

NOTES FROM: *No B.S. Time Management for Entrepreneurs*, by Dan S. Kennedy

SUMMARY: This book is a *phenomenon*. Dan's is a *radical* approach to time management that I strongly resonated with because of his deep, *visceral* knowledge of how valuable time actually is. *He gets it*, and what do you know? I ended up with *fifteen pages of notes* from this one.

Okay, so for one thing, Dan *refuses to communicate* either by phone or email. *He insists* that anyone who wants to get in touch with him do so by fax. It's one of his "rules of engagement" and it stems from his (correct) observation that *way* more thought gets put into *faxes* than emails. You actually have to think *ahead* when you send a fax, whereas with email, any pinhead can just ping you whenever a new thought pops into their head. But that's not even the half of it...

Dan Kennedy also *refuses* to take any unscheduled incoming calls, and he will *only* fly by private jet when going out to meet clients. Faced with a choice of taking a cheaper flight to come and see *him*, or paying for Kennedy to fly private, they just end up coming to him, saving him who-knows-how-many hours of travel. Time he could more profitably put into his business, his writing, and his *life*.

Because that's what this book is really about, by the way. Yes, you'll pick up tons of valuable business lessons throughout that are only tangentially related to time, but you'll also come away with a deep understanding of the *infinite value of time*, the infinite value of *your own life*, and you'll start to get right and proper *angry* at the Time Vampires who would *rob you* of pieces of your one and only life.

Oh yeah, Dan also surrounds himself with clocks and other visible reminders of the passing of time, up to and including a *hangman's noose* that he keeps in front of his writing desk, and a clock that looks like a ticking *bomb*, complete with flashing lights on the front for a timer.

This is all a conscious, concerted effort to continually remind himself of the infinite, unbelievable importance of time, and of not carelessly tossing away a single *moment* of your limited human life.

No B.S. Time Management for Entrepreneurs is aggressive, it's smart, it's extreme, it's unimaginably helpful, and it's also *sincere*. Dan Kennedy *lives* his philosophy and he's a convincing advocate for it. This will likely always be one of my most *highly recommended* time management books of *all time*, and I do not exaggerate one *bit* when I say that your *life* depends on reading it.

"It's a special kind of terrorism. The unrelenting, sometimes violent assault on your time, from all directions, every waking minute, even when you sleep! These desperate times demand extreme measures.

"The multiple demands on an entrepreneur's time are extraordinary. I am here to tell you that you need to take extraordinary measures to match those demands. Measures so radical and extreme that others may question your sanity. This is no ordinary time management book for the deskbound or the person doing just one job. This book is expressly for the wearer of many hats, the inventive, opportunistic entrepreneur who can't resist piling more and more responsibility onto his own shoulders, who has many more great ideas than time and resources to take advantage of them, and who runs (not walks) through each day. I'm you, and this is our book."

"There's a reason why you can't find a wall clock in a casino to save your life - those folks stealing your money do not want you to be aware of the passing of time. And that tells you something useful right there: you want to be very aware, all the time, of the passing of time. It is to your advantage to be very conscious of the passage and usage of minutes and hours."

"In my workplace, conference room, and office (in my home), there are dozens of clocks, including one that talks every hour, and I can't turn around anywhere in a circle without seeing one, nor can a visiting client. Facing me at my desk there is also a hangman's noose. Not subtle."

"It's generally a bad idea to hire an advice-giver and then choose only the advice you like."

"The passing of time has stiffened my resolve about safeguarding it, wisely investing it, enjoying it, and bringing wrath upon any who would steal it, waste it, or abuse it."

Goethe: "Nothing is worth more than this day."

Warren Buffett: "That which is not worth doing at all is not worth doing well."

"What is 'entrepreneurship' if not the conversion of your knowledge, talent, guts, etc. - *through investments of your time* - into money?"

"I believe you need to be *hyper-conscious* of the disappearance of time by the minute or the hour - not in retrospect at the end of a week, month, or year - and *hyper-conscious* of the dollar value of what that time is disappearing into."

"I have nothing against Starbucks. At different times, I've owned the company's stock. If I'm at the mall, I might stop in for a cup. But the person who stops there every morning easily surrenders at least a half-hour every day, 110 hours per work year; about two full work weeks to parking and standing in line. At the \$340.92 number, \$37,501.20 has been spent plus the price of the coffee! Get a Keurig and buy Starbucks K-cups, and do something more valuable with those two weeks! Heck, even take a two-week vacation. Almost anything beats this very expensive Starbucks habit."

"If you do not have a base income target, then you cannot calculate what your time must be worth, which means you cannot make good decisions about the investment of your time, which means you are not exercising any real control over your business or life at all. You are a wandering generality. Is that what you want to do - *just wander around and settle for whatever you get?*"

"I promise you that coming up with a number, even if it is arrived at through some pretty questionable calculations, is still a whole lot better than not having a number at all. Having a number is going to make such a dramatic change in so many of the decisions you make, habits you cultivate, and people you associate with, that the benefits will be so extraordinary, it won't matter if the original method of getting to a number had a technical flaw or two buried in it. At least for the sake of our conversation, in this book, get a number - YOUR base earnings target for the next full calendar year. Divide it by the number of workday hours. Multiply it to allow for unproductive vs. productive hours. If you haven't a better estimate of that, use the three times multiple I've used here. Now you have what your time is supposed to be worth per hour and divided by 60 to see per minute."

"The purpose of a business is to make its owner rich. Time must be invested accordingly."

"If you don't know what your time is worth, you can't expect the world to know it either."

"Every one of my working hours has to be worth a certain amount of money; I do everything I can to create and protect that value and anybody screwing that up had better watch out."

"Deciding what you *shouldn't* be doing - this moment, or at all - is at least as important as deciding what to invest your time in."

"There are only three ways to make money: your own work; overrides or profit margin on other people's work; money making money for you. In my own business as an example, I receive backwards commissions from a handful of vendors I generally promote and directly refer clients to. One of these is very consistent, providing about \$35,000 a year. To be safely conservative, I could divide \$25,000 of that by 220 work hours and deduct \$113 per hour from my Base Earnings Target. I could do the same calculations with the other vendors, as well as with investment yield - interest and dividends."

“The more creative and adept you get at OPM, OPR, and OPC (other people’s money, resources, and customers), the less direct time and capital investment is required of you to grow your business.”

Jay Abraham: “The defining trait of the great entrepreneur is his or her ability to creatively collaborate with other people, and, as Dan Kennedy puts it, co-opt other people’s resources. Here are just some of the myriad of resources other people can provide you with: advertising, advice, access, association, back-end products, buying power, capital, connections, (borrowed or transferred) credibility, data, databases - other people’s customers, distribution channels and opportunities, ideas, knowledge, and the list goes on. The best way to achieve extraordinary success is to leverage yourself and your assets off the assets of others. Each of us is limited - by time and by resources - but when you leverage others’ time and resources, you create an environment with no limits.”

“I largely prevent this bad behavior by refusing to be personally connected to the internet, use email, own a cell phone, or text at all. My time fortress is free of these holes in its wall.”

“If you are going to hold a meeting, there are several stakes you can use to stop the vampires from making it an endless ‘blood klatch.’ (Time Vampires love meetings because a bunch of blood-rich victims gather in one place at one time. It’s like a buffet.)

1. Set the meeting for immediately before lunch or at the end of the day so the vampires are eager to get it done and over with, turn into bats, and fly out of there.
2. Don’t serve refreshments.
3. Circulate a written agenda in advance.
4. Have and communicate a clear, achievable objective for the meeting.”

“By the way, there’s a big, new industry risen, all about how to coddle and care for the extremely sensitive millennials in the workplace: seminars, TED Talks, consultants, sensitivity language. Supposedly, everything must be done differently to keep them from dissolving into emotional dust. They may be different. But the clock hasn’t added any hours for you to deal with their feelings.”

“Letting yourself be surrounded by thin-skinned, emotionally needy snowflakes is extremely costly for the entrepreneur.”

“Before you can win, you have to hate to lose.”

Howie Long: “Before a team can consistently win, its players must truly, deeply, viscerally, violently *hate* losing.”

Paul Bryant: "If you want to coach, you have three rules to follow to win. One, surround yourself with people who *can't live without* winning - who *hate* losing. Two, be able to recognize winners. Not just talent or ability. Anybody can identify that - a will to win. Three, plan for everything. Have a plan for practice, a plan for the game, a plan for being behind 20 to 0 at the half with your quarterback hurt and the phones dead, with it raining cats and dogs and no rain gear because the equipment man left it at home. Oh, and when that is over, fire the equipment man."

"Letting Time Vampires steal even a spoonful of your blood has to be looked at as *losing*, and you have to truly hate it before you can win at safeguarding and maximizing the gains and benefits from your time."

"I have not mellowed at this. In fact, the older I get, and the less time I know I have before The End, the more I hate, and I mean *hate*, having my time wasted."

"These Time Vampires are evil. Often, they know full well what they are doing and that fact says they have disdain and disrespect for you. They are declared enemies. Thieves. If their bad behavior is thoughtless, the damage is the same, and their thoughtlessness is the evil."

"You don't have to be an impossible diva, but you do have to be okay with being thought of as one."

Parthiv Shah: "When you show up on time or before and the other person does not, you do have an upper hand. What I learned is that an appointment is a contract, and when you are late you are in violation of the contract, and when you do that it shatters trust, destroys your credibility, and you have to 'spin' to get back on track. On the other hand, when you are on time or slightly early, everyone is calm and there is an establishment of trust, respect, and peace that becomes an excellent environment to have a conversation."

"We are able to get a lot done in a short period of time when nothing else matters."

"An oath to peak productivity you swore. But mail, faxes, email, texts, tweets, calls, and more, and a parade of people at the door at all hours, uncontrolled, in they pour! Your intentions, your agenda in tatters on the floor. In your pantry, but a meagre store. Close the door!"

"I have seen no reason to expand the range of ways people can gain access to me - and plenty of reasons not to."

"If they can't find you, they can't interrupt you."

"For the first time ever, he's taking an entire month of vacation, at a rented beach cottage several states away from his business. For the first time in 30 years, he's really becoming a business owner instead of being owned by a business."

"It is very important that you have a CLOSED Door Policy. You need some times when everybody knows - because of the closed door, red light, stuffed purple dragon in the hallway, whatever - that you are 100% uninterruptable. And if you want to sit in there and take a nap, you go right ahead. It's none of their damned business."

"Let me offer a bit of philosophy: you have absolutely no legal, moral, or other responsibility to answer the phone or take a call unless you want to."

"There's nothing - and I mean nothing - happening on earth that can't or won't wait an hour. Or two."

"If you take inbound calls as they come, you are constantly stopping work on a task of known priority in favor of something or someone of unknown priority. You are turning control of your day over to the unknown."

"If the matter requires conversation with me, a phone appointment is set, for a specific number of minutes, with an end time, often with a delay of at least days to weeks before it occurs. Guess what? Occasionally, somebody's irritated - which is their problem, not mine - but I have yet to notice this approach costing me any money."

"In my business (and in many), being somewhat difficult to get to actually helps rather than hinders securing new clients and having those clients appreciate and respect my time and assistance. Rightly or wrongly, most folks don't put a lot of value on getting to the wise man at the bottom of the mountain."

"There should be a little glass room here and there, like the smokers are stuck in at airports, where everybody who has to yap into their phone can go and be wedged in and annoy each other, leaving those of us with our lives under control and some sense of civility in peace. The pay phone in a booth was a wonderfully civilized thing."

"In my seminars, by the way, we assess a \$100 fine any time a cell phone erupts and confiscate the offending phone for the duration. Often, the offenders have paid \$2,000 to \$5,000 to be in the room. Many are also very good clients. I don't care. I will not tolerate it. I warn everybody, I put some big, beefy bruiser in charge of collecting, and I take the money. If you can't have your life sufficiently in order to pay uninterrupted attention and be courteous to others, I'd prefer you stay home and annoy someone else."

"And a word to business owners, salespeople, and my pathetically desperate and paranoid speaking colleagues who devoutly believe they must be instantly accessible at any and every moment to every client and prospective client to prevent that client from dialing the next number and doing business with whomever answers instantly: if you are that interchangeable, that mundane and ordinary a commodity, you've got big, big problems."

“Every exception is a hole that weakens your entire defense system.”

“If I were in my office or accessible by cell phone and took these 27 calls as they occurred, and each lasted an average of only 3 minutes - and lots of luck with that! - I would have let loose of 81 minutes; 1 hour and 21 minutes. But much more importantly, I would be interrupted 27 times. The three minutes given each call would bear an added cost of ten, to get back in gear after each interruption. This equals SIX HOURS OF LOST TIME if you figure 13 minutes times 27 calls. Further, some of those calls might actually be important but be handled half-assedly - if scheduled and dealt with as the priority of their assigned minutes instead of an irritating interruption, more might come from them.”

Ben Glass: “I’ve never heard of anyone who has really tried this and come back to say ‘It didn’t work. I’ve gone back to giving everyone instant access to me at any time.’ In the end, my clients appreciate knowing that when I am working on their cases, I am only working on their cases, uninterrupted. I include this in all my marketing materials, and I can assure you, it attracts more good clients than it repels.”

“I’ve looked at the emails people get and compared them to the faxes I get. More thought goes into the faxes. People tend to cluster multiple items into one fax vs. a stream of single-item emails. They are more inclined to resolve some things themselves when they must put them into a memo to be faxed than when they can email. The email is more casual, and you really don’t want people feeling too casual about consuming your time.”

“Come to your own conclusions about it all - fax, email, text, and cell phone. But be the master - not the slave.”

“Getting and being rich is behavioral. You can’t seek the goal but opt for incongruent behavior different than that of those who achieve the goal any more than you can claim sobriety but still get drunk every once in a while.”

“You will be under ever-mounting peer, friend, and other pressure to participate more and more in an ever-growing and expanding portfolio of these social media sites and services and activities. This is part of the world conspiracy to devalue your time and steal your productivity. Mostly idiots and fools, followers of the followers not with evil intent but nonetheless dangerous to you. They have a perfect right to their buy-in to all this, but you have a perfect right to your opt-out as well.”

“I even have a clock that looks like just six sticks of dynamite wired together, with a timer on it, and the timer has a flashing red light. This gets a lot of attention plunked down in the center of the conference table. If you’re not going to do this physically, you at least want to do it verbally.”

“Be busy and be obvious about it.”

"You cannot accept and engage in any attitudes and behaviors of the mediocre and reasonably expect to be anything other than mediocre."

"Being punctual gives you the right - the positioning - to expect and demand that others treat your time with utmost respect. You cannot reasonably hope to have others treat your time with respect if you show little or no respect for theirs. So, if you are not punctual, you have no leverage, no moral authority. But the punctual person gains that advantage over staff, associates, vendors, clients, everybody."

"Punctuality provides personal power."

"People who can't be punctual can't be trusted."

"One of my earliest business mentors said that there were only two good reasons for being late for a meeting with him: one, you're dead; two, you want to be."

"Perhaps I'm extreme in my insistence on proceeding with my work plans no matter what, but most people are even more extreme in their willingness to set aside their work plans for just about anything - hangnail or stiff breeze."

"Self-discipline is the magic power that makes you virtually unstoppable."

"Having and commanding the respect of others is a tremendous advantage in life. That edge comes from having self-discipline. Having a (preferably private) sense of superiority over others is another power-producing edge. That, too, comes from self-discipline. The highly disciplined individual does not have to point a gun at anyone to take what he wants; people 'sense' his power and cheerfully give him everything they've got."

"The meeting of deadlines and commitments alone causes a person to stand out from the crowd like an alien spaceship parked in an Iowa cornfield."

"When you focus your self-discipline on a single purpose, like sunlight through a magnifying glass on a single object, look out! The whole world will scramble to get out of your way, hold the doors open for you, and salute as you walk by."

Dr. Edward L. Kramer: "Eliminate the time between the idea and the act, and your dreams will become realities."

"Each minute separating Decision from Action worsens the odds of any action ever occurring."

"There are three kinds of action: starting things or implementation, follow-through, and completion. When you have a decision, you have to start doing things about it."

"An environment has to be created in which high self-discipline is supported. But self-discipline is required and rewarded."

Werner Erhard: "The world only moves for you when you act."

"If you refuse to limit and control access to you, the war is lost even if you win a few battles here or there."

"If you aren't making lists, you're probably making a lot of money either."

"I insist that the only real reason more people aren't much, much more productive is that they don't have enough reasons to be. A secret to greater personal productivity is more reasons to be more productive. That's why you have to fight to link everything you do (and choose not to do) to your goals."

"When you're up to your neck in alligators, it's difficult to remember that your original objective was to drain the swamp. And, having been up to my neck in alligator-filled swamp water more often than I like to remember, I know just how tough it is to keep at least one eye fixed firmly on your list of goals. But that's EVERYTHING."

"If you're going to achieve peak personal productivity, you've got to *define* peak personal productivity."

"This gives you a very simple standard for determining, minute by minute, task by task, choice by choice, whether you are being productive or unproductive: *Is what I am doing, this minute, moving me measurably closer to my goals?*"

"Here is one of the real, hidden secrets of people who consistently achieve peak productivity: make inviolate appointments with yourself."

"Just as the person who cannot tell you where his money goes is forever destined to be poor, the person who cannot tell you where his time goes is forever destined to be unproductive - and, often, poor."

"Ideally, you should schedule your day by the half-hour from beginning to end. I now use the term 'script' in place of 'schedule.' Many days, *every minute* is accounted for in advance and outcomes are pre-ordained. If you do project work as I do, it's important to estimate the minutes or hours required and work against the clock and against deadlines. Every task gets completed faster and more efficiently when you have determined in advance how long it should take and set a time for its completion. This, too, minimizes unplanned activity."

"Focus is everything and nothing forces focus like intense time pressure."

“Deadlines refine the mind.”

Walt Disney: “The best way to get something done is to have to. The best way to get a lot of things done is to be under a lot of pressure to pull them off.”

“Both your conscious and subconscious minds are capable of much more than you now ask of them, and they and you can be conditioned to thrive under intense deadline pressure.”

“You can use YouTube for something other than watching kittens water ski.”

“You can turn your car into a classroom.”

“You can condition your subconscious with spaced repetition learning most easily with audio; 7 to 21 repetitions of the same messages automatically embeds. Few will read the same book seven times.”

“If it’s not important enough to do properly, why are you doing it at all?”

“Disciplined use of the time everybody else wastes can give you an edge.”

“When you say to yourself, ‘It’s only ten minutes,’ you miss the entire point of time.”

“A strong fortress must be constructed around the goal and the linked activities and responsibilities - with snipers in the towers atop the wall, an alligator-filled moat around it, and land mines in the ground for miles around it. People who negatively interfere with no negative intent or malice aforethought are just as dangerous to you as those deliberately trying to stop your forward progress or upward mobility.”

“Decisiveness saves a lot of time.”

“What takes others weeks should take days, what takes others days should take hours, and what takes others hours should take minutes. That’s the level of decisiveness you want to cultivate and develop. It *will* save you a lot of time.”

“We only get paid for DONE.”

“This tells you a lot about what you must do in order to achieve maximum success, derive maximum value from your time, and lead the happiest possible life: you must systematically, aggressively divest yourself of those activities you do not do well and do not do happily, or you must find routine, so as to systematically invest your time (and talent, knowledge, know-how, and other resources) in those things you do extraordinarily well, enjoy doing, and find intellectually stimulating. I have just described for you a formula for peak personal productivity, as a specialist. And you ought to note that, in every field of enterprise, specialists out-earn generalists ten to one.”

Samuel Goldwyn: "We're overpaying him, but he's worth it."

"I've arrived at what I call my 'Dan as Center of Universe Strategy': me in the middle and satellite businesses owned and managed by others all based on me, my writings, and my other content all paying me. Right now, there are four such satellites. The ultimate entrepreneurial achievement is complete replacement of self with the business thriving in new hands and your wealth secured or income continuing or even growing. I have done this twice."

"What plan are you working on to reduce your business's and income's dependency on your own time and effort?"

"Liberation is the ultimate entrepreneurial achievement."

"If you're looking for the answer that turns your time into the most money and wealth possible, then turn your attention to marketing. Get free from as many other aspects of your business as you can, get passionately interested in and good at marketing, and invest your time there. Why? Because it is infinitely easier to find or train someone to take care of a business's operations than it is to get someone to do its marketing. Marketing is the highest-paid profession and most valuable part of a business. The person who can create systems for acquiring customers, clients, or patients effectively and profitably is the 'money person.' He is the equivalent of a 'high impact' or 'franchise' player in sports."

"People who want things from you - cooperation, favors, money - can reasonably be required not to ask you to fetch for them."

"As an aside, two groups of consumers are most resistant to fetching: leading-edge boomers and seniors, and the exceptionally affluent. If you want their patronage, you have to be especially careful about asking them to go fetch."

"The people around you rarely have neutral effect. They either facilitate your accomplishment, undermine it, or they outright sabotage it."

"Each minute of your time is made more or less valuable by the condition of your mind, and it is constantly being conditioned by association."

"The success-oriented entrepreneur, alone in a group of non-achievement-oriented civilians, is disturbing to them in much the same way a skinny person who can eat anything and not gain weight or even a fit person who exerts considerable discipline and effort to stay that way is to a group of fat people."

"You want to deliberately increase the amount of your time directed at chosen thinking, input, and constructive, productive association. You want to associate with strivers and achievers - with winners and champions. This is an uplifting force that translates into peak performance, which makes all your time more valuable."

“These two aspects of success - moving up and speeding up - are almost always better accomplished with smart investment in other people’s experience and expertise instead of just investing directly into business development.”

“If you can’t control your thoughts and manage your mind, you can’t control or manage your time.”

“I have come to really, deeply, vehemently, and violently *resent* having my time wasted. I place a very, very high value on my time, and I believe that the value you really, honestly place on your time will control the way others value it and you.”

“How tough are you on those who would undervalue your time? How tough are you on yourself?”

“Discipline doesn’t get made up as you go along.”

“Ninety percent of my phone appointments with clients, would-be clients, and people doing work for me are booked in 20-minute increments. In my experience, 20 minutes is enough if both parties are properly prepared for the call. If not, no call should occur.”

“You really have to get that it is all *your* time. *All* of it. *Every* minute of it. *Yours*.”

“When you permit people to take 30 minutes for a business phone conversation that could have been accomplished in 20, you let them take - and waste - 10 minutes of *your* time. Let that happen twice a day 250 workdays a year and it’s 5,000 minutes. In 5 years, 25,000 minutes. 416 hours. 52 eight-hour days. In a 40-year career, 200,000 minutes. 3,334 hours. 416 days. Now, what is it you said you don’t have the time to do?”

“Without rules, you have anarchy. That anarchy equals freedom is an epic lie. It destroys it. The absence of curfews of any kind does not constitute the absolute freedom to stroll about the streets at any time as you please if those streets are unsafe and you risk mugging or violent assault at any time. The absence of winter street parking bans so that everyone has absolute freedom to park as they please on both sides of the street gives no one true freedom if the snow plows can’t clear the street and no one can go anywhere for weeks.”

“The entrepreneur must raise himself above these ordinary concerns. An entrepreneur seeks income and financial rewards, independence and autonomy, and other outcomes that are profoundly different, apart from, and superior to those ever achieved or experienced by 95% of the people around you. That requires you to think in profoundly different and superior ways. You can’t have one without the other. Success is a conceit. If you are to have it, it will be at an intellectual, emotional, and behavioral distance from most others.”

“Most time management training, books, courses, and lecturers focus almost entirely on mechanical methods and on tools: a better appointment book, a better software program, color stickers, and one kind of list or another. But these are no better than guns: useless without *the will* to use them.”

Eric Hoffer: “There are many who find a good alibi far more attractive than an achievement, for an achievement does not settle anything permanently. We still have to prove that we are as good today as we were today. But when we have a valid alibi for not achieving anything, we are fixed, so to speak, for life. Moreover, when we have an alibi for not writing a book and not painting a picture and so on, we have an alibi for not writing the greatest book and not painting the greatest picture. Small wonder that the effort expended and the punishment endured in obtaining a good alibi often exceed the effort and grief requisite for the attainment of a most marked achievement.”

“No one who is good at making excuses is also good at making money. The skills are mutually exclusive.”

“It never ceases to amaze me how people can manage to focus their time, energy, and resources on everything but the few vital things in their business that really have to do with directly making money.”

“What on earth had he been doing every hour of every day for a year that was more important than enhancing his business’ ability to attract and acquire new customers?”

“One of the most important things to me is a continuous stream of new requests for my services. As long as this demand for ‘me’ exceeds the available supply of ‘me,’ I can demand and get premium fees, choose clients I like and blow off those I don’t, choose projects that interest me and reject those that don’t, confidently turn away business knowing the temporary vacuum will fill, and generally do as I darned well please. But if I let the demand diminish so that supply exceeds demand, I have to start compromising all over the place. So this is very important to me. What can I do every day to be certain this demand-supply ratio stays weighted in my favor? For about 30 years, I did not let a day go by that I did not send out a letter or a package, get an article published, do something to keep my books on bookstore shelves, secure a high-profile speaking engagement, or do something else to create and stimulate ‘deal-flow.’ It didn’t matter how busy I was or how tired - or if it was the Friday before a holiday weekend. Whatever. Before sunset, at least ONE thing had to be done intended to stimulate demand. I have only eased up on this in very recent years, as I choose to rein in myself and wind down my work schedule, but still, at least half of my days include this. Nothing and no one was ever allowed to steal the time required to make certain that happened. Every single day. No exceptions. No excuses. As a direct result, ‘demand’ for me has steadily grown, even as the ‘supply’ I am willing to offer has diminished, which has allowed me to very substantially raise my fees, keep raising them every year, fire troublesome clients without remorse, and do business entirely on my terms to suit me. This one single, simple discipline has been worth millions.”

“The opposite of being in control is being addicted.”

“The principle of profit is exactly the same: addict you to frequent use so when you aren’t using, you’re thinking about using and building up need to use. It’s designed to take and consume as much of your time as possible away from everything else and everybody else. They do not want you sitting on a park bench on a nice, sunny day feeding pigeons and calmly thinking; they want you so absorbed by them you forget where you’re thinking and aren’t in control of your own thoughts. Just as casinos have no clocks, the cyber world is designed to erase the realities of time and harvest yours without you being fully aware of how much of it they are harvesting or how little you are getting in return.”

“Go back to the stat referenced earlier: people checking their social media every 30 minutes. In an 8-day workday, that’s 16 times. Over 240 workdays in a year, 4,480. If each check-in consumes only 3 minutes - and the average loss is much higher - that’s 13,440 minutes in a year. 224 hours. Go back to Chapter 1, get the money number your hour has to be worth to hit your financial goals, multiply it by 224, and see how deep a hole you dig to somehow get out of before you can even start racking up dollars on the success scoreboard. What feels insignificant is far, far from it.”

“There is *no* good excuse for addiction, and, no, you do *not* have to be *in it* to utilize it for marketing or other business purposes. I’ve made millions with direct mail but have never cut down a tree or even visited a paper mill, run a printing press, or worked inside a post office.”

“World-class scientists, behavioral scientists, neurologists, psychologists, computer scientists, and others have invested all their combined knowledge into creating and promoting a collection of activities we think of as social media, purposed to hijack more and more of your time, to provide incentives and rewards more significant and stimulating to you than all other activities, and to ultimately rewire your brain to be incapable of participating in other activities. If something not so masterfully engineered can addict us - like my speaking on stages or driving in horse races - imagine how susceptible we are to something deliberately designed for that purpose!”

“By keeping people in this state of hyper-flux, they are rendered incapable of critical or rational thought, propelled into decisions, and made easier to manipulate, influence, control, and monetize. The more you permit yourself to be constantly stimulated, provoked, and sped up by this, the less control you retain over not just your time but over every aspect of your business and your life.”

“If you are negligent at making value decisions for yourself (and imposing them on the world), other people will be glad to make your value decisions for you and impose them on you.”

Gary Keller: “Turn off your phone. Shut down your email. Exit the internet.”

"Time and attention are the new currency being taken in a myriad of new ways - a situation that demands new vigilance and new strategy. How effective you are at keeping control of your time and investing it wisely in and against this new conspiracy to take it away from you will absolutely determine your success as an entrepreneur. Fail at this, fail at everything. Take this lightly, all will be taken from you."

"It's never too late. You can rescue yourself. Reverse your loss of capabilities. Take back control of your time, your business, and your life. Turn back from the slippery slope into the abyss. Recover from growing addictions. It will require you to abandon the popular behaviors of the masses of addicts all around you - to be an Odd Man Out. This will be uncomfortable and taxing. But the alternative has to be - to you, the entrepreneur - *unacceptable*."

Christopher Morley: "There is only one success - to be able to spend your life in your own way."

"So, let there be no mistake: I think you deserve to be rich if you earn it. I think you have a right to be rich. I think you provide enormous service to society by getting and being rich. I think the government should be forbidden from penalizing or attacking you for being rich."

"Wealth of this kind - liking your work, the conditions in which you work, and the people you work for and with - almost automatically begets financial wealth. This does not mean it all has to be *fun*. Not disliking some of what is required is good enough."

"I want you to keep in mind that your time is your life, no one else's, and you should ignore criticism and needling, guilt mongering, emotional manipulation, or obligation about the conscious, thoughtful choices you make about what you do - and don't do - with it."

"*The entrepreneur simply cannot afford weakness or timidity*. He needs *an iron will*. He is challenged minute by minute with temptations, distractions, interruptions, others' emergencies and crises, competing and conflicting agendas, and on and on and on. All of his successes - business, career, and professional; financial; civic and philanthropic; with relationships and family leadership; and with physical health and well-being - will be defined and determined by his success (or failure) with his time. *It is everything*."

"It has been my privilege to write about time, here, for your benefit. May the remainder of yours be more firmly held."