

ICF CONVERGE

OCTOBER 23-25, 2025 • SAN DIEGO



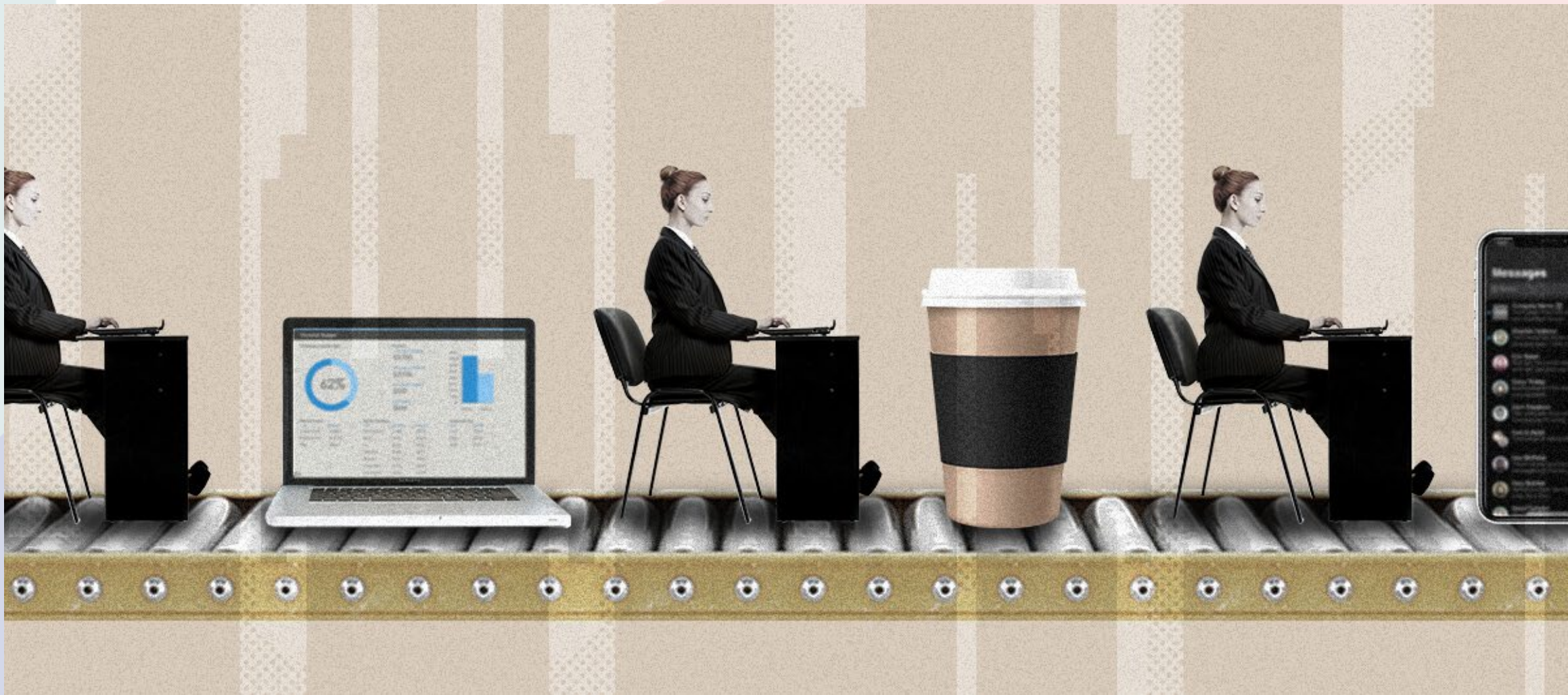


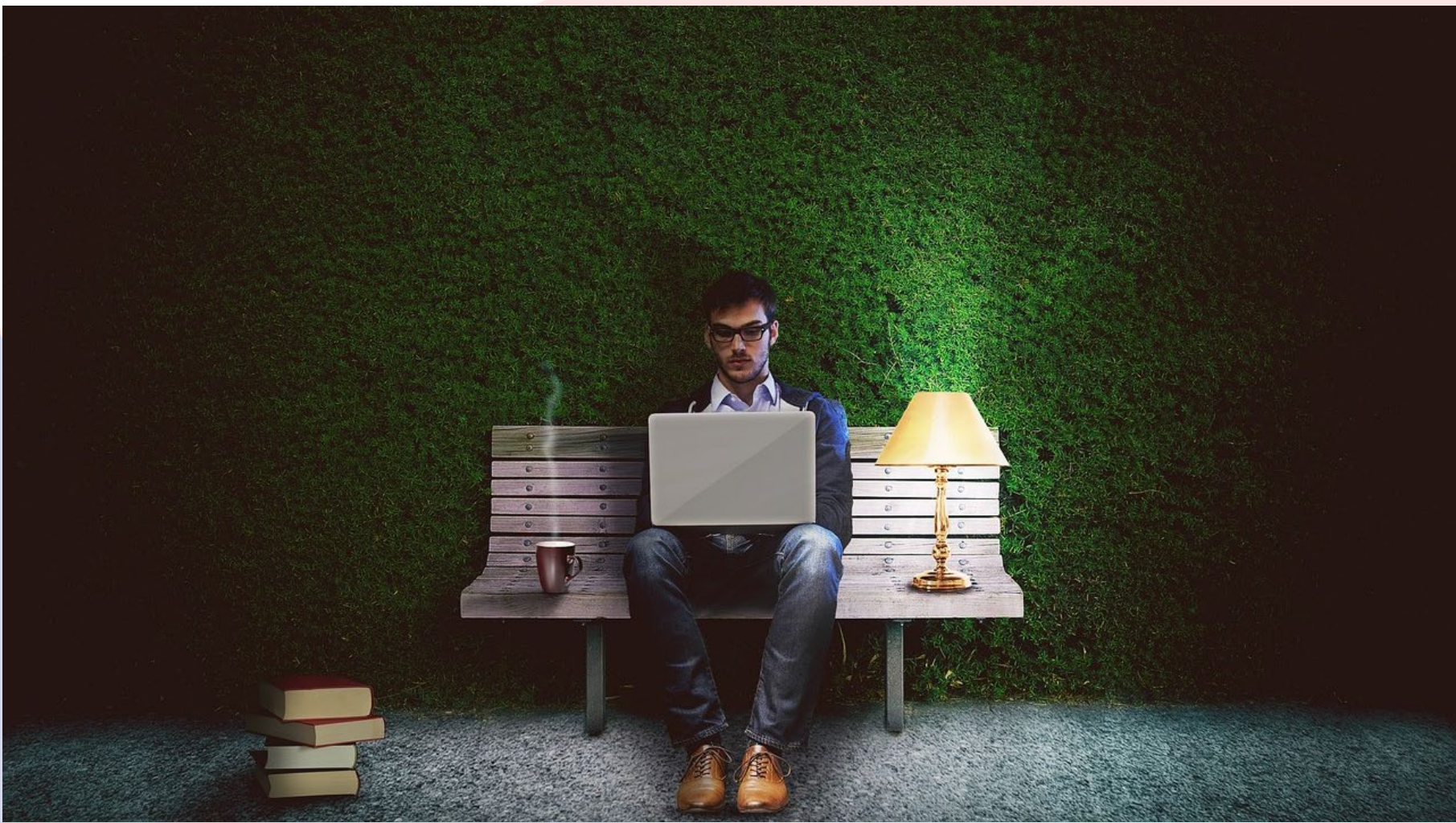
Never Not Working

Why the Always-On Culture is Bad for Business—and How to Fix It

Malissa Clark, Ph.D.







Inner pressure to work



Q1: There is a pressure inside of me that drives me to work

1 = never true 2 = seldom true 3 = sometimes true

4 = often true 5 = always true

Work rumination



Q2: It is difficult for me to stop thinking about work when I stop working

1 = never true 2 = seldom true 3 = sometimes true

4 = often true 5 = always true

Negative emotions



Q3: I feel anxious if I miss a day of work for any reason

1 = never true 2 = seldom true 3 = sometimes true

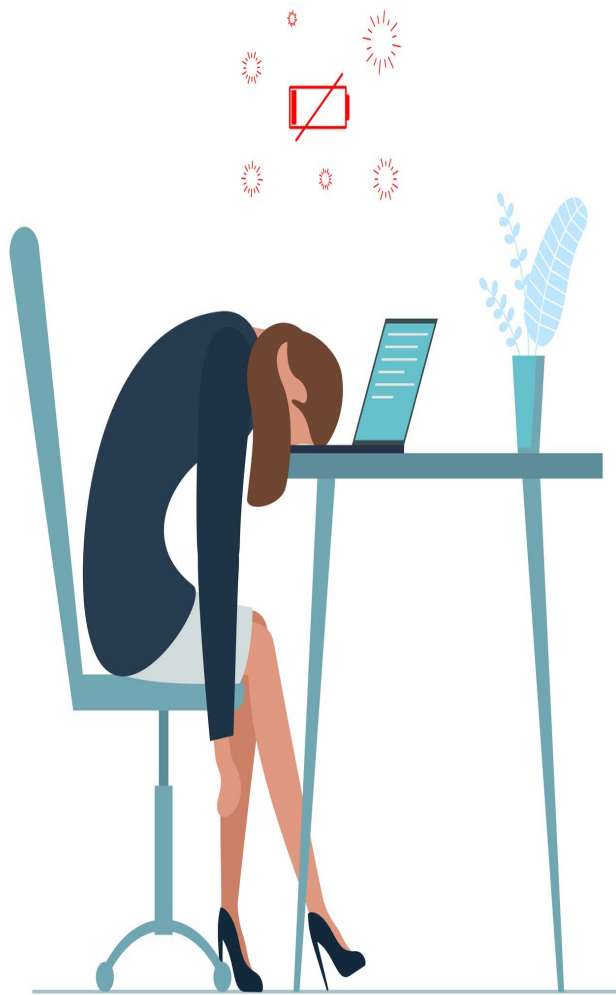
4 = often true 5 = always true

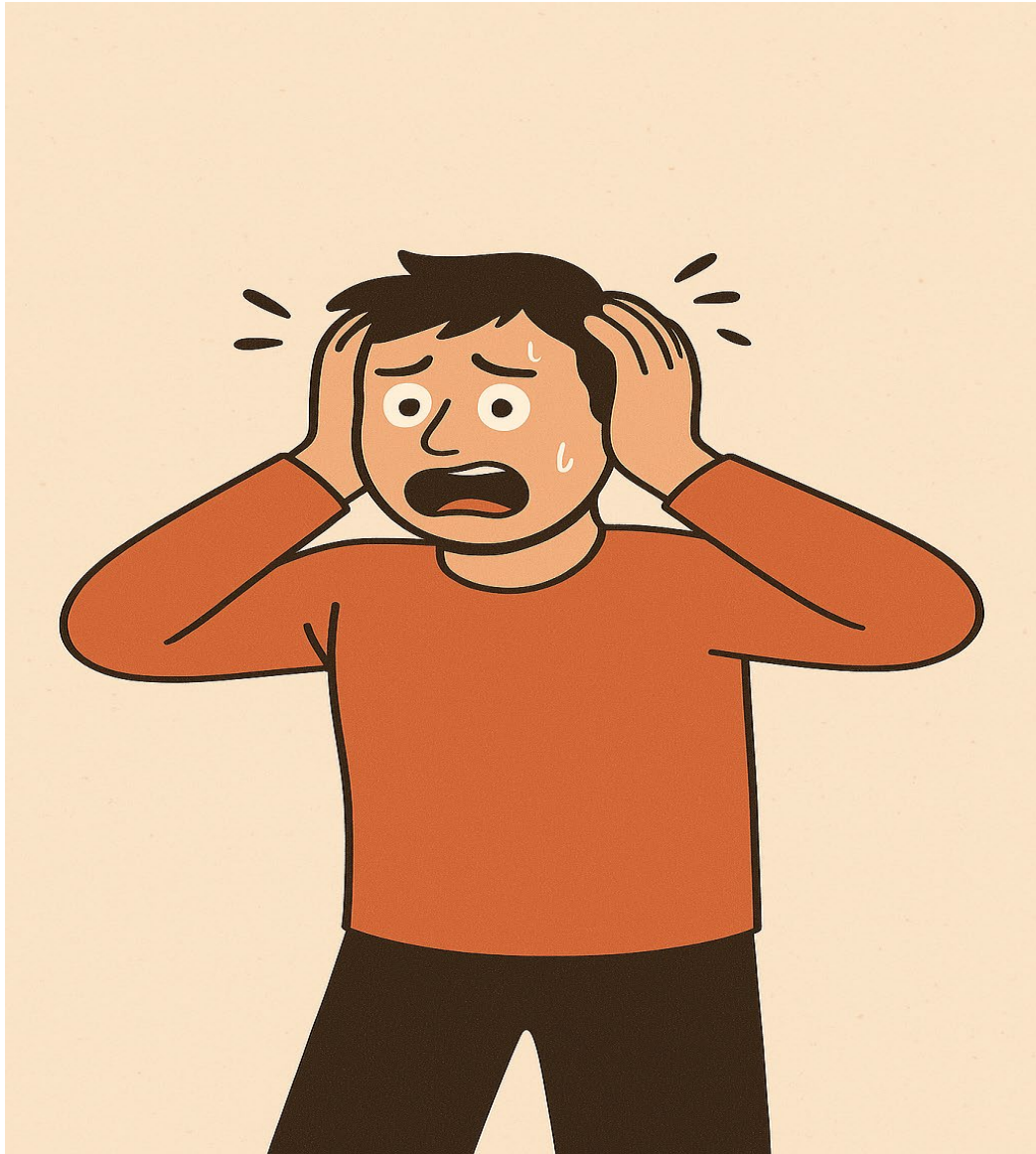
Overwork



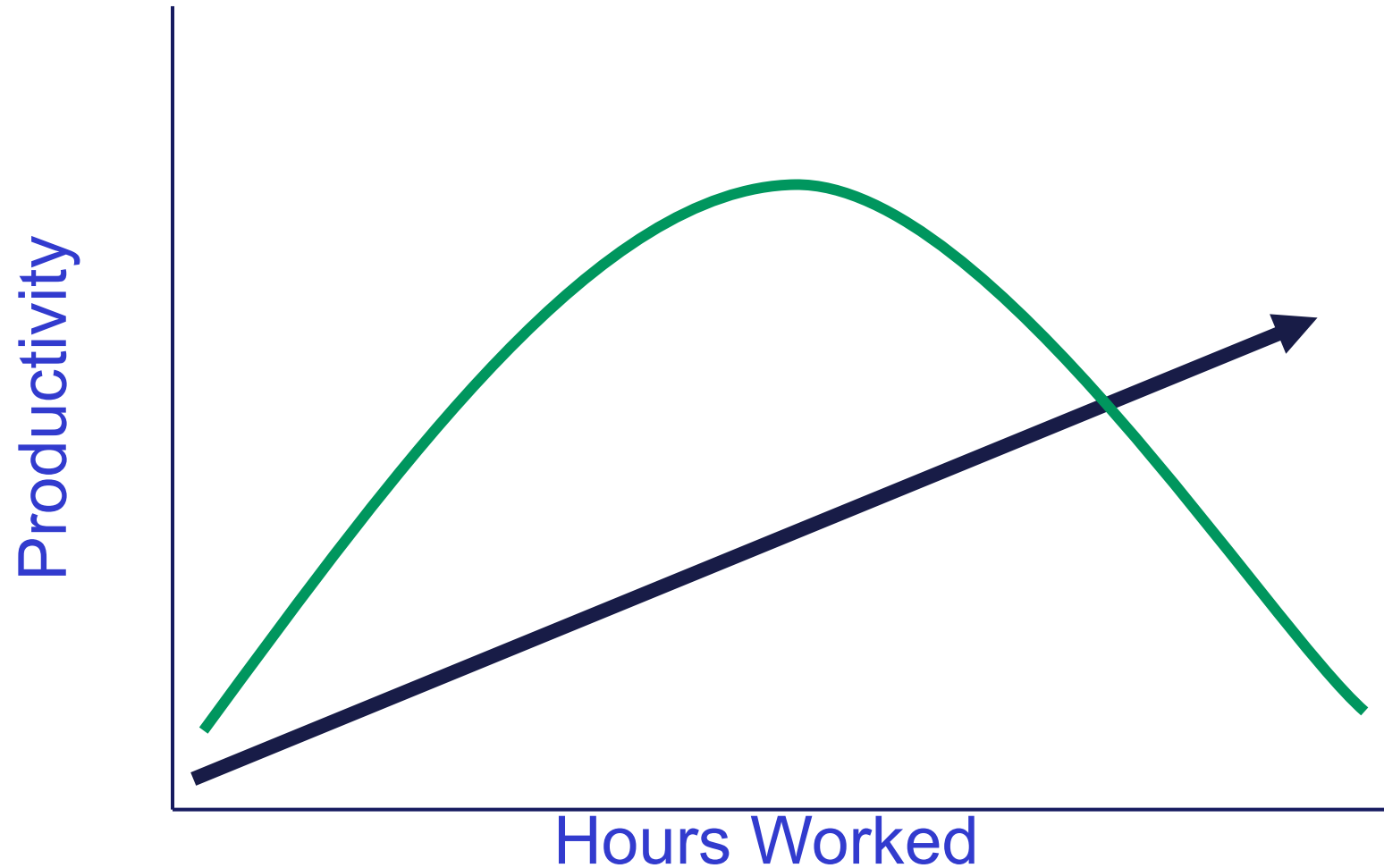
Q4: I tend to work beyond my job's requirements

1 = never true 2 = seldom true 3 = sometimes true
4 = often true 5 = always true



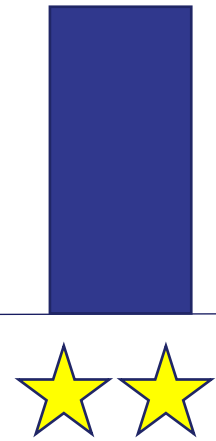
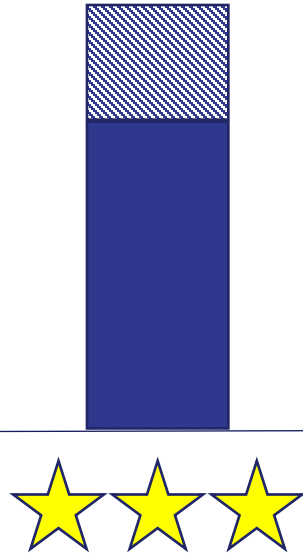
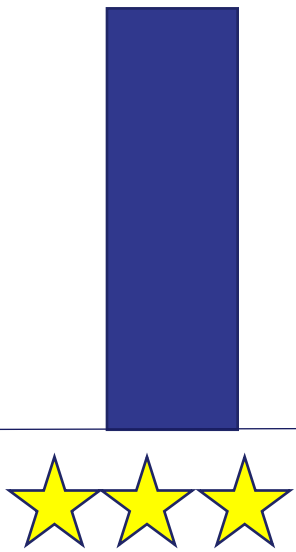


The Productivity Myth





Hours Worked



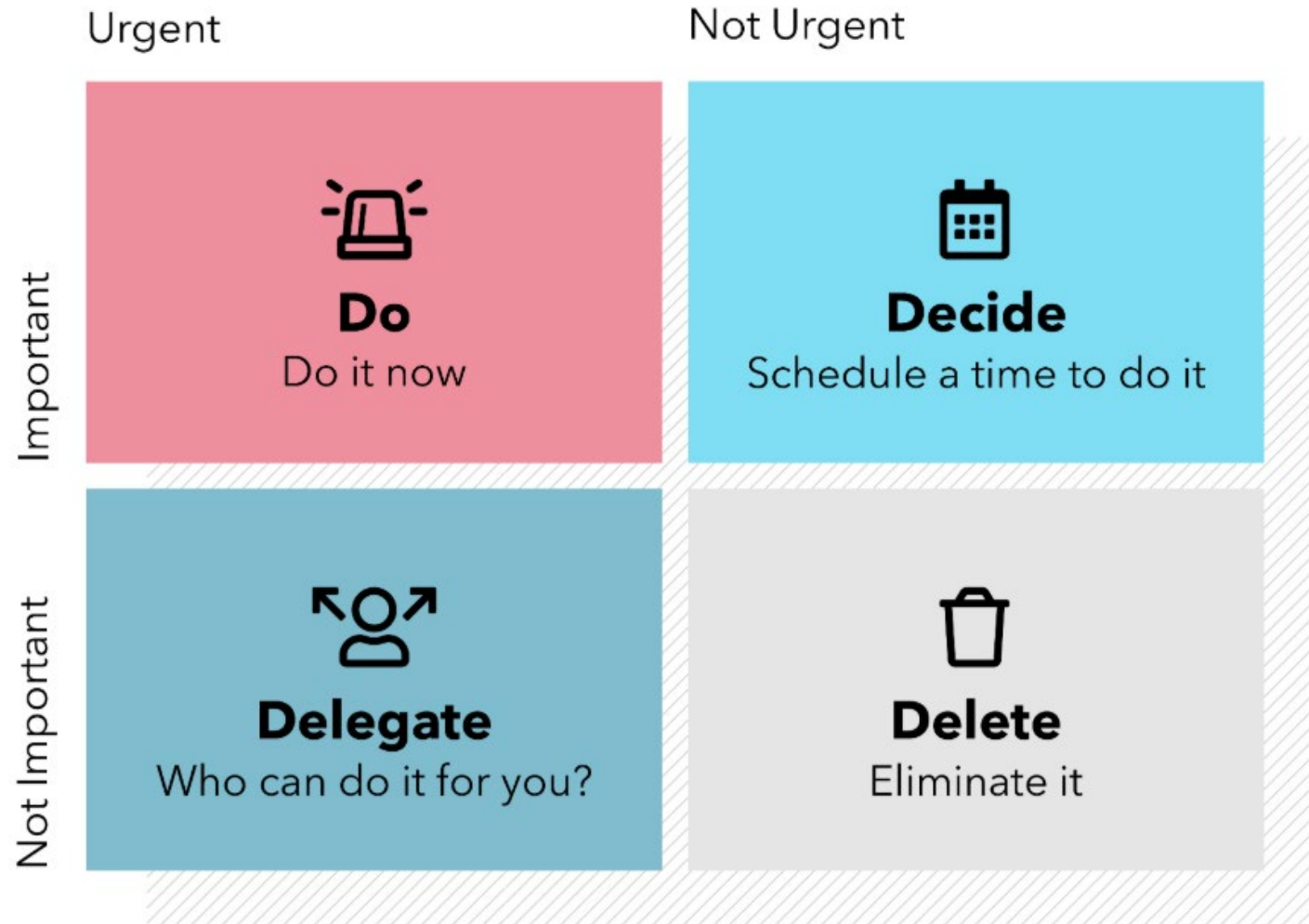
**Take stock of
your own
relationship
with work**



Redefine “urgent”



The Eisenhower decision matrix



Build rest and recovery strategies into your routines



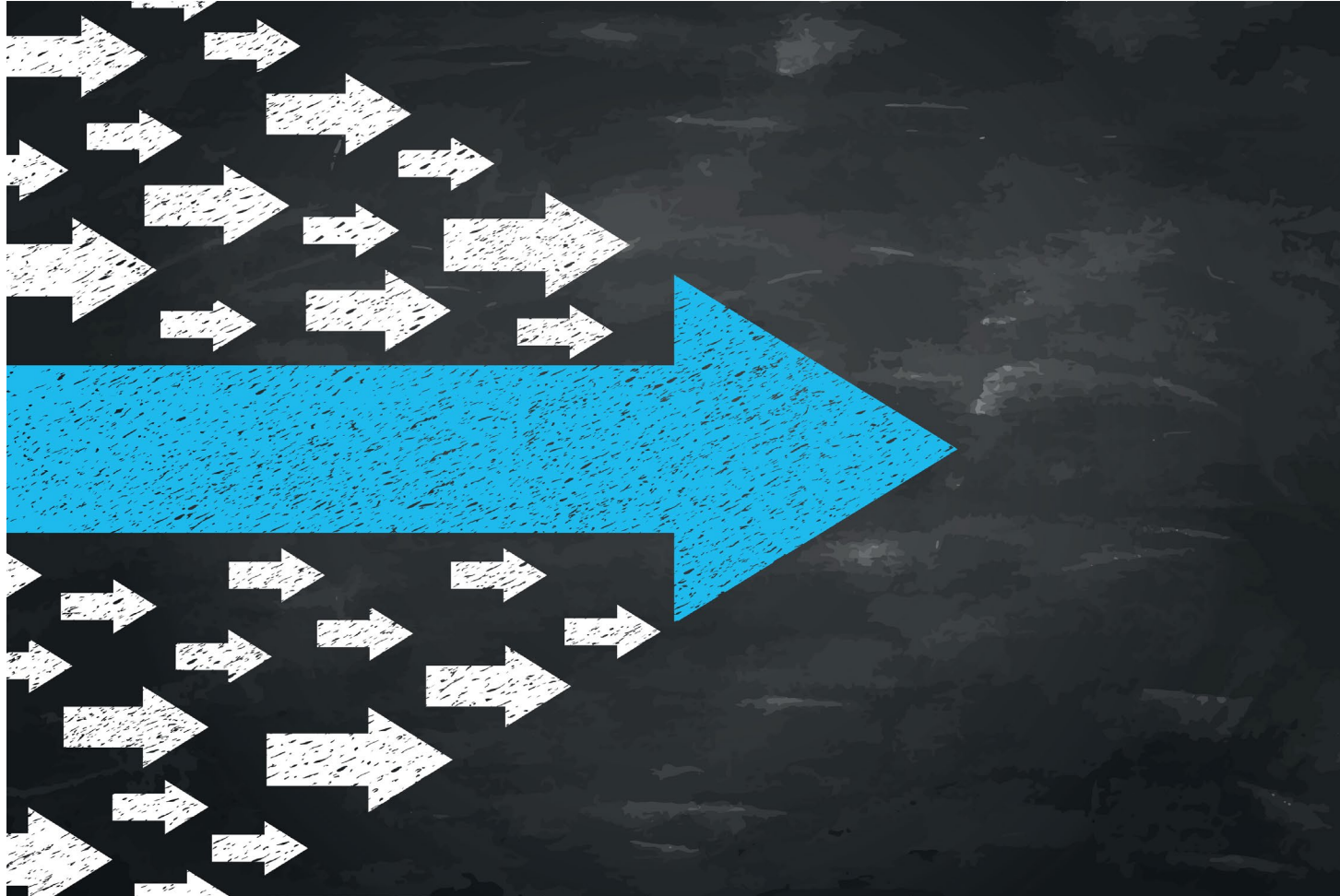
Change your communication patterns



Create speed bumps



Lead by example





Malissa Clark

Professor of Industrial/Organizational
Psychology | Author of Never Not Working |...

