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 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)
### 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

### 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

### D4. NUMBER OF FIRM EMPLOYEES WHO TOOK PART
- One or two
- Between 3 and 10
- More than 10

### D5. TYPE OF FIRM EMPLOYEES WHO TOOK PART
- Finance
- Marketing/communication
- Production/logistic
- Strategy/product development
- Human resources
- Business unit directors
- Other
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
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