

THE WORKPLACE EVOLUTION

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Digital technology continues to define our global economy. Across industries, change is happening faster than ever—estimated by some to be 10 times faster and 300 times the scale of the First Industrial Revolution¹. And the pace of change is only going to accelerate. By the end of this year, two-thirds of Global 2000 CEOs will have placed digital transformation at the heart of their corporate strategies to drive growth².

In a world where new technologies are disrupting entire industries, it is increasingly clear that people and the innovation they drive are every company's most important asset. The ability to adapt and innovate is fundamentally a human trait. People have the imagination to discover new possibilities, the empathy to engage customers and partners, and the drive to enact change. And yet, data suggests that the employee experience is at an all-time low, with less than 15% of workers saying that they are engaged at work. There's an opportunity for organizations to reinvent their culture and create a modern workplace that engages and empowers people to do their best work.

As companies continue to harness the power of technology to automate, simplify, and integrate many aspects of work, there are a few essential questions each one will need to answer. How can we enable a modern workplace that is productive, responsive, creative, and secure? How do we empower individuals and teams to create and deliver value for the business? Where do we start on the journey to transform our workplace?

To explore these questions, we partnered with Harvard Business Review Analytic Services to study the evolution of the workplace around the world, giving voice to more than 500 business leaders across industries, including financial services, tech, health care, and manufacturing. This study examines trends that are influencing the workplace, examples of how businesses are adapting, and the benefits to those who prioritize embracing a new culture of work and delivering a modern workplace for their employees.



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¹ Dobbs, Richard; Manyika, James; and Woetzel, Jonathan. "The four global forces breaking all the trends." McKinsey Global Institute Book excerpt, McKinsey & Company, April 2015, <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-four-global-forces-breaking-all-the-trends>.

² Gens, Frank, and IDC Worldwide IT Industry 2016 Predictions Team. "IDC FutureScape: Worldwide IT Industry 2016 Predictions—Leading Digital Transformation to Scale." IDC Study, IDC, November 2015, <https://www.idc.com/research/viewtoc.jsp?containerId=259850>.

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Digitization is impacting every aspect of business, radically changing the ways in which companies grow and compete. The speed and scale at which technological breakthroughs are emerging have no historical precedent and have created an imperative for businesses across industries to respond rapidly with their own digital transformations in order to drive growth and create competitive advantage.

As enterprises forge ahead with radical shifts in their strategies, products and services, infrastructure, and operating models, however, they must also rethink the way their extended ecosystem of workers engages. It is the people who make up an organization—and their ability to connect, collaborate, and innovate—that will determine the level of change possible within the enterprise. In fact, a company’s workplace strategy can be the key enabler of—or hindrance to—its digital transformation.

The time has come to envision and embrace a new culture of work. More than three-quarters of business leaders said that the evolution of their workplace strategy, processes, and technology is very important to their company’s overall performance, according to a January 2018 survey of 537 business leaders conducted by Harvard Business Review Analytic Services. To deal with dynamic business needs, distributed teams, and an increasingly complex threat environment, companies recognize the potential value in creating a modern workplace—one that is productive, responsive, creative, and secure.

Despite the significance of these workplace attributes to enterprise strategy, however, most companies are struggling to progress. Less than one-third of those surveyed said their company is very forward-looking in its approach to workplace strategies, processes, and technologies. **FIGURE 1** “There’s a rising awareness of what’s possible,” says Amy C. Edmondson, Novartis Professor of leadership and management at Harvard Business School. Her chair was established to support the study of human interactions that lead to the creation of successful enterprises, “but we are not yet seeing an increase in skill and the commitment to creating change. The shining stars are few and far between.” These standouts are adopting a new culture of work while the vast majority of companies are just beginning their workplace evolutions.

HIGHLIGHTS

More than three-quarters of business leaders said that the evolution of their workplace strategy, processes, and technology is very important to their company’s overall performance.

Less than one-third of those surveyed said their company is very forward-looking in its approach to workplace strategies, processes, and technologies.

FIGURE 1

MODERN WORKPLACE PRIORITIZATION AND ADOPTION

Percentage of respondents saying the modern workplace is important to performance versus the percentage who say their company is very forward-looking in its workplace approach

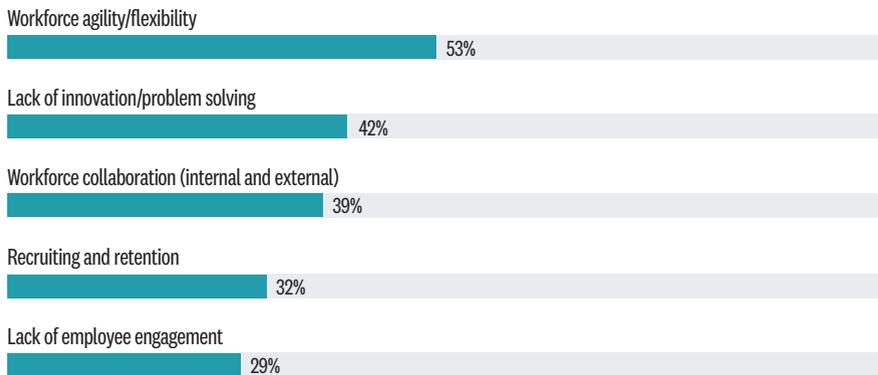


SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

FIGURE 2

TOP WORKPLACE CHALLENGES

Percentage of respondents who selected each workplace challenge as one of their organization's top three



SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

For years, large enterprises focused most intently on shareholder demands for cost cutting and efficiency. “But that’s not working anymore,” says Dr. Mary Donohue, a social scientist with a focus on evolutionary psychology and CEO of Donohue Learning. “What’s driving interest in modern workplace solutions is the need to create a sustainable business model with a growth mindset. That will force companies to adopt a whole new methodology for work—and most of them are not prepared for that.”

Amid an explosion of new technologies and a deluge of new digital information, employees are struggling to keep up. “If you can embrace a

modern workplace culture, work habits, and tools, you will see improved business outcomes. But that’s very hard to do,” says Kristine Dery, a research scientist at MIT’s Center for Information Systems Research who studies the dynamic between technology and the way people work. “While most companies agree that this will deliver significant value, they’re not there yet.” In many cases, there is no one with ownership of the modern workplace transformation. There may be little executive support for the shift. Employees may not see value in new ways of working. Without those prerequisites, any change efforts are unlikely to take hold. “People do not appreciate how challenging it is to create a truly functional workplace,” says Edmondson.

Importantly, those companies that are making advancements in the modern workplace realm are seeing significant results. They are not only attaining some of the key characteristics of the modern workplace—creating secure environments that enable teams of highly engaged employees to contribute and add value at any time and from any where—they’re also clearly outperforming their peers in the areas of revenue generation and growth, profitability, market share, productivity, customer experience, and speed to market.

The Value of the Modern Workplace

The emerging new culture of work is not intended solely to cut costs or increase efficiency—although it can do both. Forward-looking companies are creating work cultures that not only increase productivity but also unleash the creativity of their employees. They are connecting people to information, analysis, and each other in new ways that foster critical thinking and deep insight. They are trying to implement new tools and processes in ways that augment and amplify the capabilities of the human workforce.

Companies are facing a number of workplace challenges that necessitate a new approach, including the need for greater agility, innovation, and the

demand for increased collaboration both internally and with external partners. [FIGURE 2](#)

Introducing modern workplace technologies and tools, and fostering new work habits and processes is critical in meeting the needs of the digital enterprise. “The modern workplace can provide a fertile ground to develop great employee experiences that enable people to do great work today and reimagine their roles for tomorrow,” says Dery. As a result, most companies have been increasing their workplace investments in recent years, and even more plan to increase spending in the near future. [FIGURE 3](#)

Companies also connect workplace modernization to high-level strategic priorities such as improving customer experience, revenues, data-driven decision making, and innovation. [FIGURE 4](#) Andra Gregory, senior director of product and strategy in the global technology and operations organization at Discovery Inc., is charged with identifying the modern workplace tools and systems to support a growing and globally dispersed workforce of employees, from video producers who need to collaborate on rough cuts and sales teams who need to operate seamlessly from their mobile devices to finance professionals requiring real-time data for decision making and engineers who need to share complex project plans. “Our strategic priorities continue to grow and change at the highest levels, so sharing information is really vital and needs to be done immediately,” Gregory says. “We need the next wave of solutions to meet our strategic goals.”

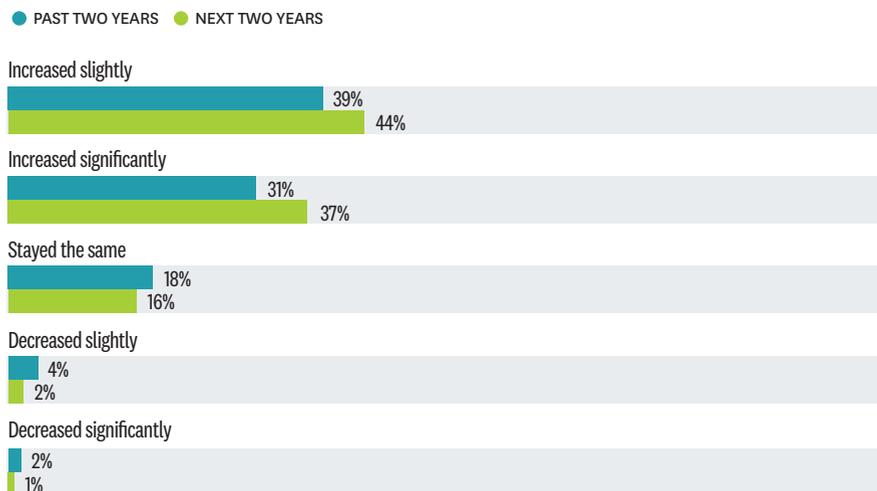
A Fundamentally New Approach

Companies are clear about the key attributes of the modern workplace, including being organized around teams of highly engaged people, creating an open environment where all can contribute and add value, implementing technology to handle rote tasks to free people up to innovate, and empowering employees to collaborate inside and outside the company—just for a start. A highly competitive business environment,

FIGURE 3

MODERN WORKPLACE INVESTMENTS GROWING

Percentage of respondents indicating the change in their modern workplace investments over the past two years and over the next two years

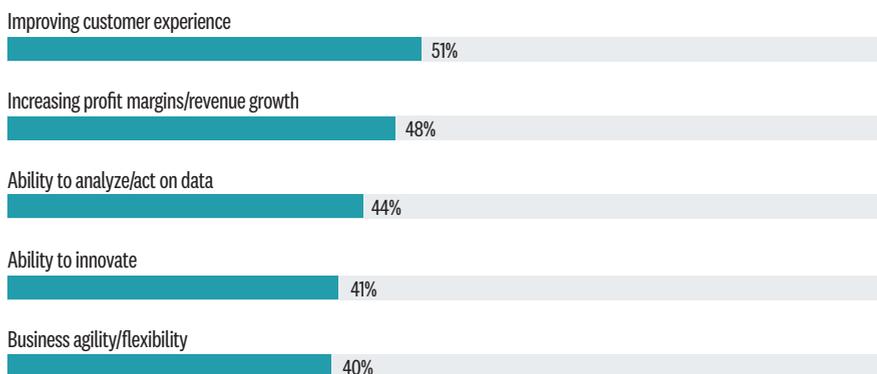


SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

FIGURE 4

BUSINESS DEMANDS DRIVING MODERN WORKPLACE INVESTMENTS

Percentage of respondents who indicated the following business demands would increase their organization’s adoption of more modern workplace investments

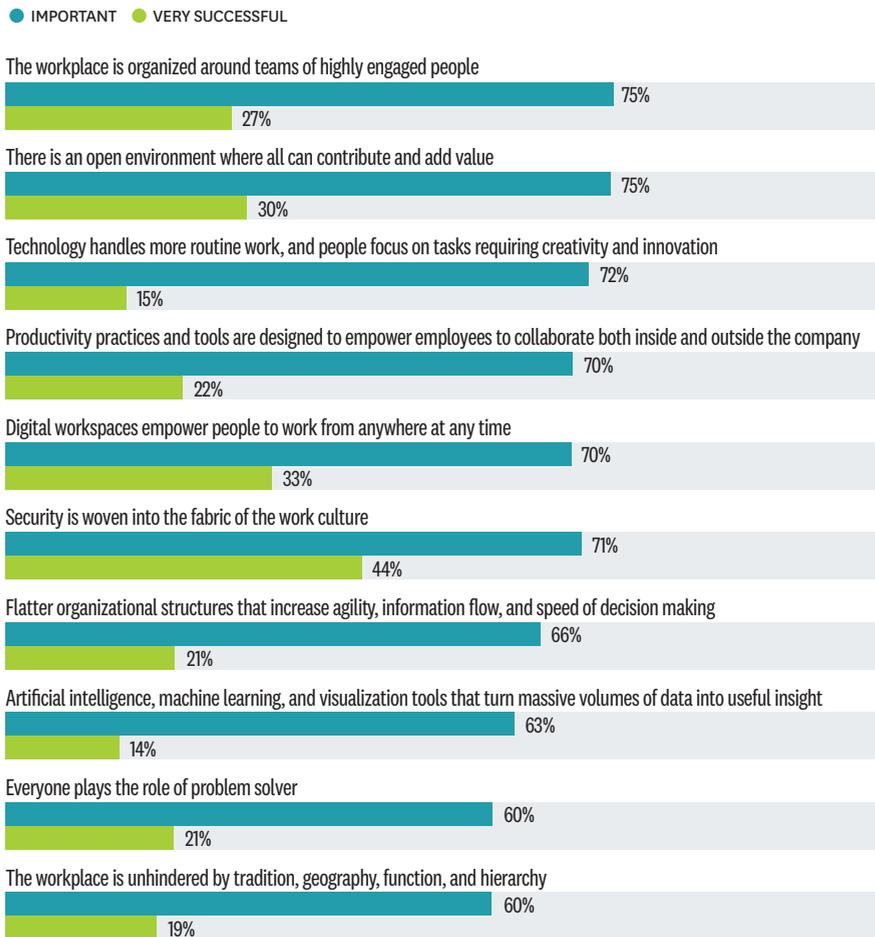


SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

FIGURE 5

MODERN WORKPLACE ATTRIBUTES

Percentage of respondents who said the following attributes were very important to the creation of a modern workplace, along with the percentage who said their organization has been very successful in achieving the attribute



SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

marked by the threat of disruption by more nimble outsiders, is driving the need to push more responsibility and authority to employees. As companies become more globally dispersed and dependent on partnerships with a variety of partners, suppliers, and contractors, seamless collaboration has become critical. The successful workplace of the future is beginning to look like one in which small, increasingly virtual teams can be pulled together, collaborate, access real-time and historical data, share and store knowledge, and move on to the next project in a fluid way.

“It’s not about adding more bells and whistles to work in the ways we always have more effectively and efficiently,” says Dery. “This is something fundamentally different: building an adaptive work environment that enables a more iterative approach in an environment where things are constantly changing. That demands new work systems, spaces, and habits.”

For Michael Wetzel, Hershey’s senior manager of workplace solutions, the modern workplace is an environment in which technology no longer hinders performance. “Rather than having to go from system A to system B, everything should work in a seamless, transparent, and collaborative way,” Wetzel says. But it’s about more than simply rolling out new tools. “Technology is an enabler of new behaviors that help to shift the company culture from a tribal culture to a sharing one,” says Wetzel. “It’s critically important to our business that we provide the technologies to share information, be collaborative, and maximize productivity so they can stay ahead of changing market demands.”

The Employee Engagement Crisis

The majority of companies, however, have not made such shifts. There is a sizable gap between the aspects of the modern workplace that respondents say are most important and their capabilities in those areas. [FIGURE 5](#)

“Companies are beginning to realize that they are not going to

be more dynamic and more creative, because they are not connecting and communicating,” says Donohue. The result, says Donohue, is an ongoing employee engagement crisis. “Work isn’t working for workers,” Donohue says.

While companies are forging ahead with their digital transformation plans, those that fail to consider how to enable employees to thrive in this new era are creating a culture of heroics that can’t be sustained. “Employees are running along as fast as they can, dealing with a lack of integration and trying to make systems work because they want to deliver value, but they can only do that for so long,” says Dery. “They haven’t put the operational backbone and digital services in place to help employees deliver agility and fast-paced innovation.”

Reconsidering Digital Priorities

Indeed, it would appear that modern workplace initiatives are fighting for attention in the digital transformation portfolio, coming behind such priorities as customer experience, performance management, and process and sales digitization. **FIGURE 6** The digital transformation of the workplace takes significant time, resources, and attention to achieve, and some companies are finding it difficult to properly balance the digital investments. “Large companies are running so hard to completely reshape the customer experience and develop the digital capabilities necessary to do so,” says Dery, “that they take their focus away from the employee experience.”

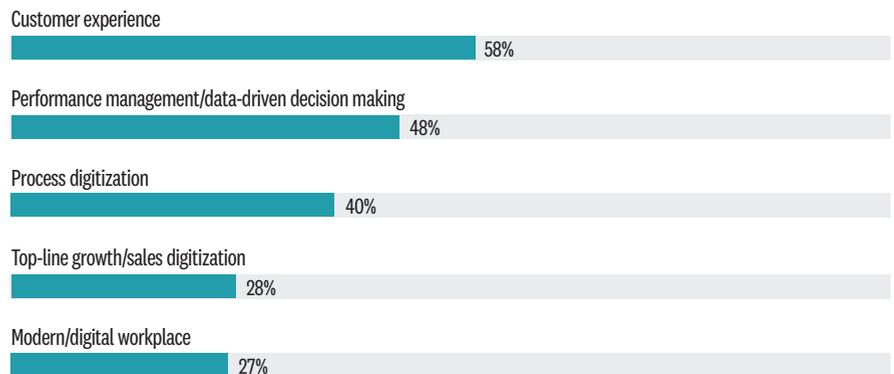
Modern workplace leaders look at digital transformation differently. They recognize that workplace investments are not competing with customer experience or performance management, but they are complementary to—and even necessary for—them.

Leaders at Vietnamese financial services company HD Saison decided to make employee empowerment the first step in the company’s digital transformation journey. Today, some 10,000 employees—90% of the company’s firstline staff—are using a suite of cloud-based collaboration, connectivity,

FIGURE 6

HIGH-PRIORITY DIGITAL INVESTMENTS

Percentage of respondents who indicated that the following attributes are among the three highest-priority areas of digital investment in their organizations



SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

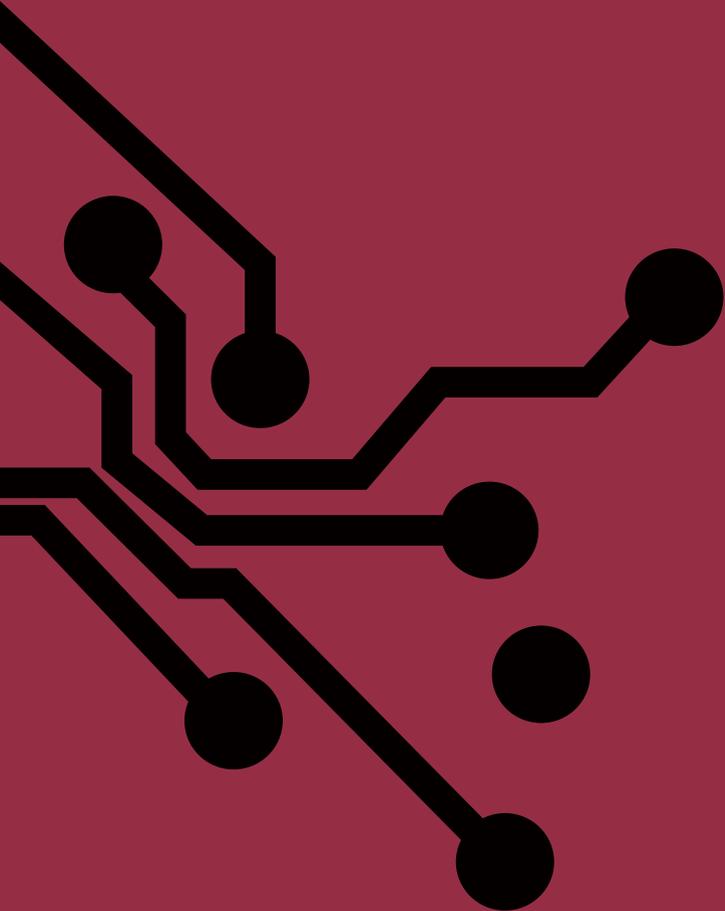
and communication tools. “The empowerment of these firstline workers is a major factor in our success,” says Dao Duc Luan, HD Saison’s IT director. “Time to market also really matters in our industry. Customer experience is enhanced by our ability to quickly service and address our customers’ needs and demands.”

Customer experience is also a top priority at Linde, a German industrial gas supplier, but one of the key drivers of an improved customer experience is the ability to collaborate, particularly with external partners and suppliers. “It’s important to think outside the box and leverage collective intelligence,” says Robert Wander, Linde’s head of global workplace solutions. “A key element to achieving that is to provide the right environment for productive teamwork.”

Their IT organization knew that leveraging new modern workplace systems and processes was critical; however, Linde’s leadership has always been laser-focused on cost containment. “We have a tough boss, and our board is always looking for the ROI,” Wander says. Adopting modern workplace solutions would save enough in infrastructure costs to pay for themselves, but the real

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value would come from enabling new ways of working—something hard to quantify. So the IT organization focused its early efforts on “selling that story” and providing the new tools first to the company’s C-suite and their assistants, says Wander. Once the CEO saw the value of the new approach, he championed modern workplace investments to the board.

Modern workplace transformation requires both executive sponsorship and clear ownership. “You need humble, curious, passionate leadership at the top supporting leadership throughout the organization to engage the hearts and minds of employees,” says Edmondson. “It starts with the explicit recognition of the many challenges in the workplace along with the aspiration to overcome them.”

It can be difficult for leaders focused on delivering business outcomes in the here and now to invest the time, focus, and energy necessary for radical workplace change. That’s why Wetzel’s team launched a focused campaign to gain executive support at Hershey for modern workplace transformation. “Customer experience, analytics, commercial capabilities—there are so many priorities, and every single one has business value,” says Hershey’s Wetzel. “But the modern workplace should be seen as an enabler to all of those priorities. Each of those priorities will be far more successful if we can transform our behaviors and platforms to be more productive and innovative.”

At Discovery Inc., leaders are pushing to deliver on a number of digital priorities. “But we understand that our strongest asset is our workforce,” says Gregory. “If we push forward with initiatives to offer tools and capabilities to support a modern and agile workforce, we will be able to deliver faster and better, across oceans and devices, and create room for our top talent and growing talent to develop the ideas of the future.”

The Barriers to Change

Beyond the need for executive buy-in to prioritize investments in new ways of working, there are a number of issues that make the adoption of modern workplace strategies, processes, and technologies difficult. Chief among them are siloed ways of thinking, legacy systems and processes, and a resistance to changing them. **FIGURE 7** There is significant fragmentation in larger enterprises; a diversity of people, functions, geographies, and tools can make thriving in a dynamic environment difficult.

Creating a modern workplace requires that companies break with their long-standing organizational models, processes, and tools—and that employees accept and ultimately embrace new ones.

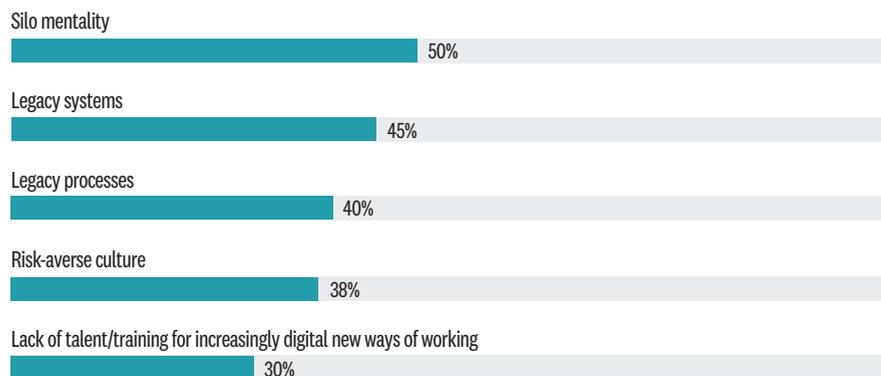
Like many large organizations, Hershey has faced significant hurdles in its modern workplace transformation. “It’s human nature for people to want to work in new ways, but they are uncomfortable leaving the trusted and familiar,” says Wetzel. “You have to give them a clear value proposition that illustrates how you can make them more productive or collaborative as you start to turn off old systems.”

MODERN WORKPLACE TRANSFORMATION REQUIRES BOTH EXECUTIVE SPONSORSHIP AND CLEAR OWNERSHIP.

FIGURE 7

BIGGEST BARRIERS TO MODERN WORKPLACE ADOPTION

Percentage of respondents stating that these qualities are among the top three barriers to the adoption of more modern workplace strategies, processes, and technologies



SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

CHANGING HUMAN BEHAVIOR IS DIFFICULT BUT NECESSARY.

Changing human behavior is difficult but necessary. “You need to shift mindsets. It’s the foundation you need to put in place before you even get to delivering modern workplace tools,” says Wetzel. “We’ve approached the modern workplace as a human problem rather than a technology problem,” Wetzel says. “Work is what you do, not where you go. Our mission as a workplace solutions provider is to enable that for every employee.”

Tools for Teamwork

Of course, new digital workplace technologies are an integral piece of the modern workplace. The most effective new tools approach work in an entirely new way. For years, workplace technologies have focused on the individual—from personal computers to individual workstations to spreadsheets, word processors, and communication tools catering to employees working largely in isolation. However, nearly everything of value in business requires employees working together to achieve shared results. And as large companies become more dispersed globally, software designed for individual tasks does little to help.

Companies increasingly need tools that enable their employees to collaborate and communicate at scale and speed to compete in the digital era.

Communication, collaboration, and employee feedback tools are currently the biggest modern workplace investments companies are making today. **FIGURE 8** Nearly three-quarters of companies have implemented web-based videoconferencing and meeting systems. “Virtual and video connectivity tools are two of the most effective ways to bring people together and enable more nuanced conversations,” says Dery, of MIT’s Center for Information Systems Research. “As companies embrace digitalization that requires people to talk across silos and geographic boundaries, video connectivity is where companies are getting the biggest bang for their buck.”

Investing in a suite of communications and collaboration capabilities is a critical first step for companies seeking to improve employee engagement and experience. “There is so much variance in how we communicate that we need to standardize tools to increase the quality of communication and decrease the quantity,” says Donohue. “Without that, we see that people are not problem solving, not collaborative, and not engaged.”

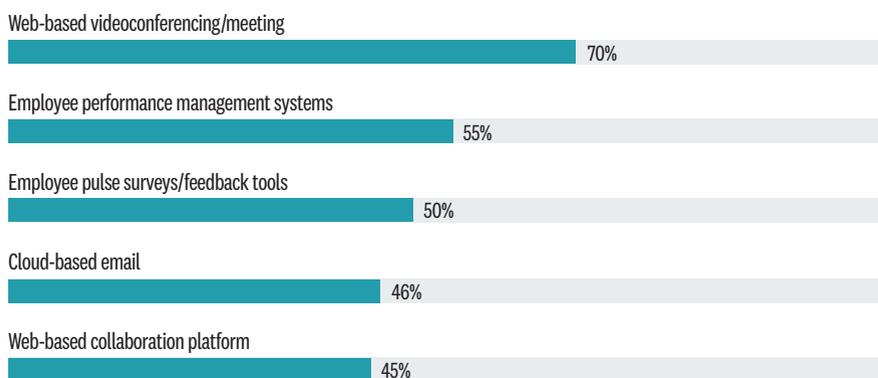
Web-based collaboration platforms that bring together capabilities such as chat, meetings, notes, and attachments are foundational to workplace transformation. Employees are often either drowning in data and content or don’t know where to find it. In a large organization, knowledge may be hidden in hundreds of different systems or emails or documents. Modern collaboration tools can start to bring that intelligence together in one space, increasing transparency and efficiency.

Thanks to the enterprise rollout of common video conferencing and collaboration tools, “we are able to create a culture that both empowers our diverse group of employees and creates an environment of collaboration and inclusiveness,” says

FIGURE 8

MODERN WORKPLACE TECHNOLOGIES

Percentage of respondents indicating that they have or are implementing the following modern workplace technologies at scale



SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

Luan of HD Saison. “Communication is simplified, and this has created a culture of interconnectedness.”

Many companies are starting to see value in robust enterprise search capabilities for the same reason.

“Employees need to be able to find other people, projects, and ideas in the enterprise,” Dery says. Reducing the amount of time people must use to hunt down the expertise they need enables employees to focus on delivering results.

Looking ahead, companies anticipate increasing investment in emerging solutions such as workplace analytics, new learning management systems, and automation. **FIGURE 9**

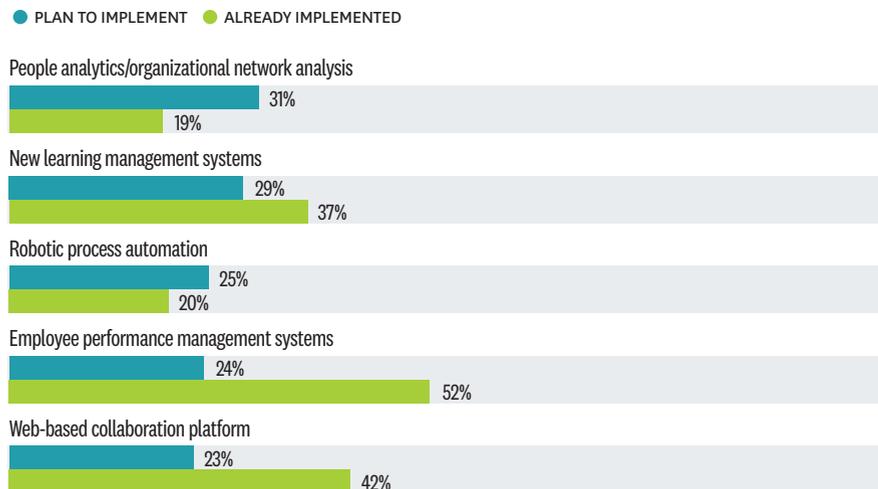
There is no shortage of modern workplace tools and new capabilities in development. “Just staying on top of the marketplace is a full-time job,” says Gregory. The key is having an overarching strategic vision to guide the company’s decision making. Gregory is looking for streamlined technologies that are easily adoptable and meet a majority of the enterprise’s needs with minimal overlap of capabilities among systems. “One thing that’s important is that we are adopting effective solutions and consolidating wherever possible,” says Gregory.

At Hershey, Wetzel is looking for technologies that help employees connect faster with each other and the content they need. Internal analysis has revealed that, across roles and business functions, most results are achieved by employees working in teams of three to five people, collaborating with each other and external partners to achieve a shared goal. Solutions that support these small, agile teams get priority. This year, Hershey will roll out web-based software that provides team capabilities “in a single pane of glass,” says Wetzel. Looking ahead to next year and beyond, Wetzel’s team is evaluating technologies that offer the corollary of the smart, automated home in the workplace, incorporating chatbots and other AI-enabled tools to help employees.

FIGURE 9

FUTURE MODERN WORKPLACE TECHNOLOGIES

Percentage of respondents indicating that their organization plans to implement or invest in the following workplace solutions over the next year



SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

Changing Mindsets

Creating an effective modern workplace hinges on the employee adoption of new tools and ways of working. “Change management is huge,” says Gregory of Discovery Inc. “We’ve got extremely talented employees who carry us forward with their wealth of experience, but it can be challenging to convince anyone that there are new and better ways to work. We really do have to change mindsets.”

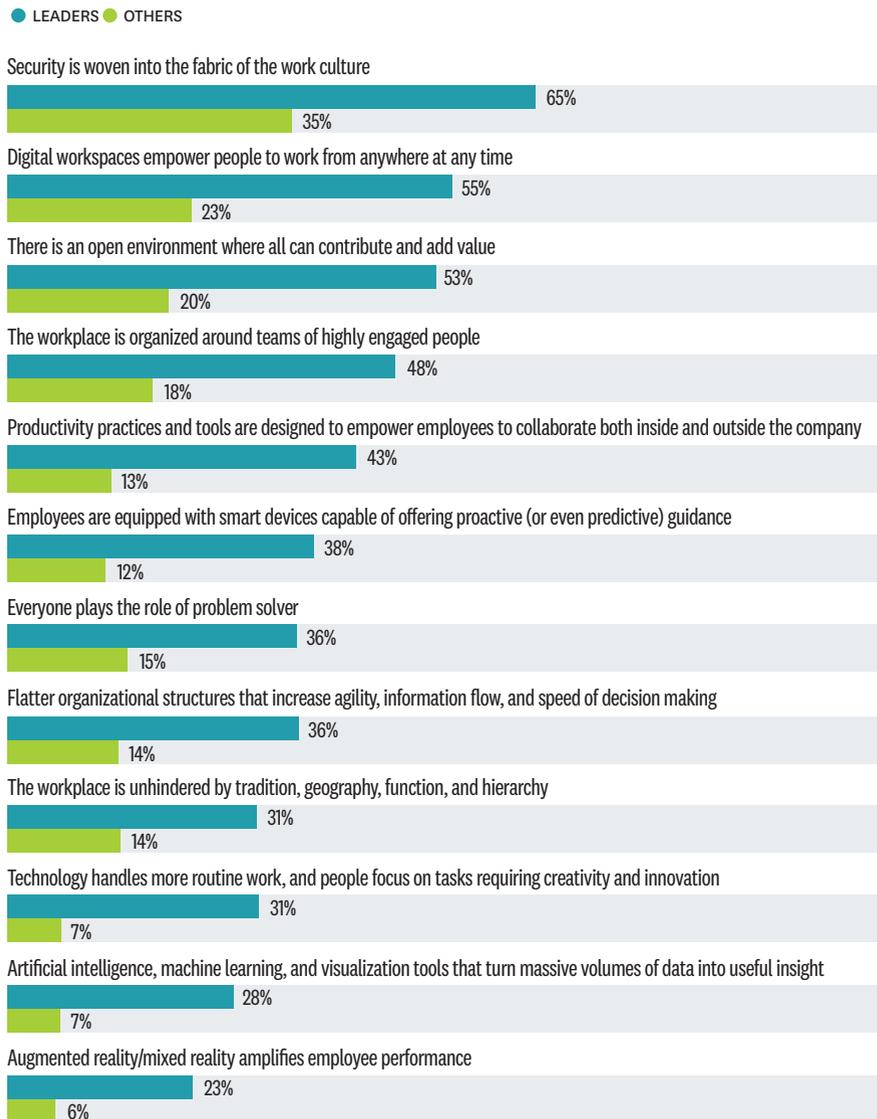
Modern workplace leaders have found that instituting modern workplace champion groups within the business is invaluable in overcoming employee resistance. Wetzel’s workplace solutions groups handpick advocates to lead the adoption of new systems and ways of working, meeting with them routinely to arm them with the information they need to be successful. “They use the technologies and demonstrate new behaviors and, as a result, others adopt tools and adapt their work behaviors. We’ve seen a huge lift in adoption of modern workplace tools as a result.” Discovery Inc. also has a modern workplace champion group

REDUCING THE AMOUNT OF TIME PEOPLE MUST USE TO HUNT DOWN THE EXPERTISE THEY NEED ENABLES EMPLOYEES TO FOCUS ON DELIVERING RESULTS.

FIGURE 10

FORWARD-LOOKING STRATEGY YIELDS MODERN WORKPLACE CAPABILITIES

Percentage of respondents who describe their modern workplace efforts as very forward-looking who have achieved the following workplace attributes versus those who did not describe their efforts as very forward-looking



SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

outside IT that helps to populate new systems early on.

Offering easy-to-use platforms is also important. “The major barrier to our modern workplace transformation was organizational resistance,” says Luan of HD Saison. “With a diverse workforce, adoption was slow at first due to varying comfort levels with changes. Investment in a strong tool—especially a user-friendly one—was key.”

IT leaders at Linde expected significant pushback from its older workforce, but putting significant time and effort into change management upfront paid off. “We were astonished by how little negative feedback we got,” says Wander. “It helped that users were coming from a platform that they didn’t like, and we were able to offer an integrated platform that was simpler to use.”

The challenge now is managing the number of new tools and capabilities that vendors are offering in the modern workplace space. “Now our challenge is to make sure people know what tools are best for what purpose—and that’s continuing to change,” says Sebastian Mahler, Linde’s head of enterprise infrastructure. While Linde’s IT leaders originally intended to disband their 700-person modern workplace early-adopter group, they’ve decided instead to keep it going as a smaller group of 150 employees. “We’ve learned that you can’t abandon the change management effort,” Mahler says.

The ROI of Workplace Transformation

While the digital transformation of the workplace may get less attention than such high-visibility priorities as customer experience, workplace technology is the only category of systems that touches every single person in the enterprise. As a result, investments in modern workplace transformation can have outsized benefits beyond decreased costs or improved productivity.

By introducing new systems and processes that make employees’ jobs easier, companies pave the way for increased adoption of other emerging

technologies. “This connectedness will help our employees understand the value of the cloud to propel our future ambitions and growth,” says Luan of HD Saison. “Utilizing collaboration tools with familiar interfaces has helped with quicker adoption of other new cloud technologies.”

Those companies that described themselves as forward-looking in workplace strategy, technologies, and processes are also pulling ahead in putting in place the key workplace attributes that all respondents agree will underpin the successful digital enterprise. **FIGURE 10**

Those that categorize themselves as the most forward-looking in their workplace strategies, processes, and technologies are not only more successful in adopting the attributes of the modern workplace but also are outperforming in a number of critical areas, including revenue generation and growth, customer experience and satisfaction, and market share. **FIGURE 11**

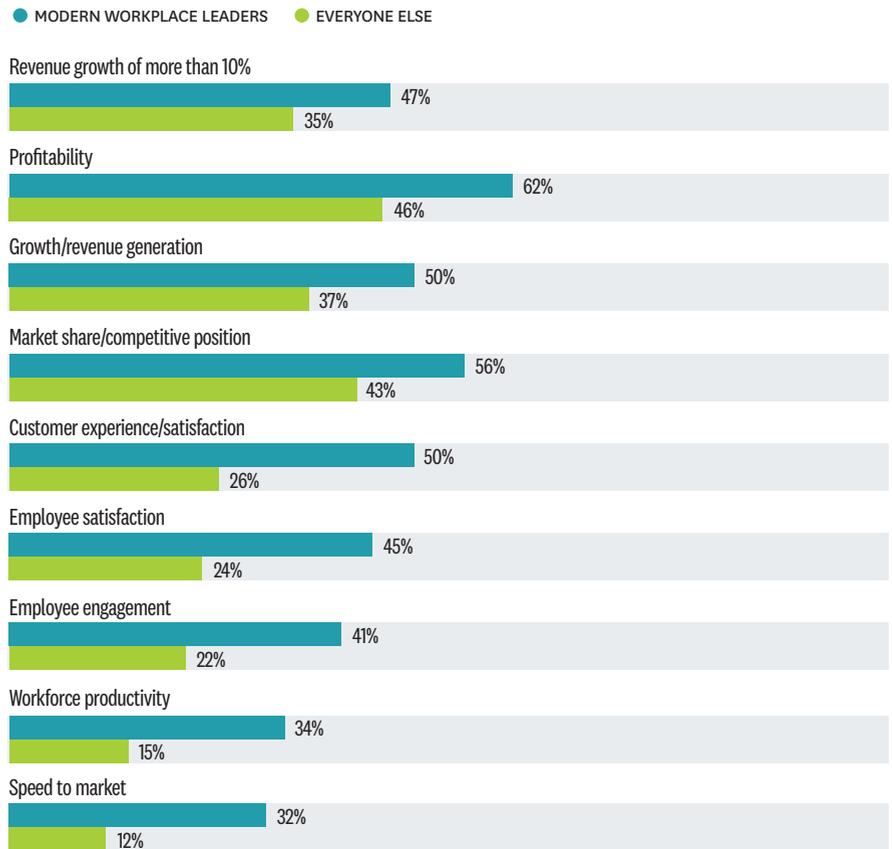
To stay competitive in a world that is changing at exponential scale and speed, companies will need to rethink—and reinvent—their work cultures, introducing new tools and skills, collaborating and problem solving in new ways, and incorporating advanced capabilities such as artificial intelligence in concert with human ingenuity.

As a result, modern workplace strategies, technologies, and processes are no longer simply “nice to have in the digital environment,” says Dery, whose own research found that companies creating better employee experiences increased their levels of innovation in terms of new products and services introduced, delivered better customer experiences, and were significantly more profitable. “Modern workplace leaders have quickly identified that it is their people who enable them to create and innovate,” says Donohue. “If you focus on them, you have less turnover, which leads to greater problem solving, which leads to revenue growth and a much more competitive position. It’s imperative that companies spend more time on human capital and give their people

FIGURE 11

MODERN WORKPLACE LEADERS OUTPERFORM

Percentage of respondents who describe their modern workplace efforts as very forward-looking who described their company as very successful/competitive in the following areas of corporate performance versus those who did not describe their efforts as very forward-looking



SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2018

the tools to work and communicate better, faster, and stronger.” Those companies that successfully transform their enterprise for the digital business future will embrace this new culture of work.

METHODOLOGY AND PARTICIPANT PROFILE

A total of 537 respondents drawn from the HBR audience of readers (magazine/newsletter readers, customers, HBR.org users) completed the survey.

SIZE OF ORGANIZATION

ALL RESPONDENTS' ORGANIZATIONS HAD ANNUAL REVENUES OF AT LEAST \$1 BILLION AND MORE THAN 500 EMPLOYEES.

65% 10,000 OR MORE EMPLOYEES	15% 5,000-9,999 EMPLOYEES	17% 500-4,999 EMPLOYEES
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SENIORITY

15% EXECUTIVE MANAGEMENT/ BOARD MEMBERS	60% SENIOR MANAGEMENT	23% MIDDLE MANAGEMENT	2% OTHER GRADES
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KEY INDUSTRY SECTORS

15% FINANCIAL SERVICES	15% MANUFACTURING	14% HEALTH CARE/ PHARMA/LIFE SCIENCES	12% TECHNOLOGY	7% ENERGY/ UTILITIES	OTHER INDUSTRY SECTORS ARE REPRESENTED BY 5% OR LESS EACH
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JOB FUNCTION

15% GENERAL/ EXECUTIVE MANAGEMENT	14% HR/TRAINING	11% IT	11% SALES/ MARKETING/ COMMUNICATIONS	10% R&D/ INNOVATION/ PRODUCT DEVELOPMENT	9% STRATEGIC PLANNING	8% CONSULTING	OTHER JOB FUNCTIONS ARE REPRESENTED BY 5% OR LESS EACH
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REGIONS

51% NORTH AMERICA	34% EUROPE, THE MIDDLE EAST, AND AFRICA	11% ASIA/PACIFIC	4% REST OF WORLD
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Figures may not add up to 100% due to rounding.



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