NO

ONE

WORKS

ALONE

WORKING TOGETHER

to improve focus.
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EXECUTIVE SUMMARY
There's no shortage of distraction in today's workplace—work is more collaborative than ever, technology is integral to our lives, and we crave diversion. But there are ways to combat these blockers and make your team more productive.

The best way to improve efficiency and focus as a team is not by hiring more people, but by building better relationships.
Helping teams overcome distraction is easier than it looks. Leaders can take small steps to make work more productive and more meaningful, and improve the team’s overall well-being.

Fighting distraction? Us, too. Eons of evolution have molded the brain to seek out stimuli. But knowing you’re predisposed to interruption allows you to use it to your advantage.
INTRODUCTION
We’re working more hours than ever before, but it’s not enough. To-do lists rarely stop growing, meetings take up the better part of the work day, and Inbox Zero is an elusive dream. If we can’t add hours to the day, we’ll have to get more out of them. Of course, that’s easier said than done: when the average office worker is interrupted every 11 minutes, it’s impossible to focus on the task at hand or do any deep thinking. If only it weren’t for your distracting colleagues and technology, you could finally make some progress. Right?

We’ve been blaming this constant state of distraction on “information overload,” but the dirty little secret is, we’re not helplessly battered by new inputs—we seek out distraction. Every incoming text or overheard conversation in your open office, is a novel experience, which your brain encourages you to pursue in search of a reward. Constantly responding to these distractions makes you feel productive—that is, until you look at your to-do list again.
In other words, three immutable truths are preventing you from being more productive:

1. Work is more collaborative than ever.
   You need things from other people to accomplish your goals, and they need things from you.

2. Technology is integral to work.
   Information can be accessed and exchanged 24/7 and it’s not slowing down.

3. Our brains are built to love distraction.
   You can only fight against eons of evolution for so long, and any tinkering around the edges comes at a cost.

So if you can’t get rid of coworkers, or technology, or the desire to be distracted, how can anyone hope to be productive?

Individual productivity hacks are a good start, but they’re not enough. Instead, it’s about rallying your team to create an environment and workflow that reduces distractions and allows you all to perform at your best.

Are you ready? Put away your phone and find a comfy spot—print out this guide and read it the old-fashioned way if it helps. If you have any questions, get in touch.

SACHA JACKSON, SR. CONTENT STRATEGIST, BREATHER
BUD CADDELL, FOUNDER, NOBL
A NEW WAY TO LOOK AT PRODUCTIVITY
THE BEST WAY TO

IMPROVE EFFICIENCY

IS TO FOCUS AS A TEAM.

Historically, productivity has been defined as a “ratio between the output volume and the volume of inputs.” It’s a useful formula for factories manufacturing widgets, but less helpful in a knowledge economy: what are the inputs? What counts as an output, and should quality impact its score?
And when you talk about helping to make teams more productive, it gets even more complicated. For instance, if your team is drowning in work, your first instinct might be to hire more people (i.e., an input). But in fact, the more people you have on your team, the less effort each individual puts forth. This is called the Ringelmann Effect. With each additional member, you increase the number of relationships between team members exponentially, thereby increasing the amount of time and energy individuals have to spend managing those relationships. People also have a tendency to be lazy. The bigger the group, the less individuals contribute to the overall project, so more people doesn’t necessarily mean a project will be completed any faster.

So if you can’t throw bodies at the problem, what makes a team more productive? Google analyzed 300 of their teams and found that the most effective ones shared five key traits: psychological safety, dependability, structure/clarity, meaning and impact.

BE TRANSPARENT

Good leaders work in different ways, but they all have one thing in common: they set an example. It can be as simple as staying on time and focused during meetings or as elaborate as creating new ways of connecting.

Jill Soloway, creator and showrunner of “Transparent” has a particular way of nurturing trust and purpose on set. Soloway starts everyday with an all-hands meeting she calls “The Box” where both cast and crew are invited to climb up on an apple box and share how they’re feeling that morning.

It might sound over-the-top to some, but this tactic actually enables the team to work faster. Creating an interpersonal connection everyday fosters a work environment that allows people to be authentic in the office and let them do their best work.
THE FIVE KEY TRAITS OF AN EFFECTIVE TEAM

1. Psychological Safety
   Individuals felt comfortable sharing ideas without fear of rejection or failure.

2. Dependability
   Team members could be counted on to deliver what they said they’d do.

3. Structure & Clarity
   Everyone understood what their roles were, and what everyone else on the team was doing.

4. Meaning
   People felt that their tasks were contributing to the team’s larger goals, rather than performing busy work.

5. Impact
   The team’s work was ultimately making a positive difference in the world.
If you want to improve productivity, you need to be wary of two more distractions: busyness and efficiency. If you’re busy, you may be producing a lot of work, but not necessarily your best work. Working efficiently (doing things faster or with less waste) sounds like a much better proposition, but again, doing the wrong things, better, won’t help you achieve your goals, either. To make matters worse, if you’re focused exclusively on efficiency, you won’t have the freedom to experiment, which is vital to inventing new, better ways to work.

The best way to circumvent these traps? Set clear daily and weekly priorities, both individually and as a team. Teams rely on each other to get the work done, so ensuring you’re aligned on deadlines and project importance allows you to focus on the right thing at the right time, and forces the team to re-evaluate any “busywork”.

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**BUSINESS WILL GET YOU NOWHERE**

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DRIVEN TO DISTRACTION
The human brain is wired to seek out stimuli. But knowing you’re predisposed to interruption allows you to use it to your advantage.
Team dynamics aren’t the only thing holding us back: despite ostensibly being designed to increase productivity, our technology and workplace environments literally drive people to distraction. Facebook’s newsfeed is constantly updating, and your office was designed to encourage the conversation you’re currently trying to avoid. But there’s more to it than just that.

The problem is that humans started as hunter-gatherers in an environment that couldn’t be farther from the modern office. In prehistoric times, distraction was a matter of life and death—noticing a twitch in the grass could mean avoiding being lunch. In this survival-of-the-fittest world, those easily distracted individuals were the ones who passed on their genes to the next generation. So it’s no wonder we’ve invented a million things that purposely drive us to distraction.

Not only is evolution against us, but so is chemistry. Another reason our brains like to wander? Dopamine. Researchers from Harvard University found that our brains receive a small dopamine injection every time it “accomplishes” a different task. Which explains why even the smallest thing—checking an email during a meeting—leaves you with a tiny thrill of gratification and enjoyment.

If you think about it, your brain is bombarded by so much information, it’s amazing it can focus on anything at all. Right now, you’re paying attention to these words, but you’re probably also sitting (are you comfortable? Is the room too hot? Too cold?), overhearing music or conversation (Paul Simon on repeat. Your colleague’s Game of Thrones recap), or wondering what you’re going to make for dinner (are there any tomatoes left? Should I pick up wine?). Different parts of your brain are responsible for managing these inputs.
Your brain constantly scans and filters information in an effort to determine what requires the most attention. All this focusing getting to you? You probably want to take a mini-break right now, scroll through Twitter, check Instagram, tackle a quick email. It’s normal.

No matter how many things you’re thinking or doing at once your brain’s job is figuring out what needs the most attention, it’s excellent at sorting out the noise. Input that is relatively constant (the report you’re reading, your surroundings) can be safely ignored, a process known as habituation. Meanwhile, high contrast stimuli—bright lights, loud noises; essentially, danger—are more likely to break our focus. The apps, emails, and other technology that are supposed to help us be more productive instead provides constant distraction in the form of pings, buzzes, and pop ups (not that we needed more reasons to turn our attention from work). And every time you lose focus, it can take up to 25 minutes for your mind to settle back into what it was doing. What seems like an innocuous two minutes of procrastination can have greater impact on your work day.
Prefrontal cortex
— Top-Down
— Goal-Oriented

Parietal cortex
— Bottom-Up
— Sensory Information

YOUR BRAIN
We’re being interrupted faster than we can even refocus.
But don’t panic, it’s not all bad. Dr. Gloria Mark, the same professor who found that it takes nearly a half an hour to re-focus on a task after being distracted, also found that people often work faster if they know they’re going to be interrupted. Anticipating distraction can help you to focus and complete a given task on time (just think of all those all-nighters you pulled in college). Conversely, allowing yourself to be distracted by planning it into your day can also prove beneficial. Brief bouts of procrastination, like surfing the web, can help to increase creativity and boost alertness.

A recent study of office workers found that those who were the most productive, took the most breaks. More specifically, these enviably efficient people took a 17-minute break for every 52 minutes of concentrated work. In a typical eight-hour workday, that works out to approximately seven pauses from work to chat with colleagues, grab a coffee, get some fresh air, or catch-up on the news. Knowing you can take these breaks throughout the day is motivation to fully concentrate on one task at a time.
SHAKE IT UP!
We all want to see our to-do list disappear and finish projects with a sense of calm achievement, not a hurried “Ship it!” Here are five simple things you can do to improve your team’s overall productivity and well-being.

Understanding the obstacles to maximizing a team’s productivity was just the first step. Now we can tackle each problem one by one.
Create an environment that reduces distraction

To the best of your ability, dedicate smaller rooms or offices to group work to help maintain a quieter setting in your open office. If you don’t have the space, consider letting people work from home occasionally, or better yet, book a location designed to improve productivity. Breather lets anyone rent inspiring workspaces for a day, week or on an ongoing basis. They’ve identified seven different types of workspace archetypes, from “nooks” where individuals can focus on deep thinking, all the way to “retreats” that allow whole teams to concentrate on a specific topic. Regardless of the size, they all provide the distance from the office (and a serene setting) to help people avoid distraction.

Establish a meeting rhythm

Improve accountability and transparency by holding regular meetings in which the team shares what they’ve been working on. We recommend, at a minimum, holding a Monday Planning Meeting in which you discuss what you’re working on this week and a Friday Ship Meeting in which you review what you accomplished, and where you’re stuck. Don’t forget to carve out five minutes or so to allow people to chat about how they’re doing—this helps nurture all the relationships that will make your team more productive.

Anticipate distraction

Don’t fight distraction—manage it. Focus for a short period of time, then step away—one study of office workers found that the most productive workers were the ones that were best at taking breaks. Another approach is to block off longer periods of time for deep thinking on critical work. At Asana, for instance, they’ve declared “No Meeting Wednesdays” so people get more done.

Ask about the state of the team

Reflect on whether the team is working on the right things, as well as how the team is working together. Monthly team retrospectives provide an opportunity for everyone to talk about what’s working and what’s not, as well as identifying policies and projects that can improve the environment going forward. Weekly one on ones are another important tool to check in and make sure that everyone feels that they’re performing at their best.
WHAT MAKES FOR A PRODUCTIVE SPACE?
AN INTERVIEW WITH BREATHER EXPERTS.

Amy Johnson
Interior Design Manager

Charles Colby
User Experience Researcher
Why did you develop archetypes? Isn’t a quiet space a quiet space?

**CC:** Our spaces were being used by a variety of different teams for a variety of different use cases. By creating these archetypes, we could design specific spaces that were optimized to support very specific types of meetings.

How did you research how spaces and design affect productivity?

**CC:** By combining qualitative methods such as in-context interviews, quantitative methods such as surveys and data analysis, and real-time customer feedback, we maintain a deep understanding of what’s working well and where new opportunities lie.

What are the different elements you look at when designing a space?

**AJ:** Before we even design the space, we first consider the city, the neighborhood, and the building. Our real estate team finds amazing open spaces full of natural light, but because the size, shape, and architectural details vary from space to space, we really have to design each Breather as the unique environment that it is. No matter the architecture of the space, there are few elements we always include:

- Natural light to keep you alert
- Spacious layouts that give you the room to think
- Calming color palettes
- Design details such as books, tchotchkes that help catch the distracted eye
- Comfortable furniture for long sessions.

What’s a simple thing people can do to make their personal workspace better?

**AJ:** Simplify your space. Put things you know inspire you nearby, but don’t get overwhelmed by distractions. Having multiple areas to work is ideal: being able to move from a desk to a comfortable chair throughout the day resets a foggy mind.
CONCLUSION: WORK DIFFERENTLY
The knowledge economy and the ongoing technological transformation of the workplace have demonstrated that the old ways of measuring productivity just don’t cut it. If we’re going to perform at our best, we need to reevaluate how we work together.
If work is more collaborative than ever...

we should adopt new practices that help the team build trust and transparency.

If technology is integral to work...

we need to find better ways to incorporate it into our work, rather than let apps and gadgets become our rulers.

If our brains are built to love distraction...

we have to find distraction-free workspaces that seek to manage distraction as opposed to fostering it.

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A CHECKLIST TO GET YOU STARTED

1. Plan your Monday Planning Meetings and Friday Ship Meetings
2. Take a few minutes at the start of meetings to catch up on life and ongoing projects
3. No Meeting Wednesdays! Go ahead and block the time in your team’s calendars
4. Book regular offsites and retreats
5. Book a working lunch in a different environment
6. Connect with your team. Book weekly 1:1 meetings and monthly retrospectives
GLOSSARY
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Interruption
Invention
Knowledge
Lazy
Leader
Life
Light
Lists
Manage
Manufacture
Meaning
Measuring
Meeting
Motivation
Multitasking
Newsfeed
Noise
Office
Offsite
Output
Overload
Over-hearing
People
Performance
Personality
Phone
Policy
Positive
Practices
Priorities
Productivity
Process
Procrastination
Progress
Project
Psychology
Purpose
Quality
Rallying
Ratio
Reflection
Rejection
Relationship
Rely
Response
Responsability
Retrospective
Reward
Rhythm
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Thinking
Time
To-do
Transformation
Transparency
Traps
Trust
Update
Volume
Wander
Waste
Well-being
Work
Worker
Workflow
Workplace
SOURCES


6, 7  Stephanie Vozza, “The science behind daydreaming and how you can retrain your brain to focus”, Fast Company (2016).


Founded in 2012, by Julien Smith, CEO, and Caterina Rizzi, Breather is an international network of beautiful, professional spaces designed for team meetings, offsites, brainstorms, workshops, training sessions and more, available by the day, week, or month. Practical and distraction-free, locations are exclusively yours for the length of your reservation and can be reserved and accessed through Breather’s website and mobile app. At Breather, we do things differently. With no membership or subscription fee, you book and pay for the time you need.

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NOBL (pronounced no-bell) is a collective of organizational designers, experience designers, and team coaches committed to expanding access to meaningful work. Every team that we help will result in a greater impact on the world. Our purpose is to help your team unleash theirs. Our life’s work is helping you pursue yours.

Questions?
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