

Time Value Matrix™ Instructions

Step One: Clarify What You Do that Creates Value for Your Company

To upgrade your use of time, you first have to identify what you do that truly creates value for your enterprise. The first step to creating more value per unit of time is to concretely define what your real value-creation activities are.

This is why in Step One of the tool you begin by listing the 3-5 most important results that you are on the payroll to create. Once you've listed them, detail the three most important behaviors or activities that you do that actually create each of these results. It's important that you bring it down to this concrete, observable level.

Step One: Example

Top 3 results I'm on the payroll to create:

3 most important behaviors and activities I do that generate this result:

1. Spokesperson for company to bring large numbers of prospective clients into the door of our business

1. Write and promote bestselling new books.
2. Lock down large-scale promotional opportunities for our company, like regular columns with leading business websites and publications.
3. Give large-scale keynote talks to groups in our target audience.

2. Strategic visionary and decision maker

1. Make high-level strategic decisions about what to invest our staff time and attention into and where to invest company resources (and what tempting distractions to say no to).
2. Regularly ask and prod my company to think about what comes next, and make sure that a portion of our best resources is focused on testing, exploring, and preparing for future growth engines for the company.
3. Communicate, both in words and actions, our values and culture throughout the company.

3. Coach, develop, and lead our leadership team

1. Invest one-to-one time with our key leaders to help them grow and effectively lead their respective areas of the company.
2. Make sure that each of our key leaders has a clear understanding of our company strategy and how their part of the company needs to contribute to the overall plan so that we accomplish our most important goals.
3. Hold our leadership team accountable for their pillar plans and key results.

Step Two: Determine Your A and B-Level Activities

If you've read anything on time management, you've come across Pareto's Principle, inspired by the work of nineteenth-century economist Vilfredo Pareto. Commonly called the "80-20 Rule," Pareto's Principle states that 20 percent of your actions generate 80 percent of your results (high value) and 80 percent of your actions generate the other 20 percent of your results (low value). I've used this valuable distinction as the foundation for a refined time-value model.

If you take the 20 percent of your actions that generate 80 percent of your results and apply the 80-20 rule to it a second time, then 20 percent of that 20 percent produces 80 percent of 80 percent of your results. That means 4 percent of your effort (the 20 percent of 20 percent) generates 64 percent of your results (80 percent of 80 percent).

Hang in here with me for one more math moment and apply the 80-20 rule one final time. That means that just 1 percent of your effort (20 percent of 20 percent of 20 percent) generates 50 percent of your results! That's right—a tiny fraction of your highest-value work produces half of all your results.

No, this is not an exact science. Nor does this just work automatically. But Pareto's Principle illustrates a valuable point: all time is not valued equally. Four hours of your best time on Tuesday may have produced a far greater return than thirty hours of low-value tasks you "checked off" on Monday, Wednesday, and Thursday.

The goal is to reclaim blocks of your best time, structured in a way that enables you to focus on your highest-value activities. The starting point is to create your own personal Time Value Matrix, sorting your activities into four types of time:

- » **D time** is the 80 percent of unleveraged, wasteful time that only produces 20 percent of your total return. I call this the 80 Percent Mass and give it a relative value of 1.
- » **C time** is the leveraged 20 percent of your time that produces 80 percent of your results. I call this Leveraged Time. It has a relative value of 16 (1/4 less input generating 4 times more output). That means every hour of C activities creates 16 times the economic value of one hour of D time.

- » **B time** is the highly focused 4 percent that generates 64 percent of your results. I call this 4 percent your Sweet Spot. It has a relative value of 64: one hour of B time produces 64 *times* the value of the same time spent on a D activity.
- » **A time** is the top of the pyramid—the Magic One Percent. Fully 50 percent of your results come from these activities. (A time has a relative value of 200 times that of D time.)

Time Value Matrix™

	INPUT	OUTPUT	RELATIVE VALUE
A TIME Magic 1%	1%	50%	200 x D
B TIME 4% Sweet Spot	4%	64%	64 x D
C TIME Leveraged 20%	20%	80%	16 x D
D TIME 80% Mass	80%	20%	1 x D

The Time Value Matrix is about taking Pareto's Principle to its most productive extreme.

Your low-value, D-time task might include screening out phone solicitations, filling out your expense reimbursement spreadsheet, or creating a low-stakes, time-consuming report that no one really looks at or uses anyway. If you didn't have to do these tasks, or if you only fit them into your least productive remnant time, you'd have more of your best time for your higher-value work.

Your C-time activities could include delegating to a staff member, working one-to-one with a client, or sending a progress update to your team. These things matter, but they don't matter the most. You need C-level activities; they make up much of how you push projects ahead and take care of your day-to-day responsibilities. The key is to recognize and remember that there is a higher order of activities, your A- and B-level activities, that are a magnitude more valuable.

Your B-level activities might include working one-to-one to coach and develop a key team member, planning out your high-value activities for the week, or participating in a key brainstorming session.

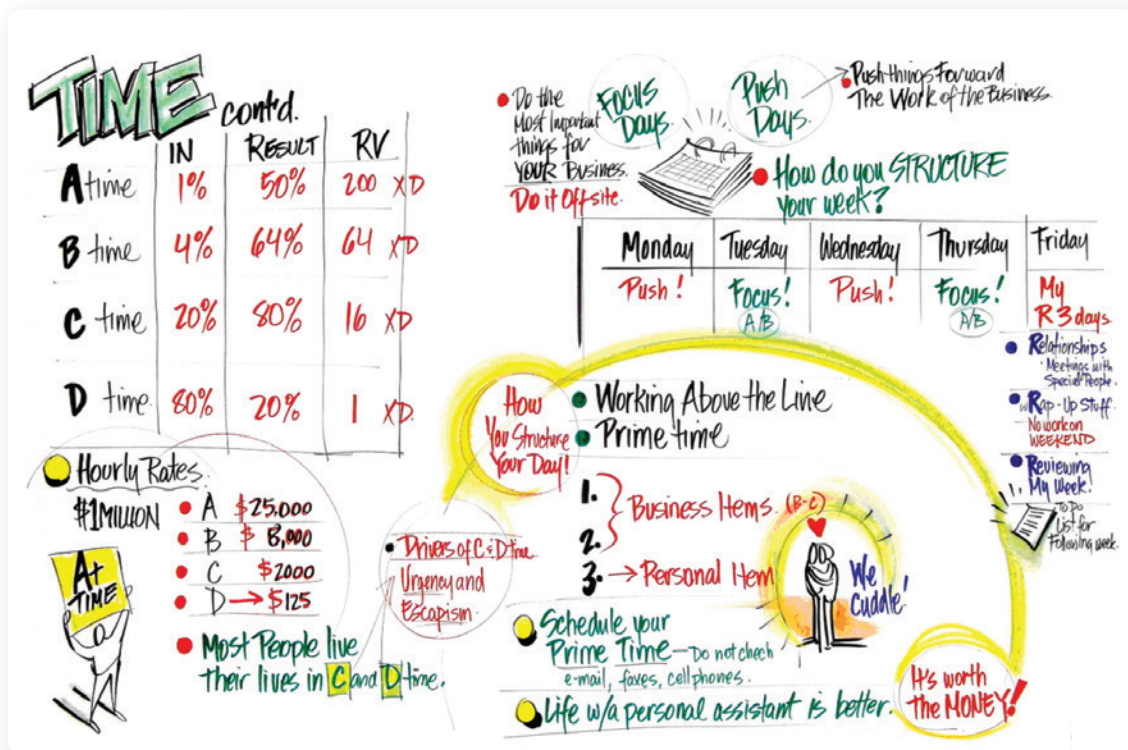
Your A-level activities might include creating your one-page quarterly Action Plan for your company or department, making a key hire, or working with one of your top alliance partners to launch a new joint campaign.

At this point, it's normal if the line between A- and B-level activities is blurred. Over time, as you start to pay attention, it will become easier to discern the finer distinction between your particular A-level activities and your B-level ones. What matters now is that you see that A- and B-level activities are a magnitude more valuable than the mundane C- and D-level tasks that clog your to-do list.

Understand that these lists are not static. What you currently consider A- or B-level activity will inevitably change as your business grows or your role evolves within an organization. For example, if meeting one-to-one with a prospective client currently is an A-level activity for you, make sure that in six to twelve months, you've increased the value you create for your company so this activity is pushed down to a B- or C-level activity. Ideally, working with a joint-venture partner who can generate dozens of leads for you every month will become an A-level activity, or training your sales team to meet with prospective clients one-to-one, or creating a sales video that generates passive sales. By that point, meeting one-to-one with a prospective client is no longer as important for you to do personally. This is good. This is growth.

Understanding the distinctions between A-, B-, C-, and D-level activities will help you shift your focus from putting in hours to upgrading the type of work you do. Over time, this will create huge business breakthroughs. If you are an entrepreneur, you can grow your business by 25 to 50 percent or more if you just create an extra day or two each week to focus on taking those action steps that would grow and expand your business. If you are an executive, you can meet corporate targets faster and demonstrably increase the growth and success of your division, without working every weekend. If you practice law or some other profession, you can increase your firm's profit without simply cranking out more billable hours or personally performing more procedures. Whatever your field, the result of upgrading your existing hours to better and higher uses is magical—greater value created in less total time worked.

The Time Value Matrix™



Step One: Clarify the Highest Value Results You Are Responsible to Generate

Top 3 results I'm on the payroll to create:

3 most important behaviors and activities I do that generate this result:

1.

1.

2.

3.

2.

1.

2.

3.

3.

1.

2.

3.

Step Two: Formalize Your A & B-level Activities

My “A-Time” Activities	Concrete Examples

My “B-Time” Activities	Concrete Examples

Step Three: Create Your Weekly Focus Time Plan

	Monday	Tuesday	Wednesday	Thursday	Friday
8 am					
9 am					
10 am					
11am					
12 pm					
1 pm					
2 pm					
3 pm					
4 pm					
5 pm					
6 pm					

7 Focus Block Best Practices

1. Schedule your week with recurring Focus Block appointments. Start small and build momentum.
2. In general, schedule your Focus Blocks first thing in the day **before** the entropy of the day hits.
3. Communicate your weekly schedule to your team. Enlist their support. Explain about The Time Value Matrix™ and Focus Blocks, and encourage **them** to create their own Focus Blocks each week.
4. Filter out the world (e.g. email, apps, alerts, texts, calls, interruptions, and distractions) during your valuable Focus Blocks.
5. Concretely identify your 1-3 “Big Rocks” at the start of every week. Use your Focus Blocks to do your Big Rocks – along with any other A or B-level activity you have that week. Remember, Focus Blocks are only for A or B-level activities, not C or D-level “work”.
6. Start fresh every day and week.
7. Set the stage at the end of today for tomorrow’s Focus Block.

Step Four: "4-D" Your Low Value D-Activities to Create More Time

My Recurring D-Activities		4-D Choice	Next Step
1.	Hrs/month_____	<input type="checkbox"/> Delete <input type="checkbox"/> Delegate <input type="checkbox"/> Defer <input type="checkbox"/> Design Out	
2.	Hrs/month_____	<input type="checkbox"/> Delete <input type="checkbox"/> Delegate <input type="checkbox"/> Defer <input type="checkbox"/> Design Out	
3.	Hrs/month_____	<input type="checkbox"/> Delete <input type="checkbox"/> Delegate <input type="checkbox"/> Defer <input type="checkbox"/> Design Out	
4.	Hrs/month_____	<input type="checkbox"/> Delete <input type="checkbox"/> Delegate <input type="checkbox"/> Defer <input type="checkbox"/> Design Out	
5.	Hrs/month_____	<input type="checkbox"/> Delete <input type="checkbox"/> Delegate <input type="checkbox"/> Defer <input type="checkbox"/> Design Out	
6.	Hrs/month_____	<input type="checkbox"/> Delete <input type="checkbox"/> Delegate <input type="checkbox"/> Defer <input type="checkbox"/> Design Out	
7.	Hrs/month_____	<input type="checkbox"/> Delete <input type="checkbox"/> Delegate <input type="checkbox"/> Defer <input type="checkbox"/> Design Out	
8.	Hrs/month_____	<input type="checkbox"/> Delete <input type="checkbox"/> Delegate <input type="checkbox"/> Defer <input type="checkbox"/> Design Out	
9.	Hrs/month_____	<input type="checkbox"/> Delete <input type="checkbox"/> Delegate <input type="checkbox"/> Defer <input type="checkbox"/> Design Out	
10.	Hrs/month_____	<input type="checkbox"/> Delete <input type="checkbox"/> Delegate <input type="checkbox"/> Defer <input type="checkbox"/> Design Out	
Total Hours Reclaimed / Month _____			