

**Data on productivity growth among white-color workers: Analysis of field data in the areas of training and consulting in the past 20 years**

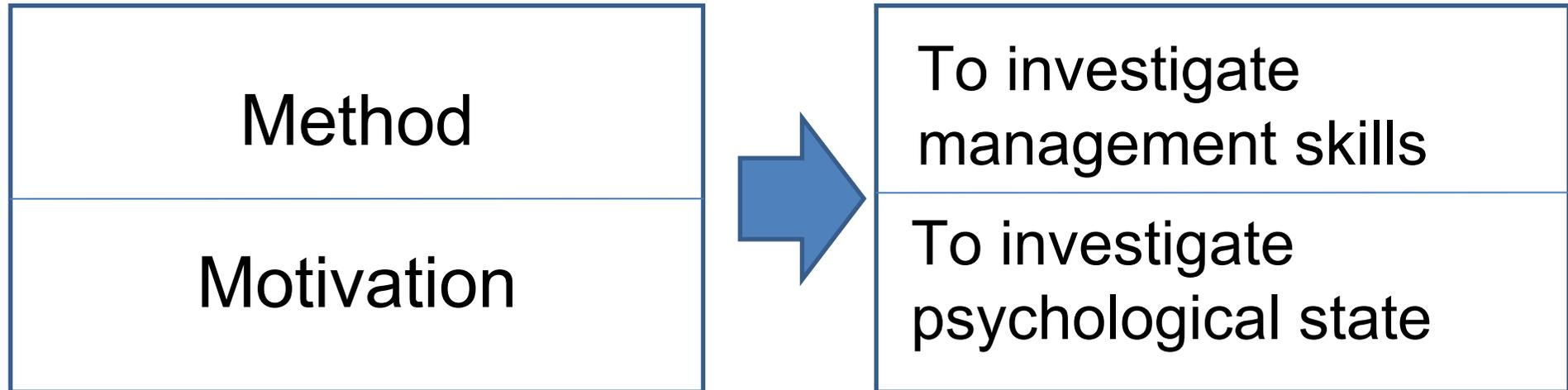
**November,  
2009**

**Produced by: The Association of Japan Time Management  
Popularization**

**Raw data and know-how provided by: Science of Work Institute,  
Inc.**

# Introduction

---



## ■Methodology

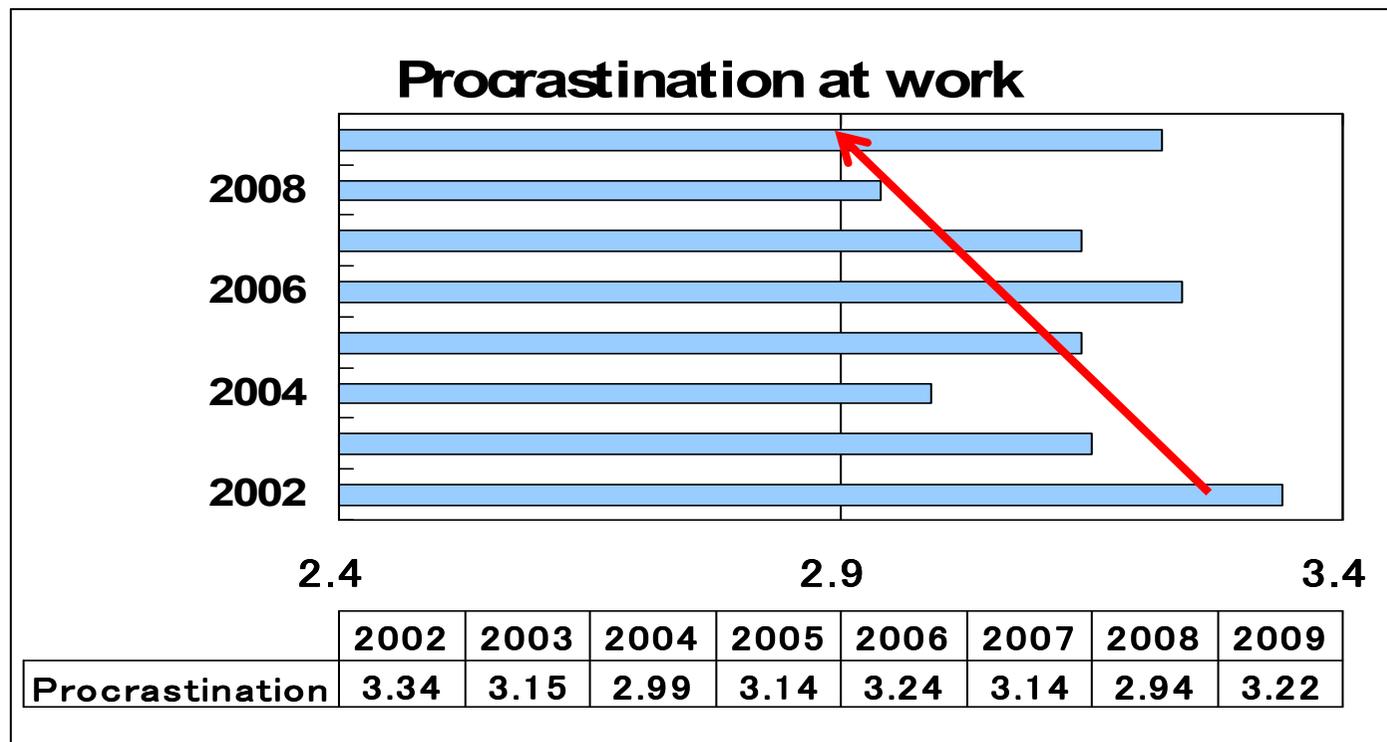
All the data was collected from our time management training seminar participants during the 8-year study period from 2002 to 2009. The data was extracted before and in the midst of the seminars. The data collected before the seminars is based on our questionnaire survey of fivefold choice that investigates management skills and psychological state. Behind the questionnaire is our work model. The data collected in the midst of the seminars was taken occasionally.

The data on motivation is threefold: procrastination, stress, and working style. The data on method includes not only the ones that are connected to self-management such as priority, motivation, and time allotted for work but also leadership and corporate environment.

## ■Purpose

Our data is now accessible in an attempt to help you improve your working environment and make corporate innovations. Since our data is taken from our seminars that aim to analyze our working environment scientifically, we believe that the actual working conditions are well reflected in our survey results. Lastly, we are looking forward to serving you.

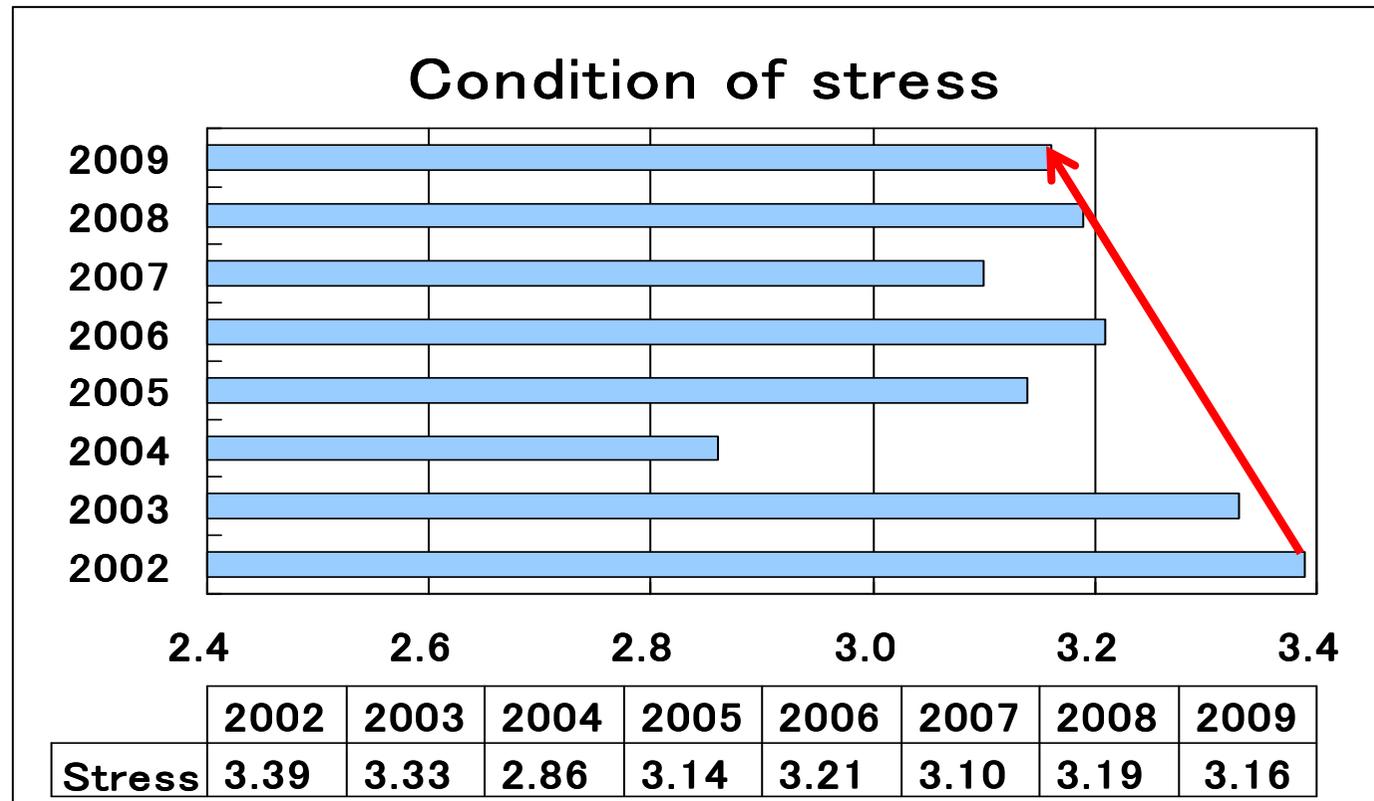
# Procrastination at work



## ■ Procrastination at work

This data shows management conditions at the time of beginning and ending of work. The higher the score we have, the more successful the management is. Although the management seems getting more or less unsuccessful in the last 7 years, the score got better in 2009 due to an increase in number of managers participating in our time management training seminars. Yet, if we focus particularly on young people, it could be argued that the procrastination is still worsening.

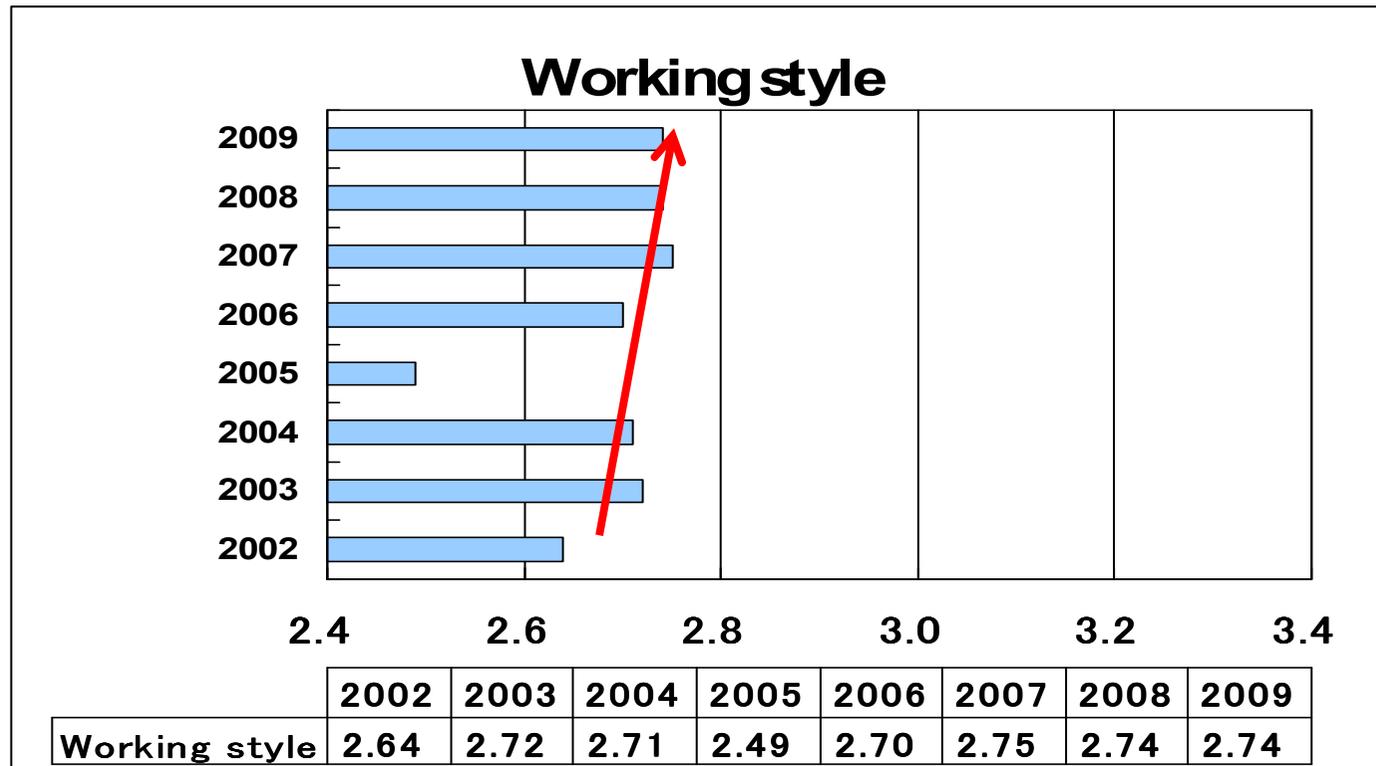
# Condition of stress



## ■Condition of stress

This data shows condition of stress at work. The higher the score we have, the more successfully we stay stress-free. Our working environment is getting more and more stressful in the last 8 years. If the average point goes below 3.0, it might be necessary not only for enterprises but also for our entire society to take some measures to relieve stress at work.

# Working style

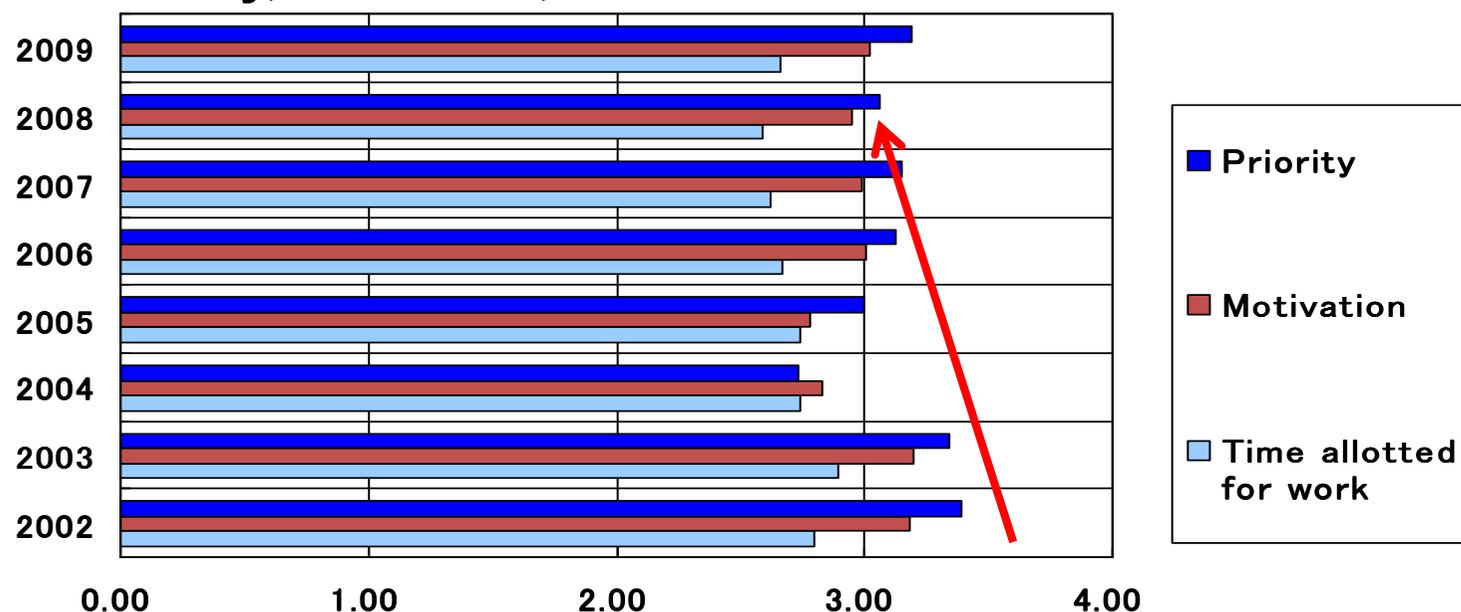


## ■ Working style

This data shows us a difference in working style. The quantity is respected with the lower score while the quality is respected with the higher score. In other words, the lower the score we have, the less accurate our works become. On the other hand, the higher the score we have, the more frequent our procrastination becomes. Although the average score is relatively even in the last 8 years, young people nowadays tend to focus on quality.

# Self-management skills

Priority, motivation, and time allotted for work



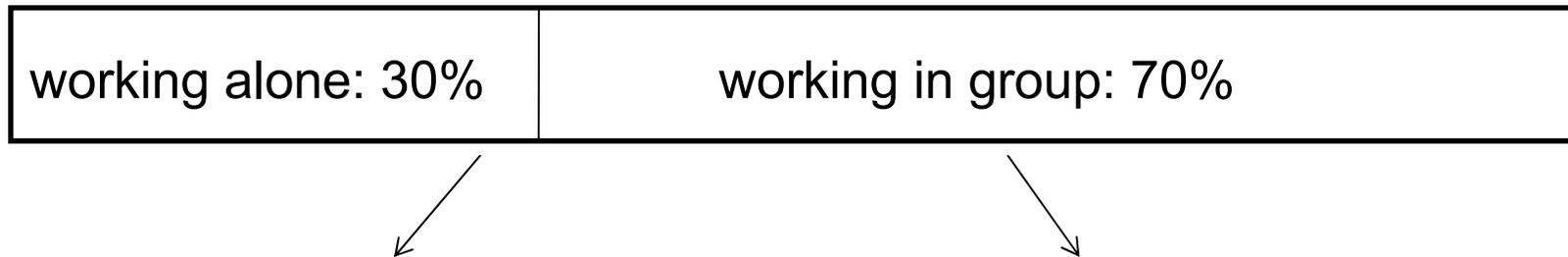
|                        | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 |
|------------------------|------|------|------|------|------|------|------|------|
| Priority               | 3.39 | 3.34 | 2.73 | 3.00 | 3.13 | 3.15 | 3.06 | 3.19 |
| Motivation             | 3.18 | 3.20 | 2.83 | 2.78 | 3.01 | 2.99 | 2.95 | 3.02 |
| Time allotted for work | 2.80 | 2.89 | 2.74 | 2.74 | 2.67 | 2.62 | 2.59 | 2.66 |

## ■ Self-management skills

This data provides us with changing trend in priority, motivation, and time allotted for work, all of which are related to self-management skills. The higher the score we have, the more self-management skills we have. It can be claimed that the score is getting worse in the last 8 years. Since we had a lot of senior managers taking part in our time management training seminars in 2009, the score got better, but the score still needs to be improved among young workers and mid-level managers.

# Time management and stress

---



you'll gain stress  
if this gets less than 30%

you'll be stress-free  
if this gets less than 70%

## ■Time management and stress

Our work can be either personal (e.g., deskwork: paperwork and data entry) or in group (e.g., conference, meeting, negotiation). It is said that in general, 40% is for working alone and 60% is for working in group. Now, as indicated above, if you successfully devote 70% or more of your time to group work, you'll be stress-free.

## ■Communication and stress

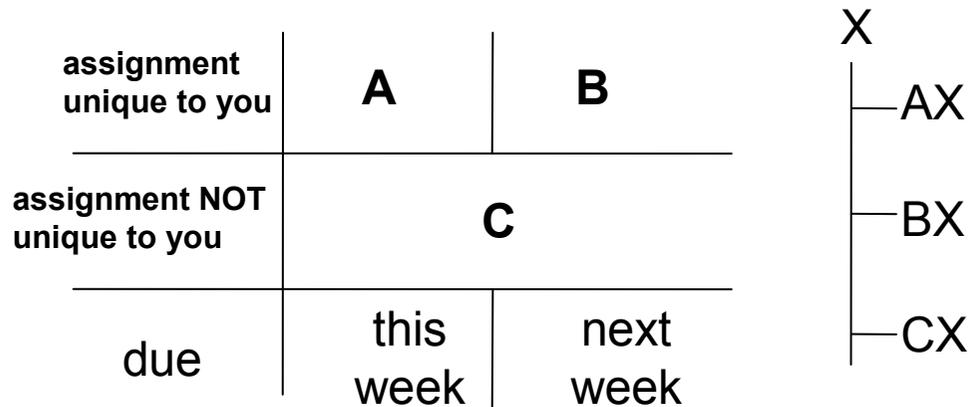
When it comes to correlation between communication and stress, what can we say? The truth is, when we have more stress and less communication, we become less motivated, and some might even turn over or retire.



# Time management changes: 20<sup>th</sup> Century & 21<sup>st</sup> Century

expected assignment

unexpected assignment



|      | N  | K  | I  | N  | 20c |
|------|----|----|----|----|-----|
| A+AX | 55 | 50 | 70 | 70 | 60  |
| B+BX | 27 | 43 | 20 | 9  | 30  |
| C+CX | 18 | 6  | 11 | 20 | 10  |
| allX | 21 | 24 | 14 | 20 | 25  |
| AX   | 12 | 11 | 9  | 13 | 20  |

percentage of total work of the day

## ■ Time management changes observed

First, divide your assignments into 6 groups as indicated to prioritize and control your work. Then, organize your work of the day in order of priority. Now, the data provided on the bottom-left corner is our time management in order of priority.

N is an automaker in the Kanto area. K is a company with the highest profit rate in Japan. I is a steel manufacturer affiliated to an automaker. N is a printing company that can print car emblems. 20c shows the average score of our training seminar participants in the 20<sup>th</sup> Century.

With the data we can predict corporate environment of each company and how they process their work. For instance, in K company, time management is highly reasonable.

In the 21<sup>st</sup> Century, in general, time is spent for works such as C (works that can be done by any others) and BX/CX (unexpected works that can be done later) and it is extremely irrational.

This data is extremely important in a sense that it shows not only failures of flat organizations that are supposed to promote in-group communication but also inefficiency of their daily work, which is an irony.