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Anatomy of Work Index 2021

Overcoming disruption in a distributed world
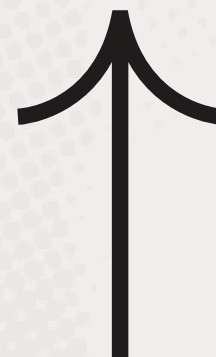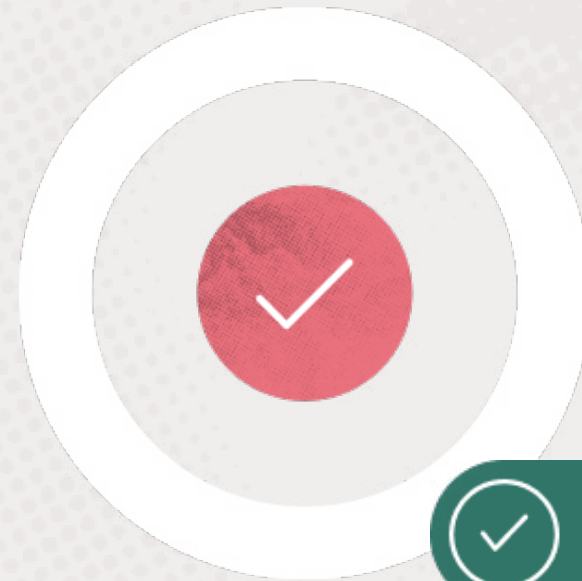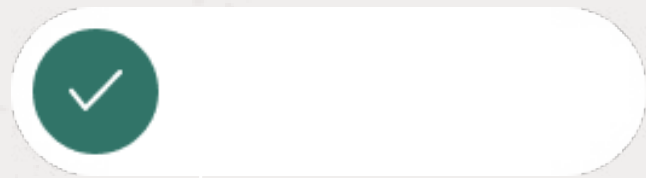
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Foreword

The way we work has changed.

Every knowledge worker—all 1.25 billion worldwide—has been impacted by COVID-19.[1] Assumptions about how we work effectively as individuals, teams, and organizations have been upended.

For many, the abrupt shift to remote work triggered an increase in the adoption of collaboration tools, and an acceleration of digital transformations. According to Gartner, 69% of corporate boards fast-tracked digital business initiatives during the pandemic.[2]

But as businesses reshape, many remain stuck in survival mode.

In previous Anatomy of Work reports, we analyzed how people spend time at work and the factors shaping those habits. This study builds on those findings by investigating how work has changed in a world still grappling with the effects of the global pandemic, and what steps must be taken for resilience moving forward.

With the evolution of the physical office environment, we now face new collaboration challenges due to a lack of clarity around work practices. Despite organizations' best efforts to recreate what worked in the office in a remote setting, **"work about work"** continues to rise.

Organizations of every size, and across all industries, are losing countless hours to work about work. As a result, 60% of time is spent on work coordination, rather than the skilled, strategic jobs we've been hired to do.

And although we're working later—213 more hours than we were in 2019 on average—the number of missed deadlines is rising. Fueled by growing to-do lists, workers around the world are burning out in higher numbers than before. This is likely to get worse, with the majority of employees not planning to take the necessary time off to decompress.[3] As teams search for balance, their number one request to the C-Suite is greater flexibility on where and when they work.

But these issues can't be resolved without meaningful changes to *how* we work. Businesses must take action to become nimble and agile moving ahead.

To understand how the workplace has changed, what's working and what's not, and to shine a light on better approaches, we analyzed the attitudes and behaviors of over 13,000 knowledge workers in Australia/New Zealand, France, Germany, Japan, Singapore, the U.K., and the U.S. To generate these insights, we partnered with Dr. Sahar Yousef, a cognitive neuroscientist and faculty at UC Berkeley's Haas School of Business. She runs the Becoming Superhuman Lab, which studies the science of productivity and helps busy leaders and their teams get their most important work done, in less time, with less stress.

The Anatomy of Work Index 2021 explores how individuals, teams, and entire organizations can bring clarity to the chaos of work, reset for resilience, and flourish as they move forward.

1. International Labor Organization: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/briefingnote/wcms_740877.pdf
2. Gartner: https://www.gartner.com/en/newsroom/press-releases/2020-09-30-gartner-says-sixty-nine-percent-of-boards-of-directors-accelerated-their-digital-business-initiatives-folloing-covid-19-disruptions
3. Monster Poll: https://learnmore.monster.com/poll-results-from-work-in-the-time-of-coronavirus

What is "work about work"?

Work about work is the activities that take time away from meaningful work, including communicating about work, searching for information, switching between apps, managing shifting priorities, and following up on the status of work. What does that actually look like in real life? Work about work is all the activities you do throughout the day that aren't the actual skilled work you were hired to do, such as marketing analysis or coding. It's the mundane, time-consuming "stuff" that most people just assume comes with the job.
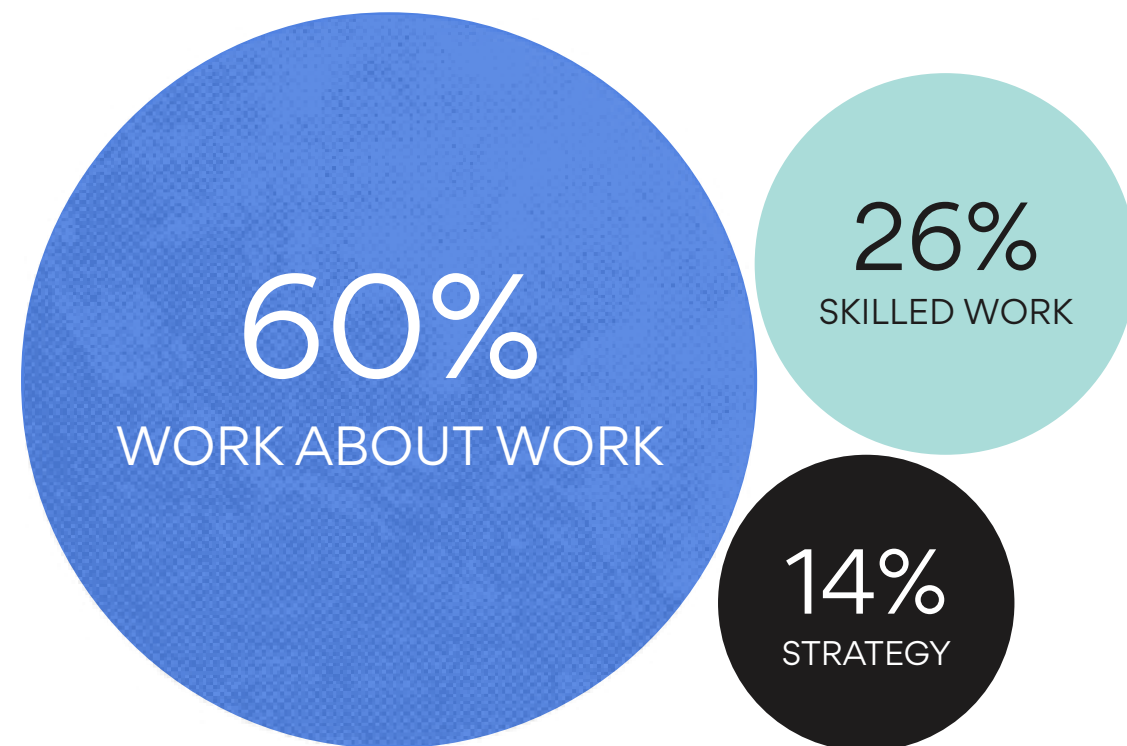
2020: A catalyst for transformational change

Work about work continues to dominate people's day

2020 fundamentally disrupted the modern workplace in a way that no technological innovation ever has. Yet despite the initial chaos, and resulting acceleration of digital transformation initiatives, we're still burdened by the legacy of the "old way"—work about work.

With coordination consuming 60% of our day, meaningful work sits on the sidelines. As a result, a mere 26% of time is spent on the skilled job employees were hired to do (e.g., market analysis or software development), and 14% on forward-looking strategy.
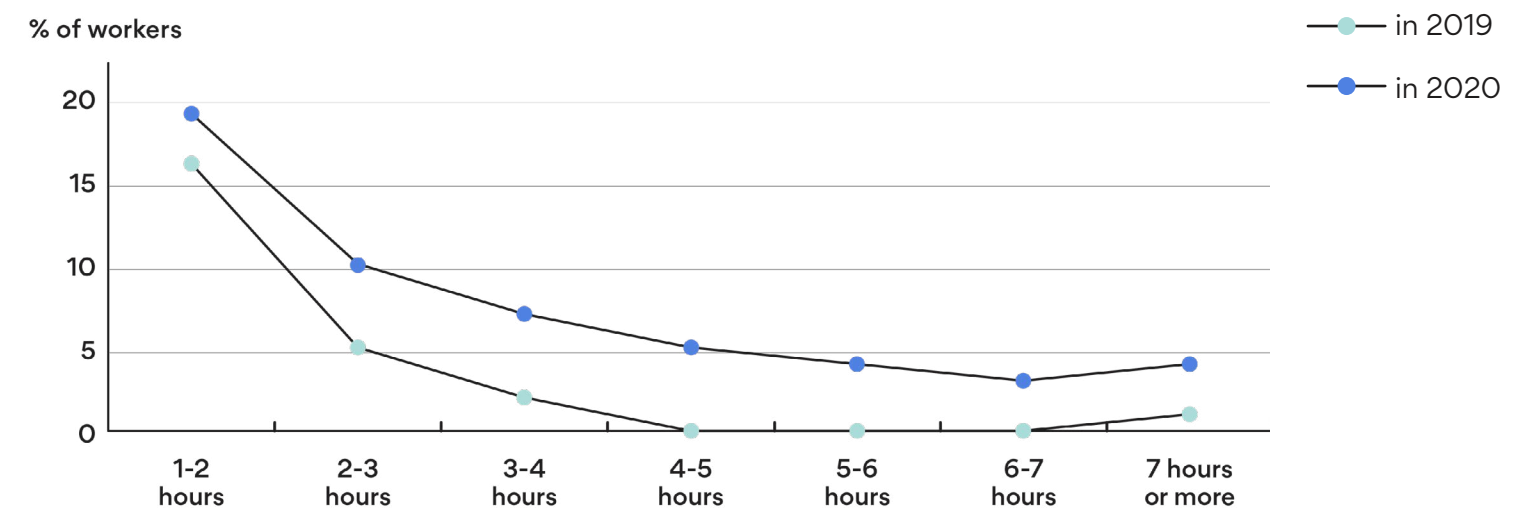
Despite government and business-led policy initiatives aimed at better balance—from France's right to disconnect, Japan's Work Style Reform Law and Unilever New Zealand's 4-day work week—87% of respondents are working nearly 2 hours later every day—or 455 hours every year, compared to 242 hours in 2019.[4]

While teams are having fewer ad-hoc conversations, this hasn't resulted in shorter working days. Casual chats have been replaced with unnecessary meetings, costing individuals 157 hours in productivity over the past year.

In the physical office, deskside conversations help information flow organically. Replacing informal catch-ups and quick questions with 30-minute meetings drains the day of time for skilled work, leading to plunging productivity.

How work about work dictates the day

60%
WORK ABOUT WORK

26%
SKILLED WORK

14%
STRATEGY

Time spent working late, 2019 versus 2020

% of workers

- in 2019
- in 2020

20
15
10
5
0

1-2 hours | 2-3 hours | 3-4 hours | 4-5 hours | 5-6 hours | 6-7 hours | 7 hours or more
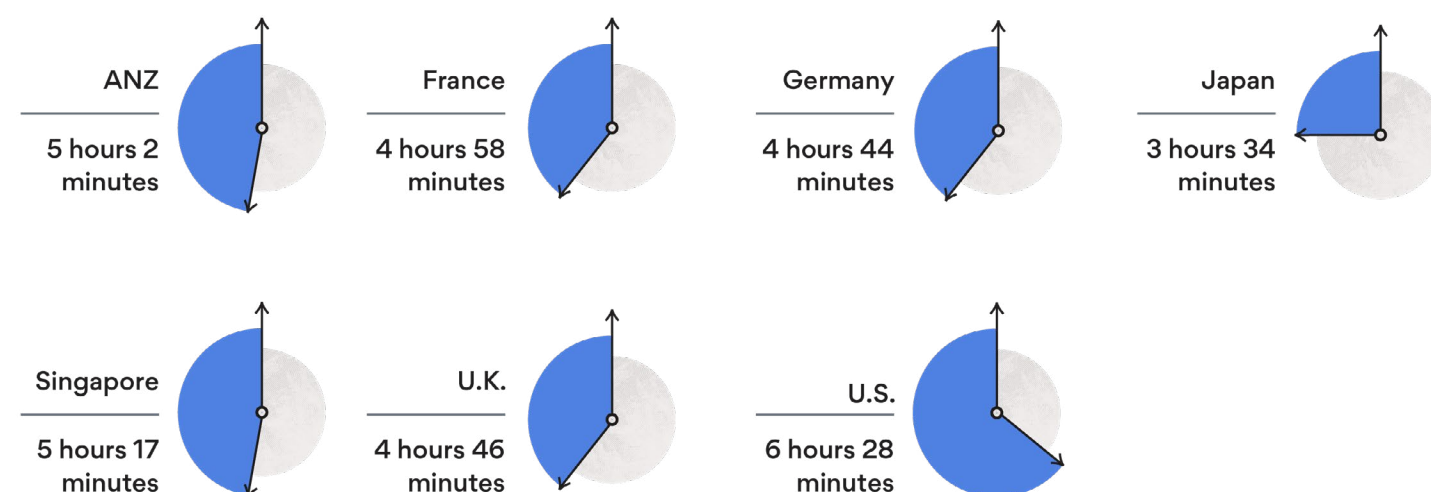
The duplication dilemma

But endless unnecessary meetings are only a fraction of work about work's impact.

Lack of clarity on roles, ownership and purpose of deliverables, combined with more messages, meetings and tools to navigate, is fueling a troubling trend. Teams are spending 13% of their time on work that's already been completed, up from 10% the previous year. As a result, employees are losing 236 hours to duplication of efforts a year, a 27 hour increase from 2019.

While duplication is a global challenge, it's a particular drain for U.S. organizations, with 309 hours wasted on it every year—a 31% increase over the global average.
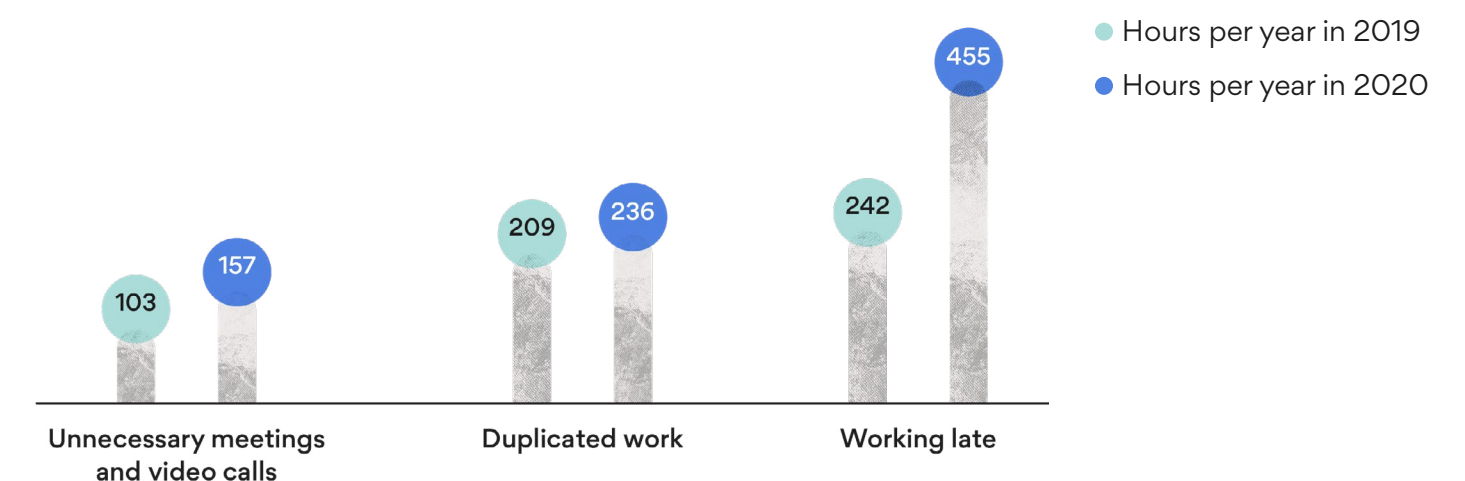
Despite more face time through video calls, teams have less clarity than ever on who owns what work, and what needs to happen, when.

To tackle these issues in the year ahead, we need clear processes to plan, organize, and prioritize workloads and tasks, whether in the office or at home. This will enable busy leaders and their teams to be crystal clear on their most important daily, weekly and long term priorities.

By fostering a culture of clarity—and implementing one system to manage work—teams can align on who is doing what and avoid scenarios where individuals are spending precious hours on work that's already been completed.

Average time lost to duplicated work each week by country

ANZ — 5 hours 2 minutes

France — 4 hours 58 minutes

Germany — 4 hours 44 minutes

Japan — 3 hours 34 minutes

Singapore — 5 hours 17 minutes

U.K. — 4 hours 46 minutes

U.S. — 6 hours 28 minutes

Where workers are spending their time

● Hours per year in 2019
● Hours per year in 2020

Unnecessary meetings and video calls: 103 / 157

Duplicated work: 209 / 236

Working late: 242 / 455

The productivity paradox of distributed work

App overload hampering agility

In today's always-on digital workplace, on average people switch between 10 apps 25 times per day to do their work. In the U.S., the abundance of apps is amplified, with employees changing between 13 tools an average of 30 times per day.

For newly distributed teams, adding more apps in an attempt to recreate the physical office is having unintended consequences. Over one-quarter (27%) of workers say that actions and messages are missed when switching apps and 26% say app overload makes individuals less efficient. **Employees who switch between apps are also more likely to struggle with effectively prioritizing their work.**

Embracing a purpose-built work management platform as part of an organization's essential tech stack is key for saving considerable time, effort, and money. According to IDC, teams who use three or more integrations experience significantly more time savings—over 30 hours per week.[5]

According to productivity research from UC Berkeley's Becoming Superhuman Lab, 92% of people believe that carving out a daily block of uninterrupted time called a 'Focus Sprint', where they do not need to toggle between apps or constantly monitor the inbox, would positively impact their and their team's productivity. When leaders enable Focus Sprints in their teams, people report being 43% more productive.

What is context switching?

Context switching is moving quickly from one task to another. It happens when you interrupt what you're working on to join an impromptu call or to respond to a message about an unrelated project.

Context switching sounds innocuous, but it's more than a distraction: it can seriously disrupt work and drain mental energy. Think of context switching as incurring a penalty—every time the brain context switches it has to 'load up' a new context and 'unload' the previous one into its short-term memory. These changes can be jarring, and they sap cognitive load, depleting concentration, prioritization skills, and effective decision making.

Easily accessible information, blocking time for set tasks, and toggling off notifications can help alleviate the issues context switching creates.

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Slack is designed to serve as a critical engagement layer that increases agility and reduces productivity pitfalls like context-switching. It is our aim, alongside Asana, to build essential tools and integrations for the enterprise that empower our many joint customers to manage work more efficiently. Together we share a vision for the future of work—a future in which people's working lives are simpler, more pleasant, and more productive.
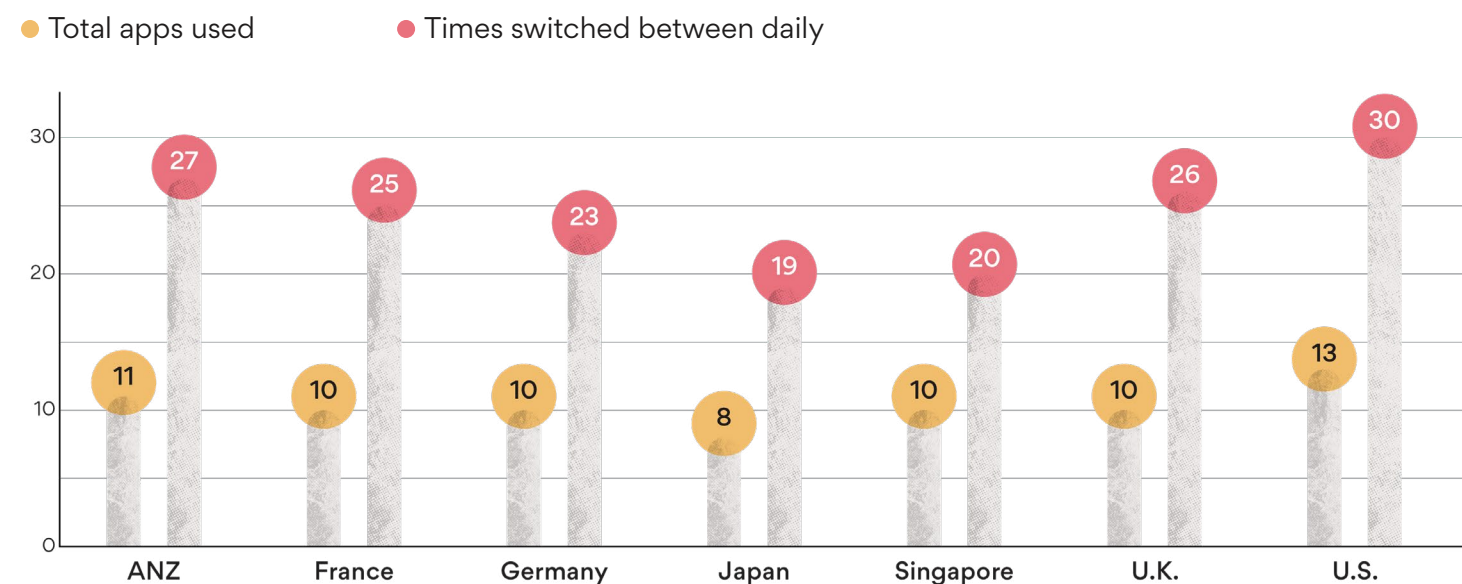
— STEVE WOOD, VP OF PLATFORMS, SLACK
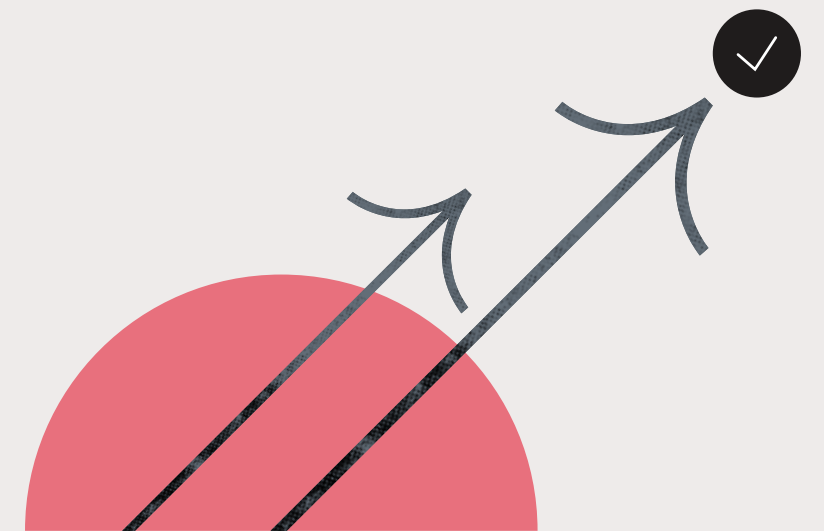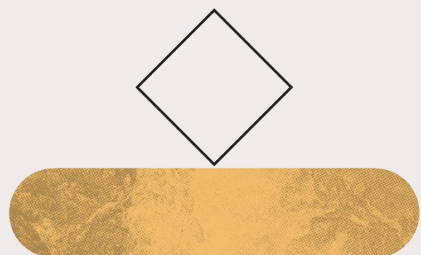
The impact of switching apps

Eight in ten (80%) respondents report working with their inbox or other communication apps open. As a result of battling ongoing distractions, nearly three in four employees (72%) feel pressure to multitask during the day.

The more apps in use, the more likely that work is duplicated. Employees are also less efficient, with messages, actions and deadlines more likely to be missed.

The more senior they are, the more likely they are to experience app overload. The C-Suite reports switching between 14 apps 31 times per day. App consolidation at this level would increase focus and productivity among critical decision makers.

The top three impacts of switching apps

27%
Messages and actions are missed

26%
Individuals are less efficient

24%
Work is duplicated

Total apps used, and how often they are switched between

● Total apps used ● Times switched between daily

	ANZ	France	Germany	Japan	Singapore	U.K.	U.S.
Times switched between daily	27	25	23	19	20	26	30
Total apps used	11	10	10	8	10	10	13

> "Multitasking is a myth. In reality, it's rapidly switching from one task to another, and then back again. And every time you make that switch, you pay a 'tax' on both your time and your energy. For that reason, it's almost always more efficient to monotask: Focus on one thing and move on when you're done, so you don't pay unnecessary switching taxes.

— DR SAHAR YOUSEF, COGNITIVE NEUROSCIENTIST, UC BERKELEY

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Distractions are costly, so we've focused on eliminating them wherever we can. With Asana, people are able to get into a flow and do their work without disruption because everyone knows where things stand and what they're responsible for—no stand up required.

— RUSSELL BENAROYA, CO-FOUNDER AND PARTNER, STRIDE
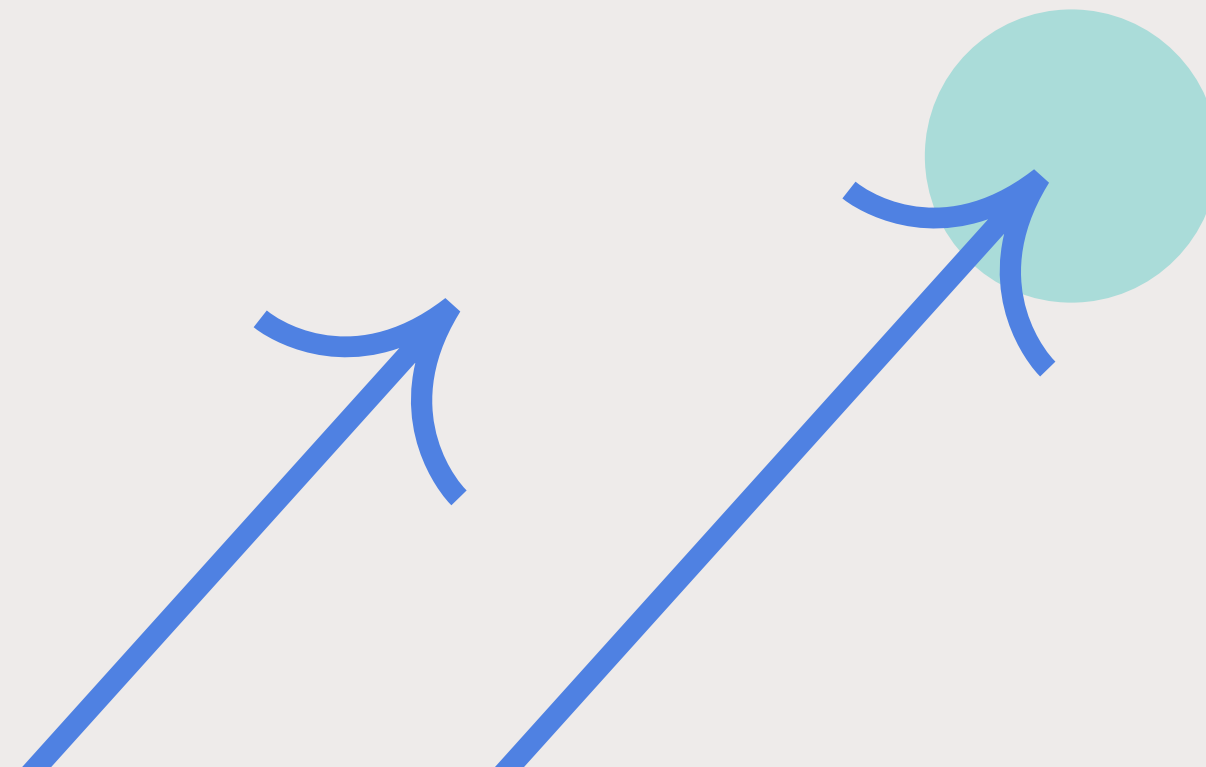
Too much work, too little clarity

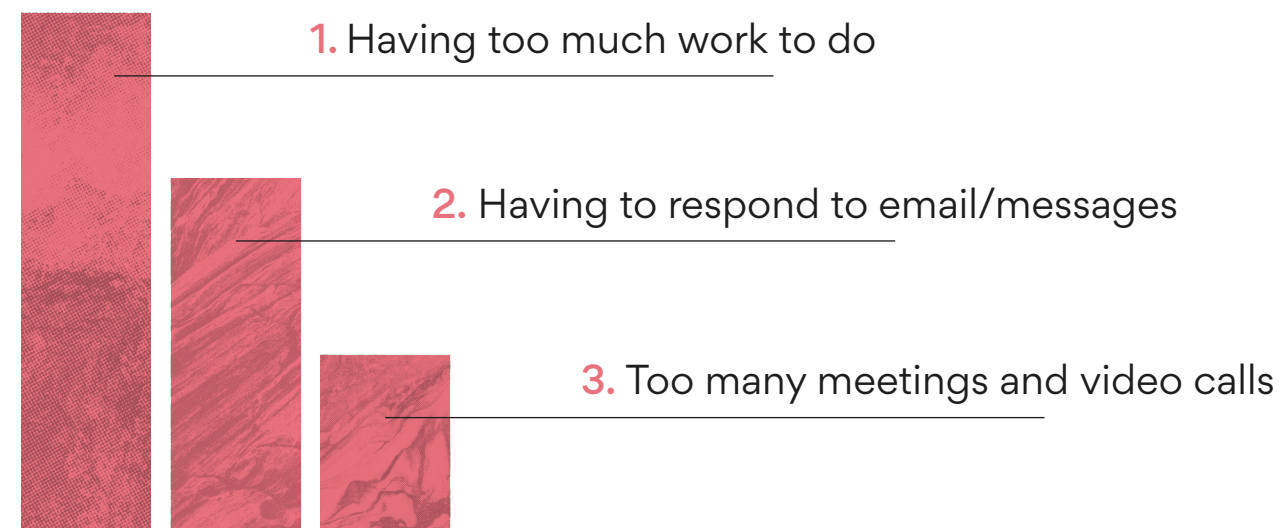While self-reported levels of procrastination remain stable year-over-year, productivity is facing new challenges, particularly when it comes to finding time for skilled, strategic work.

According to respondents, the top barrier to productivity is their growing workload. This represents a shift from 2019 when the biggest obstacle was having too many emails and messages to respond to.

With limited bandwidth available for the most important work, over one-quarter (26%) of deadlines are missed each week. The most common cause is unrealistic expectations (35%). A lack of clarity caused by unclear processes (27%) is also a top driver. For large enterprises in particular, this can add up to a significant drain on resources, revenue and profitability.

Organizations need to consider how they can lighten the load on teams to boost productivity and prevent critical work from falling through the cracks.

The top three barriers to productivity

1. Having too much work to do

2. Having to respond to email/messages

3. Too many meetings and video calls

What is a work management platform?

Work management platforms help teams orchestrate their work— from daily tasks to cross-functional strategic initiatives—while providing the alignment needed to hit their goals faster.

As a living system of clarity for the entire organization, best-in-class work management platforms bridge the gap between strategy and execution to ensure teams are focused on their company's most important work, no matter where they're located.

The resilient reset

In a year marked by disruption and distraction, global organizations are now resetting for resilience. But flourishing in 2021 and beyond will require fresh thinking and a framework for ongoing adaptation—beginning with employee wellbeing.

In 2019, the World Health Organization classified burnout as an occupational phenomenon resulting from chronic workplace stress. In 2020, the number of workers assessing their mental health as poor, or very poor, rose from 7% to 27%, with 42% rating their stress levels as high or very high.[6]

Among Anatomy of Work survey respondents, 7 in 10 (71%) experienced burnout at least once in the past year. With experts suggesting that the long-term mental health impacts of the COVID-19 pandemic will outlast the physical health effects[7], organizations must understand, address and eliminate the root causes of burnout.

Nearly half (46%) of respondents cite being overworked as a key factor contributing to burnout, with one in three (29%) feeling overworked from a lack of clarity on tasks and roles.

The top factors fueling burnout, according to workers

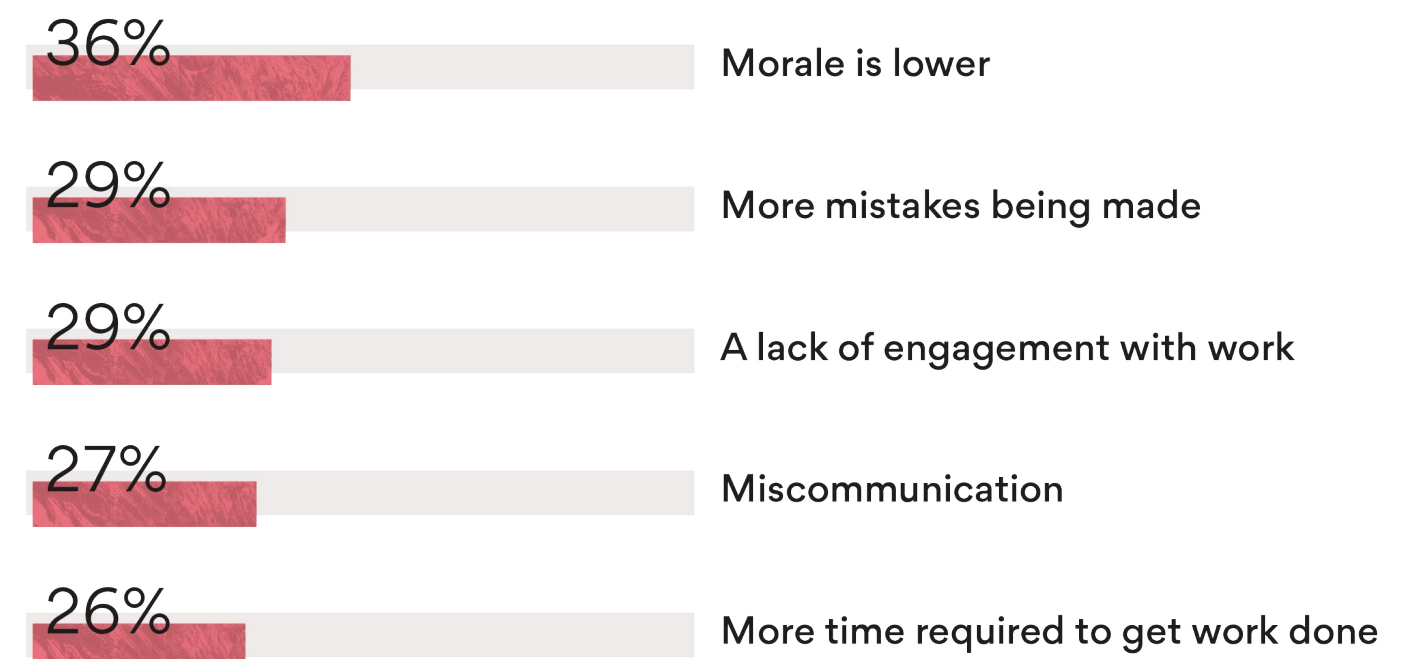| 46% | 32% | 29% |
| Being overworked | Not being able to switch off/disconnect | Lack of clarity on tasks and roles |
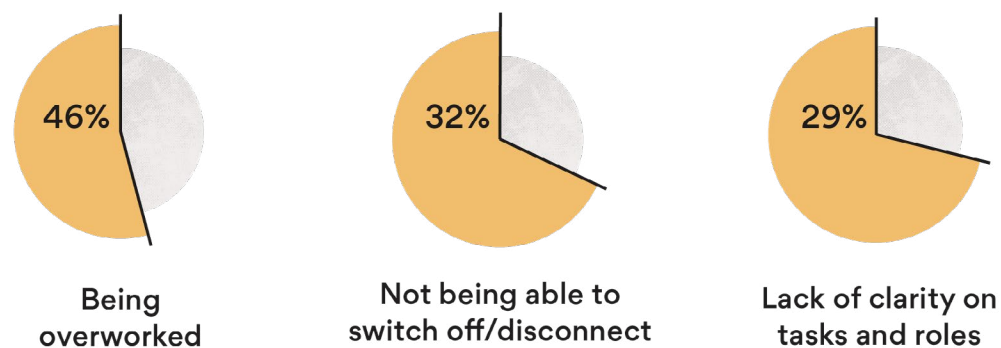
Dependence on mobile devices correlates with rising rates of burnout. Two-thirds (65%) of people who feel uncomfortable not having access to their phones report experiencing burnout, compared to 45% of people who aren't uncomfortable being separated from their device.

A lack of rest could also be a contributing factor to the upwards burnout trend. Knowledge workers in every country are getting fewer than seven hours of sleep per night.

As burnout rises, individual engagement levels fall, making work more challenging and impacting organizational resilience as a whole.

Prioritizing wellbeing requires a leadership commitment to employee engagement. With only 15% of workers feeling completely heard by their organization, it's clear that starting, and continuing, a dialogue is key.

The top 5 impacts of burnout, according to workers

36% Morale is lower

29% More mistakes being made

29% A lack of engagement with work

27% Miscommunication

26% More time required to get work done

6. https://www.cnbc.com/2020/10/05/coronavirus-stress-mental-health-issues-rising-among-workers-.html
7. https://www.bbc.com/worklife/article/20201021-coronavirus-the-possible-long-term-mental-health-impacts

Managing burnout through Demand-Control-Support

The Demand-Control-Support model of burnout developed by R. Karasek suggests that organizations can tackle burnout at the individual, team, or company level by taking one or more of three actions:

1. Reducing demand (e.g. changing the scope of roles)

2. Increasing control (e.g. flexible hours, off-hours)

3. Increasing support (e.g. paying for childcare or offering space for non-work discussions in meetings)

"Unfortunately, the burnout numbers we have been seeing have been steadily rising since May 2020 and are likely to have a massive negative impact on businesses. Our research suggests that unless organizations take a proactive approach, productivity is projected to decrease in 2021. The two main culprits are longer work days (exacerbated by a marked increase in meetings which leads to waiting until the evening and weekends to get important work done) and little separation between work and home. There are strategies and systemic solutions to address these culprits. For a full recovery, leaders need to be proactive and data-driven about assessing if they have a burnout problem, addressing the root causes contributing to it, and improving how work gets done.
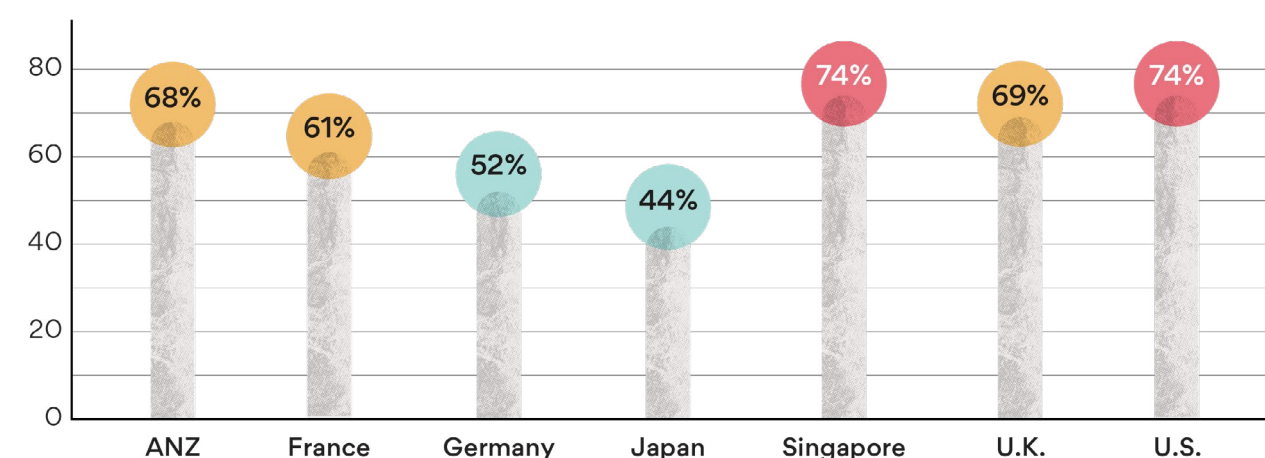
— DR SAHAR YOUSEF, COGNITIVE NEUROSCIENTIST, UC BERKELEY

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Imposter syndrome and the need to celebrate success

Workers experiencing rising self-doubt can also have consequences for organizational resilience. Not only does it contribute to poor mental wellbeing, it may mean workers are less likely to speak up, take ownership of tasks or feel that they can contribute to their team's success.

Almost two-thirds (62%) of respondents have experienced imposter syndrome—a sense of self-doubt related to work accomplishments.[8] Worldwide, 47% reported feelings of imposter syndrome increasing in 2020 over previous years.

Imposter syndrome is more common for workers who started their role during the pandemic. Among new hires, nearly 80% experienced imposter syndrome, compared to 57% of those in their role prior to 2020. Experiences of imposter syndrome are also more common for parents with children at home (67%) compared to those without (57%).

To instill a sense of purpose, confidence, and clarity in new employees in the year ahead, organizations must prioritize how they approach onboarding to ensure new hires can thrive from day one.

What % of workers experience imposter syndrome in each country?

	ANZ	France	Germany	Japan	Singapore	U.K.	U.S.
	68%	61%	52%	44%	74%	69%	74%

79%

Nearly 8 out of 10 new hires experienced imposter syndrome in 2020

57%

**Almost 6 in 10 tenured employees experienced imposter syndrome in 2020**

[8.] Langford, J., & Clance, P. R. (1993). The imposter phenomenon: Recent research findings regarding dynamics, personality and family patterns and their implications for treatment. Psychotherapy: Theory, Research, Practice, Training, 30, 495–501 https://paulineroseclance.com/pdf/-Langford.pdf

Imposter syndrome isn't isolated to new hires. Those in more senior roles are more likely than average to experience it.

In the U.S., imposter syndrome is more commonly experienced among men (80%) than women (69%).

With the rise of imposter syndrome affecting workers around the world, businesses need to make addressing it a foundational pillar of their resilient reset.

Experiences of imposter syndrome, parents versus non parents

67%
PARENTS WITH
CHILDREN AT HOME

57%
NON PARENTS
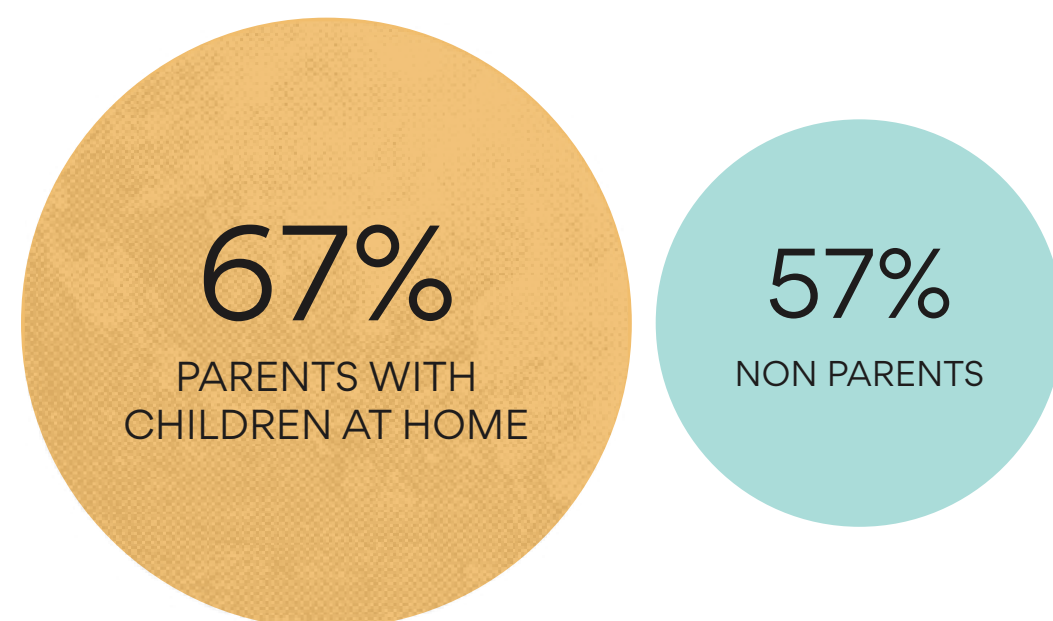
" With fewer opportunities to connect and celebrate success, remote work is intensifying imposter syndrome. Organizations should ensure that work is still being recognized and championed in remote environments on a daily basis, and that new hires have support structures in place to instill confidence. I recommend implementing something like what our lab calls "Daily MIT Setting" where team members asynchronously announce what their 1-3 Most Important Tasks (MITs) are for the day and reflect at the end of their day on progress made. This creates a team ritual around daily prioritization to help people stay aligned, connected, and feeling "seen". People need to feel a sense of progress everyday otherwise it feels as if we're all working in a vacuum.

— DR SAHAR YOUSEF, COGNITIVE NEUROSCIENTIST, UC BERKELEY

Optimizing onboarding

Communication and connection is critical

New employees need to feel connected. Share information about what their first day will look like and offer a friendly hello from their team before they start. Reduce uncertainty by connecting them to their manager before day one to ask questions and establish an early dialogue.

Welcome new teammates to the community

Be conscious of how new hires might be disproportionately impacted by the realities of our new work environment—from juggling childcare responsibilities to navigating coordination across time zones. Take the initiative to connect them with company communities early to foster inclusive relationships.

Make the first day count

Think less about how new hires can contribute quickly and more about welcoming them to the culture. Ensure that tech provides clarity, with easily accessible resources like team directories, tasks, projects, and communication channels. Nobody should waste their first day struggling to sync a calendar.
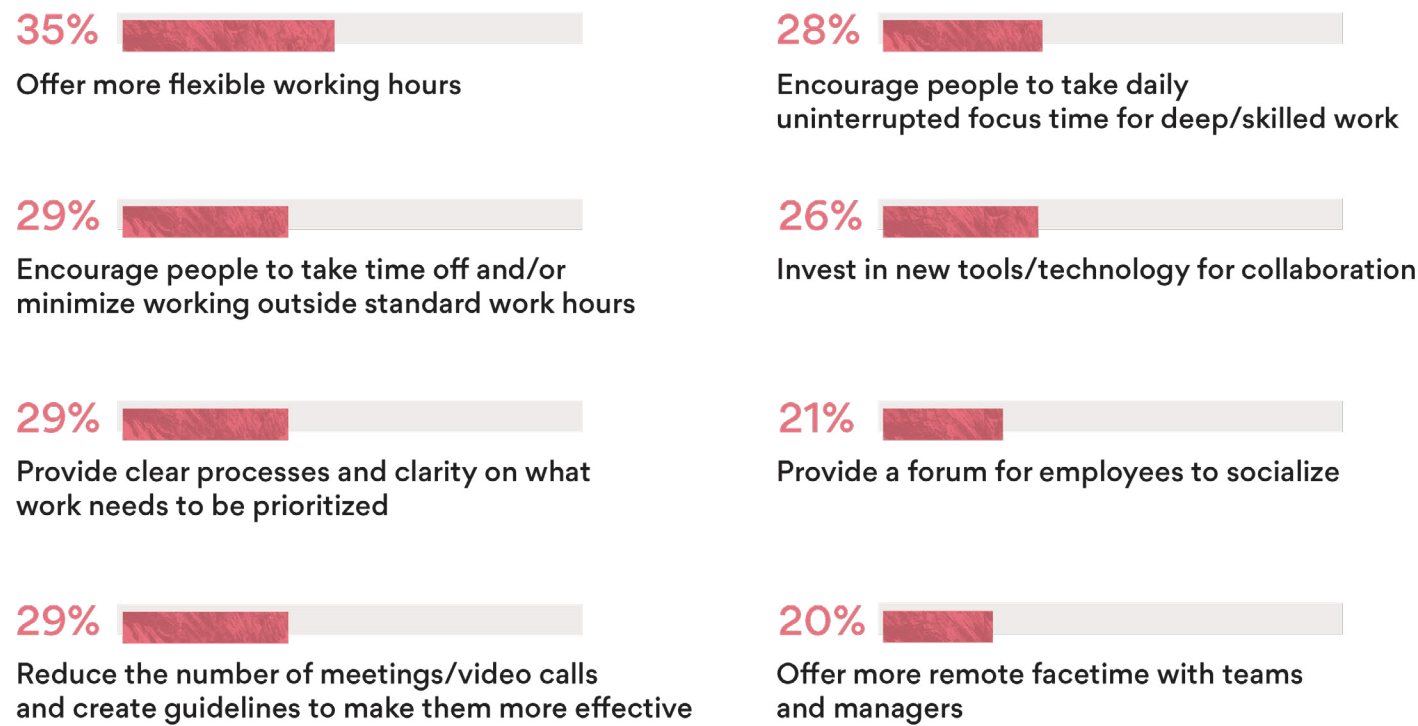
Don't rely on old communication norms

Clarify how communication will work for remote hires. Let them know when you'll check in, how they should connect with teammates and what tools to use. Foster a two-way conversation to cultivate trust and transparency from the start.

Reframe to reset

Flexibility is essential to flourishing in the future of work. Over one-third (34%) of respondents say the flexibility of remote work helps them focus more. Employees also welcome a flexible approach to working hours, with 35% saying it's critical towards improving remote work-life balance.

Individuals could save 6 hours and 5 minutes every week—290 hours per year—through improved processes—for example, by clearly defining roles and responsibilities. Adding to this, nearly 70% of respondents would feel better equipped to hit personal targets with clear processes to manage work in place.

Ultimately, autonomy and clarity support flexibility. When tasks and priorities are clear, employees can choose how to reach goals, and are empowered to adapt approaches as needed.

With a foundation of flexibility, workplaces can mitigate the toll taken on employees to create a more resilient, engaging, and productive environment.

What employers can do to improve work

35%
Offer more flexible working hours

29%
Encourage people to take time off and/or minimize working outside standard work hours

29%
Provide clear processes and clarity on what work needs to be prioritized

29%
Reduce the number of meetings/video calls and create guidelines to make them more effective

28%
Encourage people to take daily uninterrupted focus time for deep/skilled work

26%
Invest in new tools/technology for collaboration

21%
Provide a forum for employees to socialize

20%
Offer more remote facetime with teams and managers

> "
> Before COVID-19, there was a rapidly rising business imperative for increased clarity and alignment. Clarity is really difficult for teams to achieve even when they're in the office, but it's particularly challenging when working remotely.
>
> Going forward, some companies will continue working from home, some will return to the office, and some will do everything else in between. Across that entire spectrum, Asana has an important role to play in driving clarity for teams, no matter where they do their work.
>
> — DUSTIN MOSKOVITZ, CEO, ASANA

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If you're developing perfume, it's not the same thing as developing skincare. And if you're developing a product, it's not the same as developing the advertising. We needed a tool that could adjust, and Asana was the perfect transformation from spreadsheets and all the work they had created.

— THIBAULT DELAVAULT, MARKETING PLANNING & PROCESS MANAGER, DIOR

What do organizations need to nail their resilient reset?

Less work about work

More busywork = less skilled work. The first step in the resilient reset is identifying work about work. Can you reduce unnecessary meetings? Block time for focused work? Or streamline workflows across teams?

A flexible attitude

Resilient workers must have a balance between their task list and their life. In a world where professional and personal coexist in the same physical space, there's a greater need for flexibility over how and when people tackle their to-do's.

Tech that aligns teams

Employee experience is the new customer experience, and is essential for agile enterprises. By leveraging a work management platform to align against organizational objectives, teams can move faster and adapt in the face of adversity.

An open dialogue

At the heart of all great work is great teamwork. Burned out teams aren't nimble and ready to take on new challenges. Create forums for feedback and use those learnings to create a people-centric culture that powers the entire organization's approach to resilience.
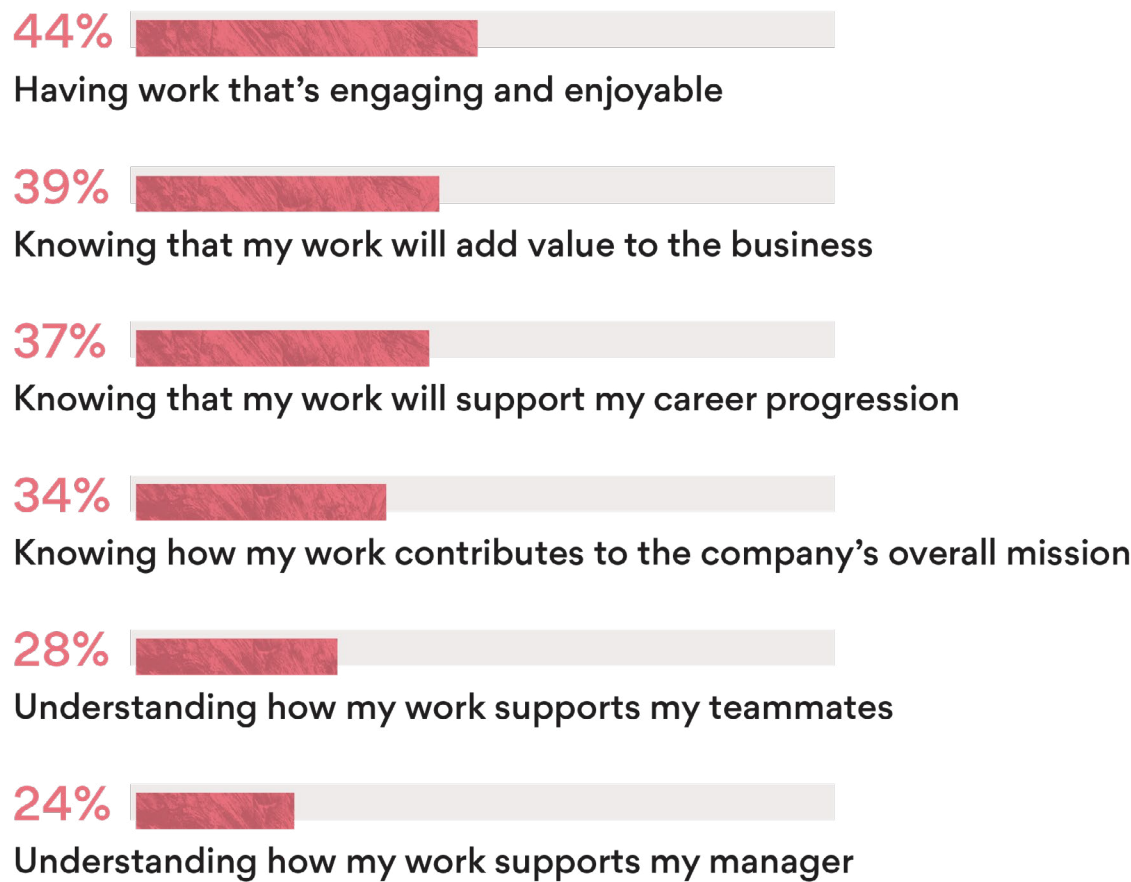
Leveling up in the year ahead

The new year marks a chance for new beginnings. It's also an opportunity to better equip individuals and teams by providing meaningful job engagement and opportunities to accelerate.

So, what do people want from work moving forward?

Ultimately, employees want work that's personally and professionally fulfilling. Respondents cite engaging and enjoyable work as the number-one motivator to achieving their best work, followed by adding value to the business and progressing their career in the new year.

Resolutions allow us to reflect on what, as individuals and professionals, we want to achieve from optimizing organizational skills to finding balance over burnout.

What will motivate workers to do their best work in 2021?

44%
Having work that's engaging and enjoyable

39%
Knowing that my work will add value to the business

37%
Knowing that my work will support my career progression

34%
Knowing how my work contributes to the company's overall mission

28%
Understanding how my work supports my teammates

24%
Understanding how my work supports my manager

> " Authors of The Progress Principle, Teresa M. Amabile of Harvard and Steven J. Kramer investigated how a sense of progress impacts employees' emotional and intellectual wellbeing. They found that of all the factors that drive creativity, productivity, and collegiality among employees, the single most important one is a sense of making progress on meaningful work. Even small signs of forward progress and celebrations of success induce huge positive effects on teams' psyches. The takeaway? It's critical to give people the freedom to carve out time for their most important work every day and to help employees see the meaningful impact their work is having.
>
> **— DR SAHAR YOUSEF, COGNITIVE NEUROSCIENTIST, UC BERKELEY**

Global work resolutions

1. TO ADVANCE MY CAREER

2. TO BUILD CONFIDENCE AT WORK

3. TO BE MORE ORGANIZED
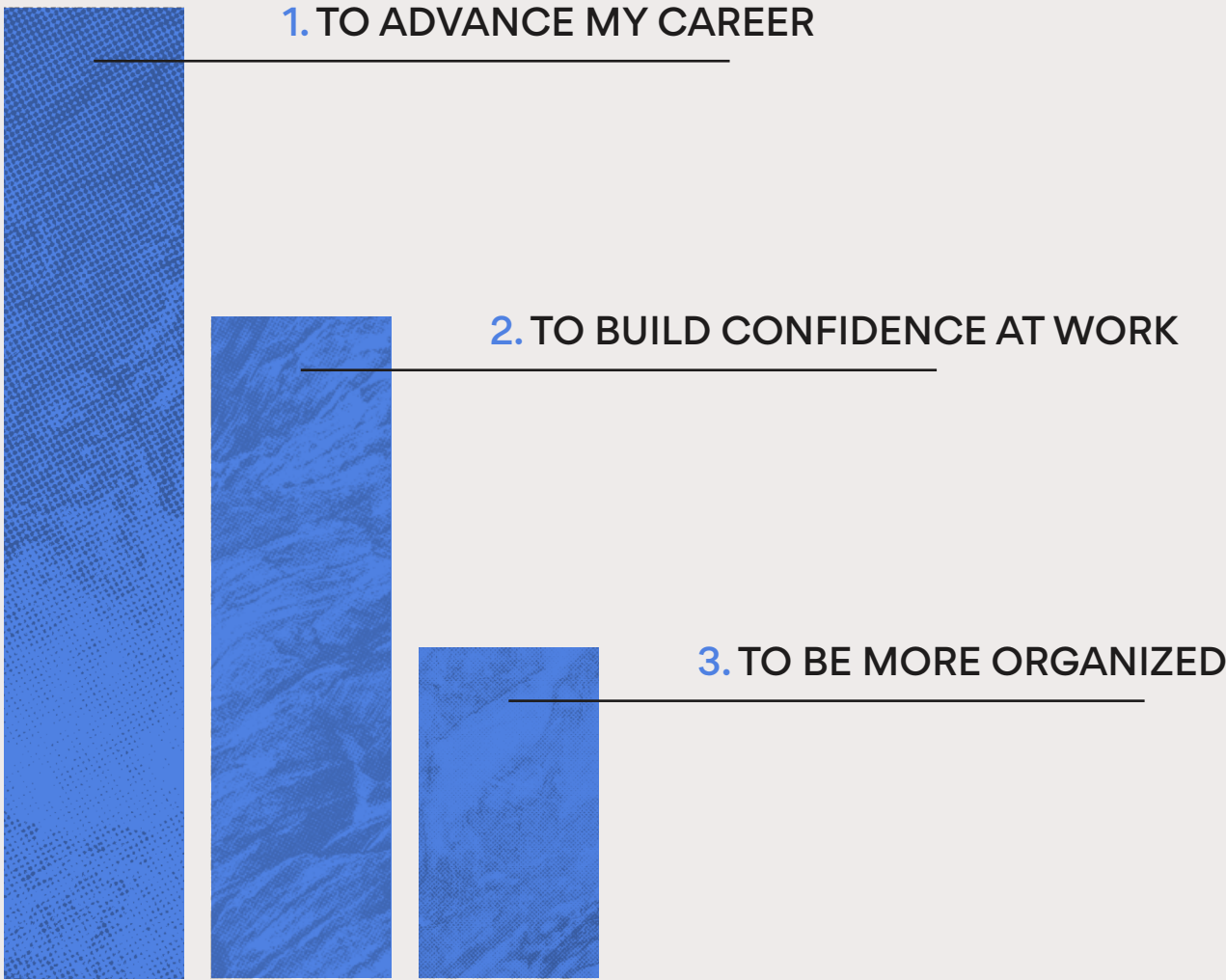
Top 2021 work resolutions by country

Australia/New Zealand

1. To advance my career
2. To be more resilient
3. To build confidence at work

France

1. To advance my career
2. To build confidence at work
3. To spend more time on the work I'm passionate about

Germany

1. To be more organized
2. To advance my career
3. To build confidence at work

Japan

1. To be more organized
2. To build confidence at work
3. To be more resilient

Singapore

1. To advance my career
2. To build confidence at work
3. To be more resilient

U.K.

1. To advance my career
2. To build confidence at work
3. To finish work on time

U.S.

1. To advance my career
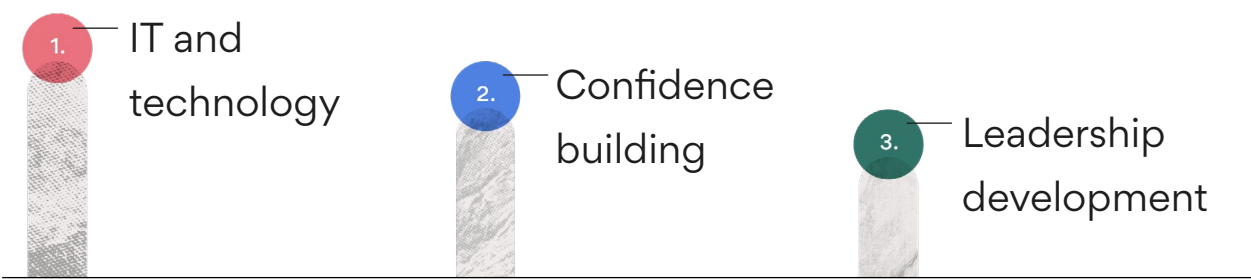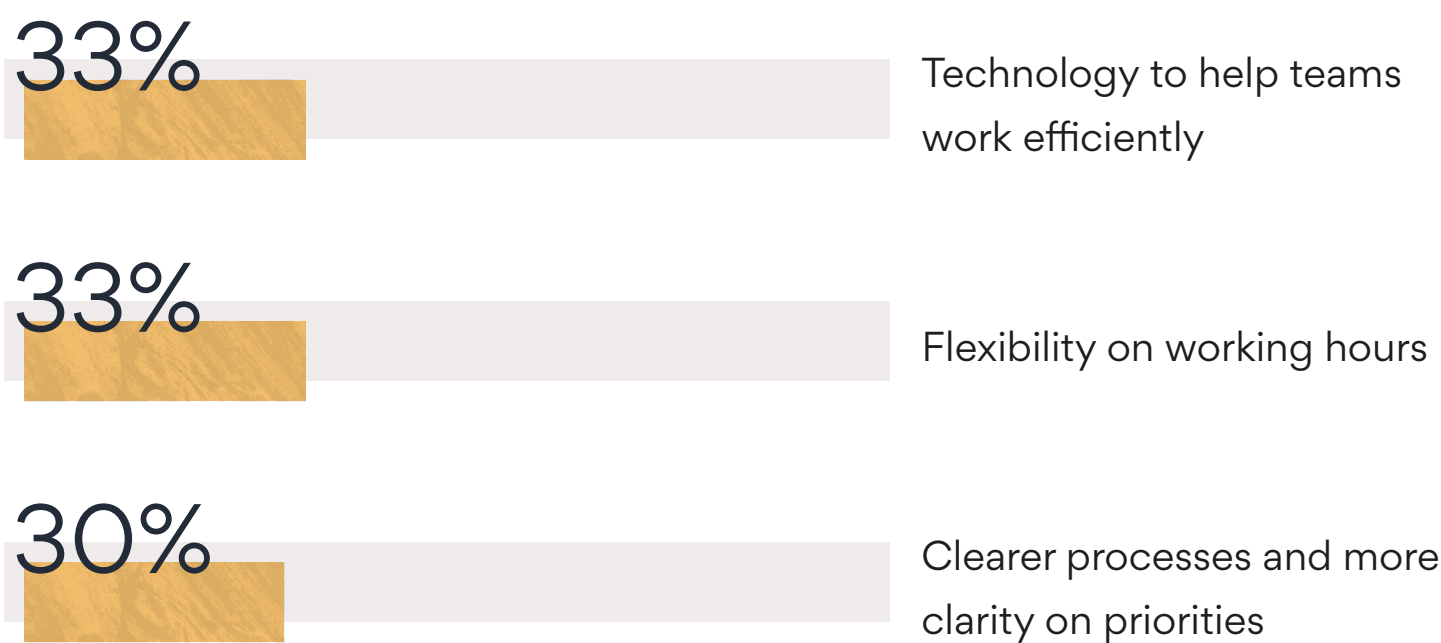2. To be more organized
3. To build confidence at work

Two in three (65%) employees believe that the skills required to do their job will evolve in 2021. Ready to adapt and grow, workers' top three areas for personal development in the year ahead are bolstering IT and technology proficiency, building confidence, and honing leadership capabilities.

For organizations, flexibility is the foundation for resilience in the year ahead. Reinforced by the vast majority of workers (73%) stating that organizations can be more resilient to change if plans, and approaches, are flexible.

The top 3 skills workers want to develop in 2021

1. IT and technology
2. Confidence building
3. Leadership development

The top 3 priorities for organizations in 2021, according to workers

33% Technology to help teams work efficiently

33% Flexibility on working hours

30% Clearer processes and more clarity on priorities

" Last year was full of change, and it further underscored how important it is to always be learning and adapting. For work to improve in 2021, being intentional about building a dynamic environment that focuses on the growth of each team member will be key.

— EVAN TAN, CHIEF OF STAFF, HOLISTICS SOFTWARE

Certified Professional Organizer® Joshua Zerkel's tips to help workers flourish

Set yourself up for success

To advance, you need to know where your work is having impact. Collaborate with your teams to align organizational goals with individual work. Create personal goals for professional development with key milestones throughout the year.

Build flexibility into your work

Getting a sense of how to adapt is hard right now. You and your team need to define what work will look like for the time being and make it clear what needs to get done, by who and when. Consider making plans modular and be ready to adapt.

Work from home, don't live at work

Whether you're working from home one day or five a week, it's crucial to keep boundaries. Set "work time" hours when everyone is accessible, and "focus time" for heads-down concentration. Embrace the use of do not disturb to avoid information overload.

What worked in 2020?

Everyone ended 2020 with plenty of learnings—good, bad and ugly. What worked for you and your team? Build on that and feel empowered to jettison the rest.

Why work management is crucial in 2021

Teams and organizations have struggled to coordinate their efforts. Work about work has increased, creating chaos, confusion, and burnout. This misalignment, in turn, is making it difficult for everyone to do their best work.

To build agility and resilience, organizations must confront these issues and adapt in the year ahead. Enabling greater productivity and engagement will make the future of work more empowering, and enjoyable for everyone.

Moving forward, work management is critical for workplaces to flourish.

Creating clarity on who's doing what by when will undo the impacts of unnecessary meetings and diminish duplicated efforts. With visibility over workloads, leaders can proactively adjust and adapt, tackling the root causes of burnout, and strengthening resilience.

By empowering entire organizations with the core tenets of teamwork—clarity, transparency and accountability—work management can help take us from surviving to thriving in the year ahead.

Work management for the agile enterprise

Time lost to work about work grows in correlation with business size. Organizations with 50 or fewer employees spend 56% of their time on it versus companies with 5,000+ spending 63% of time on work about work.

Enterprises need to prioritize tackling work about work in order to be more agile in the year ahead. Using a work management platform can keep large organizations aligned, cutting time lost to work coordination and enabling teams to become more nimble.

"
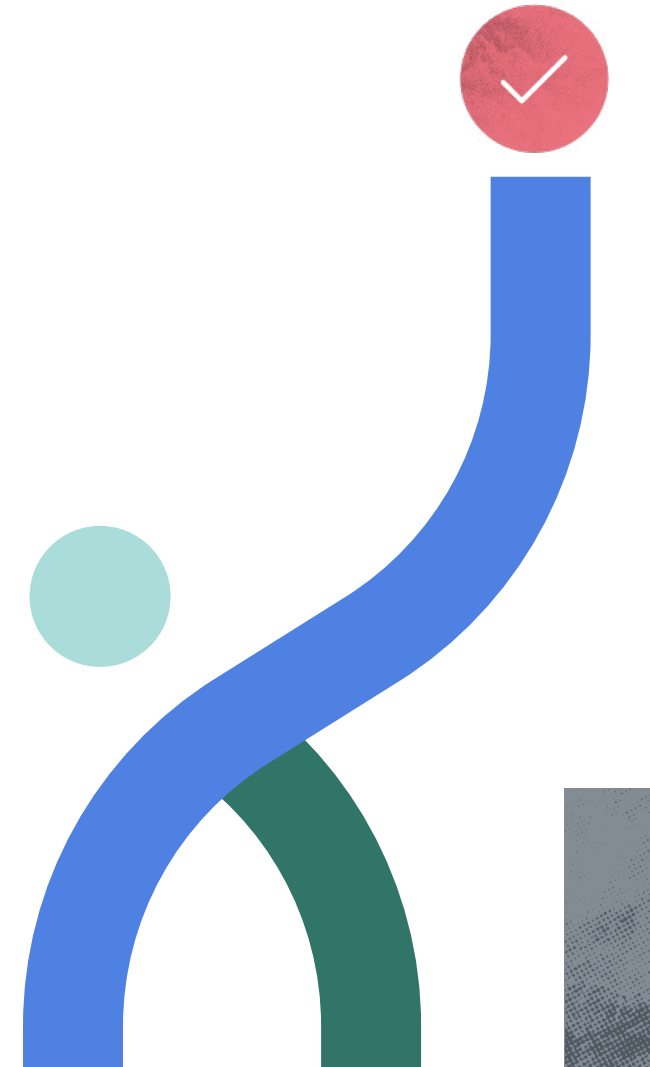
Asana helps us break down silos across departments so we can collaborate more effectively, get visibility into projects, and prioritize tasks. This empowers our team to manage multiple OKR streams. I highly recommend using Asana to transform your team's productivity in a matter of weeks.

— MINA KENT, HEAD OF DIGITAL MARKETING AND STRATEGY, GLOBAL MARKETING & SALES, JAPAN AIRLINES
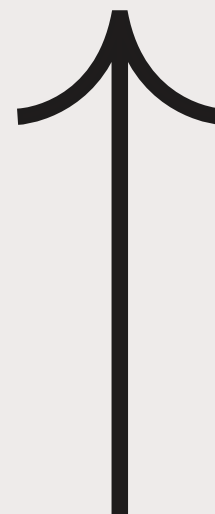
About Asana

Asana helps teams orchestrate their work, from small projects to strategic initiatives. Headquartered in San Francisco, CA, Asana has more than 89,000 paying organizations and millions of free organizations across 190 countries. Global customers such as Accenture, Danone, Sky, Spotify and Viessmann rely on Asana to manage everything from company objectives to digital transformation to product launches and marketing campaigns.

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Faculty Partner

To generate these insights, Asana partnered with Dr. Sahar Yousef, a cognitive neuroscientist and faculty at UC Berkeley's Haas School of Business. She runs the Becoming Superhuman Lab, which studies the science of productivity and helps busy leaders and their teams get their most important work done, in less time, with less stress.

Methodology

In October 2020, quantitative research was conducted by Sapio Research on behalf of Asana, to understand how people spend time at work.

Asana and Sapio Research co-designed the questionnaire and surveyed the behaviors and attitudes of 13,123 knowledge workers across Australia/New Zealand; France; Germany; Japan; Singapore; the U.K. and the U.S.

The study defined a knowledge worker as a professional who spends the majority of their time in an office, co-work space or working from home and spends 50% or more of their time at a computer or device to complete tasks.

The sample spanned an age range of 18 to 55+, over 18+ industries, all company sizes, andall levels of seniority.

Respondents completed 45 multiple choice questions on a range of workplace topics.