

EARN TIME

The Art of Personal Efficiency

by Denis Akulin

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Contents of chapters

1. THE BEGINNING

If our current level of income falls short of expectations, perhaps we are simply looking in the wrong direction.

2. THE MOST VALUABLE WEALTH

Here lies the hidden element – the essential key that defines the measure of true value.

3. PROBLEM-SOLVER

No need to worry: let us call upon time-tested principles to guide the way.

4. IDEA-MAKER

Creativity is not mere inspiration – it is a craft, a technology.
Follow the path, and ideas will flow.

5. JUST ACTION

Proactivity reigns supreme.
Only in movement does potential become real!

6. UNPLUGGED CHAPTER

Summary of the book.

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Chapter 1. THE BEGINNING

It is no secret that, sooner or later, many of us come to a troubling realization: we are working harder and harder, yet our wealth remains exactly the same.

We read stories of extraordinary success, devour countless business books, and still conclude that the answer must be to push harder. To stay later. To grind longer.

But what if the problem is not in the amount of effort, but in its direction?

This direction is determined by our **mindset**
– our **most powerful** and often underestimated **asset**.

And like any true asset, it behaves in one of two ways:

- it appreciates in value, generating income and opportunities,
- or it idles in neutral, leaving us to spin faster and faster, like hamsters in a wheel.

So, what is it that allows corporations to grow richer while so many individuals remain stuck?

>>> CORPORATIONS THINK DIFFERENTLY.

But if corporations can do it, so can we!

This book is a practical guide to reprogramming our mindset – our personal profit code.

Now, about the book: what it lacks and what it contains.

What this book is not:

- × Empty calls to “just believe in yourself”
- × Fantasies of quick money without risk or effort
- × Obscure financial jargon

This is not another set of generic slogans about “positive thinking.”

Instead, it offers knowledge shaped into a clear, practical system.

Because to earn more, *we do not need to stay at work 24/7 – we simply need to think differently.*

Drawing on extensive experience within corporations, this guide was designed to help solve everyday problems swiftly and to generate profitable ideas ready for implementation.

That is why we will find here:

- + Practical algorithms
- + Tested case studies
- + A straightforward action plan

Let us take the first practical step toward upgrading our mindset.

This step begins in the next chapter >>>

Chapter 2. THE MOST VALUABLE WEALTH

#Theory. *In this book, the theoretical parts are highlighted in a font different from the practical ones. This simple technique helps the reader separate theory from practice and improves comprehension.*

Each of us faces difficulties every single day.

We usually call these uncomfortable situations “problems”.

The very word *problem* frightens the mind.
It can even weigh us down – especially when we're tired or expecting something entirely different from life.

But in reality, a problem is not a problem :-)

TRUTH 1. The word **problem** comes from ancient Greek, where it simply meant **a task**.

In a broadest sense, a problem is nothing more than an unresolved question that requires a solution.

From school we know that tasks can be solved – and that for every type of task there are rules and methods.

Mathematical, chemical, and physical problems – each have their own methods of solution.

Likewise, in everyday and business life, there are tasks for which practical rules also exist.

#problem_equals_task

TRUTH 2. If a problem can be solved with money, then it is not truly a problem – it is an expense. Any expenses are predictable and manageable.

#some_problems_are_just_expenses

CAUTION: Problems of any kind mercilessly steal our time :-)

The loss of time is enormous! We can waste hours on a single problem.

#big_time_losses

Each problem steals a lot of time, but it steals it piece by piece, so we often don't notice it.

How do we react when we face a problem?

1. *Shock.* First we are surprised, even shocked, when facing the problem.

We shout “This wasn't planned! This shouldn't have happened!”

2. *Discomfort.* It's hard for us to calm down.

We say “I just need to get through this crisis, stabilize my mood, and start acting.”

3. *Frustration.* We are frustrated when we realize the losses.

“I could have foreseen this! I should have done it differently – then nothing would have happened.”

4. *Blame.* We start blaming others.

“I wasn't warned. No one told me in advance. Nobody cared to prevent this.”

5. *Acceptance.* Then, we finally accept the need to act.

“I have to make a decision now, no matter how pleasant or painful it is.”

6. *Aftermath.* When it's all over, we still continue to worry and lower our self-esteem.

“How stupid of me to get into this trouble!”

As a result, even one **problem eats up a huge amount of energy and time.**

Energy can be replenished. But *time – never.*

Time is the most precious wealth we have in life.

Time cannot be bought or sold.

Not even a billion can buy a single second.

#time_is_the_main_wealth

We waste countless priceless seconds, minutes, and hours solving just one problem.

And how many such problems do we face in a day? A week? A month?

A year?!

We are so used to wasting time that we don't even get upset anymore :-)

Failing to recognize and cherish our true luxury – *our time*, and frittering it away, is the most certain road to destitution!

If we learn to use the most valuable resource – time, effectively, then we will automatically be able to use all other resources with high efficiency.

#be_time-effective

Owning time allows us to:

- take care of our health
- shield ourselves from stress
- have the opportunity to grow
- do more sports
- acquire new skills
- pursue education

And as a result, we become stronger professionals, earn greater financial rewards, and most importantly – reclaim ownership of our time.

**A mln \$ makes sense only
when we have time to spend it ;-)**

In today's world, it is crucial to earn time. If we succeed in earning time, then everything else will come easily.

When we have time, we are free to do what we love. We are not in a hurry but simply enjoying life.

That is why the rule is simple: **first, earn time – and then everything else will follow.**

#earn_time

Solving daily and business problems quickly is simpler than it seems!

Since childhood, we have known the time-tested sequence of actions:

- (1) *First we brush our teeth, (2) then we go to school.*
- (1) *First we look left and right, (2) then we cross the road.*

The same **principle applies to problem solving**:

- (1) *Identify the problem and determine its main cause.*
- (2) *Generate ideas in order to find the solution.*

#problem_solving_sequence

At this point, the analogy with finding the North Star in the sky comes in handy.

First,

We raise our eyes to the night sky and notice the stars.

In the context of this book: **we identify the problem and determine the main cause.**

Second,

We take a compass and find the North Star.

In our context: **we generate ideas in order to find a solution.**

In the next Chapter 3, *Problem solver*, we will dive deeper into identifying problems.

In Chapter 4, *Idea maker*, we will explore how to generate ideas and choose the most valuable one.

Here comes the practical part, which we will label as *#practice*.

#Practice will be highlighted in a different font from the theoretical part for easier perception.

By the way, it is reasonable to ask: "What is the point of the practical part?"

The answer is simple: to apply theoretical knowledge, it is not enough to know it – we must also feel it.

For this reason, the practical part uses analogies, metaphors, and even elements of gamification.

Take the phrase “Look at the sky.” Its meaning is obvious – raise our head and look upward.

But to truly benefit from it, we must understand the meanings it conveys:

- *Calmness: pause, stop rushing, simply be present.*
- *Relaxation: open yourself to signals from nature.*
- *Imagination: see clouds as sculptures that change every moment; see stars not as mere dots of light, but as enormous suns with planets revolving around them.*

That is why the practical part of this book is so important.

So here is the #Practice :-)

Setting:

MyDay coffee shop, warm and sweet.

@Elena_barista opens windows to greet.

Two tables outside in the golden air,

Serving the best coffee and buns with care.

@Milo_dog knows baking like no other,

His eyes glued to the buns – their most devoted lover.

He licks his lips with patient art,

Waiting for a perfect moment to steal a bite.

Participants:

@Kathy_reader scrolls the news feed fast, not slow.

@Brian_expert enjoys the day with a calm flow.

@Elena_barista checks the coffee machine and ponders on her to-do list.

Golden retriever @Milo_dog's sight is locked on a yummy muffin :-)

A family, @Mary_mom, @George_dad, @Elizabeth_daughter,

@James_son, were walking to a coffee shop, wearing identical green

sneakers. These sneakers were so bright with emerald sheen that, from a distance, it looked like there were a lot of frogs jumping around the family – what a scene! And these frogs were jumping to the same coffee shop :-)

It is sunny today and *@Elena_barista* brings two tables outside, one the color of a cloudless sky and the other the color of fresh grass after the rain.

Between the tables, she places a large advertising poster so that guests feel private and passers-by can check out the coffee shop's menu.

A couple of old friends are sitting at one of the tables.

@Kathy_reader exclaims:

Life feels so complicated! It is filled with problems!

@Brian_expert correcting in a confident voice:

There are no problems – they are tasks.

@Kathy_reader naive, but completely serious:

I don't understand at all.

If problems arise every day, and in such incredible quantities, then how come we haven't died out yet?

@Brian_expert answers, calm and wise:

A problem's just a door in disguise.

It's not a dead end with no way out. Evolution has always guided us: hunger leads us to food, thirst to water. We always find a way.

@Kathy_reader, a little irritated:

And? Then what is the problem?

Or the *task* – that's what you call it.

@Brian_expert continues his thought:

Problem or task? For example, take spending too much time on social media – that's a task.

And we can solve it.

@Kathy_reader objects:

But what if there isn't enough money for an exciting trip, or we can't finish everything important on time?

@Brian_expert stays confident:

All solvable – that's what I meant.

In most cases, nothing is new or impossibly difficult.

It's like sports.

@Kathy_reader: What do you mean?

@Brian_expert explains logically:

Success depends on effort – constant training, again and again.

All that training builds into a system.

The more training, the better the result.

@Kathy_reader: What about daily life?

@Brian_expert confirmed:

It's the same in everyday life:

Practice solving problems every day,

Solutions come if you just go the right way!

@Kathy_reader was curious:

Then why is our brain afraid of problems and often postpones decisions?

What's the key factor?

@Brian_expert explained:

Our perception has the biggest influence.

We don't want to deal with a huge evil giant that we're unlikely to be able to handle.

But if we realize that we're dealing with something ordinary, we immediately start thinking positively and productively.

@Kathy_reader: Show me real cases!

@Brian_expert lists life's bases:

Think how much we've already achieved!

What once scared us, is now believed.

We acquired skills through practice.

@Kathy_reader: Well, for example?

@Brian_expert, raising his eyebrows:

Remember learning to ride a bike? Now it's easy, but at first it felt impossible.

Experience and practice show us this: for a child, children's problems are huge, but not for young people.

Young people have their own problems that seem hard to them, but not to adults.

And so it goes.

@Kathy_reader, with a smile:

But if I solve all my problems...what will I do? Won't I get bored?

@Brian_expert answers with the grin:

That's when most interesting things can begin! :-)

Because you'll have time for them.

@Elena_barista brings the order:

Here are your two most delicious cappuccinos!

Aroma rich in cups so white,

With heart-shaped foam – a perfect sight.

@Kathy_reader, without taking her eyes off the cup where the heart was drawn in foam:

Thank you!

It's just the right thing. Looks delicious.

We have been talking about problems here.

@Brian_expert: We definitely have no problems with coffee :-)

@Elena_barista joins their chatter:

Solve my problems – what could matter?

More time to study, party too,

if someone solves the problems in my to-do queue!

@Brian_expert:

Did you know that most of your *problems* are not problems at all, but merely *tasks* that are solved precisely as *tasks*?

@Elena_barista: Interesting!

At this moment, a noisy family sits down at another table right behind the coffee shop's advertising poster.

@Mary_mom, glancing worriedly at her husband:

Why are you so upset?

@George_dad completely confused:

I can't manage anything.

One problem piles on top of another. I'm worried sick.

@Mary_mom added judiciously:

Even the biggest worry won't pay the smallest bill.

@Elizabeth_daughter tries to cheer:

Dad, it's not so bad, sincere?

@Mary_mom trying to contain her husband's frustration, suggests with care:

Think it through – solutions are there.

@George_dad, finally giving up:

Easier said than done :-(

@Elizabeth_daughter hugs him tight:

Too much worry isn't right.

@Mary_mom distracts him from his bad thoughts:

Honey, we came here to spend time together. Let's relax.

@George_dad feels her support:

Yes...you`re right. I don't know when I'll have such an opportunity again.

@James_son shouts with pure delight:

Cool, Dad! You're my shining light!

I don't see you often, and I miss you. Let's play together tomorrow.

@Elizabeth_daughter clapping her hands:

Yes! Yes! Let's play together tomorrow :-)

At the speed of light, @Milo_dog runs up to the table hearing someone talk about playing, and started wagging his tail cheerfully.

@George_dad makes his excuse:

Work needs me – I can't refuse.

I really want to earn an annual bonus.

@Mary_mom, understanding how important the children's request is, adds:

You are already at work all the time.

Isn't your life more valuable than money?

Please, find time for your family!

An annual bonus – even all the annual bonuses in life will not make you happy. But your family can.

Otherwise, you`ll spend your whole life at work and miss the very moments that matter most.

@George_dad sighs and sinks deep into his thoughts. It is obvious how closely he takes wife's words.

@Mary_mom continues gently, but firmly:

Ask anyone about the most important events of their last year or even their whole life.

A normal person will mention something about family, parents, sports, science, or hobbies.

@George_dad: And what if money is the most important value for someone?

@Mary_mom, with sadness in her voice:

Well, if money is the main priority, then life and thoughts revolve around it.

And hugs from parents, games with children, conversations with friends, joy of sport and the beauty of nature may fade into the background or disappear into oblivion.

Then the person may remain alone...and I have not yet met happy loneliness.

@George_dad *sighed and replied:*

I agree. Happiness requires time, not money.

But it's easy to say, *Find time*. How do you actually do that?

@Mary_mom, with conviction:

Well, for instance, we will solve the problems that steal your time – one by one.

I am certain that many people have already done something similar. Some handled them better, some worse, but these problems have undoubtedly been solved before.

If others could do it, so can you.

Meanwhile, it is time to order and @Elena_barista comes nearby, waiting for their dialogue to end.

@Elena_barista:

People say that a problem is just a task.

And if that's true, then every task has an algorithm for solving it.

Use the right one and you'll solve your problems.

If, for example, you feel a hint of hunger and a desire for coffee, I'd suggest you place an order :-)

Without even glancing at the menu, the family orders their usual favorite dishes. Everyone did so except @Elizabeth_daughter, who curiously asks @Elena_barista: "Do you have something here that can't be found anywhere else in the world or maybe even on another planet? Like some incredibly delicious ice cream?"

#Summary of Chapter 2:

- >>> The most valuable wealth is time.
- >>> Time is stolen by problems.
- >>> Problems are not problems, they are tasks.
- >>> Every task has a logical solution.

Chapter 3. PROBLEM-SOLVER

#Theory

The simple sequence of effective techniques can resolve most everyday and business problems.

To solve a problem, we first need to identify it clearly.

Often a problem is defined as a discrepancy between expectations and reality – a gap between an original plan and actual results.

This approach to defining a problem is swift, yet it lacks depth and is fundamentally superficial.

For an effective problem definition, one must employ a more progressive methodology.

That's why, the methods presented below are those that process and analyze information more efficiently.

Problem identification is a simple sequence – like looking at the stars in the night sky. First, we look at the night sky and then, we notice the stars.

In practice, this sequence looks like this:

Stage one. Name the problem.

Stage two. Find the cause of the problem.

>>> **Stage one. Name the problem.**

The first stage begins with **scanning** the problem.

To do this, we ask:

- ***Is it significant?*** Why do we pay attention to this event? What makes it important?
 - ***When*** did it happen?
 - ***What*** happened?
 - ***Where*** did it happen?
 - ***How did we find out*** about what happened?
 - Did it happen **once, or multiple times?** Was this the first time?
- #scanning_questions***

This kind of scanning is a familiar process for us; we just don't notice it and often don't use it to our advantage.

We scan the environment every day, often multiple times.

During the scanning, we compare actual facts with the original plan.

Usually, we don't notice a problem if expectations coincide with reality.

What do we scan?

Facts and circumstances where the event occurred.

How do we scan?

1. Go to the place where the problem occurred.

Use all our senses to get a complete picture of the situation.

2. Ask people such questions as:

- Who was present when the problem occurred?
- What is their opinion about what happened?
- What do they think about the cause-and-effect relationship?
- Review the history of complaints from all the parties involved.

3. Determine the KPI (Key Performance Indicators) of the problem.

Look at KPI statistics to identify discrepancies between expected results and actual outcomes.

Every action should end with a conclusion.

The scan action ends with the scan report, *for example, after a car inspection, a diagnostic card is generated, or after receiving an order from a client, an invoice form is filled out.*

The scan report is written in the following structure:

"In the process...something happened... which led to..." **#scan_report**

In the scan report we should determine:

- **Goal:** Why are we solving the problem?

It is essential to know the purpose of any activity, including problem-solving.

- **Deadline:** When do we need the result?

Time limits matter. We must know exactly by what date the problem should cease to exist.

- **Visualization of the result:** What should the desired state look like?

Imagine a clear and specific result to be achieved.

Describe the physical, quantitative, and qualitative characteristics.

- **Participants**

Problems in the world of people arise with the participation of people themselves. So to solve the problem it is important to know the key participants: from executors to decision-makers.

- **Scale**

Define the scope.

A problem can usually be solved faster on a smaller scale.

Everything we gathered during scanning will be used to name the problem correctly.

The result should be the statement of the problem that allows us to clearly define what exactly needs to be solved, what features to take into account and what the final goal will be.

The **result** should be a **clear problem statement** that defines:

- What exactly needs to be solved
- What features must be considered
- What the final goal will be

Checklist for the correct name of the problem:

1. The name of the problem **is specific**, not abstract or general. It must be *clear and precise*.
2. The name should **contain a question** that prompts reflection and analysis.
3. The name should **call for action** and decision-making.

4. The name **defines a specific area** of work.
5. The name must include the **deadline** for resolution.
6. It must include **the criteria for verification** of the result.

>>> Stage two. Finding the cause of the problem.

This stage involves **identifying all possible causes of the problem and highlighting the most important ones.**

Focus on finding the most important causes.
Only then the problem will be resolved.

#find_top_causes

It's easy to find the main cause using the **ThumbsUP_power!**

Why is it called ThumbsUP_power?

It's similar to the common hand gesture where four fingers are bent and one thumb is raised.

The ThumbsUP_power consists of two components:

Component #1. ***WAVES of WHY***

Component #2. **ZOOM IN the main cause**

Component #1.

The ***WAVES of WHY*** is used to **find the possible causes** of the problem.

By repeating the question "What is the reason?" or, more simply, "WHY", we can find the possible causes.

By asking *why* several times, we trace the chain of causes back to the root.

It is very simple! [#it_works](#)

WAVES of WHY rules:

- **Be specific!**
We do not use general expressions, we speak in facts and figures.
- **Be logical!**
We label the waves to keep track of them with numbers, for example, 1 -> 1.1 -> 1.1.1 -> 1.1.1.1.
Such a sequence is easy to trace and analyze.
- **Be short and precise!**
We speak simply and clearly to avoid distortions or wasted time.
- **Use 100% of the effort!**
We give our best in each wave.
- **Involve experts!**
We consult multiple sources: professionals, colleagues, the internet, AI.

WAVES of WHY map example

Problem

King Wave Level 1

Cause 1

Big Wave Level 2

Cause 1.1

Medium Wave Level 3

Cause 1.1.1

Small Wave Level 4

Cause 1.1.1.1

Waves represent cause-and-effect relationships, which are crucial for decision-making.

No duplicate causes!

The same cause cannot appear at multiple levels.

WAVES of WHY checklist:

- Make a list of causes that created the problem.
- Ensure that the causes are unique (no repeats).
- Combine similar causes into a single wave level.

The result of completing the **WAVES of WHY** is a **list of causes** related to the problem.

Now we are ready for **component #2 “ZOOM IN the main cause”**.

Focus on the cause that has the greatest effect on the problem.

To *ZOOM IN* means to concentrate on the most essential cause.

If we solve the main cause, the problem will be solved.

Lifhacks for Choosing the Main Cause:

Lifhack #1. Determine influenceability

If we can influence the cause – continue working on it.

If not (for example, natural disasters, laws, or government restrictions), set it aside.

Lifhack #2. Consult experts

Either use our own expertise or interview qualified colleagues. Collect their opinions to identify which causes are considered essential.

Lifhack #3. Look at the statistics

Any data that highlights the importance of a cause is valuable.

So, we have a list of causes, and we also have useful information about them. Therefore, we can now rank the causes.

Start ranking causes

Don't know what to begin with?

We start by dividing the causes into two groups:
more significant and less significant.

The significance of a cause is its importance for understanding an event or process.

Significance means how strongly one thing affects another one.

In our case, significance shows how much a cause affects the result in a cause-and-effect relationship.

After the first round of dividing, we take the group of more significant causes and divide it again into two groups: more significant and less significant.

Then we repeat the process: each time, we take the more significant group and divide it again.

We continue until there is only **one most significant cause left.**

That cause becomes **#1 in the rating.**

By ranking all causes, we get a **clear picture of priorities.** This also helps us notice interesting patterns or insights.

If we solve the most significant cause, we will achieve the **maximum result.**

*That's why we **choose only the most significant cause – the Cause #1!***

OUR RESULTS:

1. **We identified the main causes** of the problem.
2. **We ranked them** *from the most important* to the least important one.
3. **We select the top**-ranked cause.
This cause of the problem needs to be solved first.

#Practice

Setting:

*MyDay coffee shop – the terrace is wide.
Laughter and barks fill the air inside.
A spirit of joy, so strong and true,
Giving strength to talk life through.*

Participants:

*@Kathy_reader and @Brian_expert sitting near,
To friends' sweet stories lend an ear.
While @George_dad and @Mary_mom, in talk,
Go on a serious, thoughtful walk,
So deep in thought, they sense no other here.*

*Then @James_son and sister @Elizabeth_daughter play,
With @Milo_dog who barks in pure disarray.
And @Elena_barista, with a smile so bright,
Watches the joyful, playful sight,
While keeping coffee orders right.*

@Mary_mom speaks with gentle tone:

Darling, maybe expectations set too high have grown?

You get upset when plans go wrong – when life doesn't dance to your song.

@George_dad:

I try to look at things realistically, though I often want more than I can manage.

@Mary_mom suggests with patient art:

Let's break it down, take step by part.

@George_dad asks: What shall we do?

@Mary_mom:

Examine all sides, get a broader view.

Let's start by looking closely at the circumstances from every angle.

@George_dad: And then?

@Mary_mom:

Then we must correctly understand what we're dealing with. I mean the problem! We need to define the problem clearly.

@George_dad: Okay – and after that?

@Mary_mom:

Then we divide the problem into parts – or more precisely, into causes. We find the main cause, and we solve it.

@George_dad:

If every problem consists of many parts, shouldn't we solve them all?

@Mary_mom:

Not necessarily. Problems are created by circumstances and therefore they are not stable. Circumstances often change – old ones go away, new ones appear. So the problem also changes.

@George_dad: So what does that mean?

@Mary_mom:

It means that inside every problem there is a *core* – a gravitational center that draws all smaller issues toward itself.
Just like in space :-)

@George_dad:

Ah, there's a kind of *problem axis* where smaller problems cluster around a main one, right?

@Mary_mom: Exactly!

@George_dad:

So if we solve the main cause, the *core* problem, then all the smaller, related problems will be solved automatically?

@Mary_mom:

Yes, that's right! In most cases, that's exactly what happens.

@George_dad:

Amazing! Then let's find the main cause and solve it.

*Just then, with laughter loud and sweet,
The dog and kids race past their feet.
Parents smile at playful sight,
Their talk continues in a new light.*

@Mary_mom:

Dear, our perception is defined by the mood and level of knowledge.
Stay positive, believe – you'll see
The best is what the world will be.

@George_dad:

Thank you for your support! I agree – only a proactive approach can solve problems.

@Mary_mom:

Walk me through everything. Our team can tackle any task!

@George_dad:

All right. Here's my list of problems.

business:

1. I can't finish my projects on time.
2. Our suppliers don't deliver goods within planned timeframes.

personal:

1. My car engine is hard to start.
2. I want to buy the latest model of a premium car.

@Mary_mom:

Wow, that's a lot to think about :-)

And to be honest, I have a big problem to solve too.

I can't fall asleep easily.

If I don't get enough sleep, I feel awful the next day.

At that moment, @Elena_barista approached and announced with a smile:

"Your orders, served with love and care".

Her words floating lightly through the air.

A tray so large - no normal size!

Holds dishes that would win first prize.

Plates that gleam like morning sun,

Forks and spoons that sparkle fun.

With practiced hands and graceful flair,

She sets their feast with perfect care.

@Mary_mom *shouted to the children:*

Children, lunch is on the table! I'm waiting for you!

But there was no response.

The children simply did not hear her, because they were busy with an exciting, noisy game with @Milo_dog, who barked endlessly with joy.

@Elena_barista noticed the lack of reaction from the children and said with a mischievous smile:

I think I can help you :-)

I have something magical – something no child can resist.

With that, she disappeared into the staff room.

The parents exchanged amused glances and continued their talk.

@George_dad: What's next to do?

@Mary_mom:

We'll see it through!

With steady steps and patient art,

We'll take each problem apart.

@George_dad: Okay!

@Mary_mom:

Please, tell me – why do you want to finish your projects on time?

@George_dad:

Because I want to achieve real results and gain new expertise.

@Mary_mom:

Great!

Provide more details to prepare for the main cause search:

What's the deadline for solving the problem?

How do you know that you can't finish projects?

Do you notice it by yourself or does someone else point it out?

How often does it happen?

@George_dad:

Well, I'll answer in order –

The deadline for solving the problem is as soon as possible, preferably by the end of next month, given the importance of the project.

I found out about the problem from the regular reporting.

How do I know about the problem? I am concerned about my low efficiency, and it's also noticeable to the managers during my report.

And this issue happens systematically.

@Mary_mom:

Ok! The problem is starting to take shape – it`s becoming measurable and understandable.

Please continue in the same format about the next issue at work.

@George_dad, understanding the rational approach, said:

Suppliers did not deliver goods within our planned timeframes, so delivery of our goods was delayed by several weeks.

In detail:

My goal? Deliveries have to be made on time.

When did I notice it? This problem kept happening at the beginning of the year after corporate standards had been updated.

This problem is identified in many departments because it reduces production output, and this is a very significant part of the process.

@Mary_mom:

The problems are indeed important, but solvable.

I understand the situation.

And what about personal problems?

@George_dad: No, you first :-)

@Mary_mom laughing:

All right :-)

My problem is that I can't easily fall asleep.

When I don't get enough rest, I feel awful the next day.

This has been happening very often this year.
In such cases, I feel drained and look tired.
I notice it myself, and sometimes people around me tell me about it.
Now it's your turn.

@George_dad:

Darling, I really want to help you solve this problem! I know it troubles you.

You can rely on my support. I will do my best to help you.

@Mary_mom: Thank you!

@George_dad:

Here are my personal problems with detailed description.

First, my car engine is hard to start:

- It's important to me to have a functioning vehicle, and that's not happening right now.
- It has occurred very often lately, so often that I've started using taxi services.

Second, I want to buy the latest model of a premium car:

- I think I deserve better because I work hard and put in a lot of effort, but I don't get a decent reward.
- This desire arises and intensifies when I communicate with more successful colleagues, but it completely disappears when I am in nature, doing sports, or playing with children.

@Mary_mom said with cheerful insight:

Now mapped so clear – these pains that seemed severe.

Reveal solutions all around,

If only our thoughts stay deep and sound.

@George_dad:

It looks like you have a plan – tell me step by step.

@Mary_mom:

Remember I told you about the importance of *finding the main cause* of a problem?

We can handle that.

Let's direct our mind to find the main cause with the question *WHY*.

@George_dad: Interesting!

@Mary_mom:

For example, my problem is that I can't easily fall asleep.

Now I'll look for the main cause by asking *WHY* until I'm sure it's clear.

@George_dad with curiosity: Okay!

@Mary_mom:

So, *WHY* can't I easily fall asleep?

—> Because I lie in bed for hours and can't relax.

WHY do I lie in bed for a long time and can't relax?

—> Because my brain keeps working actively.

WHY does my brain continue working actively?

—> Because I think about tomorrow's events and I'm not sure that I can do my best.

WHY?

—> Because I don't have a clear plan of action and I don't know how to organize my time effectively.

@George_dad:

At first glance it seems very simple.

I know that all effective technologies look simple.

So I am ready to try!

@Mary_mom:

It's nice that instead of denying the new, you agreed to try.

I know it's hard, so accept my words of admiration.

Well, what problem shall we start with?

@George_dad:

I would start with business problems — they are easier.

Then we'll move on to personal problems, where I may need your help.

@Mary_mom: I'll do my best to help.

@George_dad:

First business problem, I can't finish my projects on time.

@Mary_mom: Yes, continue.

@George_dad:

WHY can't I finish my projects on time?

→ Because I'm losing motivation.

WHY am I losing motivation?

He thought hard.

→ Because I'm not seeing quick results.

WHY am I not seeing quick results?

→ Because my projects are large and I am not breaking them down into smaller tasks.

WHY am I not breaking them down into smaller tasks?

→ Because... hmm, I need to think. There are many different causes:

- Sometimes I don't fully understand the project.
- Sometimes I'm under deadline pressure.
- Sometimes I'm afraid of missing something important.
- Sometimes I don't know how to properly plan and structure large projects.

@Mary_mom:

Excellent result!

Now let's find the most significant cause.

To do this, divide all the causes into two groups: less significant and more significant.

@George_dad:

Ok, I'll try.

Less significant are: sometimes I don't fully understand the project, and I'm afraid of missing something important.

More significant are: sometimes I'm under deadline pressure and I don't know how to properly plan and structure large projects.

@Mary_mom:

Now divide the group of more significant causes into two parts – *more significant* causes and *less significant* ones.

@George_dad:

Well, there are two causes in the most significant group.

The cause “I don't know how to properly plan and structure large projects” is more significant.

The cause “Sometimes I'm under deadline pressure” is less significant.

@Mary_mom:

Great!

You've just identified the most significant cause of the problem – it's “I don't know how to properly plan and structure large projects”!

@George_dad: WOW :-)

@Mary_mom:

If any answer seems uncomfortable, don't avoid it.

It's important to be sincere and open to change.

@George_dad:

All right. I'll continue with another business problem.

WHY don't suppliers deliver goods within our planned timeframes? It causes our delivery delays.

→ Because we delayed the payment.

WHY did we delay the payment?

→ Because there was insufficient income this month.

And because there were no available funds.

So, among these two causes, there is one more significant and a less significant one.

I think that the more significant cause is “there were no available funds”, and the less significant one is “there was insufficient income this month”.

I continue with the more significant cause “there were no available funds”.

So, *WHY* were there no available funds?

—> Because we did not plan them.

WHY did we not plan them?

—> Because we don't have a well-established financial planning procedure.

@Mary_mom:

Well done! How does it feel?

@George_dad:

Nothing complicated, but it requires concentration.

The main thing is to be honest when answering.

@Mary_mom:

Let's continue. You still have two personal problems.

I hope you can find their main cause on your own, and if you need my help, you can count on my support.

@George_dad:

The next problem is that my car engine is hard to start.

WHY is my car engine hard to start?

—> Because the car battery is discharged.

WHY is the car battery discharged?

—> Because the car generator is broken and the car battery isn't charging.

WHY is the car generator broken?

—> Because the generator has exhausted its resources — it has never been changed.

WHY?

—> Because the car has never been in maintenance service.

@Mary_mom: Well done! Keep up the good work.

@George_dad:

Thank you. Now it's gonna get more difficult.

WHY do I want to buy the latest model of a premium car?

@Mary_mom: Really, dear – *WHY* do you need this?

@George_dad: Because I want my colleagues to envy me.

@Mary_mom: *WHY?*

@George_dad: Because I want to be better than them.

@Mary_mom: *WHY?*

There was a pause in the air and it was noticeable how hard it was for him to come up with the answer.

@George_dad *looked down and answered:*

Because I am insecure about myself and I am not confident about my future.

@Mary_mom *put her fingers to her cheeks and asked, hoping not to hear something scary:*

W H Y ?

@George_dad, *without raising his eyes from the floor, replied quietly:*

Because I'm afraid of difficulties... and I don't have the courage to start my own business.

@Mary_mom *hugged her husband and said softly:*

There is no need to be afraid, because you have strong support – your family!

At this moment @Elena_barista returned, holding a big bell with the inscription "LET IT BE" written in large letters.

@Elena_barista solemnly said to the parents:

For your wish to come true, say it out loud and ring the bell.

The parents smiled.

@Mary_mom stood up from her chair, took the bell in her hands and said loudly:

Children, come to the table!

She struck the bell.

The sudden sound of the bell made a vivid impression on everyone.

In an instant, the children's noisy game stopped.

There was a brief pause, then the cheerful gang ran to the table, shouting "Delicious goodies!", laughing on the way.

The kids and the dog were racing, each of them trying to reach the table first.

They really gave it their best!

Suddenly, @Milo_dog came across a table where @Kathy_reader and @Brian_expert were sitting. Wanting to overtake everyone, @Milo_dog jumped onto the table at full speed. He knocked down everything on his way.

Everything happened very quickly and unpredictably!

The plates flew off the table. @Kathy_reader and @Brian_expert were completely stunned.

Meanwhile, the cheerful trio was already next to their parents.

The children were shouting "Me first", "No, me first" – while @Milo_dog was barking loudly and wagging his tail energetically.

The sound of breaking dishes caught everybody's attention.

Like thunder and lightning – no less.

And then everyone finally noticed @Kathy_reader and @Brian_expert who had all this time been remaining at the table being hidden behind the advertising poster. None of them expected to see these two sitting so close by.

@Mary_mom and @George_dad immediately rushed to their friends. They began to hug, and the children began to have fun again, @Milo_dog barked even louder and circled around his friends.

@Elena_barista was not surprised by the clash of dishes and said:

If breaking dishes is accompanied by laughter and hugs with friends, then that's the best use of them :-)

Meanwhile, the family and a group of friends gathered around the table and continued their conversation.

@George_dad:

We are having a very interesting conversation here – JOIN US!

@Brian_expert:

Thank you for the invitation.

We overheard you speaking.

Sorry, not intentionally.

@Kathy_reader:

We even tried to catch your attention, but you were so carried away by your discussion that you didn't notice us.

@Mary_mom:

And I'm not surprised – it was an interesting one.

@George_dad said confidently:

Not only interesting, but also useful.

I saved a lot of time and got a good result.

I found the main causes of my problems.

@Kathy_reader said with sadness in her voice:

Can you help me solve my problem?

I spend too much time on social media :-)

@George_dad:

Yes, I think I can.

Well, I need more details.

Tell me, why you want to spend less time on social media?

What's the deadline for solving the problem?

How do you know that you spend too much time there?

Do you notice it by yourself or does anyone tell you?

How often does it happen?

@Kathy_reader:

I go on social media "just for a second"... and then spend hours there.

The loss of time is huge! I don't want it to be like this. I want to get rid of it as soon as possible.

After an hour on social media I feel tired, my eyes hurt, my head isn't fresh.

I sit for so long that my legs get stiff and it is difficult to get up. I feel pain.

It would be better if I called and talked to my parents or just went for a walk.

And this happens every time I surf social media.

@George_dad realized that he has the same problem, but hadn't noticed because he got used to it. He thought for a moment and said:

This is not just your problem.

I admit that it bothers me too.

Everyone has their own reasons. Let's figure out yours.

@Kathy_reader: I'm glad that you understand me.

@George_dad:

WHY do you think you spend so much time on social media?

@Kathy_reader:

I can't stop scrolling the posts, reels, etc.

@George_dad: *WHY?*

@Kathy_reader:

Because I feel like other people's lives are more interesting than mine.

@George_dad: *WHY* do you have this feeling?

@Kathy_reader:

Because I compare my everyday life with cherry-picked moments from other people's lives.

@George_dad: *WHY* do you need this comparison?

@Kathy_reader *paused, then said:*

Because I'm not confident in myself and seek validation through comparison with others.

@George_dad: I understand. That's my reason too...

@Mary_mom, *understanding the importance of the conversation, looked at everyone and said:*

Don't miss the moment – catch the *WHY* wave.

It will help you save time and find the main cause of the problem.

@Elizabeth_daughter *said with childish simplicity and sincerity, looking straight into her mother's eyes:*

There's another important problem we need to sort out – our

@James_son is very worried that he'll fail his test.

Something needs to be done about these fears.

@Mary_mom took her daughter's words seriously and said with motherly kindness:

Yes, I agree. This is very important!

She turned to her son:

Are you nervous about your exams?

@James_son nodded and lowered his eyes.

@Mary_mom hugged her son tenderly and said with care in her voice:

Dad and I really want to help you.

Tell me, please, how your fear of exams shows itself?

@James_son answered:

I get nervous before and during the exam. I even feel jittery when I hear the word exam.

@Mary_mom:

Do you notice it yourself or does someone tell you?

And how often does it happen?

@James_son answered:

It's obvious to everyone – me, the teachers, and my friends.

I feel strong anxiety and fear every time an exam is held.

@Mary_mom realized that the problem was serious and needed to be solved as quickly as possible:

So, every time you worry before and during the exam.

Let's find out the main cause of your fears and get rid of them forever.

@James_son nodded approvingly:

Yes, I really want that.

@Mary_mom:

Wonderful!

I know a magic way that will help us quickly understand the most important things and save a lot of time.

Tell me, *WHY* you are afraid that you'll do poorly on the exam?

@James_son answered instantly:

I'm worried because a low score is bad!

@Mary_mom continued: WHY is it bad?

@James_son paused, then whispered:

Because I'm afraid of upsetting my parents.

@Mary_mom also whispered: WHY?

@James_son didn't say a word.

@Elizabeth_daughter, her voice small but certain, answered for him:

Because he thinks they'll be disappointed and won't love him anymore.

@James_son lowered his head, his eyes turned red, and tears began to flow.

Without a second's hesitation, the whole family hugged, everyone started cheering @James_son on and a smile flashed across his face again.

And then there was a long, thoughtful pause.

The atmosphere was filled with uncertainty and the desire to do something, but no one knew what to do....

@Elena_barista approached the table, wishing to help her friends:

If you want to get your head in order, then my neighbor *@Alexander_barber* is organizing a promotional event.

Perhaps you'll find answers to your next questions there ;-)

After these words, they got up from the table and checked if they had forgotten anything.

Everyone went to @Alexander_barber.

Only @Milo_dog stayed behind.

He wagged his tail in farewell, lay down on the floor, raised his head thoughtfully, and stared at the sky.

#Summary of Chapter 3:

- >>> To solve a problem, find its main cause.
- >>> To find the main cause, identify and rank all possible causes .
- >>> After ranking, ZOOM IN the main cause for further action.

Chapter 4. IDEA-MAKER

#Theory

There are no bad ideas –
or: *The more ideas, the better.*

At the beginning of this book, we said that **first we need to identify the problem and determine its main cause.**

Now we need to **generate ideas in order to find solutions.**

If we draw an analogy, the process looks like this:

- First, we raise our eyes to the night sky and notice the stars.
- Then, we take a compass and find the North Star.

In the previous chapter **#Problem-solver**, we learned how to search for the **main cause of a problem.**

In this chapter **#Idea_maker**, we will learn how to **generate ideas in order to find solutions**.

Generating ideas is not magic – it's a methodical process, **an algorithm**.

Nothing complicated – just a clear sequence of actions:

1. **Generate** as many ideas as possible.
2. **Select** the main idea to implement.

This process works best when we use **effective methods**. We recommend:

- **HowBraining**
- **Brainstorming**
- **Brainwriting**

After generating ideas, we can **identify the main one** by using the **Prioritization Compass**.

Let's begin!

The simplest method is HowBraining.

If HowBraining doesn't bring the desired result, then move on to Brainstorming.

If Brainstorming doesn't help, then try Brainwriting.

So, why start with HowBraining? – Because it's easy!
You can apply this method for a group or an individual.

*Just visualize your goal
and ask yourself "HOW to achieve it?" again and again
until you have enough ideas to reach the goal.*

The high efficiency of the HowBraining method is in its simplicity.
All we need is a clear goal and the desire to achieve it.

We imagine the expected result, and ask: "**HOW can I achieve it?**"

Each answer moves us closer to our goal.

At every step, we check ourselves: "**Have we already achieved the goal?**"

If the answer is *NO*, then we keep asking the question *HOW* again and again until we find a sufficient answer.

There is no need to set strict rules and restrictions.

In the process of using **HowBraining** method, our mind automatically filters out unrealistic ideas and selects the most effective ones.

The only thing we need to do is to **direct our brain** to solving the main cause of the problem.

With the help of the **question HOW** we concentrate the efforts of our brain on finding a solution.

Realize the innate potential of our brain using the question HOW.

The question HOW is familiar and understandable to our mind, which means the process of finding a solution will be easy and fast.

The more HOW questions, the better.

Ask this question for every new solution and let our brain do its job. Keep asking HOW at each level of the solution until our brain stops and realizes: *this is enough*.

Over the course of evolution, the human brain has solved trillions of problems and adapted to countless changes in the world around us.

In today's reality, most of our problems are created by our brain itself – which is why our brain is also capable of solving them.

We just need to avoid interfering with its natural processes.

By practicing the HowBraining method consistently, we gradually notice a rise in the **quality of our ideas**.

It works like sports: the more we train, the stronger our “mental muscles” become.

If we have enough time to work on a problem and can allocate resources to developing ideas, then the **Brainstorming** method is a good fit. It’s an effective method **for group work**.

Brainstorming is not as simple as HowBraining, but it is one of the most effective methods for generating ideas in order to find solutions to both simple and complex problems.

This method welcomes any ideas – from bizarre to realistic ones.

Attention: criticism of ideas during Brainstorming is strictly prohibited!

Criticism is reserved for later stages, after the Brainstorming session is complete.

The main principles of Brainstorming are simple:

- Generate ideas quickly.
- Generate them in large quantities.
- Do not criticize.

The More Ideas, the Better.

Benefits of Brainstorming:

- Helps us go beyond our usual thinking and limitations.
- In a short time, we can generate many ideas that may turn into effective solutions.
- Simple to apply.

Rules of Brainstorming:

1. Do not reject or criticize ideas. ***There are no bad ideas.***
2. Do not argue or debate ideas. ***All ideas are welcome.***
3. Any idea is acceptable – even bizarre ones. ***Think outside the box.***
4. Building on and combining other people's ideas is encouraged. ***If we don't have our own ideas, improve or expand on someone else's.***
5. All ideas must be written down on paper, a flipchart, or digitally. ***Each idea is valuable and should be considered.***

To conduct Brainstorming effectively, it is important to create comfortable conditions: ***we need to make sure that people are not afraid of criticism and boldly share their ideas.***

Steps of Brainstorming:

1. >>> *Preparation:*
 - a. **Assign a facilitator.** This person manages the process, ensures rules are followed, and records all ideas.
 - b. **Gather the participants and explain the rules** of Brainstorming. Everyone must understand the principles of Brainstorming before the session begins.
 - c. **Clearly state the problem and its main cause** for the participants.
2. >>> *Suggesting ideas:*

- a. **Ask all participants for ideas** to solve the main cause of the problem. Give everyone a chance to speak.
- b. **The facilitator should write down all ideas** on paper, a flipchart, or a laptop.
- c. **The facilitator** should monitor the process and **not let the participants deviate from the topic** of Brainstorming.
- d. **Encourage passive participants** to join in – call them by name, ask questions, and draw them into the process.
- e. Once all ideas are collected, **group similar ideas** together.

Advantages of Brainstorming:

- Easy to learn.
- A great way to unite a team.
- Provides opportunities for each participant to demonstrate their abilities.

If Brainstorming does not produce enough ideas, don't be discouraged – apply the **Brainwriting** method instead.

Brainwriting is a highly effective way to generate solutions to a specific problem by writing down ideas instead of saying them aloud.

Benefits of Brainwriting:

1. **Rapid generation of ideas**, including building on others' ideas.
2. **Everyone participates** equally and contributes.

Brainwriting steps:

1. >>> *Preparation:*

- **Gather participants and explain the rules of Brainwriting.**
- **Clearly state the problem and its main cause.**

2. >>> *Suggesting ideas:*

- For the first ten minutes, all participants **write their ideas on paper.**
- When time is up, each participant **passes their sheet to the person on their right.**
- Participants read their neighbour's ideas and either **add new ones or build on existing ones**, if there are no ideas of their own.
- The sheets are passed **to the right again.**
- The process continues **until all sheets have circulated among the participants.**

Brainwriting rules:

1. **Do not reject ideas** or criticize them.
2. If a participant doesn't have new ideas, **improve or expand on someone else's.**
3. **No disputes are allowed.**

Once we've completed HowBraining, Brainstorming, or Brainwriting, we end up with a **huge pool of ideas**. [**#ocean_of_ideas**](#)

This is great!

We have many ideas and they are all different:

- Some ideas are small, others are large-scale.
- Some are practical, others are unrealistic.

But **how do we identify the one idea** worth implementing to solve the problem?

It's simple!

We will criticize and prioritize!

Our goal is to select the most effective ideas.

>>> Let's start criticizing! **#remove_the_excess**

Criticism is analysis and evaluation.

We criticize step by step:

1. Eliminate repetitive ideas. *We don't need duplicates.*
2. Eliminate bizarre ideas. *We focus only on practical ones.*
3. Eliminate ideas based on unreliable data that cannot be verified.
We only implement ideas that we can control.
4. Point out any obstacles. *We eliminate ideas with the greatest risks.*

After criticizing we prioritize. #ZOOM_IN_the_top_ideas

The goal of prioritization is to decide which ideas to move forward with.

For this we use the **Prioritization Compass**.

A regular compass always points north and helps us find the North Star.

Similarly, the Prioritization Compass **points to the most effective ideas** and helps us choose which ones to implement.

The Prioritization Compass is easy to use!

It has *four directions*: north, west, east, south.

Each direction is defined by a distinct *ratio between* the parameters of *Efficiency and Resources*.

North is the top direction because here we locate the best ideas that are easy to implement and have high benefits.

West & East directions are for ideas that are easy to implement and have low benefit or difficult to implement and have high benefit.

South is the bottom direction - here are ideas that are difficult to implement and have low benefit.

Our objective is *to map each idea to the appropriate compass direction*.

This is done by evaluating the potential efficiency gains of an idea against the resource investment it requires.

Results = our achievements when we solve a problem (e.g., reduce losses, increase revenue, increase productivity).

Resources = our expenses that we spend when implementing an idea (e.g. money, time).

We determine the results and resources in order to correctly match the idea with the direction of the prioritization compass.

The prioritization compass looks like this:

Top-direction "North"
Cost-effective + High result
Easy to implement and High benefit

Direction "West"

Cost-effective + Low result
Easy to implement and Low benefit

Direction "East"
Resource-consuming + High result
Difficult to implement and High benefit

Bottom-direction "South"
Resource-consuming + Low result
Difficult to implement and Low benefit

It's simple to distribute ideas across the compass.

Each idea matches the appropriate direction of the compass based on the required resources and the results, or to be more precise, based on the benefits and ease of implementation.

All ideas in the North of the compass must be implemented.

Their implementation will lead to solving the problem.

#Practice

Setting:

A barbershop called "BeYourself" stands bright and tall,
With large windows, a gray ceiling, and a white-walled hall.
On shelves of black, where vibrant colors beam,
Bright boxes and bottles glow and gleam.

The working tools are laid out in a strict, neat line;
Each one has its place – a purposeful design.
This cleanliness and order beyond compare,
Are the results of skill and expert care
From the highly qualified @Alexander_barber.

A black cat, @Luna_cat, came in one day, you see,
Perhaps to warm up or from curiosity.
Well, who can ever know a cat's own mind?

But a reason to stay there she soon did find.

If she is not napping in a sunbeam's heat,
She watches all the action from her cozy seat.
And when a boredom gently starts to call,
She'll take a little stroll beyond the hall.
But as the shadow of the evening falls,
She always circles back within these walls.

*@Kathy_reader said, polite and serious,
Her voice being a little mysterious:*

We were told that you were running a promotional campaign, so
we decided to come to you.

*@Alexander_barber seemed surprised. He first looked at the guests,
then at the cat.*

*Then he scrolled through all his ads, trying to recall his campaigns.
But his memory was hazy; nothing specific there.
So he looked again and spoke into the air.*

@Alexander_barber:

My clients are the best. It's true – a fact I can't deny!
And if they need a promotional campaign, I'll give it such a try!
Now let me think a moment...

Done!

The idea has been lit!

I bought SUPERscissors and they're invisible!

They cut all invisible hairs, the best cut in the world!

Who wants that pesky, invisible hairs to be removed?

*At that moment, all looked 'round, bewildered by the spiel,
While the children, getting it, smiled with happy zeal.*

@Elizabeth_daughter screamed, her joy a ringing bell:

I have so much invisible hair! Cut it, cut it well!

@Alexander_barber couldn't hide his amused and curious smile:

Let`s start! I am very keen to hear your news! Please, talk to me for a while!

*@Elizabeth_daughter yelled, her voice a trumpet`s blast:
We were at MyDay cafe, playing tag, and I was the fastest!*

*@James_son shouted louder, to make his victory last:
It`s not true! I`m the one who won! My speed was far too fast!*

@Elizabeth_daughter: No, I won!

After these words, the children started playing tag again.

*This sudden noise and childish shouts gave @Luna_cat a fright.
She climbed onto the topmost shelf, her eyes so wide and bright,
And from her high and regal perch, she watched the kids` mad dash,
As`round the room in tag they played – a sudden, noisy crash!*

*What a blessing that it wasn`t dishes, but an empty plastic water
bottle :-)*

*@Kathy_reader sat down on the hairdresser`s chair, and said
energetically:*

*Actually, we were discussing serious topics. How to solve
problems as if they were not problems, but school tasks!
And how to look for the main cause of the problem in order to
solve it, so that it leads to solving the whole problem.*

@Alexander_barber said: Hmm, and what came after that?

@Kathy_reader muttered:

Nothing further. We simply came right here.

@Alexander_barber asked with playful, knowing cheer:

*I hope you didn`t bring any problems with you and left them in the
previous place? :-)*

@Brian_expert said with a smile, his tone both light and wise:

No, of course not.

We didn't take a single problem with us, but we brought several tasks to solve.

Let's organize a team game, something like a quest.

It will be an interesting journey from the island Problem to the mainland Solution.

@James_son and @Elizabeth_daughter shouted in unison:

Yes! Yes! We want to go on a trip!

@George_dad said enthusiastically:

I would like to start first.

@Alexander_barber: Yes, go ahead!

@George_dad started decisively:

My first problem is called "My car has trouble starting because I've never taken it to a service center".

@Alexander_barber asked with interest:

And HOW do you plan to sail from this island Problem to the mainland SOLUTION?

@George_dad answered confidently:

To reach a Solution, I will include the expenses in our family budget for the next month and take the car to a maintenance service.

@Mary_mom intervened gently:

Please do, dear, we'll need a working car for a family trip. And by the way, about the car... you once said you dreamed of owning a luxury model.

@George_dad paused, then spoke slowly, weighing each word:

That's what I thought...

I thought that a luxury car would make me happy.

But after thinking about it seriously, it turns out I simply shouldn't be afraid of difficulties, and I finally decided to open my own business.

I don't need a luxury car.

What I need is self-realization.

That will bring me happiness instead.

@Mary_mom: And HOW will you do this?

@George_dad, raising his head toward the sky, said:

I need to remember what I dreamed of as a child and then simply pursue that dream.

@Mary_mom:

I agree. Look into your childhood dreams.

@George_dad with a smile spreading across his face, recalled:

As a child, I dreamed of becoming a farmer. I wanted to grow vegetables and sell them under my own brand. Then I would walk into the stores and hear people praising the quality of my harvest.

@Mary_mom`s eyes shone:

What a wonderful childhood dream!

HOW do you plan to achieve it?

@George_dad replied with determination:

I'll make a business plan and follow it step by step.

@Alexander_barber added warmly:

My inner compass often points to my childhood dreams, and this direction is always the right one.

That's why I'm here :-)

@Mary_mom sighed:

Unfortunately, childhood dreams won't help me.

I just want to get a good night's sleep – falling asleep on time, and waking up refreshed and full of energy.

@Alexander_barber asked in a sympathetic tone:

What monster claims your sleep as its own?

What is the creature? What's its name?

Who plays this unforgiving game?!

@Mary_mom, sighed heavily and whispered:

I call it Anxiety.

I worry because I don't have a clear plan of action for the future and don't know how to organize my time effectively.

@Alexander_barber reassured her gently:

Don't you fret.

Anxiety isn't a monster, but a pet.

It's a feeling quite normal, you see,

In people like you and me.

@George_dad nodded thoughtfully:

Speaking of monsters and pets...

I feel something similar.

Somewhere inside me there lives a hyperactive manager – let's call it the Brain.

And it panics without clear instructions.

But when I give it a specific list of things to do, it always calms down.

@Brian_expert added approvingly:

Exactly!

And let me add this: most causes of anxiety are false.

I once tried an experiment.

I created a private voice chat with myself.

Each evening, I recorded all the thoughts spinning in my head.

The next morning, I listened back and I often discovered that more than half of those disturbing thoughts had already lost their importance.

@Alexander_barber:

It turns out that time determines the true significance of events.

@Mary_mom declared with determination:

It's time to address my anxiety.

So,

- Worrying about the future prevents me from relaxing.
- Lacking a plan creates a sense of chaos and loss of control.
- Obsessive thoughts before bedtime keep my brain from switching into a sleep mode.

@George_dad asked with concern:

Darling, HOW will you manage to do all this?

@Mary_mom replied calmly:

First, I need to clear my mind of troubling thoughts.

Every night before bed, I will write down all my anxious thoughts on paper.

She paused, then added:

To do this, I'll keep a notebook by my bed with the title "*Open Every Night for Anxious Thoughts.*"

@George_dad, filled with pride, continued:

And HOW to deal with the lack of a plan?

You said that without one, you feel chaos and loss of control.

@Mary_mom answered just as calm:

I'll create a telescope for the future to visualize my yearly goals.

You'll ask HOW?

I'll keep a second notebook.

This will be a morning notebook for recording goals for the distant future and daily tasks.

@George_dad pushed further:

And HOW will you deal with your obsessive thoughts before bedtime, the ones that keep your brain from resting?

@Mary_mom suggested:

For that, I'll use a proven method – meditation.
I'll imagine my worries as leaves floating on water.
Each night before sleep, I'll watch them drift slowly down the river
until they're gone.

@George_dad:

My dear, I must truly admire
The way you've focused your desire.
You've taken charge to ease your pains,
And I am deeply impressed – it reigns.

@Mary_mom's face brightened:

Thank you, love.
I already feel lighter and more inspired.
But as I recall, you still have some problems left to solve.

@George_dad admitted:

Yes, I can't finish my projects on time because I don't know how
to plan and structure large projects properly.

@Alexander_barber exclaimed:

Wow! That's a problem relevant both in business and in personal life.
Does anyone have ideas?

@Brian_expert raised his hand:

I do!
To me, any project resembles a mechanical watch: all processes
must align like gears. If one gear is slow, the entire mechanism
stops.

@Kathy_reader:

What if we think of a project as a bus?
The team members are passengers, each with their own role, while the
manager is the driver who follows the business plan.

If someone steps off, we must quickly find a replacement. Isn't that also a structure?

@Mary_mom proposed her vision:

Let's imagine the project as a factory workshop.

The foundation is the budget, the team is the documents.

The conveyor is the chain of stages each with a clear deadline.

Quality control means checks at every stage.

@Brian_expert:

Or consider a project like constructing a building.

The basement is preparation – permits and contracts.

The first floor is the base – procurement and logistics.

The second floor is personnel – training and placement.

The third floor is launch – testing processes.

The roof is the result – reporting and optimization.

@Alexander_barber concluded:

If I've understood correctly, the key secret of corporate projects is this >>>

>>> *You don't manage the project itself – you manage the people who make it happen.*

Success equals a clear plan plus the responsibility of every participant.

@George_dad overwhelmed yet inspired, answered:

I'm impressed – my mind is truly blown,

A wide, vast ocean of ideas you've shown.

But time and resources are both so small,

I cannot attempt to implement them all.

So I must choose a single one to try,

The most effective one my hands can apply.

@Alexander_barber said with a thoughtful smile:

Yes, that is reasonable, a prudent thought –

To use the best idea you've been taught.

@George_dad replied, weighing his words carefully:

So,

- I cannot structure the project like a mechanical watch because it would take too long and require too many specialists. I simply don't have the resources.
- Imagining the project as a moving bus, with roles assigned to everyone, is a clever idea. It can be done quickly and with little difficulty but there's no certainty it will bring results. Still, I'll keep it in mind.
- The workshop model is practical and easy to implement, but not detailed enough; its use will be limited.
- The building model, however, is both simple and effective. It requires no extra resources, describes the process well, and makes the project transparent at every stage. That way, it becomes predictable and manageable.

@Alexander_barber leaned forward:

So what exactly are you planning to do?

Tell us what next steps

You will pursue.

@George_dad outlined his vision:

Here's my plan >>>

- Take the current project and imagine it as a building, divided into floors.
- Assign responsibility for each floor to specific people.
- Begin with the basement: documents and budget.
- Record deadlines and costs for each stage.
- Schedule weekly meetings to monitor progress.

@Mary_mom interjected:

But you have another business problem, don't you?

@George_dad sighed:

It's not that simple.

The issue is this: suppliers don't deliver materials on time because payments are delayed. These failures cause production disruptions. The main cause: a lack of proper financial planning. The goal: to improve budget management in order to prevent such delays.

@Brian_expert suggested:

You could introduce a monthly or quarterly budget cycle.

@Mary_mom added:

I'd also recommend creating a reserve fund in case of cash gaps.

@Alexander_barber advised:

Negotiate with suppliers to

- Arrange flexible terms, such as deferrals or partial prepayment.
- Divide suppliers into urgent and non-urgent, and prioritize payments.
- Establish long-term contracts with discounts for early payment.

@Brian_expert continued:

And don't forget optimization, for example,

- Synchronize payment schedules with cash inflows.
- Set firm deadlines for payment approvals.
- Introduce automatic notifications for upcoming payments.

@George_dad raised his hands in amazement:

Again, an ocean of ideas!

I'll need to choose carefully, prioritizing those that are quick and inexpensive to implement.

Here's my list in order of importance:

1. Introduce monthly budgeting with recording obligations.
2. Create a reserve fund as insurance against delays.
3. Review and renegotiate supplier contracts.

At that moment, @Kathy_reader beamed:

Friends, I have some great news!

I have saved everyone`s effort and earned a lot of time and gathered a lot of ideas.

Do you remember my problem?

I spend too much time on social media because of self-doubt. I keep comparing myself to others, seeking validation.

@Brian_expert exclaimed: Congratulations!

@Kathy_reader continued eagerly:

So I wrote a post about it and asked my followers for advice. Here`s what they said.

@Alexander_barber raised an eyebrow:

Let me clarify.

You posted on social media to get rid of your addiction to social media?

@Kathy_reader shrugged: Yes. Why not?

@Brian_expert chuckled:

That`s fine, that's understood.

But tell me, what has been the good?

What are the results that you got?

Please share with us the entire lot.

@Kathy_reader recited in a singsong voice:

At the beginning of my public post,

I put an emoji that was sad, almost

A crying face, a single tear,

To show my mood, to make it clear.

And then I wrote for all to see:

"Dear followers, please help me!

I need your supportive, thoughtful notions,

Your motivational, kind devotions.

Here is the problem I`m now facing:

I am addicted to social media. I doubt myself. I seek validation from other people.

@Brian_expert:

Yeah, I see the way that you began.
And how did the collective mind then span?
How did they react to your confession?
Please share with me their whole succession.

@Kathy_reader smiled:

The very first comment that was sent
Came with a simple, blunt intent –
Delete the apps you use each day,
And only use the browser way.

@Alexander_barber laughed:

Wow, that is certainly the fastest route
To cut the problem at the root.

@Kathy_reader shook her head:

No! If I do that, how will the world know how beautiful and special I am?

@Brian_expert motioned for her to continue:

Please, read the other ideas out.
Let's see what this was all about.

@Kathy_reader nodded:

The next idea that they proposed -
Turn on the black and white screen mode.
I have to say, I like that one.
It seems like it could be some fun.

@Brian_expert approved:

I like it, too. It's smart, you see,
You won't feel cut off, you'll be free.
You won't be isolated from the outside world;

A clever trick to be unfurled.

@Kathy_reader went on:

Another suggestion – practice a “*day without comparison*”. Stop myself from judging others. But I don’t think I can handle that.

@Brian_expert shook his head:

That would be a real test for you.

@Kathy_reader brightened suddenly:

One follower suggested replacing scrolling with your favourite activity. As for me, dancing to my playlist is my favourite! I enjoy doing it anytime.

@Brian_expert clapped: Perfect! Dancing suits you.

@Kathy_reader laughed:

Another person suggested buying a push-button phone.

@Brian_expert: Could you handle that?

@Kathy_reader grimaced:

Honestly, no.

Everyone would think I’m... outdated.

@Brian_expert sighed:

Please read the next idea.

@Kathy_reader:

Another tip is “*Use text-only mode – disable photos and videos*”.

@Brian_expert nodded:

A clever idea! It removes comparison triggers.

@Kathy_reader frowned:

But then I’d miss new events! I’m too curious.

@Brian_expert:

Are there any more suggestions under your post?

@Kathy_reader *smiled again:*

Yes. A few more.

→ Start a blog about my real life without embellishment.

→ Create a challenge: one week without social media but with daily phone calls to friends.

I think those feel too difficult for me.

@Brian_expert *encouraged her:*

You've gathered so many ideas.

So what's the plan you will now make?

Which pathway will you choose to take?

@Kathy_reader *answered decisively:*

You know, I really care about my problem, that's why I'm going to take action.

Here's my plan.

First, I'll switch my screen to black-and-white mode.

Then, I'll replace my scrolling habit with a ritual of morning dancing.

@Brian_expert *smiled warmly:*

Excellent! It is nice to hear your plan so clear.

At that moment, @James_son, who had been listening, sighed and said quietly:

Good for you... but nobody can help me.

This childish whisper struck the room like thunder.

@Alexander_barber *heard it. He turned to him and said:*

Your brain is your best assistant.

It can answer any question if only you ask it HOW?

Name your goal, and ask your brain "*How can I get there?*"

@James_son *'s eyes grew wide in a hopeful, wondering stare:*

And that is all?

That is the entire affair?

@Alexander_barber nodded:

Imagine that your goal is a lighthouse, tall and bright,
And you are walking towards its guiding, hopeful light.

@James_son: So simple?

@Alexander_barber:

Yes, it is simple.

Please, just do not look away.

Do not get distracted by the shadows or the night.

Just focus on the beacon of your lighthouse's light.

And ask your brain directly, HOW to get there, HOW?

Your brain will give the answers; it will tell you now.

After you get the answer, make sure you've reached your goal.

If one answer isn't enough, then ask again "HOW" and check again
whether you've reached your "lighthouse", and if not, ask again.

@James_son whispered:

If it's that simple...then let's try together.

@Alexander_barber said gently:

As I recall, you always worry before exams. You fear failure.

You believe your parents will stop loving you if you don't
succeed.

HOW can you solve that?

@James_son thought for a moment:

Ask my parents to love me regardless of grades.

@Alexander_barber:

And HOW will you convince them of this?

@Mary_mom stepped forward:

We can discuss and agree that the most important thing is never to stop trying.

@Alexander_barber asked again:

HOW to make them agree that the most important thing is to never stop trying?

@George_dad answered firmly:

We'll make it a family rule that efforts are more important than grades.

@James_son:

But HOW can I convince my parents of this?

@George_dad and @Mary_mom came closer and hugged their son tightly:

You already did it!

@Alexander_barber looked on approvingly, then addressed the all:

Everything seems impossible – until it's done.

Friends, you've found solutions quickly, and saved time.

These ideas are not in vain.

Make them real as soon as you can!

After these words, the guests went outside in a good mood and disappeared into the rays of sunlight. @Luna_cat jumped onto @Alexander_barber's lap and, having made herself comfortable, fell asleep.

#Summary of Chapter 4:

>>> Inventing ideas follows a clear algorithm. Effective methods include HowBraining, Brainstorming, and Brainwriting.

>>> For further implementation highlight only the top-effective ideas.

>>> The top-effective ideas must be implemented without delay. Implementation of the best ideas will lead directly to solving the problem.

Chapter 5. JUST ACTION

#Theory

We have already identified ideas that target solving the most important causes of our problems – these ideas are highlighted in our **prioritization compass**.

Now comes the crucial step: *implementation*.

Implementing ideas is easy!

The formula for an implementation plan is straightforward:

"What to do" + "When to do" + "Who does it"

What to do:

- Here we name the actions or activities that need to be done to achieve the result.

All these activities must be done if we want to achieve the goal.

When to do:

- It is important to be specific here.

We define the start date and end date of the actions.

Determine the deadlines based on our expertise and prior experience, ensuring they are both realistic and motivating.

Who does it:

- Assign responsibility clearly.

Write down the name of the person or team who will carry out the action.

If a task cannot be managed by one person alone, divide it into smaller parts and delegate accordingly.

After drawing up an implementation plan, **we take action and follow the steps.**

But action without monitoring quickly drifts off course. That is why the **tracking progress of actions** is essential.

For tracking progress we recommend creating a **dashboard** on paper with the following indicators:

1. name of the problem;
2. main cause;
3. TOP-ideas;
4. actions of implementation plan: *What + When + Who.*
5. status of each action of implementation plan.

Here is useful advice on how to follow up with the status:
Status is the correspondence between the plan and the fact.

A simple and effective way to monitor status is to use the logic of a traffic light:

- **red status** – delay, urgent attention required
- **yellow status** – the task is in progress
- **green status** – the task is completed

[#status_monitoring](#)

Thus on the dashboard we can see all the information from all the processes in one place.

This **dashboard allows us** to:

- **Summarize all stages** at a glance.

- **Quickly bring new participants up to speed.**
- **Spot unnecessary steps and weaknesses**, since every component is connected into a single chain.

And so, step by step, we have moved from defining a problem, to inventing ideas, and finally to implementing them.

This technology is not only simple – it is powerful. Whether in everyday life or in business, it helps us do what matters most: **EARN TIME.**

#Practice

Setting:

An ordinary street where locals stroll – yet the day itself feels extraordinary. It is SUNDAY, a day of rest and placidity. The weather is so radiant that one cannot help but step outside and exclaim: “*What a beautiful day!*”

Participants:

- *@Kathy_reader* and *@Brian_expert* wander leisurely, talking of everything and nothing.
- At home are *@George_dad*, *@Mary_mom*, *@James_son*, *@Elizabeth_daughter*, each busy in their own way, some embodying serenity and joy, others determination and care.

@Brain_expert:

I love Sunday walks for their peace and inner silence amidst the outside noise.

@Kathy_reader:

What do you mean?

How can there be silence amidst the noise?

@Brain_expert:

Think of the sea.

Remember how the sea foams the waves on the seashore, rearranging the pebbles.

The sea breeze blows in your face, fluttering your hair and stopping you from speaking.

@Kathy_reader:

Oh, I know that feeling well!

I have just recently returned from vacation.

@Brain_expert:

Let's go back to the seashore.

Picture yourself sitting by the shore, watching the waves.

You count them...one, two, three – and slowly, calmness settles within.

It looks like the sea noise, sensing the rhythm of your heart, is trying to sing you a lullaby.

@Kathy_reader:

Yes, yes.

@Brain_expert:

And so, as soon as this lullaby sounds in our heads and all extraneous noises die down, then inner silence sets in.

@Kathy_reader:

Exactly. If I look at the waves and listen to the sound of the surf for a long time, I get the feeling that I am in a meditation session.

Sometimes I even want to fall asleep.

@Brain_expert:

This is possible if nothing bothers you and your thoughts are directed at something truly valuable.

@Kathy_reader:

Unfortunately, even at the seaside I am often haunted by thoughts of unpaid bills or the desire to buy a branded accessory

or buy something else that, as it seems to me, will distinguish me from other people.

@Brain_expert:

And do you truly want all that, while sitting by the waves?

@Kathy_reader:

I... don't know.

I've never asked myself that question.

@Brain_expert:

If you want to find the answer, then ask not the internet, but yourself.

In silence, the answers sound louder.

@Kathy_reader stopped walking and then pointed ahead

At a sign they were passing, and curiously said:

Look! Look over there! What has happened? It's something new.

What is that sign there? I'm asking you.

@Brain_expert:

What? Where is it? Why are you so surprised?

What is it your curious gaze has appraised?

@Kathy_reader:

That FOR SALE sign is planted right beside our friends' home.

@Brain_expert:

There is @George_dad's car, it is parked by the door,

So he must be at home; we see that, and what's more,

Let's just go on in, let us enter and ask.

It is not a particularly difficult task.

@Kathy_reader:

Stop! Wait just a moment, and let us not rush.

What if they are in trouble? What then? Hush!

Maybe the house now belongs to the bank,

A financial disaster, a truly sad rank.

And maybe the car is included as well.
It may be a story of hardship they currently dwell.

@Brain_expert:

You are exaggerating.
We've known them for a long time.
They have always been prudent.

@Kathy_reader:

Hold on.
Let us wait for the right moment.

@Brain_expert:

If we wait for the "right moment", we risk spending our whole lives waiting for it and nothing will happen.

@Kathy_reader:

You're right. Let's go inside.

*They approached the familiar door.
The doorbell, shaped like a smiling face, made them smile as well.
They rang. Chime played, but no answer.
They pressed again. At last –*

@Mary_mom (from inside):

I'm coming, I'm coming! Just wait a second!
Her voice was filled with warmth and care.

*The door opened, and @Mary_mom appeared before them so joyful and healthy that they wanted to say,
"You're as fresh as a morning in the middle of May!"*

@Mary_mom:

Hello, my dear friends! I am glad you are here!
How are you both doing? Please, tell me, my dear.

@Kathy_reader:

We were just walking, enjoying the day,
And we saw a FOR SALE sign, we have to say.
It was placed right next to your house, so we came
To ask you about it, and learn of its aim.

@Mary_mom:

Welcome, please come in, and I'll tell you the news.
It is good news indeed, you've no reason to muse.

@Kathy_reader:

You look so gorgeous, so utterly bright.
What is your secret? What gives you this light?

@Mary_mom:

There is no big secret, no mystery to keep.
I simply got rid of my anxiety deep.
I started to sleep better, throughout the whole night,
And now I wake up with my energy bright.

@Kathy_reader:

Wow! How did you do it? Please, tell me the way.
I want to achieve that very same thing today.

@Mary_mom:

Remember our conversation at [@Alexander_barber's](#)?

@Kathy_reader:

Yes, of course, that conversation changed my life.

@Mary_mom:

And mine too.
There, we came up with a lot of good ideas.
At first, I had doubts. But when I saw how many ideas we came up
with, I realized that each of us had great potential.
This potential was definitely stronger than our doubts. So I believed in
myself and acted according to the plan.

Meanwhile, they entered the living room and sat down at a large table.

@Kathy_reader:

Go on. I want to know the secret of your freshness.

@Mary_mom:

I took three markers - red, yellow, and green.

@Kathy_reader:

Like a traffic light?

@Mary_mom:

Exactly!

I bought a calendar and colored the dates in a certain color every day. I highlighted the day in green if I managed to write down anxious thoughts in an Anxious notebook and tasks for the day in a Goal notebook.

If I didn't manage to do it on time or not completely, I highlighted it in yellow. If I forgot to do it, I highlighted it in red.

@Kathy_reader:

So how does it work?

@Mary_mom:

It works very well!

At first, there were red marks on all the dates and I realized that I wasn't even trying to solve my problem.

My marks helped me see that I was in the red zone, so I wasn't surprised that I hadn't slept well.

At that moment, the children ran into the room playing their favorite game of tag.

@Mary_mom:

When I saw that solving my problem remained in the red zone, I realized that I could solve it only with discipline and action. In my case, this would be more useful than books and discussions, because they pushed me away from real action.

@Kathy_reader:

And what's next?

@Mary_mom:

Well, look at the calendar.

Now everything is highlighted with a green marker, and I am full of energy and strength.

@Kathy_reader:

Is it really that simple? You look very happy!

@Mary_mom:

Yes, in my case everything is simple.

My happiness is not something I receive from the external world.

My happiness is what I create for myself.

I have improved my life and resolved my challenges.

I have gained the most valuable reward of all: the free time of my life.

And I know precisely how I will invest this bonus.

Now, I have more time for my family and loved ones, and I feel happier.

From the next room came a sound reminiscent of furniture moving across the floor. A second later, a loud sneeze was heard. What caused it? Dust or a cold remains a mystery, but the distinctive voice was easily recognizable as @George_dad's.

@Mary_mom:

And what about you?

I haven't heard anything from you for a long time.

Where are your posts on social media?

I used to know about your every step, what you eat, where you go. But now it's unknown.

@Kathy_reader:

Can you imagine, my online activities were taking up a significant part of my life.

After I decided to switch my phone to black and white mode, I got bored of being stuck on it.

But dancing every morning for me is like living a dream.

@Mary_mom:

So you finally decided to do it?

@Kathy_reader:

I started dancing at home and not only home.

Now I have a dream - to start a dance community :-)

@Mary_mom:

No way!

@Kathy_reader:

And instead of posting on social media, I devote time to a dance course.

I go dancing five times a week. And what's most interesting...

At that moment, @George_dad entered the room.

@George_dad exclaimed:

Friends! What a surprise!

@Brain_expert:

We saw a FOR SALE sign and grew curious.

@Kathy_reader:

Yes, tell us – what happened?

@Brain_expert:

It's only been six months since our last meeting, and already such big changes.

@George_dad:

Yes, much has been done in these six months.
That meeting at @Aleksandr_barber `s was fateful for me.

@Brain_expert: Why?

@George_dad:

Because in seeing the diversity of ideas, I realized something important: I can always change my point of view, my ideas, even my decisions.

The world is dynamic. And I, like all of us, am shaped by paradigms – habits, acquired knowledge, and past experience. These things help, but they also limit my thinking.

@Kathy_reader:

So what has changed? Don't keep me in suspense.

@George_dad:

I improved my office affairs – became more efficient.
My project management skills sharpened. And my work with suppliers finally reached the level I had planned.
As a result, problems that once drained resources were solved.
And most importantly – I **freed up time**.
Or rather, I **earned time**.

@Brain_expert:

Go on, I'm intrigued.
How did you decide to spend the time you earned?

@George_dad:

At first, the quick idea was simple: master new functions at work, aim for career growth, get a pay raise and bonuses.

@Kathy_reader:

Well yes – that sounds right. The more money, the better.

@George_dad:

That was my first thought too. But then...my son helped me choose otherwise.

He turned to his son, smiling, with a wink, and then asked:

Tell us, son – what are you doing now?

@James_son:

Elizabeth and I have been trying to catch a butterfly or dragonfly in the yard but so far, we haven't succeeded.

@Elizabeth_daughter:

That's not true! I already caught one. You just haven't yet.

@George_dad laughing:

All right :-)

But tell me, son, what else matters to you?

@James_son:

Well, after we had agreed that effort was more important than grades, I stopped being afraid of failure.

I have started taking guitar lessons.

My dream is to play the beautiful melodies of Spanish flamenco.

@George_dad:

Exactly. A winner is a dreamer who never gives up.

And so, I decided to spend my earned time on my dream. My dream became my goal.

And with a clear goal, every step I take has meaning.

@Brain_expert:

And what were your next steps?

@George_dad:

First, I planned expenses in the family budget to take the car to a maintenance service because I needed a reliable means of transportation and my car had trouble starting.

@Kathy_reader:

Yes, I remember you complained about it. But admit it – you never serviced it before.

@George_dad: Yeah, that's true.

@Brain_expert:

And then? What came next?

How did the FOR SALE sign appear beside your house?

@Mary_mom:

Darling, tell our friends. The story is really interesting.

@George_dad:

Remember, I told you my childhood dream? To grow vegetables under my own brand.

@Brain_expert:

Yes, I remember.

@George_dad:

So I wrote a business plan.

The key factor for success was the farm's location – it determined expenses and, ultimately, profitability.

@Kathy_reader:

But what does that have to do with the FOR SALE sign?

@George_dad:

I drove through nearby farms in my newly repaired car and found the one that matched all the parameters of my business plan.

@Brain_expert guessed:

You decided to sell your house to move to a farm?

@Mary_mom: Exactly.

@George_dad:

Next season, we are planning to grow our first crop.

@Elizabeth_daughter:

And we'll finally get a dog!

@James_son: And a cat!

@Mary_mom:

And one grown-up, who is still a child at heart, will fulfill his childhood dream.

@George_dad:

Thank you, darling.

Pursuing a dream is the surest way to happiness.

#Summary of Chapter 5:

>>> Only top-priority ideas should be implemented.

>>> The formula of the implementation plan is: "What to do" + "When to do" + "Who does it".

>>> The implementation plan should be revised regularly.

Unplugged chapter. CONCLUSION

Finally we have reached the end of the book.

Within these last pages, both the author and the characters are saying their farewell to you.

@Author:

Dear reader,

Thank you for your attention and interest in this book.

If you are reading these lines, it means the work of myself and my companions has proven interesting to you, and we hope you will apply this knowledge in your own life.

This book has sought to draw your attention to a value above all others – time, or more precisely, the time of life.

Let us savor every minute, do what we love, and follow the call of our hearts.

The path of life is full of difficulties, and many hours may be spent overcoming them. Yet most of these so-called “problems” are simply tasks – these tasks have algorithms for their solution. Let's solve them with effective methods, so that we may free our lives for what truly matters: family, friendship, hobbies, music, and sport.

Every person alive today carries immense potential, a gift of evolution.

Our problems are not new.

They keep returning with every generation.

And they have already been solved countless times before.

So just direct your mind toward your goal, focus and solutions will come.

@Elena_barista:

We enjoyed working with you.

Will we meet again?

@Author: Time will tell :-)