Get the Office 365 adoption you need

A **practical guide** to change enablement and getting the most out of your digital employee experience.

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Content

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Office 365 change enablement

Find out how you can increase adoption of Office 365 and realize the transformative effect of a digital employee experience.

Determining the right change enablement approach

Not getting the anticipated business value with Office 365? It may be because of low adoption rates, even after trying to tackle change enablement internally. Perhaps you feel like there's a missing piece to the puzzle…

Realizing the full, transformative value of a digital employee experience through Office 365 requires behavioral change and adaptive skills. You need the right change enablement approach. Based on our experience and best practices, this guide will help you increase adoption of Office 365 so you can realize the business benefits through effective change enablement.

This will not only help you improve ROI of your digital workplace investment, but help your people realize their full potential as digital employees.

What is change enablement?

Organizational change enablement is the process of preparing a business and its people for the implementation of new capabilities in a way that enhances performance to deliver business results.

Why do we use 'change enablement' instead of 'change management'? It's because we don't only manage the change, we enable organizations and their people to adapt their work behavior and adopt new ways of working.

And it's not just about adopting new tools, but continuously defining more efficient ways of working and proving the value your people will get out of it, while setting the organization up to support it.

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Finding the right balance

Building out a digital employee experience with Office 365 is above all a cultural change, not just an important IT change. It's the human aspect that will require the biggest effort. Technology can be implemented in a certain timeframe, but change enablement, especially in an evergreen cloud environment, must continue to run over the long term.

That may feel like a lot to take on, and indeed some companies are struggling to make change an important factor. We see some clients spending most of their budget on technology implementation and upfront strategy work, and then having little or nothing left for change enablement.

On the other hand, there's companies that do invest in communicating well about new IT projects to their employees and training them. What they fail to plan for is the behavioral and cultural aspects of the change that disrupt the organization.

Why is behavioural change so important?

Let's give you an example. A leading consumer products company had a large budget for change to accompany its initial organization-wide Office 365 implementation.

However, that budget was mainly focused on project communication and training to ensure employees could continue their day-to-day work using the new tools, rather than helping them adopt whole new ways of working using the new technology at their fingertips.

Two years after the initial implementation, they came back to us to tackle the behavioral aspect and to accompany them in the roll-out of additional new Office 365 features, like Microsoft Teams.

We're now working with them to help their people embrace the new ways of working that Office 365 enables. This includes helping them adapt to a new way of collaborating and communicating with less hierarchy, and much more transparency throughout the organization.

"Working with a leading consumer products company, we spent over 15% of resource on change management during the initial project. Yet in the new projects – requiring only new cloud configuration modifications – we predict a change enablement allocation of 50% to 60% of the overall effort."

Jürgen Schwarz Client Executive, Avanade.

Step 1
Set your vision

Change enablement isn't attainable unless you start with a vision. You must understand where your organization is and where you want to go.
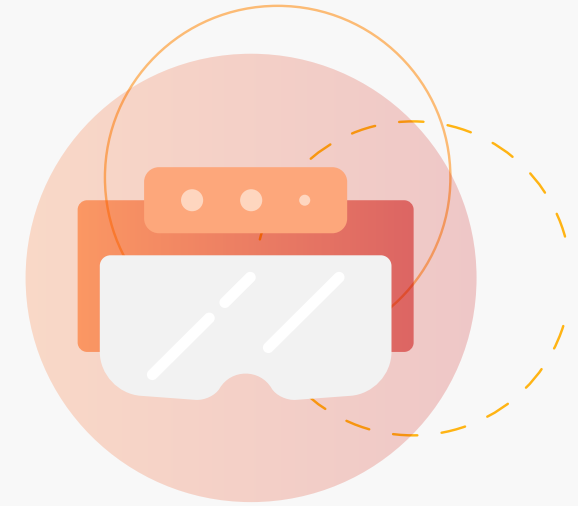
You need to define, and communicate, a clear vision of your organization's future:

- Why are you implementing the solution?

- Why do you want to change?

- What is your ultimate digital employee experience vision, and how can Office 365 support in bringing it to life?

This digital employee experience vision also needs to be aligned to the overall company strategy, as it will inform the roadmap. Overall company priorities, challenges and goals all need to be considered for the full implementation and change enablement.

You need to make clear what the new way of working means in regards to your strategy – whether that means more virtual, remote or cloud-based working, or enhanced team collaboration, knowledge sharing, or increased transparency and efficiency. Or all of these combined.

Getting to the vision: Use-case scenarios

While leadership provides the direction, strategy, budget and support to facilitate the change, it's important employees feel the need to use the new tools, and understand its benefits and improvements.

Day-to-day business scenarios must be put in place to explain these benefits and improvements, and employees need to be part of the discussion.

Motivation will not come only from above. It needs to be intrinsic, from all departments and levels of the company. Change transcends hierarchies.

A day-in-the-life

Look at a day-in-the-life of an employee, with or without Office 365 deployed, and how employees work:

- How do they work with current technology?

- How do they want to work in the future?

- What is the one thing they would like to change in their day?

- What do they think could be improved?

New ways of working should be adapted to fit your overall company strategy. With this in mind, do you:
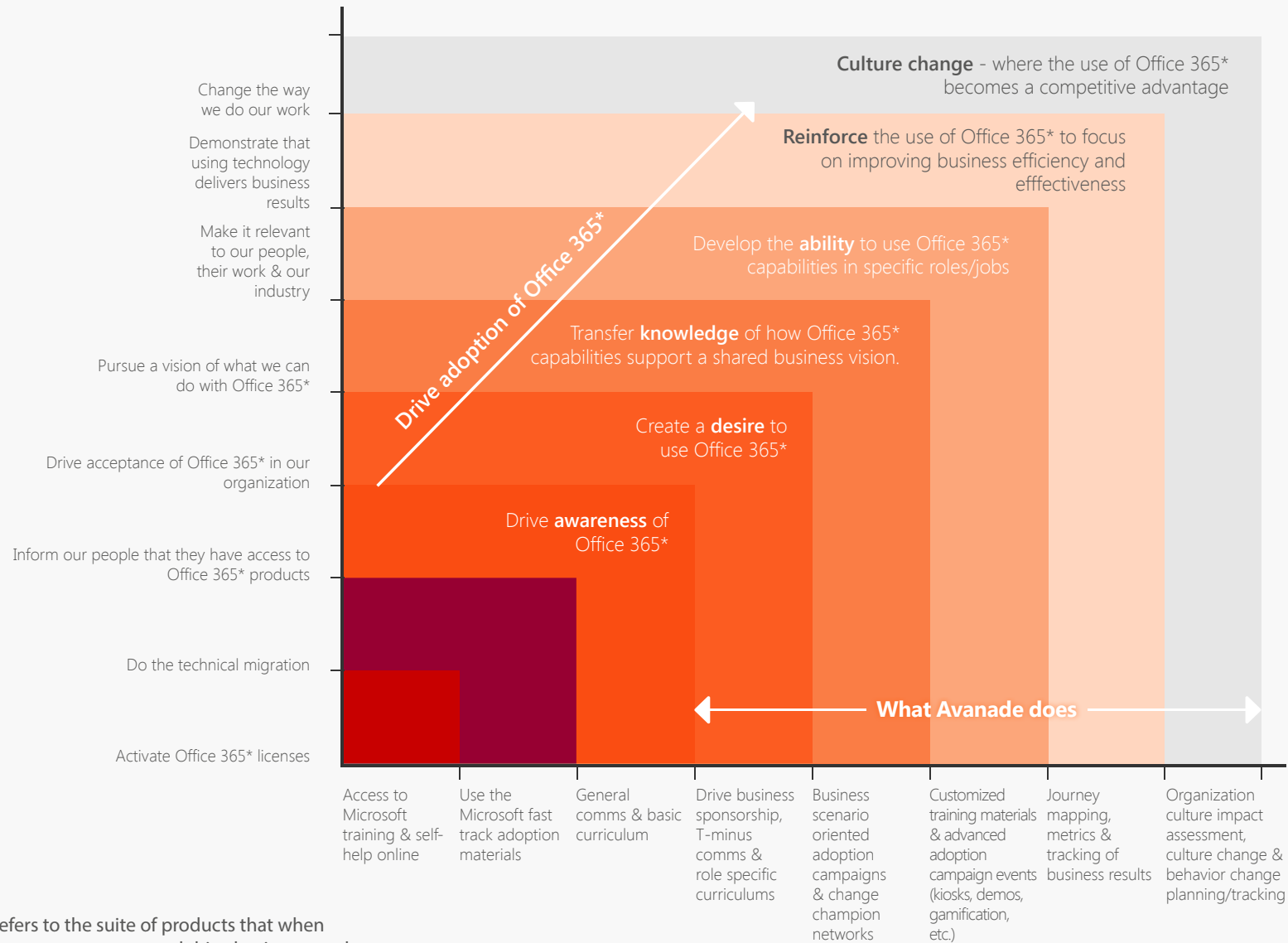
- want your employees to be highly autonomous? Or do you want maximum control?

- want your employees to be target driven?

- want easy workflows? Transparent information sharing? Fast communication flows?

- want this for everyone or just certain people?

Typically, all these questions – and more – get answered during a series of workshops and focus groups with people from all parts of the organization, including across different countries. In the end, you want everyone to buy in to this vision, so a variety of opinions must be taken into account.

Customizing change to your organization's digital maturity

Before moving to the next step, we typically conduct a Change Readiness Assessment, designed to find out how ready the organization is for change, and a Digital Maturity Assessment, which focuses on how far the organization is on its digital workplace journey. Both assessments inform each other, and take various factors into account, including company culture; industry sector; whether the vision is clearly expressed and understood; planned resources; change leaders; business and political environment; and training. This helps us customize change specifically to your business; from white-glove service to simple tactical measures, like video- and peer-to-peer training.

Focus on results from start to finish

Culture change - where the use of Office 365* becomes a competitive advantage

Reinforce the use of Office 365* to focus on improving business efficiency and effectiveness

Develop the **ability** to use Office 365* capabilities in specific roles/jobs

Transfer **knowledge** of how Office 365* capabilities support a shared business vision.

Create a **desire** to use Office 365*

Drive **awareness** of Office 365*

Drive adoption of Office 365*

What Avanade does

Y-axis labels (top to bottom)
- Change the way we do our work
- Demonstrate that using technology delivers business results
- Make it relevant to our people, their work & our industry
- Pursue a vision of what we can do with Office 365*
- Drive acceptance of Office 365* in our organization
- Inform our people that they have access to Office 365* products
- Do the technical migration
- Activate Office 365* licenses

X-axis labels (left to right)
- Access to Microsoft training & self-help online
- Use the Microsoft fast track adoption materials
- General comms & basic curriculum
- Drive business sponsorship, T-minus comms & role specific curriculums
- Business scenario oriented adoption campaigns & change champion networks
- Customized training materials & advanced adoption campaign events (kiosks, demos, gamification, etc.)
- Journey mapping, metrics & tracking of business results
- Organization culture impact assessment, culture change & behavior change planning/tracking

(*): Office 365 refers to the suite of products that when used together can create synergy and drive business results however the products can be implemented separately.

Step 2
Choosing the right stakeholders

Once you have your vision, you need to select the right stakeholders to be involved in your digital employee experience project, and think about what role you want them to play.

Generally, these employees are representatives of the groups of people impacted by the upcoming change. You need to work with these people to learn from them, address their needs adequately, and help them become agents of change – those who will internally champion the new ways of working.

It starts with a stakeholder analysis:

- Who will be impacted by the change?

- Who do we need to make the future state of work a reality?

- Who can be an enabler? Who can influence other people?

- How do they influence people – positively or negatively?

Once identified, these stakeholders should be kept up-to-date on progress constantly and be actively involved in the change effort, to track progress against change KPIs that have been set at the start of the project.

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Step 3
Measuring & monitoring along the way

Once your vision is set and agreed, and your stakeholders have been identified, you need to decide what success looks like for your organization by defining quantitative KPIs to measure it. For example:

- Number of Skype conversations by department, by level and/or by country

- Number of documents stored and site hits in SharePoint by department

- Correlation between employee attrition rates and employee adoption level by department

- Number of employees posting and answering questions on Yammer by department

- Employee sentiment across social tools

- Correlation between sales quotas and employee adoption level in the sales department

Building an ongoing measurement process all the way through the transformation means you'll stay on the path to success because you're able to regroup and tweak change efforts for maximum effectiveness as you go along.

Digital Workplace Insights (DWI) is an Avanade-developed analytics tool that can help you define and measure those hard quantitative KPIs as you go. The DWI tool displays where people are using which Office 365 features, and how they're using them. You can then easily identify adoption gaps or pull best practices from one department or area, and apply to others. Having this tool available, as you roll out more and more of Office 365, means you can monitor usage in real-time and react immediately with targeted change enablement.

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Don't forget 'soft' KPIs

However, our DWI tool does not measure the behavioral aspects of the transformation, such as cultural change or a change in how people work. These cannot be measured in terms of likes or clicks per page, training attendance or number of SharePoint sites created.

Yet from a change perspective it's the most important, and most challenging part of a successful digital transformation. It's essential that the change enablement team, with your wider organization, helps define these qualitative KPIs in a way that corresponds with the values of the company.

These 'soft' KPIs could, for example, be an employee engagement score that gets measured through an annual company-wide survey or some sort of rating on how employees perceive certain company values are being experienced before and after the implementation.

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Step 4
Communication

As with anything in the workplace, the key to success is communication. This is particularly important when it comes to changes that affect day-to-day activities.
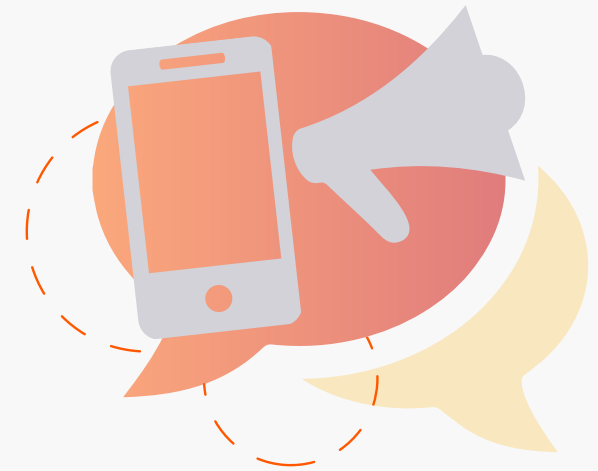
When?
Ideally, you'll start talking to your people about the change even before the Office 365/ Digital Employee Experience implementation starts.

Why?
You need to prepare people for the change and inform every stakeholder group of the appropriate changes specific to them and their work.

Who?
It's important to understand who will be impacted by what kind of change, to consider factors that may not affect others.

How?
This depends on the organization's culture, the available channels, and how these channels are perceived by the employees.

For example, if you're posting project updates on Yammer but no one in the organization pays any real attention to it, it may not be the best channel to use to communicate about the coming change. You could consider:

- leveraging the change agents to help spread the word

- tweaking project update emails to appeal to different departments and levels of the organization

- producing creative and innovative leadership videos with strong branding

- putting up posters or even a pop-up info kiosk if many people are based in one location

- applying gamification

- handing out flyers or sending out postcards

- leveraging the company's social media channels

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Challenges and success factors

When it comes to change enablement, the level of maturity differs from business to business. Yet the challenges often remain the same, only to varying degrees:

- The perception generally is that change can be complex but will have a positive result. However, there can be **a hesitancy from some to embrace it.** To persuade these people that the change will be beneficial to them, you need to have arguments ready. That's where the change agents and the use-case scenarios come in.

- When implementing Office 365, we find that our clients often initially assign internal teams, such as Marketing, HR, Corporate Communications or even IT, to try to manage the change effort. Yet in most cases, they soon feel like there's something missing in the process; **internal teams aren't having the desired effect.** In that instance, it's a bottom-up exercise where internal departments are spending a lot of time and effort trying to convince other people to use new tools and work in a different way. Change needs to be supported by leadership. It's one of the key success factors. If the leadership team doesn't embrace the project and the change – if they're not sharing information or showcasing the new behaviour – why would anyone else? You need role models and full sponsorship from C-level execs.

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Best practice summary

To recap, here are five of the most important steps to enabling successful change within your organization:

Ensure the vision and business objectives are clearly defined and agreed. Establish measurement techniques to ensure these objectives are being met along the way.

Add business scenarios and day-in-the-life examples to your vision to help people understand how they'll be affected. Enable your employees to define their own digital experience, their new ways of working.

Conduct a thorough stakeholder and organization readiness assessment to ensure your change enablement strategy reflects your specific needs, goals and capacity for change.

Align leadership to the change and identify a single active, visible executive sponsor. Identify distinct user groups and create a change network to provide input, connect with the field, and champion the change from the ground up.

Communicate early and often to build interest in the new solution, and keep your people informed and engaged. Implement feedback platforms so people can make suggestions, express anxieties and feel part of the change.

It's time for change

Start enabling the change you need to realize a true digital employee experience where employees are realizing their full potential, and you can achieve your business goals.

During this assessment, our Digital Workplace Insights (DWI) tool can shed light on where you are, and what's next on your journey to a digital employee experience with Microsoft Office 365. It will help inform the roadmap of your Office 365 environment by easily assessing adoption gaps and/or where successes can be repeated.

⊘ Book your Digital Workplace Assessment today

Uncomplicating Office 365:
A practical guide to customizing
Microsoft Office 365 for your
digital employee experience
⊘ READ MORE

www.avanade.com/DigitalWorkplace

#DigitalMeetsWork

Why Avanade?

Change enablement is in our DNA. It's what we've been doing for numerous clients, across multiple countries, for many years. We bring:

Expertise and talent
We walk our talk every day, so you have peace of mind knowing you are working with those who are well-versed in multiple change methodologies.

Global expert network
We function as a seamless global team of experts – for change AND technology.

Innovation
We bring innovative approaches, leveraging our clients' social channels, implementing gamification into adoption activities, fueling innovation and creativity.

Best practice
We don't have to reinvent the wheel, but we aren't afraid to refine it either.

Microsoft alliance
With our deep Microsoft expertise and unparalleled access to Microsoft products, we know what works and what doesn't, and can cater to your needs.

Our approach leverages a proven method to optimize Office 365 adoption

Vision & Success Measures

Stakeholder Analysis

Leadership Alignment

Change Readiness Assessment

Use-cases & Personas

Enablement Diagnosis

Inputs

Output

Change Plan

Execution Activities

Stakeholder Alignment

Training

Change Agent Network

Process Design

Brand & Communications

Culture & Behavior Change

Measurement

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About Avanade

Avanade leads in providing innovative digital services, business solutions and design-led experiences for its clients, delivered through the power of people and the Microsoft ecosystem. Our professionals combine technology, business and industry expertise to build and deploy solutions to realize results for clients and their customers. Avanade has 28,000 digitally connected people across 23 countries, bringing clients the best thinking through a collaborative culture that honors diversity and reflects the communities in which we operate. Majority owned by Accenture, Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation.

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