

How to Eliminate Nonessential Work

- On a sheet of paper, write out the elements of your vision for yourself, your pilot group, and your organization.
- Write the word “None” on a line by itself.
- Open the primary calendar or diary in which you keep your appointments.
- Look at the appointments you have made for the next two months.
- For each appointment, make a hash mark next to the element of your vision to which it most applies.
- If it doesn’t apply to any, mark the work “none.”

What percentage of the marks have fallen next to the word “none”? If it’s more than 30 to 40 percent, then *you’re spending this time on nonessential work.*

February

