Settings

Select settings for your report

Select the time period for your report.

17-11-2019	16-05-2020

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Choose whether to exclude certain weeks for everyone in the analysis population, for example holiday weeks.

All	⌄

Select an organizational attribute to view the report by.

Organizational attribute ⌄

Organization	⌄

To filter employees, select the organizational attribute and values you would like to filter by.

Organizational attribute ⌄

Organization	⌄

Filter values ⌄
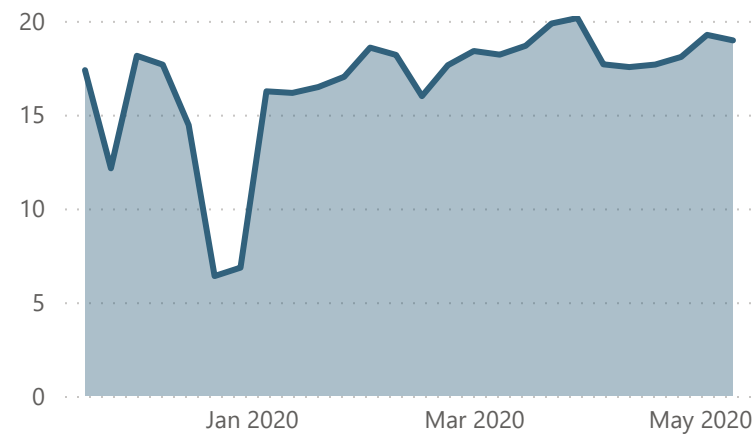
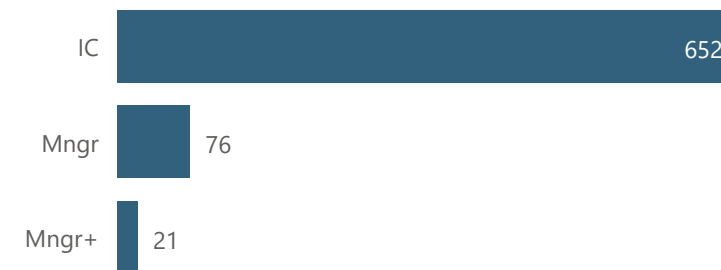| All	⌄

Collaboration hours and workweek span
Average hours/week per person

42.7 hours is the average workweek span

16.8 hours spent in collaboration
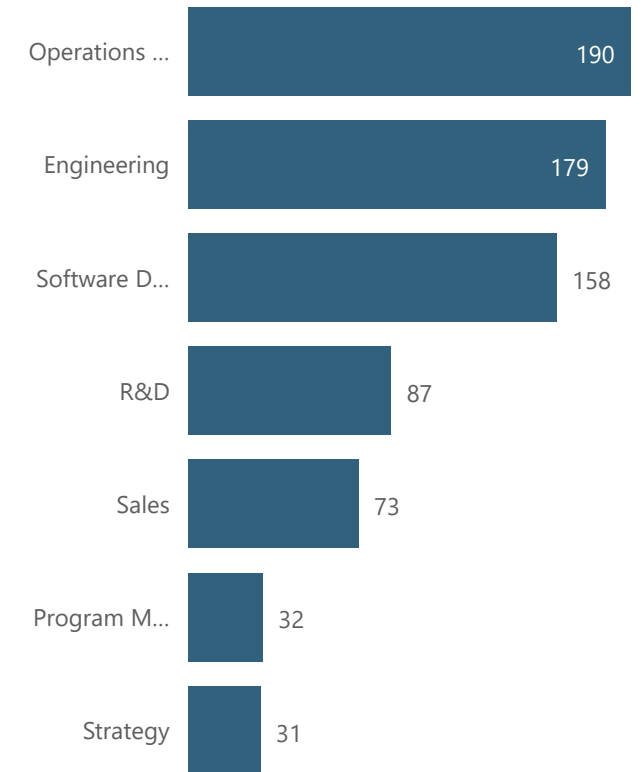

Number of employees by SupervisorIndicator

IC — 652
Mngr — 76
Mngr+ — 21

Measured employees

738

Number of employees by Organization

Operations ...	190
Engineering	179
Software D...	158
R&D	87
Sales	73
Program M...	32
Strategy	31

Note: Groups with less than 5 people will not be displayed in the report.

How is collaboration load impacting after-hours?

SupervisorIndicator

All

Weekly collaboration hours
Average hours per week per person

16.8 hours in collaboration

42% of workweek spent in collaboration*
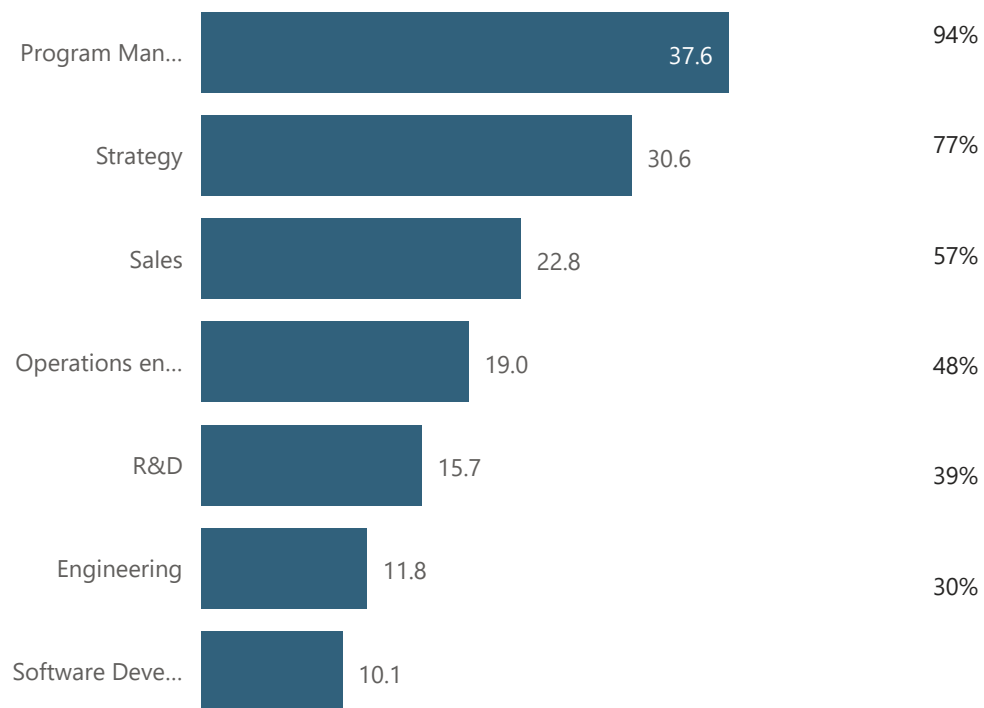
After-hours collaboration
Average hours per week per person

3.6 hours in after-hours collaboration

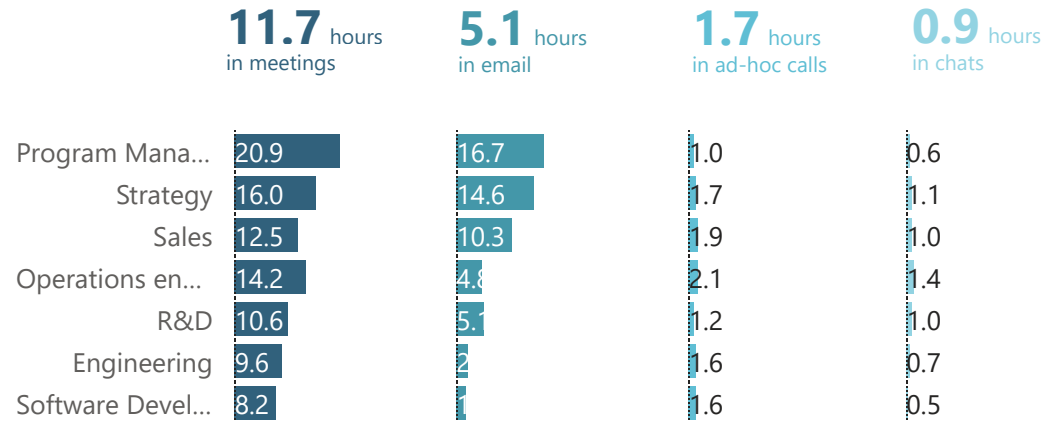| Department	Weekly hours	% of workweek	After-hours
Program Man...	37.6	94%	5.2
Strategy	30.6	77%	5.2
Sales	22.8	57%	3.2
Operations en...	19.0	48%	5.9
R&D	15.7	39%	3.3
Engineering	11.8	30%	2.4
Software Deve...	10.1		1.9
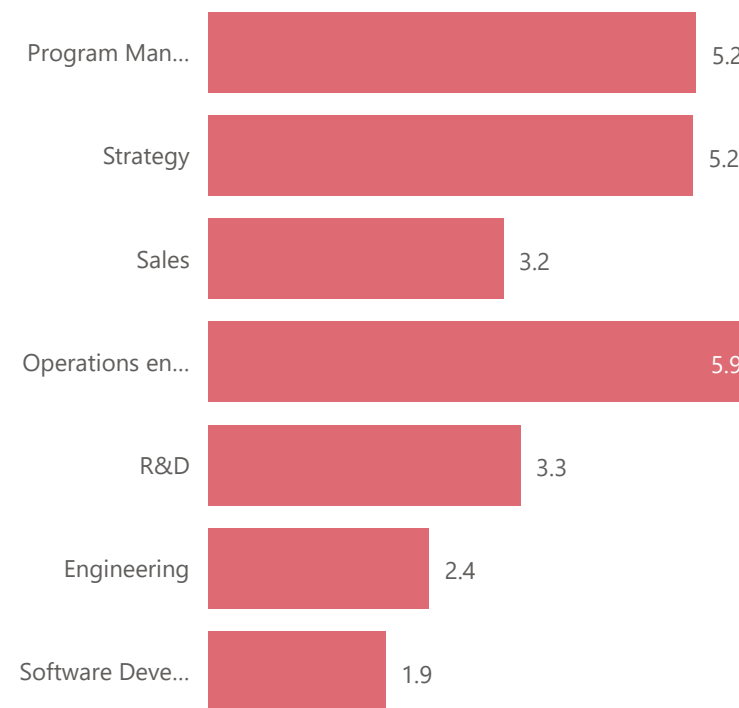
How much time do people spend in different collaboration channels?

SupervisorIndicator

All

Weekly hours spent in meetings, email, chats and calls
Average hours per week per person

11.7 hours in meetings	**5.1** hours in email	**1.7** hours in ad-hoc calls	**0.9** hours in chats

	in meetings	in email	in ad-hoc calls	in chats
Program Mana...	20.9	16.7	1.0	0.6
Strategy	16.0	14.6	1.7	1.1
Sales	12.5	10.3	1.9	1.0
Operations en...	14.2	4.8	2.1	1.4
R&D	10.6	5.1	1.2	1.0
Engineering	9.6	2	1.6	0.7
Software Devel...	8.2	1	1.6	0.5

After-hours collaboration
Average hours per week per person

3.3 hours in meetings	**0.4** hours in email	**0.5** hours in ad-hoc calls	**0.2** hours in chats

|	in meetings	in email	in ad-hoc calls	in chats
Program Mana...	4.1	1.2	0.2	0.1
Strategy	3.8	1.3	0.2	0.1
Sales	2.2	0.9	0.2	0.1
Operations en...	5.6	0.3	0.5	0.3
R&D	3.1	0.3	0.3	0.1
Engineering	2.2	0.1	0.6	0.2
Software Devel...	1.8	0.1	0.6	0.1

How does the organization spend its meeting time?

All

Meeting types by attendees and duration
% of total time spent in meetings

Attendees

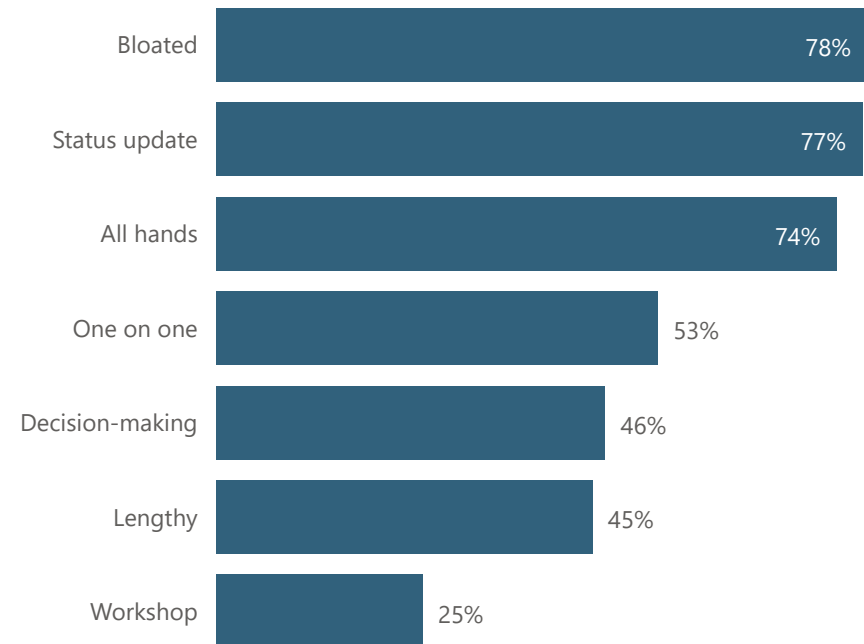**204K hours spent in long or large meetings annually, equivalent to 94 FTEs**
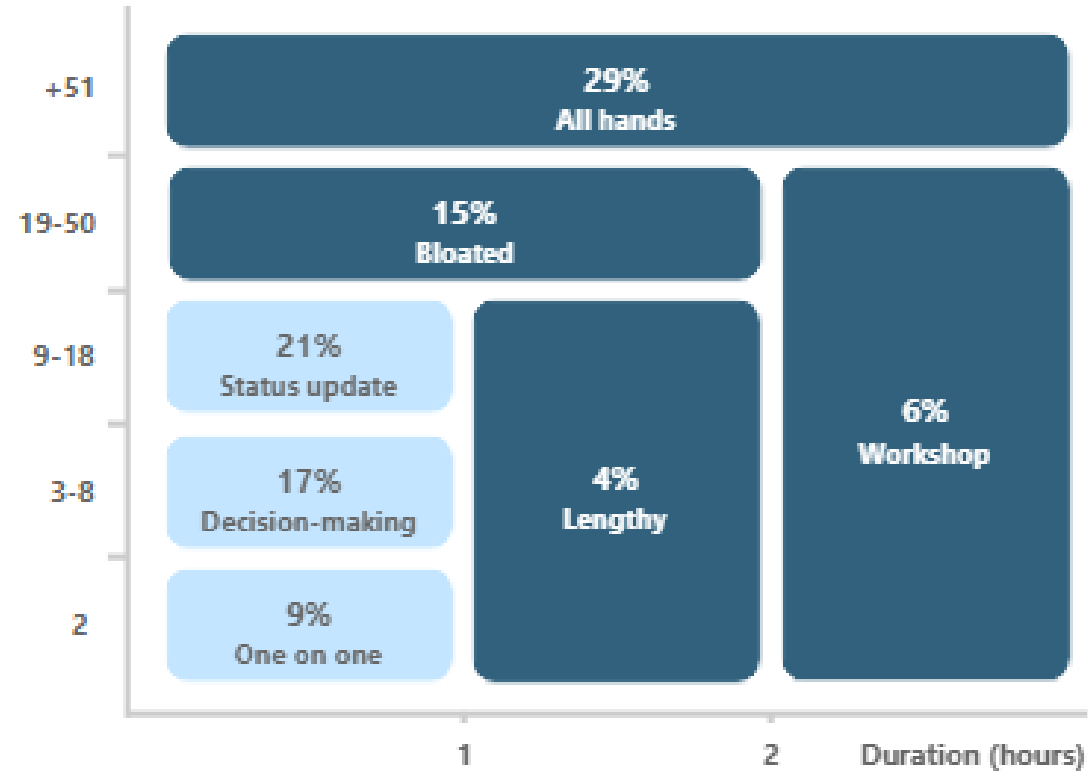
Recurring meeting hours by meeting types
% of time spent in recurring meetings by meeting type

65% of time spent in recurring meetings

Attendees		
+51	29% All hands	
19-50	15% Bloated	
9-18	21% Status update	
3-8	17% Decision-making	4% Lengthy	6% Workshop
2	9% One on one	

Duration (hours): 1, 2

Meeting type	%
Bloated	78%
Status update	77%
All hands	74%
One on one	53%
Decision-making	46%
Lengthy	45%
Workshop	25%

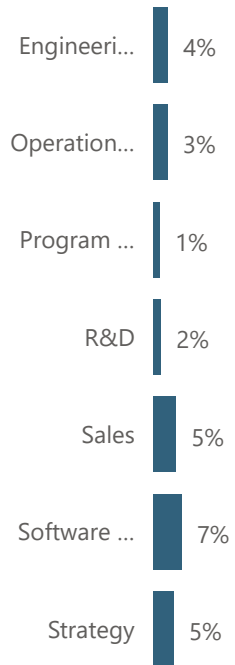# How much time is going towards long or large meetings?
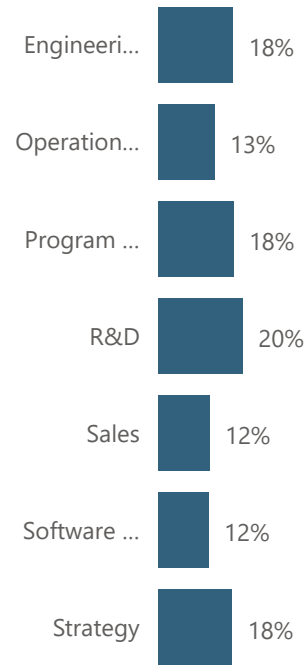
SupervisorIndicator

All

Meeting types by attendees and duration
Relative allocation of a team's meeting hours across functional categories
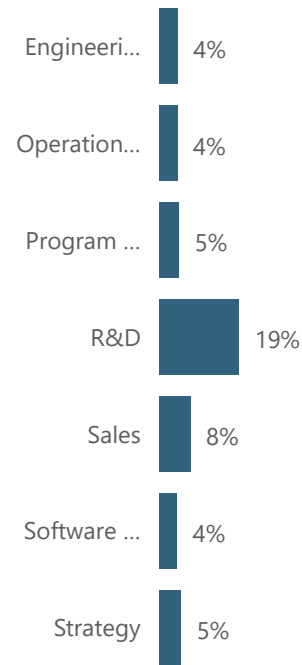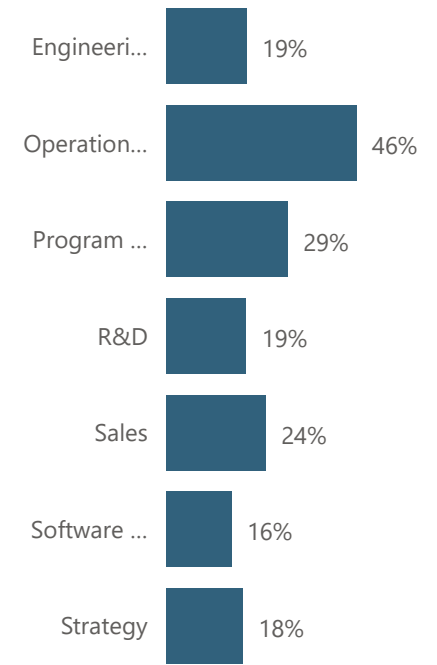
4% of meeting hours
spent in **lengthy meetings**

Engineeri...	4%
Operation...	3%
Program ...	1%
R&D	2%
Sales	5%
Software ...	7%
Strategy	5%

15% of meeting hours
spent in **bloated meetings**

Engineeri...	18%
Operation...	13%
Program ...	18%
R&D	20%
Sales	12%
Software ...	12%
Strategy	18%

6% of meeting hours
spent in **workshop meetings**

Engineeri...	4%
Operation...	4%
Program ...	5%
R&D	19%
Sales	8%
Software ...	4%
Strategy	5%

29% of meeting hours
spent in **all hands meetings**

Engineeri...	19%
Operation...	46%
Program ...	29%
R&D	19%
Sales	24%
Software ...	16%
Strategy	18%

Who in the organization is generating the most workload?

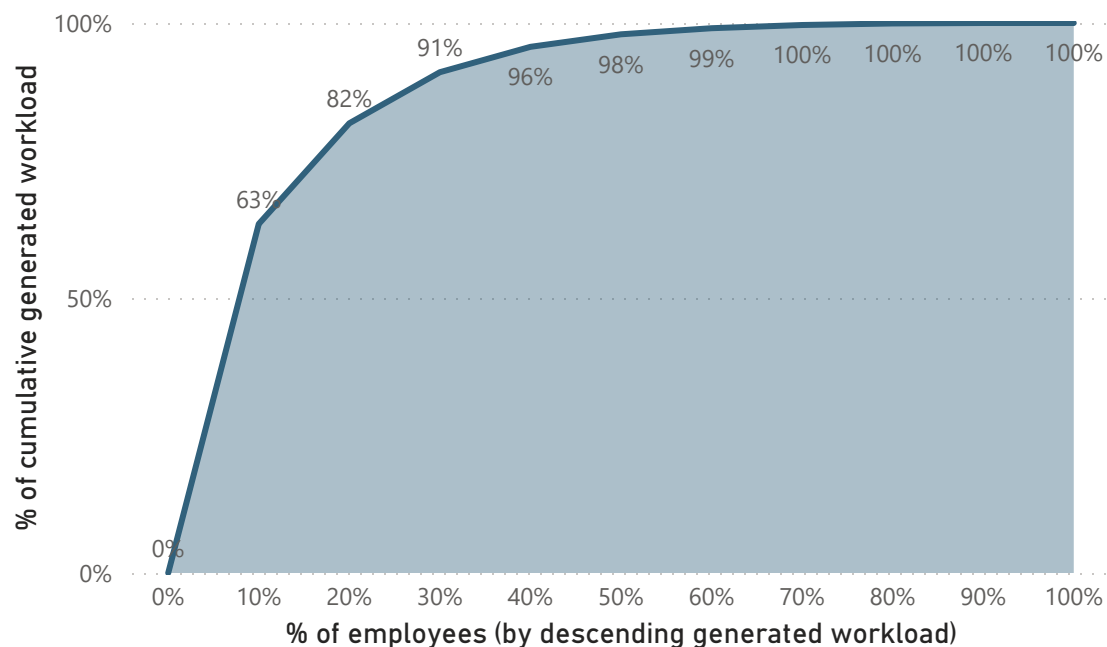## Workload generated by organizing meetings

20% ⌄ **of employees generate 82% of meeting workload**

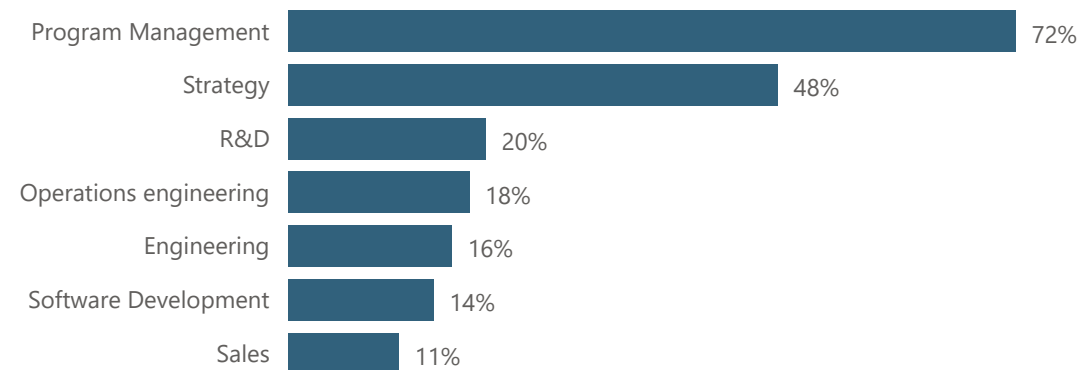**38** hours is the weekly meeting load generated by the top 20%

2 hours is the weekly meeting load generated by the bottom 80%

% of cumulative generated workload vs % of employees (by descending generated workload). Cumulative values: 0%, 63%, 82%, 91%, 96%, 98%, 99%, 100%, 100%, 100%, 100%.

Prevalence of top 20% meeting generators

Number of top 20% meeting generators divided by total number of employees

By Organization

Organization	%
Program Management	72%
Strategy	48%
R&D	20%
Operations engineering	18%
Engineering	16%
Software Development	14%
Sales	11%

By SupervisorIndicator

	%
Mngr	82%
Mngr+	59%
IC	12%

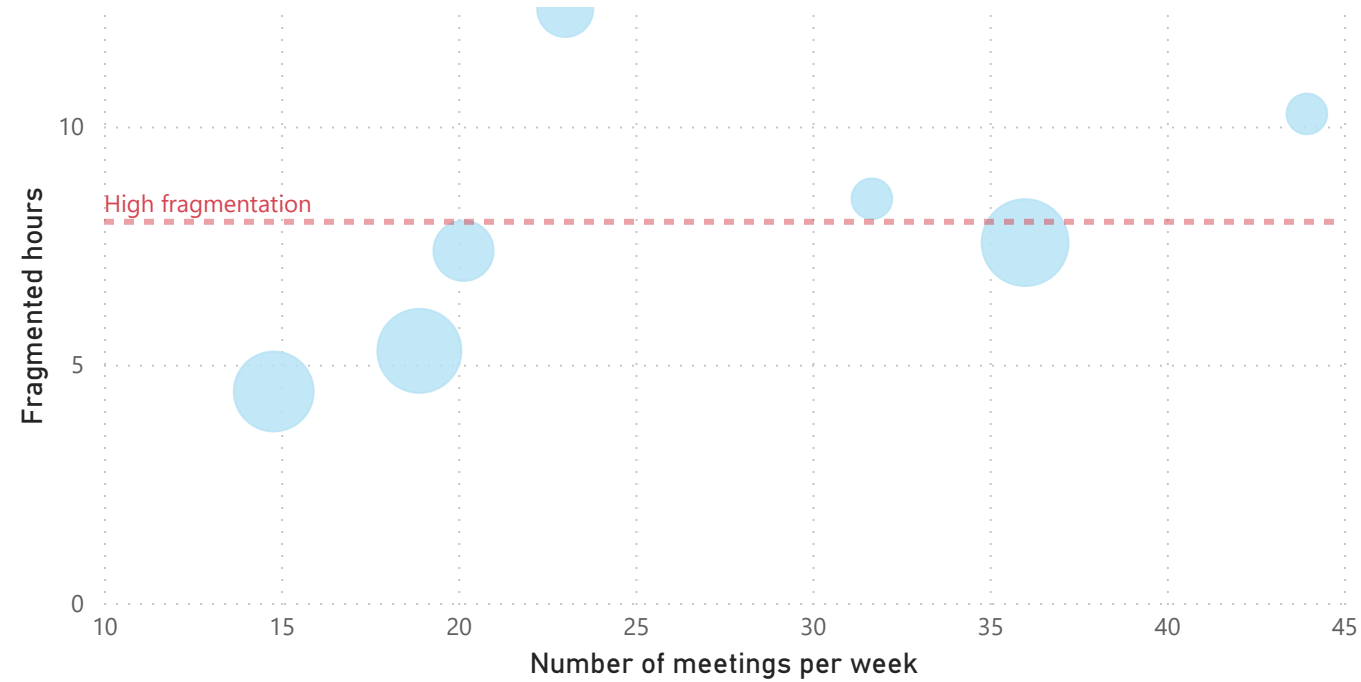# Can employees reclaim focus time through 'compact' scheduling practices?

All ∨

Fragmented hours vs number of meetings
Size of the bubble represents organization headcount

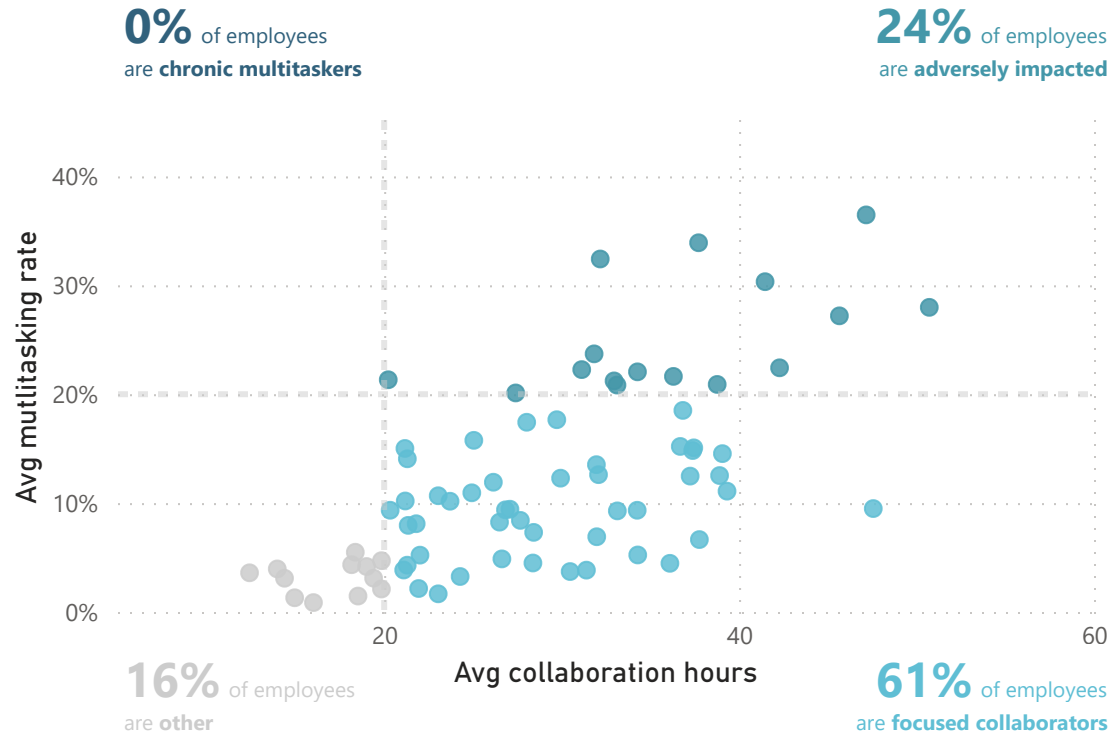**7.0** fragmented hours

High fragmentation

Is multitasking driven by habit or necessity?

Mngr ⌄
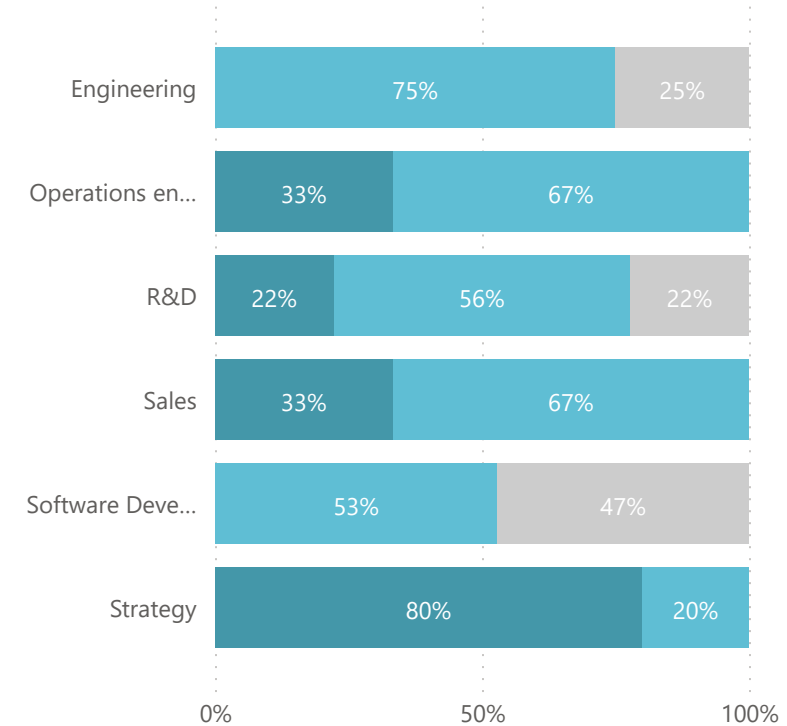
Distribution of employees by collaboration hours and multitasking prevalence
Each dot represents an employee

0% of employees
are **chronic multitaskers**

24% of employees
are **adversely impacted**

16% of employees
are **other**

61% of employees
are **focused collaborators**

Percentage of employees by Organization

● Chronic multitaskers ● Adversely impacted ● Focused collaborators ● Other

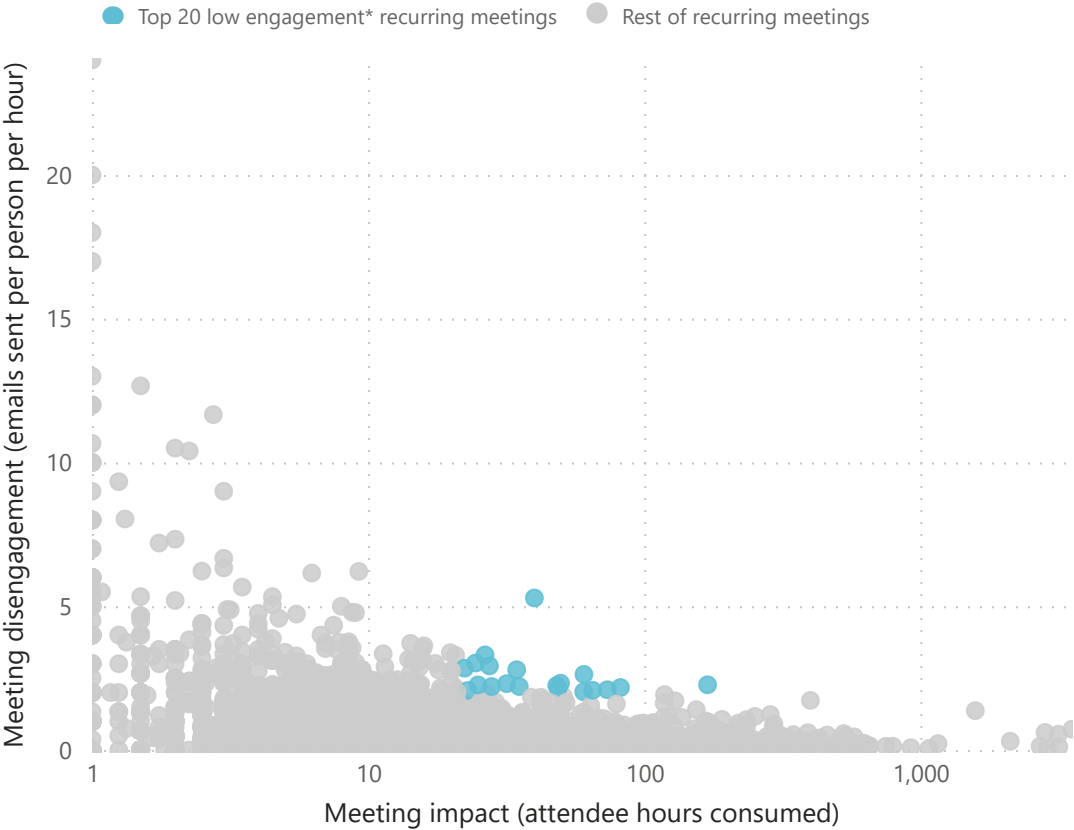| Organization		
Engineering	75%	25%
Operations en...	33%	67%
R&D	22% / 56%	22%
Sales	33%	67%
Software Deve...	53%	47%
Strategy	80%	20%

Which recurring meetings might present streamlining opportunities?

Recurring meetings by meeting impact and meeting engagement
Each dot represents a recurring meeting series

Top 20 low engagement* recurring meetings

Subject	Attendee hours	Average emails per attendee hour ▼	Duration
the fundraising	40	5.3	3.0
tom the up	27	3.3	1.0
send project	25	3.0	1.0
volometrix meeting in engineering board on every presentation	28	2.9	0.5
next training and all	22	2.8	3.0
setup direct fundraising and staff	35	2.8	0.5
the europe at all candidate	60	2.6	1.0
the team in ravi and kent	50	2.3	4.8
open training	32	2.3	1.0
staff and the face please the	169	2.3	1.0
the series and chris	25	2.3	1.0
working quick messaging	48	2.2	0.9
schedule deals from all sales and every product close	35	2.2	0.9
Total	**976**	**2.5**	**1.3**

Are there opportunities to drive greater agility in emailing practices?

Distribution of emails sent by number of recipients
Area is proportional to % of emails in category

1 recipient	6-10 re...
55%	9%
2-5 recipients	11-50 r...
33%	3%

Percentage of emails sent by Organization

Number of recipients ● 1 ● 2-5 ● 6-10 ● 11-50 ● +51

Organization				
Engineering	65%	25%	7%	
Strategy	63%	29%		
Sales	61%	32%		
Software Develo...	56%	31%	11%	
R&D	49%	33%	13%	
Operations engi...	48%	40%	9%	
Program Manag...	46%	32%	15%	7%

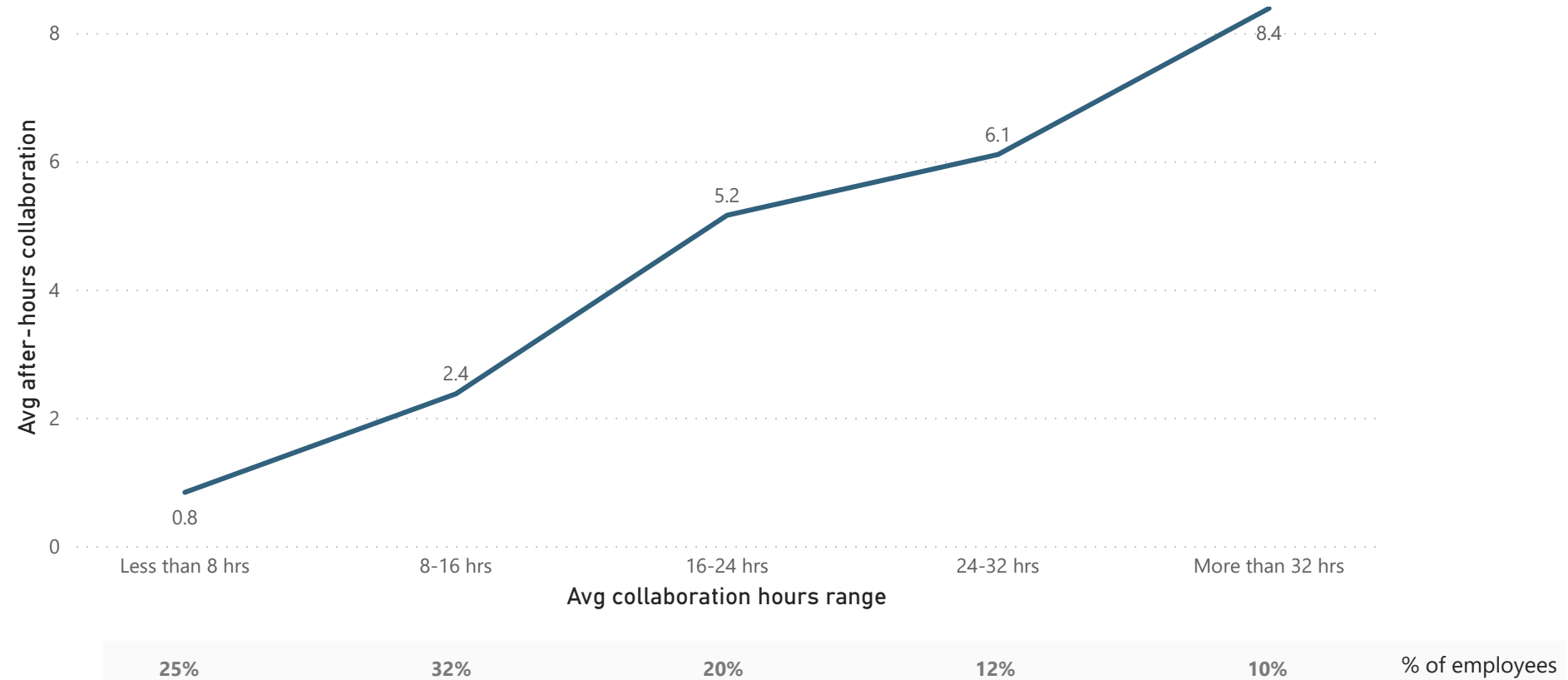0%   50%   100%
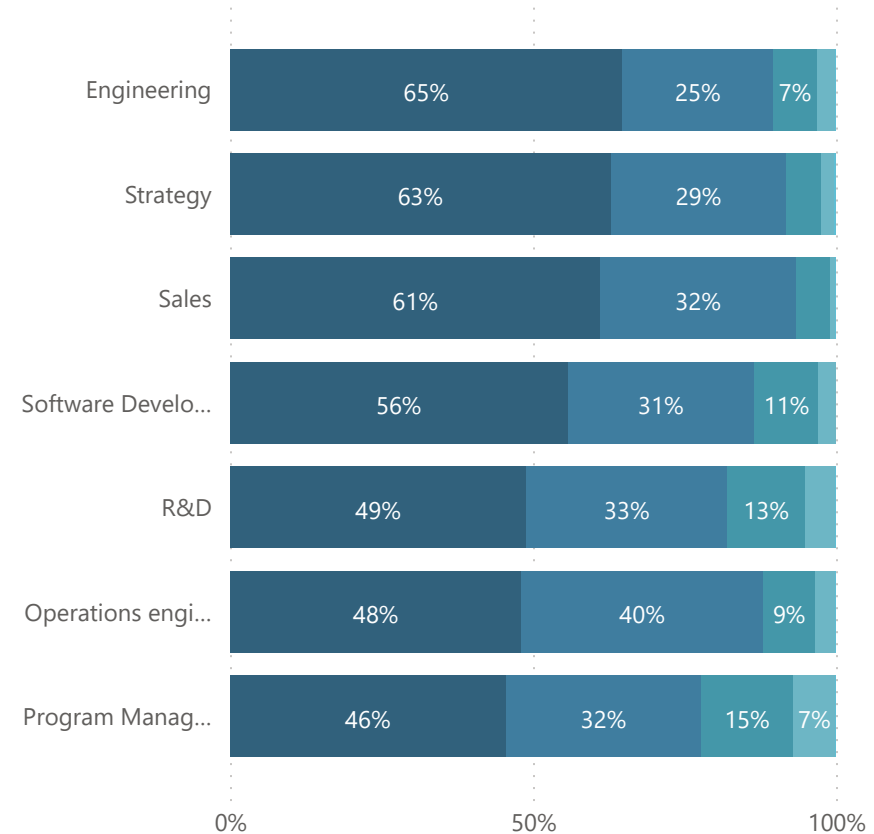
SupervisorIndicator

All

When does weekly collaboration hit a 'tipping point,' impacting after-hours workload?

SupervisorIndicator ⌄

All ⌄

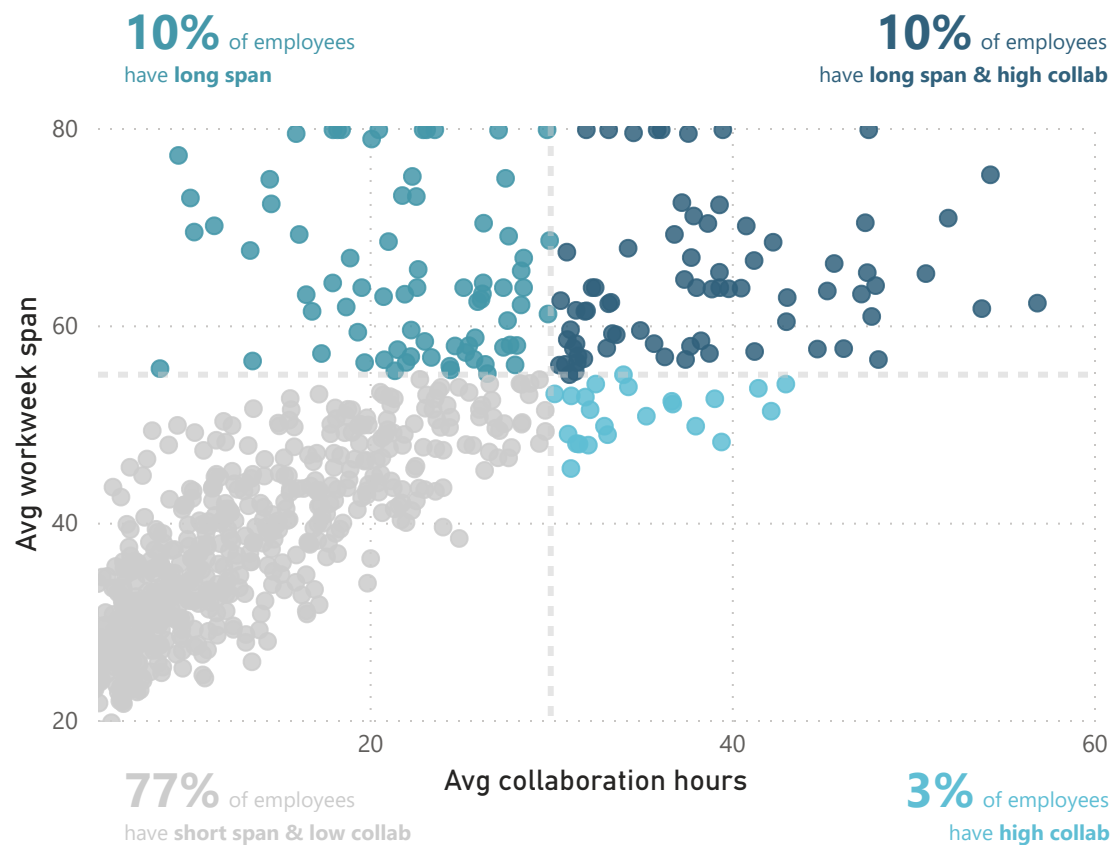**After-hours collaboration**
Average hours per week

| 25% | 32% | 20% | 12% | 10% | % of employees |

Who in the organization is at highest risk of burnout?
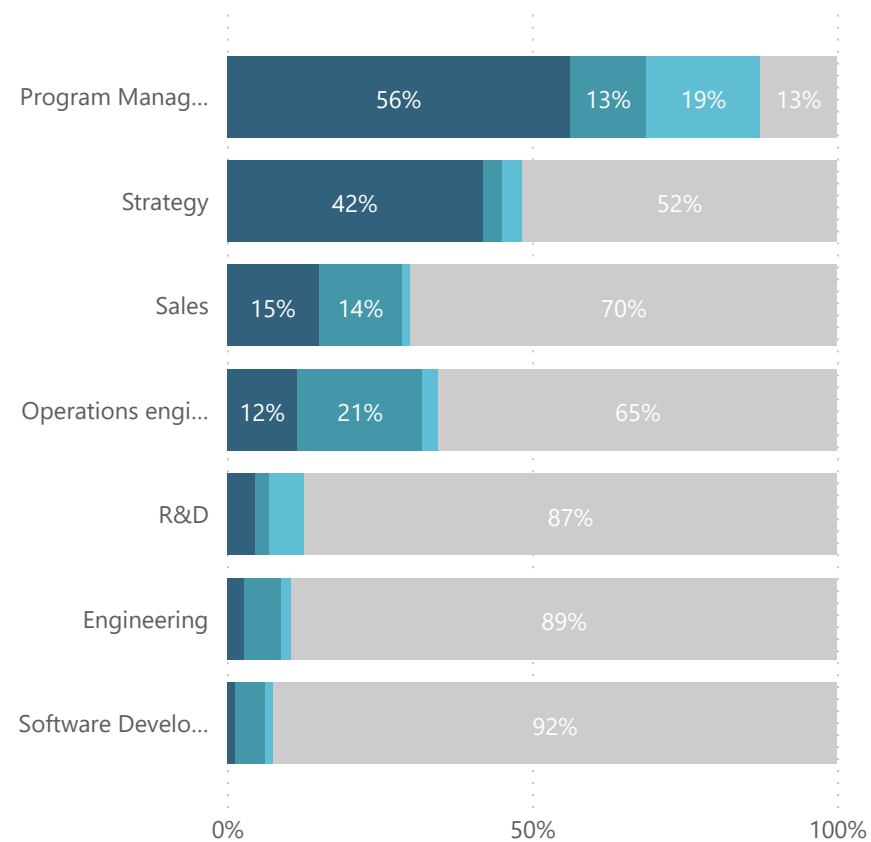
SupervisorIndicator ⌄

All ⌄

Distribution of employees by collaboration hours and workweek span
Each dot represents an employee

Percentage of employees by Organization

● Long span & high collab ● Long span ● High collab ● Other

10% of employees have **long span**

10% of employees have **long span & high collab**

77% of employees have **short span & low collab**

3% of employees have **high collab**

Avg workweek span

80

60

40

20

20   40   60

Avg collaboration hours

Organization	Long span & high collab	Long span	High collab	Other
Program Manag...	56%	13%	19%	13%
Strategy	42%			52%
Sales	15%	14%		70%
Operations engi...	12%	21%		65%
R&D				87%
Engineering				89%
Software Develo...				92%

0%   50%   100%

Is manager double-booking creating potential ripple effects across the company?

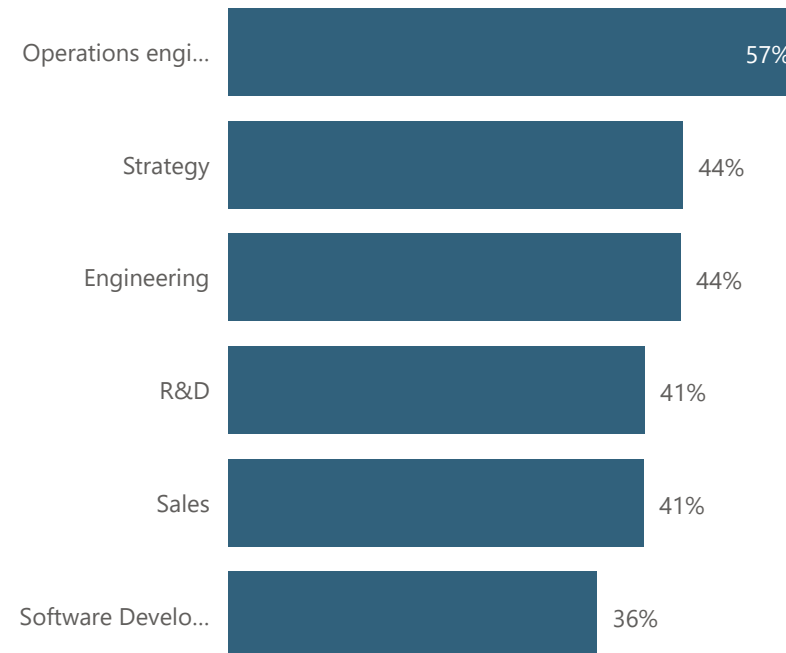## Distribution of managers by meeting hours and % of double booked time
Each dot represents an employee
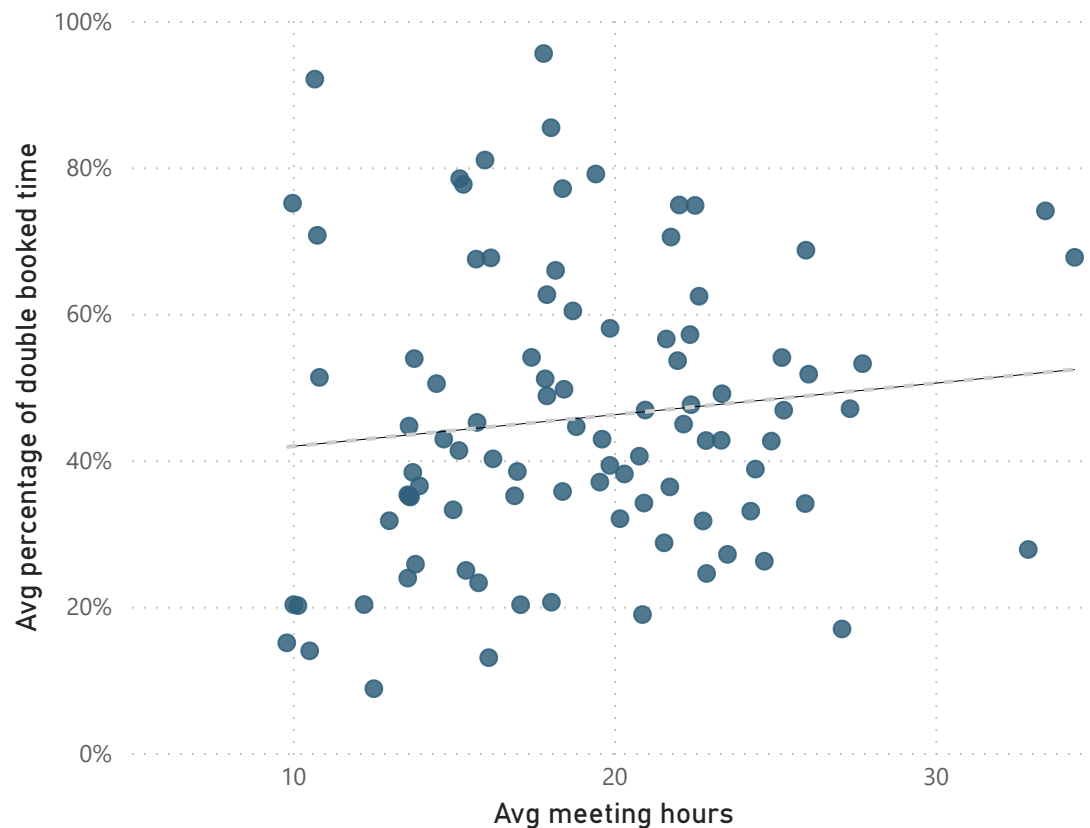
Percentage of double-booked manager time
Percentage of total time in meetings

46% of manager's meeting hours are double-booked

Operations engi...	57%
Strategy	44%
Engineering	44%
R&D	41%
Sales	41%
Software Develo...	36%

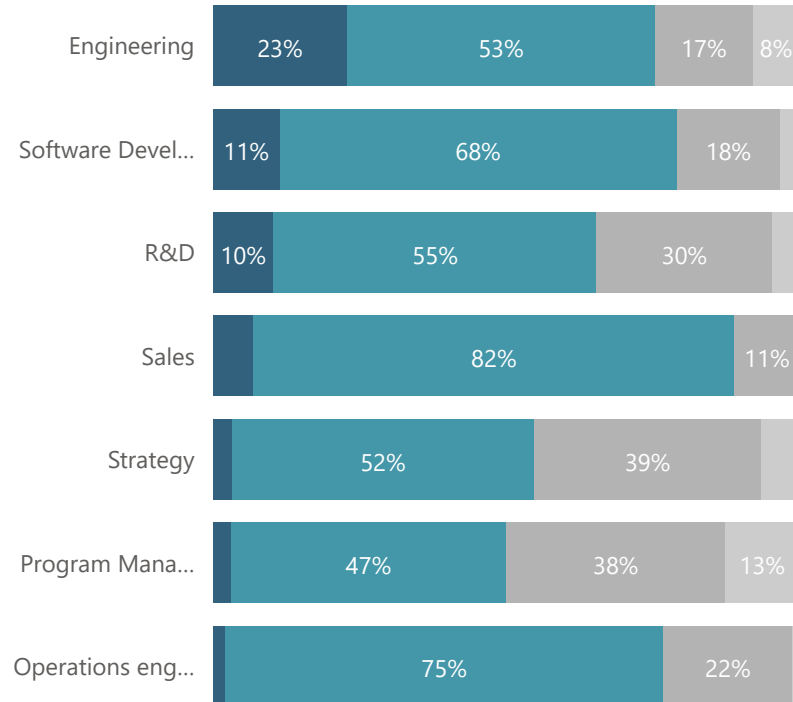# Are employees receiving sufficient manager 1:1 coaching time?

SupervisorIndicator

All

Distribution of employees by weekly manager 1:1 time
Percentage of employees

● 0 min ● 1-15 min ● 16-30 min ● more than 30 min

Department		
Engineering	23% / 53% / 17% / 8%
Software Devel...	11% / 68% / 18%
R&D	10% / 55% / 30%
Sales	82% / 11%
Strategy	52% / 39%
Program Mana...	47% / 38% / 13%
Operations eng...	75% / 22%

9% of employees spent 0 min in 1:1 with manager

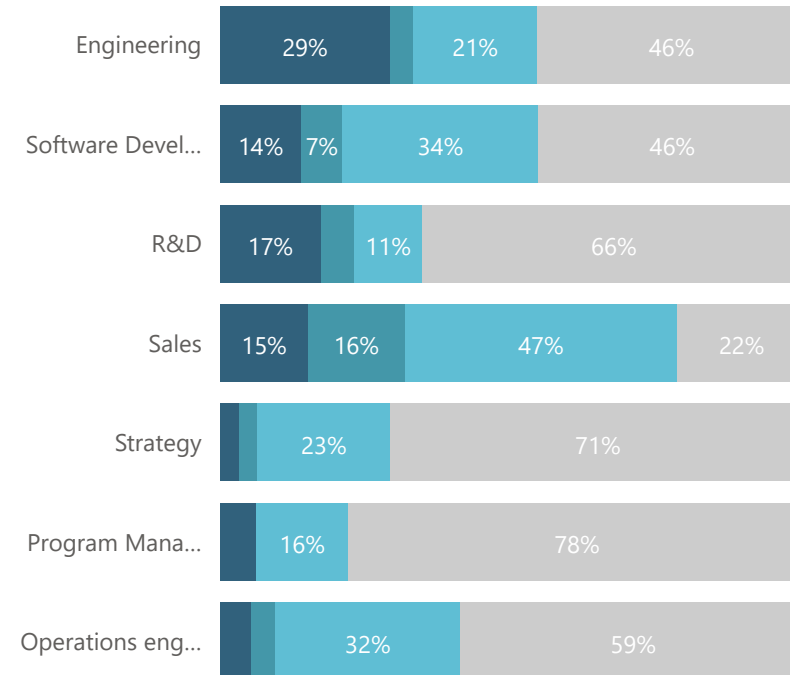**65%** of employees spent 1-15 min in 1:1 with manager

21% of employees spent 16-30 min in 1:1 with manager

4% of employees spent > 30 min in 1:1 with manager

Distribution of employees by manager 1:1 frequency
Percentage of employees

● Quarterly or less ● Bi-monthly ● Monthly ● Twice-monthly or more

Department		
Engineering	29% / 21% / 46%
Software Devel...	14% / 7% / 34% / 46%
R&D	17% / 11% / 66%
Sales	15% / 16% / 47% / 22%
Strategy	23% / 71%
Program Mana...	16% / 78%
Operations eng...	32% / 59%

14% of employees met 1:1 with manager quarterly or less

6% of employees met 1:1 with manager bi-monthly

28% of employees met 1:1 with manager monthly

52% of employees met 1:1 with manager twice-monthly or more

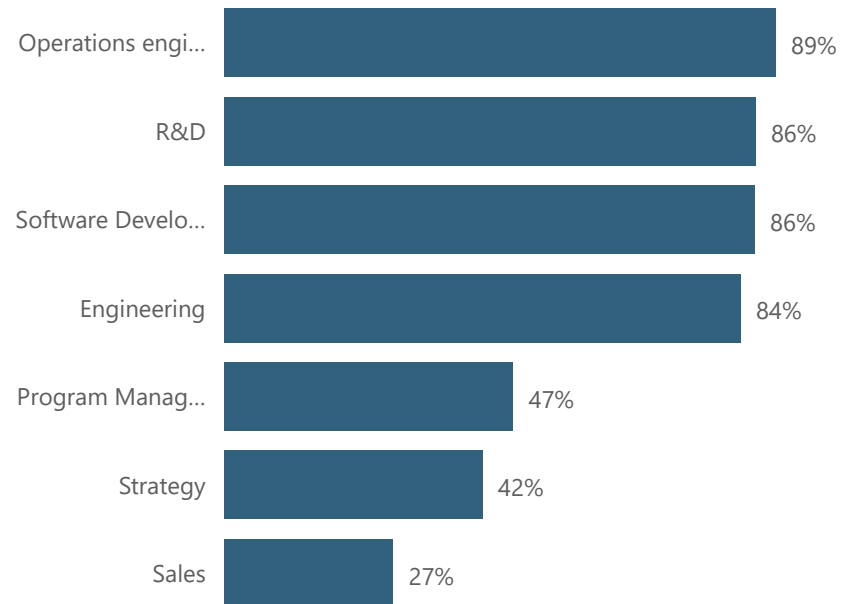# Are managers balancing oversight with employee empowerment and autonomy?

Percentage of employees with high manager co-attendance

Employees with a co-attendance rate of [30% ⌄] or higher are considered employees with high co-attendance

78% of employees have a high manager co-attendance rate

Department	Percentage
Operations engi...	89%
R&D	86%
Software Develo...	86%
Engineering	84%
Program Manag...	47%
Strategy	42%
Sales	27%

Manager's meeting hours
Average hours per week

18.9 hours in meetings

Department	Hours
Operations engi...	20.1
R&D	17.2
Software Develo...	17.0
Engineering	19.1
Strategy	23.8
Sales	16.7
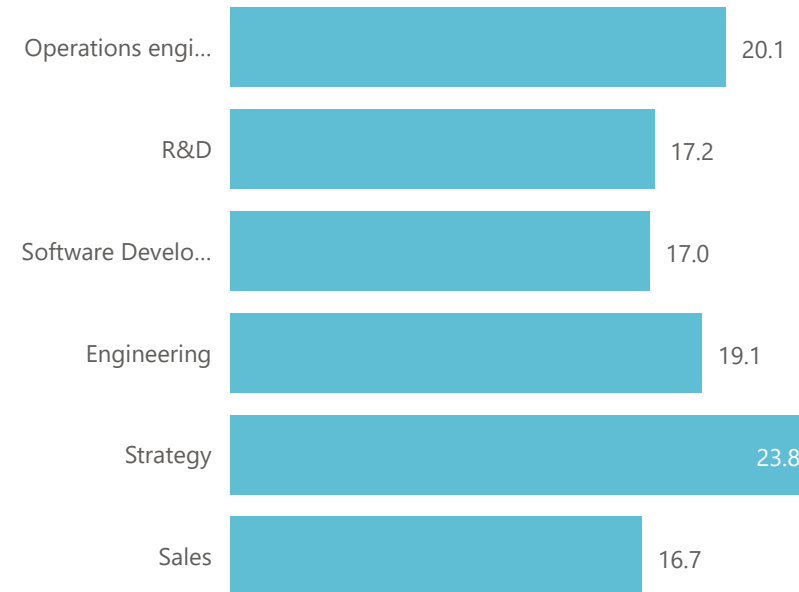
What managerial behaviors predominate across the company and by organization?

Distribution of employees by manager relationship

Each dot represents an employee; employees with a co-attendance rate of 30% ▾ or higher are considered employees with high co-attendance

59% of employees
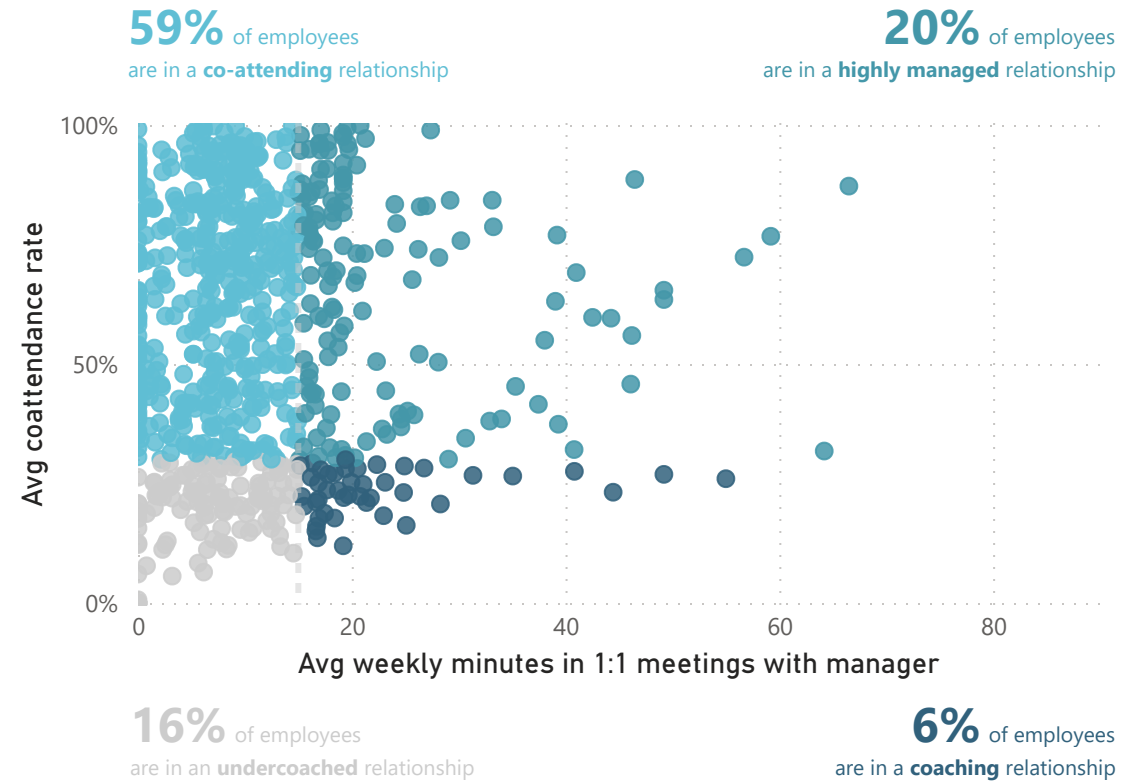are in a **co-attending** relationship

20% of employees
are in a **highly managed** relationship

Avg coattendance rate

100%

50%

0%

0   20   40   60   80

Avg weekly minutes in 1:1 meetings with manager

16% of employees
are in an **undercoached** relationship

6% of employees
are in a **coaching** relationship

Percentage of employees by Organization

● Coaching ● Highly managed ● Coattending ● Undercoached

Organization				
Strategy	26%	19%	23%	32%
Program Manag…	19%	31%	16%	34%
Sales	8%	25%		64%
Engineering		18%	65%	10%
Operations engi…		19%	71%	
Software Develo…		18%	68%	11%
R&D		33%	53%	13%

0%   50%   100%