



Co-Hosts: Dr. Daphne Scott and Dr. Katie Hendricks
Episode 010: Quit Trying To Manage Your Productivity
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Daphne Scott: Welcome to the Super Fantastic Leadership Show with Daphne Scott and...

Katie Hendricks: Katie Hendricks!

Daphne: This is *the* podcast devoted to supporting you in leading at the highest levels of effectiveness with the greatest levels of fun.

Katie: Ah. I just love that every time you say it, how fun and effectiveness are partners.

Daphne: Yeah. I love it too, and what we've been talking about... We're actually continuing our podcast here on this idea of productivity and time, and we are talking about how you can be effective *and* fun.

Katie: Right, and first of all, people only learn when they're having a good time.

Daphne: Yeah.

Katie: And when you learn something that allows you to be genuinely productive, you are producing something. Our time urgency really is a kind of hamster wheel that just takes us around and around, and it really looks like there's a lot going on, but you're basically staying in one place.

Daphne: Yeah, there's really nothing happening.

Katie: Yeah.

Daphne: Which, by the way, fits in with the times we talk about any place where we're at the effect of something, any place we're in drama, right? It feels like stuff is going on, but we're getting nowhere.

Katie: Yeah, we're getting nowhere, but we get a lot of inner turmoil.

Daphne: Yes.

Katie: Also, we look as though we're harried and sweating and dropping...

Daphne: I look busy.

Katie: We look really busy. We have heavy briefcases and it looks good.

Daphne: My backpack used to weigh like 15 pounds.

Katie: Yes, and I have seen kids go off to school with backpacks that look like they could just pull them over. I don't know how they can stand up straight.

Daphne: I don't either. That used to be me, but I'll tell you what. I looked busy.

Katie: Yes, and I bet you were busy.

Daphne: Well, I was. I had a lot going on, Katie. So we start each show with appreciation, and this time, Katie, I want to take a moment to appreciate you.

Katie: Oh!

Daphne: Before we record these episodes, we chitchat for a little bit...not for too long, because we're busy, we have stuff to do, but we take a few minutes. As we were going through some of the show notes and things we wanted to hit on this particular topic of productivity and time, Katie just said, "I don't know. I think we could probably make this into two episodes."

She was like, "I put my notes on here, and I kind of have a lot of things I want to say," and I said, "Well, let's just see how it goes, and if we get to the end of that first one about this idea of productivity and time, we'll just make it another episode," so Katie, I really want to appreciate you for your awareness and for giving me the toss.

Katie: Mm. Yeah, also the whole idea of being fully present allows for lots of different possibilities when the unexpected occurs, and if there's one thing you can count on in life, it's that the unexpected will occur.

Daphne: Yes, and we've had that happen on the show, right? There was that one day when we were recording and I didn't realize on the Mac you had to leave... Here's a hint for everybody. If you want to delete stuff off of an SD card, you have to leave it *in* the computer and then clear out the trash.

Katie: Yes, you have to clear out the trash.

Daphne: Yes.

Katie: So now isn't that appropriate to what we're talking about today about being productive?

Daphne: Yes it is.

Katie: Like on your desktop... Do you have 47 files on your desktop?

Daphne: Oh man. No, I do not. Thank you. I'm proud to say I do not. But yes, right. That's part of it. Clean out the stuff on your desktop, metaphorically speaking.

Katie: You need the willingness to actually complete, and one aspect of that which we wanted to share with you in this second part on productivity is your ability to let go of things in terms of delegating. Can you actually give something to somebody else to do?

Daphne: Mm-hmm.

Katie: One of the latest things I've been asking myself with any given task that's in front of me is, "Is this something that only I can do?" It's really an important question for entrepreneurs because if you're wanting to develop something to express yourself uniquely in the marketplace, you're going to want to use yourself most productively, and if you're spending your time filing and finding things...

Daphne: Right. Faxing things...

Katie: Picking up stuff... You're not really going to be developing your own uniqueness.

Daphne: Yeah. I want to bring that back to... What we encouraged people to do on our last podcast was check out their beliefs about time, and I kind of leaned into that a little bit around this idea of delegation, and then we brought that into this idea of being in your genius and doing the things you're really meant to do.

Katie, what I think you're pointing to here is what the beliefs are and how you stop yourself from delegating, from letting things go that aren't really yours to do, or that somebody could do at least 80 percent as well as you could do it, right?

Katie: Right. It's not the 140 percent that you have.

Daphne: And I can't remember... I want to say it was Marshall Goldsmith or someone. I cannot remember who it is, but that's his rule. "If somebody can do it at least 80 percent as well as I can do it, I delegate it."

Katie: Wow, that's a wonderful rule.

Daphne: Yeah.

Katie: It's a much better rule than, "If I don't do it, it won't get done."

Daphne: Right. "Who's going to take care of everything around here?"

Katie: Yeah. "Who's going to do it?" Also, "I don't want to do it, but I imagine nobody else wants to do it either, so I'm going to do it because I don't want to make them suffer. It's better that I should suffer."

Daphne: Oh, that's so good.

Katie: You have to take the martyr point of view. That's always a popular one.

Daphne: Yeah, that's so good. "I hate it, so everybody else must."

Katie: Yes, and in fact, I used to have that about cleaning, and then I discovered when I was actually willing to delegate, I found an actual genius cleaner who could clean better than I could.

Daphne: Yeah.

Katie: And I was really well trained by my mother, you know? I knew how to use the toothbrush around the chrome on the sinks and all of that inside cleaning stuff, but she...

Daphne: Yes.

Katie: I came back one time, and she had taken all of the linens out of the linen cabinet and organized them, which is something I had never, ever, ever done.

Daphne: What does that mean? To me they're all just thrown in there, you know? They're folded.

Katie: Yeah, but the cotton pillowcases were separate from the flannel pillowcases, and the Euro pillowcases were separate from the king-size ones. I could actually find things. It was just brilliant.

Daphne: And she probably loved doing it, loved the way it looked, right?

Katie: She loved it. She was so tickled to be able to show me. It was a big "Ta-da!" moment.

Daphne: Yes, yes, yes. And the irony... I have kind of this interesting bend on delegation, too. The irony I find around delegation is we think of it in terms of just one specific task, like, "All of my faxes get sent out," if you're still faxing instead of scanning, I guess.

Katie: You're *faxing*?

Daphne: I'm not faxing. I'm sorry. It was just an old analogy. I just went back about ten years, I think. But whatever. For entrepreneurs or whoever you are, your entire organization, the entire functioning of your organization, has already been delegated.

Katie: Right, and yeah. You're part of the delegation pool.

Daphne: Yeah, so it's already happening. There's not one person doing every single task that it already takes to run your team, to run an effective group of people. There's already tons of stuff that has been delegated, really.

Katie: Yeah, that's a really good point, and the whole thing with delegation... I think it comes back to what we were talking about in the last podcast, your willingness to actually let go of things.

Daphne: Yeah.

Katie: I love this whole idea of putting things in the trash, of actually going through things and letting go of stuff, whether it's piles of stuff on your desk or whether it's old clothes in your closet, correspondence that you haven't completed and are probably never going to complete, or files that you still have from college.

All of those things create more space for you to open up to using yourself well. If we think about it, what is productivity, anyway? It is being able to produce at a very high level of effectiveness.

Daphne: Right.

Katie: So productivity isn't just sort of eking things out. We were talking last time about the number of hours Americans spend working compared to, for example, Germany, and the evidence would suggest that the Germans are more highly productive than Americans.

Daphne: Yeah. And time and time again, we know that in people working really long hours, productivity (meaning the effectiveness of the work they're producing) goes down exponentially. I had another interesting fact. We were talking about our beliefs about time. You just said so much that I was grabbing onto there, Katie, so I really appreciate all of the things you're bringing up, but here's another one.

This is from the U.S. military. The U.S. military has shown that losing just one hour of sleep per night for a week, based on a schedule of eight hours per night, will cause a level of cognitive degradation equivalent to a .10 blood alcohol level.

Katie: Wow.

Daphne: Without enough sleep, you will be working like you are drunk.

Katie: I believe that. I've seen that. I've experienced it myself.

Daphne: Me too.

Katie: It's really interesting that you should mention that, because Arianna Huffington's new book, *Thrive*, talks a lot about sleep, and people have gone, "Oh, poo-poo. Arianna, you're just doing the soft stuff."

Daphne: Yes.

Katie: Whereas the data... We're creating this adrenaline-run, stress-run society, and you just need to take a look around to see if we are actually promoting productivity. I don't think so.

Daphne: No, I agree. I agree with you completely on that, and when we talk about ourselves as... I think this is a great lead into this. We were talking about delegation, and one of the questions I'll get asked is, "How do I know what to delegate?" We just kind of gave the 80 percent type of thing. "If somebody does it 80 percent as well as you..."

One of the other things I want to bring up here is you should delegate the things that you're doing when your energy level goes down.

Katie: Mm! Beautiful!

Daphne: When you do it, your energy just drops. This comes back to looking at ourselves as being energetic beings, not robots.

Katie: Not robots that just can produce and produce and produce and need a little oil now and then.

Daphne: Right. Exactly. You're actually an energetic being, and this comes into that whole idea of how, instead of trying to manage time (which we know now is just something we're making up), we manage our energy.

Katie: I love that, Daphne. How are you caring for your energy? Your energy can be measured.

Daphne: Yes, it can.

Katie: Your energy is a resource that can be renewed or drained. Your energy has cycles of peaking and ebbing, and you can learn about those, and you can work with those.

Daphne: Yes.

Katie: For instance, both Gay and I have our highest creative flow in the morning.

Daphne: Yeah, so do I. So do I.

Katie: How would we know that? How would anybody know that unless you're actually noticing how you are being with your energy? "How is my energy flow during the day as I am engaged in different activities?"

Daphne: Yes. And you know what's really interesting about that? It was an experiment for me, Katie, to really figure that out, because inherently I would call myself a night person, meaning I liked to stay up late.

Katie: Me too.

Daphne: I realized, though, that staying up late wasn't my best creative time. I just enjoyed it.

Katie: Yeah, this is my noodle time.

Daphne: Yes!

Katie: It's when I'm going on the Internet and I'm looking at different stuff, reading different articles and looking at magazines and pretty pictures.

Daphne: Yep! Did you call it *noodle*? You're *noodling*?

Katie: I'm noodling.

Daphne: Yeah, like on a guitar. You're just noodling around.

Katie: Yeah, I'm noodling. I'm just kind of cruising, and for me it's very... I'd look at food recipes, and I'd imagine making them. It becomes what I call food porn, and... Yeah. But it's not a time when I'm actually generating something from my inner creativity that is actually generating something new in the world.

Daphne: Yeah. Yes.

Katie: Listeners, you're talking to people who have actually produced things in the world, so we have evidence that we are actually productive.

Daphne: Just a couple of things.

Katie: So even though we spend time at night doing things like noodling...

Daphne: Noodling and food porn, which I've not ever heard referred to that way, but I really appreciate that. For me, it wouldn't really be imagining. I'm not much of a cook, so I would have to really look at the recipes. Okay, so there's a good point. I actually am a good cook. I do not enjoy it.

Katie: Well, see, that would be something where you would notice that when you're doing that, your energy goes down.

Daphne: And it did.

Katie: So how have you resolved that particular productivity issue?

Daphne: I have a chef, Chef Katie! Not you, Katie; a different Katie.

Katie: Your Katie.

Daphne: A different chef named Katie, and she takes care of all of my cooking needs.

Katie: I imagine that when she's cooking, her energy goes up. She loves it.

Daphne: She loves it. She loves it, and she brings me all these...

Katie: It's not just like she's good at it, but she loves it.

Daphne: She loves it. She's passionate about it, and she'll bring me not only the things I've asked her to make, or she'll send me a menu, but then she'll bring me these little fruits I haven't tried before, or she'll say... I mean, I've eaten so many things that otherwise I probably would have never in my life experienced eating, because she's so passionate about different foods and what she's doing and how they fit together. It's all very healthy, and yeah, it's excellent.

Katie: It's also growthful. It's an area of creativity for her.

Daphne: Totally.

Katie: I can hear it as you're describing what she's doing, so it's a great example about discerning something you would want to delegate as compared to something you love to do. Now I also love to cook.

Daphne: Mm!

Katie: What I noticed with my cooking is that when Gay and I first got together, I came from this whole life of growing up in the 50s and 60s, when that's what the woman did. She made the meals.

Daphne: Yes.

Katie: So when we first got together, I basically felt like I was cooking all the time.

Daphne: Yeah.

Katie: I noticed pretty quickly that I got resentful about it and that it was taking up a lot of my time, so I made that same shift that you were noticing. "Oh. Do I really want to be cooking?" So for a period of time, I didn't do much cooking at all, and then I realized I love to produce one meal a day, so that's what I do now. I've done it for years.

I make lunch, and I don't do it all the time. Like once a week or once every ten days or so, Gay will say, "I'm whisking you off for lunch today. You are not making lunch today. We're going out for lunch." So that's always really fun, but the rest of the time, Gay creates a snack at night and his breakfast, and it works just great.

Daphne: Yeah. We're coming back to the delegation piece, but once you got aligned with, "Here's what really lights me up. Here's where my energy level really goes up, and here's where it goes down. I'm willing (big word) to be in a relationship with this differently now," I imagine, Katie, it freed up a bunch of energy for you to be more effective and productive elsewhere.

Katie: Exactly, and what I needed to let go off, though, was the whole martyr role.

Daphne: Yes, yes.

Katie: I don't want to make light of that.

Daphne: No.

Katie: Because that's where a lot of people mistakenly get their juice. Rather than from the results of their creativity and completing things and seeing them rippling out into the world, they get their energy from the adrenaline spike of being the victim and taking on more than they really want to do and then making other people feel bad.

Daphne: Yes.

Katie: You know, all of that human entertainment that's so very popular.

Daphne: Yes, and that's why we asked all of you to look at your beliefs about time first, right?

Katie: Yes.

Daphne: I really appreciated what you were saying, Katie, about that old belief, "This is what the woman does," for example. I remember when I told my mom and my family... So first of all, just to reveal: I had so much nervousness around sharing with my mom that I had a cook.

Katie: Yes.

Daphne: I did not want to tell her for so...

Katie: "You have a *what?*"

Daphne: Yes!

Katie: "Who do you think *you* are?"

Daphne: Right? Exactly. "Only rich people do that."

Katie: That's right, and, "We're not like those people."

Daphne: Right. Exactly. It was just... Of course, I've learned enough in my life to know that the things I want to withhold are exactly the things I need to be sharing, so I just share them.

Katie: Yes.

Daphne: Right. So it was like the first thing out of my mouth when I got to my mom's house, because I was realizing I didn't want to tell her anything about it when I was on my way there,. But there was a piece there around her beliefs about that. My mom is an amazing cook also, so there was also this piece of, "Wow, does she think I'm going to discredit her?"

Katie: Yes, like it could somehow make what she's doing of less value because you're not choosing to do it?

Daphne: Yes! Yes.

Katie: That's a really big one.

Daphne: It was a big one, so I bring this to the conversation because, yeah, we don't want to make light of our beliefs and the things we can kind of get ourselves hung up about. They feel very serious in the moment, right? Hang with us, listeners.

Katie: They feel very real.

Daphne: Yeah, very real in the moment, right? So any beliefs you have about time and delegation and what you should or shouldn't be doing and then how we're managing our energy... Right?

Katie: Yes. That's such an important topic. I so appreciate you bringing that up, because it really does come down to the fact that at the end of each day, I feel more awake and alive than I did when I got up in the morning.

Daphne: Yeah. Right.

Katie: For me that is a marker of my choosing all day long to do things that really accelerate and refresh my energy, and one of the big questions is, "Are you doing what you really love to do? Are you choosing to do what you love to do? Do you even know what that is? Do you know what you love to do?"

Daphne: Yeah. Right. If you've been living at the effect of time a lot and not feeling like you can make space, it's going to be hard for you to really get to know that, what you love to do, very well, right? But definitely one of the ways to check in with that is by paying attention to your energy level. Energy up or energy down?

Katie: Absolutely.

Daphne: Right. One of the pieces of data I wanted to bring into our show about managing energy... It's proven, and it's great. It's from Tony Schwartz, and he has an article (for our

listeners out there, you can look it up in Harvard Business Review) about managing your energy, not managing your time.

Katie: Oh, that's beautiful.

Daphne: Yeah, and the Human Performance Institute, I think, is the group he started, and the book is great, and the article is great too, but it was Tony Schwartz and the Human Performance Institute (any listeners who are interested in having more about that can look that up). But really, it's a proven model for increasing productivity by managing energy.

Katie: How did they do that? Can you summarize how they did that?

Daphne: I can. So they look at four dimensions: the physical, the mental, the emotional, and the spiritual. They take people through a course they can go through, and in the article, if you get the article... Actually, I can read some of the questions which I love here. The title of this little quiz is, "Are You Headed for an Energy Crisis?"

Katie: Well, I can imagine most people could already even before they read it say, "Yes, I am."

Daphne: Yeah, and I think you'd really like it. So the body part... They talk about sleep. They ask about whether or not you work out enough. Katie, this one is going to really land for you. "I don't take regular breaks during the day to truly renew and recharge," or, "I often eat lunch at my desk if I eat at all."

Katie: Yeah.

Daphne: Yeah. This comes in with your body-centered awareness. If you're not eating during the day, there is a way you've just checked out with your body.

Katie: Right, and if you've checked out with your body, hello, your mind isn't there either.

Daphne: Bingo! Right.

Katie: When you eat, the glucose goes first to your brain.

Daphne: Yeah. So they're not separate entities. Thanks, Descartes.

Katie: Yeah, thanks, Descartes, for leaving us with that iconic problem to solve for the last 400 years.

Daphne: Thanks a lot! Right. I'm at the effect of Descartes now. So right. The other thing is mine. "I work in the evenings or on weekends, and I almost never take an email-free vacation."

Katie: Oh, I so appreciate you mentioning that, because one suggestion... I used to be an email-anytime person. I would be working on something on my computer, and an email would come

in, and *whoosh*, I'd be off into it, and now I have created a new habit that I'm very proud of because it took me a while to do it coming from my super-competent background.

Daphne: Yes.

Katie: I only look at emails twice a day now.

Daphne: Yeah.

Katie: There are two periods of time when I look at and respond to emails, and the rest of the time I shut my email off. I actually close my email so it's not available to me.

Daphne: That's great, and that has been a big issue in people's lives, I think: email management. I read an article from another blogger, and he said, "People were complaining to me. 'I have 2,000 emails in my inbox,'" and his suggestion, which wasn't a bad...

Katie: You're joking!

Daphne: I'm joking, right? His suggestion was to take all of them and move them into a separate folder called a process folder. My thought was, "There were 2,000 emails? How old must most of those be?"

Katie: Right.

Daphne: Just delete them all. Listeners, if you're out there and you have that many emails in your inbox, I can confidently tell you that you can delete all of them.

Katie: It's too late.

Daphne: It's too late.

Katie: Whatever it is you were supposed to do, it's too late.

Daphne: Right, and if it's really that important, I can guarantee you the person will bring it to your attention again.

Katie: Now they might be mad, but they were already mad.

Daphne: They were already mad a year ago. Right. Exactly. Okay, one more question they asked in the spirit category. You'll love this one, Katie. This is exactly what we were talking about. "I don't spend enough time at work doing what I do best and enjoy most."

Katie: Yep.

Daphne: Yeah. So folks, that's the, "Are You Headed for an Energy Crisis?" quiz, so Tony Schwartz and his gang looked at these mental, emotional, physical, and spiritual dimensions for managing energy.

Katie: I love that, managing your energy, and what I was mentioning earlier is a way of renewing your energy.

Daphne: Yes.

Katie: All of us need daily practices that renew our energy in all of these different areas.

Daphne: Yeah.

Katie: So a way of moving your body that renews your energy, a way of eating that feeds your energy, interactions with others that create fun and enjoyment and connection and feed your energy... If you put your focus on that, you are going to notice that your productivity is going to skyrocket.

Daphne: Absolutely, and boy, that really just got me sparked, Katie, because we have naturally built-in renewal systems in our bodies. Meditation practices, gratitude practices... These are naturally already living...if you will come with me on this...already ways that our bodies and minds can naturally renew themselves.

We have the mechanisms built in to support us in renewing ourselves from stress or chronic stress and things that are happening in the day-to-day world, so we just need to tap into those and "take the time..." I think I just air quoted that, Katie.

Katie: Yes, I could hear it.

Daphne: Could you hear it? "Take the time," if you will, from "somewhere out there," but give yourself that naturally occurring gift of time that's also within us to allow those renewals. I really liked what you were saying about that. It's not just about managing the energy but also renewing ourselves.

Katie: Yes.

Daphne: Oh, that's so great.

Katie: You're actually filling the reservoir.

Daphne: Yes.

Katie: I keep coming back to this because I really think underlying all of this is a nationwide martyr complex which is a hero-with-a-victim-underbelly complex, the, "Look how much I am doing. I am so important."

Daphne: Yep.

Katie: Underneath that is really, "I'm afraid that I'm not really important, and I really don't like what I'm doing, but I'm going to keep doing it and making a lot of noise about it so you will give me some value."

Daphne: Yeah. Yeah.

Katie: I really think underlying all of that is confronting whether or not you are really choosing what you are doing, and if you're not actively choosing, go on a vision quest for what it is you most love to do, and spend more time every day doing that.

Daphne: Yeah. Katie, the thing that came up for me as you were talking about that was... We haven't touched on it yet, but I think this might be a place where it could fit in well. It's this upper-limit idea about how much expansion we're willing to allow ourselves, which I think is important. How much are we willing to allow ourselves to have a life that isn't adrenaline-run?

Katie: Yeah.

Daphne: Right? One of the questions I sat in for a long time was, "How much peace, love, and joy am I willing to tolerate?"

Katie: Well, historically it has not been much.

Daphne: Right. Okay, friends, she's not talking about me specifically, okay?

Katie: No. I'm not talking about you specifically, but historically, human beings... although I don't know. We could talk about that, Daphne, but I think historically we got to where we are as human beings by being very stingy with free time and being focused on surviving.

Daphne: Yeah.

Katie: So we really aren't yet wired up as humans to enjoy long periods of time of things going well.

Daphne: Yeah.

Katie: And I think that is the big human issue of our time. It's allowing ourselves the opportunity to be present in our day-to-day lives, to enjoy being here, to actually (as Arianna would put it) thrive, rather than just survive.

Daphne: Yeah, and so much of the positive psychology movement is around that, right? Really what they're pointing to is the idea that there's a pleasure-filled life and then there's a fulfilled life too, and what does that look like? Looking at so much of the neuroscience behind that... Who was it? Sonja Lyubomirsky?

She did this great article around the idea that there is kind of a neurophysiological set point that we have, and you don't have to be a victim of it. There actually are ways...and I think this is what we're pointing to too, Katie...we actually start elevating our ability to bring in and handle more of the ease and flow, right?

Katie: Yes.

Daphne: And the good that can come to us, so it's not that it's just set and that's it.

Katie: Right. "Just forget it. Get used to it." Each of us really can, on a daily basis, a little bit at a time, just expand our actual capacities to enjoy things going well. That's why I think your best productivity practice is also a creative practice. If you give yourself only 10 minutes a day when you're doing something you just love to do...

Daphne: Yep.

Katie: Whether that's drawing or creating a new soup or singing... I know somebody who loves to take walks and sing while they're doing that. If you do that, you're opening your energy channels to actually be able to enjoy life going well.

Daphne: Yeah, and that's what I think procrastination is all about. I think it is an unconscious way of limiting ourselves, of brinking ourselves. For those of you who are procrastinators... Now if you enjoy it, that's different, but most of the people...

Katie: People who enjoy procrastinating? You know these people?

Daphne: Well, no, I don't, but I'm just presenting that as a...

Katie: It's a possibility. I understand. You're being generous.

Daphne: I'm being generous, Katie. I'm just saying it could be possible that there are people out there who really enjoy procrastinating and waiting until the last minute. That is not me, and I haven't heard anybody say that yet. Usually people complain about their procrastination, right? So if you're a procrastinator, I do think that's an unconscious way we keep ourselves limited.

Katie: I agree.

Daphne: Yeah.

Katie: Gay and I think that what we call the upper-limit problem is really the only problem.

Daphne: Yeah.

Katie: You can look at things you do that decrease your energy as things you've done where you've hit your upper limit, just for that moment, of how much positive energy or things going well you can handle.

Daphne: Yes.

Katie: And it's not an opportunity, then, to beat yourself up.

Daphne: It doesn't work.

Katie: And go, "Oh, here I go again." But you go, "Oh, I see. I've just topped out." To do some very simple shifts... All we've talked about in all of our podcasts are really shifts that allow you to expand your capacity, taking a breath, noticing body sensations.

Daphne: That's the big one, folks. Yeah. Breathing. It's very helpful, yes. And body sensations. What commitments do you have, and what practices do you put in place that...? Katie, you've been pointing to so many of those that have been so awesome throughout even these past two episodes, but what practices do you put in place? And there is no harm in becoming masterful with a productivity system, right?

Katie: Oh yeah. In fact, I so appreciate you mentioning that, because one of the things we suggest is that you actually create days when your focus is a high-productivity focus, and you're going to do your best to get a lot of things completed.

Daphne: Mm-hmm.

Katie: And then there are other days, like, for example, travel days, when you just set out knowing there are going to be a lot of unexpected things. "I'm going to probably get some things done, but a lot of things are going to be put off until another really highly productive day." One of the things we suggest that has made a really big difference for a lot of people is to have a weekly alpha day.

Daphne: Yeah.

Katie: An alpha day is a day when you basically unplug. You do not do any business. You don't answer emails. You don't work on projects. You really let yourself kind of renew. It's kind of like lying fallow or letting yourself be in a pool where you're floating and being supported and letting your systems recharge, reset, and renew.

Daphne: Yeah.

Katie: If you want to really be productive, the best way to do that is to give yourself an alpha day regularly.

Daphne: Yeah, I call it a free day.

Katie: Free day, yeah!

Daphne: I don't open a computer. I don't even turn my computer on. I don't get on my phone. I don't check Facebook. I literally just almost completely unplug and then just allow myself to go wherever I'm going to go.

Katie: Yes! You're meandering.

Daphne: I'm meandering.

Katie: You're having a creative renewal day and following your impulses.

Daphne: A walkabout. Yeah, I'm following my impulses. Yeah. I do my best to keep any commitments off my schedule in terms of even for meeting somebody for lunch. I don't even put that on there.

Katie: Yeah, because you don't want to be in that world.

Daphne: Yes.

Katie: We've been talking about time and productivity, and when you let yourself unplug, you really get to experience again the idea that you are the source of time, you are choosing to do what you do, and it really is your choice. In fact, that's another thing I really want to suggest for people as a practice.

Take a look at your language. Take a look at your time language, and do your best to make it accurate. So when you say, "I don't know if I have enough time," that's basically not accurate. You're kind of lying to yourself.

Daphne: Yes. Yes. That's so good. I love that, Katie. I love it. I'm feeling that we've explored this topic fairly well for now.

Katie: Me too.

Daphne: Yeah. I feel great.

Katie: I feel satisfied and fulfilled.

Daphne: I do too, and I hope our listeners do too. I hope our friends out there who are committed to their leadership in life, committed to leading their teams at a higher level of effectiveness and fun...you can have both...are really getting a lot out of this. Katie, I so enjoy our time together.

Katie: I do too, and what I find is time disappears when I'm talking to you, so that lets me know I'm doing something I really enjoy.

Daphne: Yes. Great. Thank you so much. It disappears for me too. I kind of just keep talking, and I don't even realize, and then I look over at my recorder, and I'm like, "Oh my goodness! We've been talking this whole time!"

Katie: Yeah, this whole time! So we're going to choose to end this podcast now.

Daphne: We are going to choose. We are going to choose and move on to our other activities for the day, but again, everyone, we hope you're really enjoying this and feel more inspired than ever, and post your comments. If you really like the show, forward it to some friends. Share it with some people. We're always appreciative of that.

Give us some ratings on iTunes, which would be really fun for us, and you can find us at www.daphne-scott.com and on iTunes, and keep living a Super Fantastic Leadership life.

Katie: Woo-hoo!