



Accelerating Modern Workplace Productivity Adoption

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

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Foreword

Byron Rader, General Manager, Modern Workplace Customer Success



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

The most successful organisations 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 organisation can work together to achieve those goals. The intent to redefine business capabilities, rather than merely upgrade and optimise, fuels the journey towards true transformational success.

Digital Transformation needs to happen across the entire ecosystem, equally within business and technology (IT) areas. Business leaders must commit to defining and changing behaviours 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 realised when they are in the hands of people. We live in an age in which information is truly “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 the collaboration culture at the workplace, they can knock down silos, giving employees the ability to innovate and make better, quicker decisions together.

IT must prioritise differently and change the way it works, to more effectively collaborate, partner and deliver solutions to meet business challenges. When we merely perceive “digital transformation” as a sprint (an IT upgrade) rather than a marathon (uncover modern productivity opportunities), we limit ourselves to an entire world of opportunities to bring more value to employees, customers and stakeholders. Successful organisations 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. Running the digital transformation marathon is also about building stamina to continuously accelerate performance.

Microsoft is investing in a Customer Success organisation to enable our customers to innovate and realise 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 believe when our customers are successful, we are successful.

Our commitment at Microsoft is to “*Empower every person and every organisation on the planet to achieve more.*” We look forward to partnering with you on your Digital Transformation journey toward success.



Byron Rader
General Manager, Modern Workplace Customer Success
Microsoft

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Introduction

Motivation

Remaining relevant in a competitive market requires organisations to constantly change, and to succeed they need to stay on the cutting edge of productivity and technology capability. While these changes are essential for the success of each organisational initiative, they are not always viewed favourably by everyone.

At Microsoft, we have worked with organisations to implement successful adoption programs, embedding *new ways of working* that resulted in people collaborating, communicating and finding information and people across their organisation differently. They shared more information and helped each other succeed. Every employee felt empowered and permitted to take risks and fail fast while building on their team's work, taking full advantage of the range of expertise available to them; there was no IT/Business 'us and them' as both areas were vested in helping the organisation meet short term tactical objectives while also building the capability to address its long term strategic priorities. The productivity program focused on creating an environment where people loved to work, learn, grow and establish a long term commitment to the organisation. They saw their peers not just as people they had to work with, but as a close-knit community of people with a shared goal and a common mission who would stand together through the organisation's good times, as well as the bad.

"What? Another change?", "Great! The IT department is rolling out new technology again", "Here comes another version of Microsoft Office", "I have no idea what all these applications and features do, it's way too complicated", are some of the sentiments we have heard across the organisation. In some organisations, change is seen as an imposition rather than something helpful. Although the organisational landscape is more competitive than ever, in many offices people still don't openly share information (despite bombarding each other with emails), even though the organisation has ambitious business objectives. A lack of a collaborative culture not only creates a risk of excessive internal competition and stifled innovation (which decreases customer satisfaction resulting in decreased market share), but also provides an opportunity for competitors to capture the organisation's customers. Even after obtaining feedback, when the organisational leaders query their IT divisions the typical response is, "We have no idea why the employees are complaining. We have been rolling out all these great improvements, but the employees never use them or appreciate them. We have even sent out emails and delivered some training sessions, which employees were asked to attend". The proposed changes never take hold, and the problems remain.

How does your organisation approach technology change?

Over the last few years, Microsoft has observed that the most common reasons organisations purchase the Microsoft 365 suite still have nothing to do with corporate priorities. Instead, they use it as a technology modernisation initiative to keep the organisation's IT department 'State of the Art', or simply as a way to reduce IT's internal infrastructure costs due to shrinking IT budgets (Dubie, 2008).

These budget reductions are because IT decisions are not seen as contributing to corporate objective fulfilment in the way that, say, talent acquisition or financial management contribute to the organisation's business strategy.

Improved productivity has become top-of-mind for organisations globally. Repeated economic crises and a steady increase in competition, brought about in particular by market globalisation, are forcing unprecedented business model innovation and resource rationalisation.

Technology is developing with blinding speed and has become a principal instrument for meeting productivity concerns (Clark & Starkey, 1988). With the unprecedented growth in Cloud Technology-based business models, many industries are looking for a quick return on their technology investments. Organisations all over the world have the opportunity to try and achieve their priorities faster, easier and cheaper by investing in productivity suites such as Microsoft 365 and rethink how they get things done. However, these productivity enhancements depend very much on how the new ways of working are integrated into the organisation.

Over the last few years the positive impacts of Microsoft 365 technology have been astronomical. The technological developments have made all decision making easier, more immediate, and more widely consequential, regardless of whether those decisions have been good or bad (Taylor, 2012).

Technology is just a tool; it is what we do with it that determines where it helps or hurts the culture of organisations.

The purpose of this paper is to share how organisations can overcome productivity and collaboration issues through adopting *new ways of working* by combining Microsoft 365 with an effective adoption strategy.

This paper discusses some common pitfalls that organisational leaders find themselves in while designing and leading a Microsoft 365 program. It is *critical* to design a program that helps address the cultural and behavioural aspects of the organisation itself.

It is our hope that this paper will give organisational leaders the opportunity to refocus, and to cultivate a cultural program that focuses on embedding desired behaviours through leveraging the capabilities of Microsoft 365.

This will not only help employees grow as valued professionals, but will also develop an ever-strengthening muscle of continuous learning and innovation, from the top most layers of the organisation to the customer-interacting front line.

Audience

The target audience for this document includes, but is not limited to:

- Organisational Business Leadership including Chief Marketing Officers (CMOs), the Head of Human Resource Management (HR) and the Chief Operations Officer (COO)
- The CxO suite including Chief Information Officers (CIOs), Chief Digital Officers (CDOs), Chief Technology Officers (CTOs) and Digital Transformation Program Leaders

This white paper is designed to be used by both public and private sector organisations looking to create an environment where they get the most out of their employees while creating a culture that makes the most of their technology investments as a part of their Digital Transformation journey.



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

Redefining how work is done

Productivity, according to the Oxford dictionary, is “the state or quality of being productive and an average measure of the efficiency of production” (Oxford Dictionary, 2017). It can be expressed as the ratio of output to inputs used in the production process. In business we tend to talk about productivity as *capital* productivity and *labour* productivity. Capital productivity is desirable as it shows how a change in the volume of assets, such as buildings, machinery, land or computers/devices and IT, impact output growth. Labour productivity measures the number of goods and services produced by one hour of labour and is used in GDP calculations. Both are essentially focused on the outcome of production, namely how a reduction in the cost and/or an increase in value may impact that outcome.

That is not what we mean by productivity in this paper.

Human beings have always had the knack of redefining processes to better our capabilities and expand our potential. First, we changed transportation and manufacturing processes with the innovation of the steam engine. Next came the birth of electricity, which ushered in the era of modern energy sources as well as the microprocessor, and more importantly the dawn of the current Fourth Industrial Revolution.

The Fourth Industrial Revolution is an era whereby a fusion of technologies are causing our physical, digital and biological spheres to converge, dramatically changing economies and industries. This fundamentally changes the way people live and organisations compete (Schwab, World Economic Forum, 2016).

To truly grasp the opportunities of our digital age, there is an urgent need for leaders to put people in the centre by empowering them to connect, collaborate and communicate at the workplace. Doing all three taps onto the power of teamwork and enables the outcomes of creativity and agility that organisations strive for.

Jobs of the future will require cognitive skills such as critical thinking and problem solving, but also soft skills such as **empathy** and **cooperation** to truly promote effective collaboration (Schwab, World Economic Forum, 2016). As such, work environments must be designed to promote a sense of collectivism: a context that enables people to come together to build ideas together.

What is Productivity 4.0?

In an era of mass production, efficiency was prioritised over employees' engagement (Schwartz, 2015). Today, our work requires us to wear our best 'cognitive' and 'emotional' hats to reason and make great decisions. This requires organisational leaders to rethink how they can enable people to be fully engaged at the workplace and apply themselves to the organisational vision.

The human desire for self-actualisation is inextricably woven into our hierarchy of needs. Ultimately, we want to take pride in what we spend half our lives doing. In fact, studies have shown that enabling workers to find a deeper sense of purpose beyond paid work has led to greater success in business outcomes (Schwartz, 2015).

Productivity in the Fourth Industrial Revolution means going beyond individual, siloed decision making systems to purposeful, team-based thinking that creates the capability to meet business goals. Therefore, engaging employees and instilling purpose at the workplace starts with providing people the right tools to do their best work. This harnesses our unique human ability of creative problem solving by bringing us closer to a growing collection of ideas from people anywhere, anytime.

Another facet of purpose-driven productivity is being able to use the right tools at the *right time*. This starts with establishing the right behaviours in using the tools that are given.

We are now in a competition against *time*. As information thrives in various formats and across multiple devices – from desktops to mobile phones and smart watches – it is easy for human attention to be scattered. As the workplace continues to transform, leaders need to think about how we can enable employees to optimise their technology use and empower them to get more out of their time.

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

- Satya Nadella, CEO Microsoft



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

Solving the 'Technology Problem'

Every organisation exists for a purpose: to deliver its goals and mission, in fact, *"The mission is the reason the organisation exists"* (Davis, 1996). To achieve these goals and mission, an entity often organises itself into smaller focused sub-systems or departments, each specialising in a specific, required capability, e.g. finance, human resource management, etc. This division into departments is necessary to provide specialised focus, yet it often causes problems as the groups have their own direction and mission and become siloed. When they ask for IT support, their requests only focus on their own needs, which can often be detrimental to the broader needs of the enterprise. Proactive research on employee needs is required to pull these divergent departments back together to focus on the organisational goal.

While driving towards their individual goals and missions, these departments or business areas often come across challenges where they need additional assistance. They often approach their IT departments seeking a solution. In the past technology has brought many cost saving benefits to organisations, such as VoIP instead of normal telephones, email/messaging instead of postal services, video conferencing instead of travelling to meetings and e-commerce websites instead of sales catalogues etc. (Adebiyi et al., 2012). In their willingness to help, technology departments take these requirements, retreat into their 'cave', and after some time emerge victorious, offering the technology they have been working on. As many of us have experienced, 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, or
- The requirements have evolved since they were recorded.

So, what is Adoption?

While working on Modern Workplace Productivity with customers on their journey to adopting *new ways of working*, we have defined four phases. Let's discuss them to understand better the different states organisations may find themselves in during their journey:

1. Deployment: *The process of standing-up 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. Employees often 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 (as well as any subsequent changes or updates). There is also often little communication or training provided to employees. Some will take the initiative and look for readiness resources, but less motivated employees may not click on the new or updated icons and the capability that IT spent time and effort deploying may never be used.

2. Usage: *The act of an employee consuming a service that's made available to them.*

Many employees enjoy exploring new technology and applications. For an organisation in the 'usage' phase, IT would typically send out 'all staff' emails with information regarding the deployment and availability of the technology (as well as new features within the existing application). These organisations also often provide some technical training focused on the features and functionality of the available applications. However, the training is often not contextual and does not outline specific scenarios showing where, how and why the features and functionalities should be used.

This mismatch of expectations causes the business to look at the delivered technology unfavourably. The feedback is that the *"system doesn't do this, this, or this"*. Instead of seeing the technology delivered as a positive, business areas start to see the technology as the problem and as a result, they lose focus of the actual business challenge they were hoping to address. Their focus on the new 'problem' distracts them from the original issue still preventing their organisation from achieving its goals and mission. This change of focus from the actual business problem to seeing technology as the problem is termed **goal displacement**. This issue arises when technology is seen as a solution to a business problem, instead of an enabler for the department or business to create their own solution.

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

1. Start with bringing the focus back to the actual business problem/challenges and the organisational goals and missions they are hindering, and
2. Look at technology as just a part of the solution. Business departments should design solutions and address the shortcomings in their business processes. They should look to exploit activities that drive desired behaviours and lead to the right performance measures, which in turn enables actors to better fulfil their roles and manage their responsibilities.

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

The *forgetting curve* suggests that 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 (Kohn, 2014). Employees often fail to remember the knowledge that they have not applied, but if we closely seek feedback on what they *do* remember, they typically remember things that will help them 'solve a problem they have right now' or will help them easily 'exploit an opportunity that they have never had before'. Organisations often need to re-think their training strategies for an Microsoft 365 program as it is not just another technology change, it is a change that needs people to do things differently within their workplaces; the change is not just in technology, but also in the behaviours and mindset of the employees.

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

Adoption is not about features and functionalities, it is about *habitual usage* associated with the delivery of *tangible value*. Let's first discuss 'deep, habitual usage'.

Many enterprise workers, apart from getting themselves a coffee first thing in the morning, power on their devices and launch their emails out of habit. Just like the above example, over time people develop a rhythm of things they do 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 work day by checking our emails. These behaviours have become so ingrained in our routine that we no longer perform them consciously, instead letting our 'autopilot' get things done.

Tangible value: *capable of being grasped by the mind; substantial rather than imaginary* (Reverso Dictionary, 2017).

Given that more than 40 percent of our actions each day are driven by habits rather than conscious, informed decisions (Duke University, 2006), habits have a tremendous impact on individual and organisational productivity (as well as our personal lives). Therefore, it is fundamental that we activate and drive the right habits around technology adoption at the workplace as they eventually impact employees' productivity.

If these activities (or behaviours) provide *substantial value* that can be measured and articulated, we can check if the *deep, habitual usage* is having the desired impact on individuals and the organisation. For all activities performed *deeply and habitually* that have a *tangible benefit* associated with them, *adoption* is said to have occurred.

4. Proficiency: *People change their behaviours and leverage the full solution.*

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

Proficiency should be the goal for every organisation, and it is achieved differently by each department. Organisational departments are likely to journey towards it at different paces, directly proportional to their desire for change.

Basic hygiene – Brushing your teeth

Let's step out of the office for a moment and consider a common behaviour we all perform daily: brushing our teeth.

Consider:

Is it fair to say that the act of brushing your teeth is a deep, habitual behaviour? Do you have to think about it or is it something you have created a routine for?

What tangible value is derived from the act of brushing your teeth? Do you get the health benefits of a clean mouth and fresh breath? Do you get social benefits: do you feel confident with your smile? (In 2015, Colgate-Palmolive created a very successful advertising campaign called the Bright Smiles, Bright Futures® campaign, increasing the perceived value of brushing your teeth.) Do you have fresh breath, especially while working with other people? Do you obtain financial benefits, such as lower dental costs as the two-minute activity is a preventative behaviour? Brushing your teeth not only prevents sick days, but more importantly it prevents against the excruciating pain experienced during tooth troubles.

Would it be fair to say that we have established brushing our teeth as a *deep, habitual* activity with *tangible value*? So can we say that we have adopted the behaviour of brushing our teeth? Most of us don't have to think twice about the behaviour.

Now cast your mind towards a 2–3-year-old child: how easy is it to get them to brush their teeth? Why is it so difficult?

Brushing our teeth, like all habits, is a behaviour we develop over time, the same as checking the notifications on our phones, or checking people's availability before inviting them to a meeting, for example. Establishing good behaviours around brushing teeth takes just as much effort as establishing behaviours around technology use, in both our personal and professional lives.

There are several tactics we employ when helping children adopt this good behaviour: we buy them good-looking, kid-friendly toothbrushes (some with their favourite cartoon characters on them), get them flavoured toothpastes, and sometimes we even brush our teeth with them, so they can see that adults do it (that is being *active* and *visible*, crucial leadership qualities). Sometimes, use of a *carrot* ("You'll get your breakfast as soon as you have finished brushing your teeth") and an occasional *stick* (showing them photographs of what may happen to their teeth if they don't brush them) can also be useful. We are committed to creating good behaviours within our children; we don't just give them a toothbrush (equivalent to *Deployment*) and say, "Good luck! See you in 30–40 years, and hopefully you will get good value from brushing your teeth". 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' behaviours?

Reflecting on your personal behaviours

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 Encyclopaedia 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 behaviour patterns by which attention could be recognised 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**' (Deskmuks, 2004; Afranas, & Golcheikine, 2001), enables sharper, internalised 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.sahjaonline.com>.

Scan the QR code below using a QR code reader to download the **Mental Stillness app** for iOS and Android.



Identifying your win-win business reason

Employees seek the reason for changes that impact them within an organisation, including technology-initiated changes. Introducing *new ways of working* can be a significant change to many parts of the organisation, so a good explanation for why the change is happening is necessary. During this communication, employees often look to senior leadership to declare the business need for the organisation to change, not the technical reason.

Dr Kotter, a leading Organisational Change Management publisher, has talked about creating a '*sense of urgency*' as one of the initial steps for any successful change (Kotter International, 2017). Author and speaker Simon Sinek has highlighted the importance of starting by asking and answering the question 'Why?' In one of the most popular TED talks ever, Sinek (2009) talks about why the purpose of any change needs to inspire your audience, so they believe what you believe and the core intent behind the change, which gives them a reason to want to participate in it.

So, 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 organisation (including leadership and board)?
- What's in it for the employees?
- What's in it for the shareholders?

Making sure that there is a good reason for the change to happen is crucial. The next part of the question is:

- Is this the right reason to make the change?
- Who does this change benefit: the organisation, the leadership, employees, shareholders, or all of them?
- How do we design the change so that it can have benefits for all the stakeholders listed above?

Dominic Barton (2011) argued for two radical shifts in business orientation and approaches to change. First, that business leaders should replace their short term orientation with a longer term focus: "a shift from quarterly capitalism to long term capitalism". Second, business leaders should "infuse their organisations with the perspective that serving the interests of all major stakeholders – employees, suppliers, customers, creditors, communities, the environment – is not at odds with the goal of maximising corporate value". A well-designed change is the best way to ensure that the organisation will be able to achieve the desired business value in a lean way.

Your Digital Transformation journey is a Business Process Transformation opportunity

Any program introducing *new ways of working* often impacts formal and informal levels of social structures within the organisation. Changing the way things work often requires new policies (e.g. working from anywhere/home policies, Bring Your Own Device (BYOD) policies, etc.), as well as changes to existing policies (e.g. data management, data privacy, GDPR, data retention, digital communication, records management, distribution lists etc.). A new way of working can provide significant improvements to existing business processes, especially as we rely on the ability to communicate, collaborate and manage information (the three major strengths of the Microsoft 365 suite) to get work done. Thus, business process redesign (and yes, IT is also a business unit and all IT processes are included) becomes a crucial element of a Modern Workplace Change Initiative.

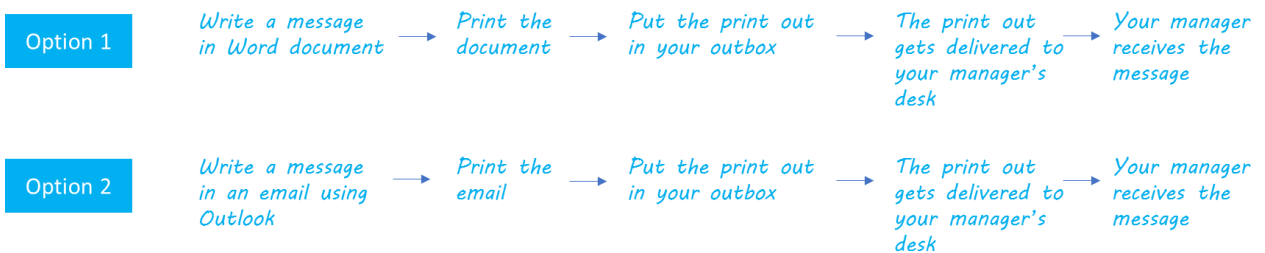


Modern Service Management (MSM) Objectives

A lens, intended to focus ITSM experts around the globe on the most important outcomes that evolve our customers from legacy, traditional IT models toward easier, more efficient, cost effective and agile service structures

Microsoft 2016

Consider the following two ways of sending information:



In Option 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 (delivering print). As a result, the inefficiencies of the previous way of working remain in the process with no apparent gain.



Option 3 uses the same set of technologies as Option 2, but the process has changed: less effort is required, the process is now shorter and quicker, requiring less cost and your manager is less likely to misplace the piece of paper among all the other bits of paper on their desk. This is a simple example of how business process re-engineering becomes a critical part of any organisation's journey towards implementing new ways of working.

As emphasis moves away from the process to the employees (or actors) *within* that process, it is more important than ever that each actor is effective in the role they are playing.

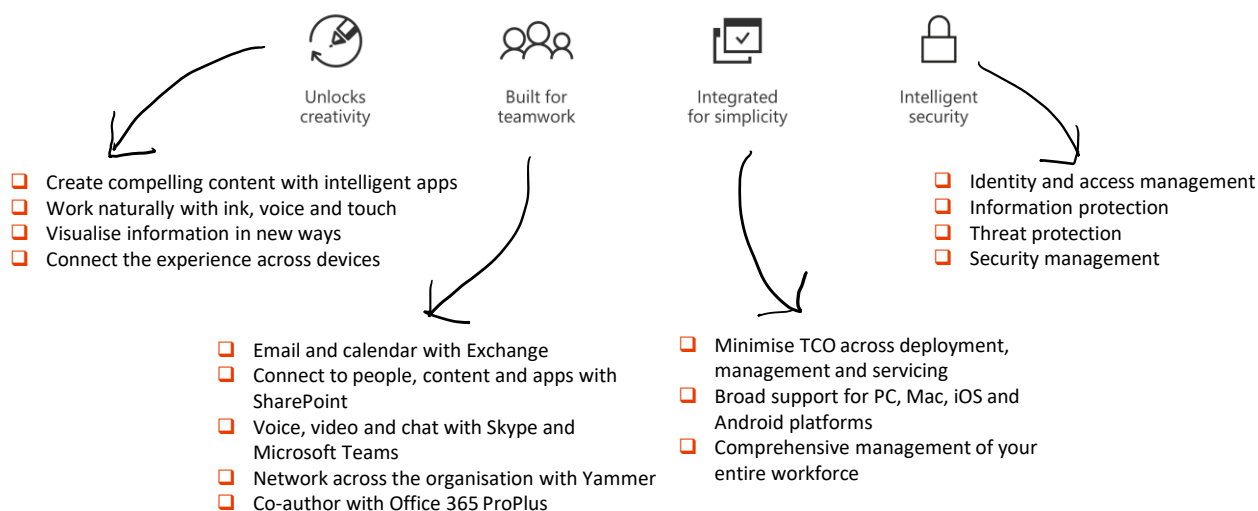
This effectiveness could be strengthened by streamlining and tailoring the roles and responsibilities of the individual, and in some instances the job description as well as the performance assessment measures. As shown in the example above, if we don't ask individuals to change how they work, we can't maximise the benefits of processes or technology.

Microsoft 365 is a Business Enabler

A quick Microsoft 365 overview

Microsoft 365

A complete, intelligent, secure solution to empower employees



Effective collaboration is all about behaviour

Huge advances in technology have also resulted in changes to how our society functions (Deb, 2014). The availability of the Internet on a smartphone has revolutionised the way we access information and therefore make our decisions. It has now become an expectation in the workplace that everyone is better informed and has immediate access to all the information they need to make informed decisions (Deb, 2014). However, it is common knowledge that people today suffer from information overload. Rather than quick and easy access to relevant information, people spend more and more of their time absorbing irrelevant information simply because it is available and they think they should know about it. Often when the benefits of a technology are obvious, we don't spend the time to consider the potential long term negative impacts. In the words of the famous technology historian, Melvin Kreuzberg (1986):

“Technology is neither good nor bad – nor is it neutral. The nature of its impact is what determines whether technology is good or bad”

Consider one of the most popular technologies in the enterprise: **email**. Email has revolutionised the way people communicate and send information to each other. At the same time, email has also increased the chance of bullying and cyberstalking in the workplace, as well as created the expectation of quick responses to every email request.

People use email to send important information and documents (such as business reports, meeting minutes and instructions) to their team and other departments. These are constructive uses of the technology and result in wider benefits to individuals, teams and the broader organisation. In these scenarios, the users have made a conscious decision to use the technology to address a business need. On the other hand, 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. Most of the time, these are conscious decisions by individual users to nefariously or carelessly use the technology for their own personal ends. It's all about behaviours, which eventually impact your organisation's culture.

Consider smartphones: over time, many people have developed a habit of checking the notifications on their phone first thing in the morning. For these people, this behaviour 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. But on the flip side, 67% of smartphone owners admitted to checking their phone for calls or messages even when it didn't vibrate or ring (Pew Research Center, 2016). Often when we focus on the positives, we miss the negatives.

Like **email** and **smartphones**, technology drives a certain set of behaviours in its users. The common practice is that people will adopt habits that give them personal benefits first, and the motivation for those habits will determine whether the resultant behaviours are good or bad behaviours.

Organisational culture is defined as *the social glue that binds organisational members together, including shared beliefs, values, patterns of meaning, expectations, understanding and assumptions* (AGSM, 2016).

An organisation's culture is made of the collective behaviours ingrained within the organisation, often influenced by technology. The role of every leader within an organisation is to make sure that we help employees establish good behaviours intentionally, otherwise the easier, 'bad' behaviours are established, potentially impacting the overall culture of a company (for example, email being used as an insurance policy for decisions, or emails being kept solely to prove where a particular course of action was decided).

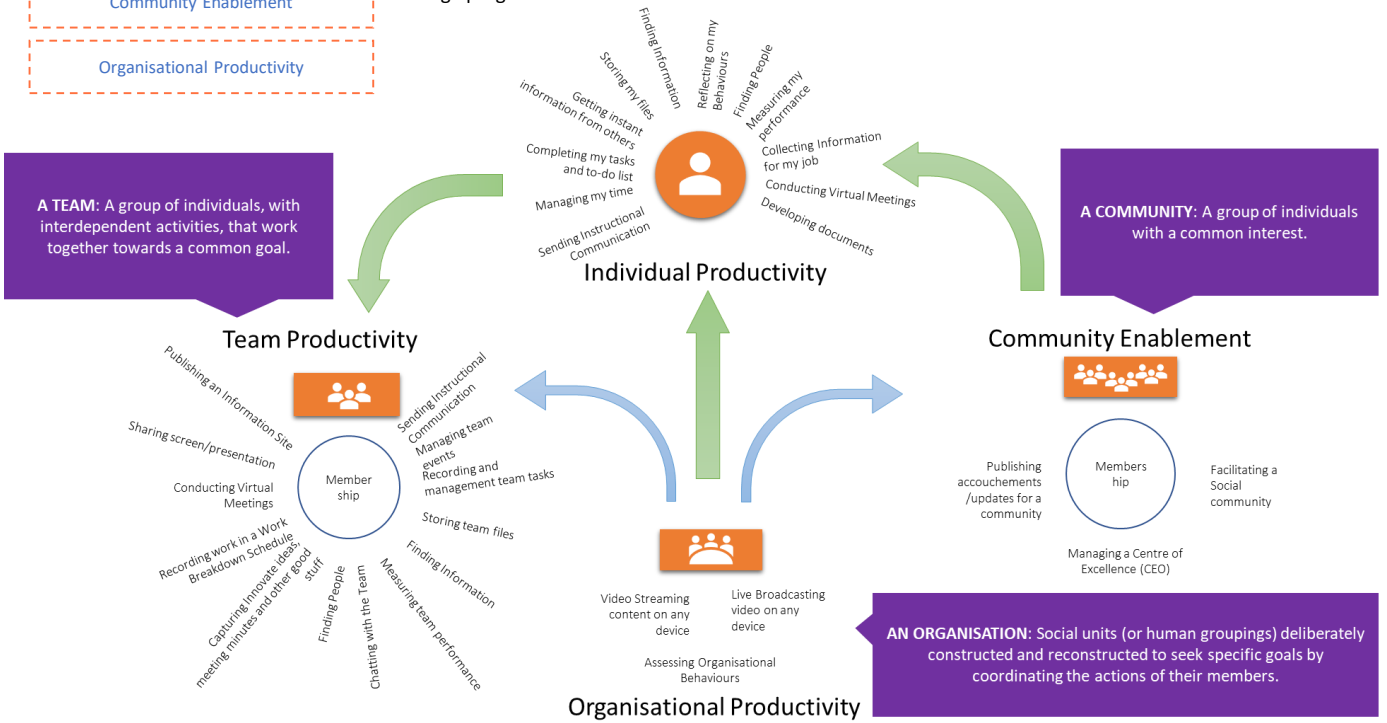
Culture is the real, living organisation you can see, perceive, experience and feel. As Bainbridge (1996) puts it: *“It is the cynicism or the enthusiasm of what management said. It is the buzz emanating from one team meeting, or the dumb silence that pervades another. It is what strikes you when you walk into an office for the first time, and the impressions that you form when you talk to six or seven people from the company; it is the way staff talk to customers and whether employees stay past their clocking off times when overtime is not being paid.”*

Enterprise Collaboration Architecture – How different parts of an organisation work together

Where Office 2010 and 2013 focused on helping individuals create documents faster, Microsoft 365 seeks to address collaboration and communication challenges across the organisation. Before each of the capabilities are applied in the right context, we need to better understand how different dynamics within an organisation work and what capabilities are required to solve the different types of challenges. To be able to understand the different focuses, Microsoft has created the **Enterprise Collaboration Architecture**, which aims to describe four key areas of productivity:



The following model is used to not only better understand which Microsoft 365 capability enables which organisational focus, but also helps the importance for setting the right drivers, behaviours, by understanding some of the characteristics of each of the key areas. For an organisation 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.



Individual Productivity

Organisations hire individuals for their skills, experience and excellence in what they do. The Office 365 suite is designed to enable individuals to better focus on applying and organising their specific capabilities.



Individual productivity essential capabilities

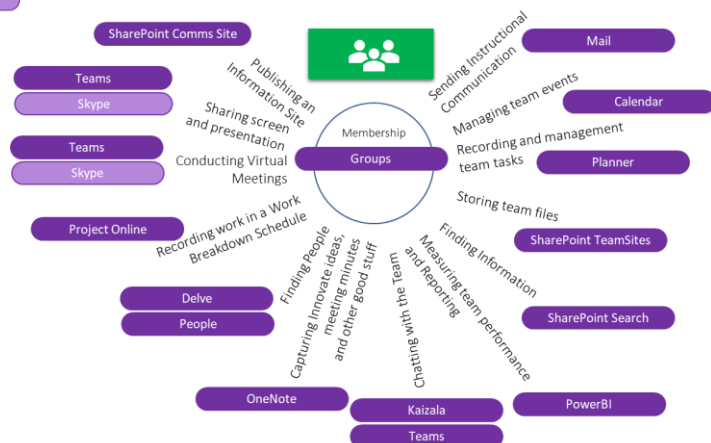
Before they can be fully effective in applying their expertise, individuals also need to have:

- 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% on-the-job learning, 20% learning from internal courses and 10% from external sources).

Team Productivity

Though individuals can achieve some great things by themselves, their ability to impact significantly grows as they work with other people within a *team*. We define a team as *a group of individuals, with interdependent activities, that work together towards a common goal, or an 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.



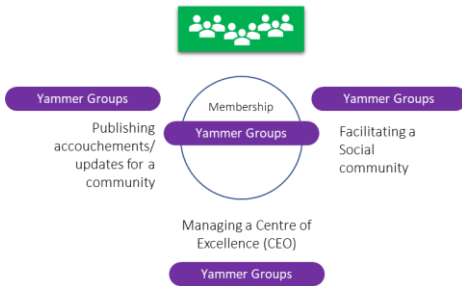
Team productivity essential capabilities

It is important to note that individuals are selected for a team because of their skills and their ability to contribute to the team outcome; their membership within the team is compulsory, they don't get to come and go from the team as they please. There are also clearly interdependent activities, which show how each team member's activities are intertwined with other's activities and are thus critical to the successful achievement of the outcome.

It is important to note that each dependency is a potential risk to the defined goal and intended outcome. To mitigate this risk, there needs to be clear balance between the right number of people (with the right skills), the right team process (number of steps and interdependencies) and the right leadership. Thus, it is recommended that a team has no more than 5-12 members (Wharton University of Pennsylvania, 2006).

Community Enablement

Individuals have to continuously learn and develop in their roles, and learning from other people in the workplace enables them to learn new skills on the job. Communities provide a new opportunity to expand the reach of employees to every individual within the organisation, wherever they are located, in addition to the 10–15 individual people we work closely with. They are a great way to gather expertise on topics of interest from across the organisation and bring them together in a single space for people to innovate, learn and develop professional relationships and rapport.



Community enablement essential capabilities

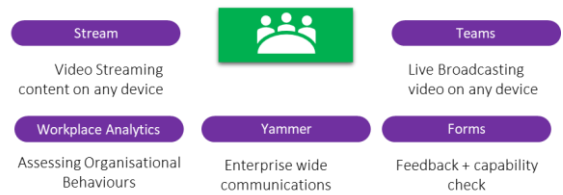
Yammer is a great platform to build successful communities. Consider addressing the following community attributes:

- Clear goal and a clearly defined outcome
- The Community Leader (often the group admin) is accountable for the effectiveness of the community
- An individual decides when to join, leave or contribute to a community
- No membership restrictions for 'public' communities
- Membership approved by group admins for private groups
- Clear roles and responsibilities defined for community leaders, community facilitators and community contributors
- Community processes defined and understood.

To create a space where there is a cross-pollination of different perspectives and ideas, effective communities don't have a limitation on the size; the bigger the community, the more opportunity for people to learn from other like-minded experts.

Organisational Productivity

Some core capabilities offered within an organisation are used for the benefit of individuals, teams and communities:



Organisational productivity essential capabilities

A focus on organisational productivity really starts with leadership wanting to drive an organisation-wide culture of *collaboration*, effective *communication* and *continued improvement*. This is an opportunity for the organisation to focus on the correct attitude, behaviours and skills enabled by certain core capabilities.

A focus on 'Culture' as part of a Microsoft 365 Adoption Program

Ortega-Parra and Sastre-Castillo (2013) found that for organisational culture to lead to organisational commitment, the values espoused by the organisation have to match those seen in practice. What that means for the adoption of a Productivity program of work is that the organisation's senior leadership need to create, demonstrate and lead through the values and behaviours that the Productivity program was hoping to instil within the organisation.

Schein (1991) presents that the establishment of organisational culture starts with a leader or founder with certain beliefs and values on how things ought to be. Over time, these beliefs and values get ingrained in the employees, and culture of the organisation can be derived from 'how things work around here'.

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

A government customer in Asia's IT team wanted all the employees in the division to work better together and share information with each other to expedite decision making for better support. 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 organisation but would also provide some major business benefits:

- Finding documents in an email client can be cumbersome. If the documents are stored in a document management system, it is easier to find the most up-to-date version, facilitating more accurate decisions.
- Using the link, all the people who have access to update the document can make real-time changes, for the benefit of whoever views the documents. This removes the need to constantly email documents to recipients, creating multiple unmanaged versions of the same document.

The business outcome they were looking for was a reduction in time required to co-author Standard Operating Procedures (SOPs) and to capture technical fixes that usually go undocumented. To realise these benefits, everyone in the team needed to store all the required documents in SharePoint Online, which is a part of the Office 365 suite, as well as all edit and share their documents on the platform or via links.

After a month of rolling out the capabilities and providing some training, they found that even though most of the team thought that the new document storage system was better than the previous one, they were struggling to build a rhythm of using it on a regular basis. On further investigation, it was discovered that the technology worked exactly as intended, but there was an unwillingness to share the information (even though there was a mandate from the senior leadership team for the sharing to happen).

Digging further to diagnose why things weren't working, we discovered that the team was made up of many contractors who were hired for their knowledge of how the applications worked. They saw this level of information sharing as a threat to their ongoing engagement with the organisation.

Some saw this change causing political issues as ‘knowledge was power’ and ‘power’ was being freely given to others. There was also a perception among some that ‘management’ wanted control over the information and didn’t trust the ‘people’ with it, so they wanted files centralised. Some were scared that information they captured would be ‘judged’ by others and their personal and professional reputation would be negatively impacted.

It was these cultural and behavioural attitudes that were preventing the adoption of *new ways of working* with this group, even when the technology had all the technical capability to deliver the desired result.

It was interesting to find out that no one in the team was told why this was being done, what challenges were being addressed or what opportunities were being exploited. They had just been told to use the new document storage environment; no one had asked them how they worked, or how they would like things to work for them to gain the most from their tools.

What gets rewarded, gets done – A Microsoft Story

Organisations love measuring things. They measure their sales figures, targets, number of products sold, everything from the number of employees to the number of milk containers that go off in the fridge (Weinberger, 2015). Well-known psychologists and management consultants such as Peter Drucker, Tom Peters, Edwards Deming and Lord Kelvin have all echoed the sentiment that “*what gets measured, gets done*” (Williamson, 2006). So, the question is: what should we be measuring, and what behaviours will those measurements drive?

Microsoft’s cultural transformation journey has been widely discussed in the media. It is interesting to know that even Microsoft staff were using Microsoft 365 with limited adoption. Unfortunately, the reason why employees were not using Yammer or OneDrive for Business wasn’t because no one knew about the capabilities, or because they didn’t know how to use it, more that there was a culture of internal competition where they were rewarded for being great individuals within the bell-curve performance management system (Dodge & Davis, 2015). Use of the suite’s collaboration tools was not only counter-productive to the way people were rewarded, but 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, organisational 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, and this formed a major driver for change.

In November 2013, Microsoft initiated the reform of its Performance Assessment System (Dodge & Davis, 2015). The priorities were to:

- ❑ Drive a change in the way people work, specifically the way they communicate and collaborate
- ❑ Reuse existing intellectual property and build on it instead of ‘re-inventing the wheel each time’
- ❑ Enable all people to get good information easily and increase their ability to drive greater impact; and
- ❑ Create a culture of continuous learning and growth mindset (Dweck, 2007).

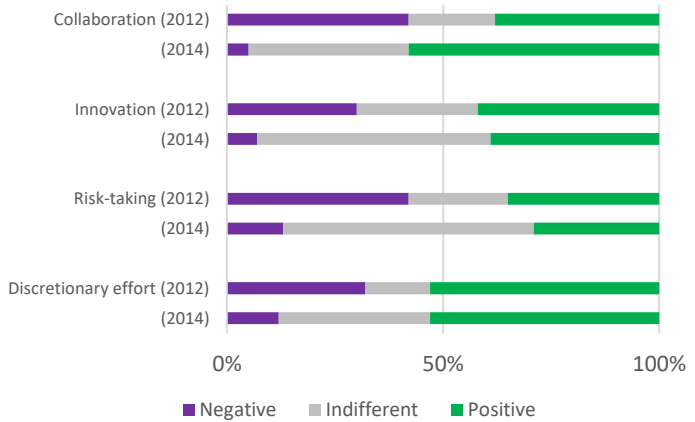
Skilled individuals can have a great impact within organisations, but a team of motivated individuals working together and leveraging each other’s capabilities can have even more impact. Microsoft had to change the individualistic ‘hero attitude’ (Dodge & Davis, 2015) that had developed over time. To change the employee behaviour, Microsoft had to change the behaviours it rewarded, and how it rewarded them. This new performance and rewarding management system can be summarised by the image below:

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 in all areas, and having an *active and visible leader* (Prosci, 2016) for the change was critical.

Satya Nadella became the third CEO of Microsoft on February 4, 2014. As the executive sponsor of the cultural transformation, he was committed to ruthlessly removing barriers to innovation (Kohn, 2014), so Microsoft could get back to fulfilling its mission, what all its employees joined the company to do: *empower every person and every organisation on the planet to achieve more*.

While developing the right productivity-focused culture, Microsoft needed specific focus be given to the various subcultures within the different groups across the organisation (Martin, 2002).

Based on internal Microsoft research, here are the results of the new performance and rewards system. These results were captured as part of the annual internal MS Poll staff survey (Dodge & Davis, 2015):



As part of this process, Microsoft created a need for employees to communicate better and collaborate to find the right information, quickly creating a need for capabilities delivered by the Microsoft 365 suite of technologies. This new workplace assessment strategy has paid off and there has been a significant increase in Microsoft’s revenue, as well as the share price.



Fixed Mindset leads to a desire to look smart and therefore a tendency to avoid challenges, give up easily, see failures as fruitless or worse, ignore useful negative feedback and feel threatened by success of others



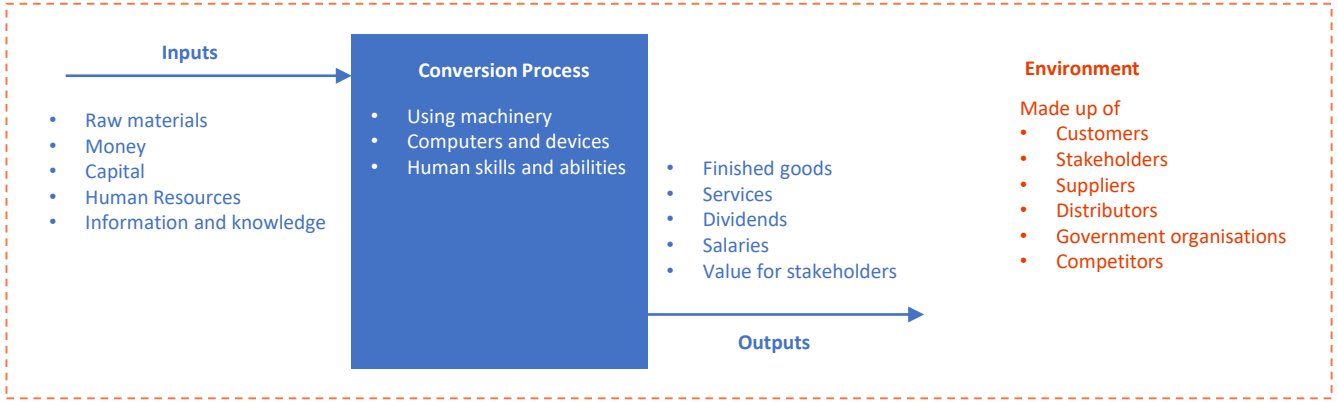
Growth Mindset leads to a desire to learn and therefore a tendency to embrace challenges, persist in the face of setback, see failure as essential to mastery, learn from criticism and find lessons and inspiration in the success of others.



Implementing an effective Microsoft 365 Program

How an organisation creates value

The University of New South Wales calls the *production of goods and services by an organisation* ‘value creation’ (AGSM, 2016). Discussing the value your organisation wants to create as part of the Microsoft 365 program of work needs to be articulated in business-centric language instead of the technology-centric language (such as license activation, users deployed or active usage) often seen in Adoption program reporting.



How organisations create value (Jones, 1995)

Articulating your business driver

The ‘adoption’ challenge can be tackled in many ways. Many organisations will start deploying and expect the employees to ‘just use it’, then down the track wonder why no one is using it. Organisations should put some thought towards what they want to achieve and look at the challenge ahead of them from a ‘people’ perspective; if people won’t change, what is the point of bringing a productivity-based program into the organisation?

Before organisations can successfully drive internal adoption of *new ways of working*, we must take a few steps back and look at the bigger picture. We need to focus on a higher cause for the change, something more aligned with the business outcome the organisation is there to serve, instead of the technology enablement solution.

Goals are defined as “a future state, condition, or outcome toward which an individual or social system is striving” (Fink, Jenks, & Willits, 1983).

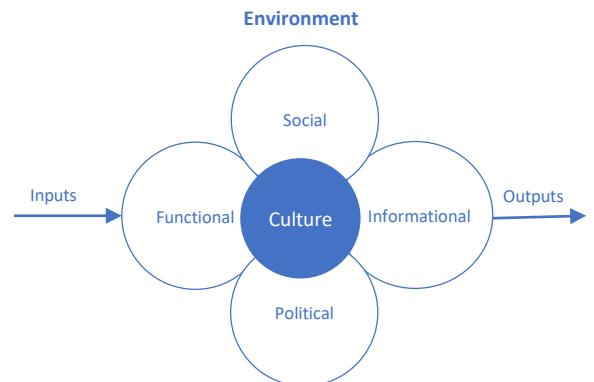
Before embarking on a productivity program, organisations must be very clear about the goal and objectives the initiative is trying to achieve. In the past, many organisations have purchased productivity suites such as Microsoft 365 to address technology infrastructure investment challenges, as the cost of subscription-based SaaS services can be significantly less than maintaining their own dedicated infrastructure (GFI Solutions, 2018). Though this might have been the primary driver for many organisations at the time of purchase, the opportunity that a Modern Workplace Productivity suite brings is really helping the whole organisation, from sales to operations, *re-think how they collaborate, communicate and connect with people and information across their organisation* (Murray, 2011). Organisations should be thinking about the opportunity *new ways of working* could bring to their strategic opportunities, and not just the impact their IT division can make to their operational costs.

Consider the goals from the perspectives of the various stakeholder groups (e.g. leadership, middle management, employees from different parts of the organisation) and ensure you are building a balance between organisational goals and employee needs (Robey, 1982).

Understanding your organisation

Before we look at applying new concepts to designing your ‘business value’ focused Modern Workplace program, we need to understand a few major perspectives on how organisations work. Within an open system, these perspectives are called ‘elements’ or ‘sub-systems’ (Narayanan & Nath, 1993). These sub-systems are interrelated (Robey, 1982) and receive various inputs, transform them in some way, then export outputs in dynamic relationship to their environment.

Before embarking on your Modern Workplace journey, a good way to establish a baseline for the current state of your organisation is to look at the different ways your organisation works based on the *open systems model* (Narayanan & Nath, 1993), as depicted in the diagram below:



Each of the sub-systems needs to be addressed if meaningful and sustainable change is to be made within your organisation.

A key aspect of an organisation’s dynamics is created by its processes. All organisational processes can be categorised as problem solving, decision making, communication and/or conversation, and are significantly impacted by the *new ways of working* enabled by an Microsoft 365 program of work. As a result, one of the major outcomes to focus on as part of your Modern Workplace program is measuring to what extent the organisation has been able to change its dynamics and the impact these changes have had on its culture.

When creating a solution for your identified challenges, 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 the specific requirements.

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

Social

- How do people interact with each other? How is it different in different parts of the organisation?
- What are the social groups? What does the *shadow side* (Tate, 2005) of the organisation look like?

Functional

- What activities are performed to get work done within the organisation? How can we do them better?
- Do roles and responsibilities need to change? Who is accountable for the outcome? Who should own the change?
- What policies, processes, procedures and rules need to change?
- How do decisions get made within the organisation?

Informational

- What are the formal information distribution and communication channels? Are they effective?
- How do people find out what is happening around the organisation? How should information flow across the organisation?
- Is the information received accurate and useful?

Political

- Who are the 'movers and shakers' within the organisation? Who are the influencers?
- What political conflicts can impact how the organisation works? What political alliances can be leveraged?

Cultural

- What are the deeply held assumptions, norms, values and beliefs that are shared among the organisational members?
- Are these behaviours the right behaviours to help the organisation grow and achieve its long term objectives?
- Does the organisation have a growth mindset? Does it have a learning culture (Gavin, Edmonson & Gino, 2008)?

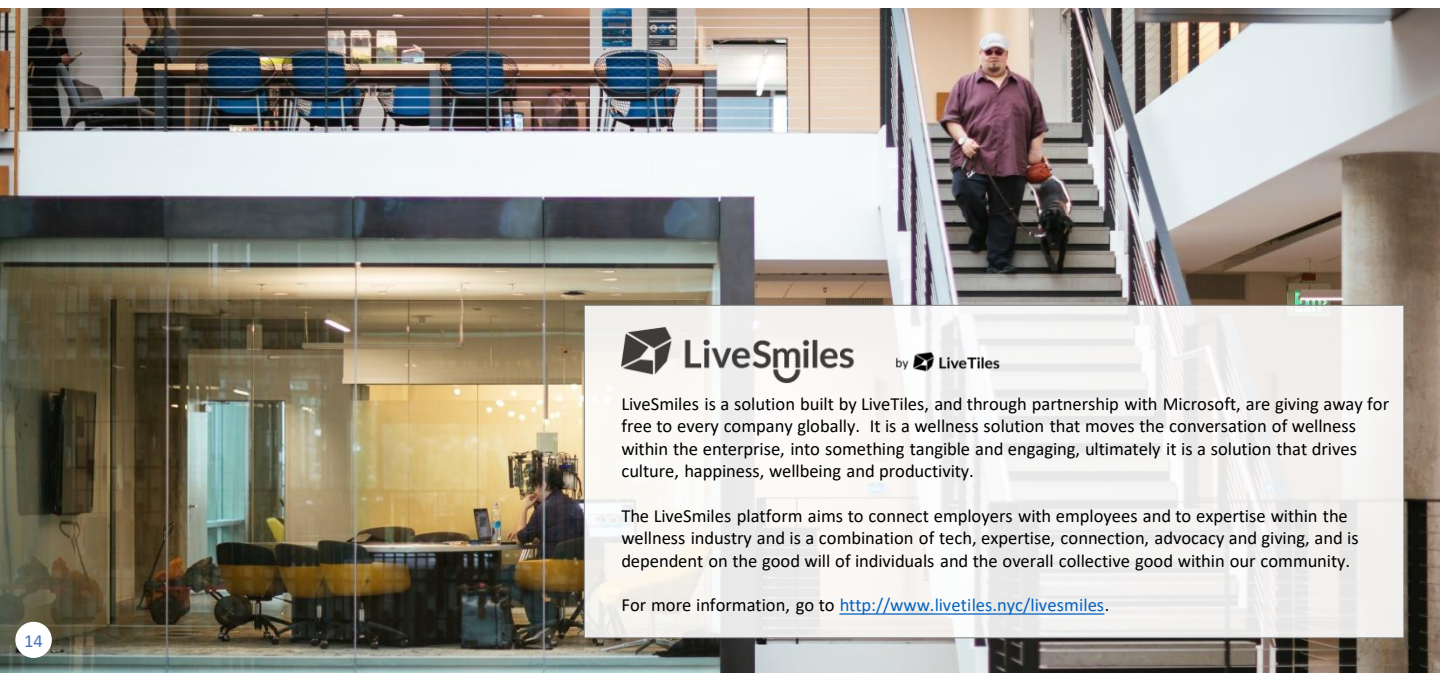
Now consider an organisational issue such as 'our sales force is struggling to meet the sales targets'. Consider the social, functional, informational and political aspects of the situation. What you may find is that the more specific your challenge, the easier it is to identify the specific parameters. For example:

- ❑ **Social:** As the sales people have individual targets, they get competitive with others. There is social credibility in having the highest targets and people are less likely to share or collaborate where that may result in increasing other people's numbers.
- ❑ **Functional:** The sales people 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. We can also change individual targets and provide more focus on team targets, that way all the sales people will assist each other to make the team targets. This requires getting the HR team on board to help identify any unintended behaviours the measurements could cause.

- ❑ **Informational:** The sales team only gets to see their numbers at the end of the month due to the delay in producing reports. If we can make that real-time, the team will be a lot more motivated to achieve the accelerator targets. Also, if we introduce a team collaboration space where everyone can help each other solve priority operational issues, we can address the delays caused by emails not being addressed instantly.
- ❑ **Political:** If we can help to address the political issues between the sales director and the head of the legal team, maybe that would result in the two teams working closer together. Maybe we can talk to the head of finance, who is also an important person collaborating in the process, to facilitate an alliance.

Addressing the above four aspects will result in an opportunity to focus on the productivity culture of the teams:

- ❑ **Culture:** How do we get the sales, legal and finance teams to work seamlessly to ensure customer contracts are signed? How do we get each of the sales people to share their successful techniques? How do we help the senior legal resource team members coach the new ones? How do we get the leaders working with each other for the success of the organisation, instead of empire-building for personal gain? How do we get the organisation's leadership to lead this cultural change?



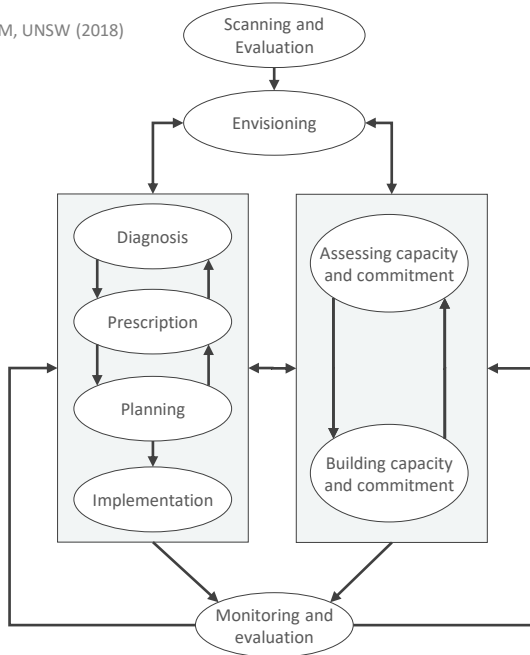
LiveSmiles is a solution built by LiveTiles, and through partnership with Microsoft, are giving away for free to every company globally. It is a wellness solution that moves the conversation of wellness within the enterprise, into something tangible and engaging, ultimately it is a solution that drives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

So how do we make sure that we are always looking out for the next change, or the set of changes, that needs to happen? How do we go about making the right change so our productivity program objectives can be achieved? The Change Process Framework below has been developed by the Australian Graduate School of Management, University of New South Wales (2018), and gives guidance on how to look for change opportunities within your organisation, and how to measure that your change initiative is heading in the right direction:

AGSM, UNSW (2018)

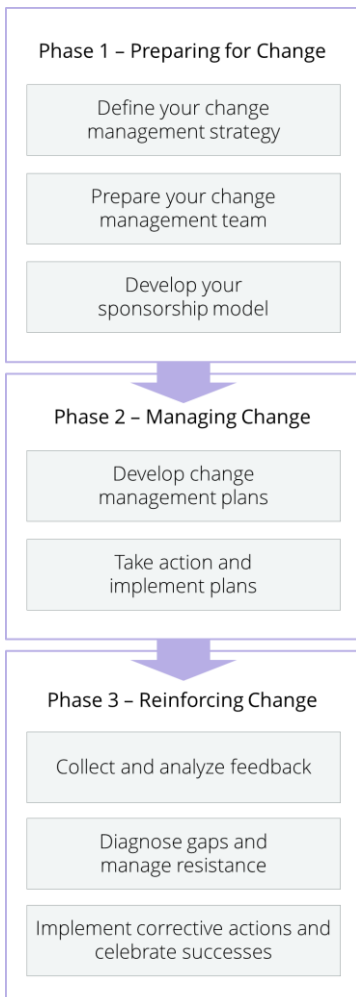


Scanning and Evaluation

‘Scanning’ is a broad term for an organisation’s ability to assess and monitor its performance. In the context of a productivity program of work, scanning refers to the ability to understand the challenges of the organisation, including what’s working well and what can be improved. This provides the organisation’s leadership team with the critical information required to make decisions on their next steps while designing your change program. It is important that the challenges are captured from multiple perspectives within the organisation (Cameron & Quinn, 2006), including (but not limited to):

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

Some organisations seem to prioritise the leadership, financial and shareholder perspectives by scanning for what needs to change to improve those situations. This brings bias into decision making and is not a sustainable organisational practice.



The productivity program does not usually need to initiate scanning and evaluation activities within the organisation; these activities can be already found at many layers, from the senior leadership to the operational front line. It is possible that senior leadership, middle management and the employees, based on their different work-styles, already have a view of the challenges, which should be collated and compiled.

Once the business challenges have been collated company-wide, they need to be understood and prioritised. ‘Evaluation’ is the process of evaluating strategies, capabilities and performance, then weighing up whether the environment (current or future) can pose a threat or offer exploitable opportunities.

Envisioning

‘Envisioning’ is the process of forming the vision. It involves developing the desired future state for your organisation around how it *collaborates*, *communicates* and *connects* to 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 desirable 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, or
- Don’t create and seize current or future opportunities.

During this process, you may find that you identify opportunities where there is nothing wrong, but there may be a better way of doing something, a new way that brings tangible and measurable business benefit. This can help create a broader idea about the case for change, rather than the old saying ‘if it isn’t broken, don’t fix it’.

First create an aligned, organisation-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: what do we need to be able to achieve for each of the departments as part of this productivity-based cultural transformation program? A collection of three objectives per department will provide specific yet divergent objectives that can be used to compile the organisation's vision statement. The vision for the program and the broad change goals should be developed relatively early as scanning unfolds challenges and opportunities. The vision statement is likely to go through multiple iterations before it is ready to be published, each bringing it more in alignment with the future culture, structure and business practices the organisation desires.

The ability to articulate **business value** can be achieved by *addressing the identified challenges* and *exploiting the available opportunities*. Business value from this 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 organisation (including identifying time efficiency and time-related productivity savings)
- ❑ Employee benefits (including the increase in morale, trust building, building the right collaboration culture, rewarding the right behaviours etc.)
- ❑ Customer benefits and how improved productivity will have a flow-in benefit to the organisation's end customers.

Another important factor to consider when thinking about 'envisioning' is timing: why is it important for us to make these changes now?

Diagnosis

It is crucial to remember that in the previous two steps we identified the business challenges and opportunities, prioritised 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. It is important to understand the initial problem and understand what is causing it before creating a solution.

The purpose of 'diagnosis' is to identify:

- ❑ What needs to be changed to move to the desired future state, and
- ❑ What needs to be left unaltered because it's working well and is a strength that can help the organisation move to its desired state.

While exploring the cause of the identified challenges, consider elements such as the core behaviours that effect a culture of risk avoidance on the organisation's capacity to innovate, or the impact of the organisation's silo structure on customer services.

When exploring the cause of the identified opportunities, consider elements such as the core strengths that will enable the organisation to grasp opportunities, and the factors that might limit this capability. Consider the following examples of limitations:

Current: Team members work in silos and think territorially
Preferable Future: Team members work in a fully cooperative and collaborative way.

Current: Team members are reluctant to seek and share information and support from/with each other
Preferable Future: Team members happily seek and share information and support from/with each other.

The outcome of the 'diagnosis' phase is to identify the *gap* between the current state and the preferable future state. The current state and the preferable future state processes can be captured as flowcharts, step diagrams or 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 (AGSM, 2016). 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 consider:

- ❑ Business process changes
- ❑ Behavioural changes, and
- ❑ Cultural changes.

This will enable the identification of the right technology to reach the preferred future state. A prescription may also include:

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

The prescription process is most successful when a combination of *divergent thinking* (e.g. brainstorming) and *convergent thinking* (e.g. ranking ideas) is used.

Assessing the capacity and commitment

This phase of the framework assesses the organisation's capability and level of commitment to the productivity-focused cultural transformation journey. This assessment enables the change team to understand where it needs to build capability, as well as commitment from the different layers of the organisation. Commitment is required from the senior leadership team so they don't become blockers while we are trying to build momentum for the desired changes.

Building capacity and commitment

Building the commitment to change is a key success factor for an organisation to adopt *new ways of working*. Kotter talks about "*building a guiding coalition*" in the 8-step process (Kotter International, 2017) and it refers to bringing all the leaders together into a single drive towards achieving the business objectives outlined during the 'envisioning' phase. If all leaders within the organisation are behind the outcome, the focus is on the value that needs to be achieved and not the change itself.

There are several ways of building commitment:

- ❑ Use a participatory process of diagnosis. By doing this, the stakeholders will care about the change, and they will design their preferred 'preferable future' state and thus commit to fostering the change.
- ❑ Align business value to performance measures. Commitment can be earned by demonstrating that the goal business value will bring direct benefit to the individual BDM or ITDM – address the "What's in it for me?".



Planning

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

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

Microsoft has partnered with Prosci® and has found their published AKDAR® approach to be very effective in helping plan change programs. *“The Prosci change management methodology provides change management practitioners with the processes and tools to build customised, targeted and research-based change management strategies and plans to drive project results and outcomes. The unique integration of individual change management and organisational change management combines a results-oriented model for supporting a single individual through change with a process for practitioners built on decades of research”* (Prosci, 2018).

Organisations change only as each individual within them changes, so it is critical to focus on the change journey of individuals. Here are the five phases of Prosci’s ADKAR® approach for individual change management, which are crucial in executing a well-thought out Adoption Plan, leveraging the sub-systems from the star model.

- ❑ Awareness
- ❑ Desire
- ❑ Knowledge
- ❑ Ability
- ❑ Reinforcement.

A modern Workplace Productivity Adoption Plan needs to consider more than just communication planning and training planning, which is what most organisations 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 the Organisational 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, with the intent of achieving the identified goal outcomes.

While implementing the designed adoption activities, issues in execution may give reason to revisit some of the other stages. For example, a change in the process sponsor may need a re-assessment on the sponsorship of the change and the business outcome that the new sponsor may want to prioritise and drive first, or a competitor releasing a new product may require a different scenario to be prioritised and expedited. Often technology evolves at a rapid pace, requiring the team to revisit the ‘diagnosis’ and ‘prescription’ processes.

The feedback from implementing this change is crucial to ensure that the correct adjustments are made in real-time during implementation. *Balancing feedback loops* (AGSM, 2014) helps to provide short term strategies, e.g. increasing the amount of executive communication to overcome some unanticipated resistance from the middle management, or removing the classroom-type training options if most people prefer to learn using alternative methods.

Monitoring and Evaluation

Many organisations make the mistake of evaluating their progress solely by measuring the license utilisation for the various Microsoft 365 applications. They believe that low license utilisation means that people have not yet adopted the technology. Though that could be partially correct, it does not necessarily mean that the organisation isn’t seeing value from their investment.

Driving adoption is all about momentum, and momentum builds slowly, one step at a time. A great place to start building momentum is working with the *innovators* and the *early adopters* (Rogers, 1983) within your organisation, those who are quick to seek the benefits of new technology, even if they are only focused on individual or team productivity rather than organisation-wide improvements. Marketing the benefits and advertising success stories to get large scale acceptance within the organisation is a great way of building initial momentum. Leveraging the *reinforcing feedback loops* (Meadows, 2008) can help to assess the feedback from the employees, and other mechanisms like interviews, surveys, etc. can help get real-life feedback from employees to ensure their business challenges are actually being solved and that exploiting new opportunities is providing the desired business benefits.

Customer Story

Let’s take the example of a media company in the Asia Pacific region that was planning for their Microsoft 365 adoption journey. The program was being driven by IT primarily as an infrastructure upgrade project, but on Microsoft’s advice the organisation urged their Business Leaders to engage in the adoption conversation. The organisation released new set-top boxes every couple of years, and to train their sales force they all had to fly into the HQ for a week’s training. The cost of this exercise included flights and accommodation and cost hundreds of thousands of dollars. Because training and training materials weren’t developed and delivered until after board’s go-ahead, it took 21 days from the official okay 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, they created self-paced training content (Office Pro-Plus, Office Mix, Steam), delivered live broadcasts explaining the new products (using Skype for Business broadcasting capabilities, now superseded by Microsoft Teams), which could be watched anytime, anywhere, and on any device (and were also available on Stream to watch at a later date). As a result, the organisation was able to reduce the 21-day delay and start selling after five days, having trained all the staff without needing to fly everyone to the HQ. Not only was the organisation able to save the cost of flying 20 sales representatives in, but they were also able to increase their selling days for a new product by an extra 16 days, the time they saved by preparing and delivering training differently.

As the sales team sold the set-top boxes, they were also positioning the latest bundle of Pay-TV channels to be sold. Previously, they would have to wait for the end of the month to consolidate the targets for each of the sales resources to identify which packages were working and which needed to be modified. Now, using real-time dashboards (developed using PowerBI), the sales team and the marketing team were able to get real-time feedback on the performance. Also, the sales team were recording all customer feedback on the *community collaboration platform* (powered by Yammer), which was constantly monitored by the marketing team. This meant the channel bundles were updated every six hours, further increasing their quality, increasing their sales by up to 50%.

This process required ~40 people to change the way they worked but the business value they produced for the organisation was significant. This demonstrates the difference between measuring license utilisation (which was around 40 for this scenario) and business value (which was hundreds of thousands of dollars) for the organisation.



Redefining the CIO's role: Is the IT department enabling or blocking your adoption journey?

Keeping up with the disruptive information age begins with building a Continuous Learning culture among employees

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 mobilise discovery, shedding certain entrenched ways, tolerating losses, and generating a new capacity to thrive anew”.

- Ronald Heifetz and colleagues (2009)

In today's environment, the Information Technology leader (i.e. the Chief Information Officer or CIO) is expected to partner with business leaders to drive business revenue and profits. The CIO is expected to collaborate with both internal and external partners. The CIO must create a bi-modal working environment that enables digital transformation while also achieving operational excellence, which is very complex and appears to be a 'no win' situation.

So how can the CIO establish a continuously learning organisation when they are tasked with creating business value for the organisation while in a complex scenario?

IT has to change its culture and its processes

The answer is: by creating a culture of *evergreen* adoption and a strong organisational change muscle. Cloud services such as Microsoft 365 are *evergreen* in nature, “*running services comprised of components that are always up to date*”. Evergreen IT encompasses not only the services at the user level but all of the underlying infrastructures, whether on-site or outsourced. Many organisations 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 (Meltzer, 2014).

Unfortunately, instead of complementing the organisation in its Modern Workplace Productivity journey, IT can often be a blocker, delaying enablement across the business. For the organisation to achieve their desired business value, IT departments have to change their years of conditioning, which may have been relevant managing on-premise infrastructure but are no longer appropriate in the world of cloud technologies. IT has to rethink its culture and approach to providing services if they are to be seen as a strategic business partner instead of just a service provider. To be effective in this new role, IT must continuously guide the organisation through the *evergreen* nature of Microsoft 365.

To work effectively under these new principles, IT departments need to update their Modern Service Management approach and prepare a mindset of continuous learning. In addition to this principle, IT need to think about:

- ❑ How do we stop doing low value activities that are now managed by the cloud and start doing high value activities (conducting adoption planning which performing deployment planning)?
- ❑ Giving more control to employees to make business-centric decisions using technology e.g. being able to create their own Teams, SharePoint sites, Yammer groups etc.

Underlying principles for continuous learning

IT leaders have to rethink how they can enable employees to be fully engaged at the workplace and apply themselves to the organisational vision. It should be that:

- ❑ Every employee should feel empowered and permitted to take risks and fail fast while building on their team's work and taking full advantage of the range of expertise available to them.
- ❑ Leaders are sponsors who have enabled employees to optimise their use of technology and empower them to get more out of their time.

- ❑ Leaders are active, visible and display crucial leadership qualities. They create, demonstrate and lead through values and behaviours that this program is instilling within the organisation, and
- ❑ Leaders focus on the higher cause for the change that is aligned with the business outcome the organisation is there to serve.

The ability to keep up with regular technology changes and learning fast from experience are critical parts of an organisation's continuous learning. Business departments often look to IT to lead the adoption of new ways of working and share their success stories.

The IT department will not be able to lead the change unless they have truly adopted the new ways of working themselves. The IT department has two distinct areas of change they need to adopt:

- ❑ Changing the way IT communicate, collaborate, find information and people while improving the quality of IT services, and
- ❑ Changing the way they design, deploy, operate and service cloud technologies within their environment, including managing the continuous change introduced by evergreen IT.

IT professionals are often considered the most 'tech-savvy', but the reality is that they also require assistance learning how to better communicate, collaborate and develop the soft skills needed to be effective team members. In addition, IT professionals need to be guided through changing the way they administer technology while transitioning from ITIL® to the Modern Service Management principles (Clark & Wilson, 2018). A number of traditional IT capabilities need to be assessed when looking at the impact of evergreen IT on the IT division:

- ❑ Potential impact to existing integrated applications as Microsoft continues to make changes to the Microsoft 365 platform
- ❑ Impact on the Service Management Model
- ❑ Service being fit for purpose, and
- ❑ Impact on people across the organisation.

Two wheels of a chariot and the CIO's role

Though the productivity journey belongs to the whole organisation, the CIO has a critically important role within the transformation. The *business* and *IT* division buy-in are like two wheels of the one chariot: if either of them are missing, the chariot goes around in circles. Here is a Modern Service Management-inspired approach we want CIOs to think about:

- ❑ Determine a vision using the principles and concepts stated in this paper for both the IT team as well as the whole organisation.
- ❑ Ensure that the business sponsor for the project is one of Business Decision Makers, even the CEO.
- ❑ Complete a diagnosis of the situation (including the readiness of the IT team to change). Identify the gap between the current state and the preferable future state. If IT leads the change, their example will make it easier for the organisation to follow.
- ❑ Present a prescriptive approach (presented in this paper) based upon divergent thinking (e.g. brainstorming) and convergent thinking (e.g. ranking ideas). Implement plans that include detailed steps for successfully adopting Microsoft 365, which fall into these broad categories:

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

This approach will assist in establishing an organisation with a culture that promotes quick innovation and learning from each other's mistakes. It is also an organisation that acknowledges failure will occur and creates collaborative situations where people can work better together, and provide open and transparent feedback (and metrics) for continuous improvement.

Customer stories: Realising true business value with new ways of working

Adoption Scenario Workshops: Customer success stories

Here is a collection of some customer success stories we have identified that address key business challenges and opportunities in their industries. Microsoft Services' **Adoption Scenario Workshops** (for both IT Professionals as well as the wider business) equips customers with the ability to understand the capabilities of Microsoft 365 and how the technology can help realise their digital ambitions into actual business value. See how our customers have realised time and cost savings, as well as uncovered new opportunities in their industries, when they adopt new ways of working with Microsoft 365.

Adoption Scenario Workshop (ASW) impact statistics

80%

Customers who attend an Adoption Scenario Workshop 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 purchase 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, Flow and SharePoint**, the project team could reduce their approval processes from **3 weeks to 3 days**.

Education

\$1M saved by introducing virtual classrooms to university students in the events of snow storms.

A university located in a city with frequent snowstorms envisioned a virtual classroom to resolve the challenges of class cancellations.

By using **Skype for Business** 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 \$1M incurred from class cancellations and logistics costs.

Manufacturing

\$37.5K of reduced losses per incident.

A US manufacturing line incurred losses of **\$75K per 30 minutes** whenever the line ran into technical issues and stopped production. The team adopted **Yammer** to get engineers onsite 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.

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 8 hours per day to update and share their information with these partners due to email bandwidth and version control issues.

The team decided to introduce 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 that the partnership team had access to the most update information.

Government

25% faster when responding to resolving issues and incidents related to the city's amenities.

In Texas, a team of 20 frontline 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; when they travelled back to the office they would re-type these issues into emails.

Now the workers use their smartphones to capture photos of issues (i.e. vandalism of public 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.

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.

So What Now?

Throughout this paper you have been presented with a range of models and research that aim to contextualise and give evidence and guidance about practices that contribute to the success of your Microsoft 365-enabled Workplace Productivity Program. It is easy to look at the content and think 'there is so much here, our organisation doesn't use these models and I don't have time to do all of this'. You might feel you have the outcomes you need to achieve today, with the same or fewer resources, and perhaps there are lingering feelings that IT needs to lead and enable the capability.

One thing we would encourage you to think about is that Microsoft 365's set of capabilities is not just an individual productivity opportunity, it can also impact team collaboration, community enablement and organisational productivity.

All these components are essential for an organisation to grow into an agile and responsive organisation; technology alone is not the solution.

This section outlines the next immediate steps that you can take to begin or accelerate your organisation's journey towards becoming a superpower within the Fourth Industrial Revolution, enabled by the power of Microsoft Cloud. These are actions and decisions you can completely own. When you consider your current business context and key stakeholders, you will seek out further resources and identify people who can simplify and guide your journey, and ultimately you will have identified how you, your organisation, all employees and the people you serve will benefit from a change.

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 is able to lead this change for *new ways of working* across the organisation. 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 organisation. 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 in order to have common objectives for why *this* Modern Workplace Productivity program is important to the organisation.

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 organisation → What behaviours need to change within the organisation? → What are the common issues/challenges within the organisation? → What capabilities can *new ways of working* deliver that help design solutions to issues and challenges met while creating the new desired behaviours? → Which technologies should be used to enable solution implementation? Microsoft has had great success using the Prosci® 3 phased methodology (focusing on the organisation) and the ADKAR® methodology (focusing on the individual) while implementing change within customer environments. Ensure there is 10–20% funding allocated for Change Management activities within the scope of your project.

3 Identify the issues, challenges and opportunities across your organisation

When designing a people-centric change program, it is important to understand the needs of the people across the organisation before finalising a technology deployment approach. When measuring the program's success, think about what problems we are solving within the organisation and how we measure if the organisation's issue has been resolved. Remember, technology is just an enabler and not a solution in itself. This initiative is all about solving people's challenges and giving them new opportunities, enabled by the Microsoft 365 suite of technologies.

Helpful Resources during your Workplace Productivity Adoption journey

Microsoft Services

The formula for a successful digital transformation includes addressing people, process and technology. Microsoft Services will help you address all these elements as part of your Digital Transformation Program.



Our expertise: With deep expertise in our products and services, we are uniquely positioned to facilitate behaviour change.



Proven methodologies: Microsoft uses a proven behaviour change management methodology, a rich set of information-based analytics and innovative tools.



Optimal outcomes: Microsoft Adoption Services and Modern Service Management Practice aim to get you where you want to go faster, regardless of where you are on your digital journey.

Modern Service Management: <https://blogs.technet.microsoft.com/msm/>
Microsoft Adoption Services: <https://enterprise.microsoft.com/en-us/trends/adoption-and-change-management-services/>

Microsoft Partners



Microsoft Certified Partners (MCP) have expertise in Microsoft Cloud technologies and employ Microsoft Certified Professionals, who have a demonstrated level of product experience.

Talk to your Microsoft Account team about choosing a Microsoft Partner to help you drive your Digital Transformation agenda.

Additional Resources

Microsoft Enterprise Services: <https://enterprise.microsoft.com/en-us/services/>
Microsoft FastTrack Center: <https://fasttrack.microsoft.com>
Microsoft 365 Blog: <https://www.microsoft.com/en-us/microsoft-365/blog/>
Microsoft Customer Stories: <https://customers.microsoft.com/>
Microsoft 365 End User Adoption Guide: <https://fto365dev.blob.core.windows.net/media/Default/DocResources/en-us/Microsoft%20365%20User%20Adoption%20Guide.pdf>
Microsoft 365 Business: <https://www.microsoft.com/en-au/microsoft-365/business>

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