

21st Century Productivity-

Going Beyond Time Management



*Principles, tools, and practices for
dramatically improving productivity,
cutting stress and bringing focus and
energy back to your life!*

About Jerry Bridge-



Jerry Bridge is a nationally recognized motivational speaker, trainer and author for the healthcare industry.

Over the past 25 years Jerry has presented keynotes and workshops for tens of thousands of healthcare providers, executives, managers and staff. His focus is on turning complex topics into engaging thought-provoking programs that help people dramatically reduce stress, improve performance and inspire leadership.

Jerry's book, ***Who Cares? Matters of Heart, Humor & Reconciliation***, has been widely recognized by healthcare professionals as an inspiring, uplifting memoir for anyone with a family caregiving challenge or story.

Jerry has travelled the world running marathons, raising money and resources for ending hunger. He is a drummer, knows his way around a kitchen, and has performed standup at the world-famous Comedy Store.

Above all else, Jerry's passion is to lead inspiring, motivating programs that empower people while having lots of fun in the process.

"Going Beyond Time Management"

- Learn a new way to think about, organize and manage your work
- Learn vital principles, tools, and practices for effectively living and working in the face of too much technology, information and spiraling expectations.
- Increase your ability to deal with the stress associated with technology and information overload.
- Improve your ability to focus and be present, leaving you more productive, energized and fulfilled.

Overview:

We are living in an extraordinary time, at the very beginning of the digital-technological revolution. The breakthroughs and positive benefits of living in our ‘techno-world’ are wide ranging and touch every area of our lives, from communications and entertainment to science and medicine.

21st century technology is also dramatically changing the thinking, fundamentals and limits about what it means to be ‘productive’; about what’s possible and our role’ in all of it’. Today’s world, it seems, is all about speed and gathering information, superficial or otherwise. Computers and technological devices, all of which are designed to make us more productive and efficient, very often leave us feeling ineffective and overwhelmed, overworked and stressed out.

The time management models, first formed in the 1950’s, are simply insufficient for managing the speed, volume and complexity of information coming at us.

The intention of this booklet is to share principles, tools, and practices for effectively living and working in the face of too much technology, information and spiraling expectations. We introduce a new model for productivity that is holistic nature; a ‘whole person’ approach that is organized to help you feel more connected, with yourself and others. Authentic, heartfelt connection naturally leads to an increased capacity for collaboration and creativity, improved performance and sense of accomplishment. Some of the questions we’ll explore;

- How does the new work environment affect our ability to perform, comprehend, or focus?
- What are the work habits or patterns of behavior that block us?
- What is the relationship between connection and collaboration and how does that lead to greater creativity, cooperation and teamwork?
- What principles and practices can I adopt for improving performance and cutting stress?

While we can’t know what the long term impact of living in a digital world will be, we can do our best to make sure we are using the technology we are inventing to support ourselves and each other in doing good work and improving our lives. We can also do our best not to trade our human connections, our empathy and compassion for short term, shallow thinking.

So, please relax, contemplate and enjoy!

Jerry Bridge

Time Management

When people think of productivity, many think of '**time management**'. At the turn of the 20th century, however, the concept of 'time management' didn't exist! Farmers and factory workers had no need for day planners, or whiteboards; they 'simply' worked the fields or the assembly line. You would never see a post it note reminder on the dashboard of the tractor or lunch pail!

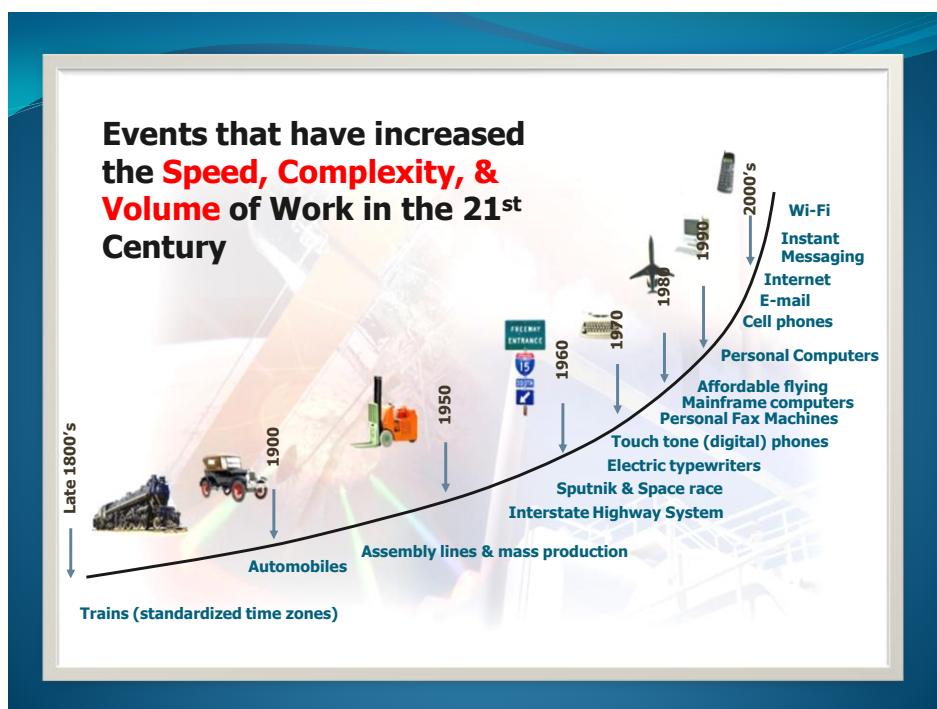
The time management model and its principles and tools developed from the accounting world in the late 1950's. It is a model, based in principle, on accounting for your time, 'getting things done', or, getting more things done! This is the paradigm with which many of us still think about what it means to be productive.

Two things are important here;

1. This framework for thinking about productivity was developed in a much simpler time; a time in which you could get most, if not all of your work done!
2. This framework, does not take into account that aspect of productivity that includes our health, happiness and well being!

The new work environment; "*We're not in Kansas anymore...*"

Over the past twenty five years there has been a dramatic explosion of technology and information. Our work environment has shifted along three lines: **Volume, Speed, and Complexity**.



Negative Impacts

Countless numbers of American workers are feeling overwhelmed, overworked and overtired. Continually busy or multitasking, trying to keep up with increasing demands or maintain impossible schedules, workers often feel fragmented, exhausted and sick;

- The number of American workers who consider stress to be a major problem in their lives has more than doubled since 1990.
- 62% percent of American workers say their workload has increased over the last six months; 53% say work leaves them "overtired and overwhelmed."
- While Americans have the highest standard of living, we rank somewhere in the middle in terms of fulfillment and health.



Moreover, we are impacted by a **lack of resources**; time, money, support, or physical energy. To compensate, we often develop **unhealthy habits and behaviors** - abuse of caffeine, sugar, alcohol, or drugs - depleting energy and wreaking havoc with their nervous systems. We may become emotionally withdrawn, depressed, or easily distracted, significantly impacting performance and sense of well being.

Since 1957 our GNP has doubled while the average level of happiness has declined (about 32%). The divorce rate has doubled, teen suicide has doubled, violent crime has tripled, more people than ever are depressed, overweight, suffer from ADD, and are addicted to drugs, food, gambling, stress and/or work.

Inquiry & Assessment

How has the new work environment impacted your performance? What is the impact of this on your productivity?

What is the impact on your team?

What is the impact on your well being?

Work Habits

We have work habits, behaviors and patterns of thinking that impede our productivity and increase stress.

What do we mean by habit?

Definition of Habit

hab·it (habit) n.



- 1. A recurrent, often **unconscious** pattern of behavior that is acquired through frequent repetition.
- 2. An **established disposition** of the mind or character.
- 3. An **addiction**, especially to a narcotic drug.

What do we mean by work habit?

'habits at work'

This happens	You do this
Someone walks into your office	You stop what you are doing & talk
Something comes to mind that you need to remember	You tell yourself "I'll remember that later"
Someone asks you to do something	You jot it down on a handy scrap of paper
An email arrives in your in box	You stop what you are doing and respond to the email

Old habits die hard!

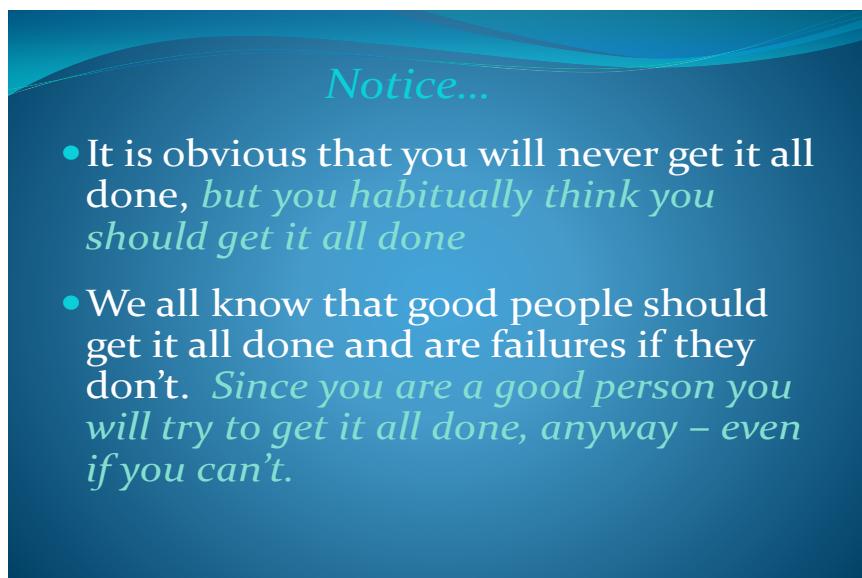
One of the work habits we need to let go of is the **'habit of trying to get it all done'**.

In the 21st Century we can no longer get it all done. Like it or not, it's simply not possible. Applying physical force in a digital world is fruitless. Too many of us are sick from over work, overwhelm and over stress. Tragically, in some cases, people are 'dropping like flies'; the stress is literally killing us!

Moreover, the pace of modern life and technology 'pushes' us to do more, to be in constant motion.

Our new techno-culture draws into itself; a reality in which, increasingly, we value speed over quality, product over process, reaction over reflection. Everything seems urgent, even when it's not!

You will never get it all done! It's impossible, not in today's world. Trying to 'get it all done' in will increase your stress and deplete your immune system. Working longer and harder is unsustainable; increasing your chances for any number of health problems associated with overwork, being overtired and overstressed!



Be clear, this is not an excuse to say to your boss or co-workers; '*Oh well, since I'm not going to get it all done, I'm leaving for the day, good luck!*'

Principle: if I'm not going to get to everything, I really to need focus on **what's most important**, at work and in my life. We need to learn how to prioritize based on this idea. If you adopt this principle, you will notice it when you are trying to process one more email at 2am!

Noticing when you are in the habit of trying to get it all done is what will allow you to be a little less stressed and a bit more relaxed; all helping to increase your focus and improve performance, naturally!

Disintegration, Separation & Isolation



In today's world we have more communication channels than anyone could have ever imagined. And yet, there seems to be a lot less communication!

Once again, we have habits that undermine our sense of connection and therefore communication. It goes without saying that there are times when it's more efficient or appropriate to communicate electronically. But how often do we email or text instead of picking up the phone?

Inquiry for you and your team:

- Are we using technology to avoid relating and therefore our (or their) feelings?
- How does the lack of human connection impact us? What are we actually feeling?
- What is the impact, immediate and long term, on our ability to problem solve because we lose or lack the ability to connect or even socialize?

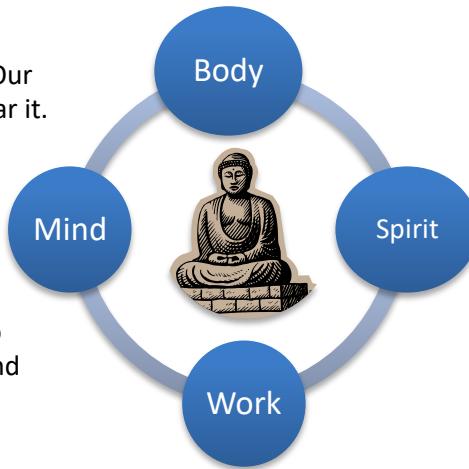
Principle: Authentically connecting with others honestly and authentically, builds trust, and teamwork. Taking the time to connect with yourself; physically, mentally and spiritually is the first critical step.

A 'whole' new approach to productivity

Our western cultural and our values are often based, in part, on individualism, and by extension, separation and disconnection. Our cultural disposition is to make it our own, suck it up, grin and bear it.

Work, work, work, the mantra of our age! What is the point in working yourself to death? For what purpose and to what end; who benefits if you're too sick, tired or stressed to enjoy and appreciate the fruits of your labor?

I have worked with thousands of people around the country, too many feel incredibly fragmented; an unnatural separation of mind and body and spirit.



To be healthy, sound or well is synonymous with being whole.

Compare this experience with those cultures-societal or corporate- that seem to thrive, are generally happier, more productive, connected and relaxed. (Zappos, Southwest Airlines, SAS, Whole Foods are examples of companies that imbue a holistic approach to culture and productivity) In these cultures, work, relationships and well being are 'seen' as inseparable, interconnected and interdependent.

- What about you?
- Where are you top heavy in one area and light in another?
- Where is your team out of balance? Where could you use greater alignment?

More and more people are open to learning a new way forward; living productively without sacrificing well being. To follow the path, keep reading.

Mind-Body Awareness & Inventory

It may be cliché but it's nevertheless true; 'the first step to recovery is admitting (bringing awareness to) you've got a problem.'

I recommend taking this inventory, if possible, in the morning, a great way to start your day! You can use the stress awareness inventory like a journal or you may just want to close your eyes for a moment, check in with your feelings, then write or at least acknowledge what you find. Either way, don't stress over it!

Mental-Emotional

How am I feeling this morning; angry, sad, irritated or anxious? What am I worried about? The future, money, sports, work stuff?

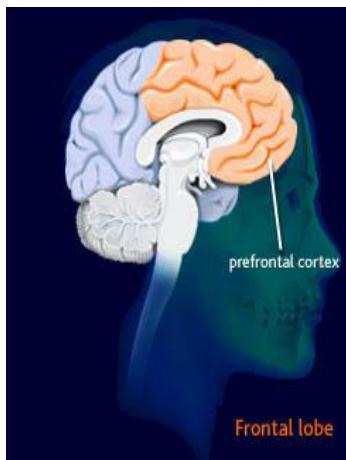
Do I need to communicate?

Depending on what you notice, you may need to have a conversation with a family member, coworker, neighbor, friend or enemy. Of course you, or they, may not be open or available for honest communication. No matter! Simply, acknowledging or writing down your thoughts and feelings will help to clear your mind and therefore relieve your stress:

Physical

How is my body doing this morning? Where do I feel tight or tense, for example? What about my neck, shoulders, or jaw?

Take care of your brain!



Our Brains simply cannot function efficiently with too much information. Too much information causes stress -our brains secrete **cortisol and adrenaline**, initially boosting energy levels and augmenting memory. Over time, these hormones may impair cognition, lead to depression and alter neural circuitry that control mood and thought.

Our fight or flight lizard brains only have so much capacity for new information, complex or critical thinking, much of which happens in the prefrontal cortex. If at all possible, do the hard stuff before lunch!

While your brain can process an extraordinary amount of information, you are not a computer! You are a human being, at least for now.

Always on, busy and in a hurry

The more face time you spend with your computer and electronic devices, the more your brain, and nervous system, identify with it. (Your computer crashes and you feel like you're going to have a nervous breakdown!)

We actually start to believe that we should be able think at warp speed and that the rest of live should move as quickly! Ever get in line behind the guy at the ATM as he's 'taking forever' to get his money, or the gal that wants to write a check at the grocery store! Oh, the pain!

Practices-

- Recognize and release your addiction to be constantly busy*, and always on. Turn off your device(s).
- Don't eat lunch at your desk. Eat when you eat, work when work, sleep when you sleep.
- Stop multitasking! (it doesn't work, we wind up doing more things but less effectively) Our brains love to focus on one thing at a time; it feels good as we become more mindful and present.



*Read *CrazyBusy*, by Edward M. Hallowell, M.D. A great book to help you slow down, focus, and increase your effectiveness.

Diet and Exercise

Tell me something else I don't know! I get it, you know what to do, but you're too exhausted or resigned. What can I tell you that hasn't already been said? Well here goes...

The fact is we 'human beings' need to move in order to feel good, live long and prosper. That's it. For some it comes natural. For some exercise is pure drudgery.



Do whatever it takes. Find some form of movement that you enjoy, or did enjoy, or think you might enjoy. Once you make the commitment, then you'll need some support. There's plenty of it if you're looking.

Try keeping a journal, share your goal, open up and make it a game.

Find your zone-

Have compassion for yourself. You don't need to be perfect. You just need to get going. Stay in your zone; don't worry what others are doing or what they look like. Remember, on the inside they've got their own personal hell to deal with. It may take 2 or 3 months to develop new habits and patterns but as you do, you'll become more confident, it will get easier!

Should I have an apple or doughnut?

The fat and sugar is killing us. Childhood obesity, adult onset diabetes, heart disease, you know the story. If it helps to motivate you by finding out just how sick we are (as a country), then have at it, Google till you drop.



On the other hand, if the bad news depresses you, then you can easily find out and figure out what to put in your mouth. Find books and movies that inspire you to eat better, eating better will build your immune system and provide the nutrients necessary to fight stressors.

There are so many great food products and choices. Human beings need and thrive on whole food; fresh fruits and vegetables. Cut down on animal proteins, white flour, and saturated fats. Just do it.

My wife and I just started using the **magic bullet juicer**; you get all the nutrients and roughage your body loves. We also watched, '**Sick, Fat and Nearly Dead**'. Very motivating!

Productivity Tools & Practices

Principle: when ideas come to mind, things to do or handle, capture them immediately!

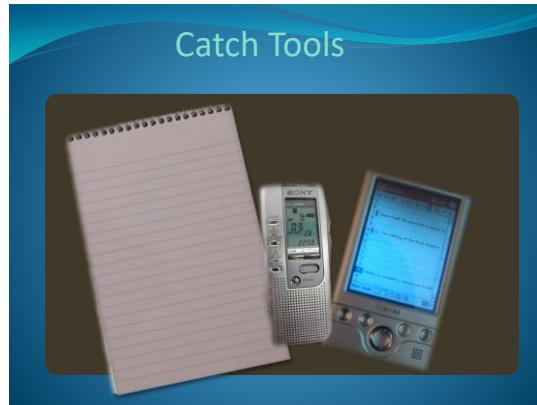
What you don't capture becomes incomplete; on your mind, or causing stress. You want to break the habit of letting things slide, telling yourself "*I need to remember that*". You either will or not remember the thing there is for you to do or handle. Once you capture it, it will be off your mind!

- What are your structures for managing what you have to do?
- Do you use multiple to-do lists, post it notes, piles and files?
- Do you ask others to remind you of what there is to do?

Time for a Productivity Makeover?

Transform your current system for capturing ideas, calendar and getting things done:

- Simplify by using one or two tools to capture ideas as they come to mind.



Capture Tool & Work Practices

1. You have **one and only one** Capture Tool and a supplement.
2. Your Capture Tool is at hand at all times.
3. You immediately enter anything to do or handle, and any relevant information, into your Capture Tool
4. Every day, before the end of the day, you move everything from your Capture Tool into your calendar, Agendas, on deck or future opportunities.

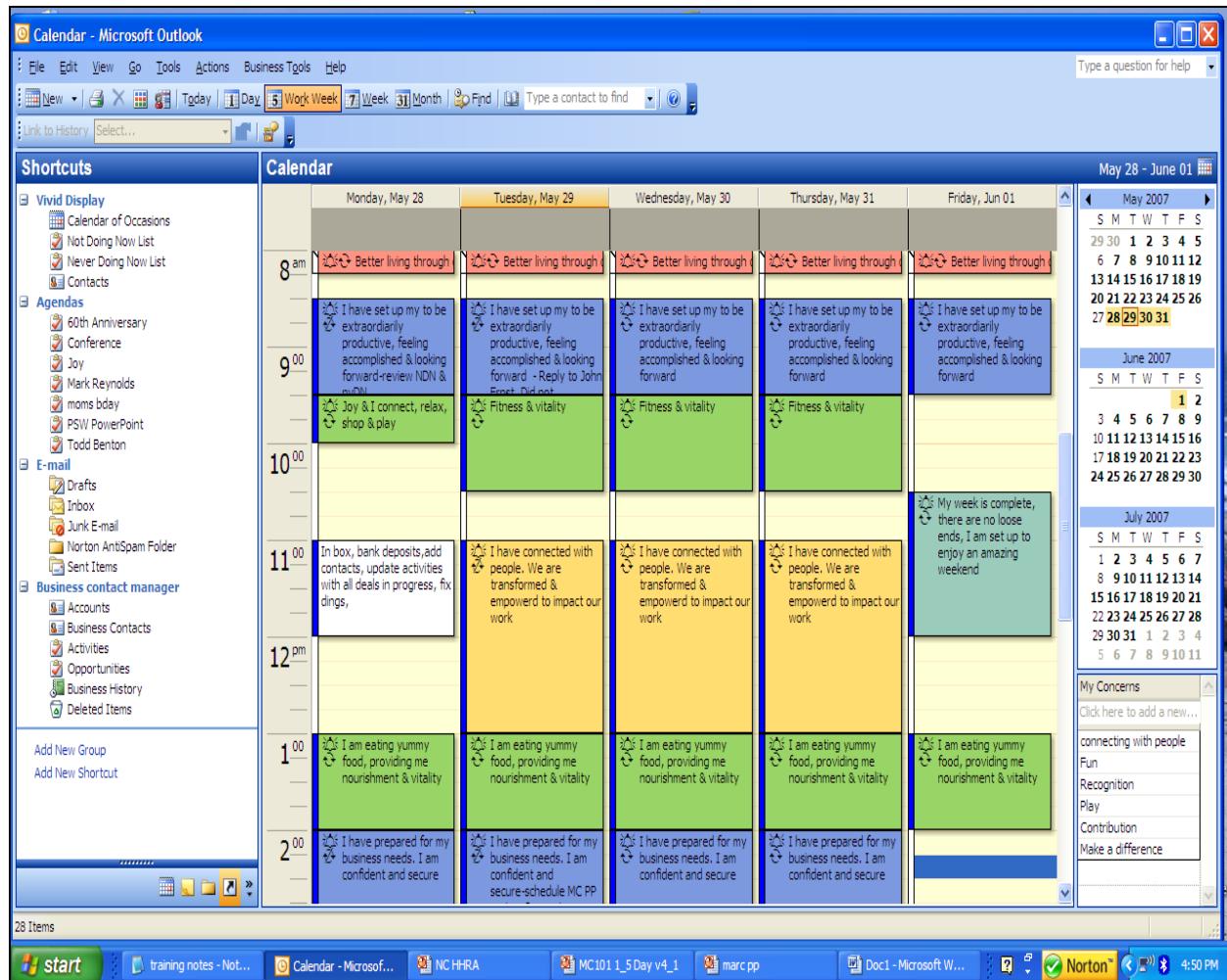
Scheduling for Productivity

In the 21st Century, we need to be able to naturally sort everything there is to do and handle – so we can focus on what is most important to fulfilling or personal concerns and professional accountabilities. In the 21st Century, the things you are not doing are always exponentially greater than the things you are doing:

- Your Calendar is central piece of your infrastructure
- It allows you to commit to do or handle something at a particular time
- It is grounded in time; shows you the reality of your available time.

Calendar Centric Work Practices Using Outlook

Principle: If you are going to do it, schedule it!



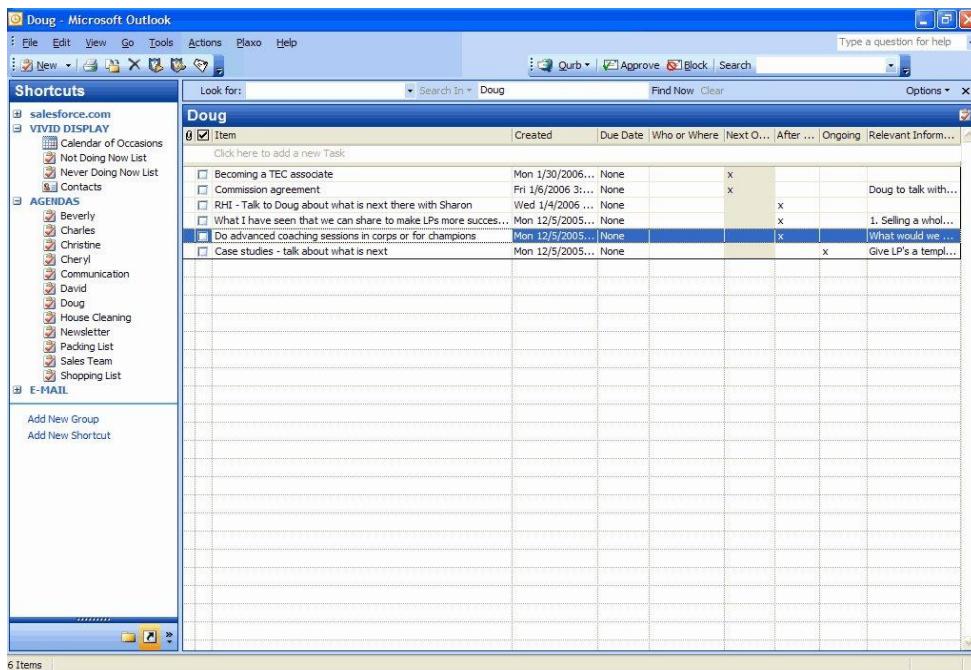
- Set up and use your calendar so that it directs you to working on the most important tasks.
- Identify your routines at work communications, project work, meetings and other specific tasks. Block them into groups, color code them so you have a vivid display of what your week looks like.
- Schedule time in your calendar for; breaks, exercise, fun, family etc.

Agenda Tool: for managing ongoing conversations and projects with colleagues & team members, recurring meetings, and much of what causes interruptions. Used properly, Agendas will greatly increase your productivity by reducing the number of times you interrupt other people and the number of times they interrupt you.

Types of agendas to create

- For people or teams you **regularly converse with** by phone or in person, or for ongoing projects, you **maintain an Agenda** of items to be handled in your **regular recurring conversations** or meetings with them or for them.
- People or teams with whom you are now committed to having recurring conversations or meetings, both at work and at home.
- Project work that you can do on a recurring basis (daily, weekly, monthly) e.g. newsletter
- Any other things for which it wouldn't make sense to schedule individual occasions

Train team members, colleagues, bosses, and staff that you regularly interrupt or who regularly interrupt you, to use Agendas Forms to record what they want to talk about with you during regularly scheduled Agenda meetings, rather than allowing constant interruption every time either of you have a thought about something you think is urgent.



Dealing with distractions and interruptions:

- Become disciplined about staying focused and not paying attention to non-urgent tasks.
- When interrupted ask, is this a '411' or a '911'?
- Learn to say "No" when you should

Email

E-mail is one of several channels for conversing and sharing information. People use e-mail without thinking of the possible negative impact on others – an impact that grows exponentially when scaled up to a group, department, or organization.

Principle: E-mail used consciously will enhance your productivity, but used unconsciously, will actually lower your productivity.

- Do you have an alarm (visual or audio) set up to notify you when a new e-mail arrives and then interrupt whatever you are doing to check your e-mail throughout the day?
- Do you store all your e-mail in your inbox until you deal with it?
- Do you habitually cc: everyone on your outbound messages?
- Have you ever spent 15 minutes or more writing an e-mail on a topic that would have taken you two minutes to discuss in person?



Practices (recommended)

1. Use your tools wizard to intercept and redistribute all incoming CC's into a **Not Doing Now E-mail Folder**, except those from people you know you will want to read.
2. Schedule a recurring daily appointment to scan and read the E-mail that you have allowed to remain in your inbox.
3. As you are scanning your E-mail, slide anything that you cannot respond to instantly, into a Not Doing Now E-mail folder.
4. Schedule three or four Occasions per week to review process and respond to what is in your Not Doing Now E-mail folder.
5. **Do not open and read E-mail except during the scheduled Occasions. Turn off any audio or visual email pop up notifications you may have set to notify you of arriving email.**
6. Make sure you E-mail everyone with whom you have regular E-mail conversations to tell them about your daily protocol. If urgent, they should call you!

Subject Line Examples:

DEGREE OF IMPORTANCE/Topic/Action Required

Example: URGENT/New Brochure for Product X/Comments needed

Or, start each subject line with description of purpose of the email:

Example: INFORM, REQUEST, ACTION REQUIRED, UPDATE

If someone is listed in the “CC” field of the email, they are not expected to take any action with the email

If you want someone to take an action, they must be listed in the “To” field

At the end of the email, if you do not require a response to your email, end with “No response required.”

If you do require a response, say what response you are asking for and by when; explicitly say to whom to respond:

Example: JOE: [By 17 December, 2012] Please respond. **Do not use, “Reply to all” unless each person needs to see the response.**

Meeting Protocols & Practices (recommended)

1. Limit meetings to 45 minutes, instead of 1 hour.
2. List the Concerns being fulfilled and outcomes intended for the meeting in the invitation to attendees.
3. If there is no Agenda there is no meeting.
4. Start and end on time.
5. Do not go back and review for latecomers.
6. List next action steps, if any, for all participants by end of the day.
7. Allow at least 15 minutes between consecutive meetings.
8. Everyone is required to have a Catch Tool at the meeting.
9. Any promises made for producing future results are grounded in “Now’s” in which the promises can actually happen. People who promise are asked to check their schedule, right in the meeting, to see if they have the time, and if they do to actually schedule the Occasions needed to deliver the results. Promises without available Now’s are not accepted as real promises.
10. Authentic No’s are acceptable
11. No one attends more than 4 hours of meetings in one day.
12. The only thing worse than attending a bad is not getting invited



More Practices

- Slow down, take long slow deep breaths, spend some time alone, and be quiet. Meditate consistently if you already know how or learn to meditate if you don't. More than 600 scientific studies verifying the wide-ranging benefits of the Transcendental Meditation technique alone have been conducted at 250 independent universities and medical schools in 33 countries during the past 40 years.
- Develop your 'inner coach'. When you notice you feel anxious, fearful or stressed, take a time out. It's not a punishment. It gives you the chance to reconnect to yourself and the information that the emotion is giving you.
- Clean and organize all the places that impact your productivity. Schedule time to do this in stages; don't try to do it all at once.
- Take five to thirty minute 'power naps' have a huge impact on our ability to function & focus.
- Take brief but regular breaks away from your desk at 90 – 120 minute intervals
- Don't take your technology to bed; take your spouse to bed, instead.
- Reduce or eliminate caffeine, sugar and alcohol.



Are you a happy camper?

Speaking of camping, what about doing the things you love, once loved? What about art, writing, travel, cooking or performing? Doing the things that fulfill you and give expression to who you are and lifts your spirit!

I can't tell you how many times I feel stressed and anxious when I start writing, by the time I'm done I'm a new man! Try it. It's really hard not to feel relaxed when you are doing the thing you love, maybe that's the point!

So, what about you?

Suggested Reading List

- Crucial Conversations by Patterson
- Presence by Peter Senge
- Buddha's Brain, by Rick Hanson, PH.D.
- The Neuro Revolution, by Zach Lynch
- CrazyBusy by Edward Hallowell, M.D.
- iBrain by Gary Small, M.D.
- The Brain That Changes Itself by Norman Doidge, M.D.
- A Whole New Mind by Daniel Pink
- Your Brain at Work by David Rock
- Care of the Soul in Medicine by Thomas Moore
- Guts by Kevin and Jackie Freiberg
- Delivering Happiness by Tony Hsieh

Need more support or information on in service training?

- Contact Jerry Bridge
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- Even better, call me! 760-918-6701