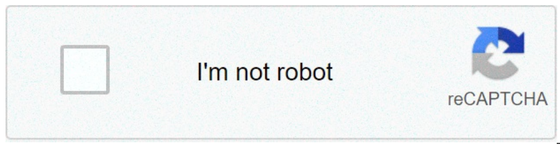

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Keen.com www.keen.com Connects people with questions to people with answers by phone. Pick a category — from arts and entertainment to business and finance — and you get a list of experts who are available to take your call. If you use your phone line to connect to the Internet, you'll need to log off quickly. "Your people do turn up for work, don't they?" I was once asked by the chairman of my company. He was peeved. In his own office, he'd come in very, very early — and not see anyone. When he left at night (very, very late) he couldn't see anyone either. He worked every waking hour. Why didn't everybody else?I am constantly amazed by how many managers measure commitment and achievement in hours. They smile at the eager beaver who's at his desk by 7 a.m. They're impressed when he's still there 12-14 hours later. The "If you eat lunch, you are lunch," culture is still with us — and apparently worse than ever.The number of hours that American workers spend at work has hit historical highs, while paid time off for vacations, holidays, personal and sick leave has been going down. The typical middle-class married couple with children now works over 3,900 hours a year — the equivalent of two full-time, year-round jobs. Flexible time arrangements, which grew steadily through the '90s, has now nearly ground to a halt. And while more of us work from home, this "flexibility" seems to be facilitating longer work hours rather than richer lives.As an economist at Penn State University, Lonnie Golden has been tracking this trend and identified some interesting patterns. He sees a link between long hours and greater inequities in pay. "Where pay is highly unequal, people work longer hours because they think it's a signal they're promotable: What else can I do to prove my dedication? So I think they are linked — unequal pay and status through hours."But we all know that's stupid. Right? We all know that more hours doesn't equal improved productivity. Trucking companies that reward insomnia experience higher accident rates. Software companies operating code-through-the-night cultures produce buggier work that takes longer to fix than those that send their engineers home at the end of a 40-hour week. In an economy increasingly dependent on creativity, innovation and knowledge for its competitive advantage, we know that these aren't enhanced by grueling hours. Often, it's quite the reverse: The great idea is a lot more likely to arrive as you turn away from the problem.So why do so many companies still reward long hours and look askance if you go home at 6? In part, they're stuck in the past, tied to an industrial paradigm in which more hours produced more widgets. (Though this, too, turns out to be false, as studies in the 1920s showed that introducing breaks — not increasing hours — improved productivity.) In part, an hours-centric culture reveals the management's insecurity: We treasure what we can measure. And when we're exhausted, we're also reassured that we've worked hard. But mostly, I think an emphasis on hours is about dominance: Managers feel powerful when they keep you from your home, your loved ones, and your life. In the jealous battle that companies wage for your loyalty, keeping you at the office represents a victory.They win, of course, at their own expense as well as yours. Not just through burn out (endemic in those industries that relish all-night stands) but vast amounts of time-wasting: meetings that require agendas which themselves require pre-meetings to define and a lack of focus exacerbated by too much time. The worst product I was ever responsible for was the one that absorbed the most time: We talked and planned it to death. Then there's what Golden calls "on-the-job leisure," when workers are too tired to work effectively — but too afraid to go home to recover.Many women, on becoming mothers, comment that their urgent need to be out of the building by 6 p.m. makes them vastly more productive and disciplined. They often wonder why their work used to take them so long. The answer, of course, is that it didn't: They had more time, so they took more time. When time's at a premium, it's amazing how much you get done.As well as being suspicious of his employees, my chairman was dismissive of Europeans. Their long holidays struck him as inherently lazy and decadent. Who could regard people who took six weeks' holiday seriously? And yet, having worked much of my life in Europe, my experience had been that Europeans were more disciplined and more productive in a day — because they had lives they wanted to preserve and get back to. The data bear this out: U.S. productivity is not increasing at as fast a rate as that of countries with shorter working hours.One smart CEO, Gail Rebuck, has always known this. When she took charge of the publisher Random House UK, she inherited what she called a "jacket-on-chair" culture: Staffers used to leave their jackets on the chair (even if they were gone for the night) to give the impression that they were still working. But Gail had never been impressed by hours. Her view was that if you had to work late, it was either because you were incompetent — or had an incompetent boss who didn't know how to manage your workload. The fact that the boss thought this — and that her own schedule reflected her beliefs — changed the culture. Jackets left chairs; people went home. While we often think that a culture is the hardest part of an organization to change, I think that Gail's story shows us how profoundly you can effect change by a subtle shift in attitude.Lonnie Golden observes that "we value ourselves by what we do and how we spend our time." Who would you rather be — someone who works long or works smart? The best managers know that, in order to do smart, innovative work, we need to lead interesting, creative lives. They can (and some do) reward activity outside the business that brings freshness and insight into the business. Their appraisal systems assess quality of work and customer satisfaction, creativity and the ability to inspire our co-workers. I even know of a few companies that use annual reviews to ensure that their employees are going home, taking vacation, and having real lives. Not only are they not impressed by long hours; they positively reward those who can be productive without them.Time is a company's most precious asset. Unlike capital, you can't make more and you can't borrow it. Yet most companies today squander their asset in a desperate attempt not to be productive but to feel productive. I think we'd do better to follow Gail's example and to interpret long hours as incompetence.You'll be amazed how swiftly competence will follow. Margaret Heffernan is former CEO of ZineZone Corp. and iCAST Corp. Additional information about Heffernan — as well as additional Culture Club columns — are available in Online Insights. We've all heard of people seceding because of a desire for liberty, a deep political grievance or a sense of ethnic solidarity. Understandable, if sometimes wrongheaded or unwise. But what about seceding just for fun? That's what happened on May 1, 1732, when a bunch of prosperous Quakers from Philadelphia, the chief settlement of the Pennsylvania Colony, leased a little property from the Lenni-Lenape tribe. There, on the banks of the Schuylkill River a few miles upstream from the city, they built a clubhouse—a castle, they called it—and promptly declared themselves the Colony in Schuylkill, an independent entity with its own governor, lieutenant governor, councilmen, coroner and sheriff. In 1782, in keeping with the times, the group shook off "Colony" and became the State in Schuylkill. It has had to move a couple times since, but as far as one can tell (its affairs are kept very quiet), the club is still going strong in its current castle, just outside Philadelphia on the Delaware. The purpose of all this political business? Fishing. Well, that and barbecuing. And, of course, drinking. In the 18th century, it was customary for a gentlemen's social organization of this character to carouse a fair bit. The fuel for this carousing was invariably a large bowl of punch. Every club had its own version, most of which have been lost to history. But not the recipe the State in Schuylkill always served at its "Fish House," as the castle was informally named. Since at least 1794 (the earliest mention we have of it), the concoction has been pretty much the same: lemon juice, sugar, rum, cognac and old-school peach brandy—a high-proof, dry, barrel-aged brandy distilled from peaches, as opposed to a sticky-sweet peach-flavored liqueur. There's a reason for this longevity: Fish House Punch is one of the most pleasant inebriants known to science. Definitely worth seceding over. 8 Lemons 2 1/2 cup Demerara sugar 16 oz Boiling water 16 oz Fresh lemon juice 750 ml Smith & Cross traditional Jamaica rum (or other strong Jamaican) 12 oz V.S.O.P cognac 12 oz Peach brandy 12 cup Cold water (96 oz) Garnish: Grated nutmeg At least a day ahead, fill a 2-quart bowl with water and freeze until completely solid. In a large punch bowl, muddle the lemon peels and sugar. Let the mixture stand for at least 3 hours. Add the boiling water, stirring until as much as possible of the sugar has dissolved. Add the remaining ingredients and stir to combine. To serve, add the ice block and garnish liberally with freshly grated nutmeg. This recipe serves 25. Rate This Recipe I don't like this at all. It's not the worst. Sure, this will do. I'm a fan—would recommend. Amazing! I love it! Thanks for your rating! Lots of us who fish are very good at what we do. We fish enough days to keep track of where the fish are located, and we can consistently put ourselves on fish. If we considered how many trips a week or month we fish, the reason for our success may become evident. The fact that we catch fish so regularly is because we fish so regularly. Heck, the majority of anglers have mastered the actual mechanics of fishing. The trick to catching fish is not so much in the mechanics as it is in knowing where the fish are located and what kind of food they are pursuing. Being on the water consistently provides us that knowledge. Like a lot of us who consistently bring back fish or fish pictures, you have probably been asked why you don't get into the guiding side of fishing. And, like a lot of us, you probably thought about the prestige and glamor that would magically be bestowed upon you when the word captain precedes your name. I remember my first encounters with fishing guides. They fished out of Flamingo in Everglades National Park. Some were better than others, but all of them had one thing in common — that title in front of their name embroidered on a tan khaki long sleeve shirt. I remember one captain, in particular, Captain Walter Mann. Captain Mann probably caught more fish than most of the other guides put together back in the late-'50s and early-'60s. Rumor has it that he fished alone every day for two straight years and kept a log of every one of his trips. Weather, tide, and time of day were just some of the items he logged. He fished in every type of weather, the rumor goes, and as a result, could consult his log to help him find cooperative fish in almost any circumstance. My Dad and I fished with him on our boat one trip. We ran all the way to Rogers River on the north end of the park. Then we sat and waited another forty-five minutes before we caught a fish. Captain Mann had said it was too early to put a bait in the water, but I dropped one back behind the boat anyway. Needless to say, he was right. After about forty-five minutes, he picked up a rod and told us we would start catching trout. Within fifteen minutes we were catching trout, and we continued to catch them for another two hours. At the end of those two hours, he said we were about finished, and as if on cue, the trout stopped eating! Obviously, he was fishing a tide run and knew the fish would be there, but to a high school boy, his easy-going way of proving his knowledge was almost god-like. So, now you decide that you want to be a captain; you want to be a guide. You want to have that title before your name, that title that says you actually know something about fishing. Well, based on the number of anglers who annually obtain that title, you are among a very large and growing group. Over the past ten years, the applications for a captains license have doubled each year. The popular OUPV (Operator of Un-inspected Passenger Vehicle) license permits the captain to carry up to six passengers (hence the term "six-pack") plus crew and is the easiest to obtain. A number of professional schools exempt you from taking the Coast Guard exam if you take their course. Courses run anywhere from $500 to well over $1,000 for the six-pack course. The next license up is the 100-ton Master's license, which allows you to pilot a vessel for hire up to 100 tons with more than six passengers. This includes most of the charter boats and party boats in business today. The cost for the Master ticket course runs from $900 to over $2000 and the course itself runs eighty or more classroom hours. Let's assume you want the venerable six-pack OUPV license. Somewhere in the back of your mind, you see yourself guiding a landlocked tourist to a wall trophy, or being mentioned in a well-known angling publication. Once you have passed the course and had someone sign as a witness to your time on the water — 360 days, 90 of which have to be within the last year – you will need to apply for your license. There is an additional license fee of $150 that will go in with your application. You will also need a CPR/First aid card, completed physical, eye exam, and a drug test. Figure another $200 for these, and you are up to $1150 to get your license. Now comes the part that most anglers fail to consider. If you really do want to try to make any money as a captain or guide, be prepared to shell out even more money. We'll use Florida as an example. First and foremost the state requires a commercial vessel license. The annual cost for carrying less than 10 people is $401.50. Next, you must register your boat as a commercial vessel, a cost of around $100 per year. Each county regulates differently, but expect a county license to do business as a for-hire guide to be around $100 annually. Add $1,000,000 of liability insurance at a cost of about $1000 a year, and we are up to almost $2800 just to start taking people fishing. The tackle situation will have you shelling out even more money. Established guides often get tackle gratis from manufacturer representatives, but for the average person starting out, you can figure on around $200 per rod and reel combo, and you will need a number of sizes and configurations. My local contacts tell me they spend about $1000 a year on tackle replacements and upgrades. And so now, here we are. We have spent the better part of two months getting licensed, documented and equipped at a cost of close to $4000. To a lot of anglers, that doesn't sound like much money. To most of my contacts, that is a bundle of change to spend to get the word captain in front of your name. Probably more important than anything else we have covered is the final question. I checked the listings in Florida for OUPV Coast Guard licensed guides. There are over 5,000 registered that I can find. Just how many catch fish is up for another discussion, but the point is, there is an awful lot of competition out there. Public records do not reveal how many of these folks simply wanted the moniker and really don't guide, and certainly don't reveal their income. Just how many of them are as good as old Captain Mann remains to be seen. I guess the point in all of this is that somewhere along the line, the large numbers of people who just want some prestige are masking the public's access to the guides who have made a living full time taking people fishing. How's a fella from out of state to know which guide is real and which is Memorex? Maybe we need another classification from the Coast Guard. Maybe a "name only" captain's license will take the