TaskPlanning: Getting things done

Introduction

I developed this TaskPlan method about mid-career to help manage all the tasks required of me by the multiple projects I would be working on simultaneously. I could track all of my time on each task of each project, and I could see which tasks lay ahead. An annual TaskPlan will be useful to you as a personal productivity tool if you use it simply for your professional obligations.

However, I found a TaskPlan so useful that I began adding personal projects to the list. Especially, if you have just recently completed the LifeMapping exercise, then you will have identified some important dreams to chip away at. Such dreams are very important to you -- but seemingly not urgent, since they may take a lifetime to achieve. A TaskPlan allows you to put the tasks underlying these dreams into your weekly schedule, right there in front of you, every day. This alone adds the bit of urgency needed to get things done.

Using the LifeMap method (or not), once you have identified what you want (goals) and how to achieve it (actions, or tasks), the next step is to plan your time to get underway. That means creating good habits and scheduling your tasks over selected time frames: your life, a year, a week, and a day. To help you fit tasks and time frames together, the TaskPlan is a spreadsheet workbook comprising linked worksheets (Excel in MS Office, or Calc in LibreOffice). The workbook is fairly intricate with lots of simple formulas and links between sheets, and you'll need a basic knowledge of how to enter and sort data. But there are no fancy scripts behind the scenes. Except for a few saved sorts ("macros"), everything is out in the open as formulas in cells, with some color coding to help identify what data you enter, versus what is calculated from your entries.

I offer four primary worksheets in the TaskPlan workbook:
- LifeMonths – a reminder that life is short
- HabitTracker – a simple place to plan and record good habits (or break bad ones)
- GanttChart – a full calendar year of key results & tasks for each project, amended along the way as needed. This is the heart and soul of what you want to do and the steps (actions) to get there.
- WeeklyTaskPlan – the priority tasks to tackle this week. If the Gantt chart is the heart and soul of your planning, then the weekly task plan is the hands and feet that actually gets things done. This worksheet gets printed and is where you record your accomplishments each day.

I suggest you view or update these worksheets weekly, in the order shown above. The first should take just a glance; the second will take a few minutes to record your habits. It's up to you if you think these are valuable tools. The rubber really meets the road with the Gantt chart and weekly task plan, where it can take considerable effort (perhaps several hours a week) to identify tasks and prioritize them. If you use the TaskPlan only for your professional obligations, then you really only need the Gantt chart and weekly task plan. But if you want a more balanced life *(you do want this, don't you??)*, then I urge you to include your lifetime dreams and long-term friends, and to give them a little air and sustenance weekly, if not daily. To remind you of this, I added a fifth worksheet (friends2see) where you can list the friends you want to see over (about) the next year.

Procedure – Basics

Life Months
Not to be too morbid about it, but I'm pretty sure that someday you will die. Many cultures recognize the value in acknowledging our coming death in order to live our life to the fullest. So where are you in the arc

of your life? How many more months of life do you have? *How much time do you have left to live your dreams?* The LifeMonths worksheet provides a very basic gridded representation of a human lifespan, with each grid square representing a month within a year of your life. You may color-code the cells as you wish. I found it interesting to color it by the "phases" of my life as I perceived them. I also added in the age (in years and months) of the death of my father and friends, just as a reference points. Add famous people if you'd like – perhaps your top five heroes in your life. To me, the worksheet makes the urgency of getting things done graphically evident.

There are other apps and worksheets out there that are probably better done with more detail. But the simple monthly format here works for me. I already spend time each week entering hours and planning tasks for the next week. Putting another "X" in the LifeMonths worksheet provides another periodic way to motivate me to action – what did I get done *this* month? What did I do that I'm proud of? What's up for next month? How much can I get done before I mark another month gone?

In summary: Do before you die. Not after.

Habit Tracker
What about those small "tasks" to do that make your life better, but they're easy to put off? These are things to do several times a week if not every day – i.e., these are your *good habits*. Do a little journaling. Meditate. Exercise. Play some music. Plan your time. Read a book. At the bottom of each day in the weekly list (see below) is space to put in the minutes of each "good habit" you do. There's not much space and you'll probably need your own code (like "M 10" for "meditate, 10 min"). Good habits are easier to maintain when you track your time – or even if you just tally a "check mark" that you did it that day, regardless of the time. Got a few bad habits? They might be easier to break if you tally those, too.

At the end of each week, log the daily minutes into the HabitTracker worksheet, which has its own Gantt-like form, and sum the minutes for each category below. This way you get "credit" for doing good habits and create inertia to keep them going. I find it motivates me to do at least a little of something rather than nothing. If I don't have time for a full 30-minute workout, I'll do something for even 5 or 10 minutes, so I don't have to enter a big fat zero.

You really could expand this section to as much detail as you might like – the sky's the limit, although space on the weekly paper list *is* limited. Personally, I would err on the side of simplicity to keep things less daunting, at least for starters.

Gantt Chart
Everything hinges around the annual Gantt chart, which is simply a big table with tasks listed down the left side, and days of the year listed across the top. There are dedicated programs for Gantt charts that allow more intricate project planning and linkages between tasks that depend on each other. Projects with many team players may benefit from such a planning and management tool. However, for personal projects involving just a few people (and mostly just me), I have not found a need for a more intricate system. I need a system that (a) gives me the big picture of my goals and tasks in a way that (b) allows me to efficiently prioritize and distill the next set of tasks down to weekly and daily lists I can follow to actually get things done.

And that's what the GanttChart worksheet does for you. First, it gives the big comprehensive picture because you can include any task you may want, for any part of your life, professional or personal. You can always insert new rows into the worksheet as needed. Second, (and more importantly), ***it can sort these tasks according to priority, organized by project***. You should categorize each task according to project and where that project fits into your life. Careful naming (and numbering) of these categories will allow

the sorting mechanisms in the worksheet to bring your highest priority items to the top, within a structure that makes sense to you. I've included the categories that make sense to me, but of course modify things as you see fit for your purposes.

Weekly Task Plan
The Gantt chart gives you the big picture on an annual basis, with all your projects and tasks. Yet to get things done, we work on a daily basis, and our days are organized into weeks. Every week, you will re-prioritize the Gantt chart to bring the tasks you want to accomplish that week to the top. Then these priority tasks are copied (by linking cells) to another worksheet, namely, the Weekly Task Plan (more humbly, your weekly to-do list).

The weekly list is a one-page worksheet with projects and tasks listed down the left side, and days of the week as columns to the right. Each day has a top half for listing tasks for that day, and a bottom half with times listed. I print this worksheet every week; I still like working with pencil and paper, the simplest and most flexible of all tools. Checking your (electronic) calendar, you can then pencil in your scheduled appointments in their time slots. I pencil in each day's tasks, copied from the list at the left, either planned ahead or as I do them. At the end of each day, I write in the hours I actually spend on that task, and I plan for the next day. (I also record minutes spent on "good habits" at the bottom of each day.)

At the end of the week, I go back to my Gantt chart and enter the number of hours spent on each task each day (and the minutes spent on habits). If I've finished a task, it gets a priority of "X" so it will sort to the bottom, and I enter the date when it was finished. I re-evaluate the coming week and select priority tasks, which will sort to the top and then be copied over to the weekly list worksheet, ready to be printed off.

This relatively simple system allows me to pursue important life goals, plan large projects, prioritize tasks, create weekly and daily to-do lists, log hours, and track habits.

Procedure – Specifics

   I. LifeMonths
       A. As in my example, list your years, and fill with Xs starting with your birth month through the present month. I felt 30-year blocks were appropriate for the three "phases" of life, but modify the grouping and color scheme as fits your notions. Glance at this worksheet each week, and update it once a month. Summarize each month's accomplishments in a few phrases.
   II. HabitTracker
       A. This has the same basic form at the Gantt chart (see below), but with a much simpler categorization scheme. This list is entirely personal -- obviously modify the Categories and Habits to fit your life.
           i. I put in spacer rows of dashes just to make my categories more visually distinct. They are entirely a matter of personal discretion.
       B. At the beginning of each year, change the year in the blue box (F7) above "January" and the days of the week in the blue boxes (F9-L9) below "January." The days of the week for the rest of the year should populate (be copied over) from the first week.
       C. The target number of hours is entirely optional. I don't find it particularly useful, but perhaps others will.
       D. At the end of each week, you'll enter the minutes spent on each activity in the Gantt-like top part, and these minutes will be summed by category below.
           i. Except for sleep (measured in hours, if you're tracking this), we're tallying time spent on habits in minutes, rather than hours. This is simply because many small habits only take a

few minutes a day, and entering fractional hours seems awkward. Total annual hours spent are calculated from the daily minutes you enter.

    ii. For the daily totals along the bottom, color coding by conditional formatting can allow a visual estimate of how well you're doing over time. If you find the color coding annoying, you can simply remove the cell formats.

III. GanttChart

    A. General notes

        i. Each year you'll have to change the cells with the blue background: the year (cell M7) and the days of the week for the first week in January (cells M9–S9). Days of the week for the rest of the year are copied out to the right.

        ii. Don't put anything in the cells highlighted in gray, to allow sorting of the data below with a single row of column headings.

            a) If you screw up a sort, it can really scramble your data. If you are unfamiliar with sorting, it might pay to create a copy your worksheet first. Try the "un-do" button if things look weird.

    B. Worksheet structure

        i. Columns

            a) Fields to sort on (columns A-G)

                • A: Priority, B: Level 1, C: Level 2, D: Project, E: SubProject, F: Key Result, G: Task & Step (these terms are explained below)

                • There are macros available to sort by Priority or by Project (meaning, the other six categories).

            b) Time effort (columns H-J)

            c) Completion date and notes (columns K-L)

            d) Days of the year (columns M-NN)

        ii. Rows

            a) Header & information rows (rows 1-9)

            b) Blank row (shaded, row 10) – keep blank so sorts don't include header rows above

            c) Column labels (row 11)

            d) Task rows (rows 12-70 or so)

            e) Blank row (shaded, about row 70 for starters) – keep blank so sorts don't include footer rows below

            f) Footer rows (rows below blank row)

    C. Header information (rows 1-9)

        i. Priority codes (cells A5-A9): prioritize each task with one of these codes, so when you sort by priority, they will line up in this order, most notably to bring all the "A" tasks to the top

        ii. Gantt planning codes (cells K3-K5): codes you could use in planning out the year, for complex projects and tasks. *(I find I don't use these very often – but perhaps I should, since this is the way a standard Gantt chart would work for guiding business teams.)*

    D. Entering information into the Task rows (columns A-NN for rows 12 down to footer rows)

        i. <u>General explanation</u>: Columns B through G are identifiers that provide structure to your tasks. Personally, I think in terms of **Projects**, each of which lasts more than a week and oftentimes several years (especially professional projects). Projects are achieved by a series of **Tasks** which take maybe several weeks to do. Tasks are achieved by **Steps** that take maybe a day or two to do.

            a) It may help to subdivide Projects into **SubProjects**, and SubProjects into **Key Results** (which in turn are achieved by a series of tasks & steps).

            b) I find it essential to organize your Projects according to several higher-level categories, that for lack of better terminology I'm simply calling **Level 1** and **Level 2**. These levels provide an overall structure to your projects.

                • In my TaskPlan, Level 1 identifiers organize my projects into four categories: professional, service, home, and personal.

- Level 2 identifiers allow another layer of granularity to help organize your projects, which may be more useful for professional projects and may seem artificial for other types of projects.

c) If you've constructed a LifeMap for yourself, the structure defined by columns B-G corresponds approximately to the structure used in the worksheet *III. How - Integrate, Actionize*, and which was derived from worksheet *I. Why - What matters*.

d) If I care about the order in which these six categories (columns B-G) sort, I'll add a number to the beginning of their names, to preserve the order I want. Otherwise I let Excel sort alphabetically by name.

ii. Every **Task & Step** (column G) gets its own line.

a) For each task or step, you need to have some identifiers in columns A-F that will sort in the order you want.

iii. **Priority**: use one of the priority codes to identify A tasks for the current week, vs tasks of lesser priority (LA, NA, or X). I let Excel sort these alphabetically, because that fits the order I want anyway.

a) A = tasks for the current week

b) LA = low-activity tasks, not for this week but definitely for some time in the future

c) NA = not-active tasks, which may not be resurrected but you don't want to just forget entirely about them

d) X = a task that has been completed. For these tasks, enter a date in column K.

iv. **Level 1**

a) I use four categories: 1.Prof, 2.Service, 3.Home, and 4.Personal. Choose your own categories as you see fit.

b) The numbers make sure they sort in this order. Namely, for your A projects, your Professional projects will come first, followed by Service, Home, and Personal projects in order below.

v. **Level 2**

a) I added a Level 2 identifier because my professional projects were usefully organized by client.

b) A Level 2 identifier may be a little artificial for other Level 1 categories (Service, Home, and Personal), but I still find it useful in most cases.

c) Note that I added a row of dashes in the Level 2 identifier just to visually separate your four Level 1 categories. It's useful to know that special characters (like a dash) sort above numerals, which sort above characters.

vi. **Project**: Project names are important because they will be transferred to your weekly TaskPlan (your weekly do-list), so you'll want something descriptive and which sorts in an order meaningful to you. I suggest a 2-digit prefix plus a dot or dash followed by a short descriptive name. The 2-digit prefix could just be a sequential number for your projects (up to 99), or it could be the year the project started. I gave my time-off categories a prefix of 00 to sort them to the top. *(These were useful when I worked for a company; now that I'm semi-retired they are unnecessary for me. Delete these rows if they are not useful to you.)*

vii. **SubProject**: These are just labels to help organize tasks within a project and are entirely idiosyncratic to your needs. Many of my projects have tasks that could be called administrative, data-collecting, data-analysis, reporting, and outreach. I create categories as needed for each project, or just leave this blank if it is unnecessary.

viii. **Key Result**: Key Results are achievable milestones of your project. They typically take a week or longer to do and comprise several tasks.

ix. **Task & Step**: These the actions you take to achieve a key result. Tasks (by my definition) take several days to several weeks to achieve. I find it helpful to break tasks into steps that take up a day or two each to do.

a) Whether you insert a new row for each step is up to you. I commonly just keep only one line (row) per task, and log the hours for each step on that same line, on the day

(column) I do it. I use a simple, short task name as a prefix, and append it with the next step or two for that task, e.g., "Data Input: topography, soils".

 b) Defining tasks and steps is probably the most critical and difficult step in actually accomplishing things. You need to find your own balance here, but the principal thing to keep in mind is that ***tasks and especially steps should be specific enough so you know exactly what to do, and small enough not to be daunting***. These are the small, easy steps you take to get your work done. ***This is the way all things get done: one small step followed methodically by another.*** Nobody takes giant steps; what appear to be giant steps are really collections of baby steps. Some people take their baby steps slowly and methodically, and others on a dead run — but they're all baby steps.

 x. Hours of time for task: It may be useful to you (or not) to estimate the time each task will take. *(I hope you are better at this than I am.)*

  a) **Est** = estimated hours to finish task

  b) **Act** = actual hours spent on task

  c) **Rem** = remaining hours needed to finish task

 xi. Finish Date and Notes/Impact

  a) When you complete a task, change its priority to "X" and fill in the date here. Write in any notes about the task in column J ("Presentation attended by 50 people")

 xii. Calendar days of year: 1 Jan to 31 Dec

  a) When planning projects, use the Gantt Chart symbols to show planned work days on each task (bullets), milestones, and deadlines. You can of course use fill and font color as well.

  b) When logging hours, write in the hours spent on each task each day. I commonly enter whole hours only. It's your choice if you want finer increments.

  c) I like to have a row of dashes to separate my projects (in line with the "00.Start" SubProject label for each project).

E. Footer rows

 i. Totals: the row immediately below the shaded and dash-filled rows. This row just adds up appropriate rows above:

  a) Total hours Estimated, Actual, and Remaining this year

  b) Hours worked each day

  c) Time off taken each day (in line below daily total hours)

 ii. Hours per project

  a) Put the exact Project name in column G here, and the formulas in columns H, I, and J will tally the number of days for that project. It's up to you to put in the project names; this is not automatic. No need to include things like "time off" or "home" if tallying those hours is not important to you.

  b) If you'd rather have time totaled as days, you can divide these totals by 8. Or to get weeks, divide hours by 40.

 iii. Miscellaneous

  a) You can always add more details, especially if you're still working for a company. I used to include markers for when when time sheets were due, pay dates, total hours of time-off allowed to roll-over, and all excess hours I worked.

F. Sorting

 i. Sorting will take place on the data in the *active range* (block of cells bounded by at least one blank row and column), i.e., rows 11 down to the last row containing data, noting that row 11 acts as a "header" row of column names.

 ii. You can sort the Gantt Chart using any selected column as the key sorting variable. However, the most useful sorts are those based on multiple columns:

  a) Sort by Project

   • This brings all project tasks together so you can plan and see progress

   • I wrote a macro for this in Excel: Sort_Project (shortcut = Ctrl-t)

- Sorts by Level 1, Level 2, Project, SubProject, Key Result, and Task & Step, in that order
- In LibreOffice you'd have to reconstruct this multiple search each time, since LibreOffice doesn't execute Excel macros.

b) Sort by Priority
- This is a critical sort that brings all the A tasks to the top of the Gantt Chart, from which they get copied to the Weekly Task List.
    - On your Weekly TaskPlan, there's room for up to about 40 tasks with an "A" priority. Realistically, you should have about half that number, if that. You'll get a feel for how much to include each week.
    - All the other tasks get listed below according to priority (LA, then NA, then X), organized otherwise by project.
- I wrote a macro for this in Excel: Sort_Priority (shortcut = Ctrl-y)
    - This macro first executes a Sort_Project, followed by sorts on Priority and Date.
    - This macro puts completed tasks (priority "X") at the bottom, in order by Date. <u>Only completed tasks should have a date in the "Date" column.</u> Otherwise, the sort can mess up the order of the A priority tasks that you want in your Weekly Task Plan.

IV. WeeklyTaskPlan
  A. First, enter Monday's date in cell D2. The other dates fill in automatically.
    i. I like my week to start on Monday, with the weekend lumped together at the end (rather than starting on Sunday and ending on Saturday, as is traditional).
  B. Next we'll copy over the top priority tasks from the Gantt Chart.
    i. Sort the Gantt Chart by priority, bringing all A tasks to the top. I tend to keep all important tasks that I *might* attend to shortly as an A priority, knowing I may not get to them this week. But I want to keep them on my radar screen. Note how many rows you have with A priority. You've got room for almost 40 on the Weekly Task Plan, but you'll never get all those done in a week. Shoot for less than 20, and 10 might be more realistic.
    ii. In the WeeklyTaskPlan worksheet, note that cell A4 is linked to the first "Project" name below the time-off rows (cell D15 in the Gantt chart); cell B4 is blank; and cell C4 is linked to the first "Task & Step" for that project (cell G15, just a series of dashes as a separator at the start of each project block).
        a) Select cells A4-C4, and drag the little box in the lower-right corner of the selection downward by the number of rows of A-priority tasks you have, in order to copy them from the Gantt Chart to the Weekly Task Plan.
        b) If you copy too many rows, no problem: just clear contents of the cells in the extra lines.
    iii. I'm happy identifying the tasks to do each week just by giving the Project Name and the Task & Step from the Gantt Chart. You may want other information. The problem is that on a single sheet of paper, space is really precious. Clever and efficient Project names can help.
  C. Emphasize priority items with a number or color fill
    i. No list is complete without prioritization. Even though all A-priority tasks are supposed to be high priority, in reality you'll have a few "must-do" tasks each week.
    ii. Column B was left blank so you could prioritize your weekly tasks numerically.
    iii. Or, you can visually emphasize priority by filling a task's cell with color. This is what I usually do. In the lower left of the Weekly Task Plan are three color-filled cells, from which you can clone the formatting (select the cell, click on the paintbrush icon to copy its format, and then click the cell to copy the formatting to).
        a) Blue fill with bold font = must-do tasks this week
        b) Green fill with bold font = other major targeted tasks this week
        c) Yellow fill with bold font = a task that requires a scheduled meeting
  D. Miscellaneous things to get or do

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   i. Misc. to get = stuff you may need to buy that week.

   ii. Misc. to do = random stuff that doesn't seem to fit elsewhere, or that pops up during the week and may need to be added to the Gantt chart next week.

E. Scheduling

   i. Calendar appointments

     a) Enter appointment for the week in the scheduling area.

- For recurring weekly appointments, you can type them into the appropriate cell
- For one-off appointments, I write them in by hand after printing out the worksheet so I don't have to delete them from the cells when I prepare next week's task plan

   ii. Blocks of time

     a) You may find it useful to schedule blocks of time for important items, so you don't let other things get in the way. E.g., the color-filled cells at 5:00 pm (1700 military time) could be for exercise each day.

F. Operation of TaskPlan on a weekly basis

   i. Print out the worksheet in landscape mode. I find my PC and Macs print a little differently, as well as do laser printers and inkjet printers. But my goal is to have a weekly task plan on a single sheet of paper.

     a) To get it all on one side of one sheet with your printer, you may have to fuss with margins and column widths. Admittedly, the font will be a little small.

     b) I keep the TaskPlan folded in a special way that allows it to fit in my notecard folder that I keep with me virtually all the time.

- I fold the right half onto the left half, face in.
- Then I fold each half back out on itself, so the list of tasks is facing out on one side, and the weekend on the other. and the paper is now folded into fourths, like an accordion
- I fold this in half again, horizontally this time, so the task list is still facing out, occupying 1/8 of the sheet, now just a little smaller than a 3x5 notecard.

   ii. Daily Scheduling (bottom half of TaskPlan):

     a) I look at my calendar and write in by hand my scheduled appointments into the appropriate time slots (as noted above). I sometimes use a yellow highlighter to make sure the appointment stands out visually.

   iii. Daily Do-List (top half of TaskPlan):

     a) Each day (or the evening before), choose 1-3 tasks and write in the steps for these you'll take that day

- Start with your top-priority blue tasks
- You can write in a number for priority that day if you want, to the left of the parenthesis

     b) "Admin" at the top is for miscellaneous duties not connected to specific projects

     c) In a perfect world, the steps you write into each day's list would line up with the tasks & steps to the left. But there's no exact need for this; just approximate it. Keeping the same order from top to bottom is useful for entering the hours back into the Gantt Chart.

     d) At the end of the day, or when you're done with that step, write in the hours you spent that day just to the right of the step

   iv. Weekend

     a) During the weekend, list tasks/steps/chores in the top space and schedule them below, as fits your notions.

     b) Seems like a lot of home chores get done on the weekend, so I made a separate do-list area below the more project-oriented area.

   v. Habit Tracker

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a) At the end of each day (or when you do them), write in the minutes spent on each good habit. I've organized these into groups as I see fit, but you should choose your own groups.

b) There's not much space and you'll probably need your own code for recording minutes. Some examples I use:
- Focus: M15 = meditation 15 minutes; TC5 = tai chi 5 minutes
- Strength: C10 = morning core routine 10 minutes; L60 = lifting 60 minutes;
- Cardio: W45 = walk 45 minutes
- Sleep: Do this in hours rather than minutes. Use a FitBit or just estimate it. You can decide whether to enter last night's (& this morning's) sleep today, or enter tonight's sleep today.
- Only you can decide how much of this stuff is worth it to you. My advice is to keep it as simple as possible for a few important habits.

G. Recording data, updating the Gantt Chart, and creating next week's task plan

   i. Once a week, you'll update your TaskPlan workbook from your paper copy of your WeeklyTaskPlan

      a) You should do this at least by Sunday evening, but you could do it as early as Friday afternoon. I like either Friday afternoon or Saturday morning, when I can summarize the work week and plan for the weekend, as well as the coming week. Knowing what is coming next week, I can sometimes get a jump on things — it always feels fantastic to be a bit ahead of schedule!

   ii. LifeMonths

      a) Did the month end this week? If so, add another X to your LifeMonths and write a few phrases to summarize what you did that month.

      b) Reflect, resolve, and move on.

   iii. Habit Tracker:

      a) Enter minutes of each activity in the cell for the appropriate day in Gantt-like part of the worksheet.

      b) Consider how to schedule good habits, as needed, so they're not forgotten during the week.

   iv. Gantt Chart

      a) Enter data
- Enter hours for each task/step in the appropriate day
- Completed tasks are given an "X" priority and a date of completion

      b) Prepare for next week
- Sort by project (macro Sort_Project, or Ctrl-t) so you can see all the tasks organized by project
- Check your calendar to see if some LA (low-activity) tasks rise up to an A priority for the coming week
- Confirm whether other LA tasks need to be elevated to an A priority, or if you need to insert a row and add a new task & step.
- Once you've evaluated all your projects for what tasks should be elevated to an A priority and tackled next week, then sort by priority (macro Sort_Priority, or Ctrl-y).

   v. WeeklyTaskPlan

      a) You're ready to prepare next week's TaskPlan — go back up to IV.A above.

V. Friends2see

A. Just as a final prod, don't forget to schedule in time to see old friends. Have coffee, or happy hour, or dinner. Bring friends together who don't know each other. You'll make their lives richer. Yours, too. I know, we all suck at this. Deep breath. Keep trying.