



ARE YOU ALWAYS

STRESSED

AND

HURRYING

AT WORK?

LEARN TO BREAK YOUR
RUSH SYNDROME CYCLE

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Introduction

“Nature does not hurry, yet everything is accomplished.”
—Lao Tzu

I’ *M TOO BUSY to read this*, you’re thinking.

From the moment you wake up to the moment you go to sleep at night, you live in a constant state of rush. You’re obsessed with packing productivity into every moment—so you check email while brushing your teeth. You set deadlines based on what you *wish* you could do rather than what actually feels realistic. You drive too fast and rarely give yourself a few moments to collect your thoughts at work between tasks.

Your obsession with speed and time doesn’t stop when you try to leave work for the day, too. You glance at email on your phone periodically. Your heart races as you try to get dinner on the table as quickly as possible. You skip over parts of your child’s bedtime story to get to the ending faster, as if racing to the finish line of a marathon.

Rushing ramps up your stress level, never letting you relax. And when we’re stressed, hurried, and frazzled, we make more mistakes. We also fail to unleash our creativity, latching onto the same old patterns that we’ve practiced hurrying through day after day—and never realizing the potential we’re keeping locked away.

It’s time to face facts: Rushing is impacting your health, your mind, and your life. You’re missing out on the moments you should be savoring, because your mind is always somewhere else.

In our future-focused culture, that’s the norm, not the exception. But you have the choice to slow down, get more out of life, and set an example for those around you—including your own family.

Which do you enjoy more: speed-reading a book or losing yourself in the story?

In those moments when you stop caring what page you're on and become immersed in the story, you're truly enjoying it. The same goes for life—when you're less fixated on time and what task you'll need to do next, you're getting much more out of life.

When you commit to overcoming your rush syndrome, you need to do that both at work and at home. You can't allow hurry sickness to plague you all day at work and then leave it behind. That doesn't work. Rush syndrome will continue to plague you in every aspect of life until you overcome it, once and for all.

DIAGNOSING Your Rush Syndrome

“Stress and worry, they solve nothing. What they do is block creativity. You are not even able to think about the solutions. Every problem has a solution.”

—Susan L. Taylor

Considering whether you have rush syndrome? If you’re doing some of these 10 things, you probably do:

- You often drive fast and walk fast to get where you’re trying to go as soon as possible.
- You feel like everything in your life is urgent.
- You constantly worry about not getting it all done.
- You push yourself to think faster in order to fit everything in.
- You’re perpetually multitasking.
- You talk fast, trying to get out the words as quickly as possible.
- You finish your lunch as fast as possible.
- You feel your pulse racing as you wait in traffic or in line.
- You’re always fixated on time constraints.
- You rarely or never allow yourself a real chance to take a break and relax.

Do you want to live your best life? If you’re living these behaviors, they’re preventing you from doing so. To live the best version of yourself—a person who reaches the greatest heights of success in every aspect of life—you need to kick the rush syndrome to the curb.

It’s time to face facts: Rush syndrome is controlling everything you do and defining who you are. It’s keeping you engaged in self-defeating behaviors.

How are they self-defeating? If you always feel rushed in conversations, you're not really engaged in a dialogue where new ideas could arise. You're sabotaging the chance for collaborative thinking. If you're trying to multitask, you're not devoting the necessary attention to any of the things you're trying to do. If you're focused on rushing to the next place, you're not taking advantage of the chance to clear your head for a few moments before the next meeting.

EXECUTIVE COACHING CLIENT EXAMPLE

Frances, you're always swamped and struggling

Frances, who worked in digital marketing, dove into every morning as if she were a firefighter being called to a four-alarm fire. She prided herself on being the one who always managed to do it all.

When her boss decided to promote one of her coworkers ahead of her, she was floored. She decided to meet with her boss to discuss how she could work toward increasing her responsibility in the future.

"Frances, you're always swamped and struggling," her boss told her bluntly when she voiced her desire for advancement. "Luke knows how to prioritize and keep a cool head. That's why I nominated him for advancement. Now, let's see how we can get you there, too."

WHY WE RUSH

“One of the great disadvantages of hurry is that it takes such a long time.”

—G. K. Chesterton

IN OUR CULTURE, speed is celebrated and rewarded. We measure how productive we are by how much we’ve packed into our schedule. We get addicted to the adrenaline rush of keeping up that reckless pace. Cramming in more meetings, more deadlines, and more microtasks makes us feel more accomplished, even if the hard truth is that we’re undermining our true potential.

We’re also afraid of what will happen if we slow down—even for a moment. Our mentality of time-scarcity keeps us obsessed with making the most of every moment because we’ll never get it back. We fixate on the idea that time is a finite resource that must be ruthlessly managed—or lost.

These common fears often trigger our need to rush:

- **FEAR OF FALLING BEHIND AT WORK.** You find yourself perpetually playing catch-up, without ever truly catching up.
- **FEAR OF BEING LATE FOR MEETINGS.** You rush from one meeting to the next, always afraid you’re about to be late.
- **FEAR OF NOT COMPLETING AN “URGENT TASK SOON ENOUGH.”** You fear you’ll let others down if you don’t check off those urgent requests from your to-do list soon enough.
- **FEAR OF MISSING THE DEADLINE.** Instead of questioning why you’ve set or agreed to such unrealistic deadlines, you stay focused on what will happen if you miss one.

- **FEAR OF AN EVER-INCREASING TO-DO LIST.** You have nightmares of your to-do list expanding until you can't possibly catch up with it all (yet you keep adding tasks to the list).
- **FEAR OF MISSING OUT (FOMO).** You rush so you don't get left out of an important project, miss a meeting, or fail to weigh in on an email thread. You rush to keep up with work emails even during your downtime, so you never miss something important.
- **FEAR OF LOSING A CLIENT.** If a client needs something or a potential new client contacts you, you fear you'll lose the relationship if you don't deliver as quickly as possible.
- **FEAR OF LETTING SOMEONE DOWN.** Whenever someone has a request, you feel you need to be available. When they call, you answer—even if you're busy. When they want to meet, you make time—even though it forces you to pack more into your schedule.

DO YOU FIXATE TOO MUCH ON TIME? ANSWER THESE 7 QUESTIONS:

1. Are your deadlines often much tighter than is really necessary?
2. Do you frequently try to do several things at once?
3. Do you hurry even when you don't have to?
4. Do you feel compelled to say yes when someone asks you for something?
5. Do you fixate on your schedule—potentially more than other aspects of your work?
6. Have you given yourself time in the past month to truly reflect on the bigger picture and brainstorm on new ideas?
7. Does hurrying keep you from truly enjoying your work and downtime?

WHY RUSHING IS A PROBLEM

“Rushing around can be a pointless diversion from actually living your life.”

—Claire Messud

We may feel more accomplished when we’ve crammed in more tasks—but at what cost?

If you do a lot this year but are headed toward burnout, how accomplished are you really?

If you pack in a lot of tasks but have no time for reflective thinking, are you nurturing your growth and potential for innovative thinking—or remaining stagnant?

Hurry sickness will impact your life in all of these ways, if you don’t start putting it in check:

- Harming your physical and mental health, as well as your quality of life.
- Negatively affecting your relationships with those you care about most.
- Taking a toll on your whole team, since hurry sickness is highly contagious!
- Making you always feel like you’re incompetent or underperforming—instead of like a leader!
- Being too busy to think—losing sight of the big picture and your ability to plan for it.
- Not focusing on key priorities because you’re lost in the frenzy.
- Undermining your productivity by driving you to multitask instead of staying focused on one thing.

- Causing you to make more mistakes.
- Making you impatient (and less pleasant to work with).
- Preventing you from concentrating well.
- Keeping you from sleeping well and recharging in other ways, leading you to feel perpetually exhausted.

You will always have a certain amount of stress in your life. The right level of stress energizes you and makes you alert, aware, and active. But too much stress makes you less productive and effective, while making the job less rewarding—and harming your physical health, relationships, and quality of life.

Now we'll delve into how rushing affects you in such ways in more depth, looking at the full spectrum of effects that rushing is having on both your personal and professional life.

BLOCKING THE EXECUTIVE FUNCTIONS OF YOUR BRAIN

Being in rush mode floods your brain with cortisol, which can impair the executive functions of your brain—things like working memory, task management, cognitive flexibility, and inhibition. A recent study in *Frontiers in Psychology* found that stress significantly impacted participants' ability to handle most executive functions.

In other words, by going into overdrive mode, you're blocking many of the core capabilities you need as a leader. Instead of keeping your brain agile and ready to respond in the moment as needed, you're causing it to freeze up.

SABOTAGING HIGHER-LEVEL THINKING.

THOSE WHO ARE truly innovative have often discovered a secret: Doing less is doing more. They give themselves time to breath, to reflect, to allow ideas to germinate. If you're constantly feeling rushed, you're probably not able to do any of those things very well.

Creativity flourishes in a more relaxed mind that isn't fixated on what task needs to be completed in the next five minutes. That mindset allows people to come up with truly innovative ideas, making them visionary leaders who find themselves rising through the ranks of their organizational hierarchy.

LURING YOU INTO THE TRAP OF MULTITASKING.

DO YOU FIND yourself switching tasks every few minutes instead of staying focused on one thing for a longer period of time? Multitasking can give us the illusion of being more productive, but it actually takes more time to continually switch between tasks, which hinders productivity. Most American workers have fallen into the multitasking trap, but it only impairs their focus and effectiveness.

DAMAGING YOUR PHYSICAL AND MENTAL WELLBEING.

CHRONIC STRESS CAN lead to serious health consequences like heart disease, high blood pressure, and diabetes, causing people to suffer from severe health issues they never needed to experience. It can also lead to persistent headaches, muscular tension, stomach problems, and exhaustion. In a nutshell, stress affects how well you feel physically as well as how healthy you actually are. And by this point, you hopefully understand how greatly rush syndrome increases a person's stress.

If you're chronically stressed, you're probably also suffering from anxiety, overwhelm, and irritability. You may have trouble sleeping, which exacerbates the stress. Persistent stress affects our mental and emotional health in many ways, turning us into a more anxious, uptight, and unpleasant version of the person we could be. When even more challenging situations arise, if we're already living with an elevated level of stress, it becomes hard to cope with them at all. We may feel that everything is completely out of our control. For that reason, stress can also lead to depression and a pervasive sense of hopelessness when left unchecked.

IMPAIRING YOUR ABILITY TO BE PATIENT.

LIVING WITH RUSH syndrome also deprives us of our ability to be patient. Since patience is a vital quality for leaders, everyone who leads others (or aspires to) should be thinking about how stress affects their ability to exercise patience. Ask yourself whether you feel a sense of time

urgency whenever you're teaching someone a new skill or checking in with them about their progress. Does your heart start to race if they're not articulating things fast enough, or if they need a little extra coaching before they grasp a new concept? Or are you truly able to set aside the clock for a few moments while you help them to fully understand what you're explaining?

Likewise, do you tend to snap at people about both large and small things? Do you often feel embarrassed later on, thinking, *I don't know what made me act like that, or I felt like I couldn't stop myself from acting that way*, after you've had a chance to calm down?

To fully step into your potential as a leader, you need to kick the rush syndrome and your focus on time. The clock should be a useful tool, not the master you serve—and packing more tasks into each day should not be the goal. As you learn to slow down, you'll gain focus and enhance your leadership abilities in a multitude of ways—not to mention your life as a whole.

WHEN ARE YOU MOST LIKELY TO RUSH?

“In our rushing, bulls in china shops, we break our own lives.”

—Ann Voscamp

TO GET A handle on your rush syndrome, you first need to pinpoint what tends to trigger it most. As mentioned, some common reasons for rushing send many of us into hurry mode, such as fear of letting someone down, fear of missing out (FOMO), and fear of losing a client or missing a deadline. Think back over the past month. When did you feel most rushed or overwhelmed?

- When driving.
- When deadlines were approaching.
- When you received requests from clients.
- When your boss or a coworker asked you to do something.
- When you had a lot of meetings scheduled.
- When you had lots of small yet urgent tasks on your to-do list.
- When the volume of work email increased.
- When you heard of a big project on the horizon.

In many of these cases, it's likely that you created false emergencies for yourself. Once you've identified when you feel most rushed, you can delve a bit deeper to determine why that situation triggered your sense of urgency.

For instance, say you often feel overwhelmed when you hear your boss talking about a big project that's about to begin. Think about what runs through your mind in those moments. Perhaps you feel capable and excited about the idea of working on the project, but your mind immediately turns to your lengthy to-do list, wondering how you can wrap up all those tasks so you can focus more effort on the new project. You're not overwhelmed by the new project itself—in fact, you relish the idea of

spending time on it—but your habit of piling so many tasks on yourself has affected your ability to participate.

Even worse, you don't have the bandwidth to brainstorm some creative ideas before the meeting with your boss, which could have allowed you to take a leading role in designing the project.

EXECUTIVE COACHING CLIENT EXAMPLE

She couldn't possibly complete her huge to-do list this week

Robyn, a manager at an insurance firm, knew she was hitting a wall—she couldn't possibly complete her to-do list this week. Instead of obsessing about the balls she'd dropped, she needed to plan better for next week.

Looking over her to-do list, she put a checkmark by every item that she could have either said no to or scheduled with a less pressing deadline. Three-quarters of the items had checkmarks beside them when she was finished.

Robyn knew it was time to talk with her boss about her need to reprioritize and refocus. She knew voicing her needs was the right thing to do—for the sake of the company, her career, and her overall wellbeing.

Rushing is a mindset, and a choice. Only by taking ownership of your own rush syndrome can you move beyond it. Ask yourself the following questions to try to get to the root of how you're causing yourself to feel rushed:

- Could I have chosen not to overbook my schedule to the point that I felt so frantic?
- Which items on my list of priorities should truly be priorities—and which could I have said no to?
- What would have happened if I had explained to my coworkers or boss that I didn't have time to take on a particular request?

- Which meetings could have been avoided? Could team members have checked in with one another without actually meeting?
- Were any of the deadlines I was stressing about fairly arbitrary? Did I truly need to complete those “urgent” tasks by a specific time, or was I just afraid to lose face by not meeting a deadline?
- Should I give myself more time to get to the next appointment or meeting, so I won’t be driving so fast?
- Have I given myself a few minutes to collect my thoughts between meetings and other tasks?
- Do I feel like I’m slacking off if I’m not continually chiming in on an email thread?
- When a client or coworker approaches me with a request, am I honest about when I could best fit it into my schedule—or do I simply decide to “make time” without a real plan for how to do that?

Not prioritizing tasks well fuels the rush cycle. Before you say yes to any new requests, you need to get clear with yourself about where you want to focus your energy. It’s time to start using energy more strategically!

BENEFITS OF SLOWING DOWN

“Slow thinking is intuitive, woolly, and creative. It is what we do when the pressure is off, and there is time to let ideas simmer on the back burner. It yields rich, nuanced insights and sometimes surprising breakthroughs . . . The future will belong to those who can innovate—and innovation comes from knowing when to slow down.”

—Carl Honoré, author of *In Praise of Slow*

SLOWING DOWN WILL dramatically improve the quality of your life as well as your work. Here are just a few of the key ways that slowing down will do this:

- Giving space and energy for creative thinking.
- Allowing you to tap into your intuition.
- Encouraging reflection.
- Allowing innovative thinking to flourish and inspiration to arise.
- Making you a more relaxed, confident, and patient person.
- Allowing you to fully think through decisions.
- Enabling you to fully hear what others are saying (and engage in genuine idea sharing).
- Making you more receptive to new ideas.
- Allowing you to be more present with your family and friends outside of work.
- Increasing the fulfillment and joy you receive from your work and life.

The best ideas come from minds that aren't clouded by anxiety or fixated on the next appointment. Nurture your higher-level thinking by moving through your work more slowly and deliberately, scheduling in time for reflection and creative thinking. It's time to allow your capacity for innovation and inspiration to flourish.

HOW TO BREAK THE RUSH CYCLE

39 SOLUTIONS

“Your best ideas, those eureka moments that turn the world upside down, seldom come when you’re juggling emails, rushing to meet the 5 p.m. deadline or straining to make your voice heard in a high-stress meeting. They come when you’re walking the dog, soaking in the bath or swinging in a hammock.”

—Carl Honore

YOU MAY HAVE been rushing for so long that it feels impossible to imagine yourself any differently. But as you get a taste of what life can be like without the rush, that will change. As you experience how confident, clear-headed, and creative you can be when you aren’t perpetually feeling frazzled, you’ll understand why you can’t afford to rush any longer.

Or perhaps your workplace has such a pervasive culture of rushing that you fear others will look down upon you for changing. Remember this: Rushing is wasting your time and sabotaging your capabilities. That’s true no matter what workplace you find yourself in. You owe it to yourself to make some big changes, regardless of what everyone else is doing. The next four sections

1. Focus
2. Eliminate
3. Renew
4. Energize

These four sections are broken down into 39 actionable strategies.

Use these tips as your overarching strategy for breaking the rush cycle. Once you're using all of these tactics for beating your rush syndrome, you'll find yourself living a more rewarding life in which you're truly enjoying both your work and personal time to the fullest.

SECTION 1

FOCUS

1. FIND YOUR MOST IMPORTANT PRIORITIES.
2. CREATE AN ATMOSPHERE THAT HELPS YOU STAY FOCUSED.
3. KEEP YOUR PRIORITIES STRAIGHT.
4. MANAGE YOUR CALENDAR.
5. SEPARATE IMPORTANT FROM URGENT.
6. MASTER THE NEVER-ENOUGH-TIME SYNDROME.
7. DO A TASK SLOWLY AND INTENTIONALLY.
8. ACCEPT THAT THE WORLD WILL GO ON IF YOU DON'T FINISH A TASK.
9. CALL YOURSELF IN FOR FEEDBACK.

Lack of clarity on where to focus our efforts is a major contributor to rush syndrome. If we aren't sure what aspect of our work has the most value, we may continually second-guess ourselves about what deserves our most focused attention.

If you haven't set boundaries or strategies for maintaining focus, you're almost guaranteed to lose focus on a daily basis.

You're in good company: The National Bureau of Economic Research found that U.S. employees report wasting an average of 34 to 50 minutes per day (and in reality, the amount may be even higher). The average CEO may spend a third of each workday on email and another third on meetings, reports Fast Company. In other words, most of us really don't know how to make the most of our time at work.

There's no faster way to develop rush syndrome than losing focus. Here's how to get it back.

1. *Find your most important priorities (do more by doing less).*

Review your list of priorities and rank them by the value they create for your company and your career. If some of them don't seem to add much value, ask yourself if you really need to be doing those things.

On your job, the things your boss considers most important are the tasks that will typically bring you the most recognition and advancement. How do you find out which ones these are?

ASK YOUR BOSS

Be direct. Ask your boss which of the tasks you've been assigned is most important. Request feedback on a weekly or monthly basis to make sure your work is aligned with what the boss sees as most valuable.

TALK TO PEERS

You can also converse with peers or look to company core values to see where your priorities should lie. The more your job and tasks align with the focus of the company, the more likely you will feel satisfaction upon completing tasks.

If you can't see how your job adds value to the company, it's a good time to talk with your manager to see if he or she can enlighten you or suggest other priorities.

AT HOME

Discuss priorities with your spouse or partner and get his or her input.

One rule of thumb to put things in perspective is: *One month, one year, or five years from now, how much will this matter?* Some events are unimportant. Others – if you miss them, you never get a second chance.

2. Create an atmosphere that helps you stay focused.

Once you choose what's most important, focus. The act of focusing without distractions brings order and clarity.

In today's distracting and fragmented world, staying focused is harder than ever. The internet, cell phone, desk clutter, conversations around us, and dozens of tasks demanding attention create a jungle of stimuli, making it hard to focus on one task at a time.

This makes it increasingly more critical to keep focused on our top priorities.

Could you make some changes in your daily environment that help you to focus better? Chances are, you can.

- Post hours on your office door stating when you're available, so people can't just barge in whenever they feel like it.
- Silence your phone during the times you've blocked out for completing tasks. Make sure email alerts don't pop up on your computer throughout the day, and check email only at specific times.
- Organize your office—a neat, tidy workspace will encourage productivity!

3. Keep your priorities straight.

How often have you had your day set up perfectly only to have something come along and destroy your organization? Once you have your overall priorities, you need to know how to keep them.

Setting boundaries can simplify your life and keep your priorities straight. Boundaries are about saying yes to your priorities and needs. They say that you matter. When you say no to others, you're saying no to their request; it's not a negation of them.

EXECUTIVE COACHING CLIENT EXAMPLE

She recognized that her philosophy, “never let anyone down,” was limiting her.

Sally at Proctor & Gamble found she was terribly fragmented. There were so many demands on her, and she seemed unable to say no. She recognized that her philosophy, “never let anyone down,” was limiting her.*

To get ahead, she had to focus on what was of most value to her and her job. She decided to readjust her expectations and determined to help people find their own solutions. When her peers came to her with problems or concerns, rather than taking them on, Sally referred them to other possible resolutions.

Sometimes you need to practice saying no away from work. Find a trusted friend to help you master the art of saying no with respect yet clarity.

As with all new habits, it takes time to master the art of controlling your time. You may want to make a list of those people who drain your energy or zap your focus. Then create a plan or a script for responding to them quickly so you can get back to work.

At times, home or family life can be a drain on time, energy, and vitality. When you set boundaries and priorities together, you’ll free up quality time to spend with each other.

When you have your priorities identified and are working on them, you’ll feel a sense of purpose and renewal. It will be easier to connect with what is important to you—and to know when you can disconnect without worry.

4. *Manage your calendar*

If you've felt out of control with all the things you need to juggle, begin with a calendar analysis. Review the events and activities that are your priorities and see how much time you are really spending on them. Make sure you're including plenty of time for creating!

Some executives have been surprised to discover how little time they spend on critical projects. Even if they're not directly involved in the day-to-day process, the project will advance better if they allot time to it. Schedule time for follow-up, problem-solving, feedback, and motivation.

If you see that you're spending too much of your time on projects of low value, you may need a total calendar makeover.

Start with an empty calendar and design specific times when you will focus on your main projects. Schedule in priorities for both work and home. Then build in the meetings and other events that are vital to you.

Evaluate your current calendar to see what value each task or event adds to your priorities and how it promotes the company's goals. Look at calendar items to see where you might recapture wasted time. Do you really need that meeting? Can a quick phone call or email replace it?

Look to see what might be delegated to someone else, too. If you're getting far more requests than you're making of others, it's time to start reaching out more.

5. *Separate important from urgent*

President Eisenhower said, "What is important is seldom urgent and what is urgent is seldom important." Urgent things demand our attention right now! They could be an email that needs a response, a simple problem that takes longer than you expect to solve, or a peer needing an answer.

Urgent things clamor for attention. They may give immediate rewards and make us feel productive, but they often distract us from things of lasting value.

Important things matter in the long-run. Your health, your boss' opinion, and your family relationships may not be breathing-down-your-neck urgent, but they have long-term consequences.

When we minimize the urgent—by elimination or planning ahead—we increase our productivity, reduce our stress, and focus on what's most important.

EXECUTIVE COACHING CLIENT EXAMPLE

He had a lot of things coming at him and needed to make decisions quickly.

Don was working in the biotechnology field, and over a five-year span he kept moving up through the ranks, from manager to senior manager to VP. The number of responsibilities, choices, and decisions he made drastically increased.

He had a lot of things coming at him and needed to make decisions quickly, but it became more and more difficult for him to make the best decisions.

He began to prioritize based on the matrix popularized by Stephen R. Covey. He set up plans to deal with trivia and distractions. He calendared important matters so they didn't become last-minute deadlines.

Soon he felt in control, had the time to make quality decisions, and felt less stress. He saw his leadership skills grow as a result.

Start by listing all the tasks you do in a day. Which tasks move you toward your long-range goals? Which keep you busy but don't really matter? Assign them a priority.

Recognize that the glitzy, fun things are often not the important ones. And the important things—like maintaining your health, or planning your yearly goals and then targeting monthly benchmarks—may not feel too appealing.

It takes discipline and self-control to do the important. However, at the end of the day, you'll feel a much greater sense of accomplishment when the important things are done.

Start by scheduling 3 important tasks to accomplish each day. Write them down and place them where you'll see them. Each time you hit a distraction, go back and look at your three tasks and refocus. See how much you accomplish on them each day.

Turn off your distractions. Stop the chime of new email. If the lure of the internet is too strong, disconnect for the time you've blocked out for your important tasks.

6. Master the never-enough-time syndrome

Far too many workers feel so overwhelmed they think they will never get it all done. As you work to prioritize and focus, you'll see more productivity.

When you calendar, you'll get a better feel for where you are spending the majority of your time. Now that you know how to take control of your calendar, you can organize tasks by importance instead of urgency.

Sometimes people are stressed and feeling like there's never enough time because there's no time for them. When all your time is spent on other people's needs and projects, you may feel like you're getting pecked to death by chickens.

This is why it's essential to schedule time off for you. You'll feel more in control and more willing to do things for others when you have at least some free time for yourself.

In and among your work priorities and important tasks, be sure to value your own personal needs as well. Sometimes interruption-free time itself can bring renewal.

Recognize the rhythms in your life. When are you most productive? When are you sleepy or brain tired? Schedule your important tasks for when you are freshest. Do emails or other minor things in your lower energy times.

Some people find downtime or rest energizing. If it makes a dramatic difference to you, find 10 or 15 minutes of rest time during your work day. It will help you work more productively later.

If your workload continues to overwhelm you, schedule a time to talk to your boss. Present him with the tasks on your plate as well as the ones you've taken on for others. Discuss the time they take.

Ask your boss if some of these responsibilities might be shifted to others. Be prepared to suggest which jobs might go to whom. Also discuss when you are on and off the clock. Do you have to be available by phone or email 24/7? See if you can find agreement on when your time is your own.

7. Do a task slowly and intentionally.

During your morning routine, make a point of doing one of your usual tasks slowly and deliberately. When brushing your teeth, showering, or getting dressed, allow yourself to just be present in that moment instead of planning what you'll do next.

At work, identify one task that could really benefit from being done more slowly. Block out 30 minutes or an hour—however much time it deserves—and immerse yourself in the task. You'll find yourself in a calmer state of mind as a result, and more prepared to tackle the next one.

Doing one task slowly and intentionally sets a precedent, retraining your brain to work that way throughout the day.

8. Accept that the world will go on if you don't finish a task.

If you don't complete a task on schedule, it's unlikely that the company will fall apart. The worst thing that could probably happen is that your boss may not be thrilled—and your efforts to focus and reprioritize will make that less of an issue in the future. Relax, go home, and know that you'll put in your best effort again tomorrow.

9. Call yourself in for feedback.

Once a week, call yourself in for feedback. Spend 20 minutes or more evaluating what you've accomplished in the past week. See where you are with your important tasks and set new goals for the coming week.

When you remain focused on what is important and eliminate the distractions of urgency, you'll find yourself accomplishing more and reaching your goals faster.

SECTION 1: FOCUS–TAKE ACTION IDEAS

1. **REVIEW YOUR COMPANY’S CORE COMPETENCIES.** How do your priorities align with them? Schedule a meeting with your boss to discuss your priorities as well as boundaries for personal time.
2. **FOCUS COMPLETELY AND EXCLUSIVELY ON ONE IMPORTANT TASK FOR AN HOUR.** See what interruptions you must deflect. What events tried to distract you from the task? Lengthen the time until you can focus for 90 minutes without interruption.
3. **LIST THREE URGENT BUT UNIMPORTANT THINGS THAT ARE BOGGING YOU DOWN.** Create a calendar for the important tasks and find ways to avoid the urgent but unnecessary items. Make sure you put one important personal item on your calendar.
4. **FIND TWO TASKS YOU CAN DELEGATE.** Look at the strengths and likes of your team members and see if one of the tasks might build on his or her strengths. Look to see if one task might be a growth opportunity for a subordinate.

SECTION 2

ELIMINATE

1. IDENTIFY YOUR STRESSORS.
2. CONTROL THE AUTOMATIC NEGATIVE THOUGHTS (ANTs).
3. CHANGE YOUR VIEWPOINT.
4. GET RID OF CLUTTER.
5. ELIMINATE INTERRUPTIONS.
6. BREAK THE SMARTPHONE ADDICTION.
7. REDUCE INFORMATION OVERLOAD
8. DELEGATE RESPONSIBILITY.
9. START SAYING NO.
10. SAY NO TO MORE MEETINGS
11. AVOID RUNNING ERRAND WHENEVER POSSIBLE.
12. ELIMINATE COMMITMENTS.
13. ADD PERSONAL TASKS TO YOUR CALENDAR.
14. BUILD IN SPACE BETWEEN APPOINTMENTS AND TASKS.

Removing excess workplace stress is the second key element of a plan to overcome rush syndrome. As you reduce stress, you'll feel renewed, relaxed, and better able to cope in all areas of life.

Consider these statistics from the American Institute of Stress:

- Forty percent of U.S. workers feel their job is highly stressful, and half of all workers feel they need help in learning to manage their stress.
- A full 75% of employees feel stress has been escalating in the workplace over the past several decades.
- Among U.S. workers, 26% often feel burned out by their stress level.

Feel like you don't have control over what's causing your stress? Yes, there may be external factors that you have less control over, like a boss with a short fuse or unrealistic expectations. However, you can still take ownership of your own emotions and create new patterns for how you deal with stress.

It's time to pinpoint what's causing your extreme stress and urge to rush, rid yourself of those triggers whenever possible, and find new, healthier ways of handling stressful situations.

1. *Identify your stressors.*

The first step to correcting the problem is to identify your stressors. What things are stressing you out? Dig beyond the obvious. Don't just say "work." What part of work? Unrealistic expectations? Unreliable team members? Noise, confusion, and clutter? Break it down into fixable parts.

Until you know the stress, you can't fix it. Look for more hidden stressors like negative self-talk, low blood sugar, or false assumptions.

Consider keeping a stress journal to monitor the things that stress you out and your best methods for handling them. Put your stressors into two columns: Things you can control, and things that are out of your control.

Learn to let go of the things you can't control, and start taking action on things within your control. Each person deals with stress differently, so there's no one-size-fits-all solution.

To manage stress, you'll need to take charge of your thoughts, emotions, schedule, and the way you deal with problems. Solutions to stress involve changing the situation or changing your reaction. Your options boil down to four choices: avoid, alter, adapt, or accept.

2. *Control the automatic negative thoughts (ANTs).*

Sometimes we are attacked by ANTS—automatic negative thoughts. We may find ourselves repeatedly thinking, *This is too hard. I can't do that. No one else does any work. I have to do it all. I'll never get this done.*

You are the only person who can control your thoughts. Seek to eliminate negative thoughts. First recognize that they are happening. Then, take a good look at them. Are they true? Chances are, they're not.

Each time a negative thought comes in, change it to a positive affirmation. If you have the thought, *Man, I am dumb!* change it to *I am capable and qualified*. Do this repeatedly and you'll feel better and less stressed. Yes, we all have room to improve, but too much criticism adds to stress. Make sure you balance critical thoughts with complements to yourself.

Check out your excuses. They may be adding to your stress. Do you procrastinate? Is someone else always to blame? Once you accept responsibility for the things you can control, you will feel less stress.

3. *Change your viewpoint.*

Rush syndrome stems in part from a skewed perspective of our abilities, how others perceive us, and what our priorities should be. Here are some ways to change your mindset.

- **TURN PROBLEMS AROUND.** Sometimes this can happen by changing the way you view them. Don't call it a *problem*—consider it a *challenge*.
- **GET RID OF “SHOULD” “MUST,” AND “HAVE TO”** These words give up control. The truth is, no one is forcing you. You *do* have choices. You could walk off the job today. You don't—because you want to eat or to care for your family. So you *want* to work. You choose to work. It's empowering to change your thoughts from *I have to get this project done today* to *I choose to get this project done today*. Try it. You'll feel more in control and less stressed.
- **TRY TO WORRY LESS ABOUT OTHERS' VIEWS OF YOU AND CONCENTRATE MORE ON PRODUCING YOUR BEST WORK.** Again, you're focusing on what you *can* control—your work. As you do that, your work will speak for itself. It will influence other's views about you.

- **BECOME MORE OBJECTIVE.** Sometimes we color the story with our emotions. Do you assume the boss will think poorly of you if you can't finish your assignment by 5 p.m.? Stop assuming the worst. Assume the best. You'll feel better.
- **TAKE NEGATIVE EVENTS AND TURN THEM POSITIVE.** Stuck in a traffic jam? Appreciate the uninterrupted time to contemplate or plan. When hit with a negative event, consider the big picture. How important will this be in the long-run?
- **LEARN ANGER MANAGEMENT TECHNIQUES.** Practice expressing your feelings in solution-oriented ways instead of keeping them bottled up. When a challenge arises, it won't feel so earth-shattering.

All these steps will help you get control over your emotions. No one can make you feel anything without your permission. Did your coworker make you angry? Really, no. They did something, and you chose to get angry over it. Anger, worry, and fear all contribute to stress—so as you reduce your intense emotions, you will reduce your stress.

4. ***Get rid of clutter.***

Control your environment as much as possible. Noise, clutter, and disorganization all lead to stress.

The Wall Street Journal reports that the average U.S. executive loses six weeks per year looking for misplaced information from messy desks and files. Create a plan for dealing with paperwork so you can find things when you need them.

Make your surroundings more comfortable. Avoid computer glare. Have materials at hand that you need. Minimize noise. Each small thing reduces stress and helps you maintain focus.

5. *Eliminate interruptions.*

When you lose your train of thought, you lose time, making yourself feel more rushed. Design a script or a plan for dealing with interruptions. If you deal with people who seem to always go off on tangents, especially about negative things, have a script for getting them back on track. Create a method for scanning and handling emails so they take less time out of your day.

Train others around you to value your time. Send messages about when you are available and when you are not. Perhaps you can let them know you only check your email three times a day. Maybe your message is: *If the door is shut, don't disturb me.*

Sometimes we can eliminate stress by being more assertive. Explain your calendar and times when you're available to your team. Respect your focused time and redirect others' efforts to interfere with it. Claim the time you need to focus on priorities and to unplug and de-stress.

EXECUTIVE COACHING CLIENT EXAMPLE

Sylvia had a coworker, Edmond, who always complained about everything.

Sylvia had a coworker, Edmond, who always complained about everything. He'd harp about negative news stories he'd heard. He was critical of every effort. Since they were collaborating on a project, she needed a way to keep them more positive and focused.

Sylvia decided to deal with one issue at a time. First she addressed the negative news. When Edmond started talking about the news, Sylvia said, "Edmond, that topic doesn't pertain to our job here. Can we focus?"

Next she worked to control Edmond's complaining. When Edmond started, Sylvia had a prepared script she used. "Edmond, we need to do the best with what we have. How can we make this work?" or, "Edmond, can you use your creativity to find solutions?"

Sylvia used the script as often as needed. She stopped the negativity the moment it began—even by interrupting Edmond. The amount of negative things she heard dropped dramatically—and so did her stress level.

Sometimes our greatest stress comes from unreliable coworkers. If they don't do their part, it can impact our ability to get the job done. The best solution, of course, is to surround yourself with talented and reliable people.

If you don't have that kind of control, set up a system to follow up. Create an email template to send out asking for a progress report. That will at least bring the project to mind and may facilitate communication. Knowing their tasks are being done will give you peace of mind.

If your rush syndrome is stemming from a need to pick up the slack for your coworkers, talk to your boss about what's happening. Approach the subject from a positive angle, requesting advice on becoming a better team leader who gets results.

6. *Break the smartphone addiction.*

People are growing more and more addicted to their smartphones. A recent report in the journal *Personal and Ubiquitous Computing* found people are more addicted to their smartphones than they think. In the typical workplace, employees waste five hours of their time each week using their phone for non-work purposes alone, the staffing firm OfficeTeam found in a recent survey.

A high-pressure work environment contributes to 24/7 cell phone connection, but often we add to that stress ourselves. Leslie Perlow, author of *Sleeping with Your Smartphone*, says that as we become more available to others—in other time zones, at off-work times—they begin expecting us to always be available. This creates a destructive cycle.

Some employees are made to feel like slackers if they aren't 100% wired every day. Here are a couple ways to change that:

- **CREATE A CULTURE OF CHANGE.** Work to change the culture of 24/7 connections in the workplace. In meetings with other leaders, discuss appropriate times to be available and times when you will only be there for emergencies.
- **CONTROL YOUR PERSONAL PHONE ADDICTION.** Not every phone contact is business-related. How many times do you check the phone for social things? For news not directly related to work?

Sometimes it becomes a habit to check our smartphone. Bored? Check the phone. A minute with nothing to do? Check the phone.

“If your habitual response to, say, boredom, is that you pick up the phone to find interesting stimuli, you will be systematically distracted from the more important things happening around you,” says Antti

Oulasvirta, senior researcher at Helsinki Institute for Information Technology. “Studies are already starting to associate smartphone use to dire consequences such as driving accidents and poor work-life balance and unfortunately, as decades of work in psychology show, habits are not easy to change.”

7. *Reduce information overload.*

More information does not mean more understanding. Newscaster Tom Brokaw says that people must work harder to organize, categorize, and sort information—dividing out opinion from facts and understanding the context. If they don’t take the time to do all this, the excess information actually makes them less knowledgeable.

Managers today have to synthesize an overwhelming volume of information. Dozens of reports. Technical data. Emails, meetings, blogs, tweets, social messages, phone calls, messages from clients. It piles up until you can’t see trends; can’t respond to it all. Can’t draw on the knowledge you need for proper decision-making. Scrambling to keep up with all of that incoming information can be a major contributor to rush syndrome.

Most successful leaders find blocks of quiet time to process the information. But they have also learned to focus, filter, and forget. They first delegate what they can to others, avoiding overload by focusing on the areas only *they* can address.

There can be a sense of satisfaction in knowing everything. You may feel rewarded as you send that email, answer that question, or act as the go-to person. But is this the best use of your time?

Here are some ways to deal with data overload.

- **FOCUS ON THE FEW KEY INDICATORS INSTEAD OF TRYING TO ABSORB EVERYTHING.** Look for the facts and reports that will allow you to make informed decisions. Use your staff to collect what’s most essential. Look for ways to minimize and combine reports to save time in creating and reading them. Look for patterns.

2. FILTER OUT OPINION FROM DATA. People tend to see things differently. Learn who offers the most objective view. Examine sources and see where the data is coming from. How valid is that source? Do some sources offer more “noise” than substance? Can you turn them off?
3. FORGET THE UNIMPORTANT AND DISCONNECT FROM THE IMPORTANT. Recognize that you don’t and can’t know it all. Know the sources to go to in order to find the essentials, then forget trying to master it all.

In this age of data free-for-all, executives must understand that information overload decreases their quality of learning and decision-making. When they can focus, filter, and forget, they can eliminate distractions that reduce their quality of life and joy in their work.

EXECUTIVE COACHING CLIENT EXAMPLE

Gary utilized three approaches to reduce information overload.

Gary faced the bombardment of reports, emails, meetings, calls, and other information overload. He took three approaches to reducing this overload.

First, he hired a capable assistant and trained her to weed out all the unessential incoming information, so he only had to deal with the important things.

Second, he set a high bar to get his time. When workers wanted to talk to him, they had to send a synopsis in advance. “They have to come having done work, and provide me with data and insight,” he says. “That simple bar keeps a lot of items of lesser importance off my calendar.”

8. *Delegate responsibility.*

Wise delegation frees you to focus on tasks only *you* can do. It allows you to spend more time on your priorities and eliminates work overload.

What can you delegate? Start by analyzing your job. Keep a daily record of what you do. Then ask: Is it necessary? Is there an easier way to do this? Can I delegate it? Sometimes we cling to favorite jobs that are no longer the best use of our time and talents.

Ask the people who work for you to track their daily activities in the same way. Have them look for tasks that can be simplified or eliminated. If they can get rid of some of their work, they'll have more time for yours.

You can delegate routine but necessary activities (or even find apps and systems that will automate them). Also, look for talented people in your organization who excel in an area and enjoy it. Delegate their favorite kind of work to them, and they will be happy. Consider whether one of your tasks might provide a growth opportunity to someone in your staff.

When delegating successfully, always explain the results you want, the goals of the task, and a deadline. Offer support in the initial transition, as well as confidence in their abilities. Set review times and interim milestones.

By delegating tasks that don't need your unique skillset, you'll free yourself to focus on what matters most.

9. *Start saying no.*

You don't need to make yourself available to everyone who asks for a favor. If you cringe at the thought of cramming another task into your already packed schedule, say no—especially if it doesn't have a high level of value or importance. By saying no to the less important tasks, you'll be able to focus on the real priorities.

Sure, it's possible that people won't always be as understanding as you'd like, but most of the time, they'll probably be far more supportive than you'd imagine.

10. *Say no to more meetings.*

If your workplace has a culture of scheduling excessive meetings, push back against it. When someone moves to schedule a meeting, ask why it's really necessary for everyone to speak in person.

Make people present a rationale for holding a meeting, rather than just presuming it's necessary. Face-to-face time is important, but frequent meetings can eat into your time for focusing on tasks, sapping productivity.

11. *Avoid running errands whenever possible.*

Running errands is a huge time suck. And in the digital age, it's entirely possible to avoid many of them.

Opt for online banking so you never have to wait in line at the bank again. Order things online so you don't need to run to the store. Minimizing the time you spend driving and looking for items in stores will deliver more productive time each week.

12. *Eliminate commitments.*

Look at all the commitments you have in your personal life as well as your work. Which ones are draining your energy and may not be as important? Consider which commitments you could eliminate in order to improve your overall quality of life. Tired of shuttling your kids between various commitments? Maybe they're tired, too. If you'd all be happier if you had one extra stay-at-home night per week, perhaps that's the best solution for everyone.

13. *Add personal tasks to your calendar.*

Have you been putting personal priorities on the back burner? Maybe you have a burning idea that you think would benefit the company and your career immensely, but it never seems to make it onto your planner.

Take your own ideas seriously by giving them ample time in your schedule. Pencil in personal priorities outside of work to move away from the "work comes first" mentality, too.

14. *Build in space between appointments and tasks.*

Often we don't factor in the time it takes to mentally prepare for a meeting or the next task—or to get to where we're going.

Stop treating yourself like a superhuman who can instantaneously switch modes or appear in another location. Instead, give yourself plenty of time to get ready and get where you're going. Factor in time for driving or walking safely and calmly to where you need to go, and for mentally preparing for what you're about to do. It will make you more poised and confident throughout your day.

SECTION 2: ELIMINATE—TAKE ACTION IDEAS

1. **REVIEW YOUR LIST OF STRESSORS YOU CAN CONTROL.** Choose two of them and create an action plan to reduce or eliminate them.
2. **CHOOSE ONE TECHNIQUE TO REDUCE YOUR SMARTPHONE ADDICTION.** Journal your efforts and record how you feel as the week or month progresses.
3. **LOOK AT THE INFORMATION COMING TO YOU.** How can you increase your filters? What can you do to become more comfortable forgetting about some of it?
4. **FIND TWO TASKS YOU CAN DELEGATE.** Look at the abilities and interests of your team members and see if one of your tasks might build on someone else's strengths. Consider whether one task might serve as a growth opportunity for a subordinate.

SECTION 3

RENEW

1. WORK WITHIN YOUR BASIC REST-ACTIVITY (BRAC) CYCLE.
2. USE VACATIONS TO SWITCH OFF AND RECHARGE.
3. ENJOY SCREEN-FREE TIME.
4. BASK IN THE JOY OF QUIET.
5. CREATE FREE TIME – AND KNOW WHAT TO DO WITH IT.
6. PRACTICE DISCONNECTION AS PART OF YOUR ROUTINE.
7. MAKE WORK BREAKS MORE REJUVENATING.
8. CARE FOR YOUR PHYSICAL WELLBEING.
9. USE A DE-STRESSING TECHNIQUE.
10. MOVE SLOWLY THROUGH YOUR MORNING.

More and more employees are struggling with a 60- or even 70-hour work week.

A 2012 survey by Harris Interactive found that 83% of American workers are stressed out by their work.

The longer we work without a break, the more we struggle with fatigue, boredom, low motivation, and burnout. It sounds counterintuitive, but the more we work, the less we're accomplishing. An increasing body of research shows that taking time off increases productivity. Consider these statistics:

- Sleep deprivation costs businesses \$63.2 billion in lost productivity, and lack of sleep (less than 6 hours a night) was one of the best predictors of job burnout (Journal of *SLEEP*)
- Basketball players who slept 10 hours a night increased their free-throw and 3-point shooting performance by an average of 9%, according to Stanford Research.
- Air traffic controllers' 40-minute naps increased their vigilance and reaction times. Sixty- to 90-minute naps improved memory tests as much as a full night's sleep, found researchers at the University of California Riverside.
- Longer vacations help, too. Accounting firm Ernst & Young found that for every additional 10 hours of vacation taken, yearend performance ratings increased by 8%.

The body is designed for periods of activity followed by periods of rest. If you push through the rest times, your performance suffers—whether you are an athlete, a performer, or a business person.

You can't add more than 24 hours to your day, but by taking breaks, you can increase your energy, focus, and productivity.

It's time to release stress and gain more control over your life. Read on to learn how to renew and revitalize.

1. ***Work within your basic rest-activity (BRAC) cycle.***

Researchers William Dement and Nathaniel Kleitman discovered that humans have a basic rest-activity cycle (BRAC). In this 90-minute cycle, people move from alertness to fatigue. After a maximum of 90 minutes of activity, we need to take a break.

Listen to your body. You will feel it tell you that you need a break. How often do you reach for another cup of coffee or a snack instead—and just push through?

Instead, respect this cycle. Work hard for 90 minutes. Then stop and take a break. Close your eyes and let your mind relax. Take a walk. Get up and chat with someone face-to-face. Take a cat-nap. (Checking email messages or texting does not count as a break!) You'll come back revitalized—and structuring your day in this way can help you stay on task.

EXECUTIVE COACHING CLIENT EXAMPLE

Fiona worked longer and longer but could never stay on-top of her job.

Fiona felt she had to be on top of everything. When a task landed on her desk, it needed to be handled promptly and professionally.

As cutbacks came, she worked longer and longer but the job was never done.

Fiona decided to try working in 90-minute cycles, but she was doubtful about how well it would work for her. How could working less let her accomplish more?

She followed her plan and tried to rest well over the weekend. Then on Monday, she started in. After working on a task for 90 minutes, she left her desk and spent 10 minutes walking around the company atrium.

Then she went back to work for another 90 minutes. At lunch, she made a point to leave work and eat in a peaceful place. She continued her cycle into the afternoon—working around meetings and other commitments as best she could.

She noticed that while she was walking or taking a break, ideas came to her. Back at her desk, she worked with more energy and enthusiasm. At the end of the week, Fiona was astonished at the progress she'd made on her project.

2. Use vacations to switch off and recharge.

While working to the strength of your BRAC cycle will give you more energy and insight, taking more time off will lend even better results.

Think of your energy as money in the bank. The “withdrawals” of energy need to be matched by “deposits” of renewal or recovery. You can only take so much out before you’re broke.

Like a tightly coiled spring, we lose our effectiveness if we have no release. More than that, we risk our health and our very lives.

Women who take the least amount of vacations have a 50% higher risk for heart attacks, reports the Framington Heart Study.

The journal *Psychosomatic Medicine* says infrequent male vacationers have a 20% higher risk of dying from any cause and nearly a 50% higher risk of dying from a heart attack.

Here’s how to make the most of your allotted vacation time.

- **PLAN A VACATION.** Make a deliberate decision to take a vacation. Schedule it into your calendar and make it unchangeable. Sometimes it helps to put down a large, non-refundable deposit to keep you committed.
Make it someplace you’re excited to go. Whether it’s surfing or camping, a resort or cruise, sightseeing or hanging out at home, make it something you truly want to do. Just the idea of the vacation will stimulate and motivate you.
- **PREPARE AT WORK.** It’s hard for a vacation to be joyful when you know you’ll come back to all the work you left behind. Train your replacement. Delegate tasks to coworkers and subordinates. Teach them your methods and system. Take notes and create a process so things will go smoothly while you are gone. If you have these elements in place, it gives you the freedom to leave in an emergency or take sick days off, too. Just having this back-up will lighten your stress.
- **DON’T SPEND THE WHOLE TIME TRAVELING.** It’s possible to come back from your vacation more tired than when you left. Don’t do that to yourself. Schedule in down days, when you can lounge by the pool, play catch with your kids, read a good book, or just watch the stars.

- **EXPECT INITIAL DISCOMFORT BEFORE THE GOOD.**
Chances are you've been so plugged in and wired for work, your brain and body will be confused. They won't know what to do when the accustomed distractions are not there. Push through to reach amazing satisfaction and renewal.
- **FULLY DISCONNECT.** The vacation will not recharge you if you are still plugged in. You need to let work go. Don't answer the phone; don't look at gadgets. Unplug!

3. *Enjoy screen-free time.*

Your brain creates habits and shortcuts. Being fully wired is almost like a drug to the brain. It becomes accustomed to the frenzied pace. Americans spend an average of 8.5 hours in front of a screen every day!

Part of renewal is allowing the brain to relax. Let it unwind and rejuvenate. When you look outside the screen, you find a new world. Looking at nature is calming. Talking face-to-face helps you to use other parts of your mind and recharges you.

Set up an out-of-office message for phone and email so people will know you are unavailable. The rewards of renewal are worth the risk of missing something. Emergency messages will always find a way to reach you.

4. *Bask in the joy of quiet.*

It's in the stillness that we rediscover who we are and what is important. In the midst of so much incoming stimuli, finding quiet can be a rare treat.

Some people pay thousands of dollars to stay in a cliff-top room at the Post Ranch Inn in Big Sur. They pay that for the privilege of not having a TV or internet connection in their room.

EXECUTIVE COACHING CLIENT EXAMPLE

Jonathan made it a habit to take a two-day quiet retreat.

Jonathan worked as an actuary, modeling insurance projections that might mean the difference between profit and loss to the whole company. He had a busy family life and volunteer responsibilities.

Early in his career, he made a habit of taking a two-day “walk-about.” He drove to the Appalachian Mountains and walked the trail, camping at night.

During this quiet time, he contemplated where he was in his career path and what changes he wanted to make. He thought about his goals.

What kind of a person was he? Did it match who he wanted to become?

Each time, Jonathan returned sore in feet and body but renewed in mind and spirit. “There’s a clarity of thought you can only find in quiet and in nature,” Jonathan said. “The walks led me to profound insights about my life, my job, and my character that I couldn’t get any other way.”

In our rush to ramp up our productivity and connect to every piece of information 24/7, we’ve lost the precious ability to feel stillness and quiet. Because quiet is so rare, it’s becoming a valuable commodity. On vacation and throughout the year, find some time for solitude, quiet, and contemplation.

5. *Create free time—and know what to do with it.*

When you first get the gift of free time, you may feel at a loss. What do you do with it? Your habits and default settings may have you back to tapping your phone and skimming information.

Resist that urge and open yourself to renewal in rewarding ways.

- **DEVELOP RELATIONSHIPS.** A growing body of research indicates that people get more satisfaction out of good relationships than anything else. It's worth the time to develop those relationships.

At times we may feel estranged from friends, our partner, or our children. When we don't spend quality face-to-face time with them, we don't know what's important to them. Sitting together watching a video is not quality time.

The best way to reconnect is to spend time listening and Observing. Share the important things in your life. Allow companionable silence and stillness. Laugh.

Do things together. Take part in activities or sports with family and friends that give the lift of action and the renewal of relationships.

Families that eat dinner together around a table and talk to each other—at least three times a week—lower their risk of disease, enjoy a better quality of life, and inoculate their children against the dangers of risky behaviors.

- **FIND OFF-WORK ACTIVITIES THAT NURTURE YOUR GROWTH.** Engage in something you enjoy doing. Find a hobby, sport, or relaxing pastime. Yoga, meditation, and tai chi are ways to connect with ourselves and perhaps the wisdom of the ages.

Study a foreign language. Take up a cause. Travel. Play golf. Build a tree house. Read good literature. See plays. Barbeque.

Think back to your dreams. Create free time and fill it with newly minted goals. It will recreate a zest for living that will percolate over into work.

- **ESTABLISH A ROUTINE.** Once you've carved out free time, don't let it get snatched away again by business pressures. If you come back to disasters at the office, regroup and retrain people to take your place.

If you have projects piling up, take confidence that your renewal times will bring you back to work more capable than before.

Continue to mark off sacred renewal time on your calendar. Stop and evaluate to see if you don't return to work after each "time out" refreshed, energetic, and with a new capacity to resolve problems and get results.

6. Practice disconnection as part of your routine.

Each day make sure you give yourself time to just disconnect. Spend time with a loved one, do a hobby you love, or take a walk—without taking calls or looking at email. Turn off the sound on your phone, and just allow yourself to be in that moment.

You can even take some time to recharge while driving by listening to music you love, an interesting podcast, or an audiobook instead of focusing on your destination.

7. Make work breaks more rejuvenating.

Make taking breaks a daily part of your routine—and make sure that what you're doing on your breaks actually recharges you. Harping about work in the break room probably won't do that. Get outside and take a walk on one of your shorter breaks—the fresh air will reenergize you.

A longer lunch break that gives you time to enjoy your food, chat with a coworker one-on-one, or read the newspaper will help you recharge for the second half of your day. Eat slowly, appreciating the food in front of you instead of choking it down as fast as possible.

Whatever you do, remember to be mindful. Notice the smells, sounds, and tastes you're encountering; the feel of the crisp breeze on your back. In a world that's increasingly focused on visual stimuli delivered by screen, your break gives you a chance to tune into other kinds of sensory experience.

8. *Care for your physical wellbeing.*

Our eating, sleeping, and exercise patterns also influence our stress levels. Here are a few ways you can reduce stress by caring for your body.

- **GET ENOUGH SLEEP.** Losing sleep saps focus, ideas, and productivity. It drains creativity and makes us impatient, leading us to perform at a lower level. If you're losing sleep because you're trying to create more hours in your day, it's probably backfiring big time. Being rested and recharged every morning will ensure you can handle the challenges of the day. The Center for Disease Control says that 60 million Americans do not get enough sleep. Sharon Melnick, Ph.D., a business psychologist, gives this tip to help with sleep when you are stressed: Cover your right nostril and breathe through your left one for 3 to 5 minutes. That should help you relax and fall asleep.
- **EAT HEALTHY.** If you have low blood sugar, you will feel more stress. Eat balanced meals that give you the nutrition you need to feel healthy and mentally sharp.
- **EXERCISE.** Activity will help rid you of excess stress, leaving you with a clearer mind. Move around on your breaks, or have walking meetings for your one-on-ones. Exercise in the morning or after work.

9. *Use a de-stressing technique.*

Simple breathing exercises can help tame your stress. Here's one: When you feel the urge to rush, take a deep breath, hold it for five seconds, then exhale. Do this for a minute or more and feel your body de-stress.

Having a go-to technique is reassuring in itself. It reminds you that you're in control of your emotions and that you can always re-center yourself when you feel that momentary sense of overwhelm.

10. *Move slowly through your morning.*

The morning sets the tone for the whole day. If you run through the house every morning in a panic, trying to make it out the door in time, you're affirming that life is a race that you're probably going to lose. You're also expending a great deal of energy on just getting out the door! Allowing yourself to move through your morning routine without the panic will help you reserve your energy for the times when it's really needed, while stepping into the day calmly and ready for action.

SECTION 3: RENEW—TAKE ACTION IDEAS

1. **LISTEN TO YOUR BODY'S RENEWAL CYCLE.** Take breaks at least every 90 minutes to refresh. Record the break methods and see what brings you the most renewal.
2. **PLAN A VACATION NOW.** Schedule the time off and start training people to step in while you're gone.
3. **CHOOSE A FAMILY OR OFF-WORK ACTIVITY THAT YOU ENJOY.** Participate in it during the coming week. Observe the degree to which it refreshes you. (Know that if you are truly worn down, this one event will not fix it all.)

SECTION 4

ENERGIZE

You've just taken a break or a vacation. You've renewed yourself and are returning to work with energy and great intention. Before you delve right back into your projects, take a moment to plan.

1. SET ACHIEVABLE GOALS.
2. TAKE OWNERSHIP OF PROJECTS.
3. CONNECT WITH COWORKERS
4. REALLY GET TO KNOW EACH OTHER.
5. ASK FOR OPINIONS.
6. FIND YOUR BEST SPEED.

1. Set achievable goals.

Now that you are back at work, take time to set goals for yourself. These can be personal goals: *I will keep my weekends free. I will clear my desk each evening, because I feel less stressed with an orderly desk.* Or they can be business goals. Either way, there are keys to successfully setting goals.

- **MAKE THEM ACHIEVABLE.** Start with easy-to-achieve goals. Why? Because success breeds success. When you accomplish a goal, you'll feel good about it. You'll be energized and ready to go on to other successes. You are likely to even overshoot the goal because of your delight in achieving. And your successes influence those around you.
- **CHOOSE GOALS WITH VALUE TO YOU.** Goals set for us by others rarely give us as much motivation as goals we choose for ourselves. If it's something you *want* to do, you'll be far more likely to succeed.

- **LIMIT YOUR NUMBER OF GOALS** Filled with enthusiasm because of our renewal, we may want to set lots of goals. Like New Year's resolutions, they rarely last, and then we've created a culture of failure. Be realistic about what you can achieve.
- **CREATE STEPPING-STONE OBJECTIVES** Just as you must eat an elephant one bite at a time, cut your goals into bite-sized pieces. Then you can more easily track your accomplishments. The purpose of setting these objectives is to encourage us, help us measure success, and keep us on track. They give our ambitions structure.
- **CREATE A SUPPORT SYSTEM.** Determine the help you will need to master your goals, and then create a system that will give you that support. Do you need a cheering section? Ask for it. Do you need other people's work to feed into yours? Set up expectations early in the plan so others have time to succeed as well.
- **REWARD YOURSELF.** When you succeed, stop and celebrate! Don't just jump into the next task. You'll be more likely to want to reach your goals when you take time to enjoy the results.

There's a saying that goes, *if you don't value yourself, no one else will*. Perhaps no one else will notice you've reached a goal—so choose something meaningful to *you* and reward yourself when you meet that goal. It doesn't have to be big.

2. Take ownership of projects.

One of your goals may be to step up and take ownership of a project. When you take responsibility, you have the chance to put your leadership skills into practice. You can support and strengthen coworkers and help them to better assist you. You gain more control over what happens with the project, which may actually reduce the stress in your life.

Bosses have a tendency to evaluate employees' productivity by how many hours they work. You might aim to change this perception to valuing work accomplished—not hours put into a job.

When you take ownership of a project, you help to define your value by your accomplishments.

EXECUTIVE COACHING CLIENT EXAMPLE

How Kevin got his boss to see all the impact and value he produced

Kevin heard his boss say, “Emily is such a great employee. She’s here early and is one of the last ones out the door.”

Kevin also knew Emily took long breaks and really didn’t produce that much work. He didn’t want or need to put in all those hours; during the ones he worked, he accomplished a lot. How could Kevin get his boss to see he was producing more value in less time? Kevin discussed this with his executive coach and came up with a plan.

He arranged for weekly feedback sessions with his boss—just 15–30 minutes. That let him keep his boss apprised of his progress and the things he accomplished.

Kevin also took ownership of projects. He coordinated activities and encouraged the team. He offered assistance and took control. And he still balanced work and time off.

In their last meeting, Kevin’s boss said, “I’m amazed at all you accomplish. You really work hard.”

3. *Connect with coworkers.*

In the last section, “Renew,” we talked about the importance of relationships. While family relationships are crucial, you may actually spend much more time with work peers.

Look at building satisfying relationships with those around you—both above you and below you in job title and skills. Everyone has something to offer. You can reduce your stress, be more productive, and be perceived as a valued employee as you develop good working relationships with coworkers. Work friendships can renew and energize you—and when you’re all supporting one another, you’ll all feel less frazzled and more capable.

Start simple, with the basics:

- **SMILE.** It takes just a few muscles, but smiling signals interest, friendliness, and willingness to communicate. It makes you look approachable.
- **KNOW NAMES.** There is power in names. When you call someone by name, it says, “I know you. You are important.” Know the name of the clerk and the receptionist as well as the names of your peers and bosses. You will get more helpful assistance when you use names.
- **SHOW INTEREST IN OTHERS.** Sometimes we’re so focused on our work, we only listen with half an ear. We don’t pay much attention to the people around us. Part of being a leader is being genuinely interested. Don’t delve into personal things, but listen and respond.
- **DON’T BE NEGATIVE OR GOSSIP.** You will add value to your team when you are positive and only say good things about others. This increases others’ perception of you as an asset to the team.

4. *Really get to know each other.*

Help coworkers understand what you do every day, and ask what they do in turn. When you ask about your coworkers’ projects and the things going on in their lives, you can find places where it will be easy for you to add value. Perhaps you have an article, quote, or solution that will lift them.

You'll also know who to turn to with a particular question or request—and it will take less energy to reach out when you really know them. When you have the foundation of a strong relationship, you'll be able to give and get support and engage in true teamwork.

EXECUTIVE COACHING CLIENT EXAMPLE

James didn't know how to connect with his coworkers

James wanted to connect better with his coworkers. It wasn't easy for him to make friends. And because he had so many projects, he never had time to just be social.

Then, when he tried to be friendly, sometimes it seemed like he rubbed people the wrong way.

After discussing this issue with his manager, James decided to really pay attention to his coworkers, looking at the way they interacted with others.

James also studied personality types. He then looked for those qualities in his coworkers. When he watched their actions and really listened to them, he understood them better.

He recognized the extrovert and the analytical person that needed proof in any discussion. He noticed Kim was friendlier after her first cup of coffee, and Dave always wanted a straight-up answer.

As James worked to observe and understand his coworkers, he became more interested in them. In turn, they became friendlier to him. He began to sense he could depend more on his team and felt more integrated into the group.

5. *Ask for opinions.*

Sometimes we try to do it all ourselves, but that's not always best. Haven't you wished at times for another pair of eyes to check your work?

Ask a coworker to help. Trade off feedback so you don't feel like you're taking advantage of your peer. As you solicit their advice, you show you value their opinion. You also help them understand the work you are doing—so they respect your time. And that may make it easier for them to step into your shoes when you vacation.

When people don't know everything you do, it's easy to assume you don't do anything important. Increase the visibility of your work by discussing it with peers and asking for opinions.

6. *Find your best speed*

Observe yourself working at different speeds over the course of a few days. Take notes about how you performed while moving slow, fast, and in between. Look at what time of day you were working, too. Do you perform well in the morning while working slowly, but get a burst of energy after a couple cups of coffee that makes you move faster until lunch? Does speed work well for particular kinds of work, but not so well for others? Structure your day around your energy cycles, taking advantage of your ideal speed and natural fluctuations.

SECTION 4: RENEW – TAKE ACTION IDEAS

1. **LOOK AT YOUR TASKS AND SET TWO GOALS.** Create step-by-step, achievable objectives so you can launch your success cycle.
2. **FIND ONE SMALL PROJECT TO TAKE OWNERSHIP OF.** Look to mentors or another support system to help you manage this project successfully.
3. **TAKE ONE STEP TO CONNECT WITH YOUR COWORKERS THAT PERTAINS TO ONE OF THE TASKS ON YOUR LIST.** Evaluate your progress after two weeks and then add another step.
4. **CHOOSE ONE PROBLEM THAT IS LEADING YOU TO FEEL BURNED OUT.** Use the techniques you've learned in this book to reduce your stress and renew yourself.

FINAL

WORDS OF ADVICE

Today's work environment has people doing more with less time, support, or resources. This raises stress levels, reduces job satisfaction, and contributes to a pervasive sense of urgency—and eventually burnout.

As you move forward in your career, now is the time to recognize the symptoms of burnout and take steps to avoid it in your life. You now know that caring for yourself through strategies such as renewing yourself with time off will help you be more productive at work.

You have learned strategies to help you focus, delegate, organize, and build relationships—the vital techniques for overcoming your rush syndrome and avoiding burnout.

Still, let's recap on what causes burnout, so you can deliberately schedule your life to avoid it.

- **NEGLECTING TAKING CARE OF YOURSELF.** The more you work, the less likely you are to take proper care of yourself. The less you care for yourself, the more burnout you feel.
- **MULTITASKING.** When you're constantly interrupting yourself, you're not working efficiently or putting in your best effort.
- **JOB PRESSURE.** The Families and Work Institute's study "Overwork in America" found that 89% of employees feel they never have enough time to get everything done on the job.
- **TOO MUCH LOW-VALUE WORK.** When you feel like you're wasting time—like when going to a meeting to plan a meeting to plan a meeting—you're bound to feel more overwhelmed and overworked.

- BEING WIRED 24/7. When you never have downtime, it adds to stress and burnout. Those who feel overworked on the job and stay wired during vacations are almost 100% more likely to feel overwhelmed when returning to work than others do.

It's possible to work hard and work long hours and still feel productive, happy, and successful. The way you handle your job and your stress plays a big role in this—and so does the company culture.

The study “Overwork in America” said:

Employees who have jobs that provide them more opportunities to continue to learn, whose supervisors support them in succeeding on the job, who have the flexibility they need to manage their job and their personal and family life, and who have input into management decision making are less likely to be overworked. This is true even when they work long hours and have very demanding jobs.

The study also found that employees who balance family and work or who put equal priority on family and work have higher job satisfaction.

Guard yourself against the factors that contribute to burnout. Review the beginning sections of this book to create a balance in your work and your life so you can feel more job satisfaction. Get the renewal you need both on and off the job.

FINALLY: When you start rushing, stop yourself and answer these questions.

1. WHAT'S THE WORST THING THAT COULD HAPPEN IF I WORK AT A NORMAL SPEED INSTEAD OF RUSHING?
2. WHAT ARE THE BEST – AND WORST – CASE SCENARIOS IF I CHOOSE TO RUSH?

3. WHEN I CHOSE TO RUSH, WAS IT WORTH IT? COULD I HAVE ACCOMPLISHED THE SAME GOALS – OR GONE ABOVE AND BEYOND – WITHOUT RUSHING?

Disconnect, use down time, unplug, and let your mind relax during breaks and non-work hours. As you do so, patterns, solutions, and decisions will come to you unbidden. Take time out with your favorite way to relax. You may revitalize yourself with walks or exercise. Reconnect with nature, visit a good friend, get a massage, read a good book, or watch a comedy. Exercising, being out in nature, socializing with others, family time—these are all ways to disconnect and let your mind renew. As you disconnect from work and reconnect with family and favorite activities, you will eliminate your rush syndrome.

Use travel time, traffic jam time, or other blocks of time to let your mind flow freely and subconsciously resolve issues, too. These quiet moments will remind you that, counterintuitive as it may seem, a calm, clear mind will help you get where you're trying to go much faster than a rushed, busy brain!

As you learn to be more present in your life within both work and downtime, you'll accomplish more goals that have a deeper meaning to you. As a result, you'll live a life that's richer and more fulfilling in every way

ABOUT
THE AUTHOR



- **RECOGNIZED AS ONE OF THE BEST:** Acknowledged as one of the top 50 executive coaches in U.S. Global Gurus named Joel #14 on its list of top 30 global coaching experts.
- **MASTER CERTIFIED COACH:** Only 2% of the 30,000 coaches worldwide achieve this distinction – the highest accreditation in the profession of coaching from the International Coach Federation.
- **CLIENT LIST:** Google, Amazon, Starbucks, Procter & Gamble, Bank of America, Microsoft, Oracle, Deloitte, The Ritz-Carlton & many more.
- **AUTHOR:** Written 7 books and over 300+ articles on leadership.
- **YEARS OF EXPERIENCE:** 20 years of executive coaching and speaking experience.

PROFESSIONAL SPEAKER

Joel is a sought-after keynote speaker and corporate trainer who is regularly called upon to address conferences across the country and around the world. He has delivered more than 1000 workshops, speeches and keynote addresses to groups such as the Commonwealth Club of California, the Pennsylvania Chamber of Commerce, the Kentucky Society of Human Resource Management, Wells Fargo Bank, Haas School of Business, Financial Women's Association, the University of California Berkeley, Marriott Hotels, Gap Inc., Cisco Systems, Eli Lilly, Autodesk, Charles Schwab, Bank of America, Accenture, Sapient Corporation, Pacific Gas and Electric Company, Kohl's and The Ritz-Carlton Hotels.

AUTHOR

Joel has written eleven books that are read in 25 countries. He also has contributed to the book *The Art and Practice of Leadership Coaching* (John Wiley and Sons), *Leader to Leader* – the award-winning quarterly journal launched by the Peter F. Drucker Foundation. His eleven books are:

- EXECUTIVE PRESENCE: 4 Ways to Convey Confidence and Command Respect as a Leader.
- HOW TO BE A GREAT BOSS: Learn the 7 Traits of Great Bosses
- DIFFICULT CONVERSATIONS: Practical Tactics for Crucial Communication
- GETTING AHEAD: 3 Steps to Take Your Career to the Next Level
- TIME MANAGEMENT MASTERY: Stress-Free Productivity in the 7 Key Areas of Life
- LOVE YOUR WORK: Make the Job You Have the One You've Always Wanted
- GET PAID WHAT YOU'RE WORTH: How to Negotiate a Raise or Higher Starting Salary

- 16 ESSENTIAL QUALITIES THAT DEFINE GREAT LEADERS: Learn the Habits of the Most Successful
- ARE YOU ALWAYS STRESSED AND HURRYING AT WORK?: Learn to Break Your Rush Syndrome Cycle
- LAND YOUR DREAM JOB: It's More Than a job – It's the Fulfillment Of A Dream
- JOB SEARCHING MADE EASY: Practical Guide to Find the Job You Need Fast

EXECUTIVE COACH

JOEL GARFINKLE SERVES companies throughout the United States and in countries around the world. Here is a partial list of clients who have benefited from his coaching knowledge:

- Google
- Starbucks
- Deloitte
- Amazon
- IBM
- Microsoft
- Oracle
- NBC Universal
- Procter & Gamble
- Charles Schwab
- Cisco Systems
- Visa International

SPEAKING TESTIMONIALS

"Thanks again for the outstanding training. Your insight and expertise regarding the leadership values of perception and influence is outstanding. We received a great deal of positive feedback."

ORACLE
CHRIS GRIM, GROUP VICE-PRESIDENT
ENTERPRISE PERFORMANCE MANAGEMENT

"You stole the show! Registrants told us that they thoroughly enjoyed the program. In fact, one woman said, "I learned more in the 1st 15 min of Joel's presentation than I do at many conferences."

PENNSYLVANIA CHAMBER OF
BUSINESS & INDUSTRY
SUSAN SMITH, DIR. OF CUSTOMER LEARNING

"Your enthusiasm, style and heart enabled the team to open up and really listen to the message. We hope to be able to bring you back every year to help us keep on track."

CISCO SYSTEMS, INC.
KATHY WEINER, ENTERPRISE MARKETING, SR MANAGER
STRATEGIC ALLIANCES

"Over 96% of my employees said they would enjoy hearing him speak again!"

GENSLER
KAREN HABEGGER, HUMAN RESOURCES MANAGER

"I thought your 'Unlock Gifts at Work' presentation was right on target for what we needed. I recommend that any organization needing to get the most out of its people use Joel Garfinkle."

WELLS FARGO BANK
JIM KEENE, REGIONAL MANAGER

"Joel is a phenomenal speaker and instructor who's able to capture the audience's attention while engaging each person on an individual basis. I highly recommend him as an instructor."

UCLA EXTENSION
JEANNA TRAMMELL, TECHNICAL MANAGEMENT
PROGRAM MANAGER

EXECUTIVE COACHING TESTIMONIALS

"His feedback and encouragement were instrumental in my quest to find the better leader in me. Joel should be a member of every executive's personal board of advisors!"

BROTHER INTERNATIONAL CORPORATION
HENRY J. SAACO, JR., VP AND CHIEF LEGAL OFFICER

"As CEO of a media holding company that manages assets of US\$34 billion, Joel's executive coaching had a significant impact on developing the strategic capabilities of my 12 direct reports. They improved both their direction setting and their execution."

IPG MEDIABRANDS BENELUX
DIEDERIK BREIJER, CHIEF EXECUTIVE OFFICER

“Joel Garfinkle is one of the most effective and innovative executive coaches I’ve worked with. Thanks to his guidance, I was able to push my limits and discover my true potential as a senior leader.”

ORACLE

AMALIA STERESCU – VP ORACLE CUSTOMER SERVICE

“What makes Joel an outstanding coach is his ability to get you to really think about your goals, identify what you need to change and help you execute on the changes.”

NBC UNIVERSAL

PRIYA SWAMY, VICE-PRESIDENT

**“Joel’s coaching delivered immediate results that impacted my company’s bottom line. I increased my ability to direct and lead people which has amplified my influence.*”*

CISCO SYSTEMS

ANDREW PETERS, MANAGER, ENTERPRISE MARKETING

“Because of Joel’s coaching, my team has learned to have more respect for me as a leader.”

ELI LILLY AND COMPANY

ERIC A. EILERS, DIRECTOR OF REGIONAL MANAGED
MARKETS

FREE RESOURCES FOR YOU

Joel's Library of 2-Minute Videos

Joel provides 2-minute video clips that show him in action as a motivational speaker, providing valuable workplace insights to his audience.

- Subscribe to Joel's YouTube channel:
<https://www.youtube.com/user/joelgarfinkle/>

FREE Articles

Free articles that provide practical, "how-to" information and insights to help you become an effective leader and boost your career success. These articles cover a variety of topics, including executive leadership, workplace issues and career advancement.

- <https://garfinkleexecutivecoaching.com/executive-coaching-articles>
- <https://joelinspirationalspeaker.com/articles/>

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This weekly report provides a one minute read full of best practice articles, famous leader's profiles and inspiring videos. Join a worldwide community of over 10,000 people.

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Career Advancement Blog

Joel's bi-monthly blog provides articles with action steps on common workplace issues.

SIGN UP AT <https://careeradvancementblog.com/>

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<https://www.linkedin.com/in/joelgarfinkle>

EXECUTIVE COACHING AND SPEAKING SERVICES

Executive Coaching Services

<https://garfinkleexecutivecoaching.com/>

Joel has 20 years of first-hand experience working with thousands of executives, senior managers, directors and employees at the world's leading companies.

- *Executive presence coaching*: Learn how to convey confidence as a business leader, be respected as an authority, and have a professional magnetism that influences others.
- *Career advancement coaching*: Learn how to take your career to the next level based on his book *Getting Ahead*.
- *Lead through influence*: Learn how to become an influential leader by adopting the five key traits all influential people have: (1) Solid reputation, (2) Enhanced skill-set, (3) Executive presence, (4) Superior likeability and (5) Power to persuade.

Speaking Services

<https://joelinspirationalspeaker.com/>

Joel Garfinkle is sought-after keynote speaker, corporate trainer and online webinar facilitator. Book Joel to energize and educate your keynotes, meetings, conventions, and seminars with his compelling and inspirational speaking style.

1. EXECUTIVE PRESENCE: *4 Ways to Convey Confidence and Command Respect as a Leader*
2. CAREER ADVANCEMENT: *Release Untapped Potential of Your Underutilized Leaders*
3. THE INVISIBLE LEADERS: *How to Find Them and Help Them Shine*
4. DEVELOPING INFLUENTIAL LEADERS: *5 Traits That Create High-Impact leadership*
5. POWER OF PERCEPTION: *Reputations Are Built on Perception*
6. MAKING TIME FOR THE WORK THAT MATTERS: *Learn How to Prioritize Your Work for Maximum Impact*
7. UNPLUG, DISENGAGE AND DISCONNECT: *How to Create Balance in Your Work & Your Life*
8. STOP AVOIDING DIFFICULT CONVERSATIONS: *Practical Tactics for Crucial Communication*

Like most people in our speed-oriented culture, you've probably become obsessed with hurrying. You wake up thinking about how you'll complete the long list of tasks on your plate that day.

Are You Always Stressed and Hurrying at Work? will help you diagnose your rush syndrome and determine what triggers it. You'll learn when you're most likely to rush, and how to break the cycle with Joel's 39 strategies, such as:

- ♦ Separating the important from the urgent
- ♦ Gaining control over your calendar
- ♦ Breaking the smartphone addiction
- ♦ Working with your basic rest-activity (BRAC) cycle
- ♦ Finding your best working speed

By eliminating the constant need to hurry, you'll free yourself to think creatively, become the best leader you can be, and accomplish more in your career—while getting more out of life as a whole.



JOEL A. GARFINKLE is recognized as one of the top 50 executive coaches in America. Global Gurus named Joel #14 on its list of the top 30 global coaching experts. He is also a Master Certified Coach (MCC)—the highest level of achievement in coaching—and author of 11 books and over 300 articles on leadership. His client list for coaching and corporate training includes Google, Amazon, Starbucks, Bank of America, Microsoft, Oracle, Deloitte, Ritz-Carlton, Genentech, NBC, the NBA, and many other prestigious companies.