

Empower the workforce with consumer-grade, personalized experiences

Worker expectations around experiences continue to evolve

Tools and techniques to create change



EXPLORE



Worker expectations around experiences continue to evolve

WORKERS WANT A BETTER EXPERIENCE IN THEIR WORKPLACE

Today's workers are quite savvy and have much higher expectations around their experiences than even just 3 years ago. The line is blurring between which tools are used at work and at home. Workers are accustomed to rich features and functionality on their personal devices and expect the same or better at work. In today's fast-paced world, it's no longer a matter of "good enough". To attract and retain talent, organizations must create a better work experience.

By 2020, millennials will make up half of the workforce. But what leaders should focus on is that 42% of them are likely to quit a job because of substandard technology. And 82% say that workplace technology influences the job they take according to the [Dell & Intel Future-Ready Workforce Study Global Report](#). A new generation of digital natives is poised to step into the workplace, Gen Z – born in the mid-1990s and beyond. According to the study [Gen Z: The Future Has Arrived](#), 91% of

Gen Zers, say the technology offered by an employer would be a factor in choosing among similar job offers. The trend is clear - delivering a unique and productive worker experience is becoming essential.



42%

Workers who are likely to quit due to substandard technology.

91%

Gen Zers say technology is a factor in choosing among similar job offers.

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Workers want a better experience in their workplace

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ORGANIZATIONS ARE ADAPTING TO IMPROVE WORKER EXPERIENCES

Organizations recognizing that workforce transformation is needed, often start by changing their operating model and organizational structures to emphasize the need for change. For example, they are creating new positions such as “Chief Experience Officer” (CXO) or “Head of Employee Experience” and are working with those executives to align IT initiatives to enhance worker experiences and maximize business results. These leaders are being challenged to transform the workforce, improve employee net promoter scores,

and provide a workplace that removes barriers with tools and experiences that increase productivity and innovation.

Aligning with this workforce focused trend, IT organizations are embracing a service provider mentality with success metrics based on worker satisfaction and adoption rather than cost and budget. They are focusing on enabling workers by instituting “Bring Your Own Device” (BYOD) programs, modernizing applications, and leveraging cloud-based plat-

forms for anywhere access with frequent feature and experience updates.

Organizations are making these investments to compete for and retain top talent. These changes are key to their success, because a happy, engaged, and empowered workforce will improve the organizations’ financial performance. Organizations with happier workers have 81% higher customer satisfaction and half the attrition compared to other firms ([Unleash the Creative Force of Today’s Workers](#)).



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Organizations are adapting to improve worker experiences

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TRENDS IMPACTING DIGITAL WORKPLACE STRATEGIES

Machine learning, bots, virtual personal assistants, augmented reality and virtual reality are key technologies being leveraged in the consumer world to enrich experiences and adapt content based on preferences and behaviors. These same consumer trends are now emerging in the digital workplace as well as new ways to make workers productive. Here are a few examples:



Machine Learning

Machine learning techniques are being embedded in apps and platforms and promising to make them smarter and more relevant to workers. For example, Microsoft Delve provides personalized suggestions and recommendations based upon an individuals' (and their colleagues') interactions and behaviors in the context of Microsoft Office 365.



Bots

Organizations are looking at robotic process automation for areas such as knowledge management, application integration and personal productivity boosters. Bots range from the mundane "if this, then do that" to the more complex with the ability to answer questions from integrated platforms (HR, CRM, ERP, etc.) on demand. Some bots even do these things automatically, without the worker asking for the information.



Virtual Personal Assistants (VPAs)

Workers use VPAs in their personal lives to answer questions, accomplish tasks, manage priorities, and control their surroundings. They want similar voice capabilities in their workplace for issuing commands and making suggestions to help them find information. Organizations are connecting their key content platforms with VPAs to accelerate the speed and ease which workers can access enterprise data and content (CRM, ERP, intranet, HR).

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Trends impacting digital workplace strategies

Tools and techniques to create change

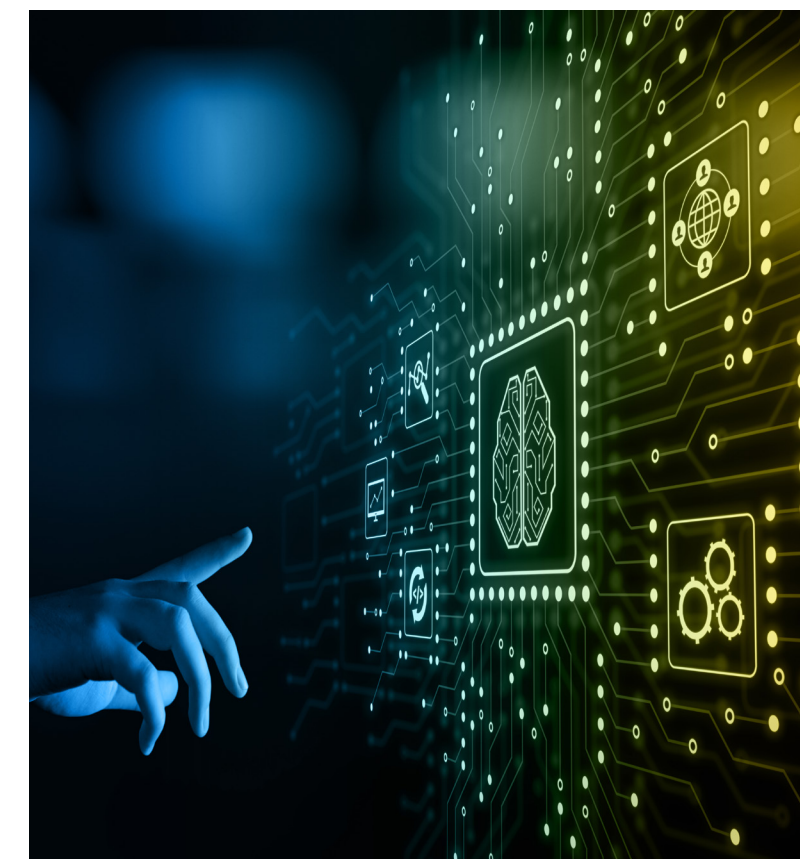


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Augmented Reality (AR) and Virtual Reality (VR)

Possibilities are endless with [The Growing Demand for AR/VR in the Workplace](#) (by Daniel Newman, Principal Analyst for [Futurum Research](#)), promising to bring collaboration, training, demos, marketing and more to new heights. Consider the productivity gains if workers could engage and collaborate with colleagues around the globe as if they were together in the same room, or train in environments that are difficult, if not impossible to reproduce, where they can do no harm.



Overall, these automation and intelligence technologies make it easier for workers to do their jobs.

Tools and techniques to create change

PERSONAS ARE THE FOUNDATION OF WORKFORCE TRANSFORMATION

Understanding the workforce is the first step to deciding how to deliver truly impactful worker experiences. Start by segmenting workers into clearly defined groups. Determine the exact experiences, services and support each group requires, to deliver the right solutions and options. Define these groups by using a combination of robust data collection, desk-side observation, focus groups, interviews and analysis. Most organizations will create a two-layer persona strategy, with top-level [enterprise personas](#) typically focused on work styles and computing experiences, and a second level focused on unique organizational or functional roles, application entitlements, and other attributes.



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Personas are the foundation of workforce transformation

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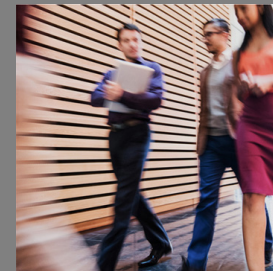
Tools and techniques to create change

PERSONAS ARE THE FOUNDATION OF WORKFORCE TRANSFORMATION CONTINUED

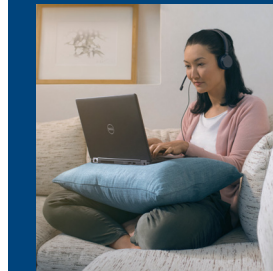
Examples of the top-level [enterprise personas](#) are described below:



Desk-Centric workers expect devices that cater to them and how they work. Their workspace is not a cubicle, it's a multi-tasking, productivity boosting, idea factory, often with multiple monitors. They use collaboration and conferencing tools to increase their productivity.



Corridor Warriors spend lots of time in meetings and are always on the go. These workers want to quickly and reliably connect to the wireless network, so they can access files, share and collaborate. They need the ability to maintain their application sessions when roaming from office to meetings.



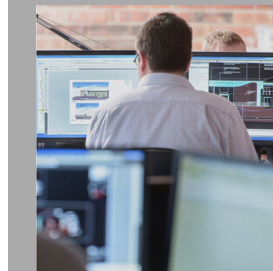
Remote Workers spend most of their time away from the office, often working in home environments. They need to connect and collaborate with colleagues, access and share files, and attend web meetings.



On-The-Go-Pros are fast moving and demand access to people, programs and data from anywhere because they can be working from anywhere, at any time.



Creatives spend their day working on non-stop, CPU-intensive tasks such as graphics manipulation, editing, and effects. They want monitors that are big, brilliant, production-caliber displays that live up to the art they create.



Engineers work on highly complex projects involving compute-intensive tasks like rendering, simulation and analyses.

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Personas are the foundation of workforce transformation



Field Workers often need to run specialized and compute-intensive applications. They need devices and peripherals that will withstand real-world hazards, including extreme temperatures, shock from rough movements, and network access through a range of mobile networks, including wide area cellular technology.

Personas and worker sentiment analysis techniques help organizations understand and empathize with their workforces' needs based on how they actually work and set the foundation for further optimization.



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LEVERAGE ROBUST WORKER PROFILE DATA TO CREATE PERSONALIZED EXPERIENCES

The workforce is provided specific tools, applications and platforms to get their jobs done, often offering them little choice as to what works best for them. Too often organizations use a one size fits all, “take it or leave it” approach; which to their detriment impacts worker productivity and innovation. What’s missing is a focus on personalization. It’s in an organization’s best interest to make the workers’ experience as productive as possible, allowing the workforce to get their job done with the least amount of friction.

What does delivering a personalized experience really mean? The workers’ profile is the basis for providing a personalized experience. Apps they use should understand who they are (key attributes), what they care about (role) and their organization. Workers are frustrated when required to create and update their profile in multiple apps. They prefer to create one profile, which is intelligently leveraged by all their apps and platforms, to understand who they are in terms of role, responsibility, rights and skills.

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Leverage robust worker profile data to create personalized experiences



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LEVERAGE ROBUST WORKER PROFILE DATA TO CREATE PERSONALIZED EXPERIENCES CONTINUED

Examples of how organizations use robust profile data to personalize the worker experience are:



Metadata / taxonomy-driven content organization

While search engines continue to improve, a foundational layer of context can dramatically improve results. Leverage “flat” content structures that can be dynamically displayed in different groupings and collections based upon key metadata values.



Persona-driven audience targeting

Define personas and audience segments based upon profile attributes, locations, business unit, skills, or other values. Tag content, knowledge, and KPIs/data as being relevant or useful to those groups.

Armed with these techniques, organizations are better able to deliver targeted content and more personalized recommendations, resulting in increased worker productivity and job satisfaction.



Self-identification of interests

Give each worker the ability to self-select their preferences to further tailor their experience. Provide follow and subscribe capabilities (e.g. people, topics, tasks and data, etc.) to prioritize and push the content workers see.

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Tools and techniques to create change

Leverage robust worker profile data to create personalized experiences



AI-driven suggestion and recommendation engine

Artificial intelligence tools and machine learning are becoming prevalent in the enterprise. Harness these tools to suggest people, content, or topics that are likely to be of interest to workers. VPAs and bots can provide additional assistance to help workers find what they need. These ‘recommendations engines’ can help workers prioritize where to focus their time and can lead to unexpected and valuable results and connections.



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ENTERPRISE USER EXPERIENCE APPLIES CONSUMER TECHNIQUES TO ENTERPRISE APPLICATIONS

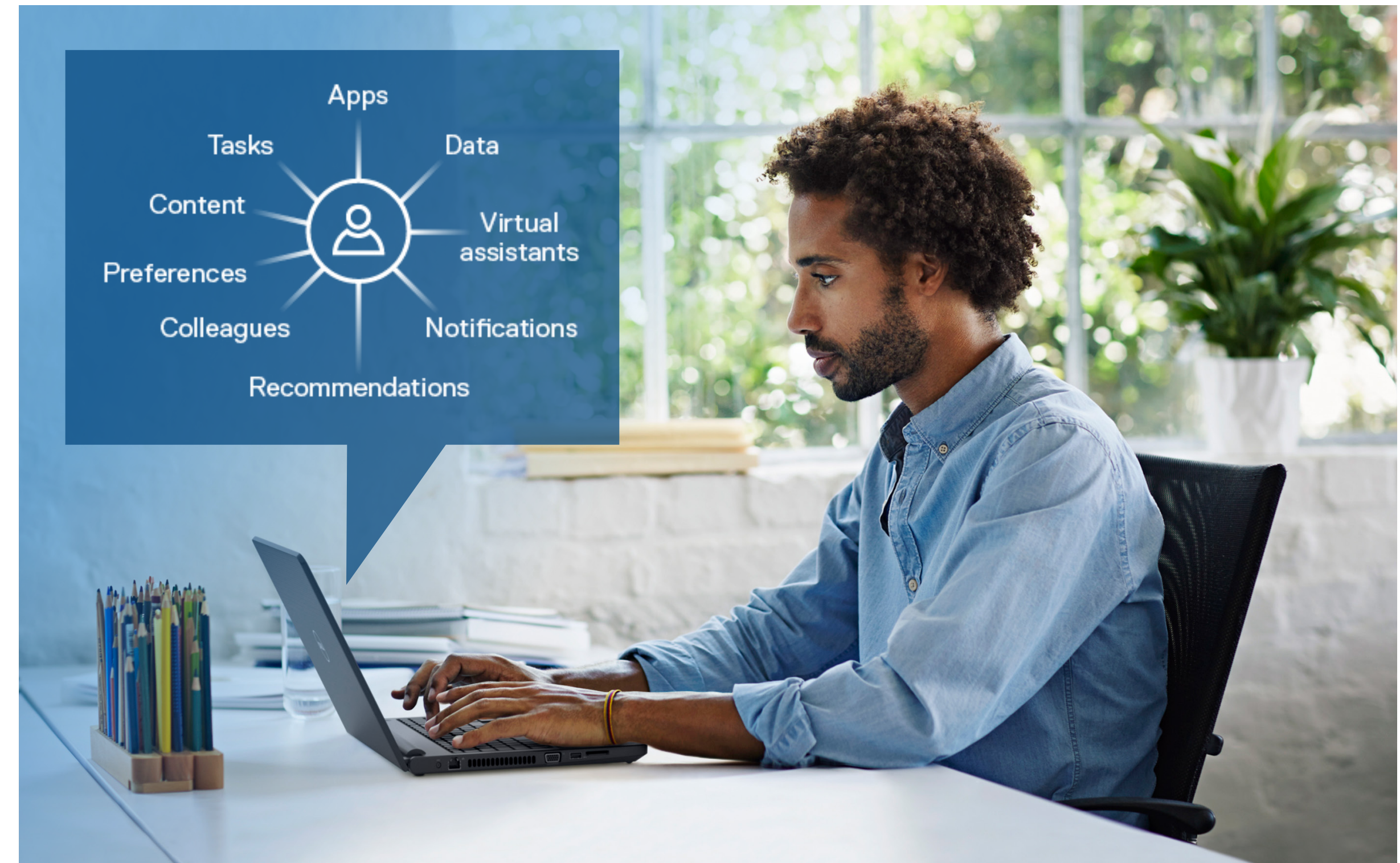
Organizations have done a lot to consolidate and standardize platforms and applications in the workplace, however they remain largely inflexible and often don't deliver the experience or value workers require. Enterprise applications grossly lag consumer applications in terms of ease of use and overall experience. Many organizations focus on upgrading existing apps and don't spend enough time on understanding how the technology will be used, personalized or adopted. While features are important, the experience is equally as important and often an after-thought or not considered at all. Given enterprise applications are accessed by a variety of personas, the ideal scenario is to minimize the applications' complexity with a well thought out experience.

The effort to make applications and interfaces more intuitive used to require a significant investment. This is not the case today. Worker research and basic usability testing can help identify expectations and behaviors and the specific needs and challenges workers face with the tools they use every day. Modular frameworks and agile development provide opportunities to greatly improve and upgrade the experience in less time. Most workers using enterprise applications are highly skilled, so it's important that their experience is intuitive and productive. Simple experience improvements can pay dividends with workforce productivity.

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Enterprise user experience applies consumer techniques to enterprise applications



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FOCUS ON ADOPTION AND CHANGE MANAGEMENT FOR LONG-TERM REWARDS

Moving to a new way of doing business is a cultural change for the organization. Change is adopted by individuals and adoption of change is a personal experience. Take a disciplined, persona-centric approach to organizational change to enhance the speed, adoption and sustainability of the transformation. Focus on human motivational, capacity, context and performance factors at both the individual and organizational level.

Training and communications alone are not enough. Adoption strategies should focus on a proactive approach to help the workforce transition from the old way of getting work done, to the new way with lots of examples and champions to lean on. The change process happens in stages – awareness, understanding, buy-in, support and ownership.

A comprehensive, persona-driven approach to driving adoption allows targeted and tailored awareness, communications, education, governance and help assets to be more effective. Overall this persona-driven model for organizational change will better position organizations to reap the rewards and benefits of a more productive workforce.



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Focus on adoption and change management for long term rewards

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EXAMPLES OF WHAT GOOD LOOKS LIKE IN REAL-WORLD SOLUTIONS



A Productive Intranet – Intranets are the face of the organization to workers and partners, with the objective of helping them access what they need, collaborate with colleagues, and feel connected to the organization’s culture and strategy. However, too often organizations use a one-size fits all content approach, often failing to accomplish the intranets’ purpose – empowering workers.

The modern intranet should:

- Know who workers are and what they care about,
- Be a central productivity hub for getting stuff done rather than a one-way communications vehicle,
- Serve up relevant content based on workers’ interests,
- Help workers easily find information from an ecosystem of platforms,
- Provide action-oriented self-service for workers to do their jobs efficiently,
- Leverage cloud services and mobility to help workers collaborate, with colleagues 24x7 regardless of physical location.

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Tools and techniques to create change

Empower the workforce by aggregating and connecting content, notifications and data from different tools and platforms into one cohesive experience. For most organizations, there isn’t one single technology platform that can deliver all needed capabilities (i.e. there’s no ability to simply buy a Digital Workplace). Many organizations choose to leverage Microsoft Office 365, Workday, ServiceNow, Salesforce, SAP and (lots of) others. These tools can be enhanced with productivity hubs, dashboards, bots, connected search, and other aggregation experiences to alleviate worker confusion and help them maximize productivity.



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Examples of what good looks like in real-world solutions

Tools and techniques to create change

EXAMPLES OF WHAT GOOD LOOKS LIKE IN REAL-WORLD SOLUTIONS CONTINUED

Dynamic Team Collaboration – Whether in the office, at home or on the go, organizations are providing workers with tools that allow them to connect to each other in real-time via direct and group messaging, presence, voice and video. Preferences for teamwork solutions are evolving from document-centric sharing repositories and email-based communications to persistent chat-centric team workspaces such as Microsoft Teams and Slack, among others.

Persistent chat tools allow workers to simultaneously collaborate on projects and documents, with history and tracking that makes it easy for everyone to contribute and stay current. Workers want their team workspaces to easily connect to other enterprise data sources and be further enhanced by bots and AI so that tasks, notifications, reference data, answers, and workflows are all intuitively integrated. They want these modern teamwork tools and workspaces to communicate effec-

tively, access their data from any device and empower them to be productive.



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EXAMPLES OF WHAT GOOD LOOKS LIKE IN REAL-WORLD SOLUTIONS CONTINUED

A Self-Service IT Experience – Break down the barriers between the workforce and IT with a unified service portal designed to change the focus from opening tickets with IT, to delivering the outcomes workers want. A simple example – a hiring manager should be able to specify a persona and location for a new hire and be presented with tailored and bundled options to order in one easy step, instead of browsing a service catalog with thousands of items.

Behind the scenes, the IT team can still have the backend solutions they need - a service management platform, a robust catalog, ticketing and change management systems, multiple orchestration tools, supply chain systems, and more. However, these solutions should remain in the background and the workers' experience should focus entirely on getting what they need.

A consumer-grade service portal (and mobile experience) should be a robust ecosystem of self-service, communities and answers which gives workers one place to find what they need from IT. In this scenario everyone benefits - workers enjoy an intuitive experience and faster outcomes while IT gains elevated worker satisfaction. However, the benefits don't stop there. The self-service portal becomes a thriving ecosystem of knowledge with peer-to-peer help communities, FAQs, chatbots and other digital tools, which can greatly reduce help desk costs, while improving worker and IT team productivity.

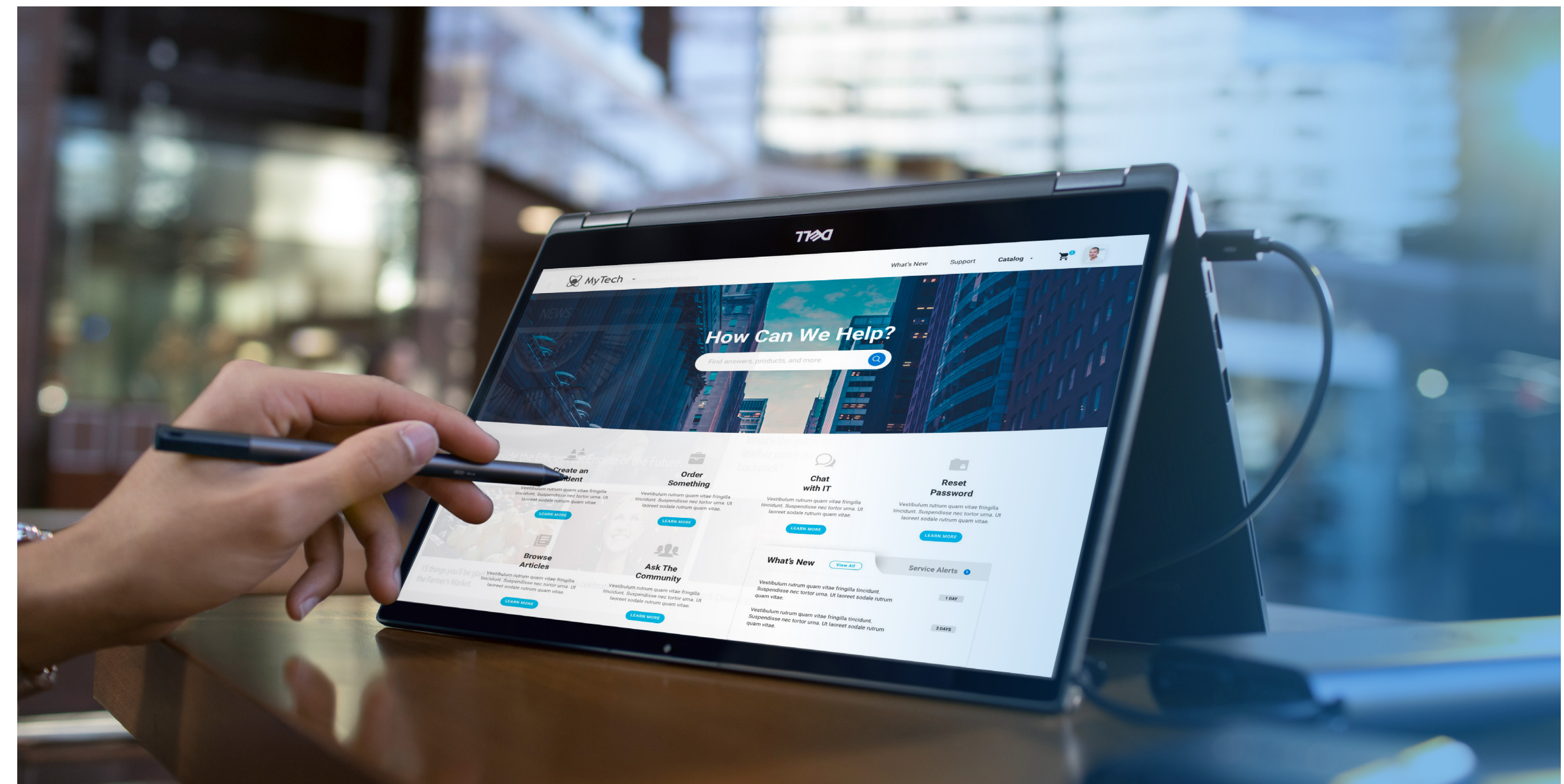
Similar approaches to self-service can be applied to other functional areas such as HR, finance, facilities, catering and more.

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Examples of what good looks like in real-world solutions



Tools and techniques to create change

EXAMPLES OF WHAT GOOD LOOKS LIKE IN REAL-WORLD SOLUTIONS CONTINUED

Empowered Development Teams – Enterprise developers are extremely valuable resources within any organization because they are often the backbone of the its digital business. They create the very apps that represent the organizations’ brand (and often revenue) in the market as well as critical internal applications. This unique persona within the workforce requires specialized services - primarily because developers prefer APIs and pipelines to get what they need, instead of using traditional IT ordering and ticketing tools. However, this conflicts with the needs of enterprise IT to ensure security, control, compliance (i.e. GDPR, HIPPA, SOX and others), resiliency and lifecycle management. The solution is a specialized developer-obsessed section of the IT portal that focuses on delivering what developers need, while still maintaining the control IT requires behind the scenes.

Development team productivity hubs typically focus on 3 main areas:

- Project-ready compute resources (i.e. factories and pipelines) that understand the apps and platform bundles developers need rather than browsing a catalog of individual components to create IT tickets.
- Compute resources that are automated and integrated into the developers DevOps tool chain solutions when provisioned to allow them to start writing code quickly.
- Persona-based dashboard experiences that allow development team members in different roles (e.g. product owner, analyst, scrum master, developer, tester) to see tailored insights and telemetry data surfaced from the tool chain, so they can prioritize where to focus their attention.

To learn more, read Dell Technologies’ blog [Developers are Important – Their User Experience Matters](#), where we describe our point of view in more detail.

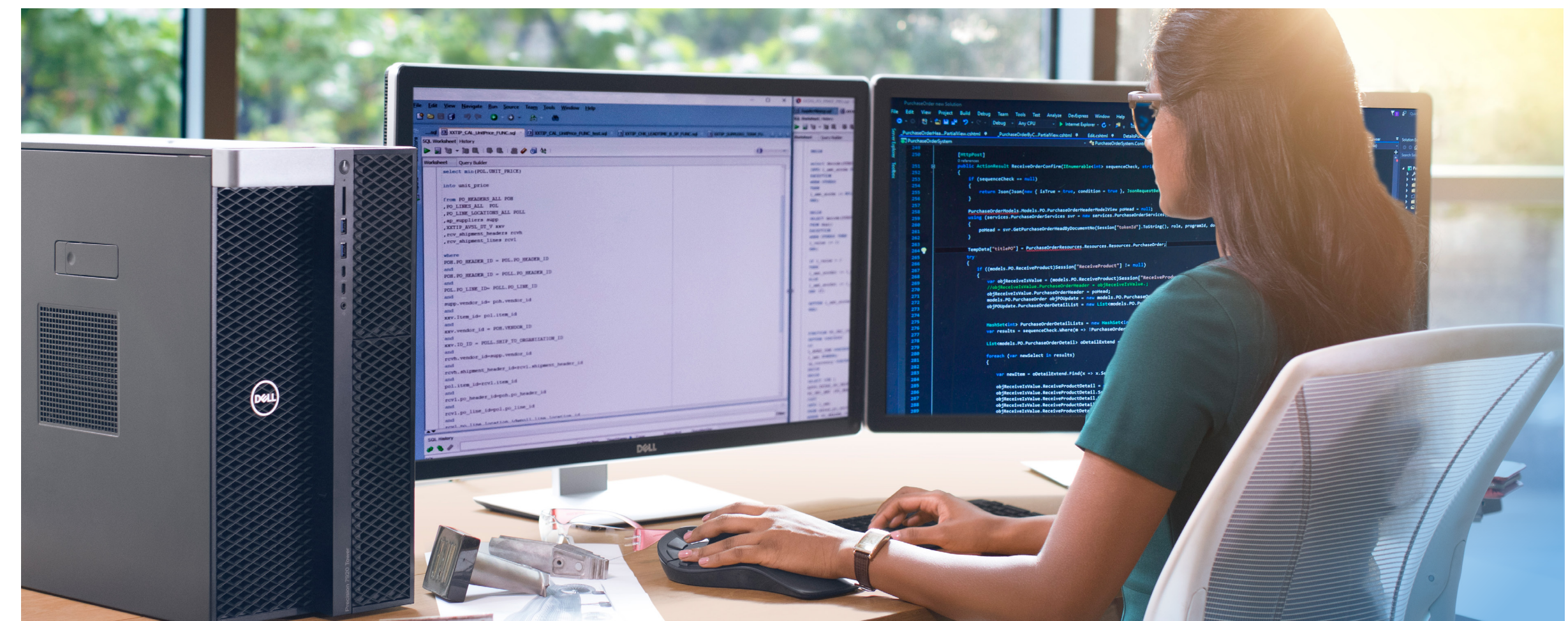
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Tools and techniques to create change



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Examples of what good looks like in real-world solutions



Tools and techniques to create change

EXAMPLES OF WHAT GOOD LOOKS LIKE IN REAL-WORLD SOLUTIONS CONTINUED

Enable Smarter Selling – Sales priorities are continually changing to meet higher customer expectations and stay ahead of competition. These dynamic markets pose challenges to even the most sophisticated sales team. They need to focus most of their time on their customers' needs and foster relationships through authentic, personal engagements.

Most enterprise sales teams are not in control of the processes and tools they are required to use for managing opportunities and recording business transactions. Sales processes are typically well defined, however that doesn't mean they cannot be tailored to the needs of both sales and management teams. A personalized CRM solution can make the difference between a sales process the field struggles with or one that helps them achieve new heights of productivity.

Empower sales teams, management stakeholders and supporting organizations with a modern CRM experience by doing the following:

- Leverage personas and profiles to create awareness of who each sales team member is and what they care about.
- Connect people, processes and ecosystems by providing the sales force with a 360-degree view of their business relationship with the customer.
- Define an efficient, streamlined data entry process that avoids repetitive entries and offers sales people access on any device from anywhere.
- Provide individuals and groups with persona-based, real-time reports and dashboards to make informed decisions.
- Empower sales teams to nurture customer relationships with linkages to social media for researching, tracking and engagement.

Worker expectations around experiences continue to evolve

Tools and techniques to create change

Examples of what good looks like in real-world solutions



Sales teams want to be armed with intelligently tailored tools, empowering them to better engage customers, foster relationships, build trust and grow revenue.



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HELPING ORGANIZATIONS TRANSFORM TO CREATE LASTING CHANGE

At Dell Technologies, we believe every organization needs to adapt to the changing expectations of the workforce to compete in the modern economy. Organizations need to treat workers like their customers through engagement and experiences that are truly tailored, personalized, empowering and productive. When it comes to reimagining modern worker experiences, organizations often have some idea of what they want to do, but lack the experience needed to make ground breaking transformations.

Dell Technologies Services can help. Our workforce transformation consulting practice has deep industry expertise designing and delivering modern, consumer-grade experiences. We have a diverse team with a mix of specialized skills to help organizations with services such as personas and enterprise UX, end-user computing, team collaboration, enterprise business apps and custom digital hubs and portals.

Contact your [Dell Technologies Sales Representative](#) to learn how we can help you empower your workforce with consumer-grade personalized experiences to unlock creativity and collaborate in new, innovative ways.



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Helping organizations transform to create lasting change