

people get what some call 'To Do' list frustration, because they schedule their day, and they write their list, and every time they go to do something on the list, they get a couple of additional things to do. So rather than feeling they're gaining ground



by the end of the day, they're frustrated because their list is bigger."

But an overgrown "To Do" list doesn't necessarily mean you haven't done your job, argues Blanchard: "The best way to evaluate your day," he says, "is to ask yourself if you accomplished the most important things. Did you work on the things that have the most to do with your goals? Remember, always use your goals as the way to schedule your day and evaluate it."

Writing a "To Do" list will only quantify, and not qualify, your work day. "Writing a list is not the answer," insists Blanchard. "Because what are you trying to accomplish? You have to have a picture of what you're trying to accomplish so that you can move towards it. And so it's that picture that drives your scheduling, drives your time management all the time."

Blanchard's theories of time management, as you may have guessed by now, are goal-oriented. His favorite definition of a goal is "a dream with a deadline," and it is a definition that fits nicely here. "Goal achievement is a journey, not a destination," he says. "You have to stay on track. The way you organize your time and your day is how you're going to manage that journey. You can say you're heading for Boston, but unless you have a map, you might never get there. Too many people go through life and just let life come at them, rather than get a sense of where they'd like to go."

If you embrace Blanchard's goal-oriented teachings, then you will learn to look on your "To Do" lists as, simply, a method of organizing and trafficking your workload, and not as a gauge of success or accomplishment.

CASE IN POINT

Charlie Green, a 23-year-old graduate of Swarthmore, is up to his waistline with things to do. That's because the company he launched with his boyhood friend, Michael Dickerson, a Stanford graduate, has gotten off to a running head start. Green and Dickerson invested \$2,500 to produce 30 dozen pairs of boxer shorts (that's right, boxer shorts), with the logo of their hometown Georgetown University Hoyas, and sold out their inventory in less than two weeks. Not bad for a pair of upstarts in the underwear business.

Green and Dickerson knew they were on to something, and they launched a company called College Concepts which now sells boxer shorts with the logos of 50 universities, and, beginning this football season, all 28 NFL teams. They project annual sales approaching \$2 million by 1987. Business, you should excuse the expression, is blooming.

"Definitely, there's not enough hours in the day," laments Green. "I don't get as much done as I'd like to, but that's because

contracts, in their cramped offices. "We have a very tight filing system," he admits. "Actually, the way we arrived at the filing system was pretty much trial and error. We'd start filing one way and discover as we were using the files that there was a much better way of filing things. I'm constantly revamping my files because I find that there might be a better way of cross-referencing things."

Green thinks of himself as an organized person, although to look at the muck and clutter in and around his desk you might think otherwise. "But at the end of the day, my desk is neat," he insists. "During the day you'd have to be me to know what the heck was going on there, but I know where everything is. Nothing ever gets lost around here. That's one of the most important things to us."

Most of Green's organizational methods are of his own devising, born of the sink or swim school of business management. For instance, he and his partner each keep a separate notebook that serves as their operational bible. "I keep everything in there," Green explains, "things to do, responsibilities, people to contact, phone



messages. Let me give you an example. Someone calls me up and says, "I'm really interested in your product, we distribute to ten different places. I think we can help you in areas you're weak." I'll take his name and number in a particular notebook, which is basically a notebook of miscellaneous information, and I'll send them out a sample and number the entry. I check through the book every day to make sure I've followed up on everything, to make sure I haven't forgotten to send anything out to anyone.

"At the same time, I cross-reference my appointments from my calendar to my notebook, so that if that distribution person wants to meet with me on, say, the 20th of the month, then the 20th doesn't all of a sudden creep up and appear on my calendar." In other words, each of Green's hands knows what the other is doing. By doubly noting his appointments and reminders, he assures himself of being prepared for anything that comes his way.

As for his personal life, well, Green doesn't leave himself much time for anything outside the world of boxer shorts. "Generally I use the weekends to get my life in order," he says. "I basically organize everything at the beginning of the week. And I keep a pretty rigid schedule. I work from about nine to eight, then I work out for a

so many more things seem to get in the way. Actually, it's lucky that business is going so well, but that makes it really hard to step back and evaluate what you're doing. You just don't have time. That phone starts ringing as soon as you try to take your mind off your work."

So how does Green cope with the sudden pressures and demands of the business world? Well, for one thing, he sets aside some time at the beginning of each day to sort through his "in" box, to keep on top of his correspondence before the work day draws him too far away from his desk. For another, he and his partner have sort of stumbled on a system for tracking the flow of information, such as orders and licensing