

THE EXTREME PRODUCTIVITY BENCHMARK REPORT

Habits of the Extremely Productive that Drive
Productivity, Top Performance, and Happiness

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RAIN Group

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The Extreme Productivity Benchmark Report Overview

What exactly drives productivity? Do productivity and job performance go together? Can productivity be learned?

For decades, our team at the RAIN Group Center for Sales Research has studied what top sellers do to achieve sales success. We've learned a lot about how top sellers lead masterful sales conversations, plan to win, drive account growth, prospect, and more.

We've learned that the right skills drive performance. If you don't have the skills, there's no chance for success. We've also learned that many people do have the skills—they can succeed—but still don't.

Following years of passionately pursuing the answer, we know how top sellers *sell*. But we needed to learn how they *work*, which led us to the question:

Do those who achieve—those who get the most done—work differently?

And if they work differently, we wanted to know if we could teach people what The Extremely Productive (The XP) do to manage themselves, their time, and priorities, and then see if we could inspire others to do the same.

During the last decade we've been studying, testing, and honing a series of habits and hacks that have driven productivity with our client teams. These initiatives have produced measurable (and surprisingly strong) business results.

Recently, we turned our attention to behavioral and statistical analysis of these productivity habits and hacks across 2,377 sellers and non-sellers alike to find out:

- What The XP do differently than everyone else
- Which habits and hacks, if any, actually drive productivity
- Whether those who use various productivity habits and hacks are top performers, satisfied with their jobs, and happy

We discovered the habits, hacks, and behaviors that drive the greatest productivity and performance can, indeed, be learned.

This report contains our major findings from our global research study, including recommendations on what all professionals—sellers and others—can do to drive productivity and results across their organizations.

Research Overview and Demographics

The data shared in this report was collected for our Extreme Productivity study. We conducted this global productivity research to better understand how to help people get the best results from their time and efforts at work, and achieve the greatest levels of motivation and accountability.

Data was analyzed through multiple lenses, including what The Extremely Productive (The XP) do differently than The Rest, which behaviors are correlated with Extreme Productivity, and which behaviors are the key drivers likely to have the greatest impact on productivity. Additionally, we analyzed productivity in conjunction with performance, job satisfaction, and happiness.

We also analyzed the data in multiple demographic slices, including job function (sales vs. non-sales), role, industry, company annual revenue, and geographic region.

Data was collected from 2,377 confidential assessments completed by respondents across the Americas, EMEA, and Asia-Pacific regions in the latter half of 2018. Respondents were invited to participate via online links sent by the RAIN Group Center for Sales Research, as well as by RAIN Group partners.

Before and after the quantitative portion of the study, we held over 100 conversations with company leaders about the productivity habits and performance of their teams to vet and validate the assumptions and quantitative conclusions.

DEMOGRAPHICS NOTES

There were no significant differences in productivity by levels (role in organization) or sales vs. non-sales. There were slight differences in productivity by geography that may be accounted for with nuance differences in the survey sample. There were slightly, but not noteworthy, higher productivity scores in private company samples possibly due to minor and predictable Hawthorne effect.¹

In other words, what you see for findings and recommendations are applicable to all regardless of job focus, level, size of company, and geography.

In this report we largely separate The Extremely Productive (5 out of 5 in productivity rating) from The Rest (4 and below), though sometimes other analysis lenses were more appropriate and noted.

For a breakdown of annual revenue, role, function, industry, and geography, see the Appendix.

¹ The Hawthorne effect refers to a phenomenon in which participants alter their behavior as a result of being part of an experiment or study.

Terms Used in This Report

The following terms are used in this report:

Correlation: In statistics, whether a relationship exists between two variables. For this study, we analyzed habits and behaviors to determine whether or not they were related to productivity, performance, happiness, and job satisfaction. To be included in this report, a habit or behavior had to be correlated with Extreme Productivity.

Key Driver: The statistical evidence suggests that a factor (the key driver) drives the likelihood of a particular outcome. For this study, we analyzed habits and behaviors to determine whether or not they impact the outcomes of productivity, performance, happiness, and job satisfaction. A number of them did.

3 Keys and 9 Habits: There are 3 Keys (The XP3) and 9 Habits of Extreme Productivity—and a series of corresponding hacks and behaviors—that drive Extreme Productivity. See page 12.

TIME: There are 4 levels in which everyone spends time. See page 26:

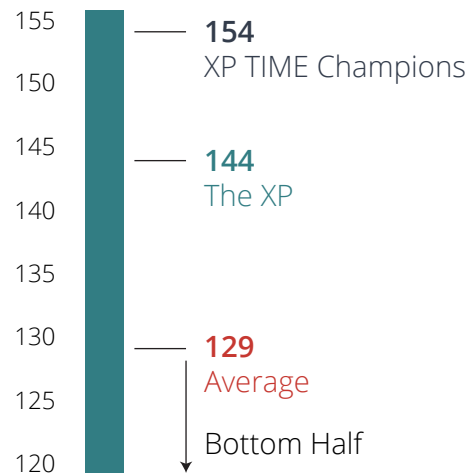
- **Treasured:** Time you cherish (e.g., family, friends, vacations, hobbies, meditation)
- **Investment:** Time that generates an outsized return (e.g., work on your top priorities)
- **Mandatory:** Time you feel you must spend (e.g., administrative, commuting, online shopping)
- **Empty:** Time you waste (e.g., aimless web searching, non-work social media, general procrastination)

Productivity Quotient (PQ): A measure of how productive you are based on the cumulative score of your productivity behaviors. See page 10.

Executive Summary

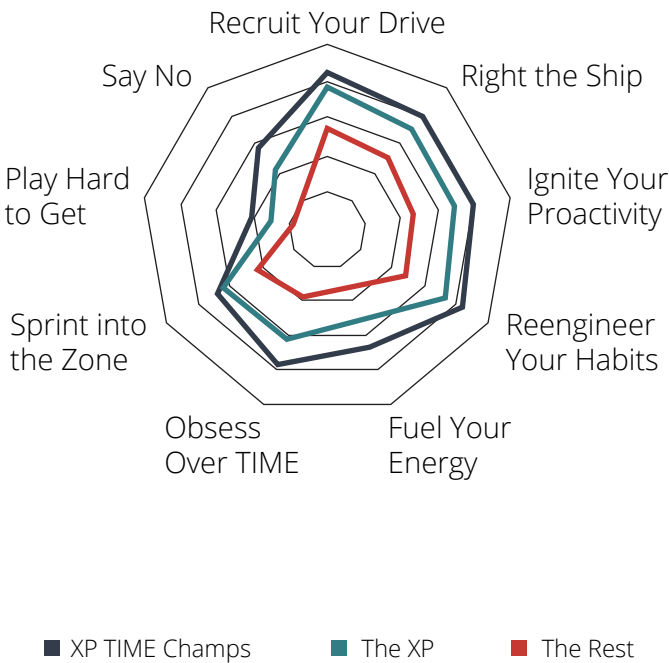
Productivity Quotient (PQ) Predicts Productivity

PQ, a score from 36 to 180 based on The XP Assessment, indicates a person's productivity. PQ not only correlates to productivity, but also to top performance, job satisfaction, and happiness.



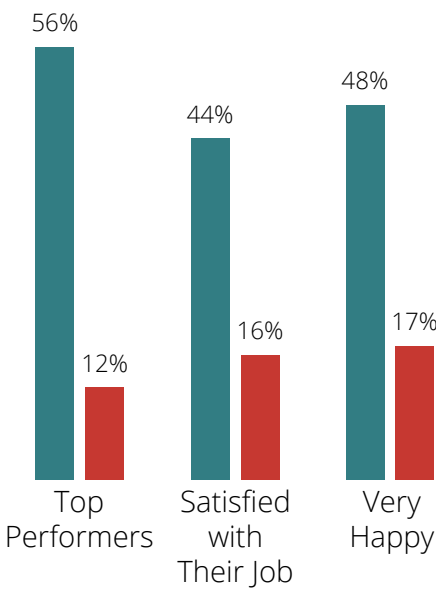
9 Habits Separate the XP from The Rest

There are 3 Keys and 9 Habits that The Extremely Productive (The XP) and XP TIME Champions employ to drive predictable productivity and performance. These three groups work very differently across all 9 Habits.



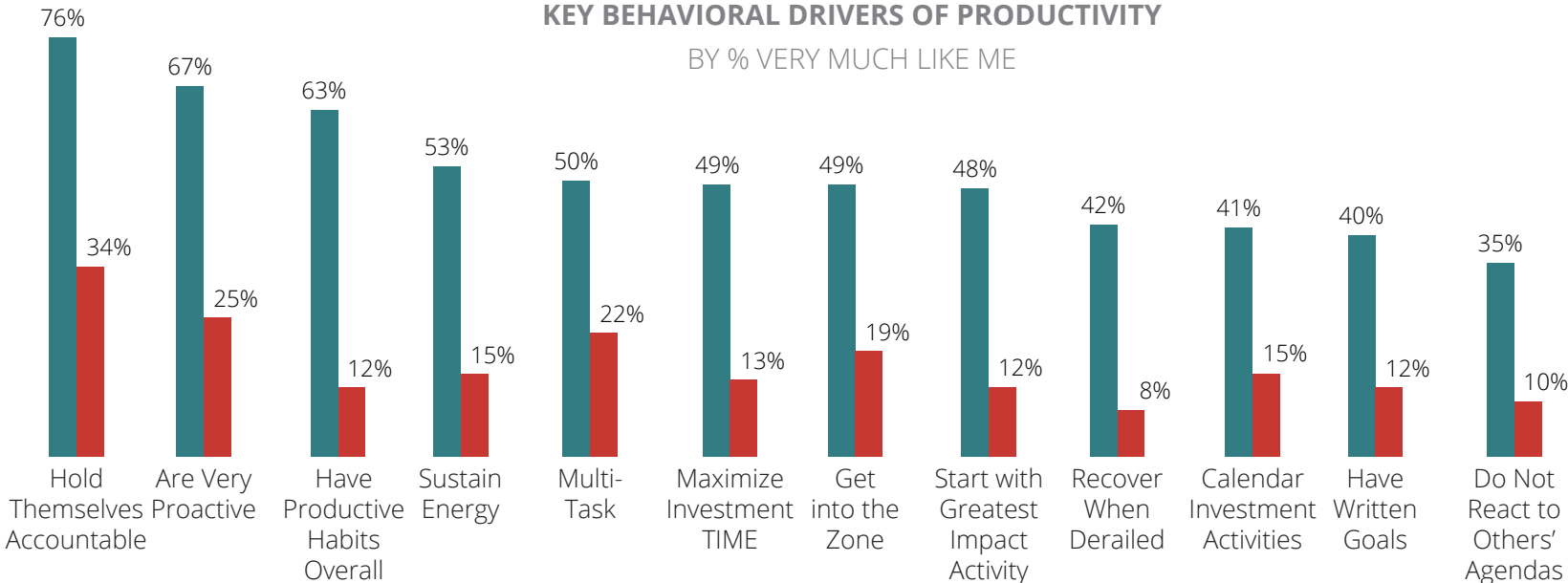
Extreme Productivity, Top Performance, Job Satisfaction, and Happiness Go Together

Due to their specific work habits, The XP are more likely to be top performers, satisfied with their jobs, and very happy compared to their peers.



There Are Key Behavioral Drivers to Extreme Productivity

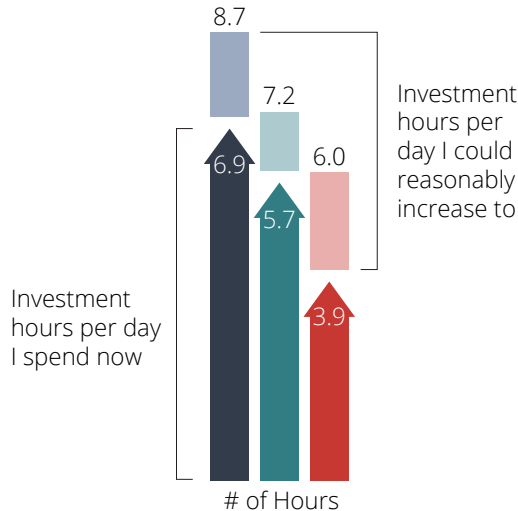
A number of behaviors emerge as key drivers of Extreme Productivity. If you increase these behaviors, increases to productivity are likely to follow.



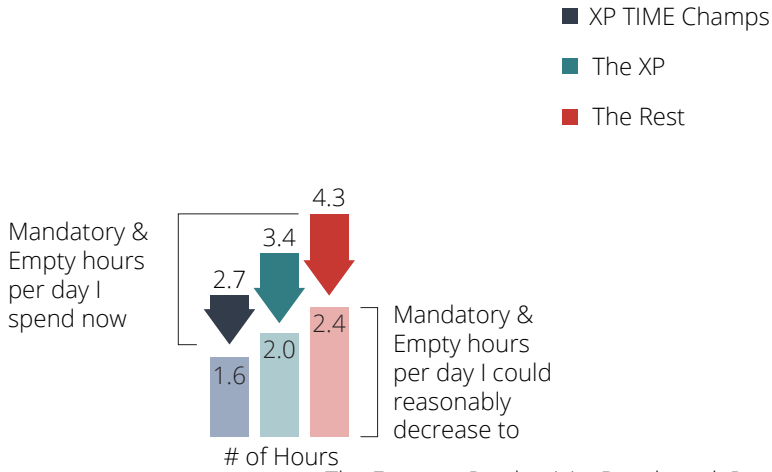
The XP and Time Champions Spend TIME Very Differently

The XP and TIME Champions spend on average 46% and 77% more hours per day, respectively, on high-return, value-add activities, and 21% and 37% less time per day on Mandatory and Empty activities. Across the board, all respondents report the potential to increase their Investment time (in the range of 2.1 to 1.5 hours) and decrease their Mandatory/Empty time (by 1.9 to 1.1 hours) with strong effort, focus, and support.

VALUE-ADD (INVESTMENT) TIME HOURS SPENT PER WORK DAY



NON-VALUE ADD (MANDATORY/EMPTY) TIME HOURS SPENT PER WORK DAY



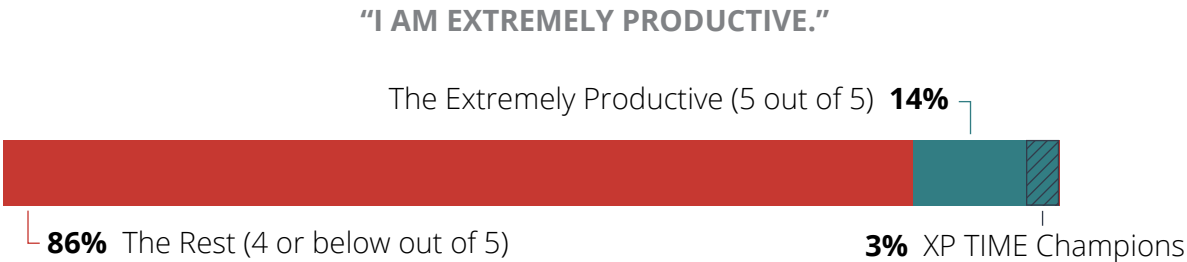
Defining Extreme Productivity

As a part of our analysis we placed respondents into two groups: The Extremely Productive (The XP) and The Rest. We also analyzed a subset of The XP to see what we could learn from people who, for all intents and purposes, don't waste time at work.

The Extremely Productive (The XP): This group responded to the question “I am extremely productive” with 5 out of 5 “very much like me.” To validate self-reported data, we reviewed (with permission) performer groups to confirm that those who labeled themselves as extremely productive and top performers versus peers were categorized similarly by their managers.

The Rest: The Rest includes all other responses (1-4 on a 5-point scale) to “I am extremely productive.” The Rest represent 86% of respondents.

TIME Champions: This is a sub-group of The XP who spend very little time during a typical work day on non-value-add activities (i.e., they do not waste time). See page 29.





Productivity
Quotient (PQ)

Productivity Quotient indicates how productive a person or team is.

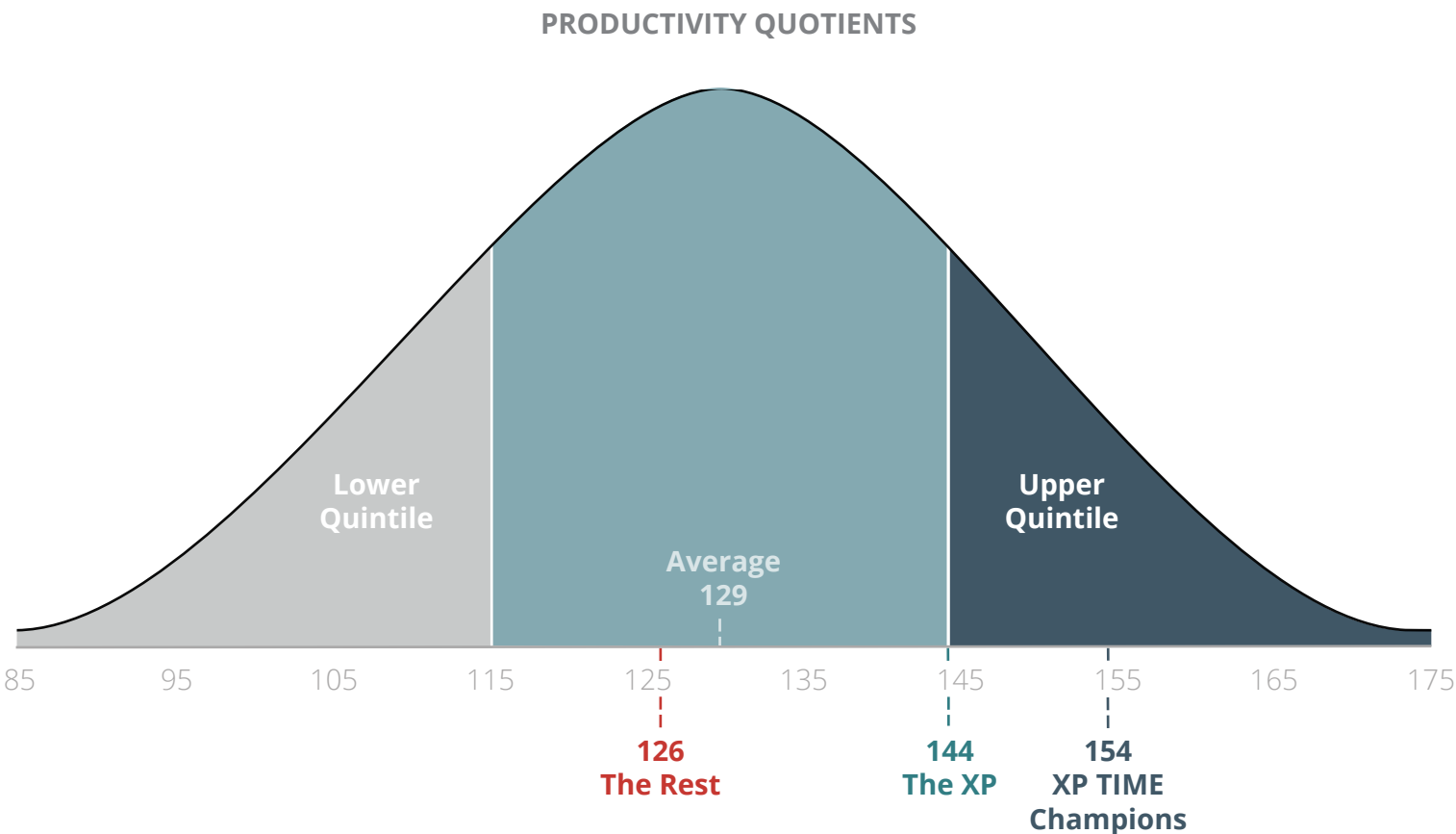
Your Productivity Quotient (PQ) is a measure of how productive you or your team is based on the cumulative score of your productivity habits. It's a snapshot in time and one you can change and improve by implementing the behaviors in this report.

PQ is strongly positively correlated with Extreme Productivity (Pearson's $r=0.631$, which is considered to be a large effect). As your PQ goes up, so does productivity.


The average PQ is 129 across all respondents. The XP are nearing the upper quintile with an average PQ of 144, while The Rest have an average PQ of 126.

If you or your team's PQ is below 144, a good goal is to get it there. A second goal is 154, a score achieved by those who are both Extremely Productive and TIME Champions (they do not spend their time on work-related Mandatory or Empty activities).

PQ not only indicates how productive you are, but also positively correlates with top performance, job satisfaction, and happiness.



Possible score range is minimum of 36, maximum of 180. If you're looking at an assessment report, 129=72%, 144=80%, 126=70%, 154=86%.



The 9 Habits of Extreme Productivity

The 3 Keys and 9 Habits of Extreme Productivity

There are 3 Keys and 9 Habits that make up the RAIN Group Extreme Productivity System (XPS).² Study participants were asked to rate themselves on a series of behaviors related to each habit (see next page). The 3 Keys and 9 Habits include:

KEY 1: MANUFACTURE MOTIVATION

1. Recruit Your Drive: Motivation is more a skill than an innate have-it-or-don't attribute. You can recruit your drive, building your motivation like a muscle.

2. Ignite Your Proactivity: How you manage your calendar and your expectations of what you will get done every week drives whether you get it done or procrastinate.

3. Reengineer Your Habits: Understand habits and you can change them as you wish.

KEY 2: CONTROL YOUR TIME

4. Obsess Over TIME: Know where your time goes and you will find more of it. Then devote that time to your greatest impact activities that will help you achieve the best return.

5. Say No: People and activities will try to derail you from what you should be working on. Not all, but a lot of time loss is preventable if you say, "no."

6. Play Hard to Get: People and technologies will try to interrupt you. If you're not available, signal "do not disturb," turn off your technology alerts, and you'll be impossible to distract.

KEY 3: EXECUTE IN THE ZONE

7. Sprint into the Zone: Give your intense focus to one activity at a time to get into the zone. You'll feel an energized focus, achieve full concentration, and enjoy the process as you maximize your effort per work hour.

8. Fuel Your Energy: You can't be extremely productive if you feel tired and sluggish. Take care of your mind, body, and spirit and you'll feel energized.

9. Right the Ship: We all lose focus and fall off the wagon. The secret to long-term Extreme Productivity is not to be perfect all the time, but to get back at it quickly when you fall into unproductive habits and patterns.

² Download our white paper, *The 9 Habits of Extreme Productivity*, for more on the XPS.

The 9 Habits of Extreme Productivity separate The XP from The Rest.

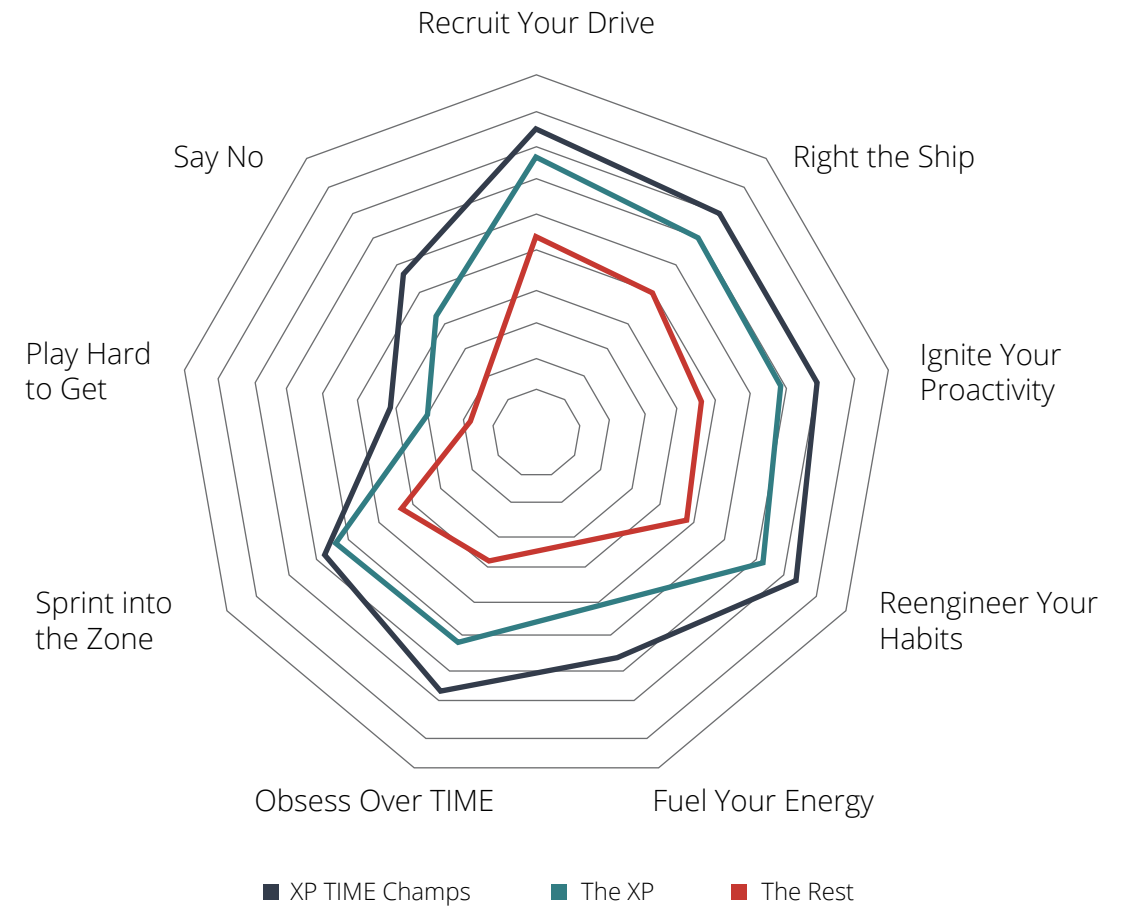
Study participants could score up to 20 points in each of the 9 Habits of Extreme Productivity through the XP Assessment instrument. The spider graph shows overall scores by Habit comparing TIME Champions, The XP, and The Rest.

Across the board, The XP scored significantly higher than The Rest for each Habit, with the biggest gaps in the Habits of Say No, Obsess Over Time, and Reengineer Your Habits.

Overall, respondents scored the lowest in Play Hard to Get and Say No.

While The Rest have the greatest amount of work to do to improve across all nine Habits, even The XP have pockets of improvement potential.

HABIT MEAN SCORES: XP TIME CHAMPIONS, THE XP, THE REST



The 9 Habits drive and correlate with productivity.

All 9 Habits positively correlate with Extreme Productivity.

Eight of the 9 Habits are also either key drivers of Extreme Productivity on their own or include a behavior studied that is a key driver (see page 24).

Seven of the 9 Habits include behaviors that represent the greatest separation between The XP and The Rest.

Six of the 9 Habits include low frequency behaviors (few respondents across all groups exhibit them) that have a greater than 2X difference between The XP and The Rest. In other words, while these behaviors are uncommon, The XP are much more likely to exhibit them.

It's interesting to note that each of the 9 Habits are also correlated with:

- Top Performance
- Job Satisfaction
- Happiness

Furthermore, anywhere from 3-5 of the Habits are key drivers of happiness, job satisfaction, and top performance.

9 Habits of Extreme Productivity	Productivity			
1. Recruit Your Drive	★	●	◆	
2. Ignite Your Proactivity	★	●	◆	
3. Reengineer Your Habits	★	●	◆	■
4. Obsess Over TIME	★	●	◆	■
5. Say No	★	●		■
6. Play Hard to Get	★			■
7. Sprint into the Zone	★	●	◆	
8. Fuel Your Energy	★	●	◆	■
9. Right the Ship	★	●	◆	■

- ★

Positively Correlated
- ◆

Top Percentage Point Difference XP vs The Rest
- Key Driver - Habit or Behavior
- Low Frequency, XP 2X+

Extreme Productivity, top performance, job satisfaction, and happiness go together.

As noted on the previous page, each of the 9 Habits positively correlate with job satisfaction, top performance, and happiness.

Furthermore, The Extremely Productive are significantly more likely to strongly agree (5 out of 5) that they're very happy, top performers, and satisfied with their jobs.

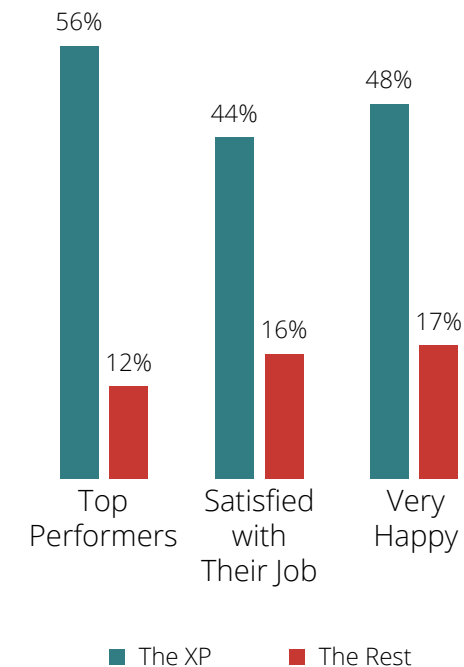
These findings were surprising, including nearly half of The XP reporting they strongly agree they're very happy compared to only 17% of The Rest.

When we combine those who agree (4 out of 5) with those who strongly agree (5 out of 5), the percentages for The XP jump up to:

- Top Performers: 88%
- Satisfied with Their Job: 83%
- Very Happy: 86%

This makes a compelling case to become one of The XP.

PERFORMANCE, SATISFACTION, AND HAPPINESS
THE XP AND THE REST
% STRONGLY AGREE





The Attributes and Behaviors of the Extremely Productive

Core productivity attributes and behaviors.

Thirty-six core productivity behaviors (hacks) and attributes correlate to Extreme Productivity. We asked participants to rate themselves on a scale of 1-5, 1 being “not at all like me” to 5 being “very much like me.” The behaviors and attributes that, at a minimum, correlate statistically to Extreme Productivity are included in this report:

Keep a “No” List: I maintain an active “No” list so I know what activities to avoid.

Plan Actions Weekly: I plan my priorities and work activities weekly so I can be deliberate about my work choices.

Use Positive Self-Talk: I regularly practice positive self-talk.

Sustain Energy: I regularly sustain energy for long periods of time.

Follow a Consistent Morning Routine: My morning routine contributes to getting off to a very productive start each day.

Break Down Larger Tasks into Smaller: If I’m overwhelmed by a large task, I break it down into smaller tasks that are approachable.

Have Productive Habits Overall: My work habits contribute significantly to being extremely productive.

Have Written Goals: I have clearly defined, written goals and objectives for both short- and long-term.

Plan How to Respond to Triggers: I plan in advance how I will respond to triggers, occurrences, and people that negatively impact my productivity.

Maximize Investment TIME: I spend the maximum amount of my time possible on activities that will drive the best results and success.

Are Very Driven: I am a very driven person.

Track Their Time: I track my time meticulously.

Calendar Investment Activities: I block off time in my calendar every week to work on my most important activities.

Are Active and Fit: I am active and physically fit.

Minimize Low Impact Activities: I consistently minimize, avoid, or outsource low impact activities.

Do Not React to Others’ Agendas: I am not constantly reacting to other people’s agendas, I am driving my own.

Maintain the Smallest Priority List: I prune my priorities down to the most essential, smallest list possible.

Are Very Proactive: I am very proactive.

Say No: I say no, even when it's difficult to do so, when faced with doing something that will negatively impact my productivity.

Signal Do Not Disturb: When concentrating, I let people know clearly that it isn't a good time to disturb me.

Start with Greatest Impact Activity: I begin work every day on the activity that will contribute most to my overall success.

Get into the Zone: When concentrating I regularly enter the "zone," a state of extreme productivity.

Do Not Allow Themselves to Be Distracted: I do not allow myself to be distracted by people or technology when I'm trying to concentrate.

Recover When Derailed: I usually recover quickly when I'm derailed from being productive.

Begin Immediately: When I think of something I should be doing, I begin immediately.

Turn Off Alerts: I generally have alerts turned off (e.g., for messages on phones, computer, incoming email, etc.).

Devote Undivided Attention: When concentrating, I tune everything else out and give all my attention to only one activity for at least short periods of time.

Track Progress Weekly: I track progress weekly on how I am doing relative to achieving my short-term objectives.

Concentrate for Long Periods of Time: I can concentrate for long-periods of time throughout the day.

Multi-Task: I am a multi-tasker.

Take Treasured TIME: I regularly devote the right amount of time for me to do activities I treasure.

Practice Mindfulness: I practice mindfulness and/or meditate.

Are Difficult to Interrupt: If I need to concentrate, I make it very difficult to interrupt me.

Hold Themselves Accountable: I hold myself accountable for doing what I tell myself I'm going to do.

Have a Productive Work Environment: I organize my work environment to maximize my productivity.

Stop Ill-Advised Activities Quickly: If I find myself doing an activity or continuing with a habit I want to stop, I usually stop quickly once I realize I should.

Do any attributes or behaviors actually drive productivity?

To determine which attributes and behaviors are most likely to increase productivity, we performed a key driver analysis. In statistics parlance, a key driver is a factor that is likely to drive changes in a variable.

In this case, the factors are attributes and behaviors and the variable is productivity.

We wanted to know:

1. Are any of the behaviors studied key drivers of Extreme Productivity? We knew 36 behaviors and attributes correlated, but was there something more? That is, could we identify behaviors with a predictable likelihood of increasing productivity?
2. Are behaviors clustered around any particular habits, such as with the low frequency behaviors (see page 23)?

We found 12 key drivers of Extreme Productivity.

They're not clustered around a particular Habit. The behaviors largely span the 9 Habits of Extreme Productivity.

We're impressed at the large gaps between The XP and The Rest across all key drivers, suggesting that productivity improvement potential for most people and teams is both significant and widespread.

The deep differences across the board between The XP and The Rest demonstrate just how differently The XP work.

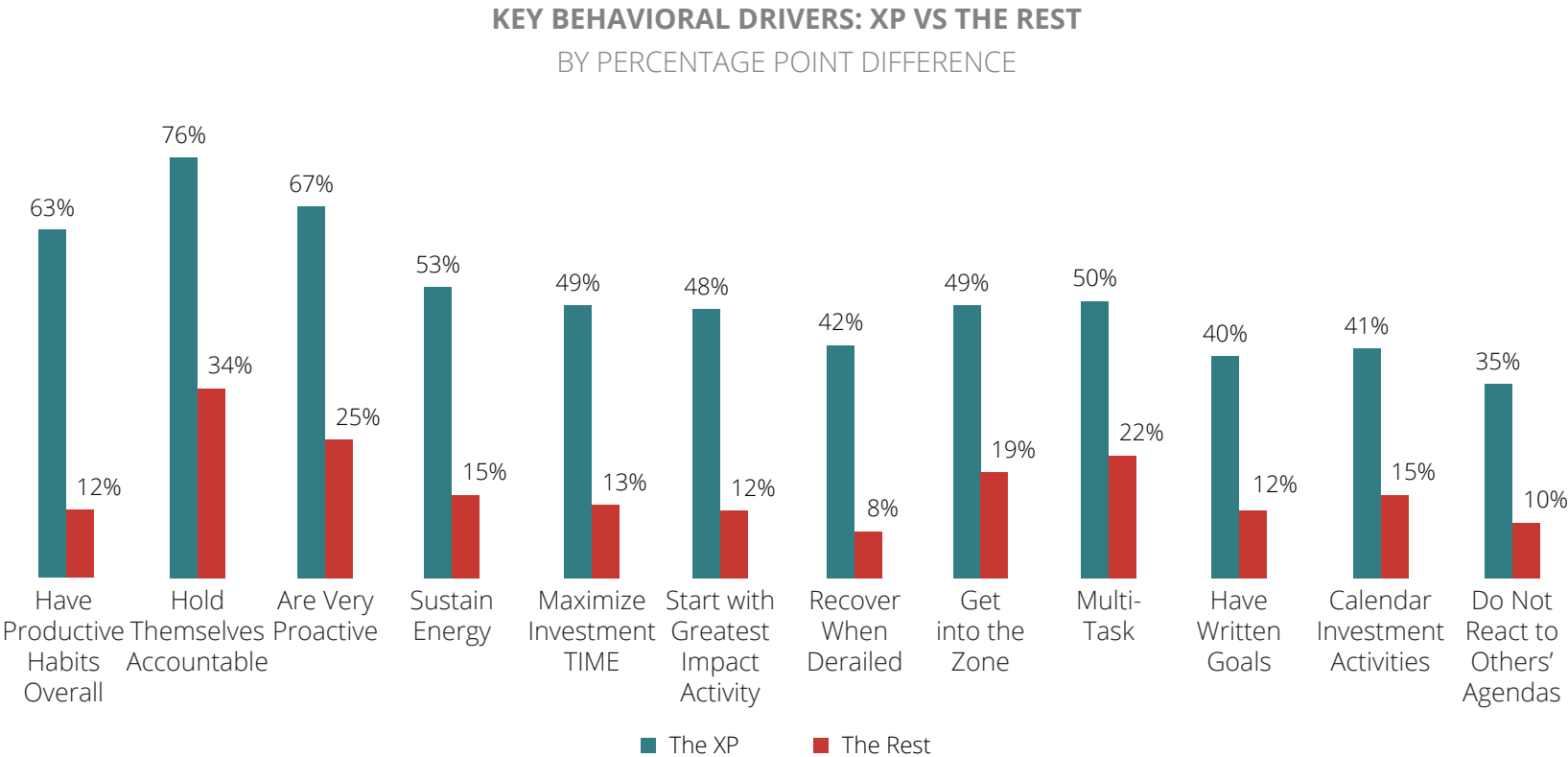
Key behavioral drivers of Extreme Productivity separate The XP from The Rest.

The XP are 5.3X more likely to have productive work habits compared to The Rest (see next page for more on this). Three-quarters (76%) of The XP say they hold themselves accountable for doing what they tell themselves they're going to do compared to just 34% of The Rest. The importance of accountability can't be over overstated. Accountability is not only the most common behavior exhibited by The XP, but also the #1 key driver of Extreme Productivity.

The XP are 2.7X more likely to be very proactive compare to The Rest. Indeed, The XP don't procrastinate or wait for others to tell them what to do. They take control of their TIME and day and maximize it for productivity, motivation, and happiness.³ Nearly half (49%) maximize their Investment TIME and 48% start with their Greatest Impact Activity each day.⁴ And when it's time to focus, they get into the zone (49%), a state of intense focus and productivity.

The XP are also able to regularly sustain energy for long periods of time (53% vs. 15%), indicating they have struck a balance between work and taking Treasured TIME to refill their tanks.

³ Learn more about exactly how they do this in our report, *3 Daily Habits to Increase Sales Motivation*.
⁴ Your GIA is the one activity that, should you do it consistently at high quality, will get you the greatest eventual return on your time investment.



Productivity can be learned.

The #1 key driver most separating The XP from The Rest is productive work habits overall.

The XP are 5.3X(!) more likely to have productive work habits compared to The Rest. This is the third most frequently exhibited behavior by The XP (63%).

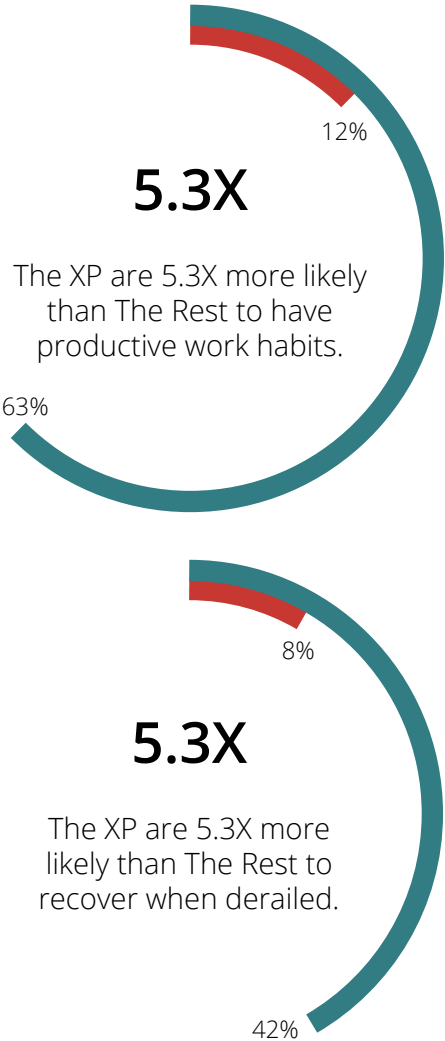
Productive people aren't born this way. They specifically employ the behaviors and habits set forth in this research.

After our Extreme Productivity Challenge training, we've seen substantial increases in the PQ of participants—one recent client team went from an average PQ of 124 to 142. And we've seen numerous changes to key company success metrics from pipeline generated to account revenue and other areas.

This goes to show that productivity can be learned and improved over time with the right behaviors.

Furthermore, The XP are also 5.3X more likely than The Rest to quickly recover when derailed from being productive. We all lose focus every once in a while. The XP recognize this more quickly and are able to get back on track. Only 8% of The Rest agree they recover quickly.

When you're mindful of your own productivity and employ productive habits, you have the skills and tools needed to recognize your own unproductive habits and change them.



If you want real results go for 5s; anything short leaves you with The Rest.

In the early 1990s, Xerox surveyed it's 480,000 customers on their feelings about Xerox. Until this time, they had sought satisfaction scores of 4s and 5s (satisfied and very satisfied).

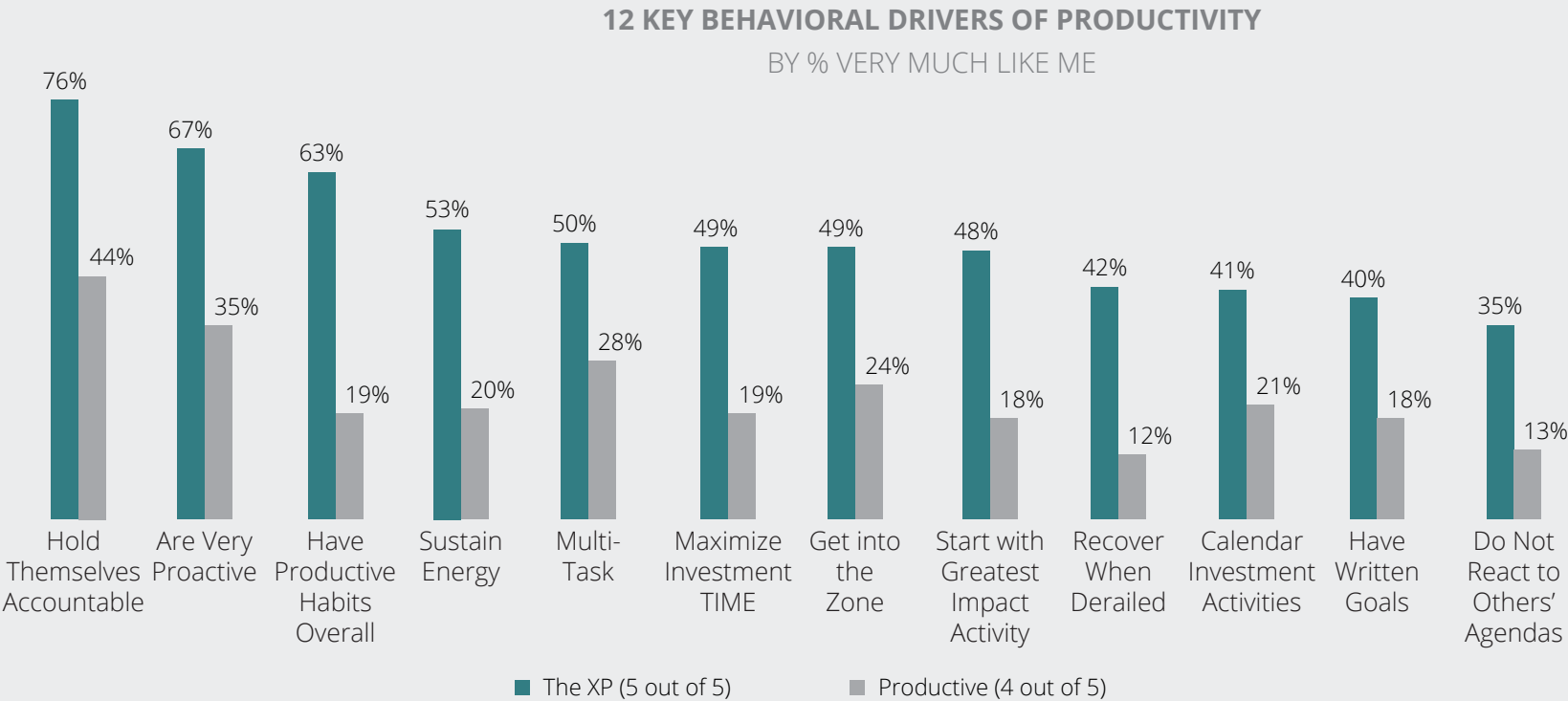
That is, until they did an analysis of the difference between 4s and 5s. It turns out that a 5 rating was *six times more likely* to repurchase from Xerox than a 4. These results were published in the *Harvard Business Review* article "Putting the Service-Profit Chain to Work." As you might imagine, they concluded with unassailable belief that 4s were not good enough.

We found the same thing in our productivity research for the question, "I am extremely productive." A 5 indicated "very much like me" and 4, "mostly like me." You might think, "If I'm a 4, that's good enough." But not if you want to be more like The XP.

See the chart on the right. It's the same as the one on page 20, but instead of comparing The XP (5 out of 5 productivity rating) to The Rest (1-4 out of 5), we've compared them to just the 4s.

Our conclusions are similar to Xerox: the 4s have a long way to go.

Set your sights, for yourself and your team, on joining The XP. Anything short of it leaves you in the pack with The Rest.



Low frequency behaviors are practiced significantly more often by The XP.

We looked at low-frequency behaviors—behaviors that, across the board, aren’t practiced very often. Despite their low frequencies, they all are correlated statistically with Extreme Productivity.

What’s striking is the large gaps between The XP and The Rest.

These productivity behaviors, while practiced infrequently overall, are exceedingly more likely (ranging from 2.1X to 5.5X) to be exhibited by The XP.

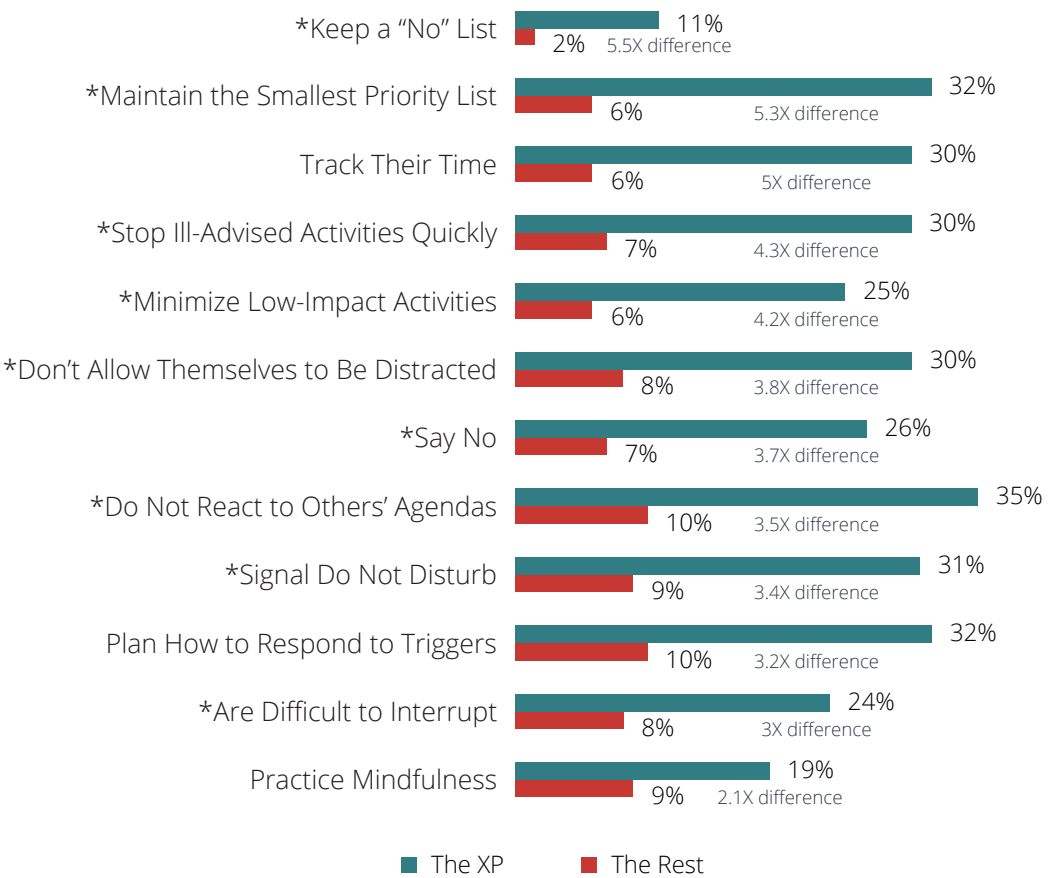
Interestingly, nine of the 12 low-frequency behaviors either correspond directly with or are similarly themed to two Habits: Say No and Play Hard to Get (noted with an asterisk).

While only 11% of The XP keep a “no” list, they are 5.5X more likely than The Rest to do so. Furthermore, nearly one-third of The XP report they maintain the smallest priority list compared to only 6% of The Rest. One-quarter of The XP minimize low-impact activities compared to only 6% of The Rest.

Many of these behaviors are about avoiding distractions and time wasters. Across the board, The XP do a much better job of this than The Rest.

LOW FREQUENCY BEHAVIORS BY PERCENT DIFFERENCE

% VERY MUCH LIKE ME




*Themes corresponding to Habit 5: Say No and Habit 6: Play Hard to Get

The 9 Habits and 36 attributes/behaviors correlate with Extreme Productivity.

The 36 factors below correlated statistically with Extreme Productivity. Typically, correlation is enough by itself to be noted as important in research like this. Over and above the correlations, we were struck by the following facts about each that stood out to us from the data.

9 Habits				
Recruit Your Drive	Are Very Driven XP 2.2X more frequently than The Rest; #2 most frequent behavior of The XP	Plan Actions Weekly XP 2.9X more frequently than The Rest	Track Progress Weekly XP 3.4X more frequently than The Rest	Have Written Goals Key driver of XP
	Are Very Proactive Key driver of XP; #3 most frequent behavior of The XP	Use Positive Self-Talk Top 10 behavior of happiness and job satisfaction	Calendar Investment Activities Key driver of XP	Begin Immediately XP 3.5X more frequently than The Rest
Reengineer Your Habits	Have Productive Habits Overall #1 key driver most separating XP from The Rest	Have a Productive Work Environment XP 3.3X more frequently than The Rest	Follow a Consistent Morning Routine Top 6 most frequent behavior of XP; Top Performers, Satisfied with Job, Very Happy	Plan How to Respond to Triggers XP 3.2X more frequently than The Rest
Obsess Over TIME	Maximize Investment TIME #3 key driver of XP; XP 46% more Investment TIME per day than The Rest	Start with Greatest Impact Activity Key driver of XP	Track Their TIME XP 5X more frequently than The Rest	Minimize Low Impact Activities XP 4.2X more frequently than The Rest
	Do Not React to Other's Agendas Key driver of XP	Maintain the Smallest Priority List XP 5.3X more frequently than The Rest	Say No XP 3.7X more frequently than The Rest	Keep a "No" List XP 5.5X more frequently than The Rest
Play Hard to Get	Signal Do Not Disturb XP 3.4X more frequently than The Rest	Do Not Allow Themselves to be Distracted XP 3.8X more frequently than The Rest	Are Difficult to Interrupt XP 3X more frequently than The Rest	Turn Off Alerts XP 1.8X more frequently than The Rest
Sprint into the Zone	Get into the Zone Key driver of XP	Devote Undivided Attention XP 2.3X more frequently than The Rest	Concentrate for Long Periods of Time XP 3.8X more frequently than The Rest	Multi-Task Key driver of XP
	Sustain Energy Key driver of XP	Are Active and Fit Key driver of happiness	Take Treasured TIME Key driver of happiness; XP 2.2X more frequently than The Rest	Practice Mindfulness XP 2.1X more frequently than The Rest
Fuel Your Energy	Hold Themselves Accountable Key driver of XP; #1 most frequent behavior of XP	Break Down Large Tasks into Smaller Top 12 most frequent behavior of XP; Top Performers, Satisfied with Job, Very Happy	Recover when Derailed Key driver of XP	Stop Ill-Advised Activities Quickly XP 4.3X more frequently than The Rest
Right the Ship				



The Extremely
Productive and TIME

The 4 Levels of TIME

At RAIN Group, we find it instructive to think of time in the following four levels: Treasured, Investment, Mandatory, and Empty. Time is finite. If you’re spending it in one area, you’re not spending it in another.

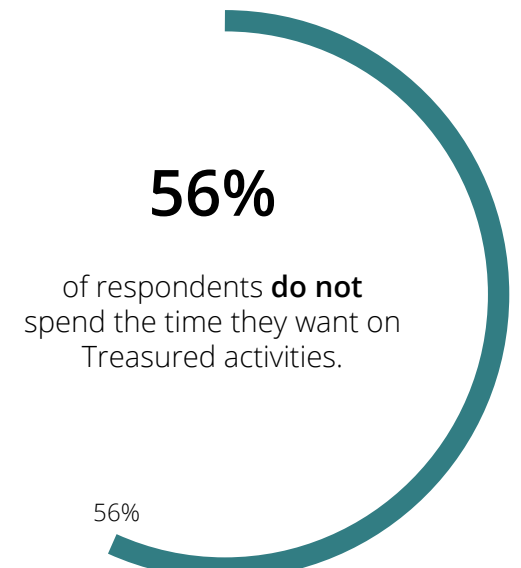
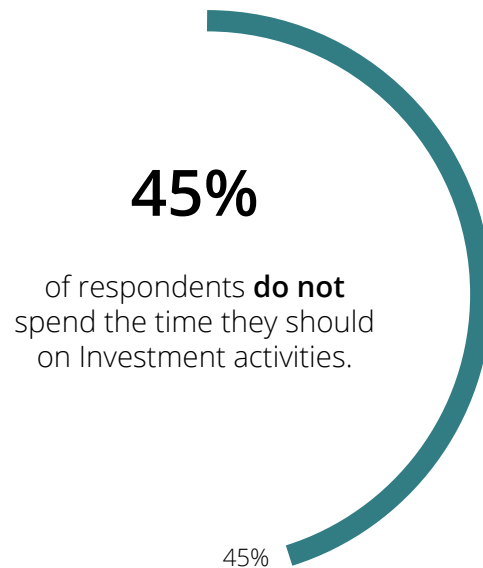
Level	Description	Examples	Action
Level 4: Treasured	Time you hold dear	Vacations, hobbies, sports/ games, time with family	Take some now, maximize for future
Level 3: Investment	Time that generates outsized return	Starting day with Greatest Impact Activity, working on top priorities	Increase: prioritize, calendar, maximize
Level 2: Mandatory	Time you feel you must spend	Administrative tasks, unimportant correspondence	Minimize/outsource
Level 1: Empty	Time you waste	Aimless web surfing, online shopping, non-work social media, overall procrastination	Eliminate/minimize

We analyzed participants in this study based on how they spend their time, including how many hours per day each group (XP TIME Champions, The XP, The Rest) spend in each category.

A large percentage of people waste a great deal of time.

We asked participants about how they spend their time each work day. The implications of our findings are profound. These are overall response frequencies. In the next few pages, we dig deeper into how the various productivity groups fare.

It's astounding that 47% of all respondents spend a significant amount of time on activities that are either non-value-add (Mandatory) or are outright wasting time (Empty) during a typical work day.



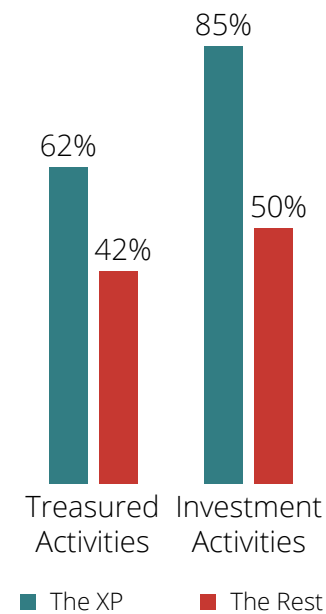
Investment TIME has a *strong* statistically significant relationship with productivity.

The XP are much more likely to agree they spend the amount of TIME they want on both Treasured activities (doing things they love) and Investment activities (doing things that are likely to get them the greatest return on their time).

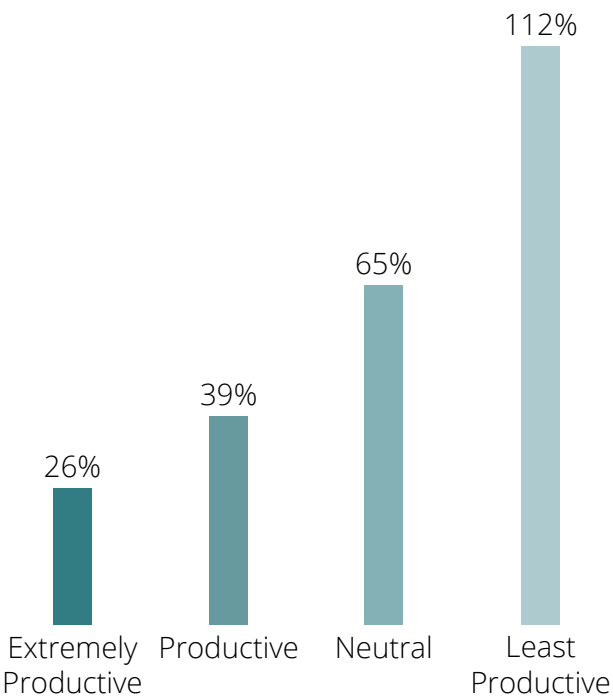
Our findings showed a strong statistically significant relationship between productivity and time spent on Investment activities.

Furthermore, respondents have the potential to increase the average time spent on Investment activities by anywhere from 26% for The XP up to 112% for the least productive people. Improvement potential is available to all groups.

I SPEND THE AMOUNT OF TIME I WANT ON
TREASURED AND INVESTMENT ACTIVITIES
STRONGLY AGREE/AGREE



POTENTIAL TO INCREASE INVESTMENT TIME



Even the Extremely Productive struggle with wasting time.

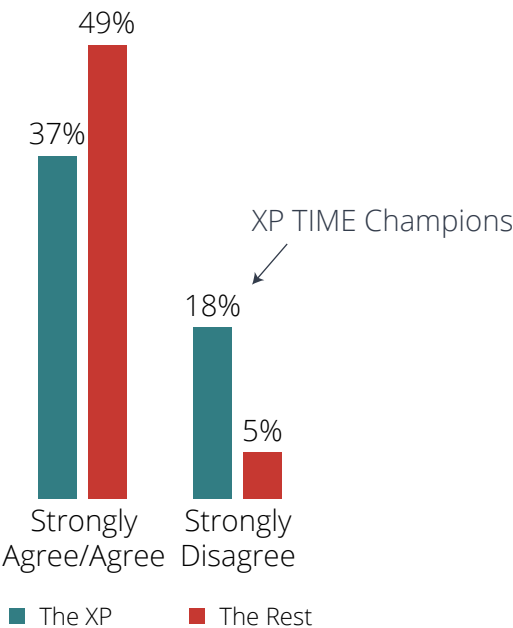
Even the most productive struggle with minimizing Mandatory and Empty TIME.

Thirty-seven percent of The XP strongly agree/agree they spend a significant amount of time on work-related Mandatory/Empty activities compared to nearly half of The Rest.

However, 18% of the Extremely Productive strongly disagree they spend time on Mandatory/Empty activities. We broke this group out into what we call the XP TIME Champions.

As outlined on page 32, TIME Champions are quite impressive.

I SPEND A SIGNIFICANT AMOUNT OF TIME ON WORK-RELATED MANDATORY/EMPTY ACTIVITIES



Potential to increase workforce productivity 46% without adding employees.

We know The XP and TIME Champions spend more of their time on Investment activities, but we wanted to know exactly how much time they spend. We asked respondents: 1) On an average work day, how many hours do you spend on your highest priority (Investment) activities, and 2) how many hours per day could this increase to with strong effort, focus, and support?

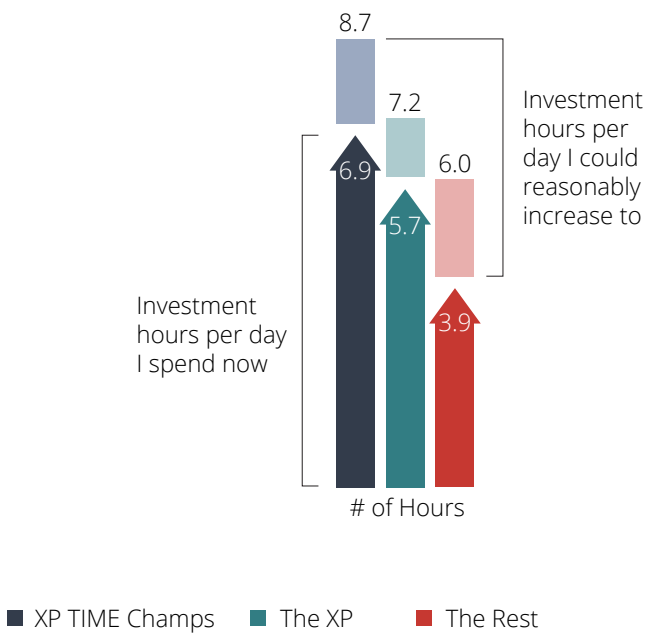
The XP report spending 5.7 hours per day on Investment activities compared to just 3.9 hours that The Rest spend. In a 5-day work week, that represents 28.5 hours for The XP vs. just 19.5 hours for The Rest. Imagine if you're among The Rest and you spent nine more hours a week on the activities that get you an outsized return. That's 46%(!) more time on Investment activities each week.

When it comes to hours they could devote to Investment activities, all performance groups report the potential to increase:

- The Rest: 2.1 hour average daily increase available to 6 hours (54%)
- The XP: 1.5 hour average daily increase available to 7.2 hours (26%)
- XP TIME Champions: 1.8 hour average daily increase available to 8.7 hours (26%)

If The Rest improved even part way to what they think is possible, they would match The XP. This would be like adding 46% more highly productive workforce without adding any actual employees.

INVESTMENT TIME ANALYSIS
CURRENT # OF HOURS AND POTENTIAL TO INCREASE
HOURS SPENT PER WORK DAY



The Rest can decrease non-value-add TIME at work by 44%.

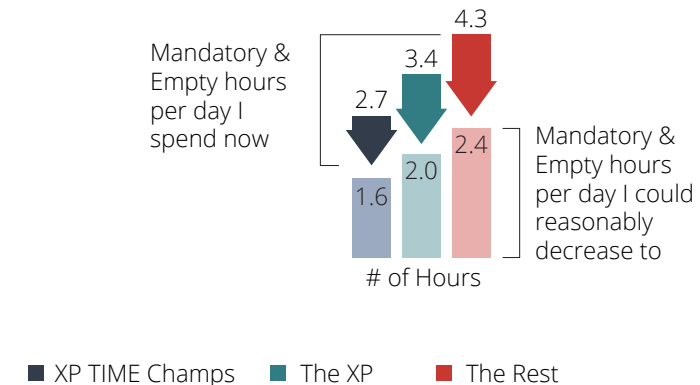
The XP and TIME Champions are much less likely to spend their time on Mandatory and Empty activities. The XP spend 3.4 hours per day compared to The Rest, who spend 4.3 hours per day (21% less), and XP TIME Champions, who spend just 2.7 hours (37% less).

When it comes to hours they could stop spending on Mandatory and Empty activities, all performance groups report the potential to decrease with strong effort, focus, and support:

- The Rest: 1.9 hour average daily decrease available to 2.4 hours (44%)
- The XP: 1.4 hour average daily decrease available to 2 hours (41%)
- XP TIME Champions: 1.1 hour average daily decrease available to 1.6 hours (41%)

Interestingly, if The Rest achieve this decrease, they'd spend less time per day on Mandatory and Empty activities than both The XP and TIME Champions. Across the board there's potential for everyone to spend less time per day on Mandatory and Empty activities.

MANDATORY/EMPTY TIME ANALYSIS CURRENT # OF HOURS AND POTENTIAL TO DECREASE HOURS SPENT PER WORK DAY

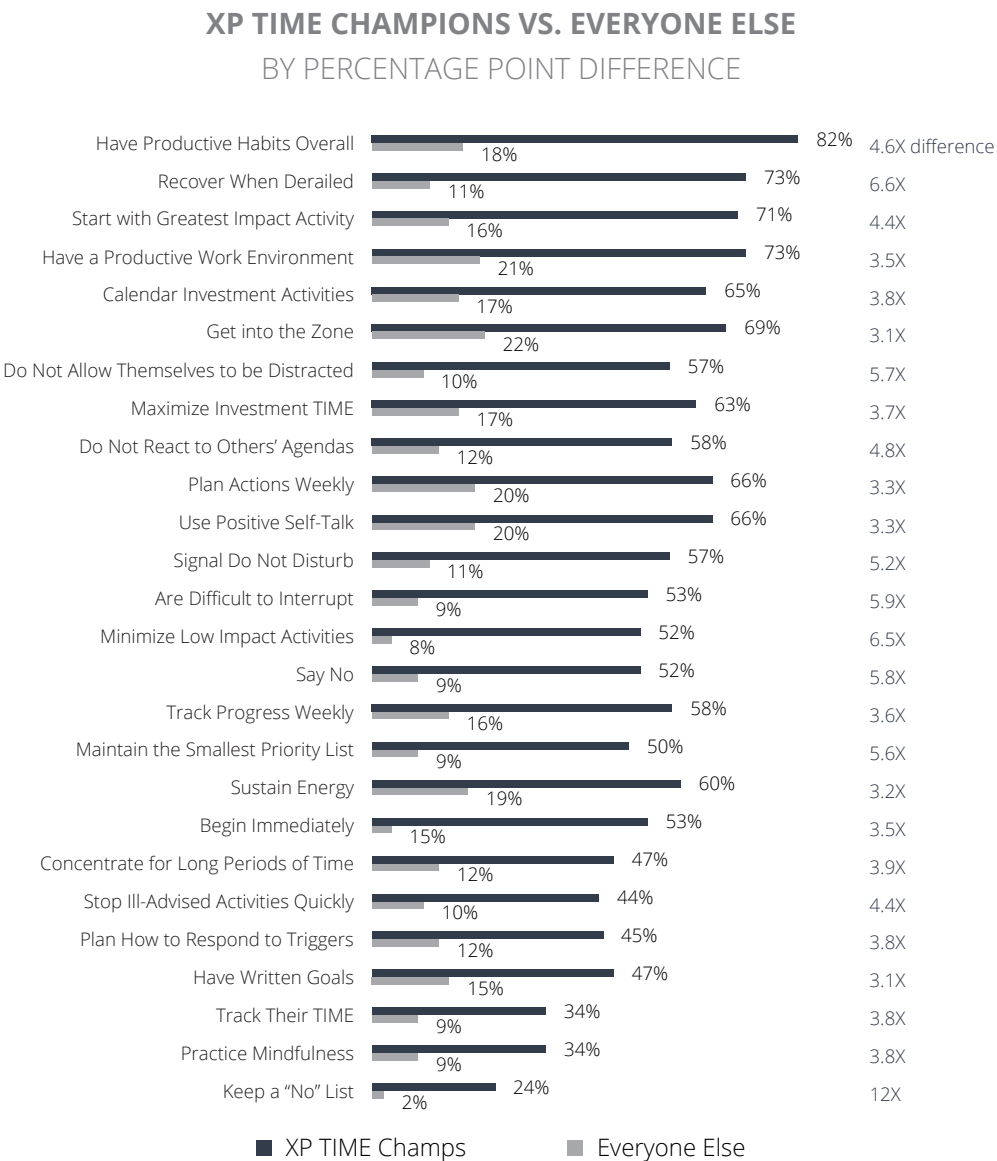


XP TIME Champions are 3X more likely than everyone else to employ 26 different productivity behaviors.

XP Time Champions are at least 3X more likely than everyone else to employ 26(!) of the productivity attributes and behaviors in our study.

The biggest gaps on a percentage point basis include overall productive habits (64 points), ability to recover when derailed (62 points), starting the day with their Greatest Impact Activity (55 points), and having a productive work environment (52 points).

Across the board, the XP Time Champions are astoundingly different.



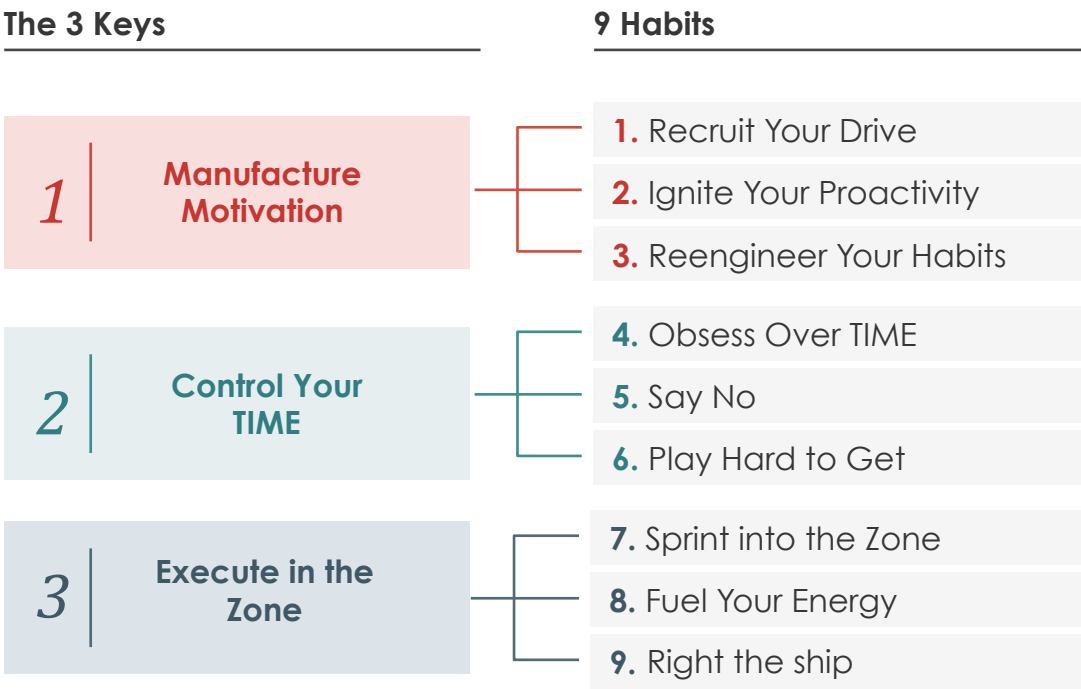
Conclusion

People tend to devote a lot of time to improving their skills, but little attention is put into improving how they spend their time and what they get out of that time.

Yet, as our survey research and field work demonstrate, the habits, behaviors, and hacks that drive productivity and performance are not only measurable, they can be learned. **The Extreme Productivity Challenge** is a proven method to do just that.

The XP and TIME Champions in this global productivity study point the way. Once you see all the ways you can maximize your motivation, control your TIME, and execute in the zone, you too can employ the habits, behaviors, and hacks to boost your own—and your team’s—productivity.

THE XP3 AND 9 HABITS OF EXTREME PRODUCTIVITY



Appendix

The data shared in this report was collected for our Extreme Productivity study. We conducted this global productivity research to better understand how to help people get the best results from their time and efforts at work—and achieve the greatest levels of motivation and accountability.

Data was analyzed through multiple lenses, including what The Extremely Productive do differently than The Rest, which behaviors are correlated with Extreme Productivity, and which behaviors are the key drivers likely to have the greatest impact on productivity. Additionally, we analyzed productivity in conjunction with performance, job satisfaction, and happiness.

We analyzed the data in multiple demographic slices, including job function (sales vs. non-sales), role, industry, company annual revenue, and geographic region.

Data was collected from 2,377 confidential assessments completed by respondents across the Americas, EMEA, and Asia-Pacific regions in the latter half of 2018. Respondents were invited to participate via online links sent by the RAIN Group Center for Sales Research (to panelists, clients, and prospects), as well as by RAIN Group partners.

Before and after the quantitative portion of the study, we held over 100 conversations with company leaders about the productivity habits and performance of their teams to vet and validate the assumptions and quantitative conclusions.

Annual Revenue	% of Total
Less than \$10M	38%
\$10M to less than \$50M	19%
\$50M to less than \$250M	15%
\$250M to less than \$1B	9%
\$1B or greater	19%

Industry	% of Total
Banking, Insurance, Real Estate & Financial Services	17%
Tech & Telecom	15%
Consulting	14%
Hospitality	7%
Accounting, AEC & Legal	7%
Consumer Goods & Services	6%
Manufacturing	6%
Business Services	5%
Other	23%

Function	% of Total
Non-Sales	32%
Sales	68%

Role in Organization	% of Total
Individual Contributor	39%
Director/Manager	35%
C-Level/VP	12%
Other	14%

Geography	% of Total
Americas	52%
Europe, Middle East, Africa	37%
Asia-Pacific	11%

Help Your Team Achieve Exceptional Increases in Productivity and Results

THE 9 HABITS OF EXTREME PRODUCTIVITY

Sellers today are more distracted than ever. The never-ending dings, rings, and buzzes that interrupt work flow every few minutes are killing focus and productivity. And they're killing your sales results.

You need a highly-motivated and focused sales team that brings their A-game day in and day out. In a unique, 90-day experience, the Productivity Code Challenge teaches your sellers and sales managers how to get more done in the time they have, helping them to achieve exceptional increases in productivity and results.

In the 9 Habits of Extreme Productivity, participants learn how to:

- Maximize motivation, make consistent progress, and achieve goals
- Control TIME with the simplest, most effective time management system
- Ignore distractions, focus, and get in the zone
- Implement an accountability system to maximize execution
- Achieve maximum output per work hour by focusing on the activities that get outsized returns

Your team will be introduced to the Productivity Code Planner, which will help your sellers internalize their new knowledge and maximize their efficiency and productivity.

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LEARNING MODULES

Maximize Your Motivation: Participants reflect on their personal productivity to increase accountability. They learn the catalysts to trigger proactivity, and in turn, maximize motivation.

Change Any Habit: Participants analyze their habits and learn how to reimagine those behaviors to maximize productivity.

Execute in the Zone: Participants learn the markers for working in the productivity zone and strategies for getting back on track when they lose focus.

Take Control of Your TIME: Participants learn to control their TIME with a simple and effective time management system that teaches them to ignore distractions, focus, and get in the productivity zone.

About RAIN Group

Drive Transformational Change through Award-Winning Sales Training

We help organizations:

- Enhance sales capability with award-winning sales training
- Design and execute strategic account management initiatives
- Increase effectiveness of sales management and coaching

Best IP: We study buying and selling relentlessly through the RAIN Group Center for Sales Research. Our research and field work allows us to create industry-leading intellectual property to help our clients achieve the greatest success.

Best Education System: We use the best education approaches, methods, and technologies to make training work, stick, and transfer to the job.

Best Results: We make it our mission to drive value and achieve the highest client satisfaction through excellence in quality and producing transformational results for our clients.



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