



Attention Management

Participant Guide



Columbus Technical College
Economic Development
Corporate Training Materials

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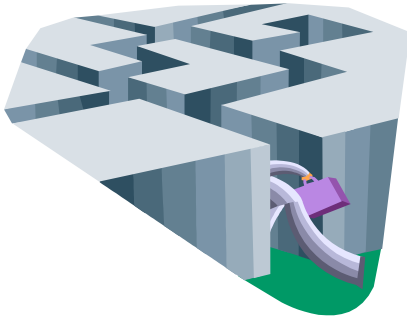
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Genius is nothing but continued attention.

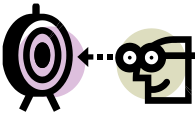
Claude Adrien Helvetius

Module One: Getting Started



Welcome to the Attention Management workshop. A distracted workforce is less than effective. Employees who do not pay attention to their work can waste valuable time and make careless mistakes. Attention management is a useful skill that allows managers to connect with their employees on an emotional level and motivate them to focus on their work and how to reach their personal and company goals.

Workshop Objectives



Research has consistently demonstrated that when clear goals are associated with learning, it occurs more easily and rapidly. With that in mind, let's review our goals for today.

At the end of this workshop, participants should be able to:

- Define and understand attention management.
- Identify different types of attention.
- Create strategies for goals and SMART goals.
- Be familiar with methods that focus attention.
- Put an end to procrastination.
- Learn how to prioritize time.



Pre-Assignment Review

The Pre-Assignment will allow you evaluate the attention management skills you already have along with the skills you need to develop. Understanding what skills you have and being able to communicate these skills clearly will increase your chances of being successful in your career.

Answer the questions quickly and honestly. Do not over think your answers. Use the assessment to gauge which topics demand your immediate attention.



Our thoughts create our reality – where we put our focus is the direction we tend to go.

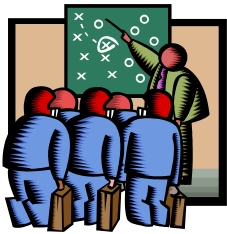
Peter McWilliams

Module Two: Introduction to Attention Management



Every company and every manager wants to increase productivity. Constant access to information and the expectations to do more with less is overwhelming the workforce. People are easily distracted at work. Attention management allows managers and employees to increase their productivity as well as their personal job satisfaction.

What Is Attention Management?



Attention management increases the ability to focus attention and can be done at the individual and organizational level. Managers are encouraged to deal with their own attention problems before trying to influence employees in their organization. In order to understand attention management, people must be aware of where they focus most of their attention. Most experts divide attention into four different areas or zones. While the names change, the ideas are all the same.

Four Areas of Attention:

- **Intentional:** When working intentionally, people plan strategically and prioritize their activities.
- **Responsive:** In this area people are responding to the world around them. They spend more time putting out fires than working intentionally.
- **Interrupted:** People spend too much time answering messages and handling situations that interrupt their work.
- **Unproductive:** This occurs when people waste time at work. Unless you are taking a scheduled break, checking Facebook and chatting is unproductive.

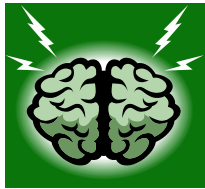


Stop Thinking and Pay Attention!



The advice “stop thinking” may seem counterintuitive to attention management. Many people, however, are over thinking everything and focused on the wrong ideas. When we constantly think we do not pay attention to what is really going on around us. Our feelings control how and what we think. If we think that something is boring, bad, or a waste of time, we tend to give it less attention. For example, people are less likely to pay attention during a meeting if they believe it will not be productive. The ability to pay attention allows people to better connect with the world around them, better process their emotions, and organize the way they process cognitively.

What Is Mushin?



Mushin is a Chinese term that loosely translates to “no mind.” The concept is used in training for different martial arts. A better way to understand Mushin might be to call it pure mind. Mushin requires people to reach an absence of conscious thought and emotion, which better enables individuals to focus on a task. Meditation is used to reach Mushin and as a result, better intuitive skills.

What is Xin Yi (Heart Minded)?



Xin Yi is a centuries old martial arts used in China. While the fighting techniques may not be helpful when handling situations at the office, the strategies linking the mind and body are useful. Xin Yi involves the ideas of Six Harmonies that also appear in Kung Fu and other martial arts. The three internal harmonies connect the mind with will, energy, and power.

Internal Harmonies

1. **Xin** and **Yi**: Connects the mind (Xin) with the heart or will (Yi).
2. **Yi** and **Qi**: Connects the will (Yi) with natural energy (Qi).
3. **Qi** and **Li**: Connects energy (Qi) with power (Li).

Reaching the internal harmonies is usually done through moving meditation that links the mind and body.



Case Study

Jesse's manager seemed to not really care what was going on. Jesse tried to live with the idea that the company's value and stocks were decreasing because of the manager. He thought of his manager as a lost cause, thinking nothing could be done about his behavior.

Jesse realized that his manager just didn't pay attention. He decided to meet the manager and give him some friendly advice on what attention management is and what could be done to improve it. Jesse introduced his manager to the terms Mushin and Xin Yi. The company was soon making a comeback as the manager was open to the ideas and leaned more tips from Jesse.



Module Two: Review Questions

1. What does the attention management increase?
 - a) The attention capacity
 - b) Productivity
 - c) The ability to focus attention
 - d) Creativity
2. Find the term which is not related to an area of attention:
 - a) Responsive
 - b) Continual
 - c) Intentional
 - d) Unproductive
3. What is the advantage of the intentional work?
 - a) Faster task execution
 - b) Greater job devotion
 - c) More energy for the activities
 - d) Strategic planning and prioritizing activities
4. When does the unproductive attention area occur?
 - a) When a person works too slow
 - b) When a person wastes time, for example: chatting in Facebook
 - c) When a person works too hard
 - d) When a person works without a motivation
5. What thinking problem relates to the lack of attention?
 - a) The lack of thinking
 - b) Over thinking
 - c) Narrow thinking
 - d) Uncreative thinking
6. What controls how and what we think?
 - a) Our attitudes
 - b) Our mind
 - c) Our feelings
 - d) Our experience



7. What does the Chinese term “Mushin” mean?
- a) “no heart”
 - b) “no mind”
 - c) “no problem”
 - d) “no thinking”
8. What practice can be used for reaching the Mushin?
- a) Meditation
 - b) Sports
 - c) Reading
 - d) Sleeping
9. What kind of sport is Xin Yi?
- a) Water sport
 - b) Team sport
 - c) Martial art
 - d) Athletic discipline
10. Xin Yi can help us connect the will, energy and power with:
- a) Body
 - b) Soul
 - c) Mind
 - d) Speech



Module Three: Types of Attention



There are different types of attention that we all use to function in everyday life. Different types of attention are required for different situations. When attempting to manage attention, whether personal or organizational, it is essential to understand the different types of attention and how each type functions.

Focused Attention



Focused attention is what most people would define as paying attention. This is the type of attention that concentrates on a single task and excludes everything else. This can be done while studying or working on a project. Focused attention is difficult to maintain because it is not a natural human state, and it operates on a physiological level. Constant focused attention actually makes people tired.

Sustained Attention



Sustained attention is the type of attention that people use to focus on a particular task that takes time. It is also called the attention span. For example, reading a book requires sustained attention. The brain uses sustained attention to process information and adapt to different situations. Problems with sustained attention occur when there are distractions that keep someone from completing the task at hand. Most people need to refocus and return to the task after 20 minutes. There are three stages of sustained attention.

Three Stages:

1. Grab attention
2. Keep attention



3. End attention

In order to sustain attention, it is important to remove distractions and occasionally refocus.

Selective Attention



Selective attention is what people use when they pay attention to a single stimulus in a complex setting. Having a conversation in a crowded restaurant is an example of selective attention. It is not possible to pay attention to every stimulus that surrounds us. The ability to filter out background noise and focus on one object or message is essential when we are consistently bombarded with information. The drawback to selective attention occurs when people disregard what is happening around them.

Selective attention can be manipulated. Marketing experts, for example, attempt to link their advertising messages to their customers' interests. They do this with the hope of grabbing the selective attention of people.

Alternating Attention



Occasionally people need to perform two tasks that require different cognitive abilities at the same time. These situations require alternating attention. An example of this would be taking notes during a lecture. In order to use alternating attention, the mind needs to be flexible and move between one task and another seamlessly. Alternating attention means that the work on each task is quick and accurate as the brain transitions.



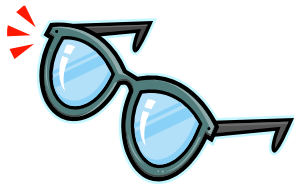
Attention CEO



CEOs guide the direction of their companies. The attention of a CEO will determine the attention management of an organization. CEOs must focus the attention of their employees in ways to drive business and move the company in the right direction. Modern CEOs are faced with the dilemma of attracting and keeping employee attention. Understanding the different types of attention and implementing attention management techniques will allow CEOs to motivate employees towards greater success. In order to accomplish this, CEOs must focus their expectations of internal and external attention.

- **Internal attention:** Paying attention to internal procedures.
- **External attention:** Focusing on objects outside the organization.

Attentional Blink



Attentional blink was first defined in the 1990s. Vision is a key part of attention. Rapid, serial visual presentations show that when people focus on two targets in succession in a visual series, they are likely to miss the second target. This occurs when the second target appears 200 to 500 milliseconds after the first target. Research shows that strong emotions related to the targets make them easier to locate. Meditation is also shown to reduce the errors associated with attentional blink.

Case Study

Ryan attended a few classes on attention management where he learned some useful information. With these new skills he easily applied them in certain aspects of his life. Unfortunately, Ryan lacked strong skills in selective attention. He had challenges in paying attention to a single objective in a complex setting.

Ryan found that a lot of his coworkers talked a lot. Using his new skills, he was able to increase his focus and attention skills which helped him overcome some shortcomings. Through hard work, Ryan instructed his friends not to disturb him while he was working on a certain task. With practice, Ryan managed to improve his selective attention and improve his overall performance.



Module Three: Review Questions

1. Why is focused attention difficult to maintain?
 - a) Because of the external influences
 - b) Because it cannot be controlled
 - c) Because it is physically tiring
 - d) Because it is not a natural human state
2. What level does the focused attention operates on?
 - a) Physical
 - b) Physiological
 - c) Psychological
 - d) Psychosocial
3. What is not one of the stages of the sustained attention?
 - a) Grab attention
 - b) Expand attention
 - c) End attention
 - d) Keep attention
4. What causes the problems with the sustained attention?
 - a) Distractions
 - b) Internal factors
 - c) Emotions
 - d) Laziness
5. What is essential for maintenance of the selective attention?
 - a) Trying to absorb all the information
 - b) Trying to focus on one object or message
 - c) Letting things happen naturally
 - d) Trying to remember everything as a whole
6. Marketing experts relate their advertising messages to their customers':
 - a) Interests
 - b) Age
 - c) Education
 - d) Habits



7. Find a situation that requires alternating attention:
 - a) Reading a book
 - b) Taking notes during a lecture
 - c) Watching a movie
 - d) Writing a report
8. What will determine the attention management of an organization?
 - a) The employee's attention
 - b) The working habits of individuals
 - c) The working habits of CEO
 - d) The attention of CEO
9. CEOs have to focus on:
 - a) Internal and external attention
 - b) Individual and collective attention
 - c) Physical and psychical attention
 - d) Employer's and employee's attention
10. What sense is considered to be the key part of the attention?
 - a) Touch
 - b) Hearing
 - c) Vision
 - d) Smell



Module Four: Strategies for Goal Setting



Goals are continually linked to attention management. Success, on both a personal and professional level, demands effective goal setting. Goal setting, however, requires careful strategy and execution. Simply writing down a list of things to do is not goal setting. Goals need to be made on an emotional and intellectual level in order to be achieved successfully.

Listening to Your Emotions



People often fail to reach their goals because they ignore the emotional aspect of goal setting. Emotions affect every aspect of a person's life. They influence health and factor into how well people perform at work. Feelings towards goals determine whether or not they are achieved. Feelings of obligation will only motivate someone so far. Goals need to be based on personal vision in order to be effective.

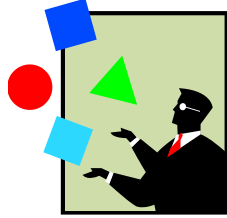
Vision

Vision statements allow people to create goals that relate to their convictions and emotions.

- **Recognize your values:** Reflect on what you truly value and how these values will shape your future.
- **Consider your goals:** What do you want your life to be like in the future?
- **Write it down:** Draft a vision statement, and revisit occasionally to make any necessary adjustments.



Prioritizing

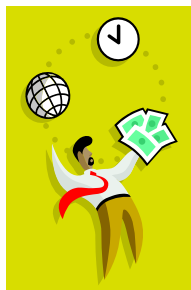


People often fail to achieve goals when the number of things they need to do overwhelms them. Goals must be prioritized. It is not possible to concentrate on every goal at once. They should be ranked in order of importance so that plans can be made accordingly. It is essential to have balanced goals that reflect all areas of life. Personal values and visions should be used to prioritize personal and professional goals.

Examples of Prioritizing

Goals	Priorities
• Earn a promotion	B
• Buy a house	C
• Become a mentor	C
• Coach my child's sports team	A
• Stay healthy by exercising	A

Re-Gating



Sensory gating is the process that the brain uses to adjust to stimuli. There is a direct connection between the ability to filter out distracting stimuli and performance. Stress, anxiety, and depression can alter the chemistry of the brain and reduce the effectiveness of sensory gating. In order to prevent cognitive issues related to gating, it is important to try re-gating. Gating can be improved by using relaxation techniques that help the mind focus and filter out the distractions. Setting goals require focus and a calm atmosphere. Before setting goals, attempt to use relaxation techniques such as meditation to clear the mind of distractions.

Case Study

Eric spent a lot of his busy time working, and forgot to set goals for himself. When an opportunity came for him to set a goal, he ignored it. His colleagues recognized how busy he was and told him to listen to his emotions. They reminded him to prioritize his time and realize which goals should be on his list and how he should approach them.

By recognizing his value, Eric's colleagues helped him gain a bit more confidence. This in turn guided him in the long run. His new long term goal was to become the manager of the facility within 5 years. He achieved this goal, but only when his attention and mind were fully focused.



Module Four: Review Questions

1. Which of the following statements IS NOT true?
 - a) Goals are continually linked to attention management
 - b) Writing down a list of things to do is an efficient goal setting
 - c) Goals need to be made on an emotional and intellectual level
 - d) Goal setting requires careful strategy and execution
2. Which of the following IS NOT a vision statement?
 - a) Considering your goals
 - b) Writing down
 - c) Recognizing your values
 - d) Considering the possible problems
3. Which of the following IS NOT true?
 - a) Goals must be prioritized
 - b) Goals should be ranked in order of importance
 - c) It is important to be fully concentrated on several goals at once
 - d) Personal values and visions should be used to prioritize goals
4. Which of the following is an example of A priority presented in Module Four?
 - a) Earn a promotion
 - b) Stay healthy by exercising
 - c) Become a mentor
 - d) Buy a house
5. What is sensory gating?
 - a) The process that the brain uses for relaxation
 - b) The process that the brain uses for concentration
 - c) The process that the brain uses to adjust to stimuli
 - d) The process in the brain which reduces our ability of adjustment
6. Which of the following IS FALSE?
 - a) Meditation is a great relaxation technique before setting goals
 - b) There is a direct connection between the ability to filter out distracting stimuli and performance
 - c) In order to prevent cognitive issues related to gating, it is important to try re-gating
 - d) None of the above



Module Five: Meditation



The brain travels through different patterns of brainwaves in sleeping and waking states. Meditation affects brain activity and allows users to control these patterns. EEG's show the changes that meditation brings to the brainwave patterns. Each brainwave is connected to specific activities such as sleep, attention, meditation, hypnosis, music, and relaxation. Different meditation techniques will have an impact on the different types of brainwaves. Understanding meditation demands an understanding of the five basic brainwaves.

Beta



Beta brainwaves signal wakefulness. They are associated with concentration and attentiveness. People use Beta brainwaves to solve problems, but they are also connected to feelings of trepidation and anxiety. Anyone who is awake is in Beta. Meditation slows Beta brainwaves and allows practitioners to focus on the other brainwaves.

Alpha



Alpha brainwaves are a sign of relaxed consciousness. Alpha waves are considered to be the brainwave of meditation. They promote creativity and are associated with pleasant feelings and tranquility. In this state, a person is awake but not intently focused. This is the ideal state for intuitive thinking.

Theta



Theta waves appear when someone is in a deep state of meditation, hypnotized, or in a light stage one sleep. At this stage a person is not fully aware of his or her surroundings. Theta waves are linked to dreams and short-term memory. Children naturally have more Theta waves than adults. Theta waves allow people to recall facts easily, which is



sometimes why answers to questions seem to come while falling asleep.

Delta



Delta waves accompany deep sleep that is without dreams. This is the slowest brainwave pattern, moving at 1.5 to 4 cycles per second. Few people enter delta when they are meditating. Only experienced practitioners are able to reach delta waves and still remain awake.

Gamma



Gamma waves are the waves associated with the ability to connect and process information. They also improve memory and keep the senses sharp. People with high gamma brainwaves are known to be more compassionate and known to be happier or more content. They are often considered to be more intelligent than those with lower levels of gamma waves. Meditation is known to increase the frequency of gamma brainwaves in individuals.

Case Study

Lia learned that meditation was a great tool for attention management. She spent some time trying to convince her friends that they would be able to achieve just about anything by understanding how meditation relates to performance. Originally her friends didn't bother to listen to her.

Her friend Julie thought about it and decided to give it a try. She had been working on a large complicated task the last few months and was getting behind. Through meditation Julie was able to get back on track, and even finished under budget. When her other friends heard about Julie's results they realized that meditation can really help and all went to Lia for information.



Module Five: Review Questions

1. Which of the following statements IS NOT true?
 - a) Meditation affects brain activity
 - b) All types of meditation lead to same kind of brain activity affection
 - c) The brain travels through different patterns of brainwaves in sleeping and waking states
 - d) Meditation allows users to control the patterns of brainwaves
2. Beta brainwaves signal:
 - a) Wakefulness
 - b) Deep sleep without dreams
 - c) Relaxed consciousness
 - d) Deep state of meditation, hypnotization, or a light stage one sleep
3. Alpha brainwaves signal:
 - a) Wakefulness
 - b) Deep sleep without dreams
 - c) Relaxed consciousness
 - d) Deep state of meditation, hypnotization, or a light stage one sleep
4. Recognize the type of brainwaves based on the following info: This is the slowest brainwave pattern, moving at 1.5 to 4 cycles per second.
 - a) Alpha
 - b) Beta
 - c) Theta
 - d) Delta
5. Recognize the type of brainwaves based on the following info: These waves allow people to recall facts easily, which is sometimes why answers to questions seem to come while falling asleep.
 - a) Alpha
 - b) Beta
 - c) Theta
 - d) Delta



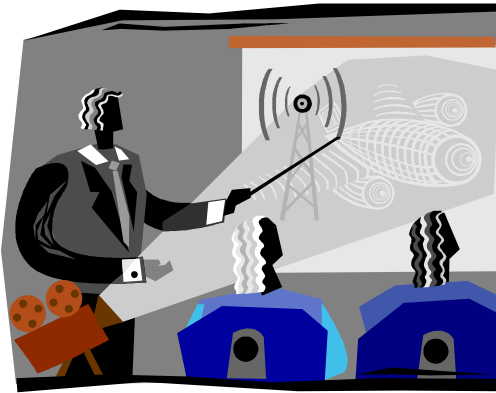
6. Which of the following statements IS NOT true?
- a) At Theta brainwaves stage a person is not fully aware of his or her surroundings
 - b) Only experienced practitioners are able to reach Delta waves and still remain awake
 - c) Alpha waves promote creativity and are associated with pleasant feelings and tranquility
 - d) Only few people can reach beta stage while they are awake
7. Which of the following statements IS NOT true?
- a) Beta brainwaves are associated with concentration and attentiveness
 - b) Alpha stage is not the ideal state for intuitive thinking
 - c) Children naturally have more Theta waves than adults
 - d) Few people enter Delta when they are meditating
8. Which of the following statements is true?
- a) Gamma waves are the waves associated with the ability to think creative
 - b) Gamma waves are the waves associated with the ability to connect and process information
 - c) Gamma waves are the waves associated with the ability to accumulate information
 - d) None of the above
9. Which of the following statements IS NOT true?
- a) Gamma waves improve memory
 - b) Gamma waves keep senses sharp
 - c) People with high gamma brainwaves are known to be happier or more content
 - d) Frequency of gamma waves cannot be increased by meditation
10. Which of the following statements is true?
- a) Each brainwave is connected to specific activities such as sleep, attention, meditation, hypnosis, music and relaxation
 - b) Each brainwave can be connected to any kind of activity such as sleep, attention, meditation, hypnosis, music and relaxation
 - c) There is more than ten basic brainwaves
 - d) None of the above



Tomorrow's battle is won on today's practice.

Samurai Maxim

Module Six: Training Your Attention



There are different methods that allow people to train their attention. While some of the methods may seem counterintuitive to attention management, there are great benefits to practicing them. Visualization may seem like a waste of time that should be focused on work, but it is not. Each person is different, and it is important to find a method or combination of methods that work best for you.

Mushin



Mushin may be difficult to describe. It is translated as “no thought”, “no fear”, or “no mind.” A martial arts technique, Mushin occurs when the conscious mind does not stand in the way of the body and instinct. Mushin occurs anytime that intuition takes over. There are no logical steps to Mushin, but there are exercises to increase the chances of reaching Mushin.

Exercise:

- Sit comfortably in a quiet room with no distractions.
- Focus on breathing. (There is no need to breathe in tandem; be natural.)
- Try to keep the mind blank, and consciously release each distracting thought as it comes.

Meditation

There are different types of meditation, but most are used to relax the body and calm or focus the mind. Common meditations include Mantra Meditation, Steady Gaze Meditation, Transcendental Meditation, and Chakra Meditation.



- Mantra Meditation repeats sounds or words.
- Steady Gaze Meditation involves visually focusing on an object.



- Transcendental Meditation is done sitting with eyes closed.
- Chakra Meditation uses focused breathing and mantra to explore the chakras.

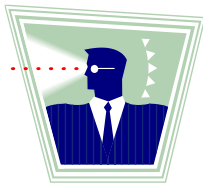
Each person needs to discover his or her personal meditation style. For example, some people find mantras distracting and prefer steady gaze. Transcendental Meditation is the most popular in a business setting. Beginners, regardless of the style they choose, often benefit from guided meditation with an instructor.

Focus Execute



Attention management requires people to focus and execute. Failure is often caused by a fear of success. When the mind focuses on potential negative outcomes, it is impossible to execute a plan well. Rather than focusing on the potential failures, people need to concentrate on the benefits of a successful plan. Remaining positive will allow people to focus on their goals and execute their actions accordingly.

Visualization



Visualization is a habit of creating a mental picture of a goal and believing that it will happen. Successful people in every field use visualization techniques. The process of visualization may seem odd, but visualizing a goal allows the mind to accept it as a concrete possibility rather than a vague wish.

Steps:

- **Choose a goal:** Visualization needs to be specific. Pick an individual goal to visualize. It is easier to start small.
- **Relax:** Find a time and place to relax and focus on visualization techniques.
- **Visualize:** Picture the goal in detail, visualize it happening in the present. For example, many athletes visualize their performance before a game or competition.
- **Accept:** Believe that the goal will come true. Affirmations are useful tools to bring acceptance.

Case Study(I)



There is scientific evidence that visualization improves performance. One study involves basketball free throws at the University of Chicago. The study first measured the free throw ability of players and divided students into three different groups. The first group was told to practice their shots one hour a day. The second group was told to stand in front of the basket and visualize taking their shots. The third group was told to ignore basketball.



After 30 days:

- First group: Improved 24 percent
- Second group: Improved 23 percent
- Third group: No improvement

Physical practice only improved performance one percent higher than visualization. This proves the power that the mind has over performance and the usefulness of visualization.

Case Study (II)

John was having trouble making his goals. When he wasn't at his job, he didn't like to think about his work. He spent most of his time playing games or watching movies. When he was at his job, he took a lot of breaks. He decided to ask his manager, Sophia, for advice. Sophia told him to try visualizing his goals.

She told him that when she first started here, she would also have trouble achieving what she wanted to. She resolved to start thinking about her goals and different ways to achieve them in her spare time. She found this to be massively successful for her. John listened intently, and chose to follow her advice.



Module Six: Review Questions

1. Which of the following IS NOT one of the possible translations of the term 'mushin'?
 - a) No mind
 - b) No thought
 - c) No problem
 - d) No fear
2. Which of the following statements IS NOT true?
 - a) There are no exercises to increase the chances of reaching Mushin
 - b) Mushin occurs when the conscious mind does not stand in the way of the body and instinct
 - c) Mushin occurs anytime that intuition takes over
 - d) There are no logical steps to Mushin
3. Which of the following statements refers to transcendental meditation?
 - a) It repeats sounds or words
 - b) It involves visually focusing on an object
 - c) It uses focused breathing and mantra to explore the chakras
 - d) It is done sitting with eyes closed
4. Which of the following statements IS NOT true?
 - a) Beginners often benefit from guided meditation with an instructor
 - b) Transcendental Meditation is the most popular in a business setting
 - c) Each person can feel comfortable with any type of meditation
 - d) Some people find mantras distracting and prefer steady gaze
5. What usually happens when the mind focuses on potential negative outcomes?
 - a) The mind is also focused on the solutions
 - b) It is impossible to execute a plan well
 - c) The mind focuses on improving the plan
 - d) None of the above
6. Which of the following IS NOT true?
 - a) Failure is often caused by a fear of success
 - b) Rather than focusing on the potential failures, people need to concentrate on the benefits of a successful plan
 - c) Remaining positive will allow people to focus on their goals and execute their actions accordingly
 - d) Focus cannot be controlled and it is all a matter of subconscious



7. What is meant by visualization?
 - a) Drawing a picture of your goal
 - b) Drawing a plan for achieving your goals
 - c) A habit of creating a mental picture of a goal and believing that it will happen
 - d) None of the above
8. Which of the following IS NOT a step of visualization process?
 - a) Relaxing
 - b) Drawing
 - c) Accepting
 - d) Visualizing
9. Which of the following IS NOT one of the results of a study that has involved basketball free throws at the University of Chicago?
 - a) The group that practiced one hour a day improved free throw ability 24 percent
 - b) The group that stood in front of the basket and visualized taking their shots improved free throw ability 23 percent
 - c) The group that ignored basketball improved free throw ability 9 percent
 - d) The group that ignored basketball had no improvement
10. What does the free throw ability study proves?
 - a) It proves that the practice is still more important
 - b) It proves the power of mind over the practice and usefulness of visualization
 - c) It proves that success is possible with almost no efforts
 - d) It does not prove anything with certainty



Give attention to the details and excellence will come.

Perry Paxton

Module Seven: Attention Zones Model



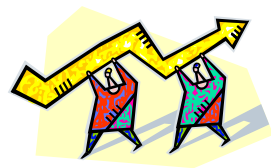
There are four different attention zones: Reactive, Proactive, Distracted and Wasteful. These zones were introduced in an earlier module. The attention zone determines productivity as well as personal stress levels. Attention management allows people to move out of stressful or unproductive zones and manage their time wisely.

Reactive Zone



Many people, particularly managers, spend most of their time in the reactive zone. Those in the reactive zone spend their time putting out fires and handling urgent needs. The tasks are important, but they demand time that takes away from scheduled projects. An example would be finding someone to fill in for a sick employee. The task is important and demands immediate attention, but it does not help the manager meet any of his or her goals or deadlines. Occasionally, a crisis will need to be handled, but attending to one crisis after another should never be a way of life. In order for people to move out of the reactive zone and stay in the proactive zone, they need to address the time they spend in the distracted and wasteful zones.

Proactive Zone



The proactive zone is where everyone wants to work. People in this zone work strategically. They are able to plan and achieve goals. Spending time in the proactive zone reduces the amount of time that is spent in the reactive zone because contingency plans will be in place. The proactive zone maintains relationships, budgets, systems, and personal well-being. Review your goals and plan accordingly at the beginning of each week to improve performance in the proactive zone.



Distracted Zone



The distracted zone takes up far too much time. Things in this zone seem urgent, but they are not really important. The distracted zone occurs when other people monopolize your attention. Things like emails and phone calls fall under the distracted zone. Important time and energy is given to other people's priorities rather than personal goals.

Leaving the distracted zone:

- **Turn off email alert:** Emails do not always need to be answered immediately. Constant email alerts are distractions that take people out of the proactive zone.
- **Create a time-blocked schedule:** Schedule time to return phone calls and emails and build relationships. Work on projects during the time set aside for them, and do not allow yourself to become distracted by other people.
- **Set boundaries:** Stick to the schedule. Do not allow people to draw you away unless it is a **real** emergency. Be firm, and people will learn to respect your schedule.

Wasteful Zone

The wasteful zone is exactly what it sounds like, the zone where people waste time. Activities that waste time include checking personal email, looking at social media sites, online videos, and other activities that are not productive. It is important to note that people need to occasionally decompress. When time to relax and regroup is not included in a person's schedule, more time will be spent in the wasteful zone.



Leaving the wasteful zone:

- **Schedule personal time:** Take the time to relax, meditate, eat, and socialize. It is not possible to continually focus on a single task, so schedule breaks and take them. It will increase productivity and prevent the need for mind numbing activities.
- **Limit temptation:** Internet junkies should turn off their connection when they do not need the Internet, if possible. Turn off mobile devices when working, and indulge pastimes only when appropriate. Remind yourself that the wasteful zone keeps you out of the proactive zone and away from your goals



Case Study

Barry wasted almost two hours a day. He would take long breaks, take care of personal matters, or spend time online reading news articles. He got some work done and no one ever talked to him about it so he assumed it was okay. One day, his manager, Corey, asked Barry to join him in his office.

Corey asked him about all his wasted time. Barry explained that he felt unchallenged by his work load, and felt bored because of it. Corey explained that those weren't good reasons to waste time while on the clock. However, Corey also told him to plan ahead and better manage his time, and began assigning him more challenging work.



Module Seven: Review Questions

1. Which of the following is one of the four attention zones?
 - a) Reactive
 - b) Attractive
 - c) Radioactive
 - d) Disturbed
2. Which of the following statements IS NOT true?
 - a) The proactive zone maintains relationships, budgets, systems, and personal well-being
 - b) People in proactive zone work strategically
 - c) The proactive zone is where everyone wants to work
 - d) Spending time in the proactive zone increases the amount of time that is spent in the reactive zone
3. Which of the following statements IS NOT true?
 - a) Constant email alerts are distractions that take people out of the proactive zone
 - b) Turning off email alerts is not a helpful way for leaving the distracted zone
 - c) Things like emails and phone calls fall under the distracted zone
 - d) The distracted zone occurs when other people monopolize your attention
4. Which of the following statements IS NOT true?
 - a) Emails always need to be answered immediately
 - b) You should not allow people to draw you away unless it is a real emergency
 - c) Things in distracted zone seem urgent, but they are not really important
 - d) In distracted zone, important time and energy is given to other people's priorities rather than personal goals
5. What is being wasted in the wasteful zone?
 - a) Time
 - b) Nerves
 - c) Money
 - d) Ideas
6. Which of the following IS NOT in the wasteful zone?
 - a) Checking personal email
 - b) Taking time to socialize
 - c) Looking at social media sites
 - d) Looking at online videos



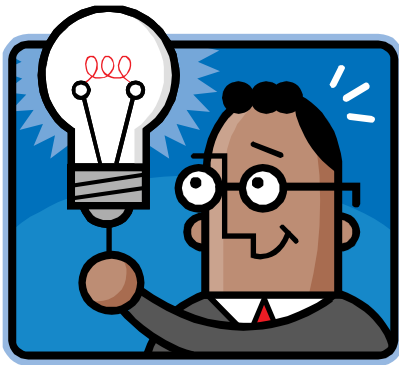
7. Which of the following statements IS NOT true?
- a) It is not possible to continually focus on a single task
 - b) Reminding yourself that wasteful zone keeps you away from proactive zone is not efficient
 - c) Turning off mobile devices when working is useful
 - d) When time to relax and regroup is not included in a person's schedule, more time will be spent in the wasteful zone
8. According to results released by salary.com, how many percent of people waste one hour a day?
- a) 64%
 - b) 22%
 - c) 14%
 - d) 48%
9. How most people waste their time?
- a) They take longer breaks
 - b) They are often late
 - c) They spend their time online
 - d) It cannot be precisely defined
10. Which of the following is not cited by the respondents for their wasted time?
- a) Boredom
 - b) Long hours
 - c) Unchallenging work
 - d) Pedantry that slows down the work



If you want to live a happy life, tie it to a goal, not people or things.

Albert Einstein

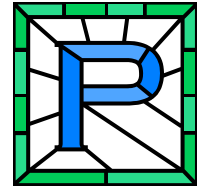
Module Eight: SMART Goals



The importance of goal setting has already been addressed. In order to achieve these goals, however, it is essential to create SMART goals. SMART goals guide people as they work towards an end. They eliminate confusion and increase satisfaction. While they are a staple in business settings, SMART goals are able to motivate personal and professional goals.

The Three P's

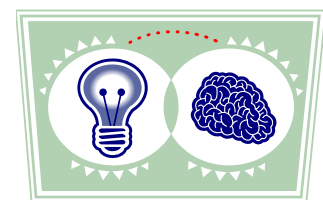
There are three P's to achieving goals. Approaching goals the wrong way will only end in failure. The three P's can help prevent people from becoming discouraged and motivate them to keep moving forward. When setting goals, make sure that they are positive, personal, and present.



- **Positive:** Goals should be written in a positive light. Rather than writing “stop wasting time”, write, “become more productive.”
- **Personal:** Goals need to connect on a personal and emotional level.
- **Present:** Similar to visualization, create goals that can be achieved immediately. For example, immediately stop surfing the Internet at work.

The SMART Way

Attention management is used to meet specific goals and objectives. Goals and objectives give participants motivation and a sense of direction. The goals and objectives of any strategy need to be SMART. SMART goals are particularly useful because they break long-term goals into short-term goals. For example, a long-term goal may be “become CEO”, but a SMART



goal would be “be promoted within a year.”

- **Specific:** Goals should have specific directions. An example of a specific goal would be visualizing 10 minutes a day.
- **Measurable:** You should know when you reach your goals. For example, increasing productivity three percent is specific, and becoming more productive is not specific.
- **Attainable:** Goals, especially short-term goals, must be attainable. A goal to double your income in the next month is probably not attainable.
- **Relevant:** Goals need to be relevant to each situation. A goal to increase sales is not relevant to someone in production.
- **Timely:** Goals need specific timeframes. For example, spending less time in the reactive zone within three months is a timely goal.

Prioritizing

SMART goals, like every other goal, need prioritizing. Consider how SMART goals align with your personal vision and values. A goal that does not meet a personal need is less likely to be reached. Use the same criteria to rank SMART goals that you use to rank your general goals. Again, try to balance the goals between different areas of your life.



Prioritizing

Goals	Priorities
• Earn bonus in two months.	B
• Learn a new system in a week.	C
• Finish a project two days early.	C
• Create a schedule for the week.	A
• Exercise three times a week.	A



Evaluating and Adapting



Once a SMART goal is created, it needs to be evaluated. Is it SMART? Does it follow the three P's? Is it a priority? Consider the steps that are necessary to reach the goal. Even if the goal is achievable, are you willing to do what is necessary to reach it? For example, if saving 100 dollars a month means never eating out, are you willing to give up the luxury? If not, adapt the goal to saving 50 dollars every month.

It is also important to review goals periodically. Circumstances change, and changes will affect goals. Re-evaluate and adapt goals to meet any new requirements or personal visions.

Case Study

After joining a new company, George wanted to move up the ladder to a better position. He decided to set his goal at management; and particularly manager of the local branch. George knew that he had to think positive and make it personal.

Due to the fact that his goal had specific direction, was attainable, and relevant, he was able to work towards it on a daily basis. He prioritized a number of smaller goals, and aligned them to in order to help him achieve the management position. He continually evaluated his plans and adapted to any changes when they occurred. After only a few months of hard work, and to his colleague's surprise, George was promoted.



Module Eight: Review Questions

1. Which of the following statements IS NOT true?
 - a) SMART goals guide people as they work towards an end
 - b) While they are a staple in business settings, SMART goals are not able to motivate personal goals
 - c) SMART goals eliminate confusion and increase satisfaction
 - d) All the statements are true
2. Which of the following IS NOT one of the three P's for achieving goals?
 - a) Positive
 - b) Present
 - c) Professional
 - d) Personal
3. Which of the following statements IS NOT true?
 - a) Approaching goals the wrong way will only end in failure
 - b) The three P's can help prevent people from becoming discouraged
 - c) The three P's can motivate people to keep moving forward
 - d) All the statements are true
4. Which of the following are features of SMART goals?
 - a) Special, Marketable, Adjustable, Relevant, Timely
 - b) Specific, Measurable, Attainable, Relevant, Timely
 - c) Specific, Measurable, Accessible, Rational, Timely
 - d) Special, Measurable, Attainable, Realistic, Timely
5. Why is SMART way particularly useful?
 - a) Because it makes job much easier
 - b) Because it helps you define your goals
 - c) Because it breaks the long-term goals into short-term goals
 - d) Because it helps you to achieve your goal faster
6. Which of the following statements IS NOT true?
 - a) A goal that does not meet a personal need is impossible to reach
 - b) A goal that does not meet a personal need is less likely to be reached
 - c) SMART goals need prioritizing
 - d) When you prioritize your SMART goals, you can use the same criteria you use for prioritizing your general goals



7. Which of the following goals is marked as a B priority in previous module?
- a) Create a schedule for the week
 - b) Learn a new system in a week
 - c) Earn bonus in two months
 - d) Exercise three times a week
8. Which of the following statements IS NOT true?
- a) Once a SMART goal is created, it needs to be evaluated
 - b) It is important to review goals periodically
 - c) Circumstances change and changes will affect goals
 - d) All the statements are true
9. What should you do when you meet new requirements or personal visions?
- a) You should adapt your goals
 - b) You should stick to your goals firmly without changing them
 - c) You should create new goals
 - d) None of the above
10. Which of the following IS NOT among the most important questions for evaluating the goals?
- a) Is it SMART?
 - b) Does it follow the three P's?
 - c) How challenging is it?
 - d) Is it a priority?



Focus on your potential instead of your limitations.

Alan Loy McGinnis

Module Nine: Keeping Yourself Focused



Staying focused is easier said than done. Even with SMART goals and schedules, there is always something trying to distract us. We can become overwhelmed by everything that we have to do. Looking at the big picture can be discouraging and cause us to lose heart. Fortunately, there are useful methods that help people stay focused.

The One Minute Rule



Everyone hates doing the little things. They seem unimportant, but when left to pile up, they can destroy focus and waste time. Did you ever let the sink pile up with dishes? How long did it take to do the pile of dishes? The one minute rule eliminates this type of situation; it reduces stress and creates focus.

The one minute rule advises people to complete any task that only takes a minute. Examples include filing a paper, putting office supplies away, or washing a dish. A minute does not really cut into your schedule, and it saves you the time in the long run. Filing a single paper every day takes a minute. Filing a month of papers will require much more time.

The Five Minute Rule



Schedules help people focus and manage their time better when they are done correctly. A common mistake that people make with schedules is making them too strict. It is not possible to plan the day down to the minute. When creating a schedule, follow the five minute rule. The five minute rule is simple: allow at least five minutes between tasks. A slight buffer will provide time to complete one task

before transitioning to another.



What to Do When You Feel Overwhelmed

Everyone becomes overwhelmed. It is important, however, not to let your feelings control your actions. There are steps to take whenever you feel overwhelmed that will make it easier to regain focus.



Steps:

- **Stop:** Slow down before you panic and try to keep perspective. Take a moment to relax and think when you are overwhelmed.
- **Take Breaks:** Plan to take a five-minute break for every hour of work. Use the time to try relaxation techniques.
- **Break down tasks:** Break tasks into smaller steps.
- **Sleep:** Get enough rest to ensure you can think critically.

Case Study

Ray sometimes found himself getting distracted and falling behind in his work. It has been ongoing issue for most of his life, but recently became a major issue with his new smart phone. At work, his co-workers depend on him completing his tasks as their work is dependent on it. This makes him panic and unable to solve everything accordingly.

His new colleague Jill noticed the issue and wanted to help. Jill gave Ray a quick rundown on the one minute rule and the five minute rule. He learned to schedule his breaks and break up tasks, which improved his focus. In the following months, he felt much more successful at his job.



Module Nine: Review Questions

1. What does the one minute rule imply?
 - a) Completing any task that takes a minute to be completed
 - b) Completing only a part of a task in one minute
 - c) Simplifying some undemanding tasks so they can be done in a minute
 - d) Taking one minute break each fifteen minutes
2. What is the best advantage of one minute rule?
 - a) It reduces the amount of tasks
 - b) It simplifies the tasks
 - c) It prevents the tasks to pile up
 - d) None of the above
3. Which of the following statements is true?
 - a) Schedules must be firm, since loose schedules waste your time
 - b) A common mistake that people make with schedules is leaving some moments unplanned
 - c) Any kind of change in schedule ruins the whole concept of schedule
 - d) A common mistake that people make with schedules is making them too strict
4. What does the five minute rule imply?
 - a) Completing the tasks that take five minutes to be completed
 - b) Completing only a part of a task in five minutes
 - c) Simplifying some undemanding tasks so they can be done in five minutes
 - d) Taking a five minute break after completing every task
5. Which of the following IS NOT one of the steps for regaining focus when you are overwhelmed?
 - a) Sleep
 - b) Stop
 - c) Start all over
 - d) Take breaks
6. Which of the following statements is true?
 - a) Feelings are not strong enough to control your actions
 - b) It is important not to let your feelings control your actions
 - c) It is impossible to avoid the moments when your feelings control your actions
 - d) None of the above



Procrastination is the grave in which opportunity is buried.

Anonymous

Module Ten: Procrastination



Everyone is guilty of procrastination from time to time. Procrastination is the enemy of productivity. When we procrastinate, we put off doing what we need to do. We usually procrastinate with leisure activities that gratify us for the moment but hurt our chances of long-term success. There are ways to fight off procrastination.

Why We Procrastinate

We usually do not mean to procrastinate. Sometimes a five minute break can lead to an hour long session of surfing the Internet. Each person procrastinates for different reasons. Identifying the reasons for procrastination will help people overcome it.



Reasons:

- **Stress:** Being stressed and exhausted triggers a fight or flight response. This reduces logical thinking and increases the chance of procrastination.
- **Fear:** Both fear of failure and fear of success result in procrastination.
- **Boredom:** Some people naturally delay gratification better than others. When we are bored, the desire for immediate gratification increases.

Nine Ways to Overcome Procrastination



Your ability to select your most important task at any given moment, and then to start on that task and get it done both quickly and well, will probably have greatest impact on your success than any other quality or skill you can develop! If you nurture the habit of setting clear priorities and getting important tasks quickly finished, the majority of your time management issues will simply fade away.



Here are some ways to get moving on those tough tasks.

- **DELETE IT.** What are the consequences of not doing the task at all? Consider the 80/20 rule; maybe it doesn't need to be done in the first place.
- **DELEGATE.** If the task is important, ask yourself if it's really something that you are responsible for doing in the first place. Know your job description and ask if the task is part of your responsibilities. Can the task be given to someone else?
- **DO IT NOW.** Postponing an important task that needs to be done only creates feelings of anxiety and stress. Do it as early in the day as you can.
- **ASK FOR ADVICE.** Asking for help from a trusted mentor, supervisor, coach, or expert can give you some great insight on where to start and the steps for completing a project.
- **CHOP IT UP.** Break large projects into milestones, and then into actionable steps. As Bob Proctor says, "Break it down into the ridiculous." Huge things don't look as big when you break it down as small as you can.
- **OBEY THE 15 MINUTE RULE.** To reduce the temptation of procrastination, each actionable step on a project should take no more than 15 minutes to complete.
- **HAVE CLEAR DEADLINES.** Assign yourself a deadline for projects and milestones and write it down in your day planner or calendar. Make your deadlines known to other people who will hold you accountable.
- **GIVE YOURSELF A REWARD.** Celebrate the completion of project milestones and reward yourself for getting projects done on time. It will provide positive reinforcement and motivate you toward your goals.
- **REMOVE DISTRACTIONS.** You need to establish a positive working environment that is conducive to getting your work done. Remove any distractions.

Eat That Frog



There is a saying of Mark Twain's that aptly defines ending procrastination.

If the first thing you do each morning is to eat a live frog, you can go through the day with the satisfaction of knowing that that is probably the worst thing that is going to happen to you all day long!

Your frog is the task that will have the greatest impact on achieving your goals, and the task that you are most likely to procrastinate starting.

Another version of this saying is, "If you have to eat two frogs, eat the ugliest one first!"



This is another way of saying that if you have two important tasks before you, start with the biggest, hardest, and most important task first. Discipline yourself to begin immediately and then to persist until the task is complete before you go on to something else. You must resist the temptation to start with the easier task. You must also continually remind yourself that one of the most important decisions you make each day is your choice of what you will do immediately and what you will do later, or postpone indefinitely.

Finally, "If you have to eat a live frog, it does not pay to sit and look at it for a very long time!"

The key to reaching high levels of performance and productivity is for you to develop the lifelong habit of tackling your major task first thing each morning. Don't spend excessive time planning what you will do. You must develop the routine of "eating your frog" before you do anything else and without taking too much time to think about it.

Successful, effective people are those who launch directly into their major tasks and then discipline themselves to work steadily and single-mindedly until those tasks are complete.

In the business world, you are paid and promoted for achieving specific, measurable results. You are paid for making a valuable contribution that is expected of you. But many employees confuse activity with accomplishment and this causes one of the biggest problems in organizations today, which is failure to execute.

Case Study

Elias was a major procrastinator and wanted to change. Understanding the reasons behind procrastination helped Elias stop putting things off he needed to get done. He began to chop tasks up and ask for advice when needed. One of the biggest skills that had a large impact was to just do it when it had to be done.

His boss witnessed the change and liked what he saw. He informed Elias to keep an eye out for new position which was going to be announced soon. The idea of a promotion inspired Elias to continue to improve. He ended up removing some distractions and setting some clear deadlines. The tips he followed allowed him to get the promotion.



Module Ten: Review Questions

1. Which of the following statements IS NOT true?
 - a) We usually procrastinate with leisure activities that gratify us for the moment but hurt our chances of long-term success
 - b) When we procrastinate, we put off doing what we need to do
 - c) Procrastination is the enemy of productivity
 - d) Procrastination is an intentional process
2. Which of the following IS NOT among the main reasons of procrastination?
 - a) Boredom
 - b) Laziness
 - c) Stress
 - d) Fear
3. Which of the following statements IS NOT true?
 - a) Each person procrastinates for different reasons
 - b) Identifying the reasons for procrastination will help people overcome it
 - c) People who procrastinate are generally lazy and irresponsible
 - d) Some people naturally delay gratification better than others
4. What is the key ability for gaining the success?
 - a) Prioritizing
 - b) Making firm schedules
 - c) Forcing yourself to work harder
 - d) None of the above
5. What does the 15 minute rule imply?
 - a) A 15 minute break should be taken after every working hour
 - b) Larger tasks need to be simplified so they could be done in 15 minutes
 - c) Each actionable step on a project should take no more than 15 minutes to complete
 - d) None of the above
6. Which of the following IS NOT a way of overcoming the procrastination?
 - a) Giving yourself a reward
 - b) Asking for advice
 - c) Having clear deadlines
 - d) Asking for more time



Time is what we want most, but what we use worst.

William Penn

Module Eleven: Prioritizing Your Time



Successful attention management demands that you learn to prioritize your time. Establishing priorities shows you where to focus your energy. Priorities should be used to create goals and schedule your time. There are different tools available that will help you prioritize your time.

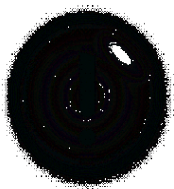
The 80/20 Rule



percent.

The 80 / 20 rule states that 80 percent of our success comes from only 20 percent of our actions. This means that it is necessary to focus on the 20 percent of our actions that are the most effective. Prioritize goals, and focus on the 20 percent of activities that actively move you towards those goals. Give most of your attention to this 20

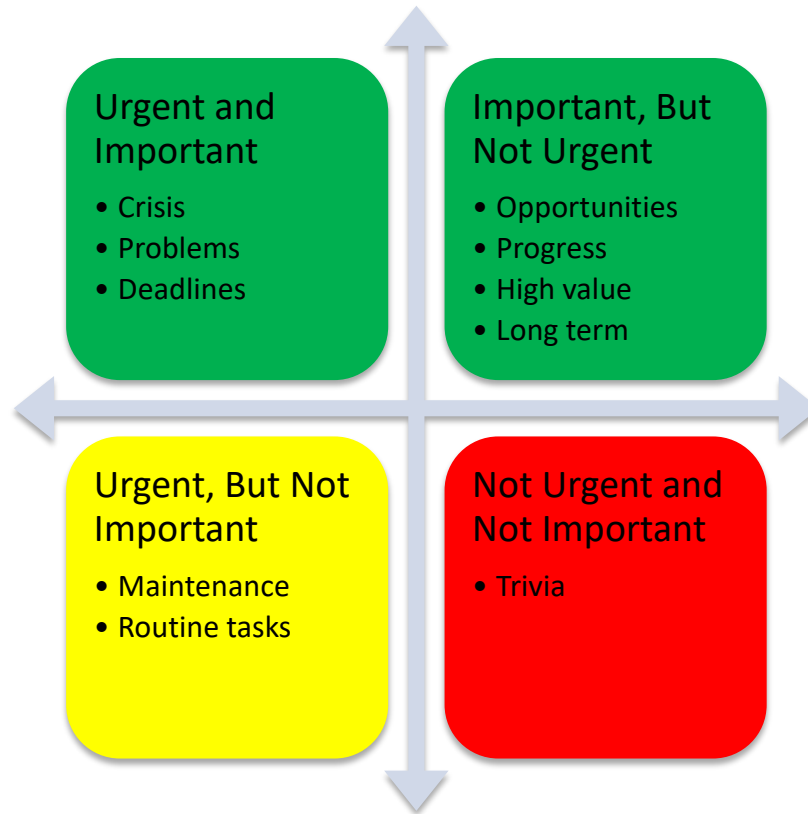
The Urgent / Important Matrix



We are often trapped performing urgent tasks that are not important. The distracted zone is an example of tasks that are urgent but not important. They may be important to the people around you, but they do nothing to help you meet your own goals. Important tasks should take priority because they are focused on specific goals. The proactive zone is an example of important activities.



The Urgent/Important Matrix:



- **URGENT AND IMPORTANT:** Activities in this area relate to dealing with critical issues as they arise and meeting significant commitments. *Perform these duties now.*
- **IMPORTANT, BUT NOT URGENT:** These success-oriented tasks are critical to achieving goals. *Plan to do these tasks next.*
- **URGENT, BUT NOT IMPORTANT:** These chores do not move you forward toward your own goals. Manage by delaying them, cutting them short and rejecting requests from others. *Postpone these chores.*
- **NOT URGENT AND NOT IMPORTANT:** These trivial interruptions are just a distraction, and should be avoided if possible. However, be careful not to mislabel things like time with family and recreational activities as not important. *Avoid these distractions altogether.*



Being Assertive



At times, requests from others may be important and need immediate attention. Often, however, these requests conflict with our values and take time away from working toward your goals. Even if it is something we would like to do but simply don't have the time for, it can be very difficult to say no. One approach in dealing with these types of interruptions is to use a Positive No, which comes in several forms.

- Say no, followed by an honest explanation, such as, "I am uncomfortable doing that because..."
 - Say no and then briefly clarify your reasoning without making excuses. This helps the listener to better understand your position. Example: "I can't right now because I have another project that is due by 5 pm today."
 - Say no, and then give an alternative. Example: "I don't have time today, but I could schedule it in for tomorrow morning."
 - Empathetically repeat the request in your own words, and then say no. Example: "I understand that you need to have this paperwork filed immediately, but I will not be able to file it for you."
 - Say yes, give your reasoning for not doing it, and provide an alternative solution. Example: "Yes, I would love to help you by filing this paperwork, but I do not have time until tomorrow morning."
 - Provide an assertive refusal and repeat it no matter what the person says. This approach may be most appropriate with aggressive or manipulative people and can be an effective strategy to control your emotions. Example: "I understand how you feel, but I will not [or cannot]..."
- Remember to stay focused and not become sidetracked into responding to other issues.

Creating a Productivity Journal



Keeping track of how you spend your time and how productive you are will allow you to evaluate your priorities. A productivity journal is a useful tool that shows you where you spend your time and how effectively you are using it. A productivity journal is similar to a time log, and a spreadsheet can be used to create one. The journal needs to include three things:

- Activities
- Time spent on each activity
- Progress or outcome of the activity



The Glass Jar: Rocks, Pebbles, Sand and Water



The “rocks in a glass jar demonstration” is a familiar time management technique that is used to illustrate the importance of establishing priorities. A glass jar is filled with large rocks then pebbles. This is followed by sand and water. The purpose of the exercise is to teach participants that they need to put the large rocks in first or they will not fit later. The large rocks symbolize the priorities in our lives that are aligned with our values and goals.

Case Study

Jessica had a habit of passing work in late, which was a problem for her and for management. To help the overall work environment, her company started rewarding people who showed long term positive change. To qualify an employee had to write a small report with they want to change and a plan to change it.

Jessica decided that this was her opportunity to change. She was able to group tasks based on how urgent and important they were. She also developed a sense of assertiveness, especially with herself. Not only did her life improve by being better at time management, but the people she knew started to follow her example as well.



Module Eleven: Review Questions

1. What does the 80 / 20 rule imply?
 - a) The 80 / 20 rule states that the 20 percent of our success comes from 80 percent of our actions
 - b) The 80 / 20 rule states that we need to focus on 80 percent of our most effective actions
 - c) The 80 / 20 rule states that 80 percent of our success comes from only 20 percent of our actions
 - d) None of the above
2. According to urgent / important matrix, progress is:
 - a) Not urgent and not important
 - b) Important, but not urgent
 - c) Important and Urgent
 - d) Not important, but urgent
3. According to urgent / important matrix, routine tasks are:
 - a) Not urgent and not important
 - b) Important, but not urgent
 - c) Important and urgent
 - d) Not important, but urgent
4. What is the name of the “no” type of approach for dealing with interruptions?
 - a) Neutral No
 - b) Negative No
 - c) Positive No
 - d) Assertive No
5. Which of the following is not listed as a tip for using the positive no?
 - a) Empathetically repeat the request in your own words, and then say no
 - b) Say no, and then give an alternative
 - c) Say no and then briefly clarify your reasoning without making excuses
 - d) Say no without any explanation
6. Which type of approach is most appropriate for aggressive and manipulative people?
 - a) Providing an assertive refusal and repeating it
 - b) Empathetically repeating the request in your own words, and then saying no
 - c) Saying no followed by an honest explanation
 - d) Saying yes, giving your reasoning for not doing it, and providing an alternative solution



7. Which of the following IS NOT a reason of productivity journal's usefulness?
- a) It increases your productivity
 - b) It shows you where you spend your time
 - c) It helps you evaluate your priorities
 - d) It shows you how efficiently you use your time
8. Which of the following IS NOT something necessary for productivity journal?
- a) Activities
 - b) Time spent on each activity
 - c) Progress or outcome of the activity
 - d) Details about the activities
9. What is "rocks in a glass jar demonstration"?
- a) Technique that is used to illustrate the importance of scheduling
 - b) Technique that is used to illustrate the importance of establishing priorities
 - c) Technique that is used to illustrate the ways of improving productivity
 - d) Technique that is used to illustrate the importance of logical thinking
10. Which of the following IS NOT an element used in "rocks in a glass jar demonstration"?
- a) Sand
 - b) Pebbles
 - c) Water
 - d) Shells



*One always has enough time, if one will
apply it well.*

Goethe

Module Twelve: Wrapping Up



Although this workshop is coming to a close, we hope that your journey to improve your ATTENTION MANAGEMENT skills is just beginning. Please take a moment to review and update your action plan. This will be a key tool to guide your progress in the days, weeks, months, and years to come. We wish you the best of luck on the rest of your travels!

Words from the Wise

Here are a few thoughts that we would like to leave you with, to accompany you on your journey.

- **Willie Sutton:** Success in any endeavor requires single-minded attention to detail and total concentration.
- **Sydney J. Harris:** The time to relax is when you don't have time for it.
- **Terence:** You're a wise person if you can easily direct your attention to whatever needs it.

