about your new enthusiasm or overacting the part of time manager. Avoid telling your wife and children, your boss or subordinate, how much time they are wasting each day. You will find ultimately that managing your own time is all you can do.

Another danger is being tied to your programme like a dog to a post. A daily list is a good servant but a bad master. Your daily to-do list of priorities should be respected but not canonised into holy writ. It is a tool to be used, not an idol for worship. "To treat one's programme with exactly the right amount of deference, to live with not too much and not too little elasticity is scarcely the simple affair it may appear to the inexperienced," concludes Arnold Bennett.

The 'List' can become like a tyrant in people's lives, be they chief executives or housewives. The following passage, by Cambridge historian Dr. Jonathan Steinberg, should help to inoculate you against the danger of becoming a complete time management fanatic:

'The unexpected caller, pleasant or unpleasant, disturbs the pattern of your time. That time is already allotted. Hence there is no time to help somebody who needs it, to relax and enjoy a chat on the street.

Enjoyment is always for after when all the jobs with deadlines, the letters to be answered, the calls to be made, have been despatched. But that time never comes. There are always more letters, deadlines, jobs and so life gets postponed until an indefinite after — until it is too late. A hamster on a treadmill has about the same sort of freedom.'

Using time effectively should always be your ideal but it should never become an obsession. If your values are right it never will. Remember always the end for which time is being managed. If a superior end appears, be flexible. One of the aims of daily time management is precisely to be free in this way: to have time to spare for the unexpected. That entails doing what needs to be done in the most economical way. When you are not fishing, mend your nets.

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**PLANNING THE DAY**

**KEY POINTS**

- Tactical planning focuses upon the immediate time available to you, which is measured out in days.

- Check your attitude to the present, for without concentrating on today (at the expense of thinking about yesterday or tomorrow) you will achieve nothing.

- Make out a list of what you want to do each day — a shopping list of items arranged or marked in some order of priority. Do it the evening before, so that you can sleep on it.

- Review each day briefly, identifying the successes, analysing the reasons for the failures. Avoid making excuses for yourself to yourself; dig down for the real reasons.

- Learn to say no, otherwise you will become merely the servant to the priorities of others.

- It is not easy to become efficient without being odious. Your practice of time management should enable you to contribute more to society and to others, not act as their judge.

- Do not become a slave to your planned daily programme. The aim is to free yourself from time pressures in order to work and to live more rewardingly. There's always time for important things. If something is important, you'll make time for it. Try always to enjoy whatever you are doing, and don't waste time regretting what you don't make time to do.

'It's not enough to be busy. The question is: What are you busy about?'

*Henry Thoreau*