



LE TUE NOTE KINDLE PER:

## 168 Hours: You Have More Time Than You Think (English Edition)

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### 53 evidenziazioni

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Evidenziazione (Giallo) | Posizione 59

True time management is about filling our lives with things that deserve to be there.

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Evidenziazione (Giallo) | Posizione 159

The majority of people who claim to be overworked work less than they think they do, and many of the ways people work are extraordinarily inefficient. Calling something “work” does not make it important or necessary.

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Evidenziazione (Giallo) | Posizione 231

when you focus on what you do best, on what brings you the most satisfaction, there is plenty of space for everything.

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Evidenziazione (Giallo) | Posizione 253

Being busy has become the explanation of choice for all sorts of things.

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Evidenziazione (Giallo) | Posizione 320

many assumptions we have about how people spent their time in the past—and how they spend it now—are wrong.

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Evidenziazione (Giallo) | Posizione 324

One of the reasons we have enough time to sleep is that we work a lot less than we think we do. Though the Harvard Business Review may have trumpeted the notion that 70-hour workweeks were becoming the new standard for professional workers, in reality the average parent who works full-time logs 35–43 hours per week.

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Evidenziazione (Giallo) | Posizione 356

few of us love the routine aspects of housework or household administration. Emptying the dishwasher or paying bills doesn’t take much time, but we feel like we’re always doing these chores. So if someone asks us

how much time we spend on such things, we overestimate—by something on the order of 100 percent for both men and women—compared to the actual numbers recorded in time diaries.

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Evidenziazione (Giallo) | Posizione 379

The problem is not that we're all overworked or underrested, it's that most of us have absolutely no idea how we spend our 168 hours.

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Evidenziazione (Giallo) | Posizione 435

This is what happens when you treat your 168 hours as a blank slate. This is what happens when you fill them up only with things that deserve to be there. You build a life where you really can have it all. Of course, I should add the caveat that while your 168 hours may be a blank slate, fitting the pieces together will require some work. This is particularly true if children are involved. Much of the rest of this book deals with how to figure out this puzzle.

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Evidenziazione (Giallo) | Posizione 442

From interviewing people who love their lives, I've found that these people focus, as much as possible, in the work and personal spheres, on what I call their core competencies. These are the things they do best, and that others cannot do nearly as well or can't do at all.

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Evidenziazione (Giallo) | Posizione 445

Effective people outsource, ignore, or minimize everything else. The coming chapters will talk about how to identify these core competencies at home and at work. You'll need to change your life to spend more time on these things, and less on the things that are neither meaningful nor pleasurable for you or for people you care about.

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Evidenziazione (Giallo) | Posizione 583

Corporate fortunes rise and fall, but businesses that succeed in modern times tend to be very focused on what they do better than anybody else.

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Evidenziazione (Giallo) | Posizione 591

people, like companies, can have core competencies too. The same Hamel-Prahalad three-part definition can still apply. An individual's core competencies are best thought of as abilities that can be leveraged across multiple spheres. They should be important and meaningful. And they should be the things we do best and that others cannot do nearly as well.

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Evidenziazione (Giallo) | Posizione 596

Broadly, those who get the most out of life try to figure out and focus on their core competencies. They know that at least one key difference between happy, successful people, and those just muddling along is that the

happy ones spend as many of their 168 hours as possible on their core competencies—honing their focus to get somewhere—and, like modern corporations, chucking everything else.

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Evidenziazione (Giallo) | Posizione 674

To build a more focused and lean life, you have to figure out what you want to be doing during your 168 hours.

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Evidenziazione (Giallo) | Posizione 722

trying lots of things you think you might enjoy, you will learn more about yourself, and what you are actually good at, what might be your core competencies, and which of the biggies are worth going for. You may be shocked by what you discover. This is why you just have to keep an open mind and try things.

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Evidenziazione (Giallo) | Posizione 764

Like a successful modern corporation, you probably don't have more than half a dozen core competencies. Broadly, most people's core competencies fit into certain categories. If you're in the right job or jobs, which the next chapter covers, then the substance of your paid work will be a core competency. Nurturing your family members and close friends is also a core competency. No one else can do it quite as you can, though there are probably activities within this larger competency that you do better than others.

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Evidenziazione (Giallo) | Posizione 771

People who get the most out of life spend as much of their time as possible on these core competency activities, and as little as possible on other things.

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Evidenziazione (Giallo) | Posizione 779

After you complete the time log at the end of Chapter 1, go through and put the entries into categories. Some of the most common ones include personal care (including sleep), household activities, purchasing goods and services, caring for or helping household members, working and work-related activities, leisure (including TV), exercise, and "other," though you are free to use your own. Record your daily and weekly totals, filling in the major categories that are relevant to you. Daily Totals: Weekly Totals: Subcategories You can use the space below to break the major categories into subcategories. For instance, child care can be separated into physical care, playing, education, and reading. Housework can be divided into laundry, food prep, house cleaning, lawn work, and so on. Work can also be divided into different activities (phone calls, meetings, presentations, e-mail, research, fighting fires, or whatever you happen to do). The List of 100 Dreams What would you like to be doing in your 168 hours? Make a list of as many activities as possible that you'd like to try or accomplish during your life. Cross off the ones you've done, and note how they made you feel. Don't let the size of the page restrict you. Make the list as long as you want. Your Core Competencies After trying enough different activities, and looking back through your life, you may start to discover certain themes. Answer these two questions: What do I do best, that other people cannot do nearly as well? What things do I spend time on that other people could do, or could do better?

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Evidenziazione (Giallo) | Posizione 833

if you love what you do, you'll have more energy for the rest of your life, too. If you're trying to build a career while raising a young family, you will have more energy for your children if you work 50 hours a week in a job you love than if you work 30 in a job you hate. Or at least you'll come up with better art projects;

Evidenziazione (Giallo) | Posizione 851

the chances are minimal that someone else will create the perfect job for you. You'll have to invest the hours to design it in an entrepreneurial fashion, whether you're working for someone else or for yourself.

Evidenziazione (Giallo) | Posizione 936

the best results required three things: • that people be given a great deal of freedom in figuring out how to carry out the work—that is, the opportunity to make day-to-day decisions in the project • that team members felt challenged in a positive fashion by the work • that people felt they had sufficient organizational support (resources, a supportive work group, a supportive supervisor who communicated well, and an organizational environment where creativity was encouraged)

Evidenziazione (Giallo) | Posizione 973

The key question becomes how you can improve your ratio. What existing project could you scale up, or what new project would make you excited to come to work in the morning?

Evidenziazione (Giallo) | Posizione 1012

While it's hard to tease out the chicken-and-egg problem with these questions—are you happy because you're in the right job, or does being happy make any job seem better?—we do know this: if you are blissful at work at least a few times per week, the carry-over creativity boost, compared with someone who isn't happy, can soon cover the full 40–50 hours.

Evidenziazione (Giallo) | Posizione 1043

Plenty of people are willing to work hard and will do a reasonable job on the tasks in their job descriptions whether they love what they do or not. But it's hard to go beyond that if you don't love what you do. You'll put in the hours you have to put in and do the things that are explicitly and immediately rewarded. Then you'll come home and think of other things, like what's on TV. Indeed, you'll watch a lot of TV. One recent University of Maryland study found that unhappy people watched 20 percent more television than happy ones. Unhappy people like to escape. They don't spend their time solving problems or thinking their way around personal obstacles.

Evidenziazione (Giallo) | Posizione 1082

even in the absence of income guarantees, there's a second part to the business case for being in the right job. If you take a job you don't like just to make money, there is a good chance you won't do it very well, and it will suck the life out of the rest of your 168 hours.

Evidenziazione (Giallo) | Posizione 1116

there is bound to be some way you can spend the working chunk of your 168 hours solving your organization's problems in a way that aligns, neatly, with what you want out of the job.

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Evidenziazione (Giallo) | Posizione 1225

Does my job tap into my intrinsic motivations (things I loved as a kid or would do for free)? Does my job give me a reasonable amount of autonomy? Am I challenged regularly to the extent of my abilities? Do my work environment, organization, and coworkers encourage my best work? If the answer is "no" to any of these four questions, what can I change? In the next week? In the next year? Can I create the right job within my organization? Another organization? Or will I need to go out on my own? If you're pretty sure you are in the right job, then try asking this question: If someone offered me a windfall to never do the "stuff" of my work again, how would I feel about that?

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Evidenziazione (Giallo) | Posizione 1311

I'd like to propose a new personal definition that you should keep in mind when you make decisions about your work hours. Any "work" that is not advancing you toward the professional life you want should not count as work. It is wasted time.

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Evidenziazione (Giallo) | Posizione 1315

Everything in life is a choice of whether to accept certain consequences. The consequences may be untenable, or you may trust that your supervisor has more wisdom and experience than you do, and so you may choose to do absolutely everything she asks, but recognizing that this is a choice gives you as much control as possible of your life and your 168 hours. Second, a lot of the busyness that goes on during workdays gives us a false sense of productivity that's dishonest to indulge. Doing a lot does not mean you're doing anything important with your 168 hours.

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Evidenziazione (Giallo) | Posizione 1335

When you know what the ideal situation looks like, you can start changing the working component of your 168 hours into something that looks closer to the ideal than it currently does. There is a four-part process for doing this: 1. Seize control of your schedule. 2. Do not mistake things that look like work for actual work. 3. Get rid of non-core-competency tasks by ignoring, minimizing, or outsourcing them. 4. Boost efficiency by getting better at what you do.

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Evidenziazione (Giallo) | Posizione 1369

On Sunday nights, or before the start of your workweek, sit down and list the actionable tasks you need to do to advance you toward these goals. Then, this is the key part: schedule them in, knowing exactly how long they will take.

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Evidenziazione (Giallo) | Posizione 1438

Schedule a few short “time waster” breaks per day or, when you find yourself wandering, make a hash mark in a notebook and force yourself to return to the task at hand. Make a game of it. If you can cut your number of hash marks in half, you can reward yourself with a 30-minute Facebook session. The real question is what to do about all the stuff in the middle.

Evidenziazione (Giallo) | Posizione 1469

Look over your calendar with this new definition of “work” in mind. In order to spend as much time as possible focusing on your core competencies, you’re going to need to get rid of things that you don’t do best, and that other people can do as well or better.

Evidenziazione (Giallo) | Posizione 1610

If you mean to maintain a personal life, which you should, then the bulk of your work hours should be focused on the meat of your professional craft, with every assignment viewed as a chance to improve.

Evidenziazione (Giallo) | Posizione 2402

What blocks of low-impact time can be redeployed as high-impact time with your children? Be creative and think beyond nights and weekends. Weekday mornings work for some parents. If it works for your caregiver’s schedule, the occasional weekday lunch may also be a place you can find time.

Evidenziazione (Giallo) | Posizione 2410

Which blocks of time can you commit to spending with your spouse/partner? What arrangements need to be made for that to happen?

Evidenziazione (Giallo) | Posizione 2479

The truth is, money, like time, is a choice—and often a related choice. Just as you need a “work team” to support your career, you need a “home team” to help you focus on your core competencies and save time in your personal life.

Evidenziazione (Giallo) | Posizione 2771

It certainly is a parental core competency to care for a family, but culturally, many people still believe that “caring for a family” means cooking, scrubbing, vacuuming, lunch packing, weeding, and laundry, in addition to the emotional work of nurturing children’s brains and souls.

Evidenziazione (Giallo) | Posizione 2776

We all have 168 hours a week. Time spent doing one thing is time not spent doing another. I would argue that unless you are making a conscious point of involving your kids with an activity such as laundry—a reasonable

idea if they're ten, not so easy if they're two—doing loads of it is taking time away from them. Freed from unnecessary domestic burdens, we become better parents and people.

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Evidenziazione (Giallo) | Posizione 2863

We don't spend much time thinking about what we'd like to do with our free time, even though no one would take a 30-hour-per-week job without clarifying the job description. Because we don't think through our leisure time, we often don't even recognize when it's appearing, and so we wind up spending big chunks of it in the most frictionless way possible: in front of the television.

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Evidenziazione (Giallo) | Posizione 2889

The more practical option is to plan ahead—that is, lower the transaction costs—and fill your leisure time with enough meaningful activities and constructive relaxation that TV doesn't become the default activity when you don't know what else to do. You do know what else to do, and you do these things first. TV can then fill in around the edges in a way that works for you and your family.

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Evidenziazione (Giallo) | Posizione 2966

Once you've created a spreadsheet documenting how you spend your 168 hours, go through and find times that you can block out for your leisure activities. Make sure you have a good sense of how long each will take.

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Evidenziazione (Giallo) | Posizione 2987

If you've got kids or an unpredictable job, evenings can get complicated, though with 168 hours per week, there's plenty of time for leisure activities then, too. One workable option for families is to give each parent a weeknight "off."

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Evidenziazione (Giallo) | Posizione 3004

While you can always leave yourself open to last-minute opportunities, having at least one fun activity planned for the weekend gives you something to look forward to during the week. With any luck, once you establish this habit, your family members will get competitive over who can bring the best ideas to these meetings.

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Evidenziazione (Giallo) | Posizione 3050

When you're busy building a career, raising a family, and trying to stay in shape as well, it's easy to let friendships slide. Some may need to go; there's no more point in spending time with acquaintances you don't care for than there is in spending time on leisure activities that don't make you happy. But it would be a mistake to chuck all of them, and not just because spending time with friends is fun. A growing body of research is showing that friendships are intensely important for health and human coping.

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Evidenziazione (Giallo) | Posizione 3071

Multitasking is, more often than not, inefficient single-tasking.

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Evidenziazione (Giallo) | Posizione 3076

there is one exception to this problem of multitasking, which is what I call “alignment.” If you combine activities that utilize different parts of your brain, particularly if one doesn’t require much active mental engagement, you can deepen relationships while filling your time with meaningful things, or fit more time for leisure pursuits into your day, generally.

Evidenziazione (Giallo) | Posizione 3100

The important thing to remember with work alignment, though, is that unless you’re involving your whole family (for example, your kids play with a colleague’s kids on the playground), be sure to combine activities during your standard work hours as often as possible.

Evidenziazione (Giallo) | Posizione 3111

go back through your “List of 100 Dreams” and choose elements of a few to incorporate into your days. Make two lists: one of activities that take half an hour or less, and another of activities that take less than 10 minutes. Then, figure out ways you can make these two sets of activities as easy as lighting up a cigarette or turning on the TV any time a bit of leisure shows up on your schedule.

Evidenziazione (Giallo) | Posizione 3172

Making the Most of Downtime Time is too precious to be lackadaisical about leisure. Looking at your time logs and your “List of 100 Dreams,” ask yourself a few questions: What one to three leisure pursuits would I like to build, regularly, into my 168 hours? (One of these should be exercise.) How much of a weekly time commitment would each of these activities take? Where can I stick these blocks of time into my schedule? What weekend activities could my family do together? When can we plan our weekends? Where can I find time for nurturing relationships with friends? Create two lists of things that make you happy—one for 30-minute activities, and one for activities that take 10 minutes or less:

Evidenziazione (Giallo) | Posizione 3318

No one ever said having it all was easy. Getting the most out of your 168 hours is a process of evaluating where you are and where you want to be. Maybe these are the same, but maybe they’re not. If they aren’t, then you have to look at what stands in the way, and what can be changed.

Evidenziazione (Giallo) | Posizione 3394

Tune up as necessary. Life changes. Schedules change. Your “List of 100 Dreams” will change, too. Check in with yourself regularly—maybe once every 168 hours—to see if your weeks look like they should. If they don’t, spending 1 of those 168 hours figuring out how to change what you can is much more effective than stewing during the other 167.