

Excellence. NO EXCUSES!

Excerpt:

**YOUR
CALENDAR
NEVER
LIES!**

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29 May 2014

The Ultimate Truth-teller: **TIME!**

Your calendar never lies.

Your calendar always

knows.

(Do you?????)

The way we spend our time
is our priorities.

The way we spend our time
is our “strategy.”

The way we spend our time
is what we (really) care
about.

The way we spend our time
is what we “are.”

Your calendar
NEVER lies.

PERIOD.

The Rule of **50** & the Power of Daydreams

“Most managers spend a great deal of time thinking about what they plan to do, but relatively little time thinking about what

they plan ... not to do. As a result, they become

so caught up ... in fighting the fires of the moment that they cannot really attend to the long-term threats and risks facing the organization. So the first soft skill of leadership the hard way is to cultivate the perspective of Marcus Aurelius: avoid busyness, free up your

time, stay focused on what really matters. *Let me put it bluntly:*

every leader should routinely keep a substantial portion of his or her time—I

*would say as much as **50** percent—*

unscheduled. ... Only when you have substantial ‘slop’ in your schedule—unscheduled time—will you have the space to reflect on what you are doing, learn from experience, and recover from your inevitable mistakes.

Leaders without such free time end up tackling issues only when there is an immediate or visible problem. Managers’ typical response to my argument about free time is, ‘That’s all well and good, but there are things I have to do.’ Yet we waste so much time in unproductive activity—it takes an enormous effort on the part of the leader to keep free time for the truly important things.”

“The Discipline of Daydreaming”: “Nearly every major decision of my business career was, to some degree, the result of daydreaming. ... To be sure, in every case I had to collect a lot of data, do detailed analysis, and make a data-based argument to convince superiors,

colleagues and business partners. But that all came later. *In the beginning, there was the ...*

daydream.

By daydreaming, I mean loose, unstructured thinking with no particular goal in mind. ... In fact, I think daydreaming is a distinctive mode of cognition especially well suited to the complex, ‘fuzzy’ problems that characterize a more turbulent business environment. ... Daydreaming is an effective way of coping with complexity. When a problem has a high degree of complexity, the level of detail can be overwhelming. The more one focuses on the

details, the more one risks being lost in them. ... *Every child knows how to daydream. But many, perhaps most, lose the capacity as they grow up.*

...”

Source: Dov Frohman (& Robert Howard), *Leadership The Hard Way: Why Leadership Can't Be Taught—And How You Can Learn It Anyway* (Chapter 5, “The Soft Skills of Hard Leadership”)

(Repeat: **50%**
unscheduled.)

Calendar: **The RULE OF ONE**

*“If there is any One
‘secret’ to effectiveness, it is
concentration. Effective
executives do first things
first ... and they do*

*One thing at a time.”**

—Peter Drucker*

***STRONG language—from the master!**

Calendar Query **#1**

(Precisely)

*how are you
going to make
the next 15
minutes
matter?*