



# Tyme Management™

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## Choosing Paths More Effectively

Making effective business decisions is one of the most important career activities. But, speed isn't the most important aspect.

Focusing only on important decisions and leaving unimportant ones to others will advance you quickly up the corporate ladder. And, focusing on important decisions narrows your vision and allows you to make quicker and more accurate decisions.

**To start making quicker, more accurate decisions, remember this five step plan:**

- ◆ Determine the heart of the matter. Some problems are generic and need a general rule or regulation while others are specific and must be handled quickly.
- ◆ Decide why you're making this decision. What will your decision accomplish? What goals and objectives will your solution help meet? Make certain your solution will meet the standards you set.
- ◆ Seek the proper solution. Ask others for their opinions. Discuss the matter openly with your team and then make the best decision you can.
- ◆ Take action on your solution.
- ◆ Keep track of how effective your decisions are.

## Face Each Day with Anticipation

**C**hange – the word strikes fear in the hearts of many people. It means life will be different in the future than it is today. People are creatures of habit and enjoy knowing what to expect next as best they can. Change throws a kink into people's comfort zones. But, change can be dealt with in a positive manner.

**Consider these ways to handle change positively:**

- Think about your past successes in handling change. You've done it before and can do it again.
- Use change to prompt your creative nature. Try something new or different once monthly to grow accustomed to change.
- Look at nervousness over change as a normal reaction. You're not doing anything unusual. And, very few people adapt to drastic changes quickly.
- Build your self-confidence. Think about yourself mastering your fears and rising victoriously over change. Do something you fear once every four months until you gain confidence in yourself that you can do almost anything.
- Focus on the future, not the past. Visualize being fully adjusted to your new circumstances and forget about comparing the present to the past.

- Learn to cope with the stress change brings in a positive way. Exercise, tackle a physically exhausting project, or simply realize that you must choose to take life as it offers itself or choose to worry yourself into poor health, poor performance, and a wasted life.

- Get plenty of rest, eat healthy, exercise, maintain positive friendships, and find time to laugh. A healthy person adjusts more quickly to change than those in poor health.



- Document your fears. Write down why you're feeling as you do, what you're afraid of facing, what you fear losing in the past, and whether or not your fears are valid or imaginary. Take time to

analyze and resolve the matters you can take care of.

- Find people who will help support you. Whether this means accepting help others have offered you, seeking the support of friends, or developing a new group of people to support you, take action today.
- Locate things that haven't changed and gain comfort from them. Several things probably have remained the same although your life has undergone drastic change. Things are rarely as bad as they appear.

## Protecting the Environment

**W**hile conservationists will admire you for salvaging the planet's natural resources, turning your organization into a paperless office can benefit your organization immensely. **Take a glance at these positive effects going paperless can have:**

- ◆ Improved accuracy. Employee handbooks and manuals can be updated on screen and posted onto E-mail or your Intranet in just a few minutes, meaning your policies and benefits will almost always be correct and current.
- ◆ Salvaged time. Sending faxes from the computer in which the document was created is quicker than printing a copy of the document and sending it from a freestanding fax machine.
- ◆ Better informed employees. E-mail allows you to convey the results of meetings to everyone without being forced to have the whole staff present at the meetings. When goals are reached, the employees can know immediately.
- ◆ More secure data transfers. Rather than sending printouts via fax or mail to a recipient, you can fax them directly from your computer to your recipient's computer without ever print-



ing out the document.

- ◆ Large savings of money. With a paperless office, you cut the costs of paper, printing, and shipping. Although it costs a little more for the original setup of a paperless office, you'll see the savings in a short time.
- ◆ Increased storage capability. Having a document library accessible to everyone saves employees from having to save copies in their individual offices. They can simply retrieve whatever they may need from the main library of documents in the organizational computer. And, lost files are easy to retrieve using on-line searches or the "find" operation of a standard computer file manager.

## Non-Verbal Cues Send a Message

- Crossing your arms or crossing your legs may mean you're defensive or vulnerable.
- Stroking your face or hand may mean you're anxious, caring, or compassionate.
- Leaning forward means you're concerned, interested, or anxious while leaning backward means you're detached, confident, or playing games.
- Elbows on a table with your hands forming a steeple mean you're confident and secure.
- Avoiding eye contact means you're anxious, distrusting, uncomfortable, or hiding something while seeking eye contact means you want emotional contact or you're angry.
- Rubbing your nose means you're anxious and want to hide.



## Building Up Your Employees to Build Up Your Team

Sales managers have a big responsibility. Not only do they have to oversee everyday business, but they also have to build morale and protect the success of the organization.

**The following are several ways to build employee morale and develop an excellent sales team:**

- ◆ Offer recognition. Employees, especially salespeople, need praise every week. Schedule a brief staff meeting, preferably on Fridays, to recognize the successes of your salespeople. This can be a strong motivational tool for improving morale and sales. Tip: Avoid combining praise with criticism in one meeting.
- ◆ Accept the individual personalities of your team members. People have unique talents and personalities that make them successful. Utilize these talents for the good of your organization. Trying to change others can undermine esteem and decrease productivity. Allow employees' talents to "pay off" for your organization.
- ◆ Monitor your time. Failing to spend time with your top sales team can be detrimental. Adopt a policy of spending 80 percent of your time focused on the top one-third of your sales team. Top salespeople need your time. They thrive on applause and encouragement. Celebrate their victories.
- ◆ Always have a backup. Waiting until a member of your sales team leaves to start interviewing prospective employees is ineffective. If you're pressured to fill a vacancy, you will be more likely to hire the best available person instead of the best.

## How to Retain What You Read

Information is everywhere and can be transmitted to people from many different sources, including magazines, newspapers and the Internet. But no matter what type of reading you engage in, it's important to gain the most knowledge you can in the least amount of time.

Maximizing your retention of what you read and delegating reading to others are ways you can make better use of your reading time. **The following are other ways you can make good use of reading time:**

- Be selective in your reading. Review the usefulness of the publications you subscribe to, and if you don't benefit from reading one, cancel your subscription.
- Mix reading with your daily activities. Keep reading material near your phone so that you can read when you're waiting on hold. Also, carry several reading materials with you on the road or to meetings so you can make good use of your time if you get caught in a traffic jam or have to wait for a meeting.
- Schedule time periods throughout your day to read. By reading 15 minutes in the morning and 15 minutes at the end of the day, you can stay on top of current information and developments.
- Consider taking a class on speed reading. The ability to quickly read material is highly beneficial.
- Decide to tune into radio stations that offer newsworthy information. Many news radio stations offer highlights of major stories, commentaries and business reports from top experts. While listening, you can work on other tasks and save yourself time.

## Manage Your Time for Most Success

**L**earning how to control your time isn't easy. It takes time, commitment, and determination. It takes the realization that if you don't take control of your time, someone else may.

Every day, people begin some type of time-management system in the hopes of gaining control over their time. Many people sign up for a time-management course at a local college. Some people invest in a time-management system guaranteed to better organize their daily activities and make them successful. But no matter what form of time-management education you seek, the most important factor to remember is that you must commit to it and stick with it.

Most people are excited and eager to begin a time-management system. They maintain their job flow well and find more time on their hands to do the things they enjoy. Gradually, however, they turn away from scheduling their day, making priority lists and limiting phone conversations. They slowly creep back into their learned habits of procrastination, lengthy meetings, and last-minute preparations.

Mastering the self-discipline of time management is similar to the discipline of following a family budget, adopting a healthier diet, or exercising regularly. It's necessary for your well-being and must be maintained.

**Here are several ways you can make a long-lasting commitment to time management:**

- ❖ Carry your time-management system with you wherever you go. Make a habit of taking notes in it, listing appointments and phone numbers, and writing short- and long-term goals.
- ❖ Set a goal to manage your time every day for a month. If you can stick it out for a month, you're on your way to developing a habit.
- ❖ Post a note on your desk, dashboard, bathroom mirror, or computer that reads: Is this the best use of my time?
- ❖ Avoid overscheduling your time. This is a sure way to become discouraged about time management. You must control it by being realistic.
- ❖ Review your accomplishments every week. Reward yourself for each goal – whether big or small – that you reach.



## Are You Up with the Chickens?

If you have trouble getting revved up for the morning routine and find yourself rushed every morning to get to work on time, you can master getting up and out on time with less stress.

**Consider these tips to speed up your morning motor:**

- ▲ Create a checklist to complete the “*night before.*” Include laying out your clothes for tomorrow, setting the breakfast table, setting up the coffee pot, and packing briefcases and lunches.
- ▲ Move alarm clocks to the other side of the room from the bed. This causes sleepers to rise from bed to turn them off.
- ▲ Stagger family members' wake-up times so that the bathrooms won't be overcrowded.



## Learning the Rules of the Game

Just as every sport has specific rules, every organization has rules that must be respected. If you're new to an organization, you may not know what these rules are. Many times, they're understood (not written) and you discover them when you break one.

But, if you're diligent, you can seek out and find most of the hidden rules of the game of success. **Here's how:**

- ❑ Read everything you can. Research your field of expertise at the library, on the Internet, and in newspapers and magazines. Acquaint yourself with job descriptions, forms, and standard operating procedures of your job and those you work with.
- ❑ Reflect back on your previous experiences. If you served in a similar capacity in another organization, you're probably safe performing in a similar way in your new organization. But, beware of subtle differences and never mention that you "used to always do it this way at the other organization."
- ❑ Observe what happens around you. Notice what behaviors are praised and which are punished. Talk to those who receive honors and rewards. Ask what they're doing to catch management's favor. Remember to also talk to those who never seem to be recognized.
- ❑ Zero in on a successful coworker and ask if that person would consider mentoring you toward the same or similar amount of success. People tend to be flattered when their success attracts enough attention to be emulated. And, often, they're more than willing to share their "secrets" with you. Finding someone with more years with the organization will help keep you from stumbling.

## Go Above and Beyond the Expected

Everything big starts with some thing little. Nothing great is created suddenly. Nothing can be done except little by little. Never decide to do nothing just because you can only do a little.

People who think they're too big to do little things are perhaps too little to be asked to do big things. Small opportunities are the start of great enterprises.

Within a little thing lies a big opportunity. Small things make a big difference, therefore, do all that it takes to be successful in little things. I know that if I'm faithful in the small things, bigger opportunities open up to me.

One of the major differences between people who have momentum and those who don't is that those with momentum are growing by taking advantage of small opportunities. The impossible, many times, is simply the untried.

The courage to begin is the same courage it takes to succeed. This is the courage that usually separates dreamers from achievers.

The beginning is the most important part of any endeavor. Worse than a quitter

is anyone afraid to begin. Ninety percent of success is showing up and starting. You may be disappointed if you fail, but you're doomed if you don't try.

Avoid being deceived: Knowledge alone of where you want to go can never be a substitute for putting one foot in front of the other. Discover step by step excitement. To win, you must begin.

The first step is the hardest. "That's why many fail—because they don't get started. They don't overcome inertia. They don't begin." (W. Clement Stone). Don't be discouraged. Little steps add up and they add up rapidly.

Dare to begin. No endeavor is worse than that which isn't attempted. You won't know what you can do until you try. People, like trees, must grow or wither. There's no standing still. "It's always your next move." (N. Hill).

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## Prioritize Your Tasks and Activities

All items on your to-do list aren't equal. Some are more important to you than others. A good way to save time is to concentrate on priorities. **To help prioritize tasks and activities, ask yourself these questions:**

- ☞ Does it involve doing what my life goal is all about?
- ☞ Is it important to someone I truly care about?
- ☞ Does it have a deadline?
- ☞ Will it require a team effort?
- ☞ Will it matter if it never gets done?
- ☞ Will it make a difference a year later?
- ☞ Will it bring you nearer your goals?
- ☞ Will it provide you with more knowledge or marketable potential?
- ☞ Will it advance your career or will not doing it hinder your advancement?



## Recognize the Basic Things in Life

Everyone feels pressure from time to time, but if you feel pressured on a regular basis it may be time to “stop and smell the roses.” Ongoing pressure is unhealthy and unproductive.

The best way to counteract pressure is to learn to recognize the symptoms. **Symptoms include:** changes in sleeping patterns or appetite, headaches, dizziness, skin rashes, mood swings, irritability, inability to concentrate or have fun, and being “out of sync” with other people.

**If you have any of these symptoms, here’s how to find relief:**

- ◆ Identify the source of your pressure. Is it your job, your family, your friends, or yourself? If the source is unavoidable, consider cutting out some of your activities to take off some of the pressure.
- ◆ Find a time-management system that you feel comfortable with and use it



daily. Write down appointments, phone calls, and due dates – both short and long-term. Then, block out time to handle these concerns.

- ◆ Avoid getting so caught up in work that you forget about other areas of your life. Take time for personal pleasure. Keep appointments for recreation just as you would for business meetings. Spend time with your family and friends.

## Express Your Goals to Open Doors

Goals are a target or a point of completion for a predetermined desire or want. They are all of these and more. Your mind wants to see the light at the end of the tunnel but it’s difficult to get motivated about making any progress toward an unknown target. Without goals, you tend to stop progressing and just exist. You start to drift aimlessly, just taking whatever comes your way.

Goals don’t need to be physical objects or wealth. It’s anything you desire – things, actions, conditions, experiences and quality of life. Goals are wants, desires, dreams, and abilities you want to see in yourself, in your life, or in your environment.

Goals are ultimately personal. They’re the declaration of your intention in life. Goals can be set professionally, personally, or privately. They can relate to how you relate to others, how others relate to you, how you behave as a person, things you want to possess, or something you want to do.

Goals exist as an intricate part of your being. They’re your aim, the fuel that could propel you into a satisfied life. To lack goals is to be like a rocket ship with no fuel and no way of soaring among the stars.

You have the ability to make your life more interesting, more challenging, and more satisfying than the lives of those who travel through life with no goals. Express your goals today by writing them down and beginning to work on them.



## Streamlining Your Sales Approach

Successful sales depends on customers reacting positively to your selling technique. The faster you get to the decision, the faster you’ll land a sale. That’s why it’s important to streamline your selling technique.

**To do so, remember these tips:**

- ◆ Sell with a purpose. Help your prospects feel the emotions and feelings they want to have when they make a purchase. Add value to your product and foster good feelings in your prospect. Help them solve problems, overcome hurdles, and grasp hold of new opportunities. Gain the trust of your prospects and clients and you’ll enjoy profitable referrals along with continual renewals in business.
- ◆ Fully prepare yourself. Learn the features and benefits of the products or services you sell. Rehearse what you’ll say before entering a sales call. Strive to understand the prospect’s point of view first. Always be positive and upbeat.
- ◆ Make the sales call. Understand that people dislike being sold to, but love to decide to buy. Overcome the four roadblocks to sales: 1) no trust in the salesperson; 2) no perceived need for the product or service; 3) belief that your product or service is no better than your competitors’; and, 4) no urgency to buy now. Prospects buy once you overcome these roadblocks.
- ◆ Follow up after sales. Check to make sure customers feel good about their purchase. See bad news as opportunities to make things better. Thank the customer and ask for referrals or request the right to use them as a reference.
- ◆ Manage yourself. Write out your goals. Reward successes and correct unsatisfactory practices.

## Make the Most of Every Second

**W**hen was the last time you complained that you had too much time on your hands? You probably can't even remember the last time you felt this way. The truth is that most managers rarely are able to squeeze all of their responsibilities into the time available. The result: stress and missed goals.

The key for managers to manage their time effectively is to make time instead of finding time. How do you make time?

**Here are several ways to make time:**

- ✓ Save your time for something specific – a definite objective or goal. You'll never save time if you don't have something important in mind for which to use it. If your objective is to pack an extra hour into your work or play every day, write down specifically what you would do with an extra hour if you gained it.
- ✓ Chart your time to locate time leaks. Most time is wasted, not in hours, but in minutes. Time leaks in your daily routine are far more costly than the afternoon you take off to play golf or the long weekend with your family. Note how you spend your time each hour and how many minutes you waste and why. Then, after a week of charting your time, analyze it for leaks that are present and take action steps to prevent them.
- ✓ Organize your time to plug the leaks. Take the attitude that every minute that doesn't work for you works against you. Start by reviewing your daily interruptions. Convince yourself that you cannot afford the luxury of unnecessary interruptions. See how many you can eliminate, screen out, or delegate tasks. Set aside specific times for taking and making calls, receiving visitors, reading trade journals, handling problems, and answer-



ing questions. These designated time blocks won't always work because inevitable emergencies will arise. However, if you establish a planned pattern of organized time, you will find that an extra hour of time each day can become a reality.

- ✓ Organize your time by keeping a list of priorities and handling first things first. A common time-waster is succumbing to the temptation to get all of the small, easy tasks cleaned up before tackling the big problem jobs that require more thinking and work. Solution: Sandwich small, easy jobs between big ones. Smaller jobs then become a change-of-pace incentive or a reward for completing a tough job.
- ✓ Think about your time the way you think about money. The more wisely you invest, the greater the yield. Ask yourself: "Is there something more profitable I could be doing? Could the same job be done better or faster by someone else?"

### Market Online for Exceptional Exposure

If you're submitting an article to a large magazine or news outlet, submit the article to the main editorial office, but also to regional offices. Also, don't forget websites. These days print publications aren't the only games in town. Many websites get a lot of traffic.

### Ask Yourself: Is It Worth It?

People work hard every day, but do they really accomplish anything? If they spend time working on activities that aren't worth doing, they accomplish little.

Think about an author who spends a year working on a book but then decides it's not worth publishing. All that time was wasted.

That's why it's important to ask yourself before you begin working on large projects – "What will this accomplish for me?"

People who continue to work on projects and activities that aren't worth it will simply fall behind those who concentrate on high-payoff tasks.

**Here are reasons to avoid wasting time on low-payoff projects:**

- ❖ Things not worth doing usually reciprocate. You'll complete the useless activity but then need to monitor it and then to maintain it over a long haul.
- ❖ Things not worth doing fool you into thinking you're moving closer to success.
- ❖ Things not worth doing can sometimes become habits that are hard to break.
- ❖ Things not worth doing take your energy, thoughts and time away from deserving things.

### Express Yourself Clearly

- Always gain eye contact at the beginning and end of making a point and when asking a question.
- Be inquisitive. Ask questions. By asking questions, you gain the chance to learn something important.
- Find out your prospect's needs. Find the real issues the company is facing.
- Practice the art of good listening. Avoid interrupting people when they're talking.

## Make a Profit While Offer a Deal

U tter the word negotiate and some sales professionals conjure up images as diverse as street vendors in Hong Kong, oil sheiks in the Middle East, and horse trading in Kansas. Other sales professionals insist they're given no flexibility at all in working out prices and contract provisions with buyers. Yet weekly they make deals that look very different from buyer to buyer.

In today's marketplace where every buyer is looking for "a deal," how do you respond without losing the sale while protecting your profit margin? **Here are tips for negotiating:**

- ◆ Capture buyer expectations early in the sales process. Many buyers enter a sales discussion with some idea of what they expect to pay for a product or service – either from a previous price they've paid, from an ad they've seen, from a colleague talking in the hallway, or from their "wish" list or budget. It will be to your advantage to lead them to reality as soon as you have established the value of your offering or solution – preferably before you begin any negotiation.
- ◆ Ask questions to discover what buyers value and understand about your offer. Questions let you exchange needs and strategic information, and they let you control the conversation without seeming overbearing. Questions give both you and the buyer time to think and to suggest ideas and paths to solutions. If you don't know what your buyers value, you won't know how much a negotiation is worth.
- ◆ Invest time and effort. Don't rush. The more time and effort your buyers have spent with you, the greater the motivation to work things out and come to an agreement. Make finishing the deal easy and starting over a headache.
- ◆ Take notes at all meetings. The effort to take notes shows that you care "to get things right." It also serves as a subtle reminder to your buyers about points you've agreed on and prevents later misunderstandings when you can turn back to your notes and reference a phrase or comment the buyer made earlier.
- ◆ Separate understanding from agreement. Occasionally, when you're nodding, smiling, questioning, or writing notes, buyers may understand these affirmations as signs of agreement to what they're requesting. So take care during your discussion to differentiate between statements and body language that mean "I hear you," "I'm following you," and "I understand what you're saying" versus "I'm agreeing to this." Otherwise, you may end your discussion with very upset buyers, who feel that you have accepted and agreed to various issues or goals they've stated when, in fact, you may have only meant "I hear you and I wish I could, but I can't" as they were speaking.
- ◆ Set a mutually beneficial, not adversarial, tone. Words carry weight. People don't always choose them well, but they expect others to. A wrongly chosen word can derail a sale very quickly. Use "fair" and "reasonable" with care. What's "fair" will always be determined by each person's own

situation, viewpoint, and values. Also, pay attention to tone. Instead of saying, "That's all I can do," say "What will work for you?" Or, instead of saying "We can't deliver until after

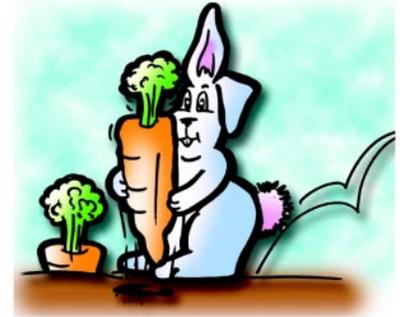
the 15th," say "Will delivery after the 15th be a problem for you?" The first statements in each pair will guide the discussion to where you need to go, but the second versions will leave a much better taste in the buyer's mouth.

- ◆ State your price and be silent. Silence is a powerful tool in negotiating. Buyers need time to align the information with their expectations and justify the price against the expected outcomes. Just wait. You've stated your price and remained silent, and your buyer has done the same. Typically, in a deadlock, the first person who breaks the silence usually concedes. In a situation when your buyer seems to be stonewalling on a decision about your stated price but refusing to make a counteroffer, you have two options. First, you can ask for a specific when your buyer is vague with a comment such as "That won't work" or "That seems too high." Second, you can withdraw your quote or proposal. You can put a time limit on it or move on to other clients and divert your attention to let a buyer know you don't intend to modify the offer.
- ◆ Help buyers justify the price in their minds. Help buyers see how your package and situation differs from those in the past and from what may come up in the future. If you've been persuasive and led your buyer to agree with your price, then help them justify the price to other colleagues. If they have to go back to their colleagues and explain why they want to buy from you, help them explain the situation and the value.
- ◆ Sweeten the deal. Think of your buyers as your guests. When guests ring your doorbell, you typically answer the door to greet them, ask them to have a seat or step inside for a few minutes, offer them food or drink, and tell them to make themselves comfortable. The same courtesies apply to buyers. Be gracious enough to offer something such as a small gift; a dinner or lunch; your undivided attention; or concede a point to their opinion on an issue. Thoughtfulness in any of these ways pays dividends.

Negotiations are effective when the buyer and seller both walk away from the communication feeling as though they've each won.



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## TIMESAVERS

### Assert Your Right to Say No

Good time managers have several skills and attitudes, including assertiveness, good self-esteem, a positive attitude, and the ability to say “No.”

Saying “No” isn’t always easy to do. Some people feel they may be perceived as negative, gruff, or even rude if they say “No.” But individuals have the right to make judgments and choices of their own. The only catch is that once a decision is made, you must take responsibility for it and accept the consequences – good or bad.

#### Consider these tips:

- ◆ Avoid getting “roped” into anything because you think it’s your duty to say “Yes.” You always have a choice.
- ◆ Remember you don’t have to justify your answer. All you have to do is give your answer.
- ◆ Realize that many times others may try to “put the monkey on your back.” They may not want to make the decision and take responsibility for it.
- ◆ Know that you have the right to think about the question before answering. Reply with: “I don’t know right now. I’ll have to think about it.” Give your answer later.

### Success Is Just One Click Away

With the computer having such a great effect on the business world, one would think they’re being used to their fullest potential and saving time for everyone. But, in actuality, the time-saving potential of computers has barely been tapped. **Consider these ways computers can save you time:**

- Computers can assist you in completing research. Many people may remember trips to the library to thumb through thick books with information that may or may not be accurate when you read it. Now, most of the information formerly found in reference books can be located on the Internet in a matter of seconds with two or three clicks, and the information is usually up-to-the-minute updated.
- Computers can send communication more efficiently. Whereas standard mail letters take days or even weeks to share a written message, computer mail users can now write and send a message within a matter of minutes. Additionally, replies can be returned within minutes as well for faster turnaround.
- Computers will help you complete better financial spreadsheets. Accounting, bookkeeping, and taxation computer software makes these processes smoother. Instant results, impressive



graphs, and clear financial presentations are now possible.

- Computers help you manage your life and time. Electronic organizers are available to help you collect phone numbers, dates, and appointments in one location.
- Computers can allow you to avoid routine, mundane tasks. Tasks such as check writing and envelope addressing can be delegated to your computer.
- Computers can reduce the paper you collect. File all sorts of information in computer files and you’ll reduce office refuse by about half.
- Computers can help you track customers. Computer database programs can store a customer’s address, phone number, and other pertinent information along with what correspondence you’ve sent and notes you make during or after each customer contact.