

# Creating a compelling case for workforce transformation

A Meet the Boss ebook, in partnership with Dell EMC



Meet the Boss

DELL EMC



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# INTRODUCTION

The workplace is no longer merely a physical space employees occupy during regular office hours. Digital natives demand flexibility and agility in where they work, the hours they keep and the skills they use to get the job done. And they want a working environment that more closely reflects their digital life: new ways of working and new, more collaborative tools.

As such, the nature of the workforce itself is transforming. Millennials now make up the largest segment of the labour pool. Yet surprisingly, a significant number of firms have been slow to react to this shift. A blend of legacy processes and technology architectures, along with entrenched attitudes and a natural resistance to change, make workforce transformation difficult to get right.

So where do the challenges lie in adapting to this changing workplace dynamic? And how are organisations across different sectors preparing to meet the needs of the workforce of the future? That is where this ebook comes in.

Meet the Boss and Dell EMC recently hosted a series of roundtables with senior executives from some of the world's leading brands to ask them about how they are approaching workforce transformation at their respective firms. Each roundtable represented a 90-minute deep dive into the challenges they face and the opportunities they see, led by the executives themselves and independently moderated by Meet the Boss.

How do you build a compelling business case for workforce transformation? What

impact is the rise of flexible working and changing user expectations having on your organisation? How will automation, robotics and AI change what the future workplace looks like? And to what extent are organisations embracing these technology developments?

This ebook gathers the highlights, challenges and learning from those discussions: three hours of conversation with 12 senior executives on the impact of, and drivers for, workforce transformation. What does business really think? It's all here.

**BEN THOMPSON, SENIOR EDITOR, MEET THE BOSS**



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# How is the workforce changing?

The digital revolution is about far more than just technology; it's also transforming our ways of working, too.

According to Pew Research, millennials already make up the largest segment of the US labour pool, with other markets seeing similar trends. Indeed, analysis from Deloitte suggests that those born between 1980 and 1999 will make up 75% of the global workforce by 2025. Responding to this shifting demographic – and their different expectations of what the workplace looks like and how it operates – is critical.

So how is the workforce changing? “I think employees today are looking to be innovative and creative, to come in and challenge what they find and take it to the

next level,” says Hannah Attack, Head of HR at Volo Commerce. “They find that exciting and they’re engaged with that. They’re very forward-thinking in terms of what they want from the workplace, what they want from their role and what they want from their own careers.”

Paul Merry, Global Principal for Workforce Transformation at Dell EMC, agrees. “The millennial workforce has subtly different motivations,” he says. “I think we’re going to see that serving the customer is arguably far more important than conforming to the traditional hierarchy of the organisation.”

Those born  
between 1980  
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2025

**SOURCE: DELOITTE**

A major driver in those shifting expectations is the adoption of digital technologies that foster more collaborative, more immediate ways of working. Millennials have grown up with unlimited access to both technology and information – and they expect the same degree of access in the workplace.

“Users today just won’t accept that they have to wait 18 months for you to develop something,” explains Simon Wheeler, IT Director at Barclays. “Where I think we’re getting it wrong is we’re not moving fast enough.” Chris Walter, Head of Europe Commercial IT at Mylan, is even more blunt. “We’re seeing more and more of the younger generation coming into the workplace and being disappointed when we don’t have joined-up technology,” he says.

Clearly, technology has a huge role to play. It’s a minimum expectation for new entrants. But while embracing new technologies, changing preferences and evolving working behaviours is essential, equally important is creating an environment that both provides an

attractive proposition for new talent and allows existing employees to flourish. So how are firms adapting to the needs of those different generations?

“We have a workforce that is representative of the UK population,” says Ana Perales, Strategic Transformation Director at Barclays. “What you see is a spread of early adopters, laggards and people who reject technology outright.

“The thinking was that we needed to block Facebook because people would be doing all their private stuff on it while they’re supposed to be working.”

**ALEXANDER BUSCHEK, CIO & CDO, BRAUNSCHWEIGER FLAMMENFILTER**





“We’re looking at how to hire people with a growth mindset.”

**ANSHUL TANDON, HEAD OF HR FOR EMEA AND LATIN AMERICA, ROCHE DIABETES CARE**

And as a result, we have to look at different ways of getting different people excited about technology.”

At Barclays, that means investing in digital skills for both employees and customers. The bank’s Digital Eagles initiative has trained up thousands of staff to not only help Barclays customers who come into the branches and express an interest in its digital products, but also to go into the communities in which they operate and help citizens get online and become more digitally active.

For Perales, it’s about empowerment: helping every single person in the workforce feel that they can come up with ideas for how to do things differently, resolve problems or generate new business. “It’s about cultural transformation,” she says. “What we’re trying to do is wake people up to technology and innovation. And digital is creating a wave of people saying, ‘I need it faster.’”

And it’s not just Barclays that is tackling the challenge head on. “Hiring in young

talent is certainly one thing. But bringing about cultural change within the existing staff, that’s the bigger idea,” explains Bala Nagaraj, Digitisation and Technology Officer at Commerzbank, which, like Barclays, has a long list of digital initiatives currently underway – including an internal innovation incubator and its International Digital Development Program. “It’s not about the age of the person. It really depends on adaptability, and how well they’re trained and developed.”

It’s an important distinction: defining millennials in terms of their mindset and their outlook, rather than pigeon-holing them within a specific age demographic. Anshul Tandon, Head of HR for EMEA and Latin America at Roche Diabetes Care, agrees. “We’re looking at how to hire people with a growth mindset – those who are able to adapt themselves faster, who are able to take decisions in the face of constant change,” he says. “It’s not a generational thing.”

Ultimately, this shift in both tools and mindset presents a number of



challenges to existing ways of working. “The next generation will just use the tools they need to use,” argues Dell EMC’s Merry. “We’ve got to make sure that we acknowledge it’s going to happen anyway, even if we restrict it, so we may as well embrace it in a controlled manner.”

In other words, change is coming – whether companies like it or not. Indeed, according to the World Economic Forum’s Future of Jobs report, it is estimated that by 2025, 65% of today’s students will be doing jobs that don’t even exist yet due to

a mix of technological change, economic turbulence and societal transformation.

“Some of the traditional roles are evolving fast,” agrees Tandon. “For the business models of the future we will not need need as big a sales force as we did in the past. We are able to do a lot more things remotely. And we have more people who are doing things online, setting their own pace, so we don’t need as many feet on the ground.”

The fact is that every business is looking

to disrupt an adjacent market and fuel growth, and becoming more flexible, agile and responsive to rapid changes of direction is the only way companies will survive going forward. “That requires quite a different mindset,” suggests Dell EMC’s Dee Chury, CTO for the EMEA region. “And that’s why we need to develop our workforces to embrace change and thrive in that type of opportunity.”

“There was risk there, but also opportunity.”

ALEXANDER BUSCHEK, CIO & CDO, BRAUNSCHWEIGER FLAMMENFILTER



78%

of employees are more engaged when enabled with the right technologies and programs



# How are firms responding?

Changing employee – and customer – expectations mean firms need to respond quickly. So what role is technology playing in changing ways of working?

The pervasive use of technologies like cloud have enabled employees to be linked regardless of location, time zone or device. And that has had huge implications. It creates a more collaborative approach, as everyone can interact and see the common goal they are working towards. It also means employees can work remotely on mobile devices and, for many, during hours that may suit them better.

“We are a very flexible organisation and employees can pretty much work from anywhere and still connect into us,” explains Hannah Attack, Head of HR at Volo

Commerce. “You don’t necessarily have to be in the office. We’ve worked very hard from an IT perspective and a cultural perspective to enable that to happen. And we are a very different business now to what we were two years ago in terms of how we work on a daily basis, and how we collaborate and work together – both in terms of employees and also customers as well.”

Without a doubt, technology has transformed the way we work and made many previously tedious and manual tasks automated and more efficient.



Take expenses as an example. Where once they were a heavily paper-based process, in many organisations expenses are now 100% digital, and quick and easy for employees to complete.

“We have this big training need – it’s almost a cultural shift – to reflect how technology is part of your everyday life,” explains Chris Walter, Head of Europe Commercial IT at Mylan. “It’s not a tool, like when you pick up a hammer to hit a nail. It’s in your hand all the time. And that’s driving the need to have everything joined up. It needs to be online anytime, any platform. People don’t want to log into their computer to do expense approvals. They just want to pick up their smart phone. So how do we provision that in a way that’s highly secure and highly reliable?”

Alexander Buschek, CIO and CDO at German firm Braunschweiger Flammenfilter, agrees. “Using cloud technology isn’t about moving a service from A to B, from our own data centre on premise to a cloud data centre from Microsoft or AWS. It is about mobility. It’s about using technology without any

# “Digital natives have an entrepreneurial spirit, right?”

**BALA NAGARAJ, DIGITISATION AND TECHNOLOGY OFFICER, COMMERZBANK**

obstacles. It’s about having a smartphone and using it for your expenses, for whatever, and having easy and fast access to it. And I think this is something we need to learn.”

Experts predict the speed of many other more complex tasks in the workplace will soon follow suit and pick up pace as AI and machine learning become an integral part of daily tasks and workflows. Over the past few years, developments in artificial intelligence have made it possible to automate almost all routine, repetitive

and predictable work. Indeed, research from analyst firm Gartner suggests that bots will power 85% of customer service interactions by 2020, with the wider AI and robotics market predicted to be a \$153 billion industry by that point.

Many firms are responding well to this shift in flexibility around work, and accept that it will become inevitable. They understand that technology changes behaviour and working styles, and that generation Y will have an expectation of both speed and mobility. More importantly, they recognise



that the workplace will have to adapt to this changing environment. “Automation, artificial intelligence, they are massive,” says Bala Nagaraj, Digitisation and Technology Officer at Commerzbank. “We need to understand that automation does not necessarily mean job cuts; it simply means that we need to be prepared for a skill set change.”

Yet while there is much discussion about how current roles in the workplace will change as a result of technology – which ones will become redundant, and which will evolve to something different – there is still confusion around what the long-term impact will be.

“We are currently looking at all of the activity across the organisation that has some similarity to either machine learning

or artificial intelligence or chatbots,” admits Ana Perales, Strategic Transformation Director at Barclays. “And while we hear a lot of hype about how wonderful it could be, there’s not enough substantial or realistic assessment as to what the real role is likely to be.”

For Perales, the key to success lies in getting users involved. “You need to

Many so-called ‘digital natives’ will quit if they have substandard technology

42%

according to Dell EMC,  
sponsored research

Companies with highly engaged workforces outperform their peers by

147%

Source: McKinsey



position AI as a way of augmenting what people do today, so you don't pose a threat or they feel they could be substituted," she says. "Ask them: if this was available, how would it help you do your job better or differently? How would it transform the way you do things or reduce the time you spend on this so that you can spend time on something else?"

In fact, the firms that have the most success with bringing technology into the workplace are those that embrace technologies without placing massive limitations on their employees. Rather than controlling how people use technology, they allow them to selectively use the parts that suit them. After all, employees often instinctively know best how to get the right organisational outcomes.

"Technology is just there to support people doing their jobs," agrees Paul Merry, Global Principal for Workforce Transformation at Dell EMC. "We have a tendency to try and control how people use technology, whereas really it should just be there as a foundation, a platform. We should be

happy if people are using the bits they feel are appropriate for a particular scenario."

So there you have it: empower employees so they feel involved in the process, in order to create a more inclusive outcome. And embrace technology. Workforce transformation is a continuous process, with many iterations; inevitably you will make (and need to make) mistakes to get you to the next stage. It's a natural part of the process.

"It's a way of trying to develop and curate a sense of entrepreneurship and ownership amongst our employees."

**BALA NAGARAJ, DIGITISATION AND TECHNOLOGY OFFICER, COMMERZBANK**



# Best practices and implementation

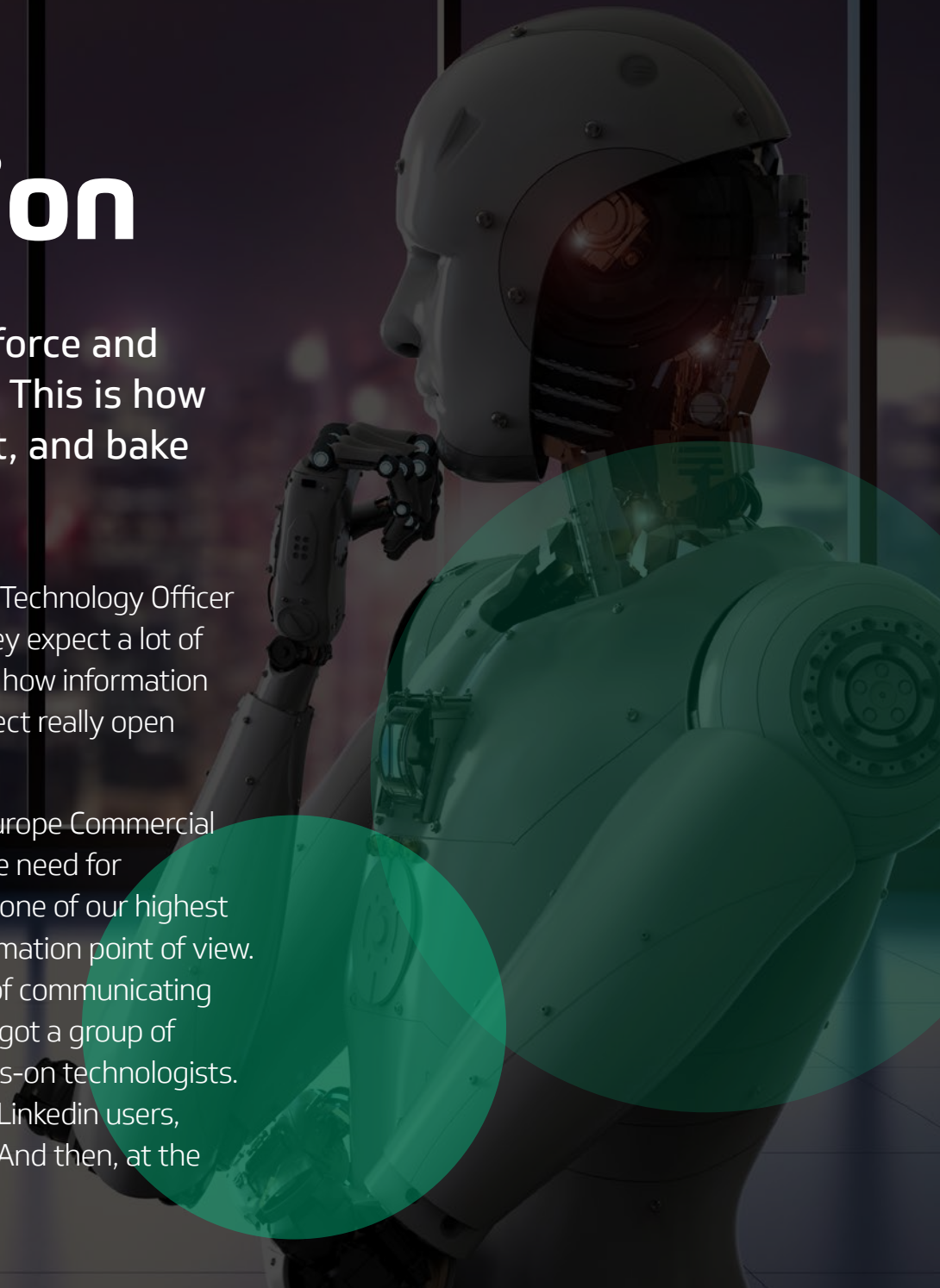
We've looked at the big issues – the changing workforce and business response to change – here are the details. This is how to build a business case, get IT department support, and bake digital in to your company culture.

How do you build a business case for workforce transformation? Looking at the answers our business leaders gave, begin by addressing the main challenge... It ain't broke, claim the naysayers, this is how we've always done things, why change? Because the world has changed.

The roll call is familiar – millennials, generation Z, flexible working, instant communication and collaboration – but these are no longer buzzwords. They are fact. “The new employee, the employee of the digital age, they expect a lot of information because that is what they have access to,” says Bala

Nagaraj, Digitisation and Technology Officer with Commerzbank. “They expect a lot of transparency in terms of how information is handled, and they expect really open communications.”

Chris Walter is Head of Europe Commercial IT at Mylan. He says: “The need for collaboration is probably one of our highest priorities from a transformation point of view. We need different ways of communicating and collaborating. We've got a group of people who are not hands-on technologists. They're not Facebook or LinkedIn users, they're more traditional. And then, at the





other end of the scale, we've got people who are very okay with these technologies. We're seeing more and more of the younger generation coming into the workplace and being disappointed that we don't have fully joined-up technology."

Our conclusion: if it's not broke, it's breaking. Looking back on a decade of rapid change being done to his industry, Edgar Berger, Sony Music's Chairman & CEO, arrived at seven lessons for leaders, including the concept that you cannot fight technological development and consumers. "No business can protect itself from this shift." He's right. You can't.

### **How can the IT department support this changing dynamic?**

If you accept that the change has happened, then it will come as no surprise that speed of response is vital. "Where we're getting it wrong – and I'll be very honest – is we're not moving fast enough," says Barclays' IT Director, Simon Wheeler. Users today don't understand and won't accept waiting 18 months for IT to develop something. "We are supposed to be the enablers of

business rather than the preventers of it," says Alexander Buschek, CIO and CDO with Braunschweiger Flammenfilter.

Be responsive, then, and be helpful. But also understand that clear communication is key. "As soon as you introduce technology to business users, you move to a need-to-know basis," explains Mylan's Chris Walter. "They don't need to get hung up on the technology piece. They just need to know the business process."

Then get out of the way. "Technology is there to support people doing their jobs," says Dell EMC's Global Principal for Workforce Transformation, Paul Merry. "The next generation will just use the tools they need to use to get the job done. It's only when people as individuals derive personal advantage or disadvantage from something that they will

**"You cannot fight technological development and consumers."**

**EDGAR BERGER, CHAIRMAN & CEO, SONY MUSIC**



really engage with a program of change.”

### **How do you successfully build digital into the company culture?**

Paul Merry says the millennial workforce believes serving the customer is vital for business success. To extend that thinking, and because most people want to treat others as they want to be treated, being served is vital for the millennial worker. To bake digital in, we believe this thinking needs to permeate every level – and every department – in your company.

Gunther Siegler, Associate Director with Conrad Electronic, sums it up: “We recently switched to Google Cloud. And with everything there are advantages and disadvantages. I mean, from a technological point of view, I can say that Excel is the better

tool. But on the other side, Google has the advantage of a more cooperative working style. I love Google Hangouts, and I love to have everything available on my mobile. And this technology will definitely change our behaviour and working style.”

“We see it all the time,” says Dee Chury, Dell EMC’s CTO for EMEA. “From an IT point-of-view we provide some great tools, but the actual adoption rates of those tools is low. And that’s because trying to encourage people to do things differently is the biggest challenge of all.”

### **How to successfully build a digital culture?**

Don’t pick the strongest tech experience, pick the strongest user experience, and then incentivise adoption.

“If you want to introduce video or collaboration to allow people in different geographies to work together, the technologies are pretty well proven. But if you come from an organisation where people are not used to working in that way, it requires a significant mind shift,” says Dee Chury. “It really is about helping employees on that journey to a changed mindset. What we want to engender is this kind of more agile approach. You want people to start thinking about how they can develop themselves.”

# “Technology is there to support people doing their jobs.”

**PAUL MERRY, GLOBAL PRINCIPAL FOR WORKFORCE TRANSFORMATION, DELL EMC**



# Six key elements for successful workforce transformation

1

**It must help your people.** Successful workforce transformation “is about empowerment,” says Barclays’ Strategic Transformation Director, Ana Perales.

2

**It is all about the culture.** “Trying to encourage people to do things differently is the biggest challenge of all,” says Dee Chury, CTO for EMEA, Dell EMC.

3

**Let people play.** “It’s about experiential learning, which we all know is the best way to drive user adoption,” says Chris Walter, Head of Europe Commercial IT at Mylan. (And use IT to make it safe!).

4

**Your customers are more important than your org chart.** “The millennial workforce has subtly different motivations. Serving the customer is more important than conforming to the traditional hierarchy of the organisation,” says Paul Merry, Dell EMC’s Global Principal for Workforce Transformation.

5

**Blended teams are the way forward.** “It’s not about just hiring the digital natives. It’s about putting them in teams to bring an element of cultural transformation,” says Bala Nagaraj, Digitisation and Technology Officer with Commerzbank.

6

**Automation is a challenge that must be faced.** “Of course it poses a threat to the workforce,” says Munich Airport CEO Michael Richter. “So convince them [they are still vital]. Because passengers still need help. We still need skills like different languages and service-orientated skills.”



# What have we learned?

Dell EMC's Dee Chury offers his top tips for workforce transformation success.

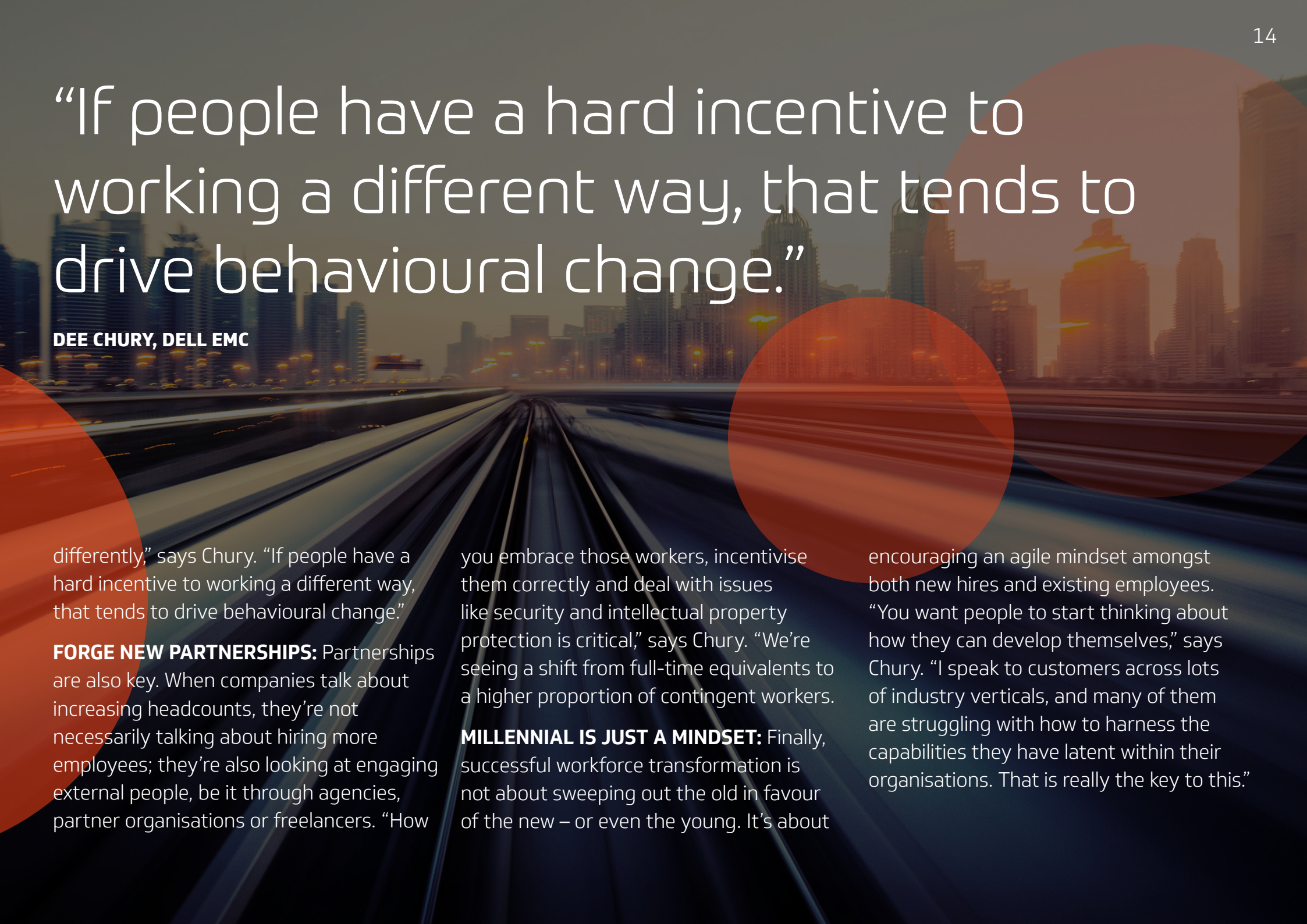
**EMBRACE THE NEW:** Business model disruption is the new normal. You need to be ready to embrace change and take new opportunities as they present themselves. It's something Chury sees in his own organisation. "We're reinventing ourselves because we know that the business model that's sustained us thus far is not necessarily going to be the business model that's going to sustain us and fuel our growth moving forward," he explains. "We need different people and skillsets and attitudes and experiences brought into the organisation."

**CONSIDER AUTOMATION:** The fact is that every business is looking to disrupt an adjacent market and fuel growth. And growth no longer depends on hiring more

people; technology can help. "There comes a point where you have to make some fundamental decisions around how to scale your business. That's where technology has a part to play," says Chury. "Automation can help you grow without having to scale your people at the same rate."

**INCENTIVISE CHANGE:** But it is not just about technology; rather, workforce transformation is a change management process inspired by technology developments, but fundamentally about people. Part of it is about developing new skills to be able to use emerging tools effectively, but it is also about thinking in a different way. "It's encouraging – and in some cases forcing – people to do things





# “If people have a hard incentive to working a different way, that tends to drive behavioural change.”

DEE CHURY, DELL EMC

differently,” says Chury. “If people have a hard incentive to working a different way, that tends to drive behavioural change.”

**FORGE NEW PARTNERSHIPS:** Partnerships are also key. When companies talk about increasing headcounts, they’re not necessarily talking about hiring more employees; they’re also looking at engaging external people, be it through agencies, partner organisations or freelancers. “How

you embrace those workers, incentivise them correctly and deal with issues like security and intellectual property protection is critical,” says Chury. “We’re seeing a shift from full-time equivalents to a higher proportion of contingent workers.

**MILLENNIAL IS JUST A MINDSET:** Finally, successful workforce transformation is not about sweeping out the old in favour of the new – or even the young. It’s about

encouraging an agile mindset amongst both new hires and existing employees. “You want people to start thinking about how they can develop themselves,” says Chury. “I speak to customers across lots of industry verticals, and many of them are struggling with how to harness the capabilities they have latent within their organisations. That is really the key to this.”



# How do you transform the workforce experience?

According to Paul Merry, Dell EMC sees three critical areas for workforce transformation.



The first is to personalize the experience for workers. Specifically, this means creating the particular roles and associated resource requirements that will drive the right set of applications, data and devices for those roles.



Second is to enable dynamic teams by enabling secure collaboration and communication tools that can be used anywhere, anytime on any device. This means providing the ability for conferencing and collaboration whether in the office, at home or on the go.



Finally, you need to simplify IT consumption. This means delivering faster, more efficient IT services with automation and self-service to provide a more compelling and competitive IT consumption experience.



# Clarifying your workforce transformation strategy

Key questions to ask your business as you transition towards a transformed workforce.

## **Q Have you profiled your workforce?**

Many IT organisations support their workforce by looking organisationally or functionally: sales, operations, finance, etc. However, this overlooks many important differences in what workers need to do their jobs. Dell EMC believes you need to look at these more specific roles/personas, including engineers, software developers and remote workers.

## **Q What about seamless messaging and conferencing for remote/mobile workers?**

Many enterprises have messaging and conferencing systems. However, legacy conferencing tools often require elaborate networking or facilities, or provide a low standard for remote workers. Similarly, many older messaging systems provide limited support for mobile platforms. In today's mobile world, your workforce is expecting a more seamless and functional experience, particularly for remote and mobile workers.

## **Q Do you have a single, integrated workplace for collaboration?**

Often, collaboration systems are an afterthought in a messaging or e-mail platform, and don't provide shared workspaces or seamless messaging across mobile and remote workers. To be competitive with cloud providers, IT organisations need to provide the same type of functionality, and should consider how best to leverage cloud collaboration.





## **Q What is your strategy for mobile device management?**

With an ever-increasing number of mobile devices in today's workforce, your workforce architecture needs to have a way to easily manage many types of mobile devices.

## **Q What is your strategy for securing IP with your mobile workers?**

Your strategy for supporting mobile workers needs to incorporate how to monitor, manage and protect the intellectual property (IP) that they develop on mobile devices. You'll need some centralised means of connecting these devices and the applications and data on them.

## **Q How efficient are you at on-boarding contingent workers?**

With the growing use of contingent and contract workers, some of which are employed only seasonally or for short periods, you'll need a standardised, automated means to on-board them at the beginning of their work contract and to gracefully shut their environments down at the end of the contract period.

## **Q How do employees request IT services?**

Are you still relying on ticketing systems with outdated interfaces? If you have a service portal, how well-developed and easy-to-use is it? Our research indicates that this is a high priority for many IT organisations, though most are still at early stages of deployment.





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