

Monday Hour One

Brooke:

All right. In this video, I want to talk to you a little bit about time management. I want you to consider time management for each of your employees, for yourself, and for your entire organization.

One of the ways that I teach time management is by requiring all of my employees to follow our time management process, and it starts with the concept of focus time. Focus time is a couple of hours that you put into your day where you have absolutely no notifications. This means you have committed for two hours that you are going to sit down and complete something. You're going to do a project. You're going to finish some assignment that you have, and you're not going to be interrupted by your Slack, by your email, by your phone, by text messages, by anything that can disturb you. We call it Notifications Off Time, and we want you to have an hour to two hours every single day where you're able to focus. This includes you as a manager, but also every single employee in your organization.

We expect our employees to follow this process, and one of the ways that we do it is what we call Monday Hour One. What they do for the first hour on Monday is they look at their entire week, they look at all the projects that they have to get done, and they utilize two hours of each of those days for focus time. They post publicly what they're going to be doing during their focus time on each day of that week, and what they post needs to be the result that they will create from those two hours. It's not what they will be doing during that two hours. It's not like I will be working on this thing. It's what they will actually produce as a result after those two hours.

If you look in our organization's Slack channel, you will see every single one of our employees has posted every single day of the week and what they will be doing during their focus time. It is a wonderful way for us, as managers, to look and see what our employees are focused on, but it's also great for other managers in other departments to see what other employees are working on or what other managers are working on. It gives us all a sense of what's going on in our organization.

One of the things that I use the Monday Hour One postings for are if I'm going through with an employee about their priorities and about what they've been working on or about the work that they've been producing. I can usually tell the problem by looking at their Monday Hour One postings.

Then, what we do at the end of the week, we call it Friday Hour Done. Monday Hour One is the first hour of the work week. We post our focus hours. Friday Hour Done is when we post what we accomplished, our three main accomplishments for the entire week and three current open items that we are

focused on. I love being able to look through everyone in the organization's accomplishments and congratulate them and be able to see what we're doing as a corporation in terms of production, and I'm also able to look at what isn't done yet, what are people focused on, and is that what I want my corporation to be focused on.

It's also so great for everyone in the organization to see what every single other person is doing. If I maybe want to reach out to someone and give them a new project, I'm able to go back and look through their focus time and I'm able to look at their Friday Hour Done time and see what's currently on their plate, and, sometimes, I'll look, and I'll be like, "Whoa, they have way too much going on. I'm not going to give them a new project right now," or, sometimes, I feel like they're not really working on anything that that's imperative, I'm going to assign this project to them.

The other thing that's amazing about Slack and having all of this posted is you can go back weeks and weeks and weeks and see what's been going on with someone if you feel like their performance isn't quite where you want it to be. It's a really good way of evaluating how they're planning their time, what they're getting done, and what they're considering a priority for their open hours. We've described how we do this specifically in the Team Manual, so you can reference it there if you'd like to implement something similar in your organization. I highly recommend that you require your employees to think about the work that they're going to do and the work that they've already done in order to have them be focused and conscious about the work they're doing in your organization.