

THE COMMUNICATION & COLLABORATION JOURNEY

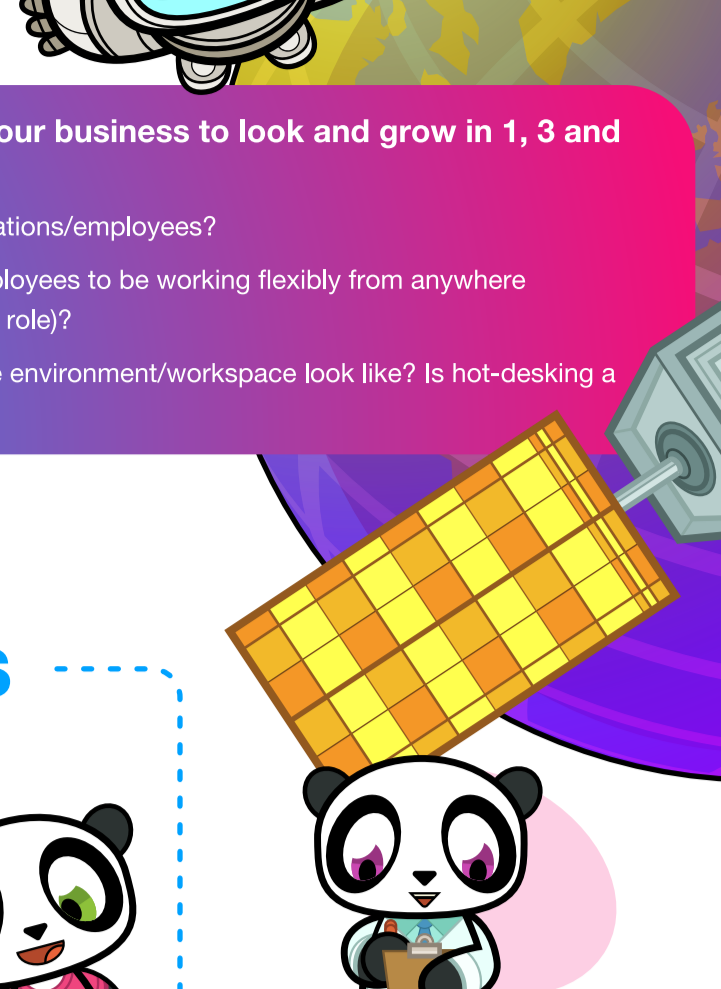
Digital tools can be implemented quite quickly but adoption relies on humans to change behaviours and habits, which takes much longer. Change is a challenge and needs to be handled carefully. This step by step guide will help you on your journey.

PREPARE, SUPPORT, REINFORCE

Making technology work harder for us

Technology should bring people closer together, maintain human interaction, save time and money.

Consider these seven steps to help everyone in your business realise the benefits technology can bring.



START WITH A VISION

How do you want your business to look and grow in 1, 3 and 10 years?

1. How many offices/locations/employees?
2. Do you want your employees to be working flexibly from anywhere (if appropriate for their role)?
3. What does your office environment/workspace look like? Is hot-desking a consideration?

REVIEW YOUR EXISTING TOOLS

A. How do you currently communicate and collaborate?

1. Business to employees?
2. Employees to employees?
3. Business to clients?
4. Business to other external contacts?

B. Carry out internal Technology Survey to engage team and find out.

1. What technology works and why?
2. What technology doesn't work and why?
3. How technology could be improved?
4. How do your people like to communicate outside of work?

CHOOSE A NEW TOOLKIT

A. Demo and choose a communication and collaboration toolkit that's built for teamwork and fits with your business culture.

Some things to consider:

1. Are they aligned to your vision?
2. Are they aligned to your culture and values?
3. Do they deal with your fundamental business pain (Technology Survey)?
4. What's your workforce's baseline experience and skill with these tools (personal/professional)?
5. Are they familiar to how we collaborate socially?
6. Do they allow you to scale up/down as needed?
7. How do they support employee and client engagement?
8. How do they address security (Cyber threats, data loss, device security etc)?
9. How will the business communicate with its employees?
10. How do they support people with disabilities (accessibility/diversity and inclusion)?

B. What tools are you going to retire (if applicable)?

C. Ensure you have the equipment to support the change

Try to keep consistency for your employees. Their experience of using work devices, like laptops, mobiles and video conferencing equipment will be more positive if it feels familiar on their own devices and in your meeting rooms. They're more likely to adopt change if they have the right equipment from the start.

1. Do your meeting rooms have the required equipment (Video conferencing, screen sharing etc)?
2. Do your employees have the required equipment (Laptops, tablets, mobile phones, handsets, headsets etc)?

D. Is your connectivity (fixed and wireless) fit for purpose?

DECIDE HOW YOU WANT TO WORK

A. Agree how you want your business to communicate and collaborate

1. When should email be used (consider that gen Z are learning email for work)?
2. When should chat be used?
3. When should you use video rather than travel?
4. When should voice be used?
5. How are you going to share information and collaborate on internal projects?
6. How are you going to share information and collaborate on client projects (consider data security)?
7. How are you going to co-create new ideas?

B. Plan how tools should be rolled out and consider:

- Security
- Data and information governance
- Other changes in your business?

PREPARE FOR EVERGREEN ADOPTION AND CHANGE

A. Lead from the top – your team need to see you behaving differently and

Lead from the bottom. Promote a grassroots change by empowering young talent and coaching upwards.

B. Gain manager's buy in and commitment to lead by example.

C. Assign champions/digital dynamos to provide peer support (ideally not managers).

D. Focus initially on quick wins (e.g. New Common room for internal comms, No Whatsapp or Dropbox to be used for work purposes).

E. Look at the initial and ongoing training needs.

- What's the skills gap?
- How many people need to be brought up to speed?
- How will you deliver training around your new tools?
- Who has the knowledge to deliver the training?

F. Encourage adoption by putting information in one place e.g. Common Room - new ways of working, noticeboard, lunch menu etc.

G. Will you take a carrot or stick approach?

- How will you reward people for adopting new tools? e.g. prizes for those leading the way.
- How will you discourage old behaviour e.g. no internal email for a day or week.

H. What support will new employees get with new tools? How will the what, why and how be explained in induction and ongoing training?

I. Who will monitor for changes, updates and new tool features. Who will be responsible for continuous promotion and training of these tools?

J. Don't change too much at once. Consider small, incremental steps.

1. Consider milestones for launching different comms/tools/trialling new ways of working.

K. Reward successful adoption by individuals and teams. Recognition is key to reinforcement.

L. Promote a Growth Mindset.

M. Consider wellbeing e.g. Video fatigue, presenter anxiety etc

DON'T GIVE UP! YOU MAY ONLY SEE A SMALL CHANGE AT THE START

PLAN AND LAUNCH COMMUNICATIONS

A. Use your brand and business' voice to set the tone for the launch.

- Internal branding recommended – e.g. Digital Revolution coming.

B. Consider your people and how best your communications will be received. This may differ between teams.

1. Consider varying your messages by:
 - Using different mediums like video or digital messages.
 - Varying the timings and days of your messages.
 - Sharing communications from different people, like business leaders, champions and managers.

Sharing stories of the impact on people in your business, like how your new tools have benefitted individuals.

C. Agree an internal communications plan considering:

- When new tools will be launched.
- When tools are going to be retired.
- How often you're going to update your teams.
- How and when you'll reinforce change for late adopters.

D. When communicating a change consider...

1. Why are you making the change and what it means for the business.
 - Refer to vision and business pain (Technology Survey) where appropriate.
 - The need to adapt now to stay competitive in your market/ahead of the game.
 - What happens if you don't make the change?
 - How will your clients benefit?
 - What are the changes?
 - When are the changes happening?

2. What's in it for me (WIFM)?

3. How you're going to support employee's with the change.
 - What training is available?
 - What time is available to allocate to training?
 - Be clear that it's ok that things may take longer as they learn and 'transition' to new tools.

4. What do you need from your employees?
 - Ensure everyone understands what is being asked of them and what you're asking makes sense
 - Who should your team contact if they have concerns/questions

REVIEW YOUR ADOPTION

A. What numbers define success?

B. How are you going to report on progress?

C. How are you going to review progress?

D. How are you going to gather ongoing feedback (consider surveys and workshops with Champions/digital dynamos)?

E. Who is going to review progress?

F. Who will own your new tools or elements related to them moving forwards?

- Communications
- Reporting
- Supplier management
- Governance
- Concerns and questions

“BY SAYING YOU NEED TO CHANGE, IT DOESN'T MEAN THAT EVERYTHING YOU'VE BEEN DOING IS WRONG”