

“

When I accept the role of time warrior, I will seek first to keep my soul alive.

“

As warrior (not worrier) I will wake up and create my day based on how I prefer to serve this world.

“

And just how do you make time? It's made in your mind.

By slowing down.

Paradoxically.

By creating your day.

By being ruthless.

“

The basic difference between an ordinary man and a warrior is that a warrior takes everything as a challenge while an ordinary man takes everything either as a blessing or a curse. Carlos Castaneda

“

This is not a book about time management because a time warrior does not manage time. A time warrior goes to war with (challenges and cuts away)

all the beliefs that create linear time.

“

In a simple life in which you only do what's in front of you, there can be no overwhelm,

“

although the work you do can be slow and easy, you must pull out your sword ahead of time to carve out periods of space and silence.

“

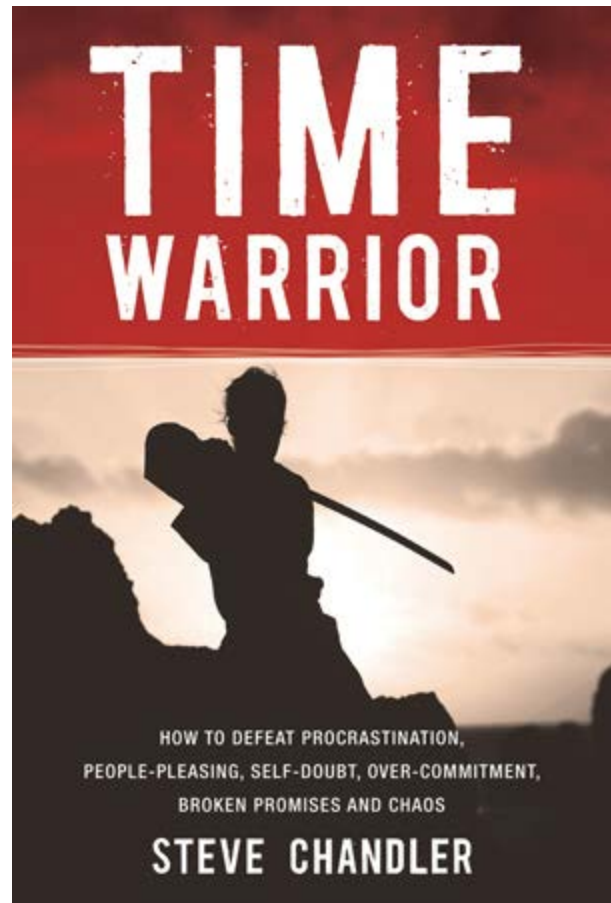
Have you ever looked back on your life and wondered what would have happened if you hadn't stopped?

“

Sadness, depression, frustration, upset, and anxiety can only be produced by seeing a situation and then producing an interpretation of it and then believing that interpretation.

“

you and I can only be overwhelmed by our thoughts about something, never the thing itself.



“

I wrote on my wall: Be brief. Be swift. Be effective. Process goals encouraged me to enjoy the present moment. They are brief and achievable. I set up process goals and fun tasks and projects so that I never had to worry about future “outcome” goals.

“

Process goals should be very precise. Two miles. Twenty-one pushups. Thirty minutes writing the new book. Five sales calls. \$23,000 in sales proposals this week.

“

The great quarterback Fran Tarkenton used to say, “If it’s not fun you’re not doing it right.”

“

Objects in the mirror of the future appear larger than they really are. Because the imagination, when it ventures into the future, always finds the worst case.

“

Action is the answer. But not always big action. Try three minutes.

“

The smallest acts are like atoms. They often turn out to be the most important acts of our lives.

“

No valid plans for the future can be made by those who have no capacity for living now. Alan Watts

“

If you are passive and don’t go to war with your old, smothering, limited beliefs then time will ruin you. It will throw you around like a rag doll.

“

If you can walk you can dance. If you can talk you can sing. If you can shoot a coyote off your back porch you can be a warrior. The coyote is anything that interrupts your devoted time.

“

It really isn't fear of failure that stops us from trying exciting things. It's fear of the appearance of failure. It's the fear of looking like a failure. Because if we fail in private, with no one knowing, it doesn't matter. If I try to write a poem in the privacy of my room and fail, who cares? If I try to do something that no one knows I tried to do, and I fail to do it, I don't mind that at all. So the problem isn't really fear of failure, is it?

## My Highlighted Quotes from the book...

Right now, this is everything I highlighted as I read this book on my Kindle. I will cut it down from the original 14 pages of highlights.

“

Time warriors drop all of that. In fact, it's the FIRST THING they drop forever. They don't live for the approval of others. They live for the service project they are committed

“

Theory is good for the intellect, but action is good for the soul. It's also good for your mental health, your physical health, and your pocketbook. Robert Ringer

“

worry is the ultimate in dysfunction. It's a misuse of the imagination.

“

Worry chills the body. Action warms the body into fire.

“

“Love what you do and the money will follow.”

“

Stop trying to decide what to do. Just choose something and do it.

“

Chapter 21

Serving is the opposite of pleasing the most efficient use of your time is to serve with it. Serving is always effective. It always has an amazing (though sometimes delayed) return on investment of energy. The least efficient use of your time is to please people with it. To try to win approval. To impress someone.

“

Here is what they never ask: “How can I love more than I am now loving?” If that were their inquiry, time, love and money would not be a problem.

“

There is only one person I can ever really ultimately work on, and that is me. Forgetting that fact can be tragic. Or, at the very least, quite painful.

“

Victims and pessimists hate to be fixed, hate to be corrected, and even hate to be taught things. Because their whole position is defensive.

“

So all this fixing, correcting, improving and criticizing does not work with people. Therefore it qualifies as a waste of time, which is the very subject of this book, no? The fastest, best way to connect with others is through something called inspiration.

“

Be who you need to be in the moment. And then be willing to change that in a heartbeat. Just as the samurai would die before going into battle, you will want to do the same: die to who you are. Let your cherished, built-up personality pass away. This ego, this personality, this identity was finished being made up for most people in junior high school. Therefore it's just full of adolescent fear, worry and anxious hope.

“

Here's what my friend Ken Wilber says about this ego of ours that we use for an identity: “If we are going to insist on identifying with just the little self in here, then others are going to bruise it, insult it, injure it. The ego, then, is kept in existence by a collection of emotional insults; it carries its personal bruises as the fabric of its very existence. It actively collects hurts and insults, even while resenting them, because without its bruises it would be, literally, nothing.”

“

the placebo effect (the effect of believed thoughts on the body) is really, really real. Really.

“

Or, as executive coach Dusan Djukich told a room full of people recently, when he was asked “what should we do when we are afraid?”  
“Take DECISIVE ACTION and your fear won't matter.”

“

I was looking outside myself for permission and approval all day. A very nasty habit that leads to poverty and broken relationships.

“

In fact an “informative” seminar will bog people down with a lot of things to try to remember. One top leader called me once and asked “What kind of information?” was in my creators/reactors talks and I said there was none. “No information?” he said. “No, just a single distinction that gets

“

repeated and illustrated throughout the seminar so people can use it and never forget it.”

“

Creators create their day based on a compelling, irresistible future. Reactors are reacting to the opinions of others all day. Creators are always to be found in the middle of another bold creative move while reactors are on the phone reporting another travesty or injustice they have just suffered.

“

I found creativity. I work with people now who are learning to create their own futures. I coach them.

“

People change faster when they don't need to. People change faster when they're already perfect the way they are.

“

If someone is perfect the way they are, they have freedom now to create a new path without feeling judged or feeling they need to. Without feeling they have to. Without feeling they “should.” Because all those negative beliefs of obligation will have it not happen.

“

When a problem comes up, what do you do? If you are a time warrior, you capture the problem. Straight away. In other words, you write it down.

“

The second warrior step in rapid problem-solving is to redefine the problem. In other words, I no longer want it to be a “problem.” And I don't mean just glossing it over with a phony new “positive” word. I mean really, truly converting this thing (whatever it is) from a problem in my mind into something entirely different. How about calling it a project?

“

A project is a lot more fun, emotionally. A person can have a favorite project. A person will never have a favorite problem.

“

And so “problems” is the word we use when people encounter the most dire, horrible circumstances. Therefore I don't want problems in my mind. I want projects.

“

Most “time management” problems actually began as emotional problems.

“

One of the last pieces of life's puzzle for me was to see the value in completing things. Put it this way: A time warrior finishes things off. He finishes strong. Always. He has the killer instinct.

“

So notice at the end of your day how the things that are incomplete will leave you feeling tired.

“

their mind has been eaten up by these parasites called unfinished tasks.

“

A time warrior does not ask, “How do I feel?” but rather asks, “How can I help?”

“

How many Spartan disciplines do we introduce that counter today's information attacks that keep us distracted from our missions?

“

The warrior's war is against distraction.

“

Dr. Branden taught me to ask myself questions. Is the act I'm about to do going to raise or lower my self-esteem? Is the day I am planning out going to end up raising my self-esteem or lowering it?

The time warrior does surprisingly good things NOW.

“

And now is when it all happens. And if it can't literally happen now, the warrior sets precise deadlines. Sets them up now. He sets the deadlines NOW, so that they are still in the NOW.

“

The breakdown of language foretells the breakdown of results. Always. For example, when I say I was committed to doing X but I only did Y, I have misused the word commitment, and language no longer means anything.

“

First of all, a commitment is something you keep, no matter what. It's not something that feels optional to you.

“

They were intentions. Hoped-for outcomes, but certainly not anything you were committed to.”

“

a commitment is a really big deal.

“

You want to really be effective with your time? Get a game going.

“

“If you cannot risk, you cannot grow. If you cannot grow, you cannot become your best. If you cannot become your best, you cannot be happy. And if you cannot be happy, what else matters?”

“

As he says in his powerful book, *The Secret of Transitions*: “To transition we must enter a state in which we are no longer what we once were, and yet we are not who we must become. We have to be willing to stand in the open gap and momentarily risk being nothing.”

“

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“

Not only does war not lead to suicide, it reduces it. (Money increases it, war reduces it.) Why? Maybe it has something to do with transitioning into having a purpose. And something to do with how it feels to be a warrior.

“

The reason for that is you have a specific mission. You have a commitment. People who have that don't have problems with time management because they always know what to say yes to and what to say no to.

“

So with a clear mission driving me, time management is never a problem.

“

The problem comes when someone gets up in the morning, gets out of bed, and sleepily walks into the never-ending “demands” of their day with no sense of purpose or mission. There's no New York that day. These people have nothing that they're up to and no primary goal. So when someone pokes their head in the office and says, “You got a minute?” the answer is always yes.

“

Soon I'll go around telling people “I have more to do than I have time to do it in!” Even though that's not really true. The truth is I have no direction.

“

What's always missing is boldness—an ability to be brave and strong in staying on mission.

“

So what's really happening when I'm not getting a result is my not really wanting the result. What's really going on with me if I'm not making enough marketing calls (let's say) is that I don't really want to make marketing calls. That's it. End of story.

“

One time I wasn't making enough sales calls and I went to a good friend of mine who is a hypnotherapist and I said I want you to hold me accountable. Every night I'm going to e-mail you with how many sales calls I've made and I want you and me to talk once a month. You're going to talk to me about my performance. I'd built another level of accountability in for myself. I made it impossible for me to get out of it. I wanted the results more than I wanted to understand my defects.

“

What are the steps I should take to overcome procrastination? Do the things you're procrastinating on. Those are the steps I would take. List three things you've procrastinated on. Do those three things. Those three things will be your first three steps.

“

If you really want a job that you're applying for, do extraordinary things. Send three thank-you notes, not one. Think of wild things to do. Think of things they don't expect, because the hardest

thing for the person doing the hiring to find out is how much enthusiasm you really have for doing this job.

“

If I continuously activate that “boring” category in my head it is going to be a long day.

“

What’s boring is all up to me. It’s completely in my control. I can do any task any way I want and I can have as much fun with it as I choose.

“

And creative people need some kind of structure. That is, if they are going to have productive days. When I write a book without a writing schedule, it is really a nightmare, and it doesn’t get done right, and I end up at the end of the deadline working overtime. In the end, it’s not good work, and it’s not creative writing. Paradoxically, the best creativity comes from working with the most structure you can possibly impose on yourself.

“

I like to work to last minute deadlines myself. I enjoy that. It’s fun for me. I love the challenge. I love the game of it.

“

Why not say, “Hey, I love deadlines, I love the adrenaline...It’s how I work. What do you have for me?” Nobody criticizes a quarterback for winning a game in overtime. They don’t say, “He procrastinated! He should have won it in regulation time!”

“

I’ve decided it’s my priority. Is it urgent in anyone else’s mind? Who cares? They don’t count right now—if I’m living authentically. Others don’t count compared to this job right now because I’m the author of my life story.

“

I get to say when anything’s urgent and when it’s not. “URGENT” doesn’t always have to be some external thing that somebody’s going to get mad at me about if it’s not done.

“

Most people use a child’s viewpoint to create their daily priorities: would someone else get mad if I didn’t do it by this time? But the warrior captures the concept of urgent and makes it useful instead of stressful.

“

Whatever it is you are not doing, notice that you are choosing not to do it. There’s no defect in you! There’s the opposite of a defect. There is, instead, a power. A power to choose. Choose to; choose not to, same power.

“

Instead of “What am I supposed to do?” how about asking yourself “What do I want to do?”

“

So how do you deal with feeling behind? **You don't have to feel behind.**

“

But do I have to feel behind? Not if I remember that “behind” is just an optional concept. If I buy the concept then “behind” becomes a feeling. It’s a feeling caused by a thought that says I should be further ahead than this. But that’s just a passing thought I’ve chosen to believe. I don’t have to believe it. What if I was okay with the fact that life happens? Computers crash, stomachs get upset, cars break down, flights are delayed, a kid gets sick and I have to pick her up at school. Life happens, and I love it. I can dance with anything.

“

Mother Teresa She said that work without love is slavery. She said, repeatedly, that it is not what we do, but how much love we put into doing it. She said preoccupation with the future is always a mistake.

“

as business efficiency expert Kerry Gleeson has noted, “The constant, unproductive preoccupation with all the things we have to do in the future, is the single largest consumer of time and energy.” Slow down. Focus. And love what you are doing.

“

The perception you have of anything is always what drives your feelings and your actions and your thoughts. So, would you be more effective managing circumstance or managing perception? Which would change your life faster and more effectively?

“

**Behavior always flows from perception.**

“

It would be more accurate to say, “I’m down because I’m forming a perception that this is bad.”

“

I can choose to perceive every circumstance as an opportunity to grow and stay on my mission.

“

Have you ever tried to have a great life when there’s no challenge? If there’s no challenge for me I cannot become stronger. I cannot grow.

“

These are good times because they are challenging, not in spite of the fact that they are challenging.

“

**Inspiration will arrive after you start working** on the thing you thought you weren't inspired by.

“

They don't realize that if they would slow down and do this project one slow step at a time—in a loving and deeply energetic way—inspiration might just appear.

“

he asks his clients to dream a really big dream and once they do that, to take the tiniest action possible, the smallest step imaginable in the pursuit of that dream.

“

People love being inspired. They watch the Olympics and get inspired. They see people sing on YouTube and get inspired. They watch the movie Secretariat and get inspired. People can be inspired by a horse!

“

My own enrollment in the health club didn't happen from somebody criticizing me for being overweight and sitting on the couch. It happened from watching the Olympics and becoming inspired.

“

So the route to helping anybody—a pessimist, a victim, anybody—is by working on myself and having my life be more inspiring for people.

“

Fear is the absence of love. If I fear public speaking it's because I don't yet love public speaking.

“

So how did I turn on the light as far as talking in front of groups? Well, I practiced. I did it again and again. I built up the love of it, and with enough love there's no more fear. (With enough practice, there is more than enough love.)

“

You are unwilling to look back over your life and see that you have always been able to handle everything. Always. No exceptions.

“

A warrior realizes money is not oxygen. Money is a tool of value-exchange created through service.

“

The samurai uses a sword. The warrior carves out devoted time. Uninterrupted time that's reserved for a certain project or activity in a very devoted way. (The principle of devoted time is worth repeating as many times as necessary.) Time carved out and devoted. That's the best time to do anything important. That's when true, pure power emerges: inside devoted time.

“

Our problem isn't that we don't do something. It's that we don't begin it.

“

This is it exactly. The primary question! Is our transformation something we know or is it something we are?

“

Grief does not flow into a human heart directly from an event or a “loss,” but rather from one’s thoughts about that “loss.”

“

If I truly care about honoring the memory of my departed friend, I will not use their passing as a way to intensify the focus on myself and what I’m feeling.

“

Once you’ve identified your impossible task, find someone to partner with. If you are going to take your life to the next quantum level, get a partner, coach or mentor to hold you accountable and support you in what you are up to.

“

Practice everything you want to be good at no matter what age you think you are. Whether things go “according to plan” is far less important than who you become in the process. Practice taking on “problems” as intriguing and amusing challenges that fire you up. Practice. Have your life be your piano. Or your martial art lesson. How do you get good at playing your life? Practice now.

“

Your life’s purpose can’t always be “figured out” in advance. In fact, trying so hard to figure it out and figure out what purpose label fits you will often keep you from your life’s purpose. Purpose, in my experience, gets discovered in the heart while you’re on the wing, when the heart is pumping and you are soaring. You don’t see it ahead of time; you look back over your shoulder and there it is... trying to catch up with you! So fly.

“

Let success find you based on your incredible energy for serving. Don’t chase it. It will always run from you. If you catch yourself chasing, turn around and fly in the other direction.

“

Nothing’s ever boring if you are bold and adventurous enough to adopt the warrior’s approach. Things are only boring when you view them through the prism of worry and resentment. A task is only boring when you secretly realize you are not really challenging yourself to the fullest.

“

To really live now there are two things I want to phase out of my life forever: (1) Resentments about the past and (2) Worries about the future.

“

I experience a stressed-out feeling whenever I think about the deadline for a creative project. But my stress comes from having that project be in the future. Non-linear time management doesn’t allow that line that stretches into the future.

“

Here's what always works for me. Creating my perfect day.

“

Non-linear time management doesn't ever have a long timeline. It has two choices: now or not now.

“

You have to know that one moment in every fight, when you win or lose, and you have to know how to wait for it... And you have to not care whether you live or die.

“

An outcome goal is just a game you make up. You don't always win. That's actually what makes it fun. The possibility of losing.

“

**Short-term doable process goals keep you focused.** They insure action. That's why they are so effective at carrying you forward. Create a structure for yourself. Then create a routine to follow. Develop a system that minimizes distraction.

“

Healthy egos are built with healthy self-esteem. To not keep a commitment to yourself lowers your self-esteem and self-trust. So practice keeping them. All it takes is practice.

“

It's your story about yourself that has you struggle.

“

Anything that has you stop or quit or get discouraged is always just a thought. Capture each negative thought or image on paper and work it. Challenge it. Go to war with it.

“

Process goals are impossible to fail at when executed and they require no follow-through. If one of your process goals is to walk two miles today, get out there and walk the miles. End of story. No more follow through necessary.

“

You can make anything sparkle with natural interest, because everything's inherently compelling in and of itself, until we inject it with negative thoughts and beliefs. So find the fun and interest in the task! Or add it! Find it in yourself, and be both the director and the actor in your own play and direct yourself to do this task with great energy.

“

Purpose is whatever you say it is when you wake up in the morning.

“

In the end, it can only be my thinking that weighs me down. That's, in fact, the only thing that can ever weigh me down. My own thinking. So for me to get back into the non-linear warrior zone I want to challenge and eliminate any thinking that is weighing me down. So, now. What will lift me up? New thinking? NO! I need to stop all the thinking about thinking. Stop trying to replace negative thoughts with positive thoughts. All this thinking is overrated as a motivational force. Doing, on the other hand, is underrated. Doing is the most underrated thing there ever was.

“

His key to success was his readiness to write. He never had to get ready to write. He never had to work on his motivation or procrastination.

“

He said, “It is important to be able to begin writing at any time. If there are fifteen minutes in which I have nothing to do, that’s enough to write a page or so.”

“

it only takes a minute to turn the whole focus around from me to you. I turn away from satisfying myself and turn toward making you happy. That's when sales happen.

“

Focusing on my own “needs” will cause me to lose sales, lose friendships, lose business, lose happiness. Wanting something for myself is demeaning and always feels infantile at the level of soul. Wanting something for you is more fun than I ever dreamed it could be.

“

And any time I know exactly what I want to do my energy increases.

“

If you want to be a coach, coach. If you want to be a singer, sing. If you want to be a writer, write. If you want some money, go ASK for it and serve someone. Notice the common thread here. And I repeat this quote again by Aristotle: “Whatever we learn to do, we learn by actually doing it.

“

Van Gogh said, “If you hear a voice within you saying 'I am not a painter,' then, by all means, paint... and that voice will be silenced.” If you hear a voice saying, “I'm not very organized,” then organize your desk, and that voice will also be silenced.

“

If my professional life is to be simple, I must simplify it myself each day, each week. I must simplify it by organizing it.

“

The greatest drain on my energy is an unfinished task. The way to restore my energy is to DO that task or SEAL IT OFF inside a compartment of time on my calendar so my mind can be free of it. A free mind succeeds faster.



Steve Chandler

“

TODAY  
GIVE ALL THAT YOU HAVE,  
FOR  
WHAT YOU KEEP INSIDE  
YOU LOSE FOREVER.