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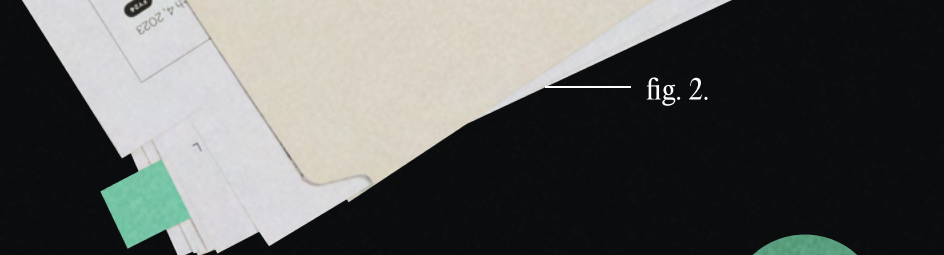


fig. 2.



The Anatomy of Work



fig. 3.

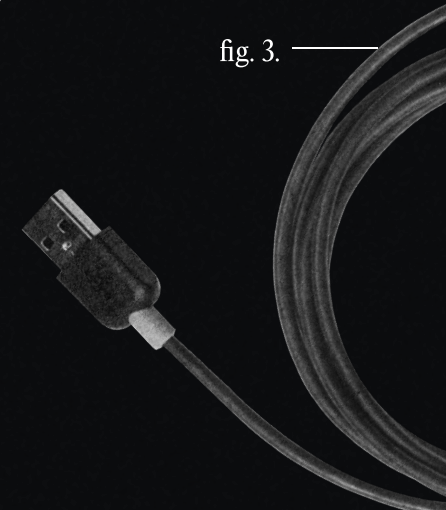


fig. 5.

Global Index 2023

fig. 4.



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Do your teams collaborate well? More importantly: Can they get better at it?

Collaboration is under greater scrutiny than ever before. In 2023, nearly everyone in the office has an opinion on how their company collaborates. Workers, now long-since distanced from their pre-pandemic routines, are keener to spot collaboration blockers and call out bottlenecks.

Collaboration is so important now that it's hard to be quiet about areas where teams can improve.

The speed with which leaders solve cross-functional collaboration (often shortened to "XFN collaboration") problems may very well determine the fortune or failure of their companies.

This is the inspiration—and the mandate—of this year's Anatomy of Work Global Index. To understand this moment, Asana surveyed 9,615 global knowledge workers in late 2022 to uncover the effects of cross-functional collaboration on business.

Three key insights surfaced again and again in every industry and across continents:

- ① Successful XFN collaboration correlates to revenue growth.

- ② Clear company and individual goals can lead to business preparedness.

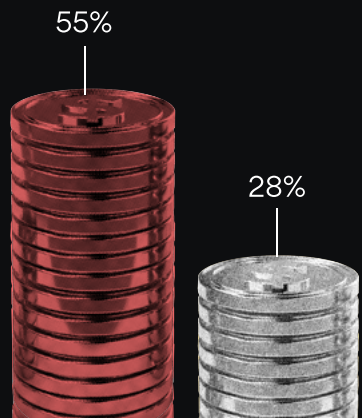
- ③ Optimized processes—not more meetings—can help businesses collaborate smarter.

Introduction

Key Insights

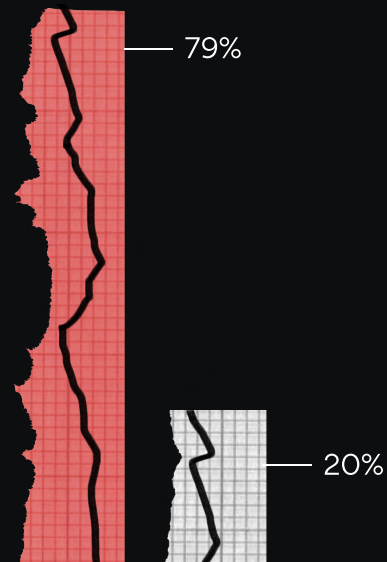
55%

of workers at collaborative organizations report revenue growth over the past three years—almost double weak collaborators.



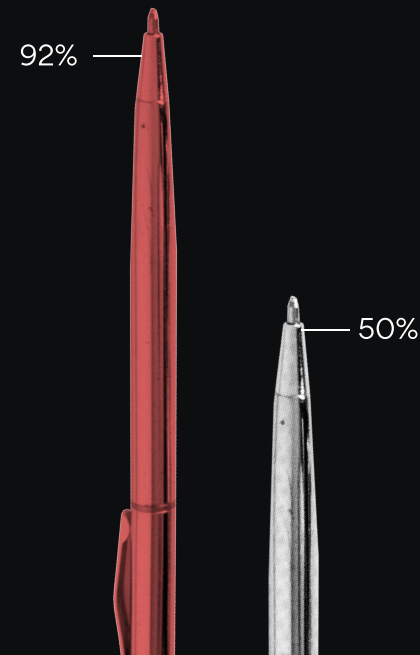
79%

of workers at collaborative organizations feel well-prepared to respond to challenges—four times higher than weak collaborators.



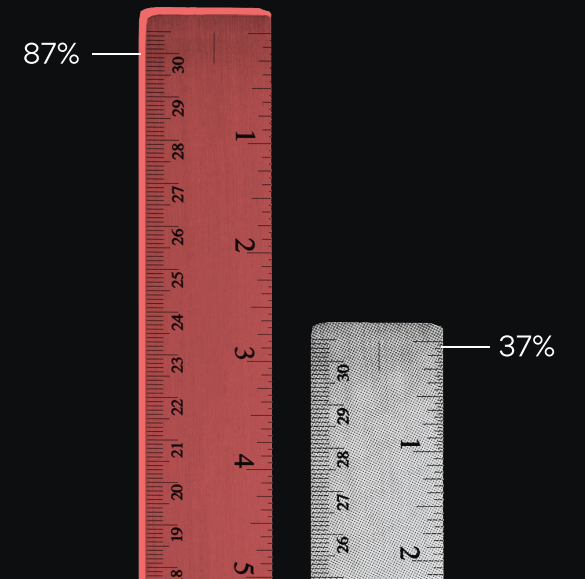
92%

of workers at collaborative organizations say their work has value—versus just 50% of weak collaborators.



87%

of workers at companies with clear, connected goals say their organization is well-prepared to meet customer expectations—more than double those without.



- Strong XFN collaboration
- Weak XFN collaboration

- Clear, connected goals
- No clear, connected goals



Work together, earn together

Teams with strong collaboration are better prepared to do their jobs effectively.

They can work together to solve problems quickly—without wasting time trying to figure out who’s responsible for what. Cross-functional collaboration happens when different teams work together to establish, review, and achieve shared goals.

Our data shows that this style of working isn’t just nice to have—it’s fundamental for any business.

When the director of finance meets with the head of sales to set annual goals, that’s just the first step. Asana’s data shows that collaboration across departments must be effective deep into the org chart. This is true across industries and job functions.

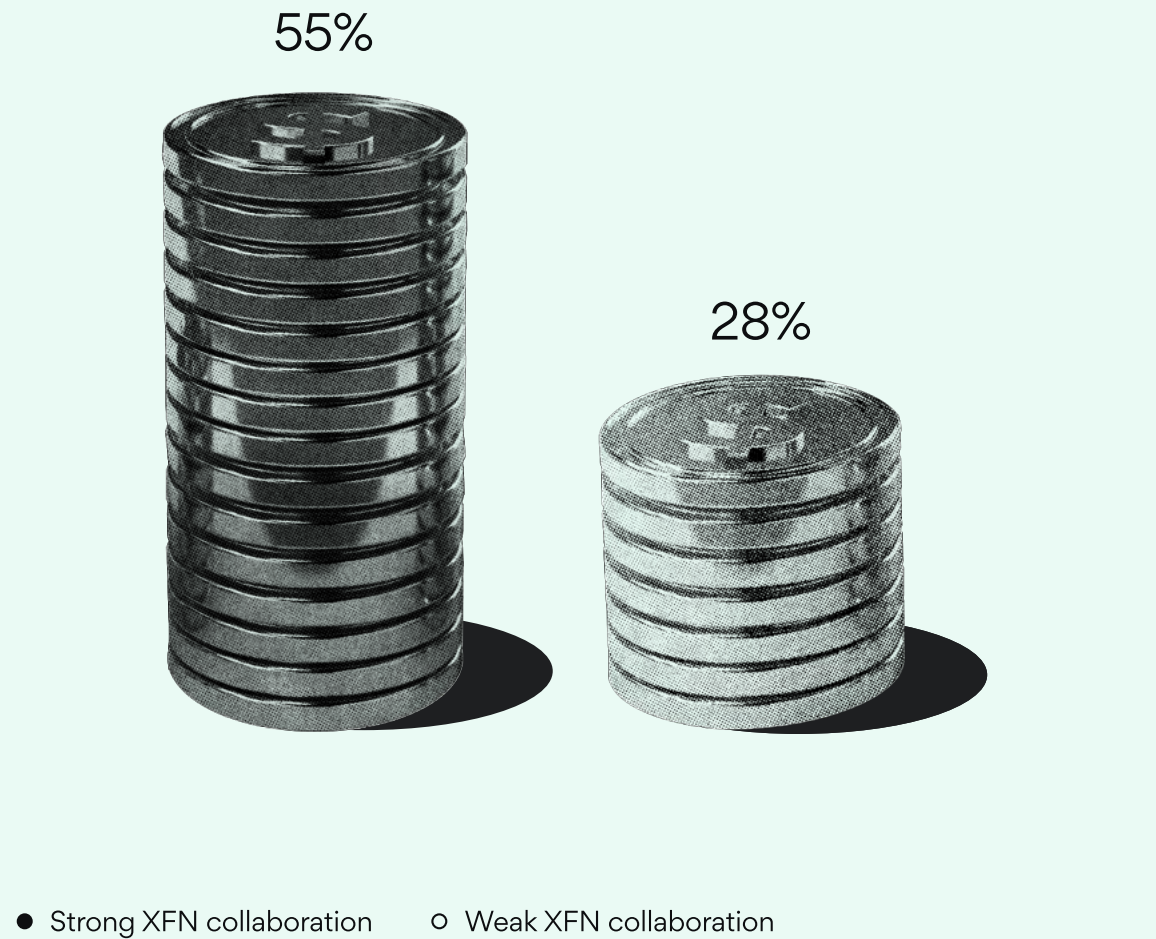
Carson Tate, founder and managing partner at Working Simply, often tells the executives she coaches that collaboration can boost their revenue.

“How are your people spending their time? Because you are paying them to invest their time in serving your customers and supporting your company, not sitting in meetings with no agenda,” Tate says.

Effective collaboration helps teams realize goals faster—and those achievements matter most.

FIGURE — A

55% of workers at collaborative organizations report revenue growth over the past three years—almost double weak collaborators.



% of knowledge workers who say their organization's revenue has grown "moderately" or "significantly" over the past three years





“Tracking cross-functional work is critical. What someone is doing in marketing and someone's working on in design can be for the same project—but it all leads to one mutual goal.”

Eveline Morlang

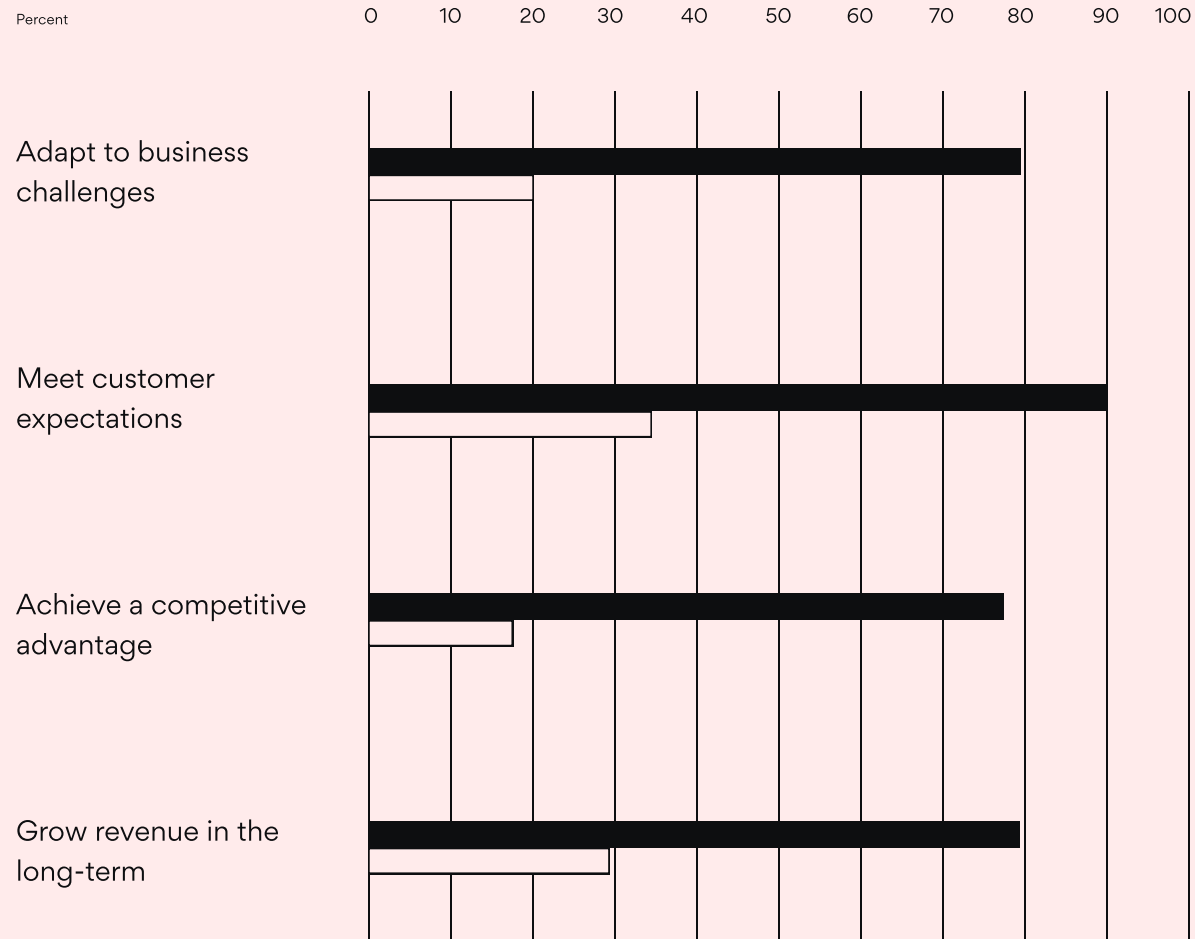
Business Analyst Operations

[LEADS.IO](#) 

FIGURE — B

Organizations that collaborate well are better prepared

% of knowledge workers who “somewhat” or “strongly agree” their company is well prepared to:



● Strong XFN collaboration ○ Weak XFN collaboration



Who collaborates the *best*?

✱ Industry ○ Function ● All knowledge workers

% of knowledge workers in each group who report strong collaboration in their organization

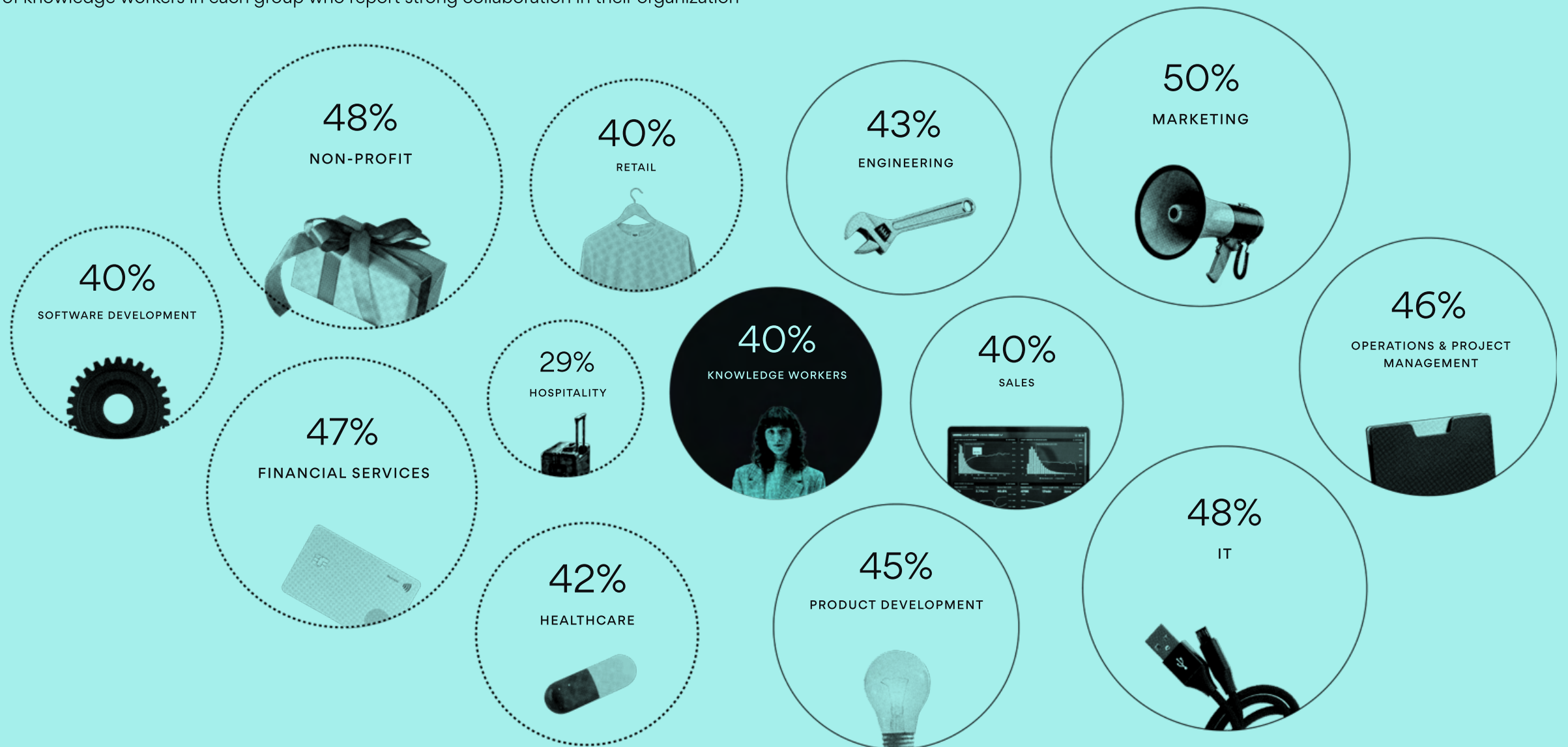
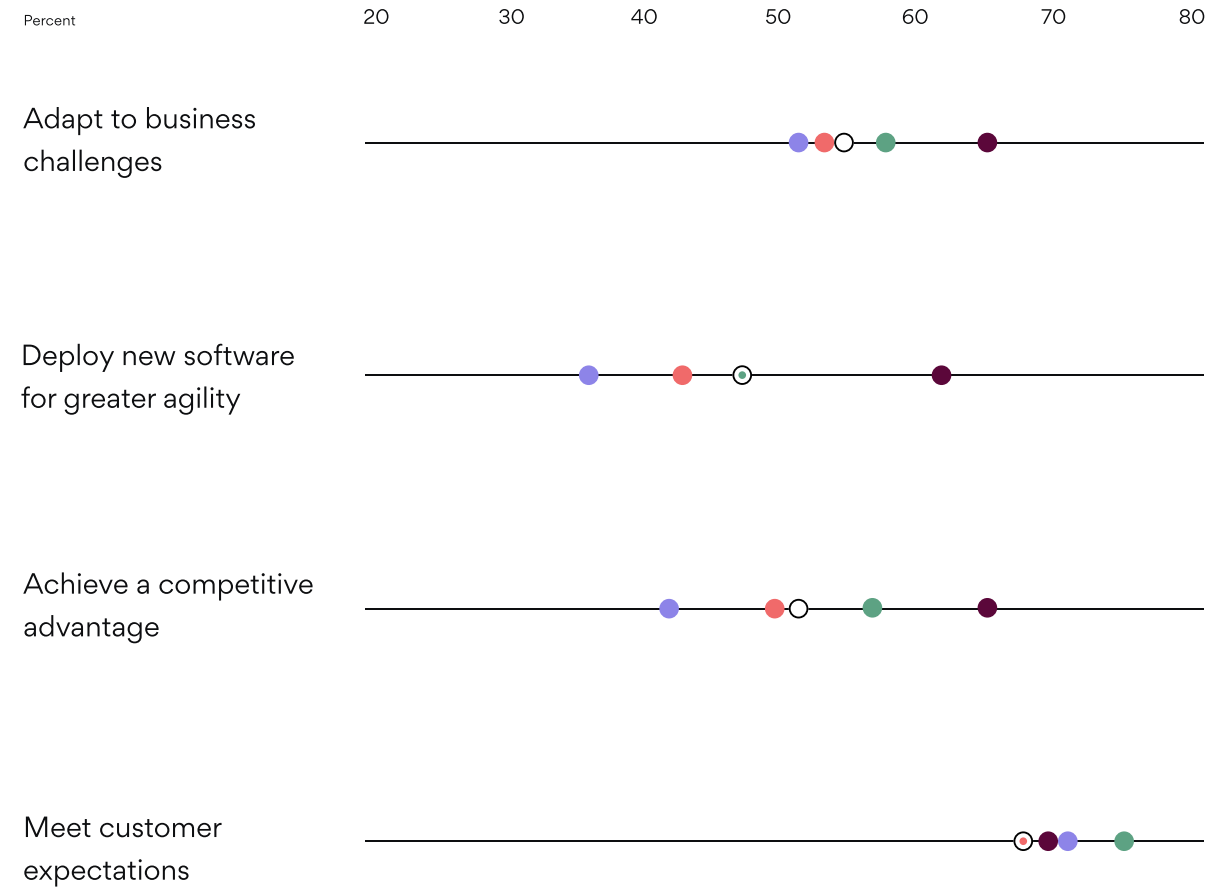




FIGURE — D

Which industry is best prepared for change?

% of knowledge workers who “somewhat” or “strongly agree” their company is well prepared to:




● Non-profit ● IT ● Healthcare ● Retail ○ All knowledge workers



“Frustration over not knowing where information is disappears when your team collaborates efficiently. It creates a cultural shift into stress relief. You can see that things flow more easily.”

Mike Singer

Senior Director of Global Creative Operations

WARNER BROS. DISCOVERY 



The connection between engagement and resilience

Cross-functional collaboration helps employees pool their resources and tackle mission-critical challenges.

As a result, workers can focus on what matters—so their work feels more valuable and brings value to the business.

This is backed by the data: 92% of workers at collaborative organizations said their work had value. Meanwhile, just 50% of workers at companies with weak XFN collaboration could say the same.

And strong collaboration also breeds resilience. Among surveyed workers who felt their organization collaborated effectively, 79% said their firm was well-prepared to adapt to emergent challenges.

XFN collaboration is also a must for leaders who want to keep workers engaged and attract top talent, so the entire team can face whatever comes next.

Cassie Holmes, Ph.D.

UCLA professor and *Happier Hour* author Cassie Holmes, Ph.D., on the power of collaboration



Why is collaboration important? How is it helpful?

It is crucial to understand how your work fits into the company's broader mission. Collaboration is important to ensure this happens in a coordinated way.

Another piece distinct from collaboration is the role of connection in the workplace.

To the extent that people feel an interpersonal relationship or connection with their colleagues, this connection can have these really profoundly positive effects.

Those effects feed back into greater engagement and motivation. That happiness positively plays out in reduced absenteeism, reduced turnover, and makes people less likely to burn out.

“When workers feel their work has value, they understand the impact of their work.”

HOLMES

There's a positive correlation between achieving business goals and employee engagement. Why is that?

When workers feel their work has value, they understand the impact of their work. They know their individual work is contributing to the firm.

The research shows that when you know your purpose—your “why”—and align your goals with that of the firm, there are really wonderful effects on employee engagement.

The causes and costs of employee churn

Losing workers comes with a cost—and collaboration is just one way to prevent it.

The data also revealed significant differences across job functions when workers were asked if they felt their work had value.

For instance, legal, marketing and operations workers were far more likely to say their work had value when compared to the entire survey pool:

My work has value (%)



Legal, marketing, and IT workers were more satisfied than the general population of knowledge workers:

I am satisfied in my current role (%)



When asked if employee engagement can create a resilient workforce, Axios HQ CEO Roy Schwartz offers this scenario:

“Let's say you have a 1,000-person company, and every person on the executive team who has a department is doing a weekly update. They're sharing that with their team, but they're also sharing it with the executive team.

Everyone knows what everyone else is doing and why they're doing it. That makes collaboration, transparency, and knowledge much easier within an organization. And if you get into those good habits, your company will thrive.”

SCHWARTZ

Where leaders should look out for company churn

When asked if they could see themselves at their job in a year, 73% of all knowledge workers said yes.

The percentages were higher for legal, marketing, and ops workers, signaling those three critical job functions are less likely to see turnover:

I can see myself working at my current company for the next year (%)



Strong XFN collaboration? There are likely clear goals supporting it.

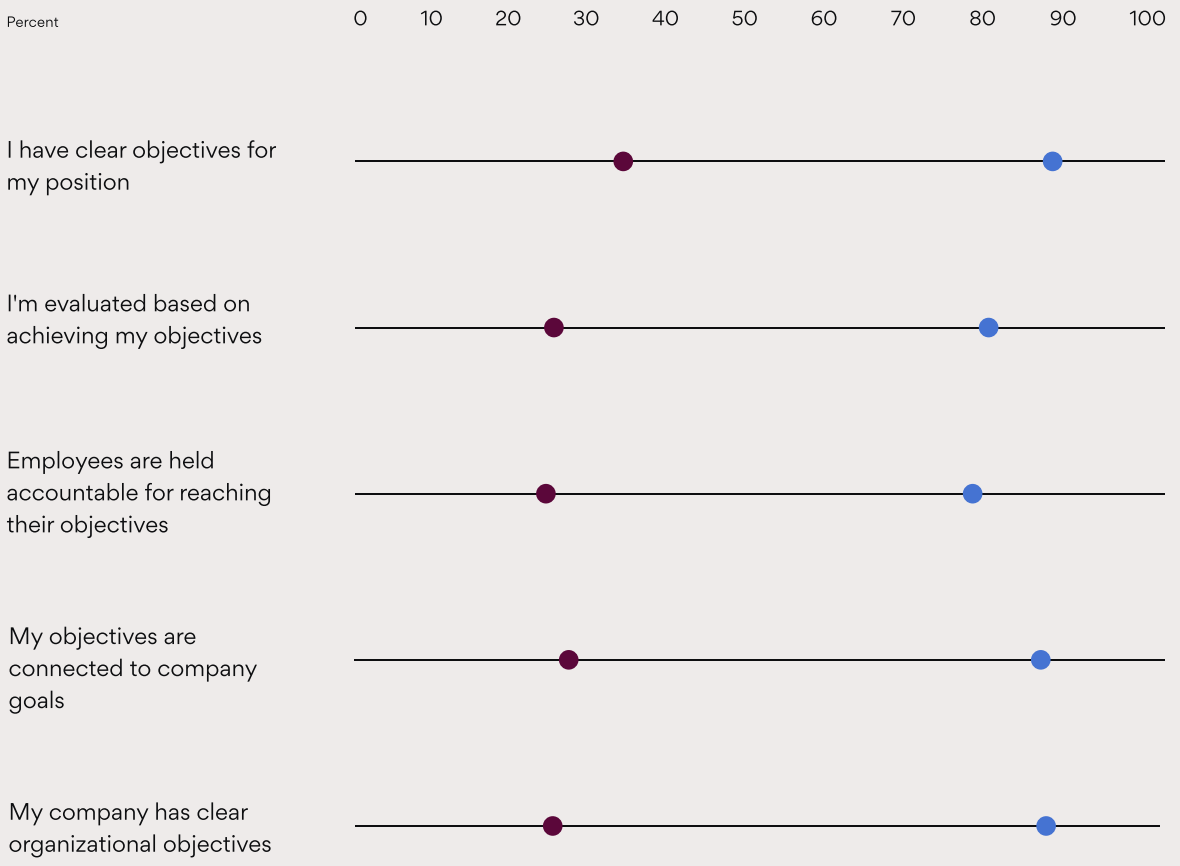
People at companies with clear objectives said they understood how their work supported their teammates, 111% higher than those without objectives.

They were also more likely than the average knowledge worker to say their work would help their future career (35% vs. 23%) and their workplace cares about their well-being (vs 31% vs. 18%).

FIGURE — F

89% of strong XFN collaborators say they have clear goals for their role

% of workers who “somewhat” or “strongly agree” that:



● Strong XFN collaboration ● Weak XFN collaboration

Carson Tate

Consultant and author Carson Tate on why connected goals are meaningful



How is collaboration connected to goals?

We're in business to serve customers, which ultimately drives revenue. So if we don't have a clear goal that accomplishes one of those two things, employees will wonder, "Why does my work matter?"

So let's say I'm in a support function, and I work in IT. And thank goodness, because I keep all of our email systems up and running. I don't touch customers. But knowing that when I choose a faster, more efficient email communication platform that streamlines communication and allows us to respond faster, it will impact customer responsiveness.

This is what we care about as a company: That we respond to our customers within 24 hours. I'm not on the front lines. But I know that my goal connects to what really matters.

When I have a line of sight between what I do and how it ultimately matters to the company and the customers we serve, that's motivating, meaningful, and going to connect me to work in a way that drives productivity.

How can leaders improve strategic collaboration?

Leaders should ensure that collaboration is connected to a very specific goal or outcome. The answer is clear goals. Goals make collaboration strategic in that they advance the strategic objective of the team or the company.

Strategic collaboration is intentional. And it's clear about what's going to be accomplished and why the collaboration matters. Strategic also implies that you're very thoughtful about who is on the team.

"We're in business to serve customers, which ultimately drives revenue."

TATE



The ripple effect of clear goals

Clear goals comprise the nerve center for successful businesses.

They can be the impetus for positive outcomes, especially when individual goals are linked to the overarching mission. But how can executives ensure those goals are communicated well and regularly evaluated?

Giving a team clear goals fosters focus and activates autonomy, says David C. Edelman, Harvard lecturer and former Aetna CMO. “People feel better because they can track their progress. They feel like they had agency in making that happen and were able to bring new ideas and creativity to bear and then see the outcome of it.”

Clear goals are also connected to innovation: Employees who understand how their work ladders up to the company’s mission are more likely to describe their company as “innovative.” Some 70% of workers with clear, connected goals felt their company was just that.

Meanwhile, only 12% of workers with no connected goals could say their company was innovative, a 58 point gap.

At companies where individual objectives were linked to company goals, employees were also far more likely than the average knowledge worker to share information (83% vs. 24%), ensure information was getting to the right people (83% vs. 27%), and keep key players informed (81% vs. 26%).

Fundamentally, more people felt it was easy to work with others—71% of people at companies with clear goals said it was easy to work with stakeholders in other functions, compared to just 26% of workers with no clear goals.

The data shows that when employees have individual goals—and they can see how those goals are linked, step-by-step, to those at the very top of the organization—companies are more likely to be successful.

87% of workers with clear goals could see themselves working at their current company for the next year. That's 85% more than workers who said their company had no clear goals.

Clear goals

lead

workers

to stay

at

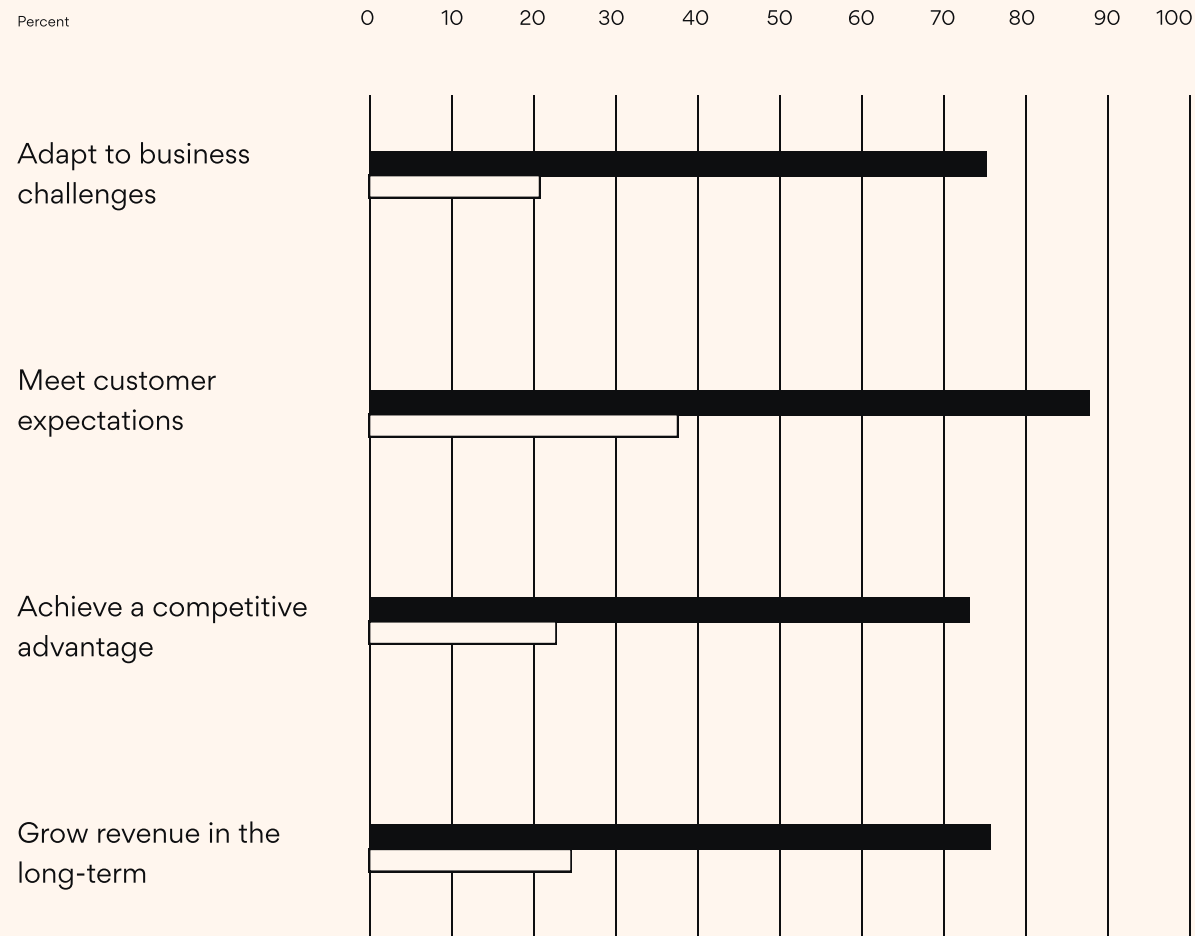
a

company longer.

FIGURE — G

Clear goals can fortify a workforce against new challenges

% of knowledge workers who “somewhat” or “strongly agree” their company is well prepared to:



● Clear, connected goals ○ No clear, connected goals



Contagious confidence

Employees with connected goals are also more confident in the business.

According to the survey, 87% of workers with individual goals tied to company-wide goals say their company is well-prepared to meet customer expectations. That's more than double workers who said their company had no clear goals.

In its most successful form, goal-setting combines responsibility and visibility. Maintaining clear goals, setting them transparently, and creating accountability can ensure everyone is in the loop on expectations and priorities.

And goals aren't just the destination—goal-setting also shapes how teams collaborate.

“The key is to give the team a very specific goal and let the team figure out how to get there,” says David C. Edelman. “As opposed to pre-describing how to get there and having the team just execute it, let the team figure it out. And the team will come up with things to try, things they've learned from, and then they can decide, ‘Are we making progress? Are we not?’ And they can pivot, or not.”

Roy Schwartz

Axios HQ CEO Roy Schwartz on leadership clarity and goals



How can leaders be better communicators?

Think about your audience. Everyone starts with what they want to share, what they want to do, and their needs. You really have to be audience-first.

What is it that group of people needs to know? And in what order do they need to know it?

It's efficiency. It's what we at Axios HQ would call smart brevity.

Leaders should keep a regular cadence. They should think about their audience. And try and be as efficient as possible in their communication.

How do you explain the connection between revenue and goal-setting?

It's the visibility of goals across an entire organization. And more importantly, it's when there's misalignment, it becomes super clear.

When you have documented goals that cascade from the top all the way down, you clearly know if something you're doing will not ultimately drive one of your CEO's goals. In which case, you're probably working on something that's not that important.

When we've done that exercise at Axios Media Company and Axios HQ, we quickly realize if there's a lack of alignment or if there's a project that we should cancel because it's just not aligned with our top-level goals.

“Think about your audience. Everyone starts with what they want to share, what they want to do, and their needs. You really have to be audience-first.”

SCHWARTZ



FIGURE — H

Alignment is a challenge for big companies

% of knowledge workers who say one of their company's top-three challenges is:



Nick Bloom, Ph.D.

Stanford University professor Nick Bloom, Ph.D., on the metrics of achievement



How are the leaders you speak with thinking about metrics?

Their huge focus is on measuring output and achievement rather than measuring input, as in hours and keystrokes.

No firm really cares about how many emails or keystrokes an employee makes or how long they've sat in front of their computer. They really care about what they've achieved.

You've really got a choice of three things—not measuring anything, measuring inputs, or measuring outputs.

Measuring outputs is actually the hardest, but it's by far the most effective. You have to be very sophisticated about what you're measuring. But it's much more linked to performance, and it's what's going to drive profits and productivity.

What do employees want as far as goals and objectives?

Employees want good evaluations. They want to be assessed.

Good employees want to be evaluated and rewarded for high performance.

So as an organization, if you want to attract and retain high performers, you need a performance evaluation system.

“No firm really cares about how many emails or keystrokes an employee makes or how long they've sat in front of their computer. They really care about what they've achieved.”

BLOOM



Maintaining velocity in a volatile world

Bringing more people into a project can make things more complicated.

XFN collaboration has many benefits, but the data also shows that it can also slow decision-making.

Even within organizations already collaborating effectively, workers are more likely to find quick decision-making a leading challenge. 41% of strong XFN collaborators say making decisions fast is a challenge. In comparison, 35% of weak XFN collaborators say it's a problem.

David C. Edelman offers this guidance on how leaders can craft decisions that will yield meaningful results, even when there are several cross-functional stakeholders:

“One of the most important things is having a sense beforehand of the decisions you want to make,” Edelman says. “And then making sure you're collecting data so it can inform that specific decision. And the more specific you can be in the decision, the better.”



“One thing that is very critical when creating products from scratch is ruthless, ruthless prioritization. There are so many things that you can focus on. And it's really important to help drive clarity to teams for what they need to be doing and by when.”

Emily *Lin*

Group Project Manager

FIGMA [↗](#)

David C. Edelman

Harvard University lecturer David C. Edelman on making decisions at speed



How can leaders create a more cross-functional company?

One of the most important things is to set up what is going to be the smallest possible cross-functional team to get a job done. Empower that team.

Give them a target, give them license, and make it clear what kinds of decisions need to be escalated. Let them run.

The more the team can be responsible for hitting that goal and figuring it out, the more you're going to have creativity and new ideas.

And the more focused a team can be, the more they'll be able to progress. Tell them what the guardrails are. But let them do it.

And always challenge yourself, "How can I give this team more runway?"

What are some challenges that companies face with increased collaboration?

Quickly making decisions. Decisions affect a variable, something you're going to change.

So you need to go into it saying, "What are the variables or levers, the aspects of our business that we have

uncertainty about, that we are looking for data to help guide us?"

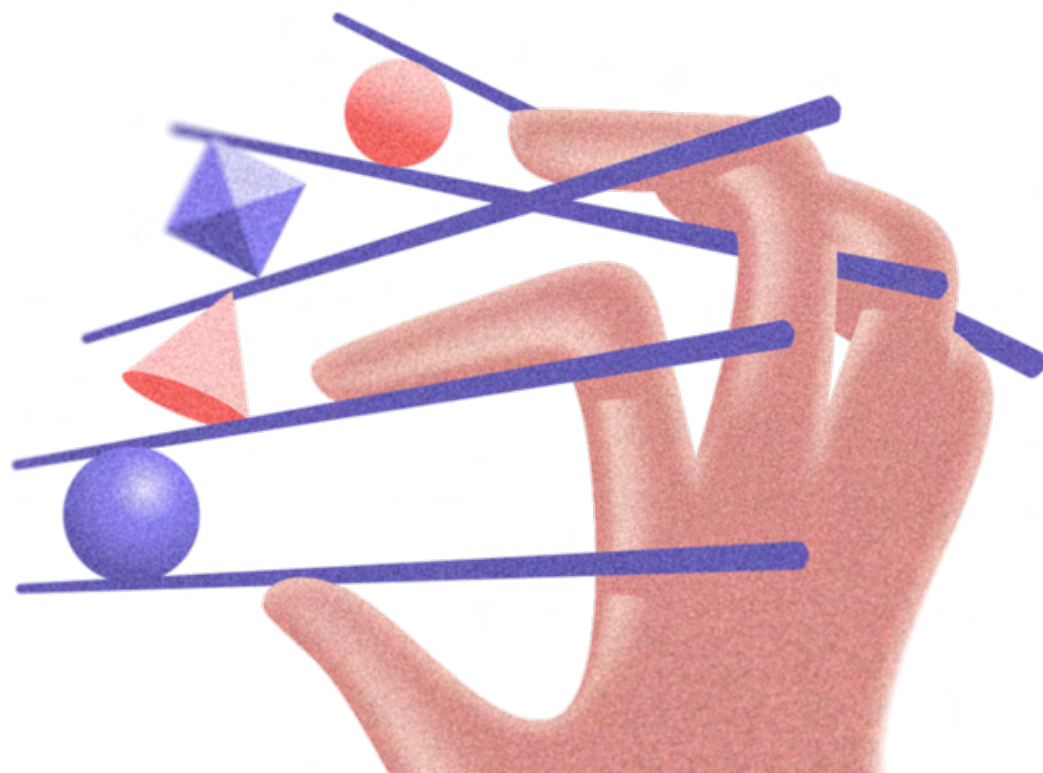
Look at the data. How does it help you make a decision? That variable could be the incentive you offer or the timing.

To know how to make a decision, you've got to measure things that will help that decision and then look at the data and discuss it.

"The more the team can be responsible for hitting that goal and figuring it out, the more you're going to have creativity and new ideas."

EDELMAN

The art of *high-velocity* *leadership*



High-velocity leadership is achieved when leaders can quickly make decisions without slowing down the business.

Customers can't wait months for an idea to be executed, but competitors can quickly leap ahead when there's a pause in productivity.

Stanford University economics professor Nick Bloom points out that data is the lifeblood of good decision-making.

"The more information you have, the faster you can actually see. Traders now respond in milliseconds to so much information. So for companies, for execs, the key thing is having information," Bloom says.

Collaboration tools, evaluation tools, and monitoring tools have become "much more critical."

But the data shouldn't dictate just one path forward. In order for leaders to pivot quickly, they need to be able to think ahead.

"I often advise companies to have some contingency plans in case of bad outcomes. If a disaster strikes, you can respond quickly, but the information is number one," Bloom says.

David C. Edelman, Harvard University

lecturer, says that "high-velocity leadership" doesn't need to be relegated to just the C-suite. According to the data, 37% of enterprise employees listed making decisions quickly as one of their top three hurdles when it comes to XFN collaboration.

"What I am finding more and more in work environments, from the companies I work with, are teams that are very deliberately innovating, experimenting, testing, getting feedback in rapid cycles," Edelman says.

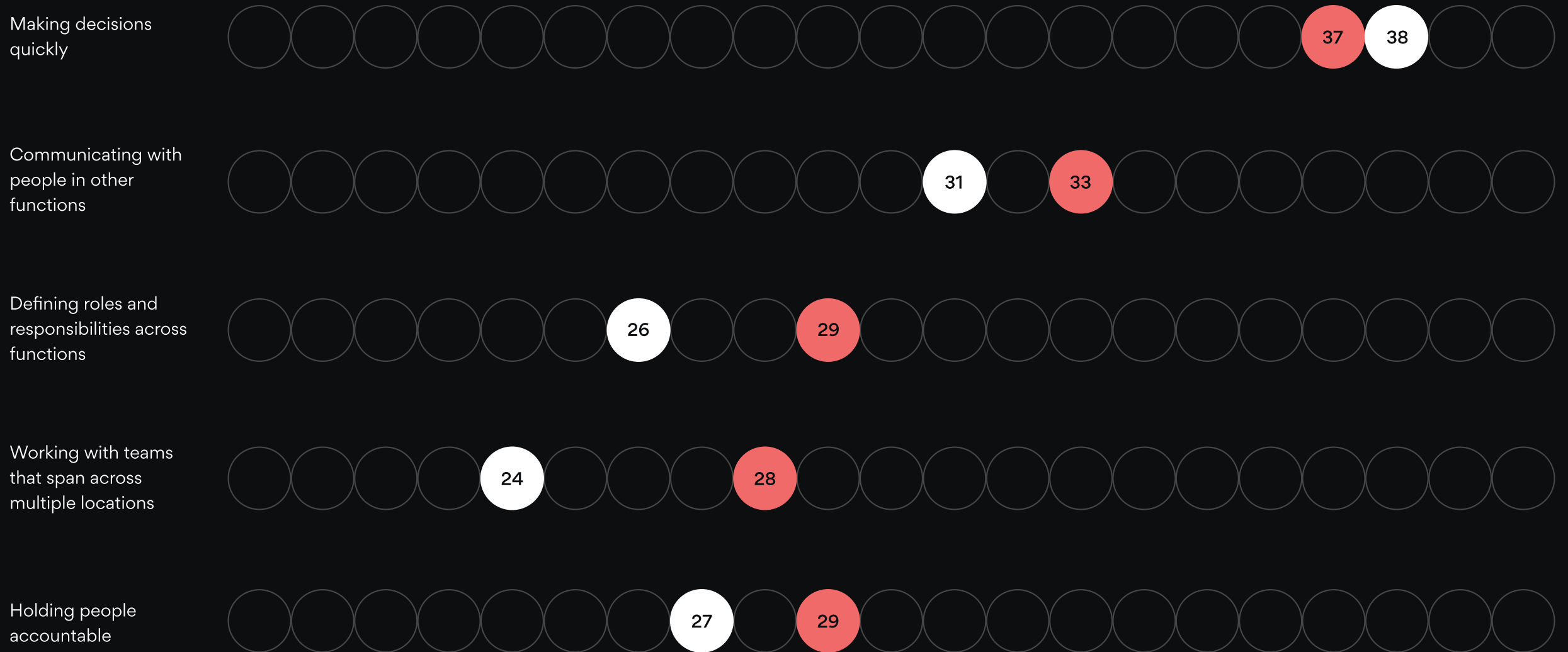
"Increasingly, time is the basis of competition. The faster it is to get something out the door, the faster you can test it, learn it, get impact, make it better over time, stay a whole lap, and, increasingly, further distance ahead of your competitors."

"Time is the basis of competition."

EDELMAN

The unique challenges facing enterprise organizations

% of knowledge workers who say one of their top challenges with XFN collaboration is:



● Enterprise workers ● All knowledge workers

“Having one centralized ecosystem that brings all doers and stakeholders together has really accelerated our understanding of the work we do and the speed in which we do it.”

Steven *Tai*

Director of Marketing Operations

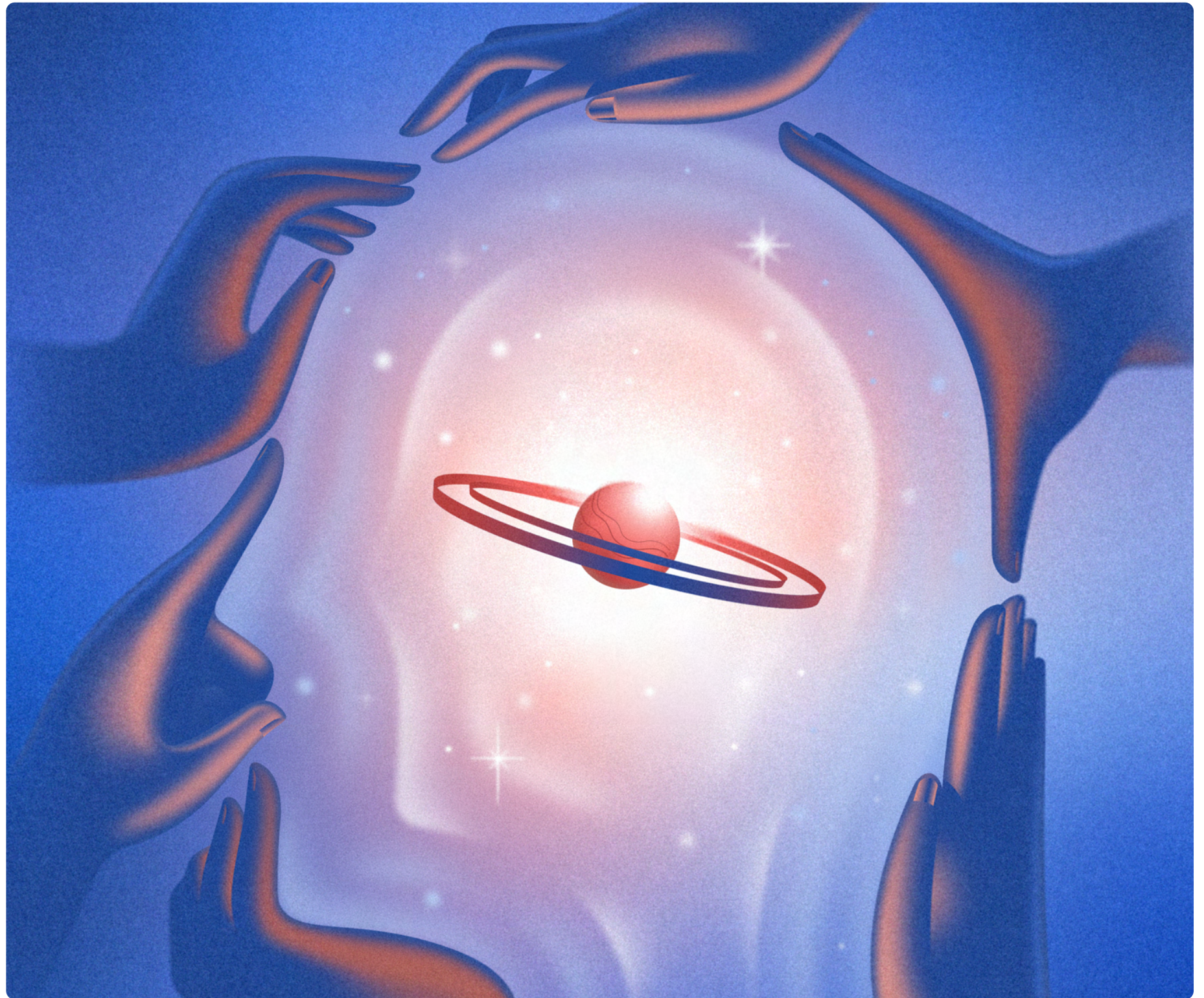
GANNETT 

The data reveals the biggest companies have the most room to grow regarding collaboration.

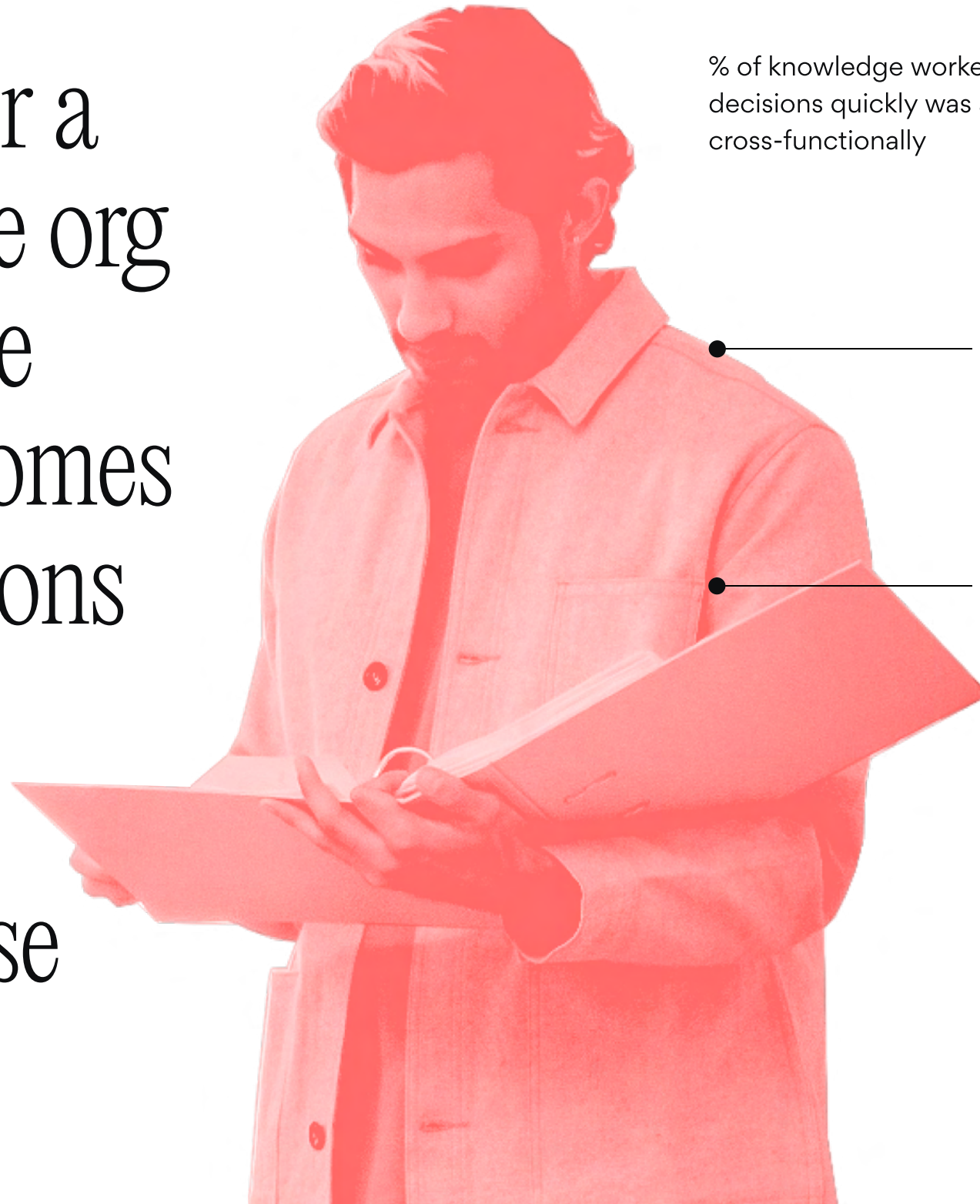
When it comes to goal-setting, alignment starts at the top.

“The CEO has to make it clear to everybody that it's going to take a village because there are very few goals that only one department—if these are goals at the C-Suite level—can achieve,” David C. Edelman says.

Synchronizing work around those company-wide goals can be a problem, though: Respondents at enterprise organizations cited alignment across teams in the company as their biggest business challenge.



And the higher a leader is on the org chart, the more difficult it becomes to make decisions quickly and to keep teams aligned to those decisions.



% of knowledge workers who said making decisions quickly was a challenge when working cross-functionally

47%

of C-suite respondents

35%

of non-manager respondents

Anthony Wilbon, Ph.D.

Howard University School of Business Dean Anthony Wilbon, Ph.D., on leading with data



What advice would you give leaders setting objectives?

The key for managers is to have a sense of three things: Agility in managing people, flexibility in what you expect of them, and being much more comfortable with autonomy.

Give people the autonomy to get the work done. If you do those three things, it makes goal-setting easier.

Is it fair to say a clear goal can manage a person as well as a manager can?

I think so. This is the shift in management: The focus needs to be on the employee output, not the manager's expectations of their input.

If I give somebody a task, tell them what the expectations are and give them all the things they need to achieve it, that should be the goal. And then I can step back and wait for them to give it to me when I told them to give it to me.

Managers don't need to do all these checkpoints and logins and oversight. Managers should be OK with that.

Why do you think people with clear targets can communicate more effectively with stakeholders?

The walls between different disciplines are starting to clear completely. Organizations are moving toward this team approach, meaning it will be easier for teams to understand exactly what they need to do to work with people in other disciplines or functional areas to get the job done.

The clearer those goals are, the more likely it is that your team is going to be successful in doing its job. The barriers have come down and allowed people to work together better, which means that the goals are clear for leaders and employees.

“Managers don't need to do all these checkpoints and logins and oversight. Managers should be OK with that.”

WILBON



The case for smart collaboration

For collaboration to work, it needs to be tactical.

Improving processes is vital for business velocity, especially for those in leadership roles.

The higher you are on the corporate ladder, the more time you spend in meetings: Unnecessary meetings account for 3.6 hours per week for those in leadership roles. The average for all knowledge workers surveyed was just 2.8 hours.

Those in director+ roles say they could save 5.6 hours a week if companies improved processes.

These leaders also said they were likely to do more work outside work: 44% said they spent time checking messages in the evenings, on vacation, or during the weekend.

Additionally, these executives were 30% more likely than the average

knowledge worker to say they missed deadlines because of too many video calls or meetings.

“This is kind of like going to the gym. Everyone wants more collaboration just like everyone wants to be more fit,” says Roy Schwartz, Axios HQ CEO. “But you’ve got to put in the work to do it. The pivot you’re going to see in the next few years is that leaders will realize that time spent communicating effectively, thinking about prioritization, and valuing the efficiency of the message will have value.”

Leaders who prioritize efficiency could free employees, and themselves, to work on mission-critical tasks.



“When you're moving this fast as an organization, it's important to be on the same page and have a centralized tool to hold people accountable.”

Marc Sietz

Senior Security Program Manager, Threat and Vulnerability Management

[ZOOM](#) 

What number of apps is too many?

App switching can lead to a number of negative consequences, including missed deadlines, wasted time on duplicate work, loss of focus, and other inefficiencies.

Among workers who use more than 16 apps, 25% said they miss messages and actions, compared to 8% using 1-5 apps and 15% using 6-15.

Loss of focus is another side effect—23% of workers using 16 or more apps said their attention span was reduced because of app-switching.

"Using multiple apps requires additional time to learn them and switch between them, and this lost time is painful because we are so sensitive to wasted time," says Cassie Holmes, UCLA management professor.

"The research even shows that people experience wasting time as more emotionally painful than wasting money." The more apps people use, the more likely they are to say they are less efficient. Of those using 16 or more apps, 26% said they were less efficient because of app switching.

Despite these challenges, it's possible to increase efficiency and streamline what people are doing and how.



FIGURE — K

25%

of knowledge workers using 16 or more apps miss messages and actions

Compared to:

8% using 1-5

15% using 6-15



There's a *direct, hourly* benefit to streamlining app usage.



Knowledge workers estimate that 4.9 hours per week would be saved if they had improved processes. Workers using more than 16 apps estimated they could save 9.6 hours per week.

Compared to last year's survey, knowledge workers are still spending about the same amount of time on "work about work," the hours spent on duplicated work, unnecessary meetings, and juggling too many apps. Work about work takes up 58% of the workday, with skilled work taking up 33% and strategic work just 9%.

FIGURE — L

More apps, more time wasted

Company leaders—those in director+ roles—are using 10 apps on average and say they could save nearly six hours a week if processes were improved.

Number of apps used

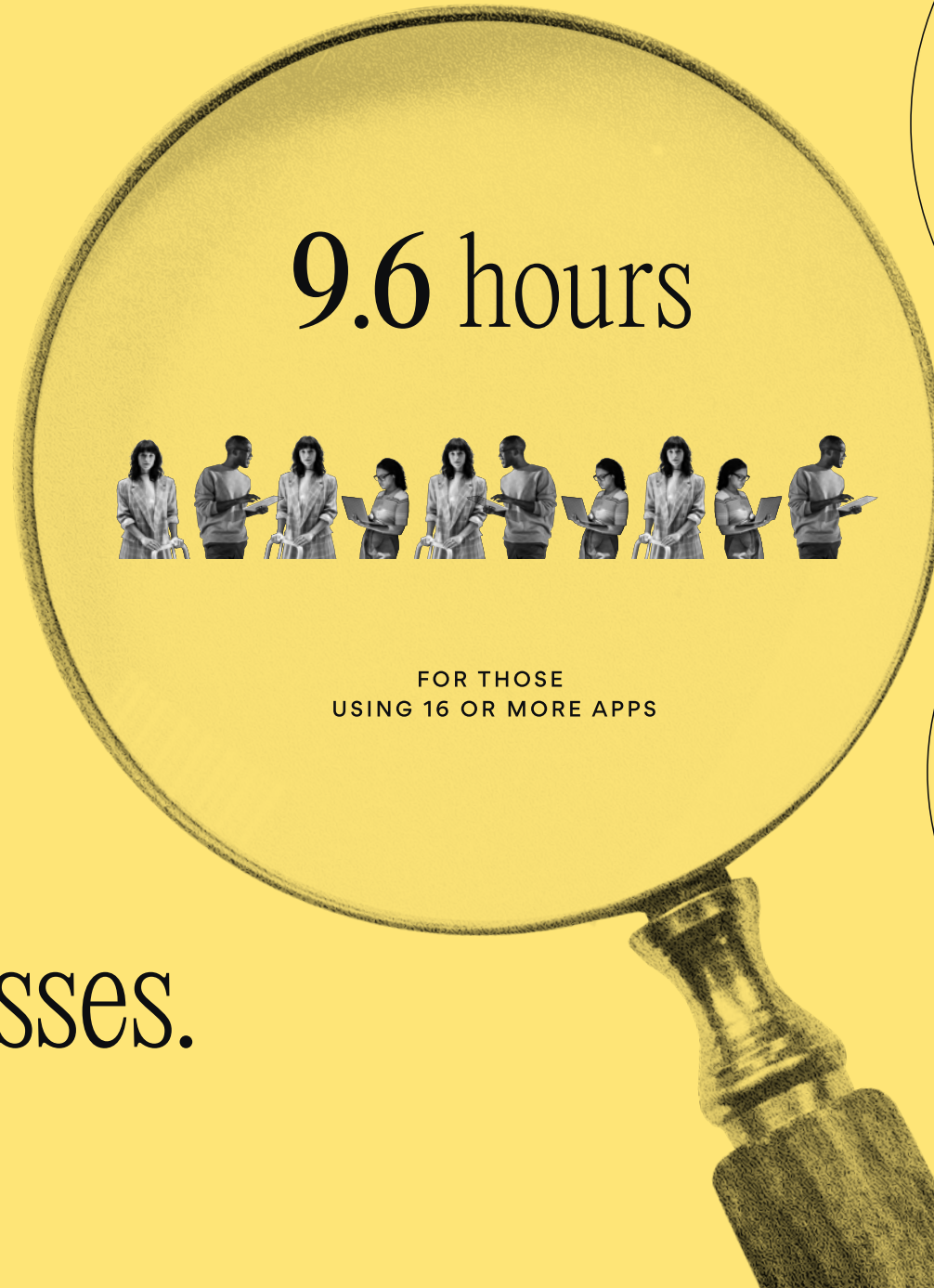
Knowledge workers	8.8 apps
Director +	10 apps

Hours that could be saved

Knowledge workers	5 hours
Director +	5.6 hours

Those using the *most* apps could *save* more than a day's worth of *work* from improved processes.

Average number of hours knowledge workers say would be saved if processes were improved:



4.8 hours



FOR THOSE USING 6 - 15 APPS

3.0 hours

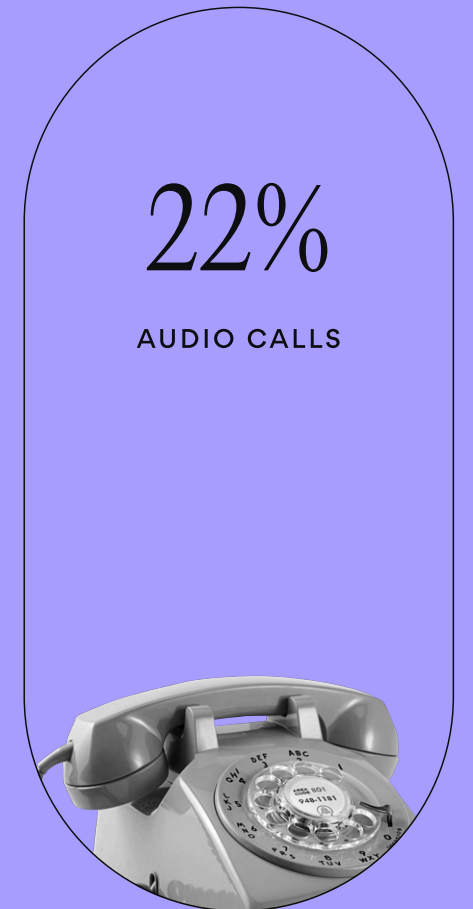


FOR THOSE USING 1 - 5 APPS

Workers who use more than 16 apps say they could save 9.6 hours a week if their company improved processes.

% of knowledge workers who say these activities are taking up more time compared to a year ago:

Why
companies
need to focus
on *smart*
collaboration,
not just more
of it



Rebecca Hinds, Ph.D.

Head of The Work Innovation Lab Rebecca Hinds, Ph.D., on Collaborative Intelligence



What is Collaborative Intelligence?

Collaborative Intelligence combines network science, data science, and management science to help organizations understand how collaboration is happening and how it should happen. Collaboration is largely invisible—yet healthy and effective collaboration is the lifeblood of a connected enterprise.

It is also a very new organizational capability; it has yet to be widely implemented. At [The Work Innovation Lab](#), we're developing the foundational work to empower all companies with Collaborative Intelligence.

What is one way it can help leaders set clear goals?

Collaborative Intelligence can—and ought to be—an essential input into a company's goal-setting approach. In particular, it can enable leaders to see where collaboration breakdowns exist and which teams are not collaborating effectively or in high-value ways.

Once these breakdowns and their consequences become visible, organizations can be proactive about setting goals to target the true source of the issue.

According to your research, is there such a thing as too much collaboration?

There is a big misconception that more collaboration is better. Collaboration requires a lot of effort and is “expensive.” The goal shouldn't be more collaboration; it should be more collaboration where collaboration is necessary.

This was at the heart of our Collaboration Intelligence dashboard [study](#), which allowed volunteers (Asana employees) to see data on how they collaborated. Then, they self-diagnosed their own issues and made changes.

Organizations will increasingly recognize that they need to put Collaborative Intelligence into the hands of employees too. This is at the core of Collaborative Intelligence—it is just as much about identifying areas to reduce collaboration overwhelm as it is about increasing collaboration.

“The goal shouldn't be more collaboration; it should be more collaboration where collaboration is necessary.”

HINDS

How leaders can
turn *data* into
→ *action*

Whether we remember the 2020s as the decade in which smart collaboration became the prime differentiator between success and failure for businesses remains to be seen.

But the data shows that collaboration best practices, supported by the right technology and process decisions, can help a company reach its goals, grow revenue, weather storms, and meet customer needs.

This moment, coupled with an uncertain future, demands smarter collaboration.

And you can get started now.

Conclusion

1

Focus on smart collaboration. Look for ways to streamline processes, not add more meetings.

2

Ensure that every individual has a goal that connects to company-wide goals. Measure the progress of each regularly so that you can make changes.

3

Consolidate the number of apps teams use. Employees across the board are losing hours to app sprawl.

4

Focus on building flexibility and data into your decision-making process, so you can pivot without slowing the business to a crawl.

5

Be clear about when and why goals may change due to shifting circumstances and communicate that to your team often.



Conclusion

Asana helps businesses execute mission-critical work.

See Asana in action. Watch the demo [now](#).

HEADQUARTERED IN

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ORGANIZATIONS IN

200+

countries and territories

USING ASANA CAN
CUT UP TO

60%

of the time it takes to
complete a project¹

USING ASANA CAN
REDUCE UP TO

90%

of project errors²

HAS MORE THAN

135,000+

paying customers

WITH

millions

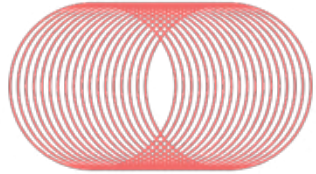
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AND GLOBAL ENTERPRISE CUSTOMERS



who rely on Asana to manage their strategic initiatives³

About Asana



In November 2022, quantitative research was conducted by GlobalWebIndex (GWI) on behalf of Asana to understand the impact of cross-functional collaboration. Asana and GWI co-designed the questionnaire and surveyed the behaviors and attitudes of 9,615 knowledge workers across Australia, France, Germany, Japan, the U.K. and the U.S.

Knowledge workers are defined as those who are employed and work in an office, from home or a co-working space and spend 50% or more of their day on a computer or mobile device. Organizational cross-functional collaboration is defined across five dimensions of cross-functional integration, with a focus on collaboration and communication.

In addition to the Asana custom study, this report leverages insights from the GWI Core and GWI Work studies. GWI Core is an online survey that is run four times a year and includes a panel of 22 million consumers. It consists of over 40,000 consumer data points. GWI Work recontacts business professionals in 17 markets who have taken GWI Core and is run once a year. It has a panel of over 63,000 business professionals and covers a wide range of B2B subjects.

- 1, 2. Cut project time in half ([Nucleus Research](#), July 2022)
3. Accurate as of [September 7, 2022](#). Asana makes no representations about updating this number.

a.

How do we define organizations with strong cross-functional collaboration (also referred to as Collaborative Organizations)?

In the survey, we defined cross-functional collaboration for each respondent before asking them to rate their company on five dimensions.

These statements, sourced from academic research on cross-functional integration, were selected as the most relevant, with a focus on collaboration and communication:

- Keep key players in different functions informed about what’s going on
- Support the sharing of information across different functions
- Make sure relevant information gets to the right people in different areas of the organization
- Work together to establish, review, and achieve organization goals
- Work together to maintain transparent processes for establishing organizational goals

Those who selected “strongly agree” or “somewhat agree” for each of the statements above were identified as organizations with strong cross-functional collaboration, while individual frequency of XFN collaboration was identified independently of this question.

b.

How do the results differ by audience?

While there are nuances in the incidence of organizations with strong cross-functional collaboration across audiences (e.g. country, industry, functional role), we see the same differences in perceptions of business preparedness, revenue growth over the past three years, and challenges faced as a result of cross-functional collaboration between organizations that collaborate successfully compared to those who don’t.

For example, Japan reported the lowest proportion of organizations with strong XFN collaboration, while the US reported the most. However, the differences we see between organizations with strong vs. weak cross-functional collaboration in perceptions of business preparedness and revenue growth follow the same trends.