

NOW

152. Welcome to the Age of Metabolic Management. We all know the fabled race eventually goes to the Tortoise. Well, times change. Google-speed or Alibaba-speed is the new limit (until the record is broken, which it will be soon enough), and we are now officially living in the Age of the Hare. As Larry Light, McDonald's Global Chief Marketing Officer, put it in *Advertising Age*: "*Today, you own ideas for about an hour and a half.*"

My "moniker" for dealing with and thriving in the Age of the Hare is ... *Metabolic Management*.

I believe it's one of the boss's ... *prime tasks* ... to Purposefully and Consciously and Perpetually work on Accelerating the Corporate (project team, etc.) Metabolism. Some thoughts:

- Exhibit personal urgency ... *hourly-daily-consciously*.
- Hire for it. (*My car dealer pal Carl Sewell said he looks for antsy people "who literally can't sit still" during an interview. One well-known headhunter takes candidates to lunch in the city—and frowns if they don't jaywalk.*)
- Promote it.
- Reward it. (*"Speed Demon of the Week" recognition at the Monday Morning Huddle.*)
- Set aggressive targets—forget "incrementalism," go after a 75% or 95% or 98% reduction in the time it takes to do X or Y or Z. (*Bold targets inspire—and are indeed possible on the speed front. In fact, I suggest something like never accepting a "speed up" suggestion of less than 50%.*)

Etc. ...

153. Walls of "Yesterday." Walls of "Tomorrow."

What do your walls look like?
Do they look like "yesterday"?
Or do they look like "tomorrow"?

Yesterday = Plaques from past awards and group pictures from past parties. Etc. Etc.

Tomorrow = Work-in-Progress pictures for ongoing projects. Interesting press clips on new products just launched. Customers landed or vendors signed up in the last 30 days. Six new hires in the last 30 days. Etc. Etc.

(This idea is de facto stolen from Steve Jobs. When he returned to Apple from the wilderness in 1997, one of his first acts was to remove all traces of old glory from his office and Apple facilities in general. He felt the product line he inherited was un-scintillating, and wanted the affect of the place to reflect work in progress, not icons of yesteryear.)

154. Pissing Away Your Life: Like It or Not, Work Is Life! Some say I use words like "Wow" too much. "You damn well can't," they say, "turn every 'day at the office' into some 'Adventure in EXCELLENCE.'"

Well, "they" have a point—to a point.
But it ain't much of a point.

Let me be crude, rude, and short but not sweet: By the time you're nearing 30, let's say, the stay-up-every-night-'til-2 a.m. era is pretty much behind you. So, let's say you awaken on average at 6:30 a.m. ... and turn in around 11 p.m. (More or less.) That's 16.5 waking hours—call it 17. You just plain lose, say, two hours a day—a little over one hour on your 2-way commute, and 45 minutes on whatever. So now we're at 15 "usable" hours.

Suppose your ordinary workday is 8:15 a.m. to 5:30 p.m.—that seems about right to me. (I'm not citing research here, other than years and years of casual observation.) So the work day amounts to 9.25 hours.

Which is to say, you are spending, Monday through Friday, about 9.75/15ths ... or roughly two-thirds ... of your usable hours at work. Which in turn means ... *If you piss away your work time, you're pissing away well over half your "conscious" "life."*

This document is #8 in a series of 48 highlights from Tom Peters' *The Little BIG Things: 163 Ways to Pursue Excellence* (HarperStudio, 2010). For more information, visit tompeters.com.

