

DEFROST THE FROZEN MIDDLE



Information overload is a paralyzing problem. Middle managers can't prioritize and move projects forward – they are frozen.

Email is a major contributor: 107 trillion emails were sent in 2010 with an average of 294 billion sent a day.¹

The cost of email

Research shows most agree email is a useful communication tool... But it comes at a cost:



83% of middle managers agree that email is an effective tool



\$1,040,000 annually on irrelevant emails – the amount spent by a company with 200 middle managers making \$75,000 a year



2.5 working weeks (100 hours) a year are devoted to *irrelevant* emails by middle managers

Email irrelevancy

The most serious email issues according to middle managers:



34%	32%	29%	26%	25%
Back-and-forth replies	Using email when a call or meeting would be better	Using reply-all	Poorly written emails	Copying others unnecessarily

Middle managers are feeling *the most pain*

Middle managers are **50% more likely** to access work email **outside** normal business hours



30% experience work-life balance issues



29% fear missing relevant information



21% experience stress



But they don't want to get *rid of email*

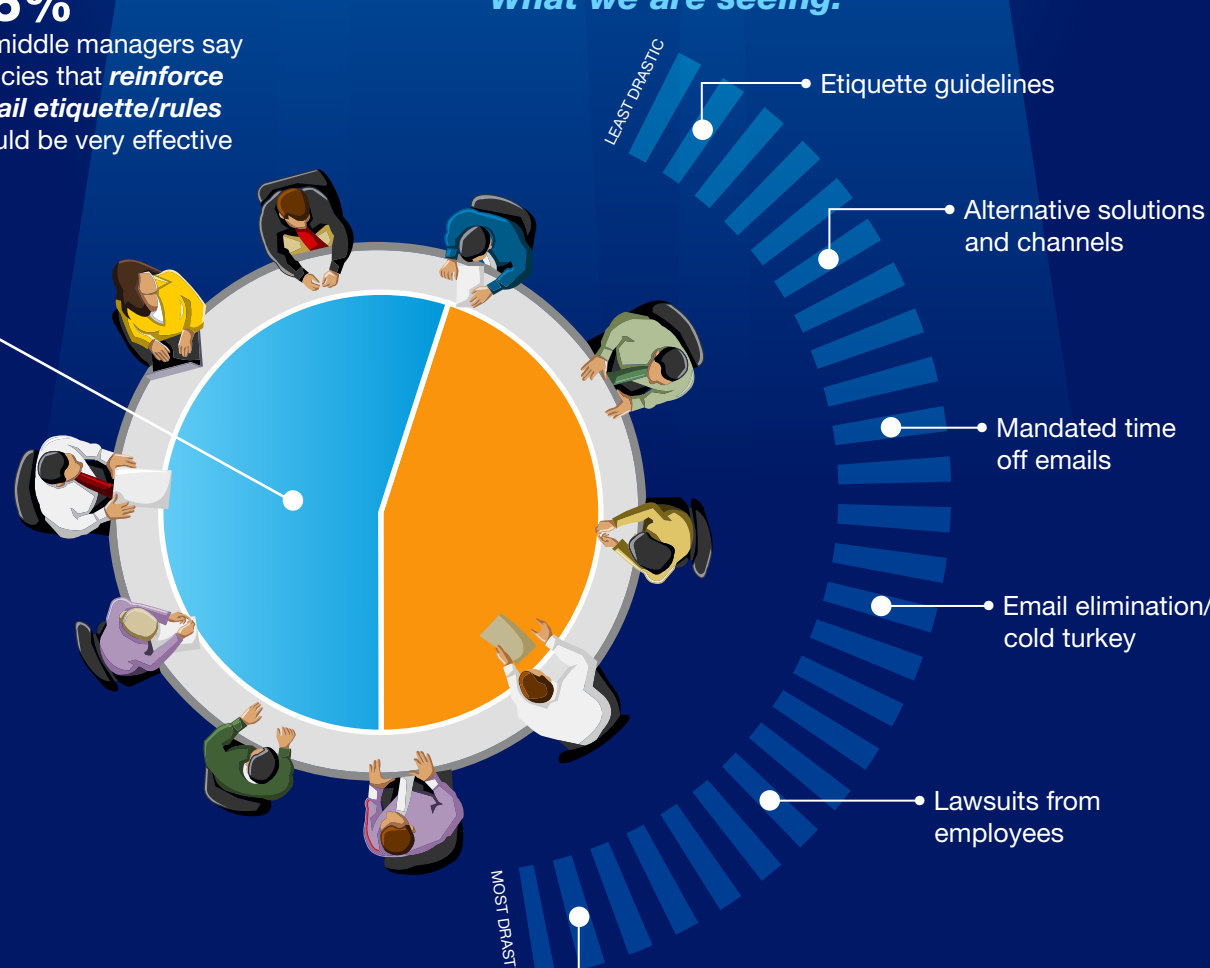


Only 12% of middle managers want to eliminate email outside of normal business hours

Defrost the *Frozen Middle* in Your Company

55% of middle managers say policies that *reinforce email etiquette/rules* would be very effective

What we are seeing:



Melting the Iceberg... Companies need to



Realize responsibility to improve is at the individual and organizational levels



Agree on email expectations and ensure leadership alignment



Recognize that improving how individuals use email is critical green-fee



Assess and evolve their overall organizational communication system