

# Ep 26 Danielle B 80-20

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## SUMMARY KEYWORDS

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## SPEAKERS

Danielle Baily, Francis Wade

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Francis Wade 11:29

The Task Management and Time Blocking Podcast, episode 26. You're someone who launches personal projects to improve your task management. You made a number of changes in the past, but you haven't seen the impact that you wanted from each effort from each improvement effort? Is there something going on that you cannot see? Are there some changes that are more fruitful than others? After all, you know a thing or two about systematic change, that seemingly small improvements can yield a disproportionate breakthrough result. It applies to other areas of life, right? But how about your task management? How does it apply their tools this episode to hear from me and my special guest, Danielle Baily, as we tackle this challenging problem together? I'm Francis Wade, and welcome to the Task Management and Time Blocking Podcast.



Francis Wade 13:48

And welcome back. And as you can see, I have gotten Danielle Baily, to join me, as I promised. And before I introduce her just a moment, let me just tell you a couple of things about our podcast, why it's different. And then I'm going to tell you a story. So this podcast is a bit different from the normal ones, normal ones, the regular ones, everyday ones. Why? Because we don't really do interviews, per se, we engage in problem solving sessions. So what we're going to do is tackle this problem that I mentioned before, the one of figuring out which improvements to make, and how to figure out which improvements are the best ones to make. Two of us are going to tackle that problem in three steps. Step one, we're going to tear it apart, big time diagnosis. And step two, we're going to talk about solutions. And step three, we're going to talk about implementation. Now, why do we emphasize this whole business of diagnosis? Well, it's because a very smart guy said, If I had if I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem, and five minutes thinking about solutions. Albert Einstein said that, so we're taking a bit of an Have a leaf out of Einstein's notebook, spending most of our time actually diagnosing the problem. And if you're new to our program, you may know, you may not know that we employ about a bell and a boss. So what was that all about? Well, part of why I invite an expert like Danielle to have a conversation with us here on the podcast, is because we're trying to find serendipitous, brand new kinds of thinking, put our

two minds together. And we should be able to come up with something brand new, right? Not just rehash stuff that we already know. So our reward for that kind of insight is we play the bell and there's a ding right in the middle of the podcast, we get to the end of the podcast and there there are no bells, well then we play a buzzer and the buzzer doesn't mean that we fail capital F it just means that we didn't hit our particular outcome that we wanted. We didn't get to the highest level of what we hope to accomplish. But chances are what we talked about was really valuable anyway.



Francis Wade 15:01

So, let me tell you a story... Before I introduce Danielle.



Francis Wade 15:15

Sylvia, owns a \$3 million company. She's a hard worker, and she takes takes her task management Seriously, just like lots of CEOs. She's an alumni of several training sessions with different experts. She has spent 1000s Hiring coaches from a variety of disciplines. But, inexplicably, for the last six months, things have only become steadily worse. The old complaints she used to have of getting to the end of the day feeling as if she accomplished nothing of value. As return, she hates it. But no matter what she tries, she finds herself distracted by a stream of annoying interruptions each day, she can't even bring it from eight to 6pm. At the end of the day, she drags herself home exhausted, she takes a nap has dinner picks up right where she left off checking emails. The funny thing is, she can list half a dozen improvements she's trying to make at any moment in time, or that she should be making. She has like a list mental list. But she's afraid. Unfortunately, if she can't continue leveling up and making improvements, and doesn't get even better at her task management. In her mind, she could be stuck forever. And for someone who is highly driven like a CEO being stuck forever sucks. But what she's supposed to do, try every app idea, devise new practice that comes along until something clicks



Francis Wade 16:54

So let me introduce you to Danielle Baily. Dedicated to people and results, Danielle Baily aims to help people help find or produce useful, applicable and cost effective ways to bring practical efficiency to modern chaos. Danielle, provide solutions for common business problems for simplifying bookkeeping, payroll benefits and HR to time management, process generation prioritization, and implementation. And Danielle is dialing in all the way from New Bern, Oklahoma. Welcome, Danielle.



Danielle Baily 18:06

Hey, thanks for having me on today.



Francis Wade 18:11

It's a pleasure to have you here on our podcast. It's well, well, worldwide. Make an appointment

It's a pleasure to have you here on our podcast. It's, well, we're worldwide. We're on opposites. Not quite opposite. I'm here in Kingston, Jamaica, you're there in Norman, Oklahoma. It's hot here. It's probably not hot there anymore. I don't think not so

 Danielle Baily 18:28

much. I mean, it's not cold yet. Thank goodness, but it's not hot anymore.

 Francis Wade 18:33

All right, great. So opening comments, what do you think about Silvia and her case?

 Danielle Baily 18:39

You know, I think that when we get to these certain points, and maybe we need to kind of look at ourselves, but when we get to the point to where we're going home and taking a nap, and then working again. So I think we need to look at you know, what we're doing throughout that day to figure out what got us to this level, and then how to get to that next level, because there's obviously a plateau here that isn't working. So that I think that's what we're going to discover today is how to move from one plateau to the next. Ideally, without trying every single idea app device or new tip trick or practice that comes along.

 Francis Wade 19:26

Right. You know, this is kind of where coaches make a difference because coaches, coaches know better right than to have their coachees try everything under the sun. But not all of us can afford a coach knew we were talking about how do you self coach, when you don't have 20 years of experience when you don't have that background? So it's not, this isn't easy. This is not like the, you know, all you do is and there's a simple solution to this, which is why we're the ones to kind of tackle it today, right? We're the ones to tackle this particular fire.

 Francis Wade 20:02

So people like Sylvia, you know if they're they're really driven if they're really sort of a little bit typing, and they they're used to making progress. They hit that this point. And it's really difficult for them because all of a sudden, the progress that they used to make becomes harder to make. And there's often a feeling of, well, you tell me what, when you when you coach people, what happens when they call you, and they've been, they've been making progress... they can show you a whole track record of stuff that they've done.. all in the past. And they are now facing something that is unique. And the old way of trying to solve it does not work. What's that experience like for them?

 Danielle Baily 20:46

Well I mean, surely they wonder what's wrong with them, right? Because we've gotten to this

well, I mean, surely they wonder what's wrong with them, right? Because we've gotten to this point, ourselves, somehow we've gotten here. And they wonder what's wrong with them. It's very defeating to be in a situation where it's obvious things aren't working. But we're still doing things. And we're still getting the same result. But we don't know how to measurably change. So I do think that you know, they lose self confidence, there's something wrong with them. Sometimes we get so exhausted, that decision fatigue sets in. So even the idea of changing anything in their daily work life or even their daily home life. But the idea of changing anything becomes so big, because we're so fatigued on all this decision making throughout the day and running the little, you know, carousel all the way around. Just keep going going going around. So I think for the emotional part, there's just a lot of frustration and distress over. This worked before, something worked before to get me here. But it's not working now. Right? Right. So people often come to me in that moment of, you know, nothing not working.



Francis Wade 22:11

And how come because they can't, they can't explain it, they can't explain it on their own. When it comes to time or task management, though most people don't have a coach, they don't have a Danielle in their life. They're really up to their own devices. And they're kind of muddling through. And they, because they've done prior improvements, they have sort of a sense that there's an 80-20 in here somewhere, right? Make that small change, get this big result. But finding the 20 to give me the 80 is like a huge headache.



Francis Wade 22:45

You know, I remember I used to, I used to swim for triathlons. And I was a really bad swimmer when I started training properly. And when I trained properly, I had all these huge gains in the beginning because I went from flailing and having no stamina and doing everything wrong, to the point where I made some big changes from small, small changes.. big results. But it became like impossible to get past the initial stage of improvement. That initial jump, I mean, I couldn't improve past that level, no matter what I tried. And I kept searching for like the you know, the secret way to hold my hand or the way to breathe, you know, the just the right way to, I kept looking and reading and trying to find, and I kept trying to practice. And I never, I never could find that 20 to get to another 80. But if I if I'd hired someone and said, Alright, Train me for six months, I probably couldn't do that at the time. And it was just a hobby. It wasn't like I'm investing in being a world champion or anything. So I was like, and it was fun to kind of, you know, fool around. But it was also frustrating, because the answers just didn't really come simply. And there were there was way more, there were way more books describing swimming, than there are task management. So I could keep, I could keep looking. And I could keep trying even today, just a few things I saw in the last couple of years. And I haven't I haven't done that kind of swimming for a long time. But, you know, they have new things to say and new insights. So it's there's more to try.



Francis Wade 24:30

Bu in task management. There is like we all do task management. It's not like something that only soul wants to do. We all do it. And there's like no common wisdom. Right?



24:41

Right. You know, I want to touch on something that you said there You said if I'd had a coach for six months, I might have been able to find that 20 It's that outside point of view. I think that is very helpful to to watching. Task Management behavior or any type of behavior. When you're trying to get better at something, sometimes that third party, the outside point of view is, is really beneficial to seeing what you can't see. So I think maybe part of the problem here, too is is how do we look at our own businesses, our own task management systems? How we're feeling about the things that we get done? And how do we create that outside perspective to decide what might work as far as getting that 80-20, right, so 20% of the effort yield 80% of the result, right? That's that Pareto principle thing, just kind of redefinition for those folks that maybe we're a little confused about that.



Danielle Baily 25:52

So many people get lost, I think, in the interruptions, the nuances, the reactivity, the reactivity of the day, that is that productivity at that 20%, that 20%, productivity would yield the 80% of the results, but we are so lost in the reactivity of our world. I just thought I might want I didn't know you were somewhere, that's pretty cool. But that, um, I kind of bring that out.



Danielle Baily 26:22

That's really



Francis Wade 26:22

important. Because when I went when I, when I would go to swimming lessons, or swimming practice, so I'm, you know, we have to prepare for it. And then I would swim, and then I would try and understand what happened after and I tried a couple of videos of myself. It was a discrete activity that took a certain part of the day. Task Management is, as you're implying, it's happening all the time. So it's not like you can even say, okay, while I'm doing my task management practice today, then I'm going to, because it's going on even while you're sleeping, you're coming up with new tasks. So this is not like it's a discrete activity, it's your entire 24 hour doing this almost 24 hours a day, at least when you're somewhat conscious, to step out from something that you're doing 24 hours a day is like asking you to pay attention to your breath all day. That's really hard to do. So I think what you're what you're getting at what you tell me, but what I'm getting from what you're seeing is that task management is one of those things that's really hard to step outside of, because it's so much a part of our intrinsic way of living in the world.



Francis Wade 26:57

There are so few resources, you know, the NFL Combine comes to mind. And if you know what the you know what the combine is, I could explain it. It's nothing fancy. It's just the big testing ground for new recruits into the NFL, they all go there to be tested at the same time. And they test them on their throwing and their running and their their body weight..they test everything

that they could possibly test. And they get a book or a report at the end that they send to recruiters that tell them okay, well he's good in this is, weak in that he has superior arm strength in this, his ankle is a bit weak, all kinds of stuff. But the amount of data that gets gathered about your performance, or potential performance as a football player is like a book.



Francis Wade 28:33

So in task management, we we all do it. And we all do it all day long. And we have nothing compared to that body of knowledge and the outside the outside analysis that you get from something like an NFL Combine where you have 30 experts watching you do these things, and they're all like measuring down to the finest detail or using the latest science. You know, it's really an amazing thing. But compared to what we have, we got nothing. We got oh, you know, I forgot to do that thing last week. Oh, well. And that could be a sign of something. Most people are just like, Oh, well. So it makes it even harder for us to find the 20 because we don't really we don't really know how to...we don't have a method of stepping outside ourselves that's reliable. Is that is that kind of what you're getting at?



29:31

Well, Yes and... I think there is a way to step outside of ourselves, and that's looking back at what we've done. So a lot of people keep to do lists, right? Task lists to do lists, whatever they want to call it. I prefer to keep a done list. So it's a snapshot backwards. So Yes, my to do list when I get it done right, I could check it off and move on. But I make a conscious effort to write down that I did it this specific day. Because I think that there's value in looking back at your behavior, what you've done, and how you have done it. And if you're not logging how you're doing it, or what you're doing each day, you can't go backwards and look. So I think that there's value in going back into your calendar and looking at what are the days what were the meetings? How did you feel that day? Did you feel like you were successful? Or did you react all day long? So for the sake of what we're talking about, can we come outside of ourselves? Maybe not in the moment? Maybe not today? Maybe not right now. But we can look back and see what we've been doing. And make some hopefully non judgmental.



Danielle Baily 31:01

So this is what I'll have my clients do actually have them, look back at what they're doing. And if they haven't tracked anything, I will have them track forward, like so starting today, we're going to track two weeks, and then we'll look back and we'll analyze what you did with no judgment, right? So if you got on your phone, and you played a game for three hours, let's look at the fact that you got on the phone and play the game for three hours. That's fine. Why did we do it? What were we avoiding? Because that's an avoidance practice. What were we avoiding? What would we do differently? If we could? So tracking what gets done each day and then actually looking back can be our way of stepping outside ourselves?



Danielle Baily 31:44

To



31:47

be that third party, per se, you just you can't come as judging MC judgerson on yourself. Because if you play the game for three hours, don't judge yourself for it. Figure out how to change it right? No judging the judge person's your



Francis Wade 32:01

No judgie Mc judgerson. All right, well, I want us to come back to the, to the business of gathering data like that when we get into the solutions aspect, because I believe that this is something like a part of the solution. But I think we just earned our first ding because the insight that hey, the insight that pest management is uniquely difficult and requires these non everyday practices. In order for us to in order for Sylvia to move to the next level, she's gonna have to move her behaviors to and her practices to another level because without a coach and without a natural form of data just kind of flowing into your computer from somewhere. She's got to do something very different in her behavior.



Francis Wade 33:45

Okay, so when we look at this at the solutions will sort of try and convert it to something that you can actually implement, and use, it may not be convenient way, many solutions are not just, they don't just fall into your current habit pattern. They involve some brand new stuff. But, you know, there's a feeling in the background that this as listeners or viewers, listeners, podcasters, you may think that this shouldn't be that hard. And I agree, you know, Danielle, we should have NFL combined type stuff, we should have 30 experts who we should have with of, of managing or giving, getting feedback on where the 20% Is...for something like email, for example. So we're all most of us, 99.9% of us are using email and we are suffering, we hate it... it's the worst part of the day. And the metrics that we get from email are like the number of unread and that's it, there's no information as to where to improve the way you manage your email. There's no standard approach, there's like, it's treated as if there's only one person in the world doing email no....every single adult is using email, and they're all complaining. And there's no input, there should be there shouldn't be organized filter ways to improve our task management, at least in areas like email where we're it's already, it's already software, it's already been measured. And we should be getting feedback from our email system, it should be telling us everyday oh, by the way, today, you did this, that you could improve this area, it would make your life much easier. Instead, we got nothing.



Francis Wade 37:31

So we should be able to get to this 20% through the aid of software like email. But in general, there, you may be having a feeling like Oh, my God, this this, this is getting to this 20% It really should be. It shouldn't be this uphill battle. It shouldn't be this kind of mystery, because it should be like swimming, it should be like football, it should be like other disciplines where progress is easy to accomplish. And there's lots of people who are focusing on the area, they're coming up with a gazillion measures. Not like we're trying to do it for the first time. But there is a feeling that I've never heard a podcast on this topic before Danielle. This is the first one that I

know of where we're even thinking, hey, guess what? There should be 20%. Right? Everybody goes, yeah. And then we say, well, what is it? And then we all go quiet? It's different for everybody. That's all we know. That's the state of the art. The 20% is different for everybody. And we wish there were an easier way to find out what your 20% is. But guess what? There isn't? I mean, we don't really have good news coming into this diagnosis here. Danielle, do we?

 Danielle Baily 38:45

You know, it's sure we really don't. But I think that

 Francis Wade 38:50

kill ourselves Now...o,

 Danielle Baily 38:52


right. It's give us the buzzer, let's move on. I really think that you hit on something there with

 Danielle Baily 39:00

you know, it's different for everybody. And I think that in like we talked about sports and swimming or in football or whatever, there is a standardized measurement of success. Like if you run this far this fast, standardized measurement of success. If you swim this far, this fast, standardized measurement of success, but we as individuals haven't made a standard measurement for success for us. Right, who we are. So who we are is going to be dependent upon what will work for us. Right, so I have clients that you know, their superpower is ADHD, who they are..their 20% is going to look different, but we have to have a measure of success.

 Danielle Baily 39:52

So it feels like whereas we can't make an answer for the overall , for someone like Sylvia, the story that we talked about in the beginning, for someone like her, it's, you know, what would? What worked for her in the past? What could work for her in the future that isn't testing everything? Because we don't have time for that. Like, there may be three or four different new apps that could help you... could be, but when I personally think of the amount of time it takes to learn a new app,

 Francis Wade 40:28

one, yeah, what?

 Danielle Baily 40:35



What can we be doing with that time, right, we could be finding that 20% of that will create an 80% jump and get us off of this plateau.



Francis Wade 40:46

But I think there's something there, because it goes, it's actually a, it's probably, I think this deserves another Bell, which is no measures of success, because the hate to say, but the measures of success that I use in my thinking, or writing or podcasting or whatever, they're not measures of success, they're measures of failure.



Francis Wade 41:10

So we all know, one measure of failure is Danielle, I promise to send you the show notes within a week of the podcast being done. And I don't send it to you know, that's a measure of failure, right. But that's a universal measure of failure, whenever we promise to do something, whenever we commit to ourselves to do something, or commit to someone else, same thing. But whenever we make an internal commitment to complete an action in the future, and don't do it, that's a measure of failure that everybody we can all agree on. Right.



Francis Wade 41:47

So that's just one, but an email inbox of pick your number 10,000 ...30,000, how many, whatever number of unread emails is also, a measure is also a measure of failure. I think we would all agree that having that number of emails, unless they're filtered, unless you're looking at your spam folder, if there is a possibility of there being an email in there, that 30,000... That could blow up your whole day, week year, and you haven't gotten to it because you're not efficient enough at email, then we can all agree that that's a problem that we don't want that. But again, that's a measure of failure. It's not a measure of success. So maybe there's something in here that says that we may have common measures of failure, but we have to work harder to get at measures of success. You think?



Danielle Baily 42:50

I don't know this, we have to work harder. I think it's that, you know, humans, we have something called the negativity bias. And it's where we steer to the negative, almost instantly, right? So we have to consciously move ourselves into positive thinking, positive behaviors. And so, yes, I think that defining what a standardized, you know, measurement of success, for me, is, for me and my clients, it's all about alignment,



Francis Wade 43:28

what they're committed to be,



Danielle Baily 43:30



Danielle Baily 43:30

right, what their, what their goal is, like, whether it's the immediate goal, or the full end goal, or the retirement goal, or whatever. It's aligning those activities.



Francis Wade 43:42

Right. So that implies that they need, then a custom set of, and that's, that's probably part of the problem. Because if if, if all you if all, you know, if all you're reacting to as a professional, in your task management is the failures, kinds that I mentioned, like the nagging, kind of the things that, you know, your boss says, you forgot to do it, and you're going to get, you're going to, "I'm going to put you on a warning or suspension or whatever, because you're not doing your work." You know, if, if that's all we have to rely on. That's not enough to make steady progress in the way that Silvia needs it. Mm hmm.



Francis Wade 44:27

That negativity bias keeps us..could keep us depressed. And it could get us giving up on trying to make improvements, because we don't know how to pull that magic trick that you do with your clients to craft individual pathway of success. We should talk about that in the solutions also. On how to do that. Okay, all right. Great. Great.



Danielle Baily 44:56

Andnd since you mentioned email so many times, I actually have a program that helps manage email,



Francis Wade 45:07

like a training program. Or a thought, yes,



Danielle Baily 45:10

it teaches you? Well, no, it's a it's a manual system, it teaches you how to clean your email out, and how to manage it in the future. without deleting anything, because people get so weird about deleting emails, they're like, but what if I need it? You didn't need it from a year and a half ago? I don't know why you think you need it today?



Francis Wade 45:31

There is there that fear.



Danielle Baily 45:35

.....

So no, I've created like, it's a system that teaches people how to clean out their email, and then how to manage it for the future. Because email is one of the most quoted things that stops people from getting the tasks done, they think they need to do to move forward in their life and business.



Francis Wade 45:53

Right, right. It's like this. It's like, for us, it was easy to manage email when we got five emails a day. And now we get 500. And we have now, we got nothing except struggle and guilt, and, you know, pressure of looking at an inbox that has how many unread and blaming effort people blame other people? It's their fault. They're sending me all this unnecessary stuff. They blame the email program. It's because Gmail doesn't filter properly. It's because, you know, it's all their fault. But what can I do about it? I really don't know. Where's my 20%?



Danielle Baily 46:40

20%. Right? Where's Sylvia's 20%? When she's not checking email at night?



Francis Wade 46:46

Right? Like, not here. Yeah. How does she cuz she needs to, she needs to manage the email because her boss. I mean, there's there are things that she needs to put in place, but she doesn't have a schema for doing it. So let's talk about that. Also, we get to we have a list of things to talk about, and the solutions are skipped over any of them.



Francis Wade 47:07


But for someone like a Sylvia, I've heard people say things like, I don't want to get promoted, because it's too much work. At the next level. No, I hear that. And I always wonder, I'm not sure exactly what they mean by too much work. And all they realize that they have the same 168 hours. Okay. I think they're talking about not having to work on weekends, sick days, mornings, lunchtime, evenings, vacations, holidays, I think that's what they're talking about when when they say that, but they get themselves stuck. Because in their mind, "my task management is at this level. And there's no way to get it at a higher level. So that's it. I'm done. I'm baked. I can't get to the next level."





Francis Wade 48:03

So someone like a Sylvia, her boss comes along and offers her a promotion. And she's like, no, or she looks at the people who have been promoted. And they're dying. They're getting divorces, they're having heart attacks. They're stressed over their minds, they have no life. And there's lots of that, especially with COVID having kind of given us a shakeup. You know, we look at people at higher levels. And we think that they're they're having to manage, they're having to do more work, or they're having to manage more tasks. And the toll it takes on their life is a price that I don't want to pay. So I give up. Have you seen that also?

 Danielle Baily 48:51  
Yes.

 Danielle Baily 48:52  
Yes. And I think that's indicative, also of poor company culture and not having measures in place that define what the roles really are. Because when people move up, or when people think of moving up, they can only judge what the work will be based on what they have seen. And if the person that they have seen in that role, takes on things that are not there outside of that role, because there's no clearly defined role. We're comparing ourselves to something that doesn't actually exist because it's never been created. Because there's never been like a job description or a work instruction for that level of management.

 Danielle Baily 49:50  
So it feels like it's poor management. For organizational structure, when you don't want people to move up it or when people do Don't want to move up inside your company, it feels like poor organizational structure. And it also feels like back to this problem. Like, if we're already at a loss of confidence, we're already exhausted, we're frustrated, we're disappointed. We can't, quote unquote, can't make the things that we're supposed to be doing now, how are we going to do it at another level? Well, ideally, the things are going to be different. If you're at a different level, that doesn't necessarily mean the skills you you have won't move up. Um, I'm, or change. So. I don't know, that's a tough one for me, because it reads into so many different levels of issues.

 Francis Wade 50:50  
Like I know, people, for example, they don't want to get promoted, because to the first level of management, because they don't want people working for them. Because when people work for you, it means that if they don't do their job, you've got to do it for them. But sometimes it's true. They're looking at the people that they have who report to them and they're like, ah, that, you know, they know what really goes on and they see who does work and who doesn't. And they make a you know, they make a judgment, and they say, I don't know, no, thank you. So they stopped themselves, you know, from moving to the next level, because they don't see that growth. Carol Dweck talks about the growth mindset, they don't have a growth mindset for their task management. It's something that somehow they know they do, if you were to ask them, but most people, even if you ask them basic questions around Well, are you are you using less memory than you did a year ago and more of your system? They were like, what? They haven't even thought it was not listening to our podcast, because you're listening to a podcast like this, you've already started that journey, and you're trying to use as little memory as possible. But in the real big world, it's like, what, what what system? What do you mean? What's it? They don't have answers for? How do I make growth happen for myself? So the 20, the 80-20 is, is, is even beyond them, because they haven't even thought of the first, the very first improvements they could make. But for folks who are listening to the podcast, they've probably gone through, like like Silvia... several cycles of improvement. And they've tried

different things. And they're plugged into enough sources that they hear lots of suggestions, but they can't sort through. Where do I begin? And where do I start? But the truth is, I don't hear a lot of people talking about this 80-20 business. It's not it's not a popular, you know, well worn point of view, David Allen didn't put it in his book. I think if we were to dig into those his words, he would probably imply that there are some improvements that are better than others, because everyone knows that. But he certainly didn't offer any advice as to "Okay. Do these improvements, if you're at this stage of your, you know, if you're a Sylvia, do these improvements, there's no sort of intelligent, you know, here's the kind of improvements that you make, because you don't, you don't give the same advice to Serena Williams, as you do to somebody who is just beginning. Right, so they, you don't say the same things you write, depending on the level that a Sylvia is at a CEO. There are certain things that they've conquered in order to become CEO. As you know, when you coach somebody at that level, you don't give them entry level advice, because they're like, I'm paying to hear what?



Francis Wade 54:01



Francis Wade 54:06

A lot of CEOs are the kinds of people who got these things...They taught themselves these things in their teens, right? Because they were intended to be high achievers and type A and they got how much on the SAT and they were valedictorian, and they were class football, this and captain of the that and student council it you know, they're they they already had a lot going on when they were younger. So there are certain things that they've already learned and I've seen coaches get into trouble by giving CEO levels kind of basic advice and thinking I give everybody else good advice. It should be good for you too. Right? And they get it all think it's like medicine that's a you know, a broken foot is a broken foot doesn't matter who has the broken foot. It doesn't work that way does it?



Danielle Baily 54:51

Right. It you know it honestly again, it goes back to I think who that person is because what steps have we tried? You know, if we're really trying to eat, we're really trying to change 20% of our activity to gain 80% more. You know, what have we done? I think that's a big, you know, measurement of success. Yeah, I think it's a big here we got the standard measurement of success again. Knowing what we've done is that measurement of success, it works to a certain point, you know, they have that that thing, you know, every level have its has its devil, right.



Francis Wade 55:36

Oooh, nice one Thank you. Every level has its devil? I've never heard that before. But it perfectly applies to what we're talking about.



Danielle Baily 55:45

Danielle Baily 56:15

Yes. And so what worked for you? Well, you think when you're in this plateau area, right? When you're sitting here doing what we're doing, there should be an organized way to filter knowledge, you know, task management, or task management improvement should be normalized. And we're sitting here and we're thinking about all these things. We need to think about what have we done, that worked? Are we still doing it? Because there is one thing, there's one thing that I feel is a huge problem, when we're looking at task management, what we're doing every day, it's not just the alignment issues that I stumble across in my clients and colleagues and friends and family. It's an all of us.

D

Danielle Baily 56:31

It's the it's not just alignment issues, it's the we find something that works, we do it for a time, and then we revert back to what we've always done. For some reason, a stressor came into play. So maybe for Sylvia, who owns a \$3 million company, maybe a stressor happened, she lost two employees, right. So she felt the need to revert back to how she's always done it, whatever it is. And now she's at this level where she is going home taking a nap, doing more work.



Francis Wade 57:11

Right? Right, she probably made a promise to herself not to do email in the evenings. But now she finds that that's the only way that's the only right, which happens with a lot of high performance is that they, they get to the level where they don't need to work on weekends, they don't need to take off sick days to catch up. They don't need to do these things. And then all of a sudden, their tasks, but not of a sudden, their tasks keep going up the way they tend to in life. And they decide, no, I need to go back to stressing myself out, because that's the only way I'm gonna make it through, right?

D

Danielle Baily 57:47

The only way I'm gonna get caught up is if I work through the night, oh my gosh, stop it. Like now you've left yourself even more tired, you're not going to be able to function the following day, like you've now negated every ounce of energy that you would have for the following day by working through the night.



Francis Wade 58:11

And then it becomes ineffective after

D

Danielle Baily 58:13

an hour and a half



Francis Wade 58:15

to stop.



Francis Wade 58:17

Right. Sorry. And it's tough to stop yourself. When it kind of works the first time you do it. It works the second time.



Danielle Baily 58:28

It's an illusion. I don't think it actually works. I think it's an illusion of working. Yeah, I think it's an illusion. Because if it truly worked, it could be your 20% whatever it is,



Francis Wade 58:41

right?



Danielle Baily 58:43

If it truly worked, it would be giving you 80% of your results. And it is not. So it is a short term illusion solution.



Francis Wade 58:54

Right? I think there's a bunch of them floating out there because they don't have the measures of success that you talked about. So you don't really know if that was the thing that worked. So you might try these experiments, but you don't know that they're experiments, you're just desperately trying something. And then because there's something seem to work in the lack of information and data that you have, so that you keep doing it. And you say, Okay, I need to keep doing this. I had a someone in a class once who was shocked to hear that it was a bad idea to try and keep all of our tasks in memory. Because she had it that that was a sign of her success. Right. But if she could remember all our tasks, and she wasn't doing well, and I said no. No, no, no, no. That's the opposite of you know, no, she was shocked.very disappointed as she ages.



Francis Wade 59:51

It's lifeless isn't gonna work out for her. You know, she gets promoted. She has kids I'm 56 or so? I could see it. I could thank goodness, I now committed to not use memory because certainly memory isn't what it used to be. And for tasks memory for tasks is even worse than other kinds of memories. Because that's a short term stuff. I don't even need to remember the task for more than a few days. And trying to remember that way. It's just, it's just astounding,

the kinds of things oh my god, how did I forget to do that? How did I walk past the thing I was supposed to take? As I went through the door, and the thing was right there and a step over in order to get to the car to leave, and I forgot.

 Danielle Baily 1:00:44

Well, me half the battle is done. At least you got it there.

 Francis Wade 1:00:47

I decided I got

 Danielle Baily 1:00:48

there door. I mean,

 Francis Wade 1:00:50

I went to the front door, no other way on the way to get to the house.

 Danielle Baily 1:00:55

You know, sometimes, you know, getting the thing by the door and getting yourself by the door to at the same time, that's

 Francis Wade 1:01:03

Right? Right, right now my thought is that if we can give someone like a Sylvia, a 20. Plus, you know, a clue as to how to find the 20% the future might not be as fearful. The it might, it might go back to being rosy, you know, when your school is really school really does kind of lull us into that, when I get to the higher grades, then I'll be able to because everyone is in the higher grades. So you can see life, you know, you're in kindergarten, as you look forward, there's 12 more years of and if you add college to that, there's years of just kind of following the yellow brick road, and it's nice and laid out for you. Nice, right? It's easy. And then we get to our first job, post college, and all of a sudden, it turns into like murky, because no all over the place. And all of the clear nightmare markers that we had, have gone away, all the feedback disappears. All of the measures of success, oh, money networks for a while and money straight. That's, that's not really quite it. But we don't know how to manage ourselves as human beings who create challenges for ourselves. And others, we don't have to gamify or somebody gave me at some point. And they gave me five college. And then it kind of sought to try to gamify careers, and it didn't really work. Nowhere kind of like a certainly task management isn't gamified it's just kind of all vague. So we're not really having this thing to look forward to, to



kind of pull us forward, the way the guys in the NFL Combine are all looking to become multimillionaires, through the NFL, we don't really have that. We don't have an Olympics to kind of look forward to.



Francis Wade 1:03:06

But if we could get to the 20%, if if we if we could, if we if you had the idea of okay, here, brand new book, The 20%. And how to find it. Right write ways to continually improve your task management so that you never get stuck in any one place. If you could write that book, it can be really popular for people who are good title, you should write that down. That's a good title. That's where we're recording know where that came from? Again, but, you know, it's it's, it could give people hope. They don't really high performers. That and while it's true that, you know, Serena Williams has to ...she has to approach a problem in her game or used to have to approach a problem in our game very differently than a beginner would, you know, totally different approach a totally different level of thinking, different devil, looking for a very different devil because she's at a whole nother level. She could still have hope. If she had a process. i My sense is that there is for those top top anything's in any field is that to get to that top field. They have to have that they have to have their own 20% approach. Right, otherwise they don't get there. What do you what do you think of that in general? Is that accurate?



Danielle Baily 1:04:40

I do I definitely think that's accurate. I you know, back to the coaching of each person is going to be back to the who each person is going to be different. So and we're going to be different a at each level. So some of those 20% You know, 20 percentage Your efforts will yield 80% of the work, I think some of it will actually bleed over. But I do think there's going to be like a step, you know, as stair step that you're going to have to make, you know, intermittent changes as you as you go up in your levels.



Francis Wade 1:05:21

Right, right. Right. Right. Right. But for example, back to Serena Williams, I just, I just watched the, the, the Williams movie, Richard Williams movie, I forget what it's called, but fascinating movie. But he, he had to fire coaches along the way. You know, he had, he had a point of view that the coach works for me while he was managing his daughter's career. And I imagined that they had to get to that point also, because there's, there's a way in which if you hire a coach, or if you have a coach, the idea is listen to your coach, everybody knows you're supposed to do that. That's what good people do, they listen to their coach. But to get to the highest level, I imagine there's a point at which you say, that coach isn't the right one. So you're, you're thinking beyond the coaching, and you're saying I need a different coach. So you're, you're, you're now taking charge of your feedback. And you're, you're looking for a different way of getting that feedback, understanding that feedback is important. But you're not getting it from that person anymore, you're gonna get it from somewhere else. So you're the one. So that's a skill, for example, that could get you out of the 20%. Sorry, get you to the 20%. And out of the 60. Because if you listen to the same coach and the same coach and the same coach and the same coach, and that coach doesn't really grow, and doesn't change his or her point of view over time as you rise through the levels, when you really easily get stuck. Because that coach

keeps telling you what to do the same thing, you keep doing it, and you get stuck. So you never ever get to the next level. So that's a part of it is being willing to, and maybe this is getting into solutions, no changing the source of your feedback from and the source of the either direct feedback. Or let's talk about the indirect feedback.



Francis Wade 1:07:22

But maybe the changing the source of your feedback is a thing also is a bad thing, because it had never thought that thought before, but it could be a part of your progress. So let's get to the let's get to the one that you've mentioned about setting your own setting your own success measures. And right, can you give us some insight as to how that can be done with in the area of task management? And how you've done that with your clients?



Danielle Baily 1:07:53

Yeah, absolutely. I think that, you know, creating a standardized measurement of success for yourself has to do with goals, right? The goal setting is a huge market. I mean, you could probably Google goal setting and you get, you know, millions of hits and results in articles and things like that. But we don't know that we have been successful unless we meet a goal of some sort.



Danielle Baily 1:08:18

So you know, I had a goal in, I set a goal in 2019 to record one webinar a month for 2020. Okay, that was the goal, that was the measurement of success. So if I wasn't working on tasks, you know, the tasks that needed to be done to execute one webinar a month, per month, or 2020, then there's my measurement of success, I was not doing those tasks. So I know that when I do those tasks, and I break, you know, I break you know, having 12 webinars is a big goal, you break it all the way down, you reverse engineer everything that you need to do all the way down to daily, weekly monthly tasks. You know, if you execute that daily task, you know, because it's in line with your success measurement, you're going to be successful, we just have to do one task after another.



Danielle Baily 1:09:28

So the standardized measurement of success starts with the goal right and then reverse engineering all of those tasks all the way down to that I call it "reducing tasks to the ridiculous" like yes, I know that the goal is you know, actually have a client Her goal is to create a masterclass. Okay, we Need to reduce that down to the ridiculous I mean, we need to outline ideas. Well, then, I have the idea, no outline ideas, because then the second masterclass might actually come out of that basic idea outlining session, just that very basic action. And then as we move forward, and we do these tasks, we know that we are in line because we've reverse engineered all the things that we need to do. So that, for me is what I mean, as a standardized measurement of success, it's going to be different for each person. But it's a goal that we can reduce the tasks to the ridiculous. And we can know, every single day, when we complete this, we're going to have success, we just have to complete the task.



Francis Wade 1:11:02

that's a good one. That's a really good one. Because the, the you're tying, you're tying a few things together, which are sound own unique to my ear, which is that you've got to devise your own backup and say, given that one size doesn't fit all, and given at, given that there's a different devil the devil is this one, I want to use this forever, is a different devil, for every level... the best. Given that, therefore, you must create your own success measures. So you're, you're it forces you to create your own. When you create your own measures, and, and have some discipline, or some method of automatically being measured, or it gathering. However, whatever the feedback is, that tells you that it's being measured, you then go back and figure out the tasks that produce that outcome. And now you can measure and track those. So you go from the high level, and you backtrack, as you think you use a word backtrack,



Danielle Baily 1:12:16

reverse engineer



Francis Wade 1:12:18

reverse engineering, you reverse engineer the outcome into its component tasks. And then you can manage the task on a daily basis. I have a I have an example of that in my own life. So I write a column for the newspaper here in Jamaica, productivity column and strategy. Both topic. I've done it for 10 years. And I've only I've been only late on a deadline once. Wow, I do it every two weeks. So that's 10 times 26 ,260 or thereabout columns. And one day I was a day late. It was a it was a problem. But I got a call. And this is the first time and only time they've ever called to see what's up? I think I my deadline is on a Thursday, and this was Friday. And they were like, that comes out on Sunday. So like what's up? Where's your where's your collar? And I said, Oh, it's already done. I just want to have somebody look at it before sending it over. It's, it's just waiting, okay. Okay. So you have it send it, just want to make sure that nothing had happened. And that it happened the one time that I made sure never to want it to happen again. But the feedback that I get from the entire activity is my article comes out on Sundays in the newspaper. So every Sunday, I opened the newspaper and up for the article that I wrote. And it's the and even to this day, I still feel a little bit nervous. I shouldn't right's been 10 years. But you know, did they did they accept it? They accepted it. Towards the 260 times they've accepted it. They never it never even question anything I've written which I don't understand, because I think some of the paper I'm always like, Oh my god. So I have that feedback that I don't control. I don't measure whether it comes in the newspaper or not. So there's there's that I don't know if it's gonna there's at least a little bit of question, whether it's going to come off or not. And I opened the paper and I look, so there's an external measure that success measure.



Francis Wade 1:14:35

And then to accomplish that result, I have a routine. And to reverse engineer as you said, I send it by lunch, lunchtime or so on a Thursday. I revise it on the Wednesday. I revise it for about an hour to half an hour versus on the Tuesday. And I draft on either Monday morning or Sunday night. So it's like stone. And those are the I know, they're there in my schedule their time

blocked completely and, and in the background during, you know, every other day, or every moment of every day, I'm writing down ideas from future columns. So I have a long list of a backlog of ideas for future columns. And probably some of what we talked about is going to be devil business is going to make it promise you that this thought was such a good way, I want to give my readers that one so that they can stick that one in their heads and keep it no one's gonna make it.



Francis Wade 1:15:38

But I capture all the ideas, you know, so I have a backlog of ideas. I'm not short of ideas. I, I can keep, I can stop no and keep writing. But I'm trying to illustrate the outcome, the reverse engineering and the actions that I could take each day, because if I get to Tuesday, and this has happened before, and I have nothing, I'm now in a problem. Or if I have scheduled something on Thursday, where I can't send my article. I just send the article on Wednesday, then I need to change something up somewhere when it's off. I'm very aware when it's off my wife does my editing. Also she's aware too. She says, you know, she's she's like, where's my Where's, where's the article? Because she does the last edit on Thursday morning. She's my sanity check. So she wants to know, you know, where the article sent to me? What's so well off? I can tell. So that's a good, maybe a good example of what you're talking about of the reverse outcome, the reverse engineering, the activities and the metrics? Right? I think what you're saying/ proposing is that that method could be applied by someone like Sylvia.



Danielle Baily 1:16:54

Right? Right, she could create whatever that measurement of success is, whatever that goal is, reverse engineer it to the tasks to be done daily, weekly, monthly, quarterly, whatever. And we know if we completed that task, we are going to reach that success. And so something else that you just alluded to? Well, you didn't really allude to it, you actually said it, but not in these words, is the lead and lag indicators. You know, the lead indicators are your actions. The lag indicators are your results.



Danielle Baily 1:17:27

Guess which one you don't control



Danielle Baily 1:17:31

your results, you don't control your lag indicators. And so oftentimes, people like Silvia, people, like who don't want to be promoted some of the things that we've talked about today, they are trying to control their results. And that's why they're reacting. And that's why they're doing all these things. They're not controlling their actions.



Danielle Baily 1:17:53

And if the actions were that 20% of your actions, yield 80% of your results. Those are the things that you control. But what's wondering, did you know, did they do they publish my, did they

that you control. But we're wondering, did you know, did they do they publish my ...did they publish my article? Yeah, that's a result that you can't control. You can't control that result. Did this client of mind create a masterclass? That's the that's the result. We don't know she doesn't control that she only controls that action. And so I think that was interesting of in that conversation of how we just even let into your actions, create your results, but you only control your actions, you don't control your results. And interesting. I feel like a lot of people at each level, are wanting to control their results without controlling their actions.



**Francis Wade 1:18:53**

I believe you're right. And I suspect this is going to be another podcast episode because we're at the end of it. I don't know what happened to the time. We're like, this is like, we're because the next episode of our time together, will probably get you could focus on this notion that you just introduced of results, creating results, outcomes that you can't fully control. And have have that be the, the because you want to have some kind of independent results, you know, like in sports as well. What makes sports sports is that you can you're in a game in which the outcome is not completely under your control. It's due to the other players due to other things. But that's what makes it the thing interesting, right? If it was all under your control and then it's not interesting. Compelling measurement



**Danielle Baily 1:19:58**

makes it interesting.



**Francis Wade 1:19:59**

Right, but you can control. Those things are boring, you know, those things are like, Yeah, I can, yeah, I've gotten that once you've gotten to a particular level, it becomes less interesting. And maybe as a part of why the level, my level, the level and the devil, is is interesting, because once you've, once you become accomplished at a particular activity, even if it used to be uncertain. So I could say that when I started writing, following the schedule that I now follow was very uncertain. And I would do it haphazardly. And it took time and it took skill, it took task management and my schedule and getting my wife involved, to nail it to where it is right now. So that it's something I can control now. But I never used to be able to control that. So when I started off in the beginning, just drafting on a Sunday was like a big accomplishment. So I've my level has changed, the output remains the same. But I still have to be in the game of reverse engineering, it's just, I actually reverse engineer in a different way, by using a program that analyzes my writing. So I never that wasn't invented 10 years ago. But I hit a particular button, and it tells me how readable my article is. And this is on Thursday night do this is very useful. And I was just invented a few years ago. But it gives me an idea of the quality of my article in terms of its readability. So the game for me has changed, the nature of the game has changed, the outcome remains the same. But the nature of the game for me has no changed. I just realized that as you said it and it's changed. Because I don't know what that program is going to come back with. I absolutely. I don't know how to control it. Frankly, I don't agree with it. Sometimes. I fight with it. And I complain and it's you're wrong. And I dismiss it sometimes. So there's a back and forth business here. But when I click measure the readability, I want it to see, congratulations, your article is easy to read. I want that thing I want. I'm like yeah,



Danielle Baily 1:22:18

yes. There's now there's a measurement of success. That's another measurement of success for you, even in the process



Francis Wade 1:22:28

in the process. Right. But so I think we've made some grown here. I know, because I know there's a there's another, there's another episode for us to book. So don't go too far away. Miss Danielle Baily, because we'll be picking up where we left off here to talk about measures of measures of success and the nature of measures of success. Because I think, I think you you've come at this from the point of view that we can't talk 2080 If we don't know what the measures of success are, right? So we've kind of got go to the foundation of this thing. And get and unfortunately, as you said, they're different for each person. So we're talking, we're trying to get our listeners to figure out their own measures of success in their task management. And once they do that, then 2018 Mix makes more sense. Right? Well, that's amazing. Boy, so Danielle Baily, where can people get a hold of more of your wisdom?



Danielle Baily 1:23:40

Yes, perfect. So my website, [Daniellebaily.com](http://Daniellebaily.com), that is [daniellebaily.com](http://daniellebaily.com). There is a consultation button right there on that home screen. And you can just click on that we can have a chat and get to know each other a little bit better. And you know where what level you are at, and if there is an opportunity for some of my classes or content or webinars or tips or consulting can actually help these busy overwhelmed overworked entrepreneurs and business owners who just really want to connect with themselves and even their interpersonal relationships better through time management, process generation prioritization and implementation. So there's that scheduled consultation button right there on my website, [Daniellebaily.com](http://Daniellebaily.com). And I love to chat with people and get to know them.



Francis Wade 1:24:42

I can recommend guys, this is not just a matter of calling up. Somebody who's really bright smart, has lots of solutions and can think on the fly. Then it was also fun to talk so I can I can tell you, it's like it's like you get the brain part and you get the fun part and talking with her as source special diet Thanks for Thanks for joining us and guys keep listening I'm going to tell you some more about our upcoming shows and some other details so isn't quite over but thanks again to Danielle Baily for joining us



Danielle Baily 1:25:13

thank you Francis