To be successful, to be a leader, one must be highly organized. We organize our life by organizing our time. Efficiency is a result of attention to detail. The first step is time management.

Proper use of time is an important key toward leading a successful and happy life. The harder we work, the luckier we get. Proper time control motivates us to succeed. Time is our most valuable possession. How we utilize each moment will determine how far we climb up the ladder of success. Time is a priceless asset. You must control your time to reach a high plateau. Nature's priceless treasures can be tapped easily if you understand how to use your time intelligently. Once we waste time, it is gone forever. It can never be replaced. Each day is very important because we exchange one day of our lives for it. We are running out of time as each day passes. The wasted hours you spend are the very ones that you could have used constructively to win success. Use your time wisely, and you will be repaid in multiples. Bob Richards, the former Olympic pole vault champion, starting at age 13, spent over 10,000 hours wisely in preparation for his event and became a world champion. Put 10,000 hours wisely into any work and you will become the champion of your desires.

Time control and motivation are closely related. Motivation is planning. "Planning" does not mean day dreaming. It means written planning- planning in advance; one year, one month, one week, one day. Write out a daily plan to follow. By following the plan, you develop the self-discipline necessary to become motivated.

HOW DO YOU organize your time? First you must find out how you are presently using your time. You are going to be surprised. You keep saying "if only I had more time," or "I just can't do it; I don't have the time." When you discover how you are using your precious time… well, get ready for some fun.

First of all, list in 1-2-3 order everything in which you are involved. Each of us has different responsibilities. Some of the differences are slight, others are substantial, so it is impossible to present a typical example. As an illustration, however, I have indicated on the following example my own list. I call it a task list. It includes an outline of the demands upon my time arising from my personal life, my civic life, my church life, and the responsibilities of my position when I was coaching professional football.

TASK LIST

1. Major goals for team and plans to accomplish these goals.
2. Structuring of program to achieve top performance.
3. Organization and management of staff.
4. Out-of-season, in-season fitness program.
5. Technical aspects of the game (film study).
6. Motivation program for staff and players.
7. Scouting service and preparation for the college player draft.
8. Public relations for club.
9. Leadership program- "Attitude Technique, Inc."
10. Staff personnel selections.
11. Calendar planning.
12. Daily correspondence.
13. Everyday folder.
14. Meetings involving league.
15. Speaking engagements.
16. Individual conferences and letter writing to players.
17. Personal fitness and recreation activities.
18. Bible study, prayer and meditation.
19. Personal goals.
20. Family activities.
21. Civic, charitable and national organizations.
22. Reading.
23. Writing.
24. Meals, personal hygiene.
25. Telephone.
26. Interruptions.

I listed twenty-six items on my task list. I also left plenty of open spaces at the end of my list because I know from experience that as I go through a "test of time" as explained below, I will become aware of tasks not on the list that I didn't realize I was doing.

Once you have made a list of everything you think you are involved in, break your day into three parts: morning, afternoon and evening, and divide your tasks among these sections. This is the basic document for a "Test of Time." Experiment with this test for one full week.

START EACH day when you awaken and record the minutes you are actually engaged in some activity (no matter what it is) under the hour it occurs. When the day is over, total up the number of minutes. In this way, you will discover how much time you are spending on each item. No matter how thorough you believe your list to be, it is likely that other responsibilities, activities and surprises will occur that you did not anticipate. Be sure to list telephone calls and interruptions on your task list and on your time test. They consume an inordinate amount of time. When I first used the "Test of Time," I found that I was allowing the

telephone and other interruptions to rule my day.

Once you find out where your time is going, you can begin to work out plans to utilize the minutes in a productive manner. At first you will forget to record certain items. Stay with it one full week to get a good test. After completing and analyzing the "Test of Time," begin writing out a basic plan to follow. First list the standard procedures you need to follow each day. If you maintain an office as an administrator, consider these eight items to be checked every day.

1. Everyday folder
2. Meetings (time).
3. Appointments (time).
4. Correspondence (in and out)
5. Planning.
6. Telephone messages.
7. Other details and surprises.
8. Interruptions.

INSTRUCT YOUR secretary when to accept calls and when to allow interruptions. After establishing procedures for the office, write out the priorities for other daily activities you will be involved in: personal fitness, recreation program, spiritual, family, social life, reading, writing, personal goals, personal matters, continuing education, meditation-relaxation periods, anything you desire to accomplish on a daily plan. Now write down the amount of time you need to sleep. A friend once told me that the verse in Proverbs 20:13 is interpreted, "If you love sleep, you will end in poverty." Stay awake, work hard, and there will be plenty to eat. Many great people throughout the world's history had one thing in common-each was an early riser. Prepare each day, and you will become highly organized and very efficient in your work and personal life. Always allow for surprises. They are bound to occur, so be flexible and learn to adjust. By writing out your daily plan, you will be able to make adjustments and get back on schedule. Plan, and then relax. You will accomplish three times as much as you have previously. The greatest asset of such a plan is that it promotes living by action which requires less effort than living by reaction. It is amazing how effectively a written time plan organizes our minds and our work and allows us to become truly successful individuals. Once you develop the habit of daily planning, work out your weekly planning. Make your daily plan one week in advance. Planning in advance increases your effectiveness and decreases the amount of time necessary to spend on the daily plan. After mastery of the weekly plan, develop a monthly plan, then a season or other plan appropriate for your work. Eventually you will have planned one year in advance.

I recommend that you make a notebook for daily future planning. It should consist of daily, weekly, monthly and seasonal charts for one year in advance. You can also place your "check everyday folder" in this notebook.

As a summary, let me strongly encourage you to give yourself the "Test of Time." Use this time study test to find out where your time is going. Then I recommend that you develop a notebook for daily future planning so that you can plan each day, week, month and season one year in advance. There are several planning notebooks on the market, but I prefer my own personal loose leaf notebook because I can arrange it and write in it as I prefer. I am not bound to someone else's format. If you have not previously engaged in time use planning of this kind, you might find one of the commercial notebooks a help at first, but do not be restricted by it. Graduate as soon as possible to a self-designed notebook that fits your job, your style, and your creativity.

If you have been wasting time, if you have been unorganized in the past, forget it. There is no way to change that. Tomorrow? Well, that's different. It isn't here yet, so you can plan the entire day. Remember, the time is speeding away. Don't delay. The journey will be worth your life: a life of happiness and true success. This is motivation. It can be accomplished day by day.