

# Accelerating Modern Workplace Productivity Adoption

A strategic white paper discussing people-focused change strategies to accelerate the adoption of 'Modern Workplace Productivity' and realize value from the Microsoft 365 suite



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# Foreword

Digital transformation is at the forefront of business leaders' minds and at the top of meeting agendas. Almost every organization is on a quest to realize the promises of digital transformation, but perhaps the most critical question to consider is: What do successful organizations need to do differently to succeed?

The most successful organizations understand 'digital' and 'transformation' are comprehensive and all-encompassing. Their leaders can articulate how digital capabilities shape key business goals and transform the way different parts of the organization can work together to achieve these goals. The intent to redefine business capabilities, rather than merely upgrade and optimize, fuels the journey towards true transformational success.

Digital transformation needs to happen across the entire ecosystem, equally within business and IT. Business leaders must commit to defining and changing behaviors and driving a growth mind-set culture as part of the digital transformation journey. It is not just about the technology.

The powers of technology are only truly realized when they are in the hands of people. We live in an age in which information is available anywhere and anytime, giving individuals the freedom to connect and create. It's this very opportunity that defines digital transformation for today's business decision makers. When businesses drive an information-sharing and collaboration culture in the workplace, they can knock down silos, giving employees the ability to innovate and make better, quicker decisions together.

IT must prioritize differently and change the way it works, to more effectively collaborate, partner and deliver solutions to meet business challenges. Successful organizations understand the need to remove these silos and focus on enabling business and IT to work together to continuously manage change in our age of disruption. When we merely perceive digital transformation as a sprint rather than a marathon, an IT upgrade rather than a chance to uncover modern productivity opportunities, we limit ourselves to an entire world of opportunities to bring more value to employees, customers and stakeholders. Running the digital transformation marathon is about building stamina to continuously accelerate performance.

Microsoft is investing in a Customer Success organization to enable our customers to innovate and realize value by accelerating adoption of new ways of working as enabled by our cloud solutions. Our goal is to partner and guide our customers to gain greater business value from their investment in Microsoft.

We are dedicated to customer success. Our commitment at Microsoft is to empower every person and every organization on the planet to achieve more. Your success is our success. We look forward to partnering with you on your digital transformation journey.



A handwritten signature of Byron Rader in orange ink, written in a cursive style.

**Byron Rader**  
General Manager  
Modern Workplace Customer Success



# Introduction

## Motivation

Improved productivity is top-of-mind for every organization. Repeated economic crises and a steady increase in competition, brought about in particular by market globalization, are forcing unprecedented business model innovation and smarter use of resources.

Staying relevant in a fast-moving and competitive market means constantly adapting and staying on the cutting edge of technology. Organizations all over the world have the opportunity to realize their priorities faster, easier and cheaper by rethinking how they get things done and investing in productivity suites such as Microsoft 365. Getting there is not always easy. When it comes to technology, the software itself is just one small part of the equation.

## Obstacles to success

All too often organizations purchase technology for reasons that have nothing to do with corporate priorities. They want to stay up-to-date or reduce costs. IT decisions are not seen as contributing to corporate objectives in the same way that talent acquisition or financial management do.

Then there's the challenge of those using the technology. Change is all-too-often seen by employees as an imposition rather than something positive. There's often a failure to openly share information. People ignore invites to training sessions; proposed changes never take hold and problems remain unsolved.

## How does your organization approach technological change?

Organizations all over the world have been rethinking how they get things done and working to achieve their priorities faster, easier and cheaper by investing in productivity suites such as Microsoft 365. Rapid advancements in technology have made all decision making easier, more immediate, and with greater impact, regardless of whether those decisions have been good or bad<sup>1</sup>. However, getting the greatest benefit from productivity investments depend very much on how new ways of working are integrated into the organization. Technology is just a tool; it is what we do with it that determines where it helps or hurts the culture of organizations.

This is the first of a three-part series designed to share our experience of overcoming productivity and collaboration issues. We discuss some common pitfalls in designing and leading a Microsoft 365 program as well as the importance of an effective adoption program.

This paper will help leaders refocus, cultivate adoption programs to address cultural and behavioral obstacles and take advantage of the productivity-enhancing capabilities of Microsoft 365.

Embedding new ways of working will help people collaborate, communicate and find information in new and more effective ways. This helps employees grow and creates a foundation for continuous learning and innovation, from the top of the organization to the customer-facing front-line.

**Technology is just a tool;  
it's what we do with it that  
determines whether it helps  
or hurts organizations and  
their capacity to meet  
long-term goals.**

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1. Taylor, 2012

# Workplace Productivity: What does it mean to be productive in the future of work?

## Redefining how work is done

People have always had a knack for redefining processes to better our capabilities and expand our potential. We transformed transportation and manufacturing processes with the innovation of the steam engine. Next came electricity, which ushered in the era of modern energy sources, as well as the microprocessor.

During the era of mass production, employers prioritized efficiency over a sense of engagement among employees<sup>2</sup>. Productivity was defined as the ratio of outputs to inputs, whether labor or capital. It was about reducing cost and increasing value. That's not what we mean by productivity in this paper.

In the fourth industrial revolution, technology is fusing our physical, digital and biological realities, dramatically changing economies and industries. This is fundamentally changing the way people live and organizations compete<sup>3</sup>, but truly grasping these opportunities requires action from leaders. It requires a new understanding of productivity.

## What is Productivity 4.0?

In an era of mass production, efficiency was prioritized over employees' engagement. Today, our work requires us to wear our best 'cognitive' and 'emotional' hats to reason and make great decisions. Studies show that enabling workers to find a deeper sense of purpose beyond paid work also leads to greater success in achieving business outcomes<sup>4</sup>. Jobs require cognitive skills such as critical thinking and problem solving, but also soft skills such as empathy and cooperation<sup>5</sup>. Our work requires us to act collectively, rather than in a siloed way, to make great decisions. To tap into the power of teamwork and enable employees' creativity and agility, there's an urgent need for leaders to put people at the centre, empowering them to connect, collaborate and communicate at the workplace. Work environments must be designed with this in mind.

Maximizing attention is another key challenge. As information thrives in various formats and across multiple devices – from desktops to smartphones and wearables – it's easy for our focus to be pulled in different directions. Leaders need to think about how they empower employees by providing access to the right tools at the right time.

## “What is scarce in all of the abundance is human attention”

-Satya Nadella, CEO Microsoft



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2. Schwartz, 2015

3. Schwab, *World Economic Forum*, 2016

4. Schwartz, 2015

5. Schwab, *World Economic Forum*, 2016

# The elephant in the room: Technology alone is not the solution

## Solving the 'technology problem'

Every organization exists for a purpose. To achieve these goals, organizations are divided into specialized departments. While this separation can provide focus, it also causes problems as groups become siloed in their missions.

Departments also become siloed in their IT strategies. While driving towards individual goals and missions, they approach IT departments individually seeking solutions to roadblocks. This results in a mismatch of technology that lacks integration capabilities with the rest of the organization. Additionally, the solutions don't always do what the employees expect, and there can be significant differences between expected and actual outcomes.

This misalignment could be for a variety of reasons:

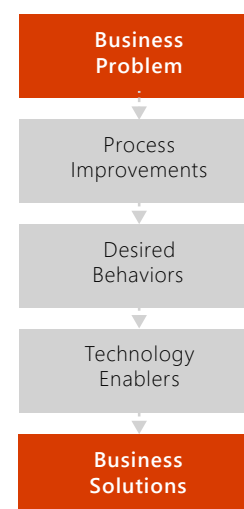
- Business didn't fully understand what they needed
- IT misunderstood the requirements
- The department's needs have evolved

This mismatch of expectations and reality can leave a bad taste. Instead of seeing the technology as a positive, business departments will view it as a problem and even lose focus on the business challenge they were hoping to address.

**This change of focus from the technology being seen as an enabler, to a blocker is known as 'goal displacement'.**

To address **goal displacement**, two actions must be taken:

1. Start with bringing the focus back to the actual business problem/challenges and the organizational goals and missions they are hindering
2. Business departments should design solutions and address the shortcomings in their business processes, enabling employees to better fulfill their roles and manage their responsibilities. Then, identify the right behaviors you want the employees to be displaying, and only after that, identify the right technologies to enable that solution to be implemented quicker, faster and easier.



Once IT tools have been developed to address areas of concern, the organization can work on implementing these solutions, creating new and more effective ways of working.

## Managing the technological transition

Businesses are managing changes caused by the rapid, technology-driven evolution of all industries. Encouraging employees to understand that change is the new norm and demonstrating the organization's ability to manage continuous change is a real test for its leadership. Organizational leadership has a responsibility to drive this change by being active and visible and enabling a mindset where collaboration, communication and the ability to find the right information and people is the norm. Based on Microsoft's experience working closely with businesses across industries, we've developed an approach that helps our customers manage the critical aspects of transition.

## What is adoption?

Improving the likelihood of a successful workplace productivity initiative means gaining a better understanding of the different states that organizations may find themselves in during their adoption journey. In Microsoft's work with customers on Modern Workplace Productivity and their journey to adopting *new ways of working*, we have defined four phases. Organizations often need to re-think their training strategies for a Microsoft 365 program as it is not just another technology change, it is a change in the behaviors and mindset of the employees.

The four phases that must be understood are as follows:

**1. Deployment:** *The process of implementing the technical infrastructure and making the solution available to use.*

IT departments are often tasked with making the technology available for employees as quickly as possible. This does not always translate into actual usage by employees, who simply turn up to work one morning, turn on their devices and see new applications available. They must then figure out what they are for and how to use them. This also goes for any subsequent changes or updates. Often there is little communication or training provided to employees and this often means that the capability that IT spent time and effort deploying may never be used.

**2. Usage:** *Employees use the service made available to them.*

It's not all bad news. Many employees enjoy exploring new technology and applications. A common shortcoming, however, is that training provided by IT is often not contextual and does not outline specific examples of scenarios when these features and functionalities should be used. Employees typically remember things that will help them solve a problem they have right now in their workflow, or which will help them easily exploit an opportunity that they have never had before.

**Within an hour of receiving training, people have forgotten an average of 50 percent of the information presented, and within 24 hours they have forgotten an average of 70 percent<sup>6</sup>.**

**3. Adoption:** *Deep, habitual usage that delivers tangible value to the employees, a line of business and the organization.*

Over time people get into a rhythm when they get to work, and these things happen without thinking. We often get our morning coffee from the same café, walk the same route from the car park to our desk or lockers and then when we get to our devices, start our working day by checking our emails. These behaviors have become so ingrained in our routine that we're on autopilot.

40%

The portion of our actions driven by habits rather than conscious, informed decisions<sup>2</sup>

Habits have a tremendous impact on individual and organizational productivity, as well as our personal lives. This makes it fundamental that we activate and drive the right habits around technology adoption at the workplace. Adoption is not about features and functionalities, it is about habitual usage of *new technology that delivers tangible value*.

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6. Kohn, 2014



### 4. Proficiency: People change their behaviors and leverage the full solution.

While the adoption phase focuses on changing employees' behavior, proficiency focuses on ensuring employees can use all the necessary capabilities required to maximize the impact from the organization's Microsoft 365 investment. This includes inspecting every aspect of how the organization performs its work, from individuals to teams and communities, as well as how the organization works with its customers, partners and shareholders.

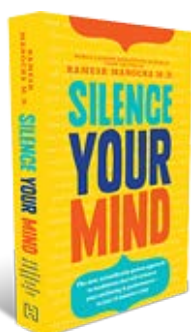
*Pro iciency* should be the goal for every organization, and it is achieved differently by each department. Organizational departments are likely to journey towards it at different paces, directly proportional to their desire for change.

### Brushing your teeth – an exercise in proficiency

Brushing our teeth is an example of a task we all perform habitually outside the office. We do it because it delivers tangible value for us: a clean mouth, fresh breath, more confidence, lower dental costs. Despite this, most of us don't need to think twice about the behavior. When we were children, however, it was a different story. Trying to get a two or three year old to brush their teeth regularly can be quite a fight. We don't simply give them a toothbrush and say, 'Good luck! See you in 30 years!', we find carrots and sticks to encourage them to adopt the right, habitual behavior – kid-friendly toothbrushes, flavored toothpaste, maybe pictures of what might happen to their teeth if they do not brush. Not only that, but we supervise them to ensure that the work they do is sufficient; we make sure they keep brushing if the job isn't done yet. So why do we sometimes just give our employees the technology and expect them to make the best use of it without helping them develop 'good' behaviors?

A practical, science-based guide that shows in just 10-15 minutes a day you can make mental stillness a part of your routine.

<http://www.beyondthemind.com>



## Reflecting on your personal behaviors

**Do you find yourself more productive when you are focusing on one thing, or when you are multi-tasking? What challenges do you find when you are jumping between many different activities at the same time? Do you know we all have something called 'attention' that enables us to focus?**

According to the Encyclopedia Britannica (McCallum, 2018), attention is awareness of the here and now in a focal and perceptive way. For early psychologists such as Edward Bradford Titchener, attention determined the content of consciousness and influenced the quality of conscious experience. In subsequent years, less emphasis was placed on the subjective element of consciousness and more on the behavior patterns by which attention could be recognized in others. Although human experience is determined by the way people direct their attention, it is evident that they do not have complete control over such direction. For example, there are times when an individual has difficulty concentrating attention on a task, a conversation or a set of events. At other times, an individual's attention is 'captured' by an unexpected event rather than voluntarily directed toward it.

Research done by Dr Ramesh Manocha (2008, 2012) from the University of New South Wales's Faculty of Medicine finds that the ability to focus your attention is significantly improved by using a technique called mental stillness, strengthening the ability of an individual to reduce the distractions caused by thoughts that prevent or delay them from focusing. Additional research on mental stillness, also termed 'Thoughtless Awareness' (Deshmukh, 2004; Afranas, & Golcheikine, 2001), enables sharper, internalized attention, to bind together various aspects of our attentional, perceptual and emotional experience into a state of purer, unified awareness.

### Try this experiment

How can you strengthen your attention and improve your ability to focus and get things done faster? Download the phone app and practice mental stillness and focusing your attention daily.



For free online classes to strengthen your attention, visit <http://www.sahajaonline.com>

### Identifying your win-win business case

Employees want to know why changes that impact them are being made. When *new ways of working* are introduced, employees often look to senior leadership to explain the business need, rather than the technical motivation.

Before making any change, here are some questions to consider:

- Why are we doing this? What is the business outcome that we are looking for? What is the vision?
- What's in it for the organization, its leadership and board? For employees? For shareholders?
- Is this the right reason to make the change?
- How do we design the change so that it can have benefits for all the stakeholders listed above?

*Dr Kotter, a leading Organizational Change Management publisher, talks about creating a 'sense of urgency' as one of the initial steps for any successful change<sup>8</sup>. Author and speaker Simon Sinek highlights the importance of starting by asking and answering the question 'Why?'. The purpose of any change needs to inspire your audience, so they believe in its importance and have a reason to want to participate in it.*

In *Capitalism for the long term* (2011), Dominic Barton argued for two radical shifts in business orientation and approaches to change.

1. Business leaders should replace their short term orientation with a longer term focus
2. Business leaders should infuse their organizations with the perspective that serving the interests of all major stakeholders is not at odds with the goal of maximizing corporate value. A well-designed change is the best way to ensure that the organization will be able to achieve the desired business value in a lean way.

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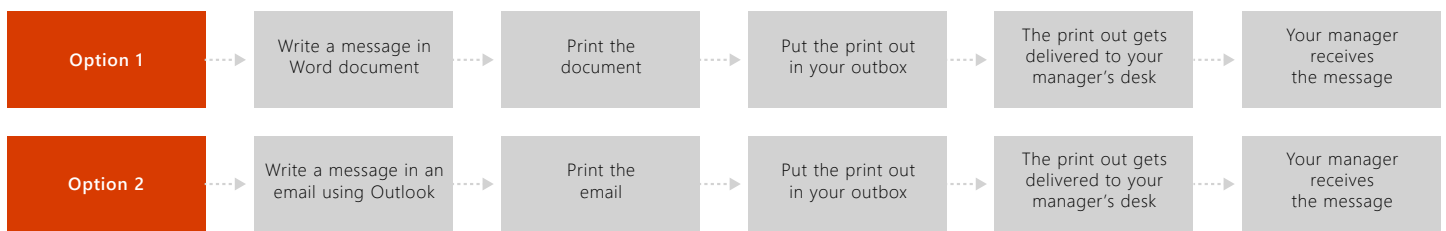
8. Kotter, 2017

## The elephant in the room: Technology alone is not the solution

### Your digital transformation journey is a business process transformation opportunity

Changing the way things work often requires the creation of new policies, as well as changes to existing policies, such as working from home, Bring Your Own Device (BYOD), data management, data privacy, GDPR, data retention, digital communication and records management. Business process redesign – including IT processes – becomes a crucial element of a Modern Workplace Change Initiative.

Consider the following ways of sending information. This is a simple example of how business process re-engineering becomes a critical part of any organization's journey towards implementing new ways of working:



**#2** Instead of using the traditional 'paper based internal memo' approach for physical mail, an electronic mail system is available. However, the process for the message delivery has not changed, and the same process is being implemented using new technologies. As a result, inefficiencies remain.



**#3** This uses the same set of technologies as option two, but the process has changed: less effort is required, the process is shorter and quicker, requiring less cost. Your manager is less likely to misplace the piece of paper among all the other bits of paper on their desk.

# Microsoft 365 as a Business Enabler

## Microsoft 365

A complete, intelligent, secure solution to empower employees



### Unlock Creativity

- Create compelling content with intelligent apps
- Work naturally with ink, voice and touch
- Visualize information in new ways
- Connect the experience across devices



### Built for teamwork

- Email and calendar with Exchange
- Connect to people, content and apps with SharePoint
- Voice, video and chat with Microsoft Teams
- Network across the organization with Yammer
- Co-author with Microsoft 365 Apps for Enterprise



### Integrated for simplicity

- Minimise TCO across deployment, management and servicing
- Broad support for PC, Mac, iOS and Android platforms
- Comprehensive management of your entire workforce



### Intelligent security

- Identity and access management
- Information protection
- Threat protection
- Security management

## Effective collaboration is all about behavior

Huge advances in technology have resulted in changes to how our society functions. Having access to the Internet in the palm of our hand has revolutionized the way we access information and make decisions. We expect that everyone is better informed and has immediate access to all the information they need to make informed decisions in the workplace.

The downside of this greater access is information overload. People spend more and more of their time absorbing irrelevant information simply because it is available.

- **Email:** It may have revolutionized the way people communicate and send information to each other, but email has also created the expectation of quick responses to every email request. Some users use email for phishing attacks and/or sending misleading or malicious information to others, not to mention that email use is linked to the risk of IP compromise. Email, which is a very power tool to send and receive instructions, is often used to have deliver a tsunami of information to our inboxes every day. We find behaviors such as: a long list of recipients in an email that don't really need the information, but have been carbon-copied so in the future they can't complain about not having received the information, people required an email as a proof of an incident, recipients being blind carbon-copied for political reasons and email become the ultimate repository for documents. We have also observed people going to their colleagues in frustration as their email, sent not 5 minutes ago, hadn't been responded to, not understanding that email is a asynchronous mode of communication and maybe a phone call would have been more appropriate if an immediate response was required.



- **Smartphones:** Many people have developed a habit of checking the notifications on their phone first thing in the morning. For these people, this behavior has become *deeply habitual*, and the *tangible value* they get from it is the ability to better plan their day based on the events they have been notified of, or to improve communications with important people in their lives. Smartphones have also become a safety-blanket for us and if we leave our phone behind somewhere, that often results in anxiety, panic and often a feeling of *disconnection* from the world

67%

Smartphone owners admit checking their phone for calls or messages even when it doesn't vibrate or ring (Pew Research Centre, 2016).

An organization's culture is made of the collective behaviors ingrained within the organization, often influenced by technology. The role of every leader within an organization is to make sure that we help employees establish good behaviors, otherwise easier, 'bad' behaviors are established, potentially impacting the overall culture.

**Organizational culture is defined as the social glue that binds organizational members together, including shared beliefs, values, patterns of meaning, expectations, understanding and assumptions.<sup>9</sup>**

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9. Australian Graduate School of Management  
University of New South Wales (2016)

# Modern Collaboration Architecture (MOCA)

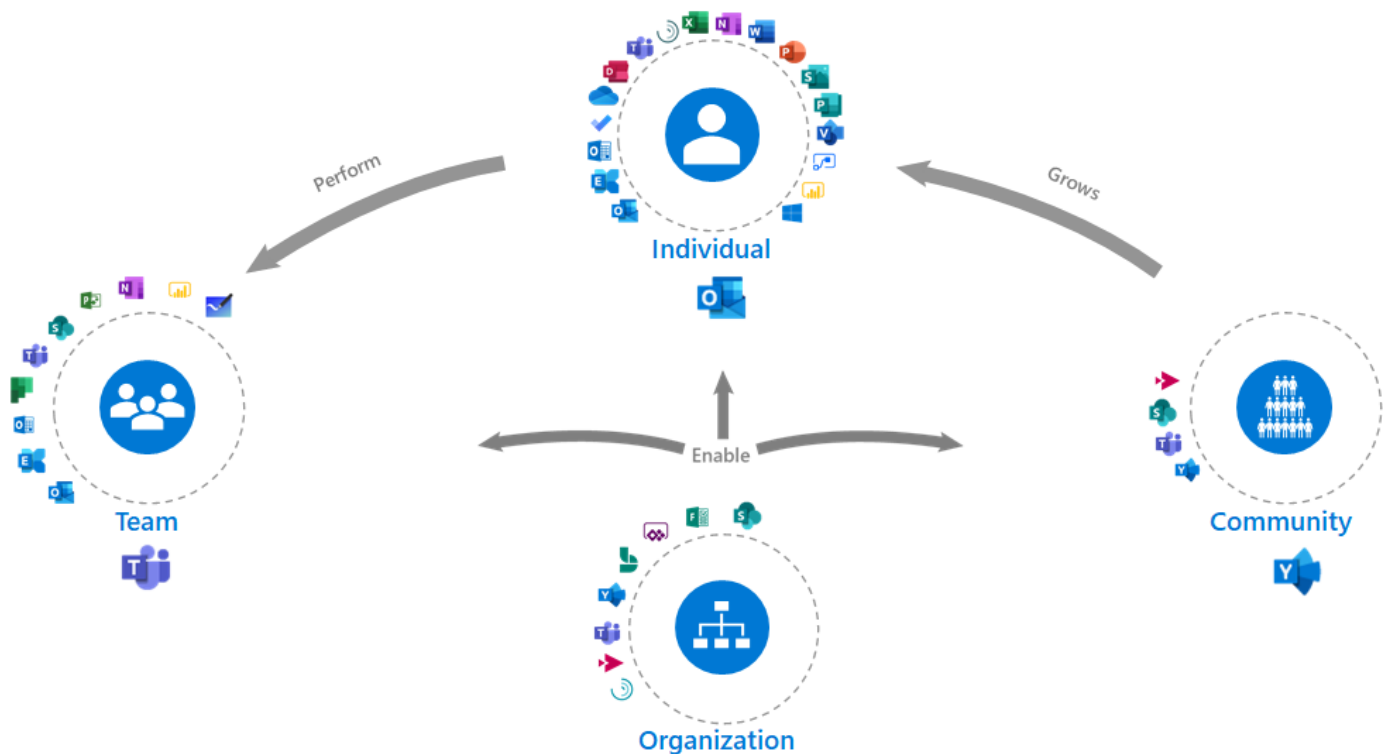
## How different parts of an organization work together

Where Office 2013 and Office 2016 focused on helping individuals create documents faster, Microsoft 365 seeks to address collaboration and communication challenges across the organization. Before each of the Microsoft 365 applications can be applied in the right context, we need to better understand how different dynamics within an organization work and what capabilities are required to solve the different types of challenges.

The **Modern Collaboration Architecture (MOCA)** aims to describe four key areas of productivity:

- Individual productivity
- Team productivity
- Community enablement
- Organisational productivity

For an organization to be successful in their Modern Workplace journey, they need to address all the four areas given the tight interdependency between each. This architecture forms the corner-stone for successfully implementing productivity focused change programs. It highlights which Microsoft 365 capability enables which organizational focus and the importance of setting the right drivers, behaviors, by understanding some of the characteristics of each of the key areas.



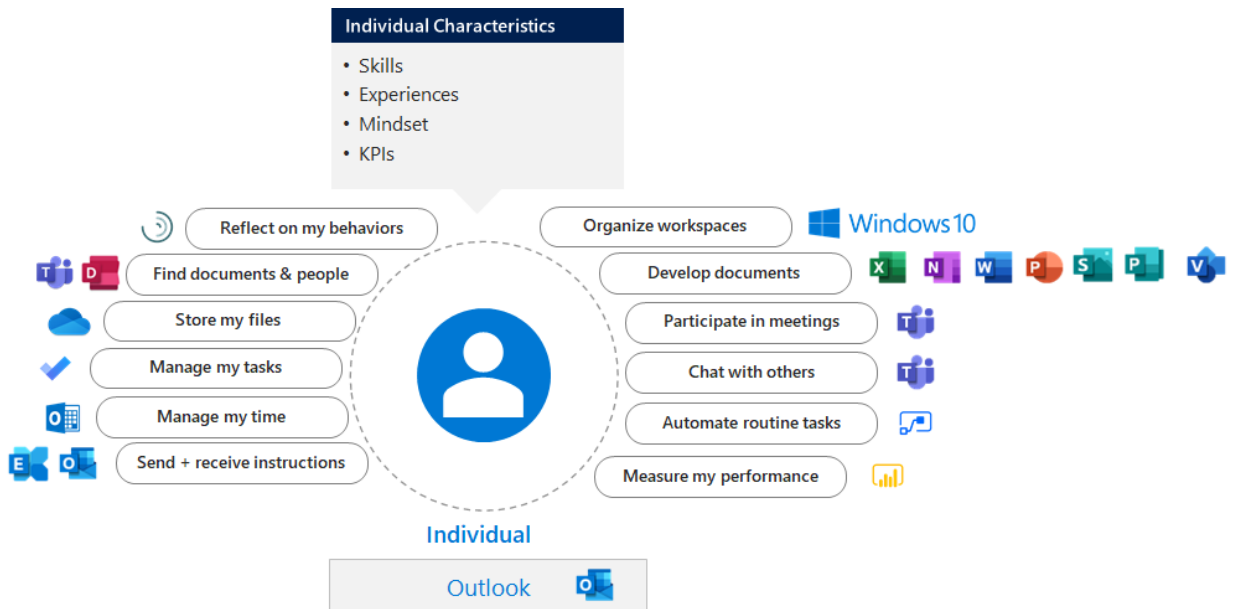
## Individual productivity

Organizations hire individuals for their skills, experience and excellence in what they do - and a mindset that is a good fit for the team. The Microsoft 365 suite is designed to better focus on applying and organizing their specific skills and experiences.

Before they can be fully effective in applying their expertise and experiences, individuals also need to have:

- Clear roles and responsibilities
- A manager (or a supervisor)
- Defined performance measures that are assessed regularly on their basis to determine effectiveness in the role, and
- Regular training using the 70-20-10 method (70 per cent on-the-job learning, 20 per cent learning from internal courses and 10 per cent from external sources).

Here is a mapping of how Microsoft 365 applications enable the capabilities required by individuals to be productive in applying their skills and experiences within an organization:



**Individual:** A single person as distinguished from a group.

## Team productivity

Though individuals can achieve some great things by themselves, their ability to make an impact grows exponentially as they work with other people within a team.

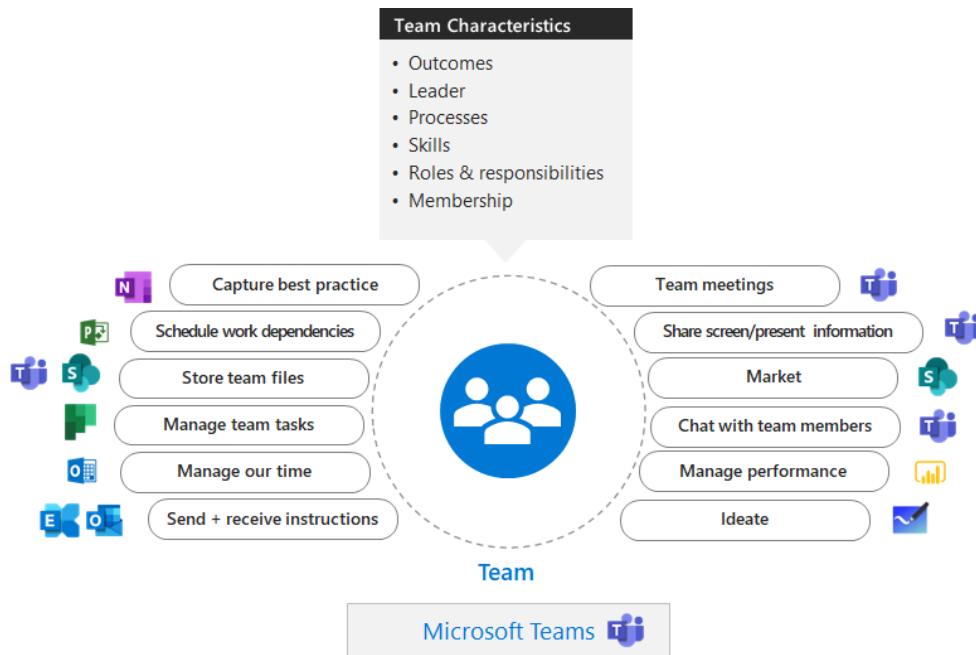
# A 'team' is defined as a group of individuals with interdependent activities, that work together towards a common outcome.

Some important characteristics for teams to be successful is to ensure:

- Clear team goals and outcomes have been defined
- The team leader is accountable for the team outcome
- Team membership is based on the required expertise
- Clear roles and responsibilities are defined for each member
- Interdependency of work and timeframes are understood
- Team processes are defined and understood.

The ability for a team to deliver against their help clear roles and responsibilities and the inter-dependency of work promotes the application of the individual's skills and the timely delivery of the expected goal and outcomes. The ability for a team to delivery against their assigned goals and outcomes ultimately help the organization deliver against their strategic priorities.

Here, we have mapped Microsoft 365 applications to capabilities required by high-performing teams to leverage each individual's unique skills and experiences and apply them in a systemic way (using team processes) to achieve the desired outcomes. It is the use of the right application for the right capability that enable a collaborative and transparent environment, ideal for effective teamwork.



**Team:** A group of individuals with **interdependent activities** that work together towards a **common outcome**.



## Community enablement

At a time when continuous learning on the job is key to organizational success, communities represent a great way to help employees gather and share expertise and ideas within the organization. They provide a single space for people to innovate, learn and develop professional relationships and rapport, expanding their learning network from the 10-15 people they work closely with daily which usually makes up our 70% on the job learning.

There are three distinct type of communities that we find organizations leverage the most:

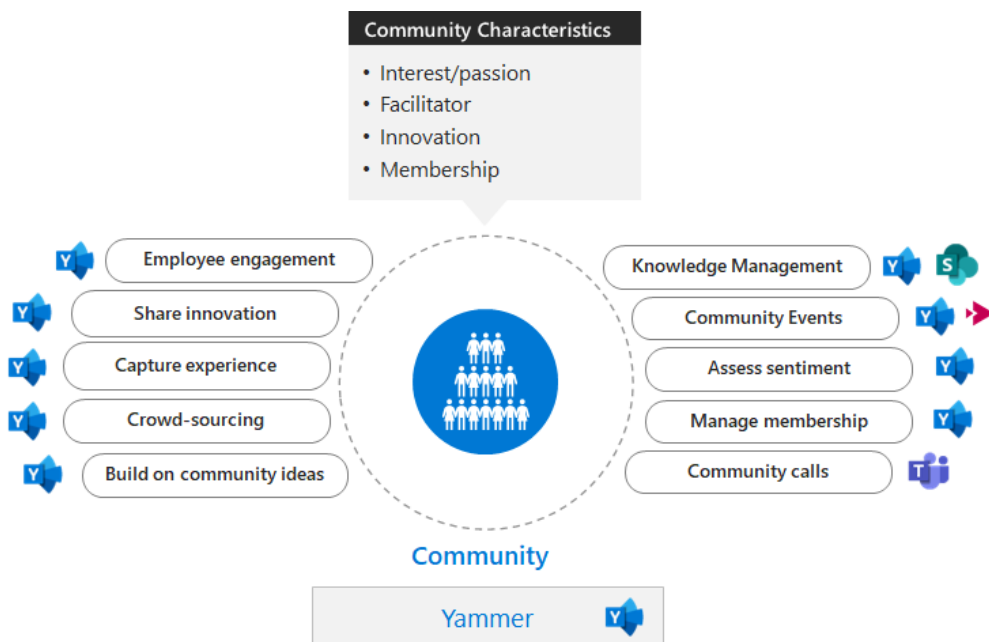
- **Center of Excellence (COE)** – a group of experts on a specific topic (such as sales tactics, advanced Excel skills, specialised working groups, etc.)
- **News communities** – a group of individuals who want to be updated on topics (such as innovations in the renewable energy sector around the world, financial markets etc.). The traditional email ‘distribution lists’ have now been replaced by news communities for more seamless communication
- **Social communities** – a group of individuals who have a social interest (such as sailing, health & fitness, employee benefits, funny cat videos). Social communities are crucial in bring people together, helping to build a social rapport among remote employees who may not be able to see each other in person.

Yammer is a great platform to build communities and should be seen more as a ‘community management platform’, than just a ‘social’ platform.

When establishing a workplace community, it’s important to ensure the following:

- Have a clear goal that is well-defined
- An accountable community leader / group administrator
- Let individuals decide when they join, leave or contribute
- No membership restrictions for public communities
- Group admins approve membership for private communities
- Clearly defined roles and responsibilities for community leaders, facilitators and contributors
- Community processes are well defined and understood
- No size limitations, the larger the community, the more availability of different perspectives.

Communities help individuals learn, innovate, shzre and find relevant information quicker with the organisation and thus is seen as improving employee experience and contributing to an increased employee retention.



**Community:** A group of individuals with a **common interest** and a **common passion**.

Types: Centre of Excellence (CoE) News Social

### Organizational productivity

A focus on organizational productivity really starts with leadership wanting to drive an organization-wide culture of collaboration, effective communication and continuous improvement. This is an opportunity for the organization to focus on the correct attitude, behaviors and skills enabled by certain core capabilities. These core capabilities are used for the benefit of individuals, teams and communities, as demonstrated in the diagram below:

In summary, communities help individuals continue to learn and grow by tapping into the power and insight of the wider group, making them more capable and equipped to deliver their goals and objectives.



**Organization:** Social units (or human groupings) deliberately constructed and reconstructed to seek specific goals by coordinating the actions of their members.

**A successful Modern Workplace adoption program implements elements from all the four focus areas together – individual, team, community and organization.**

# Key

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Calendar



Delve



Excel



Exchange



PowerAutomate



Forms



PowerApps



Workplace Analytics



Mail



My Analytics



To Do



OneDrive for Business



OneNote



Publisher



Planner



Power BI



PowerPoint



Project Online



SharePoint Comms



SharePoint Search



SharePoint TeamSites



Sway



Teams



Windows 10



Word



Yammer



Stream



Bookings



Visio



Whiteboard

### A focus on culture as part of a Microsoft 365 adoption program

For organizational culture to lead to organizational commitment, the values espoused by the organization have to match those seen in practice<sup>1</sup>. What that means for the adoption of a productivity program is that the organization's senior leadership need to create and demonstrate and lead with the values and behaviors that the productivity program was hoping to instill within the organization.

A set of behaviors repeated over time develop into the standard practice, informing the organizational culture. This culture, if aligned with the values of the organization, transforms into a belief system and over time turns into organizational traditions. This speaks to the power and importance of the right 'behaviors' within the organization.

#### Customer example

The IT team of a government organization in Asia wanted all employees in the division to work better together and share information with each other to expedite decision making. They were hoping that employees would share documents stored on their SharePoint Online instance using a link instead of attaching the documents to an email.

This would not only allow for a reduction in bandwidth and email storage requirements for the organization but would also provide some major business benefits, like making it easier and faster to find the most up to date version of a document.

After a month-long roll-out process, they found that although employees felt the new document storage system was better than the previous one, people were failing to use it regularly.

Digging into why, it was discovered that the team consisted of many contractors who were hired for their knowledge of how applications worked. They saw the level of knowledge sharing being called for as a threat to their ongoing engagement with the organization. Others worried that if information was shared it would be negatively judged by others, impacting their professional reputation.

Cultural attitudes were preventing the adoption of new ways of working, even when the technology had the ability to achieve the desired result. Without being told why these changes were being sought by leadership, what opportunities it would create, or being queried on how it could improve their workflow, this team had little incentive to use the new document storage environment.

# What gets rewarded gets done – Getting Microsoft to use Microsoft

Organizations love measuring things. It's been said many times that "what gets measured, gets done"<sup>10</sup>. Microsoft's cultural transformation journey is a great example of this. The question is: what should we be measuring, and what behaviors will those measurements drive?

Even Microsoft staff were at one point using Microsoft 365 on a limited basis. Unfortunately, the reason why employees were not using Yammer or OneDrive for Business was not because of a lack of understanding about the capabilities, or because they didn't know how to use it. It was because there was a culture of internal competition.

Use of the suite's collaboration tools was not only counter-productive to the way people were used to being rewarded, there was no culture of cross-silo collaboration. Microsoft was transforming from a software company to a cloud-based services company, and for that to happen sustainably there had to be a change in its business methods, organizational structure and the role of managers, as well as a significant increase in cross-team collaboration. Microsoft had to build a culture of mutual accountability, which was a major driver for change. To change the employee behavior, Microsoft had to change the behaviors it rewarded, and how it rewarded them.

Microsoft launched a reform of its Performance Assessment System in November 2013. The priorities were to:

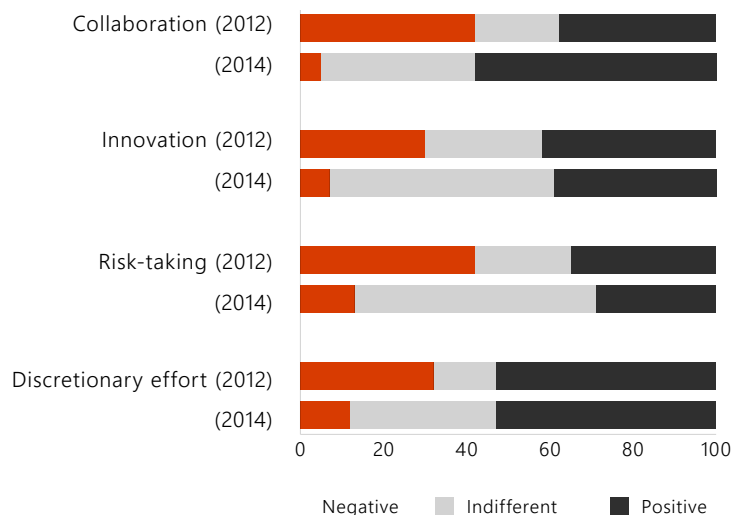
- Change the way people work, communicate and collaborate
- Reuse and build on the existing intellectual property instead of re-inventing the wheel
- Enable all people to get information easily and increase their ability to drive greater impact
- Create a culture of continuous learning and a



growth mindset<sup>11</sup>.

Employees were now rewarded for driving customer results. They were also rewarded for contributing to the success of others and re-using and building on the work, ideas or effort of others. This was a significant change and having an active and visible leader for the change was critical.

As the executive sponsor of the cultural transformation, Microsoft CEO Satya Nadella was committed to ruthlessly removing barriers to innovation, so Microsoft could get back to fulfilling its mission: to **empower every person and every organization on the planet to achieve more.**



The results of the new performance and rewards system were captured as part of the annual internal Microsoft staff survey<sup>4</sup>:

This new workplace assessment strategy has paid off and there has been a significant increase in Microsoft's revenue and share price.

10. Dweck, 2007

11. Dodge & Davis, 2015

# Redefining the CIO's role

**Adaptive challenges “can only be addressed through changes in people’s priorities, beliefs, habits and loyalties. Making progress requires going beyond any authoritative expertise to mobilize discovery, shedding certain entrenched ways, tolerating losses, and generating a new capacity to thrive anew”.<sup>12</sup>**

Through the journey to greater workplace productivity belongs to the whole organization, the CIO has a critically important role in driving this transformation. To successfully define a clear direction for the IT organization the CIOs should consider:

- Determining a vision using the principles and concepts stated in this paper for both the IT team as well as the whole organization
- Ensure that the business sponsor for the project is a key business decision maker, even the CEO
- Identify the gap between the current state and the preferable future state. Is the IT team ready to adopt the change? If IT leads, their example will make it easier for the organization to follow
- Implement plans that include detailed steps for successfully adopting Microsoft 365, which fall into these broad categories:
  - Technology deployment and enablement
  - Content migration activities
  - Adoption-focused activities.

## Keeping up with disruption means building a culture of continuous learning

Yet instead of complementing the organization in its Modern Workplace Productivity journey, IT can often be a blocker, delaying enablement across the business. For the organization to achieve their desired business results, IT departments must often break away from years of conditioning.

What may have been relevant when managing on-premise infrastructure is no longer appropriate in the world of cloud technologies – in particular, evergreen technologies like Microsoft 365. This requires IT to create a culture of ‘evergreen’ adoption and a strong organizational change muscle. Evergreen refers to: “running services comprised of components that are always up to date.” Evergreen IT encompasses not only the services at the user level but all the underlying infrastructures, whether on-site or outsourced. Many organizations believe that evergreen IT holds promise for reducing the resources and energy they need to expend on providing the up-to-date and flexible services that their users are demanding.

IT has to rethink its culture and approach to providing services if they are to be seen as a strategic business partner in an age of evergreen technology – when cloud services are always up to date, at both the infrastructure and the user level – instead of just a service provider.

To help organizations get the most out of these technologies, IT departments need to update their modern service management approach and help develop a continuous learning mindset among employees and within their own team. IT leaders ultimately have to rethink how they can enable employees to be fully engaged and apply themselves to the organizational vision.

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12. Ronald Heifetz and colleagues (2009)



### New IT priorities

Consider the following as the direction that the modern IT departments need to adopt while supporting a Modern Workplace journey:

- Making sure every employee feels empowered and permitted to take risks and fail fast and to take full advantage of the range of expertise available to them.
- Employees are supported by leaders to optimize their use of technology and get more out of their time. For example, employees must be given more leeway and empowerment to make business-centric decisions using technology, for example creating their own Teams, SharePoint sites and Yammer groups, as needed.
- Leaders actively create values, demonstrating and instilling these values and behaviors within the organization
- Leaders ensure all changes are driven by a higher cause that is aligned with key business goals.

### New ways of working for IT

The reality is that IT also needs help developing the soft skills needed to be effective team members as they shift from a focus on low value activities that are now managed by the cloud, to high value activities, like adoption and evergreen business improvement. The IT department will not be able to lead the change unless they have truly adopted the new ways of working themselves.

A big part of this shift is around:

- Adapting how IT designs, deploy, operate and service cloud technologies within their environment.
- Within your working group, discuss embedding the Enterprise.

IT professionals also need to update the way they administer technology, transitioning from ITIL® to the Modern Service Management principles. A number of traditional IT capabilities need to be assessed when looking at the impact of evergreen IT on the IT division. These include:

- Potential impact to existing integrated applications as Microsoft continues to make changes to the Microsoft 365 platform
- Impact on the Service Management Model
- Service value defined, with clear utility and warranty definitions
- Impact on people across the organization.

### Two wheels of a chariot

In this new era of transformation, Business and IT buy-in are like two wheels of a chariot: if either are missing, the chariot goes around in circles. Ensuring that new digital initiatives are equally a partnership between business and IT is crucial to success.

The aim is to foster a workplace culture that acknowledges failure will occur and creates collaborative situations where people can work better together, including opportunities for open and transparent feedback (and metrics) for continuous improvement. This approach will help to promote more rapid innovation and learning from each other's mistakes.

# Implementing an effective Microsoft 365 program

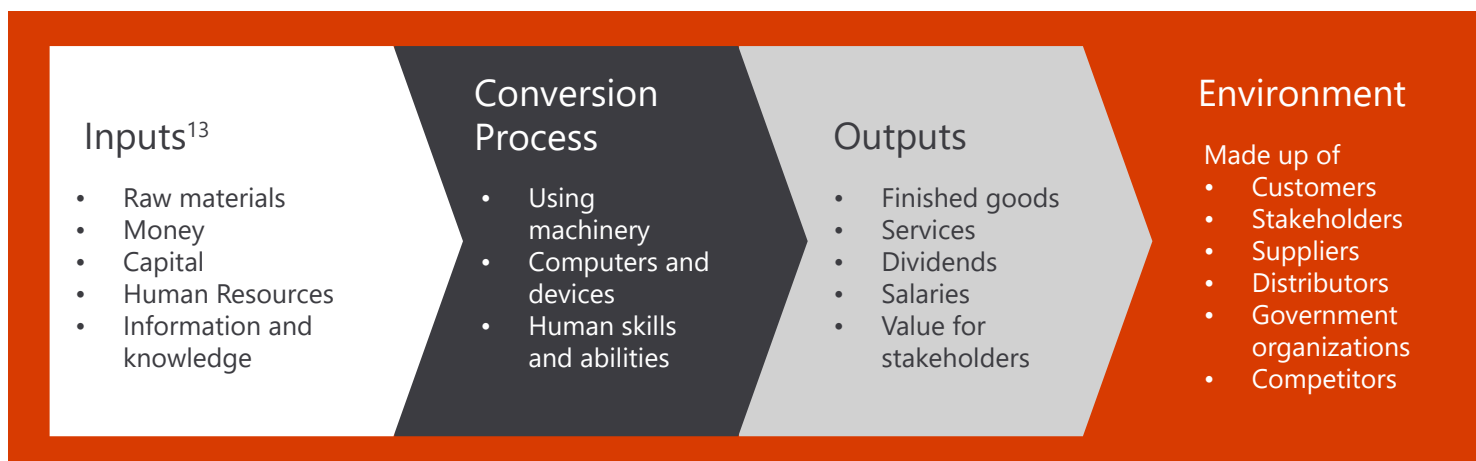
To improve the likelihood of effectively increasing workplace productivity through a Microsoft 365 program, you need to speak about your goals in business-centric language instead of the technology-centric language often seen in adoption programs. This means using terms like “developing new ways of working” and “creating value by changing behaviors” as opposed to wording like “license activation”, “users deployed” or “active usage”.

## Articulating your business driver

The adoption challenge in a workplace productivity program can be tackled in many ways. Many organizations will start deploying technology and expect the employees to simply start using it, only to wonder why no one is.

Before organizations can successfully drive internal adoption of new ways of working, they must focus on the reason for the change; something more aligned with business outcomes instead of the technology. It is also crucial to look at the challenge ahead of them from a people perspective. Ultimately, if people won't change their behavior, what is the point of bringing a productivity-based program into the organization?

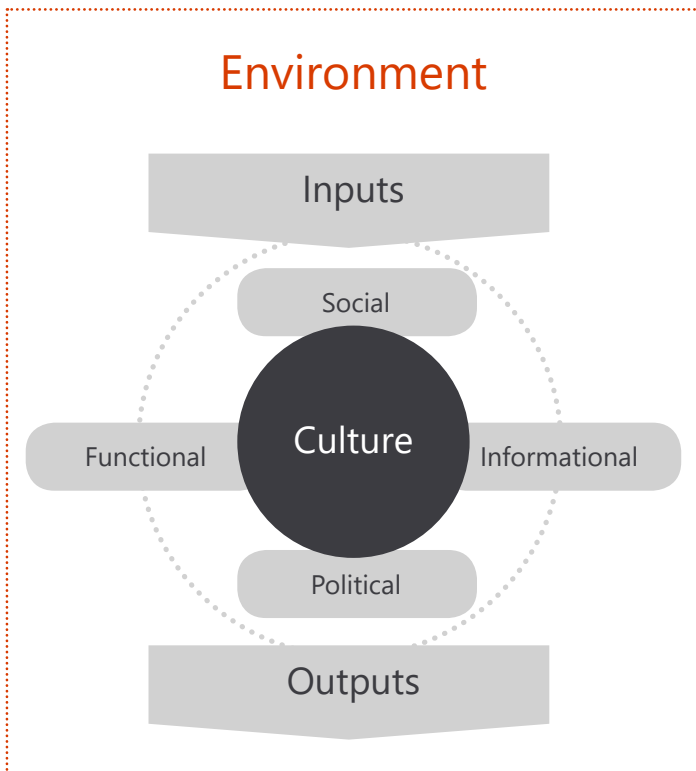
Many organizations purchase productivity suites such as Microsoft 365 to address technology infrastructure investment challenges, as the cost of subscription-based Software as a Service (SaaS) can be significantly less than maintaining their own dedicated infrastructure. Organizations should instead think about the strategic opportunity new ways of working could bring - by helping the whole organization re-think how they collaborate, communicate and connect with people and information.



13. Narayanan & Nath, 1993

### Understanding your organization

Before embarking on your Modern Workplace journey, it is important to establish a baseline for the current state of your organization. One way is to look at the different ways your organization works based on the open systems model<sup>14</sup>, as shown below. Each sub-system needs to be addressed to make meaningful and sustainable change:



An organization's dynamics are in many ways defined by its processes, which cover categories such as problem solving, decision making and communication. Processes can be significantly impacted by the new ways of working enabled by a Microsoft 365 program of work. When creating a solution, ensure that each of the above sub-systems is included. Once a comprehensive solution has been created, the right applications from the Microsoft 365 suite of products can be selected to address specific requirements.

For your **Modern Workplace Productivity** program, consider the following:

#### **Social**

- How do people interact with each other throughout the organization? What are the social groups?

#### **Functional**

- Which activities are required to get work done within the organization? How can we do them better?
- Do roles and responsibilities need to change? Who should own the outcome?
- What policies, processes, procedures and rules need to be updated?
- How do decisions get made?

#### **Informational**

- What are the formal information sharing and communication channels? Are they effective?
- How do people find out what is happening around the organization?
- Is the information received accurate and useful?

#### **Political**

- Who are the influencers in the organization?
- What political conflicts can impact how the organization works? What alliances can be leveraged?

#### **Cultural**

- What are the deeply held assumptions, norms, values and beliefs?
- Will these behaviors help the organization grow and achieve its objectives?
- Does the organization have a growth mindset?

Think of a specific organizational issue, such as 'our sales force is struggling to meet the sales targets', from a social, functional, informational and political perspective. For example:

**Social:** As the salespeople have individual targets, they get competitive. There is social credibility in having the highest targets and people are less likely to share or collaborate if it results in other salespeople benefiting.

**Functional:** The salespeople spend a lot of time driving from one location to another and if the traffic is bad, this causes them to miss or reschedule meetings. If we can occasionally use video calls for repeat customers, we can save a lot of driving time. If we change individual targets to team targets, sales people will assist, rather than compete with, each other.

**Informational:** The sales team only gets to see their numbers at the end of the month. If we can give real-time information access, the team will be a lot more motivated. Also, if we introduce a team collaboration space, we can address delays caused by emails not being addressed instantly.

**Political:** If we can resolve political issues between the sales director and the head of the legal team, that may result in the two teams working closer together.

Addressing the above four aspects will result in an improvement to the team's culture around productivity.



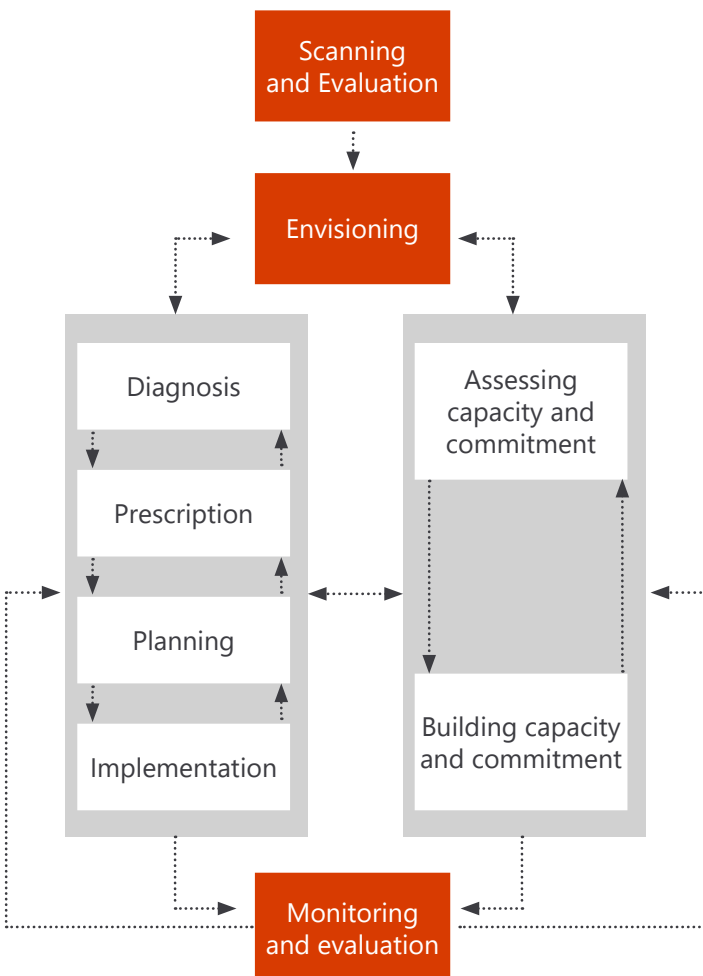
LiveSmiles is a solution built by LiveTiles, and through partnership with Microsoft, are giving away for free to every company globally. It is a wellness solution that moves the conversation of wellness within the enterprise, into something tangible and engaging, ultimately it is a solution that drives culture, happiness, wellbeing and productivity.

The LiveSmiles platform aims to connect employers with employees and to expertise within the wellness industry and is a combination of tech, expertise, connection, advocacy and giving, and is dependent on the good will of individuals and the overall collective good within our community.

For more information, go to <http://www.livetiles.nyc/livesmiles>

## Navigating the change journey

How do we make sure that we are finding and making the right changes so we can achieve our productivity goals? The Change Process Framework below has been developed by the University of New South Wales' Australian Graduate School of Management. The Change Process Framework fits very well with the Prosci® 3-Phase Process for organization change, which Microsoft has been using to help customers manage their change progress. It can help guide you on how to look for change opportunities, and determine if a change initiative is delivering results:



Now let's review each stage of the change process in the context of the productivity program we are looking to drive within our organizations:

### Scanning and evaluation

Implementing an effective productivity program begins with scanning: an initial assessment of your organization's performance. Scanning provides the organization's leadership team with the critical information required to make decisions on what can be improved when designing a change program. Some organizations seem to prioritize improvements to the leadership, financial and shareholder perspectives. This biases decision making and is not sustainable. It is important that the challenges are captured from multiple perspectives within the organization, including (but not limited to):

- Business objectives
- Leadership
- Line of business
- Personnel
- Culture and morality
- Financial
- Shareholder
- Products and services

Often senior leadership, middle management and the employees, based on their different work- already have a view of the challenges, which should be collated and compiled. Once the business challenges have been gathered, they need to be evaluated, understood and prioritised. This includes weighing up whether the status quo poses a threat or offers exploitable opportunities.

### Envisioning

Envisioning is the process of forming the vision. It involves developing the desired future state for your organization around how it collaborates, communicates and connects with information and other people.

A SWOT analysis is a great way to identify the basis for the case for change. The case for change can be understood as the gap between two possible futures: the desired future, and the likely future if no change is made. Here is a way to capture the two alternative futures:

The desired state – the way things will be if we:

- Solve the current problem
- Take steps to avoid or deal with a future problem, or
- Create and seize current or future opportunities.

We should also consider the *likely state if nothing changes – how things will be if we:*

- Don't solve the current problem
- Don't take steps to avoid or deal with a future problem
- Don't create and seize current or future opportunities.

During this process, you may find that you identify areas where there is nothing wrong, but where there may be a better way of doing something that brings tangible and measurable business benefit.



## Implementing an effective Microsoft 365 program

This scanning process should result in the creation of an aligned, organization-wide set of objectives that can form a common vision. This is necessary to articulate the need for the Modern Workplace Productivity program.

Consider designing departmental level goals first. A collection of three productivity objectives per department will provide specific yet divergent objectives that can be used to compile the organization's vision statement, which will usually go through multiple iterations.

The ability to articulate business value can be achieved by addressing the identified challenges and exploiting the available opportunities. Business value from a Modern Workplace Productivity program can be measured in different ways:

- **Business benefits** (including benefits to the leadership, the board and the business objectives)
- **Financial benefits** to the organization (including identifying time efficiency and time-related productivity savings)
- **Employee benefits** (including increased morale, trust building, building the right collaboration culture, rewarding the right behaviors)
- **Customer benefits**

## Diagnosis

In the previous two steps we identified the business challenges and opportunities, prioritized them and created a case for change. We have not yet found a cause for why the issues exist and what we are going to do to address them. The diagnosis phase is about identifying the gap between the current state and the preferable future state.

The purpose of diagnosis is to identify:

- What needs to change to move to the desired future state
- What needs to be left unaltered because it's working well and can help the organization reach its desired state.

While exploring the cause of the identified challenges, consider elements such as the core behaviors that contribute to a culture of risk avoidance that may hinder innovation, or the impact of organizational silos on customer services.

When exploring the cause of the identified opportunities, consider the core strengths that will enable the organization to grasp opportunities. The current state and the preferable future state processes can be captured as flowcharts, step diagrams or Business Process model Notation (BPMN) process flows, to name just a few.

### Prescription

Prescription is the process of identifying the change or changes that will address the issues emerging from diagnosis. It is beneficial to remember that technology is not the prescription to address the identified challenges or opportunity; technology is merely an enabler.

To design an effective solution, one must include:

- Business process changes
- Behavioral changes
- Cultural changes.

This will allow you to pick the right technology to reach the preferred future state. A prescription may also include:

- Changes to roles and responsibilities
- Changes to the organization's structure
- Changes to individual and collective performance management systems
- Changes to personnel, including considering who might be better suited to help drive the required changes.

The prescription process is most successful when divergent thinking (e.g. brainstorming and outlining a 'wish list') followed by convergent thinking (e.g. ranking ideas and selecting the most critical) is used together to identify which changes get implemented first as part of a sprint based approach.

### Assessing the capacity and commitment

This phase of the framework assesses the organization's capability and level of commitment to the transformation. This assessment enables the change team to understand where it needs to build capability, as well as necessary buy-in from the different layers of the organization.

### Building capacity and commitment

Building the commitment to change is a key success factor for an organization to adopt new ways of working. In Kotter's 8-step process<sup>15</sup>, he talks about "building a guiding coalition" that brings all the leaders together towards achieving the business objectives outlined during the envisioning phase. The focus should be on the value that needs to be achieved and not the change itself.

There are several ways of building commitment:

- Make the diagnosis process participatory. By doing this, the stakeholders will care about the change and commit to fostering it.
- Align business value to performance measures - address 'What's in it for me?'. Commitment can be earned by demonstrating that targeted result will bring direct benefits to those involved.

### Planning

Implementation planning includes identifying the detailed steps required for successfully adopting the new ways of working enabled by Microsoft 365. Steps fall into these broad categories:

- Technology deployment and enablement
- Content migration activities
- Adoption focused activities.

Organizations change only as each individual within them does, so it is critical to focus on the individual's change journey. Microsoft has partnered with Prosci® and has found their AKDAR® approach to be very effective in helping plan change programs. Here are the five elements of Prosci's ADKAR® approach for guiding individuals through their change journey, an essential part of a well-thought out adoption plan, using the sub-systems from the open systems model presented earlier.

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement®.

An effective workplace productivity adoption plan needs to consider more than just communication and training planning, which is what most organizations focus on when implementing technology projects. These are the topics that will need to be addressed when considering an end-to-end planning exercise supporting organizational change management:

- Executive stakeholder management
- Communications
- Coaching
- Resistance management
- Training
- Champions
- Measurement
- Rewards and recognition.

### Implementation

Implementation is the act of executing the adoption plan and includes the deployment and enablement of technology, migration of the required content and executing the adoption plan.

While implementing the designed adoption activities, issues in execution may give reason to revisit certain stages. For example, a change in the process sponsor may lead to a change in the business outcome being prioritized, or a competitor releasing a new product may require a different scenario to be prioritized and expedited. Often technology evolves at a rapid pace, requiring the team to revisit the diagnosis and prescription phases. The feedback is crucial to ensure that the correct adjustments are made during implementation.

### Monitoring and evaluation

Many organizations make the mistake of evaluating their progress solely by measuring the license utilization for the various Microsoft 365 applications. Low license utilization does not necessarily mean that the organization isn't seeing value from their investment.

Driving adoption is all about momentum, and momentum builds slowly, one step at a time. To start building momentum:

- Work with innovators and the early adopters in your organization, those who are quick to seek the benefits of new technology, even if they are only focused on individual or team productivity rather than organization-wide improvements.
- Market the benefits and advertise success stories to get large scale acceptance.
- Get real-life feedback from employees to ensure their business challenges are actually being solved and the desired business benefits are being achieved.

## Customer example – the importance of measuring business value vs. license utilization

Let's take the example of a media company in the Asia Pacific region. In this story, we see that around 40 people to change the way they worked but the business value they produced for the organization was significant. This demonstrates the difference between measuring license utilization (which was around 40 for this scenario) and business value (which was hundreds of thousands of dollars) for the organization.

### A 'real-time' mindset

The organization released new set-top boxes every couple of years. To train their sales force they all had to fly into headquarters for a week. The cost of this exercise included flights and accommodation and amounted to hundreds of thousands of dollars. Because training and materials weren't developed and delivered until after board's go-ahead, it took 21 days from the official OK to when the first set-top boxes were sold. By leveraging Microsoft 365's capabilities and re-thinking the way they would go about training, this all changed. The organization:

- Created self-paced training content (Microsoft 365 Apps for enterprise & Steam), delivered live broadcasts explaining the new products (using Microsoft Teams broadcasting capabilities), which could be watched anytime, anywhere, and on any device.
- Reduced the 21-day delay to start selling after five days, having trained all the staff without needing to fly 20 sales representatives to headquarters. By preparing and delivering training differently, the organizations was able to reduce costs and increase their selling period for a new product by an extra 16 days.
- Used real-time dashboards (developed using PowerBI), the sales team and the marketing team were able to get real-time feedback on the performance of the latest bundle of Pay-TV channels they were also selling.
- Was able to increase the quality of channel bundles and improve sales by up to 50 per cent by recording, monitoring and adapting to customer feedback via the community collaboration platform (powered by Yammer).

# Customer stories

## Realizing true business value with new ways of working

Microsoft Services' **Adoption Scenario Workshops (ASW)** and **Adoption Scenario Workshop for IT Professionals** equip customers – including both IT specialists and the wider business - with the ability to understand the capabilities of Microsoft 365 and how the technology can help realize their digital ambitions into actual business value. See how our customers have realized time and cost savings, as well as uncovered new opportunities in their industries, when they adopt new ways of working with Microsoft 365.

80%

Customers who attend and Adoption Scenario Workshops reported increased adoption.

4.5x

Customers who attended the ASW increased their adoption 4.5x more than customers who didn't.

50%

Workshop attendees reported accelerated Microsoft 365 deployment.

## Financial services

### 80% of time saved when managing service approvals

An asset management firm took an **average of 3 weeks** to receive approvals for purchases from executives, rendering a delay in project timelines and slow time-to-market.

By leveraging on **OneDrive for Business, PowerAutomate and SharePoint**, the project team could reduce their approval processes from **three weeks to three days**

## Manufacturing

### \$37.5K less cost per incident

A US manufacturing line incurred losses of US\$75K ever 30 minutes whenever the line ran into technical issues and stopped production. The team adopted Yammer to get engineers on-site to fix these issues quicker, reducing the fix time to an average of 15 minutes, saving \$37.5K per incident.

The team also used Excel in Yammer to track the type of issues and their progress, providing a one-stop platform for stakeholders to continuously store and track issues and their solutions, an upgrade to their easily erased whiteboard. They also used Stream to train new hires on frequently seen issues to get them up to speed quicker, reducing incidents and improving safety records.

## Government

### 25% faster when responding to issues with the city's amenities

In Texas, a team of 20 front-line government workers used to spend an average of one hour per day during their patrol manually recording problems with the city's public amenities in their notebooks. Back at the office they would re-type these issues into emails.

Now the workers use their smartphones to capture photos of issues, such as vandalism of property, post them on **Yammer** and store them in **OneDrive** to notify their managers and team mates. The manager also uses **Planner** to assign tasks to team members, meaning repairs and issues are resolved much faster.

### Education

**\$1 million** saved by introducing virtual classrooms in the event of snowstorms

A university located in a city with frequent snowstorms envisioned a virtual classroom to resolve the challenges of class cancellations. By using **Microsoft Teams** to conduct the lesson, Yammer for live Q&As hosted by the Assistant Professor and **OneNote** to store the recording and top highlights, the university was able to save up to \$1 million incurred from class cancellations and logistics costs.

### Consumer goods

**1,250 hours** saved annually when collaborating with partners to update merchandise lists

A multinational supermarket chain worked with over 100 partners to ensure that merchandise lists were updated on a weekly basis. However, it took an employee on the partnerships team an average of eight hours per day to update and share their information with these partners due to email bandwidth and version control issues.

The team introduced a new way of collaborating with partners by using maintaining a central repository of information with external partners on **SharePoint** and **Microsoft Teams**. This new way of working enabled all the partners to update the same document anytime and on any device, and ensured that the partnership team had access to the most up-to-date information.

### Technology services

**40%** of travel and expense costs saved per project after adopting new ways of working

A company headquartered in Europe with subsidiaries located across Asia, Australia, the Americas and Africa had consultants that had to travel to subsidiary locations for meetings for every project they were engaged in.

The technology company decided to adopt **Microsoft Teams** to meet and plan workstreams on major projects together, without being physically located in the same place. They leveraged **OneNote** to record meeting minutes and **Planner** to track tasks per project to maintain transparency across the team. They also adopted **SharePoint** to keep a central repository of information about past projects and industry trends for the wider team's access.

**The Adoption Scenario Workshop for IT Professionals are also available for DevOps, Microsoft Azure and Dynamics platforms. If you are interested in these workshops for your organization, contact your Microsoft Account representative.**



# Next steps

## So what now?

Throughout this content series you have been presented with a range of models and research that aim to give guidance and evidence about practices that contribute to the success of your Microsoft 365-enabled Workplace Productivity Program. We hope you will now appreciate is that Microsoft 365's set of capabilities are not just an individual productivity opportunity, it can also impact team collaboration, community enablement and organizational productivity. All these components are essential for an organization to grow into an agile and responsive organization. Technology alone is not the solution.

It is easy to look at the content and feel overwhelmed. You may have resource issues, and perhaps there are lingering feelings that IT needs to lead and enable the capability. This section outlines the next immediate steps that you can take to begin or accelerate your organization's journey towards becoming a superpower within the Fourth Industrial Revolution, enabled by the power of Microsoft cloud:

### 1. A partnership between the IT division and the business divisions is critical

Though the IT division may be the technology enablers, remember that everyone within every business division, including IT, needs to change the way they work. Identify an executive sponsor who can lead this change for *new ways of working* across the organization. Your executive sponsor will need to be active and visible during the whole program. Also, consider identifying the burning platform for the change and build a coalition of all the senior leads within the organization. Having the IT and business divisions running this as a combined initiative will ensure that there is a strong feedback loop between technology deployment and the adoption of new ways of working. It is critical to understand why this change is important to the organization.

### 2. Design the Modern Workplace Productivity program using a change management approach

When designing the program and identifying the funding requirements, ensure that you have considered a change management business approach. Start by looking at the culture you want to develop within the organization.

- What behaviors need to change within the organization?
- What are the common issues/challenges within the organization?
- What capabilities can *new ways of working* deliver that solve these problems?
- Which technologies should be used to enable solution implementation?
- Consider using the Prosci® 3 phased methodology and the ADKAR® methodology while implementing change within your environment.
- Ensure there is ~20 per cent of the total project per cent funding allocated for change management activities within the scope of your project.

### 3. Identify the issues, challenges and opportunities across your organization

When designing a people-centric change program, it is important to understand the needs of people across the organization before finalizing your technology roll-out. When measuring the program's success, think about what problems we are solving within the organization and how we measure if the organization's issue has been resolved. The ultimate objective is always to solve people's challenges and giving them new opportunities, enabled by the Microsoft 365 suite of technologies. Technology itself is not the answer.



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