

# Managing Change for Digital Workplace Transformation

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**Physical office environments are becoming more fluid. Some spaces are designed to facilitate collaboration. Others support specific activities, such as A/V communications. Enterprise organizations are progressively introducing new unified communications and collaboration (UC&C) technology to facilitate their Digital Workplace Transformation strategy.**

As the Future of Work continues to evolve, enterprise organizations need to keep pace to take full advantage of the opportunities offered by revolutionary new technologies. Today's modern workforce requires more flexibility to work without geographical restrictions, on a flexible schedule, using a variety of devices — both company-issued or personal.

Recognizing that the Future of Work trend is poised to fundamentally change the way we do business, many organizations are committing to “Digital Workplace Transformation,” overhauling their technology and facilities to create a truly next-gen workplace. This transformation will not only drive the Future of Work, it will attract and retain the top talent who will ultimately shape how communications and collaboration evolve. Physical office environments are becoming more fluid. Personal workspaces such as cubicles and offices are being replaced by “hoteling” arrangements. Some spaces are designed to facilitate collaboration while others support specific activities, such as A/V Communications.

Enterprise organizations are progressively introducing new UC&C technologies to pave the path towards Digital Workplace Transformation. Every organization must have the ability to adapt to change in order to thrive in the long term. Unfortunately, acceptance and end-user adoption can be a challenge. Digital Workplace Transformation impacts every aspect of an organization including facilities, processes, tech and workflow, as well as the “softer” aspects of business such as employee morale and turnover. Facilitating productivity through updated and personalized road-mapping is one important step – for example, a Microsoft Certified Partner would be an excellent choice to lead an organization through upgrades or transitions in its Microsoft solutions and services. Ultimately for true success, employees also need to embrace and adopt the changes happening around them. This “human” factor can be one of the most challenging aspects of the transformation process.

## **Obstacles to Managing Change During a Digital Workplace Transformation**

One of the most common challenges to a Digital Workplace Transformation initiative is a language barrier between IT teams and the non-technical employees. The IT teams, who often direct Digital Workplace Transformation, traditionally speak in engineering and IT terms. They can have a difficult time conveying the organization’s overall goals to the wider staff. Additionally, IT professionals typically don’t have any incentive to maintain or improve staff morale and/or productivity during the transformation process. As a result, their messages don’t always connect or resonate with employees. If these challenges aren’t addressed, organizations run the risk of poorly managing the change process – potentially resulting in employee abandonment of the new technology, employee attrition and a negative ROI.

According to a recent study by the Harvard Business Review, “When leaders explicitly describe how the new space will help achieve the organization’s mission, workers are more enthusiastic about the space, have a better sense of how they should be using it, and feel more place identity.” Therefore, during sweeping Digital Workplace Transformation, a more thoughtful, comprehensive and human approach is required to ensure optimal adoption of change and maximize ROI.

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**This paper addresses change management during Digital Workplace Transformation and examines the following steps to ensure they succeed:**

**1. Discovery****2. Awareness & Training****3. Hypercare****4. Analytics**

## 1. DISCOVERY

An in-depth discovery phase is critical for any successful Digital Workplace Transformation. While there are certain universal truths to managing change in the workplace, no two organizations are identical. There is no cookie-cutter approach to change, which is why the discovery phase is so important. Discovery identifies how an organization typically manages and communicates changes and how employees receive those changes. Identifying these trends will help determine how much level zero support, training and troubleshooting is needed prior to and after the change is implemented. Additionally, the discovery analysis ensures that the next steps of the process are seamlessly integrated into the organization's larger internal campaigns and are aligned with corporate branding and culture to encourage adoption.

**The Discovery phase identifies how an organization typically manages and communicates changes, and how well employees receive those changes.**

## 2. AWARENESS & TRAINING

The results of each organization's discovery phase and their specific goals form the basis of the Awareness and Training plan. Just as there is no "one-size fits all" approach to organizational change, there is no one specific tactic all employees will respond to, which is why a variety of Awareness and Training activities is most effective. Awareness and Training strategies should take place both pre-and-post-deployment of any Digital Workplace Transformation and can include:

### a. Pre-deployment Content

#### i. Awareness

1. Town hall meetings
2. Written communication – email campaigns, newsletters, intranet posts
3. Posters, promotional products and other collateral
4. Promo and introduction videos

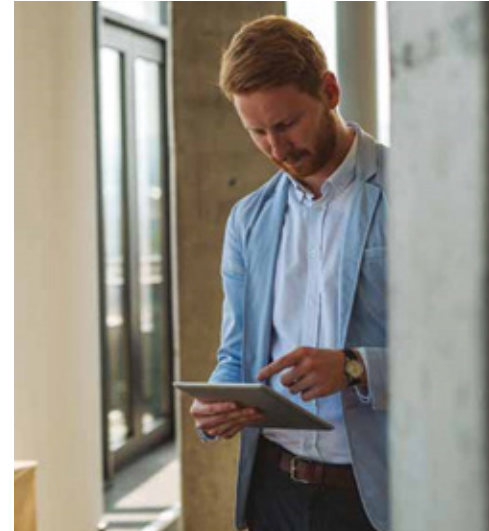
#### ii. Training

1. Instructor-led training in a small classroom setting for users who require in-depth training and dialogue
2. Small group video instructor-led training for users who require basic proficiency
3. Webinars for users who need basic information and training compliance
4. Lecture hall trainings for a general product overview and basic information
5. Quick reference guides

### b. Post-deployment Content

Follow-up training after a deployment is every bit as crucial as preinstallation training. Employees won't retain all the information they learned earlier, especially if their training was several weeks prior, or more. To ensure employees use their new technology to its full capacity, the following tactics can be used:

- i. **Retention content and exercises**
- ii. **In-room content and quick reference cards**
- iii. **Troubleshooting and reference video clips**





### 3. HYPERCARE

The first two to four weeks of any Digital Workplace Transformation and facilities change is a hyper-sensitive phase, especially in cases where employees are transitioning from having their own personal workspaces to an open and collaborative activity-based environment. An on-site support team is critical to guaranteeing the successful continuation of training and adoption. The Hypercare support staff are the first point of triage for ANY question or issue, ranging from tech and video collaboration troubleshooting to questions about the facility. The team is deployed throughout the new space, providing roving support, clinical sessions and office hours. During the entire Hypercare process, the team collects employee questions and support requests for review later.

### 4. ANALYTICS

After the first two to four weeks of a Digital Workplace Transformation, detailed analytics gathered during the Hypercare process are provided to the organization to help the IT and facilities teams understand a range of issues, including:

- What types of questions are people asking in conference rooms, at their desks, on mobile devices, etc.
- Which floors are creating the most problems, and which are the most receptive?
- How many questions are facilities questions vs. technology questions?

Reports can help adjust Hypercare services within an ongoing program, especially for organizations that are transforming multiple facilities. Reports can also provide recommendations for additional post-program support, such as:

- Does the organization need to deploy another awareness campaign to ensure its people are taking full advantage of new technology and facilities?
- Should the organization place self-help tips in conferences and collaboration spaces? If yes, what format should they take?
- Should the organization create a library of on-demand reference videos?

# Why Hiring a Consultancy Group to Help Manage Your Digital Workplace Transformation Makes Good Business Sense

As discussed at the beginning of this paper, the IT teams who typically direct Digital Workplace Transformation are generally focused on the technological aspects of the initiative, but not the employee aspect. Organizations often need assistance in effectively communicating the goals of the change, properly training the entire workforce, or acting as the first point of triage throughout the transformation process. Working with a third-party consultancy group – particularly a firm with Microsoft Partner Certification – provides an organization with a partner who is skilled in connecting with employees on a human level. A Change Management Partner knows how to clearly articulate an organization’s new goals to a diverse audience and can guide the organization through tech and facilities changes without jeopardizing the time of the already busy IT and facilities teams.

UC&C technology and usage challenges are common to any major enterprise change. A Change Management Partner can ensure the organization takes a comprehensive and human approach in articulating the technology goals, effectively troubleshoot problems as they arrive, and provide the appropriate training to achieve those goals. These efforts will ensure effective change adoption and maximize an organization’s ROI, for a truly successful Digital Workplace Transformation.



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