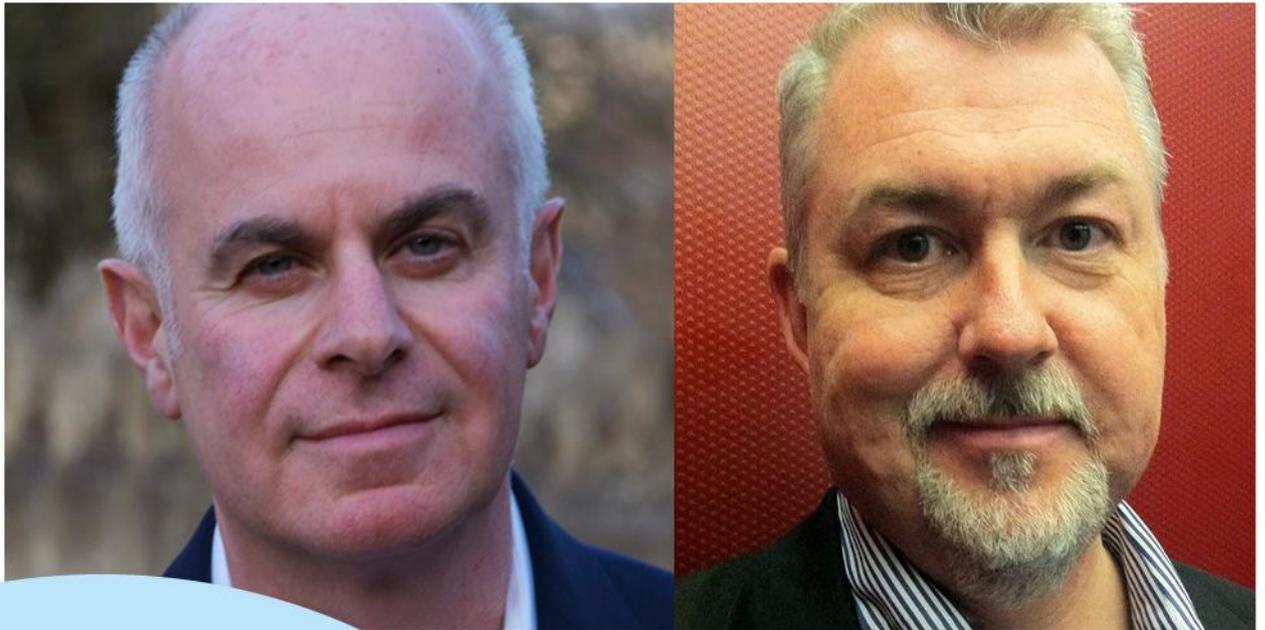


# Digital Workplace Impact



with Paul Miller and Dion Hinchcliffe



## **Episode 54**

COVID-19:  
Remote working  
becomes the new  
normal

**Transcript**

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*“What I've noticed is that there is a big gap between the leaders and the laggards. Andrew McCarthy and I observed this a while back saying we're actually seeing a leading edge of the pack taking advantages of these changes and getting much farther down the road because technology is a force multiplier. And if we have a culture that takes advantage of it and we're continually applying that force multiplier to change and getting way out ahead of everybody else. We also see there's this big cohort at the back... It's interesting we've got to figure out how to bring everybody along.”*

**[00:00:42.690]**

Paul Miller:

Hi, I'm Paul Miller and this is Digital Workplace Impact, where we investigate and explore the ideas, practices and people that are impacting the new digital worlds where we all work. Digital Workplace Impact is produced by the Digital Workplace Group, a strategic partner and boutique consultancy covering all aspects of the evolving digital workplace industry through membership benchmarking and boutique consulting services. And if you'd like more information, visit [digitalworkplacegroup.com](http://digitalworkplacegroup.com).

**[00:01:22.110]**

So, events seem to be, I think the word people are using is, quite “fluid” at the moment. Now, I had a recording arranged with Dion Hinchcliffe, one of the gurus of the digital workplace. Dion's a powerful thinker around technology, work and employee experience, and he puts together a set of predictions each year about the digital workplace – as do I. So, we arranged to do the interview – probably a couple of months ago – and the idea was that we would sort of compare and contrast. What are we each saying? What are the similarities? What are the differences? And then the coronavirus started to gather steam and so we recorded today's episode in a period where Europe and North America are really adjusting very rapidly to an uncertain situation. On a work level, it's affecting work deeply, and so we wondered: “Were there things in our predictions that actually spoke to what's happening?” And the answer is, I think, “Yes, to some extent.”

And we also just talked about what do we think the longer-term implications are of this virus-led change in work, moving to what I'd call distributed working, which I feel is a fundamentally more resilient form of working.

[00:03:12.670]

So there's a bit of a chat from Dion and I at the beginning about that and then we talk about our predictions for 2020.

So I'm delighted to be joined by Dion Hinchcliffe. Dion, many of our listeners will know, is an internationally recognized digital thought leader, business strategist and enterprise architect. He's widely regarded as an influential figure in digital workplace customer experience and experience IT. He is VP and Principal Analyst at Constellation Research. Dion is well-known on the industry circuit and I won't list all of your achievements Dion, because it would probably take up quite a bit of the podcast – but thank you very much.

Dion Hinchcliffe:

Thank you very much Paul, it's great to be here.

[00:04:03.620]

So, where this conversation came from is that every year for the last, I think seven, years I've done annual predictions on what's going to happen in the digital workplace. And you've also done 2020 predictions for the future of work, Dion. I read them with a lot of interest and admiration, and thought, "This is really interesting, why not have a conversation about our predictions as a sort of compare and contrast." Then, in between our agreeing to do this and the date of the recording happening today, we've all obviously seen the effect of Coronavirus and the effect it's having on a surge in remote working and really a kind of view on working itself and how we work. And I teased you and said that we didn't predict this! In a way, nobody predicted this. How could we? But let's just start off by getting in a new prediction. Let's see if you and I can do a sort of prediction on the fly. What does this moment in health care and the way we work mean? What's your prediction as to what this is going to mean for us?

[00:05:36.330]

Dion:

I think this is going to spur a lot of the organizational changes, the workplace changes, that you and I have long talked about. I know you've been a passionate advocate of remote working for a long time. And I've always thought that work was becoming ever more diffused anyway, that the boundaries of it in so many ways were enlarging and changing – and we're going to see an acceleration of that throughout the year. I see a tremendous amount of interest in making people now productive instead of it being an afterthought, an add-on. I see remote work and other new ways, similar new ways, of working becoming a primary way of working in most

organizations. That's a enormous change that's going to be spurred on by global events that are taking place right now.

**[00:06:33.150]**

Paul:

And it's obviously happening differently in different regions, partly because the virus has been working in different ways, but also because different cultures respond in different ways. And one of the things I've found interesting is watching cultures that are really not tending towards this way of working – and you could argue that it's been more established in northern Europe and North America for quite a while now – but actually, in parts of Asia, obviously in China, Japan, etc, this is not a typical way of working. And so, one of the things I've been noticing is, is how it's affecting the way people work – they've not chosen to work like this, they're sort of being required to work like this. And I wonder what you think the kind of long-term impacts of that might be? Will they sort of flip back to where they were before, or is this a sort of opening to a different way of working even in cultures that have typically not worked in that way?

**[00:07:44.850]**

Dion:

Well, I think that's a good point. And I've actually been fortunate enough to be involved in a number of large global digital and social enterprise strategies and rollouts, where I got to see actually how those strategies were effective – and what I learned from this from early in my career, which was enormously useful to me, for example, is that rolling out an Enterprise Social Network globally does not really mean that you're going to have the same thing happen in every country that you roll out to. We found that, even in places like Asia, Japan is very different than Korea – in terms of their culture and how they will treat open collaboration. Or, for instance, putting together people from say, India and Russia, which have very different attitudes towards work and towards expression and what's acceptable and what's not acceptable. It creates a a cultural collision as well. So, a lot of these tools bring together people much more easily, so much more easily that people who are not normally likely to communicate, are now being connected in a much more sustained way, in high definition video and in collaborative situations where there's just a lot more information sharing – and culture clashes are going to be one major outcome of all this and we're going to have to work through that. It's going to hold back a lot of this in some parts of the world. In fact, you say, North America – but I would say North America is so big that there's actually different bands inside. You go to the Midwest and it's much less likely there than it's going to be on the coasts, for example. The cultural issues are going to hold back adoption and complicate it.

But, you know, I tend to be an optimist and a progressive in terms of how much technology changes. Sometimes I'm right and sometimes I'm not, but I believe that it's going to shift the cultures as well, and that this event is big enough. I think that, although some would argue that Asian cultures are just so entrenched, it may not happen. But, you know, I've never seen a country shut down like China has – that's amazing.

**[00:10:04.530]**

Paul: No, and then you got these very sort of strange effects, like huge reductions in pollution. And I've been slightly kind of banging on about the fact that people should be reducing travel somewhat and increasing remote as we kind of call it.

Dion: I was reviewing your predictions and my predictions – and I think you could argue that we were actually saying it, without saying it explicitly. I mean, you're saying some things like that, and I was saying that work was going to become far more flexible and adaptive – but without actually knowing what was going to happen, right? So, we can give ourselves partial credit, I think!

**[00:10:46.960]**

Paul: No, I think that's right. And I do think, you know, you've got the alignment of this with climate change, the economics around it, and I see this as a kind of business resiliency issue; if you're going to have a distributed supply chain so that you can function if one particular factory in one particular location is not functioning, you also need to have a distributed work chain. So many organizations are finding themselves, as we both know, on the back foot, trying to work out how to rapidly increase ways of working because this is not the norm for them. I can see this almost as two-tier systems – you can drive one way or you can drive another way depending on what's required, and it shouldn't be as difficult as it has been to kind of fire things up and introduce new ways of working. I think it's definitely going to accelerate. I think the question is what's the new normal going to look like? We're recording this in March 2020 and at the moment we don't know, but I would say that there will at least be an increase in remote or distributed working and a reduction in physical working, and I don't know, maybe colocated physical working, but I don't know whether this will be dramatic or incremental, and so on.

**[00:12:22.760]**

Dion: I think we can go on the record and say it's going to be dramatic. I don't know what it's like in the UK but, for example, all the high-tech companies – Apple, Amazon, Microsoft, Facebook – already have mandatory work-from-home policies until further notice, right? And so many other companies have too and this is unprecedented, just like China shutting down its entire economy is essentially unprecedented. What the outcome will be we don't know or how lasting the impact will be. All we know right now is that it's unprecedented.

**[00:12:58.070]**

Paul: There's a quote that's always stayed with me, which I quote back at different times. Timothy Leary, who was a Harvard professor – an LSD guru of the 60s – said (and this was in the 90s): “In the future, physical meetings will become sacred and take on mythical importance.” And I'm not saying that we'll get to that point, but I think what he was saying is that we really need to treat those moments when we physically connect with each other as having a particular value and importance, and not treat them as something we can just use whenever we feel like it. And I think that is probably an ethic that will carry on.

I also think that, with my prediction mindset on that work is going to become more local. It'll still be globally connected, but take place a lot more in local teams. And one of the things I like is the idea that – and you can't do it while the virus is happening – you could work more locally but with your colleagues in sort of co-locations so, you know, you're maybe not travelling to the centre of the city every time, you're travelling closer to where you live but with other colleagues who are there too.

**[00:14:18.110]**

Dion: I think that, right now, we can still say that there is no replacement for meeting in person. There is no true technology analogue for it. Someday I think there will be but we're probably still 10 or 20 years out from that right now. So I think, in my mind, that's still somewhat sacred.

**[00:14:36.950]**

Paul: And I suppose, just thinking on that, it's a question of what's the frequency of that in order to get value from it? But, you know, I think organizations will experiment. They'll discover things, as you say. Once you've got companies that are not typically working in this way doing it for the first time, it's going to change things.

So, I'm picking up on some of the predictions that we wrote at the end of last year where we have some differences or distinctions. Can you talk about the one on IT and HR coming together in a partnership to create, as you put it, a genuine and more effective employee experience, vision, strategy and operations? What do you mean by IT and HR coming together?

**[00:15:26.690]**

Dion:

So, I've had this strange schizophrenic experience over my career because I've been in the digital workplace for a long time and sometimes it's sponsored by the HR group and sometimes it's sponsored by the IT group. And the IT group of course wants to roll out a bunch of technology and throw it over the wall and not really think about the human dimension, the training component, the change management, the skill building – and then you go over to the HR department and they don't want to talk about digital tooling at all; they want to talk about cognitive overload, they want to talk about workplace effectiveness, they want to talk about learning and development. So it's weird that they're both concerned about the same domain, but they're worried about very different things. And so it was a few years ago, I began to really say I only work on a project that both the CIO and the CHRO will sponsor, because you can't change the technology without trying to help the people, to change, to match, to take advantage of its capabilities.

Technologies do enable all new possibilities, but unless you are providing that skill building and that mindset and a culture shift, you really don't get the big advantages – you get very small incremental gains. I was frustrated because the groups really wanted to come together. I mostly didn't get the sponsors but then it became easier and easier over the years. Now I'm actually seeing much more with this whole discussion on employee experience; it's now a unifying concept. IT is actually kind of interested in employee experience – they're part of it. And HR is really interested in employee experience; they're part of it. And because they're now looking at the same picture for the first time (even though it's a Venn diagram and not exactly overlapping), I now see this kind of broad discussion we're having. I'm having a lot of HR people showing up at my IT discussions, and a lot of IT people showing up at my HR discussions – which I never saw before. So for me, that's the anecdotal data that things are starting to happen.

**[00:17:29.090]**

Paul:

Yes, and I've definitely seen that as well – the rise of what you might call digital HR and the idea that there's a realization that technology needs to feed into people's

experiences of work. I think, you know, also within that area, you can see Facilities and Workplace involved in it as well. So, I like that, and I think it's a long overdue one.

The next one is – and I'm not sure if this is a difference or just a kind of nuance – you say fragmented and disjointed digital workplaces (and there are lots of those!) will be recast by best-in-class employers into more integrated, organized and streamlined experiences. Could you say a little bit more about that and who *is* best in class?

[00:18:26.900]

Dion:

Oh, yes, I'd love to make my shot at that. It's actually a really important topic. We are creating an overly complicated workplace on the digital side. The tools and channels and applications are proliferating – and they are by and large providing value; they're needed. Everything is becoming automated; everything is becoming infused with technology. But, at the same time, I also see, because of the work I do on the HR side, that the onboarding time of an employee in a highly knowledge-managed workforce has gone from two months to four months before they become effective. This attrition rate is because of the complexity of the badly broken digital workplace. You'd be surprised how many organizations I've gone into where they've either told me outright or it's essentially obvious that it's so difficult to fix the broken digital employee experience in this large organization (and I was actually told this by a Head of HR once) that they just pay more to employees; so they say they pay 20% more than everybody else – it's easier and cheaper to deal with it in that way. Then they stay and work with bad tools rather than leave. In call centres now, the average call centre worker has to learn how to use 27 different applications to do their job. That's way up from a few years ago when I was doing call centre workplace design. The attrition rate is terrible. It takes two months to onboard a call centre worker to full effectiveness – and then they stay six months because it's a horrible way to work. It's just trying to get through the systems – how many times have you been on hold and the customer service person says: "I'm just waiting for the computer" or "I need to contact someone to help me with this", you know?

[00:20:22.280]

So, we're now seeing a lot of movement on the product side. Finally, product companies are actually understanding what the real problem is and they're coming up with solutions that are aimed at creating more integrated data workplaces. The best-in-class example is actually Accenture because they're very project-centric and they have some of the smartest people on the planet working on very complicated projects

and problems. They aim to make the technology get out of the way. That's usually the definition of when technology's reached maturity – when it's almost no longer visible; it just gets out of the way and does its magic. And their goal is to do that for the digital workplace. That was Andrew Wilson, the CIO's number one priority and I've watched his progress on this over the years. He said: "I want to take the top 100 most important moments, not just in the company's life, but in the workers' lives too: that could be maternity leave or it could be staffing a project or it could be recruiting a team – managing and delivering that project." So that's what he did; he built lightweight experiences for those top 100 moments. It was his number one goal to make those most important things that we do easy, with best practice built in so you don't have to cobble the experience together yourself out of 12 different applications; it's just one seamless experience. And that uses low-code tools that make this very easy. Anyone can do this. It's a great example and they've published quite a bit about it, so it's worth going to study that. And that's what we're seeing, it's the very beginning of that.

**[00:22:08.270]**

Paul: Yes, right. I think it's the idea – and we've seen it on the customer experience side, haven't we – of identifying the top whatever the number is of things people do when they're trying to interact with with an organization and improving the experience around those. I think on the enterprise side, as well as the customer side, American Express is a really good example. And I suppose the current surge in remote working is probably going to reveal some of the strengths and weaknesses. I've heard about quite a few projects being accelerated in terms of intranet collaboration rollout, Teams rollout, more use of Zoom technologies – and I suppose that's probably going to have an effect as well.

**[00:23:09.650]**

Dion: Well, it's interesting, I have conversations with people in less exciting parts of the world and in smaller companies, and there's still this view of the intranet as the place for the communications team to put all of their content and you turn all the comments off and take all the tools out. What I've noticed is that there is a big gap between the leaders and the laggards. Andrew McAfee of MIT observed this a while back, saying: "We're actually seeing the leading edge of the pack taking advantage of these changes and getting much farther down the road because technology is a force multiplier." And if they have a culture that takes advantage of it, then they're continuing implying that force multiplier to change and getting way out ahead of

everybody else. I still see there's this big cohort in the back. I hear about them. I was just talking to an intranet professional who's working for midsized companies – and it's something you and I talk about – we've got to figure out how to bring everybody along.

**[00:24:11.690]**

Paul: Yes, that's right. So, another prediction you made that caught my eye was better management of Shadow IT. So, shadow IT's been this sort of guerilla activity inside organizations going on, it must be for a decade, now. But you see that it's getting better managed? And what are your indications for that?

**[00:24:35.150]**

Dion: I see that it's becoming higher profile. It used to be when I suggested to CIOs – and I do talk to a lot of CIOs, I'm very fortunate in that regard – I would challenge them maybe two, three years ago and say: "Well, Shadow IT's really a service gap that you have. It's something where you're either not responding well enough or you're not making them aware that there is a solution, or whatever. It's some shortfall that they're finding the need to spend their own money as opposed to the company's money to do this. And, maybe you should look at this as an opportunity to learn and as an innovation pool and say, well, maybe this is a better solution, we should look at it." And there was general resistance to this three years ago. I ended up taking this to CEOs all over both at events and online, and this year I'm getting a very different response, so that's why I put that prediction in. It's still not something they think about. It's not actively managed and governed – which is why it's a problem. But I am now seeing interest this year and they're saying: "We've got to look at it differently". So the activity, the execution, isn't there, but the mindset shift has suddenly happened because it's now so big – half of the technology you see in most organizations now is shadow or done despite IT saying you shouldn't do that. It's actually out in the open. So, yes, I think we're seeing the mindset shift that will then lead to action later this year, next year.

**[00:26:11.770]**

Paul: Then this is a great one: you said new sourcing models for talent, such as gig economy for the enterprise, will continue to take market share, enabling better personalization of work life while giving organizations powerful new options for hiring. Just talk a little bit more about that.

[00:26:31.820]

Dion:

So I see a broader shift in less long-term loyalty to your specific employer and more to the things that enable you to have the career, it's a side of directing the career that people are so committed to. So, if you work on open-source projects, for example, you are not necessarily being paid for it in money – and you're not, generally, unless your employer is paying for it – but people are trying to be part of things larger than themselves and they can work in very, very new and novel ways.

The gig economy is something I'm actively tracking and I've added it to my coverage earlier this year because I'm seeing such interest in it, especially on the IT side because they're used to working inside these digital collaborative platforms. They're used to it, like on open-source projects. Anyone in the world can walk in and start, just pull up a seat and start contributing. Anyone can participate – and it creates more value that way.

So, I see some forms of crowdsourcing. You know, we've talked about things like techniques like Working Out Loud, where people open up their work, allowing people to review it and collaborate – anybody who thinks they're a stakeholder. So, the gig economy is on a sharp uptick in that. It's not like Uber, where you're taking advantage of people; these are professional workers who can build the lifestyle they want, working for multiple employers on the projects they most like. They have much more control over where and when they work. That's why when we talked about this, it was one of the reasons I said work's going to become much more flexible, including that they'll have multiple employers at the same time on multiple projects, and they'll be far more skilled, much fresher. And then when you don't want to do it any more, it's not like you're losing your job, you're still on the platform.

[00:28:19.880]

Paul:

So, what comes up for me is this whole idea of business resilience, which I've been thinking about, as you know based on a conversation earlier. And actually, if you've got that more adaptable way of earning a living and so on, you become less reliant on whether that particular organization you're employed by wants to keep you, doesn't want to keep you, etc. and does a kind of resilience that comes – and I'm seeing this particularly in people in their sort of twenties where they have, you know, what Charles Handy called the portfolio approach – there are different things that provide different parts of their income. You know, it comes with the kind of fragility as well, so

it both gives you lots of options, but on the other hand can feel quite fragile as well. But I think it's an interesting trend.

So, hopefully you've read my predictions ... which ones caught your attention? And please don't say none of them!

**[00:29:37.930]**

Dion:

Of course not! I really like your predictions; when you were talking about it earlier, I wanted to say I always read them every year and always find them very thought-provoking. So Prediction eight in particular: that analytics measurement and insights will reveal hidden patterns in how work happens. I see that. I mean, when you look at what Microsoft is doing with its workplace analytics product, it's turned it into a multi-billion dollar product. If you as a company have broadly adopted Office 365, which is what I'm seeing, I'm seeing Microsoft just winning the whole company in many large organizations. But it creates an opportunity – and by the way this is a new conversation that's happening. Vendor lock-in is good because it enables the following thing: if everyone's using Office 365, then most of their work can now be analysed and measured, and this can be used to help and mentor and guide performance and aid that employee if it's appropriate. There are many complications and potential for misuse of the data and there's the fact that it's illegal in some countries like Germany – but all those things are, I think, surmountable. You know, as Peter Drucker famously said, you can't manage what you're not measuring; if you don't measure, you simply cannot do it. We infrequently and badly measure the human dimension of work – and that's going to change. So I think that prediction is spot on; the tools are now good enough and the environments are now instrumented enough. The next thing is getting people to understand – so people will lag like in everything else, it's about getting them to understand they can do this. Amazing things should come out of this.

**[00:31:33]**

Paul:

Yes, I think it was the adoption of iPads that was kind of precipitated after senior teams were given iPads. All of a sudden they went: "This is great; actually, this could work for the company!"

And now I think there are obviously huge environmental pressures on companies and I fundamentally think that companies should be reducing their air travel by 5% a year, just year on year. So, increase the things you do virtually by 5%, reduce your air

travel and other travel by 5% – not enough to notice a huge difference – but I think that kind of coming together could be quite significant.

So, I'm intrigued by the way your mind thinks and operates. And, you know, you and I have got quite sort of different styles, I think – but, tell me, what's your process of coming up with your predictions?

**[00:32:38.600]**

Dion:

So, I like to think that I'm a relatively rational thinker. I think most of us do! So what I try to do – and who knows how it actually works – is to put my ear to the ground for data, so this can be the anecdotal data that I was talking about earlier. I suddenly see a bunch of people on social media talking about things like never before, so I think that could be something. And I look for research data and industry trends, and I'll try and figure out if I extrapolate that forward, what would that trend mean for this particular problem? For example, 5G is going to hit in a big way this year and that actually could help us a lot with the remote working. But also it's going to mean putting in all the connected devices, which are the least secure devices we have right now. Consumer smartphones are much more hardened than Internet of Things connected devices like your home doorbell; they're just trying to shift those things to market but they don't have the big security departments dedicated to working on securing those things. 5G is going to amplify all the problems with that.

So I try to look for that and say: "Well, this thing's going to be big this year. Then look at this thing over here. How's that going to affect it?" And so I think that came out a lot hopefully in some of the things that I said. I see this – for example, if I am going to a company, I always ask to walk around and see how people are working. I won't bother anybody, I just want to see what they're doing at their desktop, what they're doing in their cubicle. I always learn from that... so things like that.

**[00:34:23.720]**

Paul:

It's interesting because, you know, I tend to just keep sort of a rolling note. So I've already got three or four potential predictions for 2021. And, a bit like you, I kind of look for evidence of things – and then I try to have a mixture of different things. I'm interested, just before we come to the end, to know what you think of my super prediction, as I grandly called it this year, which was that organizations continue to restructure, spurred on in part through digital workplace innovation? My theory there

is that organizations are still structured mostly for an industrial age and actually there needs to be quite radical restructuring going on.

**[00:35:17.190]**

Dion: Yes, I'm on record saying the same thing. While, I violently agree, the timing is the big question. Now we're reaching diminishing returns on what we can do organized the way we are, because the customer experience is fundamentally broken across 50 different touchpoints. We're just organized the wrong way; we're organized in industrial functional silos optimized for efficiency as opposed to being optimized for innovation and integration today. And so I think the three top-level organizing principles are going to be: customer experience, employee experience and supplier experience. And we'll be organized to have a chief officer for each one of those, maybe a CEO. Often nobody is actually in charge of customer experience because you can't be if it's broken up into all those silos; the CMO will never let you take marketing; the COO will never let you take what they're doing. So there's too many vested interests. And so I've predicted this for about five years now, the same thing. There's been a lot of changes but there's tremendous entrenched resistance to it. There's no proof that it is the right answer, except I've found some indications. But when will the world move there? And you know what's interesting is if you look at the top leading companies and look at how they're organized; if you look at how Amazon is organized versus Apple, which are both tremendously successful companies with trillion dollar valuations, and they're markedly different than other people, but they're different, very different from each other. So, there's multiple answers. We have to figure this out – it is the challenge of our challenge. It will take us 10 or 20 years to work through.

**[00:37:04.780]**

Paul: Yes, and I think that part of the problem is, particularly for large organizations, trying to restructure themselves is such a huge task, whereas if you're a smaller organization – newer – it becomes a lot easier to adapt.

**[00:37:24.910]**

Dion: And there's an example of that. The CEO of Zappos, Tony Hsieh, did it and took the company into a holacracy and received tremendous criticism for it. He'd been incredibly brave, arguably with this successful experiment, and yet nobody wants to hear that they all have to go through this change.

[00:37:46.540]

Yes, don't tell us about your great success, because then, you know, we haven't got any excuses left!

[00:37:53.310]

Dion: Zappos means number one in their industry, anyway!

[00:37:56.110]

Paul: And so anything that you'd like to add?

[00:38:04.390]

Dion: So, I think this is an opportunity for all you folks who are listening. When things are changing, when change begins to happen on a large scale – and right now the world is being changed by the operating conditions imposed by the coronavirus – that's the chance to ride the coattails of change and make other changes happen. And so I've been using this opportunity to say now's the time that people are looking for answers to their problems; all these things we're talking about – your organization changes, culture change around remote working, getting understanding we can now manage and serve our workers so much better through data analytics. These are the areas where people are looking for changes, that they need to be making to adapt better. Now is your time to suggest them. This is a tremendous wave that we can all ride for good. That's what we need to do. This is a time to activate and take advantage of the changes that are going to happen and make the best things happen that we can.

[00:39:05.240]

Paul: Yes, and sort of eating my own words, I said that this decade we've just got into should be called the “Decade of Courage”. And it's a time for courage. That doesn't mean it's easy, but I think it's a time for big heart – and I think you're right, when things are shifting, if you look at the environmental, the financial and now the business resilience healthcare sides of it, this is a chance to really step forward into this new way of working, whatever that looks like for you. And it will differ, as you say, by organization and it might even differ regionally within your organization. But it's a time to be courageous, because I think timidity is not going to win.

Well, it's been fantastic having the conversation with you, Dion, and I'm really glad that we've been able to get some kind of contemporary events into our story and

hopefully that will be useful and interesting to people who are listening. And thank you so much for your time today.

[00:40:19.130]

Dion: Thank you so much for having me, Paul.

## About Digital Workplace Group

Digital Workplace Group (DWG) has unrivalled expertise in digital workplace and intranet strategy, programme governance, organizational communication, knowledge management, usability, social media and user experience.

We also have:

- First-hand experience of the practical challenges our members and partner organizations face. Our team counts over 100 years' direct experience managing intranets and digital workplaces for some of the world's largest organizations, including the BBC, HSBC, JPMorgan Chase, Orange and T-Mobile, and includes industry-leading usability experts and intranet academics.
- Fifteen years of experience benchmarking intranets for Fortune 1000 and equivalent organizations using proprietary methodologies that support the identification and sharing of best practice.
- A wealth of research on intranet and digital workplace best practice. Our extensive research library includes reports on key topics such as collaboration, strategy, governance, future trends and more. We publish at least six research papers a year. Recently published research includes hugely popular reports on Office 365, Cultural readiness and Measuring Intranets and Internal Communications.

DWG Consulting offers vendor-neutral, unbiased and high-quality advice and practical hands-on support to clients on all aspects of their digital workplace and intranet programmes. Backed by DWG's research function, we can deliver on-the-ground research and tested measurement methodologies into any consulting engagement.

All our consultants share the common values of professionalism, flexibility and a commitment to provide our clients with an exceptional service.

Further details can be found on our website: [www.digitalworkplacegroup.com](http://www.digitalworkplacegroup.com)

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