



# Workplace Engagement & Productivity During Economic Uncertain Times

Leveraging collaboration analytics to create an effective, productive, and engaged workforce

# Executive Summary

*In this Ebook, we'll look at fresh data that provides trends and recommendations regarding organizational structure, middle and upper management best practices, and revenue team trends. We'll then provide practical advice for rethinking how to get work done.*

**Intro:** What's happening with the economy and why business leaders should care

**Chapter 1:** Staffing trends and organizational structure

**Chapter 2:** Understanding changes to company-wide productivity

**Chapter 3:** What's happening with revenue teams

**Outro:** Why collaboration analytics is mission-critical during economic uncertainty

# Intro

## The Trends In Staffing & Organizational Structure

# So what's the deal with the economy?

It's not new information that the [economy is in turmoil across the globe](#). The question of whether we're in a recession, coming out of an economic downturn, or headed towards a protracted era of stifled growth is a topic that's hotly debated by economists, politicians, and supranational organizations. The only viewpoints that everyone agrees on is

- a) no one really knows where we're heading and
- b) the economic situation varies drastically by market

But whether you're operating in the US, which is [experiencing their highest inflation rates in recent history](#), or Germany, who's [economic growth is hammered by rising energy costs and the war in Ukraine](#); one thing is for certain:

Now more than ever, it's time for **every executive** to be very **cognizant of macro-level economic trends**, their costs and revenue generation plans. **Additionally, they need a clear picture of exactly how their employees collaborate and to identify areas that distract from employee engagement & productivity.**



# Business Leaders: It's your job to read the news

## Inflation Rates

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*Indicates how quickly prices are climbing. Closely related to interest rates, which have a major impact on lending rates*

## Consumer Confidence

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*If consumer sentiment rates dip too low, then household spending is likely to decrease. Lower confidence might decrease inflation rates, but also could result in a recession*

## GDP (Growth Rates)

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*Gross Domestic Product (GDP) consists of [four main components](#). Looking at forecasts is useful to analyze macro-level market trends*

## Unemployment Rates

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*Gives a strong sense of how to think about your own workforce. For example, the US is retaining a tight labor market, so think carefully before executing layoffs*

During the recession of 2008, business leaders paid close attention to the news when thinking about business. That's even more relevant in today's era that is rife with turbulent political, economic, and social movements. **These seemingly external factors will have a major impact on the internal operations** of your business. And ultimately, they could be strong indicators of your own department's future performance.

As a disclaimer, Time is Ltd. is by not a leader in economic forecasting or business advice. We purely operate within the collaboration analytics space. But it would be illogical and irresponsible to not mention the importance of watching macro-level trends when thinking about your workforce management plans. On the positive side of things, leaders have something that didn't exist in 2008, access to collaboration data!

95%

Of US CEOs envision strong corporate growth

72%

Feel positive about the global economy

*A majority of surveyed (USA) CEOs, 91%, anticipate a recession, with only one-third believing it will be short and mild. At the same time, nearly three-quarters of chief executives worry that rising inflation and living costs will affect their ability to retain talent.*

*[Fortune](#), August 2022*

## But focus on the controllable

Even if you're watching the economic news daily, there's a lot of conflicting information. A perfect example is showcased on the seemingly paradoxical statistics and quote on the left, which came from the same study of 400 top US CEOs. It's difficult to discern exactly how much or little global or domestic market trends should play into your own department or company-wide goals. Moreover, it's going to drastically vary from business to business based on your industry, buyer, market, and more.

But one thing is for certain. A turbulent economy should encourage you to look closely at how your employees work, collaborate, and product quality work.

What should you do? Well, that's case-by-case. But every leader should map out their team (or company) is collaborating. Taking this first step will set you on a path towards creating a more engaged and effective workforce.

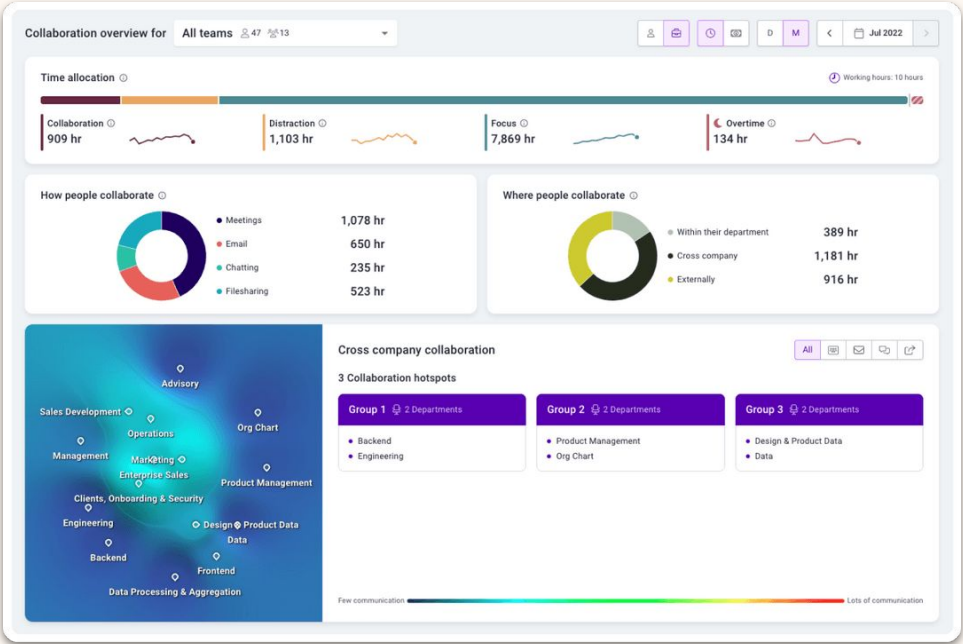
# Where do you start? Get a map of your digital ecosystem

In the modern world, companies measure everything. From the very high-level, down to miniscule key performance indicators. How much are our customer acquisition costs, what's the average time to close a new client, what's our employee satisfaction rate?

However, one fundamental area that companies' fail to measure is *time*. How much time does an average employee spend collaborating? Are our sales reps spending the right amount of time prospecting?

Technology has changed how we all work. And now when an entire company or team's behavior is aggregated together, it's possible to see how your team(s) actually gets work done.

That data is invaluable. The insights gained from the Time is Ltd. platform enable leaders across the board to diagnose workplace organization, and restructure collaboration to **reduce inefficiencies, improve productivity, and enhance collaboration.**



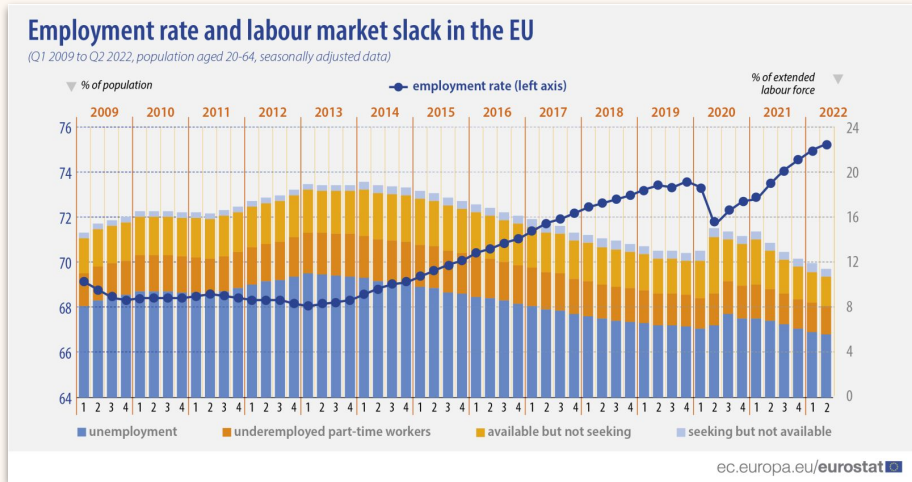
# Chapter 1

## Staffing Trends & Organizational Structure



# What's happening in labor markets?

During the back half of 2021, [the Great Resignation](#) led to hundreds of thousands of employees voluntarily leaving their full time employment. The reasons for the unique phenomenon were debated widely, but most agree that an incredibly hot market plus knowledge workers shifting to home offices led to an employees market.



Source European labor market:

[https://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:2022Q2newsitemgraph\\_1.jpg](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:2022Q2newsitemgraph_1.jpg)

Source: US labor market: <https://www.nytimes.com/2022/11/03/briefing/fed-interest-rates.html>



Job openings have slightly declined in recent months, but labor markets remain strong. Whether labor markets will contract is still to be determined (recent tech layoffs may be an indicator), but most polled executives are hesitant to layoff employees as they believe finding quality in the future will be difficult and costly.

Let's take a look at some of the key trends in staffing & organizational structure.

# Employee onboarding continues to suffer

One of the key reasons employers are wary of conducting layoffs is that employee onboarding is **costly** and as more employees are working remotely, **it's becoming increasingly less effective.**

Average number of connections employees have during their first year in the company

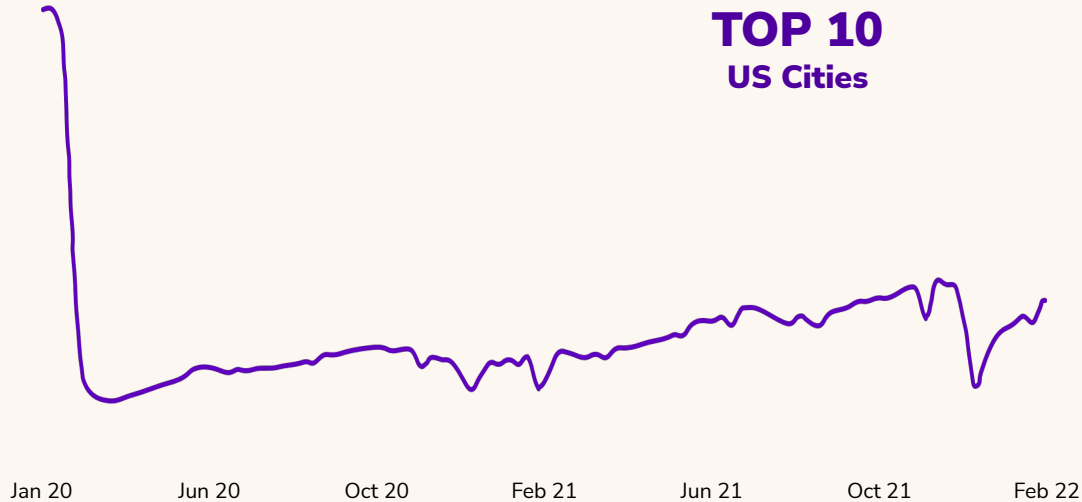


*Since the pandemic started, onboarding is increasingly ineffective. Leverage collaboration analytics to understand how to improve the network sizes of your new employees*

# The Neverending Dilemma: Where Should Work Occur?

Office Attendance is **50%** of Pre-Covid levels

**Avg. of  
TOP 10  
US Cities**

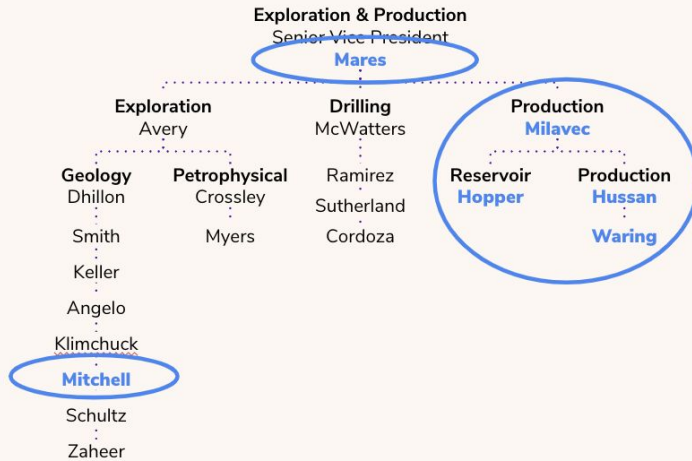


Whether an employee is working remotely or in an office varies drastically by market, even down to the city level. Smaller more municipal cities are much more likely to have in-office cultures, while larger cities still have low occupancy levels.

# What Are These Trends Highlighting?

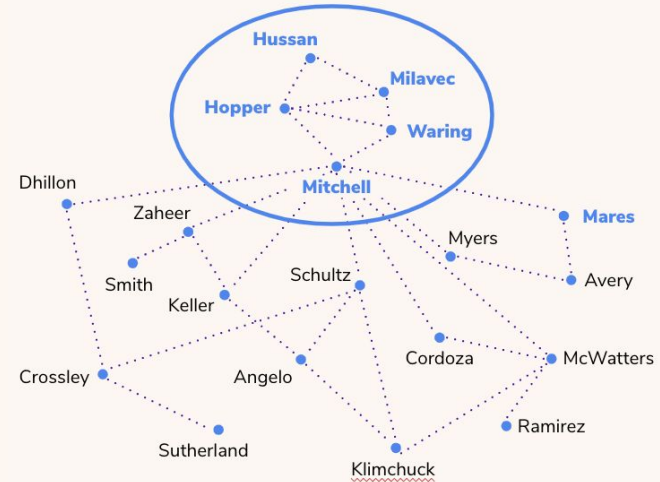
## Traditional Org Structures Are Insufficient

### Hierarchical structure



Traditional hierarchical organization structures are still important. They provide clear lines of reporting and delineate seniority. However, they're only half of the picture.

### Network structure



Leaders now require maps of collaboration networks. This empowers leaders with the ability to truly know how work actually gets done.


# Chapter 2

## Understanding Changes To Company-Wide Productivity

# What's happening to Productivity?

Employee productivity is generally defined as the total output over a defined time range (e.g. one hour). Productivity gains that occurred at the beginning of the pandemic are completely erased. We're now in a **historic low of employee productivity**.

The reasons are hotly debated. But no matter the reason, employers should spend time digging into their workforce productivity. Let's take a look at some of the trends we're seeing at Time is Ltd...

 The Washington Post

**U.S. workers have gotten way less productive. No one is sure ...**

This year's productivity decline comes after a strong 2021. In the first quarter of last year, worker productivity grew 4.3 percent, one of the...

 Business Insider

**'Quiet quitting' not to blame for lower worker productivity. The Great Resignation might be.**

Following the largest quarterly decline since 1947, US workers' productivity – or output produced per hour worked – had a record decline in the...

 Bloomberg.com

**US Worker Productivity Barely Rises, Though Helps Cool ...**

Productivity, or nonfarm business employee output per hour, increased at a 0.3% annual rate in the third quarter, according to Labor Department...

 USA Today

**Employee productivity: Workers' output per hour has been weak**

How to fix high inflation, weak growth and labor shortages? Boost worker productivity. Paul Davidson. USA TODAY.

 NPR

**Declining economic productivity relates to a loss of motivation ...**

America's economic history has been defined by its exceptional labor productivity – it's allowed us to produce more per hour worked than any...

 Inside Edition

**Poor Worker Mental Health Costs US Billions in Productivity Per Year, Gallup Survey Shows**

Poor Worker Mental Health Costs US Billions in Productivity Per Year, Gallup Survey Shows · According to recent data from Gallup, employees' poor...

Collaboration  
time is almost  
**40% higher** in  
the office

### Collaboration Time

Time/person/day

**3 hrs**

**5 mins**

**Office**



**2 hrs**

**14 mins**

**Remote**



# External networks are **half the size** when remote

**External Network**

**Hybrid**

10.4

Contacts/person/month

**Office**

14.1

Contacts/person/month

**Remote**

6.6

Contacts/person/month

**Internal Network**

52.5

Contacts/person/month

58.2

Contacts/person/month

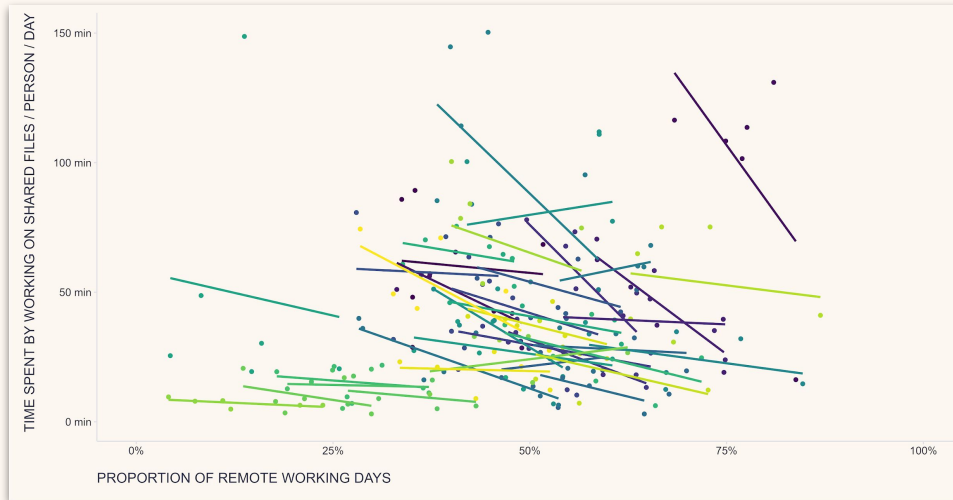
43.0

Contacts/person/month



# Does this mean remote work is less effective?

## Not conclusively...



This chart shows that in most teams, as remote work days increase, people spend less time working on shared files. Does this mean that remote work is less effective? Not necessarily. Perhaps shared files are used primarily as a collaboration tool. So when workers are remote, they're primarily focused on tasks that require focused attention.

## Although collaboration suffers, the jury is still out on productivity

More hours spent working and more hours collaborating, doesn't necessarily mean higher productivity. In fact, there are indications that the in-office environment actually lowers productivity for some teams. To best diagnose your productivity, it's worth leveraging collaboration analytics, employee surveys, performance management, and project management data to get a full picture on the effectiveness of your teams.

# Chapter 3

## What's Happening With Revenue Teams

# There's A Problem Happening In Sales Teams

**Only 35%**

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*Of sales people's time is spent with external partners*

**While 65%**

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*Of time is spent on non-revenue generating activities*

**With 14.8%**

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*Of time spent on administrative tasks*

**Resulting In Only 53%**

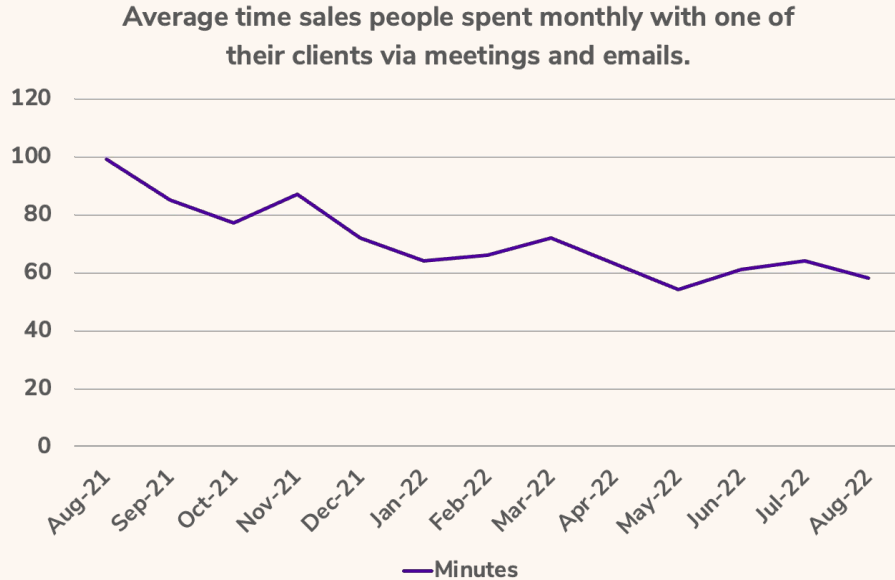
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*Of sales reps saying they're hitting quota*

If you're a mid-market or enterprise B2B organization, your revenue is dependent on having highly effective sales and customer success teams. If the economy continues to worsen, then maximizing effectiveness in the sales funnel will continue to grow in importance.

Let's take a look at some of the key trends that are happening within revenue teams.

# Time spent with external prospects and partners is going down



Yes, there's been general productivity loss across all departments. But when it comes to sales reps time, we've seen **more than a 40% loss** in time spent with external customers.

That's a staggering amount, which has drastic implications for driving up new revenue...especially in economic turbulent times.



*By using collaboration analytics, you can re-shift your sales workforce to be more focused on revenue generating activities.*

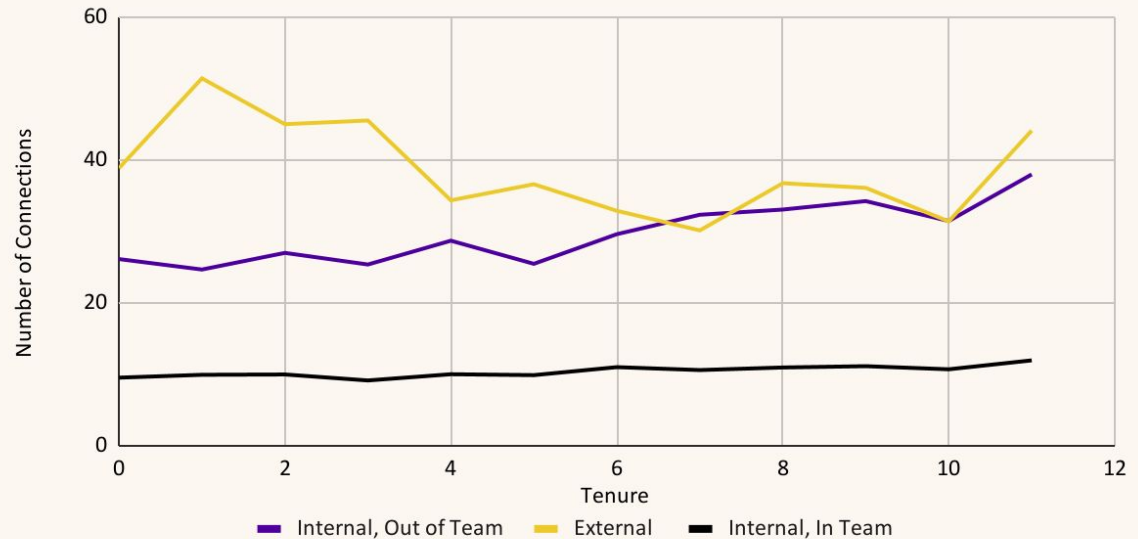
# Companies aren't capitalizing on the rolodex that new sales members bring to a business

A seasoned sales professional comes with industry contacts. And what the data shows is they're initially using their industry network connections.

But as time goes by, sales reps shift their attention away from external accounts as they're bogged down with internal collaboration and administrative duties.

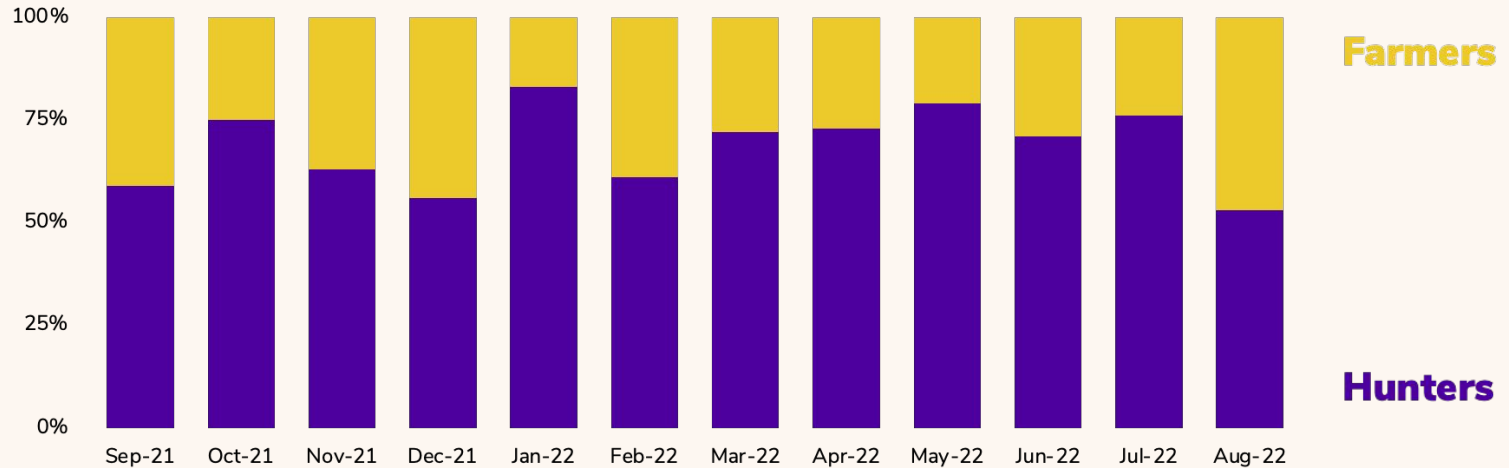
This is a **huge missed opportunity for generating new revenue!**

## Number of Connections vs. Tenure



# So what should revenue leaders do?

## Act immediately



### Sales behavior is seasonal, change needs to happen soon

Depending on your business, there are months (or quarters) that are more dedicated to prospecting or pipeline generation. Based on 2021 Time is Ltd. data, January is a key month for prospecting. So if your company is experiencing a loss in sales effectiveness, it's highly recommendable to leverage collaboration analytics and correlate it to funnel performance before kicking off the new year.

# Outro

**Why Collaboration Analytics  
Is Mission Critical**

# How Do You Solve That?

With easy-to-understand collaboration analytics

Emails



Calendars



Meet



Slack



Attendance



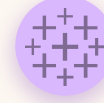
Eng. Survey



Performance

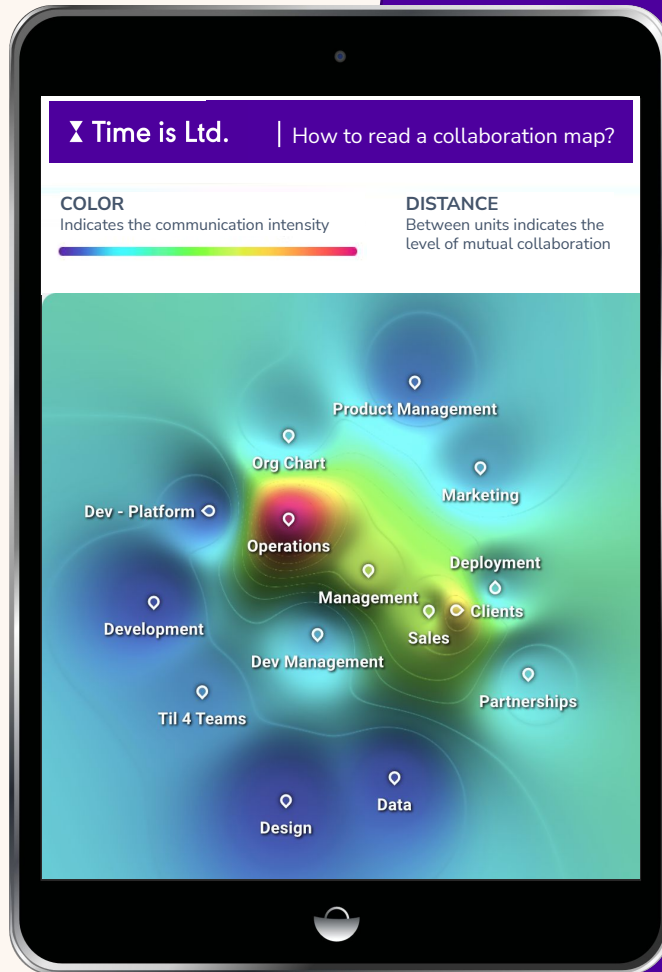


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Understand your #DigitalCulture





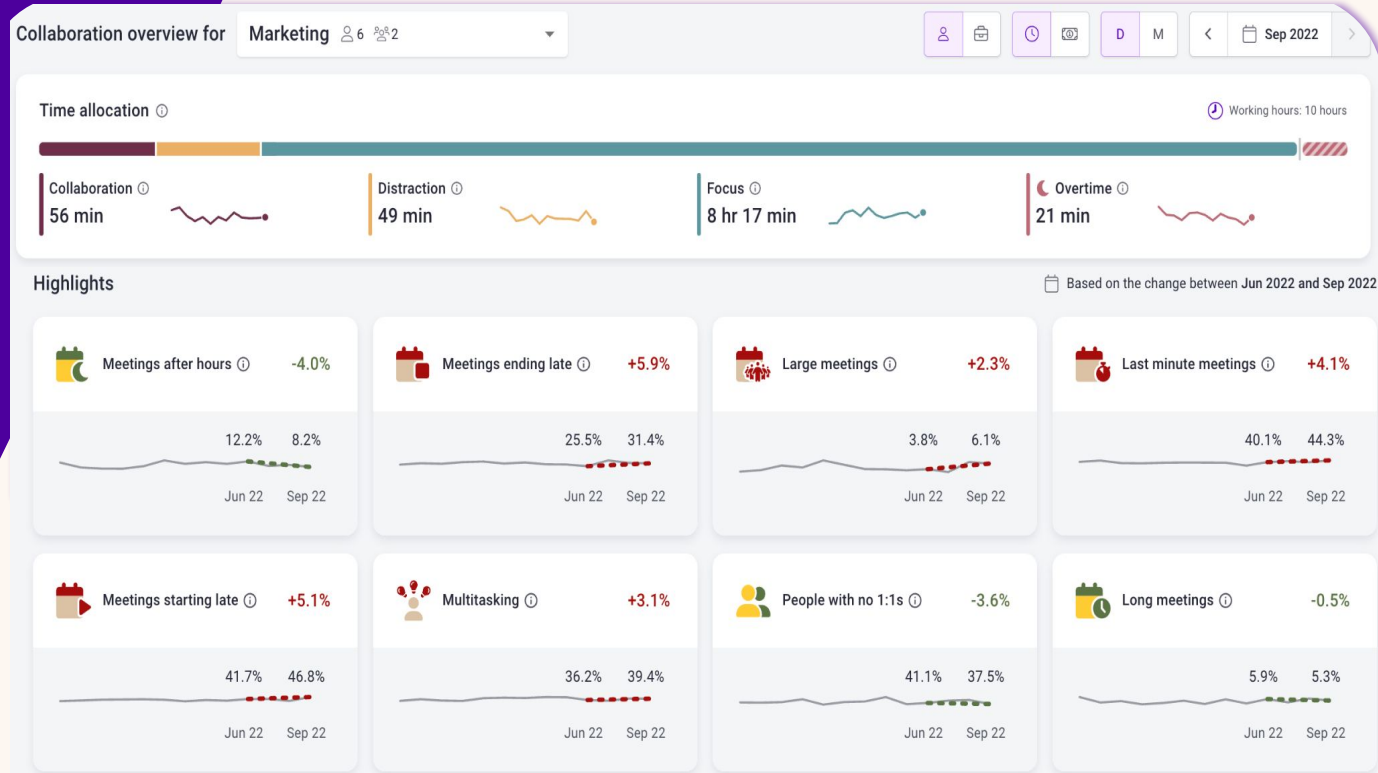
## How?

Our interactive interface and proprietary visualization technology (Sociomaps) provide a unified view of collaboration and the digital landscape that enables **better Leadership decision-making.**

By understanding and improving the collaboration dynamics between teams, companies can enhance organizational-wide **engagement and productivity.**

# Understand how your team's work

And then  
make BIG  
Efficiency  
Gains



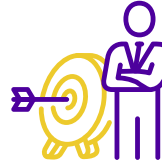
# How Companies Use Time is Ltd.



Create a highly engaged employee base with low unwanted attrition



Get the **lowdown** on how your company works. Then make big improvements



**Sales teams** that understand & execute on collaboration activities that close more deals

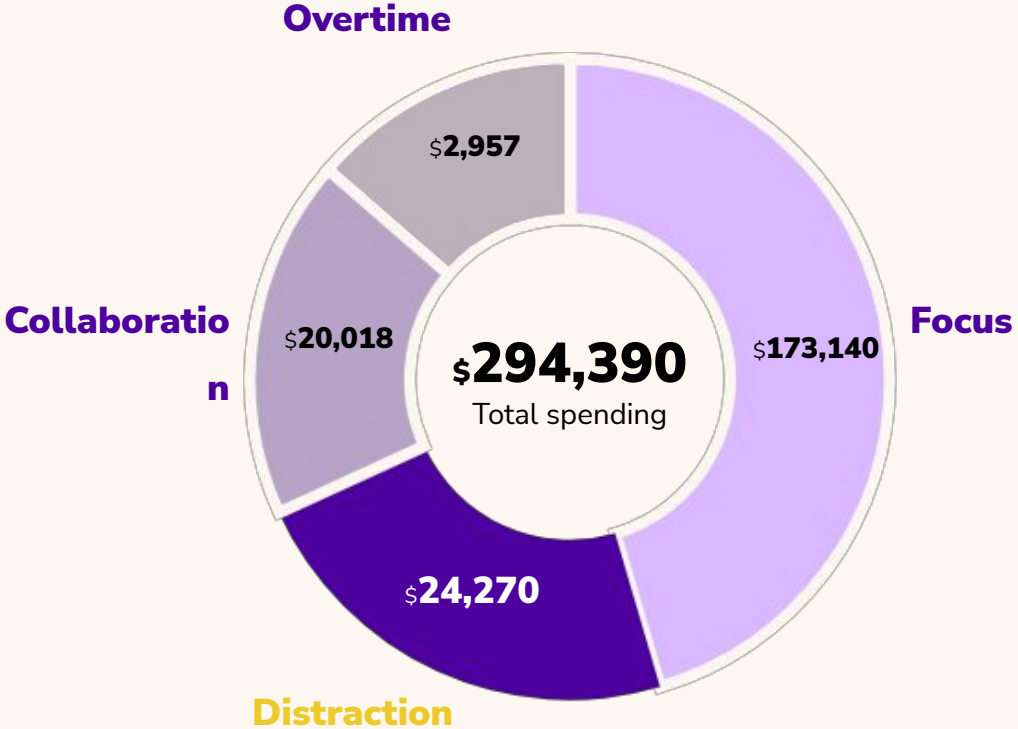


Create a **hybrid work policy** that's based on employee productivity & collaboration



**Customer success departments** that understand how to retain & engage clients

# There's **HARD** cash savings when investing in collaboration analytics



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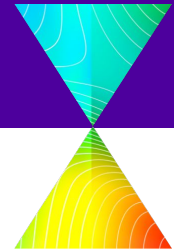
*“Time is Ltd. gave us the ability to **visualize our performance** across important metrics that helped us **understand our workplace from a macro perspective.**”*

Martin Latal, Change Manager for IT

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## ⌘ Time is Ltd.

Time is Ltd. enables companies to visualize their digital communication and collaboration ecosystems to drive employee engagement and productivity



Ready to shape  
**THE FUTURE OF WORK?**

Contact [solutions@timeisltd.com](mailto:solutions@timeisltd.com)