



How is **busy** defined in the book?

"Busy is that frenetic, always alert multitasking that propels us through overburdened lives. It involves being always "on," glancing regularly at our phones and jumping from task to task. It is the juggling, cramming and rushing that makes up most of our existence. It is urgency, distraction and exhaustion."

Why are we **busy**?

According to the book, we are **busy** because:

- It is easy to be busy. It is difficult to make tough choices, to consciously do less, and to do it more deeply.
- Being busy allows us to avoid doing the challenging things that will really make a difference in our lives. Given the choice between easy and challenging, we will often choose easy.
- People have branded themselves as busy. It is their way of attempting to show others how valuable and important they are.
- People have become addicted to the delightful chemical substances released during busy-work.
- People are busy because other people are busy. Monkey see, monkey do.

How can you avoid being **busy**?

In Mr. Crabbe's view, there are three main areas to focus on:

Mastery

To gain mastery in anything, we need to focus on what will make real impact; not on external distractions. This means making really tough decisions on where you will put your attention. Managing your time does not work. Instead, manage your attention. Also, be aware of your core needs and articulate them clearly. Create win-win agreements where everyone you care about has their core needs met. Last but not least, learn to say "No!" in all of its forms.

Differentiation

You cannot out-work the competition forever. Learn to work with a strategic focus with the limited resources available to you. Try doing fewer, more important projects over productivity for the sake of productivity. Be creative. Really, BE creative! Choose to exercise your creative muscles and remember that innovation comes from creativity. Experiment with your ideas, keep what works, and repeat. Everyone has a personal brand which must be managed. Move away from busy as your brand and towards a simple one which describes you at your best. And develop good habits and monitor your progress towards your goals.

Engagement

Define your 2-3 core values. Engage in activities aligned with these values and you will find meaning and purpose in your life. Focus on your 15 most important relationships, and spend more time developing deeper connections with them. Be sure to not only do things together, but to also enjoy simply being together. Have the courage to commit to something, anything! We enjoy things more when we commit to them, not when we keep our options open. Remember that good intentions are not good enough. Develop the steps to actually implement these intentions and make positive change in your life.