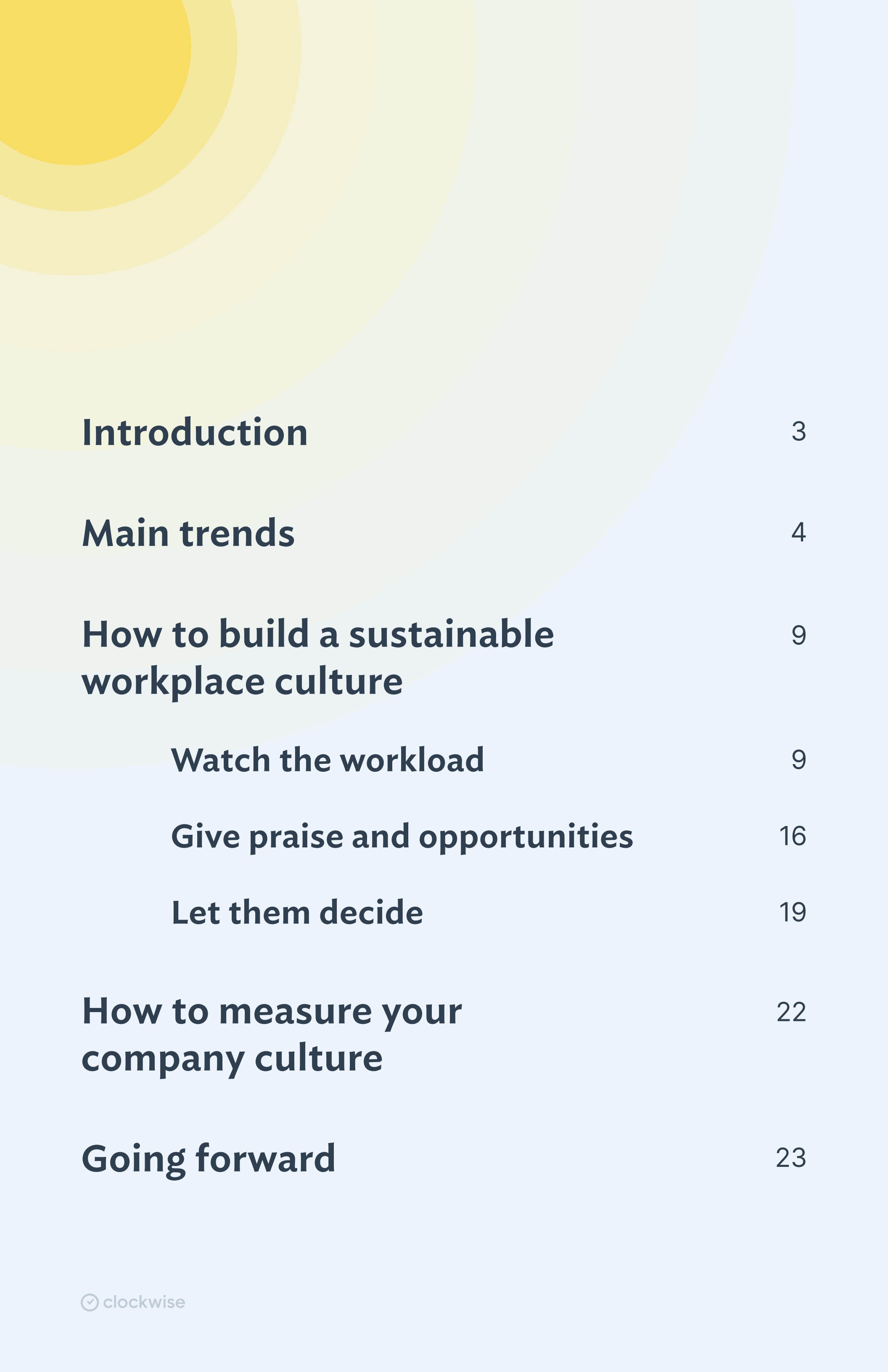


Happy and Productive





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INTRODUCTION

We're on a mission to help the world make time for what matters.

At Clockwise, curiosity is one of our core values, and we wanted to understand what making time for what matters actually looks like at work.

We surveyed more than 1,000 full-time knowledge workers in the US to find out how workplace culture impacts innovation, retention, profitability, and more.

We learned why companies with sustainable work cultures are leading the way in terms of profit and innovation. Read on to learn what these companies are doing differently, and how you can build a more sustainable workplace culture, starting today.

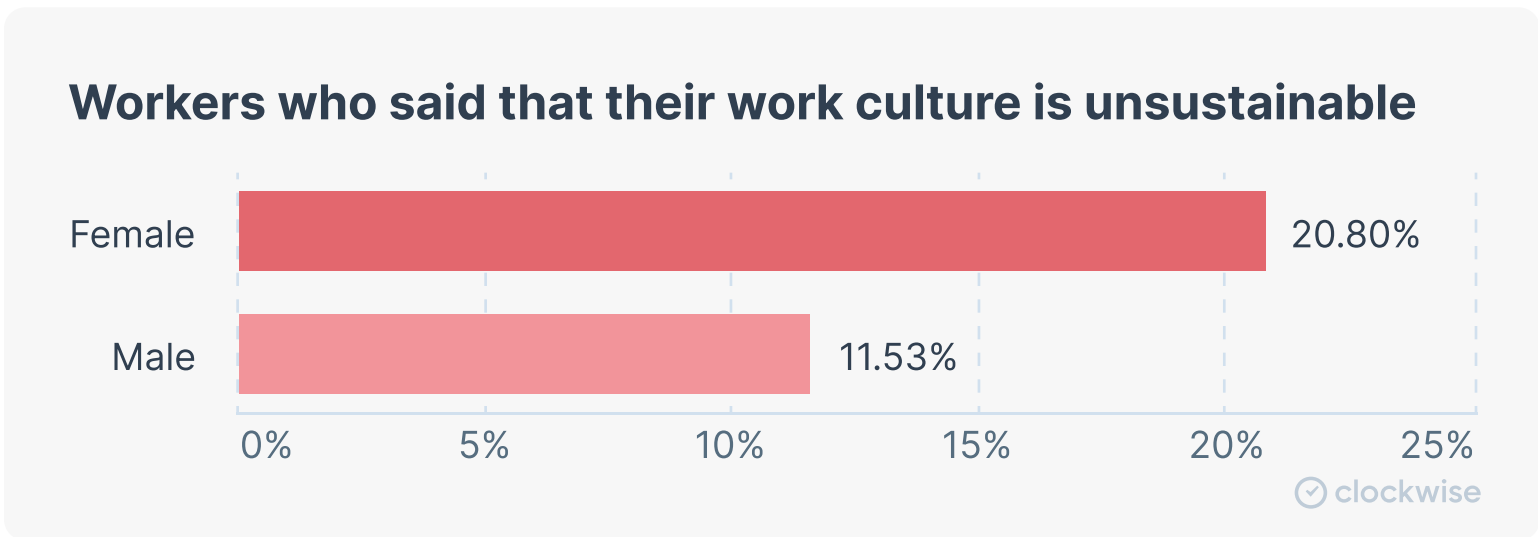
Our survey revealed three main trends:

- 1 Concerning gender gap**
- 2 Leadership gap**
- 3 High ROI for sustainability**

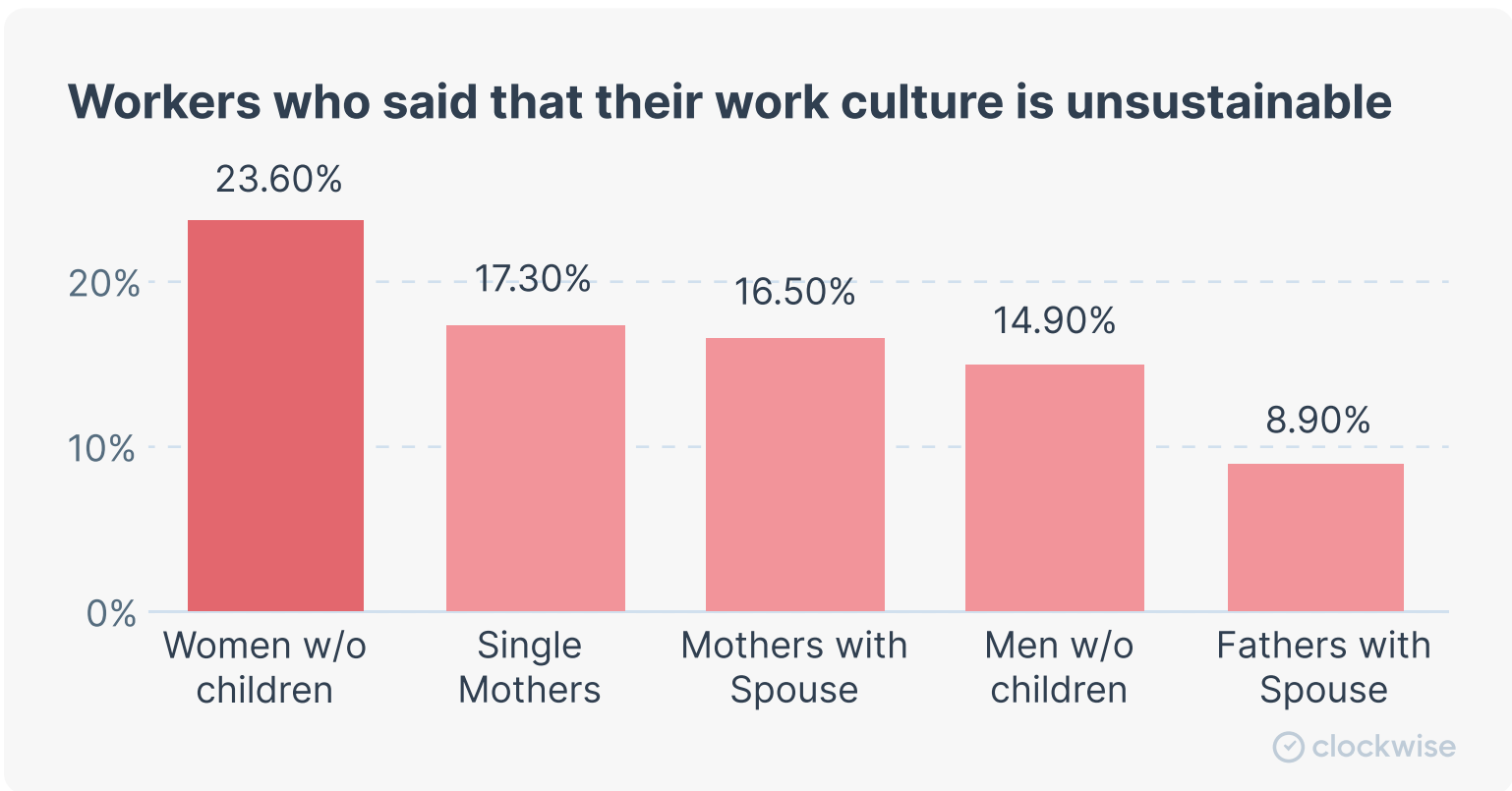
1 A concerning gender gap

There’s a big difference in how men and women experience sustainability at work.

Women are more than twice as likely as men to feel their work culture is very unsustainable (9% of women, compared to only 4% of men). Women were also more likely to describe their work cultures as somewhat or very unsustainable.



Interestingly, women without children are experiencing this more than mothers. These women tend to be younger and earlier in their careers.



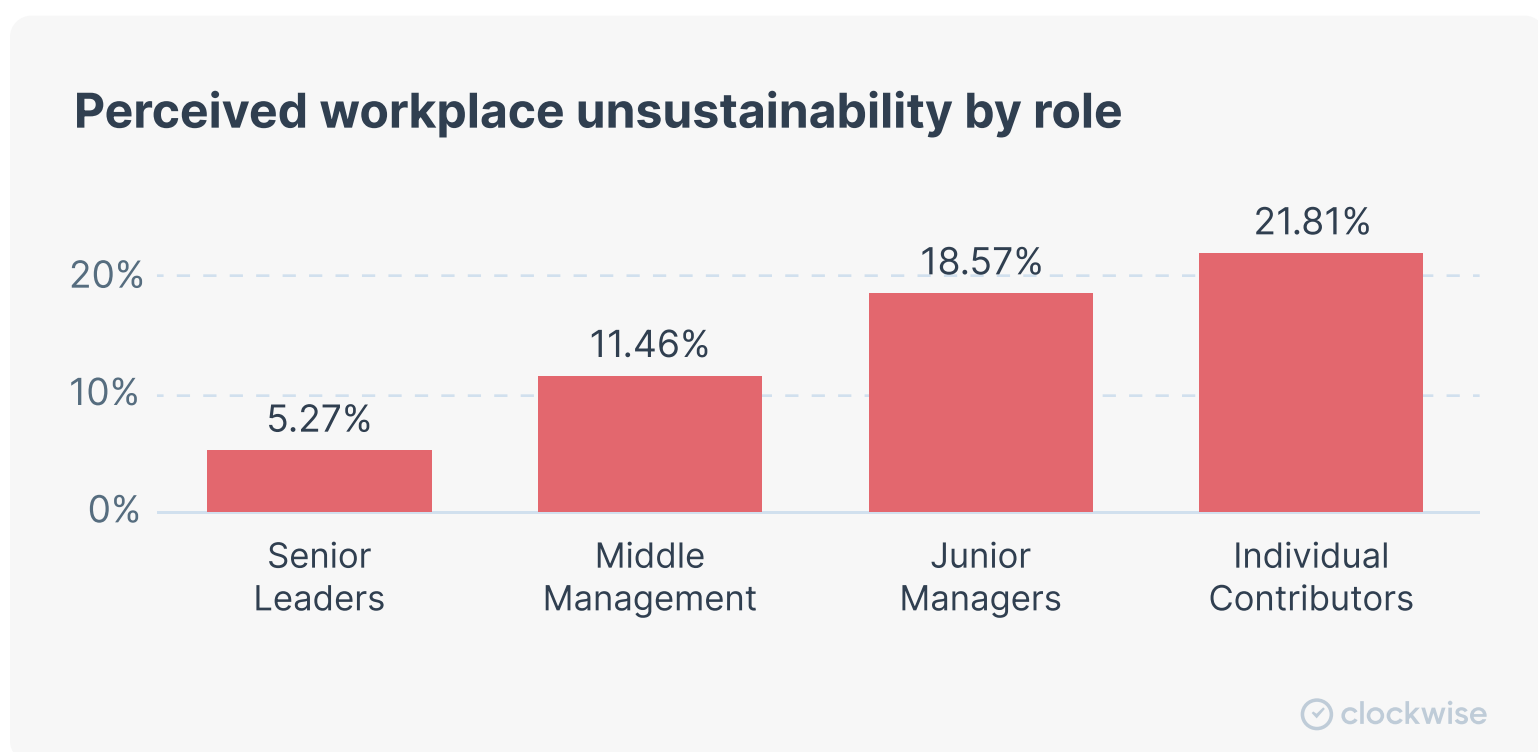
We found that mothers ranked better benefits or compensation as the top attribute that would improve sustainability (50%). That was followed by opportunities for growth and advancement in their careers (31%).



2 A leadership gap

Work is more sustainable at the top.

We found that senior leaders feel best about their workplace sustainability. Just 5% of senior leaders feel their workplace culture is unsustainable versus 22% of individual contributors.



This significant gap could be the reason why some companies are slow to change their workplace culture.

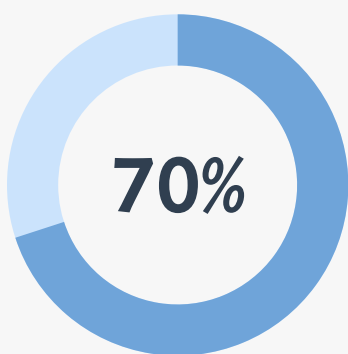
Leaders may not be as empathetic or aware as they could be when it comes to what the majority of employees are experiencing.

3 A high ROI for sustainability

In addition to understanding the impact of culture, we wanted to understand the ROI of a sustainable work culture. Turns out, work culture impacts the bottom line in a number of ways.

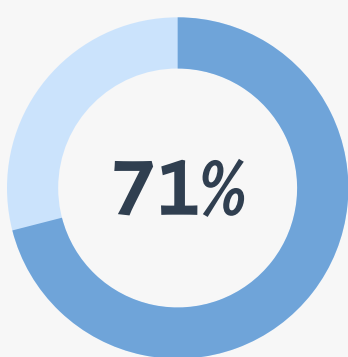
Our survey showed employees believe their work culture impacts their company's:

- Ability to grow
- Ability to innovate
- Employee engagement
- Retention
- Referrals



70% of workers feel their culture impacts their company's ability to grow, indicating that this could have a direct impact on the profits and long-term health of the business.

clockwise



71% of workers at sustainable workplaces feel their workplace culture improves how engaged they feel with their work.

clockwise

Lastly, a sustainable workplace culture impacts retention. Workers at companies with unsustainable cultures are more than nine times as likely to say they don't see themselves at their company in the next 12 months.



Here’s what a sustainable work culture looks like.

How to build a sustainable workplace culture

When companies invest in three main areas they get huge returns on employee engagement and burnout prevention:

- 1 Workload
 - 2 Rewards
 - 3 Autonomy
-

1 Watch the workload

Unsurprisingly, a team with a manager who has reasonable expectations around workload is more likely to be engaged and less likely to burn out. Don't worry, this doesn't mean you need to give your team less to do.

Three keys to a sustainable workload expectation setting process:

1. Set workload expectations collaboratively and transparently
2. Encourage a healthy work/life balance
3. Allow your team to choose when and where they work

Collaborative, transparent expectation setting

Dumping endless tasks on your team and expecting them to estimate workload and set priorities on their own is a surefire path to burnout and disengagement.

Your most ambitious, energetic people might force you to sit down with them and prioritize and set deadlines. But your team will perform better if you proactively work to establish mutual expectations and priorities.

Clockwise Tip

Set clearer, more reasonable expectations around workload by understanding everyone's bandwidth. Clockwise's team analytics shows you who on your team has the most available Focus Time at a glance. Focus Time is two or more hours of uninterrupted time, which research suggests is the minimum amount required to quiet your brain from distractions and dig deep into a task.

Work/life balance

Part of managing your workload is managing your energy. Everyone gets more done in less time when firing on all cylinders. Don't try to increase productivity by pushing for longer hours, less time off, and 24/7 availability. That's like skipping an oil

change to save 30 minutes. Eventually, you'll have to spend a lot more than a half hour repairing the damage.

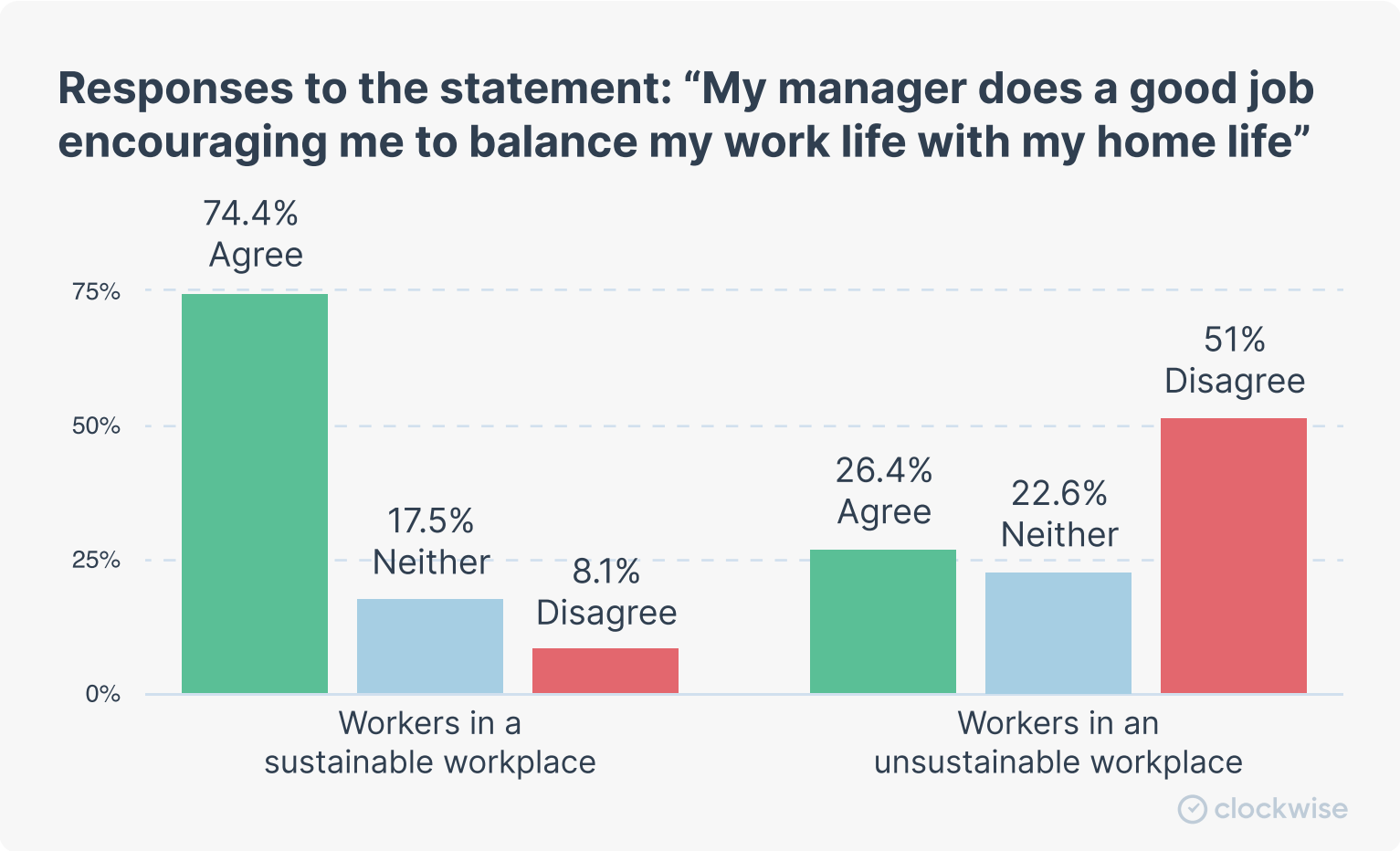
The old way of working might seem profitable in the short-term. In the long-term, 24/7 work cultures inevitably lead to lower quality work, disengagement, and eventually burnout. A well-rested team with a healthy work/life balance is actually more profitable.

The kind of innovative work that moves companies forward requires deep focus, creativity, mental acuity, and working memory.

- *Cal Newport, Deep Work*

There are several reasons for this. In Deep Work, Cal Newport argues that the kind of innovative work that moves companies forward requires deep focus, creativity, mental acuity, and working memory. A healthy work/life balance actually measurably improves this kind of thinking. Being overtired and not regularly disconnecting from work reduces your team's ability to think flexibly and creatively, stay on task, and remember things.

Our survey compared how nine aspects of work culture impact sustainability. Team members with a manager who proactively encourages a healthy work/life balance were most likely to report a sustainable work culture.



Work/life balance also increases employee engagement. Feeling encouraged to disconnect from work on vacation and outside working hours is associated with higher levels of engagement.

To get the best work out of your people, actively and regularly encourage them to rest and recharge.

To help your team disconnect outside of work, set explicit expectations around communication and response times. Let your team know that you expect them to set their working hours and not be available outside of those hours. This is especially important

for those at home, and even more so for people working across different time zones.

Clockwise Tip

Clockwise makes setting healthy boundaries easier with our team calendar settings. When you add out of office days to your calendar, it will automatically list your OOO on a shared calendar so everyone on your team knows you're not around and when you'll be back.

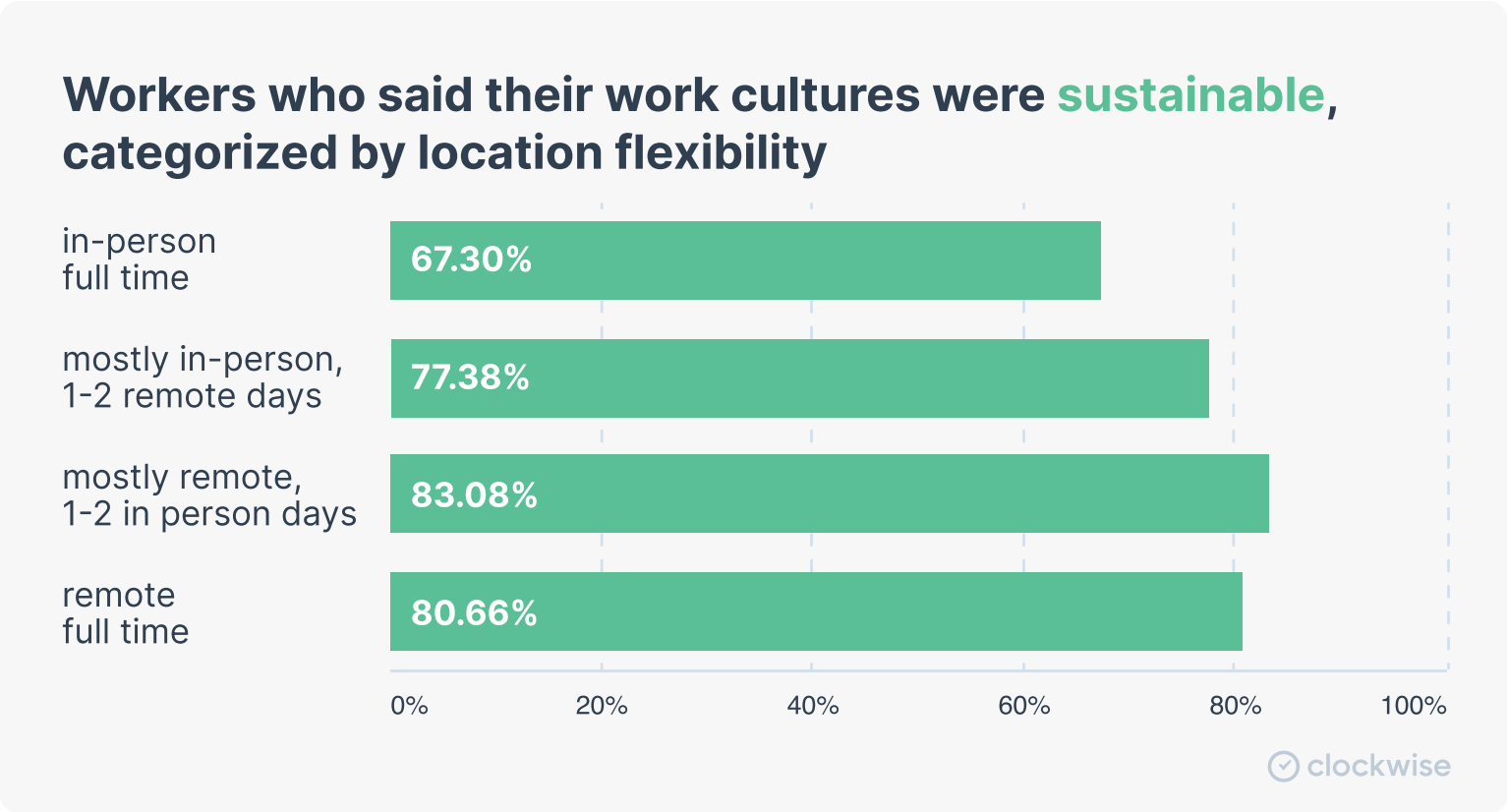
And Clockwise for Slack automatically updates your Slack status based on your calendar so your colleagues always know whether you're within your working hours, in a meeting, in Focus Time, or out of the office.

Flexible work

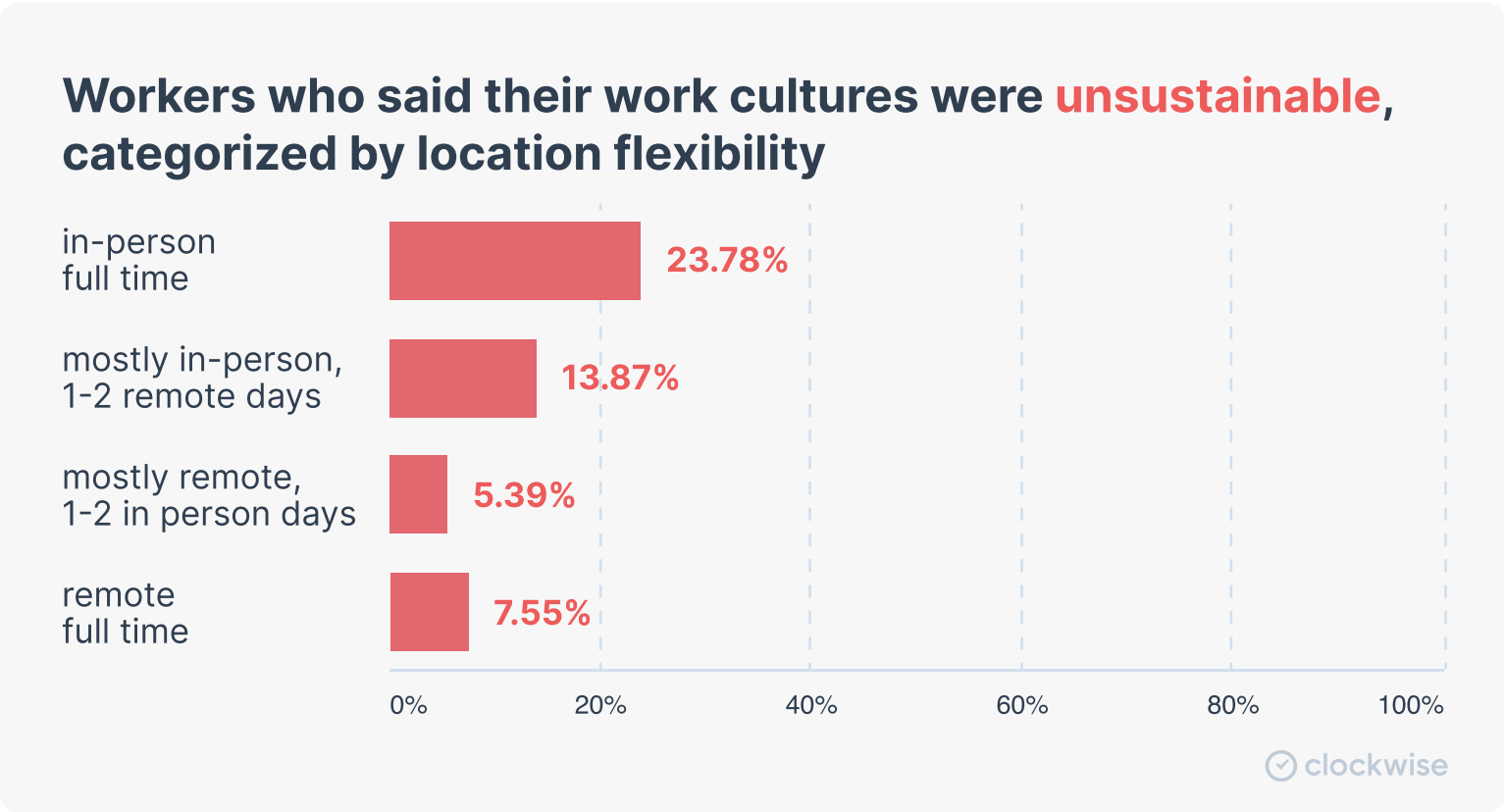
The pandemic supercharged the conversation about location flexibility. Thankfully, it turns out your team is happier and more productive at home than in the office. Plus, remote work widens your talent pool considerably and may also substantially lower your salary costs. That's why companies like Twitter, Adobe, LinkedIn, and Clockwise have allowed remote colleagues to stay remote as long as they want.

Your team is happier and more productive at home than in the office.

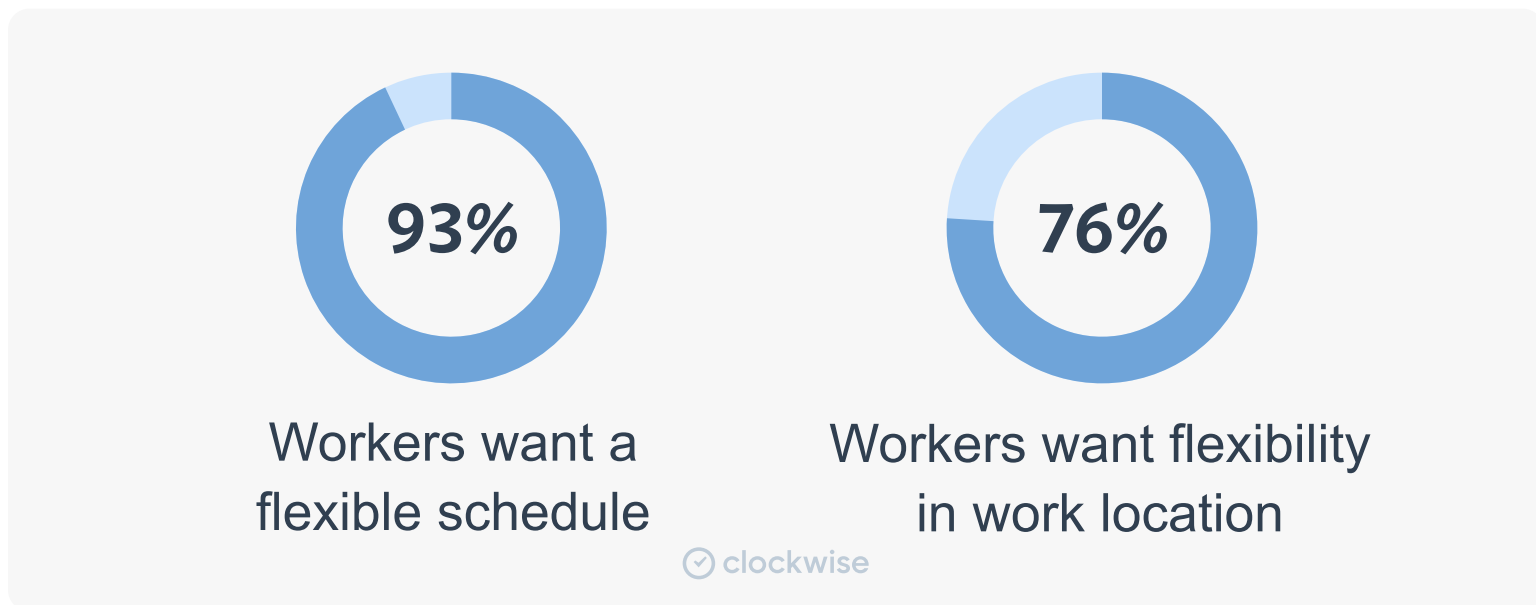
We found that about 80% of fully remote and mostly remote workers said their work cultures were somewhat or very sustainable. Fully remote workers were most likely to say their workplaces were very sustainable.



Those who worked mostly or entirely in the office were most likely to rate their company as somewhat or very unsustainable.



Speaking of long hours, shorter hours can actually be better for productivity. Sustainable workplaces ensure time for rest, but also for “active rest,” pursuits like exercise, socializing, and hobbies.

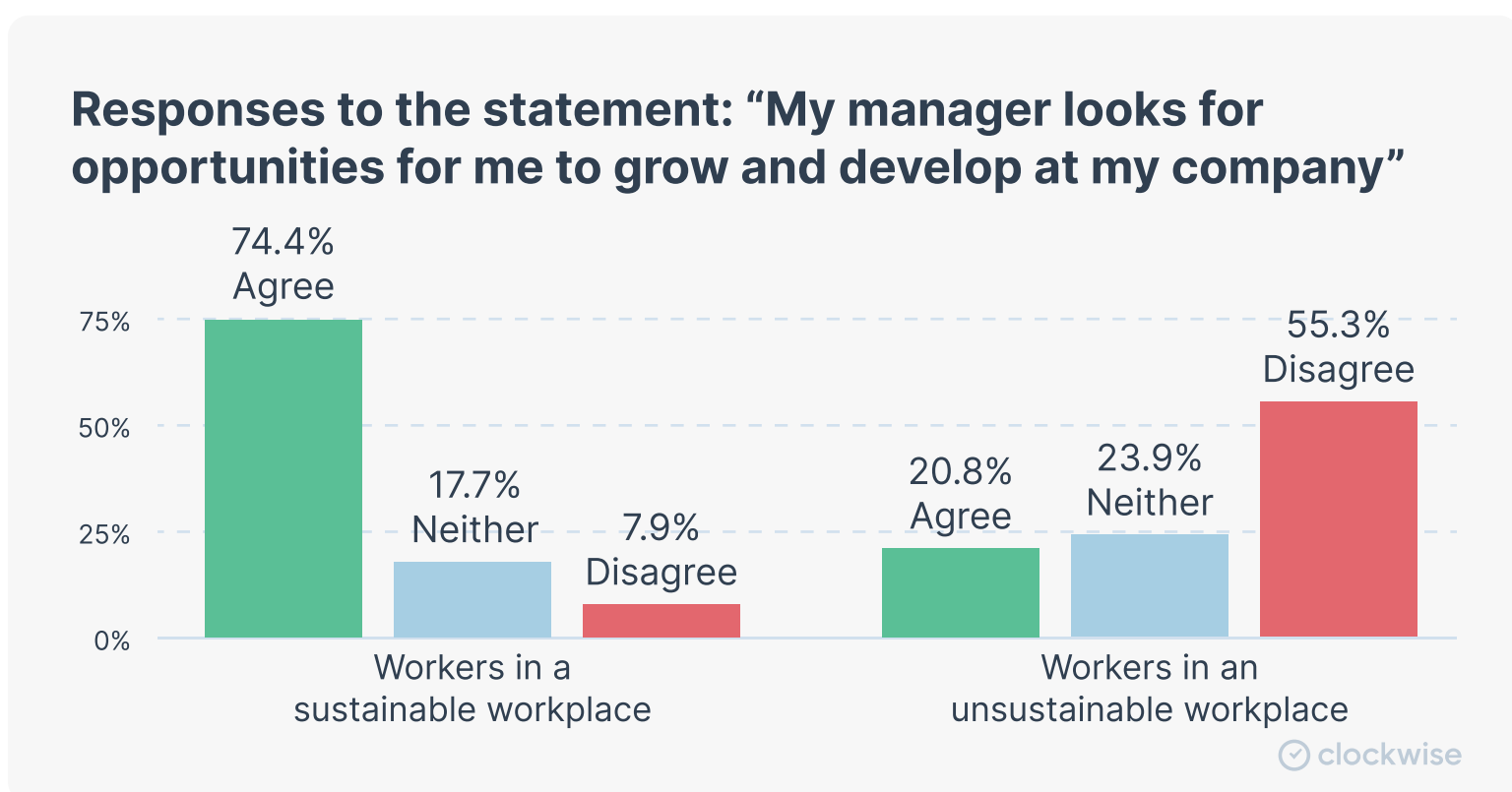


Flexible work hours is the other key, and turns out to be even more important than location flexibility. A 2021 survey found that flexibility now ranks second only to compensation in determining job satisfaction. Fully 93% of knowledge workers said they want a flexible schedule, while 76% want flexibility in where they work. Workers rank more control over their schedule and when they could be reached as their highest personal priorities. To win the war for top talent affordably, offer flexible working hours and the ability to work from wherever your teammates want.

To win the war for top talent affordably, offer flexible working hours and the ability to work from wherever your teammates want.

2 Give praise and opportunities

We found that 74% of people working at sustainable companies agreed that their manager proactively surfaces growth opportunities for them. Only 20% of people at unsustainable workplaces can say the same.



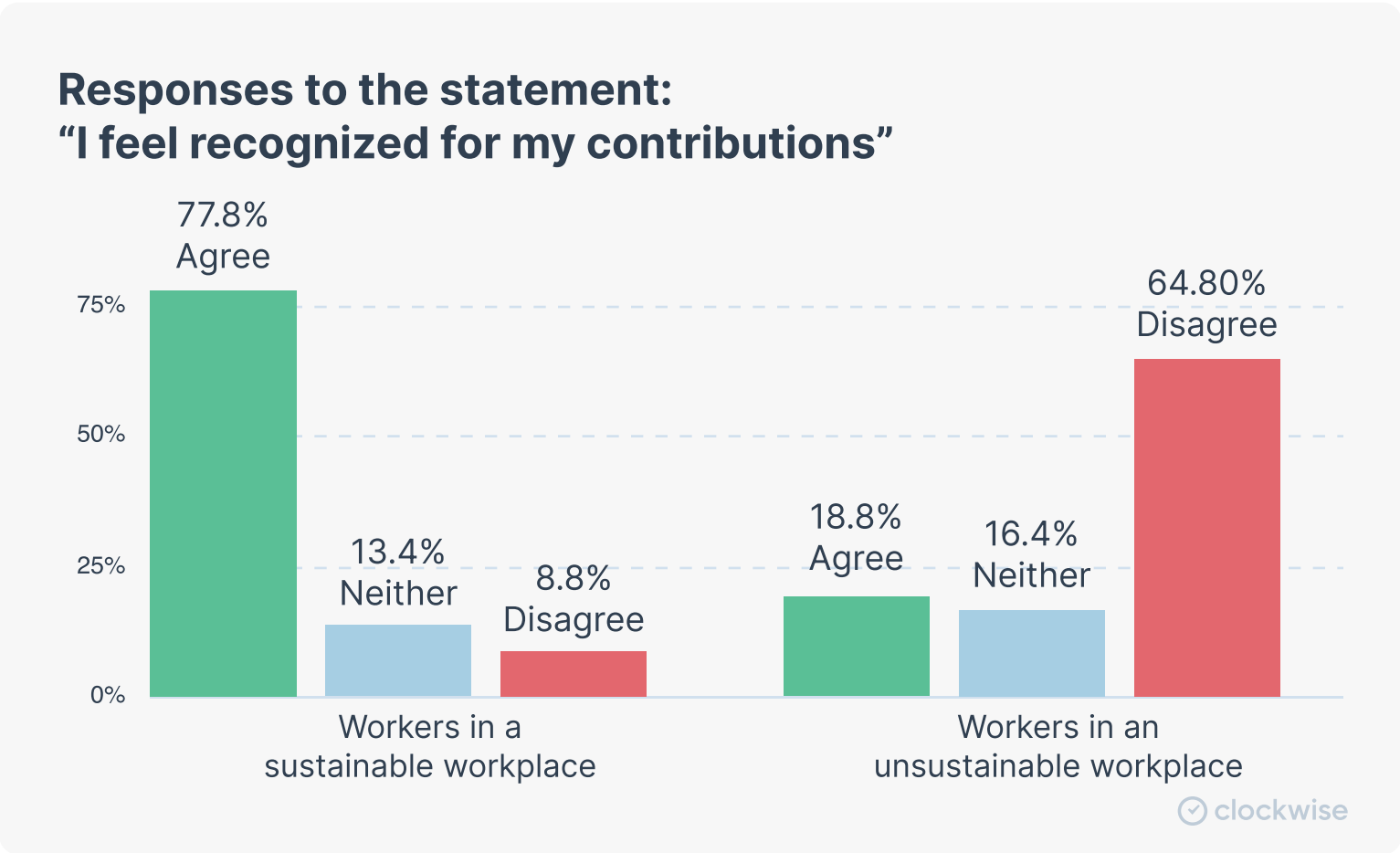
Managers should be proactively starting conversations about their reports' opportunities at work to learn and grow. Managers should regularly suggest books, trainings, and conferences for their team.

The factors most highly correlated with a sustainable workplace culture:

1. Employee recognition
2. Encouraging a healthy work/life balance
3. Having a manager who proactively surfaces growth opportunities

Team members whose managers praise them for their hard work and accomplishments and take a proactive approach to their reports’ career progression are more engaged, productive, and less likely to quit.

In our survey, the response that correlated most strongly with a sustainable work culture was having a manager who recognizes their contributions. In sustainable work cultures, 77% say they feel recognized for their contributions while 65% of those in unsustainable cultures don’t feel recognized.



When we hear positive comments from other people our brains release oxytocin, a hormone that boosts our mood and overall wellbeing and enhances our ability to communicate, collaborate and trust others. It even lowers our blood pressure.

The most effective recognition is honest, authentic and individualized to how each employee wants to be recognized.

- *Gallup*

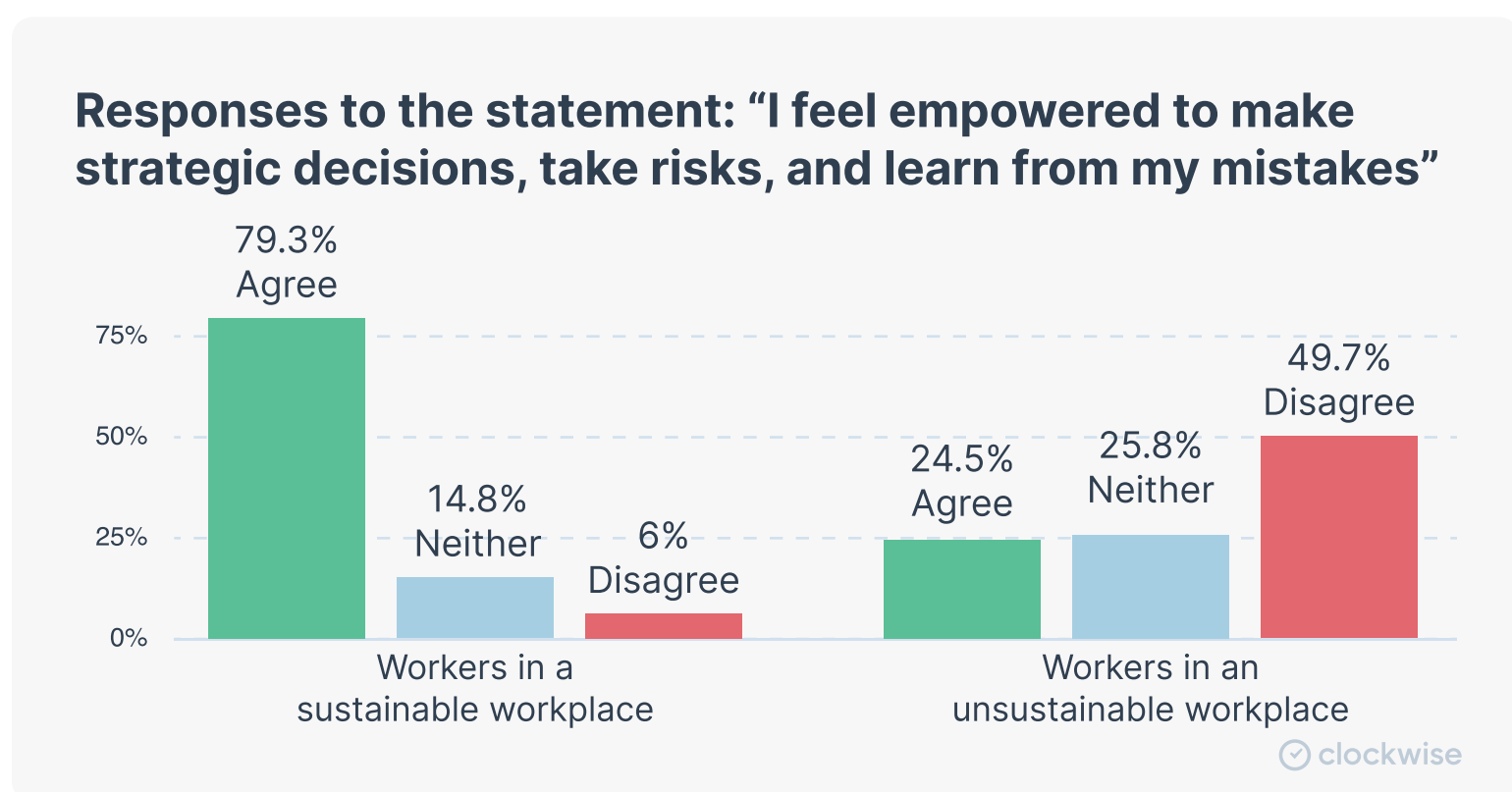
Here again, most managers miss the mark. One out of three employees said they'd been recognized in the past week. "This element of engagement and performance might be one of the greatest missed opportunities for leaders and managers," Annamarie Mann and Nate Dvorak wrote. According to Gallup, the most effective recognition is honest, authentic and individualized to how each employee wants to be recognized. And it should come from their manager.

3 Let them decide

Lastly, make your work culture more sustainable by empowering your team to choose their own tools, projects, and how they spend their time.

Our survey found that feeling empowered to make strategic decisions was highly correlated with a sustainable workplace culture.

Looking at people at sustainable workplaces, 79% agreed that they're empowered to make strategic decisions, take risks, and learn from their mistakes. By contrast, just 25% of people at unsustainable workplaces could say that.



Tools and resources

The most productive and engaged workers can easily access all the tools they need to do their jobs and have the ability to choose which tools to use.

Unfortunately, here again, many companies are pennywise and pound foolish. Many workers still don't have the authority to choose their own software.

In our survey, bosses and men were more likely to say they have the authority to choose their own software than individual contributors and women.

Don't pay more to have your team waste their time doing things manually or with tools that don't quite fit the purpose than it costs to buy the preferred software, hardware, etc. Add in the frustration and turnover and it usually makes even more sense to just invest in tools.

Strategic decision making

Give your team more decision-making power by increasing your risk-tolerance. A few failures are likely to cost less over time than burned out, disengaged employees.

You also want to be sure your team's projects allow them to work in their zone of genius and gain mastery, both of which are linked to better performance. Working with our natural talents makes it easier and more likely that we'll enter into a state

of flow a la Mihaly Csikszentmihalyi. Nearly burnout-proof teams have managers who position every member to spend most of their time playing to their strengths.

There's tremendous opportunity for companies to boost profits by having managers empower their reports to make more strategic decisions.

Time management

One last area of opportunity is to give your team more control over their time. People do their most valuable work when they have time to focus on the task at hand without interruption. Unfortunately, most struggle to find that time in their day. Vox found the biggest sources of distraction are:

- Meetings (as ranked by 31% of remote and 21% of office workers)
- Email (27% and 25% for remote and office workers respectively)

Clockwise Tip

Tools like Clockwise can help workers find time in their day to get focused work done while automating some of the busywork out of scheduling and rescheduling meetings.

How to measure your company culture

The first step to improving your company culture is to regularly measure it. Here are three ideas to start measuring your company culture's sustainability today.

Employee surveys

The easiest way to start quantitatively measuring your company's work culture is to use regular surveys. Companies like Lattice and Culture Amp can help automate this process.



Lattice



Culture Amp

Culture calibration sessions

Another way to get feedback which is more qualitative is to use culture calibration sessions that include employees and leaders. These sessions should be aimed at discovering what your people value most about your culture today as well as what they'd like to see improved. The key is to create plans to implement the suggested changes and the follow up with future sessions to determine what's working and what isn't.

Exit interviews

Many times your people aren't going to want to rock the boat while they're still working for you. But when they're out the door already you have a great opportunity to get a more real evaluation of where your company culture could be better. When people leave you, ask them what made their working lives better and worse.

Going forward

The future of work is sustainable.

The good news is the future is already here. The highest performing companies are already hard at work creating sustainable workplaces. The bad news is that it's still unevenly distributed.

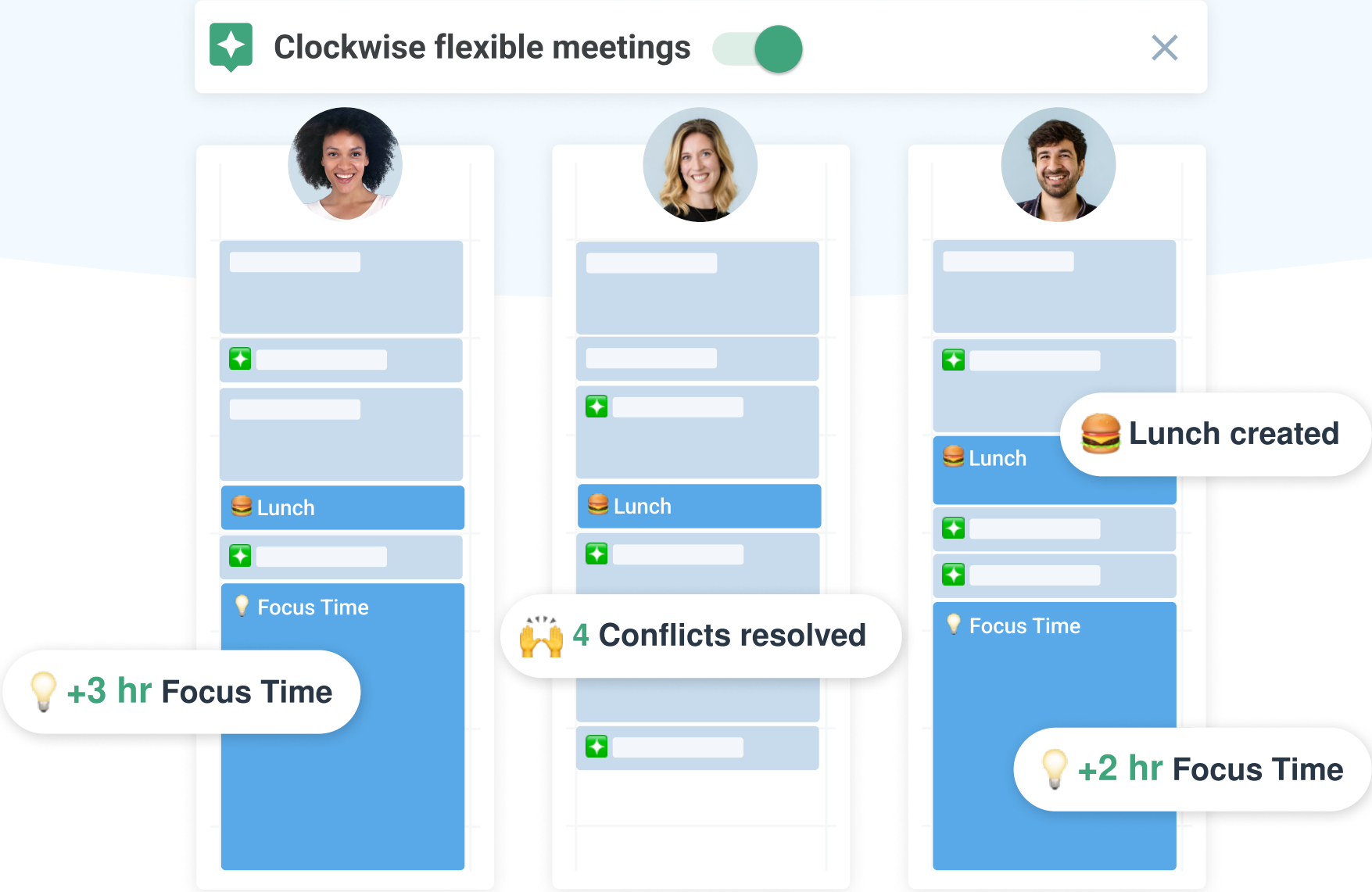
Many companies aren't actively investing in their culture and leaving a ton of value on the table as a result. Our research links a sustainable work culture with more engagement, retention, performance, productivity, innovation, and revenue. Companies competing on salary alone risk getting lapped by more forward thinking companies.

To make your work culture more sustainable, start with the workload. Managers must set reasonable, clear expectations, actively encourage a healthy work/life balance, and implement flexible working arrangements. They should also reward employees for their contributions and proactively find ways to help them upskill and advance in their careers. Lastly, high-performing managers must give their teams the autonomy to choose their own tools, make strategic decisions, and manage their time.

Survey methodology: These findings are based on a survey, conducted by Clockwise in January 2022, of 1,043 full-time knowledge workers in the United States aged 18 and over.



This report is presented by



Clockwise is a time orchestration platform that creates sustainable work habits across teams. It's a new way of working that helps set healthy boundaries and prevent burnout.

Try it today to automate scheduling and rescheduling while effortlessly preserving time for focus.

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