**Clockwork Operation • Vacation**

### Eighteen Months Out

**Declare It**
- Put vacation dates on the calendar
- Tell everyone, for accountability
- Declare it to Mike. Email him at Mike@OperationVacation.me with the subject “I set my four-week vacation”

### Sixteen Months Out

**Run a Time Analysis**
- Run a Time Analysis of my work
- Complete all other Clockwork exercises for myself

### Fourteen Months Out

**Tell My Team**
- Tell the team about my commitment to my four-week vacation. Explain WHY I’m doing this, the outcome I’m looking for, and how this will benefit both the business and them
- Invite them to ask questions and share concerns, and empower them to help achieve the outcome
- Give them all a copy of Clockwork so they can better understand the process
- Establish better cross communication of team members
  - Define clear responsibilities for each role, and who are the primary and secondary team members responsible for them
  - Implement a Daily Huddle to review key metrics, establish goals, and celebrate wins (refer to pg 228 for detailed structure)

### Twelve Months Out

**Start to Cut Down on Doing**
- Have a team meeting to establish what I need to stop Doing
- Write an action plan to Trash Transfer Trim my responsibilities
- Have each team member do all the Clockwork exercises
- Commit to cutting down my Doing workload to be under 80% (If already under 80%, commit to cutting another 10%)
- Establish substitutes for the QBR so I am not the only one serving it
- Start to visualize the 4-week vacation, and write down what I anticipate will go wrong/right
- Book that vacation!
- Do I want an organizational efficiency trainer? If so, check out runlikeclockwork.com

### Ten Months Out

**Deeper Cuts to Doing**
- Run a fresh Time Analysis to confirm I am under 80% Doing
- Have a team meeting to cut my Doing time to less than 40%. Allocate all that time to Design

### Eight Months Out

**Measure Progress + Establish Backups**
- Run a Time Analysis on myself again to make sure I am under 40% Doing
- Commit to achieving 0% Doing time within the next 60 days
- Have a team meeting to plan and measure progress
- Identify backups and redundancy for each person
SIX MONTHS OUT

RUN A TEST
- Take a one-week vacation as a test. Do not go to the office or connect remotely.
- Have a team meeting the first day back to review what did and didn’t work. Adjust accordingly.
- Confirm all plans for four-week vacation.
- Commit to reducing Deciding and Delegating to 5% and Designing to 95% in the next four months.

FOUR MONTHS OUT

RUN MORE TESTS
- WEEK 1 – Run another one-week vacation test. No connection for seven days.
- WEEK 2 – Debrief with team and make adjustments.
- WEEK 3 – Run another one-week test.
- WEEK 4 – Meet again to debrief and fix.

TWO MONTHS OUT

PLAN FULL DISCONNECT
- Run another Time Analysis to confirm I am at 0% Doing. If not, find a way to get there ASAP.
- Plan full disconnect with the team. Who is responsible for taking over all my communication platforms (Email, FB etc). Make sure they know to change the password so I can’t log in while I’m away.
- Who will take my cell phone? Let them know how I can be contacted in case of a true emergency (like a death).
- Commit to achieving 99% Design time.

ONE MONTH OUT

ACT AS AN OBSERVER
- Just sit back and observe, don’t Do or Decide anything.
- Delegate the outcomes for any remaining work.
- Source materials to use during any naturally occurring Design time while on vacation (ie notebook, voice recorder).
- Look for loose ends and document them. Don’t tie them, just pass them on to someone else.

ONE WEEK OUT

TAKE A VACATION AT WORK
- Go to the office, but don’t Do anything.
- If anything comes up that isn’t Design work, delegate it to someone else (even that one last thing that I’m convinced only I can do...)

THE DAY BEFORE OPERATION VACATION

TAKE A VACATION AT WORK
- Send Mike an email to Mike@OperationVacation.me with the subject line “I’m outta here!”.
- Have the team member responsible for it change my passwords to everything.

WHILE I’M AWAY
- Get lost in all the magic moments.
- Keep that notebook or voice recorder handy for when inspiration strikes.
- Make meaningful connections.
- Take pictures — so they can inspire the next vacation!

WHEN I RETURN
- Schedule a meeting to debrief for the day after I return. Document the following:
  - What worked and didn’t work.
  - All the surprises and challenges that cropped up.
  - What was forgotten about before I left?
- Schedule one meeting a week for the next four weeks so we can debrief, improve, review and improve more.
- Schedule the next four-week vacation for twelve months from now. I’ve just started a new tradition!