

VITAL WORK

IMPLEMENTATION SERIES • PREORDER EXCLUSIVE

FACILITATOR GUIDE

Team Discussion Guide

A 10-week program for teams, book clubs, and retreats.



A 39-PAGE TEAM PROGRAM

DR. PARTHA NANDI • AUTHOR OF VITAL WORK

Better Together

Ideas change minds. Conversations change teams.

You can read Vital Work alone and improve how you work. But the habits that shape a workplace — how meetings run, when focus is protected, whether recovery is respected — are shared habits. They change fastest when a team examines them together, out loud, with curiosity instead of judgment.

That's what this guide is for. Over ten weekly sessions, your group will discuss one theme at a time, compare it honestly against how you currently work, and leave each session with one small, concrete change. No theme requires the previous one. No session requires homework beyond noticing.

A word of encouragement before you begin: resist the urge to fix everything in week one. Healthy teams aren't built through one sweeping reorganization. They're built through small improvements, repeated until they become invisible — just “how we do things here.”

Stay curious. Assume good intent. Let the quiet voices go first.

— Dr. Partha Nandi

“Small changes, repeated consistently, outperform big changes attempted once.”

How to Use This Guide

One theme per week. 60–90 minutes per session. Any group size from three to thirty.



Leadership & executive teams

Run one session per weekly meeting, or compress into a two-day off-site (five themes per day).



Book clubs & masterminds

Read at your own pace; the themes stand alone. Rotate the facilitator role each week.



Lunch-and-learns

Use the 60-minute rhythm and skip the case study. Keep it voluntary and keep food involved.



Executive retreats

Pair each theme with the matching worksheet in the Leader's Workbook for a full-day program.



Weekly staff meetings

Borrow the first 20 minutes: one takeaway, one discussion question, one commitment.



Virtual & hybrid teams

Share questions in advance, use breakout pairs for the Apply step, and capture commitments in a shared doc.

The Session Rhythm

Every week follows the same six moves. Familiar structure frees attention for the conversation.

01 Read

Before or at the start: the one-page theme summary. Five minutes, in silence, is enough.

02 Reflect

Each person answers the reflection questions privately first. Writing before talking doubles participation.

03 Discuss

Work through the discussion questions. The facilitator's job is airtime, not answers.

04 Apply

Test the ideas against a real scenario — the case study or activity provided.

05 Act

Choose together: one habit to start, one to stop, one to improve. One of each. No more.

06 Commit

Write the commitment down and name an owner. A commitment without an owner is a wish.

FIVE FACILITATION PRINCIPLES

- Invite quieter team members first — seniority speaks last.
- Focus on curiosity rather than blame; audit systems, not people.
- Allow silence before moving on. Count to seven. Someone will fill it.
- Capture ideas visibly — a flip chart or shared doc keeps thinking honest.
- End every discussion with one concrete action, scheduled before you leave.

Energy

Session one of ten • 60–90 minutes



This week in one page

Energy — not time — is the true currency of performance. Two people can sit in identical meetings for identical hours and contribute wildly different value, because what they bring is attention, judgment, and creativity: all biological resources that rise, fall, and can be managed. Teams that talk about energy openly stop treating exhaustion as dedication.

KEY TAKEAWAYS

- Energy is a shared, manageable resource — not a private personality trait.
- Most teams schedule work as if every hour were equal. Biology disagrees.
- Exhaustion is data about work design, not proof of commitment.
- Leaders set a team's energy norms whether they intend to or not.

FACILITATOR NOTE

If people hesitate to admit low-energy hours, go first as facilitator. Naming your own 2 PM slump gives everyone else permission.

Reflect, Discuss, Apply

Write privately first. Then talk. Then test it against reality.

REFLECT — ON YOUR OWN, THREE MINUTES

When during the day do I feel most alive at work?

What part of my week reliably leaves me depleted?

What do I do when my energy is low — and does it help?

DISCUSS — AS A GROUP

- 01 Where does our workplace genuinely support healthy performance?
- 02 Where does it unintentionally create burnout?
- 03 What habits have become “normal” here that may not be healthy?
- 04 If we redesigned one part of our workday for energy, what would it be?

APPLY — CASE STUDY

The ICU That Rescheduled Itself

A hospital ICU team noticed medication errors clustered in the late afternoon — the same hours leadership had scheduled training and administrative reviews. They moved complex, high-stakes tasks to mornings, batched paperwork into a single afternoon block, and protected a real break at the shift's midpoint. Errors fell within a month; so did overtime.

- What is our team's version of “training at 3 PM”?
- What would our work look like scheduled around energy instead of convention?

Act & Commit

The session succeeds only if this page gets ink.

THIS WEEK'S CHALLENGE

The Energy Map

See one full week the way biology sees it.

Each person marks their three highest-energy and three lowest-energy hours across a normal week. Overlay the maps in your next session.

Success: the team can name its shared peak window — and one thing currently wasted on it.

ACTION PLAN — ONE OF EACH, NO MORE

One habit we'll start _____

One habit we'll stop _____

One habit we'll improve _____

We agree to... _____

Owner _____ We'll check on this _____

Recovery

Session two of ten • 60–90 minutes



This week in one page

Recovery is not the reward for finishing work — it is how work gets finished. Attention and self-control are depleted by use and restored by rest, which makes breaks a performance tool, not a perk. Yet in many teams, visible rest feels risky. This week is about making recovery normal, visible, and expected.

KEY TAKEAWAYS

- The brain restores focus through deliberate breaks, not through pushing harder.
- Recovery people can see is recovery people will take.
- A culture where rest needs an apology is quietly taxing every project.
- Micro-recovery — minutes, not vacations — carries most of the load.

FACILITATOR NOTE

Watch for joking deflection — “must be nice!” Humor is often how a team admits a norm feels unsafe to change.

Reflect, Discuss, Apply

Write privately first. Then talk. Then test it against reality.

REFLECT — ON YOUR OWN, THREE MINUTES

What does real recovery look like for me during a workday?

When did I last take a break without guilt?

What signal do I send others when I work through lunch?

DISCUSS — AS A GROUP

- 01 Is rest visible on this team, or does it happen in hiding?
- 02 What happens to someone's reputation here if they fully disconnect on vacation?
- 03 Which of our norms make recovery harder than it needs to be?
- 04 What would make breaks feel like standard practice rather than exceptions?

APPLY — TEAM ACTIVITY

The Recovery Brainstorm

In pairs, list every realistic five-to-fifteen-minute recovery option available in your actual workplace — walks, stretches, quiet corners, no-screen coffee, stairs, daylight. Combine lists, then vote on the three the team will make officially normal this month.

- Which options cost nothing and require no permission?
- What would leaders need to do for these to feel truly safe?

Act & Commit

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THIS WEEK'S CHALLENGE

Recovery Break Week

Every person takes one deliberate, visible break every workday for a week.

Put it on the calendar. Leaders take theirs where people can see. Nobody schedules over anyone's break.

Success: five days, full participation, and at least one leader spotted resting in public.

ACTION PLAN — ONE OF EACH, NO MORE

One habit we'll start _____

One habit we'll stop _____

One habit we'll improve _____

We agree to... _____

Owner _____ We'll check on this _____

Focus

Session three of ten • 60–90 minutes



This week in one page

Deep, uninterrupted thinking is the most valuable and most fragile work a team does. Every interruption carries a reentry cost measured in minutes, not seconds — and modern workdays are engineered for interruption. Protecting focus is not an individual discipline problem; it is a team agreement problem.

KEY TAKEAWAYS

- Fragmented attention produces fragmented work — at every level of talent.
- Focus time fails unless it's shared: one person's deep work is another's unanswered ping.
- The cost of interruption is invisible on a calendar and enormous in output.
- Protecting focus requires saying it out loud, together, once.

FACILITATOR NOTE

Expect pushback framed as customer need. Ask: what percentage of Friday-morning messages are truly external and truly urgent? Measure before deciding.

Reflect, Discuss, Apply

Write privately first. Then talk. Then test it against reality.

REFLECT — ON YOUR OWN, THREE MINUTES

When did I last get ninety uninterrupted minutes on hard work?

What interrupts me most — and how much of it is self-inflicted?

What work am I proudest of, and under what conditions did it happen?

DISCUSS — AS A GROUP

- 01 What genuinely deserves to interrupt deep work here — and what merely does?
- 02 Could this team hold a shared daily focus block? What would break first?
- 03 How do we signal availability and unavailability today? Does it work?
- 04 Who pays the highest interruption tax on this team right now?

APPLY — CASE STUDY

The Startup That Went Quiet

A twelve-person product team adopted one rule: 9:00–11:00 daily, no meetings, no chat, no exceptions without a phone call. The first week felt eerie. By week three, their sprint output rose by a third — and their after-hours messages fell, because work stopped leaking into evenings.

- *What's our equivalent of the 9–11 block — and what would resist it?*
- *What deserves the “phone call” level of urgency here? List it explicitly.*

Act & Commit

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THIS WEEK'S CHALLENGE

Focus Friday

One morning each week belongs to deep work — for everyone at once.

No internal meetings or messages before noon on Friday. Urgent issues get a phone call. Everything else waits three hours.

Success: four consecutive Fridays, and one finished piece of work each person is proud of.

ACTION PLAN — ONE OF EACH, NO MORE

One habit we'll start _____

One habit we'll stop _____

One habit we'll improve _____

We agree to... _____

Owner _____ We'll check on this _____

Meetings

Session four of ten • 60–90 minutes



This week in one page

Meetings are the largest unexamined line item in most teams' energy budget. Each recurring meeting is a standing withdrawal — multiplied by every attendee, every week, indefinitely. The goal isn't fewer conversations. It's deliberate ones: an owner, a purpose, a decision, an end.

KEY TAKEAWAYS

- A recurring meeting should re-earn its place on the calendar, not inherit it.
- The default meeting length is a habit, not a law. Thirty beats sixty; fifteen often beats thirty.
- Meetings without decisions are emails with attendance.
- Every attendee who doesn't need to be there is paying attention they can't spend elsewhere.

FACILITATOR NOTE

When someone defends a meeting, ask what they'd lose if it became a written update. Often the honest answer is connection — which is worth keeping, in a better container.

Reflect, Discuss, Apply

Write privately first. Then talk. Then test it against reality.

REFLECT — ON YOUR OWN, THREE MINUTES

Which recurring meeting would I never reinstate if it quietly vanished?

In which meetings am I an active participant versus an audience member?

What does my own meeting behavior teach others about what's acceptable?

DISCUSS — AS A GROUP

- 01 If we rebuilt our shared calendar from zero, which meetings would we recreate?
- 02 What decision rights would let us cancel half our status meetings?
- 03 What would need to be true for a 25-minute default to work here?
- 04 Which meeting is sacred but shouldn't be? (Allow the silence.)

APPLY — TEAM ACTIVITY

The Meeting Makeover

Choose the team's largest recurring meeting. On a whiteboard, answer: purpose in one sentence, the decision it exists to make, the minimum people required, the minimum time required. Redesign it live — or retire it with honors.

- *What did this meeting used to do that it no longer does?*
- *Who could own this as an async update instead?*

Act & Commit

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THIS WEEK'S CHALLENGE

No-Meeting Morning

Reclaim one shared morning per week from the calendar.

Pick one weekday. Cancel or move every internal meeting before noon. Hold the line for a month.

Success: four clean mornings, and a team decision on making it permanent.

ACTION PLAN — ONE OF EACH, NO MORE

One habit we'll start _____

One habit we'll stop _____

One habit we'll improve _____

We agree to... _____

Owner _____ We'll check on this _____

Movement

Session five of ten • 60–90 minutes



This week in one page

The human body was built to move, and the thinking brain rides on that machinery. Long sedentary stretches dull attention and mood within the hour; small doses of movement restore both. No fitness program required — this week is about weaving motion into the workday where it already fits.

KEY TAKEAWAYS

- Movement is a cognitive tool: circulation feeds concentration.
- Hourly micro-movement beats a daily workout for workday alertness — do both if you can.
- Walking meetings genuinely change conversations: side-by-side beats face-to-face for hard topics.
- Movement norms spread by example faster than by encouragement.

FACILITATOR NOTE

Frame movement as performance, not wellness. Skeptics who roll their eyes at “wellness” will still walk if it's about thinking better.

Reflect, Discuss, Apply

Write privately first. Then talk. Then test it against reality.

REFLECT — ON YOUR OWN, THREE MINUTES

How many hours do I sit without standing on a typical day?

Where in my week could a conversation become a walk?

What movement do I already enjoy that work currently crowds out?

DISCUSS — AS A GROUP

- 01 What makes movement feel unprofessional here, if it does?
- 02 Which of our one-on-ones could default to walking?
- 03 What would make hourly movement normal on this team?
- 04 Where has anyone experienced their best thinking happening in motion?

APPLY — CASE STUDY

The Plant That Stood Up

A manufacturing leadership team noticed office staff were less energized than floor workers — the floor moved all day; the office didn't. They added standing huddles, walking one-on-ones on the perimeter path, and a norm of standing during phone calls. Afternoon meetings stopped dragging; two chronic back complaints quietly resolved.

- *Who on our team moves least by role design — and what would help?*
- *What's our version of the perimeter path?*

Act & Commit

The session succeeds only if this page gets ink.

THIS WEEK'S CHALLENGE

Walking Wednesday

Every one-on-one that can walk, walks — one day a week.

Each Wednesday, hold eligible one-on-ones and phone calls on foot. Weather counts as an excuse twice, maximum.

Success: four Wednesdays, and at least one hard conversation that went better in motion.

ACTION PLAN — ONE OF EACH, NO MORE

One habit we'll start _____

One habit we'll stop _____

One habit we'll improve _____

We agree to... _____

Owner _____ We'll check on this _____

Fuel

Session six of ten • 60–90 minutes



This week in one page

What and when a team eats shapes its afternoons. Stable fuel produces stable focus; the desk-lunch-and-vending-machine pattern produces the 3 PM crash everyone treats as inevitable. Food choices are personal — but lunch culture, meeting-through-lunch habits, and caffeine norms are team property.

KEY TAKEAWAYS

- The afternoon slump is partly biology and partly menu — both respond to design.
- A real lunch away from the screen is a recovery break and a fuel stop in one.
- Late-day caffeine quietly taxes tonight's sleep and tomorrow's focus.
- Teams don't need food rules. They need lunch to be culturally protected.

FACILITATOR NOTE

Keep this strictly about energy, never about bodies or diets. The moment it feels like food judgment, participation evaporates — and should.

Reflect, Discuss, Apply

Write privately first. Then talk. Then test it against reality.

REFLECT — ON YOUR OWN, THREE MINUTES

What does my typical workday lunch actually look like?

How does what I eat at midday shape my 3 PM self?

When is my last caffeine of the day — and how's my sleep?

DISCUSS — AS A GROUP

- 01 Is lunch protected time here, or the first thing meetings colonize?
- 02 What would an email-free, screen-free lunch hour change?
- 03 What food environment do we control — snacks, catering, defaults — and what does it currently say?
- 04 How could we make the healthy choice the easy choice, without preaching?

APPLY — TEAM ACTIVITY

The Lunch Audit

For one week beforehand, everyone notes: where they ate lunch, whether a screen was involved, and their energy at 3 PM (1–10). In session, compare patterns — not diets. Look for the correlation between how lunch happened and how the afternoon felt.

- *What pattern shows up across the whole team?*
- *What one change to our lunch culture would we actually keep?*

Act & Commit

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THIS WEEK'S CHALLENGE

Email-Free Lunch Hour

Lunch belongs to lunch — for one full week.

Between noon and 1 PM, no internal email or chat. Eat away from your desk. Leaders go first and go visibly.

Success: five days, and a team verdict on the 3 PM difference.

ACTION PLAN — ONE OF EACH, NO MORE

One habit we'll start _____

One habit we'll stop _____

One habit we'll improve _____

We agree to... _____

Owner _____ We'll check on this _____

Sleep

Session seven of ten • 60–90 minutes



This week in one page

Sleep is the foundation the entire performance stack rests on: memory, judgment, emotional regulation, and creativity are all consolidated overnight. No team can mandate sleep — but every team shapes it, through after-hours messages, early meetings, deadline habits, and what leaders brag about. This week, examine the workplace's fingerprints on the night.

KEY TAKEAWAYS

- Sleep deprivation impairs judgment like alcohol — and compounds silently across a team.
- After-hours messages don't extend the workday; they tax the next one.
- Glorifying short sleep is glorifying impaired performance.
- The workplace can't control sleep, but it controls the pressure that erodes it.

FACILITATOR NOTE

Never ask people to disclose their sleep. Keep the discussion on workplace behaviors — messages, meetings, deadlines — which are shared and changeable.

Reflect, Discuss, Apply

Write privately first. Then talk. Then test it against reality.

REFLECT — ON YOUR OWN, THREE MINUTES

What work habit most reliably costs me sleep?

How different am I as a colleague after a short night?

What time does my mind actually stop working in the evening — and why?

DISCUSS — AS A GROUP

- 01 Do our communication habits respect the boundary between today and tomorrow?
- 02 What's the real expectation when a message arrives at 9 PM here?
- 03 Which deadlines or rituals push work into the night unnecessarily?
- 04 What would “we protect each other's nights” look like in practice?

APPLY — CASE STUDY

The Clinic That Went Dark

A healthcare clinic's administrators answered messages at all hours — modeling it for everyone. Leadership adopted delayed-send after 7 PM and a rule that only on-call phones ring at night. Within six weeks, morning huddles sharpened noticeably, and two staff separately mentioned sleeping better. Nothing about the workload had changed — only its timing.

- *What's our 9 PM message culture, honestly?*
- *Who here is effectively on call without the title — and should they be?*

Act & Commit

The session succeeds only if this page gets ink.

THIS WEEK'S CHALLENGE

The Sleep Challenge

Protect the night for two weeks and watch what changes.

Delayed-send for all non-urgent messages after 7 PM. No meetings before 9 AM. Each person picks one personal wind-down habit to keep.

Success: two weeks, and a team conversation about what mornings felt like.

ACTION PLAN — ONE OF EACH, NO MORE

One habit we'll start _____

One habit we'll stop _____

One habit we'll improve _____

We agree to... _____

Owner _____ We'll check on this _____

Boundaries & Communication

Session eight of ten • 60–90 minutes



This week in one page

Every message a team sends carries two payloads: its content, and its implied demand on someone's attention. Teams that never define urgency levels, channel purposes, or response expectations default to treating everything as urgent — which means nothing is, and nobody can ever fully put work down.

KEY TAKEAWAYS

- Unspoken response expectations default to “immediately” — and exhaust everyone.
- Channels need jobs: what belongs in email, chat, calls, and face-to-face.
- False urgency is a habit that one explicit conversation can break.
- Clear boundaries are a gift to the sender too: fewer messages, better answers.

FACILITATOR NOTE

Write the channel agreements down before the session ends. Communication norms agreed verbally revert within a week.

Reflect, Discuss, Apply

Write privately first. Then talk. Then test it against reality.

REFLECT — ON YOUR OWN, THREE MINUTES

How quickly do I believe I must respond to messages — and who taught me that?

Where do I create urgency for others without meaning to?

Which channel do I misuse most?

DISCUSS — AS A GROUP

- 01 What are our actual response-time expectations, channel by channel? Has anyone ever said them out loud?
- 02 What deserves to be urgent here? Define the short list.
- 03 Where does communication most often break down between us?
- 04 What would let anyone fully disconnect after hours without anxiety?

APPLY — TEAM ACTIVITY

The Communication Audit

On a whiteboard, list every channel the team uses. For each, agree: its job, its expected response time, and what never belongs in it. Then each person shares one communication preference — when they focus, how they like to receive tough feedback, what “urgent” should mean.

- *Where did our assumptions about each other turn out to be wrong?*
- *Which single agreement from today will reduce the most noise?*

Act & Commit

The session succeeds only if this page gets ink.

THIS WEEK'S CHALLENGE

Technology Boundaries Week

Run the new channel agreements for one full week.

Post the channel map where everyone can see it. Mark true urgency explicitly. Everything else waits its agreed turn.

Success: a week without false-urgency pings — and one measurable drop in after-hours messages.

ACTION PLAN — ONE OF EACH, NO MORE

One habit we'll start

One habit we'll stop

One habit we'll improve

We agree to...

Owner

We'll check on this

Connection & Safety

Session nine of ten • 60–90 minutes



This week in one page

Psychological safety — the shared belief that this team is safe for questions, mistakes, and half-formed ideas — is the strongest known predictor of team performance. It isn't comfort or politeness; it's the absence of fear tax. And it's built or spent in small moments: who gets interrupted, whose mistakes become stories, what happens to the bearer of bad news.

KEY TAKEAWAYS

- Fear is expensive: it silences early warnings and unfinished — often best — ideas.
- Safety is measured by what the least powerful person in the room will say out loud.
- Recognition is a performance system, not a nicety: what gets appreciated gets repeated.
- Belonging is built in minutes-long moments, consistently, not at annual offsites.

FACILITATOR NOTE

Model vulnerability at the right altitude: a real mistake, already resolved. Too small reads as performance; too raw makes the room manage your feelings.

Reflect, Discuss, Apply

Write privately first. Then talk. Then test it against reality.

REFLECT — ON YOUR OWN, THREE MINUTES

When did I last admit a mistake to this team? What happened?

Whose contributions do I notice least — and why might that be?

What do I do, small and daily, that makes it easier or harder for others to speak?

DISCUSS — AS A GROUP

- 01 What happens here, really, when someone brings bad news early?
- 02 Who speaks least in our meetings, and what are we losing?
- 03 When has this team felt safest — and what made it so?
- 04 How do we want to catch each other doing things right?

APPLY — CASE STUDY

The Firm Where Bad News Traveled Fast

A small accounting firm nearly lost its largest client because a junior associate sat on a filing error for nine days — the last person to surface a mistake had been publicly grilled. The partners changed one ritual: every Friday, each person including the partners shares one miss and one save from the week. Errors now surface in hours. So do the saves.

- *How long would a mistake hide on our team today?*
- *What's our version of the Friday miss-and-save round?*

Act & Commit

The session succeeds only if this page gets ink.

THIS WEEK'S CHALLENGE

The Gratitude Challenge

Two weeks of specific, personal recognition.

Each person recognizes one teammate per day — specifically, for something real, in whatever form feels natural. Leaders include the people they notice least.

Success: two weeks, everyone both gave and received, and one norm the team decides to keep.

ACTION PLAN — ONE OF EACH, NO MORE

One habit we'll start

One habit we'll stop

One habit we'll improve

We agree to...

Owner

We'll check on this

Leading the Change

Session ten of ten • 60–90 minutes



This week in one page

Nine weeks of good conversations mean nothing without the tenth: deciding what becomes permanent. Culture is what a team repeats after the enthusiasm wears off — so this final session is about selection, ownership, and rhythm. Fewer changes, fully kept, beat many changes half-remembered.

KEY TAKEAWAYS

- Sustainable change needs three things: a short list, named owners, and a review rhythm.
- The best predictor a habit sticks: a leader visibly keeps it under pressure.
- Progress reviewed monthly stays alive; progress reviewed never was a workshop.
- You are not finishing a program. You are starting a practice.

FACILITATOR NOTE

End by asking each person for one sentence: “The way we work has changed because...” Capture them verbatim. Read them back at the 90-day review.

Reflect, Discuss, Apply

Write privately first. Then talk. Then test it against reality.

REFLECT — ON YOUR OWN, THREE MINUTES

Which week's theme changed how I actually behave?

What am I doing differently today than ten weeks ago?

What one commitment am I prepared to keep even in a brutal quarter?

DISCUSS — AS A GROUP

- 01 Of everything we tried, what earned permanence?
- 02 What did we learn about this team that surprised us?
- 03 Where will the old culture push back hardest, and how will we hold?
- 04 Who else in the organization should experience what we just did?

APPLY — TEAM ACTIVITY

The Keep / Adjust / Retire Review

List every experiment and challenge from the past nine weeks on a board. Sort each into Keep (make permanent), Adjust (worth it, needs tuning), or Retire (served its purpose). Assign an owner to every Keep and Adjust before leaving the room.

- *What does our Keep list say about who we're becoming?*
- *What's missing from it that we expected to see?*

Act & Commit

The session succeeds only if this page gets ink.

THIS WEEK'S CHALLENGE

The Handoff

Turn the program into a standing practice.

Schedule the monthly review before this session ends. Choose next quarter's facilitator. Complete the Vital Work Plan on the following pages — together.

Success: dates on calendars, names on commitments, and this guide handed to the next team.

ACTION PLAN — ONE OF EACH, NO MORE

One habit we'll start

One habit we'll stop

One habit we'll improve

We agree to...

Owner

We'll check on this

THE FINAL SESSION

Build Your Team's **Vital Work Plan**

Everything the last ten weeks surfaced, distilled onto three pages. Complete it together, sign it, and post it where the team will see it.

“Culture is what you repeat after the enthusiasm wears off.”

Priorities & Habits

Three of each. The discipline is in the small numbers.

OUR THREE PRIORITIES

The outcomes that matter most in how we work

1. _____
2. _____
3. _____

THREE HABITS WE WILL ELIMINATE

Named specifically enough to notice their absence

1. _____
2. _____
3. _____

THREE HABITS WE WILL INTRODUCE

Small enough to survive a busy month

1. _____
2. _____
3. _____

Commitments & Measures

Leadership goes first — in writing.

THREE LEADERSHIP COMMITMENTS

1.

2.

3.

THREE TEAM COMMITMENTS

1.

2.

3.

HOW WE'LL KNOW IT'S WORKING

Choose two or three observable measures — meeting hours per person, after-hours messages, energy scores, retention.

The Road Ahead

Near goals concrete, far vision vivid.

30 days

What will already be different

90 days

What will feel routine

One year

The team we intend to be

SIGNED BY THE TEAM

VITAL WORK

Healthier teams aren't built **in one big change.**

They're built through small improvements,
repeated consistently, until one day someone new joins the team,
watches how you work, and assumes it was always this way.

*Ten weeks ago, these were ideas in a book.
Now they're the way you work.*

Thank you for preordering Vital Work.

Work with your biology. Perform at your best.