

Availability As Capital

The asset most people spend without thinking.

6 MIN READ AARON SHOEMAKER, RHEBA, INC.

Availability is not just a calendar issue. It is a three-dimensional resource — temporal, spatial, contextual — and the people who manage it well do not magically receive more hours. They lose fewer of their hours to friction.

Everyone talks about time as if the problem is scarcity.

That is only part of the truth.

The deeper problem is that most people do not have good infrastructure for managing availability.

They know they are busy. They know they are stretched. They know scheduling is harder than it should be. But they rarely think about availability as a real asset with structure, value, and consequences.

They should.

Availability shapes what you can earn, who you can work with, which opportunities you can take, how reliably you can show up, and how much of your life gets eaten by coordination drag before the real work even begins.

That makes it more than “free time.” It makes it capital.

The mistake most people make is treating availability like a vague feeling.

“I’m free sometime this week.” “I can probably make that work.” “Just send me a few options.”

That sounds harmless until it scales into real life. Then the costs start accumulating:

- missed opportunities because timing was unclear

- double-bookings because no one had a real shared view
- hours lost to messages that should have been unnecessary
- commitments made without knowing whether the surrounding day made them realistic
- energy spent coordinating instead of creating, selling, performing, building, or recovering

That is what unmanaged availability looks like.

And most people live inside it every day.

The first reframe is this:

Availability is not just a calendar issue. It has at least three dimensions.

Temporal availability

When are you actually free?

Spatial availability

Where can you realistically be?

Contextual availability

What are you actually open to doing under those conditions?

Most software handles fragments of the first one and barely touches the other two. That is one reason coordination still feels so primitive. People are trying to solve a three-dimensional problem with one-dimensional tools.

Think about a working musician deciding which night to promote. Think about a freelancer trying to fit travel, clients, and admin into the same week. Think about a service business owner assigning people to jobs across locations. Think about someone coordinating with family, work, and side obligations at once.

These are not abstract productivity problems. They are decisions about how availability gets allocated. And the better those decisions get, the more value a person can create from the same limited hours.

That is why availability deserves to be treated like capital.

Not because the phrase sounds clever. Because it changes behavior.

People manage money differently once they think of it as a resource that can be preserved, deployed, or wasted. They manage health differently once they see how quickly bad inputs compound. Availability should be treated with the same seriousness.

It can be spent intentionally. It can be fragmented. It can be wasted through bad systems. It can be protected by good ones.

And one of the biggest ways people lose it is through coordination friction. Not hard work. Not real commitments. Friction.

The repeated administrative tax of trying to line up people, places, and conditions with tools that do not actually understand the shape of the problem.

That is why this is not just a self-help concept. It is an infrastructure problem.

The people who manage availability well do not magically receive more hours. They just lose fewer of those hours to confusion, rework, drift, and unnecessary coordination.

Better managed availability means:

- more reliable commitments
- less stress around coordination
- better use of scarce time
- fewer dropped opportunities
- more room for deep work, recovery, and actual life

Availability is one of the most important assets people have. Most people have just never been given systems good enough to manage it that way.

That needs to change.