

THE 12 WEEK YEAR GETTING STARTED COURSE

Learn to apply The
12 Week Year™ to
reach your goals
faster than ever before

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Lesson
#3

SCOREKEEPING & TIME USE

If You Can't Measure It, You Can't Manage It!

Measurement absolutely drives the execution process. It is your touchstone with reality. Truly effective measurement combines both lead and lag indicators to provide the comprehensive feedback needed for informed decision-making. It is the feedback loop that lets you know if your actions are effective.

Can you imagine the CEO of a large corporation not knowing “the numbers”? Well, it should be no different for you. As the CEO of your life and business, you need to know your numbers. Measurement provides important information that allows you to make intelligent decisions.

In the best measurement systems, there are lead indicators and lag indicators – you are probably familiar with these concepts. The lag indicators are the end results, your 12 week goals are the ultimate lagging indicators. If you are tracking progress towards your goals, then you are tracking lag indicators.

Lead indicators on the other hand, are the things that happen early in the execution process. They are the things that drive the lags. Most people are pretty good at scoring the lag indicators, where the opportunity for growth is usually the greatest, is with the lead indicators.

What are the lead indicators for your goals? Let's say that you want to lose 10 pounds. The total weight goal of 10 lbs is a lag indicator – it happens at the end of the 12 weeks. A good lead measure might be the number of calories that you eat in a week. Another might be the number of workouts you have each week. Whatever you measure, be sure to track and record your progress each week of The 12 Week Year™!

Here is a big idea: the most effective lead indicator you can have is a measure of your weekly execution. **It is critical that you measure execution.** We have found that if you execute a minimum of 85% of the actions due in your weekly plan each week, you are very likely to hit your goal at the end of the 12 weeks.

When you track leading indicators, your execution system will help you to identify the root causes of any performance breakdowns you may experience. When there is a breakdown in your results you need to know if it was caused by a breakdown in your execution, or your plan content – and there's a BIG difference. The only way to know for sure is by measuring both execution *and* results, (both lead *and* lag measures). See the section on measurement scenarios.

High performers measure their execution performance. You have more direct control over your actions than you do your outcomes. Your outcomes are determined by your actions. That is why it is critical that you measure your execution actions as well as your results.

So before you go any further, take a few minutes right now and decide what leading indicators you will track each week (be sure to include your weekly score of the percentage of tactics you complete). Then, for each part of your 12 week goal, decide what your lagging indicators will be.

12-Week Goal 1:

Lead Indicators:

Lag Indicators:

12-Week Goal 2:

Lead Indicators:

Lag Indicators:

12-Week Goal 3:

Lead Indicators:

Lag Indicators:

Be sure to track these measures each week. Use a spreadsheet or a word table to help you record and monitor your weekly progress.

Measurement Scenarios

There are three different scenarios you might encounter if you're tracking lead and lag measures each week:

1. As you progress through your 12 weeks, if you are scoring well on your execution (85% or more), but are not moving your other lead indicators, then adjust your 12 week plan.
2. If you are not moving your lead indicators *and are not scoring 85%*, then confront the breakdown in your willingness to execute each week. What actions are you not taking? Resolve to take those actions in upcoming weeks, or lower your 12 week goal, and simplify your plan so that you are willing to take the actions in it.
3. You are scoring well, and you are moving your lead and lag measures. In this scenario **KEEP GOING - DON'T STOP!!!!**

Be great – measure your results each week!

'Performance Time' Overview

It seems that even in this day of innovation and technological advancement that time, perhaps more than anything else, is the primary limiting factor. Everything you do requires time.

Limited time is the one truly universal condition. To make matters worse, the supply of time is completely inelastic. No matter the magnitude of demand, the supply is fixed. Moreover, it's perishable. And yet time is perhaps the most squandered of all personal resources.

In the end we have more control over our actions than we do our outcomes. Ultimately, our results are created by our actions. It stands to reason that the actions we choose to engage throughout our day ultimately determine our destiny. Yet too often people engage the day on *its* terms. In other words, they perform the various demands of the day as they are presented, spending whatever time is needed to respond without giving too much thought as to whether or not the activity is critical.

This is a reactive approach, and it prevents you from performing at your best. To take your performance to the next level and beyond, you will need to be more intentional about how you use your time. Being intentional is the opposite of being reactive. It requires you to reorganize yourself around your priorities and consciously choose those activities that align with your goals and vision. When you are intentional with your time you know what to say "yes" to and what to say "no" to.

You are aware when you are procrastinating or engaging in low-level activity to avoid tackling a less comfortable high-payoff activity. When you are intentional you are much more conscious of your actions. You willingly employ discipline and rigor to how you organize and structure your day and your week. Your activity is driven by your goals and plan. In the end you work your plan instead of your day working you. Intentionality is your secret weapon in the war on mediocrity.

Benjamin Franklin said, "If we take care of the minutes, the years will take care of themselves." I think that is wise advice. The challenge that I've had in applying this wisdom is that throughout the week "things" come up - things that I didn't anticipate, things that eat up valuable minutes. Trying to reduce these interruptions is sometimes more frustrating than just dealing with them. The key to successful time use—intentional time use—is not necessarily trying to eliminate these unplanned interruptions but to regularly block out time in order to focus on the strategically important items.

Performance Time is a system that utilizes "time blocking" to take back control of your day and to maximize your effectiveness. There are three primary blocks that make up Performance Time: Strategic Blocks, Buffer Blocks, and Break-out Blocks.

STRATEGIC BLOCK — A Strategic Block is a 3-hour block of uninterrupted time that is scheduled in advance. During these blocks you accept no phone calls, no texts, no faxes, no emails, no visitors — no anything. Instead, you focus all your energies on the preplanned items—your strategic and money-making activities.

Doing so concentrates your intellect and creativity and produces breakthrough results. You will be astounded by the quantity and quality of the work you produce.

BUFFER BLOCK — Buffer Blocks are created to deal with all the unplanned and low-level activities that arise throughout the day. Nothing is more unproductive and frustrating than having to deal with constant interruptions throughout the day. Yet, we've all had days where unplanned issues dominated our entire day.

A Buffer Block is a block of time set aside in advance to handle the unexpected, and low-level activities like email and voicemail. For some, thirty to sixty minutes once a day is sufficient. For others, two separate one-hour blocks may be necessary. By grouping together activities that tend to be unproductive you can increase efficiency and take back control of our day.

BREAKOUT BLOCK — One of the key factors contributing to performance plateaus is the absence of free time. Very often entrepreneurs and professionals get caught up in working longer and harder. This approach is an energy and enthusiasm killer. To achieve greater results what's necessary is not actually working more hours, but, on the contrary, it is more free time.

It's not by chance that people often quote the famous proverb: "All work and no play makes Jack a dull boy." When we don't take time off from work, we can become dull and lose our creative edge.

A Break-out Block is a minimum 3-hour block of scheduled time that is devoid of any work-related activities and thoughts. It is time scheduled away from the business during normal business hours. This time is designed to refresh and reinvigorate so that when you return to work you can effectively focus.

The Time Blocking concept can be used for more than just Strategic or Buffer Blocks. The more you can structure your days and weeks the more effective your execution will be. Schedule routine tasks at the same time, on the same day, each week, if possible. Also, consider when you tend to be at your best. Are you a "morning" person or are you better in the afternoon or evening? Schedule the most important activities during this prime time.

For many of our clients Performance Time has had an immediate impact. Just gaining control over a few hours each week can have a dramatic effect. Learn to be more intentional with how you use your time. You will not only be more effective, but you will also feel a greater sense of control, with less stress and increased confidence.

To be great you will need to spend your time strategically. That requires that you be clear on what matters most, and then have the courage to say no to everything else. You will need to guard your time intensely; delegating everything possible that is not a strength of yours.

**Remember that this one isn't easy – it will require courage.
Do you have enough courage to be successful?**

Where *should* you spend your time? Based on your life experiences you have developed certain strengths and weaknesses. These capabilities impact your ability to produce the results you seek. Many people spend significant amounts of time and energy trying to eliminate a weakness. In general, striving to reduce your weaknesses is worthwhile and noble. Everyone has weaknesses that they need to shore up - however in most circumstances, rarely will a weakness become a strength.

Make no mistake, it is the focused and concentrated application of your *strengths* that produce your greatest achievements. Successful individuals have learned to “work to their strengths.” Truly outstanding performers have gone a step further and work to what we call their “Unique Capability.” Unique Capabilities are one or two things you do absolutely “the best”. They tend to be the things that you enjoy doing. Whether you know it or not, your unique capabilities are responsible for your success and joy throughout your life.

To be your best, you must intentionally align your time and activities with your unique capability. When you do, you will experience a new and ever increasing level of performance and satisfaction. It will require that you carve out time for the strategic – those actions that are important but not often urgent. Strategic activities don't typically have an immediate payback, yet they create substantial payback in the future. To stay focused on your strengths, you will need to manage your interruptions and keep the low payoff activities to a minimum.

Below are suggested agendas for Strategic and Buffer blocks:

Performance Time Blocking Agendas

As we point out in our book, if you are not in control of how you allocate your time, you are not in control of your results. Performance Time is a simple to use approach to blocking time out each week to get the important things done more consistently.

We don't try to eliminate low-value activities; that doesn't work very well. We want instead to carve out time each week to focus on the high value high payoff activities. If you have a 12-week plan, those high payoff activities are the actions in your plan.

Strategic Block (3 Hour Sample Agenda)

- Reconnect with your Vision and your progress towards it – approximately 5 minutes
- 12 week review – 12 week goal vs. actual progress, weekly scores, business & personal lead and lag metrics, weekly score – approximately 10 minutes
- Assess any Performance Breakdowns (where the execution effort is breaking down) – approximately 10 minutes
- Work on completing your 12 week Plan tactics
- Other examples:
 - Read a book
 - Take an online course
 - Plan for the next 12 Week Year™ (in weeks 10 through 12)

Buffer Block (30 to 60 Minute Sample Agenda)

- Review and respond to email
- Listen to voice mail and respond
- Make necessary outbound calls
- Follow up on to-do list items
- Take quick meetings with staff to answer questions or to plan follow up
- Organize and file work in process and completed items
- Identify any new to-do list items and record

Thank you for seeing value in **The Getting Started Course** and utilizing the material to change your future and begin an exciting new journey using The 12 Week Year™. Brian Moran's Weekly Success Tips will automatically begin coming to your inbox as a Thank You.

If you need client support regarding your 12 Week Year Plan or Achieve! please call our office.

This is perhaps the most powerful approach to goal achievement you will ever encounter. The Study Guide has been painstakingly developed over more than a decade of work with our clients – as we helped make them more successful.

Virtually everything we have learned about what it takes for you to be great is distilled into this unique 12 Week system. The Study Guide is a full color, 50 page spiral-bound resource where you will find a series of simple exercises designed to walk you through an easy-to-execute process of applying the concepts of *The 12 Week Year* and allows you to dive deep on the disciplines and principles yourself.

