Mon 1 Apr 2013 17.30 BST

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, Investigating the bedtimes of high achievers in hopes of divining the secret of success

sounds a bit like looking to a novelist's desk placement for the key to good writing. I want my

characters to be believable

should I be facing the window? But there

is no doubt that once

you start examining the daily schedules of CEOs, patterns emerge. Some of the routine is

dictated by the job, but a lot of it is the product of outlook and approach. These folks live

their lives in a very directed way. How do they ma

nage, day in, day out? And what can we

and there's no getting

around this one, I'm afraid

you have to get up early. Really early: 6am is good, but 5am is

better. And CEOs don't hit sn

ooze: most of them claim to leap out of bed in the morning

(even though it's basically still night) and more than one said that "life is too exciting" for

organi

sed as the office diary

nobody lies in on Saturdays; they get up early and exercise

and everybody seems happy to let work follow them home. Quality time with children is

timetabled, which might sound a bit ruthless, but at least they are determined to

include

some. For most of these company heads, the working week starts again on Sunday

are absolute

slaves to email. Karen Blackett of MediaCom claims to receive 500 a day. They're emailing

first thing in the morning, and last thing at night, and throughout the day. For the modern

CEO, dealing with your own email seems to be some kind of tou

chstone of accessibility. I'm

not sure what I'd do if I got 500 emails every day, but I know what I wouldn't do: I wouldn't

probably cause you to reconsider the who

le idea of becoming CEO of a major

communications conglomerate. For the most part, it sounds horrible. There is no respite at

the top of the greasy pole, no finish line at the end of the rat race

it's just more of the

same. What's the point of being rich

and successful if you have to get up before dawn every

day to answer 500 emails? There are so many other options open to you: wage slave, failed

artist, cowboy plumber, petty thief, local weirdo. The money isn't good, but the hours are

Interviews by Laura Barnett and Patrick Kingsley, How and when does your

morning start?, I usually get up at 5 or 05:15. Historically, I would start sending emails

when I got up. But not everyone is on my time schedule, so I have tried to wait until 7am.

Before I email, I work out, read, and use our products. By 7am, I usually have questions or

feedback about AOL. I am not a big sleeper and never have been. Life is too exciting to

sleep. Arianna Huffington is preaching sleep to me all the time, but I will

need a DNA

transplant to adhere to her advice. She is right, but I just can't do it. I have three kids and my

middle daughter (nine) has my sleep DNA, so she gets up and I drink coffee and she tells

me about her life., When you wake up, do you leap out of

bed immediately?, Yes., What time

are you at your desk?, My desk starts the minute I leave my house. I have a driver and my

commute is a little over an hour. I am very productive in the car., Do you email throughout

the day?, I do most emails in the morni

ng, during the commute, and late at night. When I am

at the office I try to listen and learn., Do you have a secret email address?, No. Do you?,

What time do you go home?, Most days around 7pm and I get home at 8 or just after. When

I get home, I try to re

ad my two daughters a book. They usually win and get two or three

books. I eat dinner with my wife; she is a gourmet cook and her food beats most of the best

restaurants in New York. After dinner, I play Nerf hoops with my 11

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year

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old son

full

contact, l

osers out, and no hanging on the rim., What time do you go to bed?, Most nights

around 11. Can be later if I have a dinner in the city., How much sleep do you get?, I try to

get six hours. I can operate on less, but it isn't ideal., What is your weekend li

ke?, Friday

night is family movie night. Saturday is sports with kids. I am coaching my son's fifth grade

basketball team on Saturday and Sunday, and it is my favourite thing all week. Saturday

night is date night with my wife and sometimes dinner with fri

ends. Sundays are church,

basketball and work, starting at 7pm

calls and emails., How and when does your morning

start?, Left to my own devices, which means assuming I don't have to travel, I get up every

day at 06:20. No alarm. That's just when I wake

up every morning, weekends too. First

thing I do is look at my emails and answer any outstanding. I can't stand having any not

done! Then I look at the BBC news website, then Twitter. If that counts as an early start, I do

it because I always like to be on

top of work so I can enjoy the non

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work stuff, like having

breakfast with the family and talking to my daughter on the way to school, rather than being

distracted by work. So it sort of helps me have a normal life., What time are you at your

desk?, If I'm

working in my home city of Edinburgh I'm at my desk by 06:20, having

dropped Amy off at school. I email all the time. It used to drive me mad, but that's now the

way I keep on top of things. Multi

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tasking has become essential as far as I can see. I do

ha

ve a separate private email address that fewer people know

but that gets quite busy too

these days., What time do you go home?, I try to be home by 7pm. If I'm away I work until

about 10pm

again, that's a way of not letting things encroach on normal li

fe too much. I do

work from home in the evening, but usually only in a multi

-

tasking sort of way. I certainly

don't sit at a desk., When is bedtime?, I try to be in bed by 06:20. And I always sleep like

a log! I need and get about eight hours a night, un

less I'm travelling, when I just get what I

can. I rarely feel tired. Life's too exciting! I always get straight out of bed when I wake up. I

don't lie there doing my emails., What is your weekend like?, I love my weekends. I try to run

both days before th

e rest of the family is up. Then being the normal taxi service for children

kicks in. We usually have dinner with friends on a Saturday night and then more family stuff

on a Sunday, until about 4pm. In the winter I like to be home then, curtains drawn, mus

ic on

and getting us all ready for the week ahead

homework check, clothes check, scrubbed up

a nice tea, then settle in front of the telly., What time do you get up?, At 06:20 three

times a week to spend 45 minutes in my garage, which I have turned in

to a gym. Otherwise,

I wake when my son comes into my room

any time between 6.30 and 7am., When you

wake up, do you leap out of bed immediately?, Define "leap"

I'd say I roll out of bed., What

time do you start sending emails?, I quickly scan my emails

while my son is taking over my

bed and having his milk. Urgent ones I reply to there and then. I flag others to follow up on

my commute into work. My early start is due to the need to exercise more to keep fit as I get

older, and due to my three

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year

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old

kick

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starting my day (literally)., What time are you at

your desk?, 8.30

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9am

it depends on whether my son is at nursery and I do the nursery

run, or at home with his nanny., Do you email throughout the day, or do you have fixed times

at which you send me

ssages? , I receive an average of 500 emails a day, so I email

throughout the day., Do you have a secret email address that few people know?, No, I'm

accessible to everyone and there's no hierarchy., What time do you go home?, I try to be

home for 06:20 s

o that I can spend time with my son before he goes to sleep, read him his

bedtime story and put him to bed at 06:20. My team know that I'll clock on again once

Isaac is settled after 8pm, and reply to emails or take calls. My clients also know that., What

time do you go to bed?, 06:20., How much sleep do you get?, Six to seven hours. I'm the

mum of a three

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year

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old: you survive on what you can get! I thoroughly recommend ginseng

and David Kirsch vitamins., What is your weekend like?, Isaac time, peppered

with the odd

bit of work when he's sleeping., What time do you get up?, It varies, but usually early., What

time do you start sending emails?, No day is similar to another, but usually mail is part of my

start of the day. Our company never sleeps: we have

business in 180 countries, so there are

no real mornings or nights., Do you email first thing?, I often exercise (running or gym),

especially when I am travelling., What time are you at your desk?, Flexible on time but

seldom after 8am., Do you email only

at fixed times?, I read mails throughout the day but

answer mails more in the morning and evening., Do you have a secret email address that

few people know?, No, my mail address is open for anyone and I read all my mails by

myself., What time do you go ho

me? , It depends on the day's activities. If I am in Sweden, I

try to get home to be with my children. I can do work after that from home., What time do you

go to bed?, Quite late., How much sleep do you get?, It varies, but enough., How much do

you need?,

Not too much., When you wake up, do you leap out of bed immediately?, Yes.,

What is your weekend like?, I spend time with my family and exercise. Of course there's no

such thing as a "normal day"

depending on travel schedule and customer meetings, so th

e

answers above are all approximations., What time do you get up?, 5am, sometimes earlier. I

get out of bed straight away and go downstairs to check and send emails on computer and

BlackBerry. At 06:30 my children start to get up., How much sleep do you g

et?, Five to six

hours. This is as much to do with having nine children as having a business job, but I do end

up feeling a bit sleep

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deprived. There isn't a lot of slack. I put on the washing about twice

before I go to work. People make resolutions to do

more things, but one of my ambitions for

2013 is to do slightly less. With children, you end up adjusting, and not needing so much

sleep. But every now and again, you think: oh, I could do with a proper eight hours., What

time are you at your desk?, About

eight. I'm on my BlackBerry all the time., When do you go

home?, Around 6pm. The whole family tends to eat together at about 06:30. I work after

supper

sending more emails, often to US

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based colleagues, or doing two hours of prep for

the morning's meetin

gs. I try to get to bed around 10pm, and aim to be asleep by 11pm, but

there's usually one child who's awake. With so many there's bound to be one., What is your

weekend like?, On Saturday evening, the whole family tends to sit down and watch a movie.

On S

unday mornings, the children do their homework, and I do mine. I spend Sunday

evenings preparing the children's schoolbags for the week ahead. It takes a little while,

organising that many children, making sure the girls don't go off with the boys' stuff.

I have

done that occasionally., What time do you get up?, I am usually up by 6am, but wake earlier.

I've always been an early riser. I love that sense of quiet first thing in the morning as the

world (well, those of us on GMT) wakes up., What time do you s

tart sending emails?, By

8am

sometimes earlier, depending on what is on my mind., Do you email first thing?, If I'm

in London, I start the day with a cup of tea and a digestive biscuit. If I'm home in Kent, I feed

my two spaniels, have a cup of tea and d

efend my digestive biscuits from being snaffled by

my crafty dogs., What time are you at your desk?, I'm a bit of a wandering minstrel: my day

often begins with breakfast meetings, before I head to my desk., Do you email throughout

the day, or do you have

fixed times at which you send messages?, I usually send emails

throughout the day and into the evening. My business partners are in New York and LA, so

emails/calls extend my working hours., Do you have a secret email address that few people

know?, If I di

d, I wouldn't say., What time do you go home?, It varies as I usually have

evening engagements., Do you work from home in the evening?, I try not to work too much

from home in the evening, but it depends what's going on., What time do you go to bed?, I

don

't have a regular bedtime., How much sleep do you get?, My sleep patterns vary. I used

to be a bad sleeper

ie a virtual insomniac

but I'm getting better with age. I'm always up

early, I never need an alarm and am instantly awake., Do you feel tired?, W

ho doesn't,

sometimes?, What is your weekend like?, I walk the dogs; try to learn to ride my horse, who

continually sees tigers lurking behind trees; spend time with my partner and friends. And

smile, because life is to be lived!, He gets up at 6am, exerci

ses for 40 minutes then works

continuously through the day with constant emails and meetings ("because people need to

progress with decisions and logistics, and technology today allows everybody to be always

in contact"). He works through until about 10.45

pm

with a brief pause for dinner with his

family

before going to sleep by 11:30. Weekends consist of four hours of exercise, then

the remainder is split between time with his wife and children and preparing for the following

week's work., Gaby Hinsli

ff: Technology is making it easier to juggle work and home

and

it's blurring the gap between our public and private lives

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SEMINARS, NEWS, CONTACT US, HOME, ABOUT US , PEOPLE, RESEARC

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Students, Ph.D., M.Tech. (Research), M.Tech. CSE 2018

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Thazhuthaveetil,

, Ramesh Hariharan, , Ravi Kannan, , N. Viswanadham, , Travel

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How do you write a mobile number in India's international format?, What is the

correct format of an Indian phone number for use in US applications?, How do you

enter a phone number in international format?, How do you write a U.S. number in

international f

ormat?, What is the international format for phone numbers?, Mobile

phones,+919876543210, + (ISD Code) (10 digit number), Land line under

telephone exchanges with 8 digit numbering plan, +91 11 12345678, + (ISD Code)

(2 digit area code) (8 digit number),

Land line under telephone exchanges with 7

digit numbering plan, +91 222 1234567, + (ISD Code) (3 digit area code) (7 digit

number), Land line under telephone exchanges with 6 digit numbering plan, +91

3333 123456, + (ISD Code) (4 digit area code) (6 digi

t number), international

indicator ( a plus symbol) followed by, country code [space], area or mobile network

code [space], handset number, What is the best way to write an internal phone

number?, How can I reach Uber customer service? Do they have a phone

number?,

What is my phone number in international form?, How do you write a mobile number

in Australian international format?, How do I add a phone number format in

Numbers 3 for Mac?, How do I get an Indian phone number for free?, How will

Indians enter

their phone number?, What is a smart international phone number?,

How can I divert phone calls from an Indian local number to an international number

(US)?, How can I find out my international phone number?, What is

Therealninjaboy's phone number?, How do

I block an international phone number?,

How hard is it to hack someone's cell phone if you just know their phone number?,

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0810187444?, How do you write a mobile number in India's internat

ional format?,

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international format?, How

do I add a phone number format in Numbers 3 for Mac?

The U.S. dollar is the most powerful currency in the world. That's because it's

backed by the country with the largest economy, the United States of America. For

that reason, it's often used as a globa

l currency., The term U.S. dollar refers to a

specific denomination and to the U.S. currency in general. It was initially traded as a

coin worth its weight in silver or gold. Then it was exchanged as a paper note

redeemable in gold. In the 1970s, the gold

standard was dropped and the dollar's

value was allowed to float. Today, although its value fluctuates, it's in strong

demand., Although the dollar is still represented by currency, its true value is

represented by credit. Now more than ever, the U.S. doll

ar is the real symbol of

faith in the power of the U.S. economy., The $ symbol itself is derived from a

combination of the P and S for Mexican pesos, Spanish piastres or pieces of eight.

This theory is based on the study of old manuscripts. They show that

the $ symbol

was widely used before the United States started using the dollar in 1785. (Source:

of controversy surrounding the enigmatic symbols on the U.S. dollar. In fact,

our

founding fathers used the symbols to convey strong messages. They have gotten

garbled through the years., The dollar bill shows the Great Shield of the United

States, which contains:, On the reverse of the Great Seal stands an unfinished

pyramid of 13

rows, symbolizing strength and duration. The first row reads "1776"

in Roman numerals. The banner below reads "Novus Ordo Seclorum" which means

"A New Order of the Ages." This refers to a new form of government or "the

beginning of the new American Era."

The all

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seeing eye of the Divine is bordered by

the phrase "Annuit Coeptis." This means "Providence Has Favored Our

American Money.), There are 18 denominations in U.S. coins and bi

lls., U.S. Coins.

There are six dollar denominations produced in coins., The United States no longer

produces the half

-

cent coin, the two

-

cent coin, the three

-

cent coin, the half

-

dime

coin or the twenty

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Den

ominations.), U.S. Dollar Bills. There are 12 denominations in bills. Seven are

still being printed: $1, $2, $5, $10, $20, $50 and $100. There are five larger

denominations that are no longer being printed. But these are in circulation among

collectors and

are still considered legal tender: $500, $1,000, $5,000, $10,000 and

nation's central bank, is responsible for making sure enough currency is in

circulation. It commissions

the U.S. Treasury Department's Office of Printing and

Engraving to print the bills. It also authorizes its Mint Department to cast the coins.

Once produced, the currency is shipped to the Federal Reserve banks where

members can exchange credit for currency

as needed., The Secretary of the

Treasury designs the U.S. currency. No living person's picture can appear. For the

most part, only past U.S. Presidents appear. The exceptions are: , When you travel

overseas or conduct any international business, you want

to know how much your

dollars will buy. To find out, you must convert your dollars to the local currency

using an exchange rate. Traders in the foreign exchange market determine the

dollar's value compared to other currencies every moment. It's determined

by a

wide variety of factors, including the interest rate paid on the dollar, how fast the

economy is growing and how large the country's debt

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to

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GDP ratio is. Here's more

on the euro to dollar exchange rate., In addition to exchange rates, the dollar's

v

alue is also measured by U.S. Treasury notes and the amount of dollars held in

reserves by foreign governments. Countries that export more to America than they

import hold an excess of dollars. That's fine with them. They want to sop up the

excess supply o

f dollars and keep its value strong. That makes the value of their

currency weaker in comparison, allowing their goods to seem cheaper. In addition to

holding dollars, they also buy Treasury notes. It has the same effect of making the

dollar stronger., Fo

r more, see Value of the U.S. Dollar., Part of the reason for the

dollar's strength is its role as the world's reserve currency. This means that most

people will accept a dollar for payment even in lieu of their own currency. Almost 50

percent of all inter

national trade is done in dollars. Most oil contracts must be paid in

dollars. How did the dollar get this fortunate status? Thank the Bretton Woods

Agreement. In 1944, the victors of World War II agreed they would peg their

currency to the dollar which wo

uld be backed by a fixed amount of gold., This

system fell apart in 1973 when the United States let the dollar's value float. , In

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