# HOW TO GAIN AN EXTRA DAY © EACH WEEK ©

3 Science-based Strategies

to GENERATE MORE TIME for the THINGS THAT MATTER MOST

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o you feel like you don't have enough time to get your work done AND spend time with your family and friends AND take care of your own basic needs?

We humans have become multi-tasking productivity machines. We can work from anywhere, to great effect. We can do more, and do it far more quickly, than we ever dreamed possible. Our fabulous new technologies buy us tons more time to crank out our work, get through our emails, and keep up with *Game of Thrones*. Time my great-grandmother spent making food from scratch, or hand-washing the laundry, we can now spend, say, driving our kids to their away games.

These days we have a lot more time to work and do things previous generations never dreamed possible (or even deemed desirable).

#### So why do we always feel starved for time?

The obvious answer is that we have so much more to do. Expectations about what we will accomplish in a single day have expanded, but the number of hours in that day have stayed the same.

For a while, sociologists were very excited about a natural experiment occurring in Korea. In 2004, the Korean government began mandating that businesses cut their workweek back from six to five days. By 2014, researchers had a decade of data about how

that widespread change affected people's satisfaction with their jobs and, importantly, with their lives.

What was exciting was that situation promised to improve our understanding of how the number of hours someone worked per week affected both their job and life satisfaction.

When asked, most people believe that they would definitely be happier if they had more time—if they worked one less day a week, and so had that much more time for friends and family and the things that matter most to them. I can't think of anyone who doesn't dream of someone mandating that they had more free-time.

That's why I was surprised by the results: The <u>published studies</u> showed that the Korean Five-Day Working Reform did not have "the expected positive effects on worker well-being." Ten years and one less workday per week, people weren't happier with their jobs or their lives overall.

#### Say what?

Despite a dramatic correlation between working less overtime and feeling happier, researchers didn't find that the government-mandated reduction in work hours made people happier on average when they controlled for things like income. Their theory about why: *Employers didn't reduce employee workload when they reduced their work* 

*hours*. And workers actually only reduced their work *time* by four "official" hours per week, not eight. (Groan.)

The demands of modern work and life are constantly *increasing*, and what we need is less work—not less time to do the same amount of work.

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All this is to say that the Korean solution to feeling starved for time—a government mandate that we work less—is probably not coming soon to a workplace near you.

I'm not saying that our government wouldn't do well to help maxed-out parents and workers. Stress and overwork are making us unhealthy, anxious and depressed. <u>Sixty percent</u> of Americans take prescription medications—most for things like high

cholesterol, heart disease, chronic pain, and depression—all of which are highly correlated with stress. Nearly 20 million prescriptions are written each year for antidepressants alone; <u>25% of women</u> in their 40s and 50s take an SSRI medication for depression, anxiety or a stress-related mental illness.

As a sociologist, it is clear to me that our time-starvation isn't just an individual problem. It isn't that we feel "overwhelmed and overworked simply because [we've] individually taken on too much or done a bad job coping with [our] responsibilities," as Sharon Lerner writes in *The War on Moms*.

Our collective exhaustion is sociological. Its roots come from the way our society and economy are structured. As Katrina Alcorn puts it in <u>Maxed Out</u>, "We lack the social and systemic supports that we need in order to realize our potential and share our talents with the world."

At the same time, we set ourselves up for a lot of disappointment, not to mention major feelings of victimization, when we hold fast to the belief that we need to change our institutions—our government, our workplaces, our marriages—before we can be happy in life and productive and successful at work.

This is a guide to solving your time starvation *yourself*. Now. The change begins with you.

#### How to Regain a 10 Hour Workday—or More! —Each Week

This is going to be much more fun than you might imagine. I concede that, ironically, you'll need to carve out some time to implement the strategies in this guide, but the payoff is enormous! And it isn't like you need to take vacation time to do this; I recommend setting aside a few minutes each morning before your day gets crazy to start chipping away at this. By the end of the week you'll have a whole workday's worth of time to spend on things that matter more to you.

And that, my friends, is HUGE. These strategies will give you an entire 40-hour week in a month! That's 3 months—an entire quarter—every year!

How? In the short chapters that follow, I cover three strategies packed with specific action items that will help you "buy back" your time. You'll learn how to:

- Only do the tasks you want to do. You may find this idea appealing, but if you are like most people, you are probably thinking that it won't be possible for you personally to only do the things that you want to do at work and at home. It is. Trust me. I've taken thousands of people through these methods. They work. Even for you.
- Take your life back from email. I love email! I do, I swear I do, but let's be honest: email is basically everyone else's to-do list for you. It will kill your ability to focus, to finish projects, and to get into a state of flow -- if you let it. Used wrong, email creates a lot of stress, making it hard to relax, even when you are not at work. And also: Email is a ginormous time suck.
- Optimize your weekend. You'll shave an hour or two off of your weekend chores, and you'll buy back several hours by unplugging for one full weekend day. Why go analog for 24 hours? Researchers believe that when we are over-connected to technology (including our email, the Internet, and our smartphones) we can become more impatient, impulsive, forgetful and self-centered. These qualities do not make us happier or more productive. Disconnecting from technology frees up a lot of time; moreover, it helps us reconnect with who we really are, what is truly important to us, and what really makes us happy.

These three strategies have changed my life in amazing ways...and they will change yours!









#### TACTIC NO. 1

#### UPGRADE YOUR TASK LIST

ately, I've had dozens of calls from high-achievers (a Head of School, a university athletic coach, a tech industry Chief Marketing Officer, the mother of five kids under 9 years old) asking me for specific instructions for keeping a more effective to-do list. Ineffective task lists trigger overwhelm, and these folks were suffering. They'd look down at their list and instinctively think: There is no way I can get all this done today.

Great to-do lists, on the other hand, do several things (besides provide you with that feeling of accomplishment when you cross something off of it):

- They allow you to focus on your highest priorities and your most important work without having to decide what, exactly, that is in any given moment.
- They externalize information so that you don't need to remember it, freeing up space and energy in your brain. The key here is having a list that keeps your brain from interrupting you with "reminders" that you need to, say, pick up kitty litter on the way home from work. (Note: Research shows that just writing something

down on a list isn't enough to silence the reminders that come from your unconscious mind.)

They promote a state of deep focus by providing cues as to where you are in your workflow.

Below are the five steps you'll need to transform a long, overwhelming list of things into a high performing task-list. Once you are through reorganizing your list, you'll weed it down to make it even more effective.

A note about format: You'll probably have to give up your pen and paper to-do list for this strategy. Not forever, though–just know that you'll move through the steps below much more quickly if you use an online tool. I've used and loved <u>to-doist</u> in the past; I'm currently using Trello because of the way that it integrates with my team's lists. If you'd like to use Trello, <u>you can copy one of my blank to-do list boards here</u>. (Instructions for how are <u>here</u>.)

## **Step 1:** Decide on your Top Five priorities. Not just at work, but in your life.

Time management guru Peter Bregman, author of 18 Minutes: Find Your Focus, Master Distraction and Get the Right Things Done, advises his clients to pick their top five priorities and then spend 95 percent of their time doing only those activities, saying "no" to virtually everything else. This idea made a lasting impression on me when I first heard him talk about it because I was so convinced that there was no way that I could spend 95 percent of my time doing things that fell into my top priorities. I was too busy just making sure the trains ran on time!

But it turns out that now I do spend 95 percent of my time on my most important priorities. To give you an idea of how this worked for me, here are my top five priorities this year:

- 1 Maintain my own health and happiness.
- 2 Nurture my family, home, and closest friendships.

- Grow my online class offerings.
- Coach and teach both individuals and groups.
- 6 Give back to our community.

If your to-do list is going to help you focus on your most important work, you'll need to decide now what your most important work is, and I don't just mean at a paying job. What brings meaning and fulfillment to your life? What, when neglected, causes your world to unravel? (Note to parents: This priority is probably your own self-care.) I created a list in Trello with each priority, and then added an extra one for the "Other 5 percent." You could also do this on pen and paper with Peter Bregman's worksheet, <a href="here">here</a>.

#### Step 2: Organize your tasks under these categories.

Now that you know what your priorities are, organize your tasks by priority. If a task doesn't fall under a Top Five Priority, put it in the "Other 5 percent" column.

People often ask me where things like making doctor's appointments for kids go, if one of their priorities is to nurture their family. Here's my rule of thumb: If it is something that a family member (or you, if it is a self-care item) will feel nurtured by, put it under a related priority. If it's something that no one will notice (they'll take it for granted, and it feels like a chore) then it's a 5 percent item. I try to delegate as much of this type of work as possible; for example, even my youngest, who is 13 years old, is learning how to arrange her own schedule and make her own appointments. Teaching kids how to do this sort of stuff takes longer than doing it myself, and the error rate is ridiculous, but it moves the task back into the "nurturing" priority in the short-term, and in the medium-term the task will be off my list forever.

## **Step 3:** Mark tasks that require focus as "Think Work" and quick tasks as "Action Items."

What work do you save for when you have some quiet time? Or what could you do better/faster/smarter if only people would stop interrupting you? This type of task is

what I call "Think Work." Everything else I consider an "action item" that I don't need a big block of time and concentration to finish.

#### Step 4: Schedule time on your calendar for both things.

This is a critical step, so don't skip it: Block off time everyday to do your Think Work and move through your Action Items one at a time in quick succession. You need to tell your brain WHEN you will do these things. Here's why: Lingering to-do items tend to be low-level stressors for humans. Have you ever woken up worrying about an unfinished project, an email you forgot to send, or a meeting you didn't have a chance to schedule?

Researchers used to think that this low-level worrying about unfinished tasks was our unconscious mind trying to help us get things done by reminding us of what we still needed to do, and that the reminders— or distracting thoughts and worries—would persist until the task was complete.

Research shows that simply making a plan to deal with an unfinished task makes a huge difference in our ability to focus on other things. But now research shows that simply making a plan to deal with an unfinished task makes a huge difference in our ability to focus on other things; it's hard to focus when your unconscious mind is constantly reminding you about other stuff you need to do. It's not so much about knowing what needs to be done as it is about deciding when to do it. When we don't know when we plan to do the things on our task lists, our thoughts will typically wander from our current task to our undone tasks. As it turns out, our unconscious isn't nagging us to do that undone task right away

but rather to make a plan for when we will get it done.

To handle this, you can either decide when you'll do something on your list and put that on your calendar, or decide that you'll handle something when you are doing your Think Work or Action Items. This is all, it seems, that our brain needs to let something go. (Remember, it's not *what*, it's *when*.)

## **Step 5:** Strategically organize your to-do list both weekly and daily.

On Friday afternoons I spend 15 minutes organizing for the week ahead. I mark items I need to accomplish in the coming week, and then I mark the three most important things on that list, a strategy I learned from Chris Bailey, author of *The Productivity Project*. Pay attention to your "Other 5 percent" list; you can budget about 45 minutes a day on tasks that don't cut it as a Top-Five priority.

I also spend a little time organizing my list before I leave work (for the next day). By a little time, I mean less than five minutes, because I would lose a lot of time on this step if I let myself. (Planning is so much easier than doing for me.) Each day, I move items marked to-do-this-week to a list labeled "TODAY". (This is the time for pen-and-paper folks to return to a tidy hand-written list you'll have by your side throughout the day.) I put tasks in the order that I'd like to accomplish them, grouping Think Work, Action Items, stuff I need to do at lunch or on break, and things to do when I get home.

Ordering your tasks is important: A key precursor to getting into "The Zone" is knowing where you are in your workflow. "That constant awareness of what is next is what keeps you focused," Mihaly Csikszentmihalyi, author of *Flow: The Psychology of Optimal Experience*, told Entrepreneur magazine. "That's where the engagement comes from." So having a prioritized list of just the things that you'd like to accomplish today will allow you to note what you've just accomplished, what you hope to accomplish next, and what you'll work on after that.

**TACTIC NO. 2** 

Now, shorten your to-do list. By a lot.

Can you remember the last time your to-do list was short enough to be, well, do-able? How about the last time you looked at your list and actually wanted to do everything on it?

You might have a perfectly organized task list now, but for many people it will still trigger feelings of overwhelm—I just went through one with a client, and frankly I was

exhausted just looking at it. If your task list is sending you into an "I don't have enough time to do all this" tail spin, it's time to whittle that puppy down into something more manageable. This is a different process than organizing your to-do list, or formatting it in a more effective way. This is about **shortening** that list—dumping the stuff you dread—without suffering the consequences of not doing what you actually have to get done.<sup>1</sup>

In an ideal world, we would all be able to apply <u>Marie Kondo's</u> world famous principles for cleaning out our closet to our to-do list: Anything that doesn't "spark joy" we put in the trash (delete) or give away (delegate). Most of my clients start off with very little on their task list that they look forward to doing; one recently declared that she *only* puts stuff on her to-do list that she doesn't want to do, because she *remembers* to do what she actually wants to do.

So here's how to transform a too-long to-do list into a list of only the things that you actually want to do:

## **Step 1:** Highlight all the items on your to-do list that you *dread* doing.

Hold each task list item in your mind's eye, and notice how it feels to think about doing that item in your body. Do you lean forward a little, feeling a longing to get right to that task? (Don't highlight items that feel like that.) Or do you get a sinking feeling in your stomach, with a corresponding desire to put the task off as long as possible? Highlight anything that makes you feel anything akin to aversion.

Highlight all the things that you've been procrastinating because you simply don't want to do those things. And highlight the things that are on your list because you feel like you "should" do them, or because you feel you *have* to do them, but that you don't *want* to do or wouldn't say you are choosing to do (or that you wouldn't say with some delight that you "get to" do). In other words, highlight the things you plan to do simply because someone expects you to do it, or because you've always expected yourself to do those

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 $<sup>^1</sup>$ I learned this method from Martha Beck, so many thanks and 1,000 hat tips to her. These steps are an adaptation of her "Better, Barter, or Bag" it strategy

things, or because doing them would bring you status or power (but no actual joy in the process).

## **Step 2:** Delete or delegate as many highlighted items as you possibly can.

Start by deleting, then move on to delegating. Be truthful here; if you know in your heart of hearts that you'll probably never do a task item anyway, or that there will be little consequence if you don't do a highlighted item on your list, just scratch it off the list and be done with it.

You may feel relieved, or even accomplished (given that your list is getting shorter so quickly!). Or, you may feel anxious or even sad while doing this. Acknowledge your emotions, whatever they may be, as you madly delete items from your task list. Be curious about whatever you are feeling, and accepting of your emotions—and at the same time, try not to get involved in them. Maybe you need to mourn (a little tiny bit) the fact that you are never going to make those photo albums (that you hate making but really felt like you *should* make). It's normal to feel sad, or a sense of regret—but also, be real: you aren't grieving anything tangible, you're grieving the loss of a fantasy. For example, you're giving up the fantasy that you are the type of person who makes photo albums. Or that writes strategic plans. Or that answers every single email. Oh well. Let yourself feel what you feel, and move on. This is a process of letting go.

If a highlighted task is something that absolutely *does* need to be done and thus can't just be deleted, try to think of someone else who'd actually enjoy doing it, and make a plan for how you can delegate it to that person. If you don't have an assistant or employees or children to delegate to, consider neighborhood teens and retirees who'd like experience, your company, or a little extra cash. Or, think of people who need help with something *you* enjoy doing, and negotiate a trade with them. All of this may seem like a lot more work than just doing the task yourself, but I promise, you will thank me later. Having a task list that is both short enough to not be overwhelming and that is loaded with things you'll enjoy doing is worth the initial inefficiency.

## **Step 3:** Transform anything left on your list that is highlighted into something that you actually want to do.

If you can't delete or delegate tasks that you dread, then you'll have to make them better. Be creative. My favorite way to do this is to pair a not-fun task with something you want to do more of. I've been known to sit on the lawn in the sun and make doctors appointments, and I listen to fun audiobooks while driving to pick up kids and while cleaning the house (I just listened to *A Year of Yes* by Shonda Rhimes and I highly recommend it). My co-worker and I have been putting off reviewing our financial systems for, oh, *years*, but we just made a plan to do it together this summer poolside. There will be margaritas involved, and needless to say, we aren't dreading the task anymore!

Understanding the value a task has for other people is another good way to make it more fulfilling (thus decreasing the dread factor). In a stunning series of studies, Adam Grant demonstrated that briefly showing people how their work helps others increases not only how happy people are on the job but also how much they work and accomplish.

Grant's most famous series of studies were conducted at a call center with paid fundraisers tasked with phoning potential donors to a public university. As anyone who's ever dreaded making a cold call knows, these people probably did not have the to-do list of their dreams. People receiving cold calls from solicitors are often annoyed and can be downright rude. Employees must endure frequent rejection on the phone and low morale at the office—all in exchange for relatively low pay. Not surprisingly, call center jobs often have a high staff turnover rate.

Find out what value your work has for other people.

In an effort to see if he could motivate call center fundraisers to stay on the job longer, Grant brought in a few scholarship students (who presumably had benefited from the fundraisers' work) for a five-minute meeting where callers could ask them questions about their classes and experience at the university. In the next month,

that quick conversation yielded unbelievable results. Callers who had met the scholarship students spent twice as long on the phone as the fundraisers who had not met any students. They accomplished far more, bringing in an average of 171 percent more money.

What made the difference? What, essentially, shifted the task of making cold calls from one people didn't enjoy to one that they *did* enjoy? A shift in the callers' beliefs about the meaning of their work for other people, and an increased sense of their purpose, value, and impact. So **find out what value your work has for other people**. How are you making *their* lives or jobs better?

#### Voila!

You've just Marie Kondo-ed your task list! Everything left on it at this point is now the stuff you actually want to do, the tasks that "spark joy." If you're like my client who doesn't need to keep a list of the things she wants to do, you no longer need to keep a to-do list -- you just need to remember to delete, delegate or transform the things you don't want to do.

#### TACTIC NO. 3

#### Finally, Master the Art of "Giving Good No"

This is your master plan for not reloading your newly weeded and organized task list with a bunch of stuff you dread. One of my mottos is to "say no strategically" so that I can "say yes with abandon" (see my manifesto at the end of this document).

If you are anything like me, you are probably both blessed and cursed with zillions of invitations. Here are some that are in my email right now: Can you meet me for coffee to help me with my book proposal? Will you bring a snack to the end-of-season party on Friday? Are you coming to our housewarming party? Can you help with my son's college applications? Do you want to take the kids to hike the Monterey Peninsula Trail with the cousins next weekend?

As much as I'd like to do all of these things, I can't. When I take on everything that comes my way, I find that I start staying up late in order to get everything done. And then, tired, I start pressing snooze instead of meditating in the morning. Before I know it, I'm too tired to exercise, too, something that is essential for my wellbeing

It's a slippery slope that starts with me taking care of other people's needs at the expense of my own, and ends with me being too tired (and sometimes sick) to take care of

anybody's needs, my own included (much less do anything fun, like go to a party). Perhaps this is obvious, but just to spell it out: When we get sick and tired, we have a hard time feeling happy, and a hard time fulfilling our potential, both at home and at work.

But saying "no" can be really hard—I hate making people feel bad for even asking. It takes practice to say no in a way that doesn't offend people, much less to say it in a way that makes folks feel happy they asked. Giving no that good takes practice. Here is my three-step plan.

#### Step 1: Prepare yourself to say "No."

It is much easier to say no to an invitation when we have a concrete reason for doing so— a way to justify our refusal beyond the vague notion that we should avoid the commitment in question.

This means that we need to create the reason for saying no before we need it—we need a decision making structure, or "rules" to guide us so that we don't have to agonize over every invitation.

For example, one rule I have for myself is that I don't go out more than two nights in a given week, because I know that when I do this, I get cranky, tired, and run down. So if someone asks me about a third evening one week, I have the structure I need to tell them

I'm not available (but thank you for asking!). Similarly, I only meet people during the workday for lunch one time per week, and I only do one media interview a day.

In addition to making rules for myself, I block out time on my calendar for things like "Think Work" and "Action Items," as discussed above. We need to create the reason for saying no before we need it.

There are literally appointments on my calendar detailing what I'll be writing and when, exercising, spending time with my children, and for tackling administrative tasks. This means that a lot of time on my calendar is blocked out, which can be really annoying to people who are trying to make an appointment with me. At the same time, however, blocking time out for the things I need to do to feel calm makes it totally clear to me when I'm just not available. This makes it much easier to give good no.

Finally, if I'm available to do something, I don't say yes before asking myself a very important question: Do I want to do this thing, or is it that I feel I "should" do it? Will saying yes bring me joy or meaning? Or will I feel dread or regret when this particular event or task rolls around? I've learned to notice when I'm glad I said "yes;" it has helped me realize how much happiness I get from helping other people. (I always try to help my friends' children with their college applications, for example. So fun.)

One of the joys of middle age is that I now feel confident that if I do only the things that I really feel compelled to do (rather than the things I used to do because I thought I "should" do), I end up contributing more. If I find myself considering an invitation because I'm worried about what other people think of me, or because I think it will "look good on my resume," I just say no.

#### Step 2: Say no.

I've found it incredibly helpful to have go-to ways to just say no. I mostly use Renee Trudeau's "I'm already booked" strategy (see below), because that is most often the reason I can't do something. Here are some other tactics—21, count 'em!—that work for me:

- Vague but effective: "Thank you for asking, but that isn't going to work out for me."
- It's not personal: "Thank you for asking, but I'm not doing any interviews while I'm writing my book."
- Ask me later: "I want to do that, but I'm not available until April. Will you ask me again then?"
- 4 Let me hook you up: "I can't do it, but I'll bet Shelly can. I'll ask her for you."
- Keep trying: "None of those dates work for me, but I would love to see you. Send me some more dates."
- Try me last minute: "I can't put anything else on my calendar this month, but I'd love to do that with you sometime. Will you call me right before you go again?"

- **Gratitude:** "Thank you so much for your enthusiasm and support! I'm sorry I'm not able to help you at this time."
- Give Dad a chance: "You know, I feel like moms are always getting to do the parties at school. Let's ask Dad if he wants to help this year."
- 5-minute favor: "I can't speak at your event, but I will help you promote it on my blog."

I also asked my friends Renee Trudeau and Katrina Alcorn—two people who've honed their ability to say no well—for their favorite go-to ways to say no. Here are Renee's favorite ways:<sup>2</sup>

- Just No: "Thanks, I'll have to pass on that." (Say it, then shut up.)
- Gracious: "I really appreciate you asking me, but my time is already committed."
- 1'm Sorry: "I wish I could, but it's just not going to work right now."
- It's Someone Else's Decision: "I promised my coach (therapist, husband, etc.) I wouldn't take on any more projects right now. I'm working on creating more balance in my life."
- My Family is the Reason: "Thanks so much for the invite, that's the day of my son's soccer game, and I never miss those."
- I Know Someone Else: "I just don't have time right now. Let me recommend someone who may be able to help you."
- 16 I'm Already Booked: "I appreciate you thinking of me, but I'm afraid I'm already booked that day."
- Setting Boundaries: "Let me tell you what I can do..." Then limit the commitment to what will be comfortable for you.

 $<sup>^2</sup>$  Renee's list is from her book *The Mother's Guide to Self-Renewal*.

Not No, But Not Yes: "Let me think about it, and I'll get back to you."

And here are the additional ways that Katrina most often says no:

- Say nothing: "Not all requests require an answer. It feels rude to ignore a request, but sometimes it's the best way for everyone to save face."
- Let it all hang out: "Recently my daughter got injured in gym class. It was a week of visits to the ER, the concussion clinic, specialists, etc. I decided to just tell people what was going on, which sort of shut down the requests for a bit."
- I'm "maxed out": "We need a 'safety word' for saying no—an easy way to tell people that we can't/won't do the thing they are requesting, but that it's not personal. One convenient thing about authoring a book called *Maxed Out* is that now I can say 'I'm maxed out' and people who are familiar with the book know I'm asking them to respect that I'm taking care of myself, and that I also respect their need to take care of themselves."

#### Step 3: Don't look back.

<u>Plenty of research</u> suggests that when we make a decision in a way that allows us to change our minds later, we tend to be a lot less happy with the decisions that we make. So once we decline an invitation, we need to make an effort to focus on the good that will come from saying no, not the regret or guilt we feel about turning down an offer. Perhaps we will be better rested because we didn't go to a party, or we'll feel less resentful because we let someone else help out. Maybe saying no to one thing frees up time for another (more joyful) activity. Whatever the case may be, focus on the positive outcome of your effort to give good no.

Because that is what all this saying no is really about: Allowing ourselves to really enjoy what we are doing in the moment, whatever that might be.



This method for organizing your to-do list—and your time—will allow you to accomplish much more of what matters most to you in three ways:

- You'll regain time you would have spent on things that just aren't a priority for you, that you didn't need to do anyway, on the things that you've now delegated, and on the things that you would have said "yes" to even though you wanted to say no. This alone buys most people three to five hours per week.
- You'll gain back the intelligence, sanity, and willpower you'd otherwise lose by feeling overwhelmed—and this will make you more efficient. When we think about what we need to do in a given day and then immediately feel overwhelmed just at the thought of it, we tip into what neuroscientists call "cognitive overload." This state of feeling overwhelmed impairs our ability to think creatively, to plan, organize, innovate, solve problems, make decisions, resist temptations, learn new things easily, speak fluently, remember important social information (like the name of our boss's daughter, or our daughter's boss), and control our emotions. In other words, it impairs basically everything we need to do in a given day. Removing this impairment saves time AND makes us happier and more successful.
- You'll be able to do far more in less time (and higher quality work, at that) simply because you'll be able to move efficiently through your tasks one at a time, knowing exactly what to work on and when.

When we organize our tasks by what we value, we allow ourselves to start running our lives more by our heart than by our schedules, and this, writes fellow sociologist and master coach <u>Martha Beck</u>, "is the only method that is efficient enough to help us get everything done that we need to do."



I t's time to regain your time, attention, and energy from the email machine. I have a full and rewarding career, and four teenagers who go to four different schools. I couldn't have the life I do without email. I am certain of this.

But email is also a disaster. It's mostly a giant to-do list that other people create for you—people (and companies) who don't know and probably don't give a damn about your highest priorities or the other things you're hoping to get done today.

This is why I aim to spend 45 minutes or less a day reading and responding to emails. This frees up hours and hours to do my most important work, and to do the things that I value the most, like hang out with my children and work on my paintings.

There are real challenges to managing the amount of time we spend on email, mostly because email is so satisfying and stimulating and easy to check constantly. It can feel enormously gratifying to delete emails in rapid succession. Checking email excites our brain, providing the novelty and stimulation it adores. In fact, our brains will tell us that we are being more productive when we are checking our messages than when we are disconnected from email and actually focusing on something important.

But checking is not the same as working. While it certainly feels productive to check email, **constantly checking actually reduces our productivity**. All that checking interrupts us from accomplishing our more vital work; once we are deep in

concentration, each derailment costs us nearly a half an hour—that's the <u>average</u> <u>amount</u> of time it takes to get back on track once we've been interrupted (or we've interrupted ourselves by looking at email).

This point is worth lingering on: how productive we *are* does not correlate well with how productive we *feel*. Checking our email a lot feels productive because our brains are so stimulated when we are doing it. But it isn't actually productive: One Stanford study showed that while media multitaskers tended to perceive themselves as performing better on their tasks, they actually tended to perform worse on every measure the researchers studied.

I don't mean to suggest that email is not a powerful or efficient tool. But like most tools, its value depends on how we use it.

To make email a more powerful and efficient tool, I suggest three main strategies.

- First, make compulsively checking email much less gratifying.
- 2 Second, make checking email on a planned, set schedule much *more* gratifying.
- Finally, and most obviously, reduce the amount of time it takes to read and respond to email.

## Here's how to spend dramatically less time on your email each day:

1 Set up three different email accounts.

I've experimented with a lot of different ways to do this, and while I do like a lot of the features of Google's Inbox, it doesn't go far enough, so trust me on this one.

• You need a **work** account, only for email directed to you. No bulk email subscriptions, notifications, etc., will go to this account. If you are a stay-at-home parent or a student, or if you are retired or unemployed, you can skip this one.

- You need a **personal** account, where your friends and family can email you. Have personal notifications from kids' schools and invitations go here, for example, but not stuff that you want to read but will never need to respond to.
- Finally, and this is critical, you need a **bulk** account, where all of your subscriptions and newsletters go. This is the **only** email address you should ever give to a company or organization. This is also where you should send ALL your social media notifications. (This is a good account to use with Google Inbox, because it will sort this email into things you want to read, and stuff like receipts.)

You've now got a work inbox that contains only messages you need to read and respond to when you are working. You can check your personal email when you get home, and you can set aside time to read all the interesting stuff that comes into your bulk account when you aren't trying to get your more important work done.

#### 2 Relentlessly unsubscribe.

I mean it: Any newsletter or publication that you haven't read and found interesting in the past three months gets deep-sixed. Marie Kondo the heck out of your email inbox: If a subscription doesn't spark joy, unsubscribe. Just do it.

For most people, this is so much harder than it sounds, because of their FOMO (fear of missing out). Businesses rely on your FOMO to get their promotions in your hot little hands. Remember that every coupon is available with a quick Google search. So is every event calendar. And every blog post. Unsubscribe, unsubscribe, unsubscribe.

#### Redesign how you schedule meetings and calls via email.

This is especially true if there is a lot of back-and-forth in your email related to calendar items. Do your best to eliminate email correspondence related to "finding a time to..." I use <u>Acuity Scheduling</u> for everything work-related: calls, client meetings, media interviews, office hours, etc. I use the "meet" feature on <u>Sunrise Calendar</u> for personal stuff.

4 Schedule the time you will spend on email.

This is such an important step that I've broken it down further into three substeps. I know that this is a little confusing, and for some people, it will be a little overwhelming. Hang in there. DO NOT SKIP THIS SECTION. This is the most important part.

## **Step 1:** Decide what to do instead of checking constantly.

If you are going to spend less time monitoring your email, what would be more productive or joyful for you? My clients often want to spend more time doing focused, intelligent, creative work during the day, and more time relaxing, exercising, and hanging out with their families before and after work. If you haven't done this already, actually block off time on your calendar for stuff like "Read with hubby" or "Do focused writing/thinking."

## **Step 2:** Schedule two or three specific times to check your email during the day.

I check my email first thing in the morning, and again in the late afternoon. Here is the key: Block off enough time to get all the way to the bottom of your inbox in one way or another. If you need two hours a day to deal with your email, fine, but make sure you've set aside two specific hours daily. If you need a half hour, schedule a half hour. If you need three hour-long blocks of time, schedule those. You get the picture.

#### Step 3: Turn off all your alerts.

Unless you are actively checking your email, you don't need to know what communication is coming in because you'll be devoting your full attention to something else. So turn off all notifications on your desktop, laptop, tablet, and smartphone. Vibrate counts; turn it off. Now do this for your text messages and all of your social media feeds. Breathe.

(Note: Even if, through the strength of your ironclad will, you are able to resist reading an email that comes in, if you see or hear or feel a message notification,

your brain has still been <u>interrupted</u> by that alert. Even a millisecond attention hijack like this will make you less focused, less able to resist other temptations, and more irritable.)

6 Get to inbox zero every single day.

The first day you do this, you may have so many emails in your inbox that you need to declare <u>email bankruptcy</u>, or you may need to move ALL of the emails in your inbox to a folder to deal with at a later date.

When you are in your scheduled time to read and respond to your email, respond to them all in one standard way or another. If a particular email is going to take more than five minutes to read and respond to, put it in a folder ("to do this week") and add whatever it entails to your task list.

Take your work email account off your home or personal computer and your phone.

This is the truth: You can't efficiently respond to email from your phone; you can only monitor what is coming in. And this will keep you from being present wherever you are, and it will prevent you from doing whatever else you are supposed to be doing.

You are now a *strategic* email checker. You will respond thoughtfully and thoroughly to your emails during one of your *designated* email times. This will not hurt you at work; it will improve the quality of both the emails you compose and those you respond to.

7 Take your personal email and your bulk reading accounts off your work computer.

The first time I checked my work email after doing this, I mostly felt disappointed. It was so much less stimulating. There was nothing in my inbox that I could just quickly delete, and nothing fun and stimulating (<u>like this Pure Wow article</u>) that I could read in two seconds.

This disappointment is super important, because it started to decrease my deep and persistent desire to check constantly. And another great thing happened: I got to the bottom of my inbox! I replied to everything, the same day I received it! How awesome! And satisfying! This accomplishment was so inherently rewarding that it started to reinforce my new, more strategic, email checking habit.



Taking your life back from email can be *hard*. If you need help with this, please join us for this webinar where I will talk you through this email-management method (and answer your questions).



oes work weigh on you all weekend? Do you suffer from SNA (Sunday Night Anxiety, pronounced "snaw")? Do you end your weekends more exhausted than you started? If so, I have good news for you: You're about to have the best weekend you've had in a long time.

In today's hyperbusy world, most people don't take real breaks. "We are poisoned by the hypnotic belief," writes Wayne Muller in his inspirational book *Sabbath*, "that good things come only through unceasing determination and tireless effort—and so we can never truly rest."

It is a myth that we'll only succeed through unceasing determination and tireless effort, of course. Olympic athletes must rest if they get hurt. Fruit trees forced to produce for more than one season lose their ability to bear fruit. And working parents can slowly develop sleep debt so deep and burnout so profound that we are left <u>too exhausted to function</u>.

Here's how to recover time by taking a break.

## TACKLE YOUR CHORES

First, deal with your unpleasant weekend tasks or chores the same way you deal with things you dread on your task list.

- Decide not to do a particular chore. Do you really need to change your sheets, or make another trip to Target? If you can skip something, skip it.
- Get someone else to do chores you don't enjoy *for you*. Can you do a trade? If you like grocery shopping but hate laundry, for example, can you shop for your spouse, roommate, neighbor, or child—and let them handle your laundry for you?
- Make the chore fun in some way. Pair it with an activity, or a person, that you enjoy. I like grocery shopping most when I do it with my husband. I don't mind folding laundry if I can watch Netflix while doing it. I love (yes, *love*) picking up the house and cleaning out closets while listening to audiobooks.

Chores are a part of most weekends for most people, and they can definitely be a part of your optimized weekend. Once you plan for them in one of the three ways above, **schedule a limited amount of time to get them done**. Research shows that when we limit the time we have to accomplish something, we are *much* more efficient. That way, you can make sure that the vast majority of your optimized weekend is chore—and to-do list—free.

## DO A DIGITAL DETOX

Next, set yourself up to unplug entirely one day per week. This is a biggie, and for many people, it's a tough pill to swallow... But in order to reset yourself completely, you'll need to fully unplug for at least one day per week. Here's why this will make you happier (in addition to giving you hours and hours to do the things that bring meaning to your life):

- Detoxing from social media and digital information promotes overall well-being and mental health. Social media use is associated with <u>narcissism</u>, <u>depression</u>, <u>loneliness</u>, <u>and other negative feelings like anger</u>, <u>envy</u>, <u>misery</u>, <u>and frustration</u>. So it's hardly surprising that taking a break for a few days can improve our mood and overall happiness.
- Your sleep will become more <u>restorative</u>, and sleep improves everything from health and happiness to performance and productivity. Physiologically, you'll have an easier time sleeping because the low-energy blue light emitted by our tablets and smartphones stimulates chemical messengers in our brains that make us more alert, and suppresses others (like melatonin) that help us fall asleep. In addition, you'll have an easier time sleeping because you won't be exciting your brain with new or stimulating information right before bedtime. Social media, messages, and email can easily trigger the release of adrenalin, which makes it nearly impossible to fall asleep quickly. And needless to say, the less time it takes you to fall asleep at night, the more time you'll have in the morning.
- Bonus: You'll feel less lonely and more connected, and feeling connected is the best predictor of happiness that we have. Though we think social media makes us feel more connected to others, ironically, it can also make us feel quite alone. Seeing friends and acquaintances post about how happy they are can actually trigger feelings of misery and loneliness, research shows.

The benefits of unplugging from time to time are clearly enormous. But if unplugging isn't undertaken properly, people often experience withdrawal symptoms, like feelings of agitation, guilt, and a compulsive and distracting desire to check our phones.

Here's how to unplug in a way that will lead to the best weekend EVER.

#### Step 1: Make a no-excuses plan for your day unplugged.

• Tell your friends, family, and coworkers that you're doing a little digital detox over the weekend. That way, when you don't respond to their messages, they will know it isn't personal. (If they aren't supportive, ignore them—unplugging is threatening for the technology addicted.

- Give people a way to get ahold of you, if need be. This is more for you than for them, so *you* don't worry about what emergency you are missing out on.
- Ask your friends and family to hold you accountable. Give them permission to openly ridicule you for posting on social media or messaging them in any way, including email. (Consider this a form of crowd-sourced willpower.)
- Make specific plans for your day unplugged (see suggestions below).
- Break out your analog tools, so that you aren't tempted to turn your phone on. Print out paper maps, find your camera, set an old-school alarm clock, etc. Print out a list of phone numbers you may need (use of landline phones for actual conversations are fine during a detox, in my opinion). Check a book out of the library or visit your local bookstore so that you have a printed book to read. Figure out how to listen to your music without accessing a device or the internet (we have an old iPod that does the trick in our household). In other words, eliminate any need for your devices.

#### Step 2: Hide the candy.

Even if you have stronger-than-average willpower, you will not be able to unplug from technology through the sheer force of your ironclad will. You are going to need to make it very, very inconvenient to plug back in. Trust me on this one—although the steps below may seem extreme, they are 100% necessary.

- 1 Let your device and computer batteries run out.
- Put your devices and computers away, where you can't see them or reach them easily. Without their chargers.
- Now put all the chargers in a totally different place. We are trying to make plugging in as inconvenient as possible. If you think you are going to be tempted, give the chargers to someone else to hide.

This is obviously an "out of sight, out of mind" tactic. Think of it this way: If you were trying to eat less candy, would you carry a bowl of it around with you? Would you put it on your nightstand and reach into it first thing in the morning? And then carry it with you

to the bathroom to eat while you are on the toilet? And then set it next to you while you try to eat a healthy breakfast? And then put it on your dashboard? I didn't think so.

#### Step 3: Treat your withdrawal symptoms.

Going unplugged for one day over the weekend will send many people into withdrawal. They will literally experience jitters, anxiety, and discomfort akin to physical pain.

I'm endlessly fascinated by a series of studies led by Tim Wilson where research subjects were put alone in a room, with nothing to do. No devices, no windows, no technology for stimulus. The researchers describe their work:

"In 11 studies, we found that participants typically did not enjoy spending 6 to 15 minutes in a room by themselves with nothing to do but think, that they enjoyed doing mundane external activities much more, and that many preferred to administer electric shocks to themselves instead of being left alone with their thoughts. Most people seem to prefer to be doing something rather than nothing, even if that something is negative."

You read that right: Many people (67 percent of men and 25 percent of women, to be exact) actually gave themselves painful electric shocks instead of just sitting there doing

nothing—after they had indicated to the researchers that they would pay money NOT to be shocked again. One guy shocked himself 190 times in 15 minutes.

Unplugging is like a detox because the symptoms we experience when we stop checking our phones compulsively are uncomfortable; many people would rather receive a painful electric shock than stand the pain of not checking, of not being "productive."

Most people seem to prefer to be doing something rather than nothing, even if that something is negative.

If you were in rehab for Opioid addiction, they'd give you medication (like Methadone) to ease the pain.

So if you need rehab, here's how to invent your own methadone. The idea is to do something *naturally rewarding* for your brain to ease the boredom, anxiety, and general twitchiness that tends to descend upon us when we unplug from technology.

#### Here are some ideas:

- Make plans to do something new and exciting. It's better not to go cold-turkey on all the novelty-seeking brain activity that comes with checking email and social media feeds. Find some old-fashioned sources of stimulation.
- Let the detox work it's magic: At times, really settle into the stillness. When you are standing in line at the grocery store, for example, you'll just be standing there, staring into space. This may be uncomfortable at first. Resist the temptation to numb this discomfort by eating, say, that whole box of cookies you've got in your cart.

#### Why?

When we numb unpleasant feelings, we numb *everything* that we are feeling. So to honestly feel the positive things in life—to truly feel love, or joy, or profound gratitude—we must also let ourselves feel fear, and grief, and frustration. Trust me on this one, there are a lot of benefits to feeling your feels, even if they aren't pleasant.

So if you are feeling anxious or excited or bored, let yourself FEEL that emotion. Where in your body does it live? Is it in the pit of your stomach? In your throat? What, really, does it feel like? Does it have a shape, or a texture, or a color?

Whether you are experiencing stillness or doing something stimulating, practice being really, really present—or what the famous Harvard psychologist Ellen Langer termed "mindful" more than 25 years ago. To Langer, mindfulness is the "simple act of actively noticing things," and she's shown that it results in increased health, intelligence, and happiness. So wherever you are, whatever you are doing, look around and really notice things: What is *different* in your environment? In the people you are with? In your own physical or emotional state?

Pretend you're about to move out of town, and spend the day seeing the friends you'll miss the most, in your favorite places. This is an ingenious suggestion from psychologist Sonja Lyubomirsky, author of *The How of Happiness*.

Lyubomirsky and her colleagues tested the pretend-you're-moving tactic by asking research subjects to imagine that they were moving in a month, and to spend their weekend accordingly. Participants "were happier and more appreciative of the people and places around them than those who were just told to keep track of what they did each day," according to writer Emma Haak. Lyubomirsky explained: "They savored their time more when it felt finite."

Connect in REAL life with as many people as you can. This is important enough to say again: our positive relationships with other people are KEY to our happiness, and feeling connected is critical for your optimized weekend.

Even if you are an introvert, reach out to people around you. This can mean making plans to spend time with your friends and family, but it doesn't need to be all weekend. And connecting with others is also about making an effort to interact with people you randomly come across throughout the weekend. Maybe it's the checker at the grocery store, the barista at your local cafe, or a stranger you pass on the street. Research shows that short, simple encounters—even if they're with someone you may not see again—can make you feel connected to the broader community around you.



Unplugging can be daunting, for sure, but millions of people spend their weekends multitasking, overworking, and compulsively checking their phones so much that they fail to enjoy the life that they've worked so hard to create. I'm glad that you won't be among them this weekend!

#### YOUR TIME FAMINE IS OVER

Use these three strategies consistently—(1) only do the tasks you want to do, (2) take your life back from email, and (3) optimize your weekend—and you will gain an extra 10 hour workday each week, maybe more.

So what will you do when you have more time? What do you dream of? Those things *are possible now*. As productivity expert Michael Hyatt writes:

"Reality and Possibility are like two horses in a harness. One can't run in front of the other very far. They have to go in tandem. When we get a sense of what's possible, it doesn't take long for reality to match the pace. And reality can speed up our sense of the possible as well."

This plan sets forth the possibility that you could have one more day per week to do all the things that you really want to do. Now go make it a reality!



#### STRATEGY NO. 1

#### ONLY DO THE TASKS YOU WANT TO DO

Most people waste hours and hours each week doing things they dread because they think they "should" do them, because they think they "have to" do them, or because they are trying to please others or improve their social status. These task items crowd out more meaningful ways to spend our time.

#### First, Upgrade Your Task List

Great to-do lists allow you to focus on your highest priorities and your most important work.

- Step 1: Decide on your Top Five Priorities. Not just at work, but in your life.
- Step 2: Organize your tasks under these categories.
- **Step 3:** Mark tasks that require focus as "Think Work" and quick tasks as "Action Items."
- **Step 4:** Schedule time on your calendar for both things.
- **Step 5:** Strategically organize your to-do list both weekly and daily.

#### Now, Shorten Your To-do List. By a lot.

- Step 1: Highlight all the items on your to-do list that you dread doing.
- Step 2: Delete or delegate as many highlighted items as you possibly can.
- **Step 3:** Transform anything left on your list that is highlighted into something that you actually want to do.

#### Finally, Master the Art of "Giving Good No"

**Step 1:** Prepare yourself to say "No." It will be much easier to say no when you have a concrete reason for doing so.

Step 2: Say no. Pick a few go-to ways to do it, and rehearse them.

**Step 3:** Don't look back. Once you decline an invitation, make an effort to focus on the good that will come from saying no, not the regret or guilt you feel about turning down an offer.



#### STRATEGY NO. 2

#### TAKE YOUR LIFE BACK FROM EMAIL

Checking email is not the same as working. While it certainly feels productive to check email, constantly checking slows us down and interrupts our more vital work. Once we are deep in concentration, each email derailment costs us nearly a half an hour.

## Here's how to spend dramatically less time on your email each day:

- Set up three different email accounts. You need a work account, only for email directed to you; a personal account, where your friends and family can email you; and, critically, a bulk account, where all of your subscriptions and newsletters go.
- Relentlessly unsubscribe. Any newsletter or publication that you haven't read and found interesting in the past three months gets deep-sixed.

- Redesign how you schedule meetings and calls via email. Consider not using email for these things any more—use a tool designed for scheduling instead.
- 4 Schedule the time you will spend on email.
  - Decide what to do instead of checking constantly.
  - Schedule two or three specific times to check your email during the day.
  - Turn off all your alerts.
- Get to inbox zero every single day. When you are in your scheduled time to read and respond to your email, respond to them all in one standard way or another. If a particular email is going to take more than five minutes to read and respond to, put it in a folder ("to do this week") and add whatever it entails to your task list.
- 6 Take your work email account off your personal computer and your phone.
- 7 Take your *personal* email and your *bulk* reading accounts off your work computer.



STRATEGY NO. 3

#### OPTIMIZE YOUR WEEKEND

Recover hours and hours by using your weekends to take a real break. Disconnecting from technology frees up a lot of time; moreover, it helps us reconnect with who we really are, what is truly important to us, and what really makes us happy.

#### Tactic No. 1: Tackle Your Chores

- Decide not to do a particular chore.
- Get someone else to do chores you don't enjoy *for you*.
- Make the chore fun in some way.
- Schedule a limited amount of time to get chores done.

#### Tactic No. 2: Do a Digital Detox

#### Step 1: Make a no-excuses plan for your day unplugged.

- Ask your friends and family to hold you accountable.
- Give people a way to get ahold of you, if need be.
- Break out your analog tools, so that you aren't tempted to turn your phone on. Print out paper maps, find your camera, etc.

#### Step 2: Hide the candy.

- Let your smartphone, tablet, and computer batteries run out.
- Put all your devices away, where you can't see them or reach them easily.
- Put all of their chargers in a totally different place.

#### Step 3: Ease withdrawal symptoms.

- Make plans to do something new and exciting.
- Let yourself feel what you feel, even if you are anxious or bored.
- Practice being mindful (or "present"). Actively notice what is going on around—and inside—of you.
- Pretend you're about to move out of town, and spend the day seeing the friends you'll miss the most, in your favorite places.
- Connect in REAL life with as many people as you can.

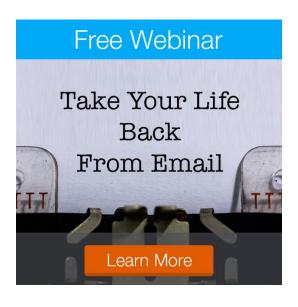
## Do you feel like you need more support with any of these strategies?





#### for MORE GREAT RESOURCES!

I think you'll especially like these free webinars:





And I hope you'll check out my latest eCourse, <u>The Science of Finding Flow</u>. In 9 self-paced units, I show you how to optimize your brain so that you can allow your most joyful, productive, energetic, and successful self to emerge. I'll teach you how to be happy while accomplishing your goals—and while still having energy left over for the things you want to do.

LIFE MIGHT BE SHORT, OR IT MIGHT BE LONG. EITHER WAY L" | " | L R 10 F | V ] Let Lourself Feel What You Feel. APOLOGIZE. IF YOU ARE TIRED, REST. ARISTA TF YOU FFFL BETTER-THAN-NOTHING ∕SAY YES WITH OVERWHELMED PIAN ABANDON CHECKING YOUR the Phone & SAY NO IF YOU CAN'T SRAILGICALLY A PROBLEM, Take A Walk. Remember When You've Been YOU WON'T NEED SO MUCH WILLPOWER WORRY ISN'T LEGITIMATF THAT WAY UNDERSTAND THAT HAPPINESS IS ONLY THE CART; LOVE IS THE HORSE your T LOOK FOR OPPORTUNITIES TO SHOW MISTAKES COMPASSION GENEROSITY FORGIVE YOURSELF, AGAIN.

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