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Goal setting is the underpinning principle for time management, motivation, direction and success. Learning and designing strategies including marking milestones and celebrating them are important to ensure continued movement towards the achievement of set goals. Let us help you put your goals on an autopilot mode through various programmes suited for your business. Reach out to us on [training@leaderonomics.com](mailto:training@leaderonomics.com) for more information.

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# "YOU WILL ALWAYS BE BUSY"

## HOW TO LEAVE THE OFFICE AT 5PM, WITHOUT FEELING GUILTY ABOUT IT



By KEVIN KRUSE  
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**W**OULD you like to leave the office at 5pm to make it home for dinner?  
Would you like to do it without feeling guilty?

Early in my career I was constantly overworked and overwhelmed.

As the founder and president of a fast growing startup, I worked long days, slept too little, and literally jogged down the office corridors as I found myself permanently needing to rush from one meeting to the next.

Even when I was at home, my mind was still at work.

Going through the motions of date night, stacking blocks with my daughter, but thinking the whole time about the million dollar pitch I still had to work on.

My life changed when I read *High*

*Output Management*, by then Intel CEO, Andy Grove.

In the book, he describes how he always arrives to work by eight in the morning, but never leaves later than six, and he never brought work home with him.

*The CEO of a major tech company clocks out at 6pm every day? How is that possible?*

Later I would read about other highly successful people:

- Facebook COO, Sheryl Sandberg, leaves work at 5.30pm every day so she can have dinner with her children at 6pm.
- Doug Conant, as CEO of Campbell Soup Company, made the time to hand-write 20 thank you notes each day.
- President George W. Bush held an annual reading contest with his deputy chief of staff Karl Rove; although he lost the bet, President Bush read 95 books that year.

**"My day ends when I'm tired and ready to go home, not when I'm done. There is always more to be done, more that should be done, always more than can be done." – Intel CEO, Andy Grove**

You just *know* the President of the United States of America has a million things to do.

At the end of each day, there are more foreign leaders to call and

influence, more CIA briefings to read, more campaign contributors to appease, more veterans to visit, more voters to rally, more, more, more. And yet, President Bush "found" time to read 95 books in one year.

In his book, Grove described a fundamental time management truth: *"My day ends when I'm tired and ready to go home, not when I'm done."*

*"I am never done. There is always more to be done, more that should be done, always more than can be done."*

That simple realisation – there will always be more to do – hit me like a ton of bricks.

The ultimate secret: There will always be more to do; I will never be done.

Highly successful people don't just burn hour after hour trying to cross more items off their to-do list. Instead, they think through their priorities, schedule time for each, and then enough is enough.

By DAN ROCKWELL  
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WE have the astonishing capacity to vigorously defend what isn't working. When this happens, we eventually blame others for nagging issues. After all, someone has to be responsible for these frustrations.

### FOUR STEPS ON THE PATH TO REGRET:

1. Believe you're right, even though what you're doing isn't working.
2. Pour more energy into the same strategies when you're spinning your wheels.
3. Isolate yourself. Reject input.
4. Repeat steps one through three.

## WHEN TO BRING OTHERS IN

New strategies for facing nagging issues come from new voices.

Heather Horvath, HR Director at All4 Inc., says: "I was brought into a coaching conversation as a third person. It led me to ponder the question: When should a coach get others involved?"

"If you have been spinning your wheels, it might be time to introduce a third party."

### STOP DEFENDING WHAT ISN'T WORKING:

- #1** New eyes see and state the obvious.  
Gradual development is less effective when you're stuck. Bluntness creates tipping points.

A new voice turns the lights on by saying the same things in new ways.

- #2** New voices intensify the gravity of the moment.

Business as usual goes out the door when a new person enters the conversation. *A little discomfort is a good thing, especially when you're stuck.*

- #3** New perspectives reveal what's important to you. We lose sight of our values after grinding away for a long time. *Reconnect with what you really want by noticing how you judge new perspectives.*

- #4** New people bring new feedback. What's working? What's not serving you well?

Sometimes the outside pair of eyes taking a look at the problem are the only ones that can see it.

- #5** New participants often lead to "aha" moments. You end up saying: "I never thought of that."

A new person at the table is one way to address the issue of defending what isn't working.

■ Dan Rockwell is a coach, speaker and is freakishly interested in leadership. He is the author of a world-renowned, socially shared leadership blog, *Leadership Freak*. To engage with him, email [editor@leaderonomics.com](mailto:editor@leaderonomics.com)

