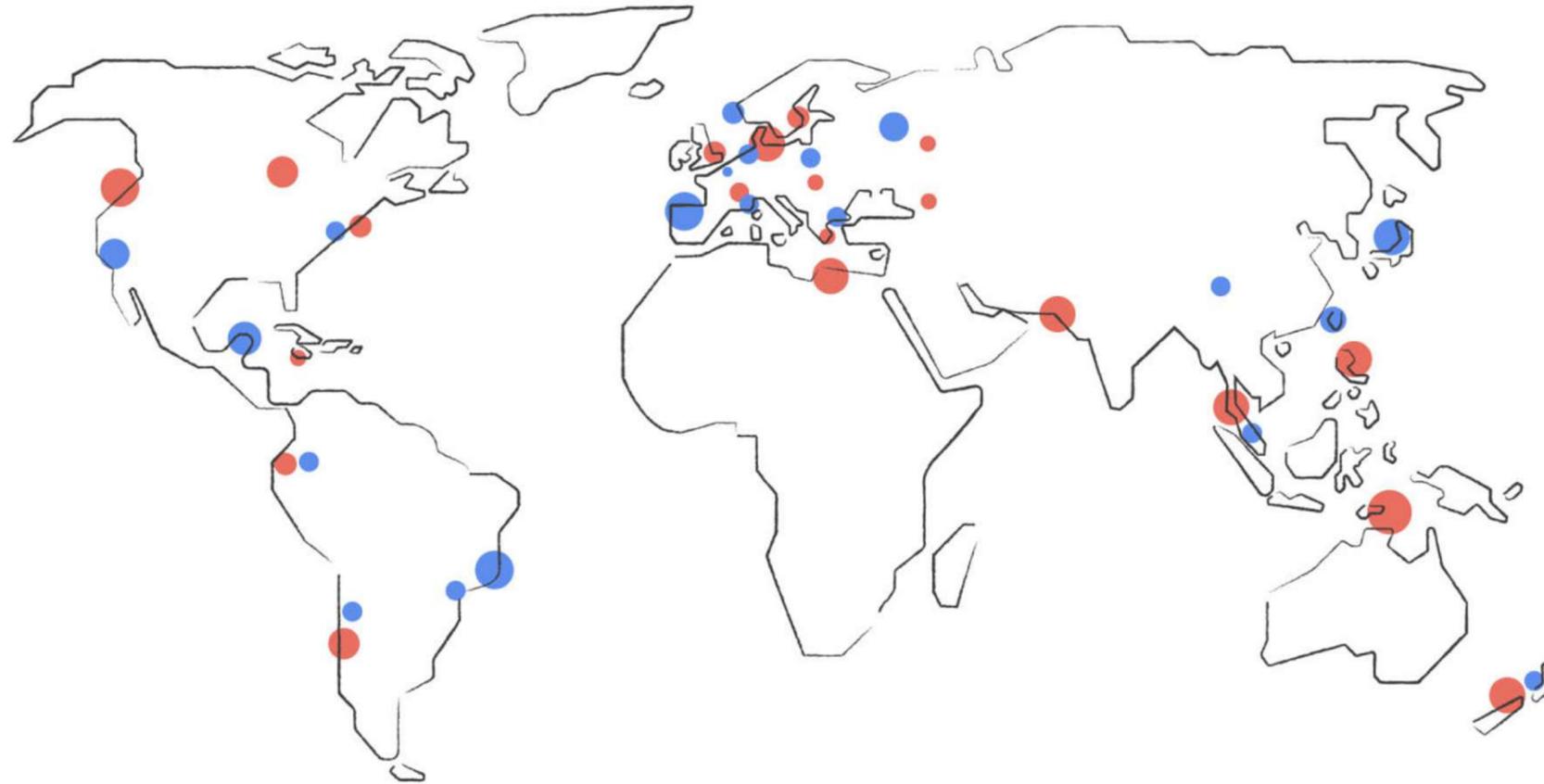


Pillars of **Async-First**

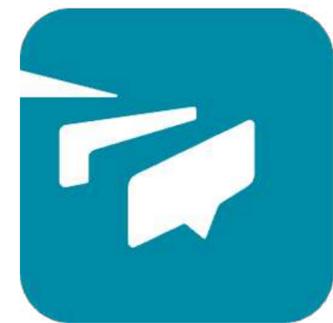
doist



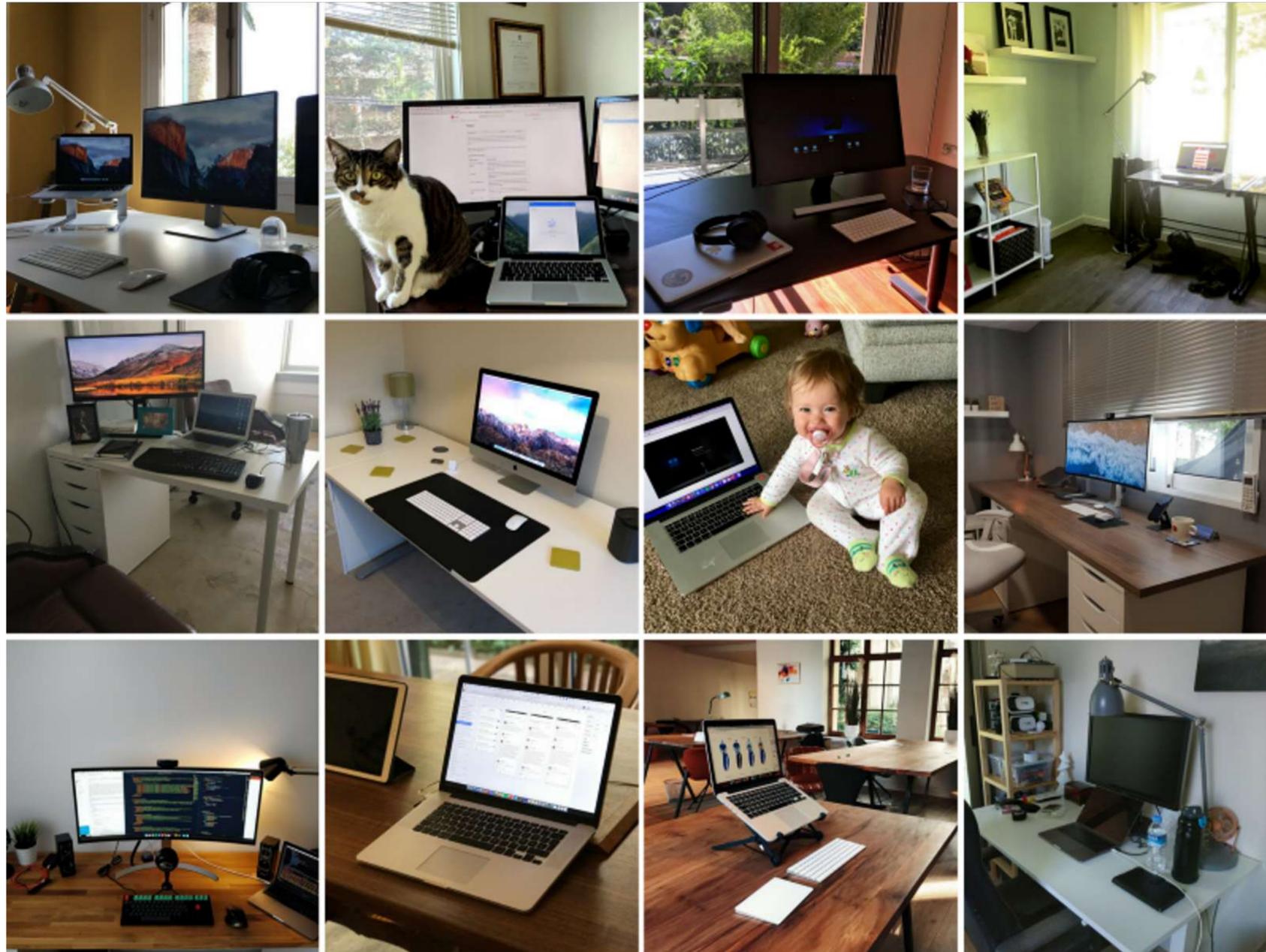
Remote-first since 2010
40+ countries and ten timezones
~100 Employees



todoist



twist



95%+ of Doisters work from home

Simple concept

Asynchronous communication is when you send a message without expecting an immediate response.



Simple concept
Huge implications



Office ↔ Hybrid ↔ Remote-first ↔ Async-first



Async-first is a better way
to work and live

doist

zapier

 **Help Scout**

 **GitLab**



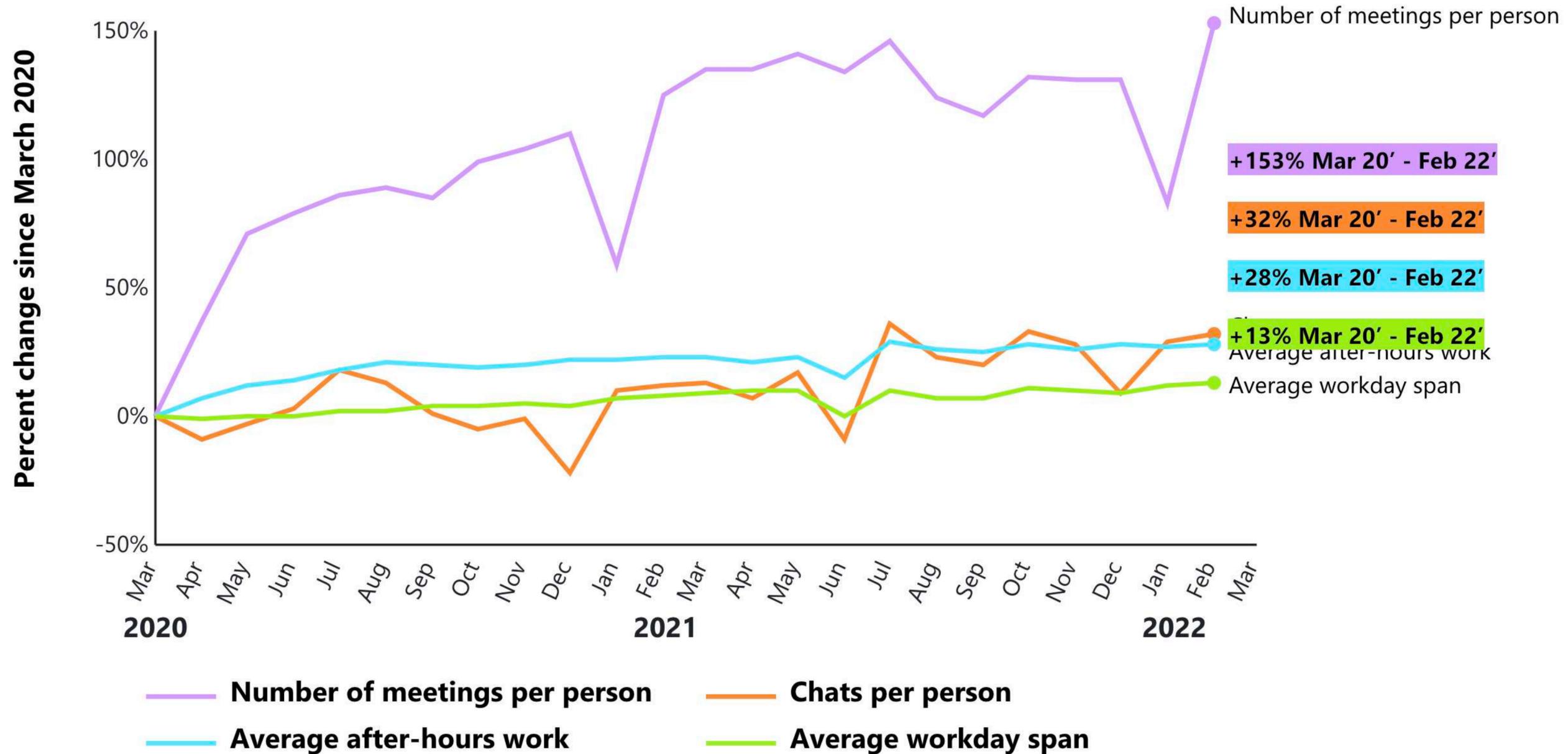
Problems With Status Quo

Remote work promised change

Meetings morphed into **video calls**.
Shoulder taps multiplied into **relentless pings**.

Long hours in the office became constant **presence** on chat apps.

253% more time in meetings!



Source: Microsoft Work Trend Index 2022

Maker's Schedule, Manager's Schedule

“When you're operating on the maker's schedule, **meetings are a disaster**. A single meeting can blow a whole afternoon, by breaking it into two pieces each too small to do anything hard in.”

— Paul Graham

Context Switching is Expensive

“Upon returning to a task after a distraction, it can take up to **23 minutes to re-focus**. Even brief mental blocks as a result of switching can take as much as **40% of a person’s productive time.**”

Source: The Cost of Interrupted Work: More Speed and Stress
(University of California, Irvine)

Context Switching makes you dumber

“People who try to juggle messages and work see an **IQ decline of 10 points** — equivalent to missing a night of sleep and more than twice the drop after smoking pot.”

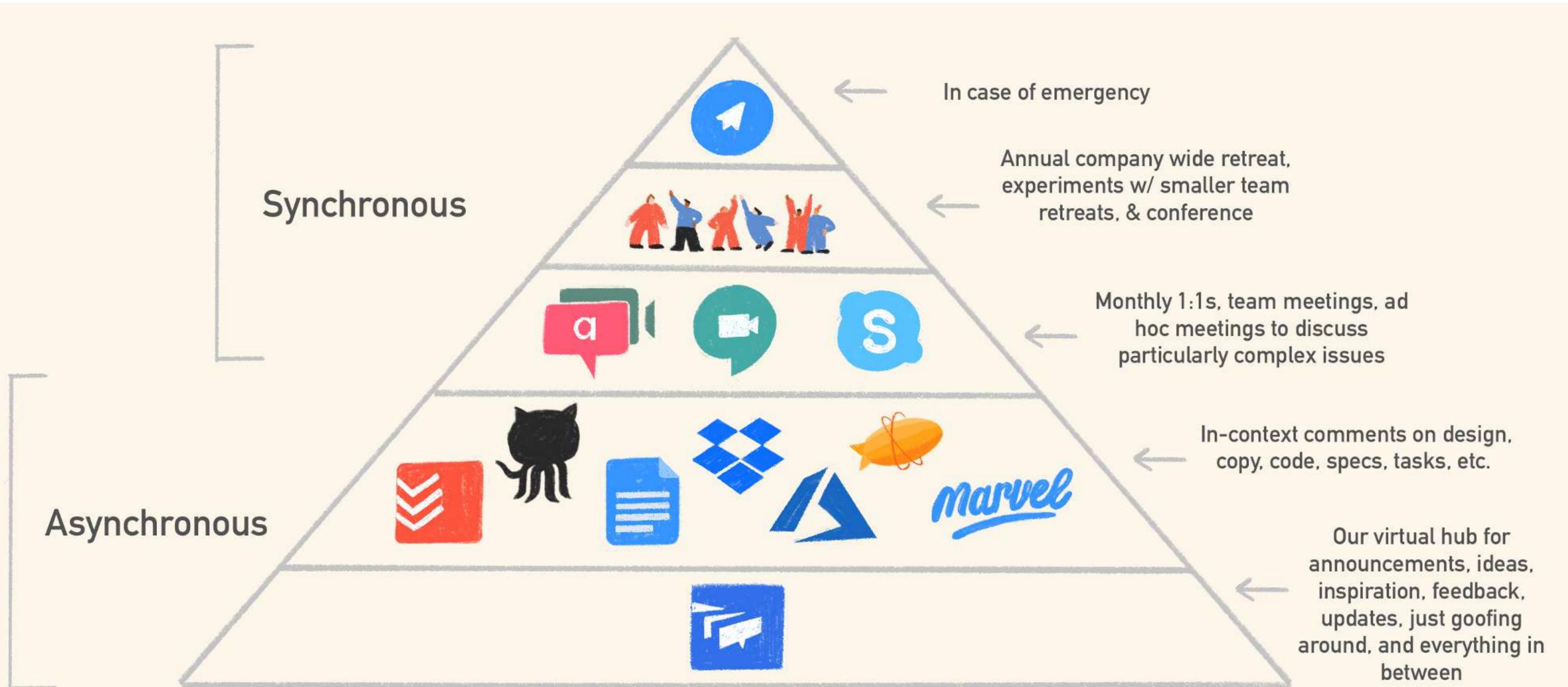
Source: Dr. Glenn Wilson, a psychiatrist at King's College London University



The current way
of working ends
in one place:
burnout!

But there is a
better way!

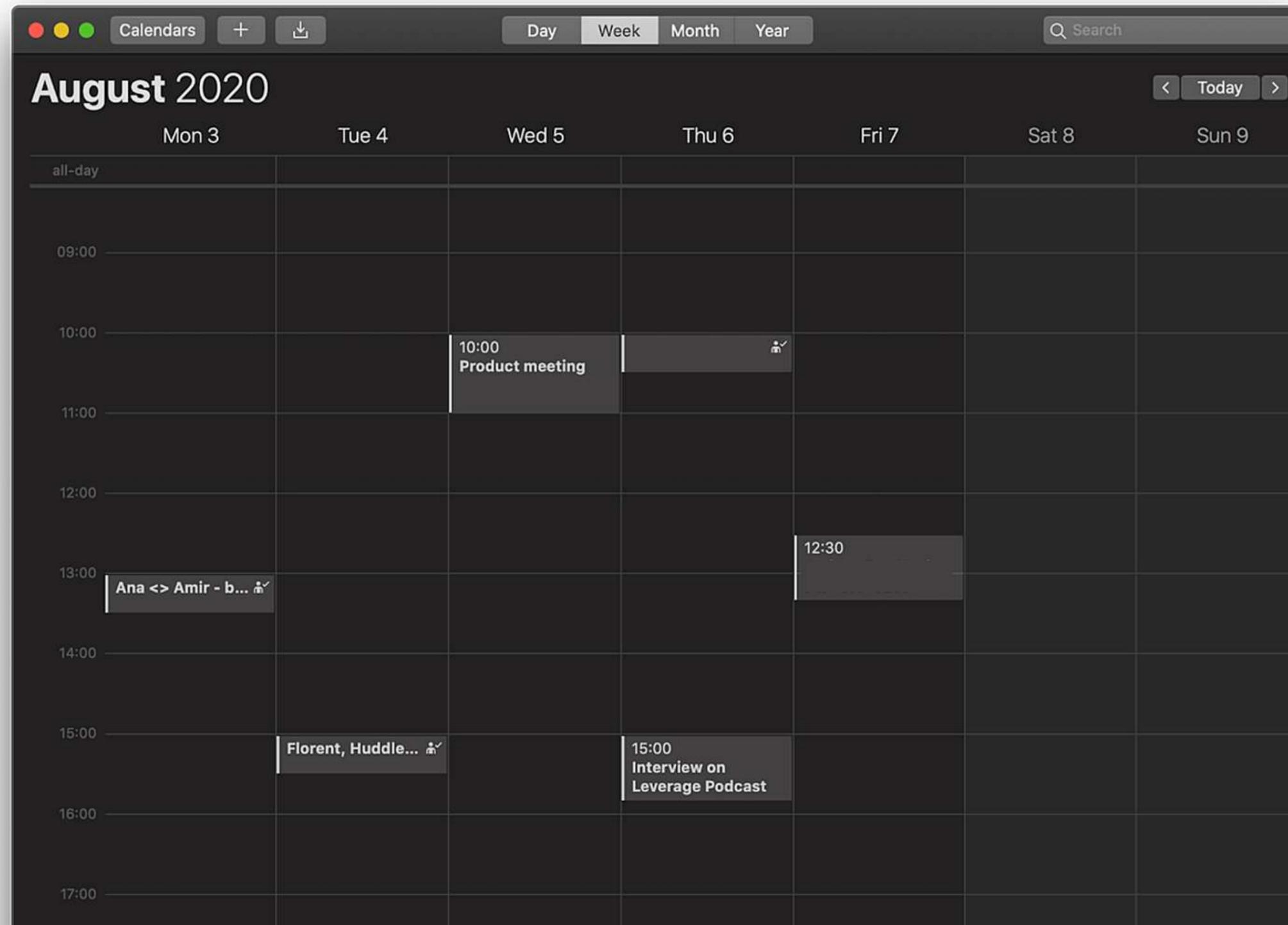
The New Communication Pyramid





Benefits of Async-First

Fewer meetings



Handbook-first

The screenshot shows a web browser window with the following elements:

- Browser Tab:** "Our Mission & Core Values"
- Address Bar:** "handbook.doist.com/Company/Our-Mission-and-Core-Values.md"
- Page Header:** "doist handbook" on the left and a search bar with "Search" on the right.
- Breadcrumbs:** "Overview / Company"
- Left Sidebar:**
 - Our Mission & Core Values
 - Doist Core Values
 - Independence
 - Mastery
 - Communication
 - Ambition & Balance
 - Impact
 - Related Discussions:
- Main Content Area:**
 - ## Our Mission & Core Values

Doist's mission is to inspire the workplace of the future by creating simple yet powerful productivity tools that promote a calmer, more balanced, more fulfilling way of working and living.
 - ### Doist Core Values

Most companies have a list of core values, but they aren't a deep part of their team's DNA. Doist is not one of those companies. Our core values are virtues that we live by; they're virtues to which we must hold each other accountable. They guide our culture and decision making, and that ultimately help us navigate complexity and subjectivity.
 - #### Independence

Others can trust that you'll deliver on time and your teammates don't need to worry about you keeping your word. You can easily manage your work and remain accountable with little or no direction.
 - #### Mastery

You love what you do and care deeply about the quality of your work, down to the smallest details. You're continuously learning and always pushing yourself to the limits of your ability. You're never satisfied with the status-quo.

Default communication becomes deep

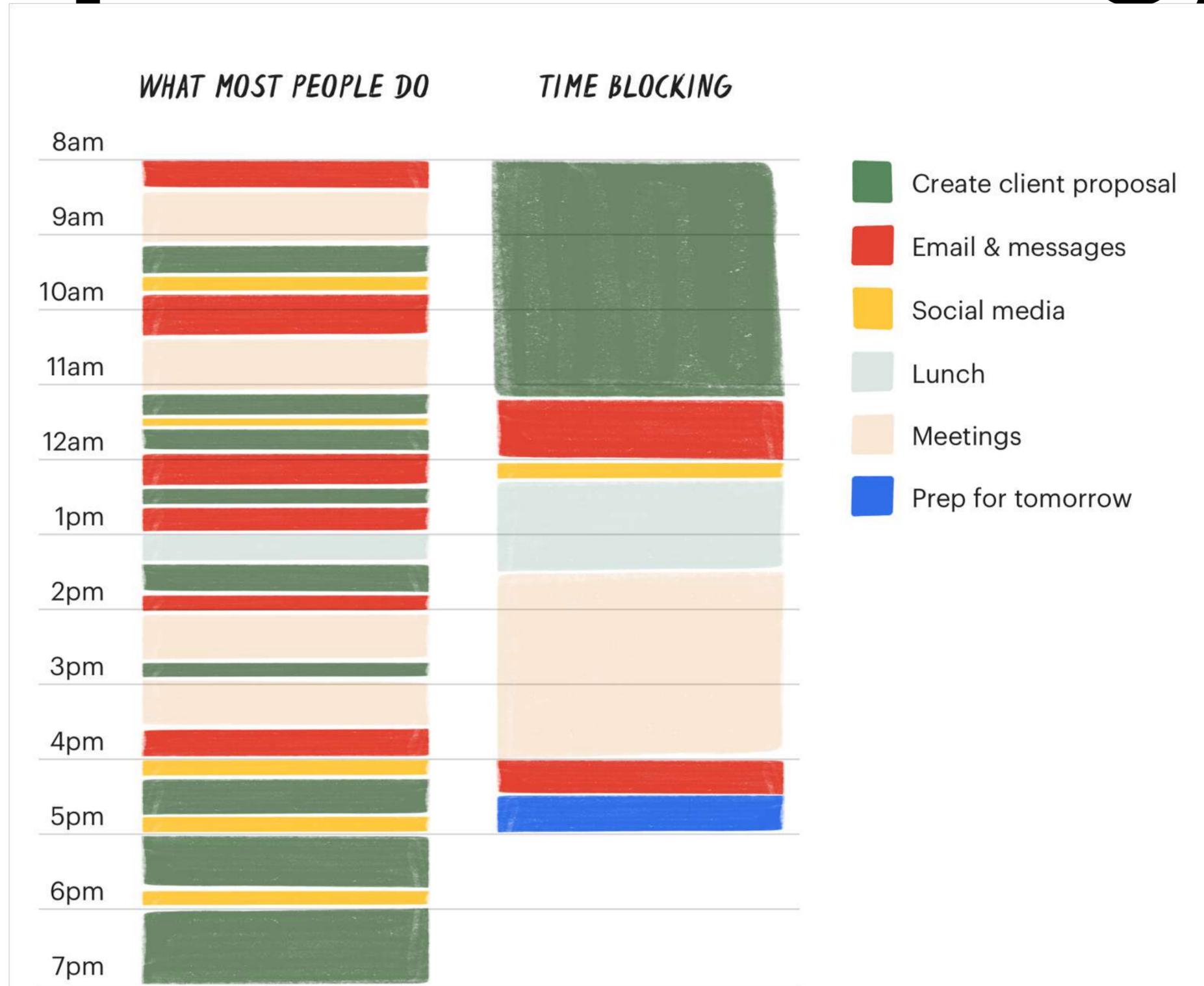
The screenshot shows a Slack interface for a channel named "C2108|TW Inbox 1.1". The browser address bar shows the URL "twist.com/a/1585/ch/478122/". The channel is public and has 13 members. The left sidebar lists various channels, with "C2108|TW Inbox 1.1" selected. The main content area displays a list of messages:

- Retrospective** (4h): Amir reopened this thread.
- The face of product** (01/10/2021): Hugo: It is art 🤩
- Localization** (15/09/2021): Dani: Strings completed in all the languages ✅
- Authentication screen illustrations** (14/09/2021): Yin W.: yes to what meg said. Srry for the confusion. ;P
- [Design] Transition to New Inbox** (14/09/2021): Hugo: Probably 🙌 But that's an ongoing iteration, they will also see the old blue color here and there in ...
- [Dev] Add "Done" tab/view and workflow** (08/09/2021): Hugo: The functionality works great, Frankie! 🙌 G then i seems already hooked to Active? but yes woul...
- [Design] Inbox Zero** (07/09/2021): Hugo: ## Final Inbox Zero update In Retrospective we made the decision to postpone implementing t...
- Inbox Zero API** (03/09/2021): [Message content partially obscured]



**Timezones aren't a
problem. Hire the best.**

Optimize for energy



People are **happier** as they don't need to plan their life around their work.

Async-first companies see 90%+ **employee retention.**

Basic principles

- Async by default
- Meetings and real-time when needed
- Retreats, F2F meetings, etc. a few times per year



Advanced
Async-First pillars.

Pilar 1:
**Vision, Mission, and
Values driven**

Pillar 2:
Default to trust

Pillar 3:
**Autonomy and clear
responsibility**

- Directly Responsible Doister
- Decentralized decision-making
- No Committees

Pillar 4:

Transparency by default

Pillar 5: **Everyone is a Writer**

“We’re always shocked that the returns to writing well are really high. And it feels like the world hasn’t fully internalized that. Certainly, when you have a 3000 person global company as Stripe is, you’re going to need to do lots of asynchronous communication.”

— John Collison (Stripe co-founder)

“Writing is a tool for thinking.”
— Adam Grant

“There is no way to write a six-page narratively structured memo and not have clear thinking.”

— Jeff Bezos

Pilar 6:

Everyone is a Reader

Pillar 7:

**Outcomes over hours
worked**

Pillar 8:

Hands-on management

Leaders are functional experts who also do hands-on work.



**Pilar 9:
Not Async-Only**



Thank you!

Twitter:
@amix3k