

Mission: Launch a Digital Workplace

Countdown to Accelerating
Employee Engagement
and Productivity



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Introduction

LET'S GET READY TO LAUNCH A DIGITAL WORKPLACE

Enormous changes are on the horizon for large and small enterprises alike.

Take a moment to consider the following:

- **25%** of businesses will lose competitive ranking due to digital incompetence by 2017¹
- **75%** of the S&P 500 will be replaced by 2027²

Now you're wondering, what is driving these cosmic shifts? Is it truly changing so fast? Yes. And the challenges your enterprise will face in the coming years all boil down to one simple fact; today's workplace is not a place. Showing up at the office for an 8-hour workday simply doesn't exist anymore.

Rather, work in the modern enterprise is about producing an outcome, both inside and outside of the office. Today's technology allows work to happen anytime, at any location, from nearly any device.

1. <http://www.gartner.com/newsroom/id/2598515>

2. <http://seekingalpha.com/article/2651195-increasing-churn-rate-in-the-s-and-p-500-whats-the-lifespan-of-your-stock>

Introduction

THE MODERN WORKPLACE IS NOT A PLACE

But there are broader drivers of change, too. The first is the speed of innovation. As barriers to customers continue to be broken down by digital innovation, the enterprise playing field is likewise getting leveled. Agile startups are disrupting entire industries like transportation (Uber), retail (Amazon), and hospitality (Airbnb).

The second driver of change is enterprise consumerization. Employees are now demanding the same functionality, services and user experience that they get in their personal lives.

Customer satisfaction is the key to driving growth. Highly satisfied customers spur word-of-mouth marketing which drives bottom-line growth. To deliver a great customer experience, organizations must have satisfied and engaged employees. In order to keep employees productive and engaged, your organization needs to embrace these demands with excitement.

It's true; we must all adapt faster. We must address cultural gaps and welcome change. We must fill these gaps with knowledge, training and finally, with the right technology. The most exciting and amazing part? The fuel for change is right in front of us; our employees.

The following pages contain a series of steps – a countdown if you will – that will guide you toward launching the digital processes, culture and technology necessary for adapting and competing in this new age.

Are you ready to create a more agile, productive and engaged workplace? Let's get started.

05: Fuel to Fly

SPARK A NEED FOR DIGITAL CHANGE

Gaining cultural momentum for change and developing new processes at an organization might feel like rocket science at first. But sparking a demand for digital change at your organization is what brings people, process and technology together. It's your fuel to fly.

Demonstrating the digital pain points of employees, gaps in technology, and the amazing opportunities available is exactly what will get your initiative off the ground.

To spark a change, you need to get HR, Facilities, Marketing and IT on-board. In addition, you need to make your case, back it up with data, and prove it over time. Here's how to get started:

05: Fuel to Fly

SPARK A NEED FOR DIGITAL CHANGE

1. Collect data on employee frustrations

Find employee pain points and be able to demonstrate just how much they are slowing the organization down. This could be common IT complaints, like slow response times or system failures. Or, these could be customer-centric problems, like a desire for digital self-service.

2. Assess what the organization stands to gain

Once you have pinpointed the most common digital frustrations at your organization, it's time to demonstrate that solving this problem will yield tangible results for employees, leadership and ultimately boost your bottom line. Run some numbers. Get specific. Give people a vision of what's on the horizon.

3. Get your story in front of decision makers

It's time to get some heavy hitters on board. By now, you should have specific examples and data to back up how solving these problems will yield positive results. Transforming multiple ways of working internally, will require someone from the C-Suite to sign off, so now is the time to present your case and onboard internal sponsors.

Advice from a Futurist

The more the employees buy into the journey of digital transformation, the more leaders can leverage technology to drive productivity and workplace satisfaction. Employees want to love their job, and when technologies such as collaboration, apps and tools make their work easier, more mobile while increasing productivity, you create a more satisfied employee. However, technology absent of vision and leadership will not fix the biggest cultural problems in a company. It must be both, or you will only get a fraction of the value that the technology you are deploying can yield. 🐦



Daniel Newman  

Co-founder, Broadsuite Media Group



04: Examine Employees

CREATE USER PERSONAS AND USE CASES

Now that you've sparked a need for digital change and gained the buy-in of the executive team, you need to go deeper with employees. It's true that the ironic secret to success for any technology initiative is starting with humans. Because the suite of services, tools and digital changes you make will need to meet multiple user demands, be sure to not skip this step. If your end users won't adopt, you might as well not even bother. It's just that simple. Here's how you can get started:

1. Work with HR to develop key employee profiles

Depending on the nature of your enterprise, you may have just a handful of core functions, or many disparate employee activities. Start by grouping employees with common needs and functions (e.g. Communications and Marketing, or Sales and Leadership).

04: Examine Employees

CREATE USER PERSONAS AND USE CASES

2. Collect data and conduct research

Work with leadership from core functions to ensure that you get data about employees via quantitative and qualitative means. Collect data (quantitative) about the most common issues that employees contact the service desk over the past year. Supplement the data with a survey that can uncover daily communication habits, application usage, device usage, frustrations and more. Conduct in-person interviews (qualitative) with employees from each group to uncover emotional triggers and to get deeper insights into what kind of change they desire.

3. Map user personas, use cases, key technological needs and benchmarks

With employee profiles and their technological needs documented, you can now begin to develop use cases, identify deeper tech needs, and map common applications and gaps in your enterprise offering. Finally, pick 1-2 benchmarks for each group. Which digital signals can you keep an eye on that will indicate your employees are getting more agile, productive and engaged at work?

According to an MIT study, businesses running a digital workplace with engaged employees enjoy 9% more revenue, 12% higher market valuation and 26% greater profitability.

Source: <http://ide.mit.edu/news-events-media/blog/digitally-mature-firms-are-26-more-profitable-their-peers>

Advice from an HR Leader

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Today, employees are more overwhelmed with work than ever before. A relentless onslaught of messages, meetings, and other distractions means that HR's new role is to “curate the employee experience,” and use techniques like design thinking, experience design, and a focus on employee productivity, to shift their role. Many HR leaders now call themselves “people and culture” or “the employee experience department.” This is the essence of where HR has to go. 🐦



Josh Bersin  

Founder & Principal Analyst, Bersin by Deloitte

Advice from a Futurist

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Interestingly enough I believe the greatest changes that organizations need to focus on deal with people, not technology. Technology is easy but focusing on the human aspect is hard. In the future as we see more technology such as AI enter the workplace we're going to have to focus on the things that make us human; empathy, connecting with each other, embracing vulnerability. Still, if I had to focus on a technology piece, it would be about building people-analytics capabilities. This should be the very first step for any organization seeking to understand how and why people work. 🐦



Jacob Morgan  

Best-selling Author & Co-Founder of Future of Work Community



03: Assemble Your Crew

It's time to create a coalition for digital change. Having logged specific employee needs and created user personas, your next mission is to create a change team that's ready for anything. Creating a workplace that is technologically future-proof means disrupting culture, processes, tools and systems. Which is why the people involved at this stage are of critical importance. There are two main teams you will need to build. These include:

1. Oversight committee

Seeing a digital workplace initiative through to completion requires involvement from every level of your organization. That means pulling in top brass. This team should include executives from HR, IT, Production and Facilities, as well as a leader from the change implementation team.

- ▶ HR Director or VP of HR, VP of IT or CIO, VP of Marketing or CMO, CEO or CFO, VP – Facilities, Director of Facilities

03: Assemble Your Crew

2. Short-term implementation team

There are dozens of day-to-day responsibilities associated with implementing digital workplace change. You'll need a team in the trenches that thoroughly understands your organization and commands respect among their co-workers. Just like the oversight committee, this team will require participation from HR, IT, Marketing, Production, Facilities, and other key teams. The core mission should be to evangelize change and get respective team leaders, and their employees, excited about what's to come.

- ▶ HR Manager, IT Manager, Marketing Manager, Finance Manager, Facilities Manager, Director of Facilities

A STRATEGIC TIMELINE

With this many decision makers involved, now is the time to create a strategic implementation timeline. Communicating to each member of the team what they need to do (and when) will be key to success.

Advice from a Futurist

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As a leader, make your presence felt digitally not just physically. Choose the medium and style that suits you. If you are an introvert, then dip into collaborative online conversations. If you are an extrovert then host a live Q&A. If you like to craft your views over time, then blog in your own voice. Good with audio? Start a podcast. Be noticed digitally or your leadership will be invisible. 🐦



Paul Miller  

CEO & Founder, Digital Workplace Group



02: Align People, Process & Technology

After building your oversight committee and short-term implementation team, you should feel the momentum building. Now, it's time to start connecting the cultural dots. This requires aligning the right people, with effective processes and right-fit technology. Providing quality interactions, self-service options, and encouraging oversight are your three pillars of success.

Here's what you'll need to do:

1. **Abandon the set-and-forget mindset**

Becoming a digitally nimble enterprise can only happen if you educate your employees on the need for change. The first step is abandoning the, "set-and-forget" mindset. A new set of digital capabilities can't just turn on like a switch. Rather, it requires empowering your employees to adapt, grow and work more efficiently over time.

02: Align People, Process & Technology

2. Package end-user needs into IT services

Earlier in our countdown we discussed examining employees to create user personas. It's time to put your personas to work by mapping them to specific IT services, apps and technology. What are your employees' most pressing needs? What personal apps are they using at work that you wish to supplant? Which are nice-to-have features versus business critical functions? Get specific with your end-user needs and how each IT service will support those needs.

3. Develop a service catalog

In order to get employees using new digital tools, you'll need to make it easy for them to do so. As you approach launch, consider designing a service catalog for users. Like a box of chocolates, let employees choose from a visual map of clearly defined workplace tools.

The average worker spends two days a month looking for tools and answers to do their job, according to Forrester.

Advice from an HR Leader

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The need for bite-sized learning programs and mobile usage are both on the rise. Concise, personalized lessons that are delivered on mobile devices deliver great learner experiences and can drastically improve engagement. According to Deloitte's Global mobile consumer survey, 97 percent of adults aged 18-24 check their mobile phones within three hours of waking up and check their mobile devices an average of 74 times per day. Mobile is where the people are and where they will be in increasing numbers as time goes on. 🐦



Meghan M. Biro  

CEO & Founder, TalentCulture

A space shuttle is shown launching from a launch pad, with a large plume of white smoke and fire at the base. The shuttle is oriented vertically. In the upper right corner, there is a circular graphic consisting of two concentric circles, with a teal horizontal line passing through the center. Three thin white lines radiate from the center of the circles towards the shuttle, suggesting a focus or target. The background is a dark, cloudy sky.

01: Spread the Word with Quick Wins

At this point, your launch is imminent and the excitement should be building. Aligning your people, process and technology is huge. But spreading the word by demonstrating quick wins is what will push your new digital capabilities into full workplace adoption. This is an exciting and essential time. First impressions will set the tone for your program. Use

cases and employee wins will encourage deeper adoption. Two-way dialogue with users will give you data to improve your overall program efforts. Here are a few actions you can take to ensure this critical stage is a success:

01: Spread the Word with Quick Wins

- **Quick wins & use cases**

Find your power users and hold them up as examples within your organization. Undermine your critics and doubters by showing them that this works in the real world, not just on paper.

- **Evangelize ongoing change**

Meet often to keep every level of the organization involved in change. If adoption doesn't take root immediately, it will only get more challenging in time.

- **Develop higher purpose and brand**

Create a brand for your new initiative. Give it a name. Get people on board with the higher purpose – not just the technology, apps, or new capabilities.

- **Encourage mass adoption**

You likely have performed a soft launch, or beta tested many of your tools. Now, it's time to open it up to a bigger pool of users and demonstrate how powerful these changes can be at scale.

Employees at a digital workplace usually waste 50% less time on technology-related issues.

Source: <http://www.bmc.com/it-solutions/digital-workplace.html>

Advice from a Futurist

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Organizations will need to adopt two key technologies more actively. Firstly, continue with socialized technologies - so more open, collaborative and inclusive platforms that leverage crowd-wisdom, forge patron-like communities and bring ideas to market at velocity. Secondly and alongside this, machine-learning capabilities to make sense of increasingly data-rich world. 🐦



Perry Timms  

Advisor, CIPD



LAUNCH

AN AGILE, PRODUCTIVE AND ENGAGED WORKPLACE

It's time to launch! You've built the team. You've demonstrated that your digital ecosystem is effective. Now it's time to pull out all the stops, to suit up, strap in and fire up your digital enterprise booster rockets.

But this isn't a one-time trip to the moon. This is about launching a new workplace culture. A workplace filled with agile, productive and engaged employees.

It's about ongoing digital empowerment, continued employee improvement and staying abreast of new technologies that are changing our world every single day.

LAUNCH

AN AGILE, PRODUCTIVE AND ENGAGED WORKPLACE

To ensure your launch is a success, you'll need to do the following:

- **Benchmark a comprehensive set of metrics**

Productivity, engagement and agility take different forms at every enterprise. But you'll need to begin benchmarking very specific success metrics. Application usage, efficiency, project completion times should all funnel up to a broader plan for an improved workplace.

- **Customer experience index survey**

You won't get very far if you don't know how your employees (customers) feel about new processes and technology. Develop a customer experience survey within the first month of launching new tools to keep a pulse on how your initiative is panning out with employees. Be open to improvement. Taking a user-informed and iterative approach will be essential to the success of your program.

Millennials are expected to comprise 75% of the global workforce in 2025. The battle for the best talent will come down to who's offering the best place to work.

Advice from an HR Leader

“Human Resources have a key role to play in the coming years. There are two prime challenges. First, working with IT to ensure that technology is utilized in a way that suits the employees in terms of convenience, security and flexibility. Second is ensuring that the right calls are made about the use of technology – balancing a desire for organizational performance with the rights of the individual to privacy and autonomy. Technology should be utilized to improve life for employees, not just extract more from them. 



David D'Souza  

Speaker & Writer, CIPD London



Are you ready to launch your very own digital workplace initiative? BMC Software offers all the tools, resources and knowledge necessary to make it a successful mission within your organization.

Learn more about the Digital Workplace and download our RFP Toolkit to get started at:

www.bmc.com/digitalworkplace