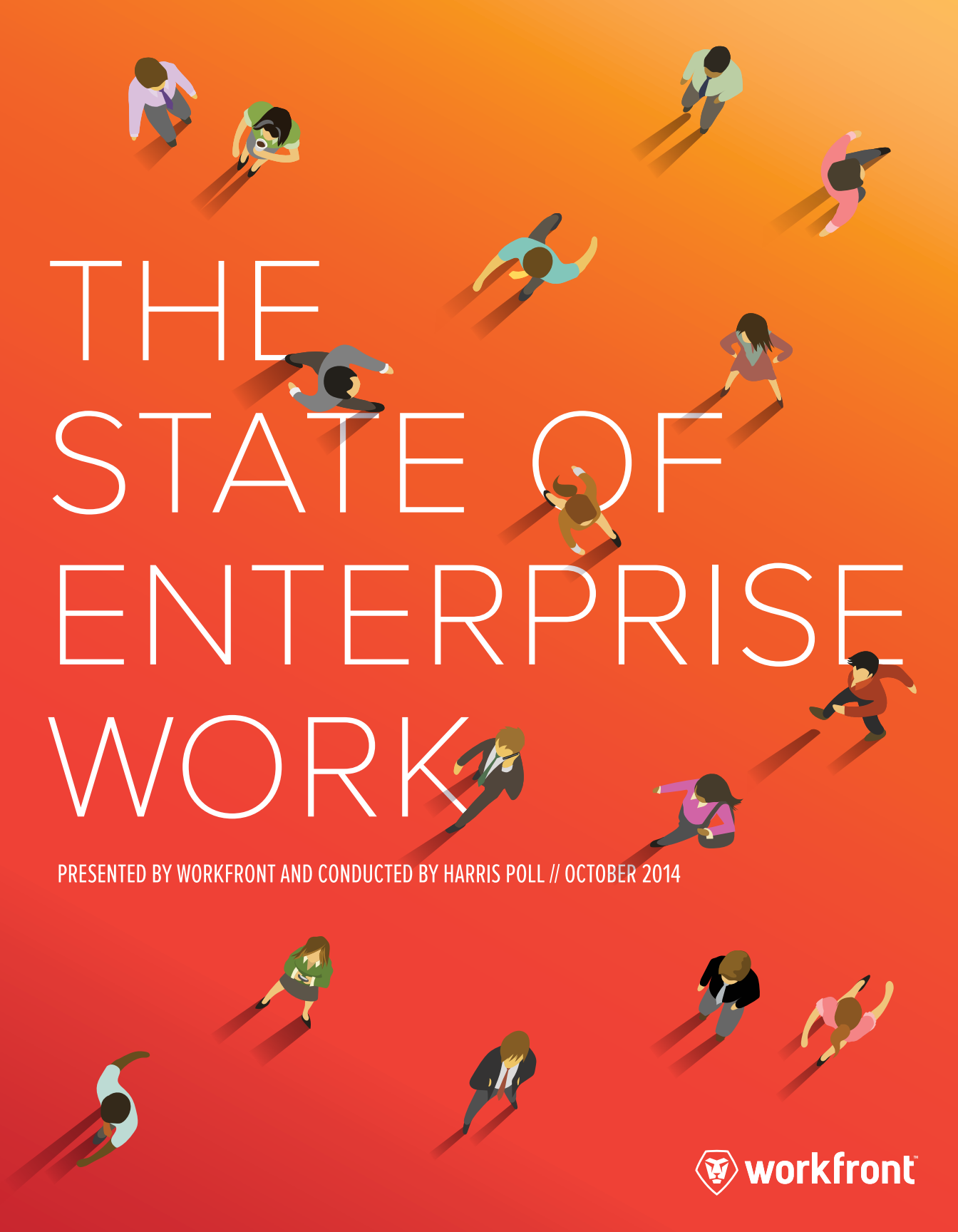


THE STATE OF ENTERPRISE WORK

PRESENTED BY WORKFRONT AND CONDUCTED BY HARRIS POLL // OCTOBER 2014

workfront

ABOUT THE REPORT

The survey was conducted online within the United States by Harris Poll on behalf of Workfront, maker of the leading cloud-based enterprise work management solutions, from June 3-5, 2014 among 2,028 U.S. adults ages 18 and older, of whom 268 were employed, work on a computer and collaborate with other people on projects at companies with 50 or more employees ("office workers"). Out of those, 150 respondents worked at companies of 1,000 employees or more—what we have, for the purposes of this survey, termed enterprises. The data provided in this report represents the responses of enterprise workers. Also, at key points in the report, this data will be compared to data gathered from office workers at smaller organizations (50-999 employees) which is comprised of 118 respondents. This online survey is not based on a probability sample and therefore no estimate of theoretical sampling error can be calculated. For a complete methodology, including weighting variables, please contact Workfront at info@workfront.com.

EXECUTIVE SUMMARY

In your hands you hold the results of our 2014 study on the State of Enterprise Work, the first edition of what is to be an annual report on how work is managed and what workers are concerned with in enterprises, which this study defines as companies with 1,000 or more employees.

Enterprises are getting bigger, with departments and teams increasingly more spread out across the globe. Unfortunately, communication, processes, and tools are not keeping pace with this growth and the new paradigm that comes with it. As seen in this study, those tools that are often the most used by enterprise workers become sources of distraction and inefficiency. In addition, teams, departments, and groups are failing to update their processes and structures to keep lines of communication and the flow of data open between departments and groups. This study illustrates how these weak spots can turn into conflict, misalignment, increased turnover, wasted resources, and, ultimately, lost opportunities.

In this study, you will find that enterprise workers report a good deal of ambivalence. On one hand, they express optimism about their work and work relationships. On the other hand, they report strong frustration with shortcomings in processes and communication, as seen in these statistics, for example:

- On average, enterprise workers use only 45% of their time on their primary job duties.
- Almost 6 out of 10 (59%) enterprise workers say wasteful meetings get in the way of their productivity.
- 63% of enterprise workers often feel like there are "too many cooks in the kitchen."
- 64% say there is often confusion at their company about who's doing what.
- 8 out of 10 (81%) experience conflict with other departments, groups or teams, and 4 out 10 (39%) cite lost productivity among the most common consequences of such conflicts.

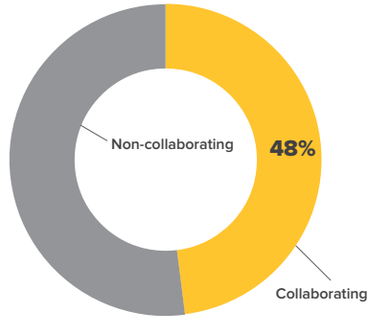
We hope this report proves helpful as you try to improve your enterprise. This report should provide enterprise leaders with a starting point for addressing the root causes of low performance, conflict, and high turnover.

HOW ENTERPRISES COMMUNICATE

TALKING TO OTHER TEAMS

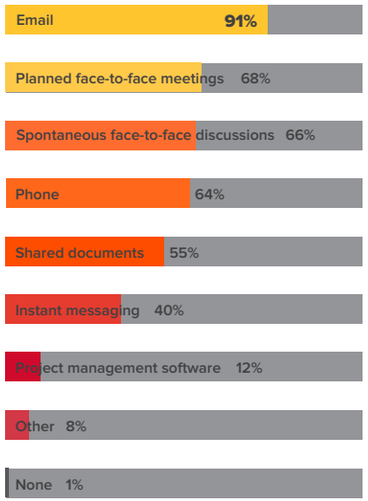
For almost half of U.S. enterprise workers, collaboration and communication are vital to success. Email, phone, and face-to-face meetings still dominate communication between departments and teams, with email being the most common method by a wide margin. In fact, sending and responding to email and performing administrative tasks absorb a significant part of enterprise workers' schedules.

ALMOST HALF OF FULL- AND PART-TIME WORKERS COLLABORATE WITH OTHER PEOPLE TO COMPLETE PROJECTS.



[population: workers; base size: 954]

QUESTION: What methods do you regularly use to communicate with other departments/ groups/teams at your company?



[population: enterprise workers; base size: 150]

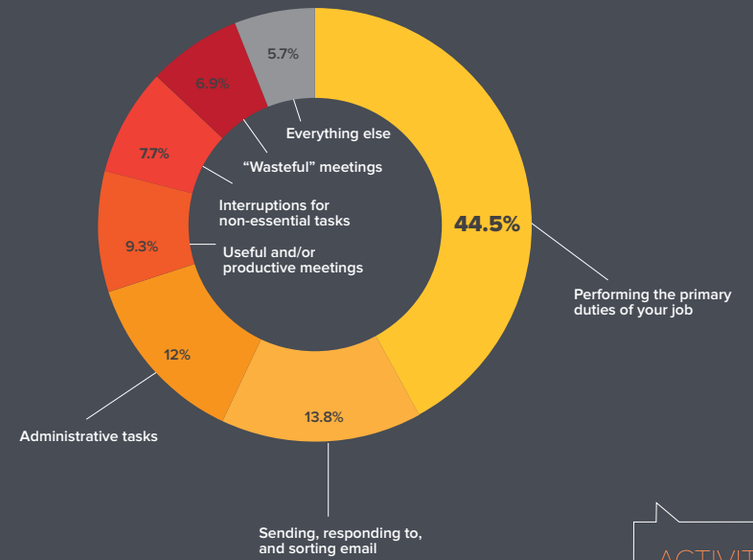
BY FAR, EMAIL IS ENTERPRISE WORKERS' PREFERRED COMMUNICATION METHOD, WITH MORE THAN 9 IN 10 REGULARLY UTILIZING IT. HOWEVER, WITH 43% OF WORKERS COMPLAINING THAT EXCESSIVE EMAIL GETS IN THE WAY OF THEIR WORK, ENTERPRISES MIGHT WANT TO CURTAIL INEFFECTIVE USES OF THIS UBIQUITOUS TECHNOLOGY.

WHERE THE TIME GOES

SO MUCH TO DO, SO LITTLE TIME

A surprising low percentage of enterprise workers' hours actually go to their primary job duties. Keeping inboxes clean, enduring disruptions, and attending meetings all take chunks out of workers' schedules, according to our respondents, leaving less than half their time for the duties they were hired to perform.

QUESTION: By your estimate, what percentage of your work week is taken up by each of the following activities?



[population: enterprise workers; base size: 150]

ACTIVITIES OTHER THAN WORKERS' PRIMARY JOB DUTIES CONSUME MORE THAN 55% OF THEIR TIME.

WHERE COMMUNICATION FAILS

GETTING LINES CROSSED

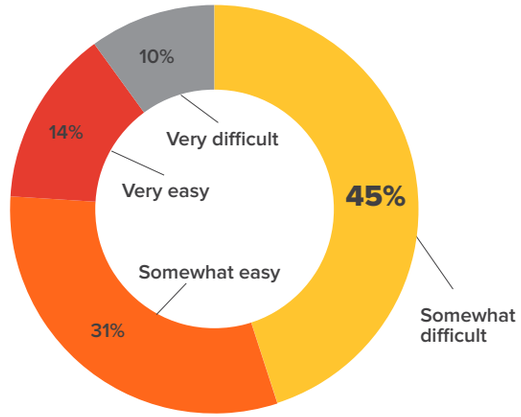
Overall, enterprise workers feel their communication within their companies is favorable, with the exception of their communications with company leadership. Unfortunately, other factors—distractions, misuses of technology, and lack of structure—hinder their productivity. “Wasteful” meetings top this list, implying that enterprises have some work to do to ensure that meetings effectively use employees’ time.

QUESTION: Overall, how effective or ineffective do you think each of these types of communication are at your company?

[population: enterprise workers; base size: 150]

HIGHER PERCENTAGES OF ENTERPRISE WORKERS DISPLAYED DISSATISFACTION TOWARD COMMUNICATIONS WITH COMPANY LEADERSHIP THAN WORKERS IN SMALLER ORGANIZATIONS.

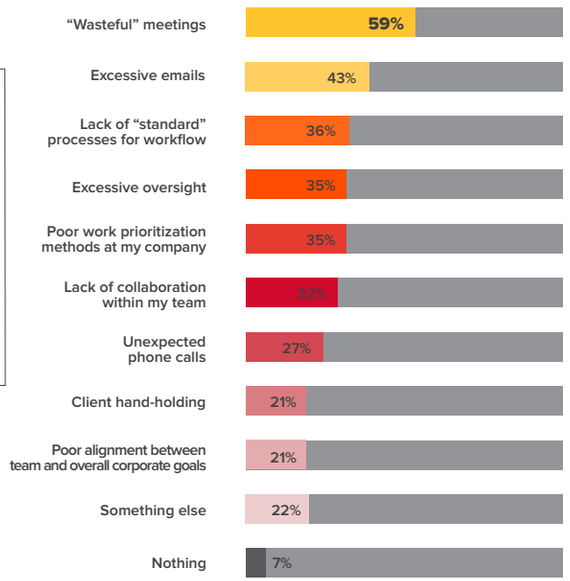
QUESTION: How easy or difficult do you feel it is to communicate the value of the work you do to your company's leadership?



[population: enterprise workers; base size: 150]

QUESTION: Which of the following, if any, ever get in the way of your work?

MORE THAN 1 IN 3 ENTERPRISE WORKERS EACH SAY A LACK OF "STANDARD" PROCESSES FOR WORKFLOW AND POOR PRIORITIZATION METHODS AT THEIR COMPANY GET IN THE WAY OF THEIR WORK.



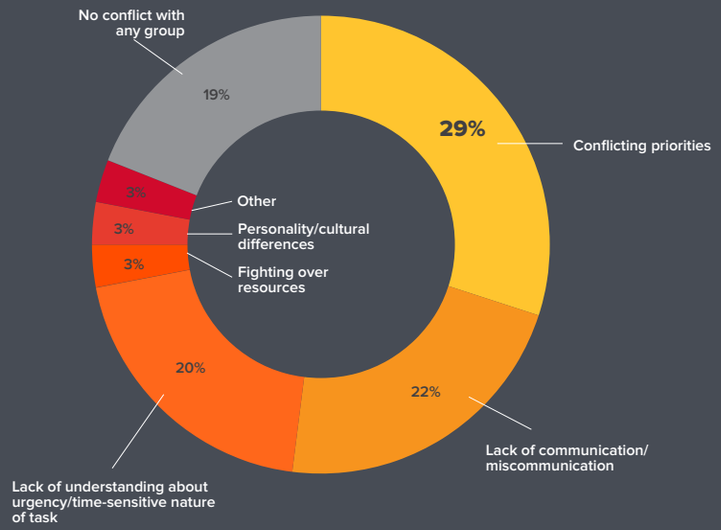
[population: enterprise workers; base size: 150]

WHEN CONFLICT ARISES

MISCOMMUNICATION TURNS INTO CONFLICT

Taken altogether, the data suggests that misalignment and miscommunication are the main culprits for enterprise work conflict, culminating most commonly in low productivity and high turnover, and hinting at the high cost of bad communication. Interestingly, the group with which enterprise workers most commonly experienced conflict was company leadership.

QUESTION: Which of the following is the most common source of conflict with other departments/ groups/teams?

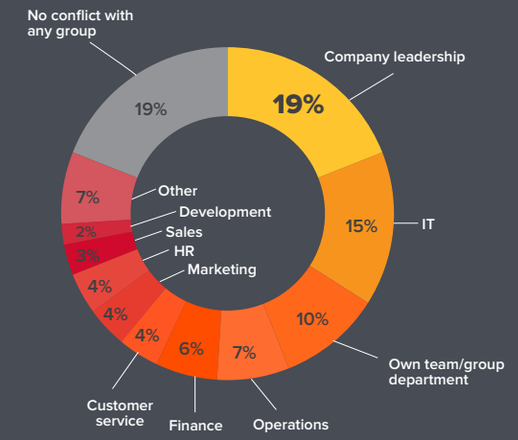


[population: enterprise workers; base size: 150]

SURPRISINGLY, THE MAJORITY OF ENTERPRISE-LEVEL CONFLICT SPRINGS FROM THE LACK OF ALIGNMENT AND COMMUNICATION, NOT FROM PERSONAL FACTORS.

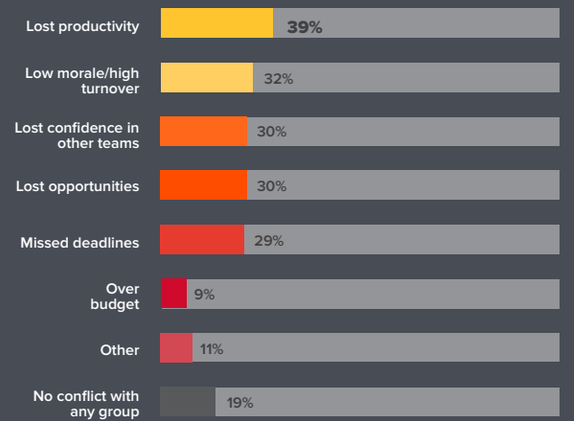
QUESTION: With which department/group/team, if any, do you most often experience conflict?

1 IN 5 ENTERPRISE WORKERS CITE COMPANY LEADERSHIP AS THE GROUP WITH WHICH THEY MOST OFTEN EXPERIENCE CONFLICT.



[population: enterprise workers; base size: 150]

QUESTION: What are the most common consequences of conflict between your department/ group/team and others, meaning those you most frequently encounter?
(Please select up to three responses.)



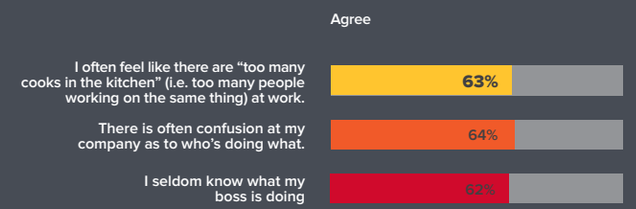
[population: enterprise workers; base size: 150]

HOW WORKERS FEEL

MIXED EMOTIONS

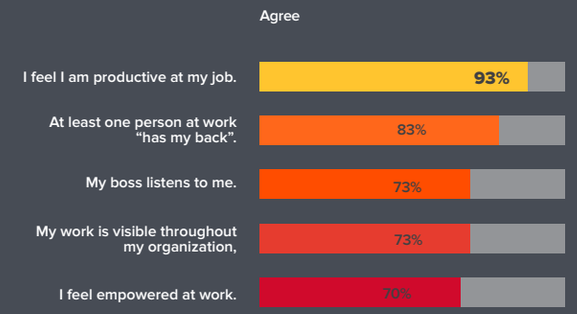
According to the study, enterprise workers appeared generally optimistic about their productivity, their relationships with their bosses, and the visibility of their work. Where frustrations seem to arise is in the area of work management, where assignments and responsibilities are poorly defined and often not publicly known, suggesting that enterprise-level teams can improve how they clarify work assignments and make that information widely available.

QUESTION: How strongly do you agree or disagree with each of the following statements?



[population: enterprise workers; base size: 150]

QUESTION: How strongly do you agree with each of the following statements?



[population: enterprise workers; base size: 150]

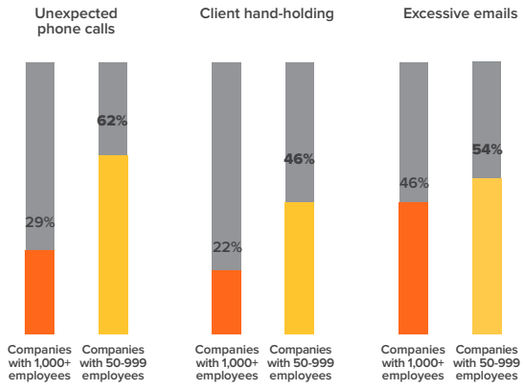
HOW ENTERPRISE TEAMS COMPARE

DIFFERENCES BETWEEN ENTERPRISE AND SMALLER COMPANIES

While most respondents, from enterprise and smaller companies, expressed similar attitudes, some striking points of departure were also seen between the two groups. This is seen chiefly in the area of communication, but differences are also seen in the amount of conflict reported by the two groups.

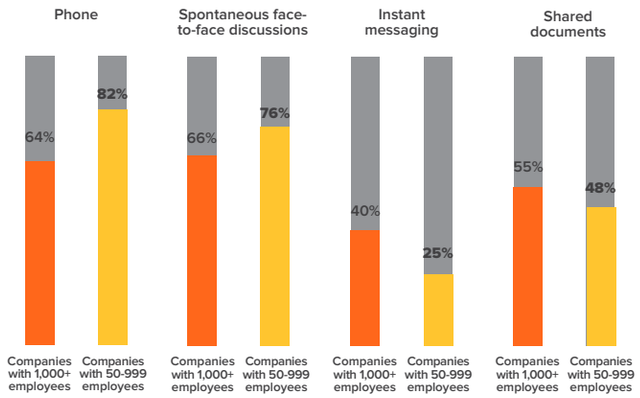
QUESTION: Which of the following, if any, ever get in the way of your work?

ENTERPRISE WORKERS ARE LESS LIKELY TO HAVE THEIR WORK INTERRUPTED BY UNEXPECTED PHONE CALLS AND CLIENT HAND-HOLDING.



[population: workers whose work is ever interrupted; enterprise base size: 137; office worker base size: 107]

QUESTION: What methods do you regularly use to communicate with other departments/ groups/teams at your company?

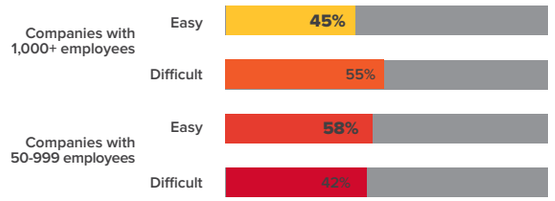


ENTERPRISE WORKERS ARE LESS LIKELY TO USE THE PHONE AND MORE LIKELY TO USE IM TO COMMUNICATE WITH OTHER GROUPS.

[enterprise worker base size: 150; office worker base size: 118]

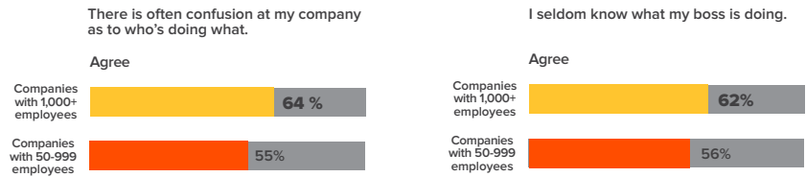
QUESTION: How easy or difficult do you feel it is to communicate the value of the work you do to your company's leadership?

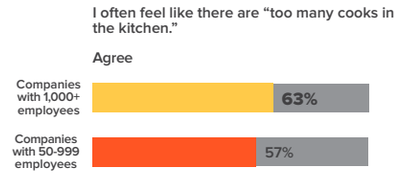
ENTERPRISE WORKERS EXPERIENCE MORE DIFFICULTY IN COMMUNICATING THE VALUE OF THEIR WORK TO COMPANY LEADERSHIP.



[enterprise worker base size: 150; office worker base size: 118]

QUESTION: How strongly do you agree or disagree with each of the following statements?





[enterprise worker base size: 150; office worker base size: 118]

QUESTION: With which department/group/team, if any, do you most often experience conflict?

[enterprise worker base size: 150; office worker base size: 118]

ENTERPRISE WORKERS EXPERIENCE LEVELS OF CONFLICT COMPARABLE TO THEIR PEERS AT SMALLER ORGANIZATIONS.

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MEET WORKFRONT

Workfront is a cloud-based Enterprise Work Management solution that helps IT departments, marketing service groups, and other enterprise teams conquer the problems associated with traditional project management. It provides a single system of truth that eliminates work chaos, provides global visibility, and increases productivity. Workfront offers a complete adoptable solution—powerful enough for technical users, intuitive enough for business stakeholders, and flexible enough to support Agile, Waterfall, or a mix of the two. It works in the same ways you do.

To learn more about Workfront Enterprise Work Management for IT, Marketing, and other teams, and how it can increase enterprise productivity, please contact us at the following:

workfront.com + 1.866.441.0001 + 44 (0)845 5083771

ABOUT THE HARRIS POLL

Over the last 5 decades, Harris Poll have become media staples. With comprehensive experience and precise technique in public opinion polling, along with a proven track record of uncovering consumers' motivations and behaviors, The Harris Poll has gained strong brand recognition around the world. The Harris Poll offers a diverse portfolio of proprietary client solutions to transform relevant insights into actionable foresight for a wide range of industries including health care, technology, public affairs, energy, telecommunications, financial services, insurance, media, retail, restaurant, and consumer packaged goods. Contact us for more information. harrispollonline.com

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