

**This is Doodle.  
This is Time.  
For All time.**

The Time Manifesto

2026

**Doodle**

You ended yesterday exhausted. You attended seven meetings. Maybe one of them needed you - really needed you, your judgment, your presence, your attention. You are not sure which one.

**You are not broken. The system is.**

The average knowledge worker is interrupted 275 times a day. Every two minutes, something demands your attention that you did not choose. Not because the work requires it but because the tools do.

Every generation gets one chance to redefine a fundamental human constraint. The industrial revolution redefined distance. The internet redefined information. The smartphone redefined presence.

**Our generation will  
redefine time.**

## **The wrong question**

We built modern work on the assumption that time is a container. That a good day is a full day. That an empty hour is a wasted hour. That productivity means density.

The calendar app asks: What goes in this slot? That is the wrong question. The right question is human: What should I give my attention to, and who should I be present with, right now?

A ten-minute conversation with the right person at the right moment accomplishes what three status meetings never will. An afternoon of deep work on the right problem vanishes in what feels like twenty minutes. A day of back-to-back calls leaves us exhausted with nothing moved forward.

We all know this. We feel it every week. And yet the tools we use still treat Tuesday at 2pm the same whether we slept four hours or eight, whether the work matters or does not, whether we are sharp or spent.

## What we believe

Time is the only universal currency. Money can be earned back. Companies can be restructured. But no technology, no wealth, no act of will can manufacture a single additional second.

Time exists through relationships: to the people we are connected to: family, colleagues, friends. So the unit of a life is not a time slot. It is intention. An intention has weight, direction, energy. A time slot has none of these until we fill it with purpose.

Time needs an Operating System. Not one that arranges slots on a grid, but one that arranges our time around intentions, energy, and outcomes. A system that understands not just when people are free, but when they are ready. That brings people together at the moments when connection matters most; and guards them from everything that does not.

Half of this work is shielding time from what does not deserve it—the meeting that should have been a message, the notification that serves the sender but not the receiver, the obligation no one would accept if they saw its true cost. The other half is ensuring that when people come together, the conditions are right: the right people, at the right energy, with the right context, for the right duration.

## What changes

Consider a company of 500 people across three locations. Department heads lose eleven hours a week, not to hard problems, but to the overhead surrounding them. The most experienced people, the ones the organization can least afford to lose, are the most interrupted, because seniority has become a synonym for availability. Teams spend more time in alignment meetings about the work than doing the work itself. More time managing calendars than being present with the colleagues, customers, and patients who actually need them. The COO knows the organization is hemorrhaging attention. She has known it for years. But she cannot see where it goes, so she cannot fix what she cannot measure.

Now give that company an Operating System of Time. Meetings that existed out of habit stop existing. Status updates that pulled eight people into a room become information that arrives when each person is ready for it. The question shifts from “when is everyone free?” to “does this even need to happen?”, and when it does, the people in the room are present, prepared, and sharp enough for the conversation to matter. What returns is not efficiency. What returns is attention. The hours in which people do the work that made the organization hire them. The thinking, the creating, the being present with the human on the other side of the table. Not in theory. In hours. In outcomes. In retention, because the best people leave organizations that waste their time.

## Where we come from

In 2007, Doodle introduced something that did not exist: a way for any group of people, using any tool, on any platform, to find a time to meet. Before us, coordination required enterprise software, IT administrators, or endless email chains. We made coordination democratic. Universal. Human. Tens of millions of people use Doodle across the world.

That was our first act of time respect. But the poll was a beginning, not a destination. It proved that a simple, human-centered approach could scale globally. Now we are building what comes next—and every user who trusted us with their time earned us the right to attempt it.

We have a European heritage, built in Switzerland on the conviction that privacy is a right, not a feature. In an era where data trust is the prerequisite for ambient intelligence, that conviction is not philosophy. It is architecture. It is our red line.

# Our pact

## With individuals:

You will feel more agency, not less. Your attention will be guarded by default. You alone determine what remains private and what you choose to share, period. Automation will be reversible and inspectable. You can see what the system decided, why, and change it. Convenience is not consent. We design for the difference.

## With teams and organizations:

You deserve to understand how your collective time is invested—not as surveillance, but as intelligence. Where coordination overhead concentrates, where the gap between stated priorities and actual time investment has grown too wide. We build for clarity without control, for visibility without policing, for pace that does not confuse motion with progress.

## The invitation

This manifesto is for organizations that suspect, correctly, that they are wasting a staggering amount of the time they are paying for, and cannot even see where it goes. For executives who know that humans, not agents, are their most valuable asset.

It is for knowledge workers whose time is their primary resource. For teams that coordinate across organizations, time zones, and tools. For leaders whose calendars have become monuments to everyone else's priorities.

**For anyone who has felt the slow erosion of a schedule that changes colors but rarely shows what matters.**

## Back to the future

We are not building a smarter calendar. The interface materializes through whatever modality you prefer, summoned, not imposed. Closer to watching weather patterns than reading a train schedule. A living system, not a spreadsheet.

**We don't reduce friction. We restore clarity.**

**We don't make time productive. We make it human.**

**We don't manage calendars. We create time.**

The product is agency. Progressively invisible and so seamlessly woven into life that scheduling as a distinct activity disappears entirely. The best tool is one nobody notices they are using.

Welcome to the future of time. Welcome to Doodle.

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