WORK 3.0
CREATING A HIGH PERFORMANCE WORKPLACE

By Tech Research Asia
Sponsored by Canon Business Services Australia

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Work 3.0: Creating a High Performance Workplace

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Executive Summary

The most significant investment almost every organisation makes is its people – effectively establishing a contemporary high performance workplace is a critical obligation for all business and IT leaders. This Tech Research Asia insights paper delivers a comprehensive analysis of new workplace strategies and the role of technology via a survey of 1047 Australian CxOs and 20 deep dive analyst interviews. It includes recommendations on how to adopt and succeed with activity based working (ABW), mobility, teleworking and other flexible work styles as part of your high performance workplace.

Key Findings

• Higher productivity and improved customer engagement are possible with flexible work styles like ABW, mobility and teleworking. However, success requires an integrated, comprehensive technology and business approach and not just putting mobile devices in employee hands.

• Australian organisations are moving quickly to officially support flexible work styles. Capturing competitive advantage from establishing a high performance workplace strategy is still possible, but requires optimisation and harmonisation of spaces, technology, people & culture, and processes & practices.

Recommendations

• Move on from legacy processes and paper-reliant practices. High performance workplaces demand processes be first optimised, then digitised and automated. Lapses into manual processes create inefficiencies and can damage client and employee engagement.

• Delight your employees, clients and partners by pro actively getting ahead of the flexible working movement by articulating your own unique workplace vision. Look to partners that have experience with trends like ABW to assist.

The Dashboard

Topic: The critical need to establish a high performance workplace and the role of tech in achieving business outcomes

Organisations: All

Industries: All

Countries: Australia

Results: * 26.9% of CxOs will support teleworking and 26.5% activity based working. 59% will continue to support traditional desk-based work.

* Mobile devices and apps remain the focus of workplace technology investments

Key Statistic:

66.3%

Of Australian CxOs don't believe their workforce has fast and secure access to all the information they need while mobile

Future:

The emerging new world of work is one of multiple choices and independence for employees across spaces, work hours, work styles, and technology. How organisations support employee flexibility and agility will be a vital factor in future competitiveness.

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Introduction

Work 3.0 is how organisations more intelligently harness technologies to achieve business success in the areas of productivity, profitability and engagement. Numerous factors influence organisational fortunes in this regard. In general, these factors can be grouped into four categories: the physical space; processes and practices; technology; and people and culture. Combined well, these four factors can create a strong, motivated company. However, in many Australian organisations, whether they are small or large, decisions for each of these areas have traditionally occurred independently. The result? A suboptimal mélange of work place components that can prevent company workers from reaching their goals, creating disenfranchised individuals within the workforce.

A number of factors are driving change in how organisations achieve stronger growth; some socio-economic, others technological. There has been the emergence of the consumerisation of IT and many innovative solutions in mobile computing, social collaboration, cloud computing and analytics. Combined with contemporary office design and architecture these tech-driven changes have created new employee expectations about what "work" means and how goals should be pursued.

"Work" is changing.

Today's high performance workplaces are holistically combining the four workplace forces and embracing these changes and new expectations with great success. In particular, activity based working (ABW) – which removes set-seating in the office in favour of offering employees a greater choice of contemporary spaces to work from – has been shown to be a successful workplace platform. ABW is not a pre-packaged solution but rather involves a unique approach and vision for each organisation.

Not everyone will adopt ABW. However the work style's core principles of greater flexibility and collaboration will be feature pillars of future workplace strategies. Giving employees the ability to choose the most appropriate place, time and technology in which to execute any given task will increasingly be expected. This is what can be termed "time, place and technology independence". In TRA's view Australian business and IT leaders should quickly evaluate how this can benefit their organisation and consider whether their workplace strategy provides an agile platform and competitive advantage.

Traditional Office
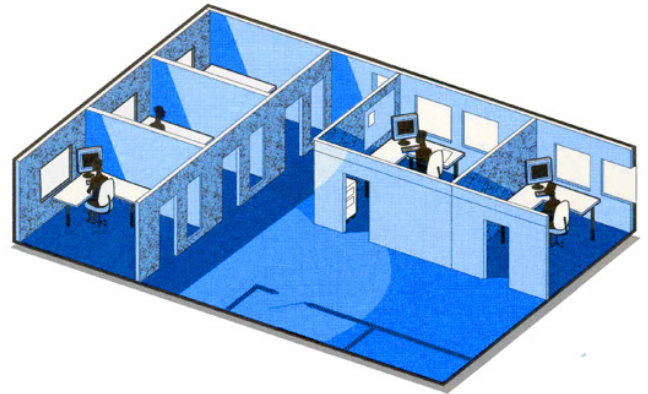
In a traditional office employees typically get a fixed desk or office, some meeting rooms and possibly remote working.

Flexible Office
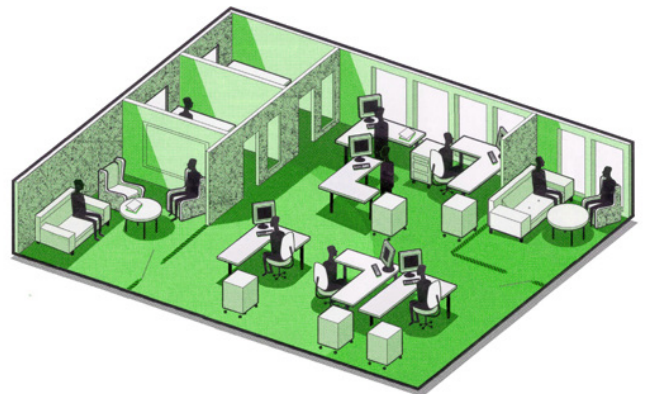
In a Flexible Office, employees get to freely choose from a far greater variety of spaces where they work depending on the task at hand and the outcome desired.

The Research Results

In November 2013, TRA ran an online survey which canvassed the views of 1047 Australian CxOs working in either human resources, finance, office management or IT.
This was complemented by 20 deep dive interviews with CxOs at organisations in a variety of industries. The survey investigated general business and technology attitudes and intentions along with specific questions on workplace strategies and admin. The results are analysed below and are supported by key insights for business and IT leaders.

The 2014 Business and Workplace Technology Picture

TRA's survey results indicate the majority of Australian organisations hold a positive outlook for 2014 and are focusing on growth ahead of cost management with customer engagement rising to the 3rd place as a priority.

When asked what technology they believe would be most useful in helping them achieve their goals the customer relationship management (CRM) system came out on top with 17.3%. This was followed by personal computing devices (13.8%), organisation computing devices (13.4%), social media tools (10.7%), and team collaboration tools (7.2%) – emphasizing the customer and productivity spotlight for 2014. Each of these technologies has different roles and effects on an organisation. However, they all aim to boost employee productivity and enhance interactions with customers and partners. They are also key planks in any workplace strategy and intimately linked to how well an organisation can engage its customers.

IT 2014
BUDGET EXPECTATIONS
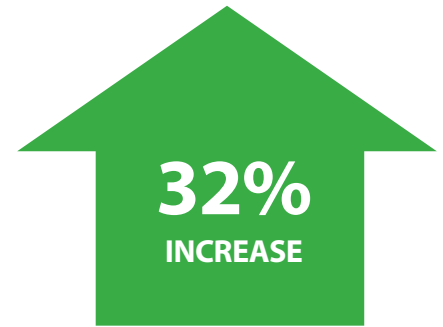
32% INCREASE

32% of CxOs expect an increase in IT budgets this year.

23.4% REMAIN THE SAME

23.4% think it will stay the same

8.6% DECREASE
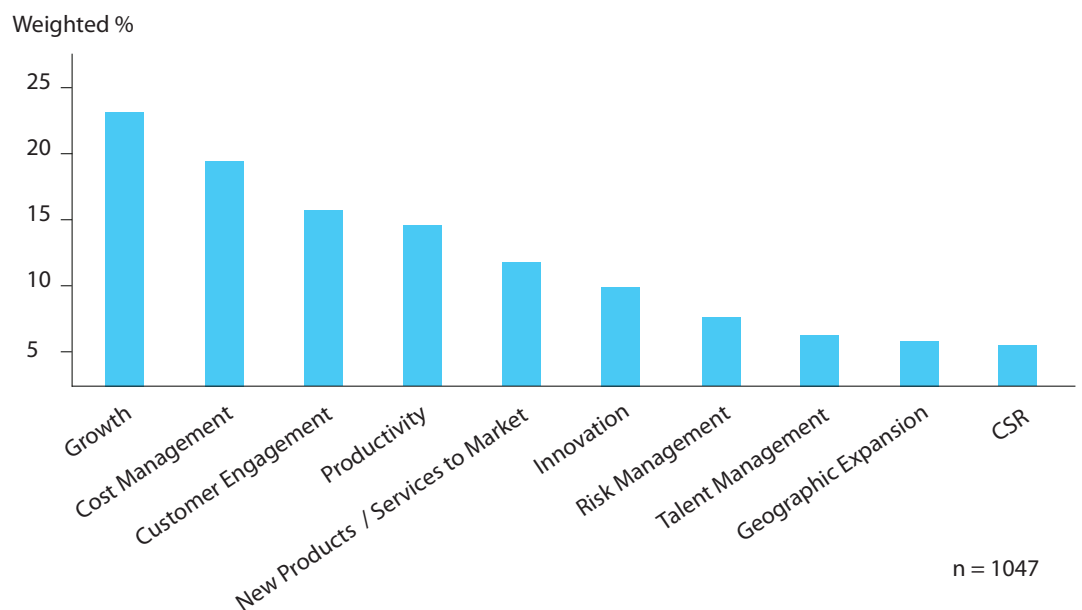
8.6% of CxOs also expect a decrease in IT budgets this year. The rest don't know.

What are the top 3 business goals you have for the next 12 months?

Weighted %

Business Goal	Weighted %
Growth	23
Cost Management	19.5
Customer Engagement	15.7
Productivity	14.5
New Products / Services to Market	11.8
Innovation	9.9
Risk Management	7.7
Talent Management	6.3
Geographic Expansion	5.8
CSR	5.5

n = 1047

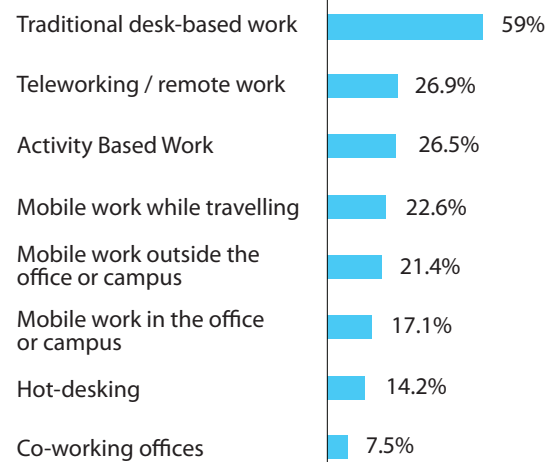**TRA** Tech Research Asia

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The Workplace of Tomorrow…Today

In line with the "value over cost" sentiment, Australian organisations are moving into an enthusiastic period of official support for flexible work styles. ABW and remote working will be supported by just over a quarter of all organisations in the next 12 months. Support for mobile working is also quickly rising. Traditional desk-based work, however, remains the most common work style with 59% of CxOs. Yet, survey responses clearly indicate formal support and deployment of multiple-work styles will become embedded in many Australian organisations.

A key trigger for adopting new work styles is an office move or renovation. This disruptive event is often an excellent time to re-evaluate strategies and make additional changes. In the next 24 months at least 36% of the Australian market will be undergoing some form of physical office change. This means every third competitor or peer to your organisation will likely be updating and advancing their workplace strategy. The question you should ask is what does this mean for your competitive positioning and ability to secure great talent that engages clients? While a physical change to the office is a good time to adopt new work styles, TRA has witnessed several firms that didn't wait for such an event to successfully adopt flexible working and secure benefits.

Critical to this change is setting a unique and compelling vision. Contemporary high performance workplaces don't involve just IT, facilities or HR. As critical as having a broad cross-section of stakeholders involved is the technology component. The survey results show that the top intended workplace technology investments are mobile devices and apps, digitising documents/work-flows, cloud-based office productivity and the mobilisation of processes. These are all important technologies in TRA's view. However, in our work with ABW organisations, we've found other critical technologies to include: ubiquitous WiFi; unified communications and collaboration tools; audio visual components (i.e. large screens in meeting rooms with document sharing/editing technology); and IP telephony (especially number portability).
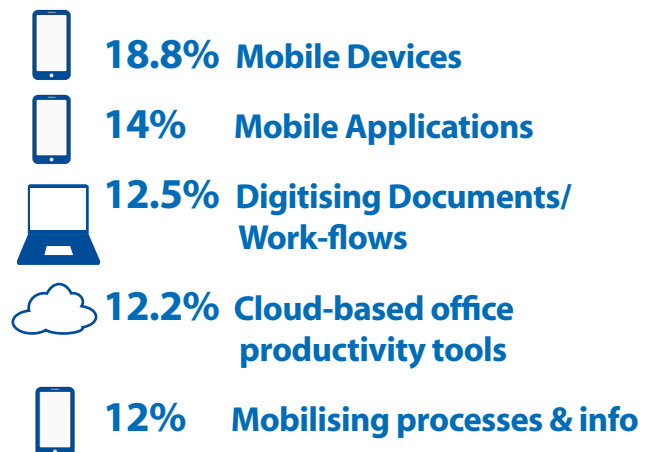
Getting IT right is critical to a high performance workplace and must focus on a seamless, reliable experience – not just devices and apps.

Which of the following work styles will your organisation officially support over the next 12 months for the majority of employees?

Work style	%
Traditional desk-based work	59%
Teleworking / remote work	26.9%
Activity Based Work	26.5%
Mobile work while travelling	22.6%
Mobile work outside the office or campus	21.4%
Mobile work in the office or campus	17.1%
Hot-desking	14.2%
Co-working offices	7.5%

n = 1047   Multiple Responses

Which technologies and/or processes will you invest in to support your workplace strategy?

- **18.8% Mobile Devices**
- **14% Mobile Applications**
- **12.5% Digitising Documents/ Work-flows**
- **12.2% Cloud-based office productivity tools**
- **12% Mobilising processes & info**

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Mobilisation

Mobility remains top of the workplace technology agenda. There is a general perception that "mobility" is the solution for many of the inefficiencies and productivity challenges of today's Australian organisation. Survey results indicate CxOs expect lower costs, better customer engagement and higher productivity as a result of mobile technology adoption. They're partially correct. However, in many instances their focus remains on devices and apps. Critical to mobile success is a strong approach to business process optimisation for a mobile workforce and customer base. In other words, focus on the information infra-structure that makes devices and apps valuable.

Traditionally, most processes involve multiple individuals handling and sharing information (paper and digital documents) at different times but usually in the same physical place, known environment or chain of information. Having mobile workers and customers interrupts this traditional flow of information. Just over 50% of Australian CxOs agree their company is concerned about the amount of time spent ensuring information on documents is accessed / edited by the correct people. Almost 2 out of 3 agree automating administration tasks would bring clear benefits including improved client interactions and enhanced employee engagement.

TRA recommends organisations build process optimisation and mobilisation into the workplace strategy at an early stage. This, of course, begs the question of what processes would benefit from being mobilised. TRA's research results show that opinions on this vary according to business role. The following are the top processes survey respondents say would benefit from mobilisation:

- HR - training and development,
- CIOs - project management,
- Office managers - general business reporting,
- CFOs - general financial reporting.

PRODUCTIVITY
EXPECTATIONS

78.2%
INCREASE

Australian CxOs and CIOs expect a productivity increase from mobilising processes.

5.5% expect a greater than 50% increase

45.8% expect a 10-30% boost.

The top 5 expected benefits from mobilising processes are:

Cost reduction (19%)

Higher staff productivity (17.4%)

Revenue growth (13.5%)

Customer retention (11.1%)

Customer acquisition (10.5%)

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Recommendations for establishing a high performance workplace

Australian business and IT leaders that embrace work styles like ABW as part of their high performance workplace strategy will find themselves in a strong position with an agile platform for future growth. To get there, technology is a critical component and TRA recommends all CxOs consider how they will:

• **Move on from paper + legacy processes:** It's often underestimated but high performance workplaces demand a less-paper-reliant environment and a significant effort to automate both core and supporting. Optimising processes before mobilising offers improvements in employee engagement, productivity in terms of time spent on administration, along with higher efficiency in responding to internal and external clients. Consider a 3rd party partner with both MDS and software solutions to assist.

• **Free the people:** the new world of work is one of multiple choices and independence for employees (work spaces, work hours, work styles, and work technology). Supporting this demands new approaches, including the independence offered by a move to cloud, evolving security and risk management strategies, and a focus on mobilising.

• **Offer ubiquitous connectivity and collaboration:** Technology should be easy, as should the ability of employees to engage with peers and clients. This demands seamless connectivity in and out of the office along with proven UC&C tools. Consider how you can also leverage these tools for progressive meeting spaces and retail outlets.

Other steps you should consider include:

1 • **Take stock and assess your current culture and performance trajectory.**
Conduct an office and technology utilisation study and undertake stakeholder interviews or surveys including front line employees.

2 • **Define your vision for your ideal environment and culture through multi-party collaboration.**
Tour current high performance workplaces to understand what is possible. Seek out the expertise of vendors and partners that have adopted themselves and have multiple reference customers.

3 • **Explore a pilot program: Evaluate new tech without the blinkers of legacy IT.**
You don't need a huge investment to trial a high performance workplace.

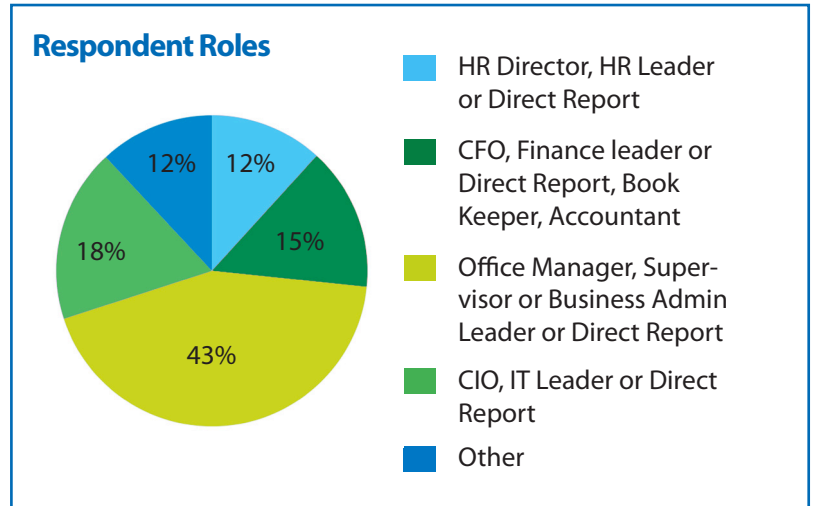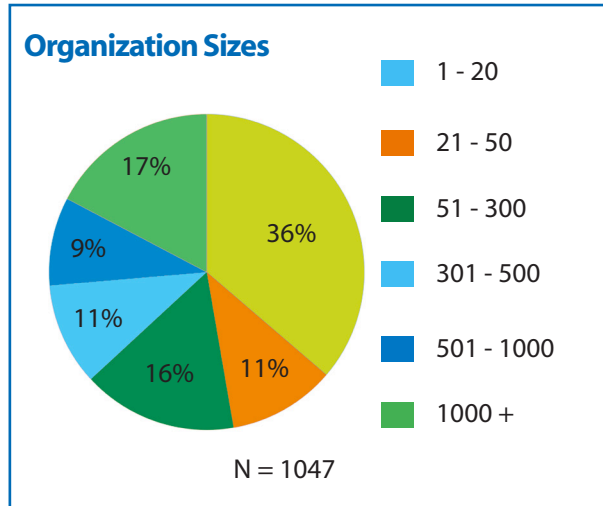4 • **Align all stakeholders – internal and external – to the vision and set out your project responsibilities and timeline.** Consider the essentials such as security, cost, and compliance and ensure that these are not compromised. Ensure the project management does not result in siloed components pursuing their targets independently of the broader vision. The best results are always those that bring together the four elements.

5 • **Plan for how you will reinvent again to engage customers and employees.**
Work styles and spaces of today will change again – will you have the capacity and agility to stay ahead?

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Methodology

TRA conducted 20 in-depth interviews with CxOs in organisations across Australia and ran two quantitative surveys in October and November 2013. The first survey captured a sample of 600 organisations with participants split across four roles: Finance, HR, IT and Office Administration. The second survey captured a sample of 447 organisations with respondents split across organisation sizes of 1-300, 301-500 and 500+. A total of 1047 responses were captured with the sample evenly spread across all industries and geographies. Both surveys shared identical questions that were split into three topics: General, Administration, and Workplace + Mobility.

Organization Sizes

Legend:
- 1 - 20
- 21 - 50
- 51 - 300
- 301 - 500
- 501 - 1000
- 1000 +

Values: 17%, 36%, 9%, 11%, 16%, 11%

N = 1047

Respondent Roles

Legend:
- HR Director, HR Leader or Direct Report
- CFO, Finance leader or Direct Report, Book Keeper, Accountant
- Office Manager, Supervisor or Business Admin Leader or Direct Report
- CIO, IT Leader or Direct Report
- Other

Values: 12%, 12%, 15%, 18%, 43%

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