Implementing a four-day workweek may feel like a "let's go scale Mt. Everest" type task. Where do you start? How do you feel confident you have covered all the ways this change impacts your team?

Here is a guide for starting these conversations with your team based on the lived experience of one company, Bolt, that has done it. They learned that when implementing a four-day workweek, it's important to think thoroughly about the implications and impact of this change.
You'll want all senior leadership involved in the initial discussions and ensure you've uncovered concerns and worked through why you might do this and what it will take to implement a four-day workweek. This inclusive discussion process will also give everyone the context, capture the different teams' unique operating needs, and build consensus.

Tips for Holding Discussions:
1. If possible, have at least the first discussion synchronously via phone/video or face-to-face.
2. Set the context for the discussion in advance so everyone comes prepared. Provide any inspiration or background information about your team that has led you to this conversation.
3. Reduce distractions during synchronous sessions. Consider banning phones, messaging, even laptops to encourage everyone to be present.
4. Consider having a moderator or guide that leads with questions, takes notes, keeps everyone on time, and generally ensures you stay on track.

Exploring questions:

1. Why? What are the big drivers for considering this?
   a. Why do we want to implement a four-day workweek? What has inspired us to consider this idea?
   b. What are our current company values? Does a four-day workweek align to any of them?
      (If you need to define or re-explore your company values, check out <u>this workbook</u> for help.)
   c. What is the main reason for employee turnover currently?
   d. What would be the impact on employees: workwise, personally, financially, and emotionally?
   e. What do the stakeholders think about a four-day workweek?
   f. Who else in our industry does a four-day or reduced workweek? Is there competitive pressure or competitive advantage play?
2. What do we do today? How is what we do today experienced?
   a. What patterns are employees currently working? Do we have shift or salaried employees?
   b. What holidays do we currently provide as paid time give off?
   c. Have we tried Summer Fridays (finishing work early on a Friday in the summer), or another 'reduced workweek' experiment in the past? What was the outcome?

    d.   What requests for flexible working arrangements do we currently honor? For example, how do we currently accommodate employees who observe Sabbath? Do we allow caregivers to work reduced or compressed hours?

Practical impact questions:

1. Culture and Collaboration
   a. What is our main communication style today? Would it support or hinder this move?
   b. Do we work asynchronously or synchronously? If both, what type of work happens where?
2. Operations
   a. What coverage is needed in each department, at a high level?
   b. What is our production cadence? Do we work in sprints or cycles?
   c. Is our work seasonal, or is the workload evenly distributed throughout the year?
   d. How long is a typical workday for a typical employee?
   e. What is the minimum amount of output we need from each department?
   f. How many of our team members are employees and how many are contractors?
3. Customer Service and Support
   a. When are we currently available for our customers?
   b. Do we have SLAs or contractual obligations to consider?
   c. How will we meet customer concerns about this change?

Implementation considerations:

1. Experiment
   a. Do we want to do a trial period?
   b. How long will the trial period run for? What is an average cycle length of work?
   c. How will we know if the experiment is successful? What are our metrics for success in a four-day workweek? How will we measure them?
2. Logistics
   a. What will our working hours look like in a four-day week? Are we asking employees to compress five days of work over four? Will employees want to do that?
   b. How will we continue to offer excellent service for our users/stakeholders? What are their expectations around availability?
   c. Is there a shift system that can be implemented to ensure full coverage of crucial functions? Could an existing "on call" system such as pager duty be expanded?
   d. What happens in an emergency situation?
3. Education and Buy In
   a. Is there senior stakeholder buy in? Can the stakeholders model good four-day workweek behavior to the rest of the company?
   b. How will we share with employees what we are doing, why, the scope and duration, and answer their questions? What will executive leadership say and do? What will team leaders say and do?
   c. What support are we offering employees to switch to this new working schedule?

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4. Practices and Processes
    a. How can employees be supported to reduce time in meetings?
    b. How can employees be supported to balance workloads if necessary?
    c. How will meetings with external teams be conducted? What effect will this have on eg. recruiting, or agency communications?
    d. What other processes do we think we need to adjust now?

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