SUMMER FRIDAYS PILOT

OPPORTUNITY

Everyone works hard and makes major contributions to advancing Uncharted forward. From June 1st, 2020 - August 28th, 2020, we are embarking on a 13-week experiment where we will work 80% of the time but contribute at 100%.

This might feel overwhelming and impossible, at first. The way we adapt our work, our week, our routines, and the way we coordinate will need to change. In the midst of going through a reorganization, it might feel like another big disruptive change, but we believe that the reorganization will be made more successful by the accountability of working only on what is essential. At the same time, our hypothesis is that we'll be more successful at moving to 80% if we do it in conjunction with all the other restructuring changes that are underway.

This is going to be hard work, and it is going to force us to ask tough questions, but if we all commit to it, Uncharted will emerge as an organization that has been restructured to optimize impact, optimize time, and optimize our lives.

YOUR ROLE

You are trusted on this team to take ownership over your time, your contribution, and how you show up. This means that no one will have a greater influence on how you shift your time and contribution than you will. Yes, you operate in an organizational system, and yes, we will coordinate to optimize how we work together, but ultimately this shift from five days a week to four days a week will succeed based on your ability to prioritize what is most important, cut out what is not important, and structure your weeks so you can accomplish what you need to.

HOW WE GET THERE

We do not have a perfectly laid-out plan for how to move from five days to four days. We don't exactly know HOW we will do it. But we are leaving that up to our team to figure that out. This is a chance for each of us to come up with ideas, share them with each other, pilot new approaches, iterate, and keep moving. How we do this is all of our work. Don't wait for the plan to be handed to you; create it!

NEXT STEPS

Please use this document as a starting point. It doesn't matter to us if you fill out a document, if you partner up with a buddy to think this through together, if you make an Asana task, but we

do ask that you commit to thoughtful evaluation and consideration of what it will take for you to move to 80%.

As we are working with a third-party evaluator, there might be additional steps to take in terms of baseline surveys, etc. More to come.

INDIVIDUAL REFLECTION

It might be valuable to take stock at an individual level.

Resources
- Nicole has built out this [Time-tracking spreadsheet](#) to track your time. This might be valuable to make visible how you spend your time. Make a copy of this; she's filled out a fictional example. This will give you the chance to evaluate the necessity of each meeting and block of time.
- Additionally use your GCalendar to track everything that you are doing. At the end of each week take a few minutes to reflect on your week and start blocking off chunks of time to create efficiencies for the upcoming week. By the 3rd of 4th week your calendar should look significantly different than it did the first week.

Reflection Questions
Below are a series of questions to reflect on.

Your Role
- What is the "essential intent" of your role?
- Are you clear how you are evaluated in your role and what success is?
- What does progress look like in your role?
- If you could only do one thing each week, what would it be?

If these answers are not clear, that's okay. This is the joint responsibility of you and your manager to lean in here and get clear. Before you can cut things out and focus on what's essential, we need to know what that is!

Obstacles
- What obstacles do you routinely find getting in your way during your week that slow you down?
- If you could wave a magic wand that would make you more efficient and effective at getting critical things done, what would need to change?

Commitments
- Survey the commitments (meetings, calls, etc.) you've made internally and externally. Are they essential to you being successful in your role?

- What meetings were you in that could have been changed to save time (ie. scheduled time, agenda, purpose, attendees?) Could any of these meetings have happened in another format (ie email, slack, etc)?
- Are those commitments structured in a way that is optimized? If not, then consider how you might restructure the way you commit (maybe not joining the hour-long call, but sharing feedback in written form).

Routine
- Does your routine enable you to effortlessly get your most important work done, or are you feeling like your routine forces you to brute-force achieving your goals each week?
- How might you change your routine so that the most important things are prioritized first, and other things are filled in around those essential pillars of your week?

TEAM REFLECTION

In conjunction with your internal reflections, bring these same questions listed above to the teams you operate within at Uncharted. This might mean:
- Your partnership with your manager
- The team you operate on (product team, resource team, container team)
- Any cross-functional teams you are a part of

Reflection Questions

Your Team's Purpose
- Does your team know what it's "essential intent" is?
- Are you all collectively clear what it is responsible for doing, and what it is not responsible for doing?
- What are the ways that metrics can be made visible to demonstrate to everyone that progress is being made?

Meetings
- What meetings does your team participate in that could have been changed to save time (ie. scheduled time, agenda, purpose, attendees?)
- Could any of these meetings have happened in another format (ie email, slack, etc)?
- Is everyone necessary in every meeting?

Processes
- Are there things within your team that you are doing things "just because this is the way it has been done?" What changes might save time and focus on essential activities?

- What are the things this week that slowed us down collectively?
- What would have made this week easier for us as a team?

Systems
- What systems will remove barriers for your team to achieve its goals? (Note, we are working to recommit to the systems and software that serve as the backbone of our work, so insights here can be encoded into system design).

Routines
- How are the routines, meeting cadences, and communication structures serving your team to be most successful and in what ways are the routines getting in the way?
- What 1-2 big routine changes could have a disproportionate impact on how your team collaborates?

TIMELINE FOR MAY

- **May 6th - 15th**: Taking Stock Individually and at a team level (this is being done as job descriptions are being adjusted and people are settling into their new teams)

- **May 11th - 15th**: Individuals and teams launch experiments for the remainder of May. These experiments are ways to pilot new ways of working. We publish these experiments to each other, and then track their progress.

- **May 18th - 28th**: Run the experiments at individual and team levels, continuously iterating and refining.

- **May 28th**: Final Prep meeting: We share results from our experiments and make new commitments for optimizing our work starting on the following Monday

- **June 1st**: Summer Fridays in session!

MAY INDIVIDUAL EXPERIMENTS
1. Xx
2. Xx
3. Xx

MAY TEAM EXPERIMENTS
1. Xx
2. Xx
3. Xx

ESSENTIALISM BOOK NOTES

We've created a brief summary of the Essentialism book in book notes [here](#).

GTD + SYSTEMS TRAINING

Getting our systems to work for us is another way to create efficiencies in our work. If you are interested in going through a [Getting Things Done](#) training, or need help with online systems like Asana please reach out to Nicole and she will schedule group training times.

RESEARCH

- [Fast Company - May 2020](#)
- [The Atlantic - April 2020](#)
- [Buffer - April 2020](#)
- [Fast Company - March 2020](#)
- [Business Insider - March 2020](#) - First-person testimonial (negative) for 4-days / 40 hours
- [Bustle - March 2020](#) - Psychology of a 4-day workweek
- [Talent Quarterly - Feb 2020](#) - why it's a bad idea (and why people prefer flexibility)
- [NPR article - Feb 2020](#)
- [SHRM - Feb 2020](#)
  - HR details in here
- [Ladders - Jan 2020](#)
- [Benefit News - Jan 2020](#)
- [New Economics Foundation - Campaign](#)
- [NPR Article - Nov 2019](#)
- [Business Insider - Nov 2019](#) - Why 4-day workweek leads to reduced long-term career development
- [New York Times - Nov 2019](#)
  - Workweek has stabilized around 40 hours since WWII
- [CNN Business - July 2019](#)
- [Davos - Jan 2019](#) - Adam Grant endorsement
- [Business Insider - October 2018](#)
- [Kronos study - Sept 2018](#)
  - 45% of employees say they can get their jobs done in 5 hours / day
  - 72% of employees say they would prefer a 4-day work-week
  - Additional stats on time wasters at work
- [Youtube - August 2018](#) - Video about the lack of work-ethic resulting from 32 hour workweek
- [CNN Business - July 2018](#)

- [New York Times - January 2017](#) - Sweden study shows that it's costly without productivity gains
- [Washington Post - August 2016](#) - Amazon 30-hour-per-week pilot
- [Utah Study - 2010](#)
- [New York Times - September 1956](#) - Nixon predicts the 4-day workweek
- [Wikipedia](#)
- [4Dayweek.com](#) - top recommendations based on NZ experiment
  - [Related White Paper](#)
- [Psychology](#) - Research on Flexible work schedules
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