6. Planning The Day

"After all your years of experience in management, do you have a golden rule for managers?" This question was put to Peter Drucker at a London conference.

"I have no experience in management but I have seen a lot of managers as an outsider," replied Drucker. "One golden rule is to ask yourself if you know what you are being paid to do — and do not believe the answer is work. What are the two or three things which, if you really perform, will make a difference? If you do this, the rest easily takes care of itself."

Strategical and operational planning, the subjects of the last two chapters, should have provided you with an answer to Drucker's question. Within a framework of clear, ordered and truthful thinking about yourself and your future you should now be able to get down to the tactical level of 'telescopic lens' focus of planning with real confidence.

This chapter is about how to plan effectively the time that is immediately available to you — today. A day is a natural unit of time. As yesterday is gone and tomorrow is yet to be, it follows that today must be centre stage in tactical time management.

ATTITUDES TO TIME

Before plunging into the practicalities of daily time management it is worth asking yourself each morning: "Do I intend to