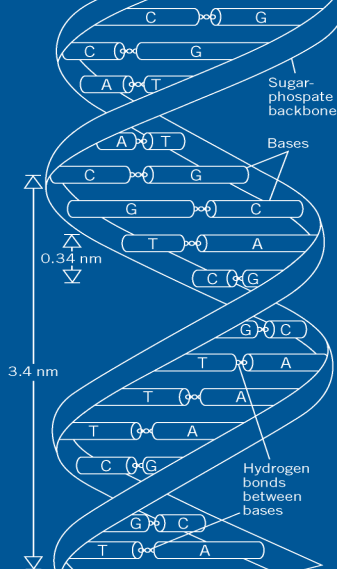
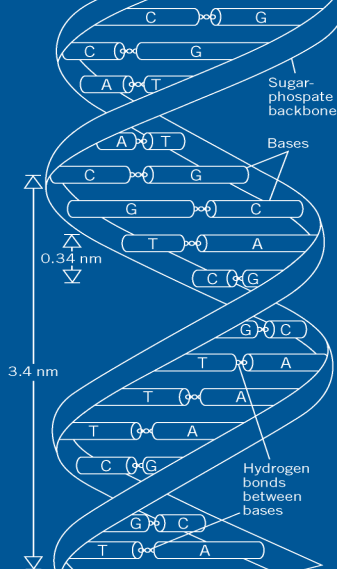




Are we really so busy?

James Gallagher
Senior SPA Manager, Roche



DISCLAIMER: The views expressed within this presentation are entirely that of the author and do not necessarily reflect the views of Roche Products Ltd.

Acknowledgements

For contributing towards research and analysis:

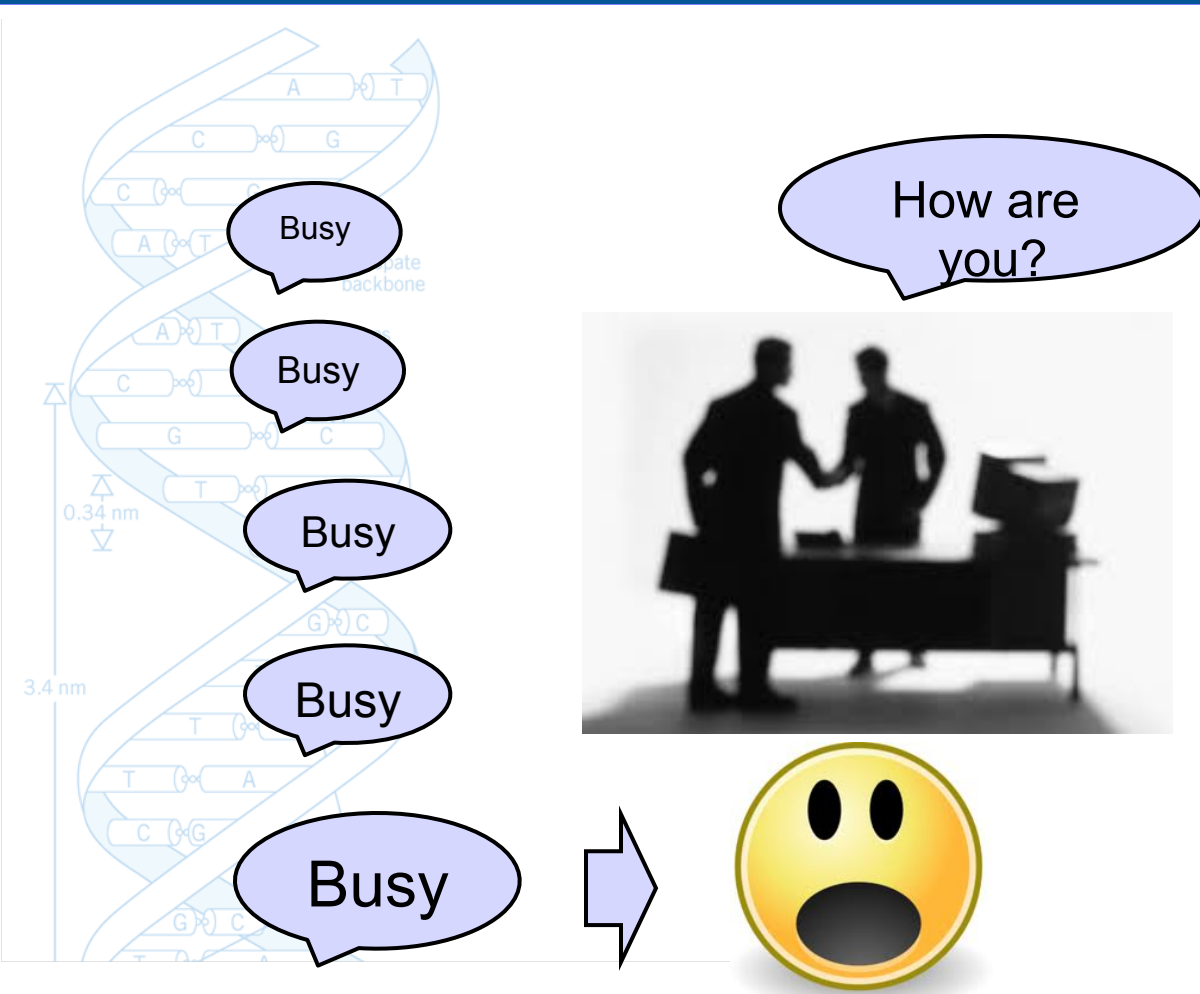
- Nelson Kinnersley
- Barry Clinch

For reviewing corresponding paper:

- Katherine Macey
- Karen Rowe
- Alex Hughes
- Su Blanch

- 
- Background
 - What is being researched
 - Method
 - Areas of focus
 - Findings
 - Recommendations
 - Limitations
 - Conclusions
 - One take away message

BACKGROUND



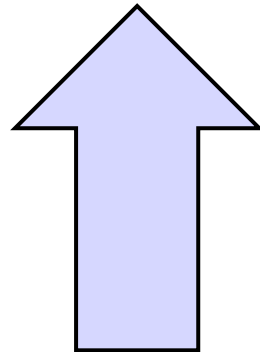
What is being researched?

➤ Does a culture of **busyness** exist?

- Habit
- Contagious
- So what?

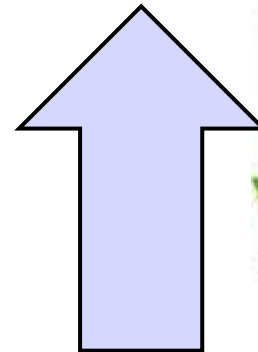
Culture of Busyness: An organisation or culture where individuals, either consciously or subconsciously, feel the need to project an image of busyness, whether this be the case or not, on a frequent basis

Method – exploratory research

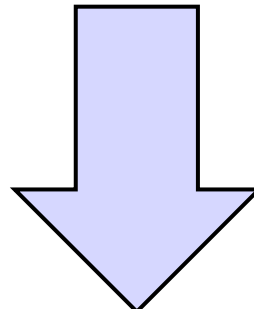


Feeling
Busy

Working
Hours



Spare
Time

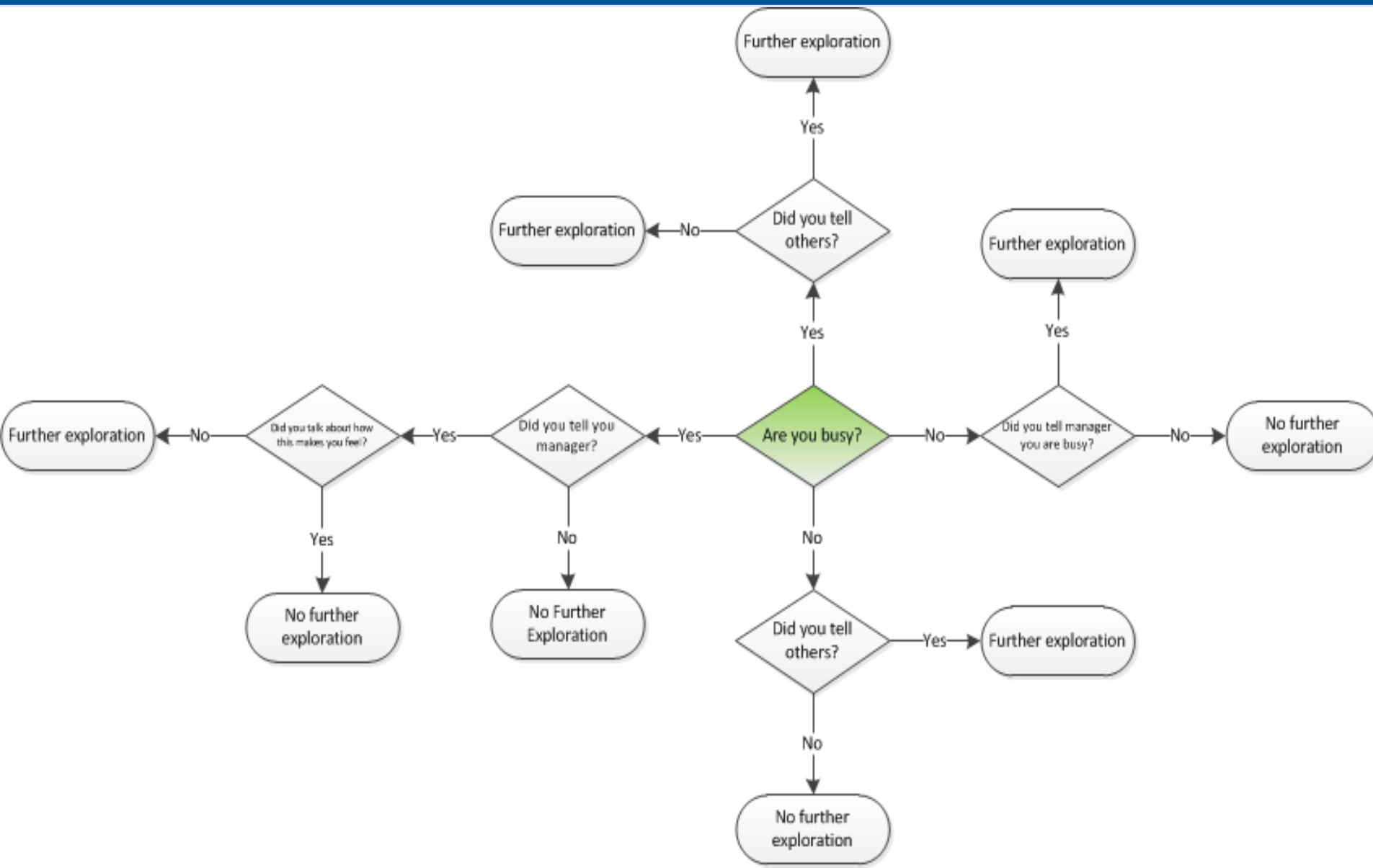


Sources:
Robinson JP, Godbey G: **Busyness as usual**. *Social Research* 2005,
Greenfeld L: **When the Sky Is the Limit: Busyness in**
Contemporary American Society, *Social Research* 2005

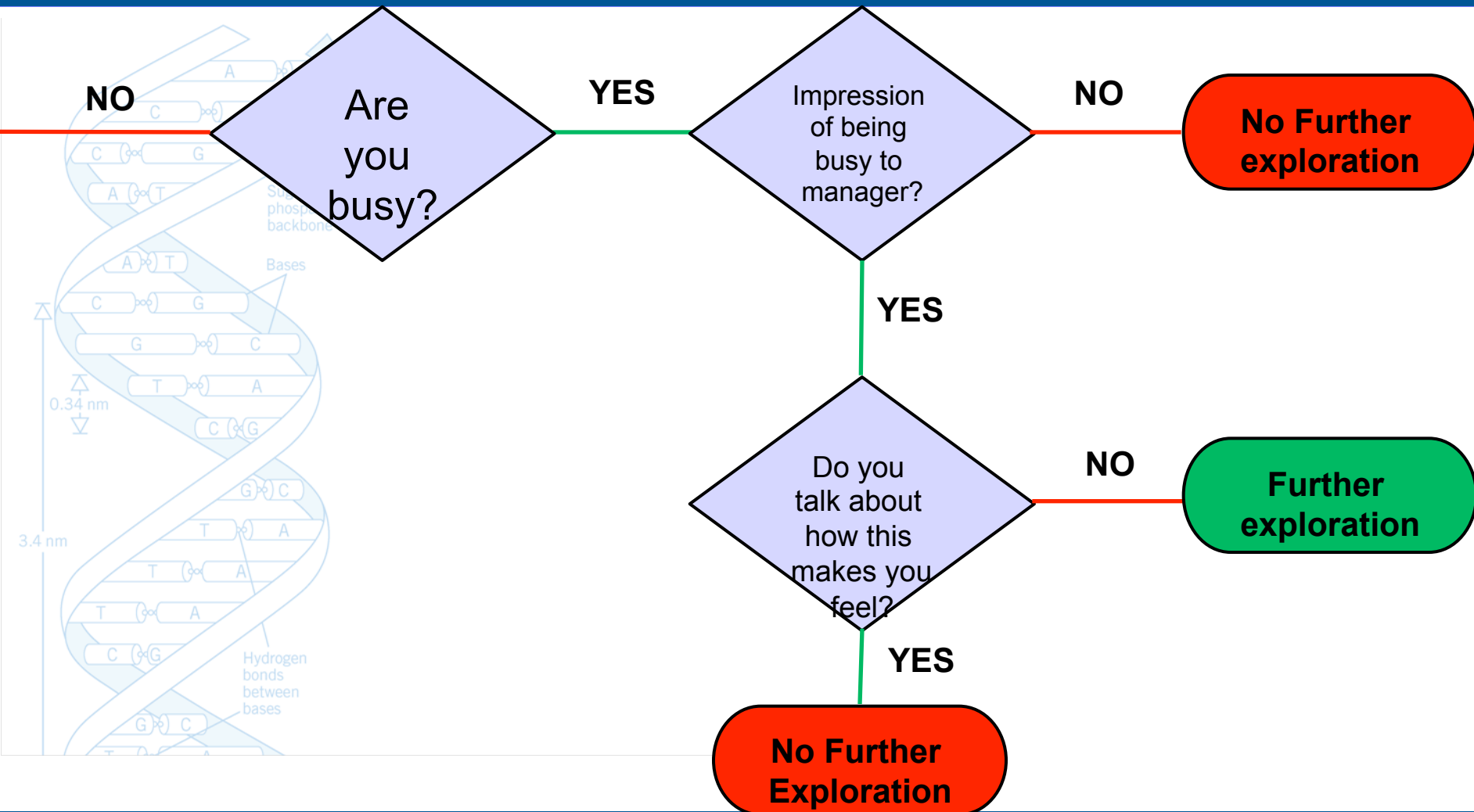
GLOBAL BIOMETRICS

Biostatistics
Clinical Data Management
Epidemiology & Patient Reported Outcomes
Statistical Programming and Analysis
Operations

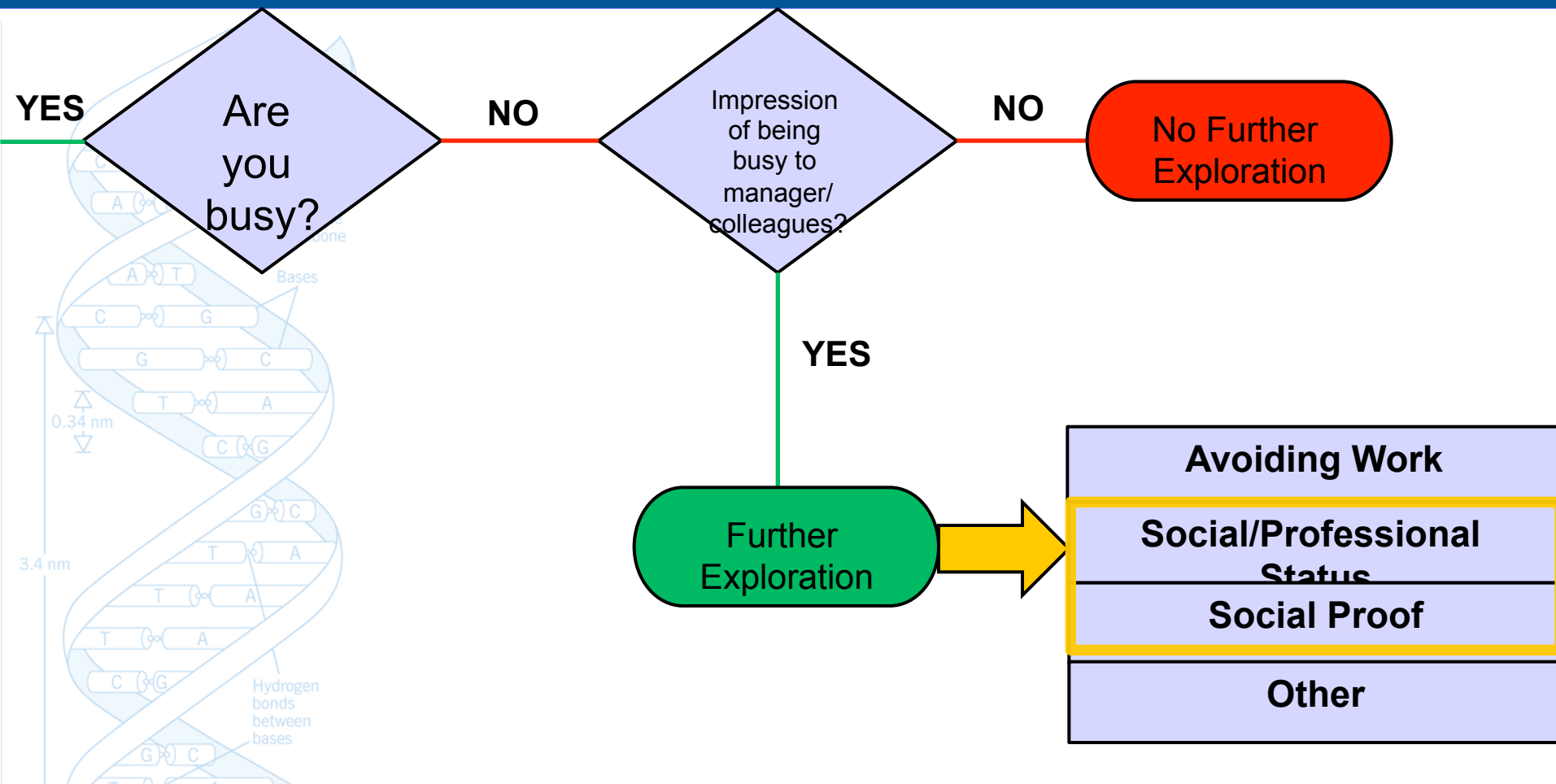
Method - Initial Brainstorm



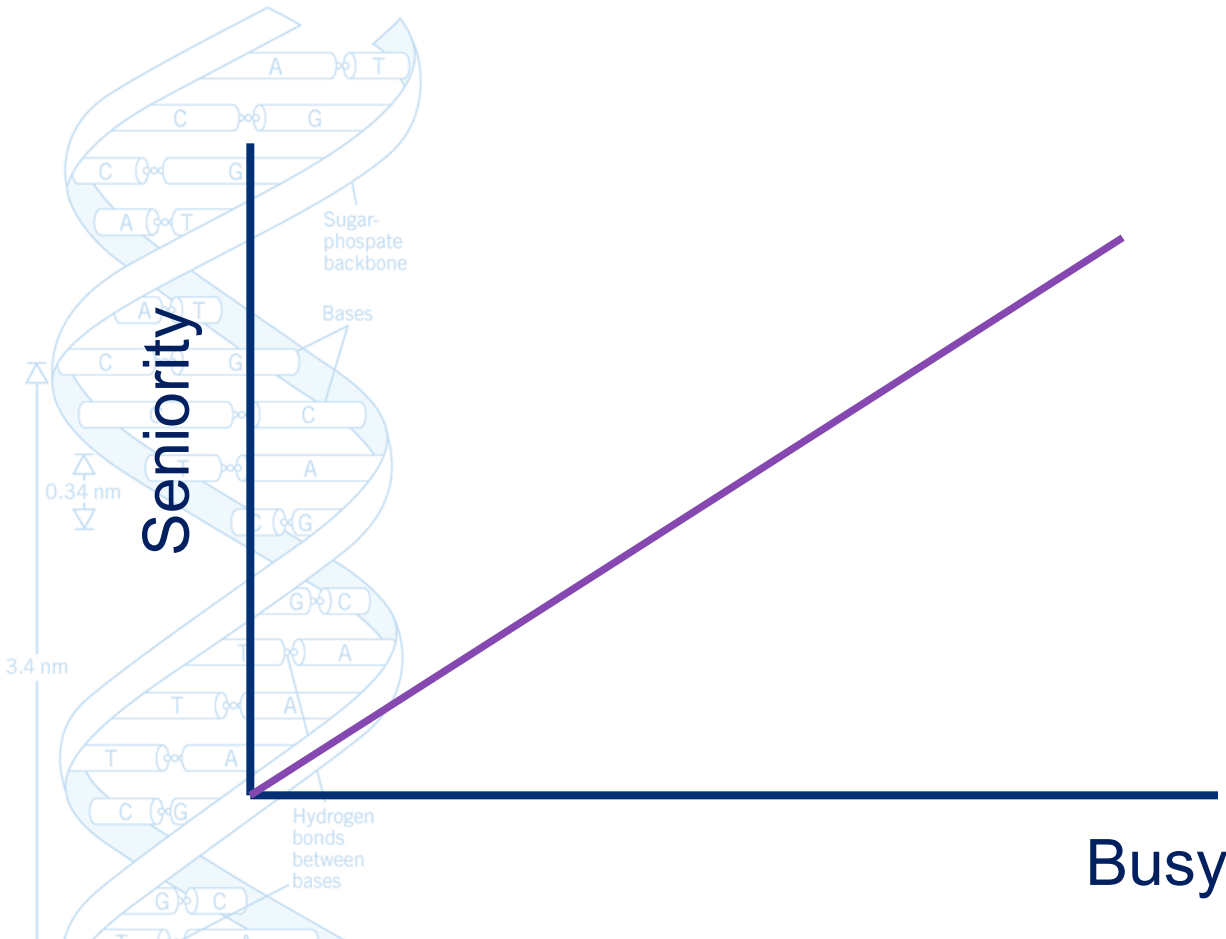
1st focus area – Openly discussing workload



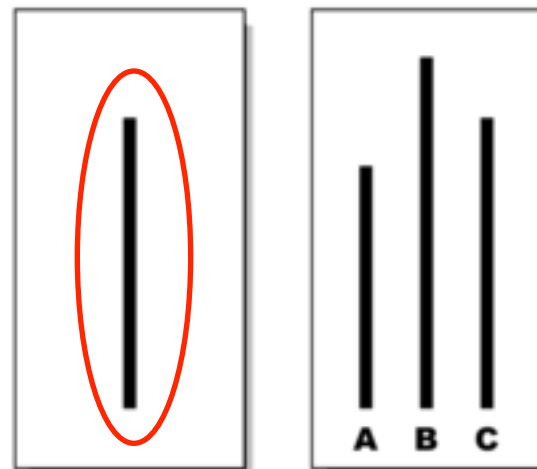
2nd focus area – Underlying reasons for saying busy when not



Social/Professional Status

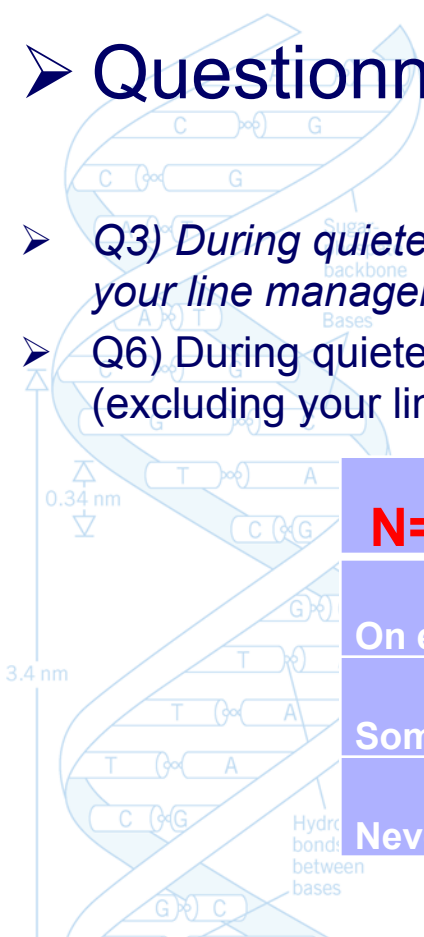


- Sherif's experiment (1935)
- **Asch's experiment (1951)**
- Zimbardo's Stanford prison experiment (1971)



➤ Questionnaire (12 Q' s, n=94)

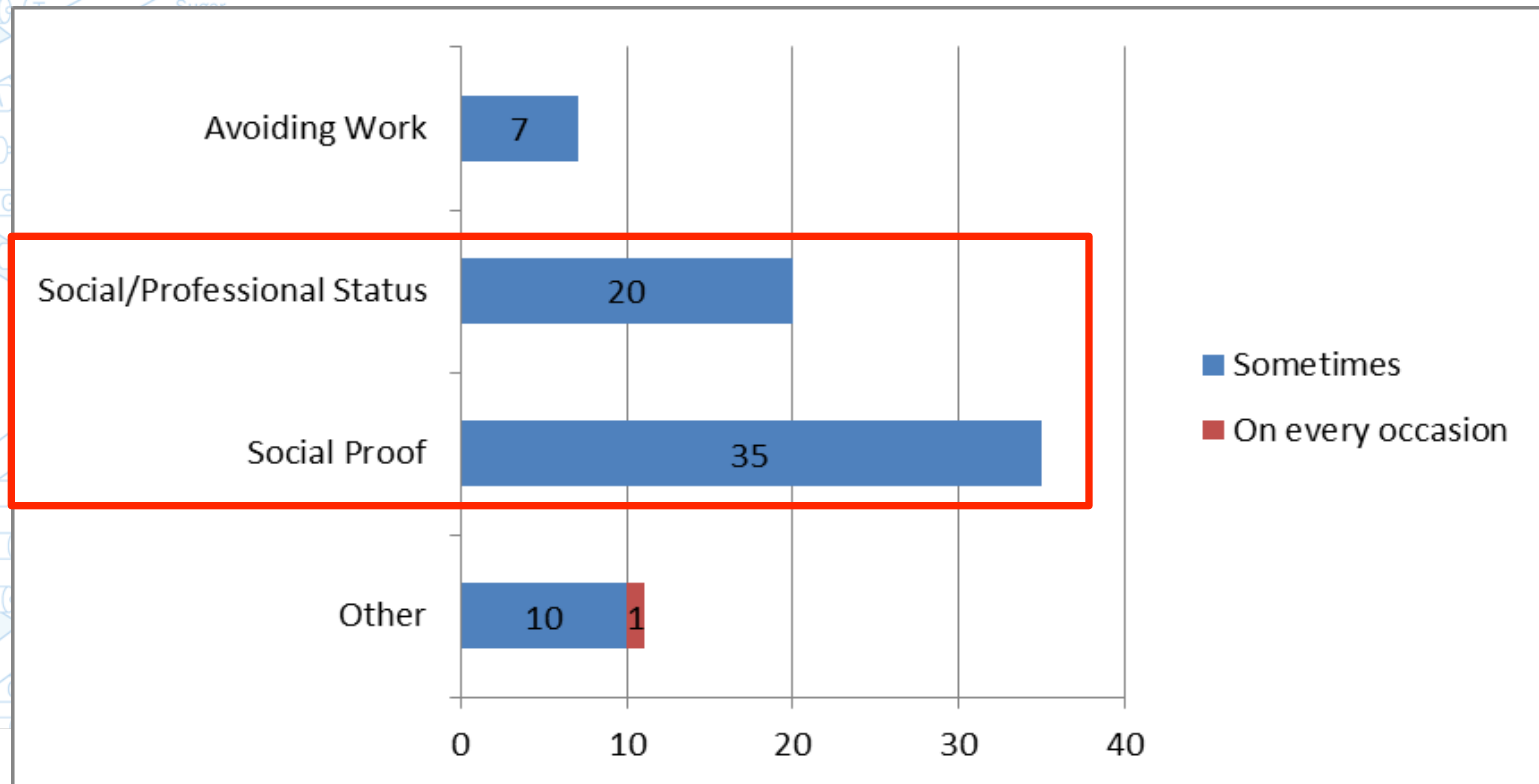
- Q3) *During quieter periods, have you ever answered an enquiry about your workload from your line manager with the response that you were busy? Tick only one.*
- Q6) *During quieter periods have you given the impression to a work colleague(s) on site (excluding your line manager) that you were busy? Tick only one.*



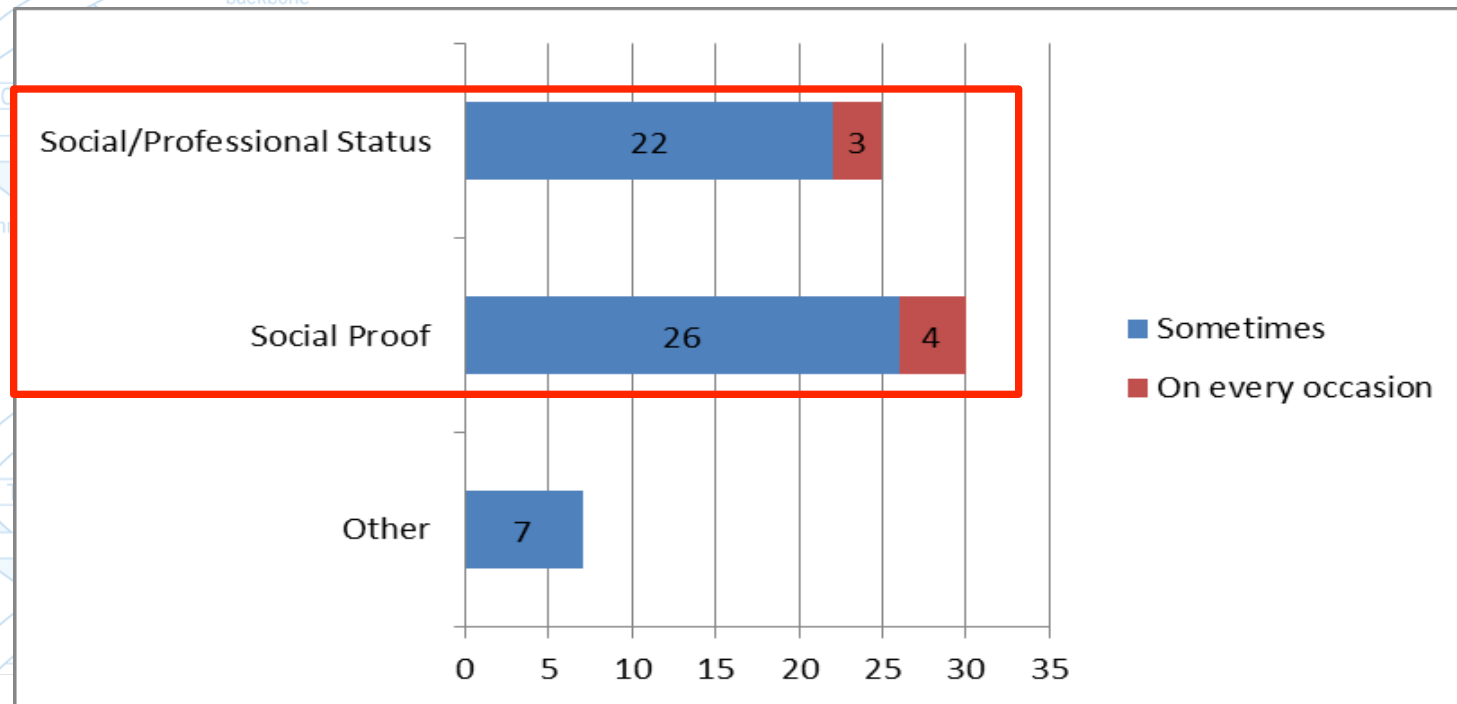
N=94	Q3 (%)	Q6 (%)
On every occasion	1	3
Sometimes	39	37
Never	60	60

} **40%**

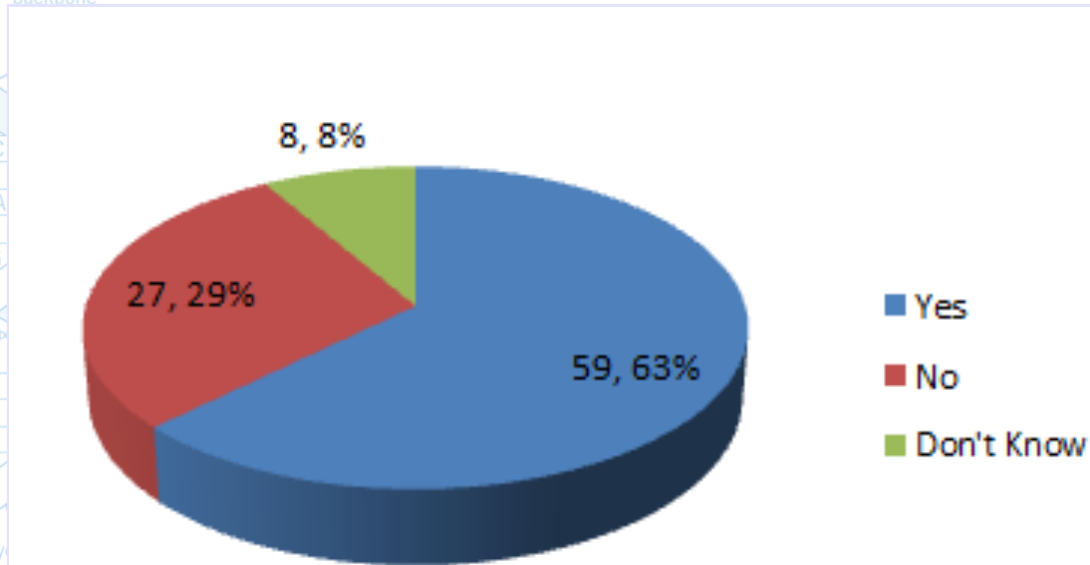
➤ Q4) What were your reasons for saying you were busy? Tick all that apply.



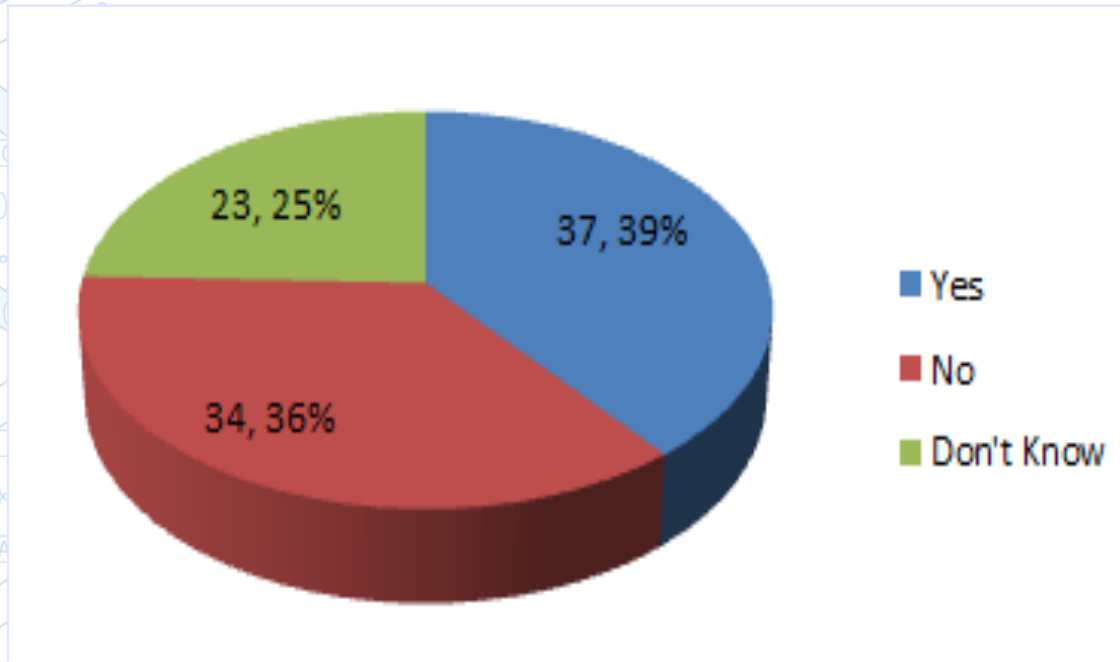
Q7) Can you please think back to why you gave this impression of being busy during quieter periods? Tick all that apply:



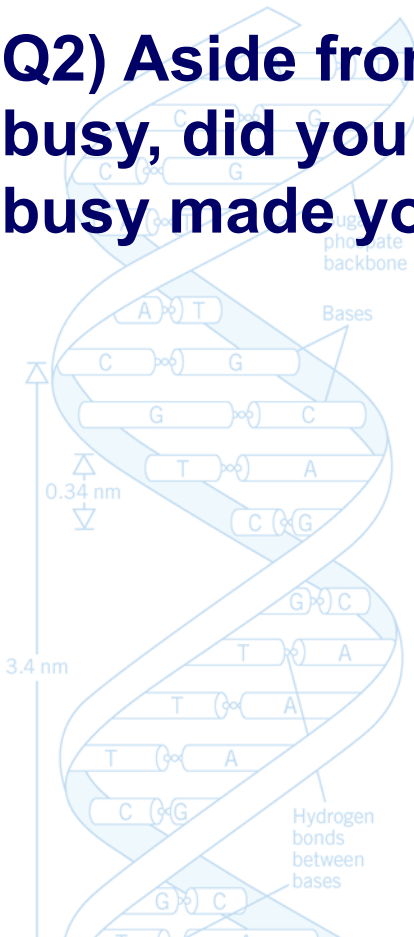
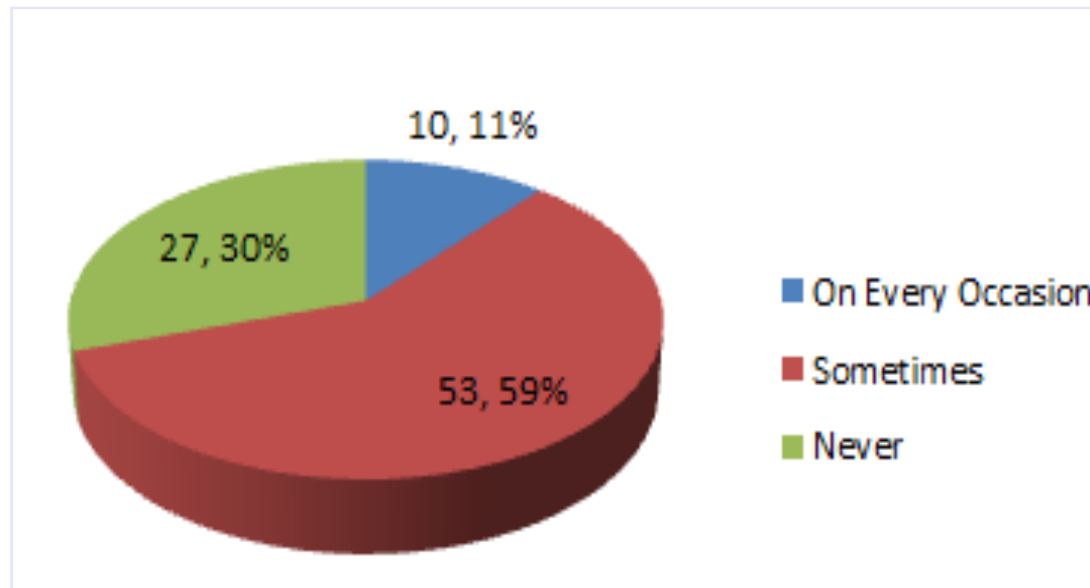
Q8) Do you think that there is an expectation to look busy in the workplace? Tick only one.



Q9) Do you think that you will benefit in any way by looking busy in the workplace? Tick only one.

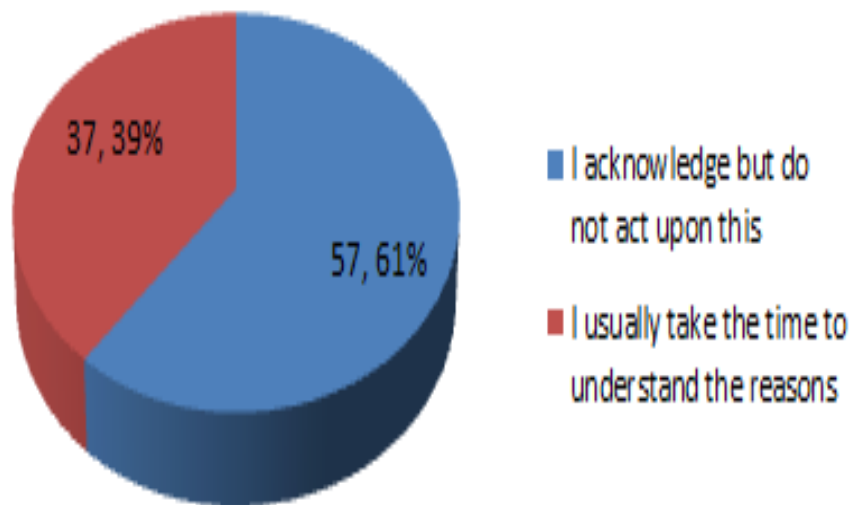


Q2) Aside from telling your line manager that you were busy, did you discuss with your line manager how being busy made you feel? Tick only one.

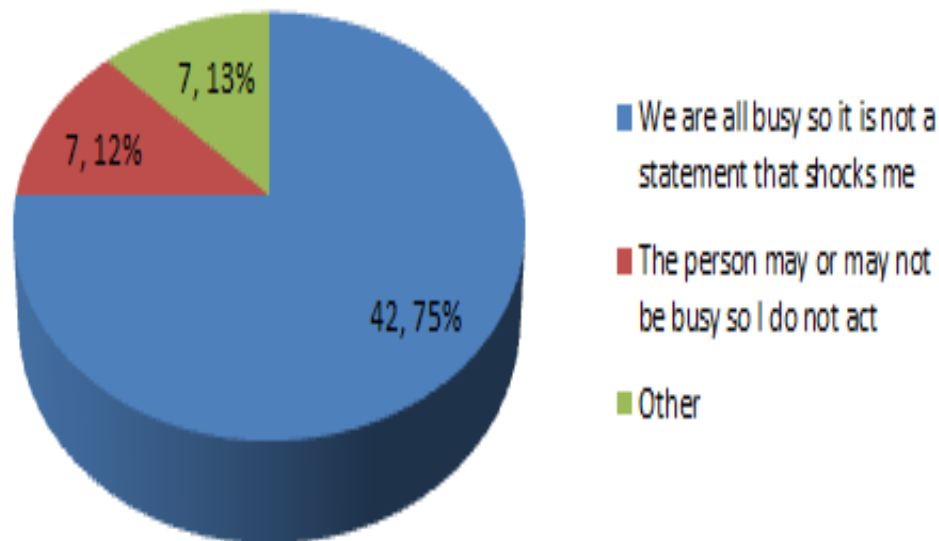


Q10) When you ask a colleague “How are you?” or similar and you receive the reply “Busy”, which one of the phrases below most closely matches your reaction?

phosphate
backbone



Q11) What are the reasons for not acting upon this? Tick only one.



Recommendations – Social Proof

- Do not slip into default response
- Even if busy not a positive for culture



Sugar-phosphate backbone

Bases

- Sending late or over the weekend emails
- Talking/Joking about how busy schedule is
- Referencing jet lag on an ongoing basis!
- Generally projecting an image



Source: Senn L, Childress J: **Eye of the Storm: Re engineering Corporate Culture.** Published by Leadership press 1995

Recommendations – Social/ Professional status

- Managers being more accessible/visible
- Managers think before assigning high performers
- Encourage those who promote busyness into a different way of thinking



Seniority

Busy



Limitations

- 
- A faint background illustration of a DNA double helix. It shows the sugar-phosphate backbone as two intertwined strands, with nitrogenous bases (A, T, C, G) connecting them. Labels include 'backbone', 'Bases', '0.34 nm' for the distance between bases, and '3.4 nm' for the length of one full helical turn. 'Hydrogen bonds between' is also indicated near the base pairs.
- 1 workplace in 1 country
 - Performance driven culture
 - Sensitivity of questions*

* Furrham A: **Response bias, social desirability and dissimulation.** Personality and Individual Differences [0191-8869], 1996

Conclusions

➤ Habit?

➤ Contagious?

➤ So what?



One Take Away Message

