

Digital Workplace Impact

with Paul Miller



Episode 66

How COVID-19 showed
the true digital power of
Duke Energy

Transcript



“The pace of change in our industry is faster than it’s ever been. And the pace we’re seeing today is the slowest pace we’ll ever see looking forward. So, we have to adapt and keep up.”

– Brian Savoy, Duke Energy

Paul Miller speaks to **Brian Savoy**, SVP, Chief Transformation and Administrative Officer at Duke Energy, about how COVID-19 has changed the 100+ year-old company.

Follow the incredible story of how Duke Energy reacted to the COVID crisis back in February, from transitioning several thousand staff to remote working within days, to regular check-ins with the team and standing by its customers.

Paul

So I'm just recording a few reflections on the conversation you're about to hear with Brian Savoy from Duke Energy, which is a large energy provider in the US. This really came out of hearing about the CEO, Lynn Good, who's a remarkable woman at Duke Energy, and her story around COVID-19 and how the organization had managed through this period of crisis.

I really enjoyed talking to Brian. He's got a background, as you'll hear, in accountancy and has found himself involved in IT transformation – and I think it's probably fair to say that Brian is a calm voice in stormy times. I think you can tell in the way that he thinks through things, in the way he approaches things, that he has a lot of belief in what they're doing.

He talks about the way that the COVID-19 crisis has changed, not just Duke Energy, but also him personally – and we've all been changed through this. What I wanted to do is to try and capture a story from an organization that is not in the tech space – they're in the energy field – and their real-time experience of working through this, where you don't know what's coming next. It came to me there's that line in *Hamilton*: “You want to be in the room where it happens”. Well, I think Brian has been in the room where it happens.

I'm delighted to be joined by Brian Savoy. Brian is a Senior Vice President, Chief Transformation and Administrative officer at the Duke Energy Corporation. He leads the company's business transformation through digital innovation, new ways of working, process design and also has responsibility for the IT supply-chain side of the organization.

Previously, he was Chief Accounting Officer and Controller for Duke Energy, responsible for accounting, financial reporting, and so on. He led the company's derivative accounting and trading control functions for energy trading and marketing activities. Prior to joining Duke, Brian was a manager with the international accounting firm Deloitte, where he oversaw audit engagements for large energy clients.

Brian currently serves on the Board of Advisors for the BELK College of Business at UNC Charlotte and the McCullough School of Business at Queen's University and he lives in Charlotte, North Carolina.

- I think, Brian, you're the first professional accountant that we've had on the podcast!
- Brian (Laughs) Yes, I've had a wide range in my career.
- Paul And how did you move from the field of accounting into being Chief Transformation Officer and related areas?
- Brian A great question. I spent about 10 years of my career on the trading floor, energy trading, and my job was, really, setting trading limits and controls – and, if you can picture a trading floor, things move really fast, right? We make decisions; go long here, go short there. It's by the hour and that was with Duke Energy but it was a different part of Duke. And energy trading was really robust when I was in the heart of it. Enron was a big player at that time and it changed a lot over the years. But that “move fast, make decisions, pivot quickly”, those behaviours really stuck, and that prepared me for the role I'm in today, which is transforming this massive company into the new world of energy that we find ourselves in.
- Paul So just for people who aren't familiar with Duke, because we have people listening in lots of different countries around the world, could you explain what Duke Energy does?
- Brian Certainly. Duke Energy is one of the largest electric and natural gas utilities in the United States. We serve about 25 million people with their energy needs in the Southeast and the Midwestern parts of the US. We also have renewables that extend across all the contiguous United States from the East Coast to the West Coast. We operate nuclear, renewables and natural gas generation. We have about 300,000 miles of transmission and distribution lines that deliver energy to our customers and, you know, the industry that we're in has been through change throughout its history.
- We've been in business over 100 years and we've seen innovation through breakthrough technologies when nuclear was born in the 60s and 70s to battery technology today – and what we are seeing is that the pace of change in our industry is faster than it's ever been, and the pace we're seeing today is the slowest pace we'll ever see looking forward, right? So we have to adapt and keep up and that is really what I'm charged with.
- Paul Okay, so let's get into the topic, which I'm really excited and fascinated to talk about. Let's just sort of roll back the clock a little bit this year. It's February 2020, Duke Energy is doing what you do, if you like, kind of business as usual. When did COVID-19 become a thing on your radar?
- Brian Yes Paul, it definitely was not in our business plan if you can imagine that!
- We were having a very mild winter – and our business is cyclical based on the weather patterns because energy usage does vary with weather – so we watch weather extremely closely. So we were having a mild winter and we were

implementing some mitigation plans to deal with some light revenues we'd experienced in the first two months. But towards the end of February, you know, COVID became a topic. And by mid-March, we had totally made decisions to work remotely for about half of our workforce; the other half are at their work locations, generating electricity, delivering natural gas and electricity to our customers. So I would say, you know, at the end of February we started talking, by mid March we implemented a fully executed plan.

Paul And did you have any kind of roadmap in terms of crisis management to follow? Because I remember having a conversation with a large financial services company and they said that they obviously had lots of different crisis plans in place but they all assumed that at least some of their physical locations would still be open. What they hadn't thought about was what happens if none of your physical locations are open? I mean, how useful were the crisis plans that you, as a company, had in place?

Brian You know, we found ourselves very much like that other company you reference. We had disaster recovery plans where we would relocate employees to backup facilities, but we really hadn't contemplated a pandemic where we would be working from our home locations for everyone. So this was really testing our resiliency and our adaptability. But I am super-proud of the team. We hardened our IT capacity towards the end of February, early March; we placed a lot of hardware and software on order and got it in before the crunch really happened across the nation, and that allowed us to scale to support roughly 20,000 people working remotely by March 20.

Paul And so, how did you decide who would still go into physical locations? Because I would imagine that there are places in Duke where it's an essential service, you know, there are key workers. Was it the entire workforce that was going remote or some percentage of it?

Brian We actually had a pretty intense debate about this at the CEO staff level, because safety is *the core* value of Duke Energy and we wanted our employees to be safe – and where we landed, after much heated debate, was: If your job can be done remotely, you will work remotely; if it cannot, you will report to your work location. So, if you think about our business, it's about half craft workers and about half office white-collar jobs, so pretty much every white-collar job was determined remote working.

Paul What did it feel like to be having those conversations at that time, because I know from my own experience, everybody was trying to adjust to what was happening – and then you're trying to think about your own staff but also about your customers and the importance and the role that you're going to play... what did that feel like?

Brian Well Paul, none of us had the playbook in front of us, right? So we were making decisions that we were unsure of the outcomes but we were taking the data we know and applying the business knowledge we have and we all thought it was going to be, what, two to three weeks? So (laughs), I would say,

- when we were making this decision what we were thinking was very temporary in nature. Looking back, it's been many months and no end in sight as we look forward – so, you know, I think because we thought it was going to be two or three weeks working remotely, we knew it was a big decision but we didn't realize it was as big a decision as it was at the time, now that we've been remote for many, many months.
- Paul Did that help do you think? The fact that it felt at the time like “Maybe this is for a certain period of time” rather than “We're moving into a new kind of alternate reality”?
- Brian I believe it did, but I have responsibility for IT and making sure it all works, so I was feeling intense pressure personally to make sure that our employees could actually keep their work going while being remote.
- Paul Okay, and were you surprised at how quickly decisions were able to take place? Because one of the things I've heard from a number of organizations is – I mean, there are lots of things have been surprising – but the decisions that normally would take a certain amount of time seem to happen quicker.
- Brian Lightning fast! One example that just comes to mind is our customer call centres. We have call agents that manage customer calls. They range from customers reporting their outages to bill concerns, payment arrangements, and starting and stopping services. We do a lot of this digitally, but we serve every demographic of customers, so some call and so we have several thousand call agents – and moving them to remote would have probably normally have been a one to one and a half year project. We did it in four days (laughs). That's digital transformation in action, right? Moving something that would have been paced at a very comfortable rate, testing and checking, and testing and checking, versus: “We're doing everybody in four days. Come get your package, take it home, plug it in. Here's a phone number to call if you have problems!”
- Paul Wow! I mean how did you know how to do it... you mentioned about sourcing hardware and software, how did you know what to get hold of?
- Brian Well, we already had the software installed. We were concerned about the number of users on it so, fortunately, we had already made really good investments in collaboration tools and in remote working tools, and we had pockets of employees working that way, and to scale it we wanted to have robustness that, you know, we can have X number of nines of reliability and make it work. So we talked to our partners that provide the hardware and software, talked about how many people we might have working and that informed us on how much to acquire.
- Paul And what collaboration tools and remote tools were you already using and are there any new ones you've started using?
- Brian We have the standard Office 365 suite and it has been a tremendous asset during the pandemic. Before the pandemic we were using it well, but not all the features of it. We really started leveraging video conferencing in a massive

way, which we were concerned about bandwidth – frankly, can our systems sustain the bandwidth if you have 30,000 employees on video conferencing? And so that was part of the hardening of the systems we did going into the remote working.

We've incorporated design thinking into much of our innovation work. So there's some design thinking tools that can *almost* replicate what you would experience in a conference room with sticky notes and ideation. Mirro is one that we've used and, you know, it's good, but it can't quite replicate the in-person experience. So, as I'm looking at those tools and the adaptability of the team, it's been tremendous, but I still feel like innovation is best when people are together.

Paul And are you still working yourself from home?

Brian Yes, I am.

Paul So, how have you found that, i.e. not so much the experience of working from home – but it's one thing trying to manage through a crisis in a sort of normal situation, but then you're removed, you're at home – everybody's at home. And you're also trying to manage through this. How have you found that?

Brian You know Paul, we've had to adopt a lot more checkins with team mates... I have staff checkins with my directs way more often than we would have done when we were working in the office, more individual checkins. So, maybe 10-minute calls with employees, just to say, "Hey, how are you doing?"

I've done a ton of videos and, you know, it's kind of ironic, before the pandemic we would have someone with a camera come in my office and we might do a video every now and then. Now it's me and my iPhone doing a video pretty much weekly and that has really built a connection with our team mates that I don't think we had before. So, ironically, I think the pandemic might have brought us closer together even though we're distanced from each other.

Paul Why is that? Because the crisis brings people together or you've used the technology better?

Brian I think the technology has really played a huge part because we have many office locations and those that aren't in our headquarters, where a lot of the action happens, might feel left out. But when everybody's looking at a video, you kind of equalize the playing field and so everyone feels that same connection versus "I've got to wait for this executive to come visit us, which happens twice a year", right? And so I think the technology really has played a huge part and it will have a continued part in how I lead going forward.

Paul Yes, and what are your videos about? What do you cover and what duration are they?

Brian They range from three to five minutes, so I do like them short. A hot topic has been: When are we going to return to work? And how are we going to return to work? So that's a common theme in the videos. But business issues too,

because our business continues to move forward, right? We have a lot of strategic investments continuing.

As you mentioned, we're an essential service, so building infrastructure is a huge part of our business and we continue to advance installing solar, installing batteries and installing wires to deliver this energy. So I like to give business updates, just to keep people focused on this, not in the midst of today – especially living the 24-hour news cycle – but look, we're a business and we've got strategic goals and we are still driving those goals.

Paul Yes, and it strikes me that sort of almost reassures people... you know, we're not just in crisis mode, we're also planning forward as an organization. What would you say are the most surprising stories in the way that Duke Energy has responded to the COVID-19 crisis?

Brian You know, as soon as we were realizing the extent of what COVID-19 was going to mean for our customers and our employees, with the shutdowns and everything, we took immediate actions to support our customers. We said: "We are not going to disconnect any customer, regardless if they pay or not, and we're going to suspend any late fees."

We did this right out of the gate and, a few weeks later, many of the States that we operate in ordered utilities to do this – but we did it before that and I think that was a really important step for us to show that we understand what our customers are going through. Many people are losing their jobs and everyone needs energy because they're at home. They're at home cooking, they're at home doing remote learning with their children – and this is one less headache that they needed to deal with, thinking about their power bill and making sure their lights stayed on. So I believe that was a huge step and we took it really early on.

We've continued to monitor customer sentiment over these months and it really elevated the customers' views of Duke Energy, which made me proud because we are a customer-focused company. We design for the customer. We support the customer. We are seeing the customers recognize that "Look, we care about you and we are going to accommodate what you need right now."

Paul Was that a decision the senior team came to quite easily, naturally, or was it a sort of heated debate?

Brian No, we had alignment very quickly, but we also knew that this was an unprecedented decision. We had never done this before because we have a lot of regulation that governs our business and, you know, we have strict rules that we can't subsidize one customer with another customer. So all that went into the discussion, but we said: "Look, if we have to eat these costs, we have to eat these costs. That's the way it's going to be and let's make the right decision for the customer."

Paul It's interesting because you were doing that, I imagine, not knowing what other organizations' policies were going to be. What I would say is that we now know that a lot of large organizations took similar sorts of decisions – essentially

- turned up their kind of “social community service muscles” and said: “Look, we're here for our customers.” I mean we'd never been through anything like this before, but I've never known a period where, if you like, the corporate world has acted like that. Why do you think that has been?
- Brian Well I've recognized it as well, Paul. I mean, every commercial you saw during April when we were all at home had that theme around it, you know, “What we can do for our customers. We know what you're going through.” I feel like companies understand that customers make them, right – customers are everything. Without customers, we're not a company. So, and as we've seen something so widespread that affected every customer we serve – and I believe other companies were thinking this way – we need to make sure our customers trust us and they understand that we know what they're going through, and so I believe that pushed most companies in that direction and it's the right direction. I feel very proud of what we've done.
- Paul And has it changed the culture of Duke?
- Brian You know, about five years ago, we began a journey to really reimagine the customer experience and we've made steady progress. So I believe our customer-centricity has increased over that five-year period and these actions during COVID probably took it to another level. I agree about that, changing our mindset towards customers, but we were really embracing evolving customer expectations, understanding that customers are expecting more from what they receive in the retail world, from their utility and from any other company they deal with. I use the Zappos example a lot. I think Zappos really nails the customer experience – and I don't feel our customers expect us to be Zappos but they expect every experience they have to be trending towards that Zappos experience. So my job is to make sure that as they have outages, go through start service, transfer, stop service, bill payment – all those journeys that customers have with us – are delightful and frictionless, so that has been our journey. Then tapping onto that our response to COVID, I think really exemplifies how we view the customer.
- Paul And are there things that you, looking back, wish you'd had in place when the crisis hit because, as we've said, it was unprecedented. Are there things that you've learned and you think: “Hmm, it would have been great if this capacity, this service, had been available earlier on?”
- Brian There's a lot of things, yes. I mean, I believe nothing replaces experience. And we've learned so much. But when we prepare for storms – and we serve customers down the eastern seaboard of the United States where there's a lot of hurricanes, right – we don't just have plans for hurricanes, we do drills, so, let's say, we have these 2 million customers out, how will we respond? And we run testing of our systems to see if we can text customers at 2 million capacity. Can we restore power with our physical crews and in what way and how long might it take? And so, those crises that we plan for and drill for, I wish we would have had a pandemic plan in place where we had drilled. We had one on paper, but paper is only as good as it's written. You have to actually experience it, do tabletops and real exercises and, looking forward, I definitely expect us to be drilling this type of crisis event.

- Paul And if you had drilled it, what do you think you would have put in place that wasn't there?
- Brian I believe we would have invested. I believe we would have invested in the capacity for the IT systems before, um, you know, a week before we needed it (laughs), which was which is kind of scary, right? You put it in there hoping it all works and you don't have a lot of time to pressure-test it. We tested it with friends and family, and the IT team on the Friday before we went remote on the Monday, but that was kind of the speed, so I think we would have had that in place.
- And our safety protocols with sanitizer, cleaning supplies, we would have probably done a bit more planning and had more on hand, as we had to do a bit of scrambling to get all the PPE we needed to operate effectively in the early days of the pandemic. So we would have done a bit more of that.
- Paul Yes, and I mean I'm impressed that you even had an on-paper pandemic plan. I don't know how common that was. I've discovered that the only people who seem to have had global pandemic insurance was Wimbledon Tennis Club ...
- Brian (Laughs).
- Paul ... and when the pandemic hit they got a huge payout even though the tournament wasn't taking place. So, I mean, it's great that you've done that. I know that your CEO has done a really powerful job during this period... what would you say about the way that your CEO has led the organization during this time?
- Brian You know, I've worked with Lynn ...
- Paul Obviously you're going to be complimentary because it's your CEO... (laughs).
- Brian Absolutely, and I've worked with Lynn for 15 years, so I know her really well. She has a passion for business. She's analytical, and she has just a deep desire to help our employees succeed. And during this time, it was very uncomfortable for all of us, right? We were trying to make decisions and learn about areas we didn't know. We were leaning on medical professionals and the CDC [Centers for Disease Control and Prevention] and the guidance was very fluid, you know, understanding how the virus transfers from either hard surfaces or not, or droplets or not... just trying to figure all this out was tough. But you didn't see that in her messages. You saw a calm, calm leader that was saying: "Look, we don't know what we don't know, but we're going to keep moving this forward and we know we need to serve our customers and we know we need to have reliable power because they're relying on us more than ever right now," you know. And she was trying to balance, if you think about it, half of a workforce that is working as normal, except they're using a lot more safety protocols like masks and distancing and washing, and then half of the workforce working remotely – and so we were really trying to balance the message not to make blanket statements that everyone's working remotely

because there's a lot of people – 20,000 people – that are still generating power and delivering it and working in the field, so that was another dimension, I believe, to the messages that we were very careful on crafting with Lynn – and I've got about half of *my* team that works at the job site and about half working remotely, so I'm very sensitive to that as well.

But she's had great resolve. We've dealt with a lot of issues business-wise that we would have had regardless during 2020, much less during a pandemic, and we've continued to work through those. We've had Board meetings that have been remote and those have been interesting because those would always have been in person leading up to now. But we've held those well and I think she's led with just excellence all the way.

Paul And what changes that you've made through this experience in the digital ways of working do you want to keep? Because you've talked about the acceleration – things happening in four days that would have taken years – which of the kind of key changes in the digital ways of working do you want to retain going forward?

Brian If you just dial back six months ago, Duke Energy was very much an “in person” company ... if you look at my innovation centre, it's a digital factory of 400 people, you know, crammed into a refurbished textile mill to just burn out digital solutions for customers and for team mates. So densification was our strategy – bring people close together, a lot of collaborative spaces – and what we've learned is that a lot of work can be done remotely and I don't think that realization would have hit us absent a pandemic. So how do we retain the flexibility and the lifestyle benefits of working remotely and the benefits of being together?

So I believe we're going to retain a lot; we haven't decided fully how we're going to operate in the future, but I see that some hybrid version of, you know, one to two days a week remote, the rest of the time at an office location where collaboration will be the focal points of those days – and we will get more work done and employees will be happier doing it with that kind of flexibility.

So I believe that's one thing that's going to stick and another thing is using the digital tools, especially the video conferencing. I think that's one thing that has brought people closer together and, even thinking about line crew, so crews that are out in bucket trucks working on power lines, they're using Teams video conferencing on their phone, and that allows them to connect to a supervisor real-time face to face – as face to face as it could be – and that's going to stick. That's going to reduce the need for a lot of business travel between our work, between our locations and, you know, that's going to have some long-lasting benefits for for our team mates. So those are just a couple.

Paul Yes, and so we're recording this in July 2020. Where do you feel that, as an organization, you are now? Because you prepared for something that was going to start and end, but we're obviously now in something that we're still trying to work out where it's going, and so on. How do you regard this? Do you regard this as a kind of, to quote the jargon, “new normal” – or what's the plan? How do you plan forward?

- Brian Yes, that's a tough one to be honest. You know, every assumption we've had so far has been blown out of the water and we've had to change it – so, I kind of see this, even with the optimism on a vaccine, which we've read a lot about in recent days, it's going to take a long time for a vaccine to really penetrate the population to a level that we all feel safe, so I think we have 12 months in front of us, at least, before things get back to whatever “new normal” is. I feel like the new normal is different than what it was 6 months ago, and I believe we're going to be a better, stronger company on the other side of it – and I think we're better, stronger human beings as well. I believe that we've learned a lot. We've hopefully taken the time to reflect and see how valuable life is and how fragile it might be too, and those are some of the learnings I plan to implement as we look forward.
- Paul Yes, and that's the thing isn't it? It's affected everybody on a personal level as well as what we're talking about more generally at an organizational level. You said “a better stronger organization; better, stronger as human beings”. What do you mean by that?
- Brian You know, COVID does not have any bias to whom it affects. It can affect the very wealthy, well-to-do folks, as well as those in tough situations and everyone in between, and I believe that up to now, in my lifetime, any large disease has been in another place or another area, not us, right? And when I think about my children – I have a 15-year-old and a 12-year-old – I want to protect them. I want to protect my wife. I want to protect ourselves and this is probably the first time in my life I've ever felt the need to do that in a very intentional way because of the range of this disease and the effects of it on the population.
- Paul Yes, and I suppose thinking about it, it's also affected the human beings within Duke because, you know, you're talking about your own personal experience and I think, yes, that idea of the organization becoming better and stronger – almost like the values of the organization have been tested in action in a way and found that they're really there, and I have heard that story quite a bit in other organizations too. But each person's been changed and one of the things I've heard about – and I don't know whether this flows into work – is just more sensitivity to the lives of people inside the organization, their needs, some of the things that might have been considered a little bit peripheral, if you like – the more emotional side of people's lives, the stresses and strains of children, elderly parents, and so on. Is that something you see as being part of, if you like, the culture of the organization in the future?
- Brian You know, it's definitely widened the conversation of employee needs – and I'll give you a real-time issue, Paul. Right now we're contemplating what back to school looks like, and we have many parents that have young children who are going to be going back to school or remote learning in the fall – how do we accommodate them so that they can be effective, both as employees of Duke Energy and get the job done that we need done for our customers, as well as be effective parents. And, when it was remote learning in the spring, there was definitely an end to it, right? They knew, “Okay, I've got to muscle through it for a couple of months, then we'll be done for the summer.” Every expectation was that things

would be normal in the fall. Well, things aren't normal. So now we're kind of unpacking that and saying, "Okay, how do we make it where we can balance both work and life for these families, our team mates, so that we can not put undue stress on people?" – because I think they are feeling it in a huge way, right?

Paul Yes, I think that's so true. I mean, I spend my time immersed in digital worlds, but I've kind of found it's not a panacea for everything. It's got its limitations – you know, you do miss the direct physical contact with your colleagues and so on. And I think a lot of people have made decisions about the way they want to live and changes. Are there any personal changes in your own, if you like, work/life routines and patterns that have come to you during these last few months?

Brian You know that's an interesting one because I have been back to the office a few times over the past few months – maybe 10 times – and it feels very comfortable to be back in the office. So, you know, 25 years doing it, that's a routine: getting in the car, taking the commute, you know, it feels *right* to me. That said, it was also nice to be able to spend more time with my kids and my family when I am working remotely, right? There's no commute. There's probably another hour a day that's created out of thin air because you're not wasting it in the car and so, I see there are going to be some changes to my life – and I see it even broader with the teams I lead.

I believe there are some groups that really lend themselves to remote working – IT professionals come to mind because, you know, I joined the IT team about 5 years ago and the work ethic of IT professionals is just off the charts. I mean, they work 24/7 until the job is done. It's just amazing and when things break, it's "Get the coffee and stay up until it's fixed," right? And so, the working remotely really wasn't a big shift for many IT team mates because a lot of deployments happened over the weekend anyway. So they're working remote and I believe continuing that flexibility will be valuable, not only for their wellbeing but for the talent war. That's real, right? I believe every company is going to be adopting pretty good levels of remote working. If you don't, I think you're going to get left behind in the talent war.

Paul Yes, I think that's a significant change that happened pretty much overnight – and everybody thought: "Well, we'll go back to normal." But I know exactly what you mean: you get in your car, you drive to the office; it's sort of reassuringly familiar. The trouble is that, when people are doing that a little bit over here in the UK, they're finding that the office is pretty empty. So, you know, the experience of being there is not quite what it was.

So just before we close, Brian, is there anything else you'd particularly like to add?

Brian You know, Paul, I do feel I want to reiterate the point that this experience that every company is going through – and I can speak for Duke Energy – it's going to make us better. We're not going to come back like we were in February; we're going to come back with a whole new mindset on how work is done and it's not "I have to be in the office to get work done." It's "How can I drive outcomes for my customers and collaborate with my team mates in the most

effective way possible?" And I think that's a powerful shift for a company that's over 100 years old, that has a lot of staid processes and ways of doing things. You know, I've been charged with new ways of working at Duke for the past 4 or 5 years, and we've adopted many of them, and I think this will take it to the next level of maturity, which I'm truly excited about.

Paul Yes, that's great. Well thank you so much, Brian, and thank you for sharing your own personal story, the story of your organization and your role in it. It's been a pleasure talking to you.

Brian Absolutely Paul. Thank you.

Paul Digital Workplace Impact is produced by Digital Workplace Group, a strategic partner and boutique consultancy supporting more than 100 leading businesses and public institutions to advance their intranets and broader digital workplaces through benchmarking, research and practitioner expertise. For more information, visit digitalworkplacegroup.com and if you'd like to listen to previous episodes of the show, go to digitalworkplacegroup.com/dwg_podcast.

This is Paul Miller wishing you well until next time.

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An expert partner to transform your company’s workplace

DWG provides independent guidance to more than 80 Fortune 1000 and equivalent companies as well as public-sector organizations to advance their digital workplaces through peer learning, impartial evaluations, research and practitioner expertise.

DWG has been recognized by the Financial Times as one of the UK’s leading management consultancies in digital transformation for 2020.



Sample members and clients



Overview of services.

How do DWG's three services advance your workplace?

Member Forum

Confidential learning, ongoing improvement

The DWG Member Forum is a confidential, members-only group. Membership combines online and in-person peer learning with expert research and practical insights into how others have solved challenges, based on more than 700 evaluations of major organizations.

Peer learning

Rich interaction and sharing with teams from other major organizations.

Expert research

New members-only reports every quarter and a vast archive of papers and videos.

Members-only events

Live online Q&As with experts, research-driven webinars, member meetings.

How to contact DWG



Edward Taylor

Director of Client Services

[> Email](#)

Consulting Services

Strategic interventions, discrete projects

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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