WORK MANAGEMENT SURVEY

wrike

2015 Executive Summary and Full Report

Contents

Executive Summary

A combination of new technologies, increased use of the cloud, growing dependence on mobile devices, and the explosion of data is changing how we work, how we communicate, and which tools we use to get things done.

With this as a backdrop, we surveyed over 1,464 business professionals to find out more about how they get work done at their companies today and what they expect in the future. Below, we share the key findings.

EVERYONE'S A PROJECT MANAGER (WHETHER THEY'RE READY OR NOT)

In today's workplace, getting things done often involves more than completing a series of individual tasks that are totally within one person's control. Workers have to plan and manage longer efforts that include multiple steps, require input or work from various people across different departments (or outside of the company), and that may require one or more approvals or checkpoints. The reality of today's work is that we're managing or are involved in multiple projects.

In our survey we found that 94% of respondents report that they manage projects regularly or occasionally. In addition, a full 89% manage projects but don't have "project management" as part of their job title or job description. Essentially this means that almost everyone is a project manager. This also means that workers'

89%

manage projects but don't have "project management" as part of their job title or job description.

Do you manage projects at your work?

Yes, regularly	71%
Yes, occasionally	22%
No, I contribute to tasks/projects that are managed by others	6%
No, I work on tasks that aren't tied to a larger project	1%
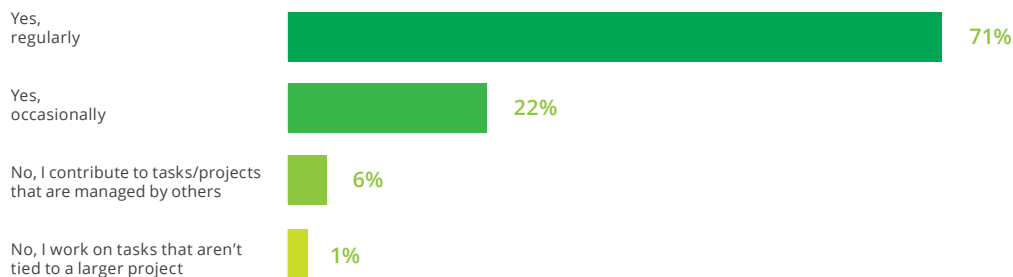
effectiveness at project management directly impacts how well they do in their job. And it also impacts the level of success obtained by the companies they work for. Are they as prepared as they could be? Are these "accidental project managers" set up for success?

Through the survey, we found that many companies don't use a standard approach to project management (with 51% of respondents answering that there is none at their companies). This means that a critical part of the employees' roles may be left to chance - to personal choice or to what project management skills they happened to pick up through the course of their careers. Many "accidental project managers" may be winging it, and it's harder to train people in project management when there is no consistent methodology used company-wide.

In addition, most workers don't use just one tool to store project information. In fact, 59% store project data in one or more emails. And for project status tracking, 41% say they use a mix of tools including email, project management tools, shared documents, and face-to-face meetings.

This all indicates that, despite 94% of people managing projects, there is a clear lack of standardized project management approaches or even a central place to store project data in many companies.

94%
of people manage projects, but there is a lack of standardized project management approaches in many companies

DO PEOPLE GENERALLY FEEL PRODUCTIVE?

The survey respondents report that they feel productive on a daily basis: 33% report themselves to be very productive and 54% are somewhat productive.

How satisfied are you with the process of managing work at your organization?

Very satisfied	9%
Somewhat satisfied	35%
Neutral	22%
Somewhat dissatisfied	26%
Very dissatisfied	9%
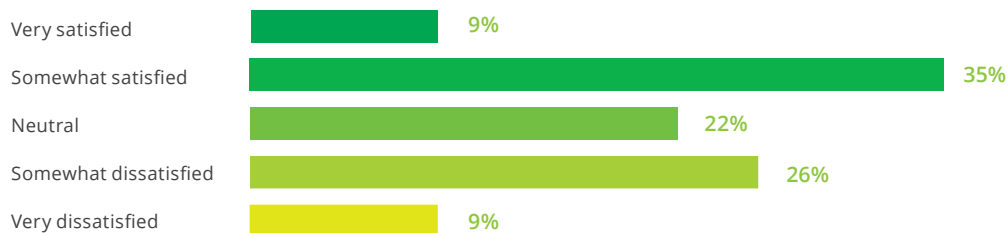
When asked about satisfaction with the process of managing work at their company, 34% report dissatisfaction (compared to 44% who are satisfied). So while 86% of the people are feeling productive, why is there a significant group that is still dissatisfied with work management at their company?

It could indicate that people are personally feeling pretty productive - with the help of new tools, flexible work arrangements or new approaches to getting work done. But when it comes to working with others, which lies at the heart of work management, less people seem completely satisfied.

WHAT ELSE IS CAUSING DISSATISFACTION AT WORK?

You'll see later that 49% of people cite "waiting for others" as one of the biggest productivity roadblocks. Once people become reliant on someone else to complete work on a project, it may be that perceived productivity declines.

If we look at top stressors at work, it turns out that "missing information" is at the top with 52% of people reporting this as an issue. Since people are using a variety of methods to communicate and store information – both for projects and work in general – this likely makes it hard to find the information they need. In addition, when others are the keepers of key pieces of information and they either haven't provided it (or if it's not easy to access), it may cause stress and frustration for people who depend on that information.

Once people become reliant on someone else to complete work on a project, it may be that perceived productivity declines.

Rank your level of stress you experience at your company due to the following

Missing information	Problems with prioritization of tasks	Unrealistic goals for projects	Deadlines often moved around	Unclear leadership	Unclear task accountability	Scope creep	Lack of collaboration or coordination	Team members not pulling their weight on projects	Lack of projects sponsor involvement	Not sure of what your role is within projects
52%	51%	49%	47%	44%	44%	43%	42%	37%	28%	24%
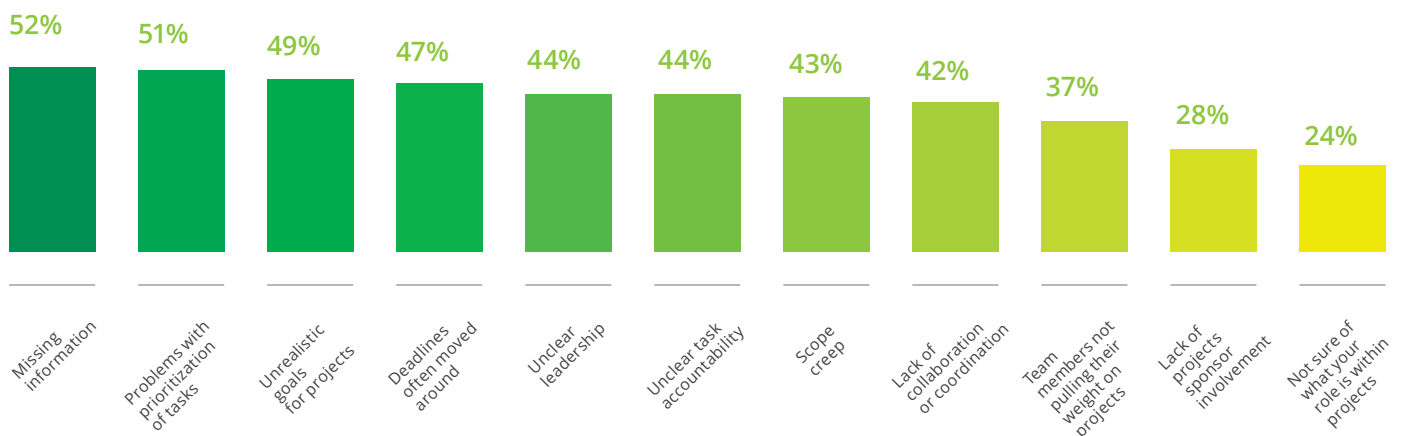
The other top stressors are "problems with prioritization of tasks" (51%), "unrealistic goals for projects" (49%), and "deadlines often move around" (47%). People feel they are asked to do too much and it's not always clear which item is the highest priority. In addition, they believe that managers are setting unrealistic deadlines for projects and that they often shift around, causing stress on employees.

51%
have problems with prioritization of tasks

WHAT ARE THE BIG PRODUCTIVITY ROADBLOCKS?

We asked people about their biggest productivity roadblocks.

60% **"Working on too many things at the same time"**

is the biggest productivity roadblock by a landslide with 60% of respondents saying that multitasking, or having too many different responsibilities, is crippling productivity for many of today's knowledge workers.

49% **"Waiting for other people's actions"**

is the second biggest one. Is the friction of communicating across a variety of platforms adding to this feeling of frustration?

40% **"Responding to emails"**

shows up as the third productivity roadblock. It's no surprise that responding to emails is still seen as a top issue in the workplace today.

Which of the following are your most common productivity roadblocks?

Working on too many things at the same time	60%
Waiting for other people's actions	49%
Responding to emails	40%
Unclear priorities	31%
Procrastinating	30%
Not having enough time to finish	30%
Too many new requests from managers or others	28%
Changes requested to what I'm working on	28%
Burnout from working too hard	28%
Too many meetings or conference calls	24%
Noisy or ditracting co-workers	21%
Technology challenges	19%
Distracted by social media	14%
Spending time commuting	14%
Too much traveling for business trips	4%

ARE MEETINGS A BAND-AID FOR POOR PROCESS AND TECHNOLOGY?

Let's talk about another sore subject for many workers: meetings. A little over 34% of workers attend six or more meetings a week. For respondents who are unhappy with their work management process, the number of people who attend at least six meetings a week jumps to 40%. So more meetings seem to lead to lower satisfaction. Does the lack of a solid work management foundation lead to people trying to solve communication issues with more meetings?

~34%
of workers attend six or more meetings a week.

Approximately how many meetings do you attend each week? (Virtual or in-person)

0-1	16%
2-5	50%
6-10	24%
>10	10%
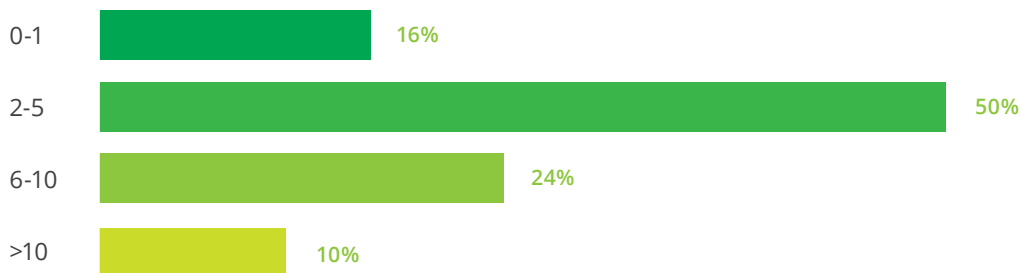
In addition, 46% of respondents say that "most" or "all" of their meetings focus on project status updates. For respondents who track project progress via email, face-to-face discussions, or who don't track status at all, that number climbs to 49%. Meetings may become a solution for a lack of technology to easily communicate status updates.

Do these meetings always end with clear action items? Almost half of respondents (46%) answered this question with "some of the time," "rarely," or "never." So, just over half of respondents report clarity in action items from meetings while just under half are less impressed with meeting results.

Meetings, like email, are possibly a fallback solution when work management is less effective and when solid methods of communication aren't available.

What can we take away from this? The number of meetings increases with lack of satisfactory work management processes and they are often used for project status updates. Just over half of workers feel that meetings have a clear outcome in terms of actions. Meetings, like email, are possibly a fallback solution when work management is less effective and when solid methods of communication (for things like project status updates) aren't available.

SO WHAT'S IN STORE FOR THE FUTURE?

More Virtual:

83% of respondents

If you're expecting work management to get any easier in the future, think again. 83% of respondents believe that workers will increasingly work virtually as we approach the year 2020. It's clear that communications and productivity will be major challenges of these distributed teams. And these challenges will only grow as more organizations move toward virtual workforces.

More BYOD:

81% of respondents

Another trend that respondents agree is growing is the increased use of one's own devices at work. A vast majority (81%) expects that the Bring Your Own Device (BYOD) trend will continue to grow in the future. This can be both a blessing and a curse. People will be more connected and available to get work done. But technology solutions will be less consistent, technical support will likely be spotty, and there will be more security risks for companies to deal with.

Faster Work:

82% of respondents

Respondents believe that the speed of work will increase, with 82% agreeing that expectations for how fast work gets done will be a lot higher in 2020 than they are today.

More Mobile:

77% of respondents

The fourth trend, which received strong support with 77% of respondents affirming it, is the strong growth in mobile device usage for work.

PREDICTIONS FOR THE YEAR 2020

Answer Options	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Virtual work will significantly increase – meaning that most knowledge workers will work outside an office at least one day a week.	41%	42%	12%	5%	1%
Shift to mobile devices. People will spend twice as much time working ontheir mobile devices as they do now.	39%	38%	15%	7%	1%
The speed of work will continue to increase. Expectations in terms of how fast things get done will be a lot higher than they are today.	35%	48%	13%	4%	1%
More autonomy. Individual employees will make more decisions on their own because of flatter organizations, more virtual work and greater complexity of work.	22%	43%	22%	11%	2%
More work hours. Work from anywhere and increased expectations will lead to longer workdays.	21%	38%	24%	15%	2%
More personalized. Data and software will understand workers better and adjust to their needs.	30%	46%	17%	6%	1%
More personal devices will be used for work (BYOD will be more common).	43%	38%	12%	6%	1%

WORK MANAGEMENT IS IMPORTANT AND GETTING IT RIGHT IS A BIG CHALLENGE

Work management is a challenge for every company. As the velocity of work increases, cross-team collaboration becomes more crucial, and the workforce itself is changing with a growing number of millennials entering the workforce. In addition, digitalization continues as work and work products move from individual computers or in-person communications into the cloud and into tools that connect workers online.

Whole industries are being disrupted and this puts pressure on incumbents. Companies who are defending their positions need to become more efficient, and poor processes and inefficiencies will prevent them from responding to the upstart challengers.

The disruptors face a lot of pressure as well. They need to move fast and scale quickly in order to succeed. With all of these pressures, having effective work management processes and solid supporting technology becomes even more essential to their success. Trying to scale a new company on top of a poor process slows growth and can lead to breakdowns.

This survey shows that, while there are bright spots, work management is an area that requires executive attention in both larger, established companies as well as in newer, fast-growing startups.
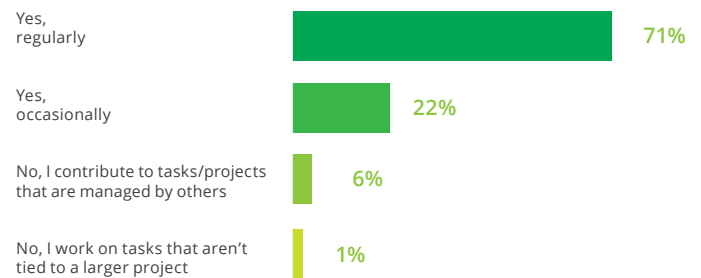
Ⅱ. Full Report of Results

BELOW ARE THE DETAILS OF THE SURVEY.

1. MOST WORKERS MANAGE PROJECTS.

Question: Do you manage projects at your work?
Almost 72% of respondents say they manage projects
"regularly." A bit over 22% say they manage projects
"occasionally," while the remaining 7% of participants
work on projects, but do not manage them.

Do you manage projects at your work?

Yes, regularly	71%
Yes, occasionally	22%
No, I contribute to tasks/projects that are managed by others	6%
No, I work on tasks that aren't tied to a larger project	1%

2. NOT EVERYONE WHO MANAGES PROJECTS IS AN OFFICIAL PROJECT MANAGER.

*Question: Is "Project Manager" a part
of your job title or description?*
Since 94% of participants report that they manage
projects, it was interesting to see how many of those
individuals actually had "project manager" in their job
title or job description. Only 50% do, revealing that
project managers aren't the only ones leading projects.

**Is "Project Manager" a part
of your job title or description?**

|	
Yes	50%
No	50%

3. MOST WORKERS START THEIR DAY ON THE RIGHT FOOT.

Question: How often do you start your work day knowing which of your tasks need to be completed first?
We asked this question to gauge how well people organize their daily to-dos. Sometimes it's a question of prioritization, and other times it's being out of sync with the rest of the team. The good news is, almost 70% of workers say they "usually" know what to work on first when their day begins.

How often do you start your work day knowing which of your tasks need to be completed first?

Always	20%
Often	49%
Sometimes	25%
Rarely	5%
Never	0.3%
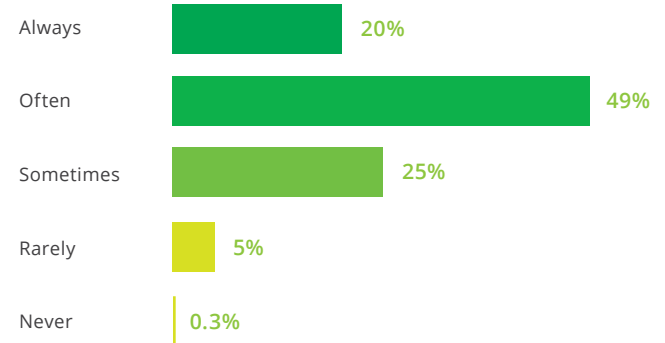
4. VERY FEW WORKERS HAVE ONE PLACE TO STORE PROJECT DATA.

Question: How does your team typically store project information?
With this question, we wanted to get a sense of where people go to find project data or documents — is it in one location, or spread out across several different platforms? The results show that 59% store project data in one or more emails, 31% keep data in personal notes, 13% keep it in an IM (instant messaging) message thread, and 8% don't document project data at all.

How does your team typically store project information? (select all that apply)

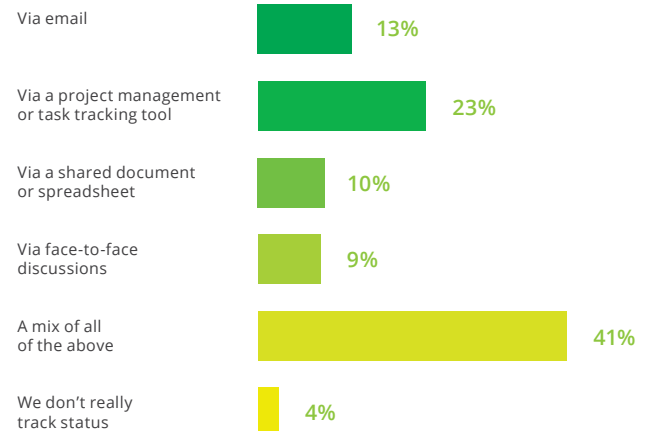|	
In one or more emails	59%
In a project management tool	55%
In someone's personal notes	31%
In an IM chat message	13%
In a shared document (i.e. in a cloud-based spreadsheet or document)	64%
It's not really documented anywhere	8%
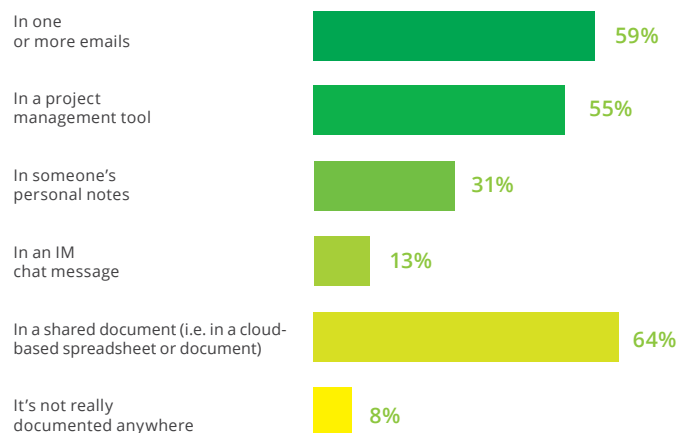
5. VERY FEW WORKERS HAVE A DEDICATED TOOL TO TRACK PROJECT STATUS.

Question: How does your team typically track project status?

We asked participants if they track project status through email, a project management tool, a shared document, or face-to-face discussions. A total of 41% of participants say they use a mix of them all. With project status and updates scattered across multiple tools, it's no wonder so many meetings are scheduled to review and clarify progress.

How does your team typically track project status?

Via email	13%
Via a project management or task tracking tool	23%
Via a shared document or spreadsheet	10%
Via face-to-face discussions	9%
A mix of all of the above	41%
We don't really track status	4%

6. NEARLY HALF OF WORKERS DEAL WITH REGULARLY SHIFTING DEADLINES.

Question: How often do final deadlines shift due to unexpected changes?

A shocking 41% of participants admit to deadlines moving around at least "a majority of the time." For respondents who do not store project data in one central location, that number jumps up to 56%.

How often do final deadlines shift due to unexpected changes?

Always	10%
Often	31%
Sometimes	47%
Rarely	10%
Never	1%
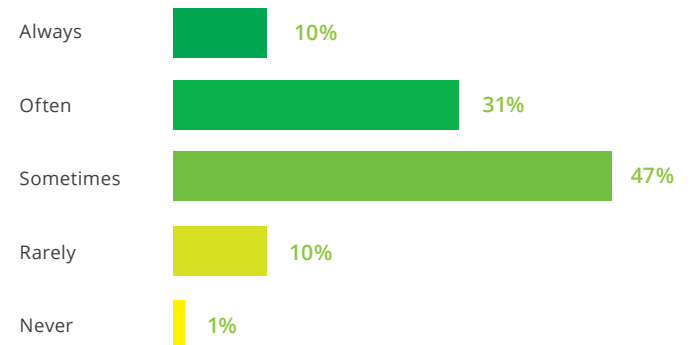
7. MOST WORKERS MEET THEIR DEADLINES.

Question: How often does your team meet its deadlines?
Despite the majority of respondents who work with shifting deadlines, it was interesting to discover that 65% of teams meet thei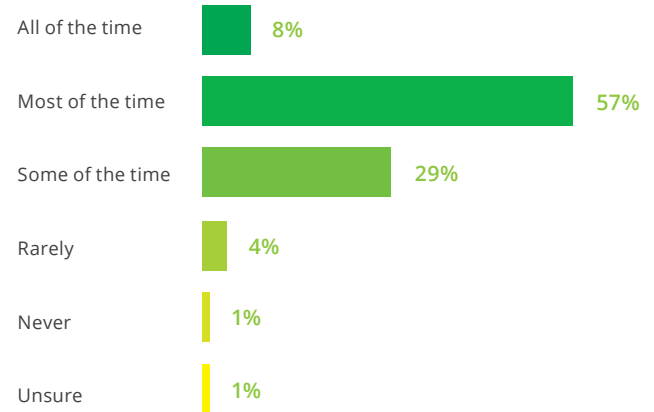r deadlines at least most of the time. However, 29% meet their deadlines only "some of the time" and 4% "rarely" meet their deadlines.

How often does your team meet its deadlines?

All of the time	8%
Most of the time	57%
Some of the time	29%
Rarely	4%
Never	1%
Unsure	1%

8. MOST WORKERS DO NOT USE A STANDARD PROJECT MANAGEMENT APPROACH.

Question: Does your company use a standard project management approach?
A total of 31% say "yes," while 51% say "no" and 19% are "unsure." For participants with "project manager" in their title, only 38% say "yes" and 49% say "no," with 14% "unsure." So, although an organization may have a project manager, it doesn't necessarily mean that they've implemented a standard project management approach.

Does your company use a standard project management approach?

|	
Yes	30%
No	51%
Not sure	19%
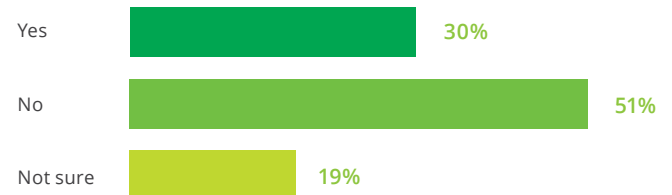
9. A THIRD OF ALL WORKERS ARE UNHAPPY WITH THE PROCESS OF MANAGING WORK AT THEIR COMPANY.

Question: How satisfied are you with the process of managing work at your organization?

A total of 44% of respondents are "satisfied" with their current process of managing work, with only 9% of them being "very satisfied." On the other hand, a total of 34% of respondents are "dissatisfied" with their current work management process, with 9% of them being "very dissatisfied." For respondents who are not currently using a standard project management approach, overall satisfaction drops to 36% and dissatisfaction rises to 44%.

How satisfied are you with the process of managing work at your organization?

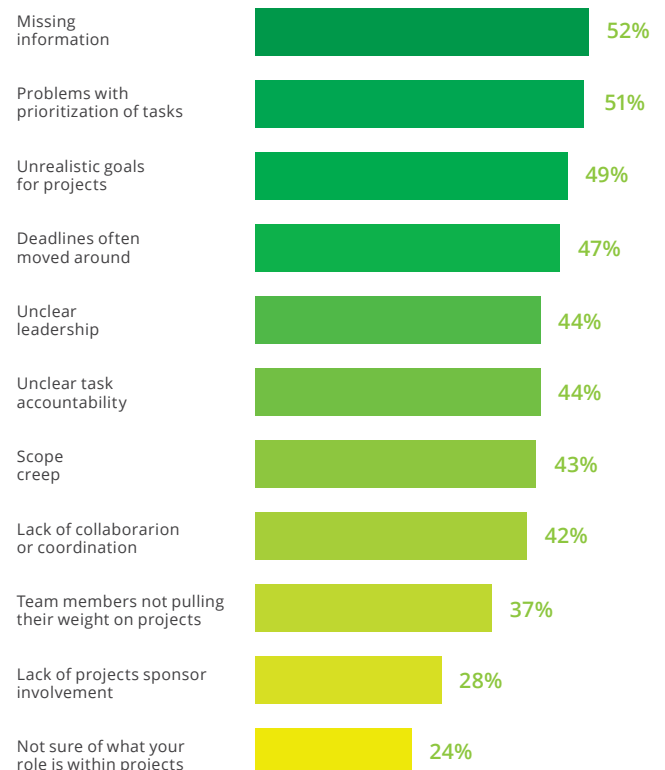|	
Very satisfied	9%
Somewhat satisfied	35%
Neutral	22%
Somewhat dissatisfied	26%
Very dissatisfied	9%
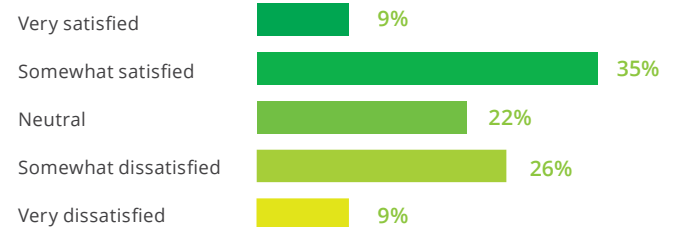
10. LOST DATA CAUSES THE MOST STRESS FOR WORKERS.

Question: Rank the level of stress you experience at your company due to the following:

We gave participants a list of common workplace scenarios and asked them to indicate how much stress each situation causes. The most stressful situation is "missing information" — 52% of participants rank this as "high" or "very high" stress. Storing project data in several locations makes it easier to lose, and therefore increases stress for team leaders and members. The second most stressful situation, "poor task prioritization," is only one percentage point behind at 51%. The third is "unrealistic project goals" at 49%. Other top stressors include "shifting deadlines" (47%), "unclear leadership" (44%), "unclear task accountability" (44%), and "scope creep" (43%).

Rank your level of stress you experience at your company due to the following

|	
Missing information	52%
Problems with prioritization of tasks	51%
Unrealistic goals for projects	49%
Deadlines often moved around	47%
Unclear leadership	44%
Unclear task accountability	44%
Scope creep	43%
Lack of collaborarion or coordination	42%
Team members not pulling their weight on projects	37%
Lack of projects sponsor involvement	28%
Not sure of what your role is within projects	24%

11. MORE THAN A QUARTER OF WORKERS ATTEND 6 OR MORE MEETINGS A WEEK.

Question: Approximately how many meetings do you attend each week? (Virtual or in-person)

Half of the respondents attend two to five meetings, and 34% attend six or more meetings each week. For respondents who are unhappy with their company's work management process, the number of people who attend at least six meetings a week jumps to 40%. Without a satisfying work management process in place, workers may lose valuable time with additional meetings used to communicate project status updates.

Approximately how many meetings do you attend each week? (Virtual or in-person)

0-1	16%
2-5	50%
6-10	24%
>10	10%
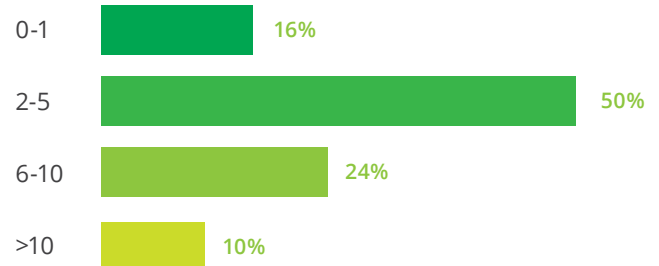
12. ALMOST HALF SAY "MOST" OR "ALL" OF THEIR MEETINGS FOCUS ON STATUS UPDATES.

Question: Approximately how many of those meetings focus on status updates? (Virtual or in-person)

A total of 46% say "most" or "all" of their meetings focus on project status updates. For respondents who track project progress via email, face-to-face discussions, or who don't track status at all, that number climbs to 50%. Without a central place to track projects and check status, it appears that more meetings are scheduled to keep the team up-to-date on projects and tasks.

Approximately how many of those meetings focus on status updates? (Virtual or in-person)

All of them	11%
Most of them	35%
Some of them	49%
None of them	5%
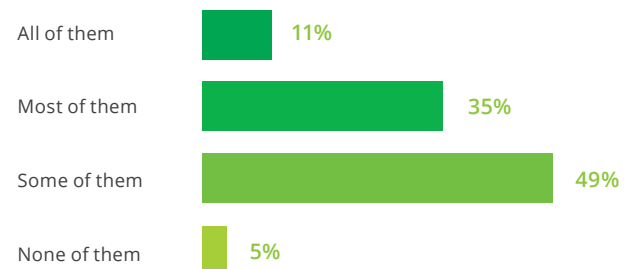
13. MEETINGS DON'T ALWAYS END WITH A CLEAR ACTION ITEM.

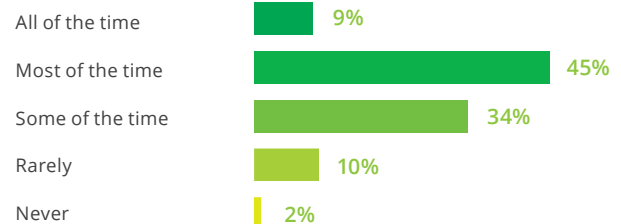*Question: How often do you leave a meeting with a clear understanding of what to do next?*

When asked if they leave a meeting with a clear understanding of the next action item after a meeting, 46% of participants answered with "some of the time," "rarely," or "never." Only 54% say they leave a meeting with a clear understanding of what to do next "most of the time" or "always."

How often do you leave a meeting with a clear understanding of what to do next?

|	
All of the time	9%
Most of the time	45%
Some of the time	34%
Rarely	10%
Never	2%

14. MOST MEETINGS INVOLVE THE RIGHT PEOPLE.

Question: How often do you contribute to meetings that you attend? (This can include a document you prepared, or speaking during a meeting.)

A total of 80% of participants claim to contribute to meetings they attend either "all" or "most" of the time. Only 20% say they contribute to meetings "some" of the time or "rarely."

How often do you contribute to meetings that you attend?

All of the time	39%
Most of the time	41%
Some of the time	16%
Rarely	3%
Never	1%
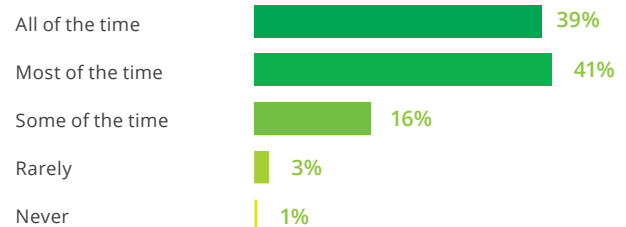
15. MOST WORKERS CONSIDER THEMSELVES TO BE PRODUCTIVE.

Question: How productive would you consider yourself on a daily basis?

A good majority of respondents (87%) consider themselves productive on a daily basis. For participants who experience shifts in deadlines either "most" or "all" of the time, the percentage of people who consider themselves productive drops to 83%.

How productive would you consider yourself on a daily basis?

Very productive	32%
Somewhat productive	54%
Neutral	9%
Somewhat unproductive	4%
Very unproductive	1%
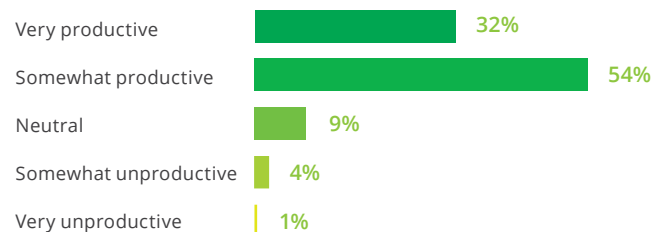
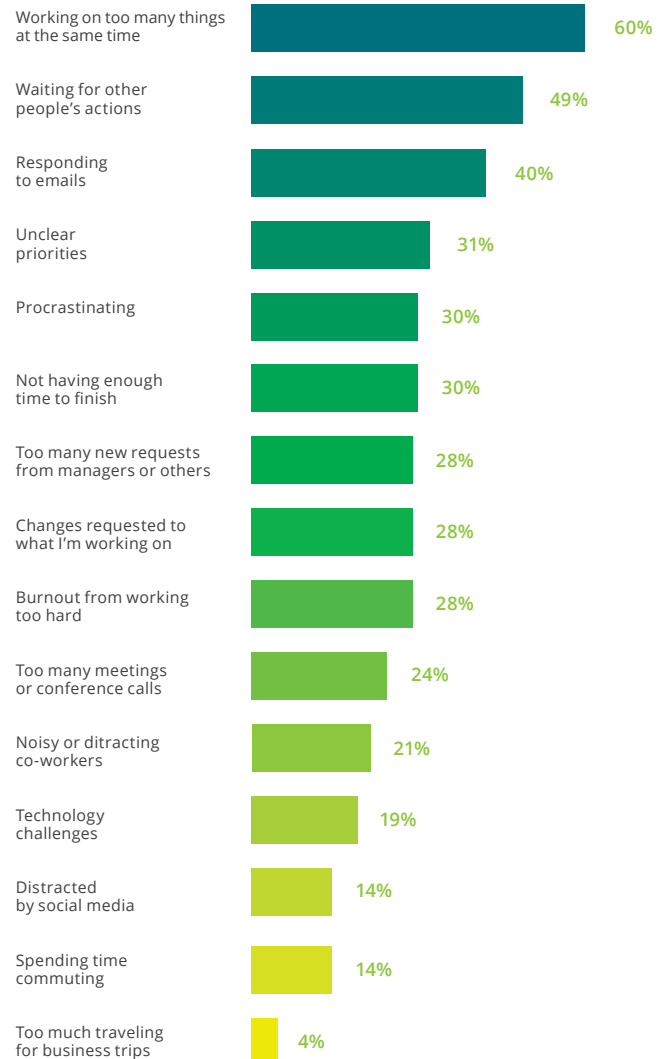## 16. MULTITASKING IS THE BIGGEST ROADBLOCK TO PRODUCTIVITY.

*Question: Which of the following are your
most common productivity roadblocks?*
The top three productivity roadblocks are: "working
on too many things at once" (60%), "waiting for other
people to act" (49%), and "responding to emails" (40%).

When looking only at team members, the top three
biggest roadblocks are: "working on too many things
at once" (55%), "waiting for other people to act" (49%),
and "unclear priorities" (37%).

When looking only at team managers, top three
roadblocks are: "working on too many things at once"
(64%), "waiting for other people to act" (50%), and
"responding to emails" (46%).

**Which of the following are your most common
productivity roadblocks?**

Category	%
Working on too many things at the same time	60%
Waiting for other people's actions	49%
Responding to emails	40%
Unclear priorities	31%
Procrastinating	30%
Not having enough time to finish	30%
Too many new requests from managers or others	28%
Changes requested to what I'm working on	28%
Burnout from working too hard	28%
Too many meetings or conference calls	24%
Noisy or ditracting co-workers	21%
Technology challenges	19%
Distracted by social media	14%
Spending time commuting	14%
Too much traveling for business trips	4%

17. FUTURE TRENDS

Question: How strongly do you agree with the following predictions for the year 2020?

The top 4 trends that were seen as growing by 2020:

- 83% of respondents believe that virtual work will continue to increase.
- 82% agree that expectations for speed of work will grow over the next few years.
- 81% expect that the Bring Your Own Device (BYOD) trend will become more common in the workplace.
- 77% of the respondents see strong growth in mobile device usage for work.

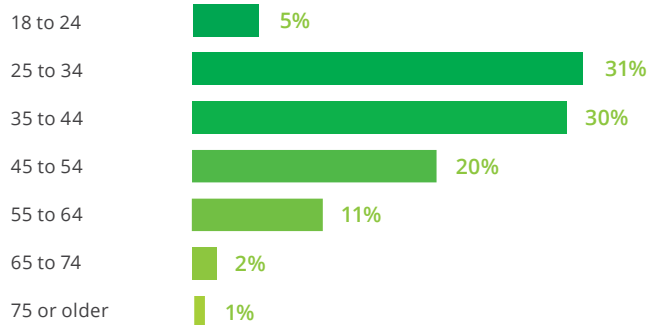| Answer Options	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Virtual work will significantly increase – meaning that most knowledge workers will work outside an office at least one day a week.	41%	42%	12%	5%	1%
Shift to mobile devices. People will spend twice as much time working ontheir mobile devices as they do now.	39%	38%	15%	7%	1%
The speed of work will continue to increase. Expectations in terms of how fast things get done will be a lot higher than they are today.	35%	48%	13%	4%	1%
More autonomy. Individual employees will make more decisions on their own because of flatter organizations, more virtual work and greater complexity of work.	22%	43%	22%	11%	2%
More work hours. Work from anywhere and increased expectations will lead to longer workdays.	21%	38%	24%	15%	2%
More personalized. Data and software will understand workers better and adjust to their needs.	30%	46%	17%	6%	1%
More personal devices will be used for work (BYOD will be more common).	43%	38%	12%	6%	1%

Additional Notes:

For more information about the report or to contact us, please visit us at Wrike.com or contact brianna.hansen@team.wrike.com.
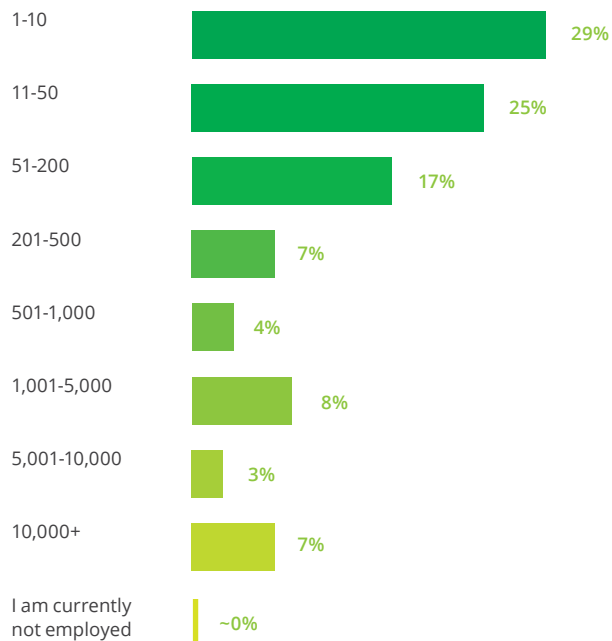*Some data has been rounded to the nearest whole number.*

AUDIENCE DEMOGRAPHICS:

What is your age?

Age	Percentage
18 to 24	5%
25 to 34	31%
35 to 44	30%
45 to 54	20%
55 to 64	11%
65 to 74	2%
75 or older	1%

Roughly how many full-time employees currently work for your organization?

Employees	Percentage
1-10	29%
11-50	25%
51-200	17%
201-500	7%
501-1,000	4%
1,001-5,000	8%
5,001-10,000	3%
10,000+	7%
I am currently not employed	~0%

What department do you work in?

Department	Percentage
Accounting	2%
Administrative	11%
Customer Service	3%
Marketing	16%
Operations	15%
Human Resources	1%
Sales	4%
Finance	2%
Legal	1%
IT	18%
Engineering	6%
Product	6%
Research & Development	7%
International	1%
Business Intelligence	2%
Manufacturing	2%
Public Relations	2%