

## **BUS 1002 - Achieving Success Through Self-Directed Learning**

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By submitting this paper, I affirm that this work is my own except for where the words or ideas of others are specifically acknowledged. I also affirm that this work did not exist before the beginning of the course for which it is submitted.

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### **Target Audience**

This paper was written for my Rushmore MBA course advisor's review, and for viewing by other MBA students as an example to help them with their MBA program.

### **Purpose of this Paper**

The purpose of this assignment was to develop my reading, research, and writing skills, using the Book Review approach, which includes applying Adler's<sup>1</sup> 15 questions for analytical reading.

### **Executive Summary**

Hyrum Smith's book provided me with an excellent opportunity to learn new time and life management ideas, and also gave me a good book and topic for the book review. My research did not produce many opinions that disagreed with those of the author, which is not surprising considering the subject and the author's reputation.

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<sup>1</sup> Mortimer J. Adler and Charles Van Doren, *How To Read a Book* (New York: Simon and Schuster, Inc., 1972) 163-164.

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## About the Author<sup>2</sup>

Hyrum W. Smith is author of *The Ten Natural Laws of Time and Life Management* and *What Matters Most*. He is co-chairman of the board, along with Stephen R. Covey, of Franklin Covey Company. Smith founded Franklin Quest in 1984; it is a successful company that provided time management training and materials, out of which came the famous Franklin Day Planner that is used by millions of people around the world. Expanding on the experience he gained from his first company, Golden Eagle Motivation, Smith and his friend Richard Winwood developed seminars for teaching the principles of time management. Winwood had developed a value-based goal achievement model, called the Productivity Pyramid, which was incorporated into the seminars, resulting in a unique teaching approach for time management. By 1993, Franklin Quest was teaching over twenty thousand people each month.

## Introduction

*The Ten Natural Laws of Successful Time and Life Management* presents how governing values and beliefs are to be identified, recognized, and used in daily planning for increased productivity and inner peace.<sup>3</sup>

Smith introduces the reader to *Natural Laws*, with which everyone is familiar, including the law of gravity, but few have a real understanding of these laws. Aside from the natural laws of physics, there are natural laws

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<sup>2</sup> Background of the author, Hyrum W. Smith.

<sup>3</sup> This summarizes the answer to Adler's question of what the book is about as a whole.

that operate on a more personal level that deal with the things that affect our lives. These laws are internal and, once understood, they can have a significant impact on performance and personal peace. Everyone wants to be happy and in control; but most people feel out of control because they are unable to manage their time.<sup>4</sup>

The first five laws deal with time management, but also gives us insight into how integrating our governing values into setting goals and daily planning will result in greater control over our time, while also fostering inner peace. The second five laws are dedicated to managing our lives, as the title of the book suggests – *The Ten Natural Laws of Time and Life Management*. Smith expands our understanding of "why we value what we do, why we do what we do, and how we can change beliefs we have about ourselves that are hindering us in our quest for productivity and inner peace."<sup>5</sup>

## Law 1

### *You control your life by controlling your time*

"Do you have a minute?" usually turns out to be an event that takes much longer than one minute of time. Time can be defined as a series of events, so we could refer to time management as *event management*. There are events over which we have some measure of control, and other events that are out of our control, like the weather. The important point is not that there are events that are out of our control, but rather how we react to those events. When we are not in control of events, the result or feeling is usually one of frustration, anger, anxiety, or depression. That is in contrast to being in control of events that produce feelings of happiness, confidence, or renewed enthusiasm.

Covey, in his book *First Things First*, presents the Time Management Matrix. This matrix categorizes daily activities into four quadrants, focusing on issues of urgency and importance. Each quadrant shows examples of tasks where we choose to spend our time. Covey relates that most people spend their time on Quadrant I and III activities. We think that because something is urgent that it is also important, and this prevents us from devoting time to the more important things in Quadrant II. When operating in the 'urgent' Quadrants I and III, we experience feelings of stress, frustration, weakness, and lack of fulfillment. This is contrasted with

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<sup>4</sup> Hyrum W. Smith, *The Ten Natural Laws of Successful Time and Life Management* (New York: Warner Books, Inc., 1994), 12-14.

<sup>5</sup> *Ibid.*, 130.

feelings of confidence, peacefulness, and accomplishment when operating in Quadrant II. We should avoid activities in Quadrant IV, which Covey calls the 'Quadrant of Waste.'<sup>6</sup>

	<b>Urgent</b>	<b>Not Urgent</b>
<b>Important</b>	<b>I</b> <ul style="list-style-type: none"><li>* Crises</li><li>* Pressing problems</li><li>* Deadline-driven projects, meetings, preparations</li></ul>	<b>II</b> <ul style="list-style-type: none"><li>* Preparation</li><li>* Prevention</li><li>* Values clarification</li><li>* Planning</li><li>* Relationship building</li><li>* Empowerment</li></ul>
<b>Not Important</b>	<b>III</b> <ul style="list-style-type: none"><li>* Interruptions, some phone calls</li><li>* Some mail, some reports</li><li>* Some meetings</li><li>* Many pressing matters</li><li>* Many popular activities</li></ul>	<b>IV</b> <ul style="list-style-type: none"><li>* Trivia, busywork</li><li>* Some phone calls</li><li>* Time wasters</li><li>* 'Escape' activities</li><li>* Irrelevant mail</li><li>* Excessive TV</li></ul>

Reasons that most of us have trouble working on the things that matter most to us, according to Smith, are the misconceptions that we'll have more time at some future date, and that we can, somehow, save time. Things that matter most take second seat to other things because of time robbers, of which some are imposed on us and others are self-inflicted. Which time robbers are avoidable? Not all are, but many can be. Each person must list the time robbers in his/her life. From responses given at seminars, Smith lists the most common time robbers<sup>7</sup>:

1. Interruptions
2. Procrastination
3. Shifting priorities
4. Poor planning
5. Waiting for answers

<sup>6</sup> Stephen R. Covey, *First Things First* (New York: Simon and Schuster, Inc., 1994), 36-40.

<sup>7</sup> Smith, *The Ten Natural Laws*, 30.

Peter F. Drucker writes in his book, *The Effective Executive*, "if there is one 'secret' of effectiveness, it is concentration, and effective executives do first things first and they do one thing at a time."<sup>8</sup> Interruptions break concentration, which results in more time being required to complete events because of the effort needed to get back to the point one was at before the interruption. Interruptions can fall into one of three categories:

- a. *Unnecessary interruptions* are unexpected and a waste of our time; these are the ones that we should try to terminate as quickly as possible. Example: a co-worker comes into your office while you are finishing a report that has a deadline to talk about last night's football game.
- b. *Necessary interruptions* involve things that are important, have value, and should be handled immediately. Example: there is an accident in the plant that requires your immediate action.
- c. *Untimely interruptions* are necessary, but come at an inconvenient time. These are the most difficult interruptions to handle, and can be accompanied by some anxiety. Example: while you are meeting with an employee involving disciplinary action, a customer calls with news regarding an important contract.

Procrastination, the most common self-inflicted time robber, is simply "putting off" doing things in a timely manner. Smith explains that one of the main reasons we procrastinate is because some important tasks are unpleasant, and we want to avoid unpleasant things. When we procrastinate, our events control us, our productivity decreases, our stress level increases, and we don't feel good about ourselves. Thomas D. Yarnell, Ph.D., writes that there are two major causes of procrastination: one is avoiding unpleasant, overwhelming, or difficult tasks and the other cause arises from fear or anxiety – fear of failure, mistakes, or rejection.<sup>9</sup>

## Law 2

### ***Your governing values are the foundation of personal fulfillment***

Franklin Quest was named after Benjamin Franklin and Smith introduces governing values using Franklin's twelve virtues. The twelve became thirteen after Franklin shared his list with a friend, who suggested that he

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<sup>8</sup> Peter F. Drucker, *The Effective Executive* (New York: Harper Collins Publishers, Inc., 1985) 100.

<sup>9</sup> Thomas D. Yarnell, "End Procrastination - Build Success," [www.endprocrastination.homestead.com](http://www.endprocrastination.homestead.com)

add *humility*, because Franklin was thought of as being a very proud man. Therefore, his list became<sup>10</sup>:

<i>Temperance</i>	"Eat not to dullness; drink not to elevation."
<i>Silence</i>	"Speak not but what may benefit other or yourself; avoid trifling conversation."
<i>Order</i>	"Let all things have their places; let each part of your business have its time."
<i>Resolution</i>	"Resolve to perform what you ought; perform without fail what you resolve."
<i>Frugality</i>	"Make no expense but to do good to others or yourself; that is, waste nothing."
<i>Industry</i>	"Lose no time; be always employed in something useful; cut off all unnecessary actions."
<i>Sincerity</i>	"Use no hurtful deceit; think innocently and justly, and, if you speak, speak accordingly."
<i>Justice</i>	"Wrong none by doing injuries; or omitting the benefits that are your duty."
<i>Moderation</i>	"Avoid extremes; forbear resenting injuries so much as you think they deserve."
<i>Cleanliness</i>	"Tolerate no uncleanness in body, clothes, or habitation."
<i>Tranquility</i>	"Be not disturbed at trifles, or at accidents common or unavoidable."
<i>Chastity</i>	"Rarely use venery but for health or offspring, never to dullness, weakness, or the injury of your own or another's peace or reputation."
<i>Humility</i>	"Imitate Jesus and Socrates."

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<sup>10</sup> Smith, *The Ten Natural Laws*, 46-47.

Franklin's thirteen virtues were his governing values. He concentrated on one of these virtues each week in an attempt to bring his performance in line with what he valued most. Franklin spoke, later in his life that he failed to reach his goal of completely performing to his virtues, but he realized that he was a happier person for having tried. Franklin was relating that his virtues, or governing values, were the priorities in his life that mattered most, and that he had not perfected them, even after many years.

Smith suggests that we create our own list of governing values and corresponding belief statements. He shares the list of his sixteen governing values with the reader, some of which are:<sup>11</sup>

1. *I obey all the commandments of God.*

The commandments of God are clear descriptions of natural laws of the universe. When I obey any natural law, I have a credible claim to the natural consequences of that law. I obey the commandments for two reasons: 1.) God asked me to, and 2.) they work.

2. *I foster intellectual growth.*

A man can think no deeper than his vocabulary will allow him to. I read regularly each day. I select my reading from the best books and articles of the day. One cannot teach from an empty well.

3. *I am honest in all things.*

I am honest with myself first, recognizing that to be honest with my fellow men requires that I first be honest with myself. I listen to my conscience on all decisions. The Golden Rule is a natural law of the universe. It works.

4. *I am financially independent.*

I have developed an income that will be present whether I am capable of working or not. My family's needs are taken care of in such a way that they will never be without food, shelter, transportation, or education.

5. *I listen well.*

I listen carefully to all input, both positive and negative, weigh it, and then respond with respect and love.

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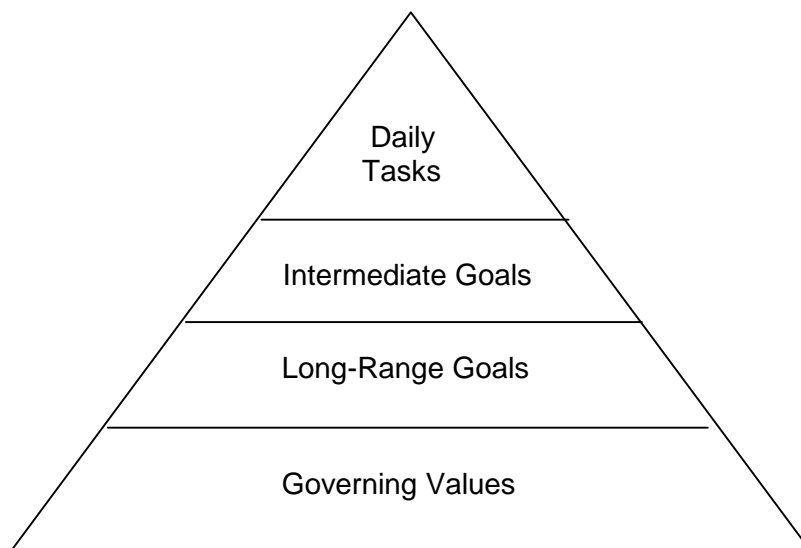
<sup>11</sup> Smith, *The Ten Natural Laws*, 56-59.

Smith gives an example of a person who is asked if he would walk across the length of an I-beam that spans the distance between two skyscrapers. The beam is wide, but the wind is blowing. Even given the offer of \$1 million if successful, the person declines to cross. The person values his life more than he values money. Now, change the scenario to having that person's child being held by a kidnapper at the other end of the beam. He threatens to drop the child off of the building unless the person crosses the beam. The person then realizes that there is something more important than his/her own life. This is an example of a governing value – something for which we are willing to cross the beam.<sup>12</sup>

Everyone has governing values, but no two people have exactly the same ones. Over time, as we review our list and how our performance compares to our values, there may be some values that are changed, added, or eliminated. As Franklin discovered, our values may not reflect where we are today, and striving to reach them is a continuous process.

### Law 3

***When your daily activities reflect your governing values, you experience Inner peace***



**Productivity Pyramid**

The *Productivity Pyramid*<sup>13</sup> was created by Smith's friend Richard Winwood, and was incorporated into the training seminars that Franklin

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<sup>12</sup> Smith, *The Ten Natural Laws*, 48-53.

<sup>13</sup> *ibid.*, 66-67.

Quest offered. It is still used today in Franklin Covey seminars. The pyramid shows the steps that lead from identifying our governing values up through managing our daily tasks. Smith focuses on prioritizing our governing values in Law 3, and addresses the other topics of the productivity pyramid in subsequent chapters of the book. He explains that the pyramid must be built from the bottom upward, and that there has to be a measure of consistency throughout the four levels. The bottom level is governing values, and thus becomes the base for the other three levels. This is the starting place for establishing and prioritizing the things we value most. Many time management philosophies only focus on the 'to-do' list of daily activities, therefore, tasks are done without being driven by, or consideration being given to, our governing values.

Ted Pollock, a columnist for *Management* magazine, included among his list of fifteen ways to manage time better, that we should *put our goals in writing*, set our priorities, and make sure we get what we really want out of life.<sup>14</sup> This agrees with what Smith relates about identifying our governing values and prioritizing them. Prioritizing them is important because there will be situations where choices have to be made which involve two governing values. Smith gives a good example of this where an opportunity to become financially secure is offered, but it would not be completely legal. The choice, then, must be made between two values: *I am financially independent*, and *I am honest in all things*. If being honest is a higher priority than being financially independent, the decision to not act on the "too good to be true" opportunity would be made. Without establishing priorities, the correct decision may not be clear.<sup>15</sup> "What matters most in life should not be at the mercy of less important things. Unless we identify what we value most and put our everyday lives in line with those values, we will plan and live reactively."<sup>16,17</sup>

## Law 4

### *To reach any significant goal, you must leave your comfort zone*

We are creatures of habit and comfort. This is why most people resist change, rather than embracing it as a new challenge and opportunity for growing. Drucker relates this state of comfort to new executives who are unwilling to change from their previous ways of doing things, and unwilling to move out of their comfort zone to meet the challenges of their new

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<sup>14</sup> Ted Pollock, "Fifteen Ways to Manage Your Time Better," *Automotive Manufacturing & Production* 113 (May 2001) : 10.

<sup>15</sup> Smith, *The Ten Natural Laws*, 68-69.

<sup>16</sup> *Ibid.*, 75.

<sup>17</sup> Answers Adler's question of knowing the author's arguments.

position. They do the wrong things the wrong way, based on their previous position, and ultimately fail.<sup>18</sup>

Smith writes, "A goal is a planned conflict with the status quo. By definition, then, reaching a goal means doing something new, leaving familiar, comfortable terrain of our comfort zones and exploring new frontiers."<sup>19</sup> Most people do not establish goals, either short-term or long-term goals. One reason for this has to do with their comfort zone; if they do not set goals, then they won't have to face the possibility of failing.

The second step on the productivity pyramid is *long-range goals*. Long-range goals are just as the word suggests – goals to be achieved some time in the future. Financial independence is a good example of a long-term goal, which is a goal to be achieved, but is a life-long process. So, a long-term goal, by itself, cannot be reached without some *intermediate steps, or goals*, which is the third step on the productivity pyramid. Intermediate steps and goals, for achieving the long-term goal of financial independence, might include pursuing continuing education in the areas of finance and investing, or saving money for investing. All of the actions that are required to meet the intermediate goals, which can be a multitude of items, end up in the fourth step of the productivity pyramid – *daily tasks*. The intermediate goals and daily tasks, then, describe how we are to accomplish the long-term goals, which is what we want to accomplish. Governing values explain why we want to accomplish the goals.<sup>20</sup>

Smith explains that when we set goals, we need to be *SMART*. Goals should be **S**pecific, **M**easurable, **A**ction-oriented, **R**ealistic, and **T**imely.<sup>21</sup> Documenting goals puts thought into what we specifically want to accomplish, so setting a goal is not just having plans in our heads. Writing it down also gives us the opportunity to review the goals periodically and evaluate our progress. Goals must be measurable so progress and improvement can be tracked, and goals should focus on action, which will drive results and ultimately enable us to reach our goals. Goals must be realistic, which means they should be achievable, and not set too high or too low. Setting goals too high can result in failure, which has a negative impact on how we feel about ourselves. David Bursky, editor-in-chief of *Electronic Magazine*, writes that when personal goals are missed, we can experience feelings of disappointment and failure. Where family and finances are involved, the effects of missed goals can be long lasting,

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<sup>18</sup> Drucker, *The Effective Executive*, 58.

<sup>19</sup> Smith, *The Ten Natural Laws*, 79.

<sup>20</sup> Author's key words and propositions regarding governing values and setting goals.

<sup>21</sup> Smith, *The Ten Natural Laws*, 83-84.

because we cannot wipe the slate clean in the memory of past experiences with our family. Therefore, taking the time to set manageable goals is a key to a satisfying personal and professional life. Bursky also relates that when goals are achieved we can congratulate ourselves on our accomplishment, but quite often success raises the question of whether the goal was set high enough.<sup>22</sup>

Covey concurs, and writes that we expect that meeting goals will have a positive impact on our lives and how we feel about ourselves. This is not always the case, however, because we haven't considered the costs involved or how reaching one goal might impact on another area of our life. A workaholic may lose his family in the process of achieving a promotion or working to develop a successful business.<sup>23</sup>

## Law 5

### *Daily planning leverages time through increased focus*

The top level on the productivity pyramid is *daily tasks*. Smith starts chapter 5 by writing, "If there is anything that I could get you to do as a result of reading this book, it would be to spend ten to fifteen minutes each morning planning your day."<sup>24</sup> This is what has been taught for many years at the Franklin Covey seminars, and is echoed by most time management gurus. However, most people don't take the time to plan their day, their reasoning and excuse being that they don't have the time. Others say that they already know what they are supposed to do each day, so why plan? Edel Jarboe, founder of SelfHelpForHer.com, believes that people are generally referring to routine tasks when they say that they know what they have to do. They are not referring to the things that are important to them, which are those intermediate goals and daily tasks that correlate with their governing values.<sup>25</sup>

Some people think that their normal day has so many interruptions that it would be useless to try to plan their day. Frequent interruptions certainly create a time management problem, but Smith and others have some suggestions for planning and controlling your time within an environment of interruptions. Smith suggested, in Law 1, that you should first determine the nature of the interruption by asking direct, pointed questions, such as

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<sup>22</sup> David Bursky, "Setting Goals That Don't Set Us Back," *Electronic Design* 49 (January 2001) : 44.

<sup>23</sup> Covey, *First Things First*, 138-139.

<sup>24</sup> Smith, *The Ten Natural Laws*, 98-101.

<sup>25</sup> Edel Jarboe, "Time Management Avoidance," [www.SelfHelpForHer.com](http://www.SelfHelpForHer.com)

“what can I do for you?” or “how can I help you today?” This saves time by getting to the reason for the interruption. You can then determine if the meeting can be scheduled for a later date. He also suggests that you schedule regular meetings with those people who frequently interrupt.<sup>26</sup> Kathy Prochaska-Cue, Extension Family Economics specialist, writes that we need to learn to say ‘no’ to those interruptions that are unimportant. Julie Morgenstern, who wrote *Time Management From the Inside Out*, tells us not to go from interruption to interruption, but to acknowledge interruptions and plan time for them. Then plan for certain time during the day when you are totally in control, to balance the interruptions. Put a ‘Do Not Disturb’ sign on your door.<sup>27</sup>

Include the following in the daily planning process:<sup>28</sup>

1. Find a place that is quiet and interruption-free.
2. Review your long-term and intermediate goals.
3. Don’t over plan your day and plan time for interruptions.
4. Be specific in setting goals for each daily task.
5. Anticipate obstacles and plan around them.
6. Prioritize your tasks.

Contrary to what Smith says about not over planning our day, Dr. Donald Wetmore, owner of the Productivity Institute, suggests that the more you plan to do, the more you will actually get done. He says that this creates a healthy sense of pressure that drives us to do more.<sup>29</sup> Susan Ward, a writer for *about.com of Canada*, agrees with Wetmore and writes that over planning will help keep us focused, less tolerant of interruptions, and will force us to delegate more. Wetmore does agree with Smith, and most time management people, that the daily task list must be prioritized so that we avoid the natural tendency to do the easiest and least critical tasks first.

Of course, when Smith writes about what daily planning tools are available and which are the best to use, he explains the importance of using the Franklin Day Planner. His company developed it as an integrated planning tool, which includes more than just a ‘to-do’ list for each calendar day. It was developed to incorporate the productivity pyramid ideas and to get sticky notes and a myriad of other pieces of paper with valuable information into one easy to carry around package.

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<sup>26</sup> Smith, *The Ten Natural Laws*, 31-32.

<sup>27</sup> Julie Morgenstern, “Taming the Time Monster,” *Fortune Small Business* 11 (Dec-Jan 2001): 87.

<sup>28</sup> Author’s argument regarding prioritizing daily tasks.

<sup>29</sup> Dr. Donald E. Wetmore, “Planning Principles,” [www.balancetime.com](http://www.balancetime.com)

Special forms are available for nearly any type of information worth tracking or storing for future reference. This is a manual system, but a systematic approach is taught for using the Franklin Day Planner for retrieving past information for future events. Smith suggests that the planner be taken everywhere you go, including vacations. He also tells us to be committed to planning every day – almost everyone who writes about time management agrees that daily planning is essential.<sup>30</sup>

## Law 6

### *Your behavior is a reflection of what you truly believe*

Just as time management takes dedication and commitment, life management involves the willingness to change. The changes required usually relate to our behavior. Smith introduces the concept of the Franklin Reality Model, which is a tool that gives us an understanding of our behavior and why we behave the way we do. The elements of the model are:

1. Needs
2. Belief window
3. Rules
4. Behavior patterns
5. Results

In addition to the basic physical needs of air, water, and food, everyone has psychological needs, and these needs influence our actions. Some of the basic psychological needs that are most common are the need to *live*, the need to *love* and *be loved*, the need to *feel important*, and the need to *experience variety*. The will to live is a basic human instinct, and extraordinary feats have been accomplished in situations where lives have been in danger. Wanting to be safe and secure is a byproduct of man's desire to live. When we feel safe and secure, Smith writes, "the desire to live manifests itself in our search for a stable job, efforts to maintain good health, regular exercise, or even sound investments."<sup>31</sup> The need to love and be loved is important and very influential in our lives. When relationships go sour, the loss of feeling loved and wanted can lead to loneliness, depression, and withdrawal. The need to feel important is a powerful driving force in many people and it can cause extreme behavior. Robert McGee writes that we all have the need to be

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<sup>30</sup> Franklin Planner is a solution to the daily planning problem that the author solves.

<sup>31</sup> Smith, *The Ten Natural Laws*, 132-133.

accepted, and many of us have become masters at 'playing the game' to be successful and accepted by others. He goes on to say that many people base their self-worth solely on other's opinions.<sup>32</sup>

The path we take in meeting our needs depends greatly on our *beliefs*. Our beliefs reflect our values. McGee writes that, "our behavior is often a reflection of our beliefs about who we are. It is usually consistent with what we think to be true about ourselves."<sup>33</sup> Smith does not limit his discussion to what we think to be true about ourselves, but includes all that we think to be true. The things that we believe coincide, in most instances, with our values. Smith points out that a person can believe something to be true, even when it is not true. One person's belief may differ greatly from another person's belief, but both people will think that they are right. Smith cites the abortion issue as one where both sides think they are right, and each act on those beliefs. We all have correct and incorrect beliefs in our belief window, and it is important to scrutinize our beliefs and remove the ones that we find to be incorrect.

The *rules* we establish from our beliefs dictate our actions. The *behavioral patterns* are points at which we take action based on our beliefs and rules.<sup>34</sup> The *results* of our actions are accompanied by *feedback*, which prompts us to compare our needs to the results of our actions. This process takes time to measure, and is not just a one time event. Over time, experience will show us whether or not our needs are being met by a certain belief. This may result in the realization that a change in that certain belief is necessary.

## Law 7

### *You satisfy needs when your beliefs are in line with reality*

When the results of our behavior meet one or more of our four basic needs, then our belief is probably correct. Conversely, when the results of our behavior are negative, and our needs are not being met, the validity of one or more of our beliefs is questionable. As a driver, if our belief that going through red lights is acceptable, we might question, or change, that belief after repeated traffic tickets, or an accident. To change a belief, such as this, other beliefs must be more important. The belief that

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<sup>32</sup> Robert S. McGee, *The Search For Significance* (Tennessee: Word Publishing, 1998) 22.

<sup>33</sup> *ibid.*, 20.

<sup>34</sup> Author's account of rules and behavior patterns is incomplete.

“Not violating any laws is very important to me” should cause me to discard the belief regarding going through red lights.<sup>35</sup>

Incorrect beliefs may satisfy our needs for a period of time, but then we might be dissatisfied as circumstances change. This makes us aware of incorrect beliefs, and the fact that beliefs can be changed because of changing circumstances. Smith emphasizes that we must understand that we have control over what we choose to believe. As we learn through our experiences, and make changes in our actions and beliefs, we grow and mature. Smith presents his five rules for gaining control of our lives:<sup>36</sup>

1. Identify the behavior pattern that is not producing desired results.
2. Identify possible beliefs driving the behavior.
3. Predict future behavior based on following those beliefs.
4. Identify alternative beliefs that may produce better results.
5. Predict future behavior based on the new beliefs.

It is always easier to recognize the faults of others, but Smith notes that we need to apply the five rule process to ourselves, and not to other people's lives. No one can make another person change; we can only provide constructive input and suggestions. If that person wants to change, the suggestions will be received and taken to heart. One technique that can be used to provide input to others about their behavior involves helping them to understand how their behavior affects their relationship with others. This assumes, of course, that a working or personal relationship exists, which makes this dialog possible.

The process, Smith explains, puts the focus on the person who is addressing the behavior, like an employer to an employee, for example. First, tell that person that 'you' have a problem, and explain, in non-threatening terms, the behavioral issue in question. Then, describe how his or her behavior makes you feel, and how it is affecting your relationship. The last step is to ask if he/she wants the relationship to get better or worse, knowing that if the behavior continues the relationship will get worse. If this is effective, the person will choose to improve the relationship and will desire to change his or her behavior.

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<sup>35</sup> Smith, *The Ten Natural Laws*, 153-154.

<sup>36</sup> *Ibid.*, 160.

## Law 8

### *Negative behaviors are overcome by changing incorrect beliefs*

Chapter eight continues the thoughts and ideas from chapter seven as Smith expounds on the idea that our beliefs influence our behavior, and incorrect beliefs produce negative behavior. If incorrect beliefs continue to direct our behavior in a negative manner, then we will not achieve the control of our lives that we desire. When negative behavior becomes extreme, it is called addictive behavior. Everyone is aware of addictions, such as alcohol and drug abuse. Other harmful addictions can include overworking, overeating, over exercising, shopping, and gambling. Addiction is an applicable description for any behavior that becomes excessive or compulsive. This type of behavior has short-term benefits and long-term destruction, as one psychologist defines addiction.

To overcome the negative behavior in our lives, the first step is to recognize that there is a problem, and to want to change. We must recognize that there is a need that is not being met that is the cause of our negative behavior. Then, we must identify and replace the incorrect beliefs, and, most importantly, be committed to the new beliefs.<sup>37</sup>

An article written for the North American Missionary Board of SBC, parallels what Smith is saying about compulsive behavior:<sup>38</sup>

``The chronic nature of the behavior is the final stage of this process. The activities are repeated so frequently and continuously that the behavior is controlling the life of the individual. The behavior begins taking priority over friends, family, and self.

For many people, gaining control of their lives begins with the recognition of compulsive tendencies. The desire to control these behaviors reflects a positive step toward personal growth and greater self-awareness. It is important to understand that compulsive patterns do not develop overnight. Learning new ways to manage stress and anxiety in your life will take time as well.``

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<sup>37</sup> Smith, *The Ten Natural Laws*, 170.

<sup>38</sup> "Understanding Compulsive Behavior," North American Missionary Board, SBC.

## Law 9

### *Your self-esteem must ultimately come from within*

Self-esteem is our natural desire to feel good about ourselves, and to be accepted, wanted, and highly thought of by others. In our pursuit of pleasing others, we imitate their beliefs and disregard our own. We lose control of our lives as we base our self-worth on the acceptance of others. Robert Reasoner adds that people with low self-esteem typically focus on trying to prove themselves and impress others. They generally lack confidence, have doubts about their self-worth, and blame others for their shortcomings and negative behavior.<sup>39</sup> To put it in Smith's terms, we put the beliefs of others, rather than our own beliefs, into our belief window. It would be better to understand that what other people believe doesn't affect how we feel about ourselves.

Covey adds input to this subject in his chapter about empowerment from the inside out. He explains that it takes humility and desire for us to ask for feedback, and to accept it. However, it is considered an important part of how we change and improve our lives. Covey states that, without vision, we have no context for feedback and we are merely responding to other people's values. We strive to live up to other people's expectations and, in the process, lose our identity with our values and ourselves.<sup>40</sup>

Smith suggests that we need to change our thinking about conformity. If we are conforming to how other people think we should act, then we are not in control of our lives. You need to "conform to you", which means that we each need to recognize that we are unique individuals, and that we have values and beliefs to act on, rather than acting on the beliefs of others.<sup>41</sup>

Internal turmoil and stress result from conforming to other people's values, and trying to gain our self-worth from acceptance by others. Stress affects us internally, in our physical bodies. Everyone reacts to stress, but some people respond more dramatically than others. Smith explains that the heart reacts to stress in a manner that can cause it to pump blood at a higher rate through a stress-affected, contracted artery. He says,

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<sup>39</sup> Robert Reasoner, "The True Meaning of Self-Esteem," [www.self-esteem-nase.org](http://www.self-esteem-nase.org).

<sup>40</sup> Covey, *First Things First*, 246-248.

<sup>41</sup> Smith, *The Ten Natural Laws*, 184-187.

however, that we can train our bodies to react to stress in a manner less damaging to our bodies. Many people have a difficult time relaxing, particularly if they are under stress at work, or because of other circumstances. Part of retarding the stressful reaction in our body is our ability to relax – take vacations, plan when to leave work each day, and take mini-timeouts at work. Reducing stress enables us to feel better about ourselves, which is a part of the time and life management process which leads to achieving inner peace.

## Law 10

### *Give more and you'll have more*

Smith concludes his ten laws by discussing how giving contributes to our inner peace, and tries to explain the paradox of 'the more you give – the more you will have.' This has both social and spiritual implications.

The social question incorporates the thought that creating wealth in the world is not a problem, however, there is a problem with distributing that wealth. There is no simple solution to the disparity between the very rich and the very poor, and Smith relates that the solution cannot be legislated. The wealthy individual can restore some balance in the distribution of wealth by contributing financial help to the less fortunate. As individuals obtain more than they need to live well, their abundance should be used to help others who have less than they need. Smith is of the opinion that there is an obligation and responsibility to do this, and he has learned from his own experience that the payback is inexplicable. He tells of dividing shares of his company, Franklin Quest, among those who helped get the company started. This reduced his percentage of shares in the company but he attributes his giving more of his share to others as the reason he obtained more personal wealth later in life.<sup>42</sup>

Abundance is not limited to money; it can include any area of our lives where we have more than we need. Knowledge and expertise that we have gained through experience and natural talents are examples of abundance; teaching falls into this realm. Teaching is a life changing experience for the one being taught, and the teacher also learns and is blessed.

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<sup>42</sup> Author's account is incomplete based on his Mormon background, which teaches that everyone, not just the wealthy people, should tithe 10% of their income to the church, which then uses it for ministering to those less fortunate.

Closely related to teaching is the role of servant. The best leaders are servants to those they lead, and they lead by example. The most successful leaders instill in their subordinates the desire and motivation to do what they are supposed to do. They don't lord it over their subordinates and abuse their authority by yelling orders and expecting results – they earn respect and cooperation through being servant-leaders.

Smith concludes the last law with, "To me, the powerful natural law of giving of ourselves and, in the process, finding that we have everything we really want and need, is one of the great secrets of life. And, of all the beliefs we can have in our belief windows, this is among the most profound in our quest for inner peace."<sup>43</sup>

## Conclusion

Smith's book, *The Ten Natural Laws of Successful Time and Life Management*, is more than a traditional 'to-do' list account of time management. The author introduces concepts of identifying and integrating values and beliefs into guiding our actions, and how our daily tasks are prioritized. If we constantly review our beliefs and compare them with our actions, we can monitor our progress, identify any problems, and make necessary changes. This will lead to actions that agree with our beliefs, and to inner peace.<sup>44</sup>

It was easy for me to agree with what the author presented in his book, and he gave me insight into several areas that I can put to use at work and personally. In addition to developing my governing values, I have already used the author's "I" images steps in communicating with a subordinate at work about their tardiness.<sup>45</sup>

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<sup>43</sup> Smith, *The Ten Natural Laws*, 212.

<sup>44</sup> Coming to terms with the author by interpreting his key words.

<sup>45</sup> How I have applied the theories in this book at work.

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