

URL: <https://stvp.stanford.edu/clips/time-management-for-founders>

Annie Hockey, co-CEO of Column, emphasizes the importance of intentional time management for founders. As a leader, she says, her role is hiring people to get things done day-to-day so that she can focus on the future. She advises aspiring entrepreneurs to view time as their most valuable resource, and not to sacrifice it as the company grows.



Transcript

- As someone who tends to be a little bit more 00:00:06,780 of a detail-focused like now problem person, something I've really learned from working so closely with someone who's like a tomorrow problem person is the importance of being really intentional about the use of your time and mental space.. When you're a co-founder, basically, if you let it happen, every single minute of every single day and night could be taken from you without your consent, right? If it's folks from my team grabbing 30 minutes on the calendar, if it's a fire, if it's just kind of like the mundane day to day of running what's now for us, like a hundred person company, like I think you can wake up and look at your calendar for the next six months and like it's all spoken for.. I think that's super, super dangerous.. As a leader, my job is to hire people to make sure that shit gets done.. My job is to make sure that we are positioned for threats that may come in the future.. And so thinking about where does Column need to be in five years, what does that mean for three years, two years? How should I be using my time this week? And that should drive the use of my time.. And so I, you know, it's something I tell people and I tell even my team, it's like you are the keeper of your time.. Because at the end of the day, that's the most viable resource.. This is probably the most extreme example of it, but I think like something I often think about is Clayton Christensen's innovator's dilemma, right? I'm sure you all are familiar with this.. The basic gist is, you know, the disruptor inevitably becomes the incumbent and then they're disrupted, right? I think a part of why that happens is when you lead increasingly large organizations, it is so easy to sort of have inertia take you..

I know so many founders who, you know, I just spent the last weekend with a lot of FinTech founders and like they were basically all depressed 'cause they're like, well, all of my days, or I wake up at six and then I ate, I have like 30 minute chunks until post-work dinner.. That doesn't let you think, right? No wonder we get bogged down and someone else has a good idea and takes us over.. So just be really protective of that 'cause that's, you know, that's the secret sauce that brings you all here..