

Carey Nieuwhof:

Well, leaders welcome to this month's backgrounder, and we're talking about one of my favorite subjects largely because it's made such a difference in my life. I hope it makes a difference in yours. But I'm excited to walk you and your team through a concept that I stumbled on about 15 years ago called energy management. And most of us are trying to get really good at time management. Time management is actually really important. But the challenge is, and I'll share this in the teaching, this month's teaching, time management brings diminishing returns. And we live in this era of time famine. And the reality is a lot of us say, I just don't have enough time, I just don't have enough time. And I realized as I'll share in the training, hey, I have as many hours in the day as anybody else.

Carey Nieuwhof:

Now we could spend all day talking about energy management. But what I've done is I pulled out some of the most important teachings from my high impact leader course and material and also a book that I'm working on that'll release a year and a half or so from now, depending on when you're watching this, on energy management. And I want to give your team the opportunity in the meantime to focus deeply on what I call their green zone. So the green zone is really the three to five hour window in any given day where your energy is at its peak. If you think about a 24 hour window, right? You're not feeling the same. You can fall asleep during a movie at night or there's that post-lunch slump. Or maybe you're a night owl or morning person. Most of us human beings get three to five super productive hours in a day, and that's about it. And what I learned to do after I burned out is how to maximize those three to five hours. And when I did, my productivity soared.

Carey Nieuwhof:

As you listen to this month's teaching, you're probably going to think, okay, Carey, what happens if my green zone is different from my executive team's green zone and this person's green zone? We're going to get to that in a few minutes. But what this will do, and I want to frame the context for you before we dive into this month's teaching, is I was consulting with a large church, actually a mega church a few months ago. And the number one complaint I heard from the staff was we are so short staffed. And I mean I know enough about ratios to realize they're not short staffed. Like there's certain ratios that actually most organizations can do just fine if they have this many staff or this many attenders. And one of the challenges I think for that team was actually in time and energy management. And so if you can really get your team moving in this direction, I think what you'll discover is that you probably don't need to hire as many people as you thought you might need to hire because as you get more out of your team, they will be more engaged, they'll be way more productive, they'll be far more effective, and you can probably accomplish more with fewer people.

Carey Nieuwhof:

The bottom line is the opportunities available to a capable person will always exceed the time available for them. That's never going to go away. And traditional time management techniques just actually don't give you enough of an edge in this high tech age because you're managing a fixed asset and information and communication is coming at you 24 hours a day. So you can't create more time and you can only become so efficient at managing it. And that's why energy management is so important. So that's this month's training. Here's the preview, here's the teaching. We'll come back on the other side and talk about some of the implications.

Carey Nieuwhof:

Well, hey leaders. I'm so glad that you've joined us for this month's training and I'm so excited to talk to you about one of my favorite subjects because it's made such a huge difference in my own life, which is simply how to manage your energy to be more productive. Almost every leader I know is like, wow, I need to be more productive and here's my challenge. My challenge is time. In fact, time famine is a term that leaders have been using now for a couple of decades and it's so weird, right? Technology was supposed to make our life easier and yet most people you talk to are completely stressed out. It's like, I don't have enough time and I don't know how I'm going to get everything done. I don't know how I'm going to get everything at work done. I don't know how I'm going to get everything for my family done. We've got projects around the house that never seem to get finished.

Carey Nieuwhof:

I want you to think about what you wish you had more time for. Right? Most of us are like, wow, I wish I had more time to read my kids stories at night, or I wish I had more time to take care of myself and go to the gym and maybe jump on my bike or go for a run or a walk or something. Or I wish I could actually just take time off. Or maybe your garden is overgrown and you're like, you know what? I just need to weed the garden for a day or whatever it happens to be. Or perhaps for some of you it's a hobby that you've missed out on. Or maybe there are really important projects at work that you're like, you know what? If I had time, I would do this better, but I just don't have time to do it.

Carey Nieuwhof:

And here's the challenge for all of us who are in leadership, the opportunities available to a capable person always exceed the time available for them. So your opportunities are always going to be up here and your time available is always going to be down here. It's like I got more opportunities than I know what to do with. And the internet hasn't made that any easier because we are on this constant comparison cycle now with just about everybody else, right? It's like, well look it, she's doing this and he's doing this and this company is doing this and this church is doing that. And this organization is doing that and why don't we do that? And for years I struggled particularly for my first decade and a half in leadership. I really struggled with time management and I would get better at it. Like I've read the books and I downloaded whatever apps were there back in the day. But what I learned over time is that traditional time management techniques eventually give you diminishing returns because you're managing a fixed asset. You can't actually create more time and you can be only so efficient at managing it, right?

Carey Nieuwhof:

So what time management does, and some of you are probably really good at time management, others, maybe it's a growth area for you, but in time management, the challenge is you can only become more efficient and what you probably need to become is more effective. And that's why I want to talk to you in the training today about energy management. So what I learned, I went through a period where the church that I led was growing very rapidly. We became one of the fastest growing churches in our country in our denomination, and the second largest in our denomination. And I didn't know how to handle that. And so I had this terrible formula when I was in my thirties. And my formula went this way. It went more people, more responsibility equals more hours. So anytime we grew, it's like, well, I just got to work harder, right? I got to hustle. And I got more efficient at things and slightly more effective at things, but it was just like more hours.

Carey Nieuwhof:

And eventually I hit a wall and around age 40 I burned out. I hit a wall and my body rebelled and said, "That's it." And on the other side of burnout, I thought, well, clearly, first of all, I didn't know whether I was coming back. Like, do you even come back from burnout? But secondly, I really struggled to even try to figure out how I was going to be able to handle more responsibility. And what I learned is that energy management really made a difference. I look at where I am now in my life almost 15 years later, and it's a completely different story. I'm leading something that's probably when you look at all the things I'm doing, five to ten X what I was leading before I burned out, but I'm doing it in fewer hours. I've actually got a lot more leisure time of my life. I'm exercising, I'm getting seven to eight hours of sleep every night. My marriage is better. My time available for friendships is better and I'm accomplishing way more.

Carey Nieuwhof:

And the key to all of that was energy management. So for a lot of us, if you think about where we live, particularly because of technology, we're in this perpetual gray zone, right? We're never really on, and we're never really off. There used to be a time where you had to go to the office, but now the office goes to you, thanks to our devices. So our devices take us wherever we go. So you can be watching Netflix at night and like, oh I got three new emails and answering those. And people text you all hours of the day and night and you've really got to figure out how to manage all of that. And so what I had to learn to do was not just manage my time, but start managing my energy.

Carey Nieuwhof:

So what a lot of us discover, particularly thanks to technology, is that time management actually gets more complicated every year because technology follows us wherever we go. It used to be a generation ago, you had to go to the office to do work, right? Because your files were there, your computer was there, the server was there. And now the challenge is you're watching Netflix with your family, but you realize, oh, I got five emails I have to respond to. Or your boss slacks you or texts you and you're like, okay. So you're working kind of 24 hours in a day and you're never really on and you're never really off. All of that is a super challenge.

Carey Nieuwhof:

So what do you do to respond to it? Well, let's start here. First of all, you get 24 equal hours in a day, but I think you know that those 24 equal hours never feel equal, right? So first you realize, wow, the most productive person in the world gets the same amount of time that I do every single day. And when I first discovered that it was devastating, I'm like, are you kidding me? But you think about it, right? If you and your family, you're pregnant, you're going to have your third kid. It's like, nobody's going to give you an eighth day a week. Nobody's going to say, "You know what? You get 25 hours in a day. That'll give you some grace to handle it." Nope. You went from zero kids to three kids. You got 24 hours in a day to handle it, figure it out. You get a promotion. All of a sudden you're in charge of a whole location, or you're the new vice president, you're the new executive pastor, whatever. You're in the C suite and it's like, guess what? You get 24 hours in a day to handle it.

Carey Nieuwhof:

So every leader has 24 equal hours in a day, but, and you know this already, not all hours are created equal. So we'll do a quick survey of the room right now. Okay? How many of you in the room, and we want to show hands, would say your morning people? Hands up. That would be me. I'm a morning person. How many of you are night owls? How many of you would be like, "Nah, I like evening. I'm a

night owl"? How many of you would say you're zombies all day long? All right, that's the other category, right? So here's the reality, right? Most people, most of us were better at one time of the day or another. We're not robots. We're not on 24 hours a day. In fact, when you drill down a little bit more and research is showing this increasingly the work that Cal Newport, Claire Diaz Ortiz and others are doing, this is what we're discovering. Most of us only have three to five productive hours in a day. That's it. Just three to five productive hours in a day. The first time I kind of came to terms with that, it was really disappointing. It's like, wait a minute, I think I get paid for eight hours a day. What do you mean I only have three to five productive hours in a day? But you only have three to five productive hours where you're really at your best.

Carey Nieuwhof:

So the question then becomes, when are your best three to five hours? So for me, I'm a writer. I'm a content creator. That's what I've done most of my life, right? I produced videos like this. I write teachings like this. I blog, I write books, I deliver talks, I write speeches, I write messages. And what I've discovered is that when I sit down, I'm a morning person between 7:00 AM and 11:00 AM, I'm just on. My brain is firing on most cylinders, if not all cylinders on a good day. I can be very effective. I can be quite efficient. If I sit down and try to write the same talk at three o'clock in the afternoon, good luck. I pretty much have to put pencils between my eyes to keep me open, keep my eyes open and keep me awake.

Carey Nieuwhof:

So the question then becomes, and there's no right answer, there is actually just your answer, but when are you at your best? When are you at your best? What would your peak three to five hours be? Now some of you may know intuitively, but some of you it may take a little while to monitor that and that's okay. And here's what I want you to monitor. When are you most productive? Like think about your inbox, okay? Sometimes we all know there can be 10 unread emails in your inbox and sometimes you can blow through those effectively in like five minutes. And sometimes an hour later you're still like scrambling to answer those 10 emails. Or when you're writing, like I'm a content producer, like I am, or you're strategizing or you're analyzing reports. Sometimes you can just sit down and you can be like, "Oh yeah, 'dun dun dun' this makes sense. This makes sense. This makes sense." You're very productive, you're doing great.

Carey Nieuwhof:

Other times you're looking at it and you're just kind of staring at lines and dots on a page. And you're like, "I don't even know what this means." Right? So that'll give you an idea of where you're probably at your best and where you're not at your best. So track your productivity and your focus. Also track your mood. Like when are you happy to be at work? When are you not happy to be at work? When do you wish it was over? When do you wish you could go for lunch? When are you like, "Man, I'm in the zone"? And then I hinted at it already, but also track your focus levels. So when are you most focused? When can you just sort of head into that zone and stay super focused? And then when do you have trouble even trying to not think about going to the kitchen to grab a cup of coffee or to go get a snack or just go for a walk? You're just kind of all over the place. So track your productivity, track your mood, track your focus levels. That'll help you find the three to five hours when you're at your best.

Carey Nieuwhof:

Now I'm going to give our sort of different productivity zones, our energy zones, colors, labels. And the one where your three to five hours you're at your best, let's call that your green zone. Okay? Greenlight go. You are good to go. And what I want you to do as a result of this training is to find your green zone. And then what you can do is you'll discover there's some other hours where maybe you're not at your best, but you're not at your worst. Think of those as your yellow zone. And then there's probably a couple of hours every day in a 12 hour clock where you're just, it's red zone. It's like I make bad decisions. I'm tired, I'm irritable, I'm grumpy, I don't really get anything done. Let's call that your red zone. Okay?

Carey Nieuwhof:

Now we're going to show you an energy clock and I'm going to show you my zones. Okay? So for me, really between 7:00 and 11:00, that's kind of my green zone. I'm up and running. Usually I get up between 5:00 and 6:00. I'm up and running. I've had my shower, I'm ready to go. I've had some quiet time, I'm focused. And then man, I am productive. I can write that talk, I can write a message, I can write chapters in my book, I can blog. I can do my most important work and I'm just good at. That's my green zone. And then there's a yellow zone where I haven't really got a whole lot of energy. And then my red zone, late afternoon, it's like, good luck. I'm a bit of a disaster. Okay? Most days, most days.

Carey Nieuwhof:

And what you'll discover, all things being equal, is that your life is a series of repeating patterns and that most days, your most productive three to five hours are in about the same window. Your mid zones, your yellow zones, are in about the same window. Your red zones are in the same window. And I want you to clock that out.

Carey Nieuwhof:

And then this is the secret to energy management. Start identifying your most important tasks and then start doing what you're best at when you're at your best. You see uncorrected, you spend the most time on what matters least and the least time on the things that matter most. So what I can do, and I've done this for years before I figured this out, is I kind of wasted my green zone. I was best in the mornings, but I'd go for a breakfast meeting and the breakfast meeting might take two or three hours, maybe even an hour and a half. And I get back in and I'd sit down to write at 10:00 AM but my green zone was expiring and my writing wasn't as effective.

Carey Nieuwhof:

So once you start to figure out your own energy clock, what are your green zones, yellow zones, red zones, then what you do next is you start to figure out, well what belongs in each zone? And you've got to start to maximize your green zone because uncorrected you'll spend the most amount of time on what matters least and the least amount of time on what matters most. So when you think about your job description, there are probably some things that you know, if I do these well, they're game changers. So for me as a communicator, it's obviously writing talks, right? So, that's one of the most important things I can do. Also as a key leader, casting vision, strategizing, working on quarterly planning, that kind of thing is really, really important. Those are my key things. And then building into my key team members, like I've got a few key team members and I get to give them my best energy.

Carey Nieuwhof:

So the question I want you to ask is what requires your best effort? Like if you actually do these two or three out of 10 activities that you're responsible for in your job, what actually produces the greatest results? And then here's where the magic starts to happen. You start to do what you're best at when you're at your best by working in your principal area of giftedness and responsibility during your green zone time. So use your green zone to do what you're best at when you're feeling at your best. So then you start to plot out the rest of your day on an energy clock. You do the whole energy clock and after that you start to sync your time and energy. And so once you know your zones, you decide what belongs in the green zone. And I would suggest that you put your highest value work in the green zone whenever that is. For some of you, your green zone might be midday afternoon whenever that happens to be. But do your most important work, your highest value work in your green zone. In the yellow zone, slot your moderately important work. Like this isn't like the important thing I do, but it's still important. Put that in your yellow zone when your energy is in a moderate zone. And then in the red zone, that's where you put your lowest stakes work.

Carey Nieuwhof:

So for me, what it looks like is I need to do my writing in my green zone. I need to do key meetings in my green zone as long as they're really strategic. And then working on things rather than in things in my green zone. In my yellow zone, I can do some meetings and calendar management. In my red zone, well, email isn't the most important thing. I'm not an administrative assistant. If I was, I might want to do that in my green zone. But for me, I can blow through email and respond to messages in my red zone. And I can take some very routine meetings in my red zone.

Carey Nieuwhof:

Now one or two more things before we wrap up. You see this will produce like crazy results if you really start to lean into this. But I'm going to tell you what you're most tempted to do. I want you to think about your principal area of giftedness. So for me, I'm a communicator. That's just how I'm wired. And maybe I'm not the best in the world, but it's a thing in life that I am best at. So communicating, creating content, delivering content, that kind of stuff, that's what I do best. You're best at something. And maybe it's not content creation, maybe it's strategy, maybe it's spreadsheets, maybe it's administration, organization or whatever.

Carey Nieuwhof:

Here's the challenge you're going to have, because this is what most of us do. You're so good at what you do that you think, Oh, I'll just spend my day responding to what's urgent and I can pull that off at the end of the day. Or I'll pull that off one night. And for communicators like me, what happens is you've got to prepare for a talk. But rather than preparing for the talk, you kind of pull off a Saturday night special. Or it's like, yeah, I just finished this minutes before the camera started rolling. And you know what? You'll do a good job. Why? Because it's your principal area of gifting.

Carey Nieuwhof:

So you plan the retreat, but you kind of pulled it together at the last minute. You got the spreadsheet ready for the meeting and it's not 100%, didn't tell the full story, but it's close enough. You see, leaders who ignore their green zone use their gift, but they never develop it. But when you take your most important gifting and you start using it in the green zone, oh my goodness. That's where exponential results come from because Malcolm Gladwell, right, talks about the 10,000 hour rule. And if you actually do what you're best at when you're at your best, that's when you start to really develop your gift.

Carey Nieuwhof:

Now, if you're going to maximize your green zone, here's what you need to do. Protect it. So a few quick hacks before we wrap up. When you're in your green zone, you're doing what you're best at when you're at your best. Make sure it's distraction-free because if you're really going to do deep work and you're really going to focus on your most important work, you should probably do things like turn off all notifications on your devices. I think you should just live that way anyway. But you'll want to set your phone to do not disturb, maybe even airplane mode. And that may create a, "oh my goodness, what will happen if like somebody wants to get ahold of me?" You see, you live so distracted that you're flooding from activity to activity. And you may have to discuss this as a team and create some kind of triage where, you know, can you be interrupted? Under what conditions can you be interrupted?

Carey Nieuwhof:

But for the most part, I just work un-distracted. I let very few people get through when I'm in my green zone. And I figure if something is truly an emergency, the police will come to my door. Like it's amazing how little you miss if you just ignore your phone for a few hours. And perhaps with the team's permission, you may even want to close your office door if you have an office door. Or put a pair of headphones on or even a little sign that says, "In my green zone, check back with me in two hours." So those are some strategies that can really help you to do some deep work. And that kind of uninterrupted focus in your green zone is really going to help you. So when you head into trying to organize your week in your life, don't just think time management. Start thinking about managing your energy. That's where you're going to discover exponential results. And I can't wait to see the difference that makes.

Carey Nieuwhof:

Well I hope that was helpful and you probably already got some questions, right? Now make sure you bring them into the forum and make sure you bring them to this month's live Ask Me Anything call because I think we could spend a lot of time talking about this one. But let's start with number one. Number one question I get when I share this content is okay Carey, what happens? Because we lined up all the energy clocks for our team and they don't match. We're not all morning people. We got night owls, we got afternoon people, we got late morning people, early morning people. How does that work? And again, we can dive into the weeds in the discussion forum and also in the Ask Me Anything call.

Carey Nieuwhof:

But step number one, and again, when I've consulted with some large organizations, this is exactly what they did. Is you sit down and let's say you compare your executive leadership team meeting schedule and you realize, oh my goodness, we have one of our most important meetings and three out of four of us or six out of seven of us are in our red or yellow zone. Well, that tells you something. I know there was one staff I consulted with and they're like, "That's why those meetings are terrible. We're all brain dead." Yeah, exactly. So it can help you identify that.

Carey Nieuwhof:

And then you need to think, okay, is that like a yellow zone thing, it's kind of important? Or is that a really good spend of four, five, six, seven people's green zones? See, simply by comparing the energy clocks, you can start to say, "Okay, some of our key meetings probably need to be shifted." And again, you want to probably use your, depending on what you do and what your task is, what your job is, what

your assignment is, you probably want to use some of your green zone for personal work. Work where you're working alone un-distracted. And then perhaps for some of your most important team time.

Carey Nieuwhof:

Other tips that will help you really maximize people's green zones is this might be a good month to reverse some of the meeting creep that happens in every organization. So when you look at people, because this is another top question I get from leaders when I train them in this. It's like, "Well Carey, I don't really like have a whole lot of discretion. I'm not the CEO. I can't just decide how I spend my time." If you get that kind of pushback from your team, here's what you can say. First of all, well how many meetings do you actually have in a week? And when I've asked this question to hundreds of leaders, here's the answer I get back, I never hear more than 20 hours a week. So what that means, because this is a life management system, not just a work management system, but in a 40 hour workweek or pick whatever you have for this employee. What that means is they actually have discretion over half of their work week. Right? Like you're not telling them what to do because they're not in meetings for the other half. So there's certainly some leverage points that they can use. They can probably free up 20 hours of that 40 hour work week. And when you're thinking about their life, my goodness, they have 148 hours that they have discretion and control over. So they can definitely get some productivity out of that.

Carey Nieuwhof:

But then what you may want to do as a senior leader is look at your meeting structure and go, "Is this really the most productive use of our time?" Some meetings are really helpful, but not all of them are. So you may want to look with your senior leadership team at eliminating any unnecessary meetings. What tends to happen is we set up a meeting as a recurring result every week, every other week, and we just leave it there forever. Well do you really need this meeting? Maybe you did in 2017. Do you still need it today? Maybe you needed it six months ago. Do you still really need this meeting today? So just eliminate any unnecessary meetings which will free up some time for your team.

Carey Nieuwhof:

Second, even if you can't get rid of the meeting, can you purge the attendee list? Sometimes the default is just, well we got to get more people in this meeting. Does everybody who's there need to be there? Because if not, you can free them up to become more productive. So look at the, do we need this meeting? Look at the attenders to the meeting.

Carey Nieuwhof:

A third thing you can do for meeting creep in organizations is establish time limits. Most meetings have a start time. Very few meetings have an end time. And I learned this discipline the hard way, but I started putting end times on meetings. And yeah, I know, usually you can push past an end time, but I got pretty good at like walking out a meeting saying, "Guys, this meeting was only for an hour. If you want to keep sitting here all afternoon, go ahead but I'm leaving." And I would just walk out of a meeting. So you can do that. You can do that. Put an end time on your meetings and people get very, very efficient. In fact, in a lot of the literature I'm reading these days, people are saying you can accomplish everything in 15 to 30 minutes if you really put a focus on that. Now, I think you should actually have a little bit of relational time in your meetings, but we can probably all be more efficient than we actually are. Put an end time on your meetings.

Carey Nieuwhof:



Another thing you can do to eliminate meeting creep, which may not be the best use of your team's time, is to reduce the frequency of some meetings. Does a weekly meeting need to be a weekly meeting? Or could it be biweekly or could it be monthly? Another thing you've done, and I've done this in my organization now for almost 15 years, is establish no meeting days. In other words, we just don't have meetings on Monday. We don't have meetings on Wednesday. Pick whatever day works for you. But it's amazing. And I remember the first time I did that, people said, "But we need more time." You know what? The work will expand to the time you make available for it. If I said today, "You know what, I'm free for meetings five days a week, nine hours a day," I would have 45 hours of meetings a week. I just say no meetings are allowed these days. It's more like Tuesdays for me. There's no meetings on Tuesdays, no meetings on Friday. And no meetings in the morning. That's what I do. That's my personal rhythm these days. So what I do is if someone says, "No Carey, this has to happen on a Friday." They have to actually clear that with me. And you can empower your team to have that kind of freedom as well.

Carey Nieuwhof:

And then the other thing, last thing, just to repeat, is shift the time of the meetings to align with the appropriate color zone. So when you make those shifts, what you're going to discover is that you freed up a lot of time now for people to use their green and yellow zones to really become far more effective at what they do. And that'll free up an exceptional amount of collective time for your team.

Carey Nieuwhof:

Second critical change you can make is to eliminate distractions in the green zone. And I talked about that in the training, but I want to go into a little more detail. So personally, just seriously turn off all notifications on your devices. I know you're worried about missing out on that. I promise you as a leader you're not going to miss much. What I've developed with my team, and maybe we'll go there in the AMA or in the discussion forum, but I've created a triage system. So we use Slack for very specific purposes. We use email for very specific purposes. We use text messages for other purposes and then phone calls for other purposes. So basically a phone call is like the 911. Okay, that's like whoa, 911. Somebody is calling me, this is urgent, I have to drop what I'm doing. A text message means it probably can't wait a few hours. A Slack message means get to it when you get to it. Email is get to it when you get to it. And normally people are on Slack multiple times a day. So you can set up a triage system like that so that, okay, if I'm going to interrupt you, it's very intentional.

Carey Nieuwhof:

Second thing you can do, set your phone to do not disturb. I live with my phone on do not disturb. I program it so that favorites, and I have very few favorites can come through and it works really effectively because probably while I'm recording this video, yep, I've got a whole bunch of new messages on here but my phone didn't even buzz. And I'll look at it when we're done filming.

Carey Nieuwhof:

And then with the team's permission, close your office door. For those who have offices, you may just want to say, "Hey, when my door is closed, unless it's a real emergency, the place is burning down, don't interfere with me." Or maybe give your staff to put headphones on. I call my noise canceling headphones people canceling headphones. They work really, really well. And it can just be a sign if they've got their headphones in, don't disturb. A number of companies, you can read different books on distraction management, including Indistractable by Nir Eyal. And it's like you put a little traffic cone on

there, a little sign that says, I call it in my green zone, put it there, and then people know, okay, I'm not going to interrupt you right now.

Carey Nieuwhof:

And then obviously shut down your browser too, right? Because I can have nobody else distracting me. I'm very capable of distracting myself. So you want to put some self limits in there. But if you free up that three to five hours a day, you'll see, and this is the payoff, right? Is you're way more productive at work, but you actually have more time at home. And you have more time to be with your family.

Carey Nieuwhof:

So this may require some meetings between you and your senior leadership team to figure out how this plays out in your organization. But I'm confident that when you get to that place, you can agree, we're going to move this meeting, we're going to cut this meeting, we're going to change this. We're going to create some distraction free zones, maybe some no meeting days. You will see productivity go through the roof. So the payoff is extraordinary and I think your team will become more effective. Plus they'll enjoy work a lot more. Nobody loves that feeling of spending a whole day and they've accomplished nothing and added five things to their to do list. And I think this'll go a long way to really solving that problem. And I think both the quality and the quantity of your work and your team's work will grow. So I'm very excited to see you try this and implementation is really key on this. So make sure you review the team application guide this month and make sure you jump into the forum. And also drop your questions by the live monthly Ask Me Anything. This is going to be a fun conversation. Hope that was a helpful backgrounder and I hope this helps you thrive in life and leadership.