

# MAKE TIME

HOW TO FOCUS ON  
WHAT MATTERS  
EVERY DAY

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JAKE KNAPP AND  
JOHN ZERATSKY

*New York Times* Bestselling Authors of *Sprint*

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WHAT MATTERS  
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CURRENCY

A portion of this book includes the authors' thoughts on diet and exercise. It is supplied for informational purposes only and is not meant to take the place of a doctor's advice. Before embarking on any regimen of diet and exercise you should first consult your own physician.

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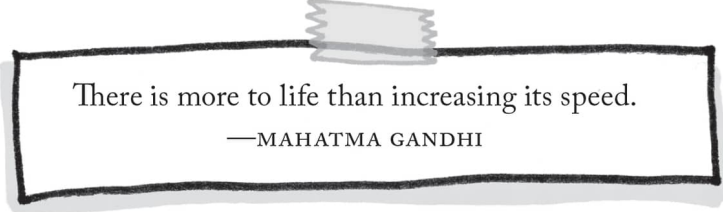
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For HOLLY and MICHELLE



There is more to life than increasing its speed.

—MAHATMA GANDHI

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More than 80 tactics  
to choose from—  
we'll help you find  
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best for you.

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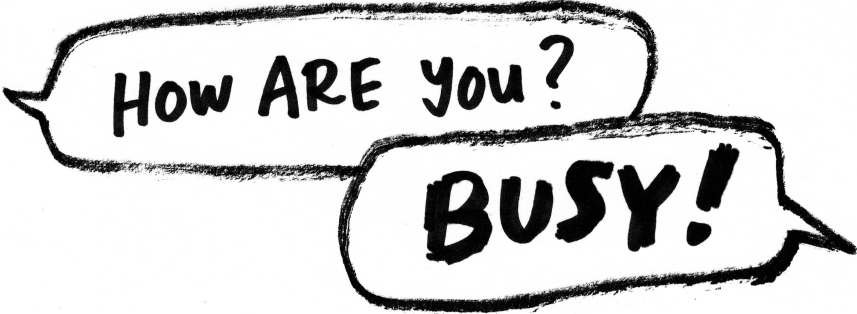
ILLUSTRATION CREDITS

*MAKE TIME* TEST READERS



# INTRODUCTION

This is how people talk nowadays:



And this is how our calendars look:

M	T	W	T	F	
BUSY	BUSY	BUSY	BUSY	BUSY	
BUSY	BUSY	BUSY	BUSY	BUSY	
BUSY	BUSY	BUSY	BUSY	BUSY	
BUSY	BUSY		BUSY	BUSY	BUSY
BUSY	BUSY		BUSY	BUSY	BUSY
BUSY	BUSY	BUSY	BUSY	BUSY	
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BUSY	BUSY	BUSY	BUSY	BUSY	
BUSY	BUSY	BUSY	BUSY	BUSY	

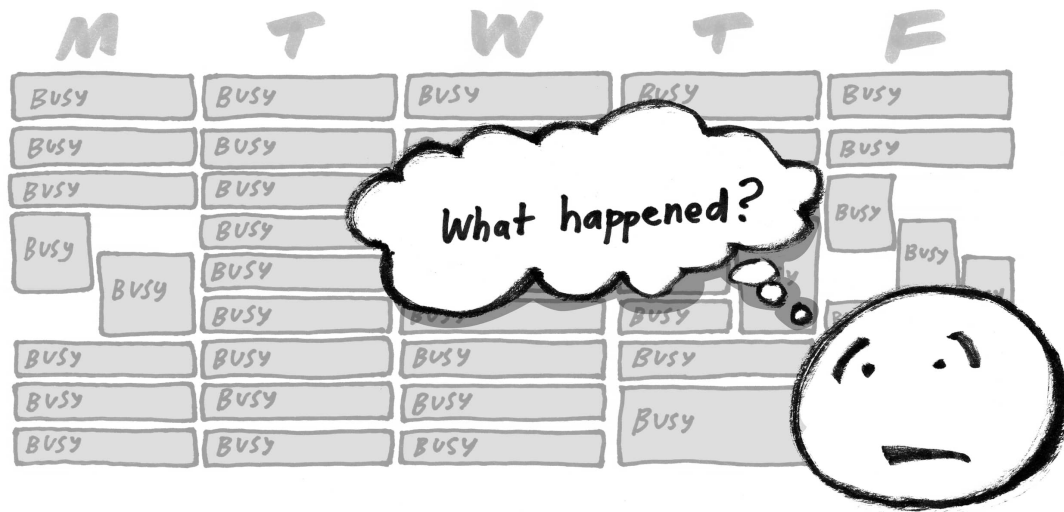
All day, our phones never stop:



And by evening, we're almost too tired for Netflix:



Do you ever look back and wonder “What did I really *do* today?” Do you ever daydream about projects and activities you’ll get to someday—but “someday” never comes?



This is a book about slowing down the crazy rush. It’s about making time for things that matter. We believe it’s possible to feel less busy, be less distracted, and enjoy the present moment more. Maybe that sounds a little hippy-dippy, but we’re serious.

**Make Time is not about productivity.** It’s not about getting more done, finishing your to-dos faster, or outsourcing your life. Instead, it’s a framework designed to help you actually *create more time in your day* for the things you care about, whether that’s spending time with your family, learning a language, starting a side business, volunteering, writing a novel, or mastering Mario Kart. Whatever you want time for, we think Make Time can help you get it. Moment by moment and day by day, you can make your life your own.

We want to start by talking about *why* life is so busy and chaotic these days. And why, if you feel constantly stressed and distracted, it’s probably not your fault.

In the twenty-first century, two very powerful forces compete for every minute of your time. The first is what we call the Busy Bandwagon. The Busy

Bandwagon is our culture of constant busyness—the overflowing inboxes, stuffed calendars, and endless to-do lists. According to the Busy Bandwagon mindset, if you want to meet the demands of the modern workplace and function in modern society, you must fill every minute with productivity. After all, everyone else is busy. If you slow down, you'll fall behind and never catch up.

The second force competing for your time is what we call the Infinity Pools. Infinity Pools are apps and other sources of endlessly replenishing content. If you can pull to refresh, it's an Infinity Pool. If it streams, it's an Infinity Pool. This always-available, always-new entertainment is your reward for the exhaustion of constant busyness.

But is constant busyness *really* mandatory? Is endless distraction *really* a reward? Or are we all just stuck on autopilot?

## **Most of Our Time Is Spent by Default**

Both forces—the Busy Bandwagon and the Infinity Pools—are powerful because they've become our *defaults*. In technology lingo, *default* means the way something works when you first start using it. It's a preselected option, and if you don't do something to change it, that default is what you get. For example, if you buy a new phone, by default you get email and Web browser apps on the homescreen. By default, you get a notification for every new message. The phone has a default wallpaper image and a default ring tone. All these options have been preselected by Apple or Google or whoever made your phone; you can change the settings if you want to, but it takes work, so many defaults just stick.

There are defaults in nearly every part of our lives. It's not just our devices; our workplaces and our culture have built-in defaults that make busy and distracted the normal, typical state of affairs. These standard settings are *everywhere*. Nobody ever looked at an empty calendar and said, "The best way to spend this time is to cram it full of random meetings!" Nobody ever said, "The most important thing today is everybody else's whims!" Of course not. That would be crazy. But because of defaults, it's