



Tyme Management™

Getting Results

When you focus on the results you want, you'll be more intentional with your time and energy. **Here's how to direct your efforts to achieve results:**

- ◆ Start with a plan. Make a list of your tasks and responsibilities, and arrange them in order according to priority. Which activities are most important and in line with your values and objectives? Your top-priority item should be the one that will produce the most valuable results. Focus on this task exclusively until you finish it.
- ◆ Identify your intended outcome. For each task, determine the results necessary to do a good job. What results do you want, and how can you measure whether or not you've reached them? Set measurable standards that will enable you to evaluate how productive you are and how you can improve your efforts.
- ◆ Monitor your time. What is the most valuable use of your time? Ask yourself this question at least once an hour to help you stay focused on the results you want. No matter how busy you may be, any other task will be a waste of your time in comparison.

Taking Care of Unfinished Business

Starting a race is one thing, but it's finishing it that counts. In the same way, no matter how enthusiastic you may be at beginning a task, it means little if you never get around to completing it. For each unfinished item on your "to do" list, you delay both the effectiveness and satisfaction that comes from getting results. **To finish what you start:**

- ▲ Keep a time log. You may not realize just how much incomplete work is affecting your time. For one week, keep track of what you spend your time doing each day. Then, look over your log to note how many unfinished jobs remain and how important each one is. Also note how frequently you were interrupted by others or yourself.
- ▲ Know which tasks take precedence. Prioritize your "to do" list to stay mindful of which tasks you should complete first. Making progress on an important project will be more productive in the long run than finishing several trivial tasks. To allow more time to focus on your top priorities, delegate your other tasks to someone else to complete.
- ▲ Minimize unnecessary interruptions. Establish a quiet hour in your day when

you can work without interruption. Ask coworkers to make a list of the items they need to discuss with you, and arrange a time to meet. Wait to return phone calls and respond to E-mails all at one time.

- ▲ Avoid shifting your priorities. Before overreacting to urgent matters, assess how important they are compared to your present high-priority activities. Reprioritize your list as necessary, but be ready to say "no" to urgent, less important interruptions by explaining your current priorities.

- ▲ Enhance efficiency.

Keep your desk free from clutter, and create an organized system for your paper and computer files. Have standard procedures for processing information and doing routine tasks from start to finish. When waiting on people for information, be proactive to ask them about the status of your request.

- ▲ Get your motivation in gear. To remedy a chronic case of procrastination, set a firm deadline for each of the tasks you can't seem to finish, and tell your coworkers about them so that they can remind you. Reward yourself.



Test Your Management Skills

As a manager, you not only have to consider managing your own time, but your staff's time as well. Managers are facilitators, and the way you communicate and delegate to your employees can make all the difference in how effectively they do their jobs.

To test the effectiveness of your current management practices, answer the following questions:

- T F** 1. Most lapses in productivity can be attributed to the production line rather than to management.
- T F** 2. When you expect the best from people, they will rise to the standard that you set for them.
- T F** 3. It's better to give people too much work than too little.
- T F** 4. An open-door policy is the only way to communicate effectively with your staff.
- T F** 5. Giving a big picture perspective is essential for motivating people.
- T F** 6. On average, managers spend 25 percent of their time on work that their subordinates should do.
- T F** 7. Competition among staff members only breeds unproductive conflict and resentment.
- T F** 8. Deadlines should allow plenty of time for people to get things done.
- T F** 9. Managers should focus more on developing individuals than teams.
- 1** *False.* According to one management consultant, executives are more to blame for negligence than their subordinates. Before instituting change among your employees, examine your own time-management practices.
- 2** *True.* When you put confidence in your workers, their performance will almost always improve. Express this positive expectation both in words and in the responsibilities you entrust to them. Avoid constantly supervising people or doing their work for them.



- 3** *False.* If you pile an unreasonable amount of work on people, many times they won't tell you that they're overburdened, but they will resent you. Distribute work evenly among your workers, and give them assignments that suit their abilities.
- 4** *False.* Although you must be available to your employees to discuss assignments, this doesn't mean that they have to constantly interrupt you. Designate a regular meeting time to discuss questions and problems.
- 5** *True.* When your employees' views are limited to their job or department, they're likely to question or resist upper management's directives. When they know the company's overall goals, they'll understand these decisions better, as well as see how their jobs contribute to the company's success.
- 6** *True.* When assigning a task, clearly spell out the objectives, steps and resources employees will need to do the job, and allow them to ask questions. Instead of letting them dump the project back on you when they encounter problems, tell them to brainstorm solutions and then discuss them with you.
- 7** *False.* When kept to a sensible level, rivalry can actually promote the quality of work that your staff produces. To take advantage of this motivation, assign competitive coworkers corresponding parts of the same project or two projects that are similar.
- 8** *False.* Work often expands to fill the

Delivering Bad News

Although it's never easy, knowing how to deliver bad news sensitively can make it a little less painful for everyone involved. **Here's how to communicate unpleasant news to your employees:**

- ▼** Ask to meet with them one-on-one. Make sure to tell people in private before anyone else learns of the news. Announcing sensitive information for the first time in a staff meeting, for instance, isn't very considerate.
- ▼** Don't beat around the bush. Statements such as, "I don't know how to tell you this," can trigger an instant alarm reaction. Approach the topic quickly and directly without any introductory statements that may sound foreboding.
- ▼** Avoid excessive apologies. Say that you're sorry, and explain your reasons for the decision. If they try to change your mind, gently yet firmly state that you understand their position, but have already made your decision.
- ▼** Offer a positive step. After the decision has been disclosed, suggest options or alternatives that will move them in a positive direction. For example, when people aren't promoted because they lack a certain skill, tell them what they can do to acquire it.

time allowed, so making deadlines slightly uncomfortable can help move people forward. Give them approximately 85 to 90 percent of the time you would normally for a task, but take people's individual tolerance level for stress into account.

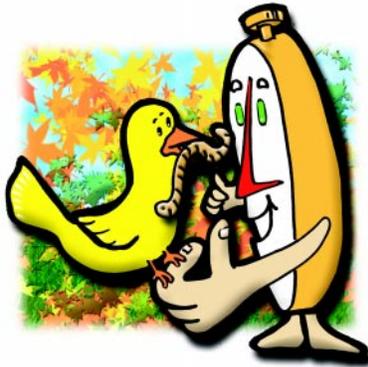
- 9** *False.* Developing your staff as a team can encourage better effectiveness overall. Rally staff members together to set goals, make plans, brainstorm ideas, solve problems and collaborate on important projects.

SALES SUCCESS

Plan Your Sales Strategy

Without a plan of action, your sales goals will remain just that – goals rather than accomplishments. A sales strategy doesn't have to be complex, but it does require planning to reach your customers effectively. **To create a successful sales strategy, incorporate the following elements into your plan:**

- ▲ Sales and marketing synergy – While a good marketing campaign can introduce customers to the salesperson, the sales strategy is what's necessary once they meet. Unless these two strategies are in sync with each other, your chance of losing prospects increases.
- ▲ Targeted audience and appeal – Do the necessary research to pinpoint the people in your niche who are most likely to buy. Single out the most important benefit that your product or service offers, and promote it as a “hot button” that you can use to close sales more quickly.
- ▲ Perceived need or value – It's a thousand times easier to make a sale to customers who already know their need for the product or service you're selling. Identify the needs and values of your customers, and design your presentation to focus on these things.
- ▲ Benefits emphasis – Top salespeople focus on the benefits of what they're selling more than just its features. Features are the properties of your product or service that distinguish it, whereas benefits are the advantages that these features provide to the customer.
- ▲ Differentiation – The more specific your niche and the tighter the market, the more vital it is for customers to recognize your company as a cut above the others. How will you make your products or services stand out from your competitors'? How are they different and superior to those your competitors have to offer?
- ▲ Creative connection – What creative means can you use to appeal to your customers? Consider creative advertising, promotional pieces, or free trial offers that can connect you to customers. Brainstorm ways to sell your product or service that will engage the hopes, dreams and desires of the people you serve.



Avoiding Sales Blunders

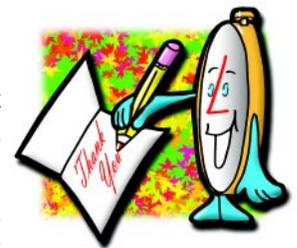
Here are some common ways that salespeople can sabotage their sales program:

- ◆ Chasing after the perfect solution. Many people waste their time looking for a magic alternative rather than persisting in the present program until their goals are realized.
- ◆ Not having sufficient funding. When there isn't enough money in the budget for the program, you won't be able to implement it successfully. You must invest up front before you'll reap the results.
- ◆ Eliminating supporting functions. Cutting corners on some apparently superficial parts of the program can make it virtually inoperable. It's the combination of parts that will make the whole a success.
- ◆ Indulging impatience. Being proactive is necessary for making sales, but having patience is even more so. Nothing squelches a potential sale like impatience.
- ◆ Shying away from risks. Risk taking is an inevitable part of sales. Be willing to try new or creative ventures, and step out of your comfort zone.
- ◆ Failing to follow through. Results don't come overnight. You must be committed, consistent and diligent in doing the little things that will make your program a success. Stir enthusiasm for your goals daily.

Remembering New Names

Do you remember your customers' faces, but have a hard time recalling their names? Or, have you accidentally called a client by the wrong name before? **If so, try the following tips to help you remember customers' names:**

- ✓ Concentrate. Pay attention when the person's name is being given. Make an effort to log it in your memory.
- ✓ Use repetition. Repeat the name in your mind, and say it out loud as you shake the person's hand.
- ✓ Ask for the name to be repeated. Not only will this reinforce it in your memory, but it will also demonstrate sincere interest.
- ✓ Make an association. Find something interesting about the name or person that will help you to remember it.
- ✓ Write it down. Write your memory cues down on people's business cards, and review people's cards before calling or meeting with them.



Nurture Yourself

Often, your body's only way to get your attention that you're doing too much is with a headache, fatigue, mood swings, or sickness. Rather than waiting for an illness to legitimize your need for rest, why not give yourself the time you crave? **To nurture yourself:**

- ❖ Grant yourself permission. Stop waiting for someone else to say it's okay for you to relax. Instead of promising to ease up once certain conditions have been met, such as "when the kids are grown," allow yourself the break you need now.
- ❖ Suspend your "mothering" mode. Many people feel responsible for taking care of everyone and everything around them. If left unchecked, this "overmothering" tendency can lead to serious neglect of your own health and well-being.
- ❖ Toss out self-imposed expectations of perfection. Much of the pressure people feel comes from their own internal standards of perfection. Dismiss the impossible demands you place on yourself, and do what you really need.
- ❖ Let go of the guilt. You may feel like a horrible or selfish person for taking time out for yourself. However, you'll be much more effective in taking care of other things once you're rested.
- ❖ Inject fun into your day. Make a list of pleasurable things you can do each day, and incorporate them into your routine. To free up more time, hire someone to baby-sit or do chores for you. At the end of your life, will it really matter that you spent a few dollars so that you could enjoy yourself a little?

Living Life with Incompletes

Do you long for the day when you'll finally be caught up with everything? Often, the list of unfinished business running through your mind can leave you stressed and unhappy with your present life. However, people with growing, productive lives will always be in the process of accomplishing some things while others remain yet to be done. **Here's how to handle the stress of what's left to do:**

- Set realistic goals. Many people, perfectionists especially, expect themselves to accomplish everything within an unrealistic time span. Accept the fact that not everything can or even should be done. Highlight your top three priorities for the day, and focus on completing them one at a time.
- Work from a reserve of rest. Many people don't get enough sleep and rely on the adrenaline rush of a stressful schedule to keep them going. This can result in irritability, listlessness and depression in the long term. Add



a half-hour to your night's sleep each week until you find the amount that helps you function at your best.

- Learn to control your stress response. Address your reaction to stress consciously. Ask yourself whether you're really in as big a hurry as you think you are. While going full steam may make you feel more productive, the quality of your work will suffer, and you'll eventually exhaust yourself.
- Put things in perspective. Few things are really of life or death importance, and no matter how important something may be, it's not worth ruining your health and well-being worrying about it. When faced with obstacles, disappointments and delays, find something positive in the situation, and keep moving forward.
- Savor your accomplishments. After each task you complete – no matter how minor – pause a moment to revel in it. Take time out to laugh and play while you leave everything else undone. At the end of each day, remember what you're thankful for.

Take an Action Break

Taking regular breaks is a necessary part of staying productive. Just three to five minutes can be enough to give you a fresh perspective and renewed energy.

To stimulate both your mind and body:

- ◆ Instead of staring into space, get up and run in place for a minute. Do a series of jumping jacks or dance around to get your blood pumping.
- ◆ Instead of grabbing another cup of coffee, take a brisk walk around the office. Coffee can intensify nervous feelings and even increase your appetite. Breathe deeply, stretch your shoulders and look at what's around you.
- ◆ Instead of staying stuck on a problem you can't solve, walk a couple flights of stairs, or go outside for a minute. When you return to your desk, work on something else to give your mind time to keep working on it.
- ◆ Instead of calling or E-mailing a coworker, deliver the message in person. Get up and walk down the hall to get out of your seat and have some face-to-face interaction for a change.

On the Move

If the thought of moving gives you a headache, then planning can help alleviate at least some of the pain. **The following are steps for organizing an efficient office move:**

- ◆ Plan a flexible moving date that will fit both your schedule and any leasing requirements at the old and new locations.
- ◆ Tell employees to pack, label and clean their work areas. Warn them far enough in advance, so they can be ready in time.
- ◆ Put one person in charge of preparing for the move and overseeing the actual moving day.
- ◆ Draft written specifications of what the move will entail so that moving companies can make a more accurate bid on the job.
- ◆ Ask a representative of each moving company to visit the old and new facilities with you to get a better idea of what will be involved.
- ◆ Check that the company you choose will have the ability to handle the move successfully. Does it have the right equipment?
- ◆ Find out how long the moving company has been in business and whether it has had experience moving companies like yours.
- ◆ Ask for a certificate of insurance that covers all movers including contract laborers. If you want additional damage/loss liability insurance, secure written verification.
- ◆ Give the moving company floor plans for both the old and new locations, and clearly label where each item is to be moved.
- ◆ Look into the warranty and service policies for the office equipment you lease, such as copiers, fax machines, or phone systems, to ensure that you don't void the policy.

Training Your Employees

Training your employees to learn something new not only improves their skills, but also enhances your company's overall effectiveness. By taking the time to prepare how you'll train them, you can improve results even more.

When preparing to train employees:

- ◆ Assess how much they already know. By having a clear sense of what people know, you won't waste time being redundant and won't risk boring them or insulting their intelligence.
- ◆ Put yourself in their shoes. Consider the possible problems or questions people will have when presented with new material. How can you help make things clearer and fill in any gaps in their understanding?
- ◆ Organize material into logical, manageable chunks. Make sure items follow a logical sequence in bits small enough to handle. Cover only the information people really need to know.
- ◆ Engage more than one sense. Explain tasks using multiple learning methods, including seeing, hearing and doing. Use visual aids and hands-on activities to reinforce skills.



- ◆ Practice before you present. For each session, rehearse your material at least once in your mind. Go over it with someone who can give you feedback on how easy it is to understand.
- ◆ Keep training sessions short enough to digest material. What may seem simple to you because it's familiar, may be a lot for someone just learning to understand. Give people time to absorb and retain new information.
- ◆ Record what you've already covered. This ensures that you won't waste time in the next session going over old material and won't skip new material.

Motivate More with Deadlines

Without a deadline, your work may never get done. Deadlines provide the motivation your employees need to stay productive and on task. Making people's deadlines slightly shorter can raise their productivity level even a notch higher. **To set deadlines that motivate:**

- ▲ Determine the normal length of time required to do the job. Set the deadline at 85 to 90 percent of the time it would take to complete the job comfortably. This is the approximate pressure level that most people can handle.
- ▲ Adjust deadlines to suit the person. The point at which pressure will make people lose rather than gain efficiency will vary according to the individual. Know which of your workers thrive and flounder under added pressure.
- ▲ Assess the effectiveness of your deadlines. Are employees able to meet the deadlines you set and still produce quality work? Check with them on a regular basis for feedback on how reasonable your expectations are. Or, assign a trustworthy employee to do this for you and report back on how effective they are.

Get in the Groove for Networking

Never underestimate the power of word of mouth. Perhaps more than any other form of advertising, networking can be a highly effective method of generating new business. By connecting with other people, you can make successful partnerships and learn new ways to improve how your company operates. **Here's how to put the power of networking to work for you:**

- Join organizations and associations in your field. Be an active member, attending meetings and participating on select committees. The more people you meet this way, the more likely people will be to mention your name when others ask them if they know someone who does the kind of work you do.
- Sign up for a networking club. Members meet regularly to share with the group about their business and the kind of referrals they need. People are required to give a certain number of referrals each week to supply a steady stream of new business as well as indirect contacts to one another.
- Maximize your time at events. Arrive early so that you can talk to people before the meeting begins, and plan to stay late to continue talking afterward. Avoid talking too long with one person; you'll limit the time you have left to meet other people.
- Project confidence and sincerity. Take the initiative to introduce yourself to



new people. Extend your hand in a heartfelt handshake, and smile and make direct eye contact as you speak. Avoid handing your business card out to everyone you meet; be selective.

- Catch up with past contacts. Find out how people's projects are coming along, and congratulate them on any recent achievements. Invite a few of them out to lunch each month, or meet at your home or office to spend more time talking together.
- Be sincere in your desire to help others. Share leads, referrals and tips with people who aren't your direct competitors. You may receive reciprocal help in the future, but even if you don't, helping others to succeed can be satisfying in itself.
- Follow up on leads promptly. Record your leads in one place, and call, E-mail, or fax people immediately to make contact or send requested information. At your next meeting with contacts, ask if they received the information you sent to them.

Who to Choose When You Delegate

To find the best person to delegate your next assignment to, look for someone who is ready for more responsibility. **Good potential delegates are people who:**

- Find ways to do their current job better
- Learn from their mistakes rather than cover them up
- Are willing to try doing new things
- Volunteer for further training
- Have earned the respect of their coworkers.

Tip: When passing off a job that you've done for a while, have your delegate work on the task with you until he or she feels ready to do it unaided.

Office Etiquette

Observing proper business etiquette is an important communication tool. Etiquette communicates respect, and without it you'll hinder your ability to work well with others.

The following are ways to observe proper etiquette in the workplace:

- ◆ Reply to letters on time. In general, people should receive a reply to important matters within four days and less important ones within two weeks.
- ◆ Return calls promptly. Always aim to call people back on the same day if possible. If you're swamped, call them by early the following day.
- ◆ Introduce new people to the group. When being introduced to someone, both men and women should rise and extend their hand.
- ◆ Recognize ranking. When making an introduction, address the person of higher rank first. When people are of equal rank, address them the same way either by formal title or on a first-name basis.
- ◆ When answering the phone, include your name in your greeting. Don't make people guess who you are.
- ◆ Show courtesy in meetings. Arrive at meetings on time, and avoid wasting people's time by straying from the agenda. Pour soft drinks into a glass rather than drinking them straight from the can.
- ◆ Avoid interrupting a phone call to talk to someone else. The person you speak with first should always be preferred.
- ◆ Wear proper attire. When meeting with your supervisor or greeting a visitor, for example, you should put your jacket on.

Avoid Being Taken Hostage in the Propaganda War

It's a war out there. But in this battle, you're not being attacked by bullets, bombs, or bayonets. The weapons used against you are far more sinister and devious – they're propaganda.

Whether it's a tedious infomercial or the pesky phone call that interrupted your morning staff meeting, everyone seems to be propagandizing something these days. Although these propagandists have a myriad of modes and methods, they wear a few common faces. If you can see them coming and identify their tactics, you'll know how to handle them better. **Common forms of propaganda include:**

- The bandwagon approach urges you to accept an idea or take action because everybody else is. It's the old strength-in-numbers argument. "You might as well buy a laptop computer; everyone else has one." Of course, the question isn't who else has one, but whether you need one. Everyone else might need one. You may not. Remember mother's advice: "Just because everyone else jumps off a cliff doesn't mean you have to."
- The all-or-nothing angle insists that you accept everything about an idea or reject it in total. "Either buy the laptop or forget about being productive in today's environment!" People, products and passions are seldom totally positive or negative. Learn to separate the parts from the whole and the advantages from the disadvantages. Make your decision based on all the factors, not just a few.
- The generalist mind-set leads you to a conclusion based on



a single or few incidents or facts. It says, "Laptops save a lot of time and effort for many managers; therefore, all managers (including you) need one."

Whether buying a Honda or a hot dog, it's always wise to know all the facts. The few negative features may so outweigh the many positives that the product isn't worth buying. "Generally speaking" generally helps no one.

- The like-one-like-'em-all technique links the new to the old with the intent of giving your one idea a free ride. "You know how much you love your current desktop unit. You'll love this laptop even more." This is sales by association: Since one is good, its next of kin will be even better. And while it sounds true, the compared products may actually have little in common.

■ The I call 'em like I see 'em method hopes to cloud your thinking by the persuader's word choice. "Your outdated system" has you thinking that yours is no longer even functional. "Our leading technology" implies that their company's technology is the wave of the future. All because the persuader labeled it so.

Words mean things. Aristotle agreed, "The beginning of wisdom is the definition of terms." His advice is never more applicable.

- The card-stacking persuasion gives only the facts that they want you to hear, selectively omitting others that would give you both sides of the picture. Just because it's "the newest, fastest and easiest-to-use laptop in the market today" may not mean it's the most affordable, and price may be your major concern. Every argument sounds compelling – until you hear the other side. Make sure you hear both sides.
- The evangelist's plea uses emotion-evoking, descriptive words to stir people to action. "You're not going to let this deal of a lifetime pass you by, are you? Why not treat yourself to what all the other successful managers have and take advantage of this unique opportunity?" Simply put, it's rarely wise to buy or decide on emotion.

Though under constant bombardment by persuaders, products and pitches, you need not be intimidated, only prepared. Watch for persuasion tactics and learn to think critically.



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Add to Your Authority

Presenting an air of authority can make you more convincing when you're attempting to persuade others. **To command a sense of authority:**

- Grab people's attention. Begin by speaking softly, so your listeners will have to perk up their ears and lean forward to hear what you have to say.
- Keep your voice interesting. Change your pace and volume as you speak to emphasize words and continue holding your listeners' attention.
- Talk in a lower tone. A high-pitched voice is hardly commanding, so lower your pitch a few notches below that of the person with whom you're speaking.
- Inject pauses into your conversation. Introduce an important point with a pause, or follow a pointed question with a well-timed pause.

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TIMESAVERS

Reasons People Answer the Phone

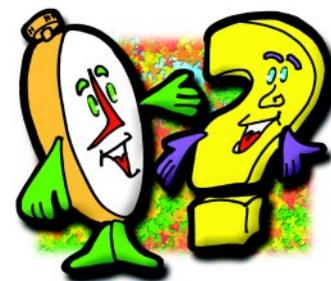
Although being accessible is important, picking up the phone every time it rings can be a waste of time. Even so, many people answer the phone anyway. **Here are reasons why people answer the phone:**

- ▼ Curiosity – People don't want to be left out of anything and hope to hear something interesting.
- ▼ Fear – By not wanting to offend people, you may end up talking longer than you should.
- ▼ Habit – Some people answer the phone simply out of habit or a sense of duty.
- ▼ Procrastination – The phone provides a tempting distraction from difficult or boring tasks.
- ▼ Vanity – People can make you feel important and indispensable when they call for you.
- ▼ Socializing – People who love to socialize often have a hard time passing up the chance to talk.
- ▼ Urgency – A ringing phone often sounds like what the caller wants must be more important.
- ▼ What's your reason? Think twice the next time the phone rings.

Save Time with a Phone Hour

The telephone can dominate your time if you let it. By concentrating the bulk of your phone calls into a specific block of time, you can avoid many of the interruptions prompted by the phone. **To plan a phone hour in your day:**

- ◆ Set a specific time of day for making calls. When you're inclined to reach for the phone at other times, consider whether making the call at that moment is really necessary. If it's not, make a note to call the person later.
- ◆ Collect your phone messages. Have your assistant, receptionist, or voice mail system handle the majority of your calls. Return calls during your phone hour, and keep a running list of the calls you need to make, such as routine calls to clients and requests for information.
- ◆ Keep track of your conversations.



For future reference, take notes on what you and the other person say. If you're having a hard time reaching someone, log the times you call until you find the time that works best.

- ◆ Create a comfortable and efficient place to make your calls. Make sure you have the pens, paper, calendar and other items you need. A portable phone or headset will allow you to talk and do low-concentration tasks such as filing or cleaning at the same time.

Try a Quiet Hour Code Word

If you have a quiet hour for concentrating on your work, you won't be accessible to customers with a legitimately urgent need. To solve this problem, create a code word that important clients can give when they call during your quiet hour. The person who answers the phone will then know to interrupt you. Just be sure to give your code word to a few select people and to stress that it should only be used in extremely critical situations.