

Are you training interruptions, or *focus?*

> *"It takes 23 minutes to fully refocus after a single interruption. — Gloria Mark, UC Irvine*

Every manager knows the pattern. A new hire has a question, walks over, and asks. Then another, and another. The manager is helpful all day, and productive for very little of it.

The fix is simple: teach new hires to write down three questions before they interrupt.

Something useful happens in the waiting. By the time a new hire has three questions on paper, they've often found the first answer on their own. That's the point: it builds the habit of looking first.

Research from Gloria Mark at UC Irvine found it takes about 23 minutes to fully refocus after a single interruption. Three interruptions cost three refocus cycles, more than an hour of fragmented attention.

One batched visit costs a fraction of that, and the new hire walks away having practiced solving something, not just asking.

This isn't about discouraging questions. Nobody should be afraid to ask for help. The goal is to respect one another's time by looking for answers first.

One firm exception: emergencies and urgent matters go to leadership immediately, no list required. If it's time-sensitive or could harm a client or the team, walk in and say so.

Protecting focus and supporting people go hand in hand.

At Boaz Strategic, we develop leaders who protect focus without sacrificing support.