

“Digital Workplace”

A changing world for Individual Stakeholders”

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A critical success factor for an organisation to achieve the target business outcomes from implementing their “Digital Agenda” is understanding and managing the change for Individuals in their “Digital Workplace”. This paper outlines how leaders can engage stakeholders in the new “Digital Workplace”

“Digital Workplace” – A changing world for Individual Stakeholders

Technology is changing how we live and work, the pace of new technology applications continues to accelerate and it is becoming pervasive in everything we do. Yet for some organisations choosing which technologies, where to apply them and how they will co-exist with the existing technologies and practices remains an ongoing challenge, or as is a frequent experience of those that have invested in new technologies, how to realise business benefits and value from their investments?

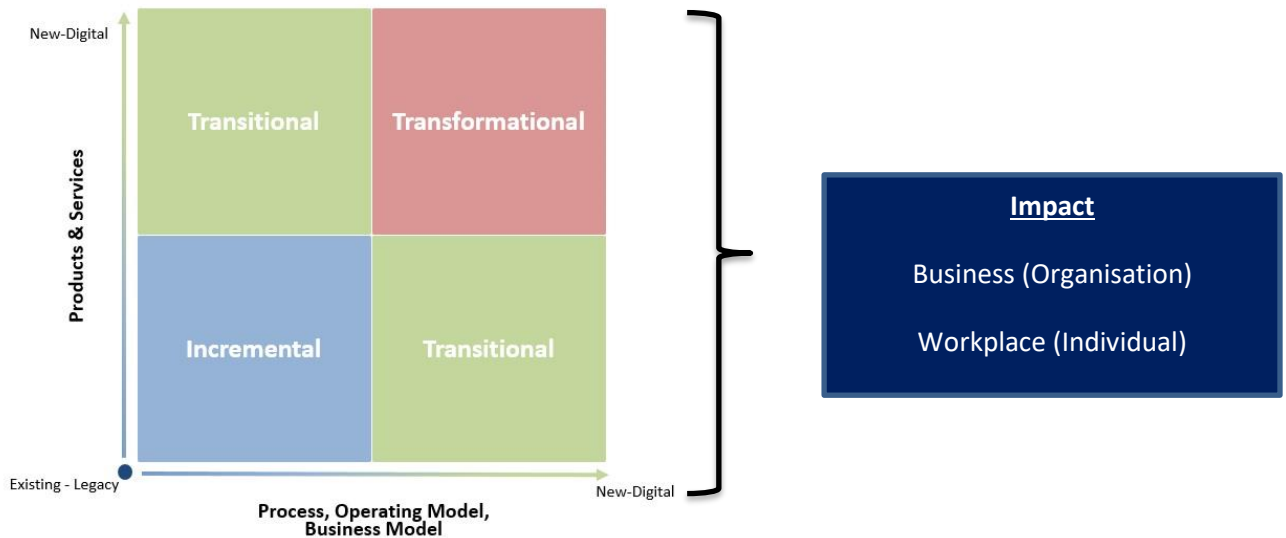
Most organisations now have a “Digital Agenda” (A plan to leverage technology to transform or improve their performance and/or value). Their Agenda can involve updating their current/legacy IT to complete replacement or some level of integration in between. Whatever their strategy is, it will mean changes for the stakeholders, most importantly their staff but also very importantly their broader stakeholder base and a range of new stakeholders in an expanded stakeholder base as they create new and extended Digital Business Ecosystems.

Social, Mobile, Analytics, Cloud, Block-Chain, Internet of Things (SMACBIT) are recent and developing technology groups that most organisations are deploying or considering as part of their “Digital Agenda” usually driven by stakeholder value creation and/or performance improvement aims and objectives for the organisation.

The consequence of this is change for both the organisation, its business and its stakeholders. The nature of this change will vary from organisation to organisation depending on their current business context and digital maturity and the gap between that, and their target business aims and digital maturity. Understanding and managing the change type for both organisations and individuals is a critical success factor in achieving the target business outcomes. There are three levels of change 1. Transformational 2. Transitional 3. Incremental. An organisations “Digital Agenda” may include some or all depending on the change components.

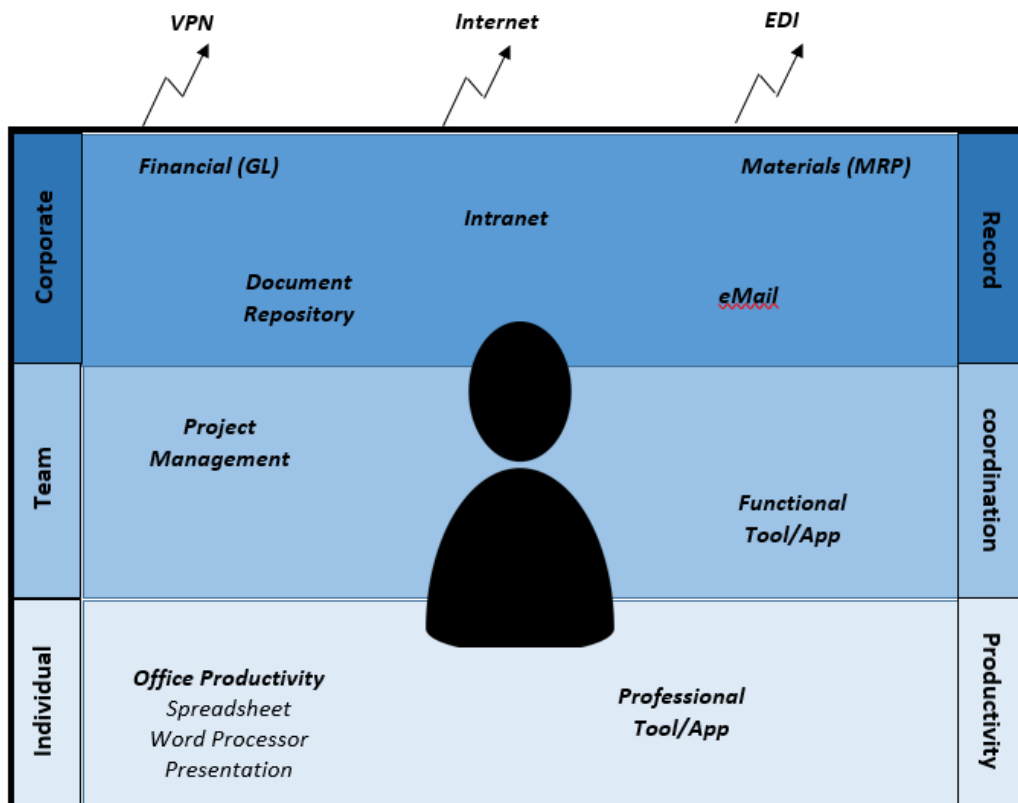
Transformational	<ul style="list-style-type: none"> • Does your organization/program/service need to begin its change process before its destination is fully understood and defined? • Is the scope of this change so significant that it requires the organization’s culture and people’s behaviour and mind-sets to fundamentally shift in order to successfully implement the changes and achieve the new state? • Does the change require the organization’s/program/service structure, operations, products, services or technology to change radically to meet the new needs of customers?
Transitional	<ul style="list-style-type: none"> • Does your change effort require you to dismantle your old/existing way of operating and replace it with something known but different? • Are you currently able to design a definitive picture of the new state as your goal for implementation? • Is this change realistically able to occur within a pre-determined timetable?
Incremental	<ul style="list-style-type: none"> • Does your change effort require primarily an improvement of your existing way of operating without radically changing it? • Will skill or knowledge training, performance improvement strategies and communications suffice as approaches to carrying out this change? • Will your current culture and mindset produce the outcomes needed from this change?

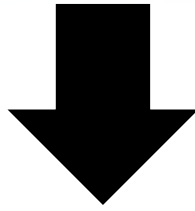
As we consider change and the three levels above we must understand both the organisation view and the individual view, in that what may be an incremental or transitional change from an organisation perspective could easily be a transformational change for one or more specific individuals. In introducing new technologies to enable performance improvement resulting in change those individuals could be current or new stakeholders who are employees, customers, suppliers, regulatory, community and many more as new or extended Digitally enabled eco-systems evolve. The Digital Workplace is where these stakeholders reside and operate and this paper is focused on the impact of change on them.



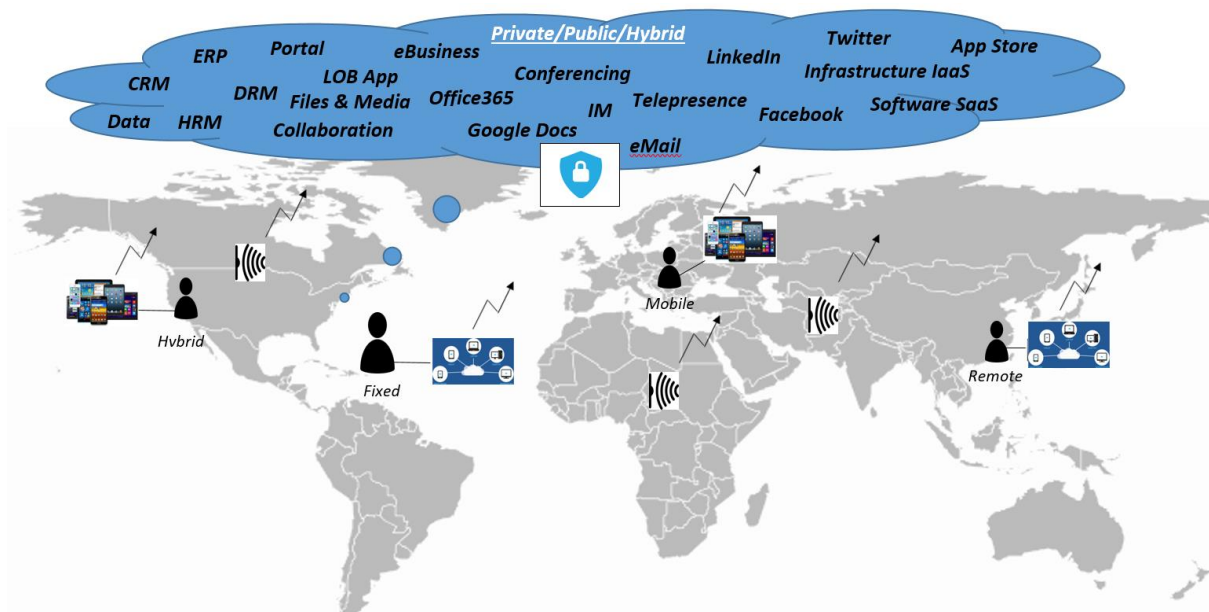
The Digital Workplace & Ecosystem continuum

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So as the organisation plan and execute their Digital Agenda a critical success factor will be understanding the nature of change for individual stakeholders and managing that change so that the individual stakeholders can be part of the change leverage their new and enhanced Digital Workplace so that their evolving role contribution has the target benefits that contribute to the team and organisations target business outcomes.

This paper concentrates on the Individuals in the emerging Digital Workplace, in the context of their organisations Digital transformation or Improvement. It is not intended as a guide to organisation change management but a complimentary set of considerations that strengthen the success potential by considering, planning and managing the change in the Digital Workplace for Individuals. Now let us consider the change type for individuals: -

Transformational	<ul style="list-style-type: none"> Does your job role, contribution, or core activities need to begin the change process before its destination is fully understood and defined? Is the scope of this change so significant that it requires the acquisition and/or application of new skills, knowledge, practices and values in order to successfully implement the changes and achieve the new state? Does the change require the radical change in what you do day to day to change radically to meet the new needs of the organization's/program/service structure, operations, products, services or technology? Does the new Digital Workplace require significant change in how you interact, cooperate with and access the resources of the organisation (People, Information, Products, Suppliers, Financial etc.)?
Transitional	<ul style="list-style-type: none"> Does your change effort require you to dismantle your old/existing way of operating and replace it with something known but different? Are you currently able to understand the picture of the new state for your roles and how it will evolve? Do you understand the roadmap for your development to successfully contribute in your enhanced Digital Workplace? Is this change realistically able to occur within a pre-determined timetable?
Incremental	<ul style="list-style-type: none"> Does the change effort require primarily an improvement of your existing way of operating without radically changing it? Will skill or knowledge training, performance improvement strategies and communications suffice as approaches to carrying out this change? Will your current culture and mindset produce the outcomes needed from this change?

The key is to understand the nature of the change for each individual stakeholder (or stakeholder group types) and this will allow a more refined approach to planning their engagement and effectiveness in the evolving Digital Workplace.

So where should I start as regards understanding the Digital Workplace for my stakeholders? One approach could be to collate the information for each Individual/Role using the form below. As part of a modern change management process engaging the Individuals in this process may strengthen their engagement in the design and execution of the change.

Individual Domain	Description	Current Situation	Current Technologies	Target Situation	Target Technologies	Change Level
<i>Description of the key workplace domain and considerations when completing the Current & Target situations and related technologies.</i>		<i>With respect to this domain row what is the current context and requirements to be successful at the role today?</i>	<i>What are the current technologies & systems for this related domain that the individual must use?</i>	<i>With respect to the target environment for this domain, what are the new requirements and changes required for this Individual/Role</i>	<i>What are the new technologies & systems for this related domain that the individual must use?</i>	<i>For this domain, what is the level of change and why? (Transformational, Transitional, Incremental)</i>
Individual Domain	Description	Current Situation	Current Technologies	Target Situation	Target Technologies	Change Level
Activity	The day to day activities, tasks, projects and contributions for the Individual/Role. How they are planned, prioritised, tracked, reported and adjusted?					
Innovation	How are Individual/Role Ideas, Improvements, changes in role related activities, IPR, considered, processed, implemented?					
Resource	What resources (Men, Materials, Methods, Machines, Information, Time etc) are available, how does the Individual find, share, access and use?					
Company Information	How does the Individual/resources access, or contribute to key company information such as resources, Policies, Processes, Procedures, News, Priorities, Progress					
Role	Describe the role as it relates to process, product, service, inputs, outputs, deliverables					
Performance	What are the performance standards, KPIs, deliverables for the individual/role, how are they set, monitored and adjusted?					
Competence	What skills & Knowledge are required for the Individual/Role to meet the performance standards, How are they acquired, developed, recorded and tested					
Team and Groups	How does the individual/role participate in formal and informal groups, communities and teams? How are they set up, resources, mediated and supported?					

Conclusions

New and emerging technologies enable organisations transform and improve their performance, whether it be new and improved Products, Services or Business models, or how it manages its operations and resources. A critical success factor for an organisation implementing its Digital Agenda is to also focus on its Digital Workplace for Individuals and roles managing change at the appropriate levels. New technology focused on the individual in the context of teams and the



organisations have also contributed significantly to releasing talent such as social collaboration platforms and employee onboarding and engagement solutions such as WISP from CactusSoft. These technologies are often needed to complement some of the core Digital Agenda changes at an organisation level.