

The Collaboration Conundrum: changing culture in a digital world

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Who's driving the digital age, technology or people?

People aren't just users, they are in the driving seat. The real importance of digital to business is not the emergence of new technology, it's the empowering of people – employees, customers or consumers – to do amazing things.

We call this the digital possible – the amazing potential of digital to change not just businesses, but also communities, nations and the wider world.

The 'shoulder bag' worker:

Agile working is becoming more important to employees than a company car.

What does today's employee want?

67%

Being able to work on the move, at home and flexibly through good technology is more important to me than being offered a company car.

76%

Flexible working is the top choice of employees for a benefits package in the ideal employer.

Source: BT Global Services/Davies Hickman Partners, 2016.

British Telecommunications plc 2018

How are they working?
Employees who ONLY work in the office at a fixed desk.



What will happen in the future?

82%

In the future, working away from the office will become more important to my colleagues.

Note: Comparison between 2014 and 2016 is for France, Germany, Spain and the UK



Too many cooks? Is collaboration important?

94%* of high performing organisations instil a sense of **purpose** in their employees.

61%** believe that they collaborate more **now** than 5 years ago.

87%** believe collaboration is more important as **technology** changes the way we work.

60%** believe they perform better in a **team**.

32%** say they **don't need** to collaborate in their job.

74%** believe that employers should **promote collaboration** more.

65%* of high performing companies **actively support** collaboration.

82%* of high performing companies provide **anytime/ anywhere** collaboration technologies.

59%* of high performing companies use **enterprise social networks**.

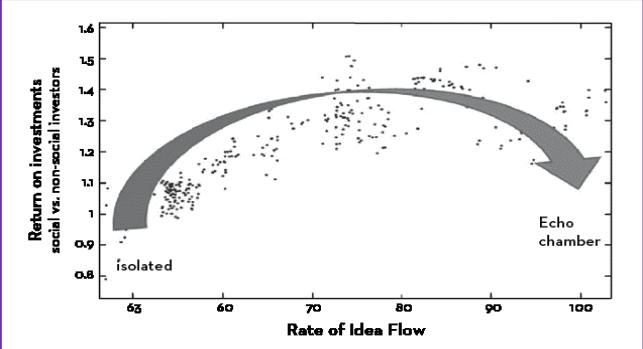
51%** said that collaboration was only valuable if **performance measures** rewarded it.

- van der Meulen, N. (2015), Inventing the Digital Workplace, MIT Sloan CISR briefing.
- **Randstad Work Monitor (2014), Wave 3, September.

Understanding collaboration: social physics.



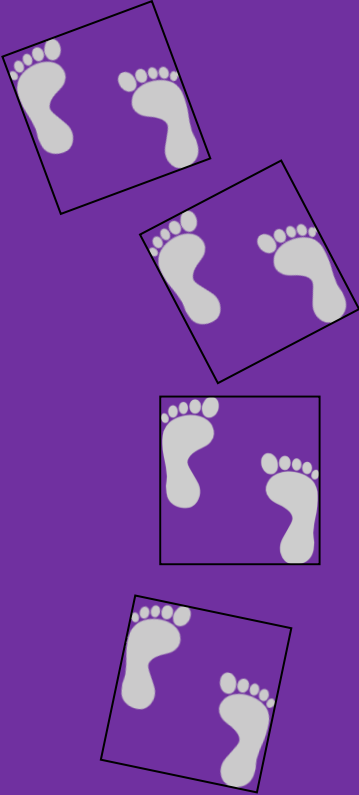
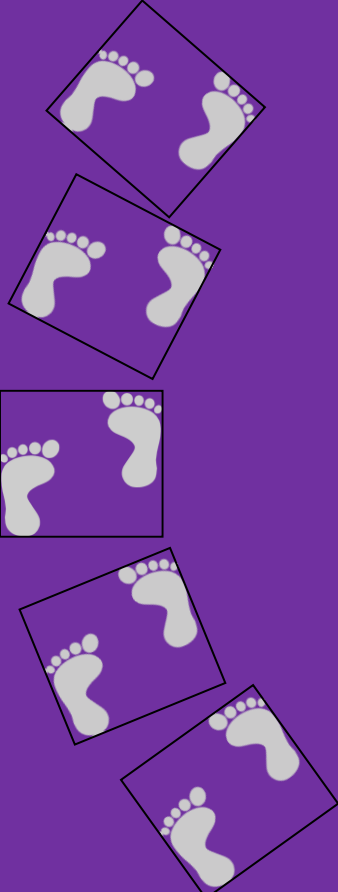
Digital connections



Collaboration: Trader performance vs. idea flow



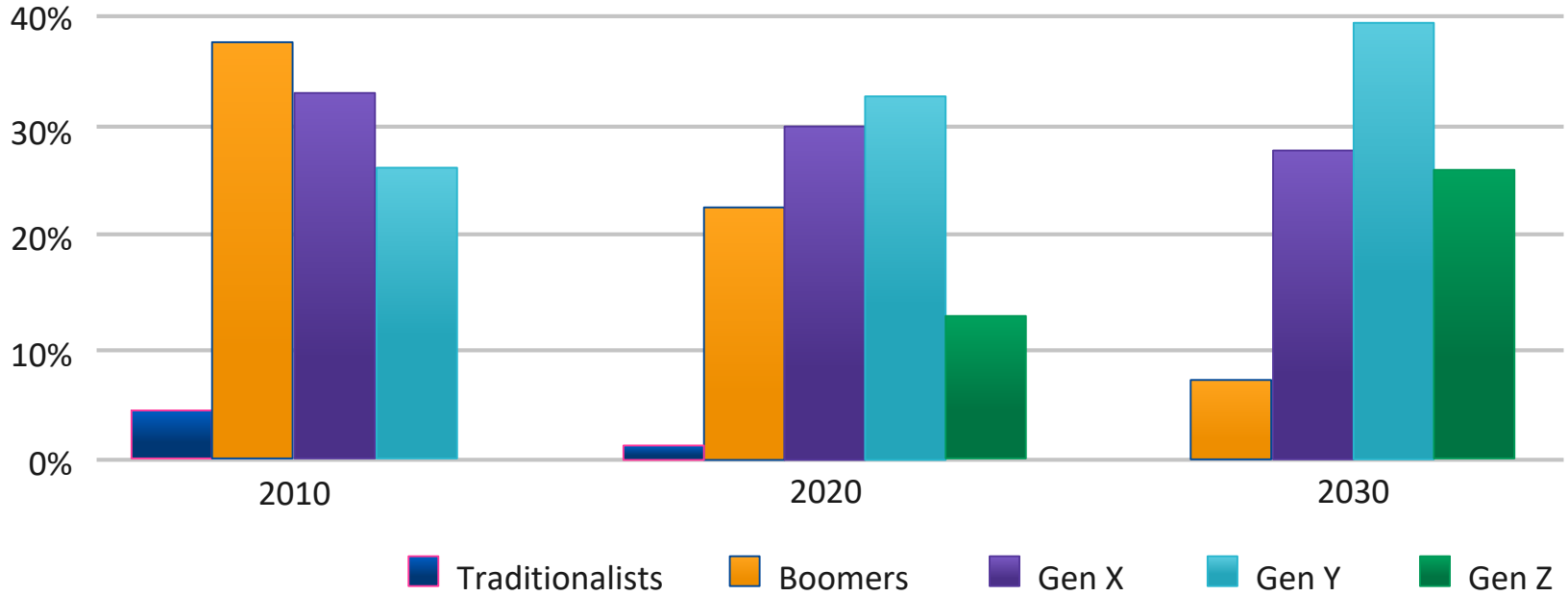
Physical spaces: friends meet at a few meaningful places, strangers pass randomly



Thanks to Sandy Pentland, MIT



The Rise of Diversity: 5 generations at work by 2020



Source: London Business School, 2013



Diversity vs. fragmentation, and the Death of Dr No: Age differences were less pronounced than we expected.

I would rather my IT department invested in the best technology for use when I'm on the move rather than at my desk.

47%
25-34

53%
35-44

42%
45-54

38%
55-64

All ages value flexible working similarly, when choosing the ideal employer.

40%
25-34

39%
35-44

35%
45-54

31%
55-64

My employer does not allow me to download apps that would help me do my work.

17%
25-65+

29%
18-24

I would be more efficient if I spent fewer hours in the office and did more at home/on the move/cafés/while travelling.

32%
45-65+

45%
25-44

I would be more efficient if I could update databases, documents and work processes while travelling or in the field rather than having to do it at the office.

36%
45-65+

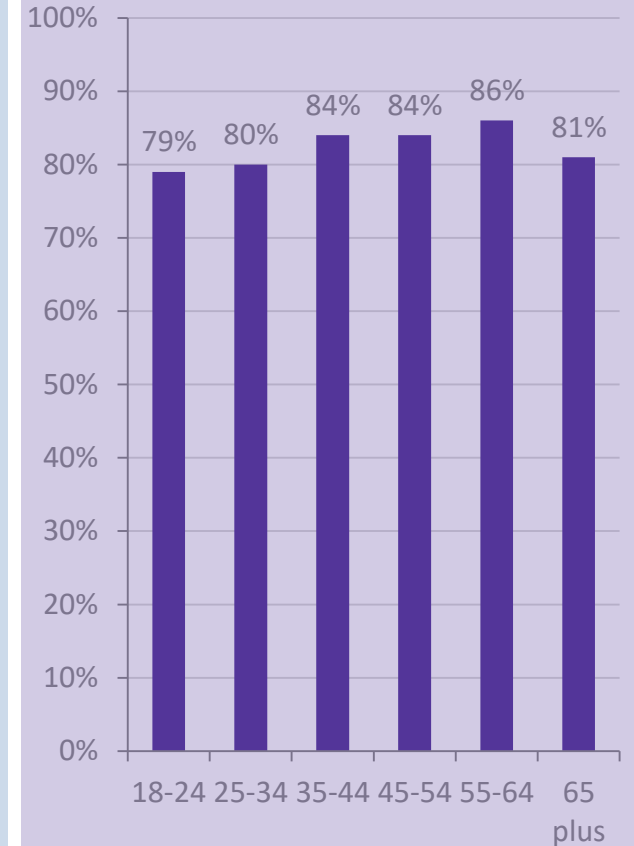
51%
25-44

Our leadership trusts my colleagues to work effectively when they are away from the office.

43%
45-65

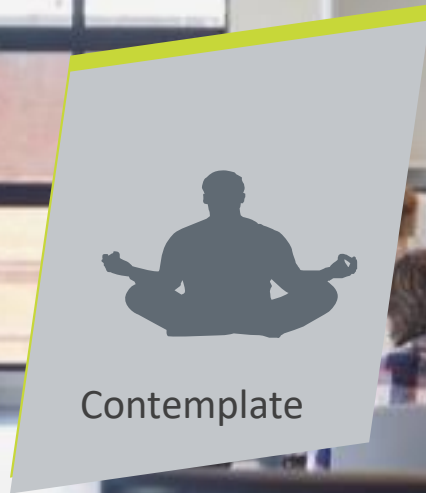
51%
18-24

All ages agree that providing the best technology means my colleagues can be more productive.



Source: BT Global Services/Davies Hickman Partners, 2016.

The death of Dilbert: balancing “we” & “me”.



Socialising in the Office, working in the Cloud.

Co-working hub /“Coffice” worker



Home worker



Activity based working



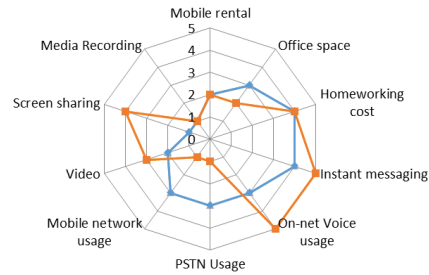
Virtualised working

Workstyle personas

Personas are groups of users with the same needs, work modes and use cases



Product manager,
homeworker

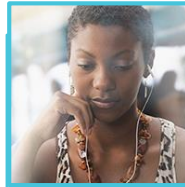


Needs:

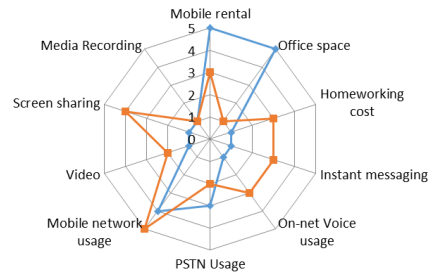
- The ability to collaborate with geographically dispersed team-mates and partners while working from home.

Benefits of digital transformation:

- Reduced call charges by moving 'on-net'
- Improved tools to provide multimedia collaboration with colleagues.



Mobile
sales manager



Needs:

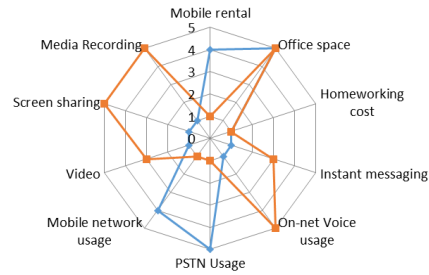
- To communicate and collaborate with customers, partners and colleagues while 'on the road'.

Benefits of digital transformation:

- Collaboration tools available while away from office – no forced return
- Reduction in mobile and regular call minutes by using 'on-net' unified communications.



Branch
employee



Needs:

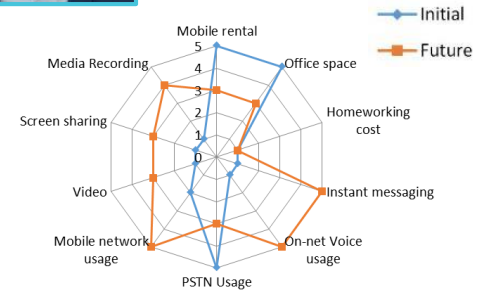
- To provide responsive, effective branch support and 'human' customer experience.

Benefits of digital transformation:

- Shared, centralised knowledge-base
- See customer's screen to assess problem
- Avoids a 'faceless organisation' by communicating with video
- Interaction recording for training or compliance purposes.



C-level
executive



Needs:

- To show inspirational leadership
- Optimise business opportunities by enhancing relationships with customers and partners.

Benefits of digital transformation:

- Improved connection using more visual and interactive communication and collaboration methods
- Capabilities available whilst 'on the move'.

The Death of Dolly & Collaboration Overload:

“The problem of the future will not be that we cannot connect – it will be that we cannot disconnect”, *Kevin Kelly, Wired.*



Only **1** in **4** of us are good at managing our personal networks up & down an organisation.

FoW Consortium, London Business School, 2014.

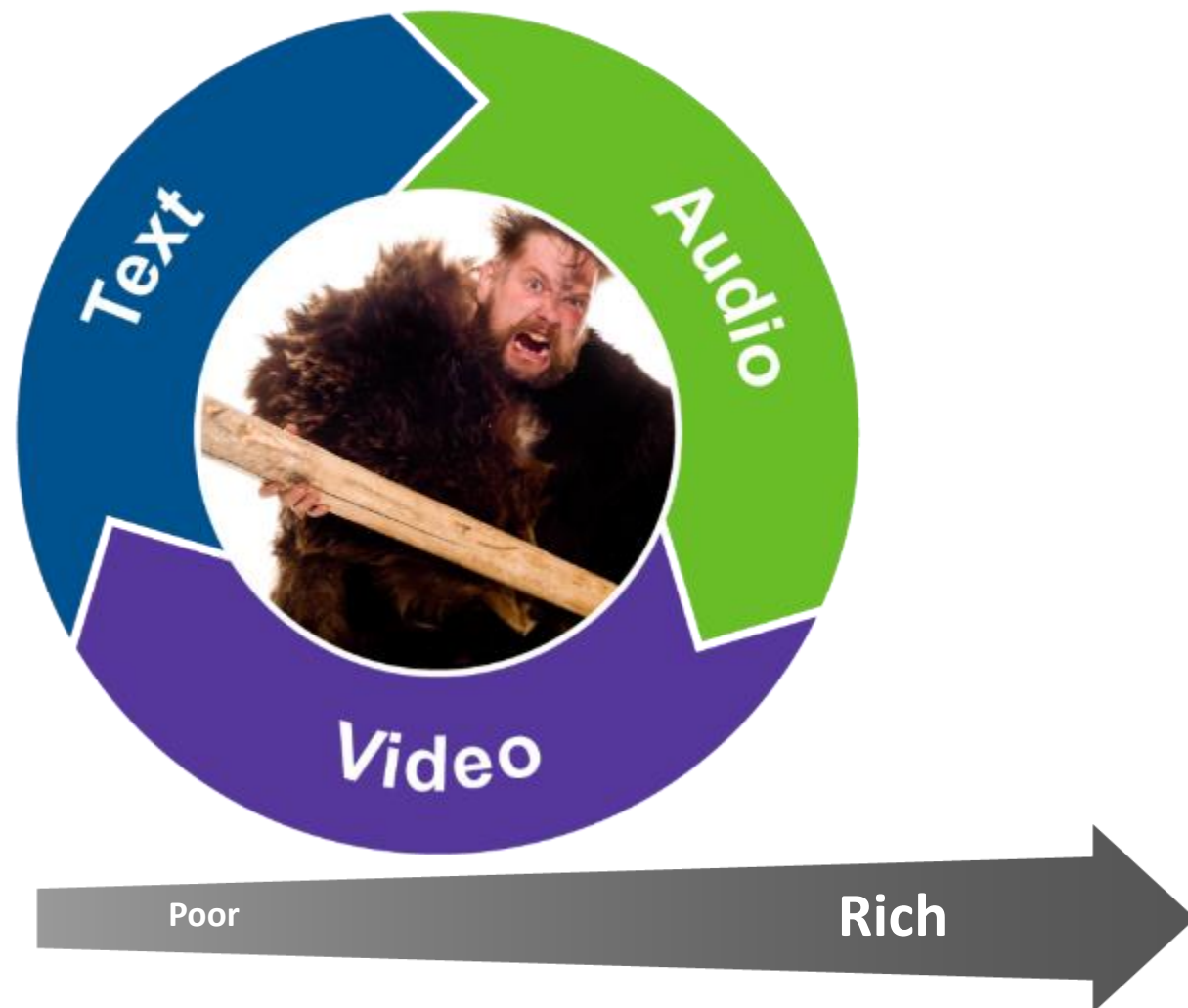
20-35% of valued added collaboration comes from just **3-5%** of employees*

The Death of Distance: “Fast Trust” & our inner Neanderthal



Teams with pre-established relationships between **20-40%** of members had stronger networks & stronger collaboration from the beginning, *Gratton & Erickson**.

The effects on behaviour are **4 times** more powerful when ties are strong than when they are weak, *Sandy Pentland***.



Why collaboration is a leadership imperative: Morale & Motivation.

Value

- Feeling valued by the organisation.
- Having value to the organisation (i.e. your work being useful and used).
- Doing something worthwhile and meaningful.

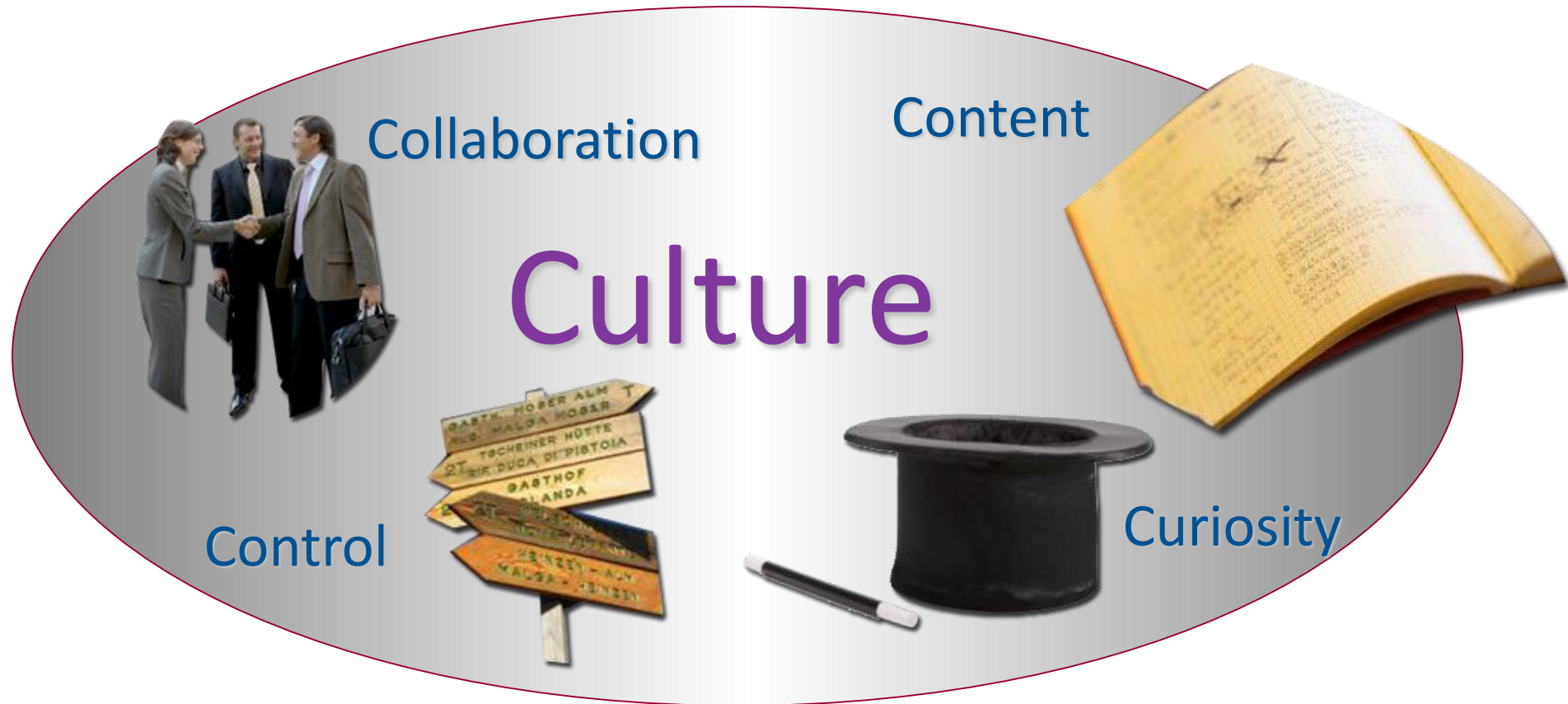
Future/goal

- Knowing what the future looks like – and how you fit in to it.
- Knowing where you are headed – and what it means for you.

Interpersonal

- Camaraderie and non-negative relations with others (often only salient when highly negative).
- Acts as a conduit for information flow and the value and future/goal components.

Why collaboration is a leadership imperative: Morale & Motivation.



Competition: The 'C' that didn't make it.

“If you want a motivated workforce
you must look beyond the parties and prizes”,
Kathleen Peterson

Thank You

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