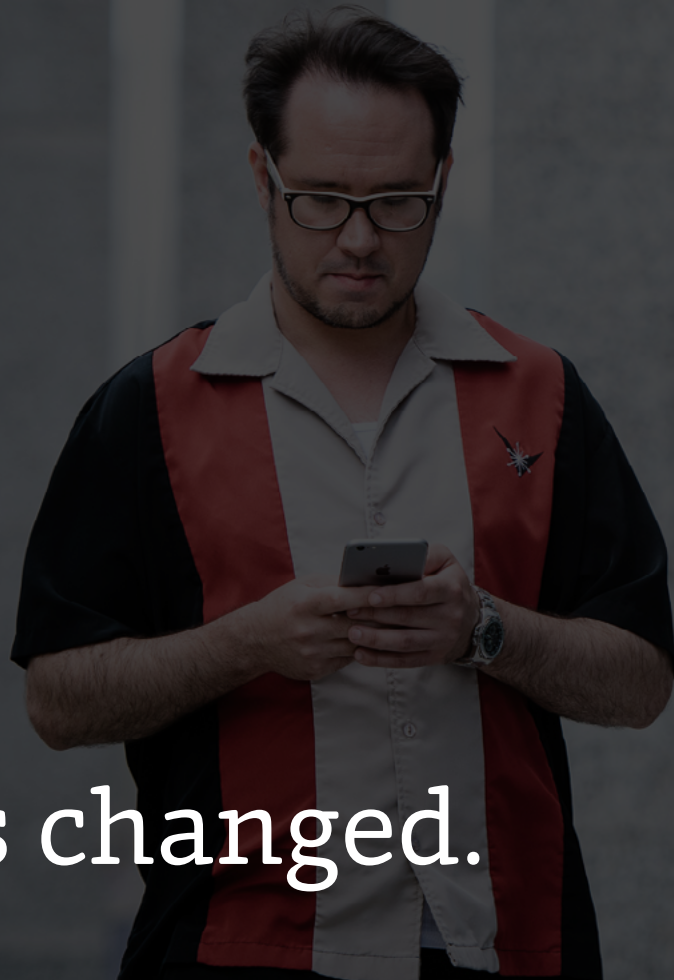# IGLOO

# The ultimate guide to today's unified digital workplace.

# Work has changed.

## The Mobile Workforce

Today's workforce is becoming more and more distributed. In fact, **GlobalWorkplaceAnalytics.com** reports that approximately 20-25% of the global workforce teleworks at some frequency, and employees are not at their desk 50-60% of the time[1]. With the ability to work remotely, with flexible hours, from whichever device they choose, employees can work across geographies and time zones. The challenge lies in fostering the kind of company culture you'd be able to achieve if everyone was in the same place.

## The Generation Gap

The majority of today's workforce is comprised of two generations that entered the workforce during two very different times. The way Generation X and Millennials process information and the rules they each align to causes friction, and with a widening gap in digital fluency, there's an urgent need to find digital solutions that drive productivity – no matter what attitudes and abilities are at play.

## Bring Your Own App (BYOA)

More and more, people are opting to use their personal productivity applications like Google Docs or Dropbox to communicate and collaborate at work. They're fast and familiar, and most importantly, they don't require any involvement from IT. But accommodating for every employee's app of choice can counteract communication and knowledge-sharing practices in your organization, not to mention the security implications involved.

## The Talent Wars

People no longer stay at companies for life. If you haven't devoted significant resources to attracting, developing, and retaining talent, this can pose a challenge. Gone are the days of top-down management where executives rule from the top floor. Instead, innovative companies are adopting a ground-up approach that focuses on company culture and protecting their most valuable asset: people. Just as these companies build world-class websites for their customers, they've realized a need to create a virtual space for engaging their employees.

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## Are you ready for the next wave of work?

Clearly, the internet has changed the way we work. But even with advances in technology that have allowed us to do business better, many companies still struggle with information barriers and a limited understanding of organizational expertise. This can have a crippling effect on productivity, engagement, and innovation.

The traditional workplace was born before the intranet, so it's not wired for it. That's why many companies are adopting digital workplace strategies as a way of retrofitting modern tools and technology into their current infrastructures, while bracing for the next wave of challenges.

## Defining the digital workplace

What exactly is the 'digital workplace'? It depends who you ask. According to the Digital Workplace Group, the digital workplace is the collection of all of the digital tools provided by an organization to allow its employees to do their jobs[2]. Building on this definition, a digital workplace, is a unified workplace where tech-based solutions and tools allow employees to be productive, creative, and engaged at any time, in any place.

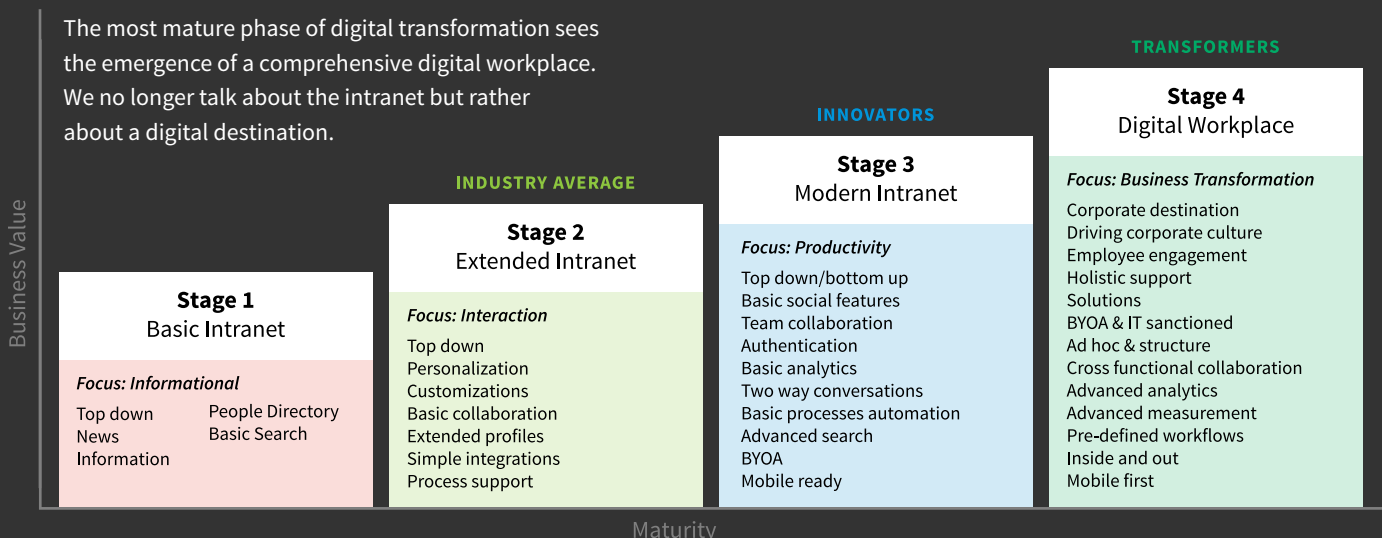## Is the 'digital workplace' just an intranet with a new name?

Like all technologies, intranets are evolving and are considered an early stage of digital transformation.

The first stage is the basic intranet, which is rather focused on making information available. It's top-down, fairly static, and focused on news. Basically, it's a file repository; a place where employees go to consume information.

The second stage of the digital workplace transformation is what we call the 'extended intranet': it's still top-down, yet it includes some form of personalization and customization. There is basic collaboration and interaction between people, with spaces where teams can share information and files. The extended intranet is still the industry average.

Then there is the modern intranet. It combines top-down with bottom-up communications. It includes basic social features for two-way and multi-way conversation. The modern intranet facilitates communication with senior leaders, ensuring that strategic intentions are clear and on-the-ground difficulties are understood. Collaboration is a key focus for knowledge workers; the tools enable file sharing and instant messaging. Deploying and developing a modern intranet can be a big change for some companies. Moving collaboration online and out of email allows people to be more involved in their departmental and project work. The intranet becomes the place to work, to create and share information, to talk to teammates, and it can even automate some business tasks. The modern intranet is the 'productivity phase' of the digital workplace transformation.

Finally, the most mature phase sees the emergence of a comprehensive digital workplace. It's the ultimate 'business transformation phase'. We no longer talk about the intranet but rather about a digital destination. It's the place where employees start their day and where they go to communicate, collaborate, and share knowledge – as they get their work done. The digital workplace supports cross-functional collaboration, pre-defined workflows, BYOA (bring your own apps) and mobile access. Further, it's a real part of your employee brand and company culture, enabling engaging communications and direct involvement with company matters.

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The most mature phase of digital transformation sees the emergence of a comprehensive digital workplace. We no longer talk about the intranet but rather about a digital destination.

Business Value

**TRANSFORMERS**

**Stage 4**
Digital Workplace

*Focus: Business Transformation*

Corporate destination
Driving corporate culture
Employee engagement
Holistic support
Solutions
BYOA & IT sanctioned
Ad hoc & structure
Cross functional collaboration
Advanced analytics
Advanced measurement
Pre-defined workflows
Inside and out
Mobile first

**INNOVATORS**

**Stage 3**
Modern Intranet

*Focus: Productivity*

Top down/bottom up
Basic social features
Team collaboration
Authentication
Basic analytics
Two way conversations
Basic processes automation
Advanced search
BYOA
Mobile ready

**INDUSTRY AVERAGE**

**Stage 2**
Extended Intranet

*Focus: Interaction*

Top down
Personalization
Customizations
Basic collaboration
Extended profiles
Simple integrations
Process support

**Stage 1**
Basic Intranet

*Focus: Informational*

Top down          People Directory
News              Basic Search
Information

Maturity

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# Five key characteristics of the digital workplace

**1** **The digital workplace encompasses all the digital tools of a modern organization.**

Every organization has a digital workplace. It's all the platforms, channels, applications, and tools that employees use every day, albeit some are more functional, integrated and effective than others. The digital workplace goes beyond the intranet and collaboration. It's also email, CRM systems, HRIS, how you communicate, knowledge management, IT ticketing, expense tracking, and all of the key functions and processes your employees need to complete their work.

The digital workplace considers all the digital tools together, how they relate to each other and where there are gaps. It puts information into context for the employee and the work they are trying to do. Ultimately, this holistic thinking leads to better decision-making and provides a framework for how the organization wants to address employee engagement, culture, knowledge management, and top-down and bottom-up communication.

**2** **The digital workplace platform is where it all starts.**

Organizations and their digital workplaces are growing more complicated. Businesses, teams, and individuals are no longer waiting for IT functions to determine the tools they should use. Instead, they're choosing from a myriad of cloud-based products and services, from file-sharing solutions like Dropbox, to line of business solutions like Salesforce, to get work done.

There are also transformations in the core tools used by staff. Microsoft Word and Excel are moving into the cloud, with the shift to Office 365. This change to the digital workplace is bringing great leaps forward in functionality and capability. But it's also creating complexity.

When companies choose a digital workplace platform that has strong foundations in communications, collaboration, knowledge management and employee engagement, it has a powerful impact, helping employees navigate and make sense of the new digital ecosystem. It becomes the first point of entry, and the place to surface information and tools. A robust digital workplace platform also offer true integration and a seamless experience across workflows for employees.

The more functionality the digital workplace provides, the more important the foundational starting point becomes as a way to ensure that employees can find what they need, quickly and confidently.

**3** **The digital workplace should offer simplicity and a fulfilling employee experience.**

With all this change, it's easy for an employee's experience with workplace technology to become very fragmented and frustrating. All too often, employees can't find what they need, require a myriad of different passwords, or need four different applications open to complete one simple process.

At its heart, a successful digital workplace offers a great experience for employees and makes it easy for them to complete daily tasks and processes. Employees move seamlessly and logically from application to application. Interfaces are intuitive and there is consistency in branding. Ultimately, the digital workplace is a place that employees enjoy working in.

## DID YOU KNOW?

*Companies that communicate effectively are 3.5X more likely to outperform their industry peers.[3]*
– Towers Watson

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# 4 Wherever you are, the digital workplace is with you.

Employees no longer work a set number of hours from a fixed location. They want to be able to work from anywhere – out on the road, from home, or even switching desks within an office. They also work irregular hours to suit lifestyle patterns, to meet the demands of their role, or to collaborate with colleagues in remote locations.

The digital workplace enables these modern working patterns, allowing employees to access all the files, content, and applications they need from anywhere, 24/7, 365 days a year. This should be true for all employees, including those based in retail units, factories, or in frontline locations.

## According to IDC, the average knowledge worker wastes:

**2.5 HRS**

2.5 hours per day duplicating work.

**7 HRS**

7 hours managing email.

**2.5 HRS**

2.5 hours searching for information.

$

Cost = **$20,000/year** in employee productivity.[5]

**50%**
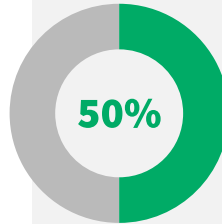
In a Global Software Survey by research and advisory firm Forrester, nearly 50% of all respondents felt that the tools they had access to were too specific to be used effectively.

The larger issue? Employees didn't have a unified access point for the tools they needed. [4]

# 5 The digital workplace is driving change, not just responding to it.

Technology has always been a driver of transformation, but the digital workplace concept is helping to drive and accelerate change inside organizations.

Innovating around external digital experiences is often led by changes to the internal digital workplace. Employees need to work in different ways, have greater collaboration capability, and be comfortable with digital working. The digital workplace and the related internal transformation can be an important pre-cursor to improving the digital experience for customers.

Success in the digital workplace also requires a mindset which takes a holistic view of workplace technology. This new thinking rises above departmental silos and sees exciting opportunities on the horizon to make a real impact on the way employees work.

Working with others who share the same vision and passion makes these possibilities real and opens the minds of senior leaders to the potential of embarking on a digital transformation journey.

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# Starting your digital workplace journey

Don't worry if you're only just starting to think about the digital workplace. In reality, most organizations are in the early stages. A good place to start is assessing your current situation, and exploring what benefits the future state could bring. Ask yourself the following questions:

- ☑ Does your organization have a legacy intranet or are you leveraging a robust digital workplace platform with integrated digital workplace solutions?
- ☑ Do you have integrations with your business critical apps for a seamless experience?
- ☑ Do you need to replace or re-wire your current intranet in order to be effective?
- ☑ Are all the right stakeholders involved?
- ☑ Does everybody have flexible access to your digital workplace based on device and location?

Start asking the right questions, then find answers that will improve the employee experience and lead to a more productive and engaged workforce.

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# Laying the foundations of the digital workplace.

If the digital workplace concept is new to you and your organization, or it's something you've read about but haven't yet explored, it may be tempting to go off and dive into a huge digital workplace initiative.

There's a lot to admire in a "just do it" attitude. However, to create a digital workplace that's going to deliver value, wow your employees, have direction, and be sustainable, you need to do some groundwork first.

Whether you're driving a fully-fledged digital workplace program or implementing a single solution at the center of it, you'll need to move forward with three main foundations:

1. **Mindset:** having the ambition and widescreen view to move things forward.

2. **Strategy:** having a vision and direction your stakeholders buy in to.

3. **Governance:** having the structures, policies, processes, and rules in place to make it happen.

Mindset

Strategy

**Digital Workplace Foundation**

Governance

**IGLOO**
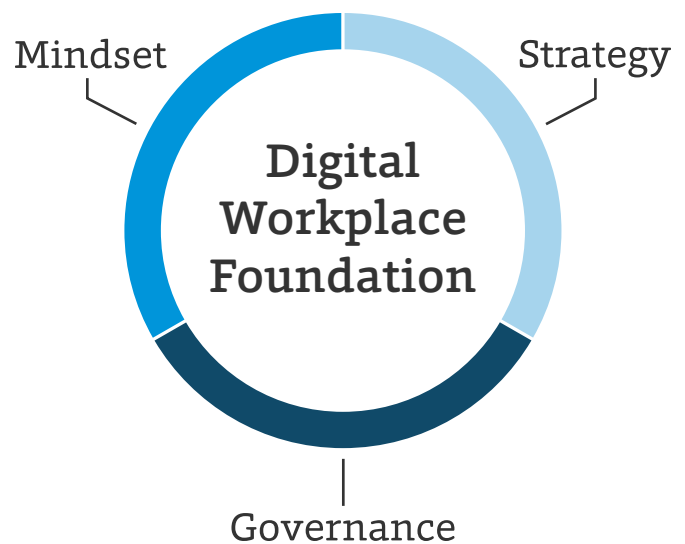
## Mindset

**When you're trying to deliver a cohesive, consistent, and compelling digital workplace experience, you need to have the right mindset.**

To deliver such an ambitious digital experience, the team behind it needs to be equally ambitious. They cannot be constrained by traditional thinking about what workplace collaboration tools can and can't do, or that the technology only needs to be "good enough."

Digital workplace teams must also have a "big picture" mindset, meaning that they must approach challenges on a macro level and work with a wide set of stakeholders from different functions right across the organization.



## Strategy

**Having a digital workplace strategy in place is critical.**

A strategy will determine:

• Where you're going — a vision of where you want to be

• How you're going to get there — a high-level roadmap

• Why you're taking the journey in the first place — the benefits

• What you're actually going to deliver — what people can expect to see

• When this is all going to happen — a target timeline

The path you endeavor needs to align to your company's objectives and the overall IT strategy, and it's important to show that the goals of your initiative are achievable and realistic. Without these details, your efforts are at risk of becoming misguided or hijacked by competing projects.

Two essential components of your strategy are the vision and the roadmap.

A vision of what the digital workplace might look like and how it will benefit your organization and employees should inspire the support of stakeholders. It will also make the "digital workplace" concept more tangible. A clear vision will also ensure that all your stakeholders, with diverse interests and different perspectives, are working towards the same goal.

Your research can also help derive a high-level roadmap of how you're going to achieve your goals. You'll need to get a consensus on the best way forward and demonstrate your strategy is credible.
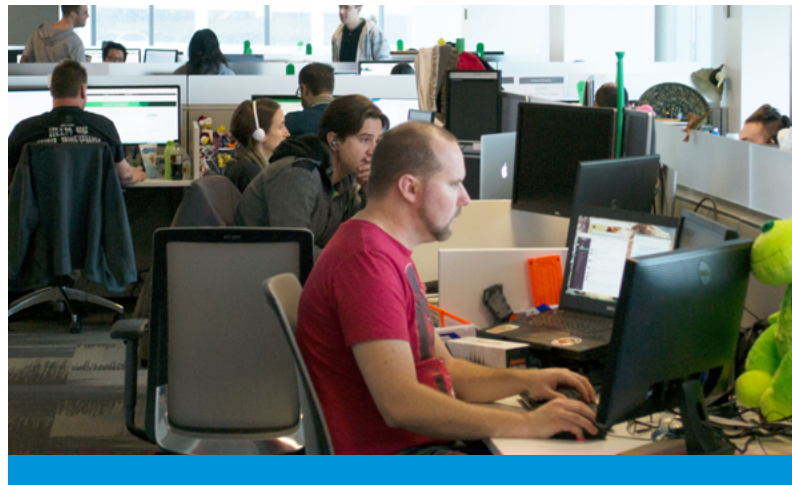
## Governance

A successful digital workplace requires a robust layer of governance to ensure it's working effectively and delivering value. With so many different applications in play and so many competing needs, you need structures and roles, policies, processes, rules, and guidelines to establish order and direction.

Governance might not sound interesting or cutting-edge, but it can be the secret ingredient behind a truly successful digital workplace.

**Your governance plan should cover:**

• Ownership and sponsorship, including a champion and cross-functional steering committee

• IT and security issues

• Legal and risk, for example, over data

• Information and data management

• Branding and user experience

• Authentication including single sign-on

• Content management

• Training and support

• Engagement and communications

• Measurement and KPIs

Working to establish an appropriate governance framework will absolutely reap dividends later on. You'll be grateful you put in the work at the beginning as it makes the implementation and evolution of your initiative much easier.

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# Keep moving forward

We've talked about groundwork and foundations, but in reality, the development of mindset, strategy, and governance aren't necessarily linear. You're more likely to move in smaller, iterative steps and continuously improve, then over time, develop a more formal digital workplace program further down the line.

Perhaps you already have an intranet that acts as a gateway to the digital workplace, or you have a governance model in place that already covers more than one digital channel.

The important thing is to keep moving forward. Develop the right mindset, evolve your strategy, and establish your governance practices. Work towards the goal of a fantastic digital workplace your employees will love and your stakeholders will be proud to contribute to.

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# Six keys to building an engaging digital workplace.

Every digital workplace needs a destination. This is the place employees go to start their day and where they return throughout the day to complete their work. Think of it as the starting point, the gateway to other apps and tools, and the center of an engaging employee experience.

It takes a number of different approaches to make sure that your digital destination truly connects all aspects of your new digital workplace:

**Foundation:** preparing the groundwork for a sustainable digital workplace.

**Navigation:** developing an intuitive navigation to help employees find what they need.

**Integration:** bringing other applications right into the experience.

**Information:** letting employees know which tools to use and when.

**Authentication:** ensuring single sign-on for a smoother experience.

**Sweat equity:** evolving a digital workplace requires time and effort.

An inspiring digital destination should be the heart of the digital workplace, simultaneously acting as the starting point.
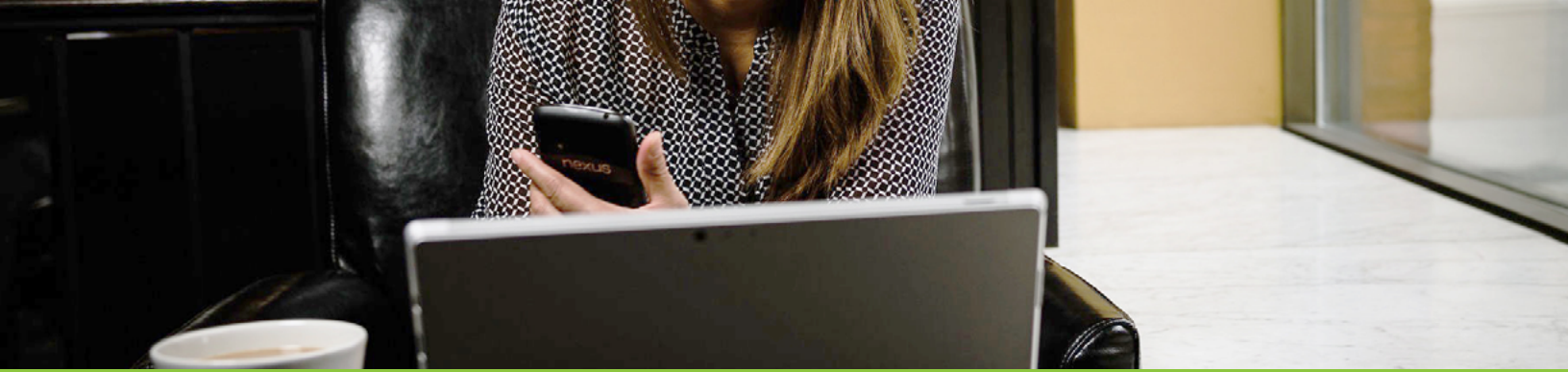
# 1 Foundation

We discussed this in great detail in the preceding section, so we'll only mention the three components here for completeness. But spending time to lay the proper foundations will make your digital workplace more successful and sustainable. As a recap, there are three elements you need to have in place:

- **Mindset:** Having the right level of ambition and ability to see the bigger picture to work with a wide group of stakeholders.

- **Strategy:** Having a vision for your digital workplace and associated roadmap that stakeholders buy in to.

- **Governance:** Having the right structures, roles, policies, guidelines, processes, and rules in place to make it all happen.

# 2 Navigation

Your information architecture, or how you lay out your site, is a major opportunity for you to help employees navigate their way around your company's culture, processes, tools, and information. Consider it as a series of signposts which help employees find the content and applications they need to get their work done.

**To ensure you're on the right track, keep the following in mind:**

- Use tools beyond just the global navigation, and remember you can also use homepage widgets, favorites, and sub-navigation to help employees find what they need.

- Link directly to different applications and systems if needed.

- Use intuitive and straightforward language. For example, describe tasks instead of using system names or organizational structures (e.g. "Find Experts" instead of "People Directory").

- Encourage employees to use personalized quick links to bookmark the solutions and apps they use every day.

- Use approaches like card sorting to ensure your navigation matches the way your employees think.

# 3 Integration

The best kind of digital workplace experience is the one where employees don't have to leave the digital destination at all. Instead, they stay productive by accessing apps and tools that are integrated directly into the experience. For example, the sales team may be using Salesforce to record opportunities, SharePoint for documents, Yammer for discussions, and the company intranet to manage tasks.

To keep costs down, try to find a solution that has the ability to integrate popular applications like Salesforce, IT ticketing systems, HRIS, and file sharing applications, like Dropbox, into it.

However, customization can be a valid option where the benefits outweigh the costs and ensures your digital workplace delivers real value for your employees by integrating different applications into one place.

## Benefits of an integrated digital workplace

✔ Drives Efficiency

✔ Prevents data duplication

✔ Reduces frustration

✔ Better decision making

✔ 360-degree view of all activities

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# 4 Information

Creating a digital workplace isn't just about providing a few links to different applications. Employees also need to know which systems to use and when to use them.

With a range of different tools available, your digital workplace can be the center of ongoing education and training about the technology options available and their best use.

By providing the right information and resources such as how-to-videos and which tool works best in which scenario, or establishing communities where employees can connect with digital experts, you can allow employees to be more self-sufficient in using different applications. It can also help new starters get their heads around your company's digital environment.

# 5 Authentication

When employees use technology they should be able to work seamlessly across applications and intuitively without barriers. There is nothing more frustrating than being asked to log into a new system, and having to recall one of multiple different usernames and passwords.

The full digital workplace experience, should be accessible through single sign-on. This means once an employee authenticates into their organization's network they should then be able to maneuver freely and confidently through the digital workplace without jarring interruptions to their natural flow of work.

# 6 Sweat equity

A sustainable and cohesive digital workplace which is engaging, consistent, and provides value doesn't happen overnight. There are a wider set of stakeholders to work with and not everyone may get the concept right away.

Sometimes changes to your digital workplace may need to be phased or done iteratively through the implementation of specific line of business solutions. And, you may need to be a champion for the platform and get employees used to new ways of working.

It may take a little effort and perspiration to get where you want to be, but with a great digital workplace platform and inspiring digital destination, you'll be off to a flying start.

## DID YOU KNOW?

*"Cloud applications deliver 2.1 time more return on investment than on-premise ones."*[6]

– Nucleus Research

# Great digital workplaces start with a great destination

You can call it a digital destination, you can call it a digital workplace hub or anything else you want, but at the end of the day your digital workplace transformation will suffer if your digital destination isn't intuitive, inspiring, and relevant.

By following the approaches above, you'll be contributing to both organizational success as well as improving the working day of individual employees.



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# Why your digital workplace must be optimized for mobile devices.

Work is no longer a fixed-hours, fixed-location activity. The reality of modern roles and working in a global economy means flexibility is required. Individuals also want to balance the demands of their working and personal lives, and being able to shift working patterns has enormous value.

A key way to support flexible working is by making sure your digital workplace experience is fully optimized for mobile devices, wherever possible. Ensuring your digital workplace renders beautifully on a smartphone or tablet should be one of your top priorities.  In order to best support a variety of mobile devices and user preferences, look for a digital workplace solution that can be accessed via responsive web design or through a native mobile app.

Too many organizations have been slow to leverage the power of mobile. This is surprising given some of the obvious advantages. Here are just some of the reasons why your digital workplace should be optimized for an increasingly mobile-first workforce.

**DID YOU KNOW?**

*More than 3 million full-time employees in the US now work from home, up to 25 per cent of the global workforce telecommutes regularly, and people spend 50 to 60 per cent of their day away from their desks.[7]*
GlobalWorkplaceAnalytics.com

IGLOO

## Match the everyday experience.

In the consumer world, many of our digital experiences are now carried out on mobile devices. We read, we watch, we surf, we book, we buy, we create — on the go.

If you've been using your mobile device all weekend and suddenly, when you're back on Monday morning at work and you can't even do the most basic thing on it, the experience can be jarring. A modern digital workplace ensures there is a great experience across all devices.

## Meet the expectations of younger employees.

It's true that the preferences of millennials, Gen Z, and other younger generational groups have been probed, researched, and written about way too much. Younger employees are more open to working via a mobile device and as these generations form a growing proportion of employees, a great mobile experience will be increasingly critical.

## Access for employees on the go.

At any one given time, it is highly likely a significant proportion of the workforce are going to be out of the office. Employees may be visiting clients, positioned out in the field, working from home, or in transit.

Having easy access to the digital workplace through mobile devices can help employees stay connected to the organization and their work. The associated benefits which can follow can be very significant, including increased engagement and productivity.

## Extending the digital workplace to the frontline.

In many organizations, frontline workers located in factories, retail outlets, or out in the field, have been poorly served by digital services in general. Because they do not have ready access to a terminal during the day, they are considered hard to reach.  Although on-site kiosks and home access have helped, the truth is many frontline workers will be infrequent digital workplace users.

Allowing access through mobile devices, especially through personally-owned devices, is a great opportunity to reach frontline employees. When you make your digital workplace open to this traditionally left out group, you can leverage the experience and insight of a key part of your workforce.

## Improving processes and completing tasks.

There are many opportunities to dramatically improve processes which leverage a mobile device's portability as well as native features such as a smartphone camera. For example, a mobile device is perfect for being able to complete small tasks during downtime or when on the go. It can help managers keep on top of those small jobs such as approving their team's annual leave requests.

## People moving around the office.

Mobile access to the digital workplace is also very useful for employees based in offices. Employees are often moving around the office, perhaps talking to co-workers at their desks or in meetings.

It is extremely useful to be able to refer to documents or information from systems. A mobile enabled digital workplace allows employees to use a smartphone or tablet and access all the content they need from anywhere in the building.

## Leverage employee devices.

Not everybody in your organization will have or need a corporate mobile device. If your digital workplace is only available on corporate devices then this will effectively create a "digital divide" within your company.

By extending access to the digital workplace to employee-owned smartphones and tablets, you can leverage the opportunity these devices present to ensure as many employees as possible can connect to your digital workplace.

### One final reason.

We've explored various reasons why your digital workplace should be mobile-friendly. But one of the best reasons is that many of your employees and stakeholders will love it. They will enjoy the convenience of a digital workplace in their pocket and how it helps them to complete some of their work from anywhere. And, your management will love it for the organizational benefits it delivers.

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**SECTION FIVE**

# Getting employees ready for the digital workplace.

The digital workplace is much more than just a collection of integrated applications and tools. It's about changing the way employees approach and actually use the new digital tools they have at their disposal, seizing opportunities and improving ways of working, experimentation and innovation, and a lot of times it's about changing behaviors.

Digital workplace transformation is a journey and requires champions across the organization who embrace and showcase the productivity and innovation benefits of this new way of working. They need to force others to challenge the status quo. This can take effort and sweat equity, but in a very short period of time organizations that support this transition across all levels of leadership soon see that it is a very rewarding journey.

Among our clients and across the wider digital workplace community, we've seen various approaches to promoting the digital workplace and driving change. Here are some of the most effective.

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# 1

## Involve employees from the start.

Change management is often regarded as an activity which kicks in after the launch of a digital workplace solution to help drive adoption. In reality, it should start much earlier.

Involving employees and stakeholders in the scoping, design, and testing of your project is not only the best way to gather valuable input and feedback to deliver a more user-centric solution, but it can also be regarded as an effective change management approach.

Involving as many employees as possible will make it much easier to drive adoption later down the line.

### Benefits to involving employees early on.

✔ Drives a sense of ownership.

✔ Creates advocates for the digital transformation.

✔ Creates a buzz about your initiative.

✔ Spreads awareness.

✔ Give individuals some practical experience using new tools.

# 2

## Formalize a network of champions.

You can engage the most enthusiastic and energetic supporters in a more formal way by creating a network of champions to help launch your digital workplace. They can act as local advocates and experts, communicating with peers about digital workplace initiatives in a meaningful way. More than anything, providing a sense of community and making the promotion of the digital workplace a collective effort really works.

# 3

## Actively seek feedback and drive continuous improvement.

A digital workplace transformation is never finished. Business challenges and employee needs are in constant flux. There will always be something to do and improvements to make across the digital workplace. Establishing a platform with continuous improvement with smaller, iterative improvements driven by feedback by employees is a great model for managing the digital workplace.

It can also become part of a change management strategy. A digital workplace where there is a perceptionthat it keeps getting better and better, and responds quickly to employee feedback, helps drive confidence, trust, and engagement. That's a position of strength from which to drive adoption and encourage employees.

# 4

## Provide training and resources

A traditional focus for change management is to provide training and resources. There is definitely value in this approach for promoting digital tools. Tried and tested approaches include:

- Provide resources such as short videos, FAQs, and user guides to drive a self-service approach.

- Target training to specialist groups such as site owners, publishers, or senior managers. Use online training for a greater reach.

- Use a community space to allow these groups to connect and ask questions.

- Encourage users to actually experience using the tools.

- Make sure an introduction to the digital workplace is also part of the standard employee onboarding process. In fact, a great place to start with your digital workplace is to launch an employee onboarding center as your first digital workplace solution.

Some organizations have gone further and delivered a fully-blown digital literacy program to help educate employees about the digital tools and how best to use them.

**IGLOO**

# 5

## Create an efficiency engine

In using the digital workplace, employees need to know "what's in it for them."

Communications that focus in a very specific way about how the tools can actually help with everyday work and well-being, improve processes, and save time are far more likely to resonate than fluffier messages.

Focus on the digital workplace in action and how it will help employees in very specific scenarios and the associated benefits. Where possible, cite real success stories and examples. If employees can see clear answers to problems or how it can help them in their role, they will listen.

**Some great examples of digital workplace solutions include:**

Governance center
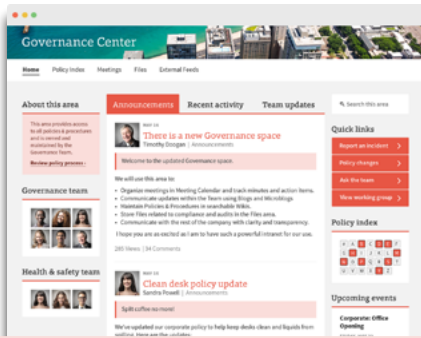


Leadership corner
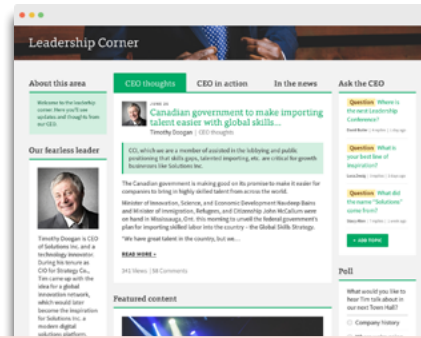


Newsroom
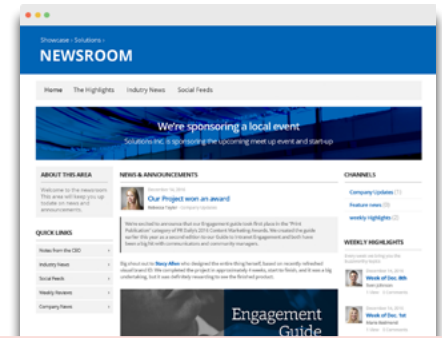


Virtual town hall
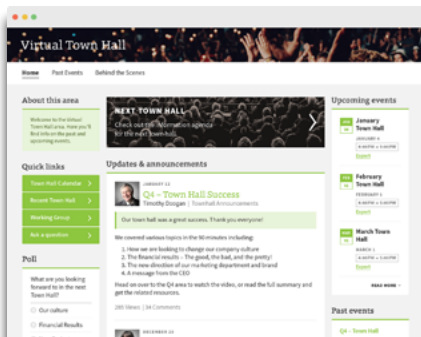


Social zone
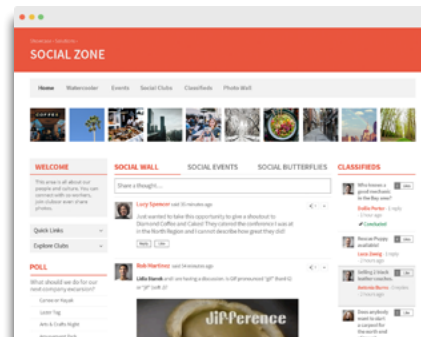


IT help desk
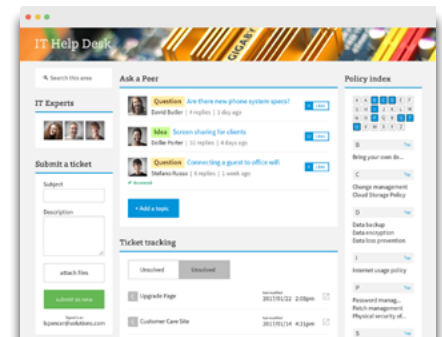


Brand portal
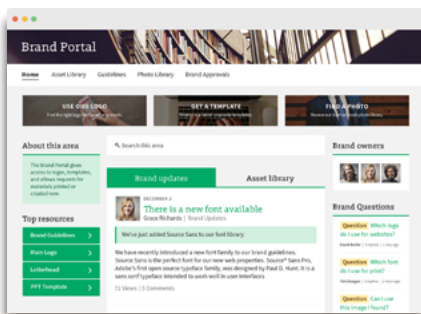


Company directory



Onboarding center



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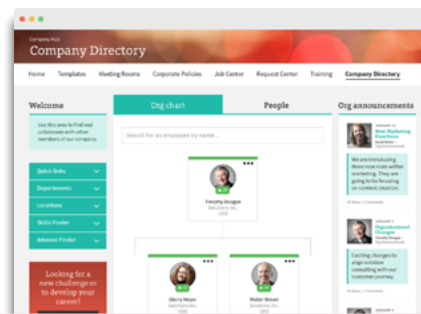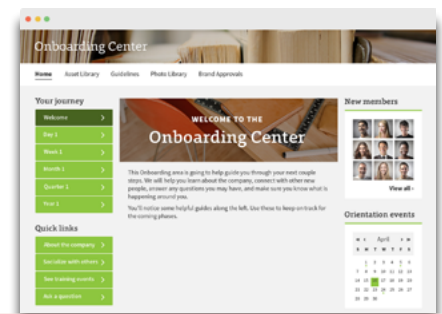
## Have visible participation from senior leaders

While involving employees in digital workplace design and using advocates are bottom-up approaches, you also need to have some top down approaches too.

Having visible participation from senior leaders is a powerful way to drive adoption. It not only naturally draws attention to tools and new ways of working, but also shows explicit support from the top. This legitimizes the digital workplace and gives employees "permission to play." It also can galvanize other senior managers and in turn, middle managers, to also use the tools.

## Build an inspiring destination

If you build it, they won't necessarily come. You need to make the center of the digital workplace experience an engaging and intuitive destination that delivers relevant information and access to tools in the context of the employee. By doing this you help support the desired behavior of having it be the place employees go to start their day and the place they return to throughout their day to get their work done.

**TIP**

Organizing a very practical hands-on one-on-one session with a senior manager can be extremely effective in getting them accustomed to and confident in the digital workplace.

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# The building blocks for an inspiring digital workplace.

Charting the correct path for your digital workplace strategy is no easy task. Get it right, and you'll have a more engaged and productive workforce. Get it wrong, and you'll end up with frustrated employees and few — if any — efficiency gains. To build a purposeful digital workplace that your employees will love to use, you need to tailor it to the specific business challenges they confront every day.

**Start by asking these 5 key questions, and be sure to consider the perspective of all levels of your organization.**

1. What do employees feel is missing, or dysfunctional, in your digital workplace?

2. What are employees' biggest frustrations in their daily work experience?

3. What are the central obstacles to peak productivity?

4. What are the stumbling blocks to open and efficient communication?

5. What does your corporate culture need to increase employee satisfaction?

With these answers in hand, you can start your digital transformation by deploying purpose-built solutions that address your biggest challenges. Focusing on functionality is key. Practical digital workplace solutions – customized to your organization's unique needs – will unify, engage, and educate your employees.

## Digital workplace solutions

To align employees around a digital workplace, you need to show them it can make their daily work life better, and you need to do it fast. The best digital workplace solutions sell themselves to employees by:

- Making it easy to find the information they need when they need it

- Connecting them to the right people at the right time

- Centralizing corporate news and events

- Plugging them into the organization's social scene

- Putting updated policies and best practices in one place

- Simplifying access to key technical resources

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# Problem solved

Successful companies have seen dramatic increases in productivity, innovation, and engagement by deploying some of the following solutions to solve these common business challenges.
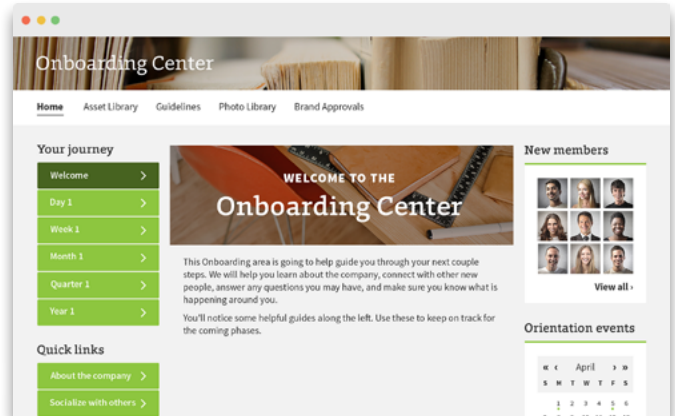
**CHALLENGE**

*Your company is growing, and getting the new hires up to speed is draining your resources.*

**SOLUTION**

*An onboarding center.*
From a welcome space to on-the-job training and FAQ forums, an onboarding center can accelerate time to productivity and promote early buy-in among new employees. In high tech, for example, where turnover is high and competition is fierce, this solution can get your new employees up and running at full pace in a fraction of the time of more traditional onboarding processes.

**CHALLENGE**

*Your employees waste far too much time searching for policies and procedures.*

**SOLUTION**

*A governance center.*
Having a dedicated space in your digital workplace where everyone can find business-critical information helps to mitigate risk and ensure employee accountability. It's a great way to manage issues that affect the bottom line – imagine a shoplifting policy index in retail, for example.
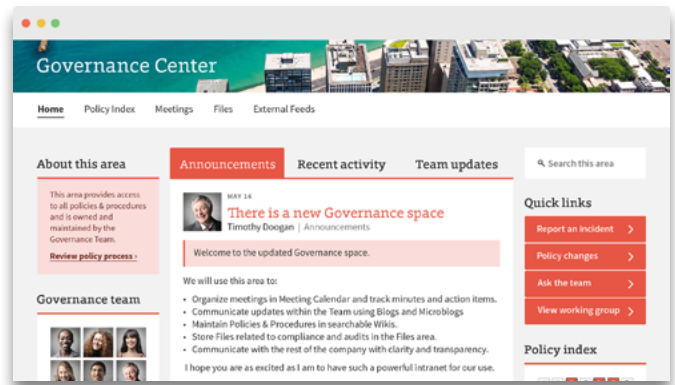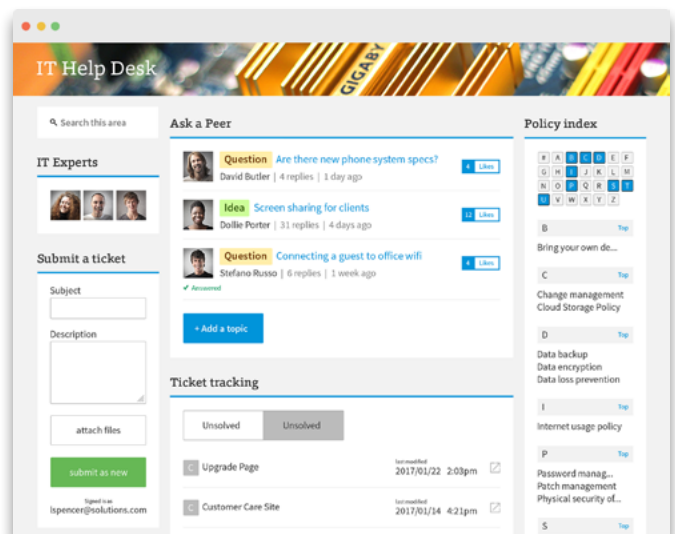
**CHALLENGE**

*Your IT team is overwhelmed, and your employees are frustrated by technical problems.*

**SOLUTION**

*An IT help desk.*
Locating a self-service IT help desk in your digital workplace helps employees help themselves (and others) faster, and provides IT with a venue to manage common requests efficiently. This solution can not only build a knowledge base of IT policies, but also create an outlet for community-based support.
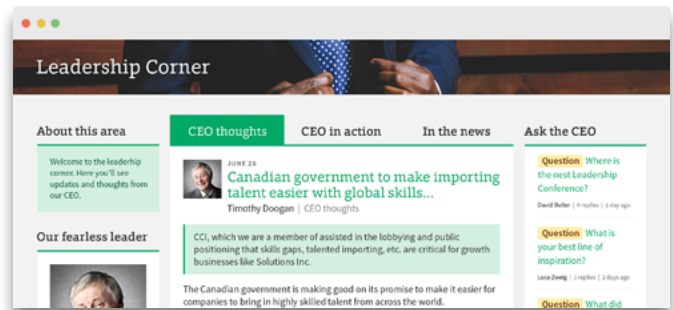
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**CHALLENGE**

*Your employees feel disconnected from the company leadership.*

**SOLUTION**

*A leadership corner.*
A leadership corner can put a human face on the executive team by surfacing what they're thinking, saying and doing. You can include everything from bios and blogs to presentations and media appearances.
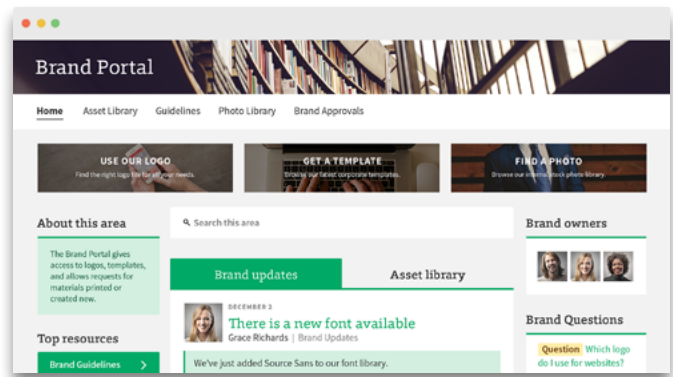


**CHALLENGE**

*Your brand consistency is weak because employees can't find the guidelines and assets they need.*

**SOLUTION**

*A brand portal.*
By creating a digital hub for creative resources, identity guidelines, and brand experts, you can empower your employees to get on brand and stay there. When commonly asked questions – from color palettes and logos to photography – are answered in one place, you'll save time and improve consistency.
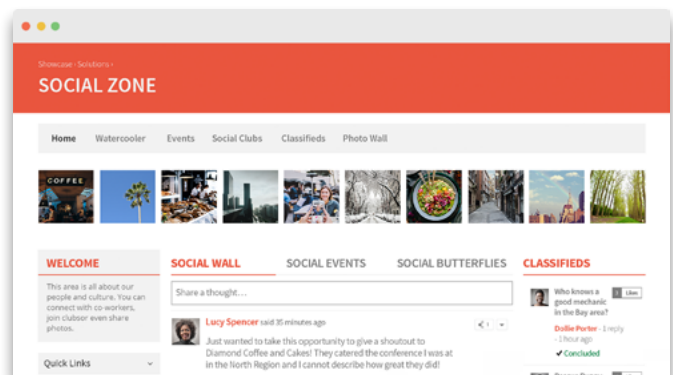


**CHALLENGE**

*Your company culture is suffering because employees have no easy way to connect.*

**SOLUTION**

*A social zone.*
A digital focal point for company events, clubs, and activities can help employees feel a personal and professional sense of belonging. Community classifieds, polls, photo walls, and microblogs help unite employees across geographic and departmental divides.
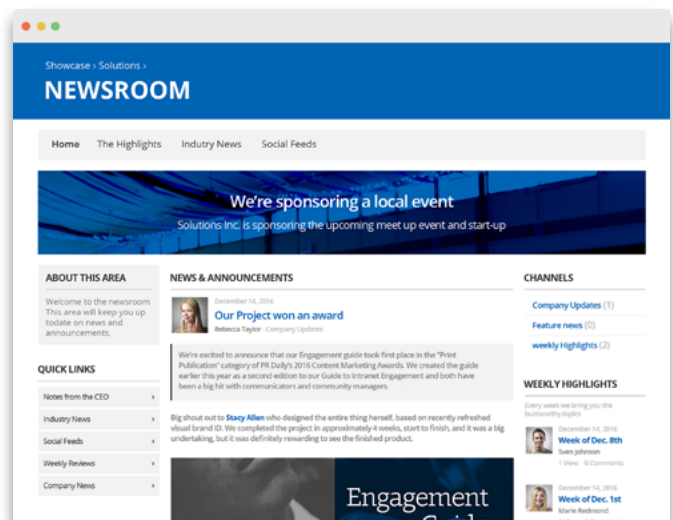


**CHALLENGE**

*Your employees can't keep up with company news because it's scattered across multiple sources.*

**SOLUTION**

*A newsroom*
A one-stop destination for critical company and industry news makes it easy to keep employees informed and aligned. Bringing together weekly updates, blog channels, market news, and social feeds also promotes a culture of transparency.



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**CHALLENGE**

*Your company-wide events and announcements have low visibility and sporadic attendance.*

**SOLUTION**

*A virtual town hall.*
When you have a digital home for town halls, people from across your organization can shape the agenda, ask questions, and view the highlights from these important forums. You can also have a separate "behind-the-scenes" area for organizers.
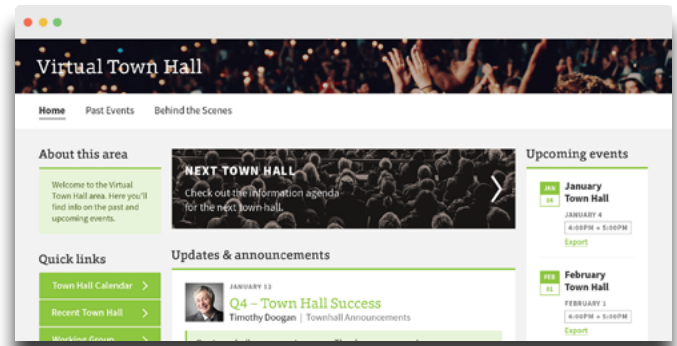


**CHALLENGE**

*Your company structure is complex and fragmented, and people don't know where they fit.*

**SOLUTION**

*A company directory.*
A centralized directory makes it easy for employees to navigate the organizational structure, find the right people and expertise, and understand their roles. For projects that demand input from across an organization where the workforce is dispersed, a company directory is vital.





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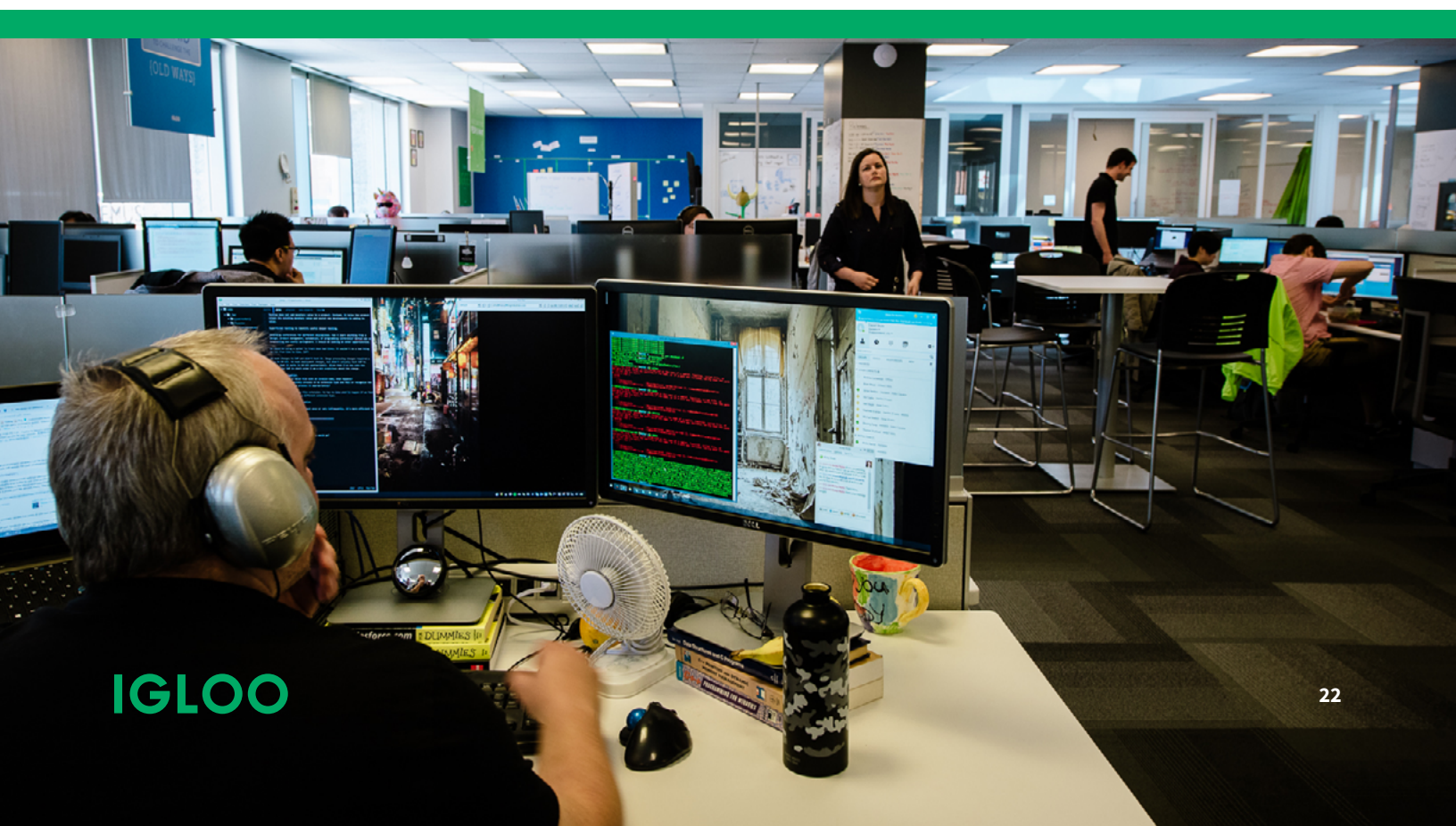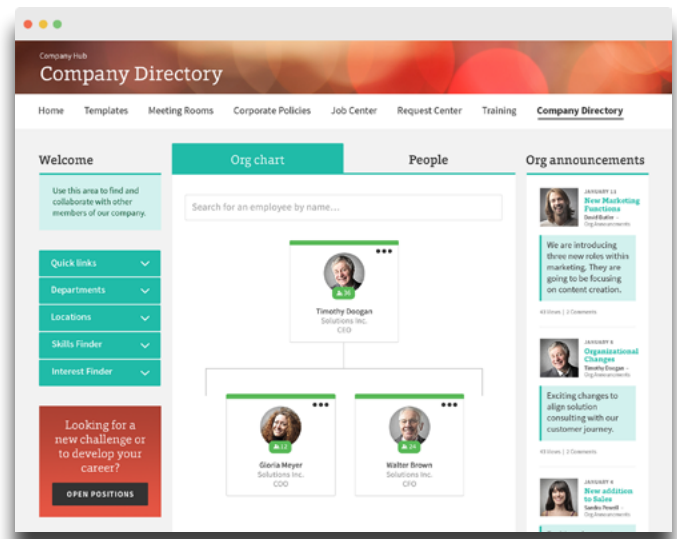
# 3 tips for successful solutions deployment

There are a lot of digital workplace solutions out there making big claims.
Follow these simple rules and you'll see the greatest value from your investment.

## 1 Trust the experts.

You're the expert on your organization's business challenges, but building a cohesive digital workplace requires a whole other skill set. Find a digital workplace expert that's worked with thousands of organizations to configure solutions that deliver efficiency and employee satisfaction. With a partner and a platform you can trust, you'll build a thriving destination for your organization.

## 2 Don't reinvent the wheel.

Trying to design and build solutions for your digital workplace from scratch is complex, expensive, and time-consuming. Look for a platform that offers ready-built solutions combining key product features into customizable channels, and you'll be up and running in no time.

## 3 Get your feet wet before you jump in.

Don't try to deploy too many solutions at once. It will slow down the building and employee-alignment process, and your digital transformation project will soon lose meaning and interest. Start with two to four key solutions that address your most urgent business needs, and build up from there.

### The digital workplace in action

Your digital workplace will quickly prove its value when you focus on deploying solutions that tackle specific business challenges. By enhancing employee engagement and productivity, these purpose-built solutions will earn the support of leaders from across your organization. You'll gain critical momentum to keep you moving forward on your digital transformation journey.

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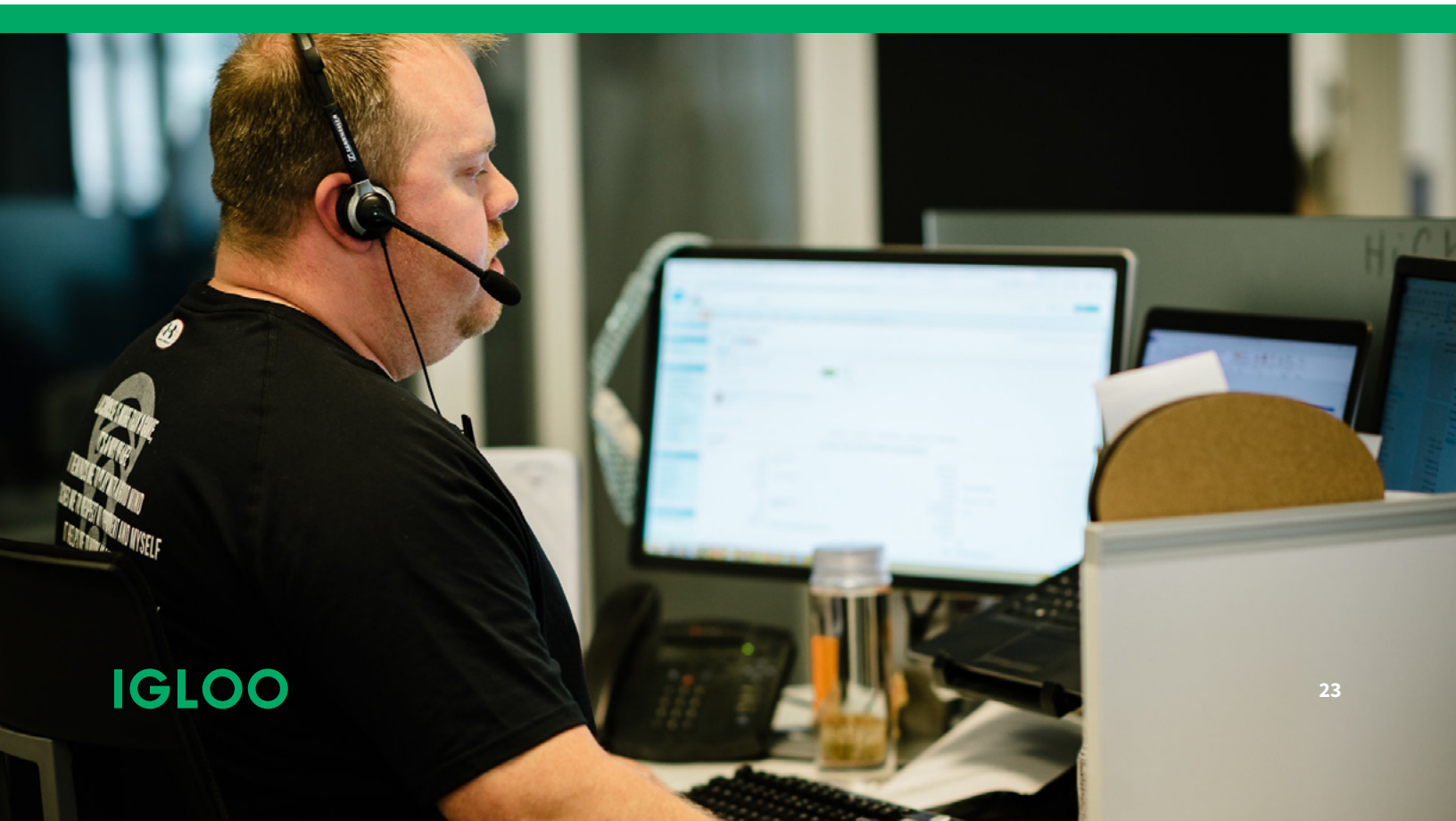
# Time for *change.*

Overall, a compelling digital workplace that employees want to use is the best possible foundation for moving forward. Getting employees to use an environment where they experience benefits is much easier than promoting something they may question.

And remember, change won't happen overnight, but if you employ the methods we've listed here, you will certainly be on your way to creating a digital workplace that is sure to impress.

Sources:

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2   "So what is the digital workplace anyway?", Digital Workplace Group, Nov 2013 http://digitalworkplacegroup. com/2013/11/05/so-what-is-the-digital-workplace-anyway/#sthash.YQYeft1n.dpuf

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4   Forrester Research

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6   "Cloud Delivers 2.1 Times More ROI", Nucleus Research, Aug 2016 http://nucleusresearch.com/research/single/ cloud-delivers-2-1-times-roi/

7   "Latest Telecommuting Statistics", GlobalWorkplaceAnalytics.com, Jan 2016 http://globalworkplaceanalytics. com/telecommuting-statistics

**About Igloo**

Igloo is a leading provider of digital workplace solutions, helping companies build inspiring digital destinations for a more productive and engaged workforce. Offering a suite of modern features and solutions for today's evolving workplace, Igloo partners with customers to address challenges related to communication, collaboration, knowledge management, employee engagement, and culture.

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