



# Getting the most from Time Maximizer

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## **1. The Big Picture**

### **1.1. Maximizing your effectiveness**

You can maximize your effectiveness by ensuring that you spend time, your only truly scarce resource, on important activities that contribute to your long-term goals.

- Time is the only truly scarce resource. Money can be earned to replace money spent. Once spent, time cannot be replaced.
- By definition, important activities contribute to your goals, and are thus where you should focus your attention. However, many people often spend time on activities just because they are urgent, even though they are not important.
- Your long-term goals may relate to health or wealth, to work, to your family, or to the other roles that you lead in your life. Your goals need to have target dates associated with them to be meaningful and motivational.

Time Maximizer will help you maximize your effectiveness by enabling you to better understand how much of your time you are spending on important activities. Once you understand how you are spending your time presently, you will be in a better position to take steps to improve the way you spend your time in the future.

- ✓ Make the most of time, your only scarce resource.
- ✓ Maximize your effectiveness.
- ✓ More time spent on important activities, and less time on unimportant activities.
- ✓ Greater sense of accomplishment at the end of every day.
- ✓ Achievement of your long-term goals.

### **1.2. Defining long-term goals**

You can maximize your effectiveness by ensuring that you spend time on important activities that contribute to your long-term goals. For us to maximize our effectiveness, it is therefore imperative that we clearly define our long-term goals first.

We may wish to define long-term goals around each of the major roles that we lead in our lives, for example Self/Personal, Partner, Family, Friends, Work/Career, and Hobbies/Activities. We may also wish to define goals relating to Health, Wealth, and to Intellectual and Spiritual achievement. There are many techniques that can be used to help define long-term goals. Two of the more popular:

- For each of the roles that you lead, ask 'What memories do I want to have in my old age?' and 'In this role, what would it take to make me really happy?' Close your eyes, and imagine what this happiness will feel like.
- Imagine yourself listening to family, friends, and colleagues paying tributes to you at your funeral. What would you want them to be saying about you?

As you will wish to measure your progress towards achieving long-term goals, it is important that they are specific, measurable, and have a timeframe associated with them. You should break major goals down into bite-sized 'sub-goals' in order to give you some shorter-term goals to work towards. Some goals may also require you to draw up a financial budget that you will need to manage to (for example, you may wish to have gained a private pilot's license by the age of 50).



Defining long-term goals is best achieved over a period of weeks, with time for consideration, analysis, prioritization, and discussion with those people that the goals may relate to. It is also important that you review and refine your long-term goals on a regular basis, as your needs and desires will likely change over time.

Once you have defined your long-term goals, though, you will be able to easily determine what is important and what is not when you are considering how best to spend your time.

### **1.3. Planning and prioritizing**

You can maximize your effectiveness by ensuring that you spend time on important activities that contribute to your long-term goals. It follows that one of the most important things you can spend your time doing is managing the way you spend your time. This involves activities like planning, prioritizing, measuring, and reviewing.

- With the aid of Time Maximizer, you should plan to spend perhaps one hour at the end of each week reviewing how you spent your time during the week just past. What proportion of your available time did you spend on Important activities? Were more of these activities Not Urgent than Urgent? How much of your time did you spend on activities that were neither important nor urgent? How did the way you chose to spend Work time compare to your use of Personal time? Were the results from last week different from the week before, or the four weeks before?
- Once you have an understanding of the overall picture, you may choose to delve into Review Compiled DateBook and ToDo to see what particular activities were driving the results you have reviewed. This will give you an even greater understanding of how you spend your time.
- With this knowledge and understanding, you will be in a position to better plan how you will spend your time in future weeks. You should firm-up your plan for the following week, and make plans that are more tentative for the weeks after that. Of course, you might have regular activities that you can plan for a long way into the future.
- Be realistic about how long things will take, and leave some time (perhaps 25% -33% of your total non-sleep time) for unexpected activities or interruptions. If there are specific times when you actually expect to be interrupted, schedule some simple routine tasks.
- As you go through this planning process, ask yourself whether you are spending time on important activities, and whether the time you have allocated to an activity is appropriate given its importance. Are there things that you don't need to do, or you can delegate, or combine with another activity to save time because they require similar skills?
- When you have completed your plan for next week, spend 5-10 minutes reviewing your long-term goals. Is what you have planned for next week consistent with these goals? Are you spending a lot of time on activities that are not aligned with your long-term goals? Conversely, do you have any long-term goals that are being ignored in next week's plan?
- As you then go through the week, spend a few minutes each morning reviewing your planned activities for the day. With more up to date knowledge, you may want to juggle some of the activities around... be prepared to be flexible. Resist the temptation to put off planned, important activities just because something else apparently important but in reality just urgent has come up, though.



Some final thoughts on planning how you will spend your time:

- Schedule your priorities, don't prioritize your schedule.
- Plan each week effectively and each day efficiently.
- If you do not plan where you want to go, you are unlikely to get there.

#### **1.4. Importance vs. Urgency**

You can maximize your effectiveness by ensuring that you spend time on important activities that contribute to your long-term goals. It is imperative that you clearly distinguish between importance and urgency – since many people often spend time on activities just because they are urgent, even though they are not important.

- Important activities are 'of great significance or value' – precisely because they contribute to our long-term goals.
- Urgent activities are those 'requiring or compelling immediate action or attention'.

If we are spending time on urgent activities, we are usually being reactive. Time spent on important activities usually means we are being proactive. Of course, importance and urgency are not mutually exclusive. Some important activities will be urgent, while others will not. Moreover, some unimportant activities may be urgent, while others will not be.

Maximizing the time spent on important, non-urgent activities while minimizing the time spent on urgent, important activities and (obviously) non-important activities is the key to increasing your effectiveness.

If I represents time spent on important activities, NI time spent on activities that were not important, and similarly U and NU represent time spent on urgent and non-urgent activities respectively, then:

- In the short-term your objective should be to reduce both {NI,NU} and {NI,U}, and increase {I,NU}.
- Your longer term objectives are to drive {NI,NU} to 0% (if it is not important and not urgent, why are you doing it at all?), to minimize {NI,U}, often by delegating, and to reduce {I,U} given activities in {I,NU} that prevent important activities even becoming urgent.

#### **1.5. Effectiveness vs. Efficiency**

Effectiveness is not the same thing as efficiency.

- Effectiveness means 'having a definite or desired result' – in other words, doing the right things.
- Efficiency means 'productive with the minimum waste of effort or resources' – in other words, doing things right.
- Busy means 'constantly at work; diligent; active'

Performing important activities efficiently will obviously help maximize our use of time, our only truly scarce resource. However, performing unimportant activities constantly, diligently, and efficiently does nothing to help us achieve our long-term goals, and should not be confused with being effective.



## **1.6. Time as a scarce resource**

Time is our only truly scarce resource.

Most women reading this can expect to live to about 85, and most men to about 80. If you are 30 years old now, that means you have only 19,000 days left, give or take a few. And if you are 40 now, you have only 15,500 days left.

You obviously want to make the most of the time you have left, and maximize your effectiveness by spending your time on important activities that contribute to your long-term goals. Take a minute to consider these statistics, though:

- The 1 hour spent commuting to and from work every working day for a year adds up to nearly 500 hours over the course of that year - equivalent to 12 forty hour working weeks.
- The 3 hours you spend cleaning the house every week represents nearly 10 days' worth of non-sleeping time every year, assuming you get 8 hours sleep a day.
- Assuming you do sleep 8 hours a day, you have only 112 hours a week for everything else.

That includes reading this, so we'll leave you with two other observations about time:

- Time is a democratic resource, since everyone has the same amount of it as everyone else. What differs between individuals is how they choose to use it.
- Time is a perishable resource. It is impossible to save it for later. What's the most important thing you could be doing right now?

## **1.7. Time as a valued resource**

While time is our only truly scarce resource, it is frequently under-valued (or not valued at all).

- Calculating the value of your time at work is straightforward. Suppose you earn \$50,000 and work 40 hours a week for 50 weeks a year. Each hour of your time at work is therefore at least \$25. If you were your employer, would you have paid \$25 for your output during each hour of last week? And if you believe that your output each hour was worth \$30, were there other things you could have been doing to produce output worth \$40 an hour?
- It is harder to put a \$ value on your time outside of work. However, the approach above still applies... are you getting the maximum benefit from the time you are spending outside of work, by spending time on important activities that contribute to your long-term goals?

Because time is a scarce resource, each extra hour spent at work is, by definition, one less hour we have to spend on outside interests. Increasingly, people are deciding that they would rather spend that extra hour with their friends and family than be at work... presumably because they are placing a higher value on their non-work time.



## **1.8. Looking back to look forward**

You can maximize your effectiveness by ensuring that you spend time on important activities that contribute to your long-term goals. To enable you to manage and enhance your effectiveness, it is imperative that you have a clear understanding of how you are spending your time presently, and how you have spent it in the past.

Time Maximizer will enable you to understand:

- what proportion of your time was spent on Important activities, and whether more of these activities were Not Urgent or Urgent.
- how much of your time you spent on activities that were urgent but were not important.
- how much of your time you spent on activities that were neither important nor urgent.

You will be able to compare the way you chose to spend Work time and Personal time, and compare results from any past period with any other past period. This will enable you to see easily what changes you have made over time.

You are able to see what activities were driving all these results using the Review Compiled DateBook and ToDo functions of Time Maximizer.

Armed with this information about the past and present, you will be in a great position to take steps to manage your time more effectively in the future, on a continually improving basis.



## **2. Making it Happen - Today**

### **2.1. Long and short-term goals**

In the 'Defining long-term goals' section of 'The Big Picture' we talked about the importance of defining long-term goals around each of the major roles that we lead in our lives. We also talked about the requirement for our goals to be specific, measurable, and have a timeframe associated with them.

Once you have completed your long-term goal setting to your satisfaction, you may wish to break the major goals down into shorter-term goals to work towards. Your short-term goals should obviously also be specific, measurable, and have a target date.

As you move forward and review your long-term goals periodically, you will wish to review your short-term goals on a more regular basis. Developing short-term goals now and on an ongoing basis will have three key benefits:

- The process of setting short-term goals forces you to think about your long-term goals.
- It gives you something important and specific to work towards next week and next month, rather than next year (or next decade).
- As you successfully complete the short-term milestones, you will feel a sense of accomplishment that will spur you on to complete the next milestone.

### **2.2. Making choices**

You can maximize your effectiveness by ensuring that you spend time on important activities that contribute to your long-term goals. Unfortunately, we often end up spending time on activities just because they are urgent, even though they are not important.

In the long-term, and usually also in the short-term, we are able to make choices about how we spend our time. Our objective should be to maximize our use of time, our only truly scarce resource, by making the right choices about how to spend it.

In many aspects of our lives the so-called '80/20 rule' is said to apply. This was originally stated by the economist Vilfredo Pareto, who noted that in many situations 80% of the reward comes from 20% of the effort.

- In other words, 20% of your activities will make 80% of the difference in terms of whether or not you achieve your long-term goals.
- The key to maximizing your effectiveness is therefore to identify those 20% of activities (it should not be too hard), and make sure you make time for them and execute them successfully.

### **2.3. Trying to do too much**

In today's '24 x 7' society, many of us want to have it all... now! As we are usually reliant on others to provide whatever 'it' is, as a society we are putting ourselves under tremendous pressure to continually deliver more with less, in less time. As a result, many of us are working longer hours.

- A recent survey in the UK indicated that over 50% of workers are now working more than 40 hours a week, while only 20% have more than 5 weeks holiday a year.



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- Separate research has shown that after we have worked 60 hours in a week, our performance declines markedly - not only does each extra hour deliver significantly less and less output, but we get more and more stressed.
- Perhaps unsurprisingly, 150,000 people in the UK take at least 1 month off each year with stress-related illness. Comparative data from the USA would probably paint a similar, or worse, picture.

You will maximize your effectiveness by spending time on the important things that contribute to your long-term goals. You will not necessarily maximize your effectiveness by simply being efficient or busy – quality is more important than quantity.

Here are some quick tips on how to avoid trying to do too much, and on how to ensure you make more time in your life for the important things:

- Say 'no' to unimportant activities more often. If the activity is not urgent either, you should not even be considering doing it now. If it is urgent but unimportant, you might try to delegate it, or combine it with another activity to at least save some time.
- Under-promise and over-deliver. You will often find that the deadlines you set for yourself are tighter or more aggressive than others would set for you, or are really required. Set yourself realistic deadlines to achieve your goals, allowing time for unplanned activities or interruptions. Not only will this result in less stress, you will feel a greater sense of accomplishment when you achieve your goal inside the timeframe set.
- Avoid being a perfectionist. Once an important activity has been completed to the required standard, move on to the next one. Do not waste time seeking perfection if it is not required, since you will be better off spending your time on something else.
- Beginning next week, leave work on time once a week, on the same day each week. As you travel to work that day, ask yourself what you need to achieve in order that you will feel happy walking out on time. When you arrive at work, tell everyone you will be leaving on time that day as you have to {insert suitable excuse, preferably one that you can use again next week.} Focus on getting those important things done, and leave on time. Do this for a month, then add a second day of the week. And so on.

### **2.4. Staying healthy**

In the section 'Trying to do too much', we talked about people working longer hours than in the past due to many of us wanting to have it all - now - in today's '24 x 7' society. Interestingly, research in the USA has found that not only are people working longer hours than they were 5 years ago, but that they are also spending more time with their families. As a day now is no longer than a day was 5 years ago, one might conclude that these people are probably sleeping less than they were 5 years ago.

We can maximize our effectiveness by ensuring that we spend time on important activities that contribute to our long-term goals. We are most effective when we spend time on important activities, and undertake them efficiently (i.e., effectiveness first, efficiency second). If we are tired or exhausted, we are less likely to make the right choices about what to spend our time on, and less likely to perform these tasks efficiently.

It follows that it is important we plan time for sleep, relaxation, and staying healthy. Often we don't explicitly plan to spend time on these types of activity. We only put work meetings in our diary, for example. We do not schedule our visits to the gym, but rather tell ourselves we will go 'if we have time'.



The trouble with this approach is that often the unplanned time will be eaten up by unimportant but supposedly urgent tasks, and time spent sitting in your favorite armchair with a good book just never happens. Plan time for sport, recreation, and other relaxing activities. Then make it happen. And don't forget you will benefit from even 2 minutes exercise every hour in the workplace.

Turning our attention to sleep, how much should we have? The consensus from the available research seems to be that most of us need an average of 8 hours a day.

- Work out for yourself how much sleep you need by experimenting with more or less than 8 hours a day over a period of a few weeks.
- Once you have determined how much sleep you need each night on average, plan to get this 5 days each week. Then plan to get more than average one day a week to make up for the other day when you will inevitably get less. Sweet dreams.

## **2.5. Delegation**

You can maximize your effectiveness by ensuring that you spend time on important activities that contribute to your long-term goals. Often you will wish to undertake these important activities yourself, while in other cases you may be better off spending time delegating the tasks to others to complete on your behalf. Further, you will frequently be faced with urgent but unimportant activities. You will usually manage your time most effectively by delegating these tasks also.

Delegation is a very powerful management tool, because it enables you to achieve far more than you ever could on your own. Further, if the process is managed properly (with a proper definition of the goal provided to people able to perform it), it can be very rewarding for those that you delegate to.

Delegation is a tool that can be used effectively at home as well as in more obvious work situations. For example:

- Household chores. Cleaning, mowing the lawn, washing the car, and walking the dog can all be delegated to family, friends, or professionals, either now and again or on a continuous basis.
- Shopping. You can shop online or using a catalog for groceries, clothes, presents, or home office supplies, and effectively pay someone else to collect items from wherever they are and deliver them to your house. If you decide to go the supermarket to select your own produce, you can often delegate the delivering of the groceries to your house to someone else. And if you are shopping for presents, you can often delegate the gift-wrapping.
- Cooking. You can obviously delegate the task of cooking to restaurants or take-aways if you wish.

Whether you are practicing delegation at home or at work, the objective is the same; to get the maximum benefit from the time and/or money that you are spending.

## **2.6. Being more effective at home**

Here are some top tips for being more effective at home:

- Watch less TV.
- Surf the internet less, and only with specific (important) objectives in mind; for example, to shop, to bank, to trade shares, or to read your favorite newspaper.
- Delegate household chores, shopping and cooking when it makes sense.



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- Throw out all the household junk. It only gets in the way.
- File household and personal papers in an orderly manner.
- If you are focused on something and don't want to be interrupted, turn on the answer phone.
- Watch less TV.

Money (or rather a lack of it) can seriously influence our ability to be effective at home (and indeed in our life generally). Worrying about debt can be a real strain and consumes time. Here are some tips for managing your money more effectively:

- Get the credit cards paid off. Once they are cleared, commit to clearing them in full at the end of every month thereafter.
- Prepare a budget that, at least over the medium term, shows more money coming in than going out. Review your actual income and expenditure against your budget at least once a month. Review any unbudgeted expenses critically; was it an expense that could have been avoided, or do you need to re-examine your budget?
- By going through this budget and review process, you will know how much your household bills average each month. Save this amount the month before, ready for when the bill arrives.
- If possible, use internet banking and/or direct debit/credit facilities to manage your household finances simply and efficiently.

### **2.7. Being more effective at work**

Here are some top tips for being more effective at the office:

- Avoid trying to do too much. If you are in the office 14 hours a day, it is unlikely you will be being effective for much of it.
- Say 'no' to unimportant activities. If the activity is urgent but unimportant, delegate it. You may be better off delegating some important activities also.
- Don't waste time in committee meetings or on conference calls if you cannot effectively contribute or learn something. Don't be any less stringent about accepting an appointment in 2 months time than you would be if it were in 2 days time.
- Under-promise and over-deliver. The deadlines you set for yourself will often be more aggressive than others would set for you, and tighter than are really required.
- Avoid being a perfectionist. Once an important activity has been completed to the required standard, move on to the next one.
- Beginning next week, leave work on time once a week, on the same day each week. Do this for a month, then add a second day of the week.
- Control your diary. Don't let people steal all your 'unplanned' time by arranging unimportant meetings with you. Reduce the amount of unplanned time in your diary by explicitly planning time for effective time management tasks, time with loved ones, time for keeping healthy, etc.
- Recognize that you may be at your sharpest first thing in the mornings, or last thing in the evening, or whatever. If so, make sure you plan activities that involve a lot of detailed work for those periods.



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- Once every hour or so have a workout in front of your computer. Breathe in slowly through your nose and exhale through your mouth a few times; roll your shoulders forward and back; turn your head and look over each shoulder; stretch your back by putting your head between your knees; and stretch your arms by holding them straight ahead while bending your wrists back.
- Avoid boredom by breaking large tasks into bite-sized smaller ones, and by doing something different (but important!) in between.
- Manage your manager. If a task has been poorly defined, seek clarification before you start work on it. If your deliverables seem to change randomly, ask for the reasons and next time clarify these and similar points at the beginning of the task.
- Reduce the opportunity for interruptions if you need to stay focused on something. Shut your door, and use your voicemail.
- Don't interrupt yourself by checking for new e-mail every 5 minutes, or getting a coffee in the middle of an important piece of work, or seeing what activities you have scheduled for the remainder of the day or week. Remain focused on the task at hand, so you can devote all your energies to it.
- Utilize technology to full effect... e-mail, voicemail, pagers, answer phones, portable dictaphones and especially Personal Digital Assistants like the one you are using now can all help you manage your time more effectively.
- Handle each piece of paper once. Deal with it, delegate it, or dump it.
- Handle each e-mail once. Deal with it, delegate it, or delete it. Critically review all the e-mails 'cc'ed to you, rather than sent to you directly. If you don't need to receive this information, tell the sender.
- Don't keep adding tasks to your ToDo list with a target completion list of 'today' if you can help it, as it will make you feel a lower sense of achievement when you leave for the day.
- If you are interviewing someone for a job, politely terminate the meeting at the point you decide you are not going to hire them.
- Work in a tidy, ordered environment free from clutter. Eliminate time spent looking for things. Keep the things you need to keep filed in an orderly manner, and throw away everything else.
- If you are unable to undertake important activities while commuting, don't commute to the office when everyone else does. It will take longer.
- Don't go the office. It may be more effective to work from home instead.



## **2.8. Rewarding yourself**

It is important that you reward yourself for the achievement of your goals, however small. Reward yourself in a manner appropriate to the goal that you have accomplished. Share the reward with people that helped you achieve the goal (frequently, your loved ones).

Time is our only truly scarce resource, and for most of us, it is also the most valuable. Hence you may want to reward yourself with time off for fun activities at frequent intervals:

- Do something fun during workday lunchtimes at least once a week.
- Do something fun on the way home from work at least once a week.
- Do something really fun at least once every weekend.
- Take your work vacation, and have some fun. You have earned the right to.
- Think about taking a 6- or 12-month sabbatical sometime in the next 5 years.

Remember, life is not a rehearsal...



### **3. Getting the most from Time Maximizer**

#### **3.1. How to use DateBook and ToDo**

To get the most from Time Maximizer, it is essential that your handheld's DateBook and ToDo databases accurately reflect how you spent your time.

- Time Maximizer references activity data in your handheld's DateBook and ToDo databases. It is very important that your ToDo application is set up to record Completion Dates. To set this up, launch the ToDo application, tap the 'Show' button to display your ToDo preferences, and check the box 'Record Completion Date'.
- It is also important that you do not delete for housekeeping or memory-saving reasons DateBook or ToDo activities using your DateBook and ToDo applications before you have 'compiled' them in Time Maximizer - that is, recorded the activity's importance and urgency, and whether it was of a Work or Personal nature. For a detailed explanation of what compiling is all about, please refer to the appropriate section in 'Getting the most from Time Maximizer'.
- Any time spent on important and/or urgent work and personal activities needs to be reflected in DateBook or ToDo. Any time in your preferences-defined workdays that is not either DownTime or an explicit activity in either DateBook or ToDo will be assumed to have been spent on work activities that were not important and not urgent. Similarly, on non-workdays, unattributed time is assumed to have been spent on personal activities that were not important and not urgent. (For an explanation of what DownTime is all about, please refer to the appropriate section in 'Getting the most from Time Maximizer'). When you report on your effectiveness, you can choose whether to include or ignore the unattributed time that has been assumed to have been spent on activities that were neither important nor urgent.

The bottom line is that what you get out depends on what you put in ... if you are diligent about recording how you spend your time using DateBook and ToDo, and honest with yourself when classifying activities' importance and urgency, you will find Time Maximizer to be an immensely valuable tool.

#### **3.2. Setting your preferences**

When you first use Time Maximizer, or when there is a change to your work circumstances (for example if you start working longer hours, or weekends, on a regular basis), you should set up your Preferences. These are accessible from the Time Maximizer menu.

Preferences that you can set up include:

- What are your normal workdays? (This impacts Time Maximizer calculations, as it drives the classification of 'unattributed' time)
- Which day do you wish to treat as the start of your week? (Time Maximizer's default unit of measurement is weeks)
- When reporting on your effectiveness, which 'DownTime' hours do you not wish to be considered because you are normally asleep? (This impacts Time Maximizer calculations as DownTime is ignored when calculating your effectiveness - however if you schedule an activity during this period it will count towards your effectiveness).



- How many weeks of compiled historical activity data do you want to keep? (This enables you to control the amount of memory your Time Maximizer database requires. The benefit of holding historical activity information is that you can review it and, if desired, change the variables associated with the activities - for example, you may wish to change the importance of an activity a couple of weeks ago to see what effect it has on your reported effectiveness. Data older than the length of time you define here is held in summary form, so you can still report on it even though you cannot review the individual activities).

### **3.3. Compiling your data**

To produce Time Maximizer reports, you have to first compile activity information for the relevant historical period. The purpose of compiling is to capture the following information for each activity that occurred during the period:

- Whether it was a Personal- or Work-related activity;
- With reference to your long-term goals, whether the activity was Important or Not;
- At the time the activity occurred, was it Urgent or Not;
- How long did the activity take, and when did it take place (you are required to input ToDo activities' duration).

Some of this data is captured in DateBook and ToDo. Other data may have been captured in DateBookMax and ToDoMax. You input the remaining data, and 'sign off' your activity information, on the Compile screens.

If you wish to delete an activity from the Time Maximizer database so it is not considered in your calculations, tap the trashcan icon.

Once you have completed all the appropriate information for the set of activities on the screen, tap 'Save' to move to the next set of activities. If you do not wish to compile some or all of the activities on the screen yet, simply tap 'Save' to bring up the next set.

Do not delete activities from DateBook or ToDo before compiling them in Time Maximizer. Once you have compiled the activity, it can be safely deleted from DateBook or ToDo if you wish.

After reviewing reports for a historical period, you may wish to go back and review your compiled information. You can do this using the Review Compiled DateBook and ToDo functions. These screens are analogous to Compile DateBook and Compile ToDo, except that they show only compiled activities rather than only uncompiled activities. Should you wish, you can change an activity's details, or delete it. Any changes will be reflected in reports you subsequently produce.

### **3.4. DateBookMax and ToDoMax**

Time Maximizer has been designed to integrate with your handheld's DateBook and ToDo applications. This has been achieved by designing interfaces that enable you to enter and edit information directly into your handheld's DateBook and ToDo databases in just the same way as you would using the DateBook and ToDo applications themselves. We have called these interfaces DateBookMax and ToDoMax.



DateBookMax and ToDoMax also enable you to capture additional information that will be required when you compile your activity information. These screens allow you to quickly enter the following information about an activity:

- Whether it was a Personal or Work-related activity;
- With reference to your long-term goals, whether the activity was Important or Not;
- At the time the activity occurred, was it Urgent or Not.

Entering this information about an activity using DateBookMax and ToDoMax will not automatically compile it; this can be done only using the Compile screens. However, if you prefer using these familiar interfaces to record the information above, it will mean the compile process is a lot quicker.

### **3.5. What is 'DownTime'**

DownTime is defined using the Preferences screen. It is the time each day when you are normally asleep and (if you wish) when you are normally getting ready for bed and/or getting up. Essentially it is time when you are normally doing something that is neither important nor not important.

DownTime hours are ignored when performing Time Maximizer calculations unless you schedule a DateBook activity during the DownTime period, in which case the activity's Importance and Urgency settings do impact your results. Also, if we find that there are not enough hours in a particular day to fit in all the ToDo activities for that day given the DateBook activities on it, when calculating results we will reduce DownTime to free-up time for those ToDo activities.

### **3.6. How reports are produced**

Time Maximizer allows you to report on your effectiveness in a number of ways.

- You can choose to report on All your activities, or just Personal or Work activities, for a historical period that you define.
- You can choose if you want to compare Personal and Work performance over the same period, or performance relating to the same type of activities (including All activities) over different periods.
- You can choose whether you wish to include in the calculations periods of time that have not been attributed to any specific activity (and which would otherwise be classified as having been spent on activities that were not important and not urgent).
- You can choose whether you wish to have the results reported as a 2x2 matrix or as a bar chart.

Once you have made the appropriate selections from the Reports screen, Time Maximizer checks to see whether all the DateBook and ToDo activities occurring in the period(s) chosen have been compiled. If they have not, you will be advised how many activities are still to be compiled before you view the report.

For a detailed description of the calculations that are performed in order to produce reports, please refer to the section 'Time Maximizer calculations'.



### **3.7. Time Maximizer calculations**

The process to produce Time Maximizer reports is as follows:

1. We analyze your preferences to see which days are normally workdays, and what hours are normally DownTime hours.
2. We consider each day in turn, and identify all the activities that affect that day.
3. We note how you have classified your activities as Work- or Personal-related, Important or Not Important, and Urgent or Not Urgent.
4. If any DateBook activities were scheduled in preferences-defined DownTime, we reduce DownTime for the day.
5. We then add up the amount of time in the day classified as either DownTime or an activity.
  - a) If this amount of time exceeds 24 hours, we reduce DownTime to arrive back at a total of 24 hours.
  - b) If this amount of time is less than 24 hours, we classify unattributed time as Work/Not Important/Not Urgent if it is a preferences-defined workday and Personal/Not Important/Not Urgent if it is not a preferences-defined workday, to arrive back at a total of 24 hours.
6. Finally, we aggregate all this data to enable us to produce the required reports on your effectiveness. If you have indicated that you wish to ignore periods of time that have not been attributed to an activity, we ignore the periods of time that we have inferred were spent on Not Important & Not Urgent activities. Note that DownTime is never included when reporting on your effectiveness.
7. Reports on your effectiveness are then concerned with the relative split of your time between Important & Not Urgent, Important & Urgent, Not Important & Urgent, and Not Important & Not Urgent activities.

### **3.8. Interpreting reports**

You can maximize your effectiveness by ensuring that you spend time on important activities that contribute to your long-term goals. You should therefore review reports on your effectiveness with the following objectives in mind:

- Understand what proportion of your time was spent on Important activities, and whether more of these activities were Not Urgent or Urgent.
- Understand how much of your time you spent on activities that were urgent but were not important.
- Understand how much of your time you spent on activities that were neither important nor urgent.
- Understand how the way you chose to spend Work time differed from Personal time.
- Understand how results from the period in question compared to a past period. This will enable you to see easily what changes you have made over time.

You can review what activities were driving your results using the Review Compiled DateBook and ToDo functions.



### *Getting the most from Time Maximizer*

Maximizing the time spent on important, non-urgent activities while minimizing the time spent on urgent, important activities and (obviously) non-important activities is the key to increasing your effectiveness.

If I represents time spent on important activities, NI time spent on activities that were not important, and similarly U and NU represent time spent on urgent and non-urgent activities respectively, then:

- In the short-term your objective should be to reduce both {NI,NU} and {NI,U}, and increase {I,NU}.
- Your longer term objectives are to drive {NI,NU} to 0% (if it is not important and not urgent, why are you doing it at all?), to minimize {NI,U}, often by delegating, and to reduce {I,U} given activities in {I,NU} that prevent important activities even becoming urgent.



## **4. Time Maximizer & Other Palm software**

### **4.1. Duplicate ToDo items**

Some conduits have a habit of creating duplicate ToDo items in your handheld's ToDo list. Please keep an eye out for these and delete any unwanted duplicates, as Time Maximizer will reference all the activities in your ToDo list and ask you to compile duplicates if you have not deleted them.

If you wish, you can delete these duplicates from Time Maximizer's database as you are going through the compilation process.



## **5. Help for Advanced Users**

### **5.1. Beaming Time Maximizer to a friend**

We encourage you to beam Time Maximizer to your friends. Irrespective of whether you beam a trial version or a version that has been activated by having had a License Code input, it will behave as a trial version on your friends' handhelds until they purchase a Time Maximizer License Code to input into their handheld.

### **5.2. Backing up Time Maximizer data**

Your handheld's desktop conduit backs up your Time Maximizer data each time you HotSync.

On PCs, back-ups are stored in the directory \Palm\

If you need to restore your Time Maximizer data because of a system fault, or wish to install Time Maximizer and its databases on a new handheld, you can install the Time Maximizer databases in the same way that you would install the Time Maximizer application software. If you do decide to do this, however, it is imperative you restore all of the Time Maximizer databases at the same time.

### **5.3. Upgrading your handheld device**

The easiest way to transfer Time Maximizer and its data from one handheld device to another is to HotSync your old device to your desktop, and then HotSync your new device using the same user name. HotSync Manager will automatically install all of the software and data from your old device to your new device, including Time Maximizer, its data, and your License Code.

If for some reason you are unable to use the same HotSync name and restore your data automatically, you can follow the instructions in 'Backing up Time Maximizer data' to back-up and restore your data. If your HotSync name has changed, you will need to obtain a new License Code from HandBytes. Send an email to [help@HandBytes.com](mailto:help@HandBytes.com) with your old and new HotSync user names and your old Time Maximizer License Code, and we will issue you a new License Code.

