

# Tyme Management™

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## Make "Chunks" of Time in Your Day

One secret to managing your time more effectively is to carve out "chunks" of time in which you can focus on your work without interruption. Here are tips for finding "chunks" of time:

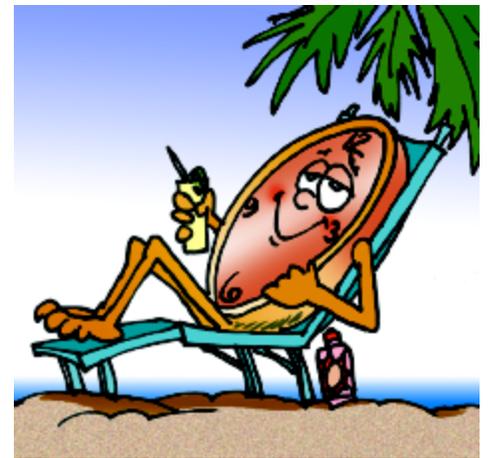
- ◆ Designate phone time. Schedule a time at both the beginning and end of the day for returning people's phone calls. Plan tasks requiring concentration for the remaining parts of your day, and take unexpected phone calls only when you're not working on one of these tasks.
- ◆ Reserve meeting time. Set aside time for one-on-one meetings that will guarantee people your full attention. Make sure others know not to interrupt your meetings except under certain circumstances. This not only communicates that the person you're meeting with is important to you, but it also provides you with the necessary time to work together productively.
- ◆ Keep out of the office. Try working at home one day a week or for two half days if possible. Create a home office environment that's devoted strictly to work.

## Planning a Safe, Enjoyable Picnic

Imagine yourself on your dream vacation... lounging in the tropics far from the demands of your job may come to mind. But for many people, "getting away from it all" is becoming harder to do as work responsibilities increase and technology makes people accessible wherever they are.

So how can you enjoy your vacation and still stay on top of things at the office? Here are several suggestions:

- Prepare for your vacation beforehand. Once your vacation time is on your planner, outline the details of what needs to be accomplished before you go. Plan small steps you can complete gradually rather than in a mad rush right before you leave.
- Plan for catch-up time. Reserve the first day or two after your vacation for handling everything that will pile up while you're gone.
- Communicate how you can be reached. Give a phone number or E-mail address that you can be reached at in an emergency, and make sure everyone knows exactly what signifies an emergency. Put someone in charge of your mail and phone calls, and specify what should be responded to immediately.
- Let go of control. Some people feel compelled to check up on the office while they're away. If this is your tendency, give yourself permission to take a complete break. Pursue the



other areas of your life, and learn who you are apart from your work.

- Aim for no distractions. If you can't stop thinking about a certain work-related matter, check up on it so you can enjoy the rest of the day undistracted. Recognize the balance between necessary calls and compulsive ones, however.
- Be open for work-related insights. People often get fresh insights when they're doing something completely unrelated. Keep a small notepad handy for any thoughts or ideas that you have about work while you're away.
- Examine your motivations. Your vacation should be a time to gain fresh perspective on your life – not a temporary escape. If you're desperate to leave your job, you may need to change your job or your approach to dealing with stress in general.

## Becoming a Mentor to Others

Being a mentor can be one of the most satisfying roles of your career. Not only is sharing what you've learned rewarding in itself, but being a mentor also creates a lasting contribution to people's lives.

Here's how you can be a good mentor:

- ◆ Assess potential. Find out the goals, interests, and abilities of the people you mentor.
- ◆ Share your experience. Show what you do both on and off the job. Tell stories of your successes and failures, and provide practical advice for living as well as technical instruction.
- ◆ Stay in contact. Check up with the people you mentor each day to see how they're doing and to answer any questions they may have.
- ◆ Give feedback. Provide constructive criticism that will help improve their performance.
- ◆ Listen carefully. Give your moral support and encouragement as well as your advice and instruction.

## Find the Real Problem

When your staff shows a bad attitude or lack of motivation, what do you do? Many of these "people problems" are really the result of insufficient organization. When a company's structure and procedures are inefficient, ineffective, or discriminatory, employees can become discouraged and disgruntled. In such cases, ask employees for their input on the organizational problems affecting them and how they would recommend changing these problems.

## Communicating Constructively

No one likes to be criticized. Constructive criticism, however, on suggestions for improvement or how to avoid mistakes in the future can be helpful and reassuring if done the right way. It can communicate that you care enough about someone to want them to succeed. It can also prevent frustration and heartache for you in the future.

Here are ways to communicate constructively to other people:

- ▲ Do it in the right spirit. Instead of saying something about the person, describe the behavior they're doing. Explain how the problem affects you. For example, instead of saying, "You are so messy," say, "When you leave things all over the floor, it's hard for me to get my work done."
- ▲ Be positive. After explaining why the problem needs to be changed, offer a suggestion on how it could be changed. You could say something like, "Maybe if you put a basket on your desk it would be easier to keep your letters and magazines collected."
- ▲ Avoid being close-minded. Listen to the other person's point of view. Encourage sharing ideas for solutions. Praise good ideas.
- ▲ Avoid pointing blame. End results and future improvement are what's important. You waste time by insisting on fault or focusing on the details of the offense.
- ▲ Be honest. Acknowledge that something went wrong while still looking to the future to learn from it. You can say, "That didn't work, did it? How can we avoid it next time?"
- ▲ Get all the facts. Ask the person why he or she thinks the problem is occurring. This will help both of you get a clearer idea of the situation. ▲ **Understand**. Understanding is not necessarily agreeing. Be willing to "put yourself in someone else's shoes."
- ▲ Agree on a measurable action. Find steps that both of you can take to make the situation better for both of you.



## Prioritize Using the 80/20 Principle

Time management isn't just about getting more things done in less time. If the things that you're accomplishing aren't important, it doesn't matter that you're doing more of them. Your priorities will yield a valuable return for the time you invest, whether your goal is a successful business, a happy family, or a changed life.

The 80/20 principle is an invaluable method for helping you distinguish between high- and low-payoff activities. This principle suggests that 20 percent of your activities are actually producing 80 percent of your results. Rather than giving equal attention to each of your tasks, the 80/20 principle says to focus your time and energy on this 20 percent first. Then, leave the remaining 80 percent of your activities for whatever time is left.

You can use the 80/20 principle for everything from planning your sales strategy to tackling your daily "to do" list. By concentrating your efforts on your top 20 percent, you'll multiply the yield from your high-payoff activities, and subtract the waste from low-payoff ones.

## How to Handle Rejection

Even in business, rejection is a personal issue. When your proposal is declined for another company's or you lose a big sale, how do you feel? It's natural to feel disappointment at such rejection, but people often get frustrated with themselves for having these feelings. They know that they shouldn't take things personally, but they can't help doing so.

The next time you experience rejection:

- ◆ Acknowledge your feelings of disappointment.
- ◆ Admit the sense of loss without beating yourself up for making such a big deal out of it.
- ◆ Avoid disregarding your feelings because you think you should be positive all the time.
- ◆ Realize that it's perfectly normal to feel insecure after rejection.
- ◆ Remember the truth about who you are.
- ◆ Give yourself the time and support you need to get back on track and try again.

## Work with Purpose

Planning your schedule is important not only to give you a realistic sense of time, but also to give you a sense of purpose in accomplishing your tasks.

When your objectives are planned, your plan will help give you the sense of direction you need to stay motivated and move forward.

*If one advances confidently in the direction of his dreams, and endeavors to live the life which he has imagined, he will meet with success unexpected in common hours."*

– Henry David Thoreau

## Handling Crises Productively

Life can be a series of mini crises: deadlines, delays, and unexpected problems. Not only is this perpetual state of anxiety harmful to your well being, but it also preoccupies your time so that you can't move forward toward achieving your goals.

The smart approach to crisis management is to anticipate crises so that you can avoid them, since the majority of ones in everyday life can be planned against or averted. Here are steps you can take to prepare for and prevent crises in your life:

- Set several interim deadlines instead of one main one. Crises often occur when you underestimate how much time it will take to complete each part of a job. Letting work build up to one crucial climax date works sometimes, but not often enough and usually at the expense of your nerves.
- Act before the matter becomes urgent. If you put things off too long, you won't have a reasonable amount of time to do them. Prioritize your tasks, doing preparation work now for things that need to be done later.
- Allow time in your schedule for unforeseen setbacks and problems. If every moment of your time is scheduled to finish urgent tasks at the last moment, you won't have any time to correct errors or handle situations that are out of your control.
- Learn to recognize warning signs. Notice signs from others that something needs your attention. A written letter or memo requesting something usually means it's important. A follow-up memo or inquiry is serious no matter how friendly the tone. Always reply and keep others updated on the progress being made.
- Make contingency plans. Break the project into several steps and look for possible things that could go wrong at each step. Collaborate with others on this list, speculating on likely scenarios and factors outside the project itself. Find a means to avoid each crisis and keep your solutions list handy.



## Are You in Too Big of a Rush?

Here are suggestions for overcoming rush addiction:

- ▲ When rushed, ask yourself, "Do I really need to hurry?" Determine what would happen if you didn't.
- ▲ Note how often you check the time. Check it only when necessary.
- ▲ Allow down time each day. Give yourself at least one free hour a day.
- ▲ Minimize your number of time-oriented activities. Anything requiring you to be somewhere at a certain time can cause you stress.
- ▲ Lighten up. Realize that people are human and can only do so much.
- ▲ Cut down on clocks. Reduce the number and visibility of the clocks you have in your environment.
- ▲ Limit your accessibility. Consider whether you really need to be reached by a pager or cell phone.

## Improve Your Management Skills

As the world becomes “smaller” with technology, the marketplace is becoming potentially larger for an increasing number of companies. More managers are stepping into the global arena to contend in a highly competitive and constantly changing global marketplace.

So how does the ambitious manager aspire to rank among the heavyweights of world-class management? Earl Young, professor of management at DePaul University in Chicago, recommends the following to become a world-class manager:

- ▲ Make a life-long commitment to management. Top managers must have the same dedication, passion and vision as people in other demanding fields such as medicine and law.
- ▲ Have a competitive attitude. A competitive spirit is necessary for company survival and success. Without it, you’re just waiting for your company’s eventual decline to marginal status or below.
- ▲ Internalize the corporate mission. World-class managers integrate their own personal goals with the larger goals of the company.
- ▲ Be dedicated to customer service. Top managers recognize that extraordinary rather than superficial devotion to customer service is essential. They realign every activity of the company to serve the customer.
- ▲ Pursue excellence. Their goal is to be number-one and best in their class, not merely to have quality products or services.
- ▲ Choose a long-term strategy. These managers aren’t preoccupied with quarterly performance. They’re willing to wait for the benefits of a long-term strategy instead of premature profit-taking. They stick with the company’s strategic plan and don’t react to temporary adversity.
- ▲ Manage the future. Managers must continually investigate emerging trends and events in the marketplace and discern the potential effects on their company. They must implement a response without waiting for the assurance that others have already profited by taking the same action.



## Consider Alternatives to Meetings

Have you ever stopped to consider how you help or hinder other people from managing their time? Here are steps you can take to help others work efficiently:

- ◆ Interrupt sparingly. When you do interrupt others, always say, “Excuse me,” and ask if it’s an acceptable time to talk to them.
- ◆ Control your emotions. When you’re stressed, angry, or upset, other people shouldn’t have to “pay for” your mood swings.
- ◆ Avoid delegating at the last minute, and find out what other important tasks people will have to reschedule in order to fulfill your request.
- ◆ Call courteously. Return calls when you say you will, and answer questions in a timely manner.
- ◆ Take a survey. Pass out a questionnaire to your staff, asking for any suggestions on things you can do to help them get more done. Request that answers be anonymous to encourage honest responses.

## Pat Answers

Dear Pat: I’m the only guy in the office. Every time I turn around, one of the women is asking me to lift or carry something. I don’t mind helping out, but I have my own work to do. What do they do when I’m on vacation?

Pat Answers: They say, “I sure wish X were here,” and then they do it themselves. This kind of gender stereotyping can be irritating, but maybe you can help educate your female co-workers about the realities of equality in the workplace. Be frank. Tell them just what you told me: That you don’t mind helping out from time-to-time, but the frequent requests for heavy lifting are interfering with your ability to do your work. If they don’t get it, ask how they’d feel if you expected the “girls” to make the coffee every day. (You don’t, right?) And on a practical level, if anyone is expected to engage in activities that are beyond his or her physical capabilities, there’s a very real risk of injury. Consult with your supervisor or HR to be sure no one gets hurt.



*Are co-workers driving you crazy? Is your boss out of touch? Complex personnel problems demand Pat Answers! Send questions to: pat@*

*patgrigadean.com. Pat Grigadean is a professional mediator, trainer, and employee-relations specialist. She writes Pat Answers in consultation with Haven Street-Allen, SPHR. © 2007 Pat Grigadean.*

# FAMILY TIME

## Creating Storage Options That Work

Is your home stuffed to the gills and you still need storage space? If so, it takes just a little bit of creativity to come up with new places that you hadn't thought of before. Here are some suggestions to get you started:

- ◆ Hang items on a pegboard or on hooks.
- ◆ Store seasonal items in unused suitcases.
- ◆ Build a set of freestanding shelves to fit open floor space in a room.
- ◆ Hang interesting objects from the ceiling with tension wires.
- ◆ Place a decorative wardrobe along a free wall space to store unattractive items in.
- ◆ Keep items in a crate or trunk that doubles as a small coffee table or end table.
- ◆ Carve out a shelf space between the studs in a wall.
- ◆ Hang or position items behind doors.
- ◆ Hide bulky items under a bed or skirted sofa.

## Take Time for Your Finances

Most people neglect putting enough money into savings. Americans, for example, save on average only 4 percent of their take-home pay.

Financial advisors, however, recommend saving 10 percent. But financial security and freedom aren't as far off as you might think – if you start taking small steps toward it today. Here are seven ways you can put more money into your piggy bank:

- ❖ Set goals. This is your incentive to stick with it whether it's putting your child through college, building a home, or traveling the seven seas.
- ❖ Limit spending. Categorize expenditures in a monthly budget to detect spending leaks and savings potential. Even eating out a few times less each week can make a big difference. Avoid tapping into your long-term savings unless it's for an emergency.
- ❖ Institute a sufficient savings cushion. Consider putting short-term savings in FDIC-insured money market savings and certificates of deposit. Money for long-term goals should be invested in mutual funds or individual stocks that will yield greater growth. Set aside three to four months of take-home pay for a rainy day.
- ❖ Use automatic payroll deductions. Set a realistic goal no matter how small (even \$50 will do) and stick with it. You aren't likely to spend money you don't see.
- ❖ Pay off your mortgage early. Adding just \$50 or \$100 to your mortgage payment each month can save you thousands in interest and pay your loan off faster.
- ❖ Take advantage of retirement plans. You should especially do so if your employer is part of a 401(k) or 403(b) plan. When you contribute to employer-sponsored plans, you lower your taxable wages, and your retirement money grows tax-deferred. You can also put money into an individual retirement account (IRA).
- ❖ Reward yourself. Look at your budget as parameters for spending. You're less likely to rebel if it's not too restrictive.



## Preparing for Family Emergencies

Taking a few minutes to assemble a first-aid kit can save you precious time in an emergency. The following are items to include in your family's first-aid kit:

- ✓ List of emergency phone numbers
- ✓ First-aid manual
- ✓ Tweezers
- ✓ Scissors (with rounded tips)
- ✓ Safety pins
- ✓ Band-Aids
- ✓ Triangular bandages (for arm slings)
- ✓ Elastic wraps (for ankles, wrists, knees and elbows)
- ✓ Gauze and pads
- ✓ Gauze tape
- ✓ Bandage closing strips
- ✓ Antibiotic ointment
- ✓ Aloe cream
- ✓ Ice pack
- ✓ Rubber gloves
- ✓ Pain relievers (aspirin, acetaminophen, ibuprofen)
- ✓ Ipecac syrup and activated charcoal (use only when directed by the poison control center)

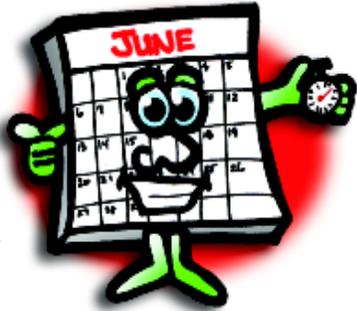
# PERSONAL TIME

## Reap the Rewards of Routine

Most people don't look forward to doing trivial tasks like updating files or calculating monthly expenses. The tediousness of these tasks often causes reason for procrastination. The solution? The simple time-management tool called routine.

Here's how to make unpleasant tasks into a routine:

- ◆ Connect a new routine to one already established. You're more likely to keep an old routine than maintain two separate ones. If you randomly decide to update your E-mail address book on the 15th of each month, you are less likely to do it than if you schedule to do the update at the same time you pay bills.
- ◆ Avoid making a once-a-month routine. Most people organize their lives around a daily and weekly cycle. Try doing your cleaning once a week in the morning rather than once a month for an entire day.
- ◆ Associate a routine with a reward. Group unpleasant routines with pleasant ones, or save the pleasant ones for last. Give yourself a treat. Even simple things such as a cup of spiced tea can make going through paper-



## Paying Attention to Time Cues

Everyone has been in a conversation with someone while needing to be somewhere else. There seems no way out without offending the person who's talking. How do you communicate that you value the person, but don't really have time to talk?

Time cues are an effective way to express to people that they're important to you while at the same time establishing parameters for the conversation. By telling people what you expect, you compel them to get to the point and not waste time.

These tips provide a crash course on increasing your time-cue vocabulary:

- Avoid "How are you?" Instead, get to the point and socialize afterwards if you have time. Say something like, "Hi, Tim. Do you have time for a couple of quick questions?"
- Give a time-frame cue at the beginning of the conversation. For example, "You caught me between meetings, so I only have four minutes to spare," or "I've only got about 10 minutes, but I really wanted to get back to you."
- Interrupt yourself in the middle of what you're saying to remind others of the time. Try saying, "I'm sorry, Gene. I just noticed the time. Were there any other items that we needed to cover?"
- Interject speed-up cues to imply that the conversation is ending. For example, "Lisa, before I go to my next appointment, I needed to ask you..." or "Before we hang up, I wanted to..."
- Acknowledge your respect of their time. By recognizing that other people are busy, you imply that you're busy. Try something like, "I know you're busy, but I have a quick question."
- Take advantage of the first available pause. At a breath point say, "This has been great, Mike, thanks. We'll pick this up next week. Bye."
- Schedule another time. Say, "I'm sorry, Connie. I'm supposed to be at a meeting that started five minutes ago, but I don't want to rush our conversation. When can I get back to you?"
- Close the meeting decisively. Try, "Well, John, I'll get back to you soon. (Pause) Thanks a lot," and then leave.



## Organizing Your Office and Desk to Suit Your Needs

It's one thing to organize your office, but it's quite another to actually keep it that way. Here are some hints on keeping your office tidy:

- Begin each day with a clean slate. Clear your desk before you leave each day.
- Be choosy. Save only the files, paperwork, publications, and resources that you really need.
- Do it right the first time. Take notes in the place where they belong, not on scraps of paper that cause clutter and get lost.
- Decide where paperwork belongs immediately. Avoid letting it pile up until later.
- Put files away when you're done with them. Do so before you begin your next task.

## Qualifying Your Pipeline of Interested Prospects

Prospecting rarely sets off peals of excitement among salespeople. Why? Some think it takes time away from “real” selling, that it’s boring, that it involves more rejection than the typical sales call, and that it necessarily equates to cold calling.

Granted, prospecting does take time. But if you don’t prospect, eventually your real selling opportunities dry up. Because prospecting involves discarding the uninterested, rejection becomes part of the process. Changing the way you think about the prospecting process, however, can dramatically reduce the sense of rejection. Here are tips on how to qualify who your prospects should be:

- ◆ Make your first cut by weeding out those least attractive as buyers:
  - those where there’s opportunity only for small sales
  - those with limited or no opportunity for repeat or add-on business
  - those who aren’t influential as part of your client list
  - those who can’t give referrals for whatever reason – for example, no sphere of influence
  - those in a declining business, market, or area
  - those who are expensive and time-consuming to reach with your marketing or selling efforts.
 Weed out the weakest prospects ; focus on better prospects.
- ◆ Use the following criteria to identify your best prospects and to focus your first efforts:
  - Are these prospects the target age to use your product?
  - How large is the industry?
  - Is this the target educational group?
  - Have these prospects been in the job the appropriate length of time to need the product or service?
  - Are these prospects in the target positions to use your product or service?
  - How ready are they to buy?
  - Is your offering perfect for them?
  - Do they buy often enough to make selling to them profitable?
  - Do they order enough to pay for the effort of marketing and selling to them?
  - Is this customer base large enough to grow your company?
  - Are you aligned morally or ethically?
  - Do you have (or need) physical access to them?
 These are all key criteria to consider when building a typical prospecting list. But no matter the criteria, the principle is the same: Determine some criteria for selecting your very best prospects from the entire planet of prospects so you can focus your time efficiently from the very beginning.
- ◆ Qualify your prospects with the three I’s. The three I’s include:
  - Interest – Does the prospect have a need or desire to buy? If so, how urgent is that need or desire? At what buying stage is the prospect: just realizing a need, investigating options, or already evaluating options and ready to make a decision?
  - Influence – Is the prospect the decision maker? If not, does the prospect have the power to influence the decision maker or does he or she have no influence at all?
  - Investment – Can the prospect afford your product or service? If not now, when? It would be quite efficient if you could E-mail prospects a questionnaire, ask them the



three I’s, sort and file, and go your merry way. But that would be too easy. For starters, when qualifying on interest, a prospect’s typical response to anything that sounds like a sales call is “I’m not interested.” A few weeks later, however, that same prospect may be searching the Internet for the very solution you’re offering. That’s why a more effective approach engages a prospect in dialogue to discover or create an interest.

- ◆ Prospect deep, not shallow. Avoid jumping to the erroneous conclusion that every “no” gets you closer to a “yes.” That’s true only in theory, not in reality. If you build a shallow prospect list – with the quickest, easiest contacts to find – you may be spending your time calling all the wrong people – and getting more than your fair share of no’s. Instead, it’s typically worthwhile to spend more time creating a deeper, better prospect list from the start. This way, it takes fewer calls to get you to each yes.
  - ◆ Leave the door open when you disqualify prospects. When you disqualify a prospect, use wording that leaves the door open for follow-up, should the situation change, such as when more money is available; when the prospect moves into a position of greater power or influence; when there’s a more urgent interest or need; or when there’s a better fit for your product or service. A good ending to a conversation is: “Would you just like to give me a call if you situation changes?” or “Let me put you on our mailing list so you can stay informed.”
- ◆ Be aware of the risk and reward of calling low. The following downsides of calling on buyers too low in the prospective account have been plaguing salespeople for years. Here are several risks:
  - Buyers lower in the organization hierarchy often fear risk-taking and move slowly when your solution is something new to them.
  - They have smaller budgets than those up the chain.
  - The sales cycle takes longer while they have to wait on approvals.
  - They have narrower vision than those up the chain.
  - Your sale often depends on their ability to tell your story to the bosses or team to get sign-offs. The rewards of being connected at the bottom, however, can be multiplied as you move up the chain. Here are several rewards:
    - Buyers at the bottom often are closer to the real need and feel the pain, so they see more urgency to make a decision.
    - They can provide data to make your case to the higher-level people.
    - They can be your in-company sponsor and provide valuable insight about who has what power and how to get around in the organization. Consider both the risks and the rewards as you determine how best to approach your targeted prospect.



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## PERSONAL DEVELOPMENT

### Save Time While Running Errands

Here are some smart tips to save time while running errands:

- ❖ Wait until you have several things to do in one area of town. Grouping errands saves you trips back and forth for each time you think of one thing to do.
- ❖ Group tasks that can be done along the way. Wait until you need to use your car to take out the trash. Collect several things that need to be put away in a room before doing so.
- ❖ Map your places out according to the right side of the street. Go to all the places on one side of the street in order and then turn around and run the errands on the opposite side. This saves you having to make left-hand turns that require waiting until two-way traffic clears.

*"The older I get the more wisdom I find in the ancient rule of taking first things first – a process which often reduces the most complex human problem to a manageable proportion."*

– Dwight Eisenhower

### Enhance Your Memory Skills

Most people say they have a bad memory, especially when it comes to remembering people's names or other personal information. Most people also recognize that if they had a better memory, they would squander less time and be more productive. However, these same people may not realize that memory is just another skill that takes practice. Here are pointers to help improve your memory:

- ◆ Try. One of the main reasons why people don't have a good memory is simply because they don't think they can have one. As long as you believe you don't have a good memory, you're resigned to stay the same.
- ◆ Tap into your creative power. Much of the brain's memory potential is in the creative functions of the right side of the brain. People tend to retain memories associated with emotions or senses, such as things that were painful, funny, interesting, enjoyable, colorful, noisy, or smelly. By associating something to be remem-

bered with one of these categories, you can create a "trigger" for your memory.

- ◆ Make a picture. Form an absurd or interesting picture in your mind related to the item to be memorized. For example, when introduced to a woman named Jane, picture her swinging in the jungle with Tarzan, or when introduced to a man named Chris, picture him at the helm of a ship as Columbus sailing in search of the

New World. It may seem silly, but the next time you see the person, the picture will bring back the name.

- ◆ Make a story of pictures. For important lists, create a string of pictures with an image that illustrates a key word in each point.
- ◆ Review. Periodically go over the pictures you create to reinforce them. Spend a couple of minutes remembering a picture once within the same day, the next day, the next week, the next month, and the next six months.

