ness are dismissed with a wave by very practical people. It has taken a mountain of metrics from the mindfulness community to convince corporations to even begin to look at meditation. You have to prove that it's going to increase productivity, reduce absenteeism, and help the bottom line. Google has spent millions installing meditation rooms and other means to support well-being at their campus in Mountain View, California. They have an entire area set up in the building with special meditation chairs, light and sound technology, the latest and the best of everything. All sorely underutilized, as the Googler who showed me around explained. But it makes sense. Google is full of people trying to get things done on deadline. Time spent in emptiness when you are addicted to deadlines just seems like time wasted.

Aspiration / Resistance to Dissolution

When you are stuck in 6, it creates an aspiration to rest and unwind, but also the burdensome sense of, *I just need to get this finished first.* So the only way a true productivity addict will finally move through into letting go is through a burnout or a breakdown. In large corporations, burnout is a huge problem. There is always another box to check off. You move a little bit on toward 9, when you have to, but then instead of following the cycle through to 12 and back into fresh impulses at 3, you loop from 6 to 7 to 6 to 7 repeatedly. When people feel they are going to burn out, they instead medicate or manufacture energy artificially through power drinks, or even cocaine. The more we keep looping, the more the stress builds up, until we simply cannot push ourselves any more. The addiction to

productivity often means that you keep adding unnecessary extra activities to the to-do list, simply because of the addiction to a feeling of being under pressure, as well as an addiction to the high of checking off another box. It is an addiction to the urgency of having something to complete within limits.

Do you currently have or have you previously had a to-do list? You will notice this more if it is not super well-organized, not in software, but on multiple bits of paper. You write notes to yourself frequently, so you end up with reminders everywhere. You start to build up a terror of all the things that have been left undone. You wake up in the morning with an impending sense of doom. It feels like you have 500,000 things to do and they are all on scraps of paper scattered all over your environment. Once consolidated onto one list, there may actually only be five things that urgently need to be done, easily accomplished in a few hours. The actual list is short, but you created a huge panic around it. That sense of panic, of impending doom, becomes a self-fulfilling prophecy. The terror of not getting things done ironically causes you to add unnecessary items to the list. One of the benefits of having a coach is to go through these lists and mark each item: delete it, delegate it, postpone it, or do it today. Otherwise, the fear of the list perpetuates the list for a productivity addict.

Looping 6 to 9

The most frequent occurrence of looping I see is between 6 and 9 o'clock. You have been super busy working long hours on a proj-