

Francis Wade 0:01

It's the Task Management and Time Blocking Podcast, episode 32. You're someone who launches personal projects to improve your task management. You've made a number of changes in the past, but you haven't seen the impact you wanted from each effort. Is there something going on that you cannot see? As some changes more fruitful than others? After all, you know thing about systematic change in the workplace that seemingly small improvements can yield disproportionate breakthrough results. It applies to other areas of life. But how about your task management? Tools, this episode to hear from me and my special guest, Danielle Baily as we solve and tackle and wrestle with this challenging problem of productivity together. I'm Francis Wade, and welcome to the Task Management, and Time Blocking Podcast.

Francis Wade 1:00

Music Background Music, Music Music. As I bring up Danielle, and here comes down and yell onto the stage to speak with me. Speak Speak, speak. I hope there we go. If we can't be silly, then why do it? It's okay, you all said again. Last time around is some thing I forgot to put in all the second let me just put that thing in that I forgot to put in. If you don't mind, one quick thing I got to put in the podcast and realize there was a thing I forgot to put in. And it was live. Too late by then. Okay, here we go. thing the thing at the Putin because this time, I'm remembering to put it in my second recording for the day, so I'm a little bit twitchy. Okay, 321.

Francis Wade 2:19

And welcome back. As you can see, I'm joined on the stage here with Daniela Bailey. But before I introduce Danielle, let me give a little warm welcome to those of you who've never attended, or never been on or listened to our podcast here at Task Management and Time Blocking Podcast. And it's a little bit different from the usual kind of chat. Why? Well, Daniel is a guest, invited here to help us solve a very hard problem. So we're actually going to put her to work. It's not just one of those interviews where I talk with Danielle about, you know, her favorite color, her favorite animal kind of things that happen when she was a kid. No, no, we're looking at adult stuff, people things, what people struggling with in the area of task management. And today, we're gonna be looking at this particular problem that I mentioned in the introduction, what happens when you have lots of problems to solve? And how do you measure your success. So the way the conversation works is that the two of us are going to rip apart the problem, tear it apart, delve into it, dissected, diagnose it. And what we're looking for is not just talk, per se, but serendipity. Serendipity will come in the form of an insight. And when we have an insight that neither of us has really discovered before, maybe one of us hasn't discovered. I'll hit the Insight bell. And you'll hear a little bell that sounds like a little ring. That means that hey, we just found something that is a product of our conversation. If we get to the end of the show, and there's no insights will play a buzzer, which means that time ran out, we did our best, but we didn't quite do it. Truth is we're both coming up coming to this particular question without having the answer neither of us. And we want to move the needle together in the next few minutes that we spent together in a positive direction. But it's going to be in

a way that is unexpected and on plan. We're using some Einstein here. Why? Because he said if he had an hour to solve a problem, he'd spend 55 minutes thinking about the problem, and five minutes thinking about solutions. So we're going to spend the most of our time actually dissecting and diagnosing the problem from different angles. So let me start off with with a with a story. And then I'll introduce Daniel Silvio owns a \$3 million company. She's a hard worker and takes her task management seriously. And alumni have several training sessions with different experts. She has spent 1000s of dollars hiring coaches Morat disciplines, but for the last six months, things have only become steadily worse. That old complaint of getting to the end of the day feeling as if she accomplished nothing of value has returned, she hits it. But no matter what she tries, she finds herself distracted by a stream of annoying interruptions per day each day. She can't even breathe from 8am to 6pm. In other words, when she's at work, when she at 6pm, she drags herself home exhausted. When she gets home, she takes a nap has dinner and picks up right where she left off. checking emails, so she keeps working after she's reached home. The funny thing is that she can list half a dozen improvements she's trying to make at any moment in time, or she should make but she's afraid if she can't continue leveling up, or improving, and doesn't get even better at her task management. She could be stuck forever. But is she supposed to try every idea? Every app every day is that device or every new practice that comes along until something clicks. Danielle Baily is dedicated to people and results. And she aims to help find or produce useful, applicable and cost effective ways to bring practical efficiency to modern chaos. Danielle, provide solutions for common business problems from simplifying bookkeeping, payroll benefits and HR to time management, process generation, prioritization and implementation. Join me in welcoming Danielle Baily.

Danielle Baily 6:30

Hey, thanks for having me today. Hey, there'll

Francis Wade 6:33

be some applause in the background.

Danielle Baily 6:36

For real,

Francis Wade 6:37

I did it in the foreground instead. So Danielle, what do you make of Sylvia and her problems, dive into this poor woman, very common situation.

Danielle Baily 6:48

It is a common situation. And I think that it's, it's common for a lot of us, it honestly just depends on what spot we're in, in our business or in our lives. But we, it seems to me that whatever is not happening between eight and six, certainly isn't happening after she goes home and takes a nap. But we're continuing to push through. Because I think that there's some bad advice that if you work more, you'll get more done. I don't know, it's very. I don't like hearing stories like this, whether it's from my clients, my colleagues, my friends, and it's so common that they invest in coaches, they invest in products and devices and software's, and don't even get me started on all the software's. And all these things are supposed to make it better. And often it doesn't, or if it does, it's short lift. It's like a burst of this works. And then there's a backward trend for taking a nap and then checking email at home. Because obviously, we were too busy during the day. Right.

Francis Wade 8:17

Right. And she you know, she's she's dumbfounded because, you know, when you're at a low level of productivity, and you improve the number, increase the number of hours that you work, you do see a productivity gain, right. So it does, it does work up to a point and then it stops working. So you hit the plateau. And then you can't just add all those any further any longer. They don't help, all they do is really take away from your quality of life. And then you actually get not just a monetary return, it actually deteriorates. Like I've heard of people getting nervous breakdowns, because they just keep going and going and going and going and going. And as the returns diminish, they figure that they must not be working hard enough. So let me try and double down and triple down. They tried to work even harder, and it doesn't do anything for them. And in the area of task management. This is definitely true, because you really only have a certain number of hours per week. Right? And you can probably only manage a certain we don't know what the number is, but there's a certain number of tasks that you can manage you can manage effectively each week. I don't know, no idea what the number is, but I suspect it's a real number. And the minute you start to approach it, things start to go haywire.

Danielle Baily 9:38

Well, yes, and they are there are real numbers. I mean, the average person on a good day can work 60% of their day, which is really if the star and the moon is aligned correctly, your clothes feel good and your big toe doesn't hurt. So that's not even really even though it's an average statistic, when I talk with folks, it is more towards 45 to 50% of your day, you're actually going to get work done. And then whatever task management solutions you work with in that 45 to 50% of your day is going to be where that measurable result happens. And consistently, because we're, I think for Sylvia, I think the issue really is consistently over the long term, versus the short term increase, like you were just talking about about you start focusing, you increase these activity, and you will see a productivity increase, but it is not sustainable, repeatable or trainable or scalable. And I think that's really where that root of that problem is, is how do we, within that 45 to 50% of our day, let's say that we're actually work working, where do we what what task management methods can get us through to seeing these productivity results, or the increase in productivity that we're looking for not even the results, just the increase in productivity?

Francis Wade 11:19

Right, because I suspect that, as she adds more all of it becomes less and less likely that she's actually thinking about improvements other than adding hours. That's a it's a kind of vicious circle, right, because it's like you get, I hate to say dumber, but the more hours you work, sthe more your IQ declines, because you're spending more time working, and less time thinking about making improvements. Because you're really you're really cannibalizing...if you're if you're meant to spend five hours a week thinking about how can I become more productive, those five hours go out the window, because you get too busy that week, and then the following week, and then the following week and the following week. And you're really into overtime at that point, because you really are guaranteeing that you're gonna hit a plateau because you stop doing the kind of improvement work and investing in your ability to improve your productivity. Instead, you're just trying to stay ahead of the monster before, you know, make sure the monster doesn't catch you. And that's it. And, you know, we you and I talked about the idea of you get to the end of the year, you have no idea what happened. And I think it's because you didn't spend any time reflecting, right, because we're reflecting spending time in, especially if it's purposeful reflection, not just like, you know, you're sick, and you're laying down. So you had to reflect, but you deliberately said, "Let me think about how things are going for me in terms of my ability to get work done." So if you don't deliberately spend that kind of conscious time, then bam, before you know it. Without any reflection time you get to the end of the year, I don't know what happened. And you're no more productive than you were at the beginning. You're just more tired.

Danielle Baily 13:18

It's more to do. You're more tired with more to do.

Francis Wade 13:22

And you've got more to do. And you don't know, you don't know how come you don't know what happened. And the truth is, you're just used to being a hamster on a wheel, you're just repeating rinse and repeating what you've always done. I think this is extremely common. What do you think?

Danielle Baily 13:38

I think so too. And I think that it's it's that false sense of if I add hours, I can get more done. Because there's another fun statistic that after 90 minutes of working, you become drastically ineffective. So, you know, doing for 567 hours, I'm going to work here all day. No, you're not. So not only have we not planned have we not reflected our task management maybe isn't working, we're now going to push ourselves through and add hours that we have become ineffective after 90 minutes, there really is no reason to not take a break at that point. But people still do.

Danielle Baily 14:25

And I think it's the I think there's a couple of issues or issues problems here. One is is that we're looking for the results. We don't control our result. So we think if we work more, we'll get the results that we want. We're focusing on that wrong thing. When we need to be circling back like you had just mentioned and planning and thinking and reflecting on our actual task management on our actions, then maybe we can figure out how to get that result that we want. But I feel like the other common problem is, is as we walk through this revolving door of doing what we've always done working harder doing all of this, we tend to just continue to pile things on instead of really prioritizing what's important, instead of really deciding where we want to succeed, and then those task management those actions that we can do to reach that goal. But I thought it was interesting what you just said about the, the planning and the reflection. And I don't remember the statistic on that. But for every hour of planning, it saves X number of hours of time, because we've planned, we prepared. And we're able to go in with not just what we want to do how we want to do it and using those task management techniques, but not buying all of them.

Danielle Baily 16:08

The other issue that I see the other issue, the other problem. I don't like the word issue I keep like restating that that word, I guess I don't really like it. But what I also see is that next bright, shiny object, what is that next thing that the newest things someone has come out with? I remember, I was talking to a client the other day, and she sent me this video. She's like, Danielle, look at this, and I looked at it. I'm like, this is really cool. Do you know that you already do this? It was just bundled in a pretty way differently than she's currently looking at it. But we will we're already doing the same thing. It just wasn't bundled as pretty.

Francis Wade 17:04

As she said, oh,

Danielle Baily 17:09

oh, I guess you're right.

Francis Wade 17:13

What? This is actually the value of a coach, right? Because a coach prevents you from going too far off in the wrong direction. Using the tools you already have. Right? spending too much time, because the coach will ask you, you know, how much time did you spend reflecting I'm planning this week and you go? What's that word? What's that word? You don't know what they are talking about? The coach can help you to do that reflection, because they're there to have right. But you know, poor poor Sylvia doesn't have a coach.

Danielle Baily 17:49

She's spent a lot of money. And I think that's the other side of it. You spend a lot of money on these courses on these on demand courses on these programs, these software's this tips, this trick series, I mean, whatever, all the things, you spend all the money on all the things...you also expect these things to work.

Francis Wade 18:11

You bought them because you bought them. I invested.

Danielle Baily 18:17

But they don't work.

Francis Wade 18:21

Especially for someone like her. They're the wrong tool for the situation that she's in. Because ultimately, it as if her sense of (I'm imputing this of course, this is all made up...but the Sylvia that I know she measures her value or her value added or her her contribution by the number of hours. That's what she's focusing on. So that's really easy to measure. Right, right. And it's it's not so hard to take time away from relaxation, reflection, planning, improvement, and it's easy to put that towards more work and to do it indefinitely or at least as long as it makes your boss happier and happier to add more rows so Oh, you're coming on the weekend.

Francis Wade 19:24

Oh, oh, well, should I...

Danielle Baily 19:27

pay you more! That's probably an HR problem.

Francis Wade 19:34

Yeah, they have workplaces that you know actively encourage you to stay late by buying you dinner. You know. You know, just stay or don't go for lunch for sure. Just stay on campus and just keep going. And she's using measuring sticks that are let's not talk about solutions yet. Let's keep going with the problem. It's

Danielle Baily 19:58

been really hard. For me to stay on task, Francis, it's been really hard. It's that's

Francis Wade 20:03

the nature of the beast. But folks, if you're listening and wondering...That's a lot of diagnosis, the answer is yes. Because we want everyone to...well not everyone, but many listeners, as many as possible to find themselves in the problem itself. Before we start thinking about answers, and you know, we've got to come at it from different angles to have our audience sort of say, "Oh, yeah, that part sounds like me."

Francis Wade 20:26

But part of what she's also dealing with, is that it has to be that way. It's like, this is really hard. I don't have choices. This is ...Everybody around me works like this. Right? The people who I look up to anyway, the lazy ones, maybe don't. But, but I don't know any other way. I my boss, probably, in some situations, the boss is even worse, right? And you're just kind of following suit. And their boss is worse.

Danielle Baily 20:56

Or is perceived that way. Like, even if you own your own business, it's like, it's there's this air of, if I'm not working 1415 hours a day, I'm not successful. So again, I think what you just said about the success being in the number of hours, like that's how we're quantifying our productivity, or if we're doing a good job, we're deciding that hours is the way to do it. And I feel like there's a lot of history to that there's a lot of being taught that you can work harder and just keep doing what you're doing. Or, you know, such and such was successful, just work harder, work longer. This you don't need to just just do it if you just would do something like it'll get done. But what is something?

Francis Wade 21:57

Anything, it doesn't matter, as long as you're adding to the hours. You know, it's kind of like a mental trap. Because you can definitely be ... you're not necessarily brought up that way because a lot of people who are like this are self driven. They don't need anybody to bring them up any particular way they push themselves hard enough. The problem is that they think they only have one gear, they only know to keep adding and Sylvia is in that bucket, she doesn't know she doesn't have the capacity to reflect and have the reflection make a difference. If it happens it happens by luck or she'd have to get sick. Some people have to end up in the ER, palpitations and blood pressure. And doctor tells them you cannot keep going like this and they're like, but I really like it. The next time you'll be you'll be unconscious and the next time you'll be dead ...f you want that

Danielle Baily 23:02

They don't know any different i i don't see in all the mainstream media I don't see us talking about thinking about our task management about planning. I see do this do this do this plateaus are normal if you're not working this many hours you're not successful. Almost I might not even say it but you will know I'll say it so we're doing it we're doing it ...Those videos of people at like 4am in front of the gym talking about the you know, this is motivation. This is discipline. No no, this is crazy. Be first of all, you will not see me at 4am anywhere but I'm not a morning person. But it's there isn't the stop every week plan every week prioritize each week, what are the key? What are the key things that need to get done to move you forward? There are things we can do every day, we can check our email all day every day, I can probably guarantee the 45% of our time that we actually spend working we could spend in our email. We could!

Francis Wade 23:16

You could do the whole thing - just respond and you know as you as you send me mail you respond really fast so that you get responses really fast and you don't know how everyone else does anything beside email. And you meet these people. They reply to every email in five minutes. And they're not accomplishing anything it's at that's the thing, you know, And that's part of the thing is that your measurement for success is the wrong one. But nobody's telling you, right? Your boss likes it. So they're happy to say Sure. More hours? Yes, that's pretty good.

Danielle Baily 25:12

Yes, your your boss likes it. And social media thinks it's great when you're, you know, at 4am i doing a video from your car talking about...No, you're really going into the gym? Or are you just sitting there making your video? I don't know. But what's the measurement of success? Is it doing that 4am video? Is it doing your email? Or is it getting the key things done? And there's just so much...? Well, there's just not, there's not conversations about this type of thing...about how to go to that next level. And what we need to actually do to get there. Not look at the results of the next level, because we don't really know what those results are until we know what our actions are. But our current actions are not getting us where we want to go. And there's that not-appropriate measurement of success.

Danielle Baily 26:19

And there's this wide, wide assumption that if you just do this, or buy this or start with this new, I don't know, "There was another program that came across my desk the other day, you need to try this." No, no, because the time that it takes to implement a new software, I can get like eight other things done, thank you. But it's because I'm very aligned.



Francis Wade 26:51

Unless that software were to solve world hunger, and I guess they didn't, it didn't come with that. Didn't say it would be the panacea to fix every solution that you had. Every problem that you had,

Danielle Baily 27:02

that is the fantasy, right? We're all looking for that software.

Francis Wade 27:06

But you know, here's what I'm wondering, okay, because looking into this particular sort of example that Silvia is offering us, is the first change that needs to happen before you move to the next level, a realization that your old way of measuring success is bankrupt. Does that have to come first?

Danielle Baily 27:29

I think so, I think there's...No scratch that, I know. So. You know, you absolutely need to say what I'm doing isn't working. You know, because there's that old point of view that plateaus are normal. "You know what I'll get out of this if I just work harder."

Francis Wade 27:51

But the thing is, though, before you even realize that something isn't working right? Before that step, you've got to accept that your measure of success is wrong. Or it's old, or it's stale, or it's obsolete. Because you would naturally keep measuring. Like for example, you measure, if you measure your success by the amount that you earn. And as long as that keeps going up, you keep chasing the bunny rabbit, you know. And then one day, you know, the do a checkup ever clinic at work. At your office, they come to your office. And your friends see. Oh, yeah, betcha I have the best, lowest blood pressure and you say, oh, yeah, no, I must be lower than you are, you have no idea. And you go and sit down and they check your blood pressure, and they're like, Emergency! You gotta get to this hospital right now, and you're like what? I'm not going anywhere, and you refuse to go, but they calm you down, they get it down. And they say "What...you're the highest person in the entire company. And that's not good." And all of a sudden you have a new measure. But until it was forced upon you, you were cruising on cruise control. So that's an extreme case, because it happened by accident. And it was kind of forced into your awareness, as opposed to the years before where you had the opportunity to discover this awareness on your own and take it seriously.

Francis Wade 29:31

But I'm wondering if prior to any improvement (back to what I said) there's a change in measurement that you have to bring about? Preferably for yourself without an intervention from the outside, without your coach saying telling you, and without a heart attack or heart episode, that there is some jump that you make in awareness where you say you throw out the one measuring stick and you pick up the other. And all of a sudden, you realize that on this new measuring stick you are way down, but you now develop a commitment to measure your life using maybe both of them. But definitely using the new one, at some point, what do you what do you think of that notion?

Danielle Baily 30:20

I think yes. And I also think that we not only need to, we need to know what a measurement of success is. What have we been...? So yes, we need to know that there is that measurement of success, maybe that that's not working. But I don't hear this language either. Like, my measurement of success is my income going up? My measurement of success is how many hours I spend on the job, my measurement of success is getting six things done a day, my measurement of success is spending x number of hours with my family, my measurement of success is driving for three hours.

Danielle Baily 30:21

Right? They don't they that term measure. It just, it just is what it is. And the assumption there often is that you do it the same way I do it. I do it that way. You do it that way. And we don't even we don't even talk about it, because that's what we do.

Danielle Baily 31:16

Right? It's whatever's driving us and obviously is a measurement of success, or we wouldn't be doing it that way. So at what point do we say this is no longer bringing us the success we want?

Francis Wade 31:33

Well, it's a chicken and egg thing, right? So when you get the heart episode, you realize, you may realize after the episode that your measurement stick was wrong, or the measurements that could come first, where you do your own, you achieve your own level of awareness, and you realize that you need a, you need a new one, that your life p until that point had been measured by whatever is measured by and at some way, shape or form, you become interested in this new way of measurement. It's almost like some value has to shift inside. Right.

Danielle Baily 32:19

And I don't know that it's a value even as much as it's the the repercussions of doing these things the same way consistent burnout, like overwhelm, like, the feeling of doing something and not getting the things that we want. Like Sylvia increasing those hours are working eight to six, then we're taking a nap and we're working from home. Right? I think it's going to be the emotional, mental and physical ramifications that will lead us to this isn't working. But how do we stop that? Before it happens before like for your example of the high blood pressure? How do we stop it before we get to the hospital?

Francis Wade 33:09

Yeah, I mean,

Danielle Baily 33:11

what our measurement of success currently is, how do we define what our measurement of success currently is?

Francis Wade 33:18

Well, without any reflection, it's really hard to without any reflection, you'll never know. Because you just keep going. Have you heard this crazy number that only a third of people who have had heart attacks, implement any kind of behavior change?

Danielle Baily 33:37

Oh, no, I haven't heard that. It's

Francis Wade 33:39

so it's some disgusting number, like from 30-40%, something like that. It's crazy. The number is small. And that's why people will, you know, after they've had a heart attack, will keep smoking and keep drinking and do no exercise they do behavior changes are amazingly small. Wow. And I guess by the time you get to the point where it's hard to make that behavior change, and you have an episode, it's too late for you to know, if you don't have what it takes to reverse all these behaviors, or add in these new behaviors because you've now gotten so accustomed to it, that you're just saluting the flag all the way to the grave.

Francis Wade 33:39

So that the habits become stronger than the reasons to change.

Francis Wade 34:31

That's the only thing I can conclude from the numbers that I heard. Wow. That's like..so it scares you in a way, right? Because you're like, What am I doing right now? That is, you know, where I'm, I'm maybe I'm aware of a particular case, because everybody knows that. Oh, yeah. You know, you should exercise you should no smoke, you should drink some drink that much. You should do these things in moderation because they haven't effect on everybody knows that, but apparently even after a heart attack, the majority don't. They might know it. But they don't change the behavior. Sobering huh?

Danielle Baily 35:15

It is. Wow, well, and then maybe that is the the key to even not just that, but the key to this is the habitual nature of people. Because even if, we took some time to reflect, even if we defined our measurement of success, even if we decided that measurement of success is no longer working, in times of great stress, people will revert back to what is comfortable. So, that's the same thing here, when people try to attempt to put in new task management techniques, new time management techniques, productivity techniques, anything new, when they have a stressful week, they're going to stop reflection. And they're going to go back to what they have always done. Therefore getting what they've always got, just like your heart episode, right? Right..

Francis Wade 36:20

So why should task management be any different? Right?

Danielle Baily 36:24

What humans are humans and what we have put into our Well, we have put into our lives as habits. And what we've become comfortable with and accustomed to. That's what we go back to when we're under great stress, I see that a lot in my clients is, we'll be putting new things in place. And then something happens...doesn't matter what. And something happens, somebody reverts. And they're like, oh, but we need this. And this, we have this and this, you need to reapply this and this. And so it's that habitual thing. It's maybe that old point of view, right? Plateaus are normal, I just have to work harder. Or the the thing that I find super toxic and toxic is a very interesting word in our world these days. But the thing that I find interestingly toxic is the just do more work...10x that thing, and you'll be fine.

Francis Wade 37:25

And is there a book called 10x

Danielle Baily 37:30

is Yeah. But But again, if we haven't, if we haven't reflected, figured out what our measurement of success is, if we haven't decided if that measurement of success is working or not, if we haven't decided the task management necessary to reach that success, and we're not controlling those actions. If we're 10xing actions, is it the right action?

Francis Wade 37:55

Yeah, yeah, cuz it just seems so easy that you do the wrong action, which is could be the only one that you've been doing, or something worse, it just seems so easy, because we're not, it's almost like we're not, we're not taught explicitly that we need to engage in this kind of reflection in order to get the kind of improvements that we want on a sustained basis. Like we're not taught, we're not taught about something like plateaus, we're not taught about diminishing returns, we come up on these things by like luck, or by accident, or by example, something happens to somebody that we care about, then we're like, "Oh, my God, I don't want to go like that." Right.

Francis Wade 38:48

And then all of a sudden, you know, we start to go look for answers, and we find answers, and then we implement them. But, but it's not like we started off being like, smart about it. We, were lucky. We're lucky that we had a friend who it happened to and then we could copy them. Are we happy? We're lucky that we could have a coach who happened to mention it. Oh, by the way, have you checked your blood pressure recently? You know?

Danielle Baily 39:19

What's that?

Francis Wade 39:21

Or where you know, or we happen to be in a cafeteria that day that they take measurements and give you a free assessment? That's all luck. You know, that's not designed and oh, we're talking task management. We're also talking about life because the two seem to go very, very hand in hand in this particular instance.

Francis Wade 39:41

But if there's no way that we do the kind of reflection that we need I mean, this is this is our first insight. It strikes me that reflection is the either forced or unforced, you know, whichever way it

comes. Some kind of reflection is the starting point. That because you could even you could have something bad happened to you and you just...no reflection. No reflection is like, right? I would hate to say it's a killer, what is the context? It's a killer. It keeps you unproductive and it keeps your life...No reflection means that it doesn't matter what happens to you or anybody else around you, or the the blog posts that you read yesterday are the TV show that you saw last week, because none of it, all of it just kind of goes (over your head) none of it is really registering. So we're not, we're not taught how to reflect the assumption is we'll just figure it out on our own, I guess.

Danielle Baily 40:57

I think there's a lot of things that aren't taught in business, whether in general, like, even in you know, even in business school, there are things that are not taught, you know, in my favorite part about Business School is they get to they, they they teach you how to manage budgets of millions of dollars, but no one ever taught you how to manage a budget of none. So, these people get out of out of business school, and life hits them in the face, and they're like, Oh, I gotta figure out how to budget 500 bucks for eight employees? Okay.

Francis Wade 41:37

You know, there's, there's, there's some brilliance in what you just said there? Because there's every business gets noticed? Well, unless you're extremely whatever... you get down to that point where you're looking at more more outs than ins. And you're now having to scramble. And you've not, again, it was kind of a great life skill to have. In a way we're talking with us on a personal level, on an individual level. How do you manage when you kind of, it's kind of gotten down to zero? And how do you operate even before it gets to zero? It's a good idea to do that kind of reflection. But before it gets to zero, how do you do the kind of reflection that will yield great results? How do you how do you how do you know, I think many people do is that they hire a coach to do it for them. Right? Because that's the only way. Or they rely on a loved one who's willing to (like a spouse,). As kids our parents do our reflecting for us until they stop, and then we're left on our own. Because we're not, we're not. Yeah, the sit back and look at our cells is just not you know, and there's talk of it, you know, it's taught, you know, people get to the beginning of the year, like we are now...

Danielle Baily 43:09

right? This is the only time of year they're gonna think about it, though. Like, somewhere between Christmas and New Year's like, they think that these...they being the generalized public, I suppose, thinks that between, you know, Christmas and New Year's, is when we need to think about these things, we need to prioritize these things. And that's just what it needs to be when in actuality, in business, it needs to be like September,

Francis Wade 43:35

right? Right, because this is too late.

Danielle Baily 43:39

September, and then again in December, and then again, in like April, and then again, like, because you got to keep up with what's going on. And in your personal life, it can't be much different. But what I've seen is in your personal life and your business, like they are such a direct reflection of each other. So how you reflect upon your personal self and how you reflect upon your business self is going to be similar, whether that's not at all, or whether that's often or somewhere in between.

Francis Wade 44:19

So shouldn't there be...? Shouldn't there be a two hour period of structured reflection taught in every school?

Danielle Baily 44:29

Wouldn't that be nice?

Francis Wade 44:32

Taught meaning that your coach, right teaches you how to reflect on your own. You actually. You actually follow up? You're given a maybe a menu of ways of reflecting

Danielle Baily 44:49

right, checklist or ideas

Francis Wade 44:53

Some of it could be task management so it could be health. So it could be relationships, you know, A whole range that you actually taught how to think about your life, and the need for a regular, regular dose of it. So that if not every week, maybe every, you know, when you're a little bitty kid, like six years old, you do like 10 minutes, every week, two weeks, as you get older, you get an hour, you get two hours, you're taught more, more advanced approaches. You're, you're able to look at...you're taught to sort of scan your whole life. And again, in this kind of systematic way, so that you're not just kind of like, okay, well, yesterday, I watch TV and right. You're not just kind of like, bleaughhhhhh you're given some kind of guidance. So you're showing examples and your, you know, your coaches teaching you the same way, you had to learn to do other things, like feed yourself, and to walk. This is another one of those things that you need to live, functional life. Right,

Danielle Baily 46:11

the reflections, and then we could also add critical thinking, but that might be a separate conversation

Francis Wade 46:16

You need the critical thinking in the reflection, or as you cope with nonsense, right? You end up with magical thinking and, you know, making stuff up and unicorns and rainbows. And so you need the critical thinking, I guess that would come. Hopefully, you know, you, you have the habit of reflection, and within the reflection of higher classes, critical thinking in your reflection,

Danielle Baily 46:42

Critical thinking and the reflection and then application of whatever it is that you came up with,

Francis Wade 46:50

on project management.

Danielle Baily 46:54

That would be great.

Francis Wade 47:00

And prioritization, because you need to kind of come up with a long list of things that you need, you then need to kind of apply some kind of critical thinking to which improvements come before which other improvement? Right?

Danielle Baily 47:16

Yeah, prioritization is huge. There's there's a lot of nuance to this problem to Sylvia's problem to the consistent burnout that I hear about with my clients and colleagues and friends, to the consistent. The reason why we decided to do this podcast, actually the reason why the topic was here. And then why we decided to do this was because it just isn't effectively known or talked about, of having a measurement of success of using reflection to figure that out, is it working? Is it not working, and really applying these things to our business life, but again, to our personal life, too, because one leads into the other so well, whatever habits you have in one will reflect into the other.



Francis Wade 48:16

Right, we're also not taught that you're on a journey of where you were, is where you were... but where you are, and where you're headed is that... you're on a journey. And as you traverse this journey, things are going to change. So it's not like you reflect...

Francis Wade 48:36

"Oh, yeah, reflection. Yeah, I did that when I was 20." It's like, okay, and "I haven't had to do it since 2020. Yeah, I've been there, I did that I got the t shirt for it. I went to reflection camp, and I reflected. It was like one dose of my dose of reflection for a lifetime when I was 20. We're not we're not we're not put in this context, where it's an ongoing. And in this ongoing improvement, high quality reflection is is the key to developing the right measurements. And doing it on your own is a requirement at first because you may not be able to afford a coach. And your money may not be available all the time. Right. So that don't count on that. So you are going to be on your own. So It's a self management kind of technique. And the expectation is that it'll help you to traverse that journey with ...able to realize more peace of mind, more health, more productivity. But, you know, that won't really helped Sylvia. Sylvia came to us. We said, "well, Sylvia should have had this when you were in high school."

Danielle Baily 50:16

She shoulda gone to Reflections Camp,

Francis Wade 50:21

Did you get the slip? permission slip? Reflections Camp?

Danielle Baily 50:25

think, I think Francis, I think we're missing a really good business opportunity here.

Francis Wade 50:30

I, you know, it's funny, but it's every thing about reflection is that it's everywhere. And it's nowhere. Right? It's in every activity, but the simple 123 steps. And I know that there's ways that, you and I, especially people who coach, right and who train and learn. And we're hyper learners. So we, we, we get this somewhere early for I think it's pretty early. Because we then pursue improvement opportunities, which makes us want to give it to others, right? So we live in this world that we take for granted, where, of course, I'm going to always be reflecting almost most of the time, I'm thinking

of what am I doing, right? So we're in this world, that's not the world that Sylvia lives in. Right? So let's say that Sylvia can't hire a coach. How does she? How does she develop this skill of reflection?

Francis Wade 51:25

And, folks, by the way, if you're wondering what this has to do with task management, it's everything to do with task management. My whole book is about doing reflective activity. I just didn't talk about, what if you're not doing reflection, I just assumed that you would, and here's the tools to do it. But I just didn't go that far. But here we need to go that far. Because there's a lot of people not reflecting. So what can we say to Sylvia given that we've cut off some of the she's already 20/30 something? No, no, go backwards...no, she can't hire a coach. Or mommy and daddy aren't available. Her boss isn't interested. Her spouse is busy himself or herself. What does Sylvia doing? What what do we what do we have for her? Danielle?

Danielle Baily 52:18

That's a good one. So I think think we could so it goes back for me it goes back to that feeling. It goes back to the emotions, it goes back to the overwhelm, to the procrastination. So to the multitasking to the distractions. To all the things like when we let's say when Sylvia is ready, and we sit down. How does she feel? And a little bit weird, but how does she feel? And does she want to continue to feel this way? Because until we know what we're feeling and if we want to change that feeling, we're not going to know the steps to change that feeling. So if we're constantly overwhelmed, and we're crazy, and we're working eight to six going home and napping and coming and then doing work again at home and then going to bed, if you feel that that's okay with you. Fine. Do it.

Francis Wade 53:33

She has no doubt in her mind. No second thoughts. She's, this is working for her. She doesn't know why it's not working for other people. She's not interested in why all people tell her this. This is not going to last forever. It doesn't work that way. She dismisses them out of hand. So she's like, will in this frame of mind she would be not in touch with her feelings to some degree.

Danielle Baily 54:12

Or she's just not ready to make the change.

Francis Wade 54:16

So she has the feelings because she could have them and ignore them. She could have them but they're too faint to pick up on. Her radar isn't very sensitive. So the fact that she can't sleep at night and has insomnia is like oh, this is a matter of I don't know. Much. I have it. I must be normal. I must

be like everybody else. Does everybody have that? So she has faint feelings. She has ignored feelings. Or let's let's skip over that she's a psychopath or sociopath. She has no feelings.

Danielle Baily 54:55

Clinical issues...

Francis Wade 54:56

Cyber issues aside, right? She's a normal person who actually does have feelings. So it's not that she doesn't have any, it's that she's not paying attention to paint feelings, or she has strong feelings that she's actively ignoring them. So she's in that ballgame.

Danielle Baily 55:15

Right? Because it could be two buckets, it could be the bucket of ice I, I'm doing it this way, I don't feel like it needs to be any different. I'm just going to continue on this way. And then there's the bucket of I don't like this feeling. I want to go home and rest. I don't want to work anymore. I feel burnt out overwhelmed, no amount of anything is working. She's wanting to give up. All of these feelings are going to be indicators. So that's where I would start someone is sitting in your feelings. And I'm not a very big feelings person. I'm a super tactical person. So for people who know me, they're like, why is Danielle talking about feeling? Like I'm a super tactical person.

Danielle Baily 56:06

But in order for these things to change in order for what we're discussing, to make any movements for people, we have to decide is this a feeling we want to change? Is this negative feeling enough? Because apparently, for those people who had the heart episode, only some low number 1/3, or whatever it is make any changes, that was not something that they are willing to change.

Francis Wade 56:32

And so when they had the heart episode, the 60% 40% 50%, or whatever the number is the huge number that don't do any, anything whatsoever that sticks. So there's a physical side of it, and then there's an emotional side of it. So if we, if we took the physical side out of it and say, "Okay, well, that's a problem. And that's what will kill them". And we looked at the emotional side, we would probably say that it's kind of similar to, our Sylvia case, that they they're, they have some faint feelings about it. They have strong feelings that they're ignoring, or they're taking it seriously, but they just don't know what to do about it. The same three buckets, in other words, for that particular example. Right, it's cliché as to say feel your feelings, right?

Danielle Baily 57:27

Right. It really is. And that's why I stopped so long before I said anything. I was like, Am I really gonna say this?

Francis Wade 57:36

To her friends? Friends of Danielle, are you listening? She's telling you to feel your feelings. That's straight from us some song from 1960 something.

Danielle Baily 57:48

But again, if we are so consumed with our current measure of ..., if we are so consumed with our current activity, and not knowing what our measurement of success is, and not knowing if it's good or bad, the only thing we have to go back to is, how does it feel? Is it scalable, repeatable, trainable, like? And do we want someone else to do this? And do we want someone else to feel like this? Because as business owners, like let's say Sylvia is a business owner? And do we want our employees to do this to burn out to feel this way?

Francis Wade 58:30

Yes, so assuming, assuming that she's not a sociopath, psychopath, yes. That she has a normal level of empathy. That knows she doesn't want her family members. She doesn't want her spouse just wants her parents. She doesn't want her co workers. She doesn't want her business partner. She doesn't want her suppliers, customers...to feel the way that she's feeling. And, you know, we probably know that very few of us exist and live in a cave and don't experience other people. They experience us and when they're with us, they're like, "Are you okay?" And you're dying, right? So you...The minute they say 'Are you okay?' You're no into? Okay, which which one? Do I which bucket do I tell them about which reflects...

Danielle Baily 59:19

What's the appropriate response? Yeah.

Francis Wade 59:22

Well, yeah, you kind of like, you gotta say something. If you don't say anything. That's even worse. They assume okay. Oh, sociopath. Okay, I understand perfectly. They understand that. But if you're not if you're if you're a normal person, then it's weird because it's kind of what we're saying is when

if you really find yourself unable to make the movement that you want. One way to initiate it is to use your term, or maybe I said it first...You gotta go feel some feelings.

Danielle Baily 1:00:02

In that reflection, you've got to reflect and feel those feelings.

Francis Wade 1:00:09

And then as you do so you get into a positive cycle because it's almost as if we're saying if you don't, if you don't catch the positive cycle, or have it go in the right direction, you won't open up enough reflection time to feel more feelings. Right? So you'll never develop the motivation to jump off, you'll keep measuring success the same old way. And you'll end up straight in the grave. And not not know what happened, not know what hit you.

Francis Wade 1:00:38

I've had a couple of friends recently who just kind of dropped dead. I mean, this is like a thing this year, we had like three friends dropped dead, seemingly fine until the next day. Somebody's making a ...Turns out, they weren't, you know, but they they. But it's a thing that I'm not that age where it's happening. And, you know, I don't know anything about their inner state of those who passed away or anything. But you kind of wonder that if you're not able to feel the feelings in the way that we're talking about, that it inevitably does. Something, that you don't easily reverse. Productivity is certainly one thing it does. And we're talking about more extreme examples than just, you know, not being productive. But but it's weird but maybe that maybe that that is what we're about to accomplish that is that is to say that you know, you want you want these out, you want the outcomes like Sylvia wants.

Danielle Baily 1:01:52

But unless you trash your health to do it.

Francis Wade 1:01:57

And if you're not really if you're really not so good with your feelings, we kind of implied that Sylvia is, based on the story, then you're not going to make the progress that you need to make, you're going to stay in that plateau that she was in. Weird. Didn't expect to come up with this today!

Francis Wade 1:02:20

What do you think our audience thinks of this?

Danielle Baily 1:02:22

Don't know...Now, they're probably like, What is wrong with these people.

Francis Wade 1:02:26

They should be talking about task management, what does this do it, but you know, it's measurable success is that it's easy to use task management, to stay out of your feelings. It's really easy.

Danielle Baily 1:02:42

You it's easy to use work to stay out of your feelings a really easy. The that is the utmost avoidance technique I see people use is they dive into work to avoid issues in their personal lives issues in their relationships with their spouses or their children with their parent. I see it working on their business or even in their business, rather not even on it...in it as the most commonly used avoidance technique. Right? I used it. I mean, I will tell you, I've used it as an avoidance technique myself.

Francis Wade 1:03:24

Yeah, yeah. Yeah. It's, it's, it's comfortable to do. Until you get, you know, the heart attack business, it's good. It's it works. It works. Until then,

Danielle Baily 1:03:36

It's comfortable to do until you're Sylvia and you're working eight to six, and then you're going home taking a nap and doing more work. And then you're like, "Okay, well, this stinks. I'm burnt out, I'm overwhelmed. I'm done. Nothing is working. I'm obviously not being productive anymore. Because the harder and longer I work, the less gets done." Right. Right. But I think it's just such a common place to be and if we're not, I think taking that reflection time. Feeling in those feelings. Do we want to continue this way? If the answer's yes, well, I don't know why. Francis, and I can't help you.

Francis Wade 1:04:23

What happened with me...so I took some next steps. I would say starting with a bunch of personal development programs is where I started. I did courses that these places are available. These resources are available many places in the world but anyway, I started at Landmark Education. I did a course called The Forum, a bunch of programs there and eventually led courses and that was a

huge, huge benefit. But I read a lot of stuff before then and tried One day courses here and nothing systematic. The stuff at Landmark was long lasting because they had enough stuff that you could keep going after that, or during or whenever I did therapy, I had a therapist and the therapist was extremely valuable around, I knew that I knew the importance of feelings before going into therapy. So I kind of knew that part logically.

Francis Wade 1:05:23

But having the therapist helped me to share a whole bunch of feelings. All it was was, you come every week, and you talk about all the stuff that you've been feeling. And it was wickedly unique in the sense that there was nothing else in the world that I ever had before that. It was the first of its kind. So anyways, I guess having known the value of that I married somebody who's a trained counselor. So it's, you know, it's now easier than it's ever been to access and talk about my feelings.

Francis Wade 1:06:01

But, you know, if you if you've spoken to me how many years ago, I would have just been an engineer, worked on engineering projects back in the early 90s. That's just who I was. And that was it. And the touchy feely stuff was, I used to laugh at it very vividly. I remember the first training that my department ever had in this touchy feely stuff. And I remember laughing, thinking that we're engineers, what are we here doing this nonsense. So that's where I came from.

Francis Wade 1:06:29

But that's the journey I went on, and as I speak to our audience a bit, I think each person can craft their own...the world (today) is such that we a lot available to us. back then then, there was no internet. So there was a book you happened to pick up or somebody you happened to meet, or a tape...I'd listened to lots of tapes in the car. There were tapes that cost 40 bucks for three tapes yet, you had to order them in the mail and stuff. But there just wasn't that much available.

Francis Wade 1:07:06

Today there's a lot available. But that's my journey, folks. I'm not saying that you should follow any of the steps that I took. But I think if you ask people for their journey, who you think may have a clue, they may be able to share something and that will open up a door. Which opens up a door, which opens up a door... that's kind of how it was as doors just kind of kept opening. What does that sound as a possible path? Ms. Danielle, what do you think?

Danielle Baily 1:07:41

That's great. That's great. I think anything that you can. And I think that we all in our journeys of life, come to a point to where, whether we like it or not, whether it's age, whether it's people passing away, whatever it is, we come to this age of reflection.

Francis Wade 1:08:01

Oh Yeah. I should have added that part.

Danielle Baily 1:08:05

And I think if we were to reverse it, what if we were to reflect prior to you, but even if we just got to this stage of reflection in life, maybe it's age, maybe it's an injury, maybe it's the passing of a loved one, maybe it's something absolutely unfair, that just happened.

Francis Wade 1:08:23

Right? Right.

Danielle Baily 1:08:26

That reflection, is where we can get in tune with, you know what our feelings are? Because we have them even if we can't define them, right? When I was in, I was in grief counseling, and I had the stunted, emotional description of like a three year old. Because I couldn't define the feeling. I couldn't name it. Right? Anger, frustration, hatred, they're all different. What? There's not like two feelings happy and sad? Good or bad.

Francis Wade 1:09:08

Thumbs up, thumbs down?

Danielle Baily 1:09:10

Like taking Facebook into consideration, you know, there's, there's thumbs up. There's heart there's care. There's a but I mean, there's like five.

Francis Wade 1:09:21

Yeah



Danielle Baily 1:09:22

Like, wait a minute, wait, there's more. And I think when you get to that point, whether it's work or personal or whatever, it's that reflection time and feeling the feelings and getting in there, and then deciding if those need to change. You decided things needed to change. So you went steps farther and worked through personal development courses, worked through teaching courses, worked through the therapy and all of that stuff. And that may be and then your task management changed. I'd give you that you I,

Francis Wade 1:10:00

of course, of course,

Danielle Baily 1:10:02

as you prove it changed probably with each step. And then your productivity changed with each step.

Francis Wade 1:10:10

Right I couldn't be more aware of my internal state as a measurement of how productive I was. So that's a part of what I teach is that your internal state is a great indicator. It's like valuable data with respect to how productive you are being. Yeah, I really agree.

Francis Wade 1:10:31

The steps that I took, it's funny, you mentioned the grief business, because that was the one that came as a shock. Because I'd never lost a close loved one before my father died in 2015. And I've known people who told me about grief. And I was like, but it sounds...I'd never had it happen. And I imagined that it wouldn't, you know, something to go through. And I had no idea that it would be the tsunami that it was. And thankfully, I had done a bunch of stuff. You know, all the things I had mentioned, I had done beforehand. So when it happened, it was happening inside of this very useful context that fortunately, I had, I had in place. I mean, one of the one of the things I find very useful is it's called The Work of Byron Katie. And in one of her books, she describes what it's like to have somebody pass away. And what she said in that circumstance, was her mother passed away, I was like, Whoa, this is, it was very, it was specifically very useful. But the feelings that came were just to this day, I still feel it in a way that's shocking and surprising. And I never anticipated and nobody could have told me, although I was told stuff. Right? You know, this, it just was that's one thing I didn't choose that one, I chose the other ones, you can know that you're gonna pick up a book, you kind of have an expectation of...but when one happens to you, or it happens in spite of you or you didn't choose it. That's a whole different thing. That's another one that can wake you up. True?

Danielle Baily 1:12:27

Yeah, absolutely. And it changes over time.

Francis Wade 1:12:34

And then it morphs over time, it doesn't want it other state. It's a journey. Again, it doesn't stay the same. And boy, in terms of Wake Up Calls, there's no I've not had a wake up call anything even close to that. Nothing, nothing that I did before. That compares to the magnitude of, of that of my father passing. That was I had greater gravity and impact than all the others combined, probably. But anyway, feeling feelings, that's willing feelings. We're almost at the end of our time, Daniel. So your final insight is... then we'll have to wrap it up. Go ahead.

Danielle Baily 1:13:17

Absolutely. And I think we just hit on something, that when we're talking about measurements of success, and when our personal life and our business lives are so intertwined, we're talking about reflection time, we're talking about feeling our feelings, and how our ability to work through these things to define a measurement of success. Is it good? Is it working? Do we need to change it? It will all change over time, in our business, based on what's happening in our personal life. And that's why that regular reflection is so important, regularly reflecting to be able to know, "Are we in the right space?" Do we feel good about the steps that we're taking? Or do we want to change them? And then creating that what is that measurement of success? Is it money? Is it hours? (please no, please no, say no to the number of hours). Is it content created? Is it you know, what is it? Is it tangible, intangible, be like

Francis Wade 1:14:28

Being good, being liked, having some measure of fame? Right?

Danielle Baily 1:14:34

What is it because I think it's gonna be different for every person.

Francis Wade 1:14:39

And they're inseparable, right? In know a CEO who is going through something right now. And the question I asked was, boy I bet that has something to do with his personal development, because there's no way the reaction that the public reaction he gave look like it just it came straight from personal... you know, like unfiltered, almost like wooh. The thing happened and five minutes later in

a public forum, everybody's talking about, you know, the sequence of events that took place. And the two are just like you said, you don't separate the two, you make progress in the personal. And it allows you to make progress in the business, in the public sphere, in everywhere, you know, anywhere in business that it counts.

Danielle Baily 1:15:39

Right. Well, and I think something to remember is that if you're striving for a new level of success, whatever that level is, whether it's definable through feelings or tangibles, or whatever it is, new levels of success, come from new knowledge, new skills and new plans. You have to do something different in order to get something new. So in that measurement of success conversation, the measurements of success in business, when we, if we want a different level of success, we have to change something about what we're currently doing in order to get there. Because if, if what we were currently doing was already going to work, it would have already worked.

Francis Wade 1:16:35

So not to say this was the easy path we're talking about today. probably be easier if we just talked about software.

Danielle Baily 1:16:45

I mean, maybe it might be easier.

Francis Wade 1:16:48

What app are you using today?

Danielle Baily 1:16:56

I just think that that's where that new level of success. So if people are striving for a new level of success, there has to be new knowledge, new skills and new plans made and defining your measurement of success, whatever that is for you. And your business is very important. But also understand that using your business as a avoidance technique is not likely going to get you what you want, either.

Francis Wade 1:17:26

It's gonna come at you probably with a force that like it did with the CEO, I'm telling you about. It came at him with a force that is unreal. But leading up to that? Who knows, it was probably what you were talking about. It's the not paying attention to it. And then no, there's no way to avoid it.

Danielle Baily 1:17:51

Right.

Francis Wade 1:17:53

Well, Ms Danielle Baily. We've gotten to that time. How can people hear more about you and learn more about the work that you're doing? How can they get in touch with you?

Danielle Baily 1:18:07

Absolutely. So thank you, again, thank you for having me. So I've got some amazing opportunities. I have a program site that is learn. [Daniellebaily.com](http://Daniellebaily.com). And there's a lot of really good on demand programs, their current programs there. It's one of the favorite things, my favorite things that I do. There is also a contact page on my website, which is [Daniellebaily.com](http://Daniellebaily.com). But that would be I would love to connect. And the best ways to get a hold of me is either on that contact page. And or just jump right into one of my programs. And I would love to see how we can make you more productive and efficient.

Francis Wade 1:19:01

Create Danielle, Thanks for the conversation today. It definitely took a turn that I would say is useful, valuable, essential and life changing. And it's not exactly what we had planned on.

Francis Wade 1:19:20

We're here to have a conversation that would move the needle and we're tackling a wicked problem. And sometimes you gotta go look in the, you know, the kind of the hidden corners to really leverage the kind of improvements that you want to make in your task management. It sounds so boring compared to where we ended up by the end, but hey, you know, we're human beings and it's all connected. So, Danielle, thanks for joining us.

Danielle Baily 1:19:45

Thank you.

Francis Wade 1:19:47

Folks, keep listening. I'm going to tell you about our next program or next episode. And keep listening. Don't go anywhere. We'll be right back.

Transcribed by <https://otter.ai>