# Contents

# MyAnalytics

4/10/2021 • 2 minutes to read

MyAnalytics provides insights into two of the key factors in personal productivity: how people spend their time and who they spend it with. You and your team can get these benefits after an administrator sets up MyAnalytics within your organization.

- **MyAnalytics configuration** - As an administrator, you can use this section to configure MyAnalytics for users in your organization.
- **Privacy guide** - Learn about the ways MyAnalytics gathers, uses, and protects your data, and how administrators can configure MyAnalytics based on company policy.
- **MyAnalytics elements** - As a user, learn about the ways that MyAnalytics presents you with insights and how you can use these to make good decisions.
  - **MyAnalytics dashboard** - See how you spent your time over the past month, productivity insights about your work patterns, helpful suggestions for improvement, and information about your network, top collaborators, and collaboration activities.
  - **Insights Outlook add-in** - The Insights add-in for Outlook presents you with activity cards based on your recent work experience with options to respond or follow up on based on the activity.
  - **Digests** - Receive a weekly digest that gives you highlights about your previous week.
  - **Inline suggestions in Outlook** - Contextual, data driven recommendations to improve your work patterns.
- **Focus plan** - Helps you schedule up to two hours of uninterrupted time on your calendar each day to focus on top-priority work.
- **MyAnalytics adoption materials** - These adoption materials help teams and individuals reduce stress and burnout, increase productivity and creativity, and make work more enjoyable.
  - Individual adoption - Individuals learn how to use MyAnalytics to build and sustain healthier work patterns.
  - Team adoption - Team members learn how to set and track goals and build new habits to change the way the team collaborates.
  - Habit resources - The learning modules and habit playbooks in this section help you build positive new habits and show you how to use MyAnalytics more effectively.

# Why use MyAnalytics?

4/10/2021 • 2 minutes to read

## Improve your work patterns through personal productivity insights

More people than ever feel they lack control over their time at work. Many teams spend 80-90% of their week sitting in meetings, sending emails, and talking on the phone. But 50% of meeting time is seen to be unproductive and almost half of employees report that their work interferes with their family life.

MyAnalytics is an extension of your Microsoft 365 client experience that helps you find opportunities to build better habits and get back in control of your time. It uses everyday data from Microsoft Microsoft 365 to give you insights into how you spend your time. It then provides insights and tips that help you work smarter.

> **NOTE**
>
> Only you can see your data, see Privacy FAQ for details.

## Benefits

By using MyAnalytics, you and your team can accomplish great things.

- **Improve your relationships**: Increase your collaboration time, improve your team meetings, and grow your network.
- **Get more focus time**: Find more time to eliminate distractions, stop multi-tasking, and focus on your core priorities.
- **Improve your work-life balance**: Improve your quiet days and reduce the time you spend working for better work-life balance and overall wellbeing.

The following video shows common ways in which you can benefit from MyAnalytics:

## Privacy

MyAnalytics is completely personal and private. Only you (not your manager and not the system administrator) can see your insights. For more information, see the Privacy guide.

## Additional resources

Get to know MyAnalytics from Microsoft 365

Explore MyAnalytics as a team

NASCAR frees up time for innovation with MyAnalytics

# Frequently asked questions for MyAnalytics

4/10/2021 • 14 minutes to read

The questions in this topic are organized into the following sections:

- The Privacy section applies to everyone.

The other questions and answers are grouped by role:

- For MyAnalytics users
- For IT administrators

## Privacy

**Q1. Who can see my data?**

Only you can see your data. The statistics and insights that are generated from your data are for your eyes only. Your manager or system administrator cannot view your personal data.

For more details, see the MyAnalytics privacy guide.

**Q2. How does MyAnalytics protect my data?**

MyAnalytics uses data from your Microsoft 365 mailbox, namely data about your email and your meetings plus data about your calls and chats in Teams or in Skype for Business.

MyAnalytics stores your data in your mailbox itself, and gets the same protection that your email and calendar itself gets. This means your data is protected the same way your email and calendar information is kept private and protected.

Every calculation that MyAnalytics performs is based on data that you, yourself, can get by gathering and examining metadata of your email, meetings, calls, and instant messages, such as their start and end times and their subject lines. In other words, MyAnalytics automates what would otherwise be a painstaking task; these automatic calculations provide you with transparency into your workplace collaboration habits.

MyAnalytics does not have any tracking software running on your computer.

**Q3. What data does MyAnalytics use?**

> **NOTE**
>
> MyAnalytics processes the data as described in the Privacy Guide.

**MyAnalytics uses:**

- Information from email items:
  - Metadata - which includes the email's timestamp, sender, recipients, and "read" signal
  - Statements that people have made in email body text - these statements are used to create task cards for your use only
  - Actions of other users who receive your email - for example, whether or not they have opened your email. (This would be used only in aggregate form, to protect individual privacy.)
- Information from calendar items:
  - Type (meeting or appointment)
  - Status (busy, free, out-of-office, tentative)

- Category
- Subject
- Duration
- Attendees

- Information from Teams and from Skype for Business:
  - MyAnalytics counts audio calls, video calls, and chats that people make in Teams and in Skype for Business as collaboration activities.
- OneDrive SharePoint data: MyAnalytics shows a count of OneDrive and SharePoint documents that you have worked on.
- *Used only if you have opted in*: Data derived from activities on your computer, such as applications that you've used and websites that you've visited.

**MyAnalytics does not use:**

Email and calendar data from people outside of your organization, with the following exception: MyAnalytics uses data that is present in your own Microsoft 365 mailbox. For example, if you conduct a meeting with a person outside of your organization, the start and end times of that meeting can be found in your mailbox and therefore are visible to you. This data, therefore, can be used in computations about your collaboration history.

# For MyAnalytics users

### Data sources

**Q1. Can data be extracted from on-premises installations of Microsoft Exchange or Skype for Business?**

No. Only Exchange Online, Skype for Business Online, and Teams are used as sources of MyAnalytics data.

### Meetings

**Q1. Does "meeting time" include time that I block out for personal work on my calendar?**

If you block out your calendar for personal work by using an appointment (see Create or schedule an appointment) or by creating a meeting with just yourself, this time does not count as meeting time and will count as focus time.

### Focus time

**Q1. Does "focus time" exclude time that I block out for personal work on my calendar?**

If you block out your calendar for personal work by using an appointment (see Create or schedule an appointment) or by creating a meeting with just yourself, this time can count as focus time. For more details, see Focus. To exclude focus time, right-click the appointment and set **Show As** to **Out of Office**.

**Q2. Why does my focus time seem incorrect or inaccurate?**

Try the following to troubleshoot your focus-time totals:

1. Verify that your work time and time zone settings are correct. (See Outlook settings.)
2. For more details about focus time, see Focus.

### Calendar

**Q1. How do I tell MyAnalytics that I am on vacation?**

If you plan to go on vacation (or on holiday), create an Outlook calendar event that includes the days of your vacation and set the status to **Out of Office**. MyAnalytics will count zero focus and meeting hours for you while you're away.

**Q2. Can I change my settings to make time outside of work more accurate?**

Yes. You can change your time zone and your working time in your Outlook settings.

### Digests

**Q1. How do the MyAnalytics digests show up in Outlook?**

Your MyAnalytics digests are system generated notifications that do not go through the standard email delivery process. They are inserted directly into your Outlook inbox by MyAnalytics.

## Opt out

#### Q1. Can I opt out of MyAnalytics? And if I do (or if an admin opts me out), can I opt back in later?

Yes to both questions. You can opt out of access to individual parts of MyAnalytics or out of all of MyAnalytics at once. And you can opt back in again later, if you want.

See the following for details:

#### Opt out of all of MyAnalytics

- Opt out of MyAnalytics

#### Opt out of individual parts of MyAnalytics

- Opt out of the MyAnalytics dashboard
- Opt out of the weekly digest
- Opt out of the Insights Outlook add-in
- Opt out of inline suggestions

#### Opt in to MyAnalytics

- If I opt out, can I opt back in?

#### Q2. Can I add or remove the Insights Outlook add-in?

Yes, you can. But first, what's the difference between "opt out" and "remove"?

- **Opt out:** If you opt out, you lose access to the feature. (But remember that you can opt back in if you change your mind. To do so, follow the steps in Opt out of the Insights Outlook add-in but in step 4, set the control to **On**.)
- **Remove:** If you remove the Insights Outlook add-in, not only do you lose access to the feature, its icon is also removed from your Outlook ribbon. (Note that you can change your mind about this, as well: See Add the Insights Outlook add-in).

#### Remove the Insights Outlook add-in

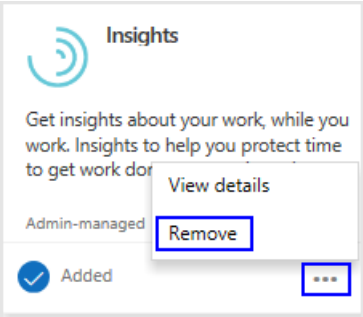
Follow these steps to remove the Insights add-in from your Outlook ribbon.

> **NOTE**
>
> This procedure also removes inline suggestions in Outlook.

1. On the Outlook Home Ribbon, select the **Get Add-ins** icon.


2. Select **My add-ins**.

3. In **Admin-managed**, select the **ellipsis** (...) for **Insights**, and then select **Remove**.




#### Add the Insights Outlook add-in

Follow these steps to add the Insights add-in to your Outlook ribbon.

1. On the Outlook Home Ribbon, select the **Get Add-ins** icon.

2. Select **Admin-managed**.
3. Find **Insights**, and then select **Add**.

### Visibility and access

**Q1. Why can't I see the MyAnalytics dashboard?**

The MyAnalytics dashboard is only available if your organization has a *qualifying plan*. Qualifying plans are listed in the table under Availability of features. If an organization has no *qualifying plan*, its members can't see any of the MyAnalytics elements, including the dashboard, and MyAnalytics does not use their data.

**Q2. I used to get a dashboard full of data but now it's grayed out. What happened?**

Your personalized data is only accurately calculated when you have a minimum level of activities with Microsoft 365. Check back on your MyAnalytics dashboard in a few days to get a fully personalized experience.

**Q3. Even though I don't have a MyAnalytics license, why is the MyAnalytics toggle "on" in the MyAnalytics dashboard's Feature settings? What will happen if I change it?**

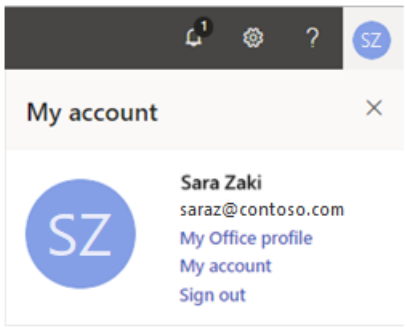
MyAnalytics will not be available to you if you don't have a license. However, your data contributes to the email read statistics for other users. For example, when you receive a qualifying email and read it, MyAnalytics includes that statistic in the read percentage that's shown to the sender. You can change this and not contribute data by turning the MyAnalytics toggle off in the Feature settings on your MyAnalytics dashboard.

**Q4. How can I find out what my plan is?**

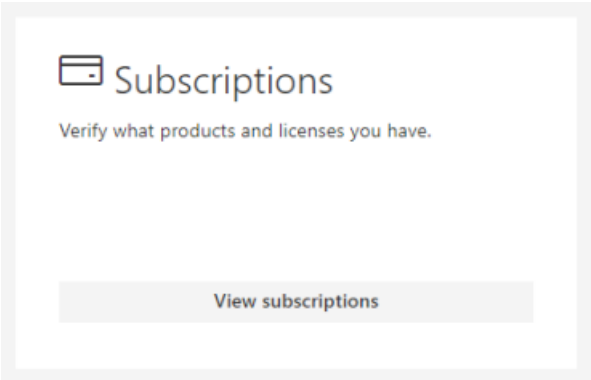
Some MyAnalytics feature descriptions start with ***Applies to:*** sections that refer to Microsoft 365 or Microsoft 365 "plans," and then point to the Plans and environments article. What plan do I have?

You can identify your *plan* (and also your *service plan*) by following these steps:

1. Open your MyAnalytics dashboard.
2. In the upper-right corner, under **My account**, select **My account**:

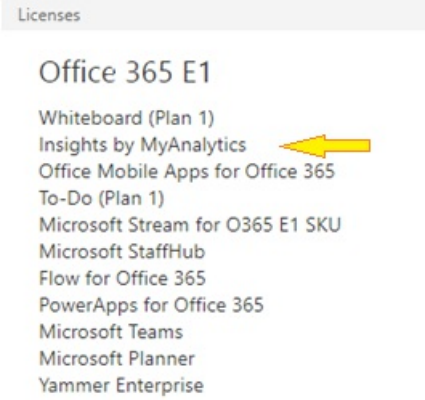



3. On the **My account** page, under **Subscriptions**, select **View subscriptions**:

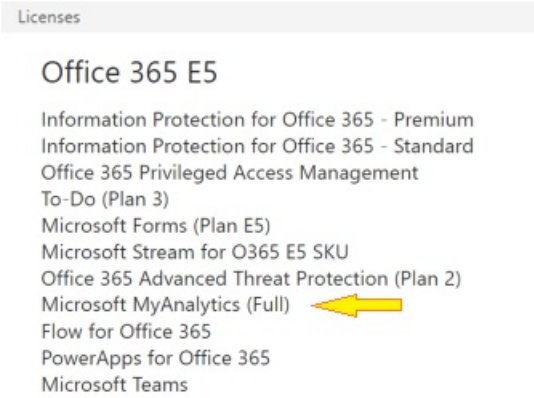



4. On the **Subscriptions** page, find your plan and your service plan listed under **Licenses**:

   *In the following example, the plan is "Microsoft 365 E1" and the MyAnalytics-related service plan is "Insights by MyAnalytics":*




*In the following example, the plan is "Microsoft 365 E5" and the MyAnalytics-related service plan is "Microsoft MyAnalytics (Full)":*




#### Q5. In what languages are the elements of MyAnalytics available?

See MyAnalytics languages.

#### Q6. If my assistant manages my email and calendar, does MyAnalytics include these activities in my data?

- Email sent by your assistant on your behalf is not included in your data. MyAnalytics only includes data about email that you send from your mailbox.
- However, MyAnalytics does include your calendar events in your data, including the events created and accepted on your behalf by your assistant.

#### Q7. Does MyAnalytics use cookies?

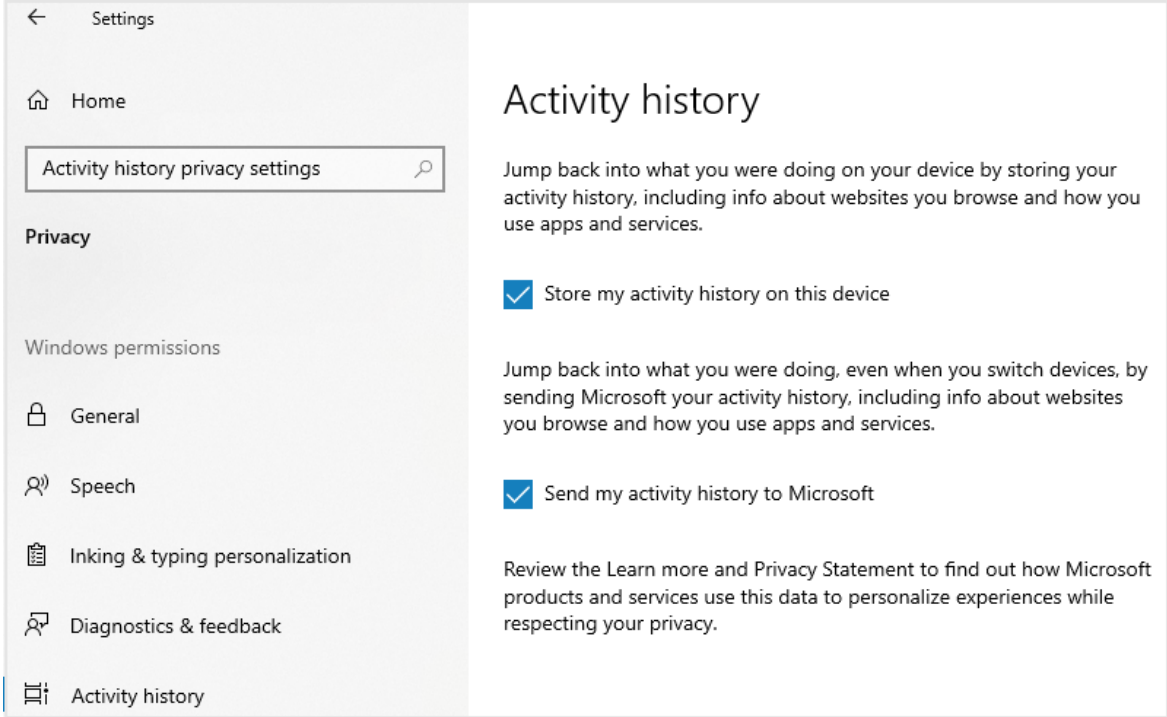
MyAnalytics only uses cookies to authenticate users for the dashboard. See Microsoft Privacy Statement for more about cookies.

#### Q8. Which MyAnalytics experiences include Windows 10 activity history?

MyAnalytics uses Windows 10 Activity history to power insights related to time spent in documents within working hours and after hours. These show up as Food for thought in the MyAnalytics dashboard. The time spent in documents is also added to the total collaboration time and affects metrics, such as "Time available to focus" and "Quiet hours."

#### Q9. How can I check if Window 10 Activity history is enabled on my device?

1. Open Windows Settings.
2. Search for "Activity History Privacy Settings."
3. The following two settings must be selected for MyAnalytics to use the data.




**Q10. Will MyAnalytics work for shared mailboxes?**

No; currently the MyAnalytics service plan cannot be used with shared mailboxes.

**Q11. When the dashboard is activated, does it show any historical data or does it start from the day of activation?**

After activation, MyAnalytics processes historical data for four weeks before the date of activation. No data before this four-week date range is shown in the dashboard. For calculating active collaborators, MyAnalytics processes historical data for the previous 12 months.

### Insights Outlook add-in

**Q1. The Insights Outlook add-in displays task cards (commitments). Are they available in all languages, or just in English?**

The task cards of the Outlook add-in are available only in English.

**Q2. Can I get email read rates for shared or secondary mailboxes?**

MyAnalytics does not use data from shared or secondary mailboxes.

**Q3. Why are read statistics not available for some of my email?**

To see read statistics for an email that you sent, you must have sent it within the past 14 days to at least five recipients.

## For IT administrators

The questions in this section are sorted into the following areas:

- Admin management tasks and capabilities – Questions about the tasks of IT admins.
- Feature visibility and access – Questions about when MyAnalytics features are available to users. (Also see the Visibility and access section.)
- User data privacy – Questions about how admin actions affect data privacy. (For general privacy issues, see the Privacy section.)

### Admin management tasks and capabilities

**Q1. How do I manage the MyAnalytics experience for users?**

You can manage the experience in two ways:

- Configure access to MyAnalytics elements for your entire organization. For details, see Configure access at the tenant level.
- Turn MyAnalytics access on or off for individual users. For details, see Configure access at the user level.

**Q2. How can I pilot MyAnalytics to a subset of users?**

Turn on the "Insights by MyAnalytics" OR "MyAnalytics (Full)" service plan for the pilot users. Because these plans are enabled by default, you'll need to confirm that the plans are turned off for other users. For details on how to turn off the plans, see Assign licenses to users.

#### Q3. How can I manage MyAnalytics experiences in Microsoft 365 GCC?

You can enable or disable MyAnalytics experiences by following the applicable steps in Assign licenses to users. More granular controls for each user surface will be available by the end of 2019.

#### Q4. How can I manage the Windows 10 activity history for the organization?

You can set the following two Group Policy settings at the tenant level for the organization:

- System\OS Policies\Allow upload of User Activities
- System\OS Policies\Allow publishing of User Activities

For details, see New policies for Windows 10.

### Feature visibility and access

#### Q1. What browsers can I use with MyAnalytics and the Insights Outlook Add-in?

See Browser support in Plans and environments for a list of web browsers that the MyAnalytics dashboard supports.

As an Outlook Add-in, the Insights Outlook Add-in requires a browser compatible with your system's platform and operating system. For details, see Browsers used by Office Add-ins.

#### Q2. How can I confirm that the Insights Outlook add-in is installed?

See Confirm installation of the Insights Outlook add-in to confirm it's installed.

#### Q3. How long before new users can access the dashboard and other MyAnalytics elements?

The dashboard is available to MyAnalytics users a few days after getting assigned a license with a MyAnalytics service plan. For more details about when new users get access to MyAnalytics, see Access to MyAnalytics elements.

#### Q4. How do the MyAnalytics digests show up in Outlook?

The MyAnalytics digests are system generated notifications that do not go through the standard email delivery process. They are inserted directly into a user's Outlook inbox by MyAnalytics. Digests cannot be managed by email setting transport rules.

#### Q5. I have not received my Skype for Business data. It seems to have gone missing. Where is it?

Skype for Business data is usually prompt. However, in rare instances, users can experience delays of from two to four days. User actions completed on a Friday might not be included in MyAnalytics computations that are executed the following Monday. In such cases, non-working time, which includes Teams data, is updated later. Similarly, certain meetings might be marked as "Late start" after a day or two, or a digest sent on a Monday or Tuesday to your Outlook inbox, might not immediately include the data. In all such cases, the metrics are updated as soon as the data is updated.

#### Q6. Which MyAnalytics features are *not* available to users who have the "Insights by MyAnalytics" service plan?

The cards that show email read rates and document open rates are not currently available with the *Insights by MyAnalytics* service plan.

> **NOTE**
>
> All MyAnalytics features are available to users who have the *MyAnalytics (Full)* service plan.

#### Q7. Why can't licensed users see one or more of the MyAnalytics elements?

- Check Access to MyAnalytics elements to see when MyAnalytics elements become available after users are assigned a license with a MyAnalytics service plan.
- Check if **EWSAllowList** is configured to allow "myanalytics" for users; see Set-OrganizationConfig for more details:

```
Set-OrganizationConfig -EwsAllowList @{Add="myanalytics/*"}
```

## User data privacy

**Q1. Can Microsoft personnel access a person's MyAnalytics data?**

The same rules apply as with Microsoft Microsoft 365 commercial online services, Microsoft personnel do not have access to customer data in MyAnalytics. To learn more, see Who can access your data.

**Q2. Does the system enable administrators the ability to log or audit data activity, such as accessing, modifying, or deleting data?**

No. MyAnalytics does not support auditing.

**Q3. Where and for how long is user data stored?**

User metrics data is stored in users' mailboxes. Depending on the scenario, daily data is stored for up to 35 days and weekly data is stored for up to 9 weeks. However, data about the number of collaborators in the past 12 months is stored for up to 370 days.

**Q4. Can data be extracted from on-premises installations of Microsoft Exchange or Skype for Business?**

No. Only Exchange Online, Skype for Business Online, and Teams are used as sources of MyAnalytics data.

**Q5. Can I ask that MyAnalytics user data be deleted and not stored?**

Yes, you can delete and restrict the processing of MyAnalytics user data if required by law or when requested by a user, which supports GDPR data subject rights. For delete data instructions, see the third obligation of GDPR Compliance.

> **NOTE**
>
> If a person opts out of using MyAnalytics, this action does not delete that person's MyAnalytics data.

**Q6. If a user opts out or is opted out in PowerShell, will they stay opted out even through upgrades of Microsoft 365 or MyAnalytics?**

Yes. Opt-out settings can only be modified by the user or the tenant administrator. They are not changed as a result of upgrades.

**Q7. Can an admin disable MyAnalytics at the tenant level?**

Administrators can configure the default setting for MyAnalytics at the tenant level for MyAnalytics. This can be overridden by the user, based on their choice to opt out or opt in.

Administrators can also Assign licenses to users to enable or disable access for individual users. If licenses are not assigned, the user does not have access to any MyAnalytics features.

# MyAnalytics languages

11/2/2020 • 2 minutes to read

The elements of MyAnalytics (the personal dashboard, the digests, and the Insights Outlook add-in) are available in world languages as described in the following table:

| DASHBOARD | DIGESTS | OUTLOOK ADD-IN (A-K) | OUTLOOK ADD-IN (L-Z) |
|---|---|---|---|
| Arabic | Amharic | Afghan Persian | Lao-LA |
| Basque | Arabic | Afghan Persian-AF | Latvian |
| Bulgarian | Basque | Afrikaans | Lithuanian |
| Catalan | Bengali-in | Albanian | Luxembourgish-LU |
| Chinese (Simplified) | Bulgarian | Amharic | Macedonian |
| Chinese (Traditional) | Catalan | Arabic | Malay |
| Croatian | Chinese (Simplified) | Armenian | Malayalam |
| Czech | Chinese (Traditional) | Assamese-IN | Maltese-MT |
| Danish | Croatian | Azerbaijani-Latin-AZ | Maori-NZ |
| Dutch | Czech | Basque | Marathi |
| English | Danish | Belarusian-BY | mn-MN |
| Estonian | Dutch | Bengali-BD | Nepali-NP |
| Finnish | English | Bengali-IN | Northern Sotho-ZA |
| French | Estonian | Bosnian-Latin-BA | Norwegian |
| Galician | Filipino | Bulgarian | Norwegian Nynorsk-NO |
| German | Finnish | Catalan | Oriya |
| Greek | French | Catalan-Es-VALENCIA | Persian |
| Hebrew | Galician | Central Khmer-KH | Polish |
| Hindi | German | Cherokee-Cher-US | Portuguese |
| Hungarian | Greek | Chinese (Simplified) | Portuguese-PT |
| Indonesian | Gujarati | Chinese (Traditional) | Punjabi-Arab-PK |

| DASHBOARD | DIGESTS | OUTLOOK ADD-IN (A-K) | OUTLOOK ADD-IN (L-Z) |
|---|---|---|---|
| Italian | Hebrew | Chinese-HK | Punjabi-IN |
| Japanese | Hindi | Croatian | Romanian |
| Kazakh | Hungarian | Cusco Quechua-PE | Russian |
| Korean | Icelandic | Czech | Serbian |
| Latvian | Indonesian | Danish | Serbian-Cyrillic |
| Lithuanian | Italian | Dutch | Serbian-Cyrillic-BA |
| Malay | Japanese | English-AU | Sindhi-Arab-PK |
| Norwegian | Kannada | English-CA | Sinhala-LK |
| Polish | Kazakh | English-GB | Slovak |
| Portuguese | Korean | English-IN | Slovenian |
| Portuguese-PT | Latvian | Estonian | Spanish |
| Romanian | Lithuanian | Filipino | Spanish-MX |
| Russian | Malay | Finnish | Swahili |
| Serbian | Malayalam | French | Swedish |
| Serbian-Cyrillic | Marathi | French-CA | Tajik-Cyrillic-TJ |
| Slovak | nn-no | Gaelic-gb | Tamil |
| Slovenian | Norwegian | Galician | Tatar |
| Spanish | Oriya | Georgian | Telugu |
| Swedish | Persian | German | Thai |
| Thai | Polish | Greek | Tigrinya-ET |
| Turkish | Portuguese | Gujarati | Tswana-ZA |
| Ukranian | Portuguese-pt | Hausa-Latin-NG | Turkic |
| Vietnamese | qps-ploc | Hebrew | Turkish |
| | qps-ploca | Hindi | Turkmen-TM |
| | qps-plocm | Hungarian | Uighur-CN |

| DASHBOARD | DIGESTS | OUTLOOK ADD-IN (A-K) | OUTLOOK ADD-IN (L-Z) |
|---|---|---|---|
| | Romanian | Icelandic | Ukranian |
| | Russian | Igbo-NG | Urdu |
| | Serbian | Indonesian | Uzbek |
| | Serbian-Cyrillic | Inuktitut-Latin-CA | Vietnamese |
| | Slovak | Irish-IE | Welsh |
| | Slovenian | Italian | Wolof-SN |
| | Spanish | Japanese | Xhosa-ZA |
| | Swahili | Kannada | Yoruba-NG |
| | Swedish | Kazakh | Zulu-ZA |
| | Tamil | K'iche'-Latin-gt | |
| | Telugu | Kinyarwanda-RW | |
| | Thai | kok | |
| | Turkish | Korean | |
| | Ukranian | Kurdish-Arab-IQ | |
| | Urdu | | |
| | Vietnamese | | |
| | Welsh | | |

# MyAnalytics elements

4/10/2021 • 2 minutes to read

MyAnalytics presents you with insights and how you can use these insights to improve your work patterns with the following elements.

- MyAnalytics dashboard - You can see statistics on how you've spent your time over the past month, productivity insights about your work habits, helpful suggestions for improvement, and explore your network, top collaborators, and collaboration activities.
- Insights Outlook add-in - The Insights Outlook add-in presents you with cards that report on aspects of your recent work experience and let you respond in various ways.
- Digests - You receive a weekly digest in your Outlook inbox that gives you highlights about your previous week.
- Inline suggestions - Inline suggestions are notifications that appear in Microsoft Outlook that can help boost your productivity by displaying useful suggestions and tips around managing email and running meetings.
- Delay delivery - When composing an email in Outlook, Delay delivery will suggest scheduling email deliveries that align with the recipients' working hours in their respective time zones. The delay helps minimize disruptions to recipients outside their working hours.
- Focus plan - The Focus plan helps you block regular time for your top-priority work by scheduling up to four hours every day to focus.

> **NOTE**
>
> Only you can see your data, see Privacy FAQ for details.

# MyAnalytics dashboard

4/10/2021 • 3 minutes to read

***Applies to:*** *MyAnalytics elements are available in varying levels to users of different Microsoft Office 365 and Microsoft 365 plans. See MyAnalytics plans and environments for details. Also see How do I find my plan?*

Thank you for trying the new MyAnalytics experience. Welcome to your new personalized MyAnalytics dashboard that gives you valuable new insights into how to increase focus, achieve work-life balance, and improve your work relationships and team collaboration.

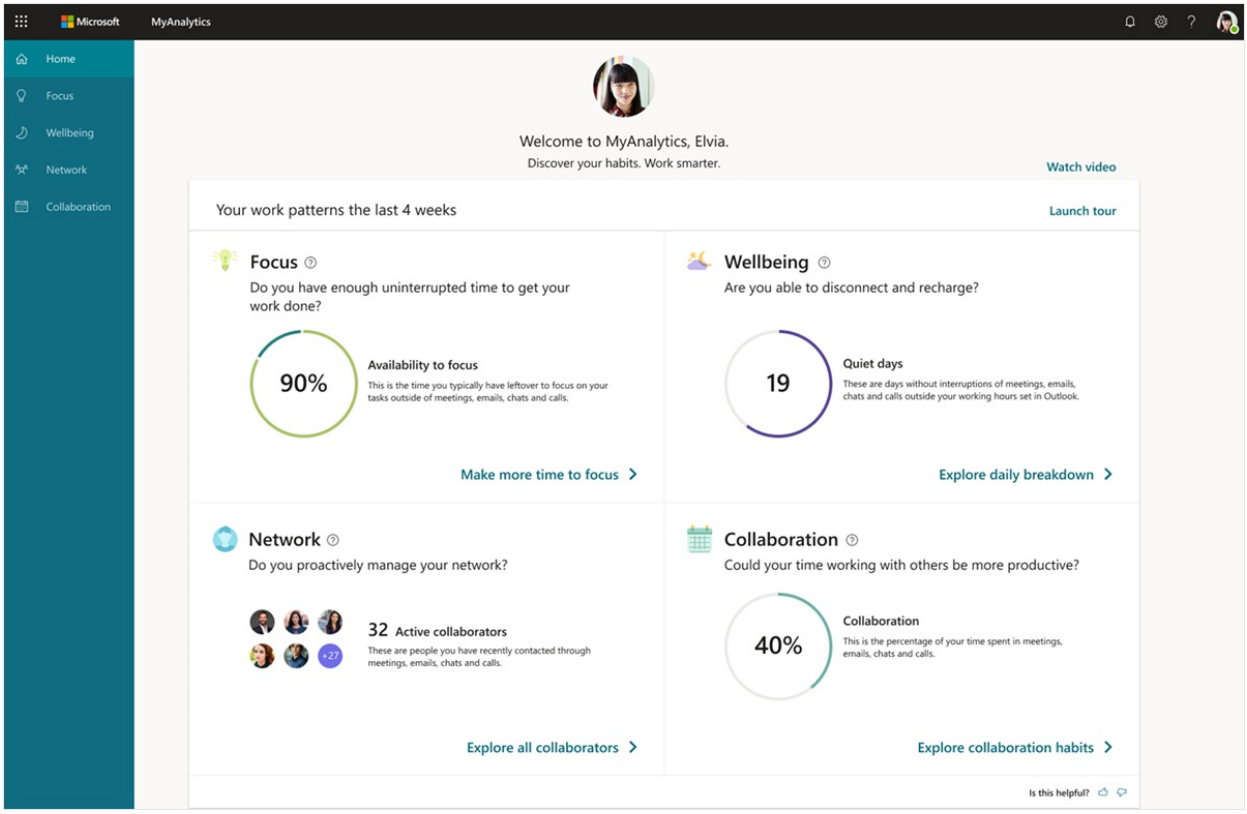
**To open the dashboard**

- Go to myanalytics.microsoft.com to open your personal MyAnalytics dashboard.

> **NOTE**
>
> Only you can see your data, see Privacy FAQ for details.

## Home

The MyAnalytics dashboard opens to the **Home** page that shows you statistics about your work patterns over the past month, including your focus and collaboration time, how many days you were able to disconnect from work, and how effectively you are networking with your coworkers.




## Focus and Wellbeing

The Focus section helps you understand whether you have enough time for uninterrupted individual work and provides tips on how to protect your calendar and manage distractions.

The Wellbeing section shows how well you are disconnecting from work during your time off and suggests

ways to reduce stress and burnout.

For more details and tips, see Focus and Wellbeing.

> **TIP**
> The *focus plan* in MyAnalytics helps you set aside regular focus time for your top-priority work. This plan helps you schedule one to two hours every day to focus, with an option to book that time automatically. During the booked focus time, it silences chats in Teams and in Skype for Business. For more information, see MyAnalytics focus plan.

## Network and Collaboration

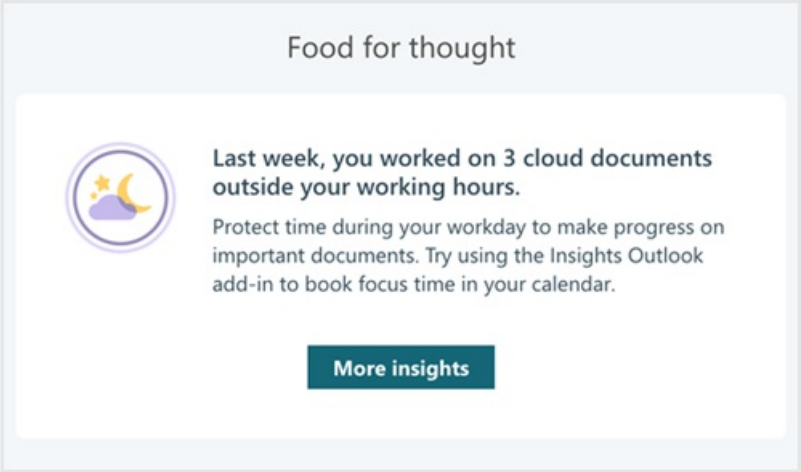
The Network section shows information about your relationships with the people in your network, which is based on your work activities over the past year.

The Collaboration section shows the people you actively collaborated with based on your work activities over the past month, such as email, chats, calls, and meetings.

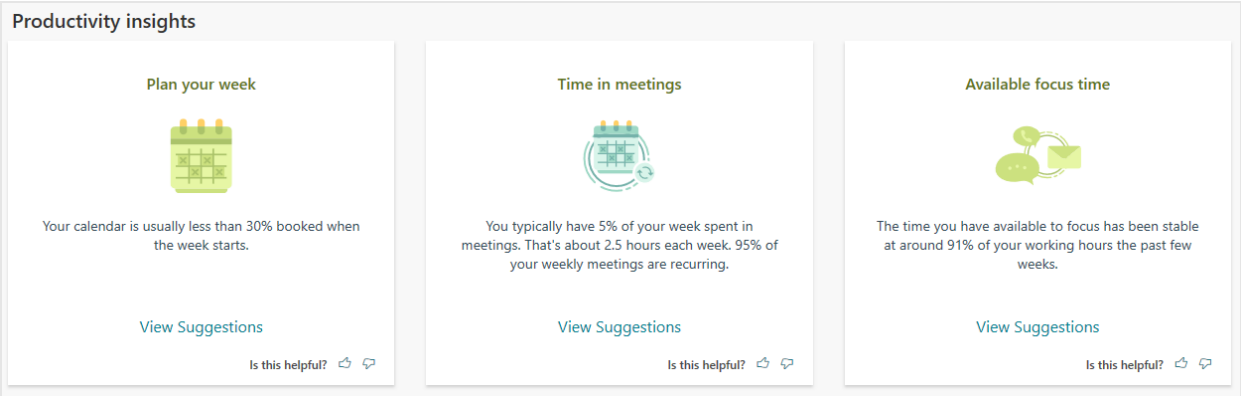
For more details and tips, see Network and Collaboration.

## Productivity insights

MyAnalytics gives you insights into your work patterns around focus, network, wellbeing, and collaboration over the past four weeks. These insights show observations and trends of your most recent work habits based on your Office 365 data.




These insights are also available on your MyAnalytics dashboard home page as well as on the specific outcome pages. Select **View Suggestions** to see research-based recommendations on how to improve your work patterns.

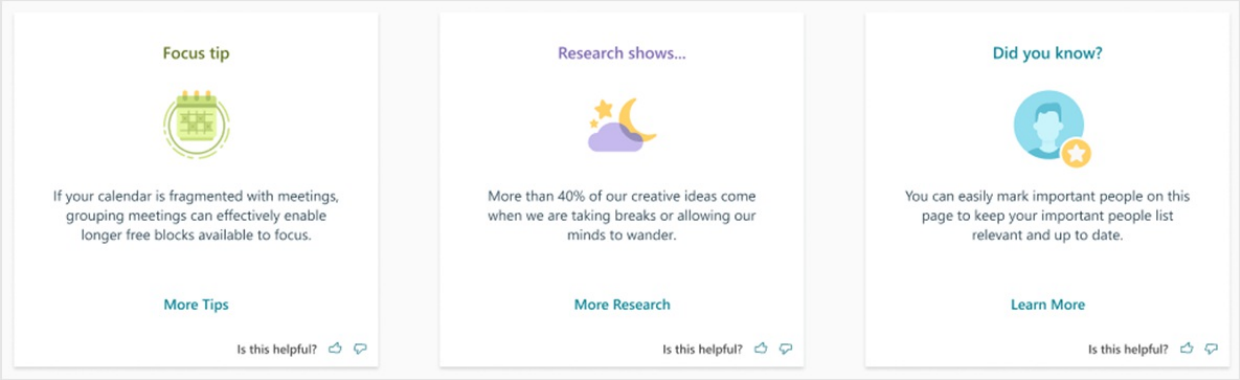



If you don't meet the qualifications for specific productivity insights on the dashboard, the cards will show you

educational tips instead. Educational tips are only available in the dashboard.

**Educational tips**

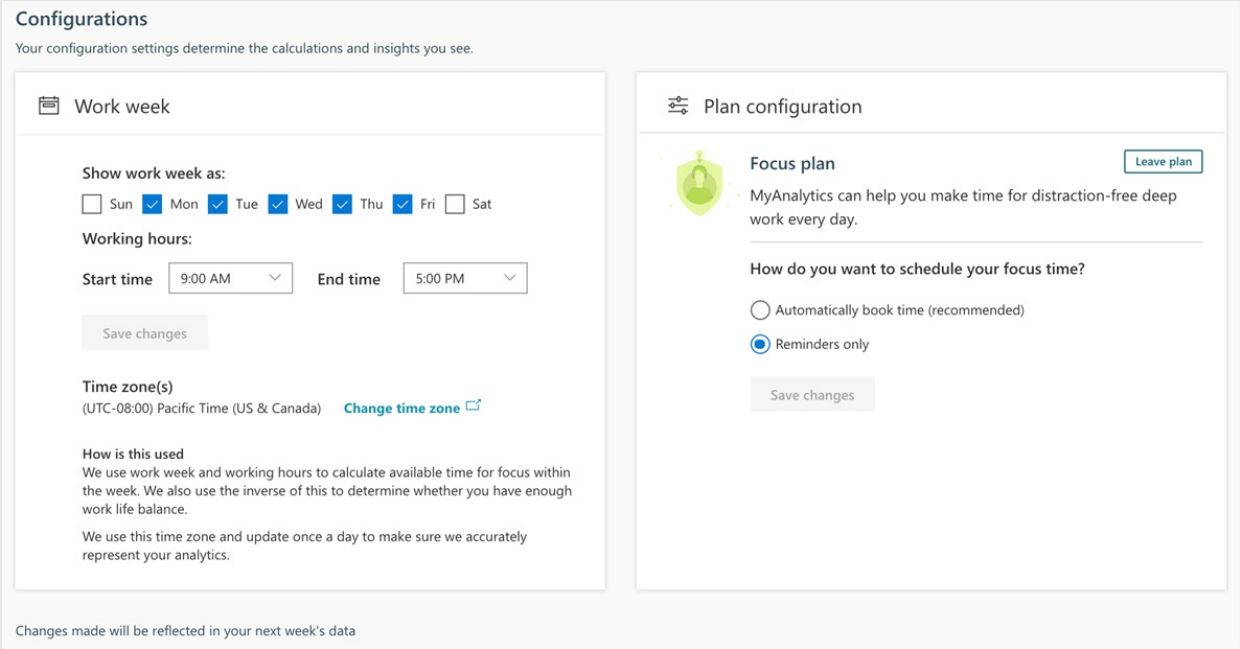
Educational cards give you work productivity and wellbeing tips and ideas, which come from a variety of resources, such as academic and industry research. MyAnalytics refreshes these cards periodically to reflect your most recent work patterns. You can come back at a later time to check out new sets of productivity and educational insights.




# Config Settings

Your personalized MyAnalytics data and insights are based on the working days, working hours, and time zone that you set on the MyAnalytics **Config Settings** page. Changes to these settings are reflected in next week's data.

You can also select to automatically book focus time or only get reminders to schedule focus time for the next two weeks. For more details, see Focus plan.




# MyAnalytics feedback

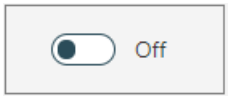
Your experience rating and feedback about MyAnalytics is important to us. If you think of a new feature or enhancement:

1. Open your MyAnalytics dashboard.
2. Select **Feedback** on the left pane.
3. Complete the form, and then select **Submit**.

# Opt out of the MyAnalytics dashboard

1. Open your dashboard.
2. Select the **Settings** (gear) icon in the top right.


3. Under MyAnalytics, select **Settings**.
4. For **Dashboard**, set the control to **Off**.




5. Select **Save** to save your changes.

> **NOTE**
>
> It might take up to 24 hours for your saved changes to take effect. See Opt out for more details on opting out of digests or inline suggestions.

**If I am opted out, can I opt back in?**

Yes; if you opt yourself out or if an admin opts you out, you can opt back in any time to regain access to your personal dashboard.

# Insights Outlook add-in

3/30/2021 • 6 minutes to read

***Applies to:*** *MyAnalytics elements are available in varying levels to users of different Microsoft Office 365 and Microsoft 365 plans. See MyAnalytics plans and environments for details. Also see How do I find my plan?*

Did you ever miss an important email or forget a commitment you made to your co-workers? Do meetings and emails tend to take over your calendar? Do you ever wish to see reminders for 1:1 meetings with your manager, direct reports, or other top collaborators? Would you like to be notified if an upcoming meeting doesn't have a quorum?

If your answer to any of these questions is *yes*, the Outlook add-in provides insights that you can act upon to help you stay on top of your tasks and get more done. This add-in is an extension of your Outlook experience and works within Outlook to help you gain focus time, maintain your work relationships, plan time away from work, and improve your overall work-life balance.

## Privacy by design

The Outlook add-in preserves all the data-subject rights afforded by GDPR. The insights you see in the add-in are only available to you. No admin or manager can see these insights. They are computed as needed, from the your email and meeting information, and are never stored outside your mailbox.

Additionally, the add-in begins processing data for insights only after the first time you open it. Learn more about how Microsoft protects your privacy.

## Why don't I see the Outlook Insights add-in?

Before you can use the Insights add-in, be sure that the following prerequisites are in place:

- Have a MyAnalytics user license and let at least 24 hours elapse since you were granted that license.
- Have a valid mailbox. This cannot be a shared mailbox or even a shared mailbox that was converted into a user mailbox. It must be a user mailbox from the start. We recommended that you provision a new user mailbox, if necessary.
- Have the following in place:
  - Your computer has Outlook version 1705 (build 8201.2102) or higher for Windows, or version 15.39.1010 or later for Mac.
  - Add-in commands are enabled for the Outlook add-in. For details, see Add-in commands for Outlook.
  - Internet Explorer version 10 or 11 is installed on your computer.

> **NOTE**
>
> The Outlook Insights add-in is not available on mobile devices.

Open the Insights add-in in one of the programs listed under Open the Insights add-in, namely Windows Outlook desktop, Outlook on the web, or Mac Outlook desktop.

- Select an email. In Outlook, you can do this in one of the following ways:
  - Open the email in a new window.

- With the Outlook Reading Pane open, view the email in the Reading Pane.

> **NOTE**
> This works only with emails to which information rights management have not been applied.

## Open the Insights add-in

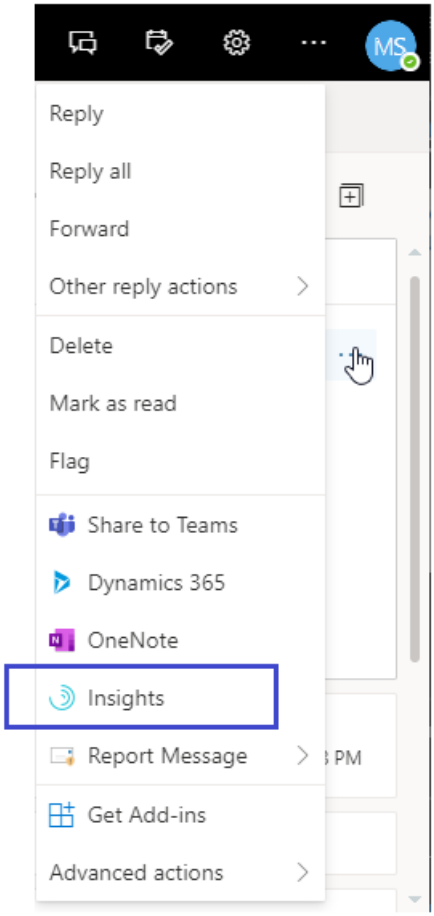
You can use the Outlook Insights add-in in the following environments:

**Windows Outlook desktop**

1. Open the **Home** ribbon of Microsoft Outlook.
2. Select the **Insights** icon:


**Outlook on the web**

1. Open Outlook on the web.
2. Open an email message.
3. Select the **ellipsis** (...) in the top-right corner of your email message, and then select **Insights**:




> **NOTE**
> You can pin the Add-in to your quick access pane for easier access; see Pin the Insights add-in for details.

### Mac Outlook desktop

In the new Mac interface, add-ins are not currently available, but you can enable them by switching to the old interface, as described here:

#### To enable the Insights Outlook add-in for the Mac

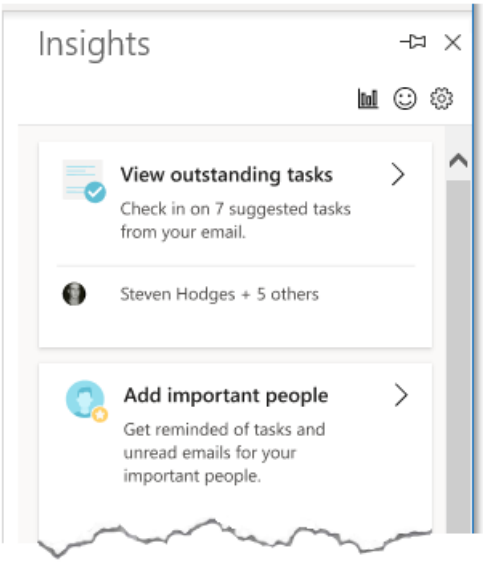
1. Switch to the old UI by using the toggle at the top of the page:


2. In the Outlook **Home** ribbon, open Insights by using the same steps as for Windows Outlook desktop.

> **NOTE**
> If the Insights add-in is not showing up for you, check out the prerequisites that are described in Why don't I see the Outlook Insights add-in?.

## What you might see

After you open the Insights add-in, you'll see a number of cards in the right (Insights) pane.




This pane will show you a selection of the following:

1. Prepare for your meetings: Prepare for your meetings and then drive more effective meetings.
2. Track email and document open rates: Track readership of emails that you've sent sent by viewing the percentage open rate, the percentage attachment click rate, and so on.
3. View outstanding tasks: Make sure nothing falls through the cracks by seeing reminders of tasks that you've agreed to do.
4. Follow up on your requests: Receive reminders to follow up on commitments made by your colleagues or on requests that you have made.
5. Book time to focus: Protect your calendar by reserving focus time before meetings take over.
6. Catch up on email: Cut through the clutter with a summary of unread email from your more important contacts.
7. Catch up on documents: See a list of shared OneDrive and SharePoint documents that you need to catch up on.
8. Add important people: Manage your list of important contacts. You'll see reminders when you have tasks to complete for these people or unread emails from them.
9. Set lunch hours: Use this card to protect your lunch hours and personalize your insights.

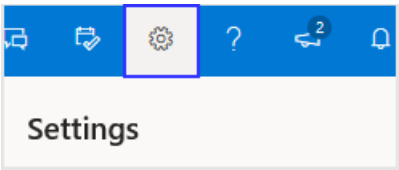
10. Plan your time away: Use this card to plan your time away from work.
11. Catch up with your team: Stay on top of your team's needs with insights for 1:1 meetings, outstanding tasks, and so on.
12. Meeting suggestions: Grow and nurture your network by staying connected with important colleagues.
13. Check quiet hours impact: Help your team achieve work-life balance by reviewing the impact of sending email outside of working hours.

## Pin the Insights add-in

If you're using Outlook on the Web, you can pin the add-in for easier access.

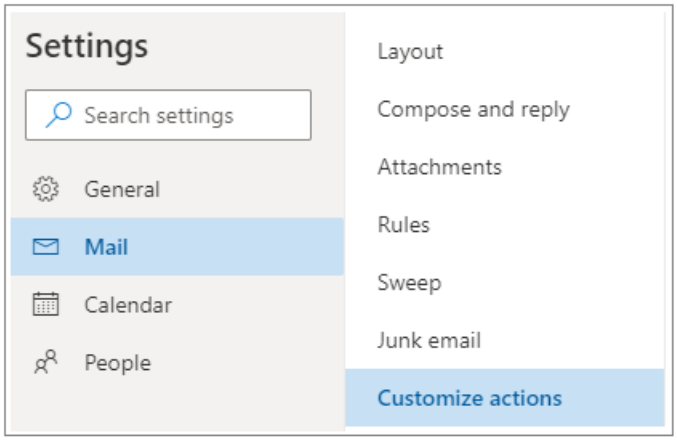
**To pin the add-in to the quick access pane**

1. In Outlook on the web, select the **Settings** (gear) icon.

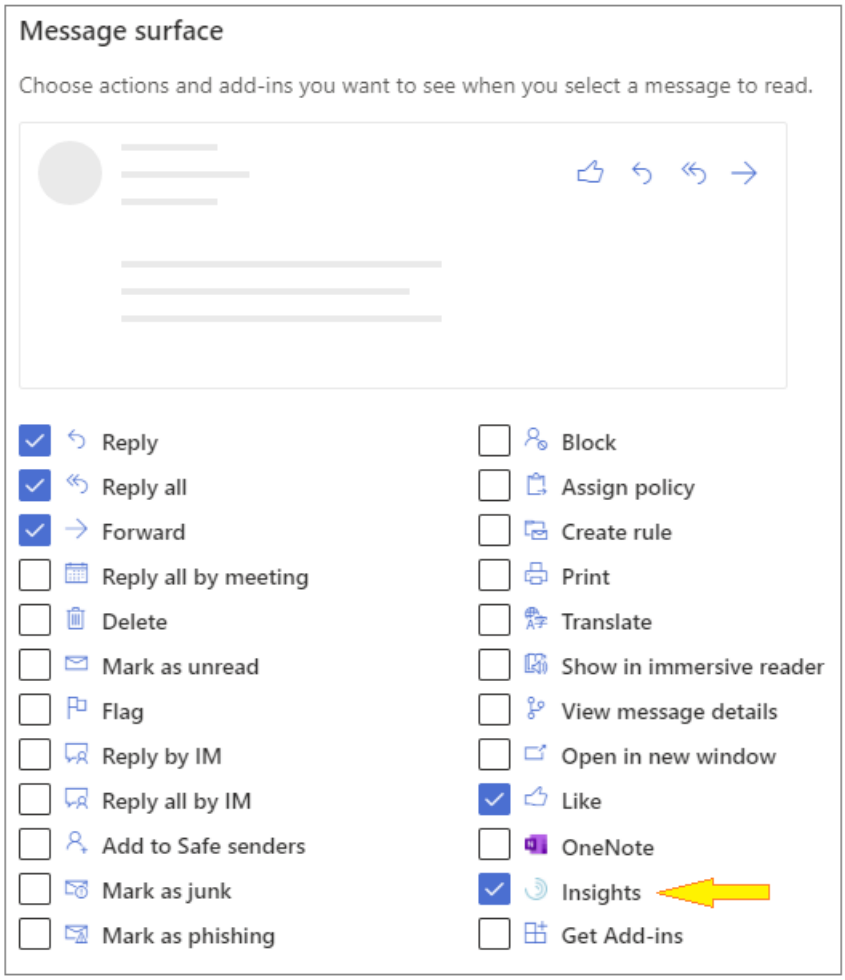



2. In **Settings**, select **View all Outlook Settings**.

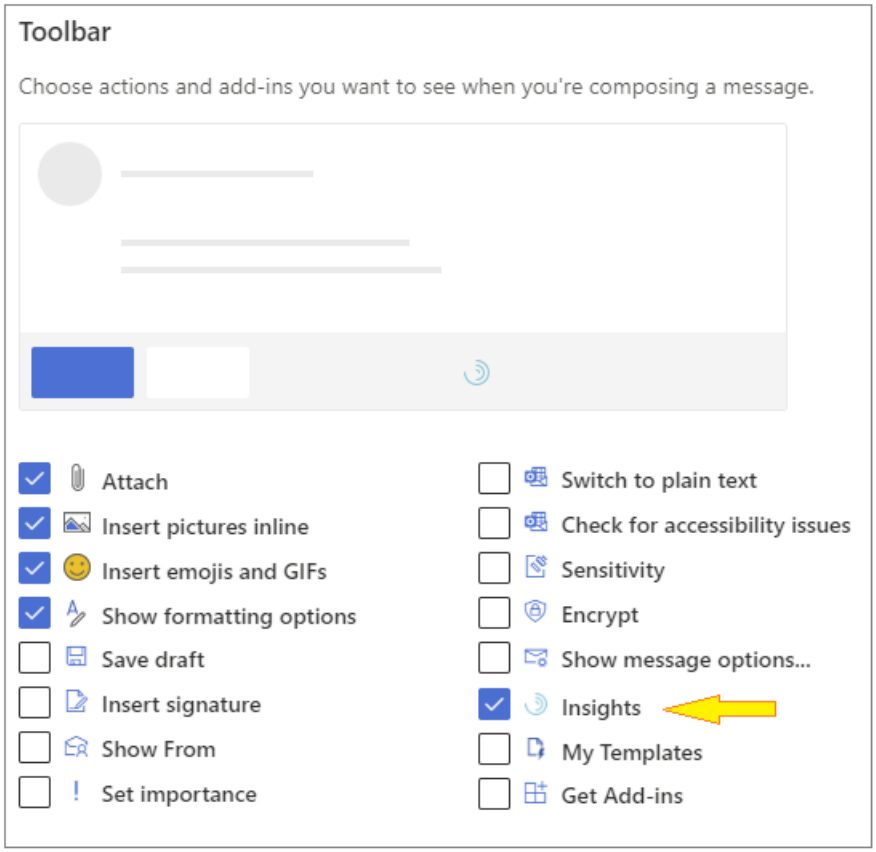
3. Confirm **Mail** is selected in the left pane, and in the center pane, select **Customize actions**.




4. In the right pane, in the **Message surface** area, select **Insights**.




5. In the right pane, in the **Toolbar** area, select **Insights**.



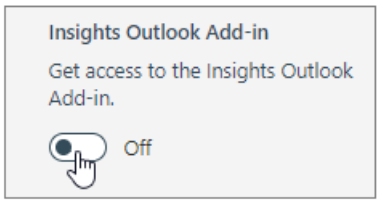

6. Save your new settings.


# Opt out of the Insights Outlook add-in

**To opt out**

1. Open your dashboard.
2. Select the **Settings** (gear) icon at top right.


3. Under MyAnalytics, select **Settings**.
4. For **Insights Outlook add-in**, set the control to **Off**.



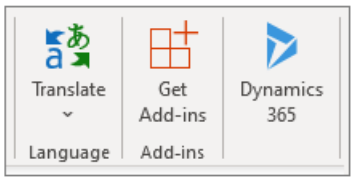

5. Select **Save** to save your changes.

> **NOTE**
> It might take up to 24 hours for your saved changes to take effect.

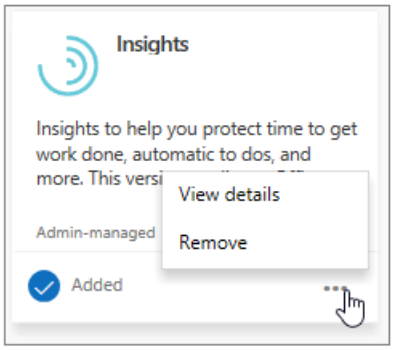
**To remove the Insights icon**

If you opt out of the Insights Outlook add-in, you might also want to remove its icon from the Outlook ribbon. To do so, follow these steps:

1. In Outlook, select **Get Add-ins**.




2. On the left navigation pane, select **My add-ins**.
3. On the **Insights** card, select the ellipsis (...) and then select **Remove**.



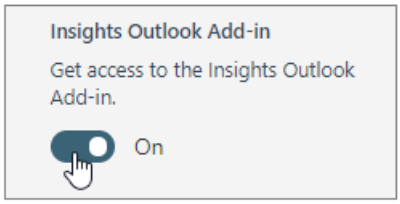
### If I am opted out, can I opt back in?

Yes; if you opt yourself out or if an admin opts you out, you can opt back in any time to regain access to the Insights Outlook add-in.

#### To opt in

1. Open your dashboard.
2. Select the **Settings** (gear) icon at top right.


3. Under MyAnalytics, select **Settings**.
4. For **Insights Outlook add-in**, set the control to **On**.




5. Select **Save** to save your changes.

> **NOTE**
>
> It might take up to 24 hours for your saved changes to take effect.

## Related topics

- Use Insights
- MyAnalytics elements

# Use Insights

4/10/2021 • 21 minutes to read

The information in this section helps you get the most out of the following insights:

- Prepare for your meetings
- Track email and document open rates
- View outstanding tasks
- Follow up on your requests
- Book time to focus
- Catch up on email
- Catch up on documents
- Add important people
- Set lunch hours
- Plan your time away
- Catch up with your team
- Meeting suggestions
- Check quiet hours impact

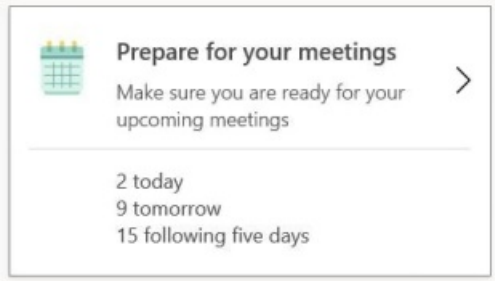
## Prepare for your meetings

Meetings are vital for healthy collaboration. Better meeting practices can improve productivity, information sharing, innovation, decision making, and connections among team members. Read more about best practices for running effective meetings in the Meetings playbook.

**Prepare for your meetings** shows you a list of upcoming meetings that you've organized or that you've been invited to. This insight helps you decide whether each meeting is ready to go.

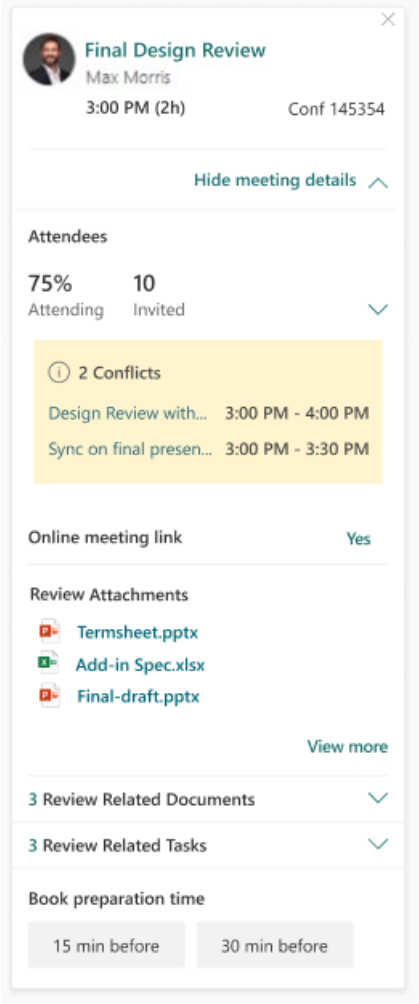
**To use this insight**

1. On the **Insights** panel, the **Prepare for your meetings** insight tells you about meetings that you've organized or were invited to for the next seven calendar days (including the current day) to help you review and plan for them.

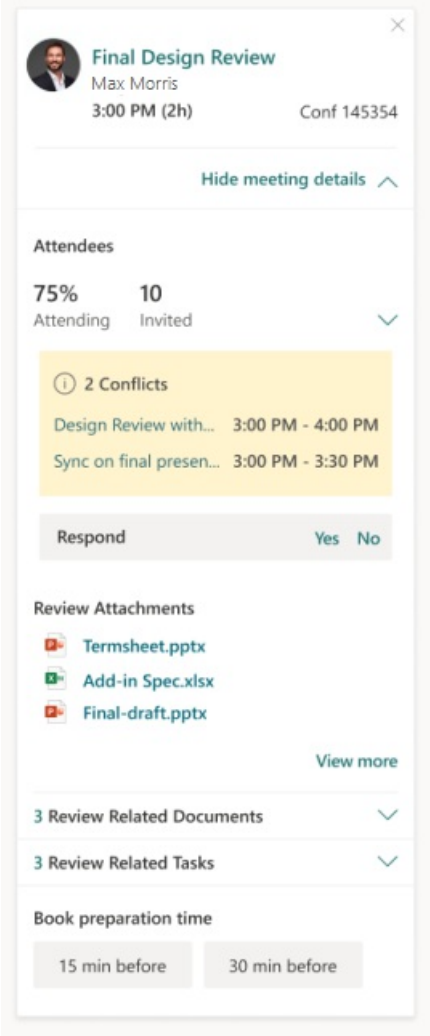



2. Select **Prepare for your meetings** to see an insight for each of your upcoming meetings. You can select to view **All**, **Organized**, or **Invited** to filter the list by.

   - As the meeting organizer, you will see an insight similar to this:




- As a meeting invitee, you will see an insight similar to this:




**Insight option details**

Each meeting card title includes the meeting title, the organizer, the start time, and the location. Some of the following options apply to the meeting organizer, some apply to invitees, and some apply to people in both positions.

| CARD SECTION | NOTES | RECOMMENDATIONS |
|---|---|---|
| Attendees | The percentage of invitees who have accepted, and the number of invitees. Select the down arrow to see more information about these attendees. | Make sure that you have a quorum before the meeting. Consider sending a reminder if you haven't heard back from attendees. |
| Conflicts | This section outlines all other meetings that have a conflict with this meeting. | Take time to resolve conflicts well ahead of each meeting. Doing so helps other participants know whether there will be a quorum for the meeting. |

| CARD SECTION | NOTES | RECOMMENDATIONS |
| --- | --- | --- |
| **Respond** (RSVP) | This section is only for invitees, not for the organizer.<br>You can respond **Yes** or **No** to the invitation. If you have already responded, your response is shown here.<br>If a meeting is scheduled outside of your typical meeting hours (when you typically organize and attend meetings during and outside the work day), it will be highlighted with an option to respond accordingly. | Responses help the organizer determine if required participants can attend or not, and then take any necessary steps, such as rescheduling or recording the meeting. |
| **Attachments** | This section shows the number of attachments, their titles, and their storage location (online or local). You can see more details and you can open the attachment if it is stored online. | |
| **Related documents** | This section shows documents that you might want to review to prepare for the meeting. | |
| **Related tasks** | This section shows tasks that you might want to complete to prepare for the meeting. | |
| **Online meeting link** | (This section is only for the organizer, not for the invitees.)<br>**Yes** or **No** indicates whether the meeting invitation includes a link for joining the meeting online in Skype for business or in Teams. | Be an inclusive meeting organizer. If you have attendees who are working remotely, consider adding an online link to your meeting. |
| **Preparation time** | This section gives you the options to book either 15 minutes or 30 minutes of preparation time. This option appears only if there is an available slot in your calendar right before the meeting. Booked time appears on your calendar and references the meeting, as "Preparation time for [meeting title]." You can also cancel the meeting-preparation time or delete it directly from your calendar. | Be prepared. If you need travel time or have other tasks that need to be done right before the meeting to prepare for it, consider booking preparation time. |

## Track email and document open rates

***Applies to:*** *MyAnalytics elements are available in varying levels to users of different Microsoft Office 365 and Microsoft 365 plans. See MyAnalytics plans and environments for details. Also see How do I find my plan?*

Insights can tell you how many people have opened your email and the average time they spent reading that email. In general, it informs you about email that you sent to five or more Microsoft 365 users who are internal to your organization. (For more information about which email messages are reported about, see Reporting

details.)

Insights also tells you how many email recipients opened a document that you shared in the email as a link or as an attachment (this insight works for documents that are stored in SharePoint or in OneDrive for Business).

After you send an email message, it can take up to 30 minutes before Insights informs you about it. If the email is sent from a delegated mailbox with "send on behalf" permission, the delegate can see the read statistics.

Insights shows the open rate for the sent email that is open in Outlook. It also groups open rate information for qualifying sent items into a single summary that you can select and expand to see a more detailed view.

### Reporting details

Insights does not display read information about every email that you send, such as in the following circumstances.

#### Requirement: qualifying messages

Read statistics are shown only for *qualifying messages*. A qualifying message is an email message that is sent to five or more qualifying recipients. A qualifying recipient is a person who is in the same company as the sender and has a cloud mailbox. Distribution lists are expanded before counting qualifying recipients.

#### Exceptions to qualifying messages

Insights does not report about email messages in the following categories:

- Email that was sent from a shared mailbox
- Email that was sent more than 14 days ago.
- Email in which the total number of recipients (the sum of all of the recipients in the To:, Cc:, and Bcc: fields) is less than five.
- Email sent to modern groups. (If users are following the modern group, they are included in the count.)

#### Open rate

MyAnalytics respects user privacy. For this reason, the Insights add-in does not show information about individual recipients, and -- when necessary to protect privacy -- it reports approximated values only.

### Open-rate value thresholds

Within 30 minutes of when you sent qualifying email, the Insights add-in reports the actual or an approximated open rate, as described here:

- **Below minimum.** For open rates lower than the minimum threshold, the threshold value is reported. For example, when 20% of 10 email recipients open the email, Insights displays the open rate as "*< 25%*."
- **Between thresholds.** If the actual open rate falls between the "Minimum" and "Maximum" values shown in the table, then the actual open rate is reported.
- **Above maximum.** For open rates higher than the maximum threshold, the threshold value is reported. For example, when 96% of the 25 email recipients open the email, Insights displays the open rate as "*> 95%*."

| NUMBER OF RECIPIENTS | OPEN RATE REPORTED |
|---|---|
| 5 - 10 | Minimum: 25%<br>Maximum: 75% |
| 11 - 20 | Minimum: 10%<br>Maximum: 90% |
| > 21 | Minimum: 5%<br>Maximum: 95% |

For more information, see Email read rates and document open rates. To see who opened an email, use Outlook's request read receipts.

### To see read information about sent emails

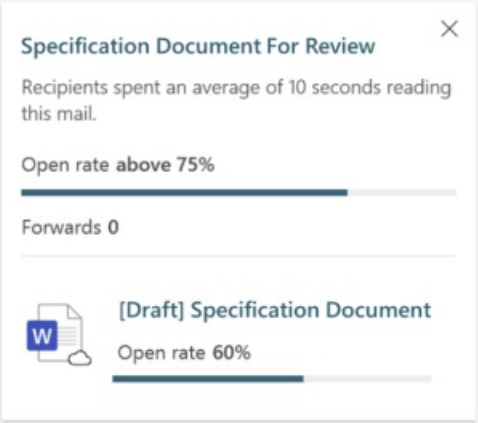
1. If the Insights pane isn't already open, select the **Insights** icon in the Outlook **Home** ribbon to open it.

> **NOTE**
> If you see a "Welcome!" message, select **Get started**.

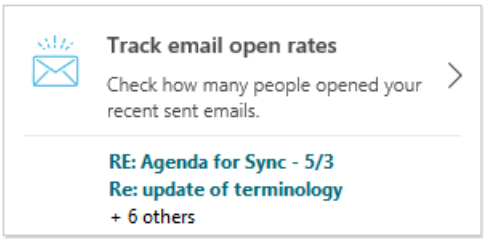
2. In **Insights**, select one of the following:

   a. **In-context email open rate** - Shows read statistics for the sent email that you currently have open in Outlook. It also provides open rates for linked or attached documents that are stored in OneDrive for Business or in SharePoint.

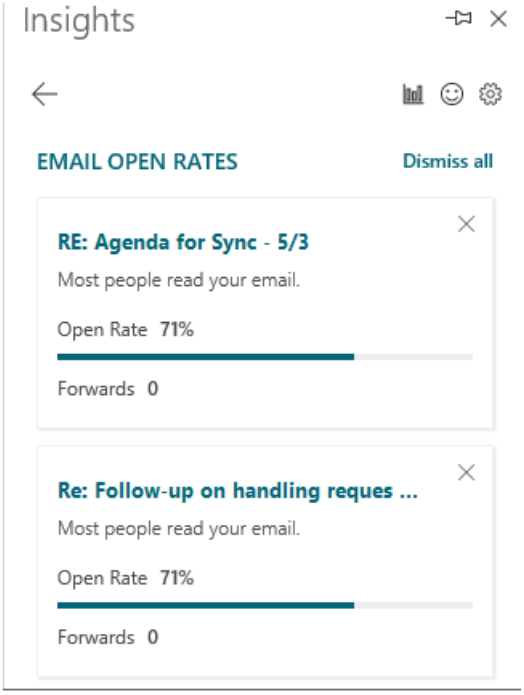
   > **NOTE**
   > In rare cases, the document open rate can be higher than the email open rate. This can happen when recipients open the document through sources other than the email in which it was shared.




   b. **Track email open rates** - Shows read statistics for all sent emails.




   The option you selected (in step 2a or step 2b) shows the email subject line and a summary of the open rate, the open rate (sometimes expressed as a percentage), and the number of forwards.



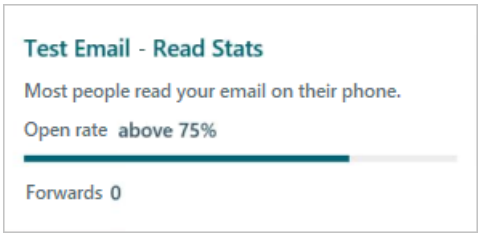

## View outstanding tasks

It is easy to lose track of commitments that you've made to your colleagues in email. The **View outstanding tasks** insight helps you make sure nothing falls through the cracks by reminding you of tasks that you've agreed to do. It is based on emails that you've sent and requests from your colleagues during the last 14 days of email communication. For example:

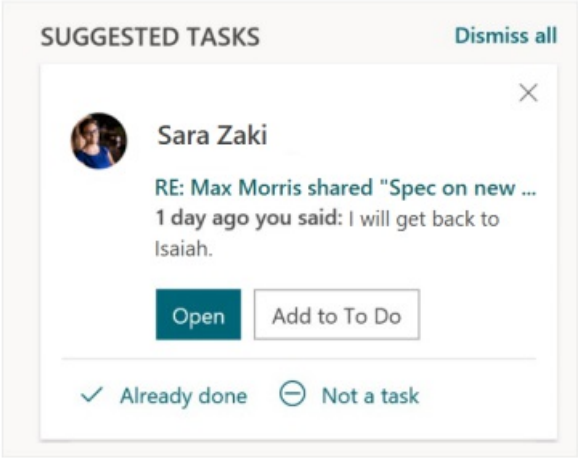
- "I will send you the latest report tomorrow"
- "Will get back to you by end of the week with a suitable meeting time"
- A colleague asked you three days ago: "Please review this deck by the end of the week"

**To use this insight**

In the **Insights** pane, select **View outstanding tasks**. This insight is available only in English.




This opens a panel that displays insights for each of your suggested outstanding tasks.



**Insight option details**

| CARD SECTION | NOTES |
| --- | --- |
| **Name and icon** | This is the person you might have an outstanding task for |
| **Email subject line** | Subject line preview of the email along with a hyperlink to open the email |
| **Task snapshot** | A snippet of text related to the task |
| **Open** | Select this to open the relevant email so that you can review the task. |
| **Already done** | Select this to mark the task as completed. Suggested tasks disappear after two weeks or after you mark them as done. |
| **Not a task Action** | Select this to mark the insight as not a task. This will help us improve the detection accuracy |
| **Add to To Do Actions** | If available, select this to add the task to Microsoft To Do so that you can catch up later. This tool can help you prioritize and even delegate work, which can lead to higher productivity.<br><br>Consider breaking tasks down into simple steps, adding due dates, and setting reminders to keep you on track. **Note**: The **Add to To Do** feature is releasing in phases through April 2021. If you don't see this as an option yet, you will soon. |

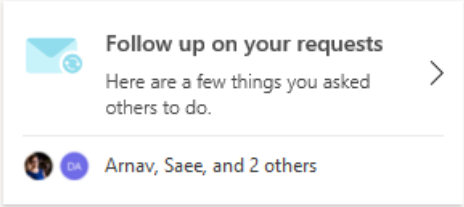
# Follow up on your requests

It can be easy to lose track of requests you made of your colleagues. By automatically extracting your outstanding follow ups from the last 14 days of email communication, the **Follow up on your requests** insight can help you check in on requests to your colleagues. For example:

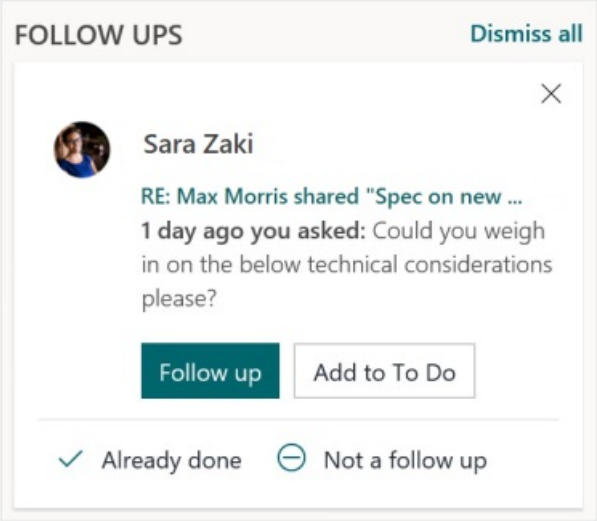
- "Can you send me the latest report for this year?"
- "Everyone, please complete your performance evaluations by the end of the week."
- "Cancel my RSVP for Carrin Patman's lunch scheduled early next week."

### To use this insight

In the **Insights** pane, select **Follow up on your requests**. This insight is available only in English.




This opens a panel that displays insights for each of your suggested follow-up tasks.




**Insight option details**

| CARD SECTION | NOTES |
|---|---|
| **Name and icon** | The person with whom you might want to follow up |
| **Email subject line** | Subject-line of the email that contains the follow-up item, along with a hyperlink to open the email |
| **Follow up snapshot** | A snippet of text related to the follow-up |
| **Follow up** | Select this to open the relevant email so that you can follow up on the task |
| **Already done** | Select this to mark the follow-up as completed. Follow-ups disappear after two weeks or after you mark them as done. |
| **Not a follow up** | Select this to mark the insight as not a follow-up and remove it from your list. This also helps MyAnalytics improve its detection accuracy. |
| **Add to To Do** | Select this to add the task to Microsoft To Do so that you can catch up later.<br><br>This tool can make your days more manageable and reduce the stress of things falling through the cracks. It can also help effectively prioritize and even delegate work, which can lead to higher productivity. |

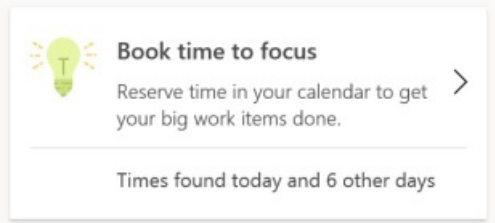
## Book time to focus

Research shows that on average it takes 23 minutes to refocus on a task after a distraction, and constant distraction during focused work can cause higher stress, lower productivity, and bad mood. Further, it can be hard to go deep on challenging work if you have only small chunks of time to focus between meetings or are easily distracted by incoming emails and chats. Blocking a few hours every day to focus without interruptions can help you make progress on your important tasks and projects.

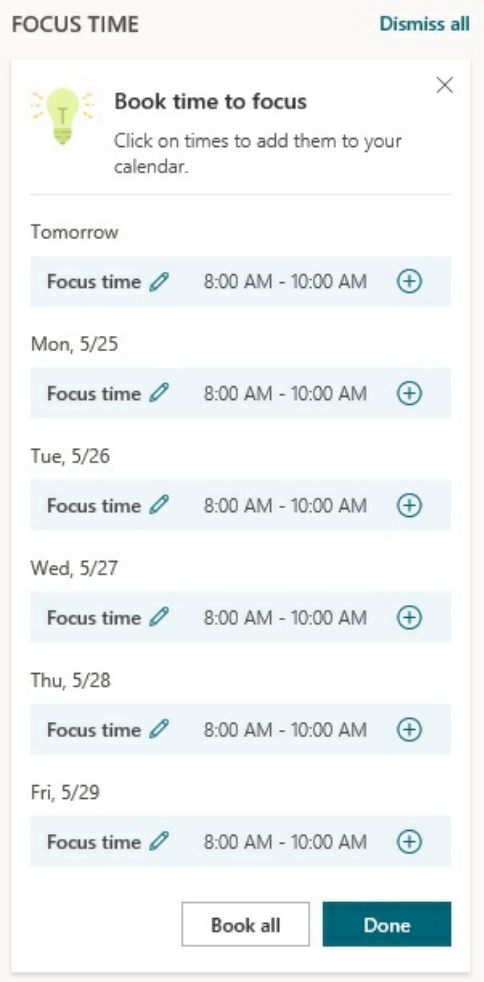
**Book time to focus** can help you protect time for focused work and also minimize notifications (and thus distraction) by Teams and Skype for business chats and calls during your focus time.

**To use this insight**

In the **Insights** pane, select **Book time to focus**. This insight appears if your calendar has time available during your working hours that is not blocked by meetings or appointments.




This opens a panel that displays all the time available to focus in the coming week, with a couple of available slots every day. With one click you can add focus time to your calendar and get ready for distraction-free deep work. You can also book all available time for focused work with one click, thus setting you up for focused work over a longer duration.




**Insight option details**

| CARD SECTION | NOTES |
|---|---|
| Date/Time | Shows the date and time of the available focus time that you can book. |
| + | Select this to add time to your calendar as focus time. |

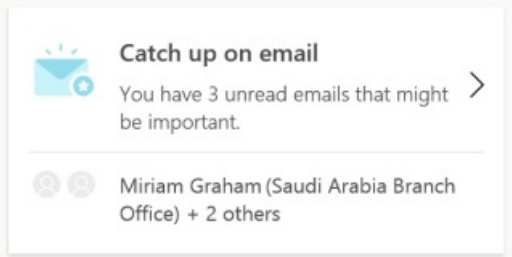
| CARD SECTION | NOTES |
| --- | --- |
| **Pencil icon** | Say you want to focus on "Sales pitch" for two hours. Select the pencil icon, change the "Focus time" label to "Sales pitch," and then click (+). This books a two-hour appointment on your calendar with title "Sales pitch."<br><br>You can set priority contacts in Teams to ensure that you don't miss important messages during focus time. |
| **Book all** | This books all available focus time at once, setting you up with protected time throughout the week.<br><br>Use Set lunch hours to set your lunch hour preferences. MyAnalytics will respect your preferences when it proposes focus time. |

## Catch up on email

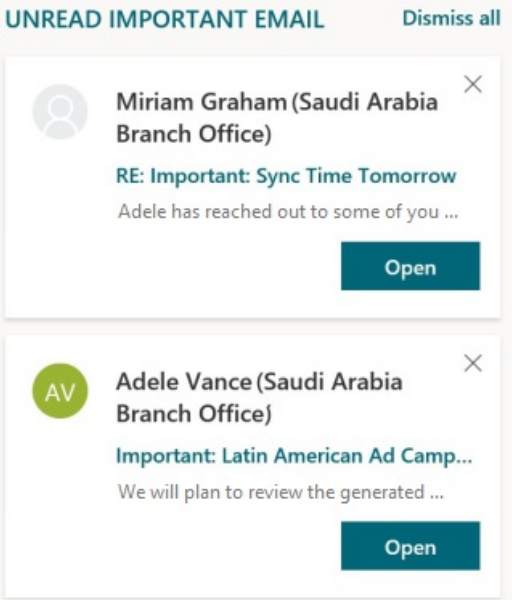
It is easy for important emails to get lost when your inbox is full of unread emails. With the **Catch up on email** insight, you can cut through the clutter by seeing a summary of the most important unread email, based on last 14 days of email communication.

**To use this insight**

In the **Insights** pane, select **Catch up on email**.




This opens a panel that displays insights for each of your important unread emails:




**Insight option details**

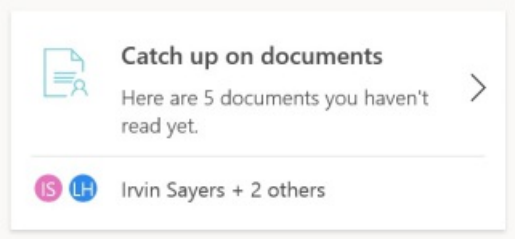
| CARD SECTION | NOTES |
| --- | --- |
| **Name and icon** | Sender of the email |
| **Email subject line** | Subject line preview of the email |
| **Email snapshot** | A snapshot of the text related to the email |
| **Open** | Select this to open the relevant email for your review. Scanning your important unread emails first can help you get to your important workflows faster. |

## Catch up on documents

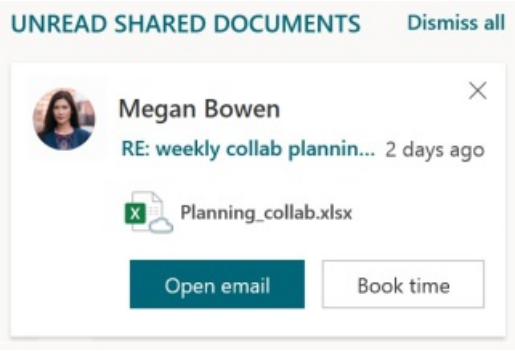
Searching for that document you had planned to read but just can't find? With so many documents shared across meetings and emails, it can be difficult to stay caught up on documents shared by your colleagues. With **Catch up on documents**, you can see a list of the shared OneDrive and SharePoint documents in email that you need to catch up on.

### To use this insight

In the **Insights** pane, select **Catch up on documents**:




This opens a panel that displays insights for each document shared with you in the last 14 days that you have not yet opened.




**Insight option details**

| CARD SECTION | NOTES |
| --- | --- |
| **Name and icon** | The person who sent you the email with the associated document |
| **Email subject line** | Subject-line preview of the email |
| **Document name** | Name of the document that you might want to catch up on. Select the document name to open it. |

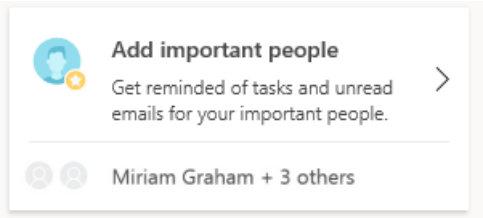
| CARD SECTION | NOTES |
| --- | --- |
| **Open email** | Select this to open the related email. |
| **Book time** | Select this to see an option to book calendar time to review the document. |

## Add important people

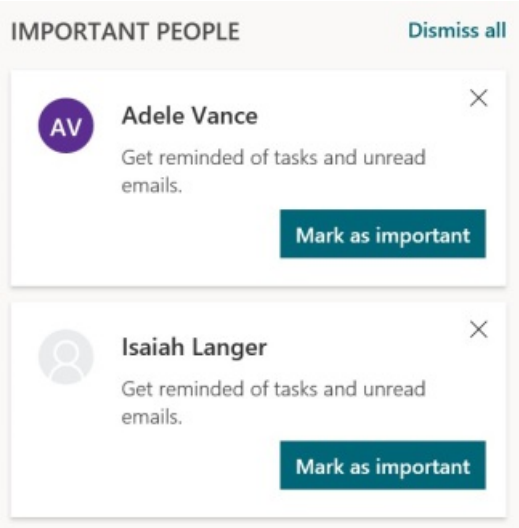
You might receive emails and tasks from various people but some items might deserve more attention more than others. For example, an outstanding task from your manager or a message from a key customer would likely be of higher priority. Based on your collaboration patterns, **Add important people** can suggest that you mark some of your contacts as important; afterwards, MyAnalytics will remind you when you have tasks to do for these important people or unread email from them.

**To use this insight**

In the **Insights** pane, select **Add important people**:




This opens a panel with suggestions to mark a recommended contact as important:




**Insight option details**

| CARD SECTION | NOTES | RECOMMENDATIONS |
| --- | --- | --- |
| **Name and icon** | The person whom MyAnalytics recommends to mark as Important | |
| **Mark as important** | Select this to mark the suggested contact as important. MyAnalytics will then help you stay on top of outstanding tasks, unread documents, and email from your important people. | Consider marking your top collaborators and contacts as important so that you are always aware of outstanding items from them. |

# Set lunch hours

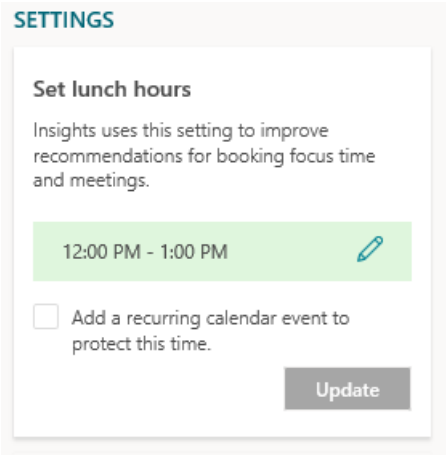
Struggling to protect time for lunch? Colleagues keep sending meeting invitations during your lunch hours? Not taking a lunch break can leave you feeling more tired and stressed and less focused. Even if you just take 15-20 minutes, this is a proven way to maintain levels of concentration and energy during the day. Use this insight to protect your lunch time and personalize your MyAnalytics insights to take into account your preferred lunch hours.

### To use this insight

You can set your lunch hours in either of two ways, in **Settings** or by using the **Set lunch hours** card. This card is shown only for a short while to new users of MyAnalytics. It is not available permanently, but you can always set your lunch hours in **Settings**:

#### Set lunch hours in *Settings*

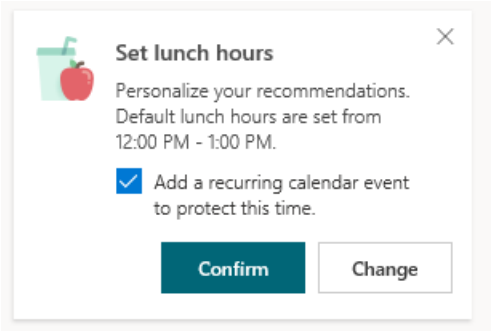
1. In the **Insights** pane, select **Settings** (the gear icon).
2. In the **Set lunch hours** area, select the edit (pencil) option:




3. Change the values in the **Start** and/or **End** fields.
4. Select **Update**.

#### Set lunch hours through the *Set lunch hours* card

1. In the **Insights** pane, locate **Set lunch hours**:




2. Use the options that are described in the following table.

#### Insight option details

| CARD SECTION | NOTES | RECOMMENDATIONS |
|---|---|---|
| **Default Lunch hours** | Your default lunch hours, which you can confirm or change | |

| CARD SECTION | NOTES | RECOMMENDATIONS |
| --- | --- | --- |
| **Change** | Select this to reset your lunch-hour times | |
| **Confirm** | Select this to save your settings. MyAnalytics will then exclude lunch hours when recommending focus blocks or meeting times. | Taking care of your mental and physical wellbeing. Studies show that taking a lunch break allows your mind to rest, recharge and refocus, which can directly improve your productivity for the rest of the day. |
| **Add a recurring calendar event** | By checking this box, you have the option to add a recurring calendar event to protect this time. | Consider setting a recurring calendar event if your preferred lunch hours frequently conflict with meetings. |

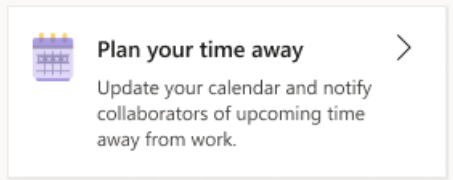
## Plan your time away

Taking time off from work helps reduce stress and burnout and improve overall wellbeing. However, research shows that a lack of planning can reduce the benefits of taking a vacation.

The **Plan your time away** checklist can help reduce the stress of planning for upcoming time away from work. This single tool helps you:

- Resolve all your meetings in one place with a custom message about your scheduled time off.
- Compose your autoreplies and notify your team about your planned time off.
- Schedule focus time to wrap up tasks before you go and to catch up on work when you get back.

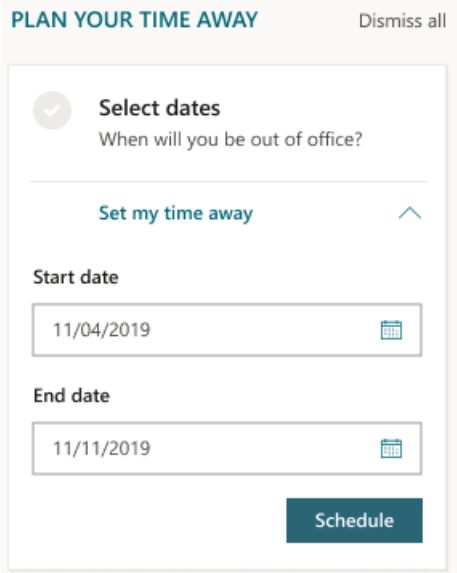
You can plan your schedule with these options all at one time or individually as you get closer to the date. You can also come back at any time and change details before you go. Insights will track your progress and update which actions are done.



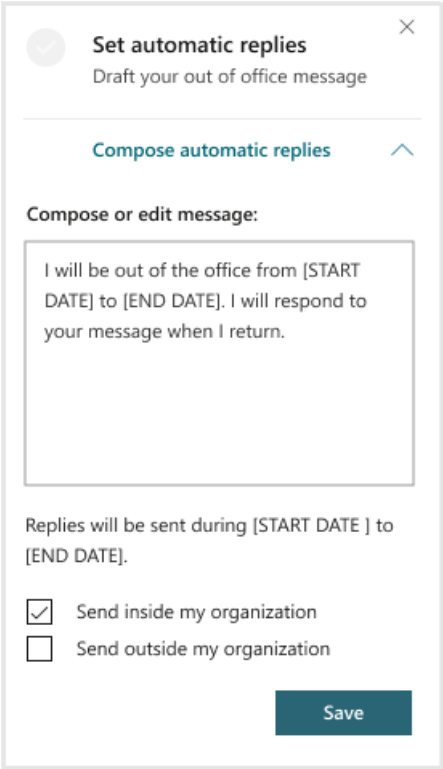

### To use Plan your time away

1. If the Insights pane isn't shown, select the **Insights** icon on your Outlook **Home** ribbon.
2. In the **Insights** pane, select **Plan your time away** to see a checklist of planning options.
   - **Select dates** - Select **Start** and **End dates** for when you'll be out of office, and then select **Schedule**, which sets up an Out-Of-Office appointment on your calendar for the selected dates.

> **TIP**
> Updating your calendar with out-of-office information is a best practice that'll set the right expectations with coworkers who want to connect with you.

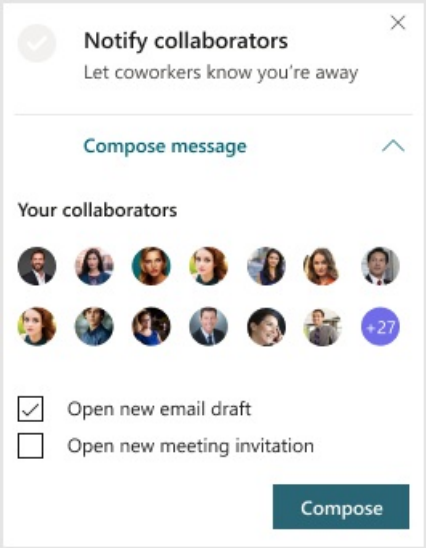



- **Set automatic replies** - Compose and save an out-of-office reply message here. Your automatic replies will be sent during the start and end dates you selected. You can select to send the same message to people inside and outside your organization, or you can compose a different auto-reply message for those outside your organization, and then select **Save**.



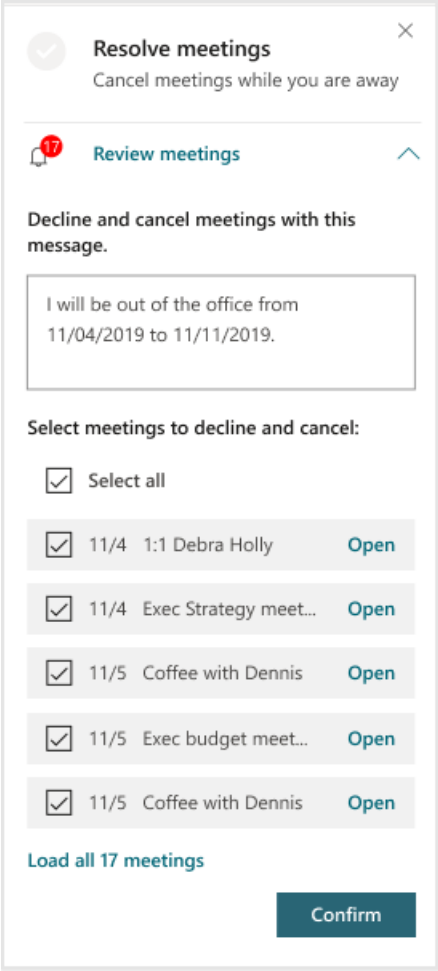

> **NOTE**
>
> If you've composed a message for a previous out-off-office period, the most recent message that you used is shown in the **Compose or edit message** field. You can edit the message so that it pertains to your upcoming time away.

- **Notify collaborators** - You'll see a list of people that you collaborated with in the last four weeks. You can select to notify them through an email or meeting invitation, and then select **Compose**.



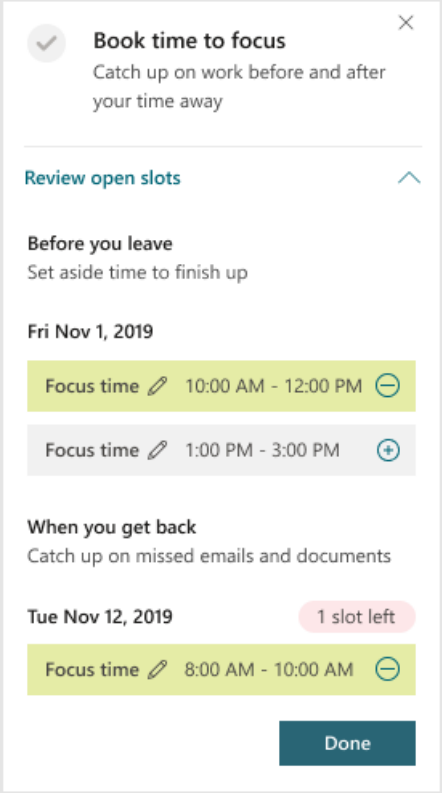

- **Resolve meetings** - You'll see a list of meetings you either organized or accepted for while you're away.
  - **Decline and cancel meetings with this message** - Edit the message that'll be sent to decline or cancel the meeting invitation.
  - **Select meetings to decline and cancel** - Select which meetings you want to decline or cancel, or use **Select all** to decline or cancel all the meetings listed. When you're done, select **Confirm**. You can also select **Open** next to a meeting to see more details about it.

> **TIP**
> By using this option to quickly and easily resolve all your meetings, you're saving valuable planning time while also respecting your coworkers time.




- **Book time to focus** - You can schedule time to focus on wrapping up work before you go, and then on catching up after you get back. Select the **plus sign** (+) next to the available **Focus time** slots, and then select **Done** to add them to your calendar.

> **TIP**
> With this time scheduled, you'll know you have time to get everything done both before you go and after you get back.




## Catch up with your team

People managers often have hectic schedules, and it can be tough to stay in close contact with each team member. MyAnalytics brings together all the information managers need to stay caught up and respond quickly to important requests.

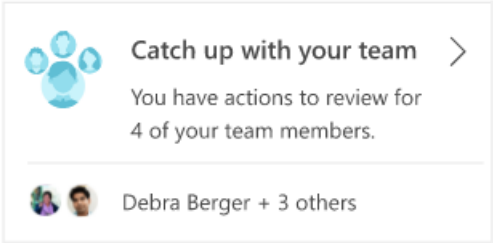
As a manager, you can:

- Schedule 1:1 time with a team member (or reschedule if a conflict comes up).
- Act on tasks you promised to get done or that team members asked you to complete.
- Review important emails and documents from team members that you haven't read yet.

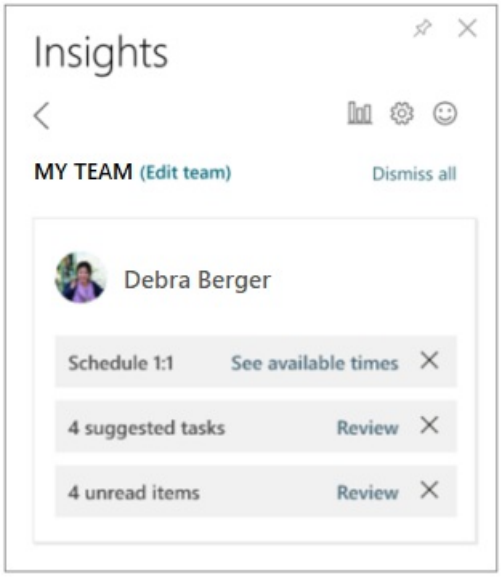
This feature is only available for MyAnalytics users who have direct reports listed in Azure Active Directory. If you are a manager but do not see this feature, contact your Microsoft 365 administrator.

**To catch up with your team**

1. On Outlook or in Outlook on the web, open the Insights add-in.
2. Select **Catch up with your team**:

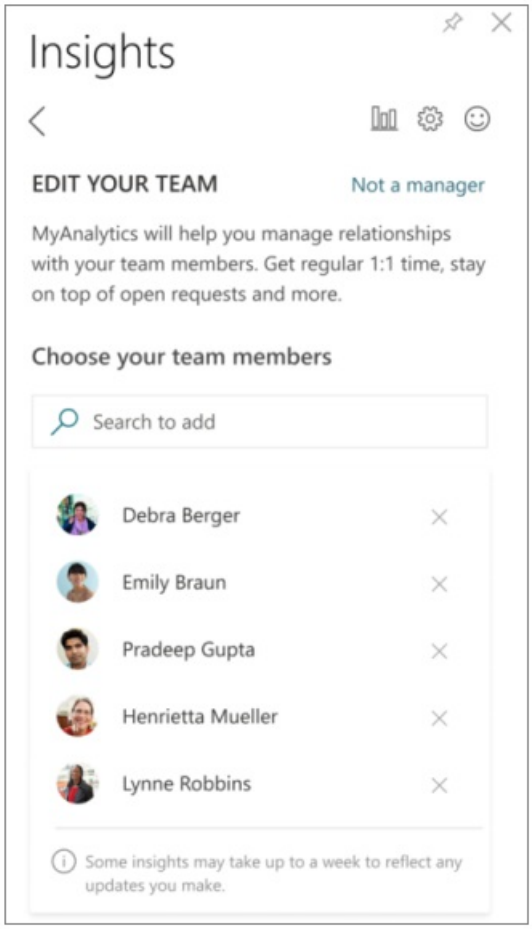



The **Insights** pane shows team members with whom you can reconnect and actions you can take to do so:




**To edit your team list**

- If you notice that your team member list is inaccurate, select **Edit team** to add or remove team members, as shown here:




Any changes you make apply only to your MyAnalytics experience; they do not synchronize back to Azure Active Directory.

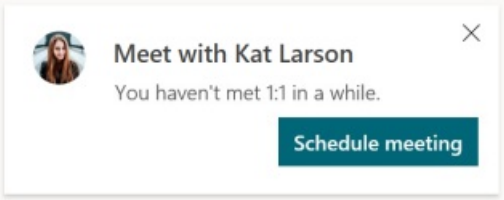
## Meeting suggestions

While staying in touch with top collaborators can be difficult, a quick 1:1 meeting with key contacts can help you nurture your professional network. The **Meeting suggestions** insight can keep track of your collaboration pattern and provide meeting recommendations if you are falling out of touch. For example, if you have not had a 1:1 meeting with your manager in a while, this insight can suggest setting up a 1:1 and it can assist with

scheduling the meeting.

**To use this insight**

- In the **Insights** pane, locate the **Meet with <name of contact>** insight:




**Insight option details**

| CARD SECTION | NOTES |
|---|---|
| **Name and icon** | A person you collaborate with regularly but with whom you haven't had a 1:1 meeting in a while. |
| **Schedule meeting** | Select this to open a meeting form that you can quickly complete to set up a meeting. |

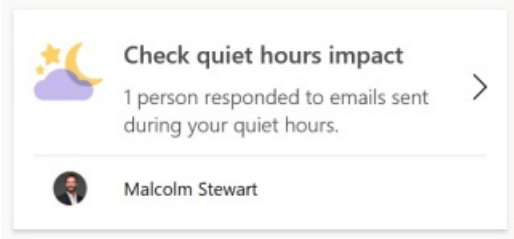
# Check quiet hours impact

Studies shows that the expectation to respond to email outside of working hours results in anxiety and impacts the health of employees and their families. In fact, the mere expectation of availability outside of working hours can increase strain for your colleagues, even when they do not engage in actual work outside of working hours.

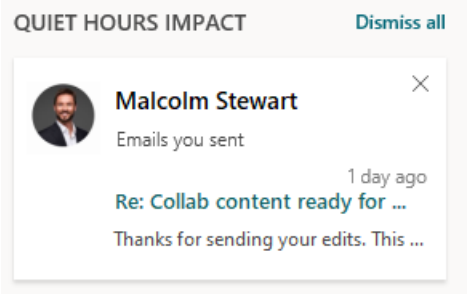
With **Check quiet hours impact**, you can help your team achieve work-life balance by reviewing emails that your co-workers responded to outside of working hours.

**To use this insight**

- In the **Insights** pane, select **Check quiet hours impact**:




This opens a panel that displays insights about emails that might have impacted co-workers outside of their working hours:




# Related topics

- Insights Outlook add-in
- MyAnalytics elements

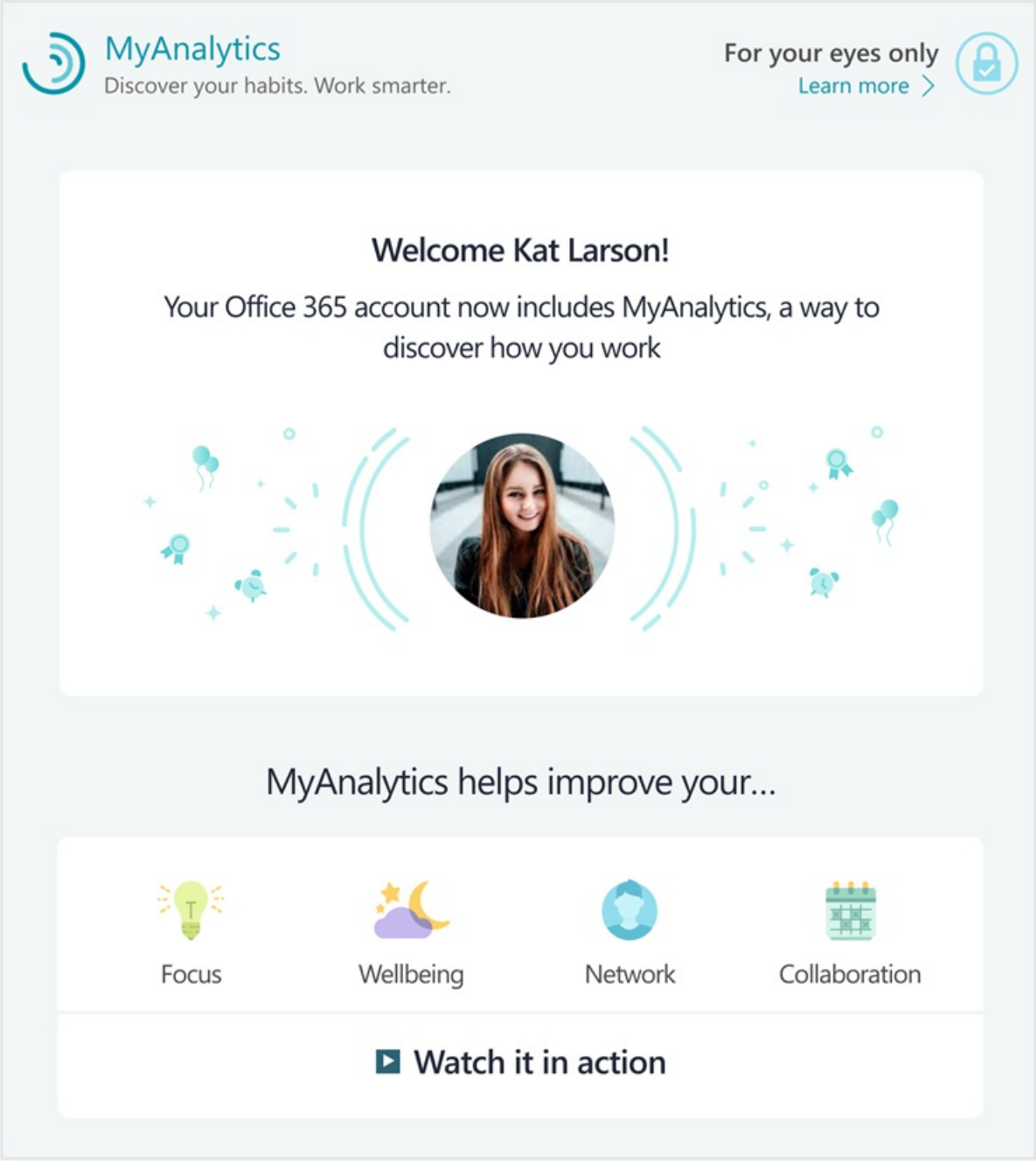
# MyAnalytics welcome message

4/10/2021 • 2 minutes to read

Up to four weeks after the administrator assigns licenses with the MyAnalytics service to users, they'll receive a Welcome message from MyAnalytics in their Outlook inbox.

Users do not receive the Welcome digest outside of their work week. For example, if necessary, the delivery is delayed to Monday to keep it from being delivered during a weekend.

The following is an example of a MyAnalytics welcome message.



## Get started

### Check your to-dos

Click on Insights in the Outlook ribbon to see your to-dos and more

### Find out where your time goes

Go to **your dashboard** to see who's in your network, how much you work after hours, and more

### Stay tuned for weekly summaries

Check back next week for your first email digest

## Uniquely yours

MyAnalytics is personalized for you using everyday work activities like email and meetings. MyAnalytics keeps your data private and personal.

Microsoft

Microsoft Corporation
One Microsoft Way, Redmond, WA 98052, USA

# MyAnalytics digests

4/10/2021 • 2 minutes to read

***Applies to:*** *MyAnalytics elements are available in varying levels to users of different Microsoft Office 365 and Microsoft 365 plans. See MyAnalytics plans and environments for details. Also see How do I find my plan?*

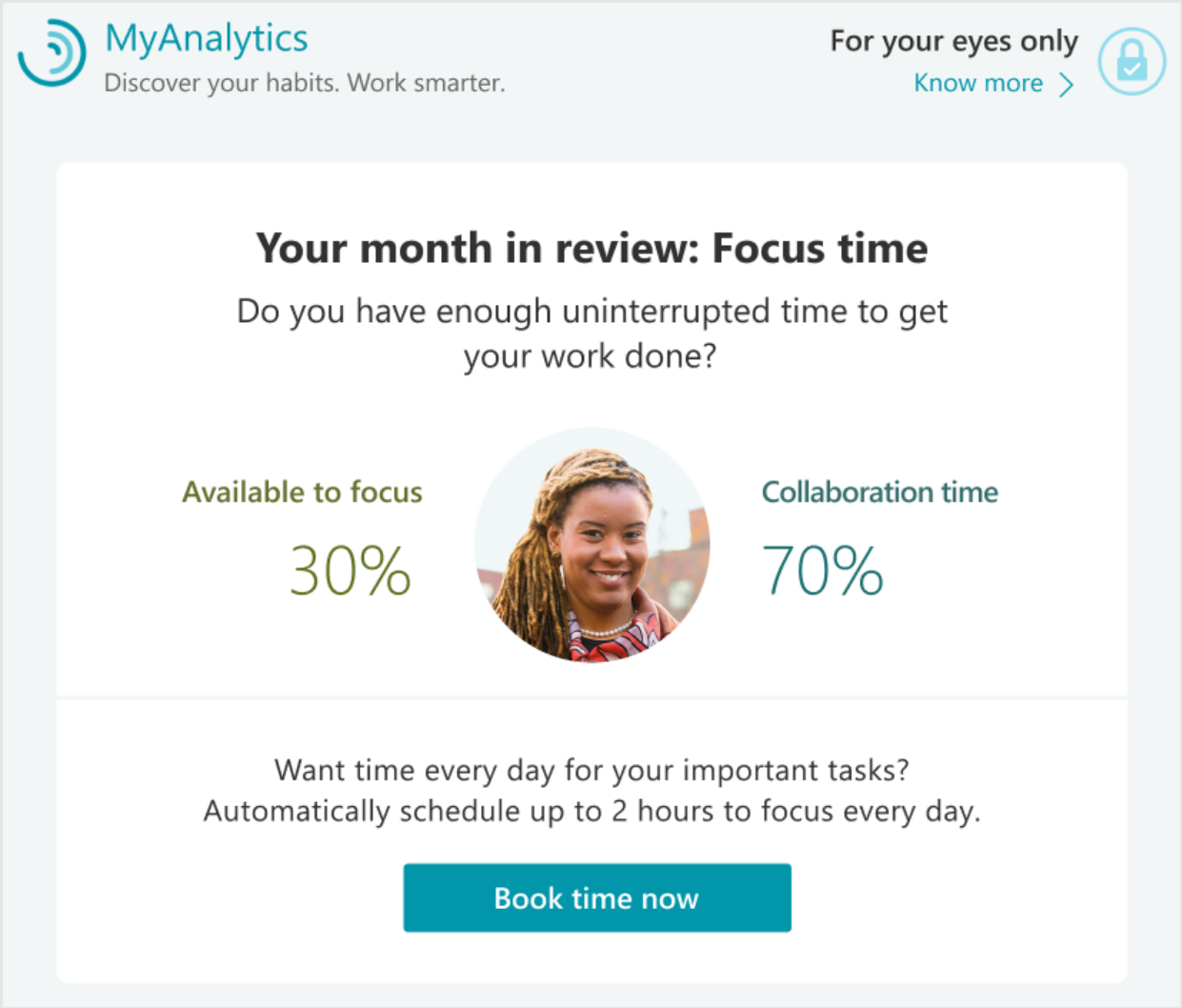
As a MyAnalytics user, you'll receive a weekly digest with suggestions to help you better understand your work patterns and ways to improve them. This digest is a notification generated by the system and inserted into your Outlook inbox.

Each week focuses on one of the following work patterns:

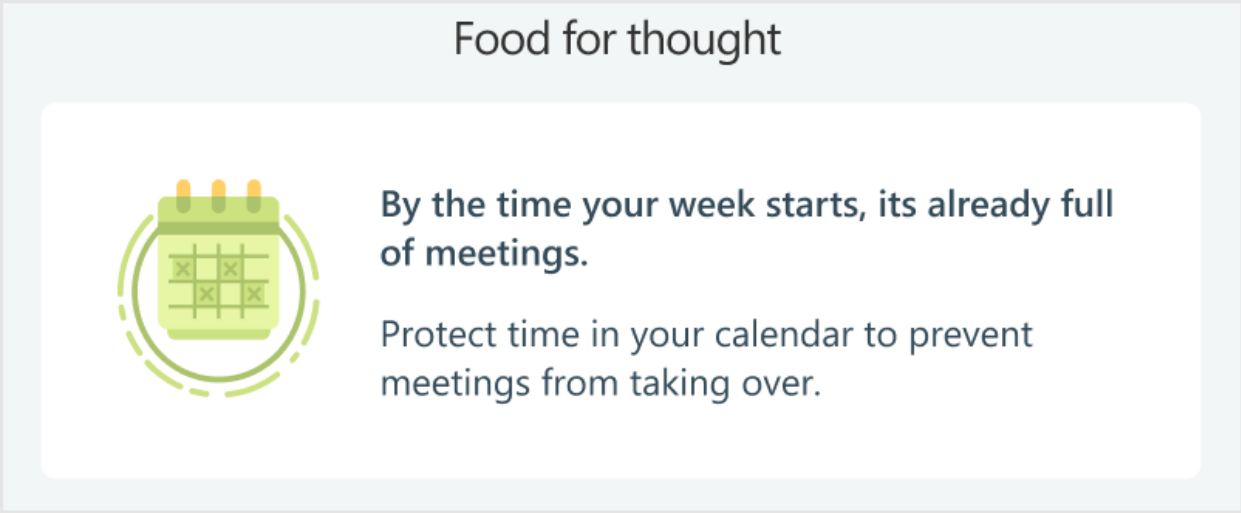
- **Focus** - Find ways to increase your focus hours, so you can accomplish deep work and unleash your creativity.
- **Wellbeing** - See if you're getting good balance between work and personal time, then find ways to disconnect and unwind after hours.
- **Network** - See who's in your network and make sure you're keeping up with important contacts and relationships.
- **Collaboration** - Get tips on how to plan your calendar, spend less time in low-quality meetings, and write more effective emails.

> **NOTE**
>
> Only you can see your data, see Privacy FAQ for details.

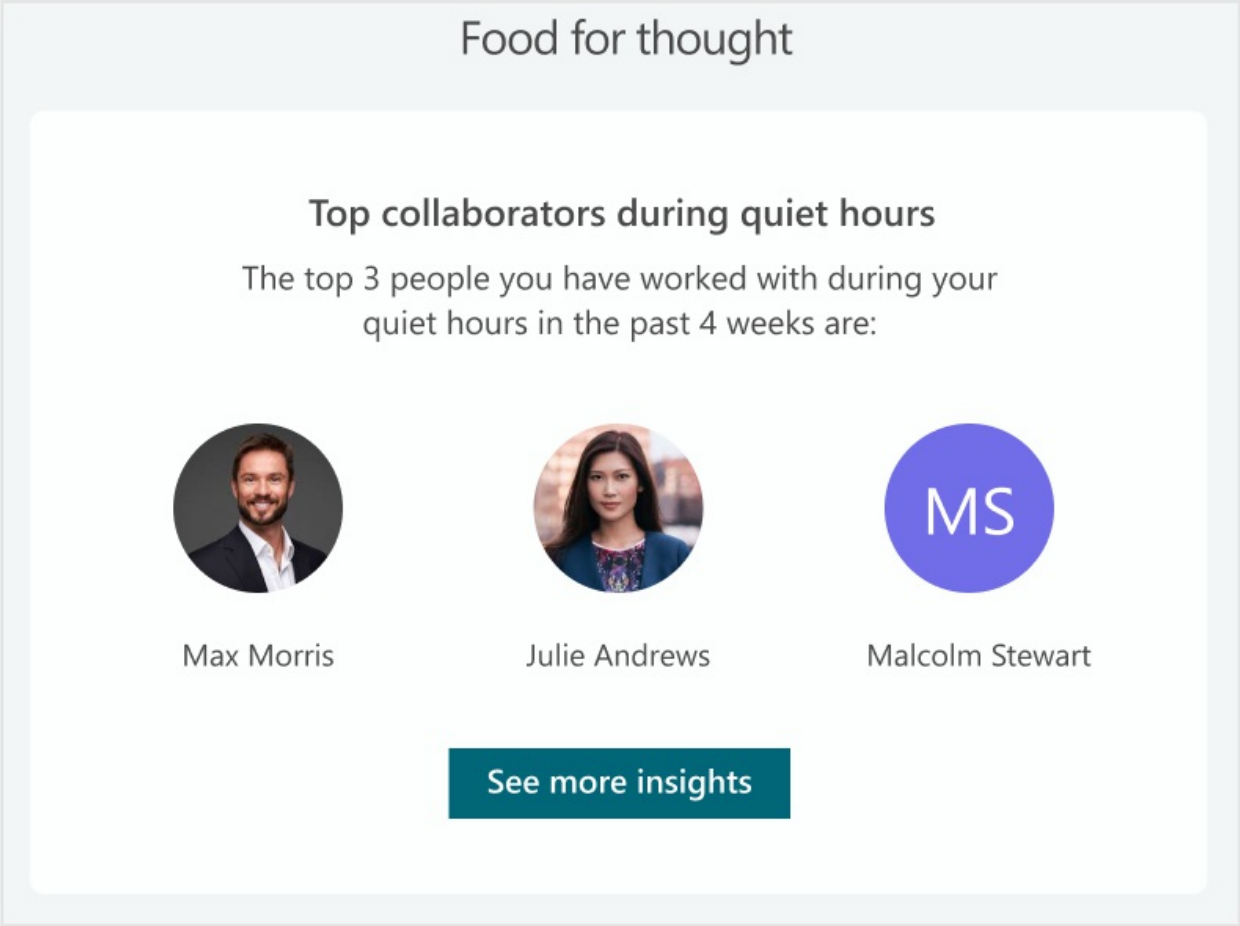
Here's an example of a digest about focus time.



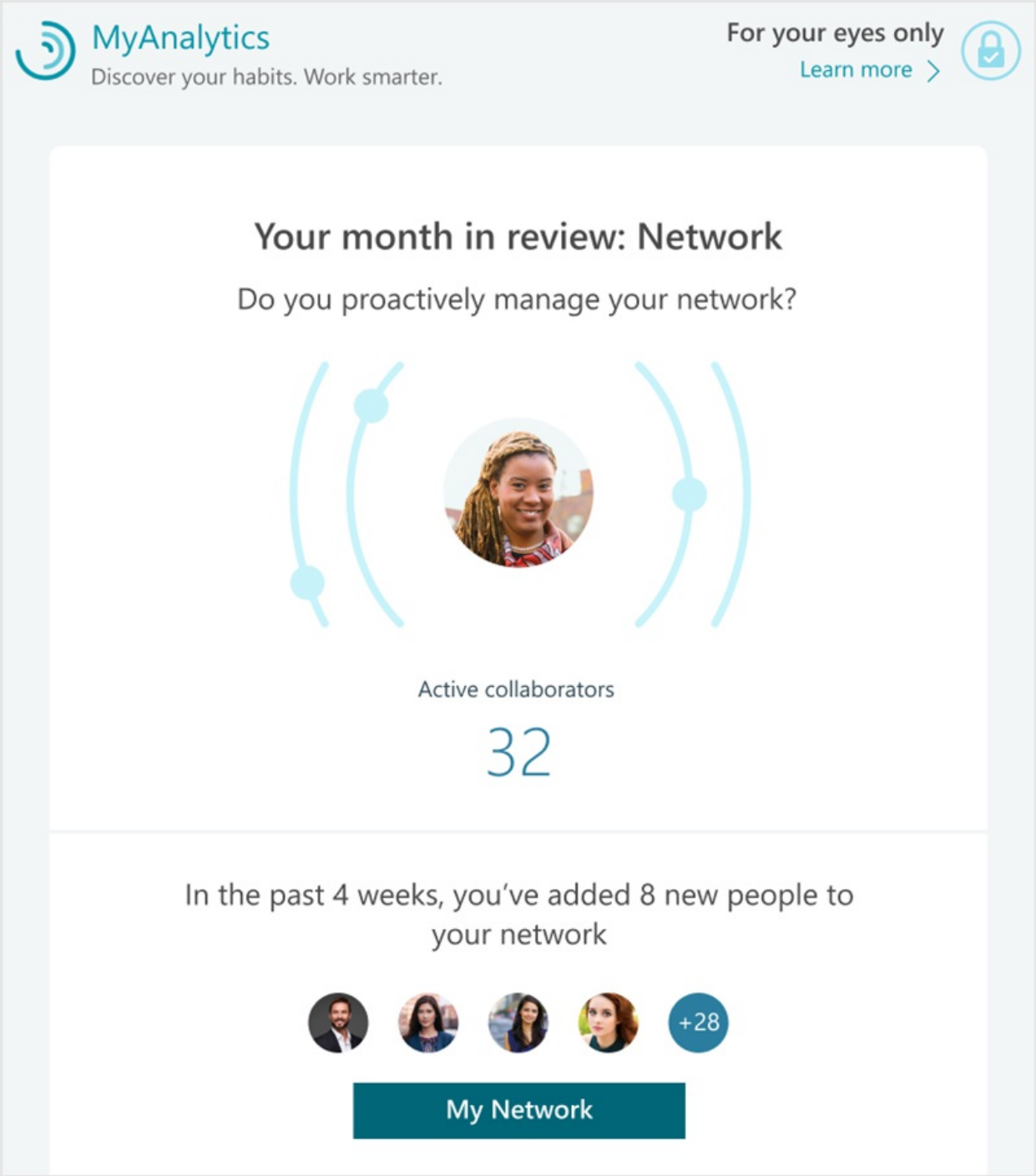

Here's an example of an insight included in a digest.




Here's an example of a digest insight about quiet hours.




Here's an example of a digest insight about work relationships.




## Opt out of digests

If you do not want to receive digests from MyAnalytics, you can opt out of them:

1. Open your MyAnalytics dashboard.
2. Select the **Settings** (gear) icon at the top right.
3. Under **MyAnalytics**, select **Settings**.
4. Under **Weekly digest**, change the setting to **Off**.
5. Select **Save** to save your changes.

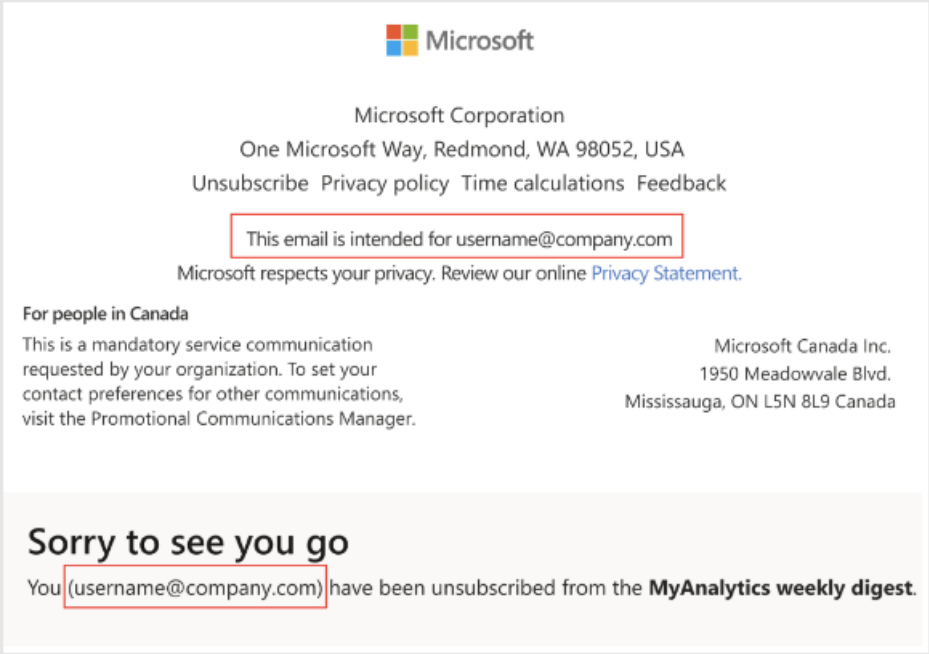
**If I am opted out, can I opt back in?**

Yes; if you opt yourself out or if an admin opts you out, you can opt back in any time to regain access to the digest.

> **NOTE**
>
> Skype for Business data is usually prompt. However, in rare instances, users can experience delays of up to two to four days. For details, see MyAnalytics FAQ

**After unsubscribing from weekly digest, why am I still receiving them?**

If you have multiple Microsoft 365 emails, you might be getting the digest for a different email address than the one you unsubscribed with. Confirm that the email address at the bottom of your digest email is the same as the one on the unsubscribe page.



# Inline suggestions in Outlook

5/21/2021 • 8 minutes to read

## What are inline suggestions in Outlook?

Inline suggestions in Outlook are brief data and AI-driven notifications that appear in Outlook while you are either reading or composing an email or a meeting invitation.

Inline suggestions can help boost your productivity and that of your team by displaying useful suggestions, tips, and best practices around managing email and running meetings. They help inform and guide you in making effective email and meeting decisions. They can also help you reclaim focus hours and build better collaboration habits, in addition to other practical benefits. Types of inline suggestions lists some of what you might see in Outlook.

> **NOTE**
>
> Only you can see your data, see Privacy FAQ for details.

## Why don't I see any inline suggestions?

Inline suggestions are available in the latest versions of Outlook for the web and Outlook for Windows with Microsoft 365 or Microsoft 365 licenses. To see inline suggestions in Outlook for Windows, be sure that the following is in place:

- You have Outlook for Windows 2016 version 1808 or greater and build 16.0.10730 or greater.
- Actionable messages are supported and enabled; see Actionable messages in Outlook and Microsoft 365 Groups.

In Outlook for Windows, inline suggestions will show up while reading or composing an email or a meeting invitation. In Outlook for the web, inline suggestions only show while reading email and meetings. These suggestions are not currently available in Outlook for Mac, Outlook for iOS, and Outlook for Android.

Also, verify that the *Insights add-in* is installed in Outlook. If it is not installed, you can add it by following the steps in Add the Insights Outlook add-in.

> **NOTE**
>
> Inline suggestions are not available on mobile devices.

## Types of inline suggestions

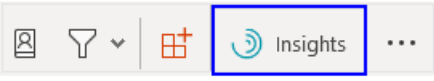
The following are a few of the suggestions you might see in Outlook:

- Delay delivery
- Suggested outstanding tasks
- Get more time to focus
- Plan your time away
- Protect your focus time
- Shorten a meeting

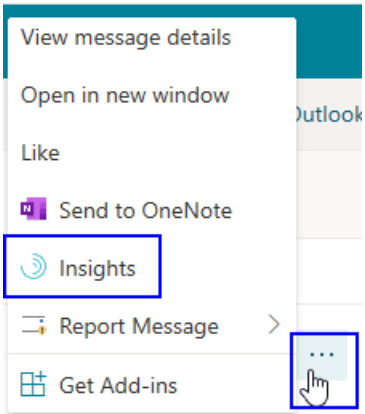
- Track email open rate
- Track email

## Opt out of inline suggestions

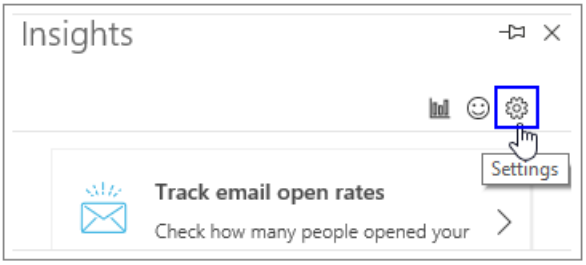
1. To opt out of inline suggestions in Outlook, select the **Insights** icon on the Outlook Home ribbon.



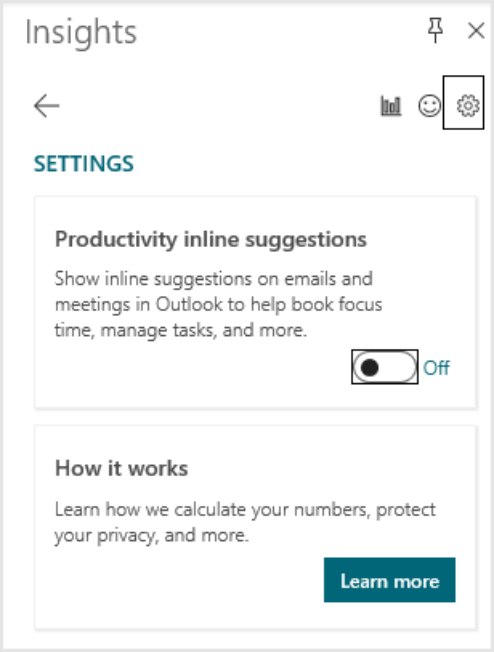

If you are using Outlook on the web, the **Insights** icon is in the ellipsis menu when reading an email message or when sending a new message.




2. Select the **Settings** (gear) icon in the Insights add-in.




3. In **Settings**, for **Productivity inline suggestions**, change the setting to **Off**.



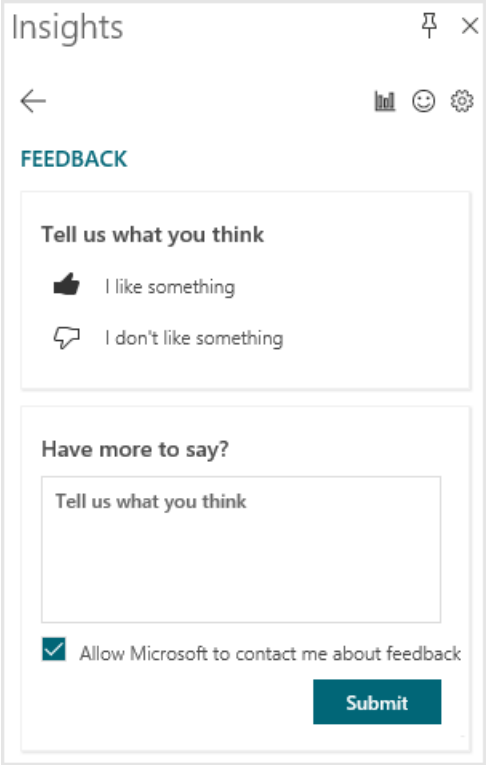

**If I am opted out, can I opt back in?**

Yes; if you opt yourself out, you can opt back in any time to regain access to inline suggestions.

## Providing feedback

You can provide feedback for the inline suggestion in either of the following ways:

- Select **Feedback** in the suggestion. This opens the Feedback page in the Insights add-in.
- Open the inline suggestion in the Insights add-in and add your feedback in the section at the bottom of the page:




By using either of these options, you can provide "thumbs up" or a "thumbs down" indication and follow up with verbal feedback. If you select thumbs down, you'll see less of that suggestion.

You can also select **Turn off all notifications** if you would prefer not to receive any of the inline suggestions in the future.

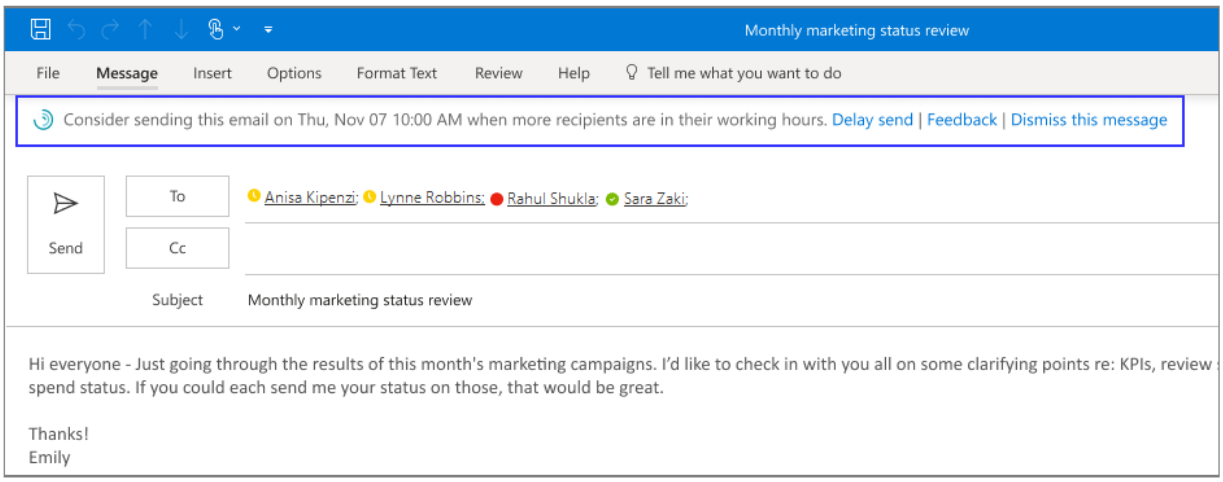
You can also provide general feedback on anything by selecting the **smiley face** icon at the upper-right of the Insights Add-in pane.

## Delay delivery

When you're composing an email in Outlook, you might see a suggestion to schedule email delivery at a later time. MyAnalytics can schedule email delivery that aligns with the working hours of the recipients in their respective time zones. This helps minimize disruptions to recipients outside their working hours.

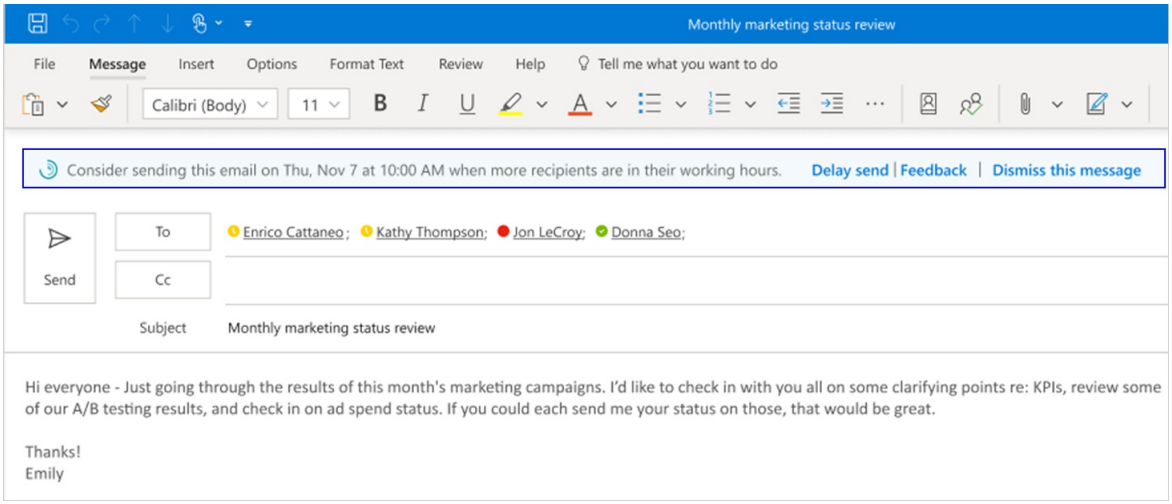
These suggestions are currently only available to Microsoft or Office 365 E5, E3, and E1 users who are using the Outlook desktop app. Be sure that you have Outlook for Windows 2016 version 1808 or greater and build 16.0.12016.10000 or greater.

When inline suggestions is turned on, you can delay up two email deliveries each day. To get more than two daily delayed deliveries, you can opt in to the **Delay delivery** plan either in MyAnalytics or in the Outlook Insights add-in. For details, see Delay delivery plan.



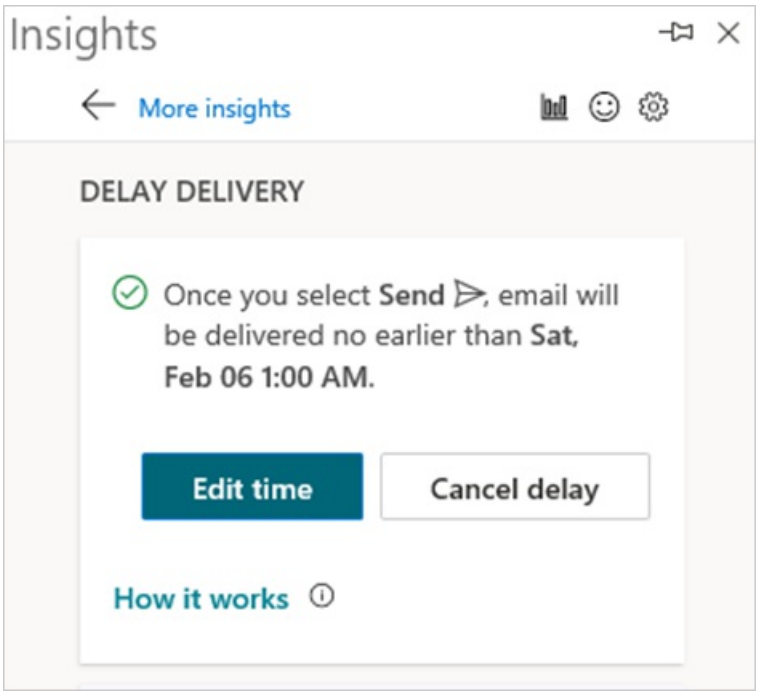

### To delay delivery

1. When you see a suggested delivery time while composing an email, such as **Thu, Nov 07 10:00 AM** (as shown in the graphic), select **Delay send** to confirm message delivery at that time.




2. An insight opens to show the scheduled time. You can select:

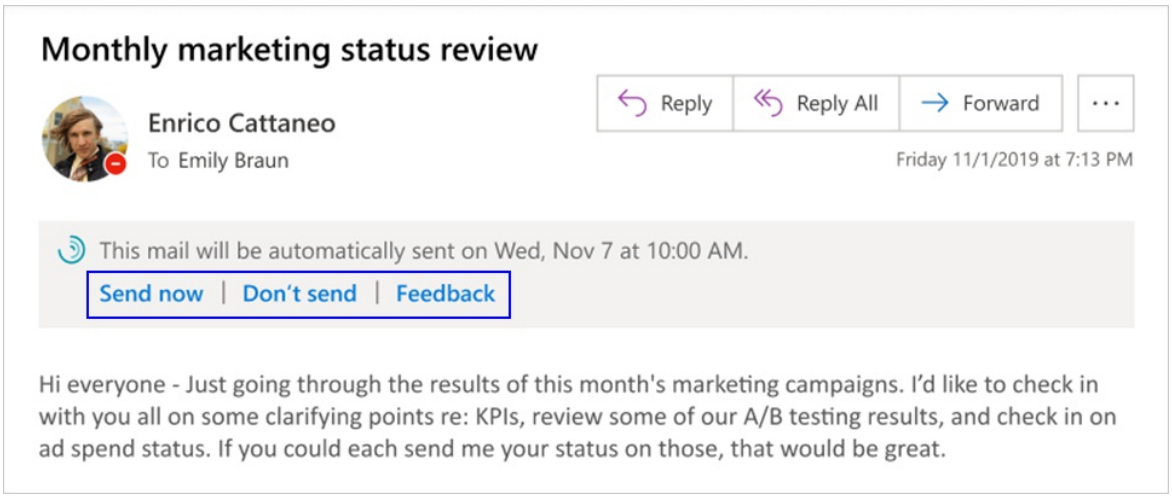
   - **Send** (within the email) to send the email at that scheduled time.
   - **Edit time** (within the insight) to change the suggested delivery time, and then select **Send** (within the email) to send the email at the new time.
   - **Cancel delay** (within the insight) to cancel the scheduled delivery time, and then select **Send** (within the email) to send the email now.




3. After you send the email, it's kept in your Outlook **Sent items** folder until the scheduled delivery time, when it's automatically delivered for you.

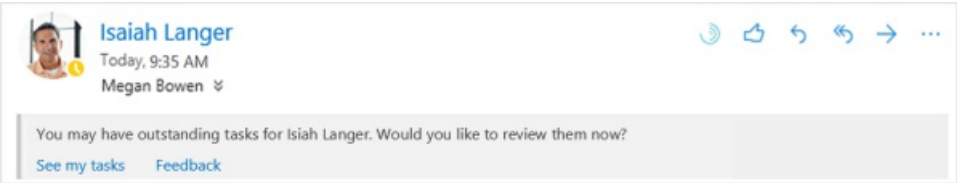
   Before the message is sent, you can open the message and select:

   - **Send now** to ignore the scheduled delivery time and send the email now.
   - **Don't send** to stop the scheduled delivery time, which moves the email to your Outlook **Deleted items** folder.



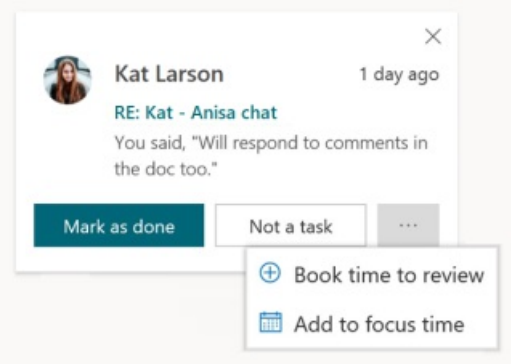

## Suggested outstanding tasks

When reading an email or a calendar invitation, you might see a suggestion to review suggested outstanding tasks for the sender of email or calendar invitation. There are task suggestions based on your email communications with the sender in the last 14 days and can help you keep tab of tasks you promised to get done or that team members asked you to complete.



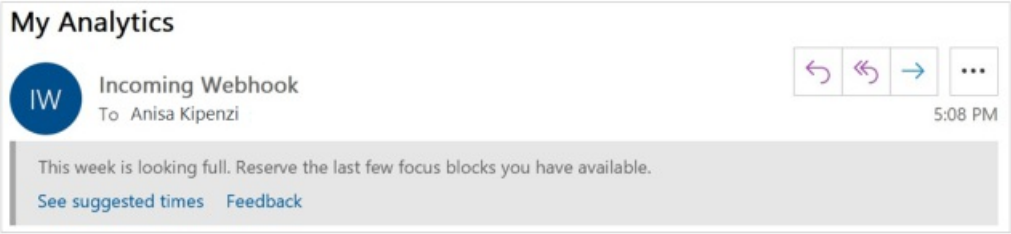

You can select **See my tasks** to see and follow up on the potentially outstanding task in Insights. As shown in

this image, you can open the related task (RE: Kat - Anisa chat) for more details, or select **Mark as done** or **Not a task** to remove it from your task list.

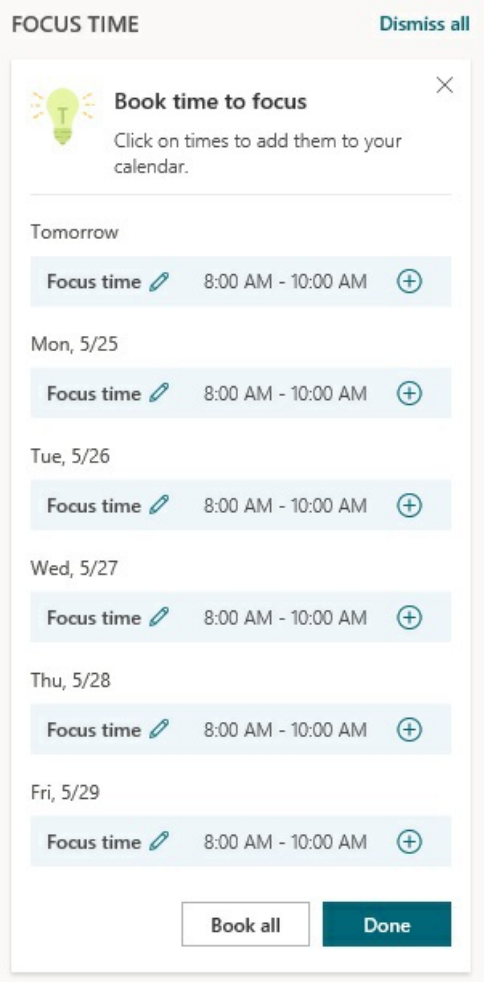



## Get more time to focus

While reading a calendar invitation, you might see a suggestion to **Book time for focused work** (if you have a heavy meeting load) so that you get more time to do deep work and reclaim your calendar for work that matters most.

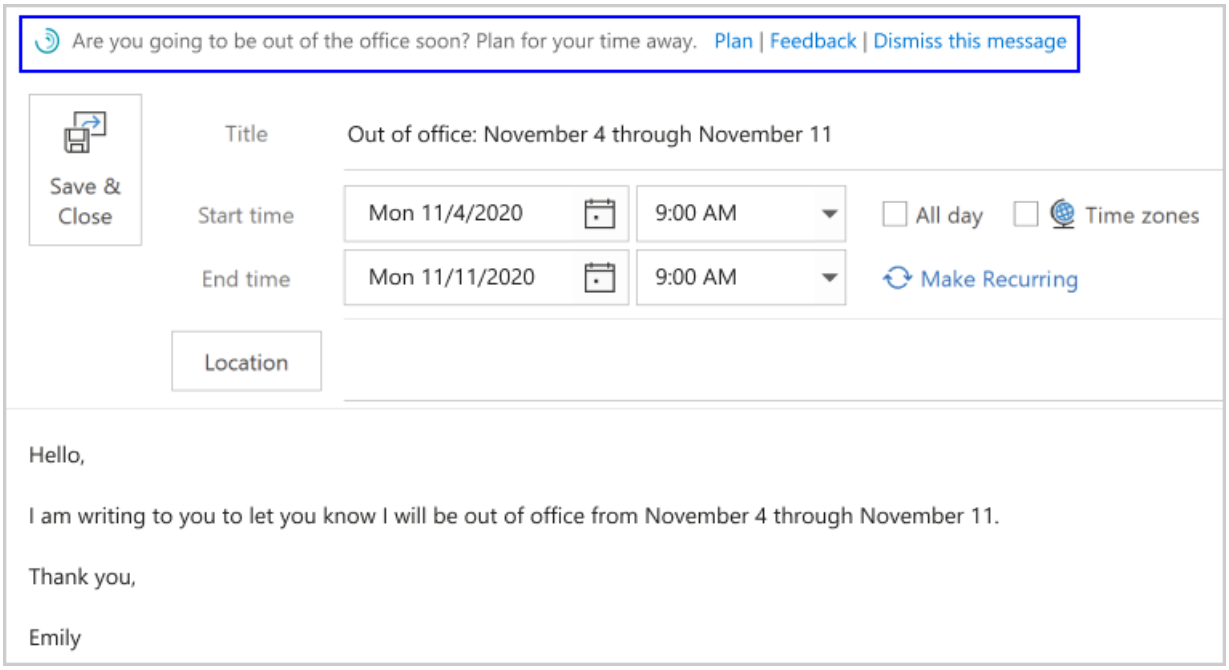



Select **See suggested times** to open a pane that displays all the time available to focus in the coming week, with a couple of available slots every day. With one click you can add focus time to your calendar and get ready for distraction-free deep work. You can also book all available time for focused work with one click, thus setting you up for focused work over a longer duration.




## Plan your time away

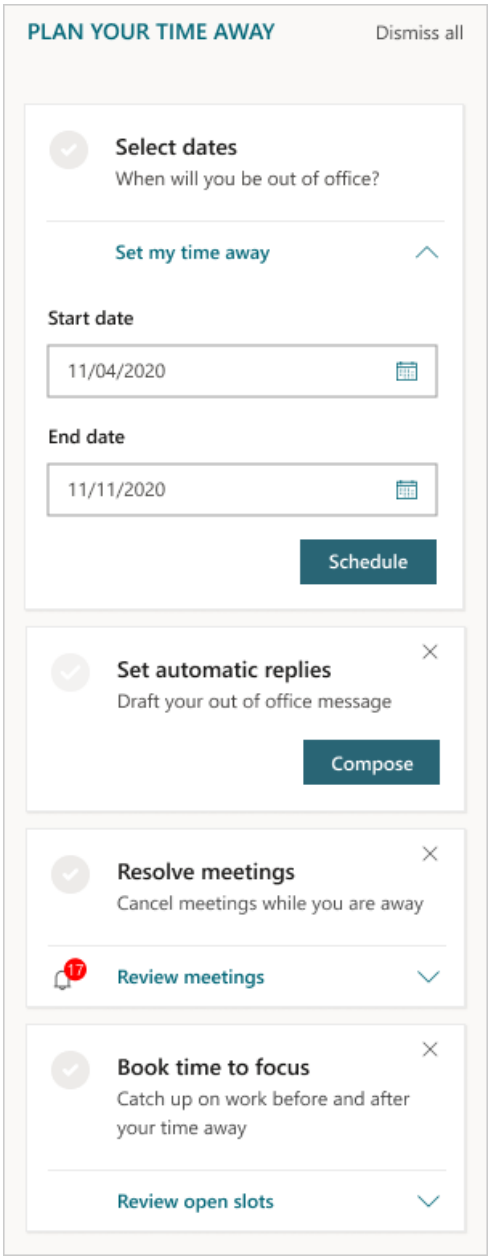
When composing an email or calendar invitation in Outlook about your upcoming time away from work, you might see a suggestion similar to the following.



> **NOTE**
> This suggestion is only available if you have an E5 plan. It's coming soon to E1/E3 plans. This feature falls under the preview of connected experiences that analyze your content in Office.

Reduce the stress of planning for time away from work with the **Plan your time away** checklist. When you see an inline suggestion about it, select **Plan** to open the checklist and do the following:

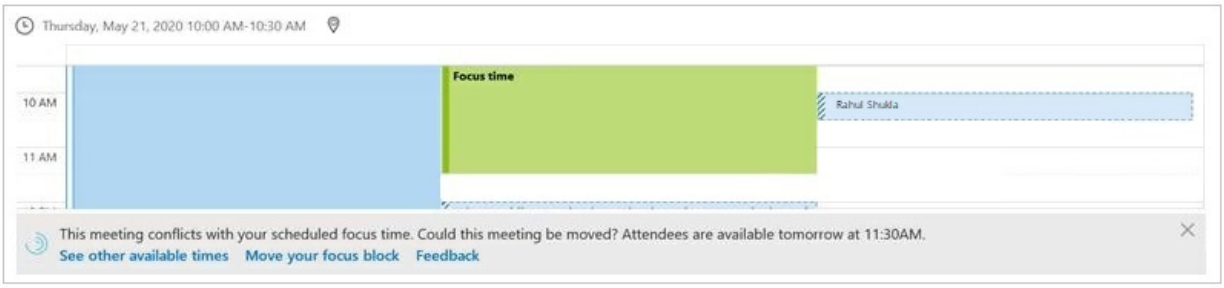
- Resolve all your meetings in one place with a custom message about your scheduled time off.
- Compose your automatic replies and notify your team about your planned time off.
- Schedule focus time to wrap up tasks before you go and to catch up on work when you get back.



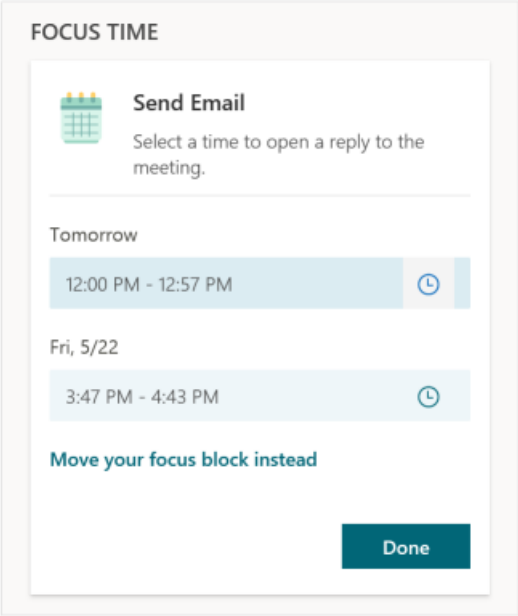

For more details about how to use the checklist, see Plan your time away.

## Protect your focus time

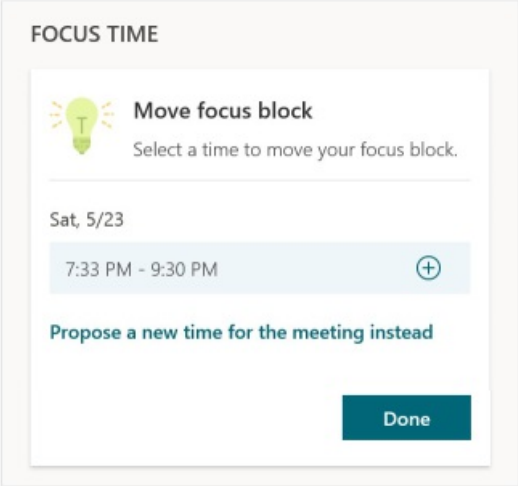
If a meeting request conflicts with an existing focus-time block, you might see a suggestion to protect your focus-time block by moving the focus time to another time or to meet at another time.




Select **See other available times** to open the Insights add-in pane and display all the available time in the coming week to reschedule the meeting. By selecting a time block you can propose a new time to the meeting organizer.

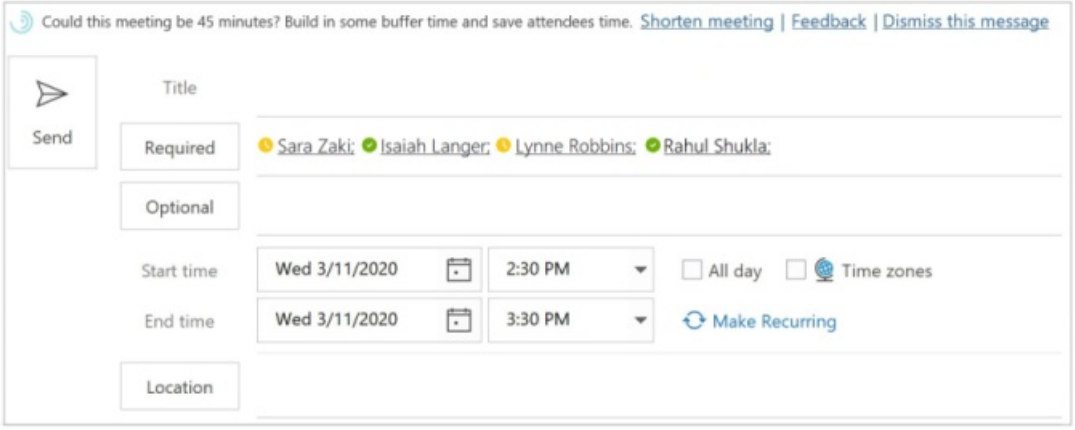



Select **Move your focus block** to open the Insights add-in and display all the available focus-time blocks in the coming week. By selecting a time block you can move the focus block that is "in conflict" to a new time, ensuring you have some time for deep work.

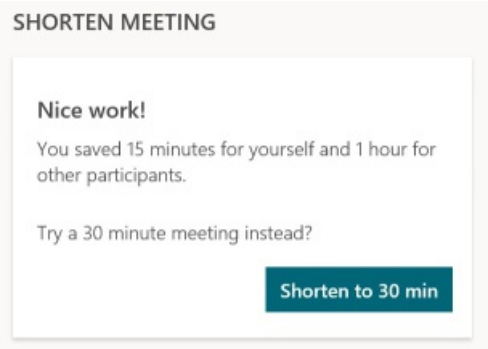



## Shorten a meeting

When composing a meeting invitation with a duration of one hour, you might see a suggestion to shorten the meeting by 15 minutes to build some buffer time and save attendees time.



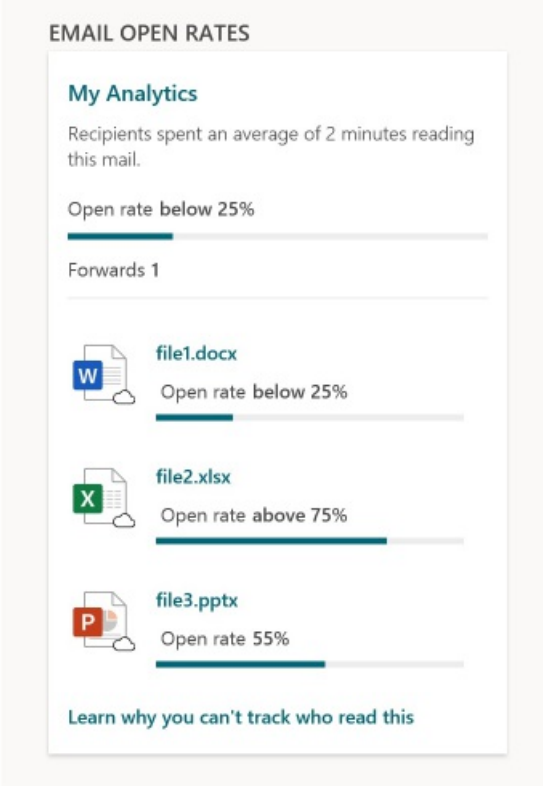

Select **Shorten meeting** to decrease the meeting time by 15 minutes. This also opens the Insights add-in, where you can see the amount of time saved by all the participants in the meeting.




## Track email open rate

While reading an email that you've sent, you might see an insight that highlights what percentage of the email's recipients have opened the email.


Select **See more insights** to see how many people have opened or forwarded your email and the average time that they spent reading that email, plus similar information for any attachments on that email. This information can help you follow up with recipients if needed and/or tailor your communication style to get the job done.




## Track email

When composing an email to more than five recipients, you might see a suggestion that reads "Insights can track the email."

Select **Track this email** to see the email open rate and more statistics about this email. This information becomes available 15 minutes after you sent the email. You can see this information by opening the sent email or by opening the Insights add-in and selecting **Track email open rates**.

# Delay delivery plan

5/21/2021 • 2 minutes to read

When you're composing an email in Outlook, Delay delivery will show you suggestions for scheduling email deliveries that align with the recipients' working hours in their respective time zones. The delay helps minimize disruptions to recipients outside their working hours.

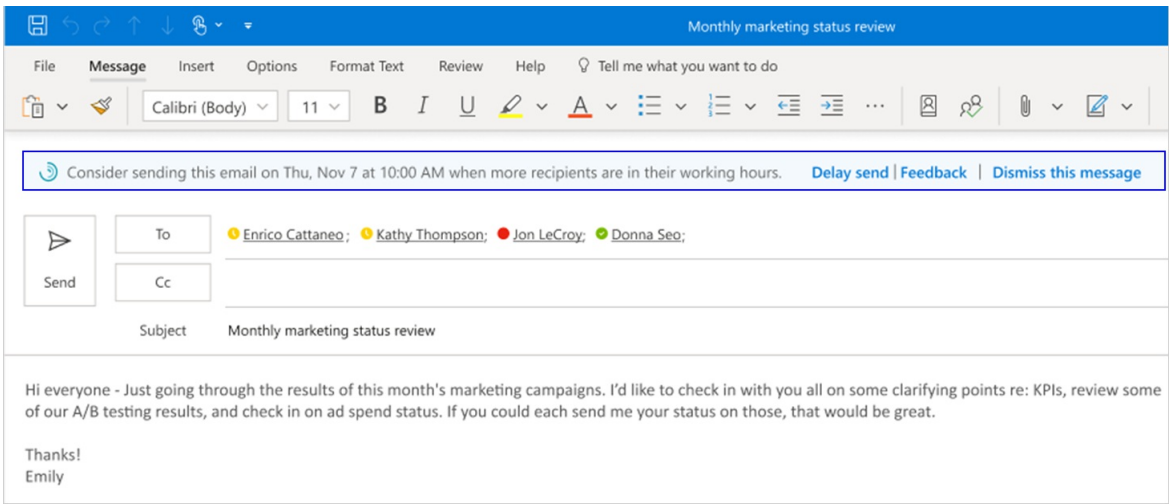
With inline suggestions turned on, you can get up to two daily Delay delivery suggestions. To get more than two a day, you need to opt in to the Delay delivery plan.

You can opt in to the Delay delivery plan through MyAnalytics or the Insights Outlook add-in to get an unlimited number of inline suggestions for delaying email delivery to your coworkers. The Delay delivery plan is currently available to Microsoft 365 or Office 365 E5 users within the Outlook desktop app for Windows. Be sure that you have Outlook for Windows 2016 version 1808 or greater and build 16.0.12016.10000 or greater.

## Use Delay delivery

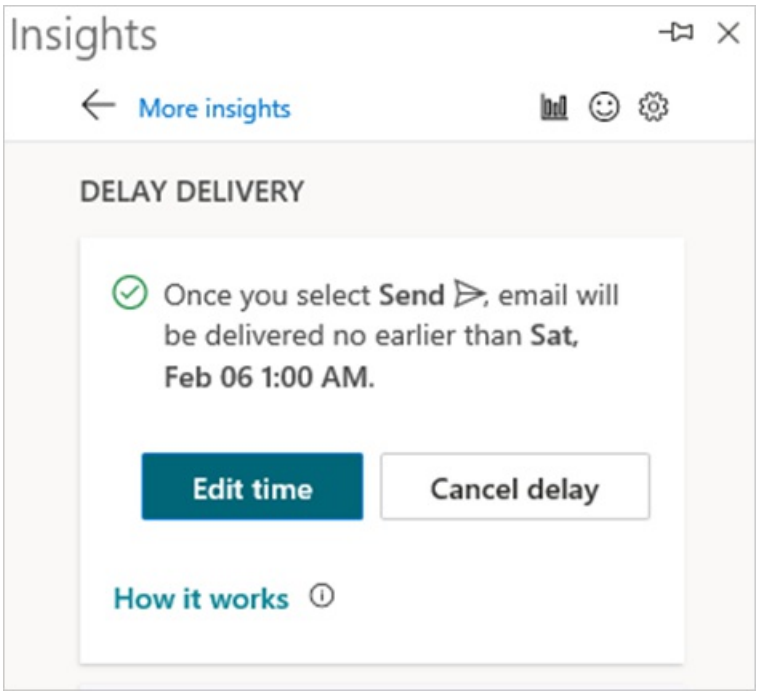
When composing email in Outlook, you can delay delivery of an email as follows:

1. When you see a suggested delivery time while composing an email, such as **Thu, Nov 07 10:00 AM** (as shown in the graphic), select **Delay send** to confirm message delivery at that time.




2. An insight opens to show the scheduled time. You can select:

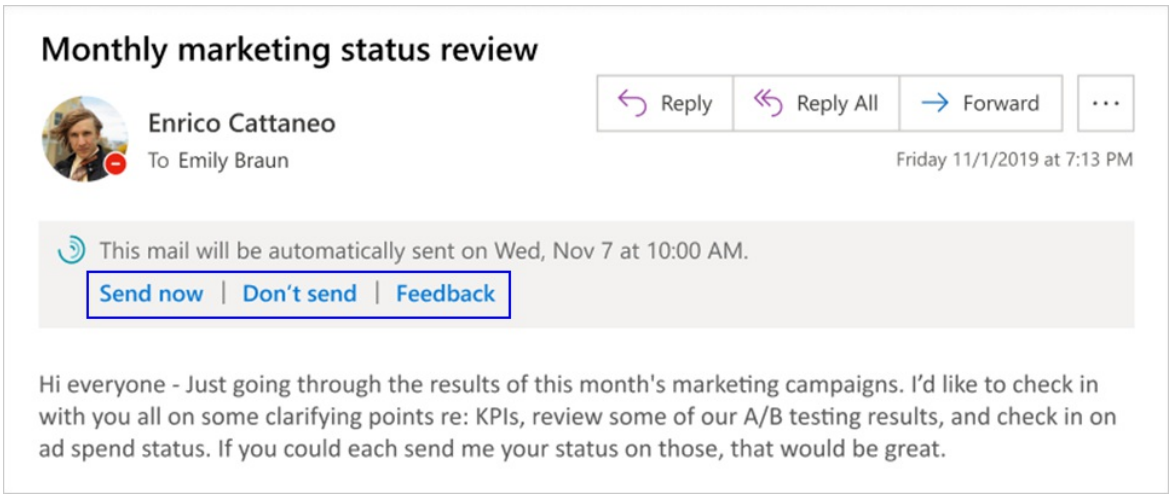
   - **Send** (within the email) to send the email at that scheduled time.
   - **Edit time** (within the insight) to change the suggested delivery time, and then select **Send** (within the email) to send the email at the new time.
   - **Cancel delay** (within the insight) to cancel the scheduled delivery time, and then select **Send** (within the email) to send the email now.




3. After you send the email, it's kept in your Outlook **Sent items** folder until the scheduled delivery time, when it's automatically delivered for you.

   Before the message is sent, you can open the message and select:

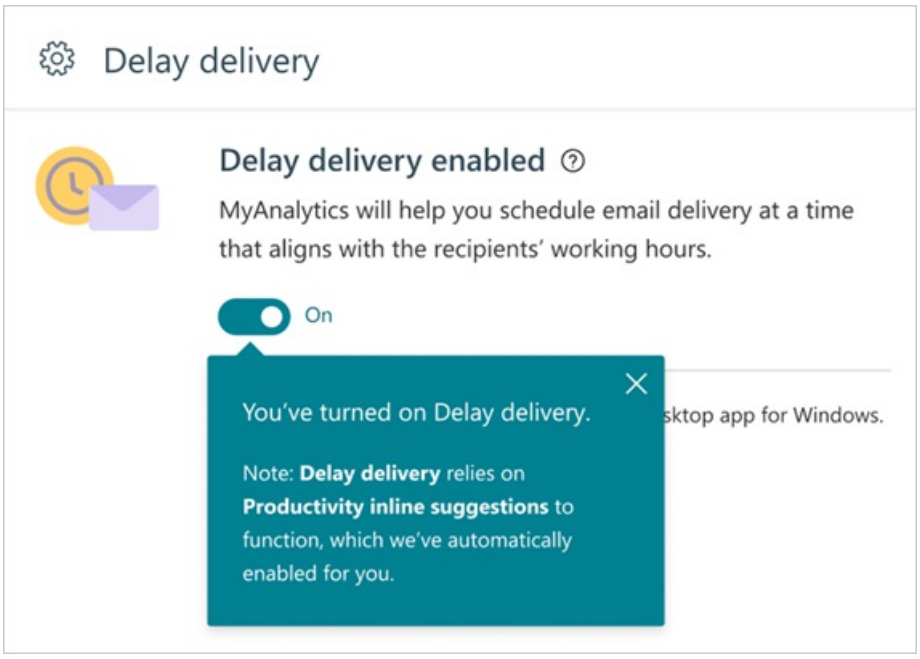
   - **Send now** to ignore the scheduled delivery time and send the email now.
   - **Don't send** to stop the scheduled delivery time, which moves the email to your Outlook **Deleted items** folder.




## Opt in with MyAnalytics

When you opt in to the Delay delivery plan, MyAnalytics aligns email delivery with your coworker's working hours. You can opt in as follows:

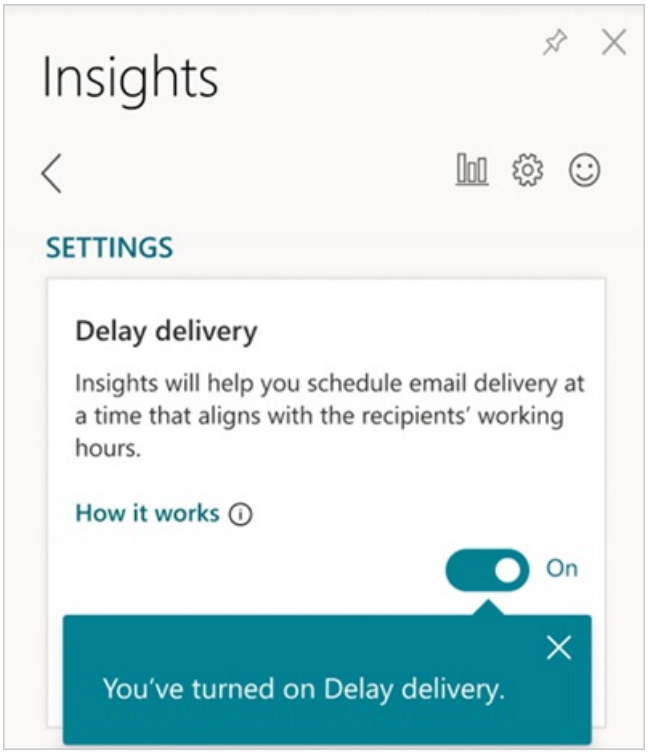
1. Open your MyAnalytics dashboard.
2. In **Config Settings**, change the setting for **Delay delivery** to **On**.




## Opt in with Insights

You can also use the Outlook Insights add-in to opt in to the Delay delivery plan as follows:

1. In the Outlook Insights add-in, select **Settings** (gear icon) to open it.
2. Change the setting for **Delay delivery** to **On**.




## To opt out

You can opt in and opt out of Delay delivery as many times as you want. To turn it off:

- In the MyAnalytics dashboard, select **Config Settings**, and then change the setting for **Delay delivery** to **Off**.
- Or in the Insights Outlook add-in, open **Settings** (gear icon), and then change the setting for **Delay delivery** to **Off** .

# Focus plan

4/10/2021 • 7 minutes to read

Meetings, emails, and chats are necessary to get work done, but they often leave us with little time during the work day for uninterrupted individual work. Some people report spending over 80% of their day collaborating with coworkers, and research has shown that it can take over 20 minutes to refocus after checking just one email.

The focus plan in MyAnalytics helps you block regular time for your top-priority work by scheduling up to four hours every day to focus. The plan also lets you configure your focus-plan settings to match your needs:

- You can silence or allow chats in Teams and in Skype for Business.
- You can mute or unmute team notifications.

You can create, configure, or end your focus plan at will. For more information, see To create your focus plan and To leave or change your focus plan.

## To create your focus plan

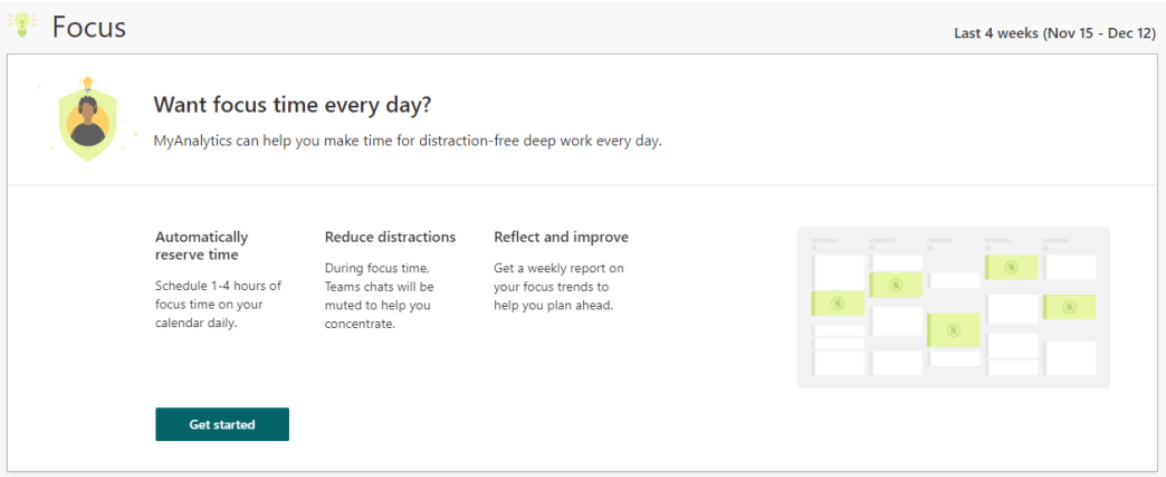
You can create your focus plan in the MyAnalytics dashboard or in the Insights Outlook add-in:

**Create focus plan in the MyAnalytics dashboard**

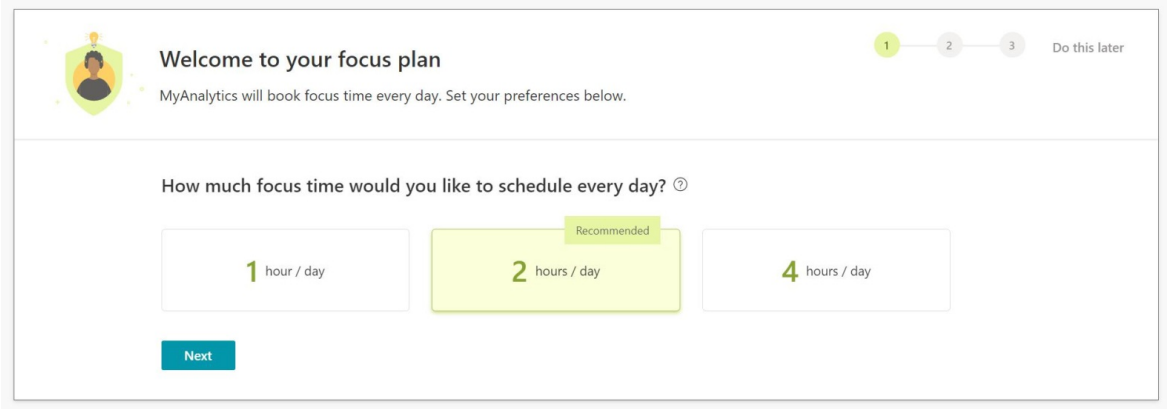
When you enroll in the focus plan, you configure how focus time will be booked on your calendar. MyAnalytics books this time based on the preferences that you set:

- The number of focus hours per day — one, two, or four hours.
- Your preferred time of day — morning or afternoon.
- Whether to mute or to allow chat notifications in Teams. Muting chat notifications changes your Teams status to "Focusing."

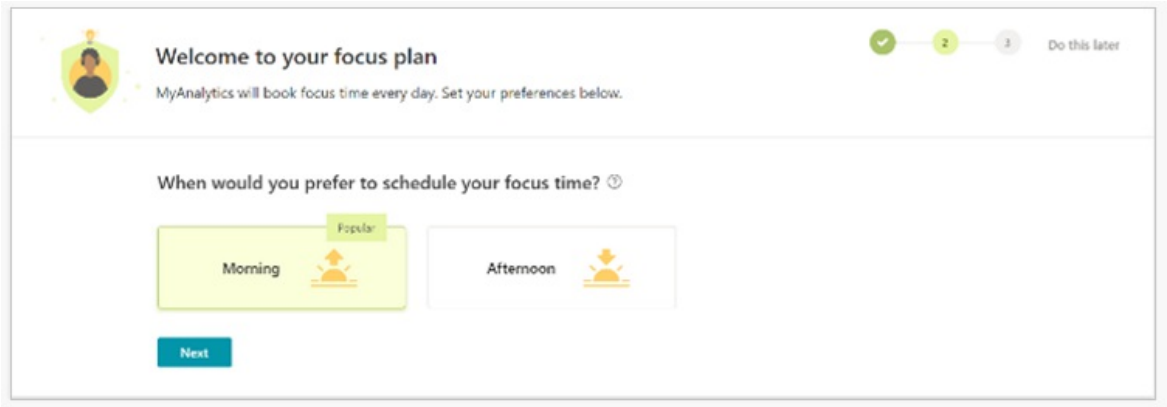
1. In the header of the **Focus** page of your personal dashboard, select **Get started**.



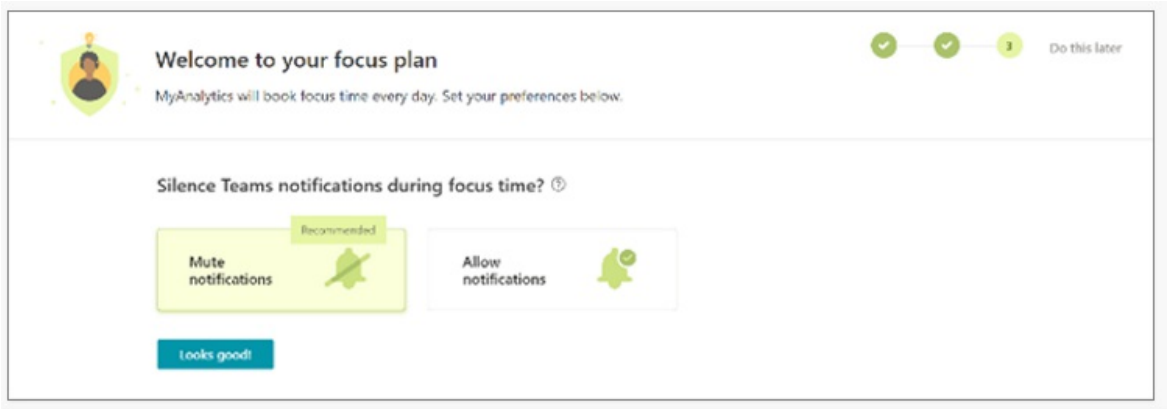

2. Select the number of hours of focus time you would like MyAnalytics to book for you every day, and then select **Next**.




3. Select the time of day for your focus time, and then select **Next**.




4. Select whether to have Teams chat notifications muted during focus time, and select **Looks good!**

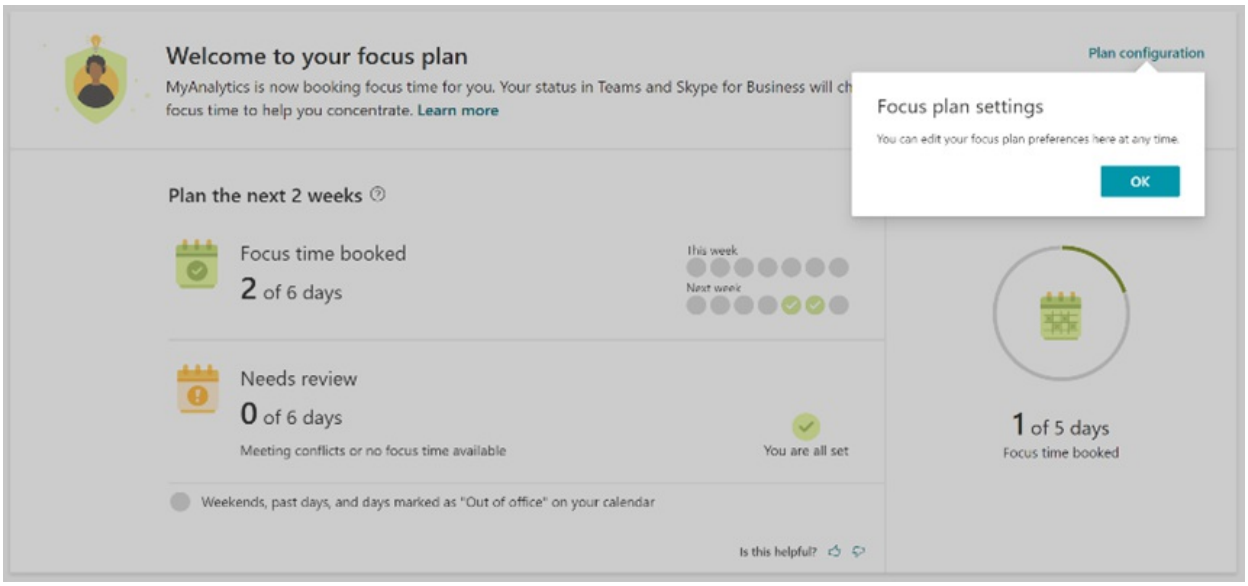



MyAnalytics now seeks time on your Outlook calendar to set aside as focus time, based on your preferences. The amount and placement of focus time depends on the time your calendar has open.

For more information, see Automatic booking of focus time.

**Change your focus-plan preferences**

You can always modify your focus-plan preferences by selecting **Plan Configuration**.

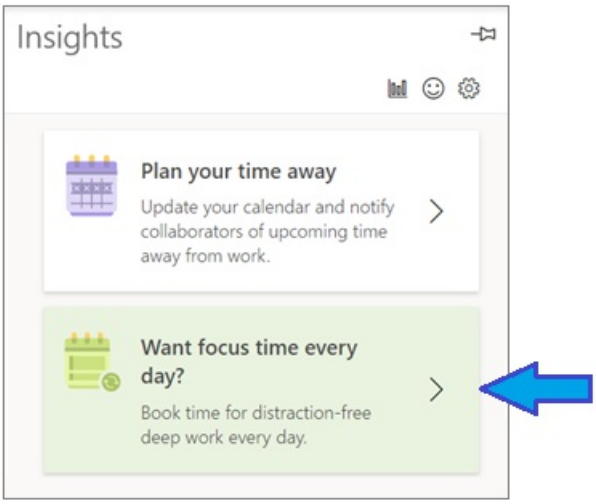



This opens the **Plan configuration** pane, on which you can change the number of focus hours per day, your preference of morning or afternoon, and whether to mute Teams notifications. See To leave or change your focus plan.

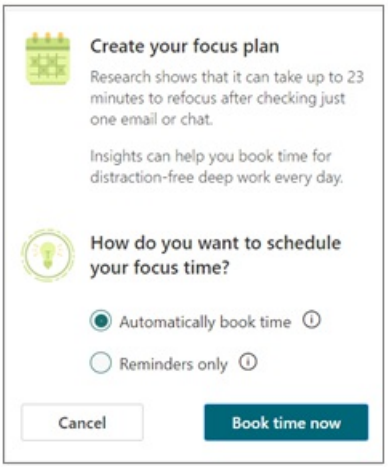
**Create focus plan in the Insights Outlook add-in**

You can also use the Outlook add-in to enroll in the focus plan. To do so, follow these steps.

1. Select the insight **Want focus time every day?**

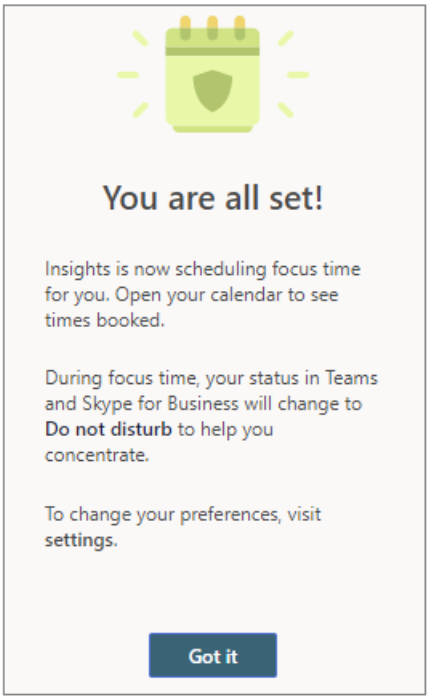



2. Select **Book time now**.




The Insights pane now notifies you that your focus plan has begun, and your calendar now contains

focus-time blocks:



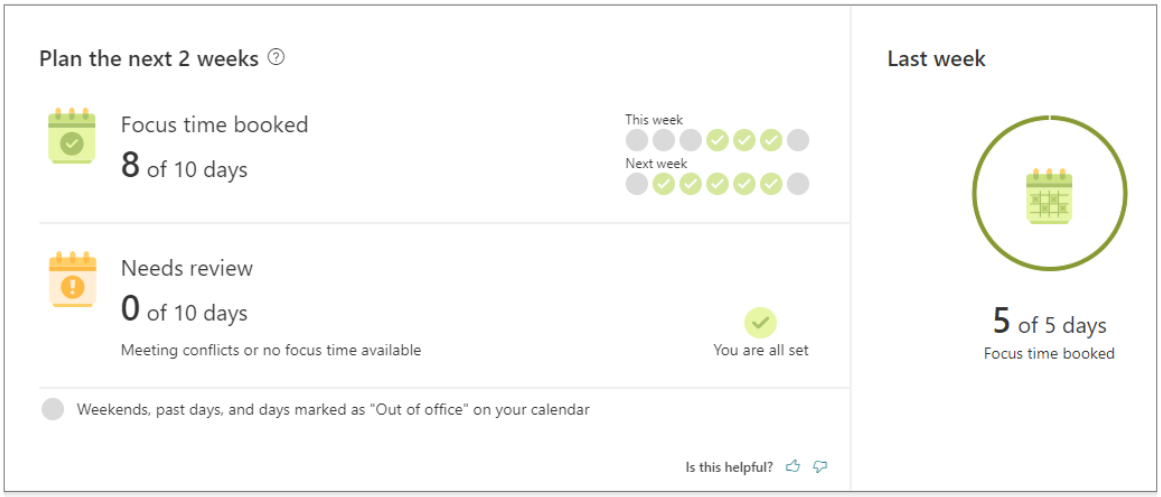

Now that your focus plan is underway, you can do the following:

- Check the progress of your focus plan
- Leave or change your focus plan

## To check the progress of your focus plan

After your plan has started, you can check your progress and make sure that you have focus time booked every day over the upcoming two weeks. If the plan has run for at least few days, it will have numbers to report.

- In the MyAnalytics dashboard, select **Focus** in the left navigation pane. A panel opens and shows statistics about your focus time:




An important metric on this page appears under **Last week**. It shows how many days you had focus time last week.

The **Plan ahead** area helps you to plan focus time for the upcoming days. This area has the following sections:

**Focus time booked**

For the current week and the following week, this area shows how many days and which days have had focus time booked. In the preceding example screenshot, the three days with focus time booked are shown in green.

### Needs focus time

This section shows upcoming days that have no focus time booked but still have open time available. Select **Book now** to have MyAnalytics select and book this time.

### Needs review

During the number of days shown (in the screenshot, three days) MyAnalytics has either found no time to book or it has found booked focus time that has a meeting conflict. Select **Review** to open your calendar in Outlook on the web to resolve the issue.

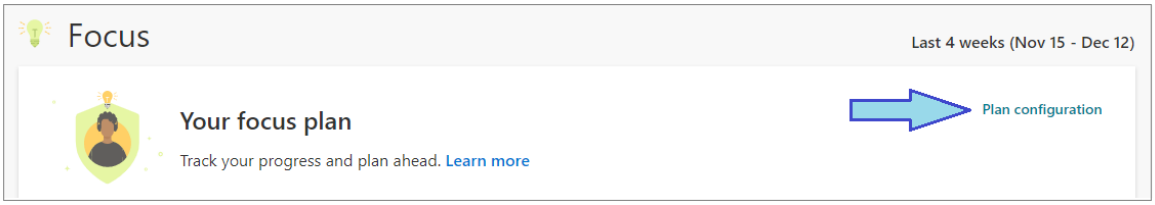
> **NOTE**
>
> If you make changes to your Outlook calendar, they will be reflected on your dashboard within five minutes.

## To leave or change your focus plan

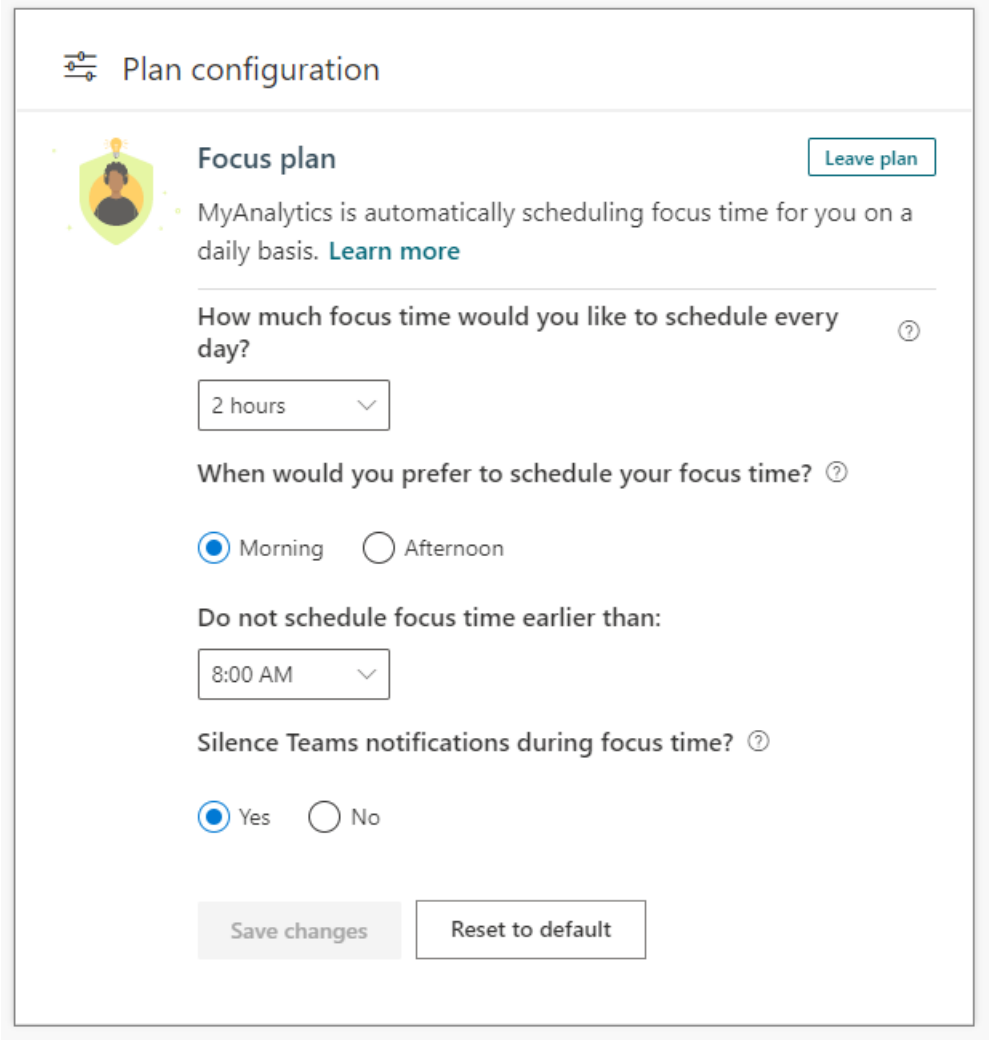
***Applies to:*** *The new Focus Plan Settings page (which is described in this section) is currently in preview status. It is in the process of rolling out to all MyAnalytics users.*

You can opt in and opt out of the focus plan as many times as you want.

- Select **Plan configuration**:




  This opens the **Configurations** page and displays the **Plan configuration** pane, on which you can leave the plan or change your preferences.




After you indicate your preferences, select **Save changes**.

To have MyAnalytics stop helping you book focus time, select **Leave plan**.

## Concepts

The following sections provide information that can help you as you create or monitor focus plans.

### Automatic booking of focus time

After you set automatic booking as your preference, MyAnalytics starts looking for time on your Outlook calendar to set aside as focus time. The time that it books on your calendar appears in a different color and is labeled "Focus time":


Focus time never creates a calendar conflict; that is, focus time will not be booked over any existing calendar event, such as all-day meetings, booked personal time, or appointments.

Although two hours is the maximum length of a focus-time block that can be scheduled automatically, you can extend your focus time, by hand, in your Outlook calendar.

#### Booking schedule

MyAnalytics books focus time two weeks in advance. For example: when you open your calendar on a Monday,

you should see focus time booked every day of the current week and all the way through the Friday of the following week. Each weekend it looks for time blocks in the next week out and books time accordingly.

#### How time slots are selected

The time it reserves for you depends on the time you have open during the day. MyAnalytics starts its search at the beginning of your workday, as it is defined in your Outlook settings.

MyAnalytics also respects the **Do not schedule focus time earlier than** setting in the **Plan configuration** dialog box. For example, if you set this to 9:00 AM, MyAnalytics will select no focus-time slots that begin earlier than 9:00 AM.

MyAnalytics also prioritizes your preferences for length of focus time slots and part of day (morning or afternoon). For example, if you choose four hours of focus time and choose afternoon, MyAnalytics first scans your calendar to find four-hour open slots in the afternoon. If it finds no four-hour open slots in the afternoon, it continues to scan your calendar to find four-hour open slots in the morning. If only smaller amounts of time are available, it can book focus blocks as short as 30 minutes.

After it books a block on one day, it then moves on to the next day to find the next suitable block, based on your preferences. (In most cases, it creates only one block of focus time per day.)

#### Lunchtime

MyAnalytics considers the time from 12:00 PM (noon) to 1:00 PM as time for the midday meal. If you have automatic booking turned on, MyAnalytics tries to book any other time of day first. If it finds no other blocks of time available, it will then book focus time during the lunchtime period.

### Chats are muted during focus time

During focus time, your status in Teams and Skype for Business will automatically change to "Focusing" to silence chat notifications and help you stay focused. When the focus time appointment ends, your status will automatically revert back to the status you were previously in. Note that you can set priority contacts in Teams to ensure you don't miss important messages during focus time.

For more information, see Manage notifications in Teams.

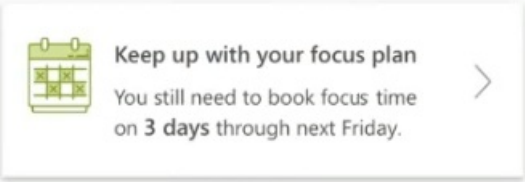
### Weekly digest and insights add-in

#### Focus plan weekly digest

After you enroll in a focus plan, the content of the weekly digest becomes tailored to your participation in the plan. It might, for example, remind you to book focus time for days on which none is set aside.

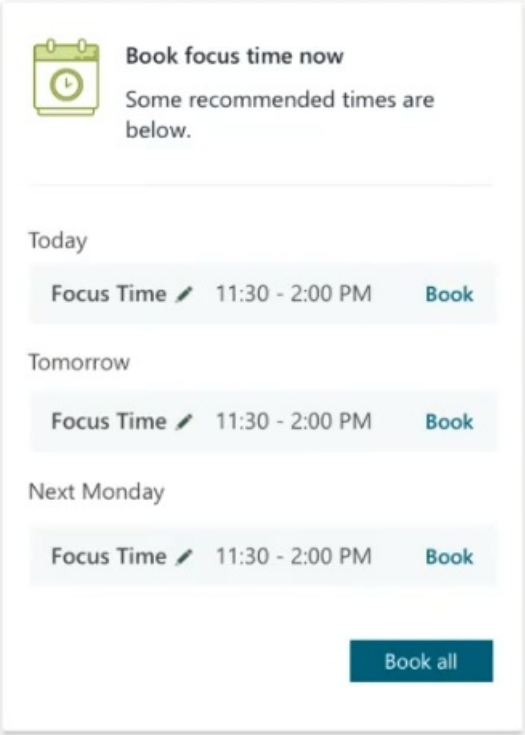
#### Insights add-in

You can open the Outlook add-in to check whether any upcoming days are missing focus time. To do so, use this card:




Selecting this card shows the following options, with which you can book focus time on individual days or for several days at once:

Book focus time



# MyAnalytics for admins

3/5/2021 • 2 minutes to read

As an administrator, you benefit from knowing what MyAnalytics provides to its participants and what you can do to enable and enhance their experience.

## Benefits of use

MyAnalytics can help participants strengthen their work relationships, have more time to focus on important work, and improve their work-life balance. MyAnalytics does this by showing users insights about their work habits. It derives these insights from Microsoft 365 data about emails, meetings, calls, and chats. For more information, see Why use MyAnalytics?

## You and your users are in charge

- As the admin, you control the configuration of how your users start using MyAnalytics. See Configure MyAnalytics for details.
- Users can opt in or out from the start. See Opt out for details.
- Users can opt out of the personal dashboard. See Opt out of the dashboard for details.
- Users can opt out of digests. See Opt out of digests for details.
- Users can opt out of the Insights Outlook add-in. See Opt out of the Insights Outlook add-in for details.
- Users can opt out of inline suggestions. See Opt out of inline suggestions for details.

## Data privacy

None of a user's personal information is shared with their co-workers or managers. MyAnalytics adheres to compliance regulations, such as the GDPR. Also see the MyAnalytics privacy guide.

## Granting access

Soon after you assign a license with the MyAnalytics service plan to a user, they'll get access to MyAnalytics elements, such as the Dashboard, Digests, Inline suggestions in Outlook, the Insights Outlook add-in, and the MyAnalytics welcome message. Access to these elements depends on the plan in place at your organization; for details, see Access to MyAnalytics elements.

## Video: Introduction for admins

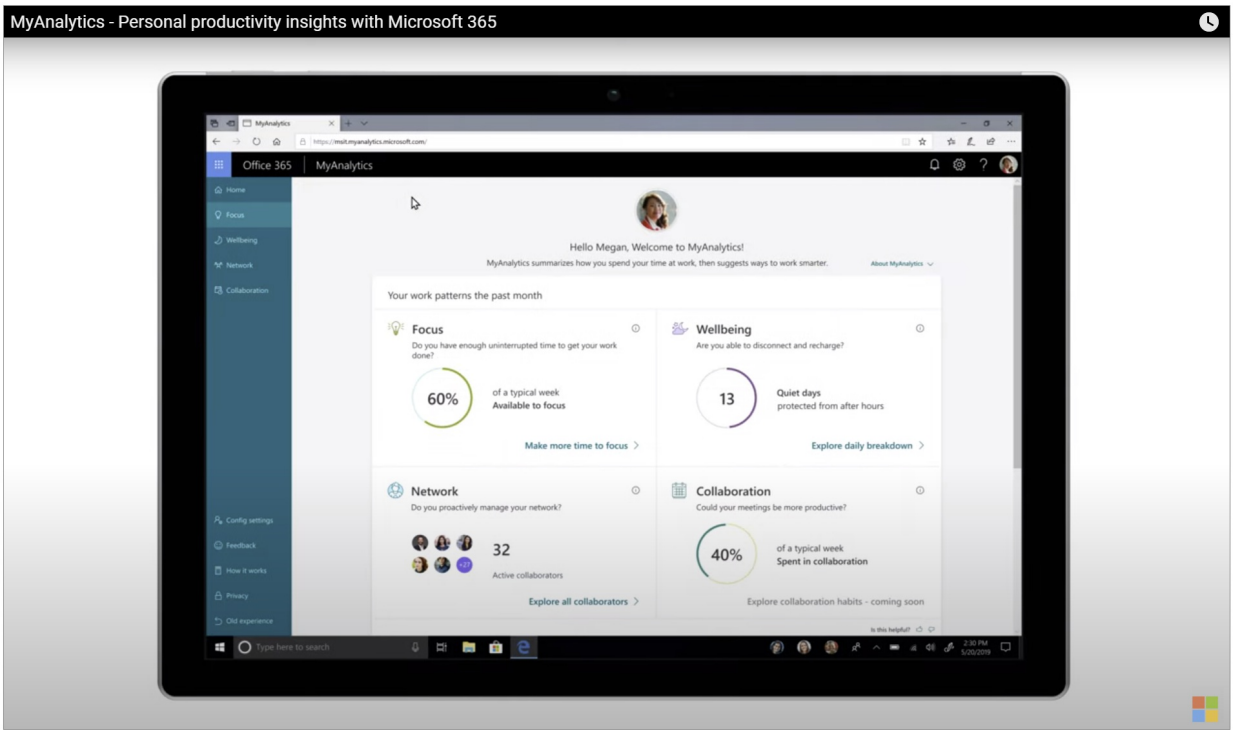
# Deploy MyAnalytics in your organization

4/10/2021 • 15 minutes to read

MyAnalytics is an easy-to-deploy, out-of-the-box solution that helps users improve their productivity habits. It is available widely — to M365 users with these Service plans. It is easy to deploy – after licenses are assigned, the MyAnalytics product is turned on by default, although you can customize your deployment by following the steps in this guide. But before you deploy it, take a look at What is MyAnalytics? for a brief description of benefits of using MyAnalytics in your organization.

## What is MyAnalytics?

To quickly learn about MyAnalytics, watch this video:




*MyAnalytics -Personal Productivity Insights with Microsoft 365*

### Business value of MyAnalytics

More people than ever feel they lack control over their time at work. Many teams spend 80-90% of their week sitting in meetings, sending emails, and talking on the phone. But 50% of meeting time is seen to be unproductive and almost half of employees report that their work interferes with their family life. MyAnalytics is an extension of your Microsoft 365 client experience that helps you find opportunities to build better habits and get back in control of your time.

### Benefits of MyAnalytics

By using MyAnalytics, you and your team can accomplish great things.

- **Improve work patterns through personal productivity insights:** MyAnalytics uses everyday data from Microsoft 365 to give you insights into how you spend your time and tips that help you work smarter.
- **Improve your relationships:** Increase your collaboration time, improve your team meetings, and grow your network.
- **Get more focus time:** Find more time to eliminate distractions, stop multi-tasking, and focus on your core priorities.

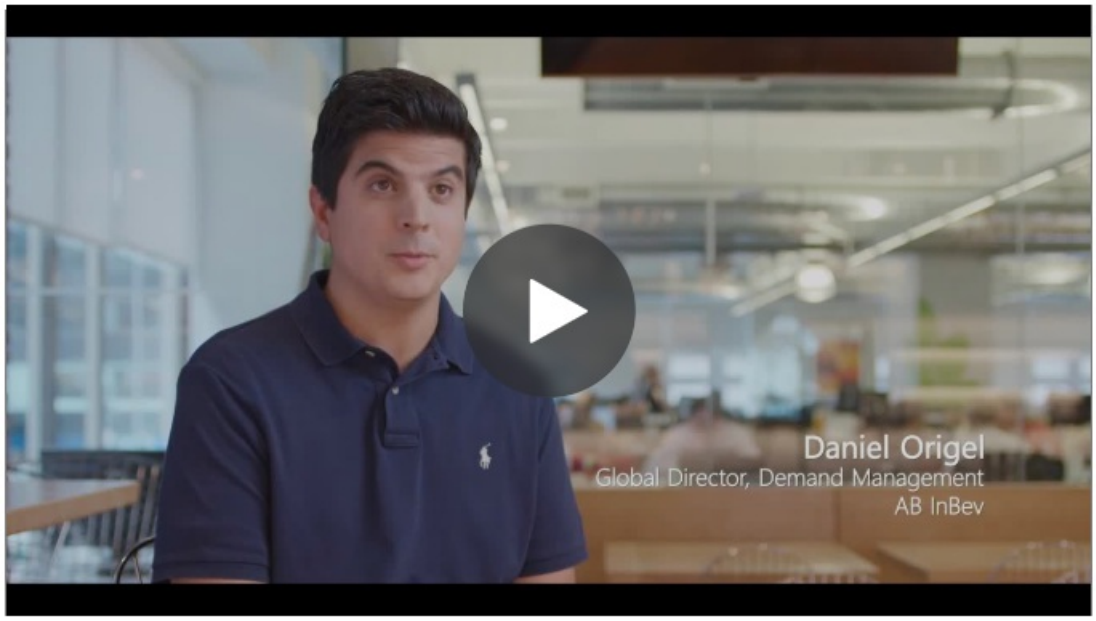
- **Improve your work-life balance:** Improve your work patterns and reduce the time you spend working for better work-life balance and overall wellbeing.

**Case studies**

- Discover how a large Fortune 500 customer used MyAnalytics to foster wellbeing and productivity: How Fannie Mae uses MyAnalytics

  For employees who are new to remote work during the COVID-19 pandemic, having access to colleagues and information through Microsoft 365 tools at any time of day has been critical to staying productive, while MyAnalytics helps them use work hours more effectively. "Using the Focus scheduling feature is helping people block off time on their calendars each day to knock out priority projects, which is especially helpful for our employees who are juggling family needs along with work." - *Dawn Damico: Vice President of Digital Workplace, Fannie Mae*

- Hear how the world's largest brewer used MyAnalytics in conjunction with Workplace Analytics to change its workplace collaboration habits for the better: ABInBev




*The use of MyAnalytics and Workplace Analytics at ABInBev*

## Roll out MyAnalytics

You can deploy MyAnalytics in your organization all at once or in phases. In either case, before you roll out the product broadly, we recommend that you obtain additional buy-in, an optional step that is described in the following preparatory steps section.

**MyAnalytics rollout checklist**

1. (Optional) Complete the preparatory steps.
2. Choose a rollout scenario.
3. Complete the steps in the rollout scenario that you chose.

**Preparatory steps**

It is easy to turn on MyAnalytics for all users in your organization as it comes with your M365 subscription. Here is a list of recommended but optional steps that your organization might consider:

- **Create a communication plan:** Identify how your organization will effectively communicate with users during and after the rollout of MyAnalytics. Make it easy for users to find information about MyAnalytics. For example, use Yammer groups or SharePoint sites to help users learn about the benefits of using MyAnalytics within their organization.

- **Consider your stakeholders:** It may be important in your organization to identify and communicate with stakeholders ahead of rollout of MyAnalytics. Identify and inform them (you can use this five-minute MyAnalytics overview video). Also, see Include stakeholders.
- **Consider running a pilot first:** Before scaling MyAnalytics to your entire organization, you might want to consider running a pilot rollout with a subset of users. Especially for large organizations, it is a natural step to test a broad rollout on a small scale first by conducting a pilot to validate user readiness, identify and mitigate issues, and help ensure a successful organization-wide implementation.
- **Security and Privacy:** MyAnalytics is secure and built to protect user privacy. The Privacy guide describes how MyAnalytics complies with privacy regulations. We recommended that you share this privacy guide with security and privacy teams to give them a better understanding of the privacy features of MyAnalytics.
- **Tie to existing initiative:** As you introduce MyAnalytics, tie it to an existing initiative or training plan within your organization such as an employee wellbeing initiative. Avoid introducing it as a technology tool but rather as a habit-changing tool that is integrated with the organization's values.

### Include stakeholders

Identifying and notifying your key stakeholders before the welcome email (Download Welcome email template) is sent to users can be an important preliminary step in your rollout process. These stakeholders should understand the value, timelines, and expected experiences that come with the rollout of the Welcome email. When managed proactively, these stakeholders can become valuable advocates for moving the rollout process forward.

Here are some roles you might consider as part of the rollout project:

- **Executive sponsor.** Sends welcome email about the product, ideally with quotes about their experience with the product.
- **Security lead.** Reviews the Privacy guide to learn about data security in MyAnalytics.
- **M365 admin.** Enables and disables MyAnalytics access per business requirements; see Rollout scenarios.
- **Support/Help-desk lead.** Manages questions from users. Some helpful answers can be found in the MyAnalytics FAQs.
- **Training lead.** Runs a training workshop. This person might find the Training videos for MyAnalytics helpful.

## Choose a rollout scenario

This section presents four scenarios for deploying MyAnalytics. An M365 admin can implement any of these scenarios either by using PowerShell or by using the Microsoft 365 Admin Center. Typically, admins use the Admin Center to broadly configure MyAnalytics for most or all users, and they use PowerShell to set specific configurations for select users.

### Rollout scenarios

Select and complete one of the following scenarios:

- Default on. For all users, all surfaces of MyAnalytics are turned on by default. This is the default scenario.
- Default off. MyAnalytics is off by default; users can individually turn on some or all MyAnalytics surfaces.
- Mixed deployment. Some users are opted in and some users are opted out of all MyAnalytics surfaces.
- Optional opt-in. Some users have MyAnalytics off by default and can opt themselves in later.

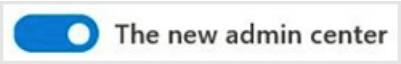
#### Default on

In this scenario, all surfaces of MyAnalytics are turned on by default for all users. They will receive the welcome email and the weekly email digest and they will have access to the MyAnalytics dashboard, the Insights add-in, and Outlook inline suggestions.

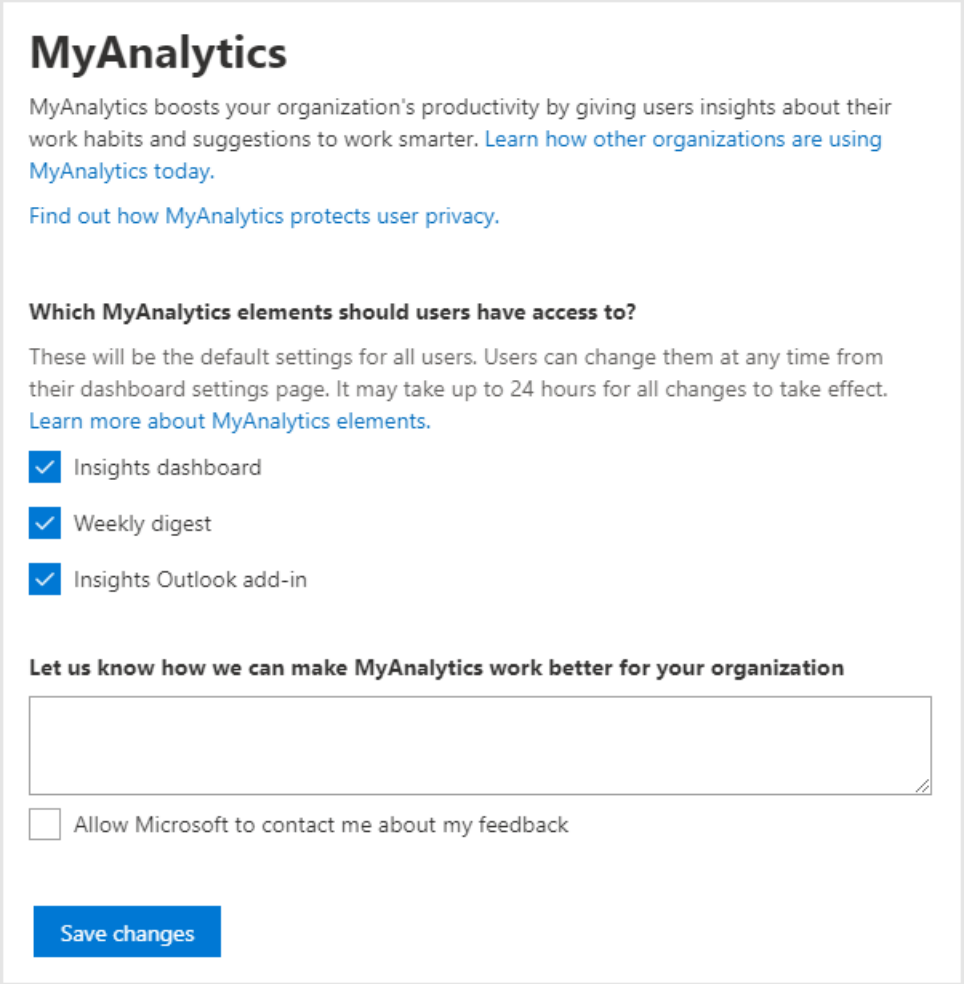
##### Confirm the configuration

**Role:** M365 Admin

1. Sign in to the Microsoft 365 admin center. Make sure you are using the new admin center. To do this, if the switch in the upper right of the page reads **Try the new admin center**, select it so that it reads **The new admin center**:




2. In the left pane, expand **Settings** and then select **Org settings**.
3. On the **Service** tab, select **MyAnalytics**. This opens a page on which you can configure access to MyAnalytics elements. It should show that all MyAnalytics elements are enabled.
4. If any element is not enabled, select it to enable it and then select **Save changes**.



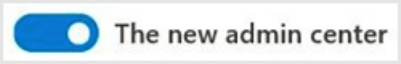

#### Default off

In this scenario, MyAnalytics is off by default but users can turn it on for themselves — either all features at once or individual features. Users do not receive the email digest but they can access the MyAnalytics dashboard (at myanalytics.microsoft.com), where they can opt in to each surface individually.

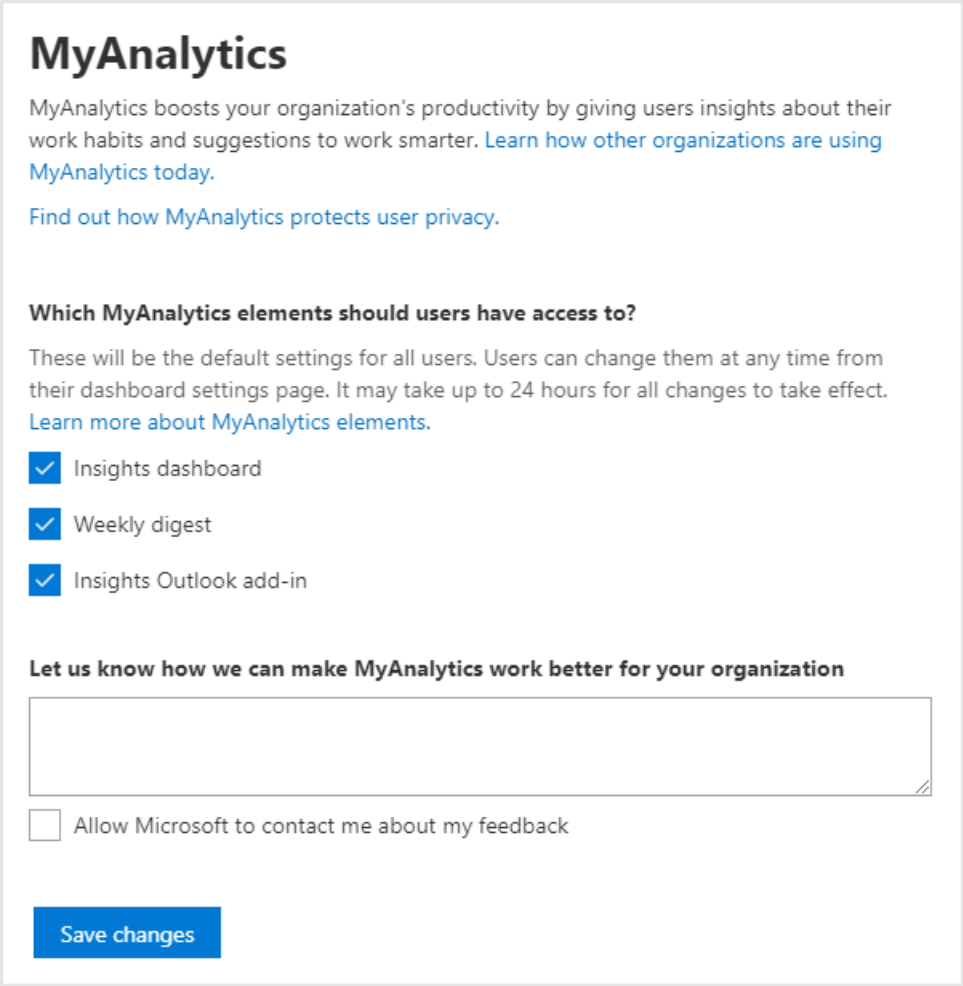
##### Set MyAnalytics to default off

**Role:** M365 Admin

1. Sign in to the Microsoft 365 admin center. Make sure you are using the new admin center. To do this, if the switch in the upper right of the page reads **Try the new admin center**, select it so that it reads **The new admin center**:




2. In the left pane, expand **Settings** and then select **Org settings**.
3. On the **Service** tab, select **MyAnalytics**. This opens a page to configure access to MyAnalytics elements.

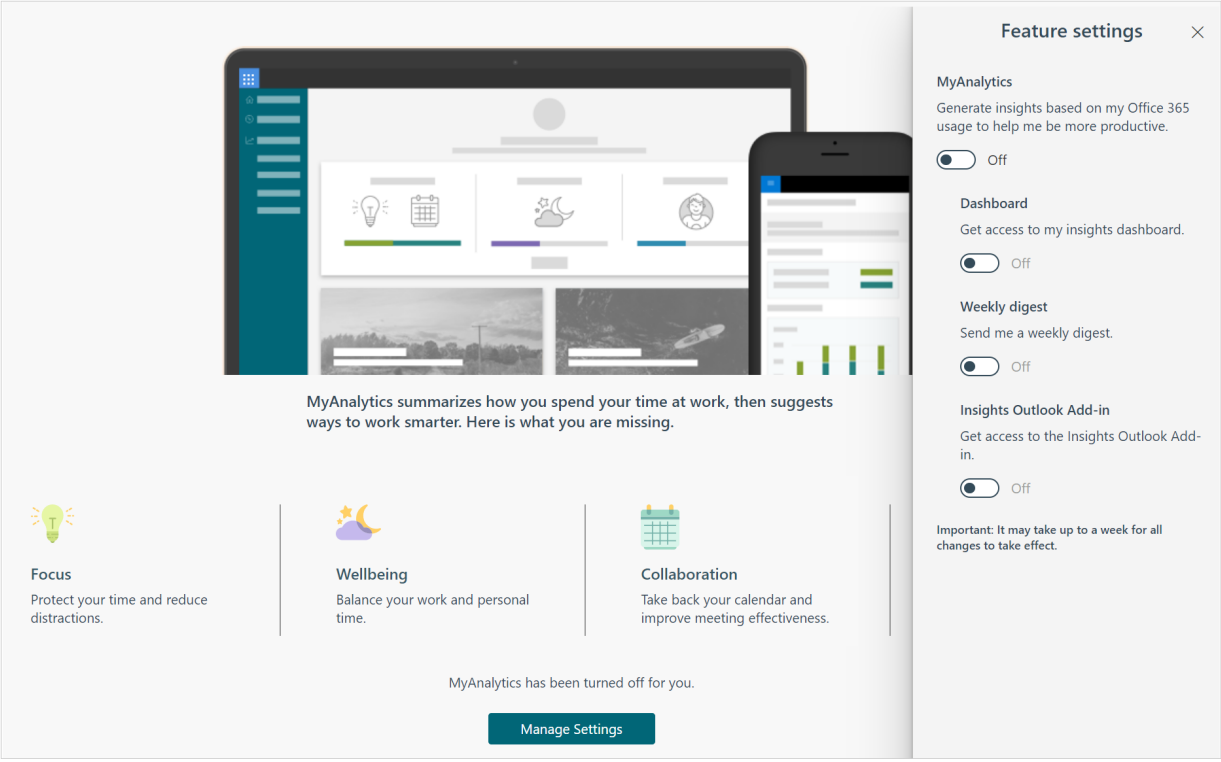



4. Deselect **Insights dashboard**, **Weekly digest**, and **Insights Outlook add-in** to keep all MyAnalytics users in your organization opted out of all MyAnalytics features.

After these settings are complete, users can open the MyAnalytics dashboard and turn on MyAnalytics features by themselves.

**Mixed deployment**

In this scenario, some users are opted in and some users are opted out of all MyAnalytics surfaces. Those who are opted-in receive the weekly email digest, can open the MyAnalytics dashboard, and see the Outlook Insights add-in. Those who start out as opted out see the default "off" page shown here, on which they can use the Feature settings pane to opt in to any of the MyAnalytics surfaces:




*Feature settings pane with MyAnalytics off by default*

#### Set up mixed deployment

**Role:** M365 Admin

1. Turn off MyAnalytics on all surfaces for all users. To do this, follow the steps in Set MyAnalytics to default off.

2. Use the following steps to change access to MyAnalytics for multiple users. Do this by running a PowerShell script that iterates through the users, changing the value one user at a time. (Also see Exchange Online PowerShell V2 module.)

3. Create a comma-separated value (.csv) text file that contains the UserPrincipalName field of the users you want to configure. This will become your input .csv file. For example:

```
UserPrincipalName
ClaudeL@contoso.onmicrosoft.com
LynneB@contoso.onmicrosoft.com
ShawnM@contoso.onmicrosoft.com
```

4. Specify the location of the input .csv file, the output .csv file, and the value of PrivacyMode that you want to set for each user. Note: The output.csv file will contain the results of running this PowerShell script. For more information about possible values for PrivacyMode, see Set-UserAnalyticsConfig / Parameters.

```
$inFileName="<path and file name of the input .csv file that contains the users, example:
C:\admin\Users2License..csv>"
$outFileName="<path and file name of the output .csv file that records the results, example:
C:\admin\Users2License-Done..csv>"
$privacyMode = "Opt-in"

$users=Import-Csv $inFileName
ForEach ($user in $users)
{
$user.Userprincipalname
$upn=$user.UserPrincipalName

Set-UserAnalyticsConfig –Identity $upn -PrivacyMode $privacyMode
Get-UserAnalyticsConfig –Identity $upn | Export-Csv $outFileName
}
```

5. Run the resulting commands at the Exchange Online PowerShell V2 module command prompt. For more information about the module, see Exchange Online PowerShell V2 module.

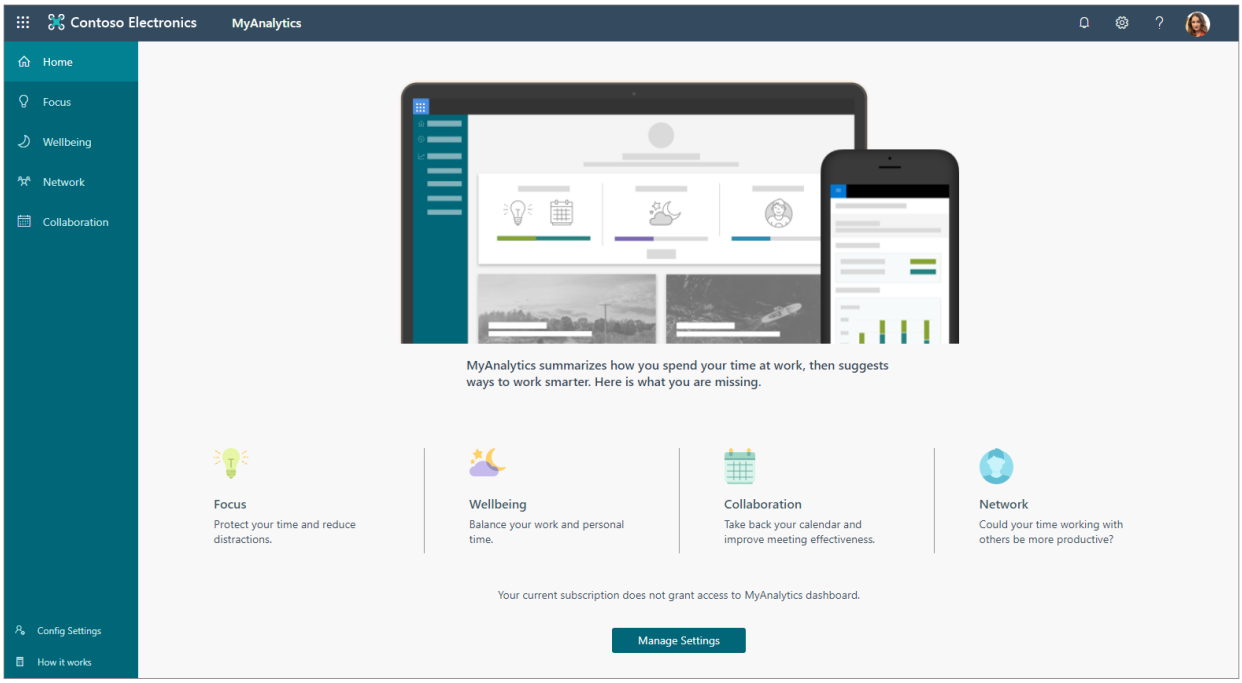
This PowerShell script does the following:

- Displays the user principal name for each user.
- Sets the specified privacy mode for each user.
- Creates a .csv file with all the users that were processed and shows their status.

**Optional opt-in**

In this scenario, some users have MyAnalytics off by default and can opt themselves in; for some others, the service plan has been removed so they cannot opt in.

Users without a service plan will see the following at myanalytics.microsoft.com:




While MyAnalytics is not available to these users, their data contributes to the email-read statistics for other users. For example, when they receive a qualifying email and read it, MyAnalytics includes that statistic in the read percentage that's shown to the sender. A user can choose to not contribute data by turning the MyAnalytics toggle off in the **Feature settings** pane of the MyAnalytics dashboard.

**To set up optional opt-in**

This procedure is identical to Set up mixed deployment with one important difference: Users are opted out to start with. In this procedure, the M365 admin creates a .csv file that lists users who will start out as opted out

but can choose to opt themselves in.

**Role:** M365 Admin

1. Follow steps 1 - 5 in Set up mixed deployment with this exception: For step 4, use this PowerShell command:

```
$inFileName="<path and file name of the input .csv file that contains the users, example:
C:\admin\Users2License..csv>"
$outFileName="<path and file name of the output .csv file that records the results, example:
C:\admin\Users2License-Done..csv>"
$privacyMode = "Opt-out"

$users=Import-Csv $inFileName
ForEach ($user in $users)
{
$user.Userprincipalname
$upn=$user.UserPrincipalName

Set-UserAnalyticsConfig –Identity $upn -PrivacyMode $privacyMode
Get-UserAnalyticsConfig –Identity $upn | Export-Csv $outFileName
}
```

   This PowerShell script does the following:

   - Displays the user principal name for each user.
   - Sets the specified privacy mode for each user.
   - Creates a .csv file with all the users that were processed and shows their status.

   After you complete these steps, users can later use the MyAnalytics dashboard to opt themselves in if they so choose.

2. To ensure that particular users are not able to opt themselves into MyAnalytics, remove the MyAnalytics Service plan from those users.

# Run a pilot rollout

For large organizations, we recommend that you run a small-scale pilot rollout before you deploy MyAnalytics to the whole organization. This pilot can help you validate readiness and identify and mitigate any issues to help ensure a successful rollout. This section gives tips and describes the steps to run a pilot.

To get the most realistic results from the pilot, it should involve a group of actual users who are enthusiastic in trying new technologies and are willing to share their experiences with their colleagues.

### Pilot prerequisites

Before you start the pilot, have these in place:

- Set and measure goals. You'll need clearly defined goals for measuring the success of the pilot.
- **Duration.** Identify the start and end dates of the pilot. Tip: Let it run for a minimum of 45 days.
- Recruit pilot users. Include a balanced mix of stakeholders and participants in the pilot group. Include a range of different roles, such as managers with direct reports and users from different departments.
- **Pace your work.** Start small and take time to pause, assess results, and adjust the pilot.

### Pilot timeline

We recommend that you follow these steps to conduct the pilot:

1. **Welcome email** (download template). Send this email to all pilot users and invite them to training.

2. Train the pilot participants in how to use MyAnalytics.

3. **Assign the service plan.** Before rolling out MyAnalytics to the pilot users, ensure that all users have been assigned to a MyAnalytics service plan in the Microsoft 365 Admin Center.

4. **Kickoff.** Begin the pilot. Announce to the pilot participants that the pilot is starting and remind them of its duration and their tasks, as described in the test plan. See Conduct the pilot for more details.

5. **Consult with stakeholders.** Throughout the pilot, meet with your project stakeholders to review user feedback as it arrives and address any technical issues that arise to ensure that the pilot is running smoothly.

6. **Assess and plan.** Use results from the pilot to plan your next steps. See Assess the pilot lessons and make a plan.

### Set and measure goals

To judge the success of the pilot, you need to know whether participants got value from the product and would recommend it to their colleagues. Consider using a survey to assess sentiment and usefulness of the product.

#### Design a test plan

For a successful pilot experience, give your participants clearly defined tasks to complete along with a way to share their feedback. Examples of what users can do in MyAnalytics include:

- Opt in to one or all MyAnalytics features.
- Automatically get focus time every day.
- Use the Insights tab to follow up with outstanding tasks, prepare for meetings, or follow up on unread documents.

#### Collect feedback

Ensure that you have an open feedback channel to track progress and measure outcomes, such as:

- Design a survey and use it after the pilot completes to capture and assess results.
- Create a Teams channel or Yammer community for pilot participants to join and share their experiences. Alternatively, use Yammer.

### Recruit pilot users

The pilot users are part of the first phase of the company rollout. Communicate with them that are the first users of a new tool to drive personal productivity and improved work patterns at work. They should be willing to provide feedback; share with them that their feedback will make things easier for all others in later phases of the rollout by helping to improve configuration knowledge, internal documentation, and notifications to participants. Note that it's best if the pilot users are not executive leaders.

Identifying pilot users might require discussion between the IT team and the department heads of target groups. In this discussion, try to identify users who are enthusiastic about using new tools to improve their work.

*Recommended:* Consider grouping the pilot users into groups that correspond to the different rollout scenarios. This lets the M365 administrator get feedback about the different scenarios before implementing them at a larger scale.

### Train pilot participants

Your organization can choose an internal person responsible for training the pilot users. The trainer can use these videos as training resources.

### Conduct the pilot

The following is an example timeline for a 45-day pilot:

- **During the week before the pilot kickoff** –
  - Send initial communication to pilot users about what to expect and when. This is also a good opportunity to conduct training or share training materials about how to use MyAnalytics. You can

also send a survey now to compare user sentiment before and after the pilot.
    - Assign a MyAnalytics service plan to pilot users in the Microsoft 365 Admin Center. Choose the rollout scenario and follow the admin rollout steps to enroll users into MyAnalytics.
- **Day 1** – Send announcement email that the pilot is beginning.
- **Day 14** - Send a midpoint communication to the pilot users and optionally send a survey.
- **Day 40** – Send the final communication to the pilot users. Conduct a final survey on their experience.
- **Days 41–45** - Assess pilot results and plan for next steps.

### Assess the pilot lessons and make a plan

After the pilot is complete, gather all feedback surveys, support tickets, and other metrics. Analyze them with your goals in mind plan the actual MyAnalytics rollout. Use your analysis of the pilot to decide whether your organization is ready for a broad deployment of MyAnalytics. If it is not, consider extending the pilot to more users. See Post-pilot options.

**Post-pilot options**

| WERE PILOT GOALS ACHIEVED? | CONSIDER THESE NEXT STEPS |
|---|---|
| Yes (for example, user satisfaction was high) | You are ready to start the rollout phase. Depending on your goals, you can do one of the following:<br>• Extend the pilot to additional participants, perhaps in different roles or with different collaboration patterns than the initial pilot group.<br>• Opt-in MyAnalytics for other select groups in your organization.<br>• Opt-in MyAnalytics for all other users in your organization. |
| No | Adjust your plan and revisit the pilot. To ensure that goals are achieved, we recommend that you tie the goals to existing initiatives within your organization. |

## Supporting documentation

If users have questions about using MyAnalytics, point them to the published MyAnalytics FAQs for answers.

### Resources for stakeholders

- Download the Welcome Email template. Edit and use this to communicate the availability of MyAnalytics as a productivity tool.
- Privacy guide for MyAnalytics admins. Use the Privacy guide to find answer to key questions about how MyAnalytics processes information in a manner that protects employee privacy and supports compliance with local regulations.
- See these descriptions of the MyAnalytics surfaces:
    - Personal dashboard
    - Insights Outlook add-in
    - Weekly digest
    - Inline suggestions in Outlook

**Training videos for MyAnalytics**

These training Videos can be a great resource for people who will run a workshop to explain how to use MyAnalytics.

**Video: MyAnalytics overview**

https://player.vimeo.com/video/440502351

**Video: MyAnalytics dashboard**

https://player.vimeo.com/video/440502493

**Video: Outlook insights and inline suggestions**

https://player.vimeo.com/video/440502800

# Configure MyAnalytics

5/18/2021 • 8 minutes to read

**Role** - Global admin, Exchange Online admin, or Insights admin

- **Prerequisite** - Users have access to MyAnalytics only if they have licenses that include the MyAnalytics service plan, as described in plans and environments for MyAnalytics.
- **Data privacy** - See the MyAnalytics privacy guide to understand how privacy is built into MyAnalytics and to learn what you can configure to address specific privacy requirements.

**To configure MyAnalytics**

> **IMPORTANT**
>
> You must have a Global admin, an Exchange Online (EXO) admin, or an Insights admin role to configure users for MyAnalytics in PowerShell.

- Assign licenses with a MyAnalytics service plan
- Configure access at the tenant level or at the user level

> **NOTE**
>
> When you set the defaults (at either the tenant or user level), users can individually override these settings. For example, if you keep the dashboard tenant setting as opt in, users can open the dashboard and opt themselves out. Similarly, if you opt out users with a user-level setting, those users can choose to opt back in. The exception is if a user's license with a MyAnalytics service plan expires, that user cannot opt in.

## Assign licenses with a MyAnalytics service plan

MyAnalytics is available to users who are assigned a license with a MyAnalytics service plan. For more details about which licenses have MyAnalytics service plans and when users get access to MyAnalytics elements after license assignment, see plans and environments for MyAnalytics.

For information on how to assign a license, see Assign licenses to users in Microsoft 365 for business.

> **NOTE**
>
> If you want to notify your organization before you assign licenses with a MyAnalytics service plan, you can use this email template. You can download it, customize it with your company's information, and then email it to the new MyAnalytics participants. To learn more about adopting MyAnalytics, see Adopt MyAnalytics.

## Configure access at the tenant level

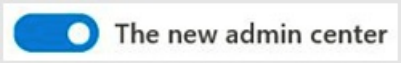
You can configure access to MyAnalytics elements for all users in your organization.

> **IMPORTANT**
>
> You must have a Global admin or an Exchange Online admin role to configure tenant level settings in the admin center.

**To enable access to the dashboard and digests**

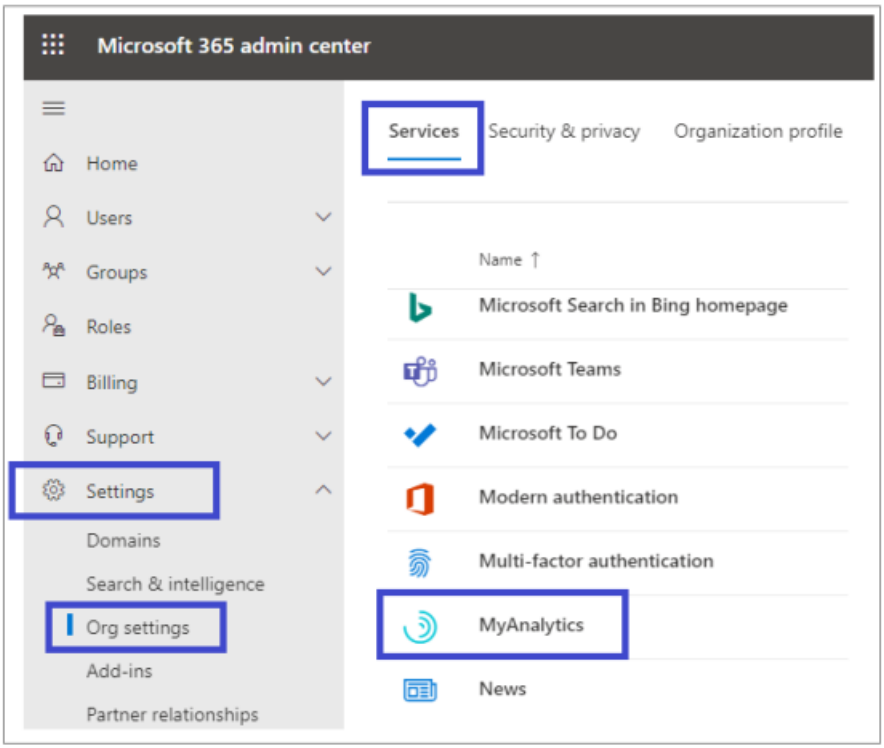
1. Sign in as a Global admin or an Exchange Online admin to the Microsoft 365 admin center.

2. Make sure you're using the new admin center. To do this, if the switch in the upper right of the page reads **Try the new admin center**, select it so that it reads **The new admin center**:

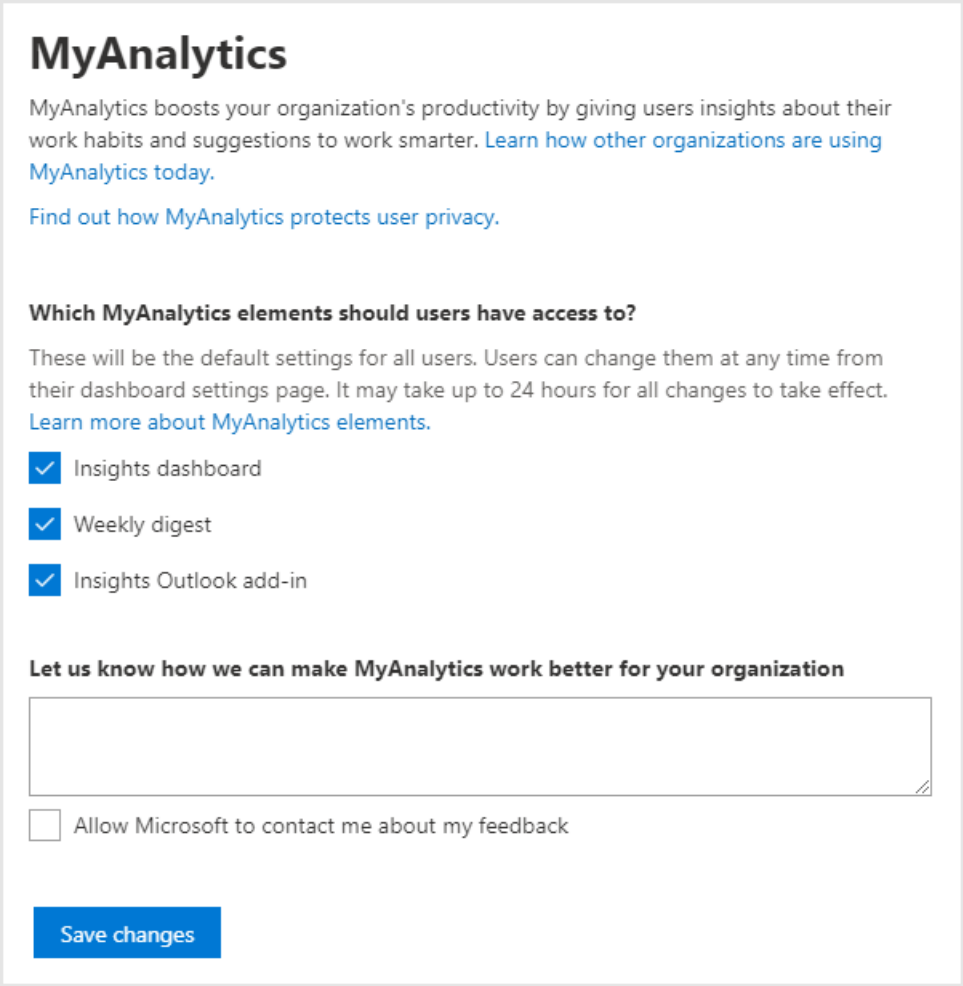



3. In the left pane, expand **Settings** and then select **Org settings**.

4. In the main pane, under **Services**, select **MyAnalytics**:




This opens a page where you can configure access to MyAnalytics elements:




5. Select **Insights dashboard** to keep all MyAnalytics users in your organization opted *in* for access to the MyAnalytics dashboard. Deselect **Insights dashboard** to opt users *out* of access to the dashboard.
6. Select **Weekly insights** to keep all MyAnalytics users in your organization opted *in* for access to the weekly digest (and the MyAnalytics welcome email). Deselect **Weekly insights email** to opt users *out* of the digest email (and the MyAnalytics welcome email).
7. Select **Insights Outlook add-in** to keep all MyAnalytics users in your organization opted in for access to the Insights Outlook add-in. Deselect it to opt users out of access to the Insights Outlook add-in.

> **NOTE**
> After a new tenant is established, it might take up to 48 hours for this functionality to become available.

## Configure access at the user level

You can configure MyAnalytics access for individual users in your organization. For example, you could opt-out the user completely, which would turn off all MyAnalytics functionality for that user. However, the user can choose to opt back in.

You configure MyAnalytics by setting the *PrivacyMode* parameter. For information about the values of PrivacyMode, see User configuration settings. Before you can make this setting, you must take preparatory steps; see Command sequence.

> **IMPORTANT**
> The PowerShell cmdlets Get-UserAnalyticsConfig and Set-UserAnalyticsConfig, which you might have used to configure access to MyAnalytics, are no longer available. Instead, please use the following new cmdlets: Get-MyAnalyticsFeatureConfig and Set-MyAnalyticsFeatureConfig, which offer the same functionality along with some additional granular control.

### User configuration settings

| PRIVACYMODE PARAMETER | LICENSED USER | UNLICENSED USER |
|---|---|---|
| Opt-in (default setting) | • Microsoft 365 data is used for aggregated information shown to licensed users<br>• Dashboard is available<br>• User can opt out | • Microsoft 365 data is used for aggregated information shown to licensed users<br>• Admins can opt out unlicensed users through the admin PowerShell |
| Opt-out | • Microsoft 365 data is not used for aggregated information shown to licensed users<br>• Dashboard is not available<br>• User can opt in through the Feature settings menu | • Microsoft 365 data is not used for aggregated information shown to licensed users. |

### Command sequence

You will use the Set-MyAnalyticsFeatureConfig and Get-MyAnalyticsFeatureConfig cmdlets to work with user configuration settings. Before you can use them, you need to install a module and sign in to be authenticated. This is the sequence of steps:

1. Connect to Exchange Online and, when prompted, sign in with your admin credentials.
2. After you've signed in, you are ready to work with user-configuration settings:
   - Set MyAnalytics access for one user
   - Confirm MyAnalytics access for a user
   - Set MyAnalytics access for multiple users

#### Connect to Exchange Online

In this procedure, you install prerequisites and then you install the Exchange Online PowerShell V2 module.

1. Open PowerShell.

2. Prerequisite #1: Installing packages from the PowerShell Gallery requires the latest version of the PowerShellGet module. Run these commands to install it:

   ```
   Install-Module PowerShellGet –Repository PSGallery –Force
   ```

   For more information, see Installing PowerShellGet.

3. Prerequisite #2: Install the Exchange Online PowerShell V2 module:

   ```
   Install-Module -Name ExchangeOnlineManagement -RequiredVersion 2.0.4
   ```

   For more information, see Install-Module.

4. Connect to Exchange Online. In PowerShell, run the command Connect-ExchangeOnline.

```
Connect-ExchangeOnline
```

This will prompt you to authenticate, which you do by entering your admin credentials.

#### Set MyAnalytics access for one user

Configure MyAnalytics access settings for a user with the PowerShell cmdlet Set-MyAnalyticsFeatureConfig:

```
Set-MyAnalyticsFeatureConfig –Identity <string> [-PrivacyMode <string[]>]
```

| PARAMETER | REQUIRED | DESCRIPTION | DEFAULT VALUE |
|---|---|---|---|
| Identity | Yes | User ID for the current user as stored in Azure Active Directory (AAD) | -- |
| PrivacyMode | Yes | • **Opt-out**: MyAnalytics won't use the user's data to compute derived statistics for other users. The user won't see statistics in MyAnalytics, but can choose to opt in from the Feature settings menu.<br>• **Opt-in**: MyAnalytics uses the user's data to compute derived statistics for other users. The user can see statistics in MyAnalytics, but can choose to opt out from the Feature settings menu. | Opt-in |

Use Set-MyAnalyticsFeatureConfig to change the configuration settings of the user who is identified by the -Identity parameter. The following is a sample output of this cmdlet. It indicates that the user was opted in and that all of that user's MyAnalytics features were turned on except the digest email:

```
UserId : <username>@<domain>
PrivacyMode : opt-in
IsDashboardEnabled : true
IsAddInEnabled  : true
IsDigestEmailEnabled : false
```

Also see Command reference: Set-MyAnalyticsFeatureConfig.

#### Confirm MyAnalytics access for a user

Use the following to confirm whether a user has access to MyAnalytics (the value for PrivacyMode):

```
Get-MyAnalyticsFeatureConfig –Identity <string>
```

| PARAMETER | REQUIRED | DESCRIPTION | DEFAULT VALUE |
|---|---|---|---|
| Identity | Yes | User ID for the current user as stored in AAD | - |

Get-MyAnalyticsFeatureConfig reveals the current configuration settings of the user who is identified by the -Identity parameter. The following is a sample output of this cmdlet. It indicates that the user is currently opted in and that they have all MyAnalytics features turned on except the digest email:

```
UserId : <username>@<domain>
PrivacyMode : opt-in
IsDashboardEnabled : true
IsAddInEnabled  : true
IsDigestEmailEnabled : false
```

**Set MyAnalytics access for multiple users**

Use the following steps in the Exchange Online PowerShell V2 module to change access to MyAnalytics (the value of PrivacyMode) for multiple users by running a PowerShell script that iterates through the users, changing the value one user at a time.

1. Create a comma-separated value (.csv) text file that contains the UserPrincipalName field of the users you want to configure. For example:

   ```
   UserPrincipalName
   ClaudeL@contoso.onmicrosoft.com
   LynneB@contoso.onmicrosoft.com
   ShawnM@contoso.onmicrosoft.com
   ```

2. Specify the location of the input .csv file, the output .csv file, and the value of PrivacyMode that you want to set for each user:

   ```
   $inFileName="<path and file name of the input .csv file that contains the users, example:
   C:\admin\Users2License..csv>"
   $outFileName="<path and file name of the output .csv file that records the results, example:
   C:\admin\Users2License-Done..csv>"
   $privacyMode = "Opt-in"

   $users=Import-Csv $inFileName
   ForEach ($user in $users)
   {
   $user.Userprincipalname
   $upn=$user.UserPrincipalName

   Set-MyAnalyticsFeatureConfig –Identity $upn -PrivacyMode $privacyMode
   Get-MyAnalyticsFeatureConfig –Identity $upn | Export-Csv $outFileName
   }
   ```

   Also see Command reference: Set-MyAnalyticsFeatureConfig.

3. Run the resulting commands at the Exchange Online PowerShell V2 module command prompt. For more information about the module, see Exchange Online PowerShell V2 module.

This PowerShell script:

- Displays the user principal name for each user.
- Sets the specified privacy mode for each user.
- Creates a .csv file with all the users that were processed and shows their status.

### Command reference: Set-MyAnalyticsFeatureConfig

The PowerShell command Set-MyAnalyticsFeatureConfig can be used in three different ways:

- Set the PrivacyMode parameter
- Enable or disable MyAnalytics features
- Set PrivacyMode *and* enable or disable features

#### Set the PrivacyMode parameter

For more information about PrivacyMode, see Configure access at the user level.

**Command syntax - PrivacyMode**

Set-MyAnalyticsFeatureConfig -Identity <string> -PrivacyMode <opt-in/opt-out>

**Example - PrivacyMode**

Running the following command sets the privacy mode to "opt-in" and enables all the features of MyAnalytics for the user:

```
Set-MyAnalyticsFeatureConfig -Identity <string> -PrivacyMode opt-in
```

#### Enable or disable MyAnalytics features

**Command syntax - features on or off**

Set-MyAnalyticsFeatureConfig -Identity <string> -Feature <dashboard/add-in/digest-email/all> -isEnabled <$true/$false>

**Example - features on or off**

Running the following command disables the digest email for the user:

```
Set-MyAnalyticsFeatureConfig -Identity <string> -Feature digest-email -isEnabled $false
```

#### Set PrivacyMode *and* enable or disable features

**Command syntax - PrivacyMode and features**

Set-MyAnalyticsFeatureConfig -Identity <string> -PrivacyMode <opt-in/opt-out> -Feature <dashboard/add-in/digest-email/all> -isEnabled <$true/$false>

**Example - PrivacyMode and features**

Running the following command opts the user in (by setting PrivacyMode to 'opt-in') and enables all the features of MyAnalytics except the digest email:

```
Set-MyAnalyticsFeatureConfig -Identity <string> -PrivacyMode opt-in -Feature digest-email -isEnabled $false
```

# MyAnalytics plans and environments

4/22/2021 • 2 minutes to read

## Availability of features

The MyAnalytics Dashboard, Digests, Insights Outlook add-in, and Inline suggestions are available to users whose organization uses the following Microsoft 365 or Office 365 plans.

| PLAN | SERVICE PLAN |
| --- | --- |
| • Microsoft 365 E3<br>• Microsoft 365 Business<br>• Microsoft 365 A3 for faculty/students<br>• Office 365 E3<br>• Office 365 E1<br>• Office 365 A3 for faculty/students<br>• Office 365 E3 Developer<br>• Office 365 G3<br>• Office 365 G1<br>• Business Premium<br>• Business Essentials | Insights by MyAnalytics |
| • Microsoft 365 E5<br>• Microsoft 365 E5 without Audio Conferencing<br>• Office 365 Enterprise E5<br>• Office 365 Nonprofit E5<br>• Office 365 G5<br>• MyAnalytics add-in | MyAnalytics (Full) and Insights by MyAnalytics |
| • Microsoft 365 A5 for faculty/students<br>• Office 365 A5 for faculty/students | MyAnalytics (Full) |

**NOTE**

- To find out how to determine your own plan and service plan, see How do I find my plan?.
- For more information about the plans that offer these user experiences, see Office 365 business plans.

**Features in the MyAnalytics (Full) service plan**

The following features are available only in the MyAnalytics (Full) service plan.

- Read-status features: Email read rates and document open rates, Track email, Track email open rate
- Shorten a meeting
- Plan your time away

## Access to MyAnalytics elements

After users get assigned licenses with a MyAnalytics service plan, they get access to the following MyAnalytics elements based on their service plan.

| ELEMENT | APPROXIMATE TIMEFRAME |
| --- | --- |
| Welcome email | Sent to existing Office 365 users a few days (up to four weeks) after license assignment; sent to new users approximately four weeks after license assignment |
| Dashboard | Available a few days after license assignment |
| Digests | Sent the Monday of the first week after the welcome email |
| Inline suggestions | Available about one day after license assignment |
| Insights Outlook add-in | Available about one day after license assignment |

**NOTE**

- *Licensed users* have MyAnalytics automatically enabled after license assignment.
- *All users* in your organization are opted-in, whether or not they have licenses with a MyAnalytics service plan. If you want one or more licensed users to be opted *out* by default, see Set MyAnalytics access for one user and Set MyAnalytics access for multiple users.

## Environment support

**Office 365 environments that are supported**

- Worldwide Multi-tenant
- Dedicated Multi-tenant
- Government Community Cloud (GCC)

**Office 365 environments that are not supported**

- GCC-High
- DoD
- Office 365 Germany
- Office 365 Operated by 21Vianet

## Browser support

You can use the following web browsers to view your MyAnalytics dashboard.

- Microsoft Edge or Edge Chromium (coming soon)
- Microsoft Internet Explorer version 10 or 11
- Google Chrome (latest version)
- Apple Safari (latest version)
- Mozilla Firefox (latest version)

As an Outlook Add-in, the Insights Outlook Add-in requires a browser compatible with your system's platform and operating system. For details, see Browsers used by Office Add-ins.

## Language support

MyAnalytics is available in the same languages as Microsoft Office. See What languages is Office available in?.

## Prerequisites and exclusions

- Microsoft Exchange Online is required for MyAnalytics and the Outlook add-in.
- **Licensing exclusion** - Shared mailboxes cannot use and are not supported by the MyAnalytics service plan.

## Outlook support and prerequisites

- For the Outlook add-in, see Why don't I see the Outlook Insights add-in?.
- For Inline suggestions, see Why don't I see any inline suggestions?.

# Privacy guide for MyAnalytics

3/24/2021 • 11 minutes to read

By using data generated from everyday work in Microsoft 365, MyAnalytics helps people understand how they spend their limited time and who they spend it with, and then presents intelligent tips on how to work smarter.

This page answers key questions on how MyAnalytics processes information in a manner that protects employee privacy and supports compliance with local regulations, such as General Data Protection Regulation (GDPR).

## Summary of key points

- **MyAnalytics is not designed to enable employee evaluation, tracking, automated decision making, profiling, or monitoring**. MyAnalytics provides insights to individuals through a personalized dashboard, a weekly digest, an Insights Outlook add-in, and inline suggestions in Outlook. MyAnalytics has no mechanism or option that allows anyone but the user to access the personalized information that is displayed through these surfaces, unless that person purposefully and independently shares that information. Insights provided by MyAnalytics cannot be used for automated decision making or for profiling.
- **MyAnalytics does not give employees access to new personally identifiable information on other coworkers**. MyAnalytics converts data into insights by doing calculations on information that people generate just by going about their work day. Most of the data that employees see in MyAnalytics is simply an aggregation of information to which they already have access, but that they wouldn't be able to quickly perform calculations on without some support.
- **MyAnalytics data is processed and stored in the employee's Exchange Online mailbox**. MyAnalytics processes data from these sources: Exchange Online email and calendar data, chat and call signals from Skype for Business and from Teams, and—if both the organization's IT administrator and an individual opt in—Windows 10 application activity history. MyAnalytics stores and processes this data inside each employee's Exchange Online mailbox.
- **MyAnalytics supports General Data Protection Regulation (GDPR) compliance**. Microsoft has designed MyAnalytics to support customers' needs by following GDPR requirements.
- **MyAnalytics can be configured so that individuals must purposefully opt in**. By default, any time a license with the MyAnalytics service is assigned to a person, that person is automatically opted in. However, administrators can configure MyAnalytics to be "default off," so that people can choose for themselves whether to opt in after being assigned a license.
- **MyAnalytics reminds people that their data is private and secure**. A few days after a license with the MyAnalytics service is assigned to a person, that person receives a welcome email that clearly lays out how MyAnalytics works, with a reminder that all of their data is private. The other MyAnalytics user interfaces, such as the weekly digest and personal dashboard, reinforce this message.

## How MyAnalytics works

MyAnalytics presents insights in the following ways:

1. Personal dashboard
2. Insights Outlook add-in

3. Weekly digest
4. Inline suggestions in Outlook

MyAnalytics provides insights with the following types of data.

1. **Mailbox data:** Email, calendar, chat, and call activity that people generate by using Microsoft 365, such as time spent in meetings or emails sent to a specific person or group.
2. **Windows 10 activity history data:** Data on people's usage of apps and services on their device: whether they worked on a document and whether they browsed the web.
3. **Incremental data:** Data that would otherwise be unavailable to the employee but is presented in an aggregated form designed to protect individual privacy.

## Mailbox data

Mailbox data represents information that people already have access to simply by going about their job, such as sending emails, arranging meetings, or chatting with coworkers. MyAnalytics processes and displays this information in new ways that make it actionable.

For example, MyAnalytics provides views that allow people to quickly understand how much time they spend in meetings, and in email every day, who they collaborate with the most, who they are losing touch with, and to whom they have made commitments and requests.

People can take action on this information. They might decide that they spend too much time in meetings, for example, and adopt a personal goal of running more efficient meetings.

These insights are derived from data that is *already available* to people in the following places:

- Their Exchange Online mailbox
- Their activity in OneDrive and SharePoint documents
- Their chat and call history from Teams and from Skype for Business

MyAnalytics simply applies some basic calculations and rules to make this data more actionable. Mailbox data is stored directly in each employee's Exchange Online mailbox.

For example, if people want to determine which colleagues sent them the most email over the past week, they could technically do so without MyAnalytics by manually counting emails from coworkers in their inbox. Similarly, people could determine their coworkers' average response time to the emails that they send by using timestamp information readily available in their mailbox. MyAnalytics saves people the trouble of having to perform these tedious calculations.

## Windows 10 Activity History data

Windows 10 activity history data refers to the things people do on their device, such as the apps and services they used, whether they worked on a document, and whether they browsed the web. The activity history is stored locally on the device, and if the employee is signed in to the device with a Microsoft account and gives permission, Windows sends the activity history to Microsoft.

MyAnalytics uses Windows 10 activity history data to compute insights (for example, time spent in apps, multi-tasking in meetings) about a person's work habits. These insights are private and stored in the person's Exchange Online mailbox.

Also note that, if the person chooses to send Windows 10 activity history to MyAnalytics, activity data is saved even if they use a non-work or non-school account (for example, a personal live.com or facebook.com account) to connect to the app or service. However, activity data is not saved when they browse with InPrivate tabs or windows in the Microsoft Edge web browser.

# Incremental data

In a few cases, MyAnalytics provides people with *de-identified* information on other people that would not have otherwise been available to them, such as for Email read rates.

**Email read rates and document open rates**

MyAnalytics tracks the percentage of recipients who opened an email message (in the Outlook add-in) for email that a person sends to five or more people.

To preserve privacy, MyAnalytics does not track read rates for messages sent to fewer than five people. MyAnalytics also doesn't show read rates of "0%" or "100%," as that would allow people to make definitive conclusions about individual coworker actions. Instead, the read rate in these cases is displayed as a range that encompasses a threshold value that depends on the number of recipients of the email.

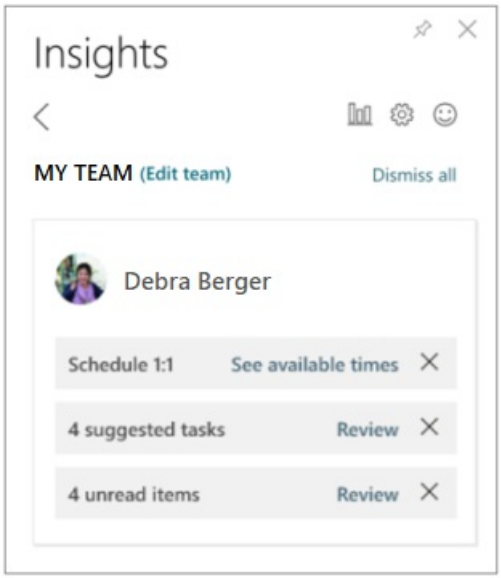
This metric is calculated based on a person's Outlook setting for when an email is marked as read. When Outlook marks an email as "read," that information is saved within the person's mailbox. This is then delivered to the sender's mailbox if that person has opted in to using MyAnalytics.

Similarly, MyAnalytics tracks the percentage of recipients who opened a document that was shared as a link or as an attachment in an email that a person sends to five or more people. This metric calculation is based on whether recipients have opened shared documents that are stored in SharePoint or in OneDrive for Business.

# Assistance for people managers

People managers often have hectic schedules and it can be tough to stay in close contact with each team member. MyAnalytics brings together all the information managers need to stay caught up and respond quickly to important requests.

For example, the Catch up with your team feature in the Insights add-in helps managers schedule regular 1:1 time, respond quickly to unread emails, close out important tasks, and more.




All assistance for managers in MyAnalytics relies exclusively on information from the manager's own mailbox; managers do not receive any incremental information from team members' mailboxes that could be used for performance management. For example: managers can use this feature to review important unread emails in their inbox *from* team members, but they cannot see whether team members have read emails that the manager has sent.

Managers are identified by using Azure Active Directory. The feature is only available to users who have direct reports listed in Azure AD.

Managers have the option to edit their team list if they notice any inaccuracies. Any changes the manager makes are used only in their MyAnalytics experience, and are not synchronized back to Azure AD.

## Privacy settings

MyAnalytics provides flexible and configurable controls that are designed to enable organizations and their members to address varying legal and policy needs regarding privacy and use of employee data. When enabling MyAnalytics for the organization, admins can make the following choices:

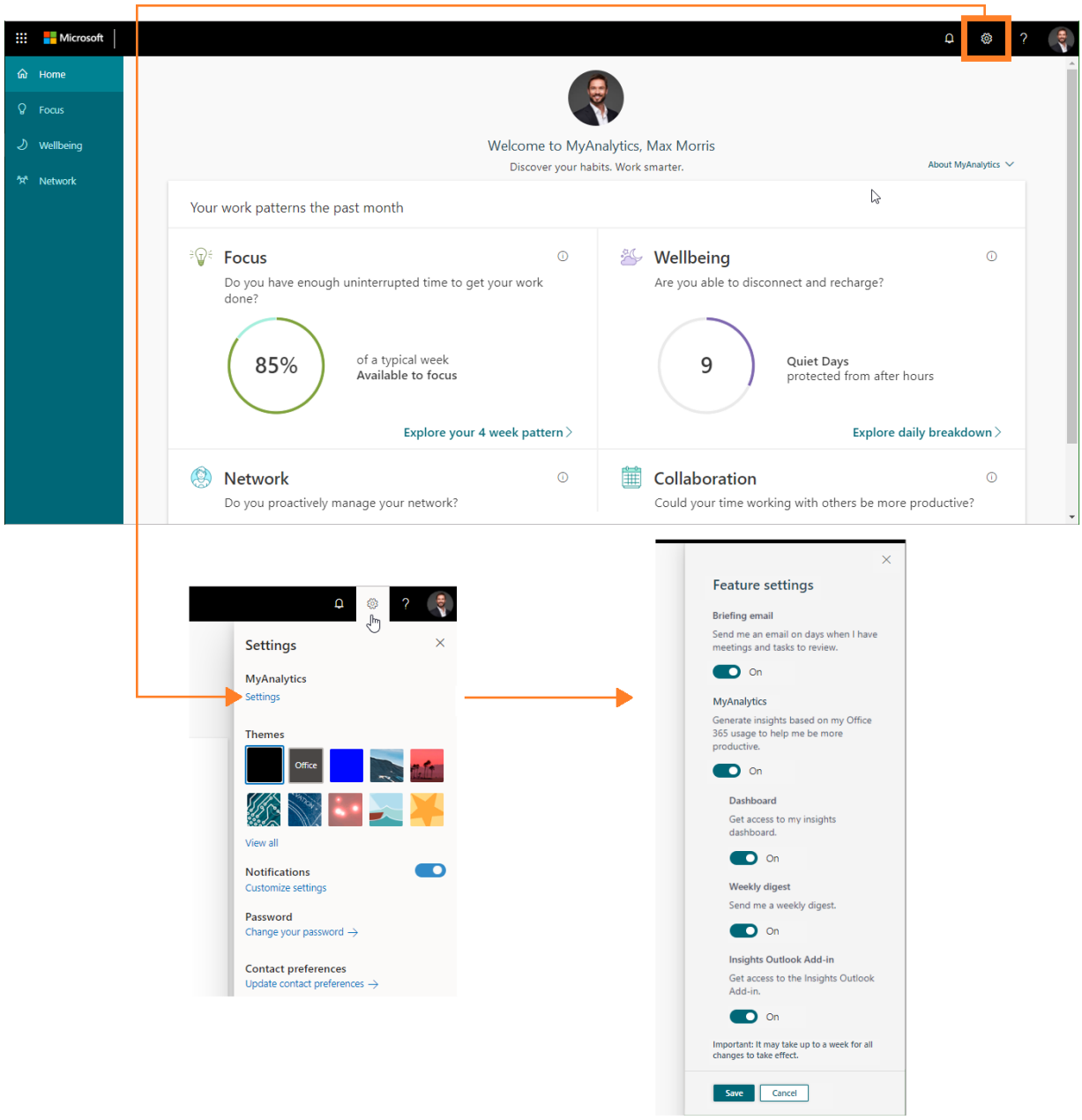
- **Determine which people have access to MyAnalytics.** Admins can determine which people can access and use MyAnalytics by issuing licenses to only those people who should have access.
- **Determine default opt-in settings.** Admins can configure MyAnalytics to be "default off," which means that licensed employees must individually opt in to MyAnalytics to gain access to their dashboard and Outlook add-in and to contribute to incremental data. Alternatively, MyAnalytics can be configured to be "default on," which means that licensed employees automatically contribute to incremental data and have access to their dashboard and to the Outlook add-in, but can subsequently opt out through the Settings menu. To learn more, see Configure access at the user level.
- **Determine whether employees can opt-in to receive insights on Windows 10 application usage.** Admins must consent before MyAnalytics users can opt in to receive insights derived from Windows 10 activity history data.
- **Determine which employees in sensitive roles should be excluded from incremental data.** Some organizations may have employees in sensitive roles who should never contribute to incremental data. To support this, MyAnalytics provides admins with the ability to mark these people as "excluded." Excluded users cannot opt in to contribute to incremental data. However, the MyAnalytics experience will still be available to these users provided that they are licensed.

Note that if default settings are used, the following applies:

- All employees in your organization contribute to incremental data whether or not they have been issued licenses with the MyAnalytics service.
- MyAnalytics is automatically enabled for employees after a license is assigned to them. If, instead, you want licensed employees to have the choice to opt in, you must change the default settings.

**How employees can opt-in and opt-out**

Users can opt-in or opt-out of the elements of MyAnalytics by using the **Settings > Feature settings** menu in Microsoft 365, as shown here:




# Microsoft Graph

MyAnalytics is a first-party application that's built on Microsoft Graph. Microsoft Graph consists of a set of REST-based API calls that allow developers to interact with the Microsoft technologies that a given organization uses. In order to use these API calls, developers must have specific permissions to access any data they request. Administrators control both the deployment of any Microsoft Graph application and permissions to access these applications.

The Microsoft Graph cannot be turned on or off globally through the Microsoft 365 Admin Center, but administrators can achieve this effect by blocking employees' ability to install third-party apps or by restricting developer access permissions. Learn more about Microsoft Graph.

# Employee experience of MyAnalytics

### Dashboard and Outlook add-in

Within a few days of the assignment of a license with the MyAnalytics service to an employee—either as part of an overall Microsoft 365 Enterprise license or as an add-in license—the user's MyAnalytics dashboard and Outlook Add-in become available.

### Welcome email

To notify employees that their dashboard and Outlook add-in have been enabled, MyAnalytics delivers a welcome email within a few days of license assignment. The email introduces people to the application and has a reminder that MyAnalytics is private and personal.

**Weekly digest**

The week after the welcome email is delivered, users begin to receive the weekly digest.

# GDPR Compliance

As is the case with the full Microsoft 365 suite, MyAnalytics helps support compliance with GDPR requirements. Microsoft helps data controllers meet the following obligations for MyAnalytics:

1. **Secure and protect personal data of users**. All MyAnalytics data is stored in the employees' Exchange Online mailbox. MyAnalytics appends computed metrics such as "Meeting hours" to the mailbox. Thus, MyAnalytics meets this obligation by virtue of Exchange Online also meeting the obligation:

   - Microsoft will not mine customer data in Exchange Online for advertising.
   - Microsoft will not voluntarily disclose Exchange Online customer data to law enforcement agencies.
   - Microsoft will meet all requirements related to encryption of Exchange Online data and implement controls to reduce security risks and help ensure business continuity, as described in ISO 27001 and 27018.
2. **Notify users in the event that a breach is detected**. Microsoft will notify customer privacy contacts within 72 hours of Microsoft becoming aware of a breach by using Microsoft 365 incident response standard operating procedures.

3. **Honor user requests (DSRs) to export, delete, or restrict processing personal data**. Microsoft supports your need to honor user requests in the following ways:

   - Data export requests: Users can go to the MyAnalytics dashboard while signed in to their Microsoft 365 account to view the insights that are generated about how they spend their time at work. They can take screenshots of MyAnalytics insights if they want to have permanent copies of their information.

   - Request to restrict processing:

     - Use PowerShell to opt employees out of MyAnalytics.
     - Delete employee data by signing in to Azure Active Directory admin center and removing the employee through the User Management Portal, which will remove all of the employee's data within 30 days. However, if you want to permanently delete the user immediately, follow the steps in Permanently delete a user.

To learn more, see GDPR compliance.

# MyAnalytics privacy guide

3/24/2021 • 6 minutes to read

MyAnalytics helps you find opportunities to build better habits and get back in control of your time. This article describes how MyAnalytics works, what data it uses, where it stores that data, and the ways in which it was designed to keep that data safe. It also describes how MyAnalytics complies with GDPR regulations.

## Summary of key points

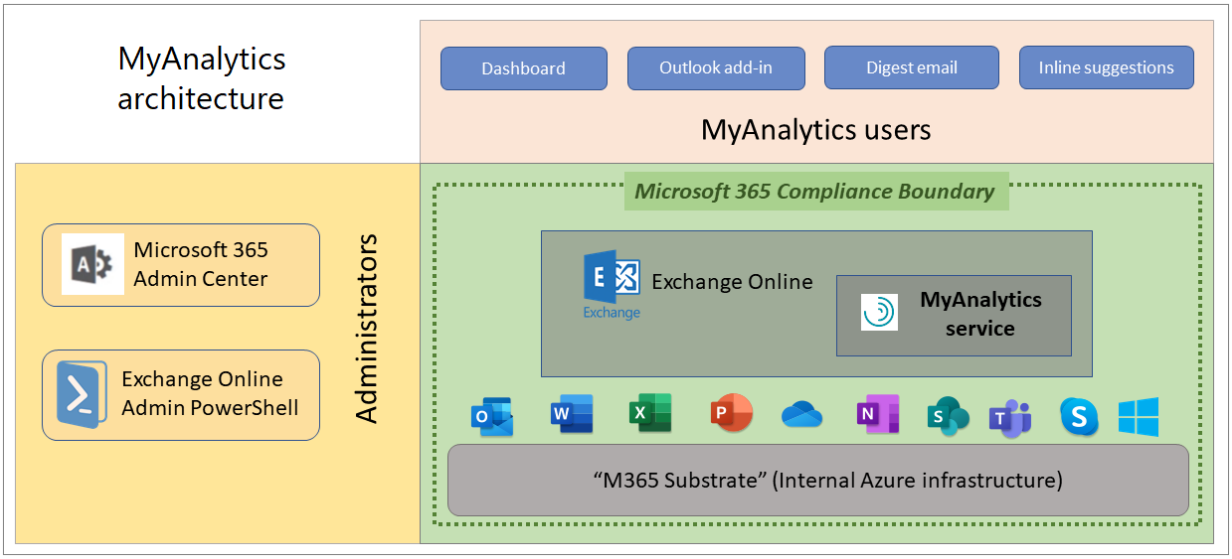
- **MyAnalytics is not designed to enable evaluation, tracking, automated decision making, profiling, or monitoring**. MyAnalytics provides you with insights through a personalized dashboard, a weekly digest, the Insights Outlook add-in, and inline suggestions in Outlook. MyAnalytics has no mechanism or option that allows anyone but you to access the personalized information that is displayed through these surfaces, unless you purposefully and independently share it. Insights provided by MyAnalytics cannot be used for automated decision making or for profiling.
- **MyAnalytics does not give employees access to new personally identifiable information on other coworkers**. MyAnalytics converts data into insights by doing calculations on information that you generate just by going about your work day. Most of the data that you see in MyAnalytics is simply an aggregation of information to which you already have access, but that you wouldn't be able to quickly perform calculations on without some support.
- **MyAnalytics data is processed and stored in the employee's Exchange Online mailbox**. MyAnalytics processes data from these sources: Exchange Online email and calendar data, chat and call signals from Skype for Business and from Teams, and—if both you and your organization's IT administrator opt you in—Windows 10 application activity history. MyAnalytics stores and processes this data inside each employee's Exchange Online mailbox.
- **MyAnalytics supports General Data Protection Regulation (GDPR) compliance**. Microsoft has designed MyAnalytics to support your organization's needs to follow GDPR requirements.

## MyAnalytics architecture

In the following architecture illustration, note the relationship of MyAnalytics to Exchange Online. This placement underscores the fact that any data that you can view in MyAnalytics is the same data that's visible in your Exchange mailbox, as described in the following principles about data privacy.

**Key principles**

- As a MyAnalytics user, only you can see your own data.
- Your data is stored and computed in your Exchange Online mailbox.
- You can opt in and opt out at any time.
- MyAnalytics shows you no personally identifiable info of co-workers beyond what you can already see in Outlook and Teams.




## How MyAnalytics works

MyAnalytics presents insights in the following ways:

1. Personal dashboard
2. Insights Outlook add-in
3. Weekly digest
4. Inline suggestions in Outlook

**Data types**

MyAnalytics provides insights with the following types of data.

1. Mailbox data – Email, calendar, chat, and call activity that you generate by using Microsoft 365, such as time that you spend in meetings or emails that you send to a specific person or group.
2. Windows 10 activity history data – Data on your usage of apps and services on your device: whether you worked on a document and whether you browsed the web.
3. Incremental data – Data that would otherwise be unavailable to you but is presented in an aggregated form designed to protect individual privacy.

## Mailbox data

Mailbox data represents information that you already have access to simply by going about your job, such as sending emails, arranging meetings, or chatting with coworkers. MyAnalytics processes and displays this information in ways that make it actionable.

For example, MyAnalytics provides views that allow you to quickly understand how much time you spend in meetings and in email every day, who you collaborate with the most, who you are losing touch with, and to whom you have made commitments and requests.

You can take action on this information. You might decide that you spend too much time in meetings, for example, and adopt a personal goal of running more efficient meetings.

These insights are derived from data that is already available to you in the following places:

- Your Exchange Online mailbox
- Your activity in OneDrive and SharePoint documents
- Your chat and call history from Teams and from Skype for Business

MyAnalytics simply applies some basic calculations and rules to make this data more actionable. Mailbox data is stored directly in your Exchange Online mailbox.

For example, if you want to determine which colleagues sent you the most email over the past week, you could technically do so without MyAnalytics by manually counting emails from coworkers in your inbox. Similarly, you could determine your coworkers' average response time to the emails that you sent them by using the timestamp information readily available in your mailbox. MyAnalytics saves you the trouble of having to perform these tedious calculations.

## Windows 10 Activity History data

Windows 10 activity history data refers to the things you do on your device, such as the apps and services you used, whether you worked on a document, and whether you browsed the web. The activity history is stored locally on the device, and if you're signed in to the device with a Microsoft account and you give permission, Windows sends the activity history to Microsoft.

MyAnalytics uses Windows 10 activity history data to compute insights (for example, time spent in apps, multi-tasking in meetings) about your work habits. These insights are private and stored in your Exchange Online mailbox.

Also note that, if you choose to send Windows 10 activity history to MyAnalytics, activity data is saved even if you use a non-work or non-school account (for example, a personal live.com or facebook.com account) to connect to the app or service. However, activity data is not saved when you browse with InPrivate tabs or windows in the Microsoft Edge web browser.

## Incremental data

In a few cases, MyAnalytics provides you with de-identified information on other people that would not have otherwise been available to them, such as for Email read rates.

**Email read rates**

MyAnalytics tracks the percentage of recipients who opened an email message (in the Outlook add-in) for email that you've sent to five or more people.

To preserve privacy, MyAnalytics does not track read rates for messages sent to fewer than five people. MyAnalytics also doesn't show read rates of "0%" or "100%," as that would allow people to make definitive conclusions about individual coworker actions. Instead, the read rate in these cases is displayed as a range that encompasses a threshold value that depends on the number of recipients of the email.

This metric is calculated based on the "read" flag in Exchange Online. For some people, messages are flagged as "read" when you open a message in the Outlook preview pane. For others, you might need to double-click to open the message to mark it as "read."

You can control this setting in your Outlook settings. To show these signals in the sender's mailbox, the "read" flag is copied within the Microsoft 365 environment, and then delivered to the sender's mailbox.

**How you can opt-in and opt-out**

You can opt-in or opt-out of MyAnalytics through **Settings**. For details, see Opt out of MyAnalytics.

## GDPR Compliance

As is the case with the full Microsoft 365 suite, MyAnalytics helps support compliance with GDPR requirements. For example, MyAnalytics supports the following:

- **Secure and protect personal data**. Because all MyAnalytics data is stored in your Exchange Online mailbox, MyAnalytics meets this security obligation by virtue of Exchange Online also meeting the

obligation.

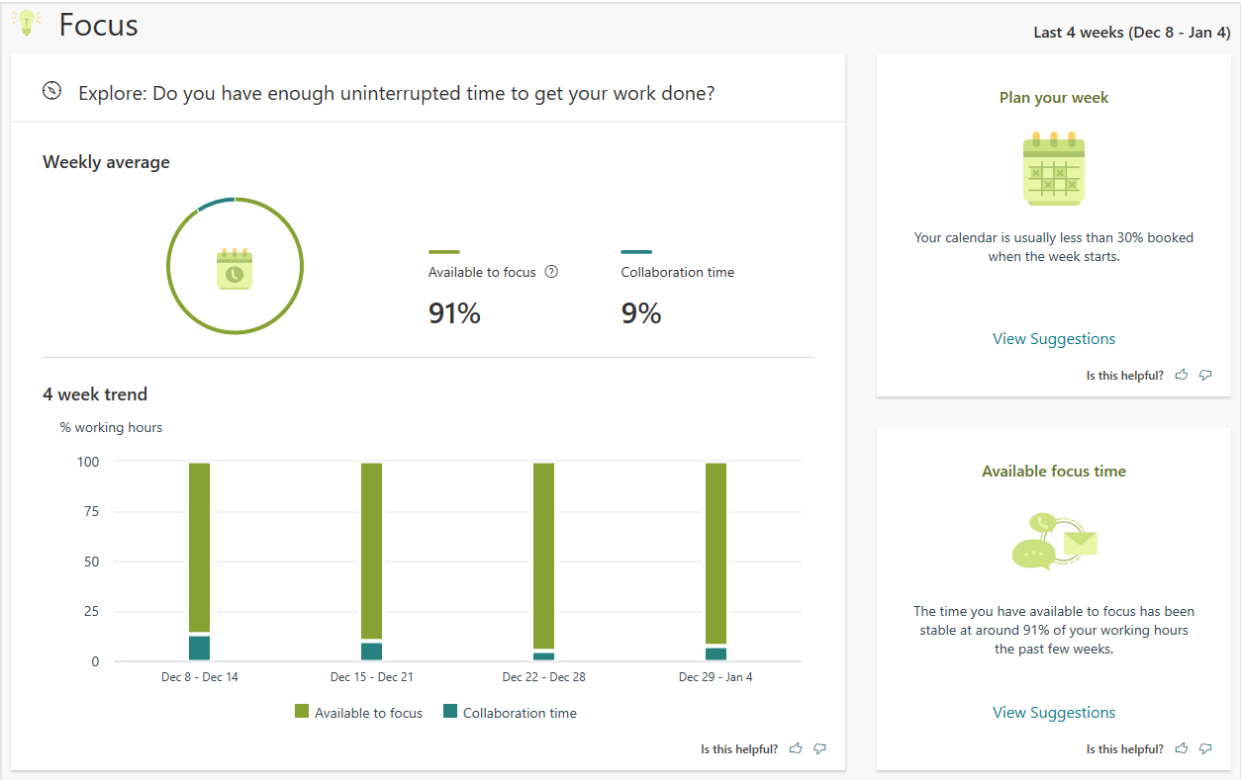
- **Requests to export, delete, or restrict processing personal data**. Microsoft supports user requests, such as requests for export of or deletion of data.

For more information, see GDPR compliance.

# Focus

4/10/2021 • 2 minutes to read

The MyAnalytics Focus page shows weekly averages for the time you have available to focus and time spent collaborating with others in your network.




## Productivity insights

These insights are based on your recent activity in Microsoft 365. Select **View Suggestions** to get ideas about how you might change or improve your current work patterns, such as booking focus time in your calendar and muting notifications when trying to concentrate.

## About the metrics

- **Collaboration** is based on time spent in meetings, emails, chats, and calls with Teams and Skype for Business. To learn more about how these metrics are calculated, see Collaboration.
- **Available to focus** is equal to your working hours minus your collaboration hours; it shows the amount of time you have left over each week for individual work. Time that you block out on your calendar with no other attendees is counted toward the **Available to focus** metric, not toward the **Collaboration** metric. Additionally, any day that you mark as "Out of office" on your calendar is excluded from this calculation.

These metrics are calculated only for your working hours, as determined by your Outlook calendar.

For example: If your working hours are set as 9 am to 5 pm daily (8 working hours per day) and you spent 30 hours in meetings, emails, chats, and calls in a given week, your dashboard will show 75% collaboration and 25% time available to focus for that week.

## Focus plan

The *focus plan* in MyAnalytics helps you set aside regular focus time for your top-priority work. When you enroll in this plan MyAnalytics automatically schedules up to two hours of focus time for you every day. During the booked focus time, it silences chats in Teams and in Skype for Business. For more information, see MyAnalytics focus plan.

## Focus tips

- **Block focus time on your calendar**:
  - It can be hard to go deep on challenging work if you only have small chunks of time to focus in between meetings or are easily distracted by incoming emails and chats. Blocking a few hours every day to focus without interruptions can help improve your concentration and effectiveness.
  - Prioritize any focus time you book and do your best to avoid accepting meetings that overlap with it. In the same way, be respectful of double-booking your team's blocked time.
- **Manage notifications and interruptions**: Multitasking can slow you down; after checking even just one email or chat, it can take a significant amount of time to refocus. To improve concentration, try turning off notifications and checking your email inbox less frequently.
- **Group your meetings together on your calendar**: If your calendar is fragmented with meetings, try grouping meetings on your calendar so you have longer free blocks available to focus.
- **Evaluate and shorten your meetings**: Meetings are essential for many jobs, but they sometimes last longer than needed. An easy starting point for reducing your meeting load is to review your recurring meetings and make sure they're a good use of time each week. Also consider dividing up meetings with coworkers and sharing notes afterwards if you're not all needed in the room at the same time.

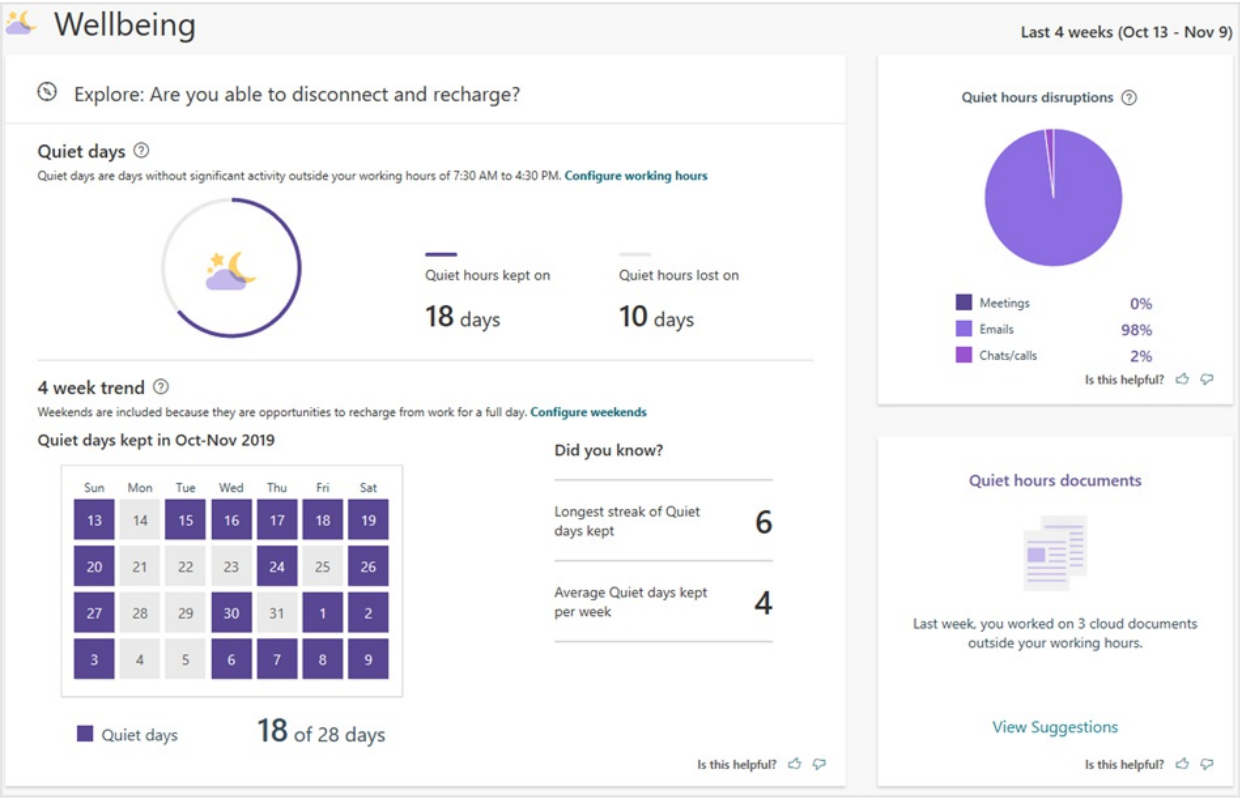
## Related topic

MyAnalytics dashboard

# Wellbeing

4/10/2021 • 2 minutes to read

The MyAnalytics Wellbeing page shows how well you are disconnecting from work during your time off and suggests ways to reduce stress and burnout.




## Productivity insights

These insights are based on your recent workplace activity. Select **View Suggestions** to get ideas about how you might change your current work patterns to improve your work-life balance.

## About the metrics

**Quiet days** measures the number of days where you did not have significant collaboration outside your set work hours (as defined in your Outlook calendar). Significant collaboration includes sending and reading email, sending, and responding to chats, or attending calls and meetings in more than one one-hour period outside your working hours. Weekends are considered all-day quiet hours and are included in the Quiet days calculation because they are opportunities to recharge from work for a full day.

For example: If your set work schedule is 8 AM to 5 PM, Monday through Friday, and you collaborate in meetings, emails, chats, or calls after 5 PM on Monday, or during a weekend, Monday (or the weekend day) won't count as a quiet day.

## Wellbeing tips

- **Turn work off when not at work**: We all need breaks to recharge. Turning work "off" outside of working hours can help you get a better night's sleep and helps you feel refreshed the next day.
- **Turn off notifications when not at work**: Some find it helpful to reserve one night a week away from

work or mute notifications outside of working hours. Research shows that people who disconnect daily from work report lower levels of stress and higher wellbeing.

- **Take a break when at work**: Go enjoy a meal with your team or take a break from work. You'll give your brain a break, grow your network, and help boost your productivity and professional success.
- **Plan time away from work**: Time away from work reduces stress and improves your wellbeing. Use Insights to plan your time away. Resolve meetings that occur while you're away, compose your auto-reply notifications, and book focus time to wrap up tasks before you go and catch up when you get back.
- **Be a thoughtful coworker!** Establishing quiet hours with no meetings or email can lead to better teamwork:
  - For "inform" type emails, condense the emails and status updates into daily or weekly digests. This reduces the overall noise and randomization caused by email overload.
  - Use the delay delivery inline suggestion to schedule email delivery when the recipients are within their working hours. Limit late night and early morning email to urgent email only, to cut through the noise.
  - Turn off notifications on your phone and computer when you are trying to focus.
- **Be respectful of people'stime**:
  - Agree on "team hours." Use the delay delivery inline suggestion to deliver email when most of the team is working.
  - Be intentional about who you invite to meetings.
  - Try to limit meeting overruns.
  - Consider starting a policy of no meetings on Fridays.

## Related topic

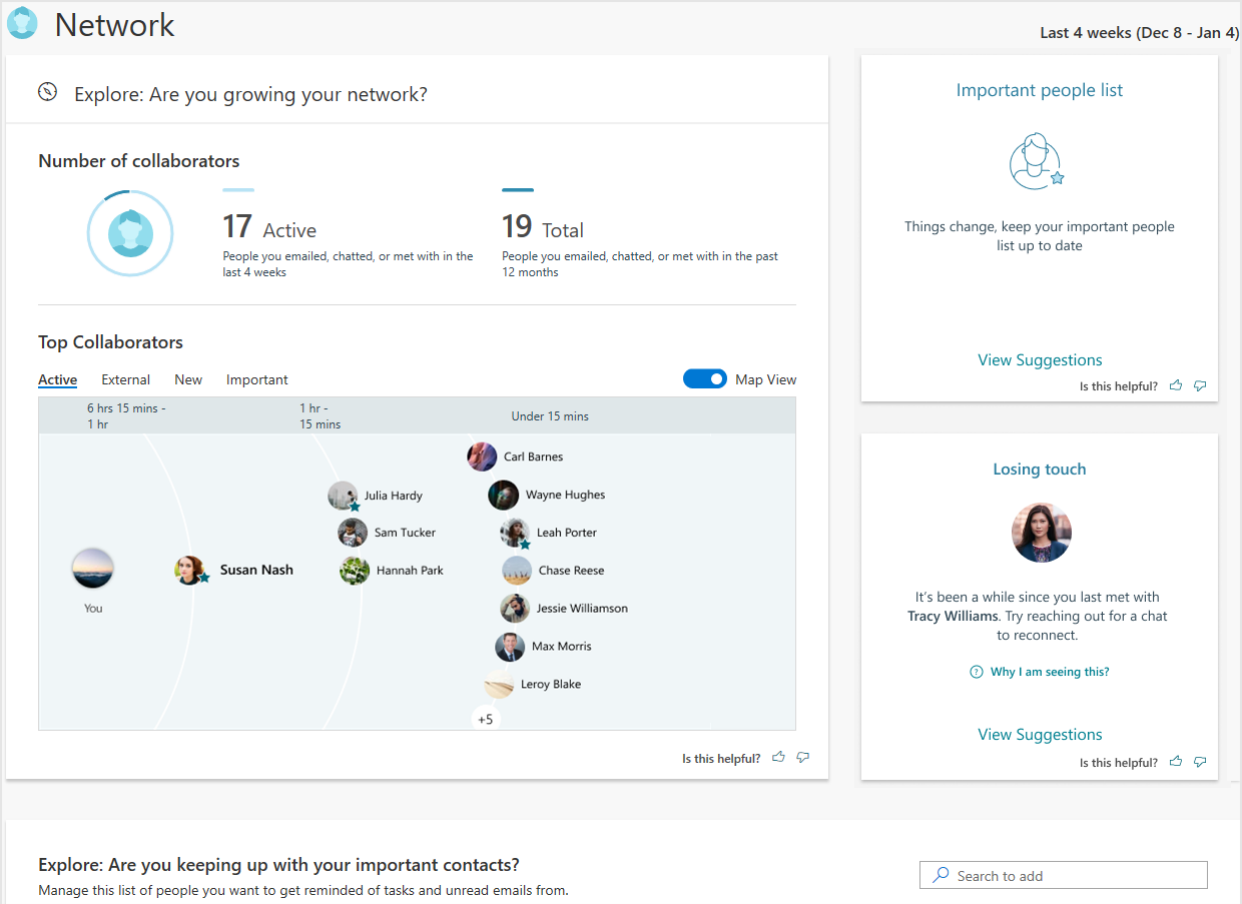
MyAnalytics dashboard

# Network

4/10/2021 • 3 minutes to read

The MyAnalytics Network page shows how many people you actively connect with in the last month and gives you suggestions on how to improve connections with your most important contacts, such as your manager or your direct reports.

It also shows your top collaborators in either a map or list view, enables you to view details about the important people in your network, and suggests people to add to your important list of people and grow your network.




## Productivity insights

These insights are based on your recent activity at work. Select **View Suggestions** to get ideas about how you might change or improve your current network pattern.

## Important people

These are people you marked as important in MyAnalytics. MyAnalytics will help you track your communications with these people and help you maintain healthy work relationships with them. MyAnalytics will remind you of unread emails from these people and tasks you need to do for them.

### To add a person as important

1. Open your MyAnalytics dashboard, and then select **Network**.
2. If the person is listed in the **Suggested people to add** section, select the star under the name to mark the person as important. If the person is not listed, use the search tool at top right of your important people list to search for the person's name, and then select the star next to the name to the list.

**To remove a person from your important list**

1. Open your MyAnalytics dashboard, and then select **Network**.
2. In the **Important people** section, select **Show all**.
3. In the person's card, select the star to remove them from the list.

## About the metrics

- **Top collaborators** are based on your meetings, email, chats, and calls. If you hold a meeting with or exchange email, chats, or calls with coworkers, they are considered collaborators.
- An **active collaborator** is a coworker you collaborated with in the past four weeks, whereas **total collaborators** uses activity over the past year.
- An **important collaborator** is a coworker who you selected as important in MyAnalytics.
- **Total time** is an estimation of the number of hours you spent in meetings, email, chats, and calls with that person in the last four weeks (both during and outside of your working hours).
- **Read percent** is the percentage of email from a collaborator that you read in the last four weeks.
- **Response time** is the average time you took to respond to a collaborator's email in the last four weeks. Specifically, it measures the time between when the email was received by you and when your response was sent.

## Network tips

- **Add top collaborators to your important people list**: Things change. Keep your Important people list up to date. Follow the steps in Important people to update your list.
- **Set up a weekly check-in with your manager**: One-on-ones are a great way to keep your manager in the loop and resolve any issues quickly. Just 30 minutes of one-on-one time each week can help you stay in sync. Research shows that top-performing managers get regular one-on-one time with their team members. One-on-ones give employees an opportunity to voice concerns, share feedback, and stay motivated.
- **Make time for networking**: Making time to foster relationships and grow your network has proven to contribute to professional advancement. A team partner study showed a correlation between successful salespeople and large networks. The top salespeople boasted internal networks that were 33% larger than those who performed below average. In this case, an investment in meaningful coworker relationships translated to higher performance.
- **Spend more time with important collaborators**: Spending more time with the people in your network who align with your top-priority tasks at work can improve team collaboration and increase project success. Consider scheduling just one more weekly, reoccurring meeting with these people.

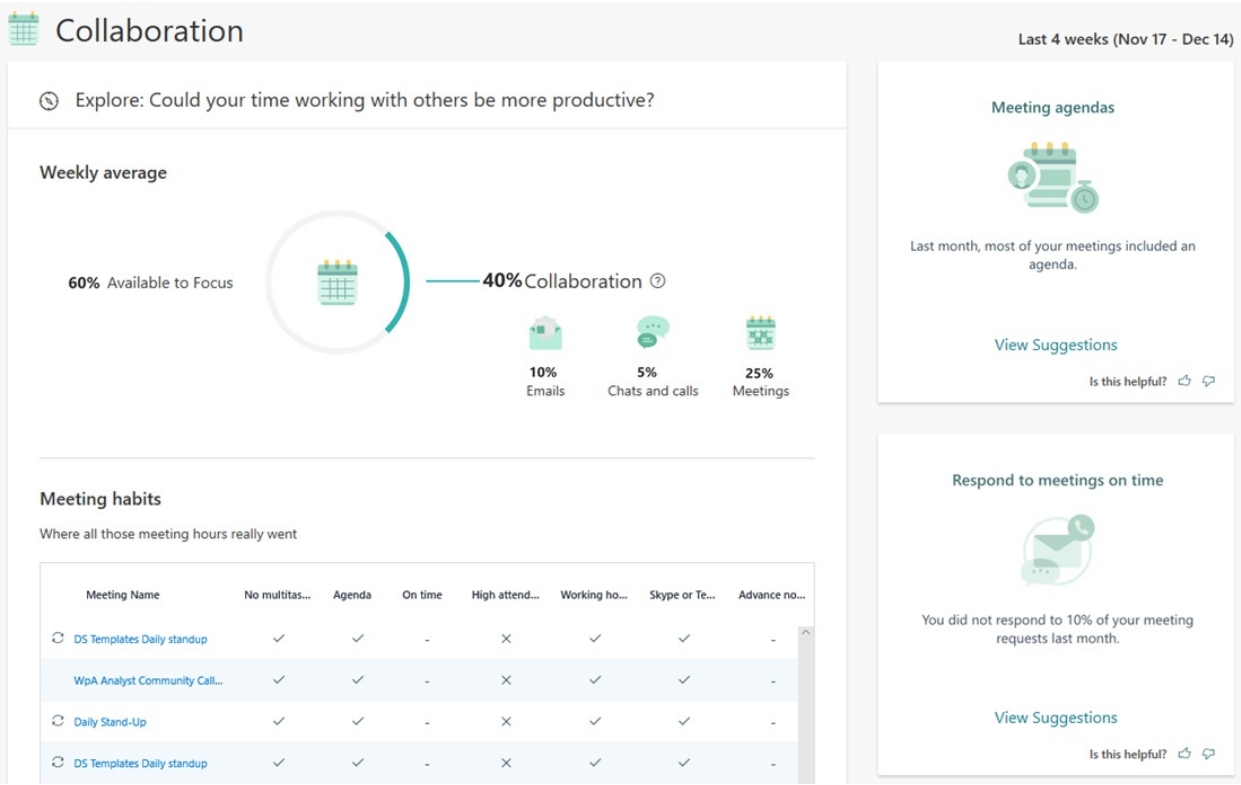
## Related topics

MyAnalytics dashboard

# Collaboration

4/10/2021 • 8 minutes to read

Collaboration in MyAnalytics helps you reflect on how effectively you spend your time in meetings, email, chats, and calls.




## Weekly average

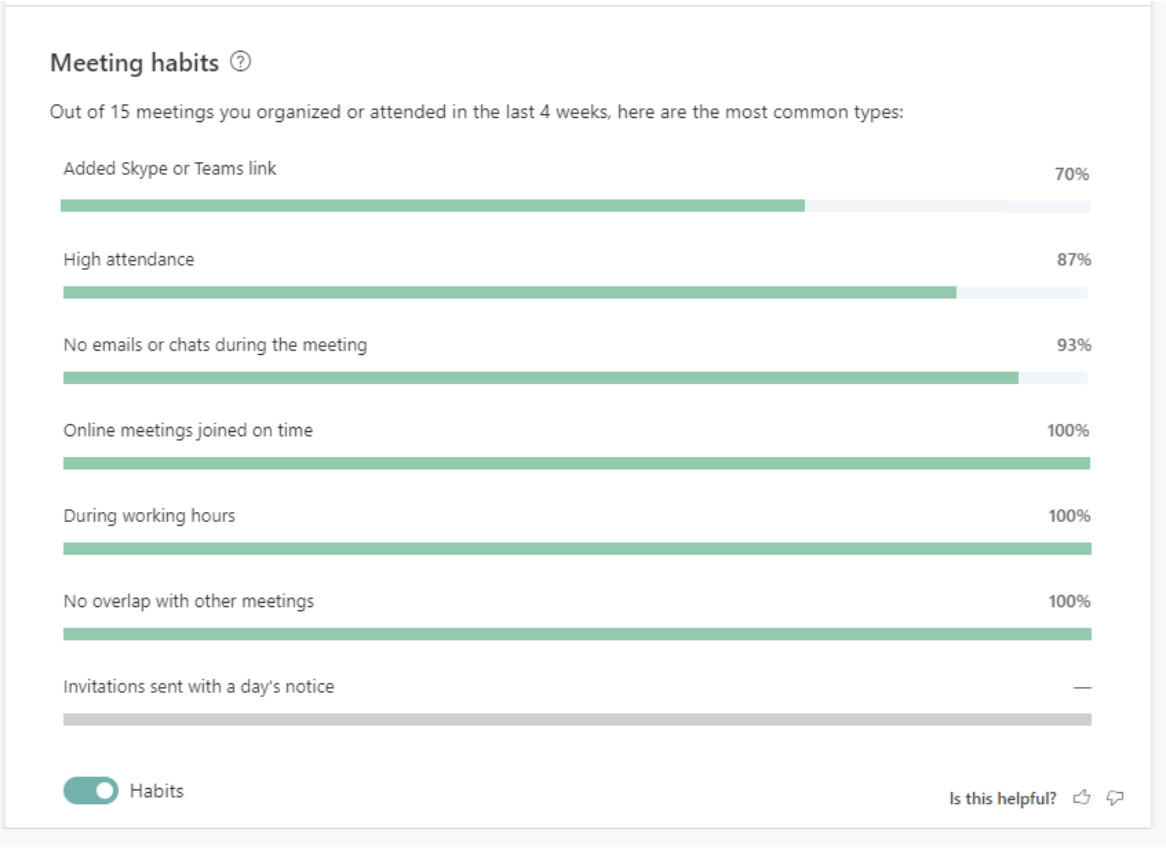
The Weekly average section shows an estimate of how much time you spent in meetings, email, chats, and calls in the past four weeks. It's measured as a percentage of your work week, which is based on activity within your set working hours as configured in Outlook settings.


## Meeting habits

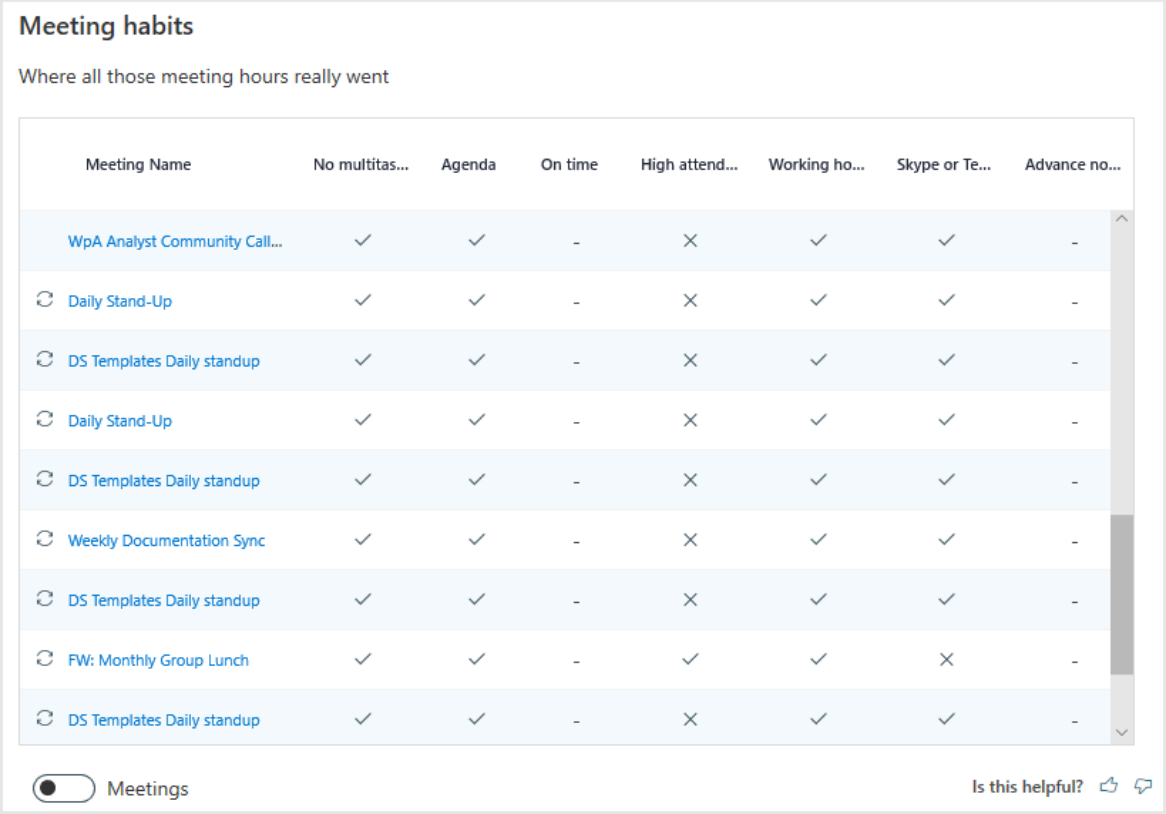
The Meeting habits section highlights what your habits or practices are in meetings you organized and accepted. You can switch between the Habits view and the List view:

- The **Meeting habits** view shows data about your meeting habits based on the meetings on your calendar over the past four weeks. It helps you understand the number of times each of these meeting

types occur out of the total number of meetings you organized or accepted to attend.




- The **List View** shows details about all the meetings on your calendar over the past four weeks.




| ICON | DESCRIPTION |
| --- | --- |
| | Represents a recurring meeting on your calendar. |

| ICON | DESCRIPTION |
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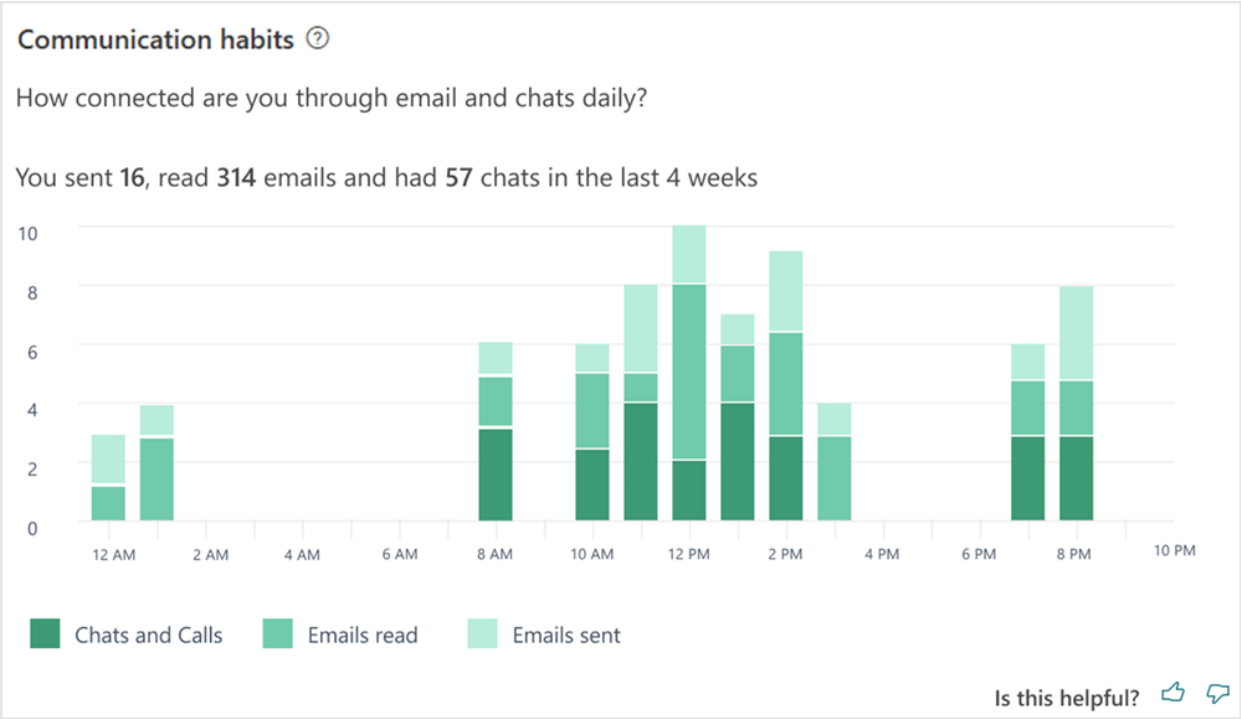
| | Represents a meeting organized by you. |
| | Represents a recurring meeting organized by you. |
| | If a meeting has a check mark in a column, it met that specified meeting's metric. For example, the meeting started on time. |
| | If a meeting has an X in a column, it did not meet that specified meeting's metric. For example, the meeting did not start on time. |
| - | If a meeting has a dash in a column, the specified meeting metric was not applicable for that meeting. For example, the meeting was canceled, so starting on time was not applicable. |
| | Select a column name in the Meetings list to sort the list by that column in ascending or descending order. The sort icon will show up next to the column name that the list is sorted by. |

For a list of meetings that are excluded from the Meetings list and metrics, see Meeting exclusions.

## Communication habits

The Communication habits section shows the total number of chats (instant messages) and emails sent and read during each hour of the day in the past four weeks.




## Productivity insights

The insights are based on your recent collaboration activity at work. Select **View Suggestions** to get ideas

about how you might change your current collaboration patterns.

## About the metrics

### Meetings

Meeting metrics include any meetings that you organized or accepted to attend that have at least one other person attending. Meeting time includes meetings that take place during and outside of your set working hours. After-hours meeting time also affects your Wellbeing metrics.

#### Meeting habit metrics

The following meeting habit metrics are included on the Collaboration page. You can select the question mark icon next to **Meeting habits** to see similar details about them.

- **High attendance** includes meetings you organized or accepted that had greater than a 50 percent response rate.
- **Invitations sent with a days' notice** includes meetings where you sent invitations with more than 24 hours notice before the meeting's scheduled start time.
- **Added Skype or Teams link** includes meetings you organized and included a Skype or Teams link for remote attendance.
- **No overlap with other meetings** includes meetings that you organized or accepted that did not overlap with other meetings.
- **No emails or chats during the meeting** includes meetings during which you did not send a significant number of emails or chats.
- **Online meetings joined on time** includes Skype or Teams meetings that you joined or started on time (or within five minutes of their schedule start time).
- **During working hours** includes meetings you organized or accepted to attend during your working hours.

#### Meeting exclusions

The following meeting types are excluded from meeting metrics:

- Meetings that last eight or more hours, such as all-day meetings.
- Meetings that are marked as **Private**.
- Meetings with no other participants than yourself, for example when you block focus time in your calendar or set reminders.
- Meetings for which **Show As** is set to any of the following values:
  - Free
  - Working Elsewhere
  - Tentative
  - Out of Office

> **NOTE**
>
> MyAnalytics counts double-booked meetings only one time for metric calculations. For example, if you have two meetings scheduled for 10:00 AM to 11:00 AM on the same day, MyAnalytics counts this as only one hour of meeting time.

### Email

Email metrics estimate how much time you spent sending and reading emails, across all devices, such as laptops and mobile phones. Only emails that have your name, or a group you're a member of, on the **To** line or on the **Cc** line are included. Emails that you delete without opening are not included.

Each email you send is assigned 5 minutes. Each email you open is assigned 2.5 minutes. However, shorter

times are assigned for the following scenarios:

- If you send one email and then open or send another one within 5 minutes, the time between the two actions gets assigned to the first email.
- If you open one email and then open or send another one within 2.5 minutes, the time between the two actions gets assigned to the first email.

Also, the time you spend sending or reading email outside your set work hours (as defined by your Outlook settings) will affect your Wellbeing metrics.

**Chats and calls**

MyAnalytics counts your audio calls, video calls, and chats (instant messages) that occur in Teams and in Skype for Business as collaboration activities, which are calculated as follows:

- Each chat or instant message that *you send* counts the time as 30 seconds.
- Each chat that *you receive* counts as zero seconds in time because empirically, time spent on sent messages is a good predictor of the total duration of Teams and Skype for Business sessions.
- Each chat or instant message within a 15-minute window of time is counted as one chat.
- For each impromptu call, MyAnalytics uses the actual duration of the call. An impromptu or ad hoc call is an unscheduled call that's not included in your calendar.
- For calls that are scheduled as meetings in your calendar, the time counts as zero seconds because these calls are already being counted as meeting time.

> **NOTE**
> Chats from Teams channels are excluded from the metrics. Skype for Business data is usually prompt. However, in rare instances, users can experience delays of two to four days. For more information see MyAnalytics FAQ.

**Documents**

MyAnalytics also shows information for OneDrive and SharePoint documents that you have worked on. As a MyAnalytics participant, you'll see the following insights:

- The number of cloud documents that you worked on (read, edited, or reviewed).
- The number of cloud documents that you worked on outside of working hours.

To see these insights, you must have worked on at least three OneDrive or SharePoint cloud documents during the past week.

## Collaboration tips

You might miss out on valuable collaboration time if you're spending too much time on email or impromptu calls or in meetings or chats. Research shows that typically doing just four to five things differently can enable you to increase your collaboration time by 18 to 24 percent.

- **Batch email time**: To reduce distraction, try checking your inbox once an hour. If that works well, try checking email every two hours and so on. Discover how much time you can get back.
- **Group your meetings together on your calendar**: If your calendar is fragmented with meetings, try grouping your meetings on your calendar, so you have longer free blocks available for team collaboration.
- **Reduce the meetings you attend and schedule**:
  - Fewer meetings enables more time for collaboration. Review your recurring meetings to make sure

they're a good use of time each week.
  - Check the attendee lists for meetings you organize. Try condensing meetings with identical attendees.
  - In an office culture where meetings fill the day, make the most of yours. By setting expectations and making goals clear ahead of time, meetings can become more efficient. Giving you and your colleagues some time back.
- **Keep meeting size under control**: Small and short meetings are more conducive to decision making, as it prompts attendees to communicate faster and focus on getting the work done. Research shows that every person added to the meeting group over seven reduces decision effectiveness by 10 percent. Consider making your meeting size small to avoid decision making overhead.
- **Respond to meetings on time**: Respond to meeting invites on time so your team knows what to expect. Coworkers can better prepare for meetings when they have a good sense of who plans to attend.
- **Give people time to prepare for meetings**: Last-minute invitations are sometimes necessary, but your meetings may be more effective if you give attendees some time to prepare.
- **Include Skype or Teams link for remote attendees**: Consider adding a Skype or Team links to your meetings to accommodate remote attendees.
- **Include meeting agendas and action items in your invites**: Add agendas and action items to get the most out of your meetings. Consider adding clarity for what you'd like participants to do with attached files in your meeting invitations.
- **Start and end meetings on time**:
  - When meetings start on time, they are more likely to finish on time and meet the objectives of the meeting. Consider blocking time for preparation before the start of meetings to avoid late starts.
  - Better meeting practices can improve productivity, information sharing, innovation, decision making, and team collaboration.
- **Cancel meetings a day ahead**: If possible, send cancellations to attendees the day before. Do your best to plan ahead so that attendees can optimally re-purpose that time.
- **Take long email threads offline**: For long email threads that increase over the course of a few weeks, consider taking the email offline and scheduling a meeting to sync up.
- **Schedule meeting during work hours**: For non-urgent meetings, scheduling them during the attendees set work hours is a good practice that respects people's wellbeing.
- **Avoid multitasking during meetings**: Research shows that merely having your smartphone nearby impairs cognitive capacity on par with the effects of lacking sleep. Consider putting away your phone while in meetings to dedicate full attention to them.

## Related topics

MyAnalytics dashboard

# Leadership

4/10/2021 • 5 minutes to read

***Applies to:*** *The Leadership page is currently in preview status. It is in the process of rolling out to all MyAnalytics users who are assigned as people managers in Azure AD.*

If you're a people manager, the MyAnalytics Leadership page gives you insights on your relationships with team members that can help you boost team productivity, wellbeing, and engagement.

**Who can see this page**

You have access to this page only if you have team members assigned to you in Azure Active Directory. Contact your Microsoft 365 administrator if you are a people manager but do not see the Leadership page in MyAnalytics.

**A note on data privacy**

All of the information shown on this page is derived from the manager's personal Exchange Online mailbox. Managers do not see any incremental information from team members' mailboxes that would allow them to track a given team members' activities. For example: a manager can use this page to see if they've sent an email to a team member after hours, but they cannot determine whether the team member opened that email. More information is available in the MyAnalytics Privacy guide for admins.

## Leadership insights

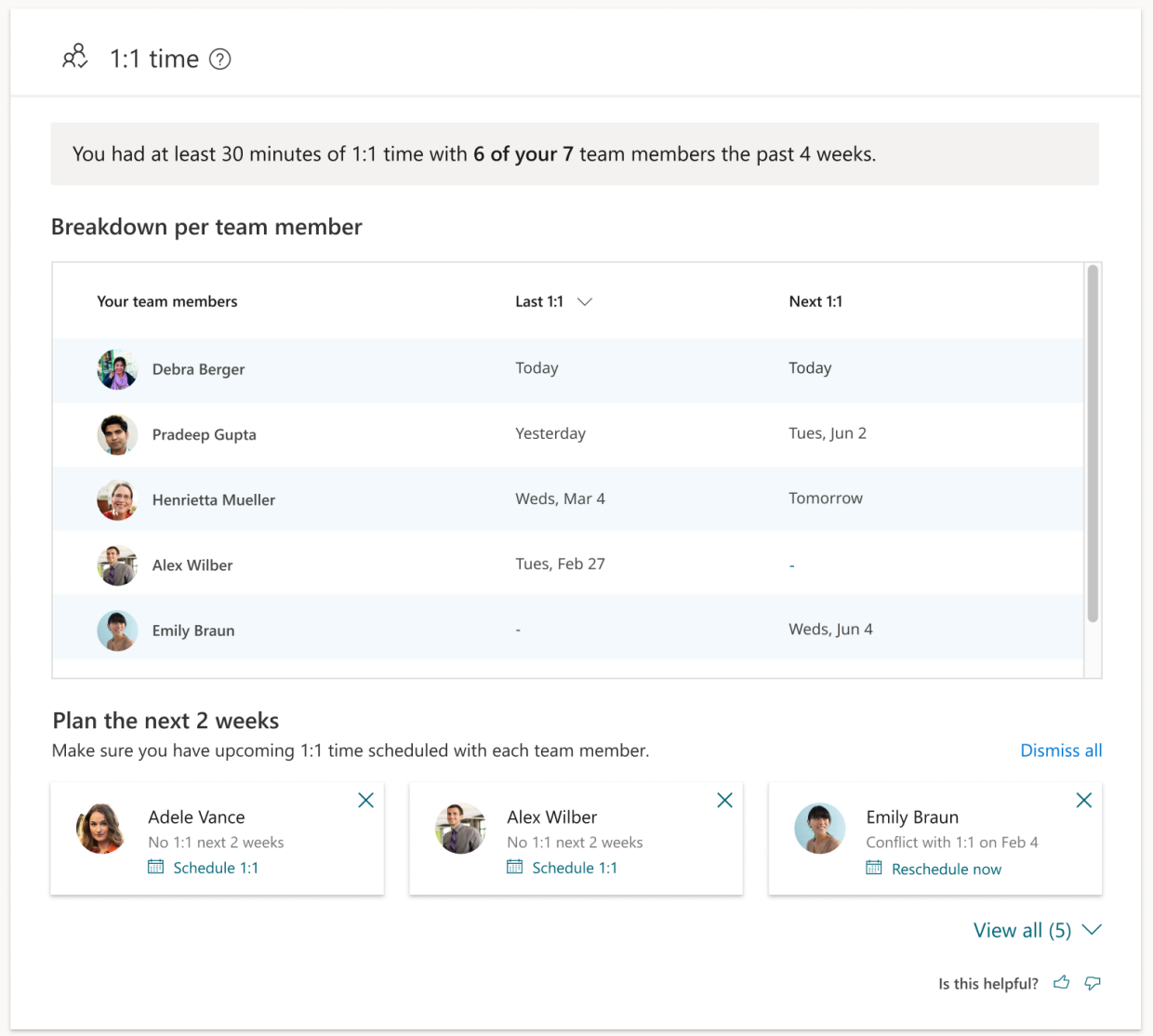
The Leadership page offers the following insights:

- 1:1 time
- Quiet hours impact
- Team meeting habits

**1:1 time**

As a people manager, it's likely that one of your many responsibilities is coaching team members to help them build the skills they need for their role. One of the simplest coaching tools you have at your disposal is 1:1 time. Research by Microsoft has shown that people who get consistent 1:1 time with their manager are more engaged and view the manager's leadership more favorably.

MyAnalytics helps you track your 1:1 trends and ensure that you have regular 1:1 time scheduled with each team member:




**How 1:1 time is calculated**

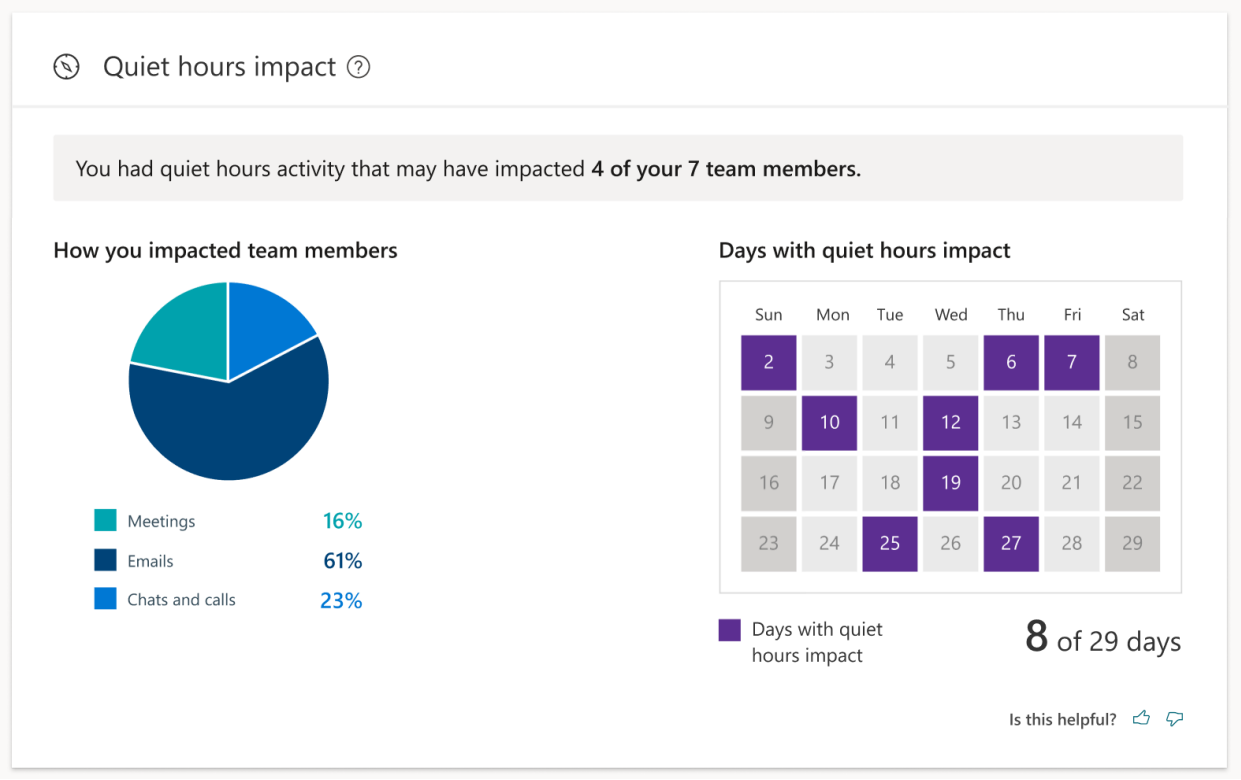
Any meeting on your calendar that includes only you and your team member counts as a 1:1. If the calendar invitation also has a meeting room assigned, it still counts as a 1:1.

If you directly call your team member over Teams or Skype for Business outside of a scheduled 1:1 meeting, it does not count as 1:1 time.

### Quiet hours impact

Research by Microsoft has shown that when managers work after hours, team members take that as a signal that they need to be 'on' too; in one study, every hour that people managers spent after hours translated to 20 minutes of additional direct report time spent after hours. While some team members may actually prefer to do some of their work outside traditional 9-5 working hours, others may struggle to mentally disconnect and recharge for the next day if they receive a late-night message from their manager.

MyAnalytics helps you understand whether you might be impacting team members outside their typical working hours:




**How quiet-hours impact is calculated**

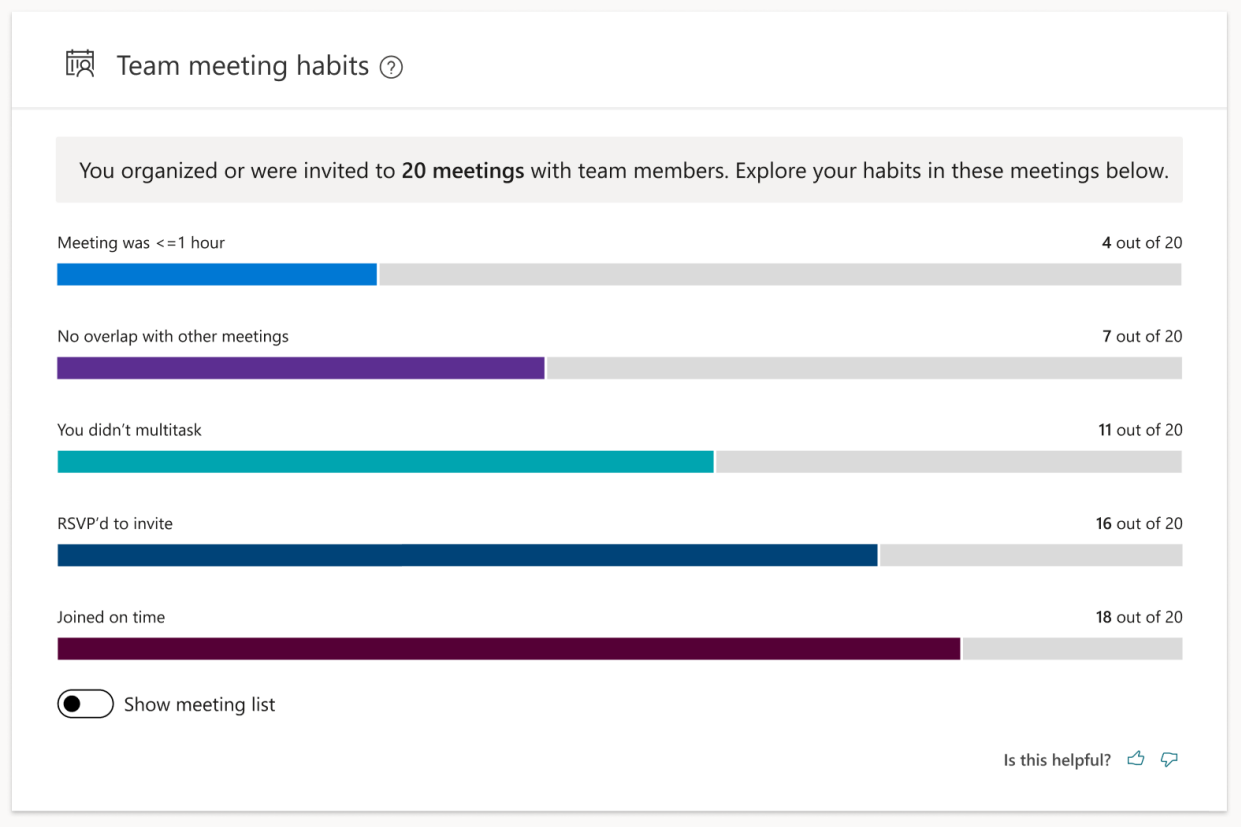
Quiet-hours impact is based on collaboration activity that you initiate with team members more than one hour outside of their working hours as configured in Outlook. This activity includes emails and chats you send as well as meetings and calls you hold. For example, if a team member's configured working hours are 9 AM to 5 PM and you arrange a meeting with them from 6 to 7 PM, this counts as quiet-hours impact.

For emails and chats, it is not necessary for the team member to have actually read or responded to the message you sent; the insight is simply intended to draw your awareness to activities that might have impacted team members after hours.

### Team meeting habits

Managers are role models when it comes to collaboration habits; team members tend to mimic their manager's behavior. One study by Microsoft found, for example, that managers who multitask in meetings (defined as reading or sending emails during a scheduled meeting) are more than two times as likely to have team members who also multitask in meetings.

MyAnalytics helps you track your habits in meetings with team members so that you can be sure to set the right standard:



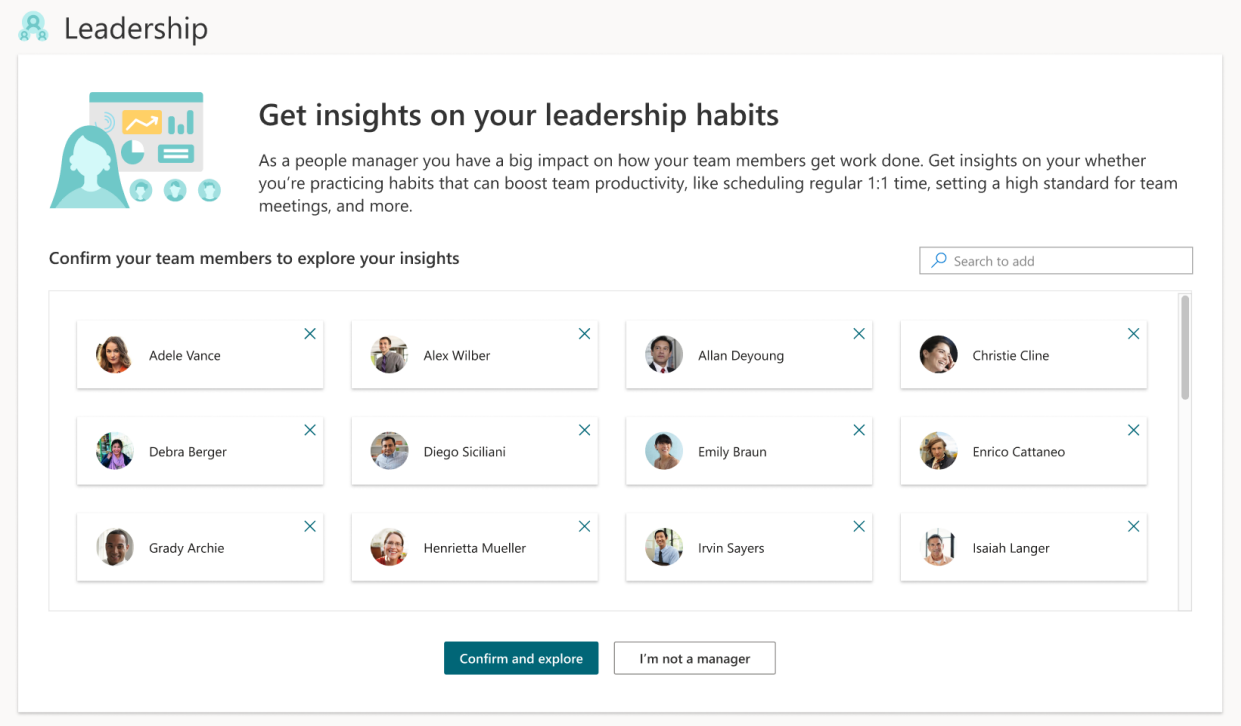

**How team meetings habits are calculated**

A 'team meeting' is any scheduled meeting on your calendar that includes you and at least one of your team members (including 1:1 meetings). The 'habits' shown in this section are defined as follows:

- **<=1 hour:** team meetings that you scheduled that were no longer than one hour.
- **No overlap with other meetings:** team meetings that you scheduled or were invited to that did not overlap with other meetings on your calendar.
- **Didn't multitask:** team meetings that you scheduled or were invited to during which you did not read or send emails or chats.
- **RSVP'd:** team meetings to which you were invited but did not explicitly accept (note that the denominator here excludes meetings that you declined).
- **Joined on time:** online team meetings (over a Teams or Skype for Business link) that you scheduled or were invited to and joined within a few minutes of the scheduled start time.

## Confirming your team

When you first visit the Leadership page, you are asked to confirm your team members. The initial list of team members you see is derived from Azure Active Directory or from Workplace Analytics*. If you make any changes, they will apply only to your MyAnalytics experience (including the Insights Outlook add-in) and will not be synchronized back to Azure AD or to Workplace Analytics*.

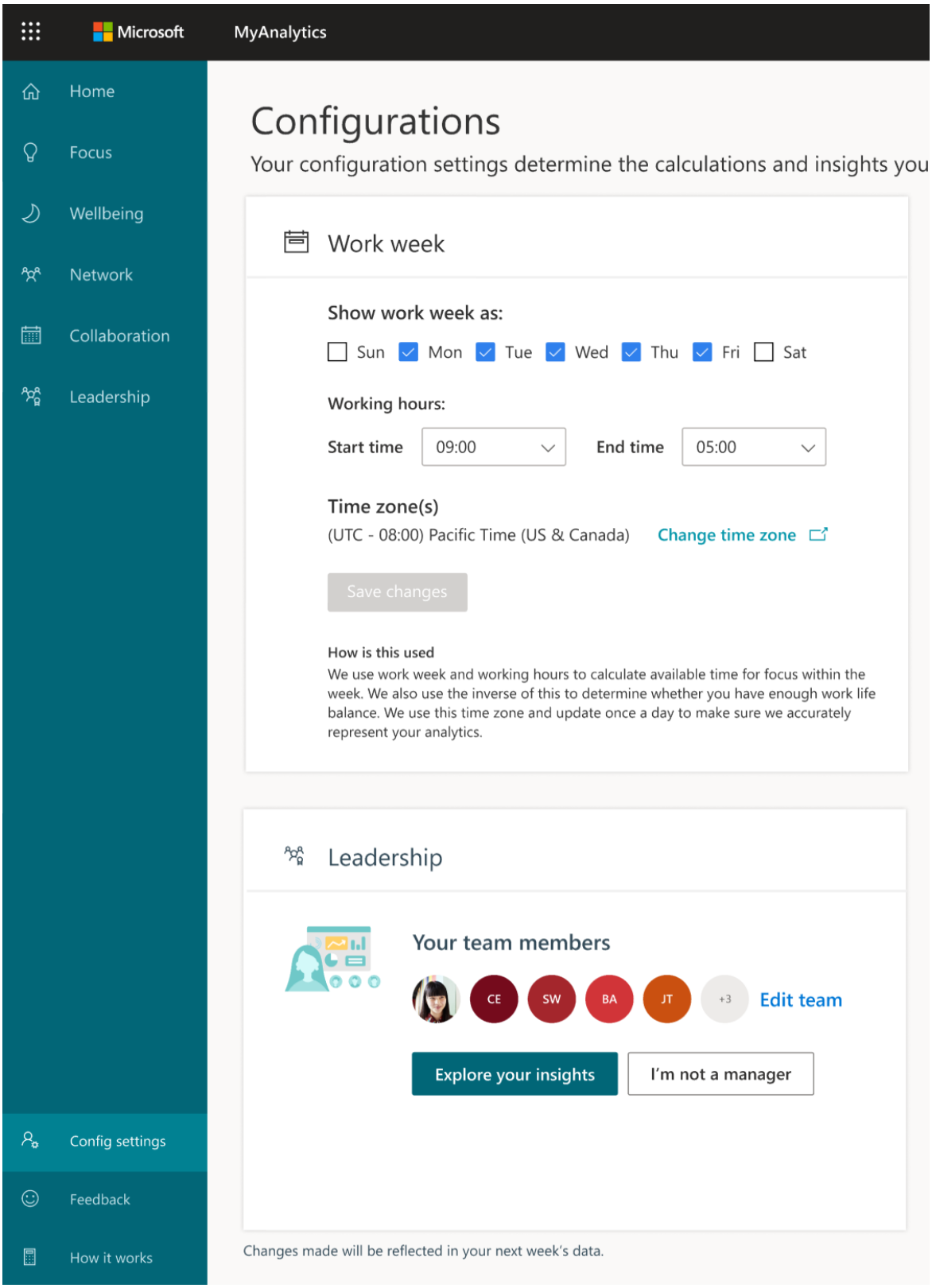



If your team list or job function changes, you can select the **Edit team** link at the top of the Leadership page or visit **Configurations** to add/remove team members or to indicate that you are no longer a manager.

> **NOTE**
>
> If you indicate that you're not a manager, you will not be able to turn the Leadership page back on for yourself in the future.

**To open Configurations**

1. Go to myanalytics.microsoft.com to open your personal MyAnalytics dashboard.
2. In the left navigation pane, select **Config settings**.




## Leadership tips

**When you hold 1:1s, don't make them all about business.** Use the time to learn about the team member as a person and to find areas of common interest outside of work.

**Build a broad internal network.** Research by Microsoft has found that managers with relatively large internal networks receive higher team engagement scores, and their team members tend to have larger networks as well.

**Help team members prioritize tasks.** Research by Microsoft has shown that people who receive prioritization support from managers are better able to maintain productivity levels without working longer hours.

**NOTE**

The Workplace Analytics organizational hierarchy is used for a tenant only if **Insights and plans** is turned **On** for that tenant in the Manager settings of Workplace Analytics.

# Adopt MyAnalytics

4/13/2021 • 2 minutes to read

The following MyAnalytics adoption materials can help teams and individuals reduce stress and burnout, increase productivity and creativity, and make work more enjoyable. The following resources guide you through how to recognize problems and address them by building healthy work habits.

- Individual adoption: This section helps an individual use MyAnalytics to the fullest by providing a framework for building healthier habits and sustaining those changes.
- Team adoption: This section leads a team through a multi-week program in which members learn how to use MyAnalytics to diagnose problems, set and track goals, and build new habits to change the way the team collaborates.
- Habit resources: The learning modules and habit playbooks in this section help you build positive new habits and show you how to use MyAnalytics more effectively.

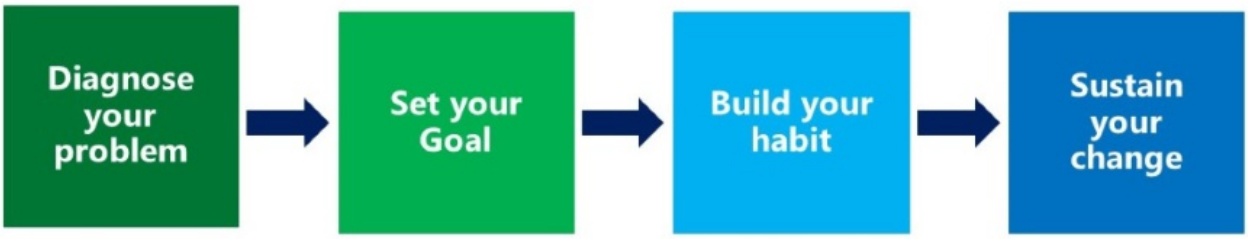
# Get started with MyAnalytics

4/13/2021 • 2 minutes to read

Congratulations on your decision to improve your collaboration habits using MyAnalytics! Healthier collaboration habits can help reduce stress, increase productivity, boost creativity, and make work more enjoyable.

The information and resources in this section will help you get the most out of the MyAnalytics product by providing you with a framework for building healthier habits and sustaining those changes.

Specifically, we will lead you through the following phases:




Diagnose your problem: Guides you through a qualitative and a quantitative diagnosis using MyAnalytics. It helps you identify your specific behavior-change objective and the root causes of your collaboration problem.

Set your goal: Provides guidance on how to properly set a goal to address your problem. It includes defining your purpose and selecting the best metric to support your behavior-change objective.

Build your habit: Helps you select a behavior to achieve your goal, provides a framework for turning behaviors into habits, and deepens your knowledge of how to use MyAnalytics in the habit-building process. The key documents you will use in this step are Learning modules, Habit playbooks, and Habit-building method.

Sustain your change: Provides additional strategies to help you successfully turn your best behaviors into long-term habits.

Before you dive in, please take some time to learn more about MyAnalytics:

MyAnalytics overview: Provides you with more background on MyAnalytics, namely, why it is important and how it can help.

# Diagnose an issue to improve

4/13/2021 • 4 minutes to read

If you are feeling the pain of collaboration overload, but haven't identified the issue and its cause, start with a diagnosis exercise:

Use a list of questions (qualitative diagnosis) and data from your MyAnalytics dashboard (quantitative diagnosis) to better understand your priorities for managing your collaboration load across a few key categories: focus time, email and meetings, networking, and work-life balance.

## Qualitative diagnosis

First, ask yourself the following questions:

**Focus time**

- Am I able to schedule sufficient time to focus on getting my most important work done?
- Do I regularly produce creative and original ideas?
- Am I constantly getting interrupted by others and/or distracted by technology?
- Do I regularly achieve my important deadlines?
- Do I have adequate control over my schedule?

**Email and meetings**

- In general, are the meetings I attend an effective use of my time?
- Could I improve the way I organize and lead meetings?
- Are meetings preventing me from focusing on getting my most important work done?
- Am I fully present and able to add value in the meetings that I attend?
- Am I spending time with the people who are most critical to my priorities?
- Is the volume of emails I receive appropriate, given my role?
- Am I able to effectively manage my inbox?
- Could I improve the way I compose my emails?
- Do I rely too heavily on email versus other communication methods?
- Am I constantly checking email throughout the day?

**Wellbeing**

- Does my job interfere with my personal life?
- Am I constantly reading and sending emails when I am home?
- Do I choose after-hours meetings over personal commitments?
- Am I able to get my most important work done during my regular business hours?
- Do I feel drained and stressed at the end of the day?

**Network**

- Are the people I spend my time with aligned with my top priorities?
- Have I lost touch with people who can help me achieve my goals?
- Could I enhance my job performance by interacting more with people outside my team?
- Am I not responsive enough to important people or groups?
- Could I gain autonomy from or grant it to certain individuals by collaborating less with them?

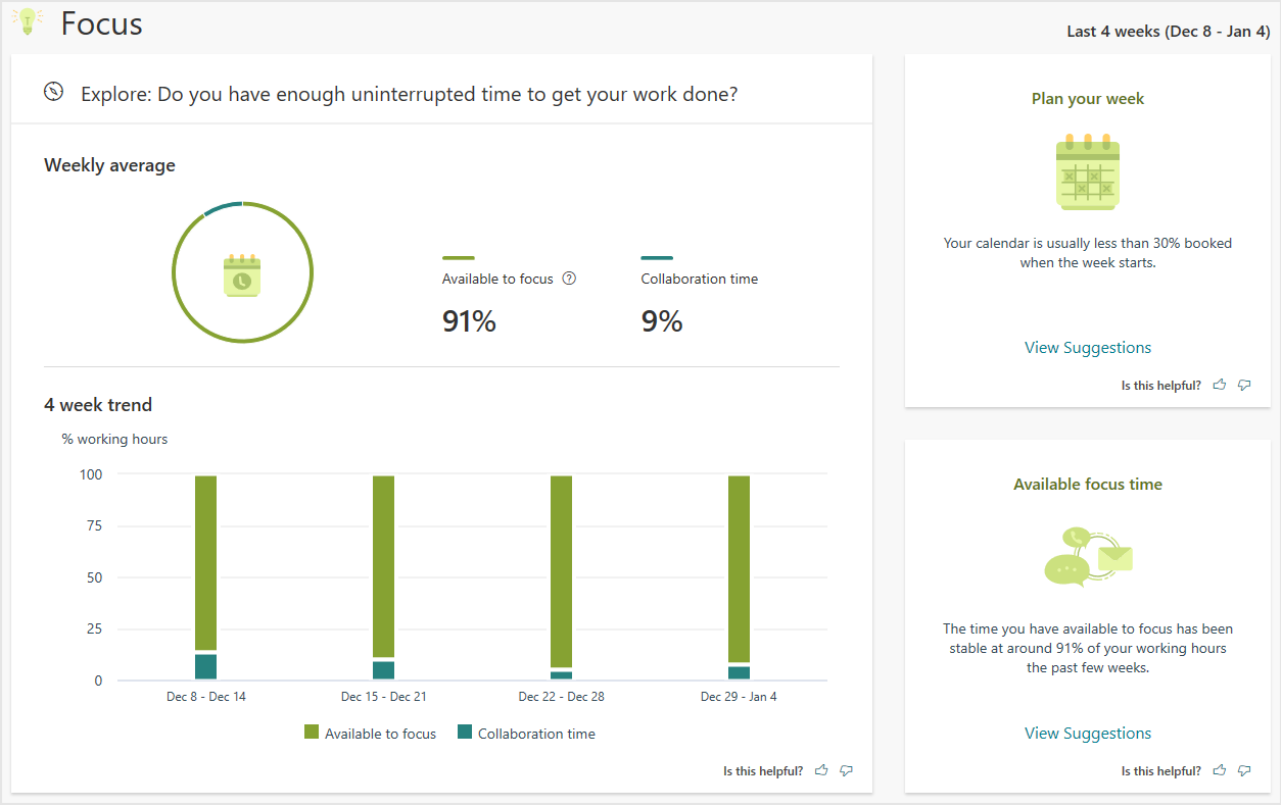
After reflecting on those questions, does a single collaboration category stand out as your biggest pain point or

are you suffering in more than one category? If more than one category, then we recommend that you prioritize and select one category to focus on to get started.

## Quantitative diagnosis

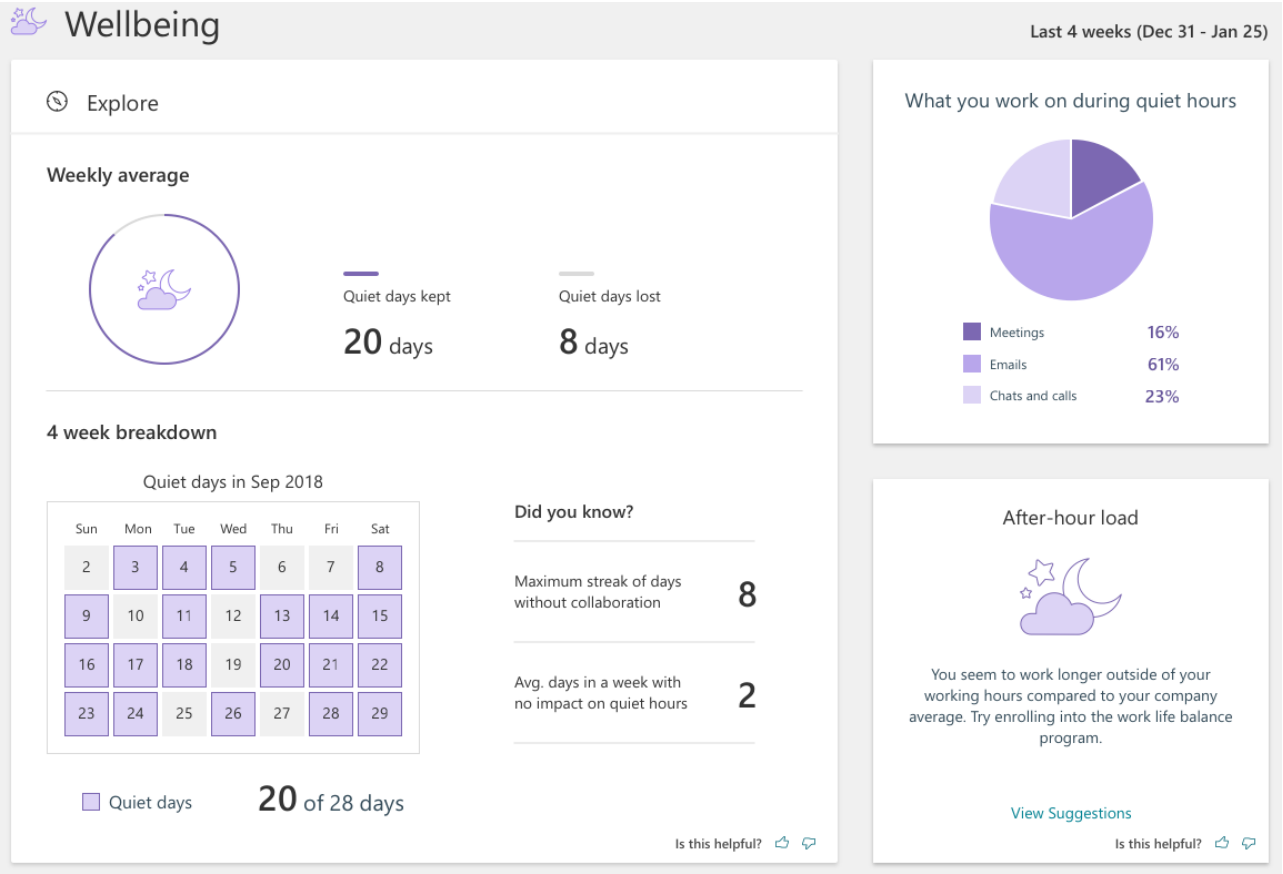
Look at your MyAnalytics dashboard to use data to validate your collaboration pain point and dig deeper to help uncover root causes. We recommend that you look at the past three weeks to help identify patterns and trends. Here are questions to ask to help you analyze the data:

**Focus**



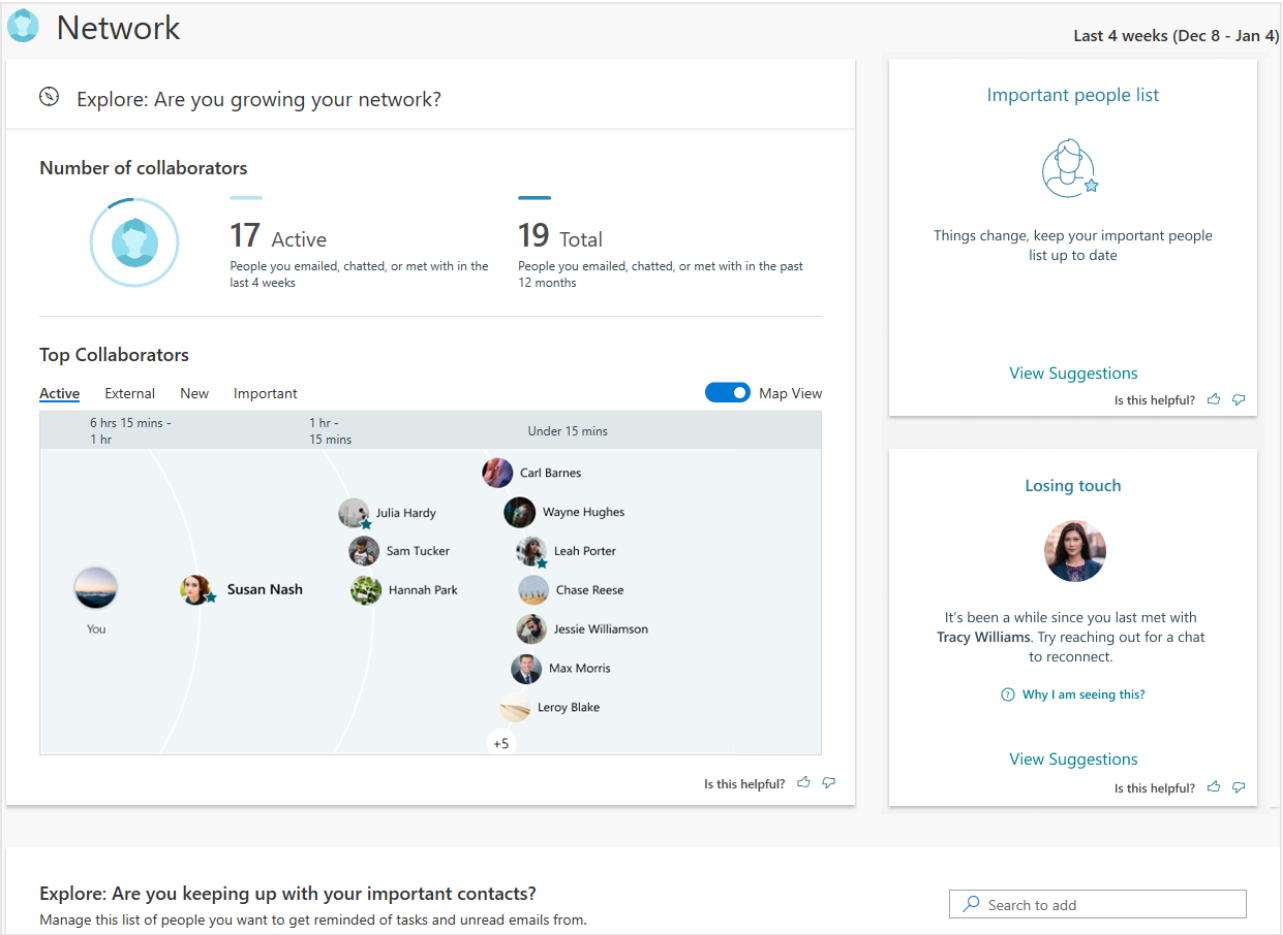

- Is my total number of focus time per week as a percentage of my work week sufficient?
- Which days during the week do I typically get the most time to focus?
- Is the amount of time I spend meeting with others versus focusing on my individual work appropriate for my job?
- Is my total number of email hours per week as a percentage of my work week very high?
- Am I spending more time writing emails than reading emails?
- Am I emailing throughout the day or at specific times during the day?
- Am I reading and sending a lot of emails outside business hours?
- Is my total number of meetings hours per week as a percentage of my work week very high?
- How much time as a percentage of my week should I spend in meetings for my job?
- Are most of the meetings that I attend scheduled by me or by others?

**Wellbeing**




- Is my total after-hours number acceptable?
- Am I collaborating after hours on certain days or every day?
- Am I spending the majority of my after hours in meetings or on email?

**Network**




- Do my time investments in people line up with my top priorities?

- Are there opportunities for me to meet more with or less with certain individuals?
- Is anyone missing from my map with whom I should be spending time?
- Am I acting as a bottleneck for certain people because I am too slow to respond to their emails?

## Behavior-change objectives

After you analyze your collaboration issue both qualitatively and quantitatively, you should have more clarity on what you would like to change about the way you collaborate. Behavior-change objectives include:

- Reduce the number of hours I spend in ineffective meetings.
- Schedule more focus hours to boost my productivity, creativity, and decision making.
- Manage my inbox more effectively.
- Improve the effectiveness of the emails that I send.
- Reduce my after-hours collaboration to achieve a better work-life balance.
- Spend more time with the people in my network who are aligned with my top priorities.

After you have your objective, it's time to convert it into a measurable goal using a MyAnalytics metric. See Set your goal.

# Set your goal

4/13/2021 • 2 minutes to read

## Define your purpose

After you gain more clarity on your collaboration problem and before you set your specific MyAnalytics goal, take some time to reflect on and clearly articulate why you might want to change your behaviors. Articulating these reasons can strengthen your motivation.

People aim to align their actions with their beliefs. If you don't fully believe in the underlying reasons for change, it will be more difficult to maintain new habits. Try answering the following questions to define your purpose for change:

- Why is it important for me to change?
- How exactly will things be better for me if I change?
- How will this change make me a better teammate and/or manager?
- What are the risks of not changing?

## Define your measurable goal

After you have clearly defined your purpose for change, diagnosed your collaboration problem, and selected your behavior-change objective, you are ready to set your specific MyAnalytics goal. To start, find the related metric in your dashboard, figure out how much time you usually spend on the thing you want to change, and write it down, along with your desired target. Each week, you can check your dashboard to see how you compare to your goal. For more information on how to create a plan for achieving your goal, see Habit-building method.

The following table provides some common examples of behavior-change objectives, related metrics in MyAnalytics, and examples of goals that align to those objectives.

| OBJECTIVE | MYANALYTICS METRIC | GOAL EXAMPLE |
|---|---|---|
| Reduce the number of ineffective meetings | • Meetings<br>• Number of conflicting meetings<br>• Number of meetings you're multitasking in<br>• Number of long meetings<br>• Number recurring meetings<br>• Number of meetings that occur outside of working hours | Reduce hours in multitasking meetings by 50% |
| Schedule more focus hours to boost my productivity, creativity, and decision-making | • Focus time<br>• Focus-to-meeting-time ratio (use the focus habits chart in your dashboard) | Spend an equal amount of time in meetings and focus sessions |
| Manage my inbox more effectively | • Email<br>• Number of emails sent and/or received during and outside of working hours | Send zero emails outside of working hours |

| OBJECTIVE | MYANALYTICS METRIC | GOAL EXAMPLE |
| --- | --- | --- |
| Improve the effectiveness of the emails I send | • Email<br>• Number of emails sent and/or received during and outside of working hours | Reduce the number of emails sent by 25% |
| Reduce collaboration outside working hours to achieve a better work-life balance | • Quiet days<br>• Emails sent/received outside working hours<br>• Meetings outside working hours | Spend less than 1 hour per week collaborating outside of working hours |
| Spend more time with the people in my network who are aligned with my top priorities | "My network" metrics:<br>• Meeting time<br>• Response rate<br>• Read rate<br>• 1:1 meetings | Spend two more hours per week with select important contacts (that is, move a person from "right to left" in your "My network" map in your dashboard) |

After you have defined your goal, you are ready to select a behavior to achieve that goal. For more information, see Build your habit.

# Build new habits

4/13/2021 • 2 minutes to read

After you have completed the Diagnose your problem and Set your goal steps, you will have the following elements for your behavior change plan: your purpose for change, your behavior-change objective, and your specific and measurable goal. The missing piece is a behavior to achieve your goal and turn into a habit.


Any number of behaviors can support a goal and turn into a habit. For example, if your goal is to reduce your meeting hours by 50 percent, you could achieve that goal by doing the following:

1. Say no to meetings that don't include an agenda.
2. Avoid meetings during which you multitask.
3. Divide and conquer meetings you share with a coworker.

We recommend that you start by selecting one or two behaviors to keep things simple and to more easily determine which one works best for you. There are no one-size-fits-all solutions to collaboration problems. Use the following to turn new behaviors into solid habits based on behavioral science.

- Learning modules for MyAnalytics
- Habit-building method
- Habit playbooks

# Sustain change

4/13/2021 • 6 minutes to read

Even after you have used some new behaviors to meet your collaboration goals, it can be challenging to maintain those behaviors as habit over the long term. If this is the case, you aren't alone! Luckily, there are strategies that you can use to truly turn your best behaviors into long-term habits:

## Reward yourself

Rewards are critical to habit formation. In the lab, researchers use food rewards to motivate rats, dogs and monkeys to learn new behaviors. Human beings are no different from other animals when it comes to habit formation.

In his book *The Power of Habit*, Charles Duhigg describes the habit-formation process as a three-step loop. "First there is a cue, a trigger that tells your brain to go into automatic mode and which habit to use. Then there is a routine, which can be physical or mental or emotional. Finally, there is a reward, which helps your brain figure out if this particular loop is worth remembering for the future."

To sustain your new behaviors, you should consistently reward yourself. Unlike the lab rats, your reward doesn't have to be a hit of sugar water each time you behave a certain way, and your health will probably thank you if you pick a different treat. Luckily, humans have more options. Here are a few examples using the behavior of "declining a meeting that does not include an agenda":

- Raise your arms in victory every time you say no to a meeting. Do this because the body has a primitive and direct link to the mind. This illustrates what Harvard professor and author Amy Cuddy calls a "body-mind nudge" -- a specific kind of "self-nudge," a message to your body language and mind-set that can produce psychological and behavioral improvements in the moment.
- Listen to a song from a special, high-energy "I just declined a meeting" playlist.
- Take the time you save from the meeting and put it towards something you will enjoy, like scheduling a lunch date with a friendly colleague (Can't find time on their calendar? Refer them to your habit playbook!)

As you seek the reward that works best for you, be creative and be flexible. Just as you experiment to find the right behaviors to help you meet your goal, you might also need to experiment to find the right reward. Sometimes when you are struggling to make a new habit stick, it's not because the habit is the wrong one for you, but because you haven't paired it with the right reward.

Often, the best rewards are ones that you look forward to with anticipation. Once you create an association between the behavior and its reward, that anticipation will carry over to the behavior, too. Whenever you engage in your new behavior, take a moment to think about the reward - for example, picture yourself enjoying great food and conversation with a favorite colleague while you decline that meeting. Especially if the reward is not something you will get to enjoy immediately, this practice will reinforce the association between the reward and the behavior.

## Remove barriers

When we attempt to change our habits, we often focus exclusively on ways to motivate ourselves. But no matter how good the reward is going to be, if you need to drive 30 minutes out of your way to get to a gym, it will probably be a struggle to make gym-going a long-term habit.

Just as important as picking the right reward is identifying the barriers to change and removing them. Consider everything that needs to happen to accomplish a behavior. For example, you might plan to improve your focus

at work by only answering emails twice a day in batches. To make this work, you'll need to ignore email alerts as they come in, dedicate specific blocks of time to responses, and manage expectations with your collaborators. Two potential barriers are clear: you might be tempted to respond to email alerts immediately, or you might feel obligated to immediately follow up on commitments you make during meetings.

Having identified potential barriers, you can find solutions. Turn off email alerts and close your email client. If you have frequent meetings, use the block of time immediately after a meeting for responding to emails. If you only meet infrequently, you can email your collaborators, "I'll follow up by end of day tomorrow," to acknowledge the email and ensure you'll be able to use a dedicated email time block for that purpose.

## Manage expectations

Without some upfront conversations about what you are trying to achieve, even well-meaning teammates can sabotage your efforts to reclaim your time. Tell your manager and closest collaborators about the new habits you are trying to develop and why. Use this conversation to manage their expectations. For example, if your goal is to work more efficiently, and you are committed to avoid sending emails after the end of the work day, then your coworkers should know to call you in an emergency but otherwise wait until morning for your responses.

Creating boundaries around how you collaborate can feel uncomfortable, especially when you are setting those boundaries with a manager. Many people want their peers and supervisor to see them as team players, willing to do whatever it takes. Remember: setting boundaries on collaboration does not mean you aren't a team player. Too much collaboration increases stress, lowers productivity, and impedes creativity, and often with little additional benefit.

If you are worried about having these conversations with your colleagues, prepare by writing down the ways in which you anticipate that improving your collaboration balance will allow you to improve the quality of your work and be a better teammate. You may find that these notes end up being unnecessary. People typically respond positively when you set boundaries with them, and they quickly adapt to new ways of working when it becomes evident that your performance – and theirs – won't suffer as a result. As a bonus, when you take the time to communicate your boundaries and explain your approach to change, you can inspire others to make the change as well.

## Work as a team

Human behaviors are heavily influenced by social norms, which are the values, actions and expectations of a group. If you and a few others on your team adopt a behavior and make it visible, it can spread across your entire team and establish a new norm.

Professor Sandy Pentland, who directs the MIT Connection Science and Human Dynamics labs, says collective intelligence builds when one person shows enthusiasm, recruits others and the group begins to work together. "Just hearing something said rarely results in change in behavior. They're just words. When we see people in our peer group play with an idea, our behavior changes." (*The Culture Code*, by Daniel Coyle).

Here are some suggestions for how to use MyAnalytics to change habits as a team:

- Select a few Habit playbooks and do them together. Turn it into a friendly competition. For example, schedule a quick team check-in for the end of the month, and hand out prizes to anyone who can show that they spent zero hours multitasking in meetings during that month.
- Share the Learning modules with the full team and carve out time during team meetings to discuss them. These discussions can help you identify habits to experiment with and select new team collaboration norms.
- Try the MyAnalytics Team Behavior Change Program.

# Additional resources

4/13/2021 • 3 minutes to read

The following is a list of helpful resources that can help get you and your team started in achieving your work-life balance goals and much more.

## A selection of our favorite books

- *Deep Work*, by Cal Newport
- *How to Have A Good Day*, by Caroline Webb
- *One Second Ahead*, by Rasmus Houggard
- *Switch*, by Dan and Chip Heath
- *The Power of Habit*, by Charles Duhigg
- *Time Talent and Energy*, by Michael Mankins and Eric Garton

## Articles about collaboration, focus, meetings, email, and work-life balance

**Collaboration Overload**

- Overview: Collaborative Overload
- Overview: The Collaboration Curse
- Overview: How Successful People Manage Collaborative Overload

**Focus hours**

- "Deep Work": Hidden Brain Podcast: Deep Work, Cal Newport
- Multitasking: Productivity in Peril: Higher and Higher Rates of Technology Multitasking
- Multitasking: Why You Shouldn't Multitask
- Multitasking: If You Multitask During Meetings Your Team Will Too
- Multitasking: How Can I Use More of My Brain?
- Multi-teaming: How to Stay Focused if You're Assigned to Multiple Projects
- Interruptions: Brain, Interrupted
- Interruptions: Worker Interrupted: The Cost of Task Switching
- Interruptions: To Control Your Life, Control What You Pay Attention To
- Interruptions: Workplace Distractions: Here is Why You Won't Finish This Article
- Interruptions: Having Your Smartphone Nearby Takes a Toll on Your Thinking
- Time Blocking: Could Time Blocking Replace Your To-Do List?
- Time Blocking: How to Be Healthier, Happier and More Productive: It's All in the Timing

**Meetings**

- Meeting design: Master the Team Meeting
- Meeting design: Plan A Better Meeting with Design Thinking
- Meeting design: The 7 Imperatives to Keeping Meetings on Track
- Meeting design: How to Design an Agenda for an Effective Meeting
- Meeting design: Decision-Focused Meetings
- Meeting design: How to Design Meetings Your Team Will Want to Attend
- Meeting design: Five Ways to Run Better Virtual Meetings

- Meeting design: How to Know If There Are Too Many People in Your Meeting
- Reduce meetings: Stop the Meeting Madness
- Reduce meetings: Polite Ways to Decline a Meeting Invitation
- Reduce Meetings: Do you Really Need to Hold that Meeting?
- Reduce meetings: How to Finally Kill the Useless Recurring Meeting
- Reduce meetings: How to Get Out of a Meeting You Know Will Waste Your Time
- The "18-minute Rule": The Science Behind Ted's 18 Minute Rule
- Time management: Your Scarcest Resource

**Email**

- Email impact: 5 Ways Email Makes Your Employees Miserable
- Email impact: Your Late Night Emails Are Hurting Your Team
- Email impact: Stop Wasting Everyone's Time
- Email impact: What Work Email Can Reveal About Performance and Potential
- Email impact: To Reduce Email Start at the Top
- Email writing strategies: How to Make Sure Your Emails Give the Right Impression
- Email writing strategies: How to Write Email with Military Precision
- Email writing strategies: Fundamental Email Etiquette
- Gain control of your inbox: Stop Letting Your Email Control Your Work Day

**After Hours**

- Email and devices: Device Free Time Is as Important as Work-Life Balance
- Email and devices: End the Tyranny of 24/7 Email
- Email and devices: Using Your Phone At Dinner Makes You Unhappy, Science Says
- Email and devices: If You Multitask During Meetings Your Team Will Too
- Email and devices: Your Late Night Emails Are Hurting Your Team
- Work-Life balance: Rethinking the Work-Life Equation
- Work-Life balance: Google's Scientific Approach to Work-Life Balance (and Much More)
- Work-life balance: If You Are So Successful, Why Are You Still Working 70 Hours a Week?
- Work-life balance: How to Let Go at the End of the Workday
- Work-life balance: Your Boss's Work-Life Balance Matters as Much as Your Own
- Work-life balance: Help Your Team Achieve Work-Life Balance - Even When You Can't
- Work-life balance: How Being a Workaholic Differs from Working Long Hours - and Why That Matters for Your Health
- Work-life balance: Understanding Speed and Velocity: Saying "NO" to the Non-Essential
- Work-life balance: Eight Ways to Say No with Grace and Style

# Get started

4/13/2021 • 5 minutes to read

## The MyAnalytics Team Behavior Change Program

The MyAnalytics Team Behavior Change Program uses MyAnalytics and behavioral science to help teams reduce burnout and increase productivity by improving their collaboration habits. (See Collaborative Overload for more background).

In this multi-week program, team members who are led by a manager work together to learn how to use MyAnalytics, diagnose problems, set and track goals, and build new habits to change the way the team collaborates.

At its core, the program is a series of MyAnalytics Learning modules and Habit playbooks that can require as little as 15 minutes per week from team members.

The biggest time investment is made upfront by the program manager who is responsible for designing a program that will meet the team's needs. For example, the program manager might design a short program that encourages teams to experiment with new behaviors, or they might launch a longer, more rigorous program that requires an overarching team goal and weekly check-in meetings.

> **NOTE**
>
> The following content is meant to help program managers design a wide range of custom habit-change programs for teams.

**Benefits of a team-based approach to change**

We all know that change can be hard. People are hard-wired to stick to the status quo even when it hurts. However, behavior change doesn't have to be overwhelming. Collaboration without burnout says research indicates that doing just four or five things differently can enable people to reclaim 18 to 24 percent of their collaborative time.

Team commitment can be a powerful lever for individual behavior change. In *The Power of Habit*, Charles Duhigg writes, "The evidence is clear: if you want to change a habit, you must find an alternative routine, and your odds of success go up dramatically when you commit to changing as part of a group."

Professor Sandy Pentland, who directs the MIT Connection Science and Human Dynamics labs, has said that collective intelligence builds when one person shows enthusiasm, recruits others, and the group begins to work together. "Just hearing something said rarely results in change in behavior. They're just words. When we see people in our peer group play with an idea, our behavior changes." (*The Culture Code*, by Daniel Coyle)

## Conditions for program success

The following program components are critical for the success of any change program:

- An executive sponsor
- A program purpose statement
- A dedicated program manager
- A well-defined and empowered team

**An executive sponsor**

Multiple large studies conducted over the past two decades have consistently identified an active and visible executive sponsor as the most important contributor to change-management success (Prosci Best Practices Report).

Unless the scope of change is very extensive, an executive sponsor does not have to be a c-level executive, but regardless of title, this person should hold a senior-level leadership position and be a key decision-maker for the team. For more information on the role of the executive sponsor, see Roles and responsibilities.

**A program purpose statement**

To enthusiastically participate in a change program, participants need to believe in the purpose behind a change. When people are asked to behave in a way that conflicts with their beliefs, they tend to resist change. Therefore, a program's executive sponsor must partner with the program manager to define a compelling purpose statement for the program. The following questions can help to define the program purpose:

- What do we want to change about our existing collaboration habits?
- Why is this change important for the business?
- What are the employee benefits of the change?
- What is the risk of not changing?

Keep in mind that what motivates management might not be what motivates employees. Research shows that people frequently overestimate the extent to which others share their own attitudes, beliefs, and opinions, and they find it difficult to imagine that others don't know something that they themselves do know (The Four Building Blocks of Change). To avoid these biases, reflect on what specifically motivates your team, such as their impact on their colleagues and/or customer, and build that into the program purpose. (The Irrational Side of Change Management).

As you answer these questions, seek input from select members of your team. Their involvement in the development phase helps to cultivate their commitment to the change program. Behavioral science shows that when people choose their direction for themselves, they are far more committed to outcomes. Keep this insight in mind when structuring the details of the program.

**A dedicated program manager**

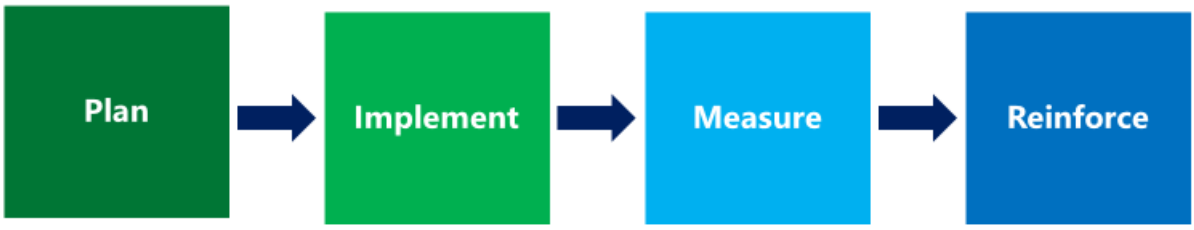
A dedicated program manager is the heart of a change program. This person has a deep understanding of the team's challenges and is invested in realizing positive results. The program manager is typically the team's direct manager. If not, then they are someone with authority whom the team trusts and knows well. For more information, see Program manager.

**A well-defined and empowered team**

Programs are most effective when the participating team is deliberately defined as people working under the same conditions and toward the same business objectives. This shared purpose and environment enables effective goal setting and accountability. Collaboration problems and their root causes can vary significantly across teams even within the same department. While there is no "one-size fits all" solution to collaboration problems, a cohesive team has better odds of defining a shared goal and identifying new team norms to meet that goal. An example of a cohesive team is a marketing team reporting to a single manager all focused on marketing the same product.

Just as important as defining a cohesive team is to ensure that the people on that team are empowered to change. They need to feel confident that they can safely experiment with new behaviors. For example, if the team goal is to reduce meeting hours, but team members are afraid to decline a meeting invite, the program will fail. It is the job of both the executive sponsor and program manager to empower program participants through clear communications, behavior role-modeling, and providing rewards and recognition (for more information on rewards and recognition, see Reinforce).

## Program Phases




The MyAnalytics Team Behavior Change Program has four phases: plan, implement, measure, and reinforce.

Plan: The program manager collaborates with key stakeholders to create the program plan tailored to the needs of the team. Planning activities include building the team, structuring the program, and developing the communications plan.

Key stakeholders are people who've been chosen by the program manager to help build the program. The stakeholders include the executive sponsor, any managers involved in program implementation, and select team members from whom the program manager solicits feedback.

Implement: The team implements the program, guided by the program manager. Program participants are engaged and supported with regular communications, resources, and check-ins.

Measure: The program manager collects and analyzes feedback and data from MyAnalytics, surveys, and any additional sources to measure the program results and create the program debrief.

Reinforce: The executive sponsor and program manager establish appropriate rewards and recognition to encourage sustained change. They also determine next steps for the program.

# Plan

4/13/2021 • 12 minutes to read

## Roles and responsibilities

The ideal program team is comprised of the following members:

- Executive sponsor
- Program manager
- Change agents
- Program participants

> **NOTE**
> If you are a manager of a small team interested in running this program, focus on the program manager and program participants roles. However, it's a good idea to inform your manager or an executive sponsor of your admirable effort to help your team build healthier collaboration habits.

**Executive sponsor**

The executive sponsor is an influential senior leader who actively promotes the value of developing healthier collaboration habits. This person is committed to endorsing MyAnalytics and role modeling healthy work habits. The program participants need to be in this person's organization.

The critical responsibilities of the executive sponsor are:

- Participate in defining and communicating the program purpose
- Remove obstacles in the way of the team's success
- Build excitement for MyAnalytics and the change program
- Participate in select program activities
- Serve as a role model for behaviors that you want to promote
- Encourage managers to participate and support the change

**Program manager**

The program manager is the main architect of the program and leads implementation. This person can either be the manager of the program participants or another influential and well-respected member of the team who is endorsed by the team's manager. It is important that this person have strong project management skills. It is also helpful for this person to have previous experience building and running change programs for a group.

The critical responsibilities for the program manager are:

- Secure support from an executive sponsor if the program is not driven from the top
- Identify, train, and manage change agents
- Remove obstacles in the way of the team's success (See the following note)
- Lead program communications and regularly reinforce the program purpose
- Structure the change program and lead activities
- Lead discussions and idea sharing at check-ins and through collaboration channels
- Champion the MyAnalytics product and act as an internal product expert
- Collect, manage, and analyze program feedback and data
- Serve as a role model for behaviors that you want to promote

> **NOTE**
> Managers typically focus on incentives to motivate people to change, but often we can do more to facilitate change by removing obstacles than by pushing people into a certain direction (*Nudge*, by Richard Thaler and Cass Sunstein). For example, if your team's goal is to add more focus hours but there are no places in your office for quiet work, then designate a few "no-interruption zones" in your space dedicated to focus time.

**Change agents**

Change agents are influential team members who help drive program awareness and engagement. They are great communicators, enthusiastic and forward thinking. In many cases, especially if the number of program participants is large, the change agents share responsibilities with the program manager.

The critical responsibilities for the change agents are:

- Amplify program communications
- Build excitement for the program
- Champion MyAnalytics and act as internal product experts
- Lead select program activities, such as program check-ins
- Prime discussions and idea sharing through collaboration channels
- Collect and share program feedback with the program manager
- Serve as a role model for behaviors that you want to promote

**Program participants**

The program participants are also known as the "team". Without their active and willing participation, change is impossible. While there is no minimum team size, a team comprised of between 10 and 20 participants is ideal. If a team has more than 20 people, consider creating subgroups based on common characteristics and assigning change agents to lead each subgroup.

If you want to select a single subgroup from a larger population, select a team that is central to your network and could inspire other teams to adopt healthier work habits.

The critical responsibilities for the program participants are:

- Learn and actively use MyAnalytics
- Attend group meetings – for example, check-ins
- Participate in group discussions and share ideas
- Complete all program surveys
- Provide input to help set goals
- Commit time to learning about behavior change
- Experiment with new behaviors
- Provide feedback on the program
- Help hold teammates accountable for change

The program manager can ask program participants to share their personal collaboration data so that it can be aggregated to a team level to track and measure goal attainment. These materials include instructions for sharing and aggregating data (see Data sharing), for the participants who choose to opt in to sharing their MyAnalytics data.

Program participants should also be allowed to opt-out of the program if they so choose. If someone does want to opt-out, spend time with that person to understand their concerns, and address those concerns if possible. By identifying resistant individuals early in the program, you can manage them (see Manage resistance) so that they don't jeopardize program success down the road.

# Structure the program

The program manager needs to define the following:

- Program duration and dates
- Program components
- A supplementary outcome metric (optional)
- A control group (optional)

**Program duration and dates**

A program duration of 12 weeks typically gives people adequate time to learn how to use MyAnalytics, process new learnings, and experiment with new behaviors. Depending on a team's needs and where they are in the behavior-change journey, programs might be shorter or longer.

When you select the program's start and end dates, find a period in which you expect few major disruptions to your team's calendar. Avoid the holiday season and the summer vacation period since your team is more likely to experience atypical work weeks. Consider your team's rhythm of business. Avoid running a program during peak workload periods, such as around big or unusual project deadlines.

If MyAnalytics is new for your team, wait at least two weeks after the product launches before starting a change program. This gives MyAnalytics time to process enough data that all of its features might be used, and this gives program participants enough data to establish meaningful baselines for measuring their progress.

**Program components**

These materials provide guidance for using the following six program components:

- Kickoff meeting
- Surveys
- Learning modules
- Habit playbooks
- Check-ins
- Collaboration channel

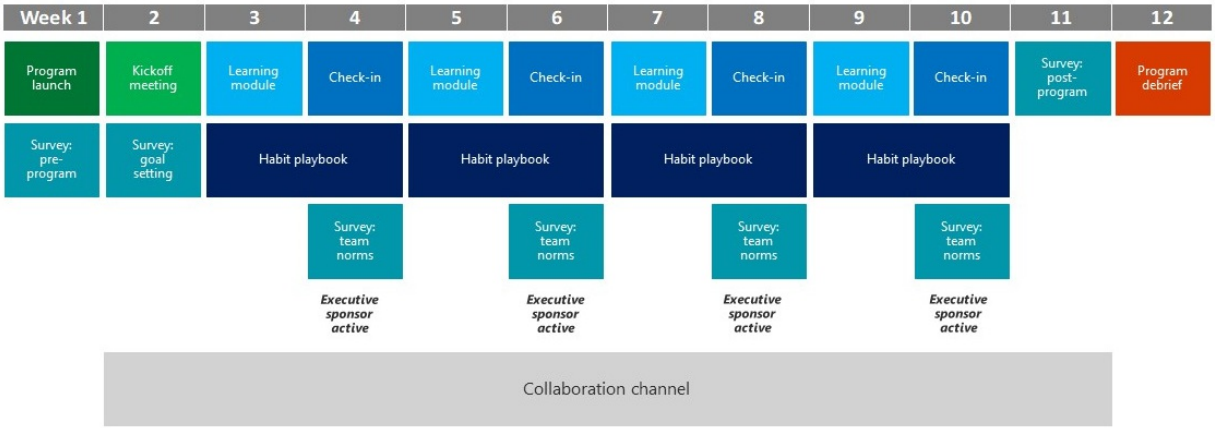
While all of these components can improve your program's success, it is important to design a program that meets the needs of your team. To that end, we recommend that you read the sections about these components, then select the ones that will work best for your team. For example, if your group communicates well by using a collaboration application and you are aiming to minimize the weekly time commitment, you might choose to exclude weekly check-in meetings and rely solely on the application for program discussions.

After you select your program components, determine the right dates and frequency for each component. You can then estimate a weekly time commitment for the team members and include that estimate in your program launch communications.

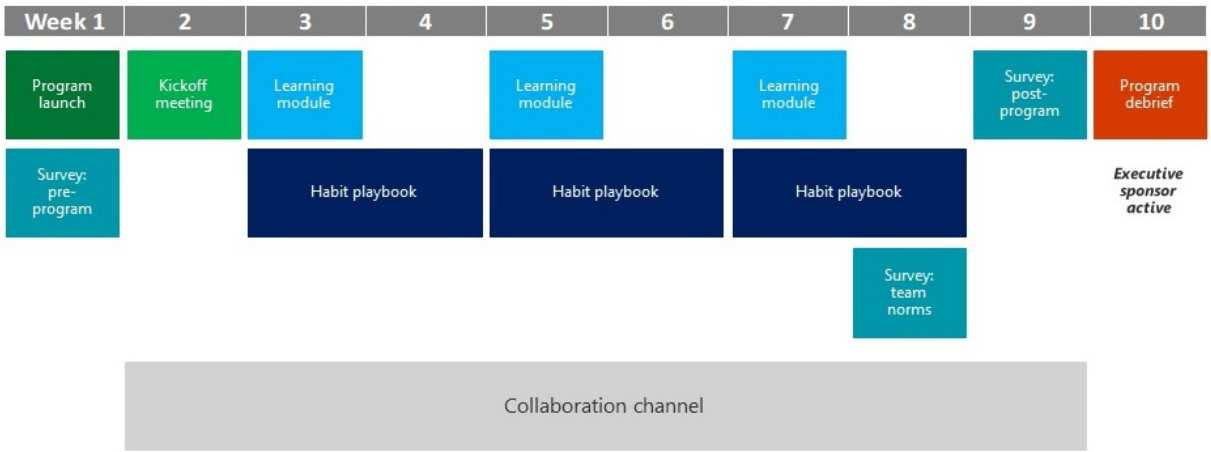
Consider when you want the executive sponsor to be most visible and active during the program. Include these touch points in your schedule. For example, you might ask the executive sponsor to send an encouraging email or participate in one of the weekly check-in meetings.

The following are examples of program structures and schedules:

**Full program**




### Modified program




**A supplementary outcome metric (optional)**

In addition to the MyAnalytics metrics you will track during the program, you might choose to define a supplementary outcome metric to measure outside of MyAnalytics. This metric could include engagement or productivity measures.

The purpose of this metric is to help you understand and communicate the effects of the overall program. For example, using customer satisfaction scores as a supplementary metric can help describe the program experience as: "The team reclaimed four hours of focus time each week. By the end of the program, they were receiving higher customer satisfaction scores on average due to lower stress and higher-quality work/product delivered."

**A control group (optional)**

Establish a control group to measure whether the habit changes that occurred during the program resulted from the program or from other changes in your business. A control group is a group of people similar to your group but who do not participate in the program. If your department has 50 people and you ask only half of the group to actively participate in program activities, you can use the other half of the group as a control group.

To compare changes experienced by the control group to changes experienced by the program team, ask both groups to fill out pre- and post-program surveys. You might also ask them to share MyAnalytics data to be aggregated to the group level, if both groups use MyAnalytics. Comparing the control results with the program metrics can help you gain a clear understanding of the drivers of change, which in turn helps your efforts to sustain new behaviors after the program ends.

## Develop a communications plan

Successful change programs rely on consistent and transparent communication. Use these communications to

address expectations, communicate the plans, and explain how the change will affect employees (Prosci Best Practices Report).

Use these general guidelines when communicating with program participants:

- Focus on the impact of the change on the employee.
- Be clear about what you know now and what you do not know now.
- Let employees know when more information will be available.
- Be clear how employees can provide feedback about the program.

(Source: Prosci)

You can use the following example as a template to develop your program-communication plan.

| PROGRAM MILESTONE | AUDIENCE | CONTENT | DELIVERY MECHANISM | COMMUNICATOR | DATE |
|---|---|---|---|---|---|
| Launch | Program participants | • Program introduction<br>• MyAnalytics description<br>• Program purpose to believe in and expected outcomes<br>• High-level overview of program structure<br>• Expectations<br>• Next steps<br>• Program contacts for questions and help | Email | Executive sponsor | Jan. 1 |
| Milestone 2 | | | | | |

**Program-launch email**

Set your program on the right course with a strong launch email:

- Have the executive sponsor send it.
- Keep it as short as possible. Rely on links to more detailed information when available.
- Personalize the message to draw attention.
- Frame the program as an opportunity for learning and experimentation.
- Provide employees with program contact information and easy feedback channel.
- Include the MyAnalytics Privacy Information.

This email can include:

- Program introduction
- MyAnalytics product overview
- Program purpose statement (see Conditions for Program Success)
- High-level overview of program structure
  - Start and end dates
  - Main components

    - Program team
- Immediate action items and next steps
    - Link to the pre-program survey
    - Any additional action items
    - Expected first program event, such as the kick-off meeting
- Preferred method to provide feedback and ask questions throughout the program
- Links to more information on MyAnalytics and privacy
    - MyAnalytics Overview
    - Customer Case Study
    - Privacy Information
    - Resources for individual adoption
    - Descriptions of MyAnalytics elements

## Gain support from other teams

Our work culture depends increasingly on multi-teaming, in which people are assigned to multiple projects simultaneously and cross-functionally. If your team works closely with other teams, let these other teams know about the program, and manage their expectations. Otherwise, their demands could create barriers to change. As an added benefit, you might inspire these other teams to embark on their own behavior change journeys.

## Establish a collaboration channel

Adding a social component to your program will help spread new habits. Try to set up a collaboration channel, such as a Microsoft Teams channel, to support your program.

Humans are social animals and we are heavily influenced by what those around us say and do. Social norms, which are the values, actions, and expectations of your group, guide your team's behaviors (EAST Behavioral Change Method). A collaboration channel enables the members of your team to showcase new habits, share experiences (wins and challenges), support one another, make commitments to change, ask product questions, and provide feedback on the program.

The collaboration channel also serves as a great program-management tool. You can provide updates on the program and links to resources, and you can store program materials on the channel to make them easy for program participants to find.

## Create surveys

In addition to the quantitative data that MyAnalytics provides, you can use surveys to collect qualitative data before, during, and after your program. Surveys help diagnose collaboration pain points, identify solutions, and understand the results of your program. Aim to keep your survey as short as possible, and avoid these common survey question mistakes: Where Employee Surveys on Burnout and Engagement Go Wrong.

For ease of managing the survey, use an application such as Microsoft Forms to distribute the questions and collect results. For more information on how to create an effective survey, see Run an Employee Survey.

Consider implementing any of the following: a pre-program survey, a team norms survey, a post-program survey, and/or a goal-setting survey:

**Pre-program survey**

The pre-program survey helps you diagnose your team's collaboration pain points. Perception often differs from reality, and this survey helps you better understand your team's actual needs, inform your program goals, and recommend new habits that will resonate with the group. We recommend that you include a link to your pre-program survey in the program-launch email.

Here are suggested pre-program-survey questions to use, tailor, and/or build on: Pre-program survey questions

**Team norms survey**

During your program, you can use Learning modules to experiment with new behaviors. Some of these behaviors will work for your team; others will not. After you try out different behaviors, conduct a team-norms survey to vote on new norms to adopt as a team. For additional information on how to select group norms and make them stick, see How to Create Executive Team Norms and Make Them Stick.

Here are suggested team-norms survey questions to use or adapt: Norms survey questions.

To avoid survey fatigue, bundle the team norms survey with a corresponding Learning module at the appropriate time in your program schedule. Program participants should complete the survey after they have had time to process the contents of the Learning module and experiment with suggested behaviors.

**Post-program survey**

Use the post-program survey to collect additional information on the results of your program, determine whether your program was successful and what the next steps should be to develop heathier work habits. You can also use the post-program survey to manually collect MyAnalytics data from participants to measure goal attainment. (See Data sharing).

Here are suggested post-program survey questions to use or adapt: Post-program survey questions.

**Goal-setting survey**

A survey can be used to help you set your team goals. To learn more about goal setting and using a survey to help you do so, see Goal setting.

# Prepare for launch

To help you make sure you've taken all the proper planning steps and are ready to launch your MyAnalytics Team Behavior Change Program, use the following checklist:

- ☐ Executive sponsor briefed and on board
- ☐ Change agents briefed and ready to fulfill responsibilities
- ☐ Program participants scoped
- ☐ Communications plan drafted
- ☐ Program structured
- ☐ Program-launch email finalized
- ☐ Collaboration channel established
- ☐ Pre-program survey created

# Implement

4/13/2021 • 9 minutes to read

## Kickoff meeting

The kickoff meeting is the first event in your program, following the program launch email, and should be scheduled for at least one hour.

Start with the following (sample) agenda:

- MyAnalytics product overview
- MyAnalytics team behavior change program overview
- MyAnalytics demo
- Survey results
- Goal-setting discussion
- Schedule and next steps
- Additional resources

Build your kickoff presentation based on the agenda and make sure to include the program purpose statement and team roles and responsibilities in the program overview. Post your kickoff presentation on your collaboration channel to allow participants to easily access it.

## Goal setting

When a group of individuals attempt to change habits together, a team goal increases the likelihood of success. When a team goal does not exist, individual efforts to change can be blocked by coworkers who either lack understanding or behave in a counterproductive manner. A focused team goal also makes it easier to measure the results of a change program.

We use the following methods to set a team-program goal:

- Pre-program survey
- Team discussion
- Goal-setting survey

The pre-program survey highlights collaboration pain points and productivity improvements. The survey results might clearly point to a goal, but if the survey results are inconclusive, use a team discussion to gain more context and reactions from program participants to inform the choice of goal.

You can add a team discussion to the program kickoff meeting agenda for this purpose. Have the team discuss the pre-program survey results together. Highlight any inconsistencies or points of confusion in the survey results and solicit feedback from the group about them. Focus on the behavior-change objectives from the survey to help you articulate team goals. Even when the pre-program survey results clearly point to a program goal, a team discussion can create transparency and bolster support for the goal.

To develop a measurable goal, pair a behavior-change objective with a corresponding MyAnalytics metric. Goals phrased in percentage terms are helpful when a group is comprised of individuals with different work behaviors and it is difficult to agree on absolute metrics.

The following table provides some examples of specific goals:

| OBJECTIVE | MYANALYTICS METRIC | GOAL EXAMPLE |
|---|---|---|
| Reduce the number of hours that I spend in ineffective meetings | • Meeting hours<br>• Number of hours in conflicting meetings<br>• Number of hours in multitasking meetings<br>• Number of hours in longer meetings<br>• Number of hours in recurring meetings<br>• Number of hours in after-hours meetings | Reduce hours in multitasking meetings by 50% |
| Schedule more focus hours to boost my productivity, creativity, and decision making | • Focus hours<br>• Focus-hours-to-meeting-hours ratio (use the focus habits chart in your dashboard) | Spend an equal amount of time in meetings and focus sessions |
| Manage my inbox more effectively | • Email hours<br>• Number of emails sent and/or received during and outside of business hours | Send zero emails outside of business hours |
| Improve the effectiveness of the emails I send | • Email hours<br>• Number of emails sent and/or received during and outside of business hours | Reduce the number of emails sent by 25% |
| Reduce my after-hours collaboration to achieve a better work-life balance | • After hours<br>• Emails sent/received outside business hours<br>• Hours in after-hours meetings | Spend less than 1 hour per week collaborating outside of business hours |
| Spend more time with the people in my network who are aligned with my top priorities | "My network" metrics:<br>• Meeting time<br>• Response rate<br>• Read rate<br>• 1:1 meetings | Spend two more hours per week with select important contacts (that is, move a person from "right to left" in your "My network" map in your dashboard) |

The team goal discussion should result in an appropriate goal for the team. If only the goal-focus area is defined by the end of the meeting and not the specifics though, send a brief goal-setting survey after the meeting in which you ask a few questions to confirm the goal area and a measurable target.

Here is an example of a goal-setting survey:

- Do you agree with the team goal to add more focus time every week? Yes/No
- If no, please explain why not.
- Please select what percentage the team should aim to add: 40%, 50%, or other

Seek additional feedback from team members who do not agree with the team goal. Make sure that these people are heard, and think carefully about ways to integrate their feedback into the program (see Manage Resistance).

## Data sharing

After a team goal is defined, collect baseline data from each participant. Because MyAnalytics is designed for individuals, it cannot generate team-level reports. If team-level reports are critical to your program, the Microsoft Workplace Analytics product can support those reports. In the absence of Workplace Analytics, the

most efficient way to collect this data is to request it in your surveys.

**To collect baseline data**

Ask program participants to follow these instructions:

1. Look at the **Focus** page in your MyAnalytics dashboard and write down the most recent measures for the specified goal metric – for example, percentages of focus time per week.
2. Send the average to the program manager to calculate and share the team average.

During this process, emphasize to participants that, to protect their privacy, their data will be aggregated and not shared at the individual level. Only the program manager will view the data at the individual level.

At the end of the program, repeat the same process as a part of your post-program survey.

## Learning modules

A Learning module is a collection of materials focused on a collaboration topic to help the team develop new habits and to better understand how to use MyAnalytics. Learning modules include healthy behavior suggestions, Habit playbooks, tips on how to interpret MyAnalytics data and use product features, links to articles to learn more about specific topics, and fun behavioral science lessons.

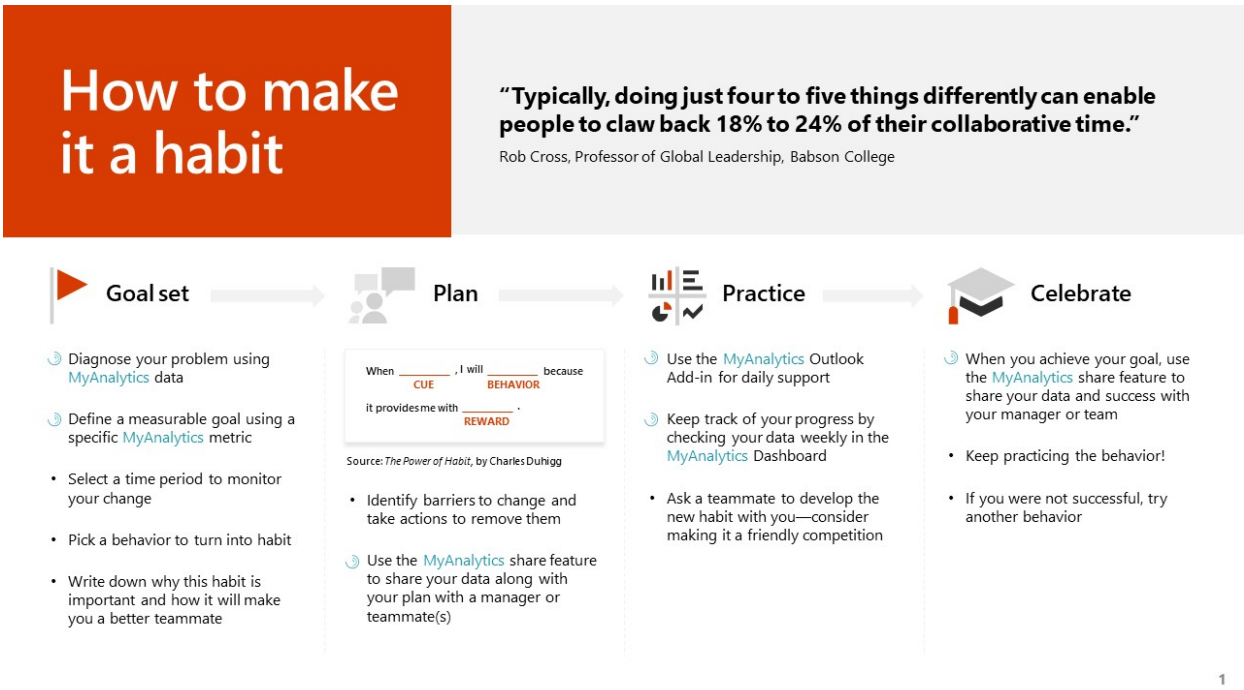
What follows are modules about: focus hours, meetings, and email data. You can also find lessons in these modules on how to maintain important relationships in your network.

- MyAnalytics Focus hours
- MyAnalytics Meetings
- MyAnalytics Email
- MyAnalytics After hours

Typically, a program manager sends a Learning module to their team every other week. Choose an order that best matches your team goals and program objectives. You can bundle the learning module with a corresponding team norms survey. Program participants should complete the survey after they have had time to process the contents of the Learning module and experiment with suggested behaviors using the habit-building method.

## Habit-building method

Below is a habit-building method based on behavioral science that can be used to help your team turn a selected behavior into a habit using MyAnalytics.




Collaboration without burnout shares why it's important to avoid collaboration overload.

For additional tailored behavior change tips, take the: Collaborative Overload Personal Assessment.

To learn more about *The Power of Habit*, see: The Power of Habit Resources.

## Habit playbooks

Habit playbooks are examples of how to use MyAnalytics to turn specific behaviors into habits using the Habit-building method. The playbooks leverage microlearning, a method of learning through bite-sized lessons. They are compatible with microlearning since the key to building new habits is simplicity and starting small. BJ Fogg, PhD, a behavioral scientist at Stanford University who has studied behavior change for over two decades, said that "baby steps" are one of the only things what will change behavior in the long term.

Each habit playbook provides a suggested behavior to turn into a habit, an explanation of why the habit is important, and a goal-oriented plan using MyAnalytics to build the habit. You can use the playbooks to design a friendly competition to engage participants, and provide prizes and recognition to team members who achieve the playbook goals. The experiences and results make for a great check-in-meeting topic, too.

- Habit playbook examples. You can try out this collection of playbooks. These examples represent only a small sample of the possible playbooks that could exist.

  > **NOTE**
  >
  > These playbooks can also be found in the Learning modules.

- Habit playbook template. Create your own custom playbooks for your team using the template provided.

## Check-ins

In your check-in meetings, you and the program participants can discuss program learnings, MyAnalytics, and the experience in general. Set a frequency that works best for your team. Typically, a bi-weekly cadence is sufficiently frequent. Alternatively, you can dedicate part of the agenda of an existing team meeting for these check-ins. The recommended duration time is 15-30 minutes, depending on the agenda and size of the team. Meetings can be held virtually, in-person, or a mix of both depending on where team members are located.

Start with the following sample check-in meeting agenda:

- What is going well? What could go even better?
- Product and program questions
- Habit playbook results
- Agree on takeaways to document and share with the team

Contact program participants a day or two ahead of the scheduled meeting to ask if there are topics that they want to discuss. This gives you time to prepare to ensure that the meeting is efficient and keeps to the allocated meeting time. To prevent questions from dominating the check-in agenda, remind program participants that they can ask product and program questions at any time on the collaboration channel.

If you are running a large program and the program participants are divided into sub-groups that attend separate check-ins, ask each group to post key takeaways from the check-in to the collaboration channel to keep the broader team informed of progress and to support active conversations on the collaboration channel.

## Manage resistance

In every change program, you can expect some resistance from program participants. This is true even when the whole group initially supports the change. Change is not a linear process. People who experience change but crave the status quo will face setbacks when their motivation wanes or when they stumble upon obstacles. This is another reason to frequently reiterate the purpose of your program to keep it top of mind for participants.

Sally Blount and Shana Carroll from the Kellogg School of Management define the three primary reasons for resistance:

1. Disagreement about the program design
2. The human need for respect, which heightens during change
3. The feeling of being rushed during a period of change, as some people adjust to change more slowly than others

When you or a change agent identify a program participant who is resisting change, schedule time to speak with them directly. Ask about their concerns, and ask what you can do to gain their support. Blount and Carroll recommend the following four ground rules for these conversations:

- **Forget efficiency:** Motivating change requires unhurried, face-to-face, one-on-one conversations.
- **Focus on listening:** Make everyone feel understood. Listen more than you speak and try to repeat back what you have heard as much as possible to reveal the root of resistance and develop a solution.
- **Be open to change yourself:** Have an open attitude and be ready to learn something new and, if necessary, modify the program plan.
- **Have multiple conversations:** In the first conversation, listen and diagnose the roots of the resistance. In the second conversation, your goal is to make clear that you have reflected on what you heard; to outline what will or will not be different in your approach to the change based on that conversation; and to explain why. Even if you do not change your overall plan, anyone who truly listens to opposition will have their thinking changed in some way. (Overcome Resistance to Change with Two Conversations.)

# Measure

4/13/2021 • 2 minutes to read

At the end of your program, collect data from program participants in a post-program survey (see create surveys and data sharing for more information). If you identified an outcome metric, combine that data with the MyAnalytics and survey data. If you included a control group in your program, survey and collect any relevant data from your control group as well.

After you've collected and analyzed data and feedback, schedule a program-debrief meeting with the program participants to share results, key takeaways, and a proposal for next steps. Next steps could include future MyAnalytics change programs, but they should also include the support you intend to provide program participants to sustain the behaviors that helped them to meet their objective (see Reinforce). Schedule this meeting for at least an hour, and make time in the agenda for active group discussions.

# Reinforce

4/13/2021 • 2 minutes to read

## Tips for sustaining change

Rewards are critical to habit formation. We all have heard about how animals such as rats, dogs, and monkeys can learn new behaviors in labs when given rewards such as food. Human beings are no different from other animals when it comes to habit formation.

In his book *The Power of Habit*, Charles Duhigg describes the habit-formation process as a three-step loop. "First there is a cue, a trigger that tells your brain to go into automatic mode and which habit to use. Then there is a routine, which can be physical or mental or emotional. Finally, there is a reward, which helps your brain figure out if this particular loop is worth remembering for the future."

Rewards can come in many forms and can be delivered in many ways. Structures, processes, systems, target setting, and incentives all offer ways to reinforce and embed the changes that you want. The challenge is selecting the right reinforcement mechanism. The way a reward is delivered also matters – timing of rewards and perceptions of fairness also impact effectiveness (The Four Building Blocks of Change).

Linking behaviors to performance reviews and thus to financial incentives is an obvious choice. However, financial incentives are often less effective than we expect and can even undermine intrinsic motivation. Small, unexpected rewards can have outsized effects. Try the following techniques to reward, recognize, and reinforce behavior change and sustain program results:

- Periodically and publicly recognize a member of your team for demonstrating healthy collaboration habits, and explicitly state the reason they were selected – for example, for always including an agenda in meeting invites. Consider combining this recognition with a reward such as a gift certificate to an awesome new restaurant. Here are some more tips on how to reward and recognize your team.
- Make a routine of sharing stories at team meetings about how healthier collaboration habits have enhanced performance and culture. For example, a reduction in after hours has enabled team members to attend more family events in the evening.
- Restructure a current highly visible system or process, such as a weekly team meeting or periodic business review, to reflect new team-collaboration norms.
- Require managers and executive sponsors to commit to consistently and visibly role-modeling new behaviors.
- Continue to offer learning opportunities – for example, send articles about healthy work habits and offer specific additional training around meeting facilitation or writing.
- Share the link to MyAnalytics Individual adoption with your team so that they can continue to use MyAnalytics on their own to sustain new habits and to build even more habits.

# Additional resources

4/13/2021 • 3 minutes to read

The following is a list of helpful resources that can help get you and your team started in achieving your work-life balance goals and much more.

## A selection of our favorite books

- *Deep Work*, by Cal Newport
- *How to Have A Good Day*, by Caroline Webb
- *One Second Ahead*, by Rasmus Houggard
- *Switch*, by Dan and Chip Heath
- *The Power of Habit*, by Charles Duhigg
- *Time Talent and Energy*, by Michael Mankins and Eric Garton

## Articles about collaboration, focus, meetings, email, and work-life balance

**Collaboration Overload**

- Overview: Collaborative Overload
- Overview: The Collaboration Curse
- Overview: How Successful People Manage Collaborative Overload

**Focus hours**

- "Deep Work": Hidden Brain Podcast: Deep Work, Cal Newport
- Multitasking: Productivity in Peril: Higher and Higher Rates of Technology Multitasking
- Multitasking: Why You Shouldn't Multitask
- Multitasking: If You Multitask During Meetings Your Team Will Too
- Multitasking: How Can I Use More of My Brain?
- Multi-teaming: How to Stay Focused if You're Assigned to Multiple Projects
- Interruptions: Brain, Interrupted
- Interruptions: Worker Interrupted: The Cost of Task Switching
- Interruptions: To Control Your Life, Control What You Pay Attention To
- Interruptions: Workplace Distractions: Here is Why You Won't Finish This Article
- Interruptions: Having Your Smartphone Nearby Takes a Toll on Your Thinking
- Time Blocking: Could Time Blocking Replace Your To-Do List?
- Time Blocking: How to Be Healthier, Happier and More Productive: It's All in the Timing

**Meetings**

- Meeting design: Master the Team Meeting
- Meeting design: Plan A Better Meeting with Design Thinking
- Meeting design: The 7 Imperatives to Keeping Meetings on Track
- Meeting design: How to Design an Agenda for an Effective Meeting
- Meeting design: Decision-Focused Meetings
- Meeting design: How to Design Meetings Your Team Will Want to Attend
- Meeting design: Five Ways to Run Better Virtual Meetings

- Meeting design: How to Know If There Are Too Many People in Your Meeting
- Reduce meetings: Stop the Meeting Madness
- Reduce meetings: Polite Ways to Decline a Meeting Invitation
- Reduce Meetings: Do you Really Need to Hold that Meeting?
- Reduce meetings: How to Finally Kill the Useless Recurring Meeting
- Reduce meetings: How to Get Out of a Meeting You Know Will Waste Your Time
- The "18-minute Rule": The Science Behind Ted's 18 Minute Rule
- Time management: Your Scarcest Resource

**Email**

- Email impact: 5 Ways Email Makes Your Employees Miserable
- Email impact: Your Late Night Emails Are Hurting Your Team
- Email impact: Stop Wasting Everyone's Time
- Email impact: What Work Email Can Reveal About Performance and Potential
- Email impact: To Reduce Email Start at the Top
- Email writing strategies: How to Make Sure Your Emails Give the Right Impression
- Email writing strategies: How to Write Email with Military Precision
- Email writing strategies: Fundamental Email Etiquette
- Gain control of your inbox: Stop Letting Your Email Control Your Work Day

**After Hours**

- Email and devices: Device Free Time Is as Important as Work-Life Balance
- Email and devices: End the Tyranny of 24/7 Email
- Email and devices: Using Your Phone At Dinner Makes You Unhappy, Science Says
- Email and devices: If You Multitask During Meetings Your Team Will Too
- Email and devices: Your Late Night Emails Are Hurting Your Team
- Work-Life balance: Rethinking the Work-Life Equation
- Work-Life balance: Google's Scientific Approach to Work-Life Balance (and Much More)
- Work-life balance: If You Are So Successful, Why Are You Still Working 70 Hours a Week?
- Work-life balance: How to Let Go at the End of the Workday
- Work-life balance: Your Boss's Work-Life Balance Matters as Much as Your Own
- Work-life balance: Help Your Team Achieve Work-Life Balance - Even When You Can't
- Work-life balance: How Being a Workaholic Differs from Working Long Hours - and Why That Matters for Your Health
- Work-life balance: Understanding Speed and Velocity: Saying "NO" to the Non-Essential
- Work-life balance: Eight Ways to Say No with Grace and Style

# Learning modules for MyAnalytics

4/13/2021 • 2 minutes to read

MyAnalytics has a few learning modules to help you set up and use its data. These materials are organized by collaboration topic to help you build new work habits and learn how to use MyAnalytics more effectively.

The learning modules include:

- Healthy behavior suggestions
- Habit playbooks
- Tips on how to interpret MyAnalytics data and use its features
- Links to articles to learn more about specific topics
- Fun behavioral-science lessons

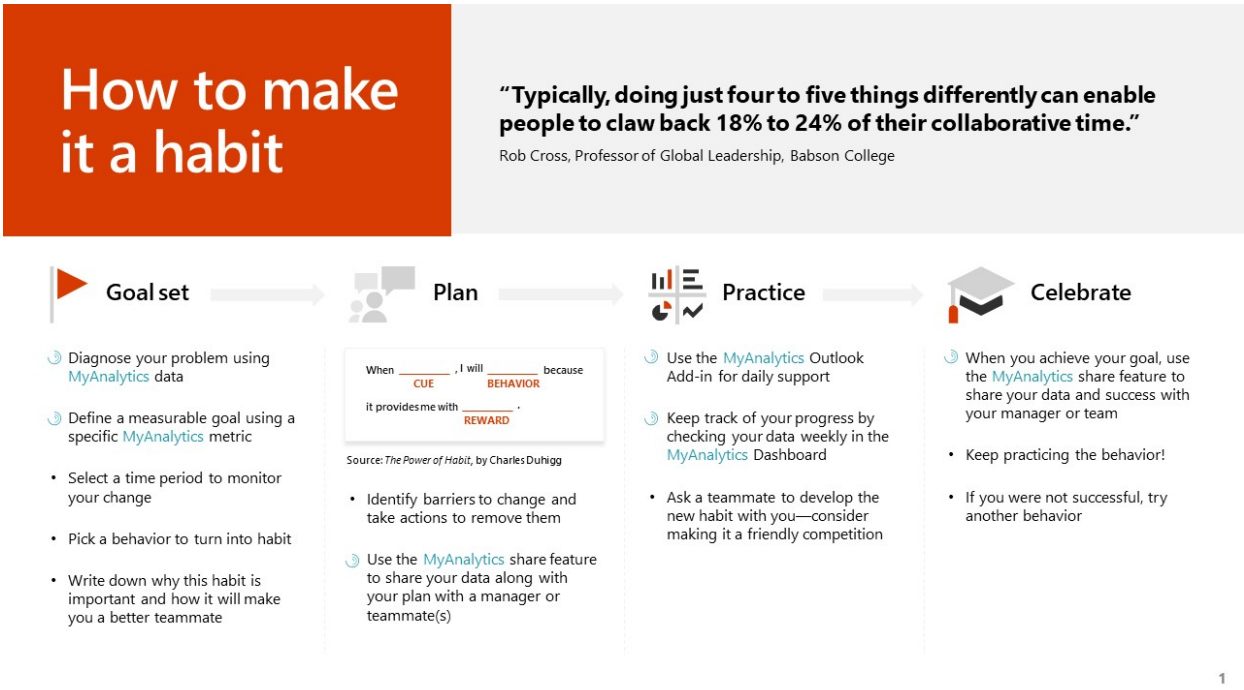
The following can help you learn more about how to track and analyze your focus hours, meetings, and email data. You can also find lessons in these modules on how to maintain important relationships in your network.

- MyAnalytics focus hours
- MyAnalytics meetings
- MyAnalytics email

# Habit-building method

4/13/2021 • 2 minutes to read

You can turn a selected behavior into a habit by using MyAnalytics and the habit-building method, which is based on behavioral science.




Collaboration without burnout shares why it's important to avoid collaboration overload.

For additional tailored behavior change tips, take the Collaborative Overload Personal Assessment.

To learn more about *The Power of Habit*, see the The Power of Habit Resources.

# Habit playbooks

4/13/2021 • 2 minutes to read

Habit playbooks are examples of how to use MyAnalytics to turn specific behaviors into habits by using the Habit-building method. The playbooks leverage microlearning, a method of learning through bite-sized lessons. They are compatible with microlearning, since the key to building new habits is starting small. BJ Fogg, Ph.D., a behavioral scientist at Stanford University, who has studied behavior change for over two decades, says that "baby steps" are one of the only ways to change behavior in the long term.

Each Habit playbook provides a suggested behavior to turn into a habit, an explanation of why the habit is important, and a goal-oriented plan by using MyAnalytics to build the habit. It is especially effective if you ask a coworker or your team to join you in using the playbook, even as a fun and friendly competition.

Habit playbook examples. You can try out this collection of playbooks. These examples represent only a small sample of what is possible with MyAnalytics.

> **NOTE**
>
> These playbooks can also be found in the Learning modules.

Habit playbook template. Create your own custom playbooks for your team with this template.