



Tyme Management™

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Determine What's Important to You

Establishing priorities and sticking to them can be difficult. The only alternative to this planning is to react to things as they act on you. But, successful people act on things instead of being acted upon. To do this, you must first decide what's important to you. **Ask yourself these questions:**

- ◆ What are my goals?
- ◆ What is my primary goal?
- ◆ How should I go about prioritizing my goals?
- ◆ What are the benefits I expect from carefully timing and coordinating my goals?
- ◆ What steps can be taken to ensure that completing activities to reach one goal won't hinder another goal?
- ◆ Can I complete the activities necessary to get results? If not, who can assist me?
- ◆ Which of my goals will bring the greatest benefit to the organization in which I work?
- ◆ Which goal will bring the most personal satisfaction?
- ◆ Which goal will benefit the most people at one time?
- ◆ Which goal can I start working on now?

Promote Success With Power Meals

Mealtime meetings were once taboo since they infringed upon personal time in the middle of the work day or upon personal time before or after work hours. But, fulfilling nutritional needs together does, somehow, bond people together. And, with all the time crunches people are under today, combining a meeting and a meal is a simple but wise way of utilizing your time.

While dinner meetings are usually saved for very important clients and colleagues, power breakfasts and power lunches are open to anyone. **Consider the benefits of each:**

Power Breakfasts

- ▲ Since you just woke up about an hour or so earlier, you'll be fresh and ready.
- ▲ Breakfast is a rather simple meal to order and eat.
- ▲ Not many people eat out for breakfast so you receive superb service.
- ▲ The meeting will be succinct since all parties have to arrive at their offices when the workday begins.
- ▲ With the limited time frame, the focus remains on the matter to be discussed.
- ▲ Suggestion: Hold a breakfast meeting in

your organization's conference room by having a staff member deliver muffins or doughnuts and coffee during your meeting to save yourself both money and time.

Power Lunches

▲ Lunch is one of the most popular meals to eat out so you probably know which restaurant will impress your client most.

▲ Restaurants with quick service, good food and the proper atmosphere are best.

▲ There's usually a restaurant for lunch that's

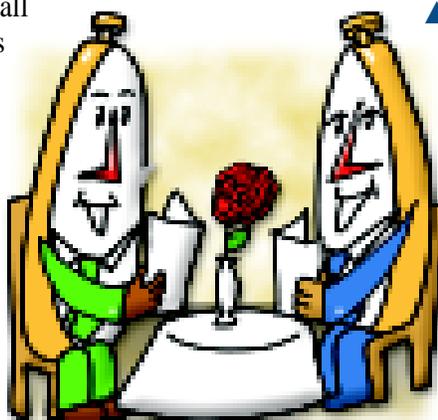
close to everyone attending the meeting.

▲ Schedule the lunch meeting at least 15 minutes before noon to beat the crowd.

▲ For more social, "get-to-know-each-other" meetings, later lunches work best since you'll have a longer time together as the waitstaff probably won't rush you.

▲ Choose "smart" lunches that are light and low in fat. You'll stay more alert and have a better afternoon of work when you return to the office.

▲ Avoid indulging in alcoholic beverages at any business meeting.



Discover Frivolous Time Wasters

When you consider that workdays consist of only eight hours, each of those hours seems more precious. That's why wasting even just five minutes of your time can result in a loss of productivity.

Some wasted time occurs with things that are unexpected yet valid, like drop-in visitors, phone calls, and computer problems. But, much wasted time results from frivolous pursuits.

Do any of the following descriptions sound like you?

- ◆ **The daily downhiller.** This person spends the last hour or so of the work day gearing down and preparing to leave the office. Filing away papers, talking about social plans, and other such activities fill the last hour daily. Gearing down can better be done by planning for your next day and checking off the steps completed to achieve your goals set for the week.
- ◆ **The desktop diner.** This person eats breakfast at their desk to save time getting to work each morning. But, the time it takes to eat delays the start of the work day. Instead of delaying yourself, show up at work earlier and finish your breakfast before your work day begins.

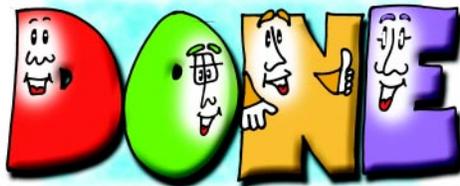


- ◆ **The lengthy luncher.** This person takes an extra long lunch "hour" at least one day each week. If you find that you need more time at lunch, consider scheduling your miscellaneous lunch-time errands for more than one day or consider calling ahead at eating establishments so your order is ready when you arrive.
- ◆ **The payday passivist.** This person highly anticipates the arrival of the paycheck on payday. Until the check arrives, this person watches the clock and becomes preoccupied with its arrival. To prevent this, start depositing your paycheck the day after payday or ask that your check be electronically deposited.

Meeting Deadlines Consistently

If late reports and projects plague you, analyze why your deadlines aren't being met. **Time management experts cite these common reasons for missed deadlines:**

- ❖ **Unclear expectations** – Ask that requirements be detailed well in advance to your starting work.
- ❖ **Miscalculated scheduling** – Deadlines for projects are often set too tightly. Include time for unexpected delays and problems. When a delaying element is encountered, notify all involved as delays are more readily accepted when they're known ahead of time.
- ❖ **Lack of information** – Make sure you gather the proper information ahead of time and ask questions when confused.
- ❖ **Conflicting deadlines** – Avoid accepting additional work when you have an already existing important project due.



Good Penmanship Saves Time

Poor penmanship can be a terrible time waster. People can spend many minutes trying to process a form or other item on which you wrote in a messy handwriting. This will delay your receiving the benefits from your form or other item being processed. By taking a few extra seconds to write more clearly, you can save yourself, and those who serve you, minutes and even hours in some instances.

Limit Your TV Time

Avoid wasting innumerable hours in front of the television by scheduling your television viewing at the beginning of each week and choosing to record programs to watch later in fast-forward. Instead of watching whatever comes on, limit yourself to a few shows each week and use the free time to read, exercise, or rest.

A Six-Step Approach to Effective Writing

Writing can be a pleasure and be much more effective than you've ever dreamed. **These six steps are recommended by writing experts:**

- ▲ Think about what you want the finished piece to look like.
- ▲ Prime yourself with the facts, ideas, and benefits you want to use.
- ▲ Write a paragraph or page on each major point you want covered.
- ▲ Shuffle the paragraphs or pages around until the arrangement makes sense.
- ▲ Write the introduction, bridge-building material, and summary you need to link the pieces together.
- ▲ Proofread your writing by reading it out loud to yourself.

Simplify Your Life

Eliminating time wasters simplifies life, giving you more time for the things that really matter to you. **Some typical time wasters to eliminate may include:**

- ◆ The snooze button. Linger in bed can put you behind for the rest of the day. Go to bed earlier so that you'll be able to get up on time.
- ◆ Junk mail. Sort your mail before you open and read it.
- ◆ Writing. Sometimes it's better to call than write back. You can say more in less time than you could in a letter.
- ◆ Reading. If you've given a book or article a sufficient try and it's still boring or irrelevant, don't finish it.
- ◆ Social obligations. Turn down some invitations, and involve yourself in only a few worthy commitments.
- ◆ Telephone solicitors. If you know you're not interested, end the call politely.
- ◆ Dishes. Use a dishwasher to cut down on kitchen time.
- ◆ Television. Limit your daily intake to a designated amount, and avoid turning on the TV simply out of habit.
- ◆ Worry. Worrying, especially about how busy you are, won't change anything.



“Happiness isn't doing what one likes. It's liking what one does.”

– James M. Barrie

Making the Most of E-mail Time

When used wisely, E-mail can be a handy tool for communicating more efficiently. When used carelessly, it can become yet another gadget to drain people's time and energy. Many people, for example, have experienced the frustration of finding an inbox inundated with messages, many of which are just “junk mail.”

Here are ways to manage E-mail effectively:

- ▲ Use appropriately. Know how others use E-mail to decide the best way to communicate with them. Some people respond more promptly than others, so don't rely on E-mail if your recipient is an “E-mail snail.”
- ▲ Moderate your use. E-mail can convey a false sense of urgency, so don't let it devour your time by checking your inbox constantly. Instead, check and respond to it a few times a day.
- ▲ Respond decisively. When a message calls for a response, decide what would be the best use of your time. Use two minutes to respond to it, delegate it, or make a note on your planner to handle



it more thoroughly later.

- ▲ Skim your inbox. Avoid reading every message you receive. Scan the topic lines to find the urgent or important ones, and delete or file the rest. Ask your senders to write descriptive subject headings to help you identify important messages.
- ▲ Organize. Make folders and subfolders for each category of mail that you receive, and store your E-mail messages in them. You can even use mail filters to sort and file messages into the folders by sender name or key words in the subject line.
- ▲ Improve office talk. To save time, ask coworkers to send a brief E-mail to update you on the status of a project. Send the agenda for a meeting beforehand by E-mail to let everyone know what to expect. Instead of using voice mail, E-mail others their telephone messages to save them the time of having to transcribe their messages onto paper.
- ▲ Get a separate address. If your current address is barraged by bulk mail and forwarded messages, consider setting up a separate address for your important business transactions.

Resolving Long-term Arguments

People often try to resolve the same argument over and over again in the same way – in face-to-face verbal combat. You may have a better chance of communicating, however, if you change your means of communication. **The next time the same problem comes up, try the following:**

- Write a letter. A sincere, clear and loving letter may be more effective. Many people don't really listen in face-to-face encounters because they're too busy formulating what to say next to defend themselves. Letters, on the other hand, don't require an immediate response and can be reflected on more thoughtfully.
- Pick up the phone. Sometimes body language and facial expressions can be misunderstood. The phone can mask these signals so that both parties can focus on what the other is actually saying.

Arrive Wrinkle-Free

How many times have you stepped off the plane with wrinkles in your suit that look like an elephant? **Here's how to keep your business attire**



free of wrinkles:

- Choose the right fabric. Avoid wearing linen when traveling. Polyester blends of wool or cotton are more wrinkle-resistant than pure wool or cotton.
- Use a water spritzer on pure cotton fabrics. Put the wrinkled item on, spray it with water, and rub the fabric with your hands until the wrinkles come out.
- Steam them out. Hang wrinkled clothes in the bathroom while you shower, keeping the bathroom door closed to collect the steam.
- Pack a portable iron. Try a plastic iron that uses salt and water. Make sure to keep the iron clean to prevent a salt residue from turning your whites to yellow.
- Ask the hotel for help. Most hotels will provide you with irons and ironing boards.

Make the Most of Business Trips

Now more than ever, business trips are a vital part of business life. Time spent away from the office doesn't have to be wasted, however. Smart planning can help you make the most of your travel time.

The first step in planning a business trip is to make sure that the trip is necessary. **The following are possible alternatives to traveling:**

- ▲ Use a different means of communication. You may be able to handle the same issues on the phone, in a letter, by E-mail, or by a video or tele-conference.
- ▲ Delegate the assignment. Send someone else to represent you. This can be a valuable learning experience for junior associates to develop greater levels of maturity and expertise.
- ▲ Wait. Be certain that you have a complete grasp on the situation before you rush off. If it's not urgent or if an important decision maker wouldn't be able to attend, schedule the trip for a more convenient time.
- ▲ Ask them to come to you. Try inviting the other party to come visit you. You'll save time and be more prepared to make a good presentation.



work for you. Confirm your appointments before you have your flights booked, and avoid scheduling times that would have you arriving or departing around rush hour.

- ▲ Maximize your itinerary. Group appointments together, and find out who else is in the area that you can visit at the same time. Plan activities to keep you productive during layovers, such as reading, making phone calls, or conducting appointments.
- ▲ Be informed. Make a detailed appointment schedule with everything you'll need to know, including the date, time and location of each appointment and the directions to get there. Also list the name, address, phone number and E-mail address of each business contact. Try to get a home phone number in case you need to make contact after business hours about a change in plans.

Luggage Lowdown

Try these tips the next time you pack your bags:

- ◆ Pack big items first. Once these are in, wedge rolled up socks, underwear, T-shirts and other items into the remaining space.
- ◆ Include an emergency mending kit. Bring tape and safety pins for fixing hems, removing lint and re-sealing containers.
- ◆ Prevent leaks. Put all bottles in a zip-lock bag together. Place plastic wrap over the tops of bottle openings, and screw the lids back on over the wrapping.
- ◆ Shield your shoes. Store shoes in plastic bags so they won't get your clothes dirty.

- ▲ Be prepared. Make a checklist of business and personal items you'll need. Don't forget to consider the climate and weather. Business items may include files, writing materials, a laptop computer, phone cord, calculator, dictating machine and batteries.
- ▲ Copy your schedule. Keep a copy of your itinerary with flight numbers and departure and arrival times. Make sure it includes meal service and ground transportation information and the address, phone number and reservation number for your hotel. Give copies of your itinerary to your family and co-workers as well.

If the trip is necessary, it can still enhance rather than detract from your productivity. **Consider the following to plan a time-efficient business trip:**

- ▲ Delegate the arrangements. Have someone who's knowledgeable, such as an office assistant, travel agent, or company travel coordinator, do the leg-

Start Your Morning Off Right

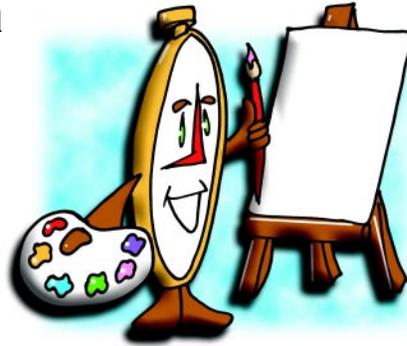
A frantic morning can make you late and frazzled for the rest of the day. Here's how you can have a smoother morning:

- ◆ Get things ready the night before. For each family member, set out clothes, pack lunches and gather belongings such as coats, bags, purses and shoes.
- ◆ Make your bed as soon as you get up. Even if the rest of your room isn't completely tidy, a made bed can give an illusion of order.
- ◆ Get up first. If you have children, make sure you're dressed and ready, so you can focus on their needs once they wake up.
- ◆ Stick to what you start. Avoid going back and forth between rooms when getting ready. Finish what you need to do in each room, taking what you need and straightening up as you go.
- ◆ Let the answering machine screen your calls. This way you won't get sidetracked in a conversation you could have had later.
- ◆ Set up a bathroom schedule. To reduce morning traffic jams in the bathroom, arrange different times for people to shower or bathe, including the night before.
- ◆ Confirm appointments. Before you leave, make sure the person you're meeting is ready and will be on time.
- ◆ Do the essentials. When you're really running late, ask yourself, "What do I have to do to leave?" and do only those things. Leave the clean up for later.
- ◆ Have a "Plan B." Devise a back-up plan for when the kids are sick or for when the babysitter is late or can't come.

Stay Balanced with Mental Fitness

Just as your body needs constant upkeep to remain healthy, so your mental well-being also requires daily maintenance. Neglect your mental health because you're too busy, and you'll soon find yourself frustrated, worn out and unhappy. **Practice the following mental health routine each day to help keep your life in balance:**

- Mental exercise. Do something each day that stimulates active thought. Write in a journal, read a book, or do a crossword puzzle. Or, try discussing an abstract or involved subject with someone for a good half hour.
- Spiritual exercise. Spend at least a half hour each day to nourish your spirit and imagination. It may be as simple as watching the sunset, having a "quiet time," or going to a concert or art gallery. Attend a sports event, political rally, church service, or other activity that stirs your excitement.



- Physical exercise. Physical activity releases endorphins into your system that are natural antidepressants to make you feel good. Do something physically active for at least 15 minutes each day like walking, working in the yard, or playing ball.

- Treat yourself. Make a list of simple pleasures you enjoy and treat yourself to one each day. Work on a hobby, take a nap, or soak your feet in warm water.

- Social exchange.

Take a break with a friend for at least a half hour, and do something fun. Enjoy the pleasure of each other's company as you shoot hoops or just talk.

- Help someone else. One of the best ways to find personal happiness is to pursue someone else's. Look for one thing you can do each day to help someone else. Write an encouraging note to a friend, give directions to a stranger, or babysit for a friend.

Hydrate Your Body with Water

You've probably heard it before: "Water is good for you, so drink more of it." Recent reports have even upped the recommendation to 10 to 12 cups per day. Remember, however, that although all liquids count toward the requirement, alcohol and caffeine are diuretics that can increase fluid loss. **If you struggle to maintain your water intake, here are suggestions for drinking more:**

- ❖ Drink eight ounces first thing in the morning and another eight just before going to bed.
- ❖ Match each cup of coffee you drink with a cup of water.
- ❖ Try putting lemon or orange slices in a pitcher of water in the fridge.
- ❖ Carry a water bottle around with you all day.
- ❖ Drink from a fun or fancy glass. This trick works for adults as well as for kids!
- ❖ When you exercise, don't forget to drink water before, during and after your workout.



If You're Only Looking Out for Yourself, Watch Out!

Is your favorite letter "I"? The cause of many people's problems is "I" no matter how you spell it.

People who believe in nothing but themselves live in a very small world. The best way to be happy is to forget yourself and focus on other people. Charles Elliot advises, "Don't think too much of yourself. Try to cultivate the habit of thinking of others; this will reward you. Selfishness always brings its own revenge."

Change your favorite word from "I" to "You." The truth is, people don't make it on their own. George Adams said, "Everyone who has ever done a kind deed for us, or spoken one word of encouragement to us, has entered into the make-up of our character and of our thoughts, as well as our success."

I've observed that those who boast of being self-made usually have a few parts missing. You can recognize a self-made man: his head is oversized and his arms are long enough to pat himself on the back. The higher you go in life, the more dependent you become on other people.

You grow to the extent that you give out. By giving out, you create more room to grow on the inside. Proverbs says, "It is possible to give away and become richer! It is also possible to hold on too tightly and lose everything. Yes, the liberal man shall be rich! By watering others, he waters himself." An Old epitaph reminds us, "What I

gave, I have; what I spent, I had; what I kept, I lost."

So, don't give 'til it hurts; give 'til it feels good. Make this commitment: to leave others better than you found them.

If you treat people as they are, they will remain the same. If you treat them as if they were what they could be, they can become what they could be. Practicing

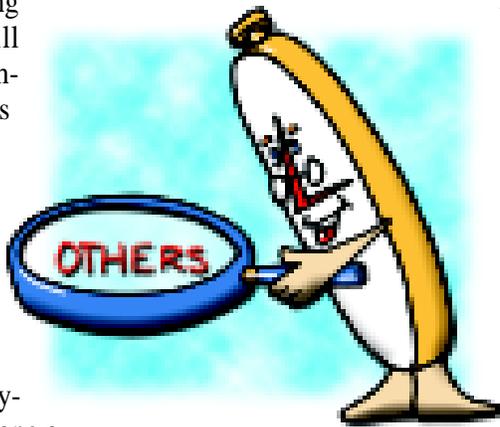
the Golden Rule isn't a sacrifice; it's an incredible investment.

If you want others to improve, let them hear the nice things you say about them. People will treat you the way you view them. Look

for the good in people. Draw out their talents and abilities. To lead people, let them know that you're behind them. It's the duty of every leader to make it difficult for others to do wrong and easy to do right.

What we do for ourselves alone dies with us; what we do for others is timeless. No one is more deceived or cheated than a selfish person. "No man was ever honored for what he received. Honor has been the reward for what he gave," said Calvin Coolidge. Invest in the success of others. When you help someone up a mountain, you'll find yourself close to the summit, too.

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The Healing Power of Forgiveness

Forgiving isn't forgetting. It's letting go of the anger and hurt and moving on. **Here's how you can start on the road to forgiveness:**

- ▲ Acknowledge your feelings. Don't try to suppress the fact that you're angry. Allow yourself to grieve your wound.
- ▲ Choose to forgive. Forgiveness is an act of the will. You can only let go of the pain by letting people off your "hook." Simply going through the motions of forgiving often will lead to actual forgiveness.
- ▲ Lay down your weapons. Give up your right to get even. Resolve not to retaliate against people who hurt you. Hurting others won't make things any better.
- ▲ Examine motivations. Look for factors in people's backgrounds that may have contributed to their hurting you. If there is something, it may not justify their actions, but it can help you to understand and forgive them.
- ▲ Take time. Give yourself time to recover. Realize that forgiveness is a process rather than a single, isolated act. Continue to forgive again each day until your wound is healed.

Balance the Cornerstones of Persuasion

You've probably heard this comment, "Sarah is too emotional when discussing this issue. She's got to learn to calm down and be more objective." Or maybe this sounds familiar, "I wish John wouldn't hide behind all his facts and figures and just tell us what he thinks." Or what about, "I listened to Sam's argument but I didn't buy it. You know how he exaggerates."

So what's wrong with a little emotion? And why criticize someone for using well-documented and reasonable arguments when defending his or her claims? And why not consider a speaker's reputation when assessing credibility?

Emotion, logic and character. According to Aristotle, the father of modern persuasive thought, not only are these the three cornerstones of successful persuasion, they're absolutely fundamental in interpreting the messages of others as well as winning them to your way of thinking. Simply defined, emotion is a "strong surge of feeling marked by an impulse to outward expression." It's our passionate side. Logic is "the science concerned with the principles of valid reasoning and correct inference." This is our rational side. Character is "the combination of qualities or traits that distinguishes an individual." This is the sum total of who we are.

Think about it. Who doesn't prefer listening to a compelling speaker who exudes passion and heart? And wouldn't you rather discuss an issue with someone who knows the in's and out's of a subject rather than the person who relies on guesswork and good intentions? And who wouldn't consider it wise, if not essential, to investigate a communicator's character before believing his or her contentions?

Few people would disagree with the importance of the three elements of persuasion. Problems occur, however, when one of the three is either overused, lacking, or overshadowed. It's the overemotional, lackadaisical, or nonemotional messengers who concern us. The overly informed, ill-informed, or clueless communicators make us nervous. People who sound "too good to be true" or "too bad to be false" are the most worrisome.

As it's been wisely said, "Truth out of balance is error." So, too, communication lacking the correct persuasive balance can be equally erroneous and ineffective. Like the expert juggler, effective communicators must keep the essentials of their craft in constant balance or everything will come

tumbling down – especially their message.

Should anyone think Aristotle's observations have little relevance to the present day, they need only look at the goings-on in the political arena for evidence of persuasive tactics at work.

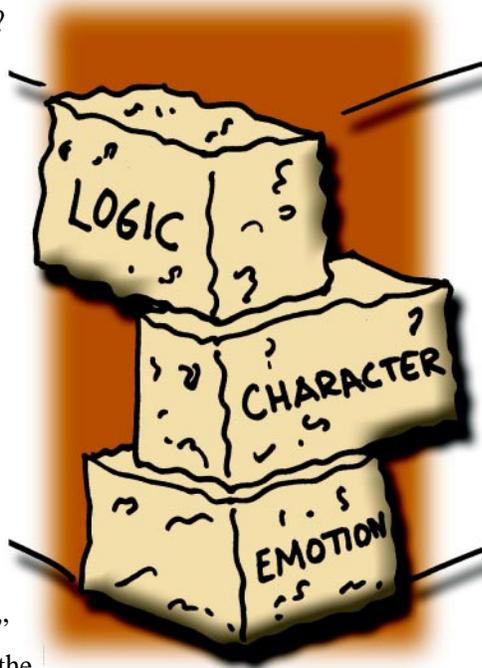
Appealing to emotions: "Let me tell you about a man I met in Dallas who's out of work and has no healthcare insurance..." Appealing to reason, a candidate might argue, "Here are the plain and simple facts, folks." Appealing to character: "I voted my conscience. I believe it's the right thing for America."

Let's get a bit more personal. Do you have a cause to which you'd like your friends to donate time or money? Using the three persuasive elements, you'll need to make your friends feel compassion for the group in need (appeal to emotion), show them exactly where and how their money and time will be used (appeal to logic), and demonstrate your own integrity, concern and commitment in seeing the effort succeed (appeal to character).

Or, you may want your boss to fund health club memberships for employees at work. You'll first have to create a fear of heart attacks among employees and supervisors to make them feel the potential loss (appeal to emotions). Next, you'll have to convince the executive who holds the purse strings that wellness reduces absenteeism and increases productivity (appeal to logic). Finally, you'll have to demonstrate your interest isn't for selfish reasons but for the well-being of the entire organization (appeal to character).

Emotion, logic and character are the three legs of the persuasion table. If all legs are solidly planted, the table will stand properly. But, if the legs are poorly set or unbalanced, it may all come crashing down on you.

The next time you want to influence someone to your way of thinking, balance the three essentials of persuasion and make Aristotle proud.



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TIMESAVERS

What's The Best Contract You Have?

A prominent businesswoman says the best contract she ever got was the one she lost. It was the lost contract that set her to thinking, to investigating the cause of the loss, to investigating herself, to finding the weak places in herself and in her business methods. It was the lost contract that taught her the lesson of caution, of carefulness in her procedure, a lesson that she could have gained in no other way.

Frequently, successes, especially when they come easily, make you careless or overconfident. It takes a loss – a failure – to force you back into carefulness and right methods. You often learn more from your mistakes than from your successes, from your failures than your triumphs. Experience is a severe, bitter school but it teaches the needed lessons as nothing else can.

Focus On What Counts

It's a great art to know what to leave undone, to know how to weed out the less important things and to spend one's energies in doing the things which will truly count.

Tap Into the Riches of Life

Life holds riches for the person who knows how to take hold of them. Riches of life are there for the taking for the individual who can master just a few simple principles. In fact, many people overlook them and go stumbling through life wondering why good things seem to evade their grasp. To miss these principles, to allow them to remain obscure, is to beckon the ghost of failure into the nighttime of one's experience. Dark days lie ahead for the individual who blindly pretends that such principles don't exist.



So, here is the starting point of all riches, whether they be riches of a material nature or the intangible riches of the spirit. **Consider each of these:**

- Right mental attitudes attract the riches of friendships and provide the riches one may find in the world – the earth, trees, flowering springtime, splendid autumn and simple winter.
- There are the riches of sound physical health, which come through the proper

balance of work, eating, sleeping, loving and playing.

- There are the riches of a happy home, the riches born of the joy of enthusiasm and the riches provided by meditation and quietness.
- Freedom from fear is a treasure, as is the strength that comes from the certainty that one is self-disciplined in mind and body and, therefore, the master of any situation. Fear grips many people today. To cast off fear is to breathe the fresh air of the good life.

Once you've learned to control your mental attitude, you'll be able to attract the riches you desire. You'll never know the absolute truth of this statement until you begin to try. Take this idea out of this article. Don't let it go sterile but test it. Try it. Prove it. Take a firm hold on your mind and determine now to think on the things that are good. In other words, practice thinking of what's desirable and what you have that's good. Think about today, about tomorrow – not yesterday. Create for yourself a definite, beautiful future and work toward the creation of plans to claim it.