The following phrases are trademarked by Mission Control Productivity, LLC:

- For everything there is for you to do and handle in life™

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- Automatedly complete℠
- Calendar of Occasions℠
- Capture Tool℠
- Compelling opening for action℠
- Concern℠
- Fallout℠
- Fully complete℠
- In existence℠
- Incompletions℠
- Mission Control Infrastructure℠
- Never Doing Now List℠
- Never doing now℠
- Not Doing Now List℠
- Not doing now℠
- Now℠

- Occasion for action℠
- Occasion℠
- Opening for action℠
- Power, Freedom, and Peace of Mind℠
- Provisionally complete℠
- Relevant Information System℠
- Relevant Information℠
- Three Part Vivid Display℠
- Transparent℠
- Vivid Display System℠
- Vivid Display℠
- What I am doing now℠
- What I am never doing now℠
- What I am not doing now℠
As you would in any of the other courses and programs that you lead, be sure that you do what you would normally do to set up the people who are participating in the program. Let them know anything about where to eat lunch, where the restrooms are, and any safety procedures for the facility.

Let's take a few minutes to get oriented to what this program is.

This workshop covers the basic principles and the beginning practices of the Mission Control System for individuals. It will both introduce you to the fundamentals of the Mission Control methodology, and will produce a breakthrough in your productivity, performance and experience of accomplishment. That's what we are promising and later today we will look more specifically at what that would look like for you.

These days “breakthrough” is an overused term. And, despite the term being overused, that is what we are promising and what we expect to be held to account for delivering.

The dictionary defines “breakthrough” as any significant or sudden advance, development, achievement, or increase that removes a barrier to progress.
“Productivity” is:
- The rate at which results are produced
- The ratio of what is produced to what is required to produce it
- This includes the quality and quantity of results you produce for a given amount of your time and effort

“Performance” is:
- The execution of an action
- The fulfillment of a claim, promise, or request

“Accomplishment” is:
- Something done or achieved successfully, admirably or creditably

So, putting that together, what we are up to and what I am promising you is:
- A significant or sudden advance, development, achievement, or increase that removes a barrier to progress

In the areas of:
- The rate at which you produce results and the quality and quantity of results you produce for a given amount of your time and effort
- The execution of your actions and your fulfillment of claims, promises, and requests
- And, your experience of doing and achieving things successfully, admirable and creditably

For the most part, when we attend a Workshop, we don’t start out with high expectations, we wait to see what value we wind up with. That won’t work well in this Workshop. In this Workshop, you get the most benefit by actually expecting what I promised, and, by the same token, you have a right to be disappointed if I don’t deliver what I promised.

Regarding getting the most out of this Workshop, it is significantly more important for you to grasp, or at least grapple with, what is said, than it is for you to take notes about what is said. Rather than having to look up or remember something, and then trying to apply it, this Workshop is specifically designed to leave you with what is useful as a part of your natural expression. It’s like being fully present at a Broadway musical, so that you walk out with the songs playing in your head, as contrasted with leaving with just a bunch of notes about the show.

Rather than taking notes, when we come to something you aren’t clear about, or want to think about later, instead of writing it down, put your hand up, and I’ll interact with you until you have mastered it. This is far more powerful than merely taking notes, and in taking the time to do this, you will also have made a contribution to everyone else in the Workshop.

Just so you can completely relax about it, before the end of the workshop, we will give you sufficient notes to remind you of what was said in the workshop.

As a note, there are other Mission Control programs that deal with team and organizational productivity and performance. And, while you can expect that in increasing your own productivity and performance you will impact the productivity and performance of the teams and organizations you work with, this program will deal with you as an individual.
Let’s take a look at how to impact our productivity, performance and experience of accomplishment.

Many attempts to improve productivity focus on implementing new Tools and Infrastructure, such as getting the latest iPhone, app, tablet device, version of Outlook, etc. These tools and infrastructure elements are important, however in and of themselves will not cause a dramatic increase in our performance.

Now, what’s the problem with trying to alter what we do?

Telling someone to do something different, deciding for ourselves to do something different, even committing to doing something different, is not reliable in actually having us do something different.

The dilemma is most of what we do is habitual – we are not aware of it. Some of the habits come from our past, some are formed unconsciously to adapt to the new tools that have emerged.

So, the question is, how do we reliably impact our actions?

What we have found is that our actions are shaped by the context in which we are operating.

A dictionary definition of Context is:

- The surrounding conditions and circumstances: environment, ambiance, atmosphere, background, climate, setting, world

Context is created and reinforced by our thoughts, assumptions, and what we say over and over again.

And, context is decisive – it shapes how we see things, what we consider possible.
and not possible. This view we have shapes our actions.

What I am saying is that if we are interested in taking different actions, a shift in the way we see the world is the access to reliably giving us new actions. And, to consider something new, it seems to take first seeing what our existing assumptions and conclusions are.

During this program we are going to work in all these dimensions.

We will look at our existing context – the assumptions, conclusions and thinking that shape what we see and our actions. And, we will consider new perspectives that will give us new actions.

We will also look at existing habits and their limitations and consider new actions and work practices, as well as looking at the tools and infrastructure we use.

All of this in service of causing a breakthrough in our productivity, performance and experience of accomplishment.

Let’s start by looking at where we are starting – the current reality. This includes what we are dealing with, what we are satisfied with, what we are not satisfied with.

As a background, you are all accomplished, successful people. You wouldn’t be here otherwise. There are many things you do that give you a more than acceptable level of productivity and performance. Despite whatever you may say to yourself about yourself, I am relating to you as someone who is accomplished and successful. And, as far as I can tell, all accomplished, successful people are faced with challenges and all are dissatisfied with at least some aspect of their productivity and performance.

To get the maximum value from this program it works to be straightforward and authentic about where you are challenged, where you are dissatisfied and even where you are struggling. We all present some degree of pretense that we have it together and, most if not all of us, have in the background worries, fears and doubts, at least some portion of the time. It will serve you in this program to
be candid about where you see yourself falling short.

To give us one picture of where we are starting and what we are confronted by, I compiled the results of the productivity survey you took on the Online Learning Center.

[Read the slide content of the survey results]

Now, let’s get it more personal. What is the reality you are dealing with regarding your productivity, performance and experience of accomplishment?

[Have people make some notes in their workbook and then work with a partner for a few minutes then take sharing from the group. When someone shares an issue, you can ask people to raise their hands if they face the same thing. The point here is to get present to what people are dealing with and the impact on them.]

Fully hear and validate what people say. Really get how it is for them – both their view and their experience.

[Listen to what people say and listen for what they consider to be “real” and the “truth” about the way it is. This will include their explanations and story about themselves and their circumstances that are the reason things are the way they are.]

For many of us, a significant percentage of our lives is shaped by the demands placed on us. What percentage of your life is given to you that way? [Ask for answers]

I’d like you to reflect on and consider what you and others have said. We all speak as if we know what the problem is. “I’m just this way ...”

“There’s too much X, or not enough Y.”

“If only I could do A, or if they would do B.”

We talk as if life would be great if only that were fixed.

What I will ask you to consider is that we really don’t know what’s going on.

And, the way we talk to ourselves about it, while it makes a lot of sense to us, makes no difference in us dealing with
what we are dealing with. It gives us no access to impacting what we are struggling with.

What I am promising you is an access to effectively dealing with what we are struggling with.

So that’s one aspect of the starting point – the current reality we are dealing with.

Now, let's look at another aspect of what we are dealing with.

On this slide, where it says “everything there is for you to do and handle in life,” it does mean everything. This course is designed for everything there is for you to do and handle in life, and the phrase “to do and handle” includes such things as to “delegate” and to “manage”. The phrase “to do and handle” will be used throughout this workshop and whenever you hear it, you should hear it in this broadest sense, that is to say, that it includes everything there is for you to do and handle.

Most of us are immersed in, “that we have a lot to do.” That we have a lot to do is something like a fog that surrounds us. But we are virtually never actually present to, really confront the totality of, what there is for us to do and handle.

We said that Mission Control is for everything there is for you to do and handle in life.

When you think about what there is for you to do and handle in life, you probably don’t think about everything there is for you to do and handle. You probably think
about the things that are pressing on you,
and the things that you are excited about.

What we are going to talk about for the
next few slides, is a particular aspect of
what there is for you to do and handle,
namely, the aspect called, “everything”,
which is the totality of what there is for
you to do and handle.

If I read what is on this slide one item at
a time, and I pause after each item to give
you a chance to think about, what for
each item, there is for you personally to
do or handle, you will begin to feel
heavier and heavier.

[Go through and expand on the list to
presence the totality of what people have
to do and handle.]

For example, how many e-mail messages
will you have to deal with every day for
the rest of your life? How many tasks or
to do's will you have on your task list or
to do list over the course of your life?
How many phone calls will you have to
make or phone messages will you have to
return? Regarding the things that will
come into your in basket, for the rest of
your life, how high would that pile be?

Don’t forget to include waking up on time
tomorrow morning and getting ready to
go out. That's also something for you to
do or handle.

If you haven’t yet started feeling heavy,
what about the items on this next slide?

[Go through and expand on the list to
have people confront the totality. You can
use the text below as an example. The text in
bold, below, is the point to make at the
end of this slide.]

Everything there is for you to do and
handle includes any reading lying
around, or things you want to read or
should read. Is your checkbook
balanced? Your accounts in order, your
bills paid? If you are not exercising,
should you be? Do you have enough time
to spend with your family? Time to do
absolutely nothing, time to have fun, time
to do the things you have dreamt of
doing? All of these would be included in
everything there is for you to do and
handle in life.

What should you be doing that you
haven’t done yet? What could you do, or
would you do, if only you had the time?
Everything there is for you to do and
handle includes everything, even the
stupid stuff and the small stuff. If it exists
as something for you to do or handle,
whether it is something for you to do
now, or something for you to do tomorrow, or something to do later, or something for you to do someday, it is part of the totality of everything there is for you to do or handle. Make sure that you include all of the priorities, all of the C’s, all of the B’s, all of the A1’s, all of the A2’s, all of the A3’s, it doesn’t matter whether it’s important, or how important it is. Everything there is for you to do and handle includes the things that you should be doing or handling, and are presently not doing or handling, those that you can think of, and even the ones that you can’t presently think of.

Please include what you have on Post-its, on scraps of papers, in piles, and what you said to others that you would do or handle, and what others said to you that they would do and handle, that they will forget and you will have to follow up.

Don’t forget the piles of magazines to read, the shows you want to see, the people you owe letters or E-mails to.

Don’t forget the things you should do, or would do, if you had the time, if you were younger, if you were older, if you were thinner.

What we’re attempting to do here, is to have you confront the **totality** of what there is for you to do and handle in life. Most of us are completely unrelated to the particular view of what there is for us to do and handle called; **everything** there is for us to do and handle in life. Typically, we are related only to what is in our face at any moment, and, what comes into our consciousness from time to time. By totality, we mean not only what is in your face, and what comes into your consciousness from time to time, but also, what there is for you to do and handle that you rarely think about, or try not to think about, or have forgotten about, and, it even includes what you don’t think about at all, at least not until it smacks you in the face.

While you certainly don’t yet have in front of you **everything** in the **totality** of what there is for you to do and handle in life, if you’ve been looking at and thinking about the things that were stated on the last two slides, you are beginning to get at least a **sense** of the totality of what there is for you to do and handle in life.

Now that you have actually begun to confront it, what is your overall experience of the totality of everything there is for you to do and handle in life?

*[Get some answers before going to next slide]*
If you put everything there is for you to do and handle in life in a pile in front of you, it wouldn't be a pile, it would be a mountain.

Most of us are not conscious of the mountain. We see no further than the foothills of what is in-front-of-us-to-do-and-handle, and don’t confront the mountain of everything there is for us to do and handle. That’s what the fog represents. If we even glance at the mountain of everything there is for us to do and handle in life, the experience is one of overwhelm. To avoid feeling overwhelmed, we keep our nose buried in the stratagems of putting our appointments in our daily calendars, making master and daily Task or To Do Lists, assigning priorities, analyzing our roles and goals, and determining our governing values and mission in life. Some of us don’t even use all of the tools provided by Time Management systems. In any case, it is clear that we avoid looking at, let alone actually confronting the totality, of everything there is for us to do and handle in life.

Whether you confront the mountain or not, you are carrying a mountain with you in life. Whenever you work on any one thing there is for you to do or handle, you are trying to work with the weight of the mountain of all-the-rest-of-what-there-is-for-you-to-do-and-handle, on your back.

With regard to all of what there is for us to do and handle in life, for the most part, we are conscious only of what’s up in our face, that is to say, what’s urgent today, and, what passes through our mind during the day that we would like to do, or that we really should be doing today, but probably aren’t going to get to today.

Our true relationship to the totality of everything there is for us to do and handle in life is

[Go to next slide]
We are certainly aware that we have a lot to do, that we are busy. But, "busy-with-a-lot-to-do", is very different from, everything-there-is-for-us-to-do-and handle-in-life. Most people think that ‘being busy’ with ‘a lot to do’ is a drag, a burden they just have to live with. While it may appear that way, it is not being busy and not having a lot to do that actually causes the experience of being burdened.

The burden is the mountain. The burden, is constantly carrying the mountain on your back. Because the mountain is un-confronted, and therefore carried unconsciously, when you look for the cause of the burden, the only thing you can see, is that part of everything there is for you to do and handle that is currently up in your face, and, what-comes-to-mind-from-time-to-time.

Using the Mission Control principles, tools, and practices, actually gets the mountain, off-your-back. Getting the mountain off your back leaves you free of any sense of burden regarding what there is for you to do and handle in life. I promise, that when you leave this course, the sense of being burdened by what there is for you to do and handle, will be gone, and, you have every right to expect that outcome.

[Go to next slide]

For most of us, what there is for us to do and handle in life, exists in one of three states.

The first is “up in our face”

Some small percentage of the totality of everything there is for us to do and
handle in life is actually up in our face, that is to say, it bothers us until we deal with it.

The second state is “sometime later”
Another slightly larger percentage is on our mind from time to time, and we get it off our mind, we deal with it, by deciding it can be handled sometime later.

The third state is “unconfronted”
The vast majority of everything there is for us to do and handle in life is unconfronted, we simply don’t deal with it. Whenever it comes to mind we just let it pass by without dealing with it.

We are usually more aware than we’d like to be of the first category – that’s the part of everything there is for us to do and handle that is actually up in our face. And, we are at least somewhat aware of the second category, the part of everything there is for us to do and handle that comes up for us from time to time, that we decide we can handle later. It is all of the rest of the items that make up the mountain-of-what-there-is-for-you-to-do-and-handle, that actually creates the burden; these are the things that fleetingly pass through our mind, that we are just too busy to even think about, and the things that don’t come to mind at all, until they become a fire that we have to put everything else aside for, and interrupt ourselves to handle.

The vast majority of everything there is for you to do and handle, is simply unconfronted.

Standing in that perspective, what might you get out of not confronting the mountain?

The payoff derived from **not confronting** the mountain is **Comfort**

The comfort is a product of the illusion that somehow we will get away with it.
Somehow we will get away with not confronting the part of what there is for us to do and handle that we are avoiding.

At any given moment, we usually feel that we are too busy to confront anything else there might be for us to do or handle. When something comes to mind we say to ourselves, “I'll get to that later”, or we just don’t confront at all what we are not doing, that is, until it shows up as a problem.

Keeping all of what there is to do and handle at bay, keeping ourselves unconscious of it, provides comfort.

We do just what has to be done, what we can’t get away with not doing, and don’t confront the entirety of what there is to do, that is we don’t confront it until it smacks us in the face as an emergency. We love the comfort of being too busy to confront all of what there is to do and handle.

But the comfort is an illusion, because there is also a cost of not confronting the mountain-of-everything-there-is-to-do-and-handle.

We'd also like you to consider that there is a cost to not confronting the mountain. What might that be? [Hear from them. When appropriate, click and show what is on the slide]

There may be people who have enough time to get everything done that they have to do and handle in life, but I personally have never met one. On the top of a mountain in the Himalayas, there are people who do nothing but meditate, and even they complained about not having enough time to do all of their meditation.

While everyone in the room has accomplished things, and in some cases extraordinary things, for most people, the experience of accomplishment, is more a matter of keeping the wolf away from the door, than the experience of power, freedom, and peace of mind.

Most people think that the stuff on the slide comes from having too much to do. No! It comes from not confronting the mountain!

THIS IS A RADICAL NOTION!

It may appear that the list I just read comes from having too much to do, but that is an illusion. What is on the list, is the way the mountain-of-what-there-is-for-you-to-do-and-handle impacts your life, when you’ve not confronted the
mountain, that is to say, when you keep yourself unconscious of the mountain. While it may be comfortable to avoid confronting everything there is for you to do and handle, when you don’t confront what you are not doing, the mountain sits on your back and that is what produces everything listed on the slide.

At the moment, you may find it hard to believe that what is listed on the slide does not come from having too much to do. But, as we go on I predict that it will become clear to you that that is an illusion, and that the real culprit is carrying the mountain on your back day in and day out.

And, merely my telling you this will have limited impact. For this to make a difference for you, you will have to discover it for yourself. So, don’t take my word for it. And, don’t dismiss it. Sit with it. Really look to see, wonder about, what is the source of my experience with overwhelm. They’re telling me it’s that I’m not confronting the totality of all I have to do and handle. Hmmm. Let me sit with that.

A few slides back, I promised that when you leave this course, you will no longer be carrying the mountain, it will be off your back. I am now promising that if you employ the principles of Mission Control, and utilize the tools and practices we will give you in this course, you will no longer have the experience of ...

[READ the bullets on THIS slide and from time to time say “no longer have the experience of”].

In order for me to keep my promises, that when you leave this course you will no longer have the mountain on your back, and that you will no longer be experiencing the things listed on this slide, we have to get a realistic and honest answer to the following question.

[Next slide]

[Read the slide and Poll the audience for their answer]

No! It’s just not possible to get it all done! You will never get it all done.

[Note – do what you need to in this conversation (this slide and the next) so that people are at least seriously considering they will never get it all done]
calm and peace. If you have ever had the experience that it was all done, I’ll bet that illusion was soon shattered by reality. In reality, you will never get it all done.

There are some very effective Time Management programs available, and those who successfully discipline themselves to rigorously apply the principles, tools, and practices of those programs, definitely find themselves getting more done each day, and even more of the high priority things. But, even when rigorously applying the principles, tools and practices of the most effective Time Management programs, still no one gets it all done. It is just not possible to get everything there is to do and handle all done.

There is nothing wrong with trying to get more done each day. However, with the mountain on your back, you will never get enough done each day to eliminate the experience of more to do than you can get done in the time that you have to do it, overwhelm, frustration, and all the rest of what I promised would disappear when you apply the principles and practices of Mission Control.

The mountain never shrinks, no matter how much you get done in a day.

Trying to get it all done is a habit – both in what we do and how we approach the world. For many of us an addiction.

How many people check their email on their smartphone in the first few minutes of waking up? [Show of hands] That’s an indication of how addicted we are.

[NOTE TO LEADERS: this is a critical point in the program for people to discover for themselves: that they are addicted to getting it all done and, the addiction is not going away. Hang out in this conversation long enough so that people can begin to discover this for themselves. Your clarity that you are addicted to trying to get it all done, and that your addiction is not going away, is important in enabling the participants in discovering this for themselves.]

From this point on in the program, it is useful to notice when the participants are asking questions from the context of trying to get it all done and point this out to them when it’s present. This will not be in the slides and it is very important to reinforce throughout the entire program so that each person has unquestionably discovered this for themselves.]

[click]
We are addicted to trying to get it all done.

Definition of Addiction: the state of being enslaved to a habit or practice or to something that is psychologically or physically habit-forming, as narcotics, to such an extent that its cessation causes severe trauma.

For some of you, just considering that you are not going to get it all done is causing severe trauma right now!

[click]

It’s a fundamental assumption that we should get it all done.

At this point, some of you have actually gotten you will never get it all done. Some of you are considering it, and it is difficult. Some of you are in denial, arguing that you really can get it all done.

Not only are we trying to get it all done, we think we should get it all done.

How many of you have felt guilty at the end of the day that you didn't get it all done?

How many of you think there is something wrong with you or you are a bad person because you are not getting it all done?

For how many of you does it look like some other people are actually getting it all done?

For many of us, even if we realize we will never get it all done, we still think we should!

[click]

It’s an unexamined Context that we live our lives inside of...

It’s not merely that we think we should get it all done. It’s part of how we see the world. It really seems real to us that we should get it all done. It seems so real we don’t even question it and don’t even think about it. We'd like you to consider that it’s really just an interpretation that we should get it all done, it’s really not the truth. And it’s the primary source of our experience of burden and overwhelm. It really makes us crazy.

And, if you look, in reality, you will see that you are already not getting it all done. If you look back over the last several years, aren’t there some things that, at the time seemed very important, even urgent, that didn't get done? Aren’t there some very important things that are not getting done right now? And, there are some things that are right now very important that will not get done.

You will never get it all done. Even if you increase your output, even if you decrease the demands on you, you will never get it all done. When you die, you will die without having gotten it all done. Your to-do list will be intact.

I promised you that you will leave this course with the mountain of everything there is for you to do and handle off your back. The first step in getting the mountain off your back is getting clear, down to your bones, that you will never get it all done.
I’d like you to consider that part of what keeps this in place, part of what has us continue to avoid confronting the totality of what we have to do and handle and continue trying to get it all done is that we have habits that keep this in place. Our habits extend beyond what we do. We talk in habitual ways, we have habits of thought, we even have habitual ways of being.

What are some examples of habitual things you do to try to get it all done? [Get a few examples]

What are some of your speech habits or habits of thought? [Get a few examples]

What are some habitual ways of being? [Get a few examples]

Regarding trying to get it all done, a very common combination of habits is thinking we should get it all done and feeling guilty when we don’t. How many people are bothered or feel guilty when you end your day and haven’t gotten to something you had on your to do list?

I’d like you to take a few minutes with a group of three and each person identify at least a few habits you can see. See if you can find some habits in each of the categories.

[Work in groups then take sharing.]

We will speak more about habits. Part of what makes a difference in elevating our productivity, performance and experience of accomplishment is being aware of the habits that can serve to limit us.
[This will be the assignment during the break.]

Hand out the session worksheets, discuss the pages and say how we will use the workbook. Then, give them the break assignment to begin their Everything Inventory.

When we come back from the break we will explore a new context from which to operate.

[AFTER BREAK]

[Ask about the experience of beginning the Everything Inventory. Validate whatever they are confronting.]

I’d like you to recall a time you experienced being effective.

[Pause for people to recall something.]

[Get answers]

What was present at that time – what was your experience?

We will reference that state as the experience of Power, Freedom and Peace of Mind.

[Go to next slide]
I’d like you to consider that you are naturally effective and we get in our own way. What is there naturally is power, freedom and peace of mind. You might consider that rather getting power, freedom and peace of mind out of being productive, it’s the other way around. You are naturally productive when what is there is power, freedom and peace of mind. Let’s explore what we mean by each of these.

**Power** is having what you say realized
- Power is measured by two factors
- the magnitude (scope and depth) of what you say, and
- the amount of time and effort it takes to realize what you say

Power is not Force. A person with Power needs no Force. Force seems necessary only in the absence of Power.

**Freedom** is the space to choose on an ongoing basis what you do and handle in life
- Having the time and wherewithal to do and handle what is important to you

[Read the slide]
What do you hear in this?
What relevance or value do you hear?
What do you hear possible?

You can listen to this as the promise of Mission Control and that I mean to be held to account for this promise.

A few minutes ago I asked you to recall a time you were being effective and I called that state Power, Freedom and Peace of Mind. And, I am promising you that you
will be operating in a different state – one that is filled with Power, Freedom and Peace of Mind.

I’d like you to consider: What disappears when Power, Freedom and Peace of Mind are present?

[Get answers, then review the first column. Do not read all the points. Let people scan and find those that hit home for them.]

[Go to second column]

What is on this slide are tools for trying to cope with not being able to get it all done. What is on this slide is not going to get you there, not even if you get more done each day. What is on this slide won’t even get you there someday. With what is on this slide you will never have a dramatic increase in your productivity.

I know that the thought of not keeping a daily task list is frightening. And if you don’t prioritize, how will you know what is most important for you to work on? I promise you that Mission Control has a very powerful way of dealing with that.

Having getting-more-done-each-day as the basis for your commitment to higher productivity, is exactly backwards from what would make a dramatic increase in your productivity. While it may fly in the face of what everybody thinks, trying to get more done each day, actually prevents any dramatic increase in productivity. Trying to get more done each day as an attempt to increase your productivity is approaching it backwards.

Time management programs measure productivity in terms of how much you get done in a day. Mission Control measures productivity as the level of your experience of Power, Freedom, and Peace of Mind in the face of everything, and each thing, there is for you to do and handle.

I am asking you to try on a radical thought. I am asking you to try on the thought, that using the principles, tools and practices designed to get more done each day, even the ones designed to get more of the more important things done each day, will not produce a dramatic increase in productivity. I am asking you to try on this thought: when you experience Power, Freedom and Peace of Mind, in the face of everything, and each thing, there is for you to do and handle, you will unquestionably also experience a dramatic increase in your productivity.

While it looks as though, if you could only get more done, you could eventually get rid of the mountain, the truth is that no matter what you do, and no matter how much you do, until you die, the mountain remains a mountain. Even if you got
three times more done in a day, it wouldn’t make any difference in the size of the mountain.

It is your relationship with the mountain that makes the difference. You are already experiencing a certain level of Power, a certain level of Freedom, and a certain level of Peace of Mind. You are also already experiencing a certain level of productivity. If, as a result of your participation in this course, you suddenly got twice as much done every day, it would be trivial if you had no increase in Power, Freedom, and Peace of Mind - it might be nice, but the difference for your life would not be great. By contrast, if you could double the level of your Power, Freedom, and Peace of Mind, the difference for your life would be enormous - and by the way, you would obviously, automatically, have a breakthrough in productivity.

Earlier, I promised that you would leave this course with the mountain of everything there is for you to do and handle off your back. I said that the first step in getting the mountain off your back is getting clear, down to your bones, that you will never get it all done. The second step in getting the mountain off your back and experiencing Power, Freedom, and Peace of Mind in the face of everything there is for you to and handle, is getting clear down to your bones, that worrying about how much you get done each day is a detriment to productivity.

If whatever you are complaining about, is not up there, we mean to have it up there, and neither whatever you are complaining about that isn’t up there, nor what is up on the slide are the culprits.

These are not the culprits. It’s not them that rob you of Power, Freedom, and Peace of Mind. I know you think that if you didn’t have deadlines, or interruptions, or more to do than you can do, and so forth, you’d have Power, Freedom, and Peace of Mind. But in fact, it just doesn’t work that way.
The bad news is: you are never going to get everything done. Really. It's not going to happen when you retire, when you get a really great assistant, when you get promoted, when the kids go off to college, ...

And, the mountain has no top, so no matter how much you get done each day, the mountain never gets any smaller.

Power, Freedom, and Peace of Mind are NOT a product of

- how much there is for you to do and handle in life, or
- the nature of what there is for you to do and handle, or even
- what you do, or don’t do, of what there is for you to do in life

So, the question is:

What will produce the experience of Power, Freedom and Peace of Mind in the face of everything and each thing you have to do and handle?

We are going to propose a new perspective to look from and think from. A new view in the matter of fulfilling yourself and your life.

We are not asking you to believe this. We are asserting it to be true, and as we go on, you should expect us to provide conclusive evidence, right in your own experience, that it is absolutely true.

You and I don't need any thought for coming up with tips and techniques for trying to get it all done. I would like you to challenge your existing way of thinking and think from a different place.
What we are asserting is simple and powerful, namely, that the experience of Power, Freedom and Peace of Mind is a function of two, and only two things: first, the frequency with which you bump into, even momentarily, something in your life that is incomplete, and, second, the way in which what there is for you to do and handle exists for you.

Notice that we did not say, that Power, Freedom and Peace of Mind is a function of what there is for you to do and handle, rather, we said that Power, Freedom and Peace of Mind is a function of the way in which what there is for you to do and handle exists for you. For example, for most people, what there is to do and handle exists as something on their daily task list that needs to be done, or something with a high priority that should be done, or just something they have to do, or something in their calendar they don't have the time to do, and so forth. It is not what there is for you to do and handle, it is how what there is for you to do and handle exists for you, and, the number of incompletions in your life.

We are saying that when you work on or handle anything, the Power you have in dealing with it, and the Freedom and Peace of Mind you bring to dealing with it, are a function of: one, the number of incompletions in your environment, and two, the way in which what you are working on exists for you.

This course is about how to transform what is incomplete into something complete, and how to constitute what there is for you to do and handle, so that you experience Power, Freedom and Peace of Mind in the face of what there is for you to do and handle.

In fact, even what you do, what you don’t do, and what you accomplish is determined by the number of incompletions in your environment, and the way in which what you are working on exists for you.

What you do or don’t do, and the quality and effectiveness of what you in fact do, is not determined by your priorities, is not determined by how much trouble you'll get into if you don’t do it, nor is it determined by how far doing it will keep the wolf away from your door. It is not even determined by how easy or hard it is to do, or how much you might like doing it.

We will continue to work on this and will revisit this slide multiple times.
I showed you this slide at the beginning of the program. This is what this program is about.

I'd like you to now consider what are you up to in the program.

[Have people discuss with a partner, then hear from several people]

So far we have looked at:

- The **current reality** we are dealing with regarding our productivity, performance and experience of accomplishment
- That our experience of burden, overwhelm, etc. is a function of not confronting the mountain of everything we have to do and handle
- That **we habitually try to get it all done**, think we **should** get it all done and in reality will never get it all done
- That instead of operating in a context of trying to get it all done, we **could operate in a context of elevating our Power, Freedom and Peace of Mind**, which is the source of a breakthrough in our productivity, performance and experience of accomplishment
- That Power, Freedom and Peace of Mind are a function of the number of incompletions in my life and the way in which what I have to do and handle exists for me.

We will now look at what may be ingrained in our thinking, approach and patterns of behaving that limit our actions and what’s possible. Those things
we are unaware of that actually prevent having a breakthrough.

We’ll call these **work habits**.

A key aspect of habits is that they are **unconscious** patterns of behavior. We don’t know that what we are doing is a habit – we are just doing what we are doing. The email alert goes off and we go to our inbox. We don’t think about it, there is no choice, the trigger shows up and we do what’s habitual.

There have been studies done indicating that over 70% of what we do is routine. We tend to wear the same 5 outfits, go to the same 5 restaurants, order the same 5 things off the menu.

Another aspect of habit is that it is an established disposition of the mind or character. We have habitual ways of thinking and habitual ways of being, not merely habitual ways of acting.

A good portion of our work habits started when we were young. How old were you and what was it when something first occurred for you as work?

*Get answers*

Each of us had different ways of dealing with that. Some of us got things done first so we could go play. Others of us put things off until the last minute. Some waited for our parents to yell at us before getting it done. Whatever it was, I am suggesting that those habits are still operational today.
And we take these actions without really thinking about it – the trigger immediately prompts the habitual behavior.

I’d like you to consider that how you go about your day is largely habitual.

To make things worse, in addition to the habits we developed when we were young, there are habits we have developed in response to the changing world around us. And, these new habits...
are for the most part not intentional and not well thought out.

Most of the well-known work habits were started in the 40's and 50's. A good day's work for an executive was getting a well-crafted letter in the mail. An extraordinary day was getting three letters out. It was around this time that the to-do list came into common practice and was revolutionary for the time. As people got busier in the seventies, a big breakthrough was the memogenda, where you could list all your tasks and the date by when you were going to get it done. All of that is a different world than today.

The impact of this increase is not personal:

There is an environment of distraction and disruption:

In a study by the University of Irvine tracked 36 technology office workers and recorded how they spent their time, minute by minute. The researchers found that the employee devoted an average of just 11 minutes to a project before the ping of an e-mail, the ring of the phone or a knock on the cubicle pulled them in another direction. Once they were interrupted, it took on average a stunning 25 minutes to return to the original task. The workers were juggling about 12 projects a piece – a situation one subject described as “constant, multitasking craziness”

The impact on us:

- 98% of employees are impacted by stress
- 97% of employees struggle with work-life balance

(Towers Watson Health, wellbeing and productivity survey 2012/2013


[If useful:] It took the TV 40 years to penetrate ¼ of US households – it took the Internet 12 years and it took the DVD only 4 years. Not only are new products being introduced faster, our ability to adopt and use them in our lives is at an unprecedented pace – we are expected to keep up!

In 1960 there were about 8 channels in which people communicated. If you were out of your home or office, someone had to walk up to you to communicate with you. Now there are over 20 channels of communication. And, communication used to be discrete events. Now it is a constant, overwhelming stream 24/7.
Let’s look at another aspect of our habits, what we refer to as speech habits.

While you may not be aware of it, language, how we speak and listen impacts the way the world occurs for us. In fact, the words we use to speak and listen, about what-there-is-for-us-to-do-and-handle, actually determine, the way in which what there is for us to do and handle exists for us. And finally, the way in which what-there-is-for-us-to-do-and-handle exists for us, determines what we are able to do with it.

As an over-simplified, but easily understood example of what we are talking about, if you see something for you to do as “hard” or “no fun,” your relationship to it and the way you act on it will be dramatically different, than if you see it as something “easy” or “fun” to do.

As a somewhat more powerful example, if something for you to do exists for you simply as “something you have to do,” contrasted with existing for you as “ample time set aside to do it with nothing else to do”, your relationship with it and the way you act on it will be dramatically different. Remember, we are not talking about what is factually so about the thing-for-you-to-do-or-handle, we are talking about the way in which it exists for you.

[Click and read the first point]

You and I speak in habitual ways about the things we have to do and handle, the
environment in which we are working and even about ourselves. Some of this is out loud and there is a lot we say to ourselves. And, a lot of what we say to ourselves is negative.

*If needed:* According to psychological researchers, the average person talks to him/herself or herself 50,000 times a day and studies show that 80% of those messages are negative. What we say and think creates our experience of our reality and by virtue of being human; we naturally skew towards being our own worst critic. - Jack Canfield Success Principles book:

[Give examples of what people said at the beginning of the day about the current reality.]

What are some of the habitual things you say, particularly the things that are limiting?

[Hear a few examples. Then, have them share with a partner and hear a few more examples.]

Our habits are a legacy from the past and an adaptation to new tools.

They may have nothing to do with reality and the reality we are dealing with.

When we are aware of our habits we then have a choice about our actions.

When they are undistinguished, we are subject to them.

On the break I invite you to notice our habits.
As we have said, the experience of Power, Freedom and Peace of Mind is a function of two and only two things:

The number of incompletions in your life and the way in which what you have to do and handle exists for you.

In this program we are using a special language.

The special language employed in this course will leave you speaking and listening in a new way about what there is for you to do and handle. Your use of this terminology will leave you with Power, Freedom, and Peace of Mind in the face of everything there is for you to do and handle.

Because it is different from the language you normally use, at first you may experience this language as somewhat artificial. If at first you find this language difficult, that is actually a good sign, it shows that you are breaking open new territory for yourself, where, in the face of everything there is for you to do and handle, there is more Power, Freedom, and Peace of Mind.

The special language used in the course is designed to leave you with a breakthrough in productivity, performance and the experience of accomplishment as a natural form of self-expression, rather than leaving you limited to mere understanding.

In any discipline there are specialized terms which enable people operating in that discipline to be effective. This is the case in medicine, music, sports, engineering, accounting, etc. If you look, in whatever disciplines you practice, there are likely terms and phrases that sounded odd and hard to understand when you first heard them.

In this course, you will learn and come to be comfortable using certain terms of art, special language that will give you Power, Freedom and Peace of Mind in dealing with what there is for you to do and handle in life.

Also, we won’t be using very many examples in this course. Although examples make something new easier to understand, the power is not in understanding. The power, is in having what is new, become a natural form of self-expression for you, rather than something you understand now and try to apply later. The use of examples in the scramble to understand, actually limits the scope of your power, and leaves you owning only the territory covered by the examples. Understanding, in and of itself, does not result in personal power. With something new, personal power only happens when what is new becomes a natural-form-of-self-expression-for-you.

When you master something, you go beyond the territory established by the examples, and that is power.

We will now take a look at the number of incompletions in our lives.
I’d like you to consider that there are no other states – what you have to do and handle is either complete or incomplete.

Let’s look at what we mean by complete.

When something is complete there is nothing to do about it and we no longer have attention on it.

There are two categories of things like this. The first are things that are done. For example, if you wanted to have a certain degree and you received the degree, that would be complete. And, at that point, any more studying for the degree would be kind of silly.

In contrast, however, if you were interested in lifelong learning, having a degree would not complete your interest in lifelong learning. Lifelong learning may be something that may never be complete, or may never be finished.

The second category are things that, while there may be things to do, we have no attention on them. For example, typing or breathing. For the most part we don’t have any attention on these, you could say they are for the most part transparent. The only time we really pay any attention to typing or breathing are when something gets in the way, for example a key gets stuck on the keyboard or we get something stuck in our windpipe.

If you look at it in these terms, how much of what we have to do and handle is complete?

[Get a few answers]

Not much!

Most of what we have to do and handle is incomplete.

Whatever in the mountain is incomplete, whether we are conscious of it or unconscious of it, is a burden we carry day in and day out. This burden may look like having more to do than we have time to do it in, interruptions-emergencies-and-other-demands-on-our-time, and so forth, but in fact the burden comes from carrying whatever in the mountain is incomplete.

Any given thing for you to do or handle may be incomplete and ignored, or incomplete and put aside, or incomplete and hidden, but in each of these cases what there is to do or handle is still incomplete, and the fact that it is incomplete, even if it is ignored, put aside, or hidden, kills Power, Freedom, and Peace of Mind.

Some people will try being OK about something there is for them to do or handle being incomplete, or even try saying, “I’ve declared it complete”. Even these clever ploys kill Power, Freedom,
and Peace of Mind. Something is either complete or incomplete. Period. Moreover, “nearly complete” or “almost complete” are also states of incompleteness.

No matter in what way something is incomplete, its being incomplete kills Power, Freedom, and Peace of Mind.

SLIDE 42

What are examples of incompletions in your life?
[Get some answers, then click for slide content]

Do any of these types of incompletions sound familiar? (Show of hands.)

SLIDE 43

What are some of the ways you tolerate and perpetuate incompleteness?
[Get a few answers, then have speak with a partner]

Regardless of the state of incompletions – it has the same impact on us. Something that is 99% complete has the same, nagging impact of something not even close.
I’d like you to recall or imagine a time when you were faced with a significant number of things being incomplete. This could include projects not finished at work, an overfull email inbox, phone messages to return, reports to get out, expenses to submit, cleaning at home to be done, etc. Whatever it would be for you – a number of things being incomplete. Inside of that reality, what is the impact on you?

[Have them do this exercise with a partner or group of 3. Don’t read the list. Let them read the list themselves as they do the exercise. Hear back from some people when done. If not covered in what they say, include the following points:]

- Rarely experience that what I do makes a difference
- Accomplishment as merely keeping the wolf away from my door
- Reacting to demands rather than having a choice
- No overall sense of power
- Feeling overwhelmed and thwarted
- Frustrated or just plain stopped
- Annoyance
- Alienation
- Worry and stress
- Loss of health and vitality
- Giving up or settling for less
- Scrambling
- Just putting in time
- Clutter and messes
- Crush of work
- Things fall through the cracks
- Too much to do
- Not enough time
- Reduced self-esteem
- Being criticized, undermined and gossiped about
- Loss of trust and respect
- Being passed over
- Being followed up and bothered by others
- Excuses, justification, and rationalization
- Etc., etc., etc.

It may appear that what we just spoke about comes from having too much to do, but that is an illusion. The impact we spoke about is the way the incompletions in the mountain-of-what-there-is-for-us-to-do-and-handle impact our lives, when we’ve not confronted what is incomplete in the mountain.

Whether or not we actually confront all of what is incomplete, we **are** carrying
the mountain of everything there-is-for-us-to-do-and-handle that is incomplete. Whenever we work on any one thing there is for us to do or handle, we are trying to work with the weight on our back of the mountain of-all-the-rest-of-what-there-is-for-us-to-do-and-handle that is incomplete.

Now let’s look at one of the habits that foster things being incomplete...

[Visually act this out – use common examples like... driving along and remember you need to change your oil and poof! it disappears, you remember you need to call someone back and poof, it slides by and it’s gone, etc.]
You came here this morning with thoughts about things you have to do…"I have to do this – oh I forgot to do that...”

And we let them slide by...

More - Gotta change the oil – zip! It’s gone –

Pick up the cleaning, return that phone call, pick up the milk at the store – oops, forgot.

Flashes up and it’s gone... (Repeat)

All day long!! You are talking to someone, you are in a meeting, something someone says stimulates you, you’re getting these thoughts about things you have to do and handle just flashing up and gone –

These thoughts exist like a toothache – not hurting enough to go to the dentist but enough to nag at you all day long and take away your Peace of Mind.

How many of you can see yourself in this habit?
Let's look at another habit that generates and perpetuates incompletions.

I'd like you to consider this is the structure you have created to store all the things you have to do and handle. You may not have designed this in a well thought-out way. And, it is the structure you have designed.

What is the character of your existence structure? What adjectives would you use to describe it? [Get answers]

What is the impact of using this system on:

- Being productive?
- Your peace of mind?
- Managing and responding to the speed, complexity, and volume of what you have to do and handle?
We're now going to take a look at the notion of completion.

Use your imagination for a moment and consider the stuff around you that is incomplete. If that was complete, and that, and that, ... what would be the impact on your life, and on the other people in your life?

The way I will put it is that what is there is Power, Freedom and Peace of Mind.

This may sound impossible, or like a trick, and I actually mean what it says on the slide.
Just as there are states of incompletion, we would like you to consider that there are also states of completion.

Fully complete, provisionally complete and automatically complete.

We’re distinguishing between something being finished and it being complete. A project can be finishing yet it might not be complete – you might still be bothered by it even though no more work is going to be done on it. How many of you have had projects like that?

What we mean here by completion is more along the lines of your experience of something being complete in which case something can be experienced as complete even when it is not finished.

When something is experienced as complete, its in a state where you are not thinking about it, you don’t have any attention on it and it’s not bothering you.

So what we are attempting with these states of completion is to have anything we have to do or handle, live for us as complete so that it’s not on our minds.

As we have discussed, the experience of power freedom and peace of mind is a function of the number of incompletions in our lives. What we are looking to do here is to move anything that is incomplete to a state of completion.

To do that, we are introducing you to new language. This might sound like gobbledy-gook to you at this point. We are going to take the time to develop these new terms so that they leave you in front of greater Power, Freedom and Peace of Mind.

Any state of incompletion, whether 99% complete or not even close, has the same impact on us, leaves us with the same burden. And, the converse is true with states of completion – no matter what the state of completion, it leaves us with Power, Freedom and Peace of Mind.

So, in order for things to be complete, it is useful to look at what is not done or finished in a new way.
Let’s now look at each of the states of completion.

Fully complete is the first of the states of completion we will look at.

There is a lot of new language in this slide and we will go through all of it.

A big trap in managing what there is for us to do and handle, is not handling the fallout of something that looks like it is “fully complete.” For example, if you buy a new car, what is the fallout of buying the car?

[Get some answers]

The fallout of buying a new car includes having to take it in for the required periodic service, keeping it clean, making the payments on the car loan, and so forth. You then experience this as complete.

Most people are so happy to get something completed that they ignore the fallout of its being complete. If it’s ignored, if you don’t look for and put the fallout of something that looks “fully complete” reliably into existence, the fallout will bite you in the back when you least expect it. If you ignore the fallout, what you happily thought was “fully complete” actually remains incomplete, and the impact on you is that of being incomplete.

By the way, when something looks complete, what there is for you to do and handle in order to get it fully complete, is
to put any fallout of its being complete reliably into existence as a compelling opening for action. Let’s look at what we mean by those phrases.

An aspect of what we mean by in existence is literally, where does it exist, where does it live? Is it in your calendar? On a to-do list? On a post-it? In your memory?

By an opening for action, we mean something that calls you into action. What are some things you love to do?

[Get some answers]

When you are facing that thing, whether you are about to do it, whether you are talking to someone about it, whether you see a magazine article about it, you are drawn into it, you are called into it in some way – to do the thing or the conversation or to pick up the magazine. In other words, there is an opening for action, you are drawn into action.

And, it is a compelling opening for action – something you really enjoy.

So, the fallout is in existence, lives for you, as a compelling opening for action.

In Mission Control we deal powerfully with how to have things exist for us in such a state and will deal with this later.

An example of this

Let’s say you wanted to ship a box of pens. You have the pens, you have the box, you have the packing material, you have the mailing label and you have the postage. You've done it all, and the box is shipped. The fallout is confirming that the pens were received. If you don’t find out, it will be on your mind wondering if it arrived. So, you schedule a time to call and follow up that the pens have been received.

The second state of completion we will examine is Provisionally Complete.

Again, you are going to ship a box of pens. You have the pens, you have the box, you have the packing material, you have mailing label, however you don’t have the tape to seal the box and you don’t have the postage. And, it’s 10 pm and the store and post office are closed.

So, you schedule occasions to go to the store to get tape, to put it all together and to go to the post office to buy postage and drop the package in the mailbox. You then experience that item as complete.
Now, you are going to ship a box of pens. And, you are going to ship a box of pens every Tuesday. So you create recurring occasions for getting boxes, pens, packing material, tape and postage and occasions for assembling the box and dropping at the post office. You then experience this as complete.

As we have said, what is *fully complete* ceases to exist for us as something to do. What is *provisionally complete* and *automatedly complete* has the same impact on our productivity and our experience of Power, Freedom, and Peace of Mind, as if it were *fully complete*. It is complete now, and its future is also one of being complete.
As we have said, the experience of Power, Freedom and Peace of Mind is a function of two and only two things:

The number of incompletions in your life and

The way in which what you have to do and handle exists for you.

We have looked at the first point – the number of incompletions in your life.

This is something you can now take on – becoming aware of the number of incompletions in your life and moving them to a state of completion. Ways of doing this can include:

- Noticing when you are bothered, preoccupied and distracted and looking to see what is incomplete
- Developing a practice of uncovering what is incomplete

And, this is a mountain with no top. It is a game to always play.

When we come back from lunch we will look at existence.
We will now look at existence.

[Read slide]

What we are going to examine next are different aspects of how things exist for us.
A key element of how things we have to do exist for us lies in the answer to the question: why are we doing what we are doing. We’ll now take a look at an aspect of why we do what we do.

[Ask for a volunteer – pick someone who will be easy to work with]

As I work with [Joe], you should look for yourself and follow along

ASK: What is something you haffta do?
1. Why do you care about that?
2. Why is that important to you?
3. Why does that matter to you?
4. And finally: what is there of fundamental importance to you that would be fulfilled by that? Another way of saying that: If you got that and got it fully, what would you be left with?

What we call that thing of importance that we get down to a Concern. Let’s look at what we mean when we use the word Concern.

We are only worried about those things of interest or importance to us. In fact, being worried is often the way in which something that is of interest or importance to us exists for us. However, the worry is the way in which that something of interest or importance exists for us, it is not the something of interest or importance.

So, when we use the word “Concern” we will be speaking about those things that are of interest or importance to us, which may at times exist for us as being worried about them not happening.
Each individual's life is about fulfilling some set of concerns specific to that individual. What the individual does or doesn't do, in fact the very being of that individual, is shaped by the particular set of concerns that constitute that individual. Anything else is kind of silly.

Things to do and handle don’t just pop up in life.

Even if you are doing something to fulfill someone else’s concern, you wouldn’t be doing it if it didn’t fulfill one of your concerns.

Whatever there is for you to do or handle, exists as something for you to do or handle, because, and only because, you think it will contribute to fulfilling one or more of your concerns. Any doing or handling not in service of fulfilling a concern, you could consider is psychotic or neurotic.
Questions:
1. Why do you care about that?
2. Look at the answer you just wrote and answer the question, “Why is that important to you?”
3. Why does that matter to you?
4. And finally: what is there of fundamental importance to you that would be fulfilled by what you said in your last answer? Another way of saying that: If you got what you wrote in Answer 3, and got it fully, what would you be left with?

[Once you have walked the participants through the drilling up exercise, go through it with one person out loud. Work with them until the way in which that thing to do or handle exists for them as fulfilling their concerns.]

What is the impact of doing this?

[Get answers]

This is a way of altering how something you have to do and handle exists for you. Rather than existing as something you “haffta do,” if it lived for you as something that contributed to something important to you, what would doing that thing be like?

We will say that when you are clear that what you are doing is fulfilling what’s of fundamental interest or importance, you will be more productive, more effective and your experience of doing it will be one of power, freedom and peace of mind.

[Have people pick another item and step through another drilling up. If they haven’t done a work item, have them select a work item and look at what is important for them, not for their business or their manager. Once done doing this on their own, go through it with a partner]

What do you see as the value? When might it be useful to drill up to a Concern you want fulfilled?

[Get some answers. You can include the following points:]

- When you are not looking forward to what you are doing
- When you consistently bump an occasion over and over again
- When you need to make choices about what you will do and what you will not do
- When you have the experience that you are not getting to what is important to you
- As an ongoing inquiry
Let's now shift from looking at your Concerns as an individual to looking at Concerns of an enterprise.

You could consider that an enterprise exists to fulfill some set of Concerns.

What generates everything that goes on in a corporation, are the concerns of the corporation, and the concerns of the individuals in that corporation. Everything else is noise.

What generates everything purposeful that goes on in a corporation, are the concerns of the individuals in that corporation, from the directors, through the management, all the way across the spectrum to the lowest ranked person in the corporation. While it is true that in a corporation there are often conflicts between individuals, or groups of individuals in that corporation, nevertheless, what goes on in a corporation is generated by the concerns of the individuals in that corporation. By the way, the conflicts between individuals, and groups of individuals, can invariably be powerfully resolved by getting back to and working with, the underlying concerns of the parties.

The corporate vision, mission statement, strategy, goals and objectives, corporate culture, principles, credos, basic beliefs, policies, practices, procedures, business processes, physical assets, and so on of an enterprise, are all solely in service of fulfilling that enterprise's concerns.

For the corporation, anything happening that is not in service of fulfilling the corporate concerns, is corporate noise. For the corporation, the commitment to fulfill the corporation’s concerns is the source of everything purposeful that happens in the corporation.

[Click for further points]

Why might that be useful to know?
You can consider there are Concerns you are paid to fulfill. This is different from the results you are accountable for producing and is almost always not articulated.

You may see that when there is an alignment between the Concerns you are paid to fulfill and the Concerns you are fulfilling as an individual, your job will live for you as a self expression.

We have looked at one aspect of how things exist for us – why we are doing what we are doing.

We will now look at another aspect of how things exist for us, specifically the temporality of how things exist for us.
One of the ways things exist for us is “someday.”

I want you to think about what you’re going to do someday. If someday ever comes, it will be the most joyful day the world has ever known. If you listen to what people say is going to happen someday, you know that amazing stuff is going to happen someday. Every day when I wake up, the first thing I do is to check to see if it’s someday. But disappointingly, it’s always only today.

The truth is that it’s never going to be someday. Someday will never come.

And as for the stuff that you are going to make happen later... or tomorrow... or next week... none of those kinds of somedays, actually ever happen. When you are actually doing or handling something, it is never actually late, or tomorrow, or next week. When you wake up, it’s not only never going to be someday, it’s also never going to be later, or tomorrow, or next week.

If your boss asks you for something, you will likely not say you will get it to her “someday.”

What are some of your ways of saying “someday?”

My favorite version of someday is [look for yourself] “tonight.” If I don’t get something done today, I will get to it “tonight,” like “tonight” is some endless font of time. And, what happens? I have to handle getting something to eat, other
things and it’s 10 pm before I get to what I wanted to get to so it either doesn’t get done or I am up until midnight or later getting it done.

Someday is essentially a fantasy that leaves us disempowered. So let’s look at a reality that can empower us [next slide]

SLIDE 76

SLIDE 77

[Read the slide]

Sometimes you do what’s on your To Do list, and sometimes you don’t. Sometimes you do a high priority item, and sometimes you don’t. Sometimes you do what is in front of you, and sometimes you don’t. The question is, what is always unfailingly present when something actually gets done?
We asked, what is the one thing that is unfailingly always present when you actually do something. What is always unfailingly present when something actually gets done, is the kind of time called **Now**. Nothing is done outside of time, and the kind of time that something gets done in, is the kind of time called **Now**. If something got done, there was a time called now to do it in.

Doing cannot be done in the kind of time called ‘someday,’ or ‘later,’ or ‘tomorrow,’ or ‘next week.’ Nothing ever happens ‘later.’ When it happens, it’s now. You can’t do something someday. When you actually do it, it’s always now.

This is what a “now” looks like on the calendar.
It is only possible to do something if there is a Now, this kind of time, for you to do it in.

You may recall we spoke about compelling openings for action. Let’s look at what it takes to have a “Now” exist as a compelling opening for action.

The definition of occasion is:

[Read the slide]

[Read the slide]
An occasion is not just a now in which to do or handle something, it’s also taking what-there-is-to-do-or-handle and transforming it into an accomplishment. You don’t create an occasion by saying what to do – you create an occasion by expressing what to do as an accomplishment. You don’t state the accomplishment as something to accomplish, you state it as something accomplished.

You may think that this is just playing with words, just semantics, but if you try it out you will find yourself experiencing Power, Freedom, and Peace of Mind in the face of what there is for you to do or handle. When you transform something there is for you to do or handle into an occasion, you will find yourself with Power, Freedom, and Peace of Mind in the face of it.

[Note to Leader: share examples of your experience of transforming things you “had to do” into occasions]

For example, if during the day you schedule occasions to handle interruptions, you will have transformed interruptions into nows in which to accomplish something. Remember that when you create an occasion to do something you called “dealing with interruptions”, you transform something to do, into an accomplishment, for example, “people who come to me unscheduled are empowered and enabled”. You will be able to handle what you used to call interruptions, with Power, Freedom, and Peace of Mind.

If you find yourself having emergencies, or fires to fight, start scheduling occasions to handle emergencies and fight fires. You will have transformed emergencies and fires into now’s in which to actually accomplish something, and be able to handle what you used to call emergencies and fires with Power, Freedom, and Peace of Mind.

Let’s look at what it takes to state something as an accomplishment.
When you speak about what you are going to do and handle how do you talk about it?

Do you talk about the task, the action, or do you talk about the outcome?

What are some examples? *(You can call on people based on things said previously in the program.)*

We tend to talk more of the task, action or process and often speak in terms of what we have to do, should do, gotta do, need to do – which you could say are all expressions of trying to get it all done.

What we don’t talk about as much is the outcome, result or accomplishment of all that activity.

Power Freedom and Peace of Mind is a function of the way in which what we have to do and handle exists for us. One of the ways of altering how what we have to do and handle exists for us is by stating an accomplishment rather than merely the task or process.

Let’s look at what we mean by that...

These are two possible ways of speaking about a meeting.

- Which image of the future would you rather live into?
- Which language gives you more energy and interest?

- Which future thing are you more likely to do?

There is no right or wrong way to do a statement of accomplishment. The main point is that it creates a compelling opening for action for *you* to do the thing *you* want to do or handle. As an example,
someone who kept skipping lunch created a statement of accomplishment, “Lunch and I have made friends.” Someone else created for an occasion to handle email, “I am master of the universe – I have emptied my email inbox.”

[Have people do the exercise, then hear some examples. Emphasize that it is whatever will create a compelling opening for action for them, and coach them to be more powerful. Points you can emphasize:]

- Are stated from the end of the outcome looking back. (“I have…” or “we have…”).
- Are stated as something you, or you and others, have accomplished.
- Creates a vivid, positive image of the future.

Components that can be included:

- The Concern to be fulfilled
- The Result that will be produced at the end of the time you have allotted (i.e. what will be there at the end of the time that is not there now)
- The activity – what you will do

[Have them create a second statement of accomplishment. Then share with a group of three. Hear more examples and coach]

[Peter Ferdinand Drucker (November 19, 1909 – November 11, 2005) was an influential writer, management consultant, and self-described “social ecologist.”]

What do you see as the impact of creating a statement of accomplishment?  [Possible points to make:]
- Leaves you energized, focused, and looking forward to the accomplishment that lies ahead.
- Makes you the **author of your future** (rather than a victim of it).
- Requires you to consider **what is needed** to be successful.
- Has you own the result even before you take the action.

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- To put it more precisely, without a state of affairs that makes it possible (an *occasion*) to do what you should do, what you want to do, what you need to do, there is a good chance you won’t do what you should do, what you want to do, what you need to do.
- With a state of affairs that makes it possible (an *occasion*) to do what you should do, what you want to do, what you need to do, there is a good chance you will do what you should do, what you want to do, what you need to do.
- To say it even more precisely, without being present to what you want to accomplish or without having a favorable, specific, sufficient period of time, there is a good chance you won’t do what you should do, what you want to do, what you need to do.
- Being clear on and standing in what you want to accomplish and having a favorable specific sufficient period of time, there is a good chance you will do what you should do, what you want to do, what you need to do.

An occasion does not reduce the risk involved in something to do or handle. If there is no risk in what you do or handle, you are probably dead. What an occasion does is to give you Power, Freedom, and Peace of Mind in doing what there is for you to do or handle.
In distinguishing an occasion we have been dealing with “the way in which what there is for you to do and handle exists for you”.

Having what you are going to do or handle exist as an occasion, will give you Power, Freedom, and Peace of Mind with what you are going to do or handle. The Power, Freedom, and Peace of Mind with regard to something you are going to do or handle starts at the moment you create the occasion, and continues through until you complete whatever it is you are going to do or handle.

But it is not possible to get it all done, so you need a way of dealing powerfully with what you are not doing and handling, while you are doing or handling what you are doing or handling. So it’s now time for us to keep our promise to give you a powerful way of dealing with what you are not doing or handling.

How does what you are not doing or handling currently exist?

When anything you are not doing or handling exists in any of the ways listed on the slide, there is no Power, Freedom, and Peace of Mind in the face of what you are not doing or handling.

Anything there is for you to do or handle that exists in one of the ways listed on the slide you could cause to exist as an occasion. Transforming anything in this way would leave you with Power, Freedom, and Peace of Mind with regard to whatever you transformed in this way.

We’re going to call anything for you to do or handle that exists as an occasion “what I am doing now.” Remember, that an occasion is constituted with the kind of
now in which you can do or handle something there is for you to do or handle, whether the now is in the present or the future. So even if the occasion is in the future, in a sense, it is something “you are doing now.”

Because it is a new way of thinking and languaging, you may find it difficult to think and speak about an occasion in the future, as something you are doing now. But, you will find that there is Power, Freedom, and Peace of Mind in languaging and thinking in this way about occasions that exist in the future. So, anything there is for you to do or handle that exists as an occasion, exists as what you are doing now.

So, if you transform anything in the mountain of what there is for you to do or handle into an occasion, it is no longer part of the mountain of what you are not doing, it becomes what I am doing now. Everything in the mountain of what there is for you to do or handle that exists as an occasion, leaves you with Power, Freedom, and Peace of Mind.

At the end of the day, why do you still have things on your daily Task or To Do List that you haven’t done and have to move to tomorrow? You have things on your daily Task or To Do List because, today you did not come across a now in which to do them. If days earlier you had created occasions to do them, there is a good likelihood that you would have done them. On the other hand, if they are merely items on your daily Task or To Do List, you already know the likelihood of your doing all of them.

While transforming a number of items in the mountain into occasions will have a significant impact on your life, if you don’t do anything about the vast number of items remaining in the mountain, they will still be a mountain you are carrying on your back.

Remember, what remains in the mountain exists as "what is on this slide."
[SAY, “What is on this slide” and then READ the Speaker Notes]

Remember, that when anything you are not doing or handling now, still exists in any of the ways listed on the slide, there is no Power, Freedom, and Peace of Mind.

We promised you Power, Freedom, and Peace of Mind in the face of everything there is for you to do or handle. So, we need to transform anything there is for you to do or handle that is [READ the first 2 bullets on the slide and point to them as you read them and then say] or exists in any of the other ways listed on the slide.

For short hand, I am going to call anything for you to do or handle that exists in a way listed on the slide, “all of the stuff I haff to do.” We are going to transform “all of the stuff I haff to do” into one or the other of two new states of existence. While you will think you are already familiar with the meaning of the words of the first of these two states, you will find that the meaning of the words is actually very different from your familiar understanding. What we are going to do is to tell the truth about “all of the stuff I haff to do.” that is to say “all of the stuff you have to do” for which you do not have occasions. Just telling the truth about “all of the stuff I haff to do,” will transform it into something that leaves you with Power, Freedom, and Peace of Mind.

Some of “all of the stuff you haff to do” will be transformed to exist as

Some of the mountain was transformed into occasions, and now, some of what remained in the mountain will be transformed from, “stuff you haff to do that you are not doing”, into “what I am not doing now”.

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You can certainly call it “stuff you haff to do that you are not doing”. But the real truth is, it is merely stuff you are not doing now. You may do it sometime in the future, but because you don’t have a now to do it in, you are not doing it now. Without a now to do it in, the truth is you are not doing it now. It is what there is for you to do or handle for which you do not have an occasion, and therefore, you are not doing it now.

By telling the truth about the stuff you were calling “stuff I haff to do that I am not doing,” the stuff becomes simply “what I am not doing now.” And, you will find that telling the truth, leaves you with Power, Freedom, and Peace of Mind.

[ONLY say the following if it is authentic for you]

I, personally, don’t have anything to do. I only have what I am doing now, and what I am not doing now, and because I am dedicated to telling the truth, some significant portion of what is in the mountain is, “what I am never doing now.”

If I tell the truth, about what is in the mountain of what there is for me to do or handle in life, I am not going to take the time to do something about some significant percentage of it. One of the most empowering things you can do is tell the truth about the things you are not going to spend time on – you are not going to schedule any “Nows” for.

The truth is, that a great deal of what is in the mountain of what there is for us to do and handle in life, we will never do or handle, not ever. When what we are truthfully never going to do or handle, exists for us as something we might do, or something we are going to do or handle later, or when we are on vacation, or when we lose 20 pounds, or some other someday, that robs us of Power, Freedom, and Peace of Mind.

For example, regarding some of the great articles I cut out and put into the “to be read” pile, and some of the great books I’ve bought and really want to read, if the truth be told, I am never going to read most of them. Even though the truth is that I will never read all of them, they are so good I just don’t have the heart to throw any of them away. But, I am committed to Power, Freedom and Peace of Mind in my life, so most of them are in piles marked “what I am never doing now”.

This is one of the hardest things for people to do – to tell the truth that you are not going to spend time on
something. Doing this rubs up against the deeply ingrained habit of thinking we should get it all done. You are admitting that there are some things you are not going to take the time to do. Again, most people find this hard and it is one of the most beneficial things in generating Power, Freedom and Peace of Mind.

If you look at what you are not doing now, and it looks overwhelming to you, if you will tell the truth and move some of it into, what you are never doing now, you will experience Power, Freedom, and Peace of Mind. So, when I look at the small amount that remains in the pile marked, “what I am not doing now” it looks inviting instead of overwhelming.

The truth is, that what there is for you to do or handle in life can only exist, in one of these three ways. In addition to the way in which it exists, you may have some commentary about it, like, “this is a high priority”, or “I’ll look bad if I don’t do this”, or “I dream of doing this”, or “what I really want to do is …” But all of these are only commentary for something that in truth exists either as what you are doing now, or, as what you are not doing now, or, as what you are never doing now. The point is, to distinguish, between the way in which something exists, and, your commentary about it.

Can you think of any other way what there is for you to do or handle could exist? Somebody think of and tell me another way.

[Take whatever they may come up with and distinguish it as either a commentary about something that exists in way 1, or way 2, or way 3, or that it doesn’t exist at all as a concern.]

For us to keep our promise, that when you leave this course you will experience Power, Freedom, and Peace of Mind in the face of everything there is for you to do and handle in life, the last thing you have to get clear on is [READ the slide]

The principles, tools and practices of Mission Control are not some sort of panacea; you still won’t get it all done. Mission Control promises Power, Freedom, and Peace of Mind in the face of what there is for you to do and handle, with an increase in your productivity, performance and experience of accomplishment as a byproduct.
It's not what there is for you to do or handle, but the way in which what there is for you to do or handle exists.

- If what there is for you to do exists as something remembered, and you forget it, you don't do it.
- If what there is for you to do exists as a statement of what it is when it is complete, with a duration of time sufficient to complete it, plus an effective prompt to start it on time on a specific date, it generates an occasion for you to do it.
- In other words, unless what there is for you to do exists for you as an occasion for you to do it, there is a good chance you won't do it.

However, if what there is for you to do exists as an occasion to do it, there is a compelling opportunity for you to do it. When an occasion exists, and the alarm goes off to tell you that you have a now in which to accomplish something, you are more likely to do it. I didn't say you would do it, just that you are more likely to do it. An occasion is a compelling opportunity to do what there is for you to do or handle.
When you constitute everything there is for you to do or handle as what you are doing now, or, what you are not doing now, or, what you are never doing now, then you have constituted what there is for you to do or handle so that you experience Power, Freedom, and Peace of Mind in the face of what there is for you to do or handle.

[ONLY say the following if it is authentic for you]

I don’t have anything to do. I only have what I am doing now, and, what I am not doing now, and, what I am never doing now.

What I am doing now exists as an occasion, there is a now for me to do it in, and what there is to do exists as an accomplishment that compellingly calls me into action. They do not exist in any other way. I don’t need to remember them. They are off my mind and off my back. If they come to mind at all, because they are constituted as an accomplishment with the time to accomplish them, my relationship to them is one of Power, Freedom, and Peace of Mind.

Then, there is what I am not doing now. What I am not doing now does not exist as some morass. I know exactly what I am not doing now, and I keep the list of what I am not doing now small enough so that confronting what I am not doing now is never overwhelming. While I don’t yet have occasions in which to do what I am not doing now, when I look at the list, there is the sense that there is time available in my schedule to create occasions for all of it. What I am not doing now exists only as items on a single list. I don’t need to remember what I am not doing now, because it is what I am not doing now. So, what I am not doing now is off my mind and off my back.

And finally, there is what I am never doing now. What’s on my never doing now list is the things I don’t have the heart to admit that I’m never going to do at all, but which if I put on my not doing now list, would make the not doing now list overwhelming. It’s not that I’m never going to do them at all, I’m just never doing them now. In other words, I am not going to schedule any “Now’s” in which to do them. I may do them someday, or even later, or when I don’t have anything else to do. Since I am never doing them now, they are off my mind and off my back.

You have a list of what you’re supposed to do, but are not doing. “Supposed to do, but not doing” is burdensome. I don’t have anything I’m supposed to do, I don’t have any burden. What I have is simply, what I am doing, what I am not doing now.
what I am never doing. “Supposed to do” is commentary, am doing, not doing, or never doing is the truth.

What there is for me to do or handle exists in only those three ways. What there is for me to do or handle does not exist in any other way. I don’t need to remember any of what there is for me to do or handle. In fact, all of what there is for me to do or handle is off my mind, off my back. It is as though there is nothing for me to do or handle.

SLIDE 100

[Do a recap of the day expanding on the points in the slide]

I promised Power, Freedom, and Peace of Mind in the face of what there is for you to do or handle. You now have the principles that make up the environment for experiencing Power, Freedom, and Peace of Mind. If the course stopped here, what you have gotten so far would fulfill on our promise.

Walking into the program today, what did you have to say about what your life is like? Damn near nothing, because we’re always reacting to this happens, and I’ve got to do that … the stuff that comes up. This calls for my attention, that calls for my attention, somebody calls on the phone. No. If I create that day from morning to night, that’s my creation. All of a sudden I’m going to live my life. And there would be spaces in there that are empty, that I created as empty, because I know there’s going to be interruption, things happen, etc. But that now belongs to me.”
Transformative learning comes about by seeing something you hadn’t seen before. This is sometimes referred to as reflective learning. (And, when interviewed, most executives and managers say they would like to have more time to reflect.) A way to engage in reflective learning is to generate insights. Conventional wisdom is that insights happen to us. I’ll ask you to consider that you can generate insights. A way to start is to use one of the templates on the screen and just fill in the blank.

Insights can be about yourself, or about something else. In terms of transformative learning, the most significant impact is with insight about oneself.

[Have people write, then share with a partner or small group, then hear some insights]
START OF DAY 2

Who was able to complete the assignment? [Show of hands]

Who got some things listed, but not everything? [Show of hands]

Who didn’t list anything? [Show of hands]

What did you notice in doing whatever you did with regard to the assignment?

[Take sharing]

Even if your list is complete now, it won’t be complete in a little while, so if you are going to stay present to the Totality you need to keep capturing what comes up. Today we will address how to do that.
[Do a recap of the day expanding on the points in the slide]

I promised Power, Freedom, and Peace of Mind in the face of what there is for you to do or handle. You now have the principles that make up the environment for experiencing Power, Freedom, and Peace of Mind. If the course stopped here, what you have gotten so far would fulfill on our promise.

Walking into the program today, what did you have to say about what your life is like? Damn near nothing, because we're always reacting to this happens, and I've got to do that ... the stuff that comes up. This calls for my attention, that calls for my attention, somebody calls on the phone. No. If I create that day from morning to night, that's my creation. All of a sudden I'm going to live my life. And there would be spaces in there that are empty, that I created as empty, because I know there's going to be interruption, things happen, etc. But that now belongs to me.”

[NOTE TO LEADER: This section on the Mission Control System is an enrollment conversation, not merely the presentation and explanation of a system. Enroll them in each aspect of the system, the use of it, the impact of it, and the impact of the whole.]

An infrastructure designed to deal with what there is for you to do and handle in life, would be comprised of Tools, and, Standard Work Practices for employing those Tools. The Mission Control System, powerfully supports, doing what it takes, to experience Power, Freedom, and Peace of Mind, on a daily basis.
As you now know, Power, Freedom and Peace of Mind are a product of just two things: namely, existence, and, completion. Therefore, an System for Power, Freedom, and Peace of Mind would be an system for existence and completion.

Why a system? The odds are so set against us living a life of our own design that Las Vegas odds makers would bet against us. Sitting here now, you are likely experiencing a sense of openness, freedom, etc. When you go back to work, the same old things are going to happen. You will be bombarded by emails, texts, interruptions, etc. The mountain is still going to be there. And, your work habits will be right there for you – they will not disappear. You and I need something that will have us win the day. We have a program, Living an Extraordinary Life that focuses on what it takes to clarify and live consistent with having an extraordinary life. This Mission Control System is to have you win the day – for you to live a life of your design rather than the one given to you by the circumstances. And, you and I need a system to do live a life of our own design.
This system is not the right system, not the true system, not the be all and end all system and definitely not a panacea.

And, it is DEFINITELY not a system for getting it all done! How many of you got really excited when we started talking about the system? We’ll say that why you got excited is because you are addicted to trying to get it all done and you thought that this is going to help you get it all done. So remember, that you are addicted to trying to get it all done and that addiction is not going to go away. And no system, not even this one, will have you get it all done.

[NOTE TO LEADER: The participants (AND YOU) will relate to the system both as 1) something that will allow them to get it all done and 2) something they should get all done. (Note – you, as a leader, are probably more used by #2.)

THAT IS THE DEFAULT WAY THEY WILL LISTEN TO THIS MATERIAL.

For maximum impact of the program it is critical that, as you go through the material on the Mission Control system, you listen for the addiction to trying to get it all done and point out when it’s present.]

This is a system that works to live a life of Power, Freedom and Peace of Mind – a life of your own design. If you want to live such a life, it’s a system to take on, continuously discover and be used by.

There are just six Tools in the Mission Control System. We will briefly introduce each one of the six Tools, and say a little about how they are used. When we finish the introduction, we will then show you how to fully utilize each of these Tools, and this is where we will fully explain the Standard Work Practices that will expand and sustain your experience of Power, Freedom, and Peace of Mind, on a daily basis.

[When questions come up during the brief introduction, let the participants know that we’ll clarify everything and answer all their questions when we work on the implementation of the tools]

As we go through the slides, don’t worry about taking notes. Toward the end of the course, we will hand out the information that you will need to run the system. So, rather than taking notes, focus on getting clear about and using the system.
[Briefly talk through each tool in the system]

The 6 tools of the Mission Control System are:

1. The Capture Tool
2. The Calendar of Occasions
3. Not Doing Now List and One Pile
4. Never Doing Now List and Piles
5. Agendas
6. Relevant Information System

As we discussed earlier, adopting new tools or infrastructure can make a difference in your productivity and effectiveness, but it will not cause a breakthrough. To create a breakthrough, we must combine any new tools with actions and practices that are informed by a revised context and approach for dealing with what there is for us to do and handle.

As we speak about each tool, I will focus heavily on the practices to adopt. For clarity, a practice is a repeated performance or systematic exercise for the purpose of acquiring skill or proficiency. I’d like you to take on the tools and work practices in this spirit.

[Point to the Capture Tool on the graphic]

The Capture Tool is where you will capture anything to do or handle that comes to mind or any information. You capture it here so that it is no longer on your mind, and you are able to focus on accomplishing what’s in front of you.
A Capture Tool is what we use to capture the things that come along to do or handle and any information that comes in. Throughout the day, things to do and information is coming to us from a variety of sources. The point of the capture tool is to capture things immediately so they are not on our mind, keeping the mountain off our back and allowing us to focus on what is in front of us.

You can use a steno pad, a small pad, a smart phone as a Capture Tool. I will speak later about the upsides and downsides of each.

With the Capture Tool, we deliberately track all our incoming information in the same place. In order to maximize the effectiveness of this tool, we will speak about the standard work practices. They are:

1. One and only one capture tool
2. Keep it ready to hand at all times
3. Immediately enter anything to do or handle and any relevant information
4. Empty the capture tool each day.

Let’s go through the practices one by one.

**WHY ONE AND ONLY ONE** So nothing for you to do or handle is stored in your memory, or exists on: post-its, scraps of paper, backs of napkins, notes on memos or letters, scattered around in various tablets or piles, etc...

There are some situations where the capture tool you use might be
inappropriate. For example, out to dinner it might not be appropriate to carry a steno pad. In those instances you can us a small memo pad as an adjunct.

At this point, please consider what you will start with as your capture tool. In a minute or two I’ll ask you to say. Let’s talk about the upside and downside of each. One of the most important things is being able to get things off your mind quickly. If it’s not quick enough it’s likely there will be things you won’t capture. And, if you don’t capture things you will put the mountain right back on your back.

It may take some experimentation to find the capture tool that will work best for you. I started trying a digital voice recorder and didn’t like emptying it. I then tried a small notepad and it was too small. I then settled on a steno pad.

So, please hold up what you will start with as a capture tool.

The point of the capture tool is so that whenever and wherever something comes to mind you can capture it so that you don’t have to think about it anymore. In this light it is important that it is ready to hand.

To make this an absolute habit, we recommend that if you find yourself without your capture tool you stop what you are doing, get your capture tool, and then restart what you were doing. If you do this, somewhere between the 3rd and 7th time this will become a habit.
Neuroscience research indicates that intuitive insights not captured within 37 seconds will likely never be recalled again. Many people find... In 7 minutes, it’s gone forever.

Again, the point is to get whatever comes to mind out of our mind and into the capture tool. So, the practice is that when something comes to mind you immediately enter it into your capture tool.

This includes things to do and handle, relevant information, an idea, an insight, anything you want to keep in existence for any reason.

To support you in this, we recommend that you make an agreement with yourself – if you don’t capture something, you are agreeing with yourself that it is something you will not do anything about, and in terms of information, information you won’t have.

In order to support you in completing this critical Standard Work Practice you set up your Calendar of Occasions with a recurring daily Occasion, so that before the end of each day, you always have an Occasion of sufficient duration to complete moving everything from your Capture Tool into your calendar or one of the other parts of the Mission Control System. This is the second most critical Standard Work Practice in the entire Infrastructure.

We will do this together, when we deal with your Calendar of Occasions.

Please note that when you empty your one-and-only-one Capture Tool, it is critical that you also empty your supplemental Capture Tool.

If you don’t religiously empty your Capture Tool at the end of each day, it will kill your Power, Freedom, and Peace of Mind. Is it actually sane, to be too busy to do what you need to do, to live and work with Power, Freedom, and Peace of Mind, in dealing with what there is for your to do and handle in life?

If at the end of each day, you can rely on yourself to move everything in your Capture Tool into your Vivid Display System, so that every morning your Capture Tool is empty, then what there is for you to do or handle never becomes overwhelming or a burden. Each morning you wake up into Power, Freedom, and Peace of Mind. You wake up with nothing you haff to do...
Why are we saying to use a Capture Tool?

[Get answers]

Let’s look at what the habit of acting on a thought vs. capturing a thought can do to productivity:

[Generate from this example or create your own]

Let’s say that during the day I remember I promised to invite my friend Susan to my next yoga class. Using Mission Control, I could just jot that down in my Capture tool “invite Susan to yoga”, and return to my scheduled Occasion.

or…..

Out of habit, I decide to stop what I am doing and look up the class schedule online and when I do, I notice that a new part of the studio is open – with new classes. I look at the pictures, review all the new classes – get detailed information on a few of interest and get excited and sign up for 2 new classes – they also have a printable sheet of basic exercises – looks good! I print that out and review it. On another page I see they are now selling products online. Cool!

I see a new yoga mat I want to buy but first decide to check my bank balance. I open my banking site to verify my balance and notice a transaction that I don’t remember. I get up and look in my wallet for the receipt which takes about 10 minutes. I finally find it, log out and go back and buy the yoga mat, finish signing up for classes and close the site.

Finally, I return back to the work I was doing.

Time lost in distraction: at least 30 min

What was accomplished? Did I even remember the intended purpose? No – I just went with the flow and forgot about my friend and the invitation.

Result – I went to the class and realized that I forgot to invite Susan! I was frustrated, felt stupid and now had to apologize for forgetting!

If it was captured and then emptied into my display, I would have dealt with it in a planned Occasion with the intention or purpose clearly stated – and Susan would have joined me at yoga!
The three part Vivid Display holds everything you have to do and handle.

It includes the Calendar of Occasions, the Not Doing Now list and one pile and the Never Doing Now List and many piles. These three tools can hold the entire mountain.

The Vivid Display gives you the experience, of having your arms around EVERYTHING there is for you to do and handle, and, at the same time, the experience of having your hands on the controls of EACH thing there is to do or handle.

By the way, right now, I want to make it clear that you do not have to spend time transferring everything from the system you have been using into your Mission Control System. There’s no agony getting started with the Mission Control System. You don’t take the time to enter everything you already have to do or handle into your Vivid Display System, you only enter things as they come up for you to deal with them.

We will start by looking at the first part of the Vivid Display – the Calendar of Occasions.

Your Calendar of Occasions – the first choice when emptying your Capture Tool

This is the key tool for living a life of your design, versus a life dictated by the circumstances.

We will speak about the calendar and the work practices that will support you in this.
These are what is called for in the Calendar of Occasions. We call it the Calendar of Occasions as it holds the Occasions for doing. You may recall that we said scheduling Nows for what we have to do and handle is the first step in creating Power, Freedom and Peace of Mind.

We will now look at the standard work practices.

Before we do, however, we will look at some typical habits that get in the way of Power, Freedom and Peace of Mind.

For many people, they schedule only appointments. The rest of the schedule is left open.

And, there is a to-do list that holds all the things to do.

The to-do list has the appearance of supporting you in winning the day. To-do lists began in the 40’s and 50’s – a different world than today, inside the paradigm of getting it all done.

This lends itself to fostering urgencies and emergencies. If we have nothing in your calendar and someone comes to interrupt, we tend to go with the interruption, even if it displaces something we are working on.

At best, to-do list provides an intention to do something but on average, people only get to 2 or 3 items a day.

How many of you have used a to-do list?

[Have them answer / get show of hands]
A different perspective is one based on the calendar.

[Read the slide]

This shows what a Calendar of Occasions could look like in Microsoft Outlook

[Talk through features:

- A daily calendar
- Preferably with each hour broken up into 15 minute segments
- Preferably starting no later than the earliest you generally arise, and preferably going as late as you generally go to sleep
- Each 15 minute segment should be big enough to write out a statement of what is to be accomplished
- Have a month at a glance section]

One note – a smart phone doesn't work well as your one and only calendar of occasions. It is hard to see the statements of accomplishment.
Statement of Accomplishment

- The something to do or handle is stated as an accomplishment, as a result completed. Rather than something to do or handle, it becomes something worth accomplishing, something that calls you into action, and even inspires you.

- What’s in your schedule is not an appointment to do or attend something, it is an Occasion to accomplish something.

Sufficient time / time for fallout

- In addition to completing the accomplishment for which you made the Occasion, the duration of each Occasion needs to also be sufficient to handle the fallout of either, completing the accomplishment, or if you didn't complete it, creating another Occasion in which to complete it.

  - How much time does it actually take for your routines (as opposed to your illusory sense of it)?

- Some things to do or handle can not be accomplished in one occasion, either because they are too long to focus on during one period of time, or because completing parts of them is dependent on the existence of other circumstances. In such cases, you simply create the number of Occasions you think will be required to fully complete the accomplishment.

- By the way, in the beginning, you will almost always underestimate the time required to complete something. However, because you will always know the exact amount of time you had scheduled to complete something, experience will eventually teach you how much time it actually takes you to complete something, and then you can begin to schedule more accurately.

Alarm

- To support you in living out of your Calendar, each Occasion must be accompanied by an alarm. The alarm is your opening for action.

Can always move

- When you are scheduling Occasions in your Calendar and you find that something more important needs to be completed where you already have an
Occasion scheduled to complete something less important, you can always move the less important Occasion to a later unscheduled period, or even into your What You Are Not Doing Now List

Unscheduled time

- Ordinarily, you should leave some unscheduled time before and after every Occasion. Start out with 15 minutes before and after, and if you find you can get away with less, shorten that time
- Dealing with your Calendar as we have instructed, will leave you on any given day with many unscheduled periods in your Calendar of Occasions. When you don’t need the unscheduled time to deal with interruptions, and putting out fires and the like, you use the time to work on something from your What I Am Not Doing Now list, or even from your What You Are Never Doing Now list
- On any given day, you must always leave sufficient unscheduled time to deal with what cannot be scheduled, for example, interruptions, and putting out fires. The truth is that these things do happen and if you lie about the amount of unscheduled time you need to allow for them, you lose your Power, Freedom, and Peace of Mind.
- You will find that when you use the Calendar of Occasions as we have instructed, it will seem that you don’t have enough time to get it all done. Remember, you are never going to get it all done, but if you work with Power, Freedom, and Peace of Mind, you will unquestionably be more productive

• If from time to time you experience yourself without enough time to deal with what can not be scheduled, you must start leaving more unscheduled time in your Calendar. You can always work on something in your What I Am Not Doing Now list if you find yourself with more unscheduled time than you need for dealing with interruptions, putting out fires, and the like.

Schedule Routines

• For all the things in your life and work that occur daily or periodically, whenever you come to them, in your Calendar of Occasions you create reoccurring daily or periodic Occasions for completing them.
• In order to schedule for productivity you must establish the real patterns, rituals, and habits already happening in your life
• At the beginning of each week when you make your Calendar as accurate and realistic as possible, and again, at the end of each day when you finalize your Calendar for the next day, you can move these daily and periodic entries to their most realistic times in the day you are setting up
Recommendation for daily occasion – 45 minutes total - 30 minutes for emptying capture tool, 15 min for creating calendar for next day

Recommendation for weekly occasion – 30 minutes

Possible accomplishment for the weekly occasion, “Next week is planned out and set up for Power, Freedom, and Peace of Mind. My Calendar of Occasions for next week is as fully complete as it can be at this time.”

When your calendar is shared, as in many organizations, you will need to take into account what other people see. For personal items you can have the item be “Private”. What other people will see if that you have time that is unavailable and
“private appointment” – they will not see any details.

Don’t automate your meeting responses to “Accept”. Set it up so you can accept or decline any meeting request.

Also, when you start scheduling yourself more, you will need to determine how you will let people know when you have scheduled something you are willing to have moved so that they can schedule and appointment with you. You can use the option “Show Time As” to show an occasion as Busy, Tentative, Free or Out of Office. Some clients have used “Free” or “Tentative” when it is an occasion they are willing to move so that they can be available for meetings. We recommend you determine what will mean what and then let the people you work with know your protocol.

[30 minutes to 1 hour for this exercise]

[Remind them to add the daily and weekly occasions]

[When done with exercise ask:]

What did you notice in working in your calendar?

On one level, the nature of living is nothing more than doing one thing after another. Even if you are doing nothing, what you are doing is nothing, you are always doing. Most people find that what they are doing or handling is dictated by circumstances. When you create Occasions in your Calendar of
Occasions you are in effect designing and directing your own life – because life is comprised of nothing more than doing and handling, you are in fact creating your life.

- **You create your Calendar**, and then, instead of the circumstances dictating what you do or handle, you discipline yourself to have your Calendar dictate what you do or handle. The system only works if you create your Calendar, and then live your life out of the Calendar you created.

- Where is the **spontaneity**? For people who live with the mountain on their back, spontaneity is an illusion. What most people think of as spontaneity is merely a way of momentarily diverting their attention from a life burdened by the mountain on their back. The unscheduled times in your Calendar of Occasions are in fact Occasions for spontaneity and serendipity. Besides, it’s your Calendar, and if you want to do something other than what is scheduled, you can do it and move what was scheduled to a later time or to What You Are Not Doing Now.

Lots of people complain about not having enough time for their family. If you schedule an Occasion for being a great husband, wife or partner, or great mother or father, the complaint will disappear.

Everyone knows they should exercise not less than three days a week, but most of us don’t. If you want to exercise, you have to create doing it as something worth accomplishing, and create a Now to do it in. For example, would you be willing to set aside half an hour, even if it meant sleeping a half an hour less, to have the vitality to live your life to its fullest?

- If you fully utilize your Calendar of Occasions, **you will find out the truth about what you actually have time for**, and what in truth you do not. You may not **like** the truth, but if you want to live your life with Power, Freedom, and Peace of Mind, you have to live by the truth. This kind of honesty and discipline allows you to take control of your life.

- An aspect of taking control of and designing your life is looking at your calendar from the perspective of designing all there is to do and handle. In other words, it takes time to work in and with your calendar so that you are living a life of your **design**. If you actually take this on, you will find it may take more time to manage what’s not getting done than actually doing what gets done.

- Some of what you do not have time for, you may feel is too important to take entirely out of existence, but if you are going to tell the truth about it, it will have to live as What You Are Never Doing Now.

By fully utilizing your Calendar of Occasions you gain control of your life. All it takes is honesty and discipline. If there is not a Now to do it in, it isn't going to get done. Remember, you are never going to get it **all** done.

*Note to leader: possible 15 minute break here*
The third of the six tools of the Mission Control System is your Not Doing Now List and one Pile.

One caveat about putting items into your list of What I Am Not Doing Now: The number of items must never be more than you can comfortably confront, that is to say, when you look at your What I Am Not Doing Now List and Pile, it must always seem to you that you have enough unscheduled time in which you could schedule all of What You Are Not Doing Now.
At some point, you will in fact find that there are more items in What You Are Not Doing Now, than it seems to you that you have unscheduled time in which you could schedule all of them. When that happens, you must tell the truth about each item, and take items out of your What I Am Not Doing Now List or Pile, and either schedule them, or move them into your What I Am Never Doing Now List or Piles. You keep doing that, until you can comfortably confront the number of items in your What I Am Not Doing Now List and Pile, that is to say, until it seems to you that you have enough unscheduled time in which you could schedule all of it.

This is the third most critical standard work practice. You must never let the number of items in What You Are Not Doing Now, be greater than what it seems to you could be scheduled in your available unscheduled time. The way What You Are Not Doing Now exists for you must never leave you feeling overwhelmed – the way What You Are Not Doing Now exists for you must always leave you feeling comfortable.

- Categories
- Item
- Date Created – if it gets more than a couple months old, it is likely a Never Doing Now item
- Schedule by – date by when you need to schedule time to deal with the item
- Who - “Who” who needs to know that you do not have time scheduled to complete that item
- Relevant Information
On this slide you see an example of a Not Doing Now pile. Remember, only one Not Doing Now pile, and never any more in it than will stand up without falling over.

As you see, you always have an obvious label on top of the pile of What You Are Not Doing Now.

To support you in having these items be complete as what you are not doing now, schedule a recurring occasion to confront each item in the list and pile.

You may need to do this more than once a week. How you will know is that the list or pile occurs as a distraction. In which case, schedule an occasion that day to confront each item in the list and the pile.
What is in Your Never Doing Now list is anything that, in all honesty, you know must exist as something you will never do now, but you don't yet have the courage to take out of existence altogether.

Point out the columns:
- Categories
- Item
- Date Created
- Schedule by – This is the date by when you need to schedule time to deal with the item. It is not the due date
- Who – VERY IMPORTANT – the item will live as incomplete unless you inform the “Who” who needs to know that you do not have time scheduled to complete that item
- Relevant Information
On this slide you see an example of various Never Doing Now piles. As you see, you always have an obvious label on top of each pile of What You Are Never Doing Now.

If you are honest about not scheduling more than you can actually do, and your Not Doing Now list is not bigger than you can honestly see you can schedule in the near future, and everything else you have to do and handle is in your Never Doing Now list, that leaves you with Power, Freedom and Peace of Mind.
If you tell the truth about the mountain of what you have to do and handle, almost everything in the mountain will go in your Never Doing Now list and piles. If that’s not the case, you are not telling the truth in confronting the mountain.

Put almost everything there is for you to do or handle into your Never Doing Now list and piles, and then start to take out of existence what you have the courage to take out of existence altogether.

Taking something you regularly do or handle out of existence altogether, either by revoking your concern for doing it, or by delegating it to someone you can count on to handle it without any follow up from you, is a very empowering thing to do.

Right now, choose something you do or handle from time to time, and decide you are never going to do it again. For example, mow the lawn yourself, wash the car yourself, learn to speak a foreign language, drive a race car, learn to hang glide or snowboard. You will have a little pain in making the decision, and a lot of power out of doing so. Try it and see.

[Pause to give them enough time to make a decision, and then get a couple of examples from the group]

[Read the slide and give them time to schedule in their calendars]
The average American worker has 12 minutes of focused time before they are interrupted or distracted.

Unnecessary interruptions and recovery time consume about 28 percent of the knowledge worker's day.¹


Information workers at an outsourcing company spent an average of 11
minutes on a project or task before they were interrupted. Once diverted, it took them 25 minutes to return to the original task.\(^2\)

- University of California Irvine study 2005

- A group that was distracted by email and ringing telephones scored an average of 10 IQ points less than a control group.\(^3\)

- “E-mails 'hurt IQ more than pot’” CNN 2005

Items can include email conversations or specific emails where it would be more efficient to talk in person about the subject of the emails. For project or team agendas, items can include project steps, deliverables, handoffs, feedback, etc.

Train team members, colleagues, bosses, and staff that you regularly interact with or who regularly interrupt you to use Agendas.

If you have sufficient Agenda Occasions scheduled, the vast majority of what you think is urgent can wait. You will have to determine the appropriate frequency and duration of the regular occasions.

Kept in existence this way, you will significantly reduce the number of interruptions and nothing will fall through the cracks.

In addition to creating agendas for people or teams with whom you already have recurring conversations or meetings, consider creating agendas for:

- People or teams with whom you are now committed to having recurring conversations or meetings, both at work and at home
- Project work that you can do on a recurring basis (daily, weekly, monthly) e.g. newsletter
- Communication
- Any other things for which it wouldn’t make sense to schedule individual occasions

What is critical is that you have a recurring occasion connected to the Agenda.

When naming the Agenda, most useful to name with the name of the person, team or project that the Agenda is associated with (e.g. Cynthia rather than HR)
Point out each column:
- Categories
- Item
- Date Created
- Promise Date
- Who or Where
- Next
- After
- Ongoing
- Relevant Information

[Read the slide]
In this course, we are not going to go into much depth about information. Let’s just look at one thing – how many of you have been unable to find a piece of information, that you knew you had, when you needed it? [Show of hands]. Lots of time gets wasted that way. We put information away and then can’t find it when we need it. Studies have shown that people spend an average of **150 hours looking for information they already have.**

Our focus for this course is on Relevant Information – information which you will need when you do or handle something. It is not ALL information, only that which is relevant when you do or handle something. For any given item, for example an occasion in your calendar, it is the necessary and sufficient information that is required for you to complete the item. For example, if you have a meeting to deal with current performance of sales, what might be the relevant information you would need? [Get answers. If no one says it, say the location of the meeting or conference dial number]

Relevant Information is completely different from interesting, useful, or important information. The only information that we are talking about in this section is Relevant Information.

- Invariably, what prompts the need for information is dealing with something there is for you to do or handle
- What makes information relevant is its usefulness when it is time to do or handle something
In the Mission Control System all relevant information associated with an item for you to do or handle is located right where that item exists when you do or handle it.

As we said earlier, everything there is for you to do or handle exists for you, either in your schedule as an occasion, or on you’re Not Doing Now List, or on your Never Doing Now List.

Relevant information or links to files with relevant information are right with the occasions, or right with the entry on your Not Doing Now List or your Never Doing Now List.

Relevant information is always ready to hand when you need it.

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We have now covered each tool in the Mission Control System and the standard work practices.

What is the point of all of this?

[Have them answer. If possible, pull the answers below from what they say. Use this as an opportunity to enroll them in and discover for themselves each of the tools.]

In summary, at all times, when anything new to do or handle comes up, or whenever you come across some Relevant Information, you enter it into your Capture Tool.
At the end of each day, you empty anything to do or handle in your Capture Tool into your Vivid Display System, or in the case of Relevant Information, into your Relevant Information System with a link to the item in your Vivid Display System to which it is relevant.

During the day, if your Relevant Information System and your Vivid Display System are handy, and you have the time, you can bypass the Capture Tool and capture Relevant Information right into the Relevant Information System. The same is true with Something To Do Or Handle where you have your Vivid Display System handy, and you have the time, you can bypass the Capture Tool and capture Something To Do Or Handle right into your Vivid Display System.

At the end of each day, everything to do or handle that is in your Capture Tool is moved into your Vivid Display System, so it exists for you either, as What You Are Doing Now, or as What You Are Not Doing Now, or as What You Are Never Doing Now.

So, you never have anything you “HAFF to do” bothering you. What there is to do or handle exists as: this is What I Am Doing Now, ^ this, is What I Am Not Doing Now, and ^ this, is What I Am Never Doing Now.

So, there is never anything “for you to do.”

What You Are Doing Now exists as an Occasion for doing it. What You are Not Doing Now exists in a Vivid Display of What You Are Not Doing Now. And, What You Are Never Doing Now exists in a Vivid Display of What You Are Never Doing Now. There is nothing else for you to do or handle.

If you use the six Tools, and employ the Standard Work Practices of the Mission Control Infrastructure, you never have “too much to do,” in fact, you never have “anything to do.” What there is for you to do or handle exists as this, is What I Am Doing Now, this, is What I Am Not Doing Now, and this, is What I Am Never Doing Now.
Email and meetings are worlds unto themselves.

When we work with teams and workgroups on email and meetings, they consistently reduce the number of meetings by about half and at the same time reduce the average meeting time about 35%. And, email traffic drops about 30%.

We will not go into everything we possibly could about email and meetings.

We will look at some recommended practices for email and meetings.

Critical – inform others what your email protocol is

[Stats related to email if useful]: Email users averaged 37 switched windows per hour, while those without email focused for longer periods of time and only switched screens 18 times per hour

Most of the world’s email traffic comes from the corporate world. In 2012, the number of businesses emails sent and received per day total 89 billion. This figure is expected to grow at an average annual rate of 13% over the next four years, reaching over 143 billion by year-end 2016.

THE RADICATI GROUP, INC. 2012
Sample Email Protocols:

- Start the subject line of each message with INFORM, ACTION REQUIRED, URGENT and/or CONFIDENTIAL.
  - INFORM means the action is required by the reader.
  - ACTION REQUIRED means the reader is requested to take some action.
  - URGENT means a response is required same business day.
  - CONFIDENTIAL means the email should not be forwarded to or origina to anyone else without the permission of the sender.
- If someone is listed in the "CC" field of the email, they are not expected to take any action with the email.
- If you want someone to take an action, they must be listed in the "CC" field.

For distribution of documents:

- Where possible, do not send the document as an attachment – print paper to shared information folder on the network drive, send email with a hyperlink to the file.
- At the end of the email:
  - If you do not require a response to your email, end with "No response required."
  - If you do require a response, say what response you are asking for and by what: explicitly say to whom to respond.
- Think before you open that inbox:
  - for quick questions and info, consider using IM or text as email to reduce email volume.

Example Meeting Practices for Productivity:

1. Limit meetings to 45 minutes instead of 1 hour.
2. List the objectives having a title and optional intent for the meeting. If the meeting is mandatory, request the time the meeting will start and end.
3. Start and end on time.
4. Do not go back and review for attendees.
5. List action steps if any, for all participants by end of the day.
6. Allow at least 10 minutes between consecutive meetings.
7. Everyone is expected to have a way of capturing information at the meeting. "Promises to remember" is not allowed.
8. Authentic "No" and "Cannot/Will not" are acceptable.
9. People who accept requests are advised to check their schedule, right in the meeting to see if they have the time. Accepting requests without a realistic time is not acceptable.
Honesty, practice and discovery
“Abhyasa BKS Iyengar
Practice is steady, unswerving, dedicated and constant. It is a vigilant search into a chosen subject pursued against all odds in the face of repeated failure for indefinite long periods of time.”

Most of us think we are honest, because we are generally honest when being honest is easy. As getting honest becomes harder, when it takes courage to be honest, most of us reach a point when the consequences of being honest are so frightening that being honest becomes very difficult.

Remember the truth about what there is for you to do and handle? It is a lie that you have too much to do, or that you are too busy. It takes courage to tell the truth about what there is for you to do and handle.
Because in an environment of trying to get it all done, we function in a fog trying to deal with a mountain, we develop rationalizing internal and external conversations about what there is to do and what is not getting done, conversations like “there is too much to do,” “there is not enough time,” “I find it difficult to focus”. We also develop work habits that allow us to avoid the mountain, such as procrastinating, dithering with this and that, giving ourselves a break by dealing with what is unimportant, not completing what we start, not telling the truth, even to ourselves, about what we are actually going to get done, or at least not telling the truth by when we will get it completely done. These conversations and work habits are difficult to break. They actually become addictive and have the power over you that an addiction has. You will find that they have the force of an addiction when you try to break them.

When you are not utilizing the Mission Control System, you are simply not utilizing the Mission Control System. It’s a lie that you are too busy, have too much to do, or have something too important to do to utilize the System. In fact, the reason you experience being too busy or having too much to do, is because you are not utilizing the System. When you are not utilizing the System, be honest about it, and say “at this time, I am choosing not to utilize the Mission Control System”. Being honest in this way helps to point up the insanity of being too busy to live and work with Power, Freedom, and Peace of Mind. In fact, telling the truth about why you are not using the system, that is to say, that you are choosing not to use the system, will make it more possible for you to go back to utilizing the System.

When you lie about why you are not utilizing the Mission Control System, that is to say, when you blame being too busy, or having too much to do, or any other excuse, you make the possibility of going back to utilize the System much more difficult for yourself.
You found valuable whatever you found valuable

You intend to implement whatever you intend to implement

What will get in the way of you implementing what you intend to implement? What will derail you? What will displace operating from Power, Freedom and Peace of Mind? What will displace operating from your productivity, performance and experience of accomplishment?

We say what will most get in your way, most displace your productivity, performance and experience of accomplishment, is your addiction to trying and get it all done and thinking you should get it all done. You and I are addicted to this and the addiction is not going away.

In preparing you for what’s next we’d like you to examine what this looks like for you. There are there elements you might consider.

What are the things that trigger you trying to get it all done?

Something that seems urgent or important comes along and I completely drop what I am doing

In email, it looks like there are things I can deal with quickly – I will abandon what I had scheduled and spend an hour or more in email

The better aware you are of the triggers, your habits, the more quickly you will notice and the greater ease you will have in shifting from trying to get it all done to elevating your productivity, performance and experience of accomplishment.

[Groups of 3 or partners]

Discuss with others what you see this looks like for you. What are the kinds of things that will get in the way.

Make sure to capture the ones you see for yourself

[10 minutes in groups, hear back from people]
What there is for you to do and handle exists in such a way that you are readily able to view, consider, and confront the totality of, and individually each one of, what there is for you to do and handle, including those delegated, and do so in a way that empowers and enables you to deal effectively and efficiently with all of what there is for you to do and handle.

If you discipline yourself to use Mission Control as it is designed, you will become more productive.

The impediment that **you** are to your own productivity will then be too blatant for you to continue.

What you are dealing with at any given time exists as an empowering and enabling opening for action that calls forth the appropriate action at the right time.

Consistently, you have and experience the freedom, peace of mind, time, and energy to focus on and be fully present to – and to devote and give all of yourself to – any given item in what there is for you to do and handle

What you are not dealing with at any given time is not on your mind, is not nagging at you

You experience having your arms around the totality of what there is for you to do and handle, your hands on the levers and dials of each one of what there is for you to do and handle, and the freedom to deal powerfully with any one of what there is for you to do and handle

You have the experience of Freedom, Power, and Peace of Mind about the totality of – and each one of – what there is for you to do and handle

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*SLIDE 165*

**[Read the slide]**
Debrief what they see has been the value for themselves of having been in the workshop

[Read the slide]

[Read the slide]

[Slide to set up support after the workshop – you will need to edit this for the specifics of your program]

[ END]