

Digital Workplace Impact

with Paul Miller



Episode 64

Recruiting for digital careers that don't (yet) exist

Transcript



“I don't think anybody in our era wanted to grow up and be an SEO expert; there wasn't such a thing! So in today to get the job done, knowing the tools is very important. On the technology side there are different languages; on the mobile side there are different ways to get your product to that device. There are rules that are constantly changing and skillsets that are constantly evolving.”

– Fran Pomerantz, Founder of The Pomerantz Group,

In this episode of Digital Workplace Impact, Paul Miller talks to **Fran Pomerantz**, Founder of The Pomerantz Group, which offers coaching and executive recruitment in the digital space.

Ninety-eight percent of The Pomerantz Group's placements are into roles that never existed before, so Fran is therefore well versed in understanding her clients' needs and helping them to see the previously unseen.

As we find ourselves in a period where innovation is key to business survival, Fran shares her insights into the challenges and opportunities presented by COVID-19, offers advice to those looking to accelerate their careers, and explains why she thinks standing still could mean the demise of your business.

Paul

Today's guest is **Fran Pomerantz**. How do I describe Fran Pomerantz? She's based in New York City and she has two components to her work, which are sort of complementary and both interesting in themselves. One of those is that she is a business coach. A personal confession is that I've had a life coach now for, it must be, almost 20 years, so from back in the days when you would never have talked openly about having a life coach. I think people do now; it's all become a lot more acceptable. But it's really the idea of coaching as a support in career, work – and as I've found – just life generally. I mean, we have coaches in sport, we just accept that as part of it, but somehow we feel like we should get through our life without coaches. I've never really thought of it like that.

So that's one aspect of Fran's work and the other, which is really interesting as well, is around executive recruitment and also recruitment into other roles, particularly digital roles and roles inside organizations that don't really exist – or at least didn't exist. So she's sort of brilliant at filling the gaps inside the world of work in areas that have just emerged, like, for instance, user design, design thinking, digital marketing, SEO search engine optimization. There are so many fields that people work in that used not to exist and are being created – and that's what Fran specializes in. I love the idea of trying to recruit into roles that are kind of invisible and it isn't obvious where you'd go to find people, but she does this and does it really successfully so it's a really interesting episode on that level.

So, Fran is the Founder of the Pomerantz Group based in New York City. She focuses on recruiting executives in the digital space across a broad range of industries and disciplines, public companies, venture private equity backed firms. In addition to recruiting, Fran has a successful practice coaching clients through career inflection points. She left Los Angeles in 2005 to join Korn Ferry International in New York, where she was a partner in the media and entertainment and convergent sections of its global consumer market, and she recruited senior digital media in both traditional and emerging businesses. She also serves on the Global Giving and New York Leadership Council, which is a non-profit that directly connects donors with grass roots projects.

It's great to have you here Fran and and, just to kind of get us going, could you just describe your unusual combination of work, because it's in different parts. How do you describe what you do?

Fran Paul, thank you so much for having me today. I'm happy to talk about my business as always. Yes, I started in Retain Recruitment in 1995 for digital roles and about three years ago a past client came to me and said: "I want you to help me with my job search." I said "Sure, we'll have a coffee" and he went: "No, no, no, I'm going to pay you to coach me through my job search!" So I thought about it for a long time and realized that I'd actually been doing that with candidates and friends for years as part of my recruiting business, so I decided I would take this person up on his offer. I did a little research, wound up getting a coaching degree from Columbia University and so another line of business was born.

Paul Okay, so you have two parts to your work; one is in executive recruitment and one is in coaching ... do those two fields have a sort of skill overlap or is it just that you're good at lots of different things and you just happen to have restricted yourself to those two?

Fran That was a very generous question Paul, thank you! Yes, I think they dovetail nicely. I think that listening to people talk about whether they want to stay at their company or whether they want to leave it, I help them decide whether they should leave or should stay, and how do they make that transition. Or, if they stay, how are they their best self? And I do think that helps my search business because it gives me further insight as to how candidates make decisions about their time and their readiness to seek other opportunities.

Paul So, we're going to get into the whole digital executive recruitment side but I'm quite intrigued – because I've had a life coach myself for about 20 years now and one of the things I've discovered is that most people around me now seem to have life or business coaches – why has this field risen so much in importance, would you say?

- Fran That's a good question. I think that on the business front, we all have so much emotion tied to our decisions that sometimes we just can't get above our feelings to look at something more concretely. I think that in the age of people recognizing the need to have a coach for swimming, a coach for exercise, a coach for your design – I now hear there are coaches to help you choose your furniture, so the title is kind of extending into different areas of life – and I think that the stigma of having people help you, as in a coach therapist, has been lifted. People who are smart realize they don't know all the answers and they can reach out and have somebody help you walk through the important decisions you have to make in your career.
- Paul So that would suggest to me that there's been a growing realization, maybe a sort of growing humility, which is quite interesting in business that actually you might be paid to do a certain role but that doesn't mean that you don't need help and support in doing that role.
- Fran Exactly, it's like executive search. Yes, people can find the people on their own but do they have the time to figure that out? Do they know *where* to look for it? Is that their primary goal in their job? And so accepting an executive coach and helping you get to the next level I think is the evolution of how people look at their career path.
- Paul And do you enjoy both the roles equally or do you really prefer the coaching?
- Fran Another interesting question, Paul. I love both. For me, the executive search is like a giant puzzle and figuring out the puzzle pieces to get to the end is still challenging and exciting to me. The coaching fulfils another sort of bucket, more empathetic – getting to watch somebody grow – and that's a different satisfaction level.
- Paul Yes, it strikes me that the executive search side, in my mind, kind of goes laterally – so you're going across, you're looking at lots of different candidates, you're looking at different people – but the coaching goes sort of vertically, it goes deep into something.
- Fran Yes, I would agree with you.
- Paul I can see how those two things fit together. You've had a lot of experience in the media entertainment section of the industry... are there particular challenges when you're coaching people in that industry?
- Fran You know, I think that each industry brings a different challenge, but people come to me for roughly the same reason and that reason is: "I don't know if I've gotten everywhere I want to get in the company I am now in or whether I should look for something else – and if I am to go

somewhere else, how do I get there?" So I find the industry to be less important than the person's stage within their industry.

Paul Are there any particular stories that stand out for you in your executive coaching? I don't mean breaching confidentiality, but what are typically the sort of blind spots that people might have?

Fran Yes, I think that's an interesting question. Somebody came to me because they felt that in their organization they weren't being heard and they weren't sure how to get the attention of the people he wanted to, so we went through a lot of exercises and listened to what his day was, what the structure of the organization was – and he came to his own revelation about when to project what he was doing to a fellow worker at his organization and when to beat his own drum to somebody higher up. But it's the coachee that comes to these decisions on their own just through the exploration of coaching – does that make sense? It's not a magic bullet, they just get to see more *clearly* what they might be missing, during our coaching conversation.

Paul Yes, absolutely. I've certainly found for myself that – whether I call it life coaching or business coaching (because it started off very much business but then just became kind of everything) – I have found it really essential in the last 20 years. I certainly couldn't have achieved some of the things I have if I hadn't had the one coach I've had throughout that time. In fact, at times I've thought: "Maybe it's time to change" ... but, you know, if you've got a coach and it's working for you, why change? So that's been my attitude.

Anyway, let's get into the topic that in a way brought us together, which is, I think, the whole digital industry and particularly the digital world of work industry, which is kind of where I spend most of my time on a work level. This is an industry that, even 10 years ago, certainly 20 years ago, just did not exist at all – and the roles inside it certainly didn't exist. I'm often working with people whose roles didn't exist even 5 years ago, so how do you go about recruiting into a sector that hasn't even established itself yet and agreed on what the roles are?

Fran That's a really good point. Most often the roles that I put into a company, as you point out, never existed before, so the first thing is trying to ascertain what it is the role needs to accomplish. Forgetting the title, forgetting anything else, to whom will this role be responsible, who will it interact with and really why do you need that role? And it takes a lot to get to that point. You know, most searchers are repeating a role: a CFO is leaving and so you backfill the role with another CFO – and most of the time you want that role to do exactly the same thing as the last CFO. Let's take the digital marketing realm for a minute though. What does digital marketing even mean? You know, is that a product person? A sales

person? An SEO person? What's the majority of their workload going to be?

So, in the beginning, it's very important to work with the business owner to establish what the role actually is. If you go to a media entertainment company and you ask for a daytime producer of morning television, everybody knows what the role does, to whom it reports, and how much money it makes. If you ask, say, to place a digital marketer in a consumer company, a media and entertainment company, a financial services company, that role has different meanings across each vertical and within each sector. So again, the most important part for me on the recruiting side is determining what the role is and then deciding who has the best credentials to make that role happen.

Paul

And if you think of something, for example, a field that I've been heavily involved in is what's called "digital workplace", so these are people responsible for all of the different online technologies, intranets, collaboration tools, mobile technologies – it's a vast industry and, in fact, during the whole COVID-19 crisis, the importance and essential nature of it has been really brought to the fore – so, if you're looking for somebody who's a director in this field, how do you know where to start?

Fran

Good question. So having done this for many years, I start with the people that I know and describe what the problem is and then narrow it down to some people that have solved this problem in the past or have the skillset to possibly solve it going forward. But I will tell you, one of the first things I look for in finding the correct candidate for my client is a cultural fit. I've learned over and over again that it doesn't matter if you're really brilliant, if you don't work in the correct culture for that brilliance, nobody will hear you. And so, it's most important that we start with a cultural fit and then work out what the skillset is, what the accomplishments have been and sometimes, particularly in the digital space – and Paul maybe you'll agree – bringing somebody in from a different industry gives a very fresh perspective on what that role should be in any given industry.

Paul

So does that make it particularly challenging? You compared it with, say, getting a daytime producer in on a TV show where people know what's what, the people who are applying know what's involved, the people who are recruiting know what's involved. It seems to me quite tricky if you're trying to find somebody to be in charge of enterprise collaboration inside, say, Unilever or Wells Fargo, and you're shopping from such a broad area. The chances of somebody who doesn't quite fit seem quite high to me?

Fran

You are exactly right. It is a lot to chew and that's why I love my work. It's never the same twice. It's always trying to figure it out. I'm doing a search now for a senior level marketer in a commercial real estate company and you can just imagine with COVID-19 what's going on in the commercial

- real estate company. However, to their credit, they realize that if they don't adapt and become more... I will say in quotes "digital" and find different ways for their brokers to communicate with potential clients... then they're not going to survive. So it's become an entirely higher push and more urgent that they fill this role. I think that, as you stated earlier, the companies, perhaps with legacy systems, that have chugged on with their legacy systems as opposed to adapt to new technology are now all hands on deck trying to figure that out. So I find it a fascinating time although a little bit scary to see how companies are going to pivot to accept going forward in this environment.
- Paul And I can imagine your coaching skills come in really useful in this because, let's say, you've got somebody – and I'm seeing it happening around the industries and organizations we're dealing with – and they're trying to think through: "Well, if we're going to have a partially remote or fully remote workforce for months, years, forever, what new roles do we have?" And partly, you know, there's a lot more questions than answers and I imagine you have people who are coming to you and saying: "Look, we need somebody to do X" and you sort of dig into it a little bit more and say: "Well, actually, is it really *that* role you need or do you need somebody like this – and that feels to me like something slightly different?"
- Fran Paul, have you been in the room with me? I don't remember seeing you, but those are exactly the conversations!
- Paul (Laughs) And does that mean that you need clients who are sort of open to... I don't know if it's persuasion, or open, let's say, to taking your advice about where they should go with these things?
- Fran I think that I'm most successful when somebody views me as a partner and not a vendor, and it's a collaboration of what they need and what I know is in the marketplace – that's what drives me. It's exciting, it's not the same job over and over again, and it's not filling the same role and switching out people. It's really trying to figure out with the client what's most important to move the role forward.
- Paul No, it's really interesting and I think that... and I don't know if this is true, maybe it's just my kind of prejudice... but is the recruitment industry generally quite a conservative industry and therefore probably less open to these quite malleable and flexible approaches that you clearly bring to this emerging technology digital field?
- Fran Yes, I believe working with start-ups is quite different to working with legacy brands, but generally by the time they're ready to commit to *pay* for help, they really are serious about what the role needs to be and then, of course, once they've decided what it is, they need it faster than ever before!

- Paul That's great, yes. And what are the the main challenges you find in executive recruitment for digital roles? As you've been saying, they're really changing at a pace I've never seen, certainly within the workplace industry... ever.
- Fran Right, you know, again the marketing role is one of those that has changed significantly. For example, marketing used to be a "below the line" revenue line in a business plan. Today it's a revenue generator in e-commerce companies, which look at that role completely differently than it ever was before, so again it requires the person to whom that role is going to report, to understand where that fits into their organization. You know, I've been doing this since '95, and started in the media and entertainment industry as you pointed out. There, they had content and the idea in all those companies was to distribute that content and get paid for it. So that was a natural progression with the internet, which is another distribution channel where they were kind of first to market – and what did that look like? Now, as every company has embraced the digital world in whatever way you want to look at that, e-commerce is another distribution channel for revenue, and if you back up what is the company goal and how do you get to revenue, then you can kind of look at the positions needed today to get that revenue. It's just another way of looking at it.
- Paul Yes, and would you say there are new roles being invented at the moment – and how is that changing the world of work?
- Fran Oh yes, I don't think anybody in our era wanted to grow up and be an SEO expert; there wasn't such a thing! So today, to get the job done, knowing the tools is very important. On the technology side there are different languages; on the mobile side there are different ways to get your product to that device. There are rules that are constantly changing and skillsets that are constantly evolving.
- Paul You mentioned the topic of "fit" and and "cultural fit" – how do you work out whether somebody is going to have a cultural fit with an organization?
- Fran I think the word "fit" is key here. For example, if you freak out having 10 meetings to decide when the meeting is, that's probably not a good environment for you, and if you are normally working in an environment where there are 10 meetings to decide the meeting, going to a company that's test and learn and fail over and over again is probably not a comfortable situation for you. So, it's all about your comfort level with an environment as to where you're going to fit in best and be most productive.
- Paul Yes, and I certainly know for myself, probably going back 15 years now, I never really got on with the recruitment field. Obviously, if I'd known about you, it would have been completely different – but that's as it is! At that time I was trying to grow a business in a completely new sector, the digital

workplace. We've now got up to about 120 people in the company, but the way we've grown has very much been through connections, networks – and the “fit” aspect has been key. One of the things we've done inside DWG is grow through recommendations. Also, something I've noticed happening is... for example, there was somebody who used to work for the company who'd left, joined another company in Florida, got made redundant a couple of weeks ago, went on to LinkedIn, was connecting with different people, and by the end of the week had got a really good position at a major technology company. And it just sort of happened through conversation. Is that sort of disintermediating the executive recruitment function or is it amplifying just part of a process that's happening anyway?

Fran

So, I think that's an excellent question. I think that if you look statistically, say 96% of jobs that people get are through their own networks. The recruiters on my level are generally hired when it is one of those roles that it's not obvious how they are going to do it and their own company has not hired this role before, so using their own recruiters is difficult. They don't know what to look for and, as I noted before, even if you look at somebody's LinkedIn profile or a resumé, it's hard to understand what they've done if you're not doing this kind of work all the time; it's not that obvious. So hopefully we still have a role going forward, but I do acknowledge that most people find their next role through their referral network. Unfortunately, most people are heads down, working so hard, they often don't spend enough time building that network.

Paul

Yes, and that's the key thing isn't it? You've got the network. An organization or somebody hiring *may* have a network, but is probably unlikely to have an extensive network. A lot of the digital roles that have grown to such significance inside organizations have really developed a lot in recent years – what power do digital roles have today, would you say?

Fran

Oh well – again with COVID – more important than ever. I think the biggest change I've seen is in the marketing role not being revenue generating. On the technology side, I think keeping up with the different languages, tech languages, is most important. But again, having the overall strategy; a lot of roles in the digital space are a small slice of something, but really understanding how they fit into a “360 look” at an organization is crucial. When we look at it, I don't know why we still have a digital marketer position, because if you're a marketer and you don't understand digital, you can't be doing your job – or a chief digital officer. I think that everybody in the organization needs to understand that component part as it affects their role in the organization.

Paul Yes, and certainly we've written quite a lot about this topic of digital literacy, digital leadership, making your digital presence felt, and I think it would be kind of accurate to say that... it's not a skillset every leader has!

Fran I agree with that – and I think the mark of an excellent leader is surrounding yourself with people who have what you don't have.

Paul Explain a little bit more what you mean?

Fran So, if you're looking at building on what you said about not every leader having this digital presence or understanding, I think the only way to support that going forward is to hire an expert in that and make sure that's the person we rely on for that information.

Paul Yes, I think that's absolutely true and you know, the virus has really revealed that... it's almost like when the tide goes out and you see what's on the beach. I think organizations have seen in lots of ways their own strengths and cultural strengths, and probably learnt things about themselves that they didn't realize they had, like the ability to connect, communicate, collaborate. But it's also revealed where they really struggle to communicate, connect with people.

One of the groups of people I find the most intriguing in our sector are those digital workplace leaders who are senior middle managers. They're really ambitious to kind of rise up the organization but there isn't an obvious career track. They don't necessarily want to become the CIO and in lots of ways I think they could develop to become CEOs in the organization given what their skillset is. What's your advice to people who find themselves in that already successful, but wanting to progress more, kind of position?

Fran You know, that's an interesting question and observation. I think that years ago there was a career trajectory in organizations; first you were here, then you were here, then you were there, but I think in today's world, you have a certain knowledge set and you express it in the company. You often have to go to the next company to get to the next level up – people see you as you entered the company; they often don't see the growth you've achieved being in the organization. Often, leaving to a more senior role in another organization is the way to get recognized and build to the ultimate goal of CEO. I also think that young people and young managers who are ambitious really need to listen more and listen again – and it's OK not to know the answer to every problem. You just need to know where to get those answers.

Paul Yes, that's good advice and I think there's a different set of skills involved in these digital roles. They're often around influence, network within the organization, the ability to manage different groups, to manage people above you, and – in the same way that you're saying – a lot of

synthesizing of complexity and trying to deal with things that other people might find quite challenging.

We touched on the fact that we're recording this still in the middle of a period of lockdown in lots of different countries in Europe and North America... do you feel that, looking forward, we're going into a period where people are going to kind of hunker down and feel like clinging to the jobs they've got? Or is there going to be a period of lots of shifting of roles and organizations and innovation? How's this going to go for the field you're involved with, do you think?

Fran Paul, I think that is *the* question ...

Paul (Laughs)

Fran What I'm getting from people I speak to is that, if they have a job – and, on the senior level, everybody's working 12-hour days – they're trying to figure out how to trim their company, pivot their company, redirect their company, and come up with solutions faster than ever. How are they going to differentiate their company from others? I think this is a time when you see things accelerating and not so much changing. For example, in the retail space, retail stores have been on the decline for years. I think this has accelerated their demise and I believe that e-commerce has been on the upswing and this is the opportunity to customize the experience for someone, find that personal shopper online, create content directed at that buyer. So I think each situation has a mission to move itself forward and it's been shown more clearly in these particular times.

Paul But do you think there's also a bit of a danger that, in the need to act fast, people get into a panic and there's always the danger of making poor decisions – the ability to try and think forward strategically is really important?

Fran Agreed, and I think that this time is sort of mirroring more of the start-up experience of test and learn and fail. I think that the danger of standing still could mean the demise of your business – and I don't mean to sound dramatic, but I'm watching different sectors. Hospitality, for example restaurants, how are they going to come back? You know, restaurant suppliers are now selling to private people. Everybody's trying to do something to keep afloat and it reminds me of that book "Who moved my cheese?" If you're not out there scouting for a new solution, I think hoping everything is going to come back could be disastrous. But I certainly hear what you're saying. You can't throw everything at it 24/7. There has to be some strategy.

- Paul What characteristics do you think the most successful digital leaders and executives are going to have during this next period, which I think is going to be challenging for probably the next five years?
- Fran Agreed. I think these leaders have to understand all facets of a business. Sometimes they might have been able to understand finance but they didn't have to understand the marketing piece necessarily, but I think, in today's world, each area spills into the next area and unless everybody is on board, the success won't be there. I think digital leaders are translators. They have to understand what the technology people are saying and what everybody is saying and where they fit in. I think they have to understand how these new communication channels are going to add to revenue and what it's going to take for them to build those channels.
- Paul Yes, and just to build on that, I think other things that are going to be really important are kind of adaptability, agility... not getting too attached to a certain way of doing things.
- Fran You've just described the perfect background for any digital executive – they have to be far more nimble and they have to be curious and they have to ask questions, and it isn't the status quo. I think that asking questions really is a different level in an executive on the digital side than perhaps a traditional person that sees the playbook and plays the playbook. We're almost inventing the playbook as we go forward on the digital side, would you agree?
- Paul Absolutely, and I think, as you said, it's an accelerant. We've been asked about this, because my company's been working virtually as a fully distributed company for the best part of 20 years, and I just see what's happening now as an accelerator of what has already been happening.
- One of the things I've been trying to do is, I suppose, give some advice, welcome or otherwise, to my three daughters who are all in their twenties ... and I'm asking myself, what kind of economy are they operating in? Where's it going to go? And I think the only thing you can do is really try to be opportunistic, adaptable, flexible, test things – see what works, see what doesn't work, when you're surrounded by huge amounts of change rippling through society, through the economy, through ways of living. For instance, my eldest daughter's actually, like you, a life and business coach (not yet an executive coach!), but she's doing really well and she said, one of the things she's been learning through the whole COVID experience is that things have been slowing down, not on a business level, but just the pace of life and, as she put it, why would we want to speed up again? Why would we want to keep running at that rate? And I think that different mindset – which I think won't just affect individuals but will affect organizations too – could be very interesting. I'm quite intrigued by the idea of how you could, in a way, keep functioning well as an organization without, if you like, getting into the usual kind of panic and and rushing

around with the endless “busyness”. Is it possible to work in a way that's more deliberate – and perhaps more effective?

What would you say the main lessons are that you'd like to give to people who are listening to this, quite a lot of whom *will* be these young, ambitious digital leaders inside organizations, or practitioners who want to get on? What's your advice to them for the next few years?

Fran So I think we're now sort of all on a level playing field. There are many companies that couldn't afford to send their people to expensive conferences; now nobody is going to those conferences. Oftentimes, the sales guy had the charisma in the room and that was a secret weapon. Well, now no one's going into the room. So I think it's an opportunity to level set different skills, working in a virtualized world, with everybody having the same training at the same time. It's not as if your colleagues can all go and you can't, so I think it's a time to reflect on how do we get business done? As you were saying, at what pace does that happen? What does that look like? And again, it's a level playing field for the first time.

Paul Yes, that's a really interesting way of seeing it and, as you say, there are industries that are kind of disappearing. You mentioned the public event, conference industry – where's that going? But that doesn't mean the need that it fulfilled has gone away; it's just that it can't be met through the format that's offered, which on an entrepreneurial and an opportunistic level is an interesting kind of conundrum and a puzzle to solve.

So, the question I always like to end the podcast with is: “What is your perfect working day, Fran?”

Fran Oh, that's easy! My perfect working day is that every candidate the client wants says “Yes” and everyone on both ends of the deal is thrilled – and my coaching clients have all achieved their temporary goal of the week!

Paul (Laughs) Well, what I love about your answer is, most people usually answer “Well I get up, I do this and I do that...” But yours is so kind of focused on what you do. I think that's brilliant. Where all the planets align, one of those days where everything works.

Fran Exactly! That would be the pinnacle for me.

Paul Great, and I'm going to have an extra question after my final question. That was my final question, so this is the final, final question – which is: Has the the whole virus experience on a work level made you think about changing the way *you* work at all?

Fran So, I think that's an interesting question, Paul. I work from home and I meet candidates – I actually meet them at the Four Seasons Hotel and in New York we have not had the Four Seasons Hotel, which actually did

turn its rooms over to emergency workers, which was quite nice. So I miss looking at somebody physically across a table and having that interaction. I guess the video is the next best thing, and I've used that when I can't meet with somebody in person. So for me it really hasn't changed that much but I do miss seeing people in person quite a bit.

Paul OK, great, well thank you so much Fran, it's been fantastic to have you on today. Thanks so much for your time – and what a great conversation.

Fran Oh Paul, you made it so easy. I loved it. Any time.

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DWG Consulting Services provides vendor-neutral, unbiased, high-quality advice and practical hands-on support for digital workplace and intranet programmes, such as:

What does "good" look like?

External insight into industry best practices – to inform strategies and plans.

Define vision, strategy & roadmap

Methodology and expertise to establish the road ahead.

Facilitated workshops

Engage stakeholders across a global organization or within a function – so the whole team starts on the same page.

Annual Benchmarking

Strategic evaluations, baseline performance measurement

DWG Benchmarking provides in-depth analysis of your sites and/or digital workplace environment, and comparison with other similar organizations. We have a range of benchmarks to choose from:

Intranet

- Modern Intranet Management
- Digital Communications Channels
- Intranet Usability

Digital Workplace

- Digital Workplace Management
- Digital Collaboration
- Digital Workplace Experience
- Digital Workplace Maturity

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Why do so many leading companies choose Digital Workplace Group?

Large company expertise: We've worked with Fortune 1000 / FT 500 (and comparable) organizations for more than 18 years. Our expertise and insights focus on the successes, challenges and needs of such major organizations.

Measurement and research focus: Our consulting and evaluations rely on measurement derived from more than 700 benchmarks and our robust research programme, to provide a unique reservoir of statistics and case studies.

We provide "data and metrics in a world of opinion".

Real-world practitioners: Our benchmarkers and consultants have previously managed intranets and digital workplaces at major organizations. Our expertise is rooted in experience.

Independence: All our work is vendor neutral and our consulting and evaluation framework is proudly technology agnostic.



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