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## Breakfast Series: Article

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#### Late nights may not earn job promotion

Productivity falls beyond 40-hour week, work analysts say.

*Special to The Detroit News*

*Elise Oberliesen*

Are long hours at work setting you up for a promotion or just red eyes? Don't be fooled by co-workers pulling all-nighters at the office, observers say. Raf Foflonker, who was recently named an administrator at ArvinMeritor in T... some employees needlessly turn low priority tasks into high priority drills

At age 30, Foflonker may pull his share of late nights at the auto supplier high priority projects, but he says endless hours are not what got him the... He attributes success with his ability to execute.

"I am very passionate about turning ideas into action," Foflonker said. "I've seen people become disillusioned when the grand ideas are not coupled with e...

Robert **Pasick**, University of Michigan organizational psychologist and executive coach, says the red-eye shift doesn't equate to increased productivity. After 70 weekly hours at work, productivity goes down. A fresh mind and body create productivity, he says.

"If people don't take days off or vacations, productivity goes down," **Pasi**

Proudfoot Consulting conducted an international survey among nine cour...

identify specific problems contributing to diminished employee productivity report, titled *Managing for Mediocrity*, compared 1,668 studies, 100 client Areas that appear inferior in the workplace include management and plan supervision, communication, employee morale, and integrity of qualified contributors to decreased productivity.

The United States and Germany remained in the lead positions compared countries. However, the study suggested no one is immune to poor productivity. Some economists attribute the United States' lead to working additional hours compared with other countries.

**Pasick** says companies that know about worker productivity and its correlation with long hours know when to call it a day.

"Some of the best companies I've seen limit the hours and make sure people take their vacations," he said.

Taking advantage of flex time is just what Foflonker does after working a long day. And he says ArvinMeritor is set up in a way that makes it easy for him to take advantage of such perks.

What impacts the bottom line is overall employee productivity. "It's what you produce and the benefits you produce for the company," **Pasick** said.

The key to making the hours count has more to do with value-added work employees do as a whole. Working long hours may not matter too much if you're doing "busy work" says Michelle Goad, ArvinMeritor human resources spokesperson and adjunct professor at Walsh College.

"Face time does not equate to accomplishments," Goad said.

Goad suggested getting more work done in less time. Working efficiently to achieve this objective. Avoid the comfort zone and take the proactive approach. Goad. Don't expect your boss to develop you.

"You have to take responsibility for your career development," she said.

If growth is not happening, Goad says that could be a sign the organization doesn't have growth opportunities. She encourages employees to ask their boss how they can develop within the organization.

Patrick Callaghan, strategic director at Walsh College, says getting ahead

may be as simple as creating rapport with your boss. Don't overestimate the simplicity of relationship building, he says.

"It creates a bridge," Callaghan says. But not everyone is looking for a promotion, according to Goad, who says employees today are looking for training and development, challenging opportunities, international assignments, or work-life balance on site.

"They may not want to jump to a VP position, because everyone has different goals," she said.

Goad says career development boils down to employee retention.

"You don't want your talent to go work for the competition," she said.

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