, read self-help books, stay in the company of optimistic people and summon up that strength to utilise your time in the best possible manner.

Imagine yourself in ten years' time. What would you like to look back upon? What would you like to achieve in 10 years from now? Now remind yourself that utilising your time work hard work is a bridge between your 'Now' and your 'Future' which you can visualize ten years from now.

j) Logical Conclusion -

Any work you do must be ended by you. So every task should be brought to a logical conclusion. Jobs once begun must be put to an end or else you will have left too many jobs half done and too few complete. Be flexible but realistic, this will help you to correctly enumerate the tasks you can complete in a set frame of time and then make it a point to stick to it.

Don't get swayed by Distractions. It always happens that the moment you allocate time for important and pressing matters, you will be trapped by distractions which have appeared from out-of-the-blue. Learn to say 'NO' to them. The favourite movie you have been waiting to see on T.V for a long time will magically appear at the same time you have allocated for finishing your presentation. Don't fret. These distractions will make you stronger and improve your self-worth if you stick with the right choice. Just remember not to buckle and indulge in time wastage.

k) Reassess after Fixed Intervals -

Make sure to check your progress now and again. This will help you to keep track of your performance and correct yourself rather than realizing at the end of the time frame that you have done nothing at all. If you feel you haven't got much done in the first week, try adopting different strategies or allocating diverse time schedules for jobs than what were adopted earlier. Some people describe themselves as "working better under pressure." However, make sure that the pressure comes from you and not someone else. The pressure you impose on yourself should be a motivational tool rather than a stress generator. Find out what your assets are. If you work your assets into everything you do you will definitely achieve better quality work in shorter periods of time. This will boost your confidence and motivation for completing the other tasks in your schedule.

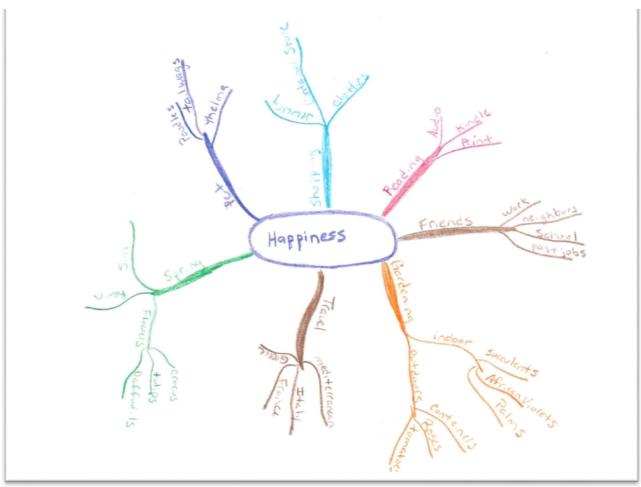
Use of Mind Mapping to Manage Time

We often think our mind has limitations. But there is little truth in this. It is that we have not been able to explore and use our resources well. Some scientist and researchers believe that an average human being uses only 10% of his brain. However, true it may be limitations, if any can be overcome. Taking an example of students preparing for exams - Some students find it difficult to remember things and blame it on their memory. But there are some very effective memory techniques like Mind Mapping, Mnemonic Technique, etc.

Mind Map is an organizational thinking tool. It promotes an easy way to put information into your brain and to take information out of your brain with the help of colours, images, curved lines, shapes, etc. It helps to gather together large amounts of data in one place and encourages problem solving by allowing you to see new creative pathways. With a Mind Map, a long list of boring information can be turned into a colourful, highly organized, memorable diagram that works in line with your brain's natural way of doing things. Mind Maps use your brain's talent for visual recognition to great effect. With a combination of colour, image, and curving branches, they are much more visually stimulating than conventional notetaking methods.

A few examples of how a Mind Map may look like:





By using the mind mapping technique, you can effectively speed up tasks and information to be memorised or used for attainment of your set goals. Time can be efficiently utilised so that extra time is freed up for other tasks.

GOAL SETTING & TIME MANAGEMENT

Goal setting helps you manage your time by providing a sense of direction and motivation. It also helps you prioritize tasks and avoid distractions. Personal goal setting is essential to managing your time well because goals give you a destination and vision to work toward. When you set goals, it becomes easier to manage your priorities, time, and resources, as now you have the target of working towards accomplishment of your goal. This also helps you to determine what is worthy to spend your time on and what can be avoided. Goals help you establish a clear direction for your efforts, as when you break down your goal into small achievable sub-goals, it helps you utilize your time in performing the actions and activities required at each given step. Thus, goal setting helps you effectively manage your time as you can dedicate your time to doing the tasks which truly matter to you.

According to the Merriam Webster online dictionary, a goal is the end toward which effort is directed. Goal setting is the process of defining and working towards specific objectives. There is no right or wrong goal for anyone – it could be any particular thing for any particular person. There may be more than one goal - there may be a goal for now, one for 5 days from now and another for 5 years from now. Whatever your goal is, whatever the time period the goal relates to and no matter how many goals you have laid down in your life - the path to attain that goal begins from one basic starting point only viz. *The starting point of anything you wish to aspire for is to 'look carefully and decide how much it means to you'*.

'Goal' is serious business. To fix a goal in your life you need to take a break from all kinds of influences. When you are totally happy and clear you must decide your goal. Don't set goals in desperation. Desperate goals will mean something to you only at that moment but will seem

confusing to you later and make you wonder why you set them in the first place. Be 100% clear about the reason you have set your goal and the value your goal holds for you.

Edwin Locke, an American psychologist, developed a goal-setting theory to explain human behavior in specific work situations. This theory believes that a person who has found his goal will also find the knowledge and skills necessary to achieve it and argues that goals and intentions are cognitive and willful. The two key findings of Edwin Locke's theory are:

- Setting specific goals (e.g., I want to earn \$500 more a month) leads to higher performance than setting easy or "do best" goals (e.g., I want to earn more money),
- Goal difficulty is linearly and positively related to performance such that, the harder the goal, the greater the effort, focus, and persistence, which results in higher performance.

Steps to setting goals:

Action #1: Find Unwavering Focus - Identify your best time of the day. Avoid the disturbance around and set your priorities right. The time you set aside to think about, write and chalk out the action plan for the attainment of your goal(s) should be your best time of the day. There should be absolutely no physical or mental disturbance and you should be totally engrossed and at peace with your objective of goal setting.

Action # 2: Goals should be SMART - 'SMART', a mnemonic/acronym giving criteria to guide in the setting of objectives or goals was first used in the November 1981 issue of Management Review by George T. Doran. Accordingly, goals should be SMART - Specific, Measureable, Attainable, Relevant and Time-bound. This criterion helps us to set goals that are measurable and executable which makes them achievable. Arbitrary and vague goals cannot be transformed into executable plans and thus will get diffused or lost on the way. An important aspect to keep in mind while setting goals is that 'Measurable Specifics' ensure success whereas 'Generality' results in failure.

Action # 3: Identify Your Motive - Your Goal should be important to you. Make sure you know what you want rather than what others want for you. Identify what is truly important to you and why it is important for if you are truly passionate and committed about what you want, then your

goal itself will motivate you. Don't set a goal just because you are bored and want to occupy yourself with something. Set goals that relate to the high priorities in your life

Action # 4: Write It Down - Although your goal takes birth internally in your own mind, however its growth process and steps for achievement can only take place externally when you write it down yourself. Put down your goals on paper. Goals that are written are concrete. Written goals are like a commitment you make to yourself and so it becomes easier to make progress toward written goals.

Action #5: Identify Your Goals at various stages - Like a butterfly goes through various stages viz. egg, larva, pupa before its metamorphosis into an adult butterfly with each stage having a different goal. Similarly, the goal we set also may have various stages which require short term objectives to be overcome which will in turn complete the larger picture. When writing down your goal, create a time sheet whereby you identify the shorter goals to be completed and their time frame for completion.

Action # 6: Identify the Barriers to Your Goal - The problem can be tackled only when the problem is identified, therefore identify the roadblocks which are stopping you from achieving your goal. If the goal is important to you, you can most certainly find a way out of each dark tunnel which comes between you and your goal. It will no doubt be very tough to overcome all the hurdles but when you emerge victorious you will forget the pain and tears

Action#7: Planned Action Schedule – Even when we decide a fixed deadline for attainment of our goal we seem to not fulfil it. The reason for this lies in the absence of a detailed time-bound action plan which fixes the time frame for each activity to be completed for goal fulfilment. Instead of a deadline we need a planned action schedule for each activity which will ultimately result in the achievement of the goal by our set deadline.

Action #8: Write your Commitment statement – Your Commitment Statement is like a pledge you make to yourself to achieve your goal and gives you confidence in yourself and the courage to endure when on the path to attainment of your goal. It may sound foolish to oneself to write

out your innermost desire statement, but however silly it may appear to you, it is a proven fact that your commitment is your living proof to yourself that you have dedicated yourself to the attainment of your objective. Every time you stumble or suffer stoppages on the path to working towards your goal, reach out for your commitment statement, reenergize yourself and inspire yourself to not quit.

Action #9: Creative Visualization – Use the power of your imagination to creatively visualize your goal – feel it completely as if you are there in that moment when you are achieving your goal. Creative Visualization is the art of consciously stimulating the mind through generating powerful positive images with intent to enhance the capacity of the body. The more detailed and vivid the visualization, the better it is. Of course creative visualization cannot substitute hard work, training and diligent action, but it can stimulate the mind and body to achieve optimal performance.

Action #10: Take stock of yourself – Be honest of what you already possess, what you need to acquire and what you need to improve about yourself in achieving your goal. Accept yourself but don't shut your eyes to your shortcomings in any field which need to be improved upon.

Action #11: Tools you need – Just as a workman needs his tools to create something phenomenal, humans too need the tools of positive attitude and determination to succeed and overcome challenges and roadblocks (both external and internal) on the way.

Action # 12: Monitor your progress - Review and Re-evaluate. Keep a tab on your progress by maintaining a logbook or diary. Each day record your observations; preferably let it be the same book where you have written your goal both (large and small), your commitment statement and your action plan to achieve your goal. As you go along the way, you have to tweak the action plan as unforeseen circumstances crop up, therefore always keep revisiting your goal and keep reviewing and re-evaluating the action plan for the same so that it remains vibrant instead of becoming obsolete.

<u>Important things to keep in mind while setting goals:</u>

- YOUR GOAL SHOULD BELONG TO YOU Your Goal should not be what you SHOULD be doing but what you WANT to be doing.
- YOUR GOAL SHOULD BE IN WRITING AND REVISITED EVERYDAY Goals
 which are thought in the mind seldom get accomplished because they get converted to
 dreams and further daydreams. Writing them gives them an act of finality and conviction.
- YOUR GOAL MUST BE OF IMMENSE VALUE TO YOU If you truly value your
 goal you will give your whole life and everything you have in life to achieve it. You will
 be motivated by it and overcome all challenges that come in your way
- YOU SHOULD BE OBLIVIOUS TO EVERYONE'S OPINION ABOUT YOUR GOAL
 People will say what they have to say. It's your job to focus and not pay attention to anything but your goal
- YOU SHOULD HOLD YOURSELF RESPONSIBLE FOR YOUR GOAL You should reward yourself for every extremely challenging step you take towards achieving your goal. Make yourself accountable to yourself and ensure you don't falter in your path to your goal.

In order to achieve your desired outcomes, setting goals and managing your time are both important. The more clear your goals are, the better you can manage your time and focus on the activities that will help you achieve them.

PRIORITIZING TASKS

"The bad news is time flies, the good news is you're the pilot".

- Michael Altshuler. Career and peak performance Coach and Motivational Speaker.

We all have one thing in common – A 24-hour day; It's how we use our time that makes the difference. By taking the time to arrange your priorities, you can give yourself the best chance of staying on track and organized which in turn can help reduce stress levels

List the jobs to be done and make a note of how much time each priority will take out of your schedule. Start by making 2 lists viz. Priority List and Delegation List.

- Priority List Make a list of the important work which needs to get done in descending order of priority - starting with very high priority jobs and moving down to the lowest priority job.
- Delegation List Then study the Priority List you have made from bottom to top and decide
 which of the least priority jobs can be delegated and which have to be done personally by
 you. Make a Delegation list through which you delegate the jobs which do not require your
 personal attention. This will help you to focus your energies on the vital tasks and complete
 your tasks in time.

Whether it's a pin-up planner, a timetable or a calendar on your phone, find an organizing tool that works well for you and add your list of priorities to it. Think about when you are most alert, so that you can plan your most important work to be completed around these times. Don't leave important tasks until the last minute, as this will impact the quality of work. Taking time to research, plan and think about your work is crucial for good time management. Allow yourself the time to process new information and plan how you are going to use it. Exercise and adequate sleep can improve time management. Having a consistent sleep and exercise schedule, can boost your energy, mood, health and can help you be more productive. Get enough sleep. Most people need between 7 to 8 hours sleep every night to remain focused and alert to do their best work. Constantly review and reassess your schedule and make any changes if you feel the need. Always Remember, that what works for one person might not necessarily work for you. So, don't compare your prioritization of tasks and time schedules with others.

TIME MANAGEMENT STRATEGIES

1. Timeboxing

- Instead of working on a task until it's done, you can use timeboxing.
- The concept was first introduced by James Martin, the author of the book Rapid Application Development, as a part of agile software development.

- In gist, timeboxing is a time management technique where you allocate a fixed time period to a planned activity. You work on the activity during the fixed time period and stop working on it once the time is up then, you assess whether you've reached your planned goals.
- Timeboxing is a technique wherein you allocate a maximum unit of time to a planned task (called a timebox), and stop working on it once the allocated time is up. Since you box the time, you must stop the activity once the time expires, even if it's not complete. The strict time limit promotes focus and helps prevent procrastination.
- The timeboxing time management technique involves 5 steps:
 - o Find suitable tasks
 - o Define your goals
 - Set the time
 - Work and assess your results
 - o Claim your reward

Time blocking

- In time blocking, time periods are called "time blocks", and usually dictate a start and end time for an activity, a shorter time window you can mark on your calendar. Each time block is meant to help inspire you to follow your schedule and finish your work on time.
- At the end of the time block, you assess whether you were able to finish the task before the end of the prescribed time period if you weren't, you just allocate more time to the same task next time.

Difference between time blocking and timeboxing

Time blocking and timeboxing both involve allocating fixed time periods to activities - but, while time blocking includes strictly reserving time for an activity, timeboxing includes limiting the time you spend on it.



Professional Timeboxing Template						
5.	Monday	Tuesday	Wednesday	Thursday	Friday	
8:00 - 8:30	Emails					
8:30 - 9:00	Weekly			9		
9:00 - 9:30	Meeting	The second second	Project Task	Client Work	Project Task	
9:30 - 10:00	Project Task					
10:00 - 10:30						
10:30 - 11:00	Break/ Social					
11:00 - 11:30	Client Work	Project Task	Client Work	Project Task	Client Work	
11:30 - 12:00						
12:00 - 12:30						
12:30 - 1:00						
1:00 - 1:30	Lunch Time					
1:30 - 2:00						
2:00 - 2:30	Content &	Content &	Calls & Status Updates	Proposals &	Content & Marketing	
2:30 - 3:00						
3:00 - 3:30	iviai ketiilg					
3:30 - 4:00	Calls &	Marketing	Content 0	Invoicing		
4:00 - 4:30	Status Updates		Content & Marketing		Open Time	
4:30 - 5:00						



Time blocking

Time blocking - setting aside dedicated time slots for specific activities or tasks.



Time boxing

Time boxing - setting fixed time limits for how long you spend on tasks or activities.

2. Pomodoro Technique

- Developer and entrepreneur Francesco Cirillo created the Pomodoro Technique in the late 1980s, when he was a university student and used a tomato-shaped kitchen timer to organize his study schedule.
- The Pomodoro Technique is a time management method in which you do focused work during 25-minute sessions known as pomodoros and take a 5-minute break. Longer breaks, typically 15 to 30 minutes, are taken after four consecutive work intervals. Each work interval is called a pomodoro, the Italian word for tomato (plural: pomodori).
- The technique involves 5 steps:
 - o 1. Pick a task;

THE

= 25 minutes of focused work session.

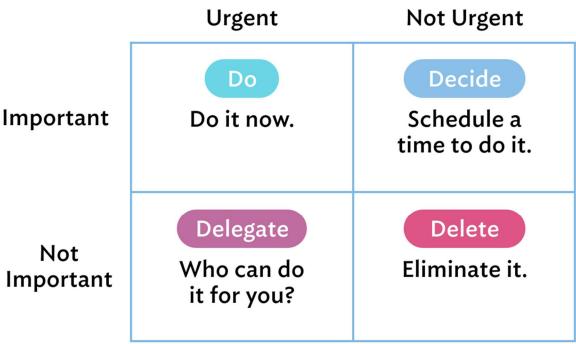
- o 2. Set a timer to 25 minutes;
- o 3. Work on the task till the timer sounds;
- o 4. Take a 5-minute break;
- o 5. Start Task Again & Repeat 4 times.
- o After every 4 four pomodoros take a 15-30-minute break

LONG BREAK 15 - 30 MINUTES SHORT BREAK 5 MINUTES SHORT BREAK 5 MINUTES

3. Eisenhower Matrix

- The Eisenhower Matrix is named after Dwight D. Eisenhower, the 34th President of the
 United States, known for his high output and organization. President Eisenhower is said
 to have arranged his obligations so that only the important and urgent matters came
 across his desk.
- Also known as the Urgent-Important Matrix, it was popularized by Stephen Covey in his best-selling book, The 7 Habits of Highly Effective People.
- The Eisenhower Matrix uses this same principle to sort out the less urgent and important tasks on your list, which you can then delegate or not do at all.
- The Matrix is a simple decision-making tool that helps you make the distinction between tasks that are important, not important, urgent, and not urgent. It splits tasks into four boxes that prioritize which tasks you should focus on first and which you should delegate or delete.

The Eisenhower Matrix



From Oclockwise

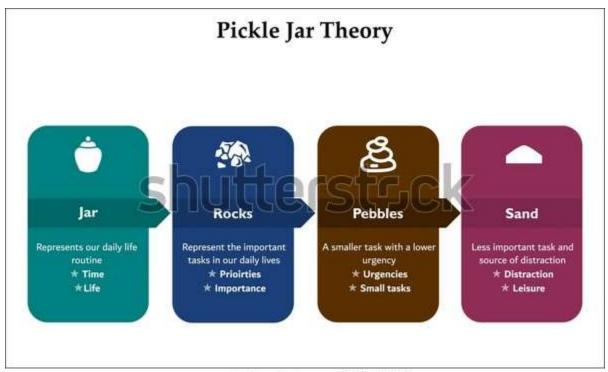
Stephen R. Covey's Time Management Matrix

- American author *Stephen R. Covey* in his popular book '*The 7 Habits of Highly Effective People*' has given a 4-quadrant Time Management Matrix for prioritizing time and tasks for optimized efficiency and productivity.
- Stephen Covey's model uses a four-quadrant system to help you categorize each task, responsibility and facet of your life based on:
 - o Urgency: Tasks and responsibilities requiring immediate action or attention
 - o Importance: Those with high significance or value to goals
- Thus, 4 quadrants classify your tasks as follows:
 - O Quadrant 1: Urgent and important
 - Quadrant 2: Not urgent but important
 - Quadrant 3: Urgent but not important
 - O Quadrant 4: Not urgent and not important
- Thereafter, determine how best to adjust your schedule to complete tasks in order of their location in the matrix.
- You can create your own Time Management Matrix as per your priorities and keep reorganizing your matrix, schedule or work methods to put more meaningful tasks first.

4. Pickle Jar Theory

- The pickle jar theory was invented by author and business consultant Jeremy Wright in 2002.
- The Pickle Jar Theory is a visual metaphor designed to help set priorities over the course of a day. It helps you figure out what is useful and what is not useful in your daily life. It allows you to plan tasks with time to spare and set priorities for your day.
- Imagine a pickle jar full of sand, pebbles, and rocks. The sand is at the bottom and the rocks sit at the top.
- The sand: This represents disrupting elements of your day, such as phone calls, text messages, emails, social media, etc.
- The pebbles: This represents tasks that need to be completed, but can be pushed to another day or be delegated to someone else.

- The rocks: These are the most important tasks that need to get done today and can have serious consequences if not completed properly and on time.
- Begin by thinking about how your tasks for the day would fit into the above categories.
 Then make a task list starting with the rocks and ending with sand (if time permits).
 Include an honest time estimate next to each. Try not to plan more than six hours of an eight-hour working day. This will leave buffer time for the pebbles and sand.



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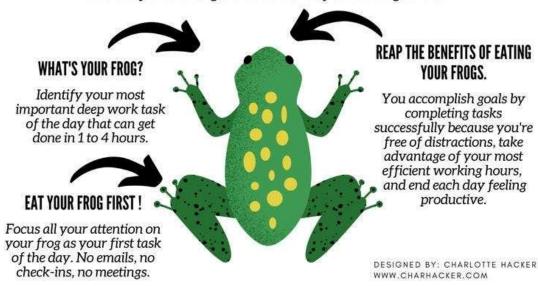
5. Eat That Frog Technique

- This technique is named after a Mark Twain quote: "Eat a live frog the first thing in the morning and nothing worse will happen to you the rest of the day."
- Brian Tracy, motivational speaker & author, popularized the above quote into a
 productivity technique with his bestseller book "Eat that Frog!: 21 Great Ways to Stop
 Procrastinating and get more done in less time", wherein he emphasizes that the key to

- reaching high levels of performance and productivity is to develop the lifelong habit of tackling your major task first thing each morning.
- In reality, your "frog" is your biggest, most important task. It is the one you are most likely to procrastinate on if you don't do something about it. So, start your day by doing the most onerous tasks first and getting them out of the way.
- The 'Eat that Frog' technique of time management is summed up in 3 sentences by him:
 - Your 'frog' is your biggest, most important task
 - o If you have two frogs, eat the 'ugliest' one first
 - o If you have to eat a frog, don't procrastinate on it

HOW TO EAT THE FROG

A method coined by Brian Tracy to increase productivity by identifying your most important large task of the day and doing it first.



CONCLUSION

The Art of managing time involves systematic application of common sense strategies. If by

applying these strategies you can take control of your own time, you can perform efficient work and reach great heights of success. Time Management is a continuous process and when repeatedly performed it develops into a lifelong habit. For time is money, and the way in which we utilize our time will determine our future prospects.

"A man who dares waste one hour of time has not discovered the value of life."
- Charles Darwin. Naturalist, geologist, and biologist.