Workstyle Analysis

Creating a deeper understanding of your workforce to deliver increased value to global businesses

White Paper

power to you
The bottom line: Workstyle Analysis is the foundation upon which any successful mobile flexible working programme should be built. It places the business objectives, employees and customers at the heart of mobility strategy development and is a vital key to unlocking the value that strategic mobility deployment brings.

Key concepts: Leading global businesses utilise a deep understanding of how employees work in terms of location, interactions, enabling tools and the benefits from new ways of working. This creates a solid foundation for their mobility strategy. Standard mobility workstyles are aligned with business and communication needs, irrespective of country, staff grade or functional roles.

Who should read: Business Leaders, CIOs, IT and Telecoms Heads, and Global and Regional Procurement Directors.
This white paper explains the benefits of Workstyle Analysis and forms part of the Vodafone Mobile Flexible Working Series.
Executive overview

Workstyle Analysis is an end-to-end process that helps to align the right enablers with business and employee needs. For global businesses it provides opportunities to identify significant productivity gains, service improvements and cost efficiencies.

Ways of working are evolving, and although the office is still important, 86% of corporate business users now work from more than one place. Even supposedly ‘static’ workers are often away from their desks over 50% of the time.

Work and home time has blurred as users balance the freedom of mobility with work pressures. 90% of business users spend time on work-related phone calls outside of office hours; 85% claim to read work-related material when officially not working; 75% respond to work-related e-mail outside of office hours; and 15% claim that they are either calling, texting or e-mailing while getting ready in the morning. Three-quarters of business users have their mobile phone switched on, ‘ready for action’ 24 hours a day, seven days a week.

There is, however, a huge disconnect between how users communicate and collaborate (and how efficient they are) while they are working in the office versus when they are on the move. This calls for the organisation to have a clear mobility strategy that ensures mobile technology is an investment that works hard to meet the needs of an increasingly mobile workforce and to transform the business.

Leading global organisations have a clear mobility strategy and are now maximising the benefits afforded to them from mobile technology and services. In our previous white paper, Mobile Flexible Working, we outlined the key drivers behind enabling employees to work in more mobile and flexible ways, and our Vodafone work SMARTER end-to-end implementation methodology.

Research by the Aberdeen Group in October 2009 demonstrates how leading organisations are reaping the benefits of successfully deploying the right mobility tools to their workforce. They do this based on well-structured matching of business needs, employee needs and customer demands with the right mobility enablers.

A strategic approach to mobility delivering a triple win

![Graph showing improvements in workforce productivity, customer satisfaction, and employee retention over a year for Best in class, Industry leader, and Laggard organizations.]

1 A day in the life of a business user”, Research Agencies: Beyond Curiosity (qualitative) and Arnold + Bolingbroke (quantitative), Summer 2006
Best in class companies have developed a mobility strategy that uses mobile technology to deliver a clear triple win across:

- The organisation (time savings with access to the right information anywhere)
- For the customer (faster response, more contactable)
- And for staff (reduced stress through being able to work in the right place at the right time).

Even during a challenging economic environment, best in class organisations have increased their mobility budgets as a percentage of total ICT spend by 27.4% in 2009, whereas other respondents only increased it by 1%. Additional spend on mobile technology is being funded from cuts in other areas of ICT and from outside ICT, for example savings in property and travel.

Here we examine in detail one of the work steps in the planning stage that makes up the Vodafone workSMARTER approach: Workstyle Analysis – is the process of understanding your workforce and its needs. It is the foundation upon which any mobile flexible working programme or mobility strategy should be built.

Underpinned by clarity on the key drivers or objectives for the business, Workstyle Analysis is an end-to-end process that interrogates the following key areas:

- Level of mobility and where work needs to or can happen
- Demands of the role on communication type, frequency, urgency and interaction
- Current use of technology
- Current and potential benefit areas
- Ways the working environment can be improved and impacts on different stakeholders.

This paper explains Vodafone’s approach to Workstyle Analysis and the benefits that can be achieved. It describes the most common mobility workstyles and sets out why and how an organisation should go about conducting a Workstyle Analysis exercise.

Workstyle Analysis is an end-to-end process that helps to align the right enablers with business and end-user needs in order to identify significant productivity gains, service improvements and cost efficiencies.
Leading global organisations distinguish themselves on the strength of their people and generally dedicate a substantial component of their cost-base to employing the very best they can.

A smart organisation recognises that its people are vital to help it succeed in the global marketplace. The organisation should therefore understand where its people spend their time and what they do, who they interact with, the information they require and their unmet needs. This allows the business to clearly identify the right tools to maximise productivity.

Our Workstyle Analysis provides you with a proven strategic framework to quickly learn more about your workforce, and to act on this information by providing the right enablement (both technical and non-technical) tailored to the particular needs of different employee workstyles.

Conducting a Workstyle Analysis will lead to opportunities being identified in the following areas:

- Productivity gains
- Improved customer service and competitive advantage
- Cost savings across the business eg property, travel, employee turnover
- Making technology investments work harder
- Security improvements
- Attracting, retaining and motivating the best people.

Deployed strategically, mobile technologies can have a much wider impact than just productivity. Conducting a Workstyle Analysis provides the foundation on which to build the mobility strategy, which is critical in helping take mobility technology from being just another cost to a true investment in transforming the business.

Why conduct a Workstyle Analysis?

Workstyle Analysis provides the foundation upon which any mobile flexible working programme or mobility strategy and supporting policies should be built. It will help you understand how your people work now, the potential to work differently in the future and what is required to get there. In short, it is about utilising existing assets and guiding investment decisions to deliver maximum benefits.
Understanding your workforce and their needs

Access to voice and data on the move is a critical business requirement, but providing inappropriate equipment, or technology that is more sophisticated than the user requires, is not only potentially wasteful but also a mismanagement of resources.

When allocating mobile technology it is wise to move away from traditional techniques such as segmenting employees by roles, grade or location. Segmenting users by workstyle ensures that the right mobile technology is in the right hands. Not only will employees be more productive and you will be able to identify other business benefits as listed above, you will also be able to rationalise and consolidate the technology provided – allocate the most suitable, not necessarily the newest or most high-end – and get technology investments working harder to deliver business benefits.

The business needs and objectives must act as the driver for what mobile and flexible ways of working need to achieve. Communications needs and level of mobility drive the definition and allocation of workstyles and associated enablers to different employees. An assessment of the benefits and impacts on the business will drive the ultimate business case and roadmap for action.

In assessing how to derive the desired level of benefits from mobility, it is important to ensure the right stakeholders are on board and understand the impact and dependency on their area of the business.
The outputs from a Workstyle Study

Vodafone’s Workstyle Study uses a well-established framework and toolkit to quickly conduct a Workstyle Analysis across a wide sample base. The outputs are processed into a summary set of analysis, recommendations and an action plan.

This will enable you to produce a clear assessment of personal productivity tools that are suitable for each workstyle. It will also help you understand better what other support is required in terms of policies, help desk, training and management support.

Part or all of the survey can be re-run after implementation to help gauge the level of satisfaction with changes and progress overall.

<table>
<thead>
<tr>
<th>Insight into current and future needs</th>
<th>Informed decisions on investments, target benefits, and the vision for new ways of working</th>
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<tbody>
<tr>
<td><strong>Level of mobility</strong></td>
<td><strong>Enablers</strong></td>
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<tr>
<td>Where does the work need to get done?</td>
<td>Mix of technology and how and where it is used</td>
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<tr>
<td>• The proportion of time an employee spends in different locations be it in the office or on the move</td>
<td>• The communications media they use</td>
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<tr>
<td>• The number of locations in which the employee needs to be able to work</td>
<td>• The devices they use</td>
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<tr>
<td>• The nature of the locations in which the employee needs to be able to work</td>
<td>• The systems they use while mobile.</td>
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<tr>
<td><strong>Communication needs</strong></td>
<td><strong>Benefits</strong></td>
</tr>
<tr>
<td>Communication patterns and needs</td>
<td>Where returns on investment are/could be greatest</td>
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<tr>
<td>• Who they need to communicate with and the nature of those communications</td>
<td>• What benefits are gained from devices currently owned and access to information on the move in terms of time savings, ability to serve the customer and work-life balance</td>
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<tr>
<td>• The extent to which their work depends on information technology</td>
<td>• What potential benefits could be gained from new devices or by providing access to information on the move.</td>
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<tr>
<td>• The communication volumes</td>
<td></td>
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<tr>
<td>• Unmet communication needs</td>
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<td>• The mobile productivity gap analysis.</td>
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<tr>
<td><strong>Changing work Practices</strong></td>
<td><strong>Are employees ready for change and what changes in working practices should be prioritised?</strong></td>
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<td></td>
<td>• What else needs to change in terms of policies, culture, support, training and team readiness to provide the right working environment</td>
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<td>• What might be the critical change management issues.</td>
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</table>
In simple terms, having completed a Workstyle Analysis there are several key questions that you will be able to answer:

- Where do employees spend their time and where do they need to spend more time?
- Who do employees communicate with and how often?
- What are the communication requirements of the user when they are local or remote and which needs are currently unmet?
- How responsive do employees need to be when travelling?
- What are the mobility workstyles within the organisation, how do they link to different roles and how many employees are in each workstyle?
- What set of enablers are most appropriate for each workstyle and function for them to be most efficient and effective and what works well today?
- In terms of priority, what enablers will provide most benefits to the business and to the largest number of people to deliver on the business objectives?
- What are the wider potential benefits to the organisation and employees over and above pure productivity gains, for example in office costs, reduced travel, work-life balance or customer service?
- What else needs to happen in the organisation in order to reap the full benefits from any investment in technology?
- What might be the key issues to be addressed in making any changes to the ways people work?
Vodafone’s Workstyle Study uses a well-established framework and toolkit to quickly conduct a Workstyle Analysis across a wide sample base and process the outputs into a summary set of analysis and an action plan.

This will enable you to produce a clear assessment of personal productivity tools that are suitable for each workstyle. It will also help you understand better what other support is required in terms of policies, help desk, training and management support.

Part or all of the survey can be re-run after implementation to help gauge the level of satisfaction with changes and progress overall.

**Recommended approach to Workstyle Analysis**

The starting point is to assume that any role can be done flexibly, unless it can be proven that this would be detrimental to the business.

We have helped many of our customers to successfully carry out this exercise, using our tried and tested survey tools and methodology, which provides both breadth and depth of understanding.

The process typically takes around four to six weeks. We use a web survey, which allows us to gain a representative sample of 15-20% of employees across the organisation, including functions that are traditionally seen as not ‘mobile’.

**Key success factors**

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<tr>
<th>Well planned</th>
<th>Accurate</th>
<th>Actionable</th>
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<tbody>
<tr>
<td>• Clarity on what the business is trying to achieve that can be affected by mobility</td>
<td>• Statistically representative</td>
<td>• Management buy-in to the process should be organised in advance to ensure the organisation is prepared to deliver on recommendations</td>
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<tr>
<td>• Agreement up front on the questions and analysis required to minimise rework later</td>
<td>• Representative of all key employee roles and grades, even those which are not traditionally seen as ‘mobile’</td>
<td>• Combination of quick wins and strategic projects to maintain momentum</td>
</tr>
<tr>
<td>• The right business sponsorship on board early</td>
<td>• Initially, focus more on the workstyles rather than solutions to minimise bias, ensure real needs identified and working practices are well understood</td>
<td>• Communication and engagement of all key stakeholders throughout the process to ensure buy-in</td>
</tr>
<tr>
<td>• Clear communication to employees and other stakeholders to outline the purpose and benefits of participation.</td>
<td>• Using senior sponsors to drive response rates.</td>
<td>• Used to provide foundation for mobility strategy.</td>
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</table>
### Degree of mobility is defined as time spent away from designated workspace eg office desk

<table>
<thead>
<tr>
<th>Profile</th>
<th>Degree of mobility</th>
<th>On the move voice access</th>
<th>Frequency of remote email and PIM access</th>
<th>Time sensitivity of access</th>
<th>Ability to edit and return attachment</th>
<th>Ability to access company specific applications remotely</th>
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<tbody>
<tr>
<td><strong>International business traveller</strong></td>
<td>&gt;60%</td>
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<tr>
<td>Urgent need to stay in touch while travelling</td>
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<td><strong>Mobile field worker</strong></td>
<td>&gt;70%</td>
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<td>Mostly in transit. Often process driven – requiring urgent access to corporate information systems</td>
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<td><strong>Remote power worker</strong></td>
<td>&gt;60%</td>
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<td>In variable fixed/temporary locations eg site office. Needs to access e-mail and personal information and remote access to internal office network</td>
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<td><strong>On-site roamer</strong></td>
<td>&gt;30%</td>
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<tr>
<td>Mostly in office, but often away from desk in meetings, managing staff, conducting maintenance and support. Needs mobile access to e-mail and calendar</td>
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<tr>
<td><strong>Static worker</strong></td>
<td>&lt;20%</td>
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<td>Mostly at a fixed workplace. Can often work more flexibly depending on role. Needs to be responsive to field-based staff</td>
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**Key:**
- Essential 🟢
- No need 🟢
- No need 🟢
Defining the range of employee workstyles typically takes around 4-6 weeks to complete. The exercise should be conducted across a representative sample of the organisation, even the parts of the organisation that are traditionally seen as not mobile – you might get some surprises.

**The Workstyle Analysis process can be run quickly, with minimal business impact and cost, as follows:**

| Define scope and gain approval | • Determine which areas of the business are within scope (countries, business units, functions)  
• Gain approval from senior business sponsors |
| Run survey | • Gather required contact and background information for sample employees in scope  
• Run web survey over two to four week period depending on time of year and the typical response rates within the organisation  
• Supplement with interviews, work-shadowing and/or team workshops if required. |
| Analysis of Workstyles | • Carry out segmentation into workstyle persona  
• Identify current and future workstyles and potential issues for staff in terms of unmet needs, levels of internal/external communications and benefits from current enablers. |
| Recommended enablers and benefits | • Identify set of technology and other enablers per workstyle  
• Outline benefits of recommended enablers for each workstyle based on productivity and other key benefits (eg employee or customer satisfaction, property savings) based on organisation drivers  
• Identify other change issues to be addressed to improve employee ability to work more flexibly. |
| Actionable recommendations and plan | • Test recommended actions and enablers within the business  
• Produce assessment, outlining workstyles, needs and needs-gaps, eligibility criteria by recommended device set, and benefits analysis  
• Develop action plan containing quick wins and strategic actions. |

To provide more depth we might also carry out a combination of team workshops, in depth interviews and ‘day in the life of’ analysis. We’d suggest starting with a web survey, which will help focus any face-to-face activities.
Case studies

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<tr>
<th>Global Manufacturer</th>
<th>Professional Services Firm</th>
<th>Vodafone</th>
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<tr>
<td>Vodafone carried out a Workstyle Study in two countries with a sample of around 25% of the workforce. From the analysis we uncovered: • Potential for up to 40% savings on office space • High level of unmet needs among employees who had devices not aligned to their needs • Large amounts of time wasted communicating internally, due to lack of information in the field • Ways to make the sales force much more customer-facing • Opportunity to reallocate up to 10% of devices to those most in need and to make investments work harder.</td>
<td>Through a combination of survey and day-in-the-life assessments we were able to show how the organisation could become much more competitive and productive. In addition, they would be able to address diversity and work/life balance issues among staff. Key findings included: • Large numbers of devices allocated by seniority rather than need • Large number of senior staff with two handheld devices • Significant time-wasting on client site, due to inability to access e-mail, corporate systems or the internet • High levels of frustration among more junior staff, which could be addressed by enabling them to work in a more flexible way.</td>
<td>As part of its own Mobile Flexible Working programme, Vodafone carried out a Workstyle Study both before and after implementation, both to inform the programme and to gauge success. Key outcomes were: • Understanding of how people worked and wanted to work, so we could ensure all of our employees could work in the way that suited them and our business best • Increase in sales force productivity by 24% • Identified desk space used less than 50% of the time, leading to a reduction in our office space around our HQ by 33 buildings, through enabling more flexible working • Increase in staff satisfaction, with 70% saying they had improved work-life balance • Ability to significantly reduce our carbon footprint • Improved responsiveness to customers, leading to Vodafone being consistently highly rated for its customer service.</td>
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Conclusion

This paper reviews the mobility Workstyle Analysis process and its role in helping a global business to develop a mobility strategy and to successfully implement mobile flexible working. Workstyle Analysis encourages an organisation to take a sophisticated approach to understanding its workforce. This will provide deeper insight into current and future needs of the workforce than traditional segmentation approaches.

This need not be a daunting undertaking – Vodafone has successfully conducted the process with a number of customers in short time frames once the right approvals are obtained.

It requires the right approach to engagement with senior stakeholders and a clear link to overall business objectives, so that outputs are actionable and actioned. It also requires openness to who can work in more mobile or flexible ways. Therefore an assessment of workstyles across a representative sample of the workforce will ensure accuracy of outputs and that all benefits are identified.

Taking time to understand current and future employee workstyles will help to ensure spend on technology and other enablers is a well-placed investment (not just a cost) for the business which will deliver true business transformation. This in turn will provide a triple win to the organisation, its employees and the environment.

Vodafone advocates that the Workstyle Analysis is vital to unlocking the full value that strategic mobility deployment brings. For full details contact your Global Account Manager to schedule an exploratory discussion.

Further papers and information on Mobile Flexible Working can be found at: www.vodafone.com/globalenterprise