



A PAGE WITH ALL THE STATS

By way of showing the value of email management training I have the following stories to share:

ROI & SALES VS EMAIL TRAINING

The last 3 clients I worked with in 2018 have been with the leadership teams of;

- A multi-national company with 20,000 staff in the FMCG industry
- A Victorian state government department
- An Australia-wide Facilities Management company with 13,000 staff

These leaders calculated their cost of the time spent 'doing email' as:

- \$42,636 and 80 days per person per year (= \$1.1 million for the 26 who attended)
- \$50,164 and 95 days per person per year (= \$852,000 for the 17 who attended)
- \$131,923 and 78 per person per year (= \$791,000 for the 6 who attended)

Like across many other organisations, these leaders and managers are spending \$200, \$500 or even \$1000 value per hour time on \$40 value per hour activity!

And much of that time is after hours, eating into their personal and family time (so you'd also need to factor in the \$\$ value of resulting stress, lack of work life balance, sickness, leave and attrition.

If each organisation was to receive an invoice for the value of those "lost hours", they would quickly say "No way are we paying this!!". But, of course, they *are* paying it. It's just that they are paying 'out the back door' in lost productivity and outcomes rather than as an 'up front' cost.

e-Productivity Benchmarking Audit Results

Survey Question	Private Sector			Public Sector	
	C Level	Executives	All Staff	Local Gov.	
How many e-mails do you receive on average each day?	58	42	38	36	
How many e-mails do you send (new messages and replies) on average each day	33	28	26	33	
What ratio or percentage of e-mail do you receive internally (i.e. from colleagues) compared to e-mail from external sources?	42%	51%	65%	69%	
What percentage of e-mails received require an action from you (as opposed to simply being read or filed)?	44%	48%	57%	60%	
What percentage of incoming e-mail is NOT directly related to your workplace role and tasks (i.e.: you receive them as are 'cc' or 'bcc')?	31%	24%	26%	32%	
What percentage of the e-mails you receive are immediately clear to you on the meaning of their message?	59%	59%	70%	68%	
What percentage of e-mails you receive have a message which would be better handled by face-to-face contact or a phone call?	30%	38%	30%	37%	
How many e-mails are left in your In-box right now?	2775	4050	1374	2691	
How much time do you spend processing e-mail each day?	2.47 hrs	2.33 hrs	2.32 hrs	2.38 hrs	
How much is this time worth on an annual basis (per person)?	\$55,157	\$37,944	\$32,464	\$27,545	
How often during the day do you check your Inbox? (according to following scale);					
1. Most of the time 2. Whenever they arrive 3. Randomly throughout day	4. At several planned times each day 5. Once or twice at planned times each day 6. Infrequently	2.77	2.65	2.34	2.26

* The averages above are from all organisations that have completed this audit from June 2013 – December 2018.

Surely, with email costing this much in terms of time and money (plus a whole raft of intangible negative impacts), organisations should eliminate using email?

OK so for most, that's impractical. So, what's the next best option? It is to show people (especially at leadership levels) how to implement email management best practices.

With the right training, we can so quickly and easily show them how to save 25-40% of the time and cost currently spent just 'doing email'.

And with the right Email Management/Internal Communications Policy in place you can have every team member across your whole organisation gaining that back.

For example, a 25% saving for each of the organisations above equates to;

- \$10,659 and 20 days per person
- \$12,541 and 23 days per person
- \$32,980 and 19 days per person

Now multiply that by the number of people in your organisation and see the staggering costs that could so easily be saved (and the time/energy spent on higher priorities).

SALES TEAMS

And for **sales-oriented teams**, it begs the question, which would yield better ROI and outcomes - sales training or email training? For an organisation with a salary to revenue ratio of say 1:5 (ie: 20%), each dollar saved can become \$5 in revenue. Using the examples above, this means that a

- \$10k cost saving becomes \$53k in additional revenue per person per year
- \$12k cost saving becomes \$62k in additional revenue per person per year
- \$32k cost saving becomes \$165k in additional revenue per person per year

e-Productivity Benchmarking Audit Report for McCain Foods

The ROI of Email Skills Training

Current cost is \$42,636 and 80 days per person per year to 'process email'.

How much time/money could be saved per person?

Save 25%	\$10,500 pp pa	x 26	\$273,000 for 26 staff	20 days pp pa x 26 = 520 days
		x 100	\$1,050,000 per 100 staff	20 days pp pa x 100 = 2,000 days
Save 40%	\$17,000 pp pa	x 26	\$442,000 for 26 staff	32 days pp pa x 26 = 832 days
		x 100	\$1,700,000 per 100 staff	32 days pp pa x 100 = 3,200 days
Save 50%	\$21,000 pp pa	x 26	\$546,000 for 26 staff	40 days pp pa x 26 = 1,040 days
		x 100	\$2,100,000 per 100 staff	40 days pp pa x 100 = 4,000 days

How much revenue could be generated from the time saved above?

Based on a salaries : revenue ratio of 1:5 (ie: 20%), every dollar saved could generate \$5 in revenue

Save 25%	\$10,500 pp pa	x 5	\$52,500 pp pa	x 26 = \$1,365,000 additional revenue
				x 100 = \$5,250,000
Save 40%	\$17,000 pp pa	x 5	\$85,000 pp pa	x 26 = \$2,210,000
				x 100 = \$8,500,000
Save 50%	\$21,000 pp pa	x 5	\$105,000 pp pa	x 26 = \$2,730,000
				x 100 = 10,500,000

**\$2.7 million
additional revenue**

Which is more effective and gives a better ROI – sales training or email training?

LEADERSHIP

Keeping up with email traffic places high demands on managers, preventing them from achieving goals and from being good leaders, according to a recent study out of Michigan University.

The researchers believe the work is one of the first studies to examine how distractions from email affect managers, their productivity and their role as leaders.

Employees spend more than 90 minutes every day—or seven-and-a-half hours every week—recovering from email interruptions, the research shows. Managers are no different, and their distractions have further-reaching implications, says Russell Johnson, a professor of management at Michigan State University and leader of the study, which appears in the Journal of Applied Psychology.

DISTRACTED LEADERS

"Like most tools, email is useful but it can become disruptive and even damaging if used excessively or inappropriately," Johnson says. **"When managers are the ones trying to recover from email interruptions, they fail to meet their goals, they neglect manager-responsibilities, and their subordinates don't have the leadership behaviour they need to thrive."**

Further, when managers feel overwhelmed and unproductive because of email demands, they recover by limiting leader behaviours and pivoting to tactical duties. This action, Johnson says, is strategic and intentional so that they feel more productive.

"Interestingly, we found that managers scaled back 'leader behaviours more so than initiating 'structure behaviours,'" Johnson says. "The former behaviours relate to motivating and inspiring subordinates, talking optimistically about the future, or explaining why work tasks are important; the latter are more concrete and task-focused, such as setting work goals, assigning duties, or providing feedback."

So, not only are managers not managing—but they're also focusing on smaller tasks for the sake of feeling productive.

Beyond failing to complete their own responsibilities, email distractions cause subordinates to suffer from a lack of leader behaviours, or those that motivate and inspire.

When managers reduce their leader behaviour and structure behaviours, it has been shown that employees' task performance, work satisfaction, organisational commitment, intrinsic motivation, and engagement all decrease, and employees' stress and negative emotions increase," Johnson says.

The moral of the story is that **managers need to set aside specific times to check email.** This puts the manager in control—rather than reacting whenever a new message appears in the inbox, which wrestles control away from the manager," Johnson says.

You can read the full article [here](#).

CONTACT

Should you or your client be interested in learning more, please do not hesitate to get in touch. I'm happy to schedule a free no obligation call to discuss how I can help.

admin@solutions4success.com.au or steuart@solutions4success.com.au

1300 789 468 or 0413 830 772