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EXTREME PRODUCTIVITY

Boost Your Results, Reduce Your Hours

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ROBERT POZEN is a senior lecturer at Harvard Business School and senior fellow at the Brookings Institution. He was formerly chairman of MFS Investment Management which manages over \$200 billion in assets for more than five million investors worldwide. He previously served as a visiting professor at Harvard Law School, as a member of a commission established by President Bush to strengthen social security and as chairman of the Security & Exchange Commission's Advisory Committee on Improvements to Financial Reporting. He is also an active politician and served in the cabinet of Massachusetts governor Mitt Romney as Secretary for Economic Affairs. Mr. Pozen is the author of *Too Big To Save?* and *The Fund Industry*. He is a graduate of Harvard College and Yale Law School.

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MAIN IDEA

The real key to being more productive – to increase the quantity and quality of your results for the time spent – is to always focus on the results you want to achieve, rather than on the time it takes to achieve what you’re trying to do. Focus on delivering great results and everything else will fall into place.

“In reflecting upon productivity over my career, I can point to a number of habits and methods that have helped me become successful. But even more critical was the realization early in my career that success comes not just from hard work and careful planning— though those are both important. Success depends in large part on a proper mind-set: focusing on the results you plan to achieve, rather than the number of hours you work. The results are what matter most to your employer, clients, and colleagues.”

– Robert Pozen

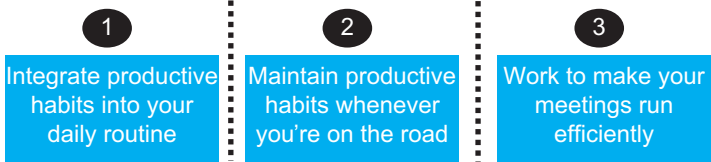
1. The three big ideas of personal productivity Pages 2 - 3

You can maximize your personal productivity by applying three closely related ideas:



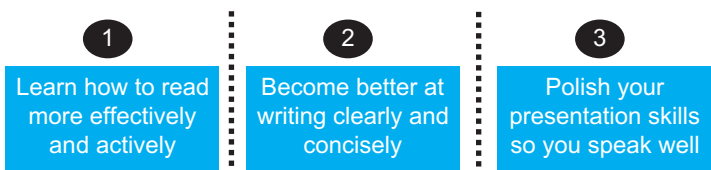
2. Three keys to daily productivity Pages 4 - 5

To implement those three big ideas on a daily basis:



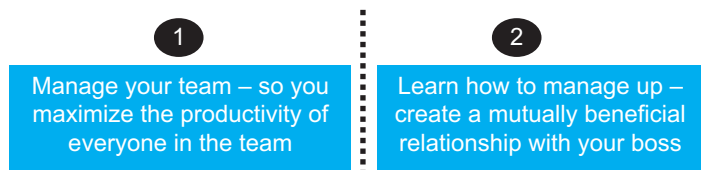
3. How to develop important personal skills Pages 5 - 6

To be a productive professional, there are three personal skills you need to sharpen:



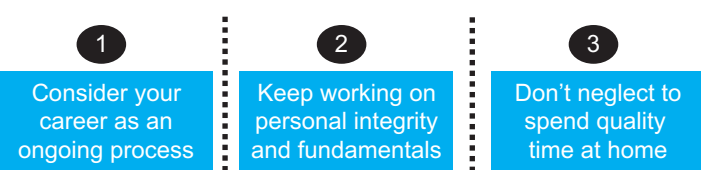
4. How to become a better manager Pages 6 - 7

To be productive within an organization, you need to proactively manage your relationships rather than leaving this to chance. The two keys here are:



5. How to pursue a productive career Pages 7 - 8

To pursue your long-term goals over the course of your career, the three things you should do are:



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