



## Email at work – Adaption and development

[www.acas.org.uk/emailresearch](http://www.acas.org.uk/emailresearch)

### Developing effective strategies

- Management modelling is very powerful at impacting email strategies; if a manager is positive and productive in their work email use, this will influence workers' behaviours and perceptions.
- In the absence of formal email training, people develop personalised strategies that are not always effective.
- If people believe they are effective emailers, they are less receptive to training, policy initiatives and technology adaptations.
- Guidance and policy is most needed where there is ambiguity in work email use (eg response time, etiquette, access out-of-hours).

### Out-of-hours activity

- When generating more work, we push work email to be dealt with at home; this can create work-family conflict and does not reduce overload.
- There is no strong support for a blanket 'ban' on out-of-hours work email access, people want flexibility but also protective guidance on use.



### Addictive/automated/habitual email-use

- Can develop when: there are norms for quick responding, people keep notifications on
- Leads to work-family conflict and overload.