

# 3 Commitment

From “I just don’t wanna.” to “I can’t wait!”



Don't be ashamed to admit it. Even though you love your organization, sometimes you're probably just not in the mood to go to that meeting or spend all kinds of time on the project when you could enjoy being the party machine that you are. So, you play the “I'm sick” or slightly more sophisticated “previous commitment” card. Or you just get through it with a bummy attitude and then it's over. In both situations, you are not enjoying yourself, and the organization feels the effect of your absence or attitude.

As students, we have a million things to do. Many people out of school enjoy a pleasant nine to five workday. But a student's toil is more expansive. We have to take care of work, studying, applications, interviews, finding our soul mates, etc. Many adults can afford to enjoy nine hours of sleep a day, but try to find students who indulge in this much resting pleasure. It's only natural that the drain of your schedule would leave you unready to allocate more of your precious chill time to something that resembles work. In these times your commitment, the link between you and your organization, is challenged. By strengthening commitment, you can be assured that you'll always keep the ball rolling.

So, in this chapter, you'll gain a unique perspective that can serve as a crucial “counterweight” to battle the milieu of excuses that arise from the busy, stressed, exhausted mind. Additionally, you'll learn a wide variety of techniques to bolster your available time, energy, and passion so that the organization can benefit from what it needs most—you!

## Why is my commitment important?

Often students in leadership roles like to think, “I’m the boss, I get to delegate and chill out.” But alas, chilling out will only make your organization freeze to death. You see, as a leader, you set the pace for effort within your organization. The sad fact is many group members aren’t wholly infatuated with your group’s mission; many just participate in an organization solely for the line on their resume that reads “Important XYZ Club”. These individuals often look to a leader to see what minimum level of effort is acceptable. These energy-conserving individuals get a feel for the leader’s effort, then estimate how little they can do without feeling guilty or being perceived as a slacker.

The mental logic often goes something like, “Well, Jim runs the show, and he puts in about three hours a week, so two should be just fine for me.” Many individuals set their effort levels at a fraction of the leadership’s effort levels. Of course, they aren’t doing precise calculations and rounding after six decimal places—but they do have a ballpark idea of how much of the leader’s effort they should match. You can see members’ limits as they hit the compassion/guilt point and say, “Lisa, you’re doing so much! I feel bad; let me take some of it off your hands.”

I call this concept the commitment coefficient, a rough, subconscious number by which individuals multiply the leader’s effort to see how much they should exert. The rough number differs from person to person, depending upon a variety of personal factors. Confused? Take a look at the following example:

Tina is the leader of her organization, and she puts in five visible hours a week into her organization. The members exert amounts of effort relative to Tina’s commitment:

<b>Tina (leader) puts in 5 hours</b>		
	<b>Commitment Coefficient</b>	<b>Hours Exerted</b>
Paul	0.4	2.0
Tim	0.7	3.5
Susan	0.3	1.5
Teeto	0.5	2.5
Jimbo	0.2	1.0
Billy Bob	0.8	4.0
Enrique	0.2	1.0
Jedidiah	0.3	1.5
Thornton	0.5	2.5
Cletus	0.8	4.0
<b>Total Group Effort</b>		<b>23.5</b>

But watch what happens when the leader increases her effort level by just one hour a week:

<b>Tina (leader) puts in 6 hours</b>		
	<b>Commitment Coefficient</b>	<b>Hours Exerted</b>
Paul	0.4	2.4
Tim	0.7	4.2
Susan	0.3	1.8
Teeto	0.5	3.0
Jimbo	0.2	1.2
Billy Bob	0.8	4.8
Enrique	0.2	1.2
Jedidiah	0.3	1.8
Thornton	0.5	3.0
Cletus	0.8	4.8
<b>Total Group Effort</b>		<b>28.2</b>

Because the leader serves as a baseline for other individuals' effort, the total group effort rises by over 4 ½ hours when the leader increases her effort level by just one hour. The larger the organization and the more individuals who measure themselves against the leader, the more power this principle delivers. As individuals set their effort levels according to yours, others set their effort levels according to those other individuals. What results is a powerful, too-good-to-be-true, old-fashioned pyramid scam of leadership!

## Time

Perhaps the greatest enigma of time is that nobody has enough of it yet we almost always succeed in wasting it. Time is different from every other resource we utilize. When we don't have money, we don't buy excess clothing. Yet when we don't have time, we still fritter it away on whatever may pop up. Perhaps the explanation behind such odd resource waste is that we don't think of time as a resource. Everybody knows that time is precious and should be utilized carefully, but few people treat time with the respect that it deserves. Some perspectives and techniques to restore that respect follow.

### *Assign a cash value to your time*

The cash value technique can radically change the way you dole out your time. By thinking to yourself, "My time is worth \$8.00 an hour," you'll find yourself unwilling to spend your time on pursuits that don't provide you with \$8.00 an hour of enjoyment. Think about it; you wouldn't spend \$16 on a mediocre movie, so why would you spend two hours of your life on such a film? When your friends communicate "Oh, c'mon let's go see the sequel to that mediocre movie starring that pseudo-talented pop princess," thinking that you'll lose \$16 on the venture makes you at least think twice. You'll find yourself getting a little stingier and

choosier about your activities—and choosiness is exactly what's supposed to happen.

It doesn't matter what value you place on your time, as long as it's respectable and reasonable. If you set it at \$1,000,000,000 or \$.50 an hour, you'll find that it's too large or too small to make a real impact on your judgment. Try setting it at a little bit more than you could make right now at a cool job that pays well—whether or not that is the case. Then start evaluating all activities with the new framework. Ask yourself:

- How long will this activity take?
- How much "time-cash" will that cost?
- How important is this activity?
- How likely am I to enjoy this activity?
- Can I bail out midway if it's no good?

Get into the habit of giving your time a cash value, carefully evaluating options using this metric, and seeing what's worthwhile. Having performed such evaluation, you'll have more gumption to use the following technique.

### *Just say no*

We experience pressure all the time to do all sorts of things. Some pressure is great and gets us off our butts so we start moving in the right direction. Other pressure makes mediocre-to-horrible activities seem like not that bad of an idea (i.e., "C'mon! Let's drive around, it'll be SOOOO much fun!") and unnecessarily drain your most precious time.

So, "just saying no" works for more than just refusing drugs; it works for banishing time-wasters from your schedule. Carefully weigh each activity and decide for yourself. Practice saying "NO!" out loud by yourself; it's a power trip! Ask "What gives me the greatest satisfaction?" If external pressures seem too great, here's a powerful truth to counteract it: In choosing

to do one activity, you simultaneously choose not to do all others. Economists define this phenomenon as “opportunity cost”—the joys of the best alternative that you forego by making an individual decision. In seeing that pop princess on the big screen, you choose to utilize your two hours chilling with your peeps in front of a screen. However, you also choose not to use those two hours to do everything else on the earth that you could do. Could you be changing the world, courting that special someone, or networking right now? The best thing you could be doing is your opportunity cost. I dare you to start thinking, “What could I be doing with my time right now?” Indeed, the question may overly haunt you. Use it to frighten you into making good choices, but draw the line if it starts to intrude upon your relaxation time.

### *Eliminate extraneous junk*

Often the main person you need to say no to is yourself. If you're like many other student leaders, you'll find yourself with tons of tasks and to-do items occupying your free time. Much of the stuff you have to do, you create for yourself to do. Indeed, often it is only ourselves saying, “I need to do A, B, C, D, E, and F.” Here's the quickest way to clear an item from your to-do list: decide not to do it!

Many achievers create these mental and paper to-do lists presumably because they like an activity and certain tasks just go with it. Challenge this presumption! Times change, people change, activities change, priorities change; perhaps the activities you're involved with are no longer as thrilling as they once were. Perhaps you're just acting out of habit, and your passion has waned. Take a break from the fray to see if you really enjoy all that you're presently doing, or if you're just doing it out of habit or because you know someone else wants

you to do it. Brian Tracy recommends that you address each activity and ask yourself a powerful question: “Knowing what I know now, would I have gotten involved with this activity?” Be honest. This question helps you zero in on what activities and commitments you find truly worthwhile. If the answer is “no,” create an exit strategy so that you can get out of the activity without shirking any key responsibilities or leaving your partners in a tight spot. Then do it!

### *Schedule it*

“Work expands so as to fill the time available for its completion.” Ponder that for a moment. This statement, known as Parkinson's Law (from C. Northcote Parkinson), is powerful stuff. If you've a paper due on Friday, when does it get done? Friday. If it's due on Tuesday, when does it get done? Tuesday. Yet all tasks have an inherent flexibility regarding how long it takes to do them. In the book *Parkinson's Law*, Parkinson describes a woman with nothing to do in her day but send a note. Because she has plenty of time, she spends all day trying to find the address, composing the note, and deciding whether to take an umbrella on her journey to the post office. Such dilly-dallying is ludicrous, but you've seen it before. When you have all day to take care of a little task, you welcome interruptions, and you may spend extra time trying to make things “cute”, “snazzy”, or “perfect.” When you hear these words enter your mental dialogue, you've located some fluff that can be eliminated. Snazzifying, while fun, is not always necessary.

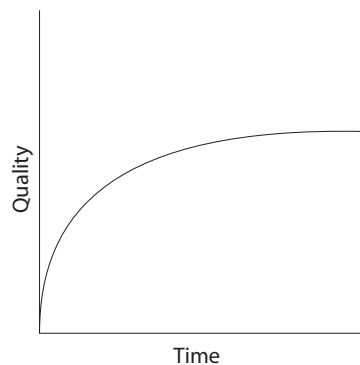
So, the key to not acting like the ludicrous woman Parkinson describes is simply allotting less time to activities. (Judges, you're loving this; perceivers, just give it a try!) Most projects don't have to become wonders of the world, but merely functional. So don't waste time trying to doctor things up! Also, allocating

less time can pit you in an exciting race against the clock, which tends to focus the mind and motivate the body to work much more efficiently. You can apply the low allocation technique to nearly all your tasks. You can really see the power when you have a whole batch of activities that can be executed in rapid succession. The next time you have such a batch, jot down a challenging, yet realistic, timeframe for the completion of each one. Here's an example:

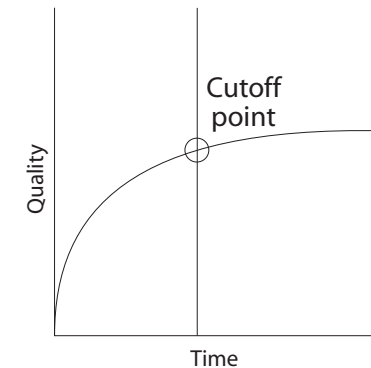
Calculus homework—70 minutes  
 Emails to advisors—8 minutes  
 Make appointments—4 minutes  
 Total—82 minutes.

### *Time vs. Quality*

Once you've set deadlines for a while, you intuitively understand that each task can be completed with differing amounts of time. Generally, spending more time on a task will result in more quality in the final product. But spending more time on an important task is not always the wisest course of action. As you spend more and more time on a task tweaking the project, you make less quality gains per each additional minute invested. It's an application of the law of diminishing returns. Confused? Peep the following graph:



Note that towards the beginning of an activity, your time begets great gains in quality, but after you've put in a fair amount, time marches onward, but your quality gains are minimal. On most activities (those of medium-level importance) you'll want to stop exerting effort just before your gains shrink big-time, as demonstrated in the following graph:



Of course some projects are crucial and demand very high quality, but perfectionists beware: Working to make things perfect will often result in pretty products, but wasted time. Really think about how important a given activity is, and always remember the opportunity cost.

### *Conquer procrastination*

Easier said than done. Procrastination is a weakness for many people; even high-achievement individuals can carry this vice throughout their entire lives. But you do not have to be one of these folks! Procrastination drains time by putting distance between the time you know that you need to do something and the time you actually do it. Duh. But what you may not realize is that during this intervening time, you forget key information and have to spend extra time looking it up. Such loss happens a lot in the gap between learning class material for the first time and cramming for the final.

Also, when you're pressed against the wire, you have no flexibility to do other things. A lack of flexibility makes average opportunity cost rise. For instance, if you've been invited to a party filled with gorgeous humans on the evening before a big project is due, but you haven't done the project, you are in a tight spot! You do not have the availability to take advantage of the outstanding opportunity while still finishing the project.

These reasons, and others, have led Edwin Bliss in his book, *Doing it Now*, to proclaim that if you don't have a legitimate reason, "delay is always bad". He offers several tips for conquering the procrastination beast. Bliss advocates use of the "Salami Technique". The technique gains its name because a large task is like a fat log of salami—it seems very unappealing. But once you slice it into small pieces and sample them, you may find it rather tasty. Here's an example of how to put this technique into action. If you need to write some thank-you notes, list all the tiny steps:

- Find the addresses
- Get envelopes
- Get the cards
- Get a pen
- Get stamps
- Put all of these objects on a desk
- Sit down at the desk
- Write an address on an envelope

Etc, etc. After you've broken down the task into tiny units, commit to doing a single, itty-bitty step that you've written down. Firmly tell yourself, "I am going to locate the addresses." Once you have successfully found them, you're free to go. But often you think, "Well, that was easy, and

since I'm already started, I might as well get those envelopes." The technique addresses the root of procrastination by conquering inertia and creating that initial momentum.

### *Time tidbits*

The aforementioned guidelines should address the bulk of your time issues, but here's a bunch of little pointers as a bonus:

- **Cut down on eleven-hour weekend sleep fests.** Sleeping too much actually saps your energy. Cap it at a little over nine hours unless you have a major deficit.
- **Do the task you dread most first.** This will boost your confidence and energy because once you've done this, you feel like you're on top of your game and nothing can stop you.
- **Pack up.** When you've got a few differing plans (i.e. class, working out, chilling with friends), don't run back to your room to grab clothes or papers. Instead take it all with you at the onset of your adventures. Then nap, grub, read this book, or think during the newly-freed interim periods.
- **Wear a watch.** It's harder to lose track of time when it is constantly on your wrist.
- **Email.** If you have business to communicate to a friend, email them. If you call them you may be lulled into a lengthy phone conversation. Calls beget chatter, so call only when you seek chatter.
- **Get a planner or palm pilot to make scheduling simpler.** Also, keep contact information there so you don't have to keep checking the phone book or harassing people for a number. Using Outlook and synching the palm really kicks it up a notch.
- **If someone asks a favor, ask them do a part of it first to enhance your productivity.**

- **Keep records.** Remember the application essay trick? Keep reusing what you've done.
- **Bundle tasks.** Bunch up tasks based on where and when they need to be done. Never make a special trip for a single item unless you have to (and if you have to, you've probably screwed up somewhere earlier).
- **Final perspective:** "My time is elastic, but my demand is not." All your tasks can give a little, but your most important goals—your demands—cannot.

So, with these techniques, you've freed more precious time for the organization, but your time is worthless if you can't haul yourself out of bed. So now we examine...

## Energy

Energy is another interesting phenomenon among students. Sometimes we have tons, and other times we can barely drag ourselves to class. Between intense academic schedules and all-night raves, we can't always feel ultra-zippy, but there are some cool little tricks that can keep you peppier than you are now.

### *Sleep*

How's that for an original energy trick? Now, I'm sure your mothers have been preaching the need for more sleep since birth, but have you ever really heeded them? Well, now that you've freed up all those hours, occupy some of them with sleep. You'll feel better and just enjoy your life more.

Ronnie Bates, a cadet at the United States Military Academy at West Point, experienced extreme sleep-deprivation and sums up the simple truth about sleep: "I think most people have to learn about sleep the hard way; I know I did. Some nights I would only sleep about three hours, but it really caught up with me. Life really sucks when you're dead tired. Just sleep."

The way you behave prior to sleep affects how well you will sleep in the evening. If you've had an active, exhausting day, then your body will delve deeply into sleep and feel great the next day. Exhaustion is one reason why exercise programs result in more vitality. Immediately prior to sleep, you should be exposed to dark cues. Our bodies respond to the presence or absence of light, which is why humans around the world tend to sleep when the sun is not in their corner of the planet. However, if you're watching TV or IMing right before bed, you've given yourself light cues. That is, your body is affected by the light of the screen/monitor and takes longer to delve into a deep sleep.

There are some other key things to remember about sleep. Humans sleep in roughly 90-minute cycles. In order to get the most rejuvenation per sleep hour, plan your sleep so that you are getting a little more than 6, 7.5, or 9 hours of sleep a night. If you're in a crunch, set your alarm for a smidge more than 1.5, 3, or 4.5 hours after you've hit the sack. Additionally, sleeping when you're cold or uncomfortable reduces the quality of your sleep. Be 100% satisfied with your mattress and pillow. Spend the cash on some quality stuff. You're worth it. Take the time to get good and cozy. If you're feet are cold, haul yourself out of bed to grab some socks. If you're a little thirsty, take the time to get some water. You'll be glad you did.

### *Excitement*

While sleep is certainly a key driver, it is not the sole determinant of your energy level. It's not only about sleep. The excitement of your days also matters. Have you ever been to a really exciting conference or seminar? You love listening to the speakers, participating in the exercises, and hitting on the attendees. Energy levels at gatherings tend to be quite high; however, sleep levels tend to be quite low. Sleep time is stolen

through driving, hot-tubbing, and late night deep conversations about “life...wow”.

The key factor is excitement. Incorporate excitement into your general day-to-day life. You can do this by frequently visualizing the end result of your efforts. If you're studying for a quiz, you can imagine that sleek, sexy “A” your final grade report. If you're preparing an agenda for a meeting, you can imagine all members fully engaged and engrossed in the tasks at hand. Visions of success supercharge the mind and body.

The *Seinfeld* cast did a great job of tapping into the excitement of the little events of everyday life. They got all worked up and passionate about the silliest, irrelevant details. For instance, when Jerry's girlfriend's hands happened to look a little masculine, the whole *Seinfeld* gang got in spirited discussions about the grotesque nature of “Man-Hands”. You can extract a valuable lesson from their antics: find and magnify the excitement of the little things of life.

### Physiology

You can manufacture your own excitement without any external stimuli. How can you tell if someone is elated, grumpy, or motivated? Well, you can see it in her body language and facial expression. You can hear it in her voice. We'll call all these detectable indicators of emotion “physiology”. Most people assume that people feel a certain emotion, and then their bodies respond to it by showing frowns for sadness and tension for anger. In other words, emotion creates physiology. But what most people don't know is that you can take advantage of the reverse. That is, you can change your physiology to create the desired emotion.

Say there's a meeting that you don't want to attend. Well, observers could tell your feelings by taking a look at

your physiology. You're probably slouched downward, full of sighs, and ready to fall over. But you can change those feelings merely by changing your body posture. You want to feel motivated? Well, just pretend you feel motivated right now. Move your body as though you were motivated. Hold your head up high as though you were motivated. Stride quickly and confidently as though you were motivated. As a bonus, think about what would be going on inside your head if you were feeling motivated at the moment. Would the *Rocky* theme be playing through your head? How would you be talking to yourself? If you give this exercise a sincere effort (two minutes or more of all-out goofiness), you'll be amazed at how you have the power to manufacture your emotions in the way that they'll most please you. You can try it for happiness, excitement, elation, or confidence. Use it for whatever you need—when you need it!

As an added bonus once you're inside the meeting, use an additional trick to maintain your interest. Simply pretend that the proceedings of the meeting are the most fascinating things you've ever heard. Just pretend that each morsel of communication that flows forth from the speaker's mouth is leading up to a tremendous revelation. Each sentence is the holy grail of knowledge, the meaning of life, a crescendo of profundity and insight...over and over and over again. Sit on the edge of your seat, lean forward, widen your eyes, nod gravely, wrap your ears around every syllable. I've shared this technique with many students at leadership conferences, and they always say something to the effect of, “I was about to fall asleep, but I didn't want to be rude, so I used your trick. It really worked; by the end I actually cared about what the guy was saying.”

### *Calm*

It's unusual to think that both excitement and calm—complete opposites from one another—can increase your energy levels. You want to tap into excitement when you're dragging, and calm when you're feeling a lot of nervous stress. Stress and frustration effectively steal energy from your body by demanding more energy than is necessary. So, chill out and take a breath!

I learned a nifty lesson about calm during my first week of finals in college. I was very stressed. I kept thinking, “Okay, I need to know this, this, and this. After math, I need to hit the psych definitions really hard! Then I need to make sure I know that new accounting stuff.” It was during this timeframe that my Spiritual Director passed along to me a very helpful tip. She said: “Do each thing as though it were the only thing you had to do all day. Focus on just that one thing; in that moment, that is all there is.” By doing this, I found that finals-related stress evaporated. Try treating each thing as the only thing. Let your mind wholly embrace that one thing in that moment. Let calm ebb over you, and let time slow like *The Matrix*. You can think of each task as a little game, then emulate every coach ever interviewed and take it “one game at a time”. Be careful, though, you may find yourself so calm that you indulge in a task for too long. But, if you schedule a specific end time—and not dwell on that end time during your labors—you can circumvent the slowness snafu.

### *Nutrition*

Sometimes student leaders can get so wrapped up in projects that they forget to eat a meal. Such negligence will kill your energy level! The eating lesson can be difficult to learn because the energy dip occurs several hours after the meal should have

been consumed—so the connection isn't immediate. Eat meals large enough to satisfy you, but not so large as to divert all your blood away from your brain to your poor stomach, which has to digest them. Try keeping snack or cereal bars in your bag so you won't be caught off-guard.

Also, because your body is over half water, it may function poorly if you neglect to drink plenty of water. Water is like the oil that keeps the body's systems well-lubed and ready to go. Without proper hydration, your thinking slows and productivity may plummet. Once you realize that you're thirsty, your body has already been suffering from suboptimal hydration. Translation: Drink more water!

### *Take a break*

Even a little respite (twenty seconds to three minutes) from the stress of your schedule can work wondrous benefits. Robert K. Cooper in his powerful book, *The Other 90%*, shares some fascinating advice about the value of taking small breaks. According to Cooper, when people focus non-stop for half an hour on one task, their “problem-solving time increases by up to 500 percent.” That means it could take you a whole sitcom episode to achieve a five minute task! Many other studies confirm the value of incremental breaks. He maintains that by taking short breaks, we can actually achieve more per day and feel better as we're doing it. He shares how to revitalize yourself in a jiffy:

- Deepen your breathing
- Take in some sun or strong indoor light
- Straighten and loosen up your posture
- Drink cold water
- Have a laugh
- Indulge in some inspiration

Better yet, do nothing. Literally nothing. Just sit. If you have a thought let it float away or fall to the ground. If you feel bored, too bad! Don't sleep, think, scratch an itch, or anything. Try to remain in the zen-like state of simply being. Chances are that you have some workaholic tendencies (after all, you are reading a book on student leadership), so nothingness may be difficult at first. But take a deep breath and give your body and mind a real chance to be liberated from all your abuse. I promise you'll find that you're raring to go afterwards.

## Passion

With a wealth of time and energy all that's missing is the desire to apply those resources to your organization. Here you'll discover techniques to light that burning fire of passion inside you. When you hunger and thirst to bring what you have to your organization, things really start to move.

### *Why do you care about your organization?*

Ask yourself this question many times in many ways. If your answers are inadequate, see if you can incorporate what's important to you (remember your strengths) or get yourself another organization. Ask yourself this question and all its variants such as:

- What does this organization do for me?
- Why do I spend my time in this organization?
- What have been some of the coolest moments of my involvement in this organization?
- What has this organization given me?
- What would this organization look like at its finest?
- What are the little extra perks that I like about this organization?
- How will I look back fondly on this organization?

As you ask yourself the questions, make a long list of all your answers. You'll be amazed at the massive number of answers. It will send a strong message to your nervous system: "I love this." Here's a sample of a piece of a list:

- 1) I get to use my talents.
- 2) I get to learn tons about \_\_\_\_\_.
- 3) I get to meet a ton of fun people.
- 4) I get to goof around and be myself with some homeys.
- 5) I get to serve others.
- 6) I get a bunch of dates!
- 7) I enjoy the networking opportunities to advance my agenda.
- 8) I feel the satisfaction of working hard and being acknowledged.
- 9) Sweet road trips
- 10) The decoration on my resume
- 11) The thrill of performance
- 12) Free food
- 13) The chance to hob-nob with powerful people
- 14) I learn about interpersonal dynamics and leadership.
- 15) I gain experience working in groups.
- 16) I learn how to work with different styles of people.

The list can go on and on. Indeed, the longer the better. Let your mind dance in the past, present, and future. See what it is that you love, and then note the sheer volume of the perks. If, per chance, you can't really identify much, do not fret. Maybe you just have an indescribable love; many would be hard-pressed to list reasons why they love their spouses. They just know that they do. Either way, let your passion take your breath away.

## The Power Dance

The next time you feel some excitement about the direction or progress of your organization, or that deep satisfaction from getting an important job done, indulge in “The Power Dance”. Certain moments have some special emotional pull on you. These moments have kernels of passion that you can “pop” with some dramatics.

One day a friend of mine told me about his future career and possible endeavors into politics. Right after he shared these things with me, his face turned red, his shoulders clenched up, and he belted out: “OH HHHH! I’M EXCITED ABOUT MY FUTURE!” Yes! That summarizes what it’s all about! Celebrate that which is to come via a power dance. This technique couples the power of physiology with a special moment in your organization’s history.

You take the kernel of satisfaction and excitement, and just POP! Think of all the delicious possibilities. Place your hands together in a *Simpsons*-esque Mr. Burns fashion and say “Excellent, excellent.” Stretch your arms out and declare, “The universe is mine, muhahaha!” How? Well, your universe or domain or important task is in outstanding shape. Jump about a spacious area (privacy is ideal here) and revel in the success of your organization. Love your contribution to it, and feel the yearning to dive in ever deeper.

However you choose to do your power dance, treat yourself right by savoring a moment of organization-related achievement or contentment. Think about how your contribution results in the organization’s success in the big picture. Think about the growth of the organization and all the tremendous opportunities that await it. When you are handed a moment, snatch it and enjoy it. Let your mind drift and linger to the organization’s success.

## Recap

- Your commitment makes a huge difference; people are watching and basing their effort levels on yours.
- Your time is precious; dole it out judiciously. Be proactive to make optimal use of it.
- Listen to your body and give it what it needs to keep going.
- Cling to why you love your organization and what you’re doing.

So, now you understand the powerful ripple effect that your commitment can make within your organization. You have discovered nifty techniques to free up more time and energy. You can juice up your desire to apply these newfound resources into your beloved organization. Hopefully, you now have a deep, heart-felt commitment to your organization, and others will soon see and respond to your level of commitment. Now, what are you so committed to? It must be your. . .