

H A R V A R D | B U S I N E S S | S C H O O L

THE CEO TIME USE PROJECT

WHY A CEO TIME USE PROJECT?

- The activity of top executives is a key determinant of firm performance
- Yet, there is limited systematic evidence on the way executives use their time on a day to day basis
- The primary objective of our research is to fill this gap by collecting a large and comprehensive dataset on executives time use
- The data is unique in terms of its content, scope and comparability across countries and industries

HOW DOES IT WORK?

- The data collection is based on a a simple and innovative time use survey, which is filled in by the CEO's Assistant
- The survey is used to virtually “shadow” the executives in a pre-selected week through their Executive Assistants and the support of our team members
- The data allows us to reconstruct their diary, including information on:
 - Activities type (meetings, phone calls, travel)
 - People they interact with (e.g. function, links with the firm)
 - Physical location (e.g. HQ vs out of firm)
 - Scheduling (e.g. planned vs. unplanned)

The Diary- Page 1

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DURATION (minutes):

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D. 1 ACTIVITY TYPE

- Meeting
- Conference call
- Video Conference
- Phone calls
- Public Events
- Works alone (reads reports, emails etc)
- Business lunch/breakfast

D2. SCHEDULE

- the activity was not planned in advance
- the activity was scheduled a week ago or less
- the activity was scheduled 2-3 weeks ago
- the activity was scheduled 4 weeks ago or more

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D3. LOCATION

- the activity took place at HQ
- the activity took place within the firm, but not HQ
- the activity took place outside the firm, within the country
- the activity took place outside the firm, abroad

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D4. NUMBER OF FIRM EMPLOYEES WHO TOOK PART

- one or two
- between 3 and 10
- more than 10

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D5. TYPE OF FIRM EMPLOYEES WHO TOOK PART

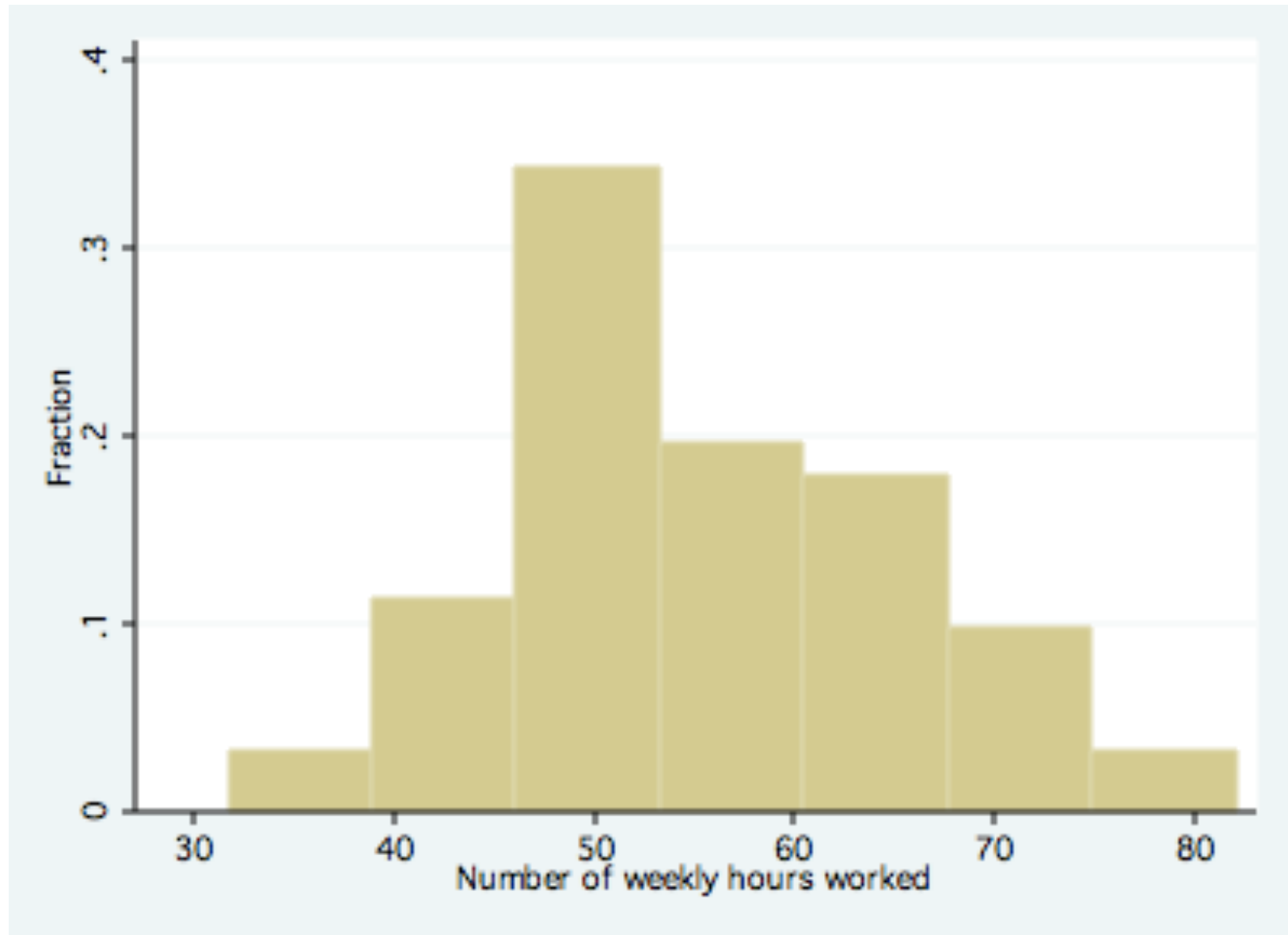
- finance
- marketing/ communication
- production/logistic
- strategy/product development
- human resources
- business unit directors
- other

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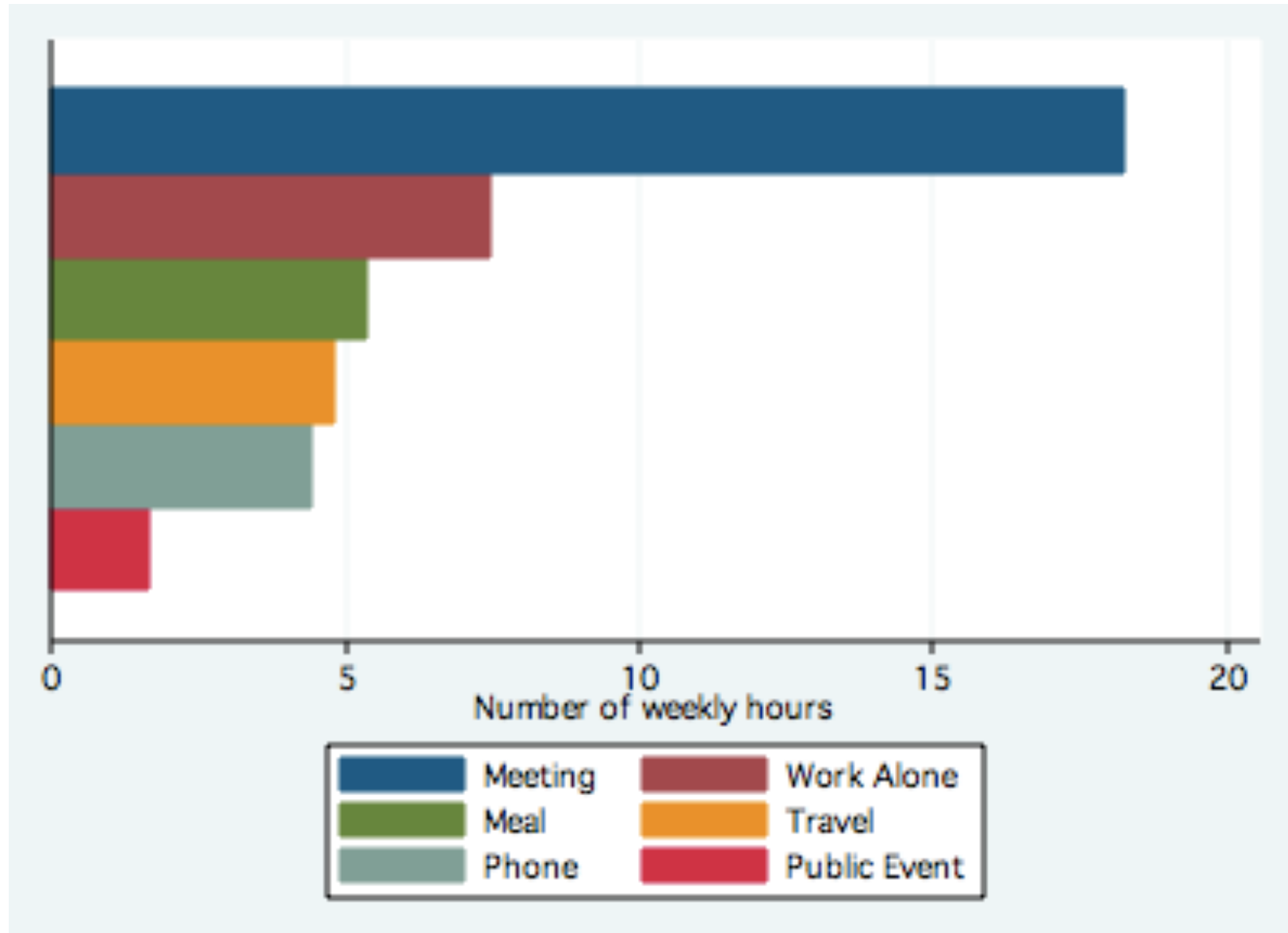
HOW DO WE USE THE DATA?

- The data is used exclusively for academic purposes to shed light on key management issues with immediate relevance for multiple audiences:
 - Can we quantify different types of management "style"?
 - Is style correlated with the managers' personal characteristics?
 - Is style determined by the firm's incentive structure?
 - Are some styles associated with better firm performance?
- The next few slides show some examples of the type of analysis that we do with the data

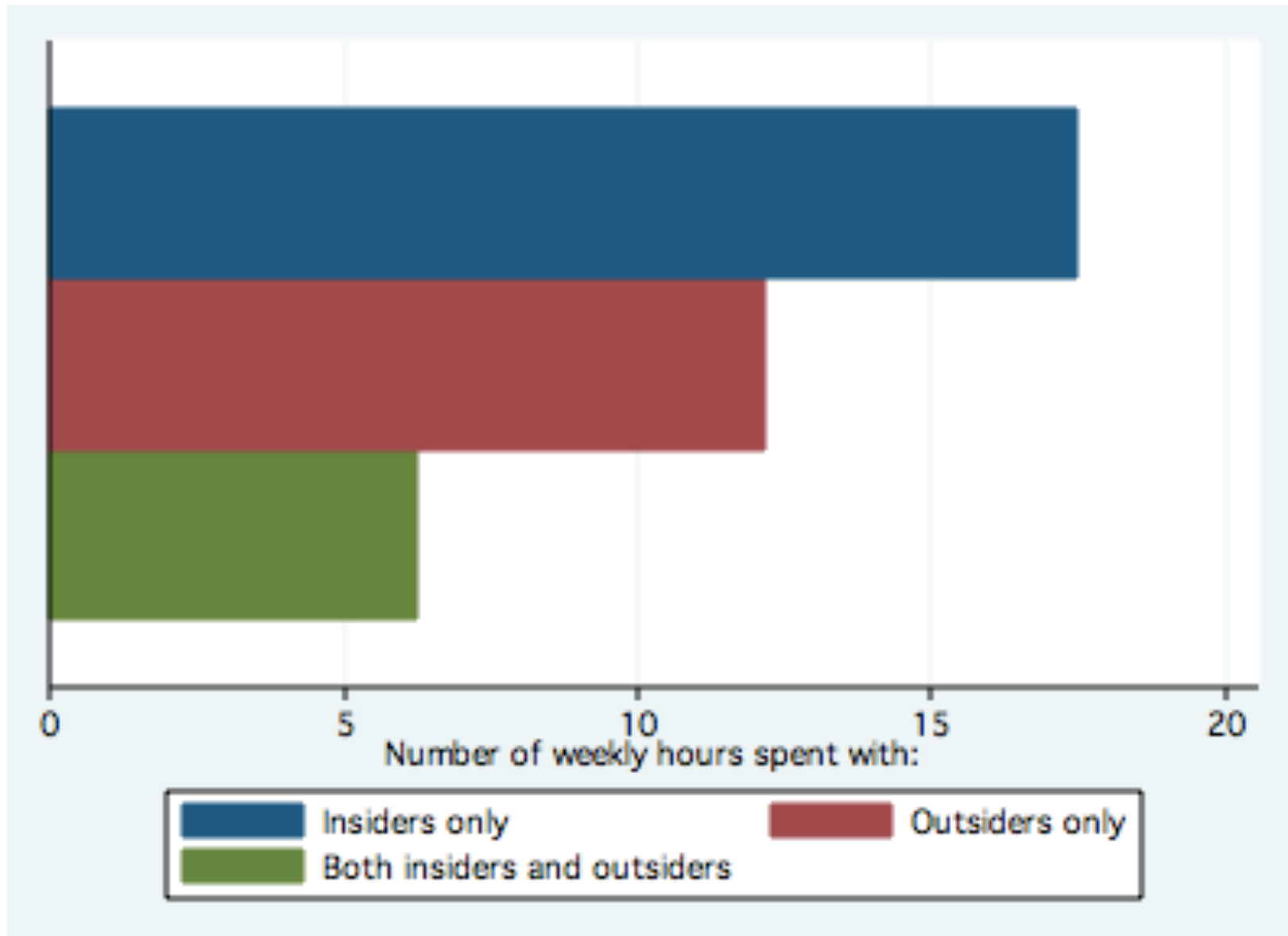
EXAMPLE (1) - HOW MANY HOURS A WEEK DO CEOS WORK?



EXAMPLE (2) – WHAT DO CEOS DO DURING THE DAY?



EXAMPLE (3) - HOW DO CEOS ALLOCATE TIME BETWEEN INSIDERS AND OUTSIDERS?



WHAT DOES THIS MEAN FOR THE SURVEY PARTICIPANT?

- The project is designed to minimize the possible interferences with the day by day activities of the CEO
 - Our team members interact exclusively with the Executive Assistant over a pre-specified week
 - We will ask the CEO to check the broad accuracy of the data at the end of the data collection week
- Confidentiality
 - All responses are confidential and no individual response will be made public
 - All data is stored on password protected servers accessible only by the research team (Oriana Bandiera, Andrea Prat, Raffaella Sadun, Julie Wulf)
- At the end of the project we provide CEOs with a personalised report that compares their use of time with that of their peers, nationally and internationally

CONTACTS

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www.worldmanagementsurvey.com/