

Do you know what you don't know?

Bridging the gap between IT managers & IT users



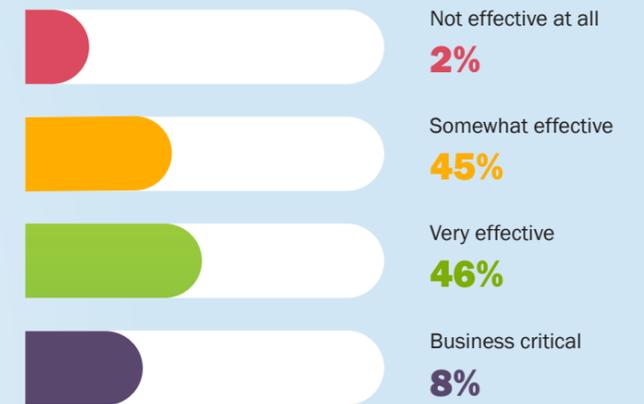
Intercity conducted research on attitudes towards technology in the workplace and its impact on productivity amongst both IT Managers and IT users. Surveying over 200 IT Managers and 500 IT users, the results have revealed fascinating insights into the perceptions of both parties.

A real disconnect between IT managers and users has been uncovered. These issues could have a detrimental impact on business productivity if they are not addressed appropriately. Thought provoking in nature, the insight gained has the power to transform business performance if the concerns raised by this white paper are tackled head-on. After all, finding out about attitudes towards technology in your workplace could make all the difference.

75%
of IT departments consider productivity as a main priority

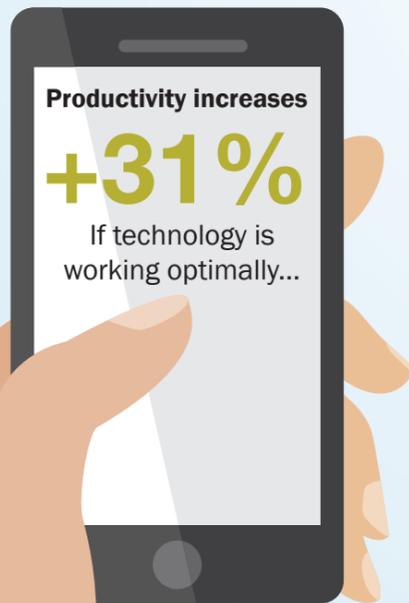
It's evident that IT departments consider increasing productivity to be a priority, however, these results show that they are clearly struggling to meet the expectations of IT users, with a high number believing technology can make them more productive than they currently are. This indicates a strong gap between the performance level at which IT departments want to be, or think they are, and where they are perceived in reality.

Do you feel like your IT strategy is supporting overall business success?



Productivity pain points uncovered

When it comes to the impact technology can have on productivity, IT users are well aware, whether positive or negative, how it can affect their everyday professional lives.



Interestingly, the research revealed that good technology makes employees productive at work to a greater degree than bad technology makes them unproductive.

Worryingly **79%** IT users believe technology can make them more productive than they currently are

Perceived barriers to personal productivity:

- Network downtime (**35%**)
- Outdated software and hardware (**32%**)
- Lack of IT support (**29%**) for personal devices

Areas that support productivity at work:

- Network/connection uptime (**92%**)
- Instant communication with colleagues regardless of location (**91%**)
- Latest technology (**88%**)

In contrast, although reducing network downtime and updating hardware/software were recognised as important areas of improvement for IT Managers, more managers were focused on improving the mobile working capabilities to support remote working practices. Although this is important, are IT Managers underestimating the impact that network downtime can have and that using outdated technology across the business could be having a negative effect?

Clearly, there is some room for improvement because although most respondents felt their IT strategy was somewhat or very effective, only **8%** thought that their strategy was business critical. This is not surprising when taking into consideration the gap between what IT departments think they are achieving, as opposed to what IT users perceive and are experiencing. This divide between users and IT departments reveals the importance of **'bridging the gap'**.

Highlights:

- Productivity pain points indicate a strong gap between the performance level at which IT departments want to be, or think they are, and where they are perceived in reality
- So, is 'bridging the gap' between users and IT departments seen as important?

Bridging the gap - a case for employee involvement

The productivity pain points have been uncovered by our research, but how can they be overcome?

Increasingly, research has shown that employees want more say on technology in the workplace. **69%** believe using devices of their own choosing positively impacts the way they work with their colleagues. Flexibility, greater productivity and greater happiness are the biggest benefits of employees using technologies of their own choosing. Interestingly, flexibility (**43%**) as well as productivity is high on the agenda for IT Managers too, as important factors when deciding on technology strategy.

Which of the following do you ask for feedback before making a purchasing decision?

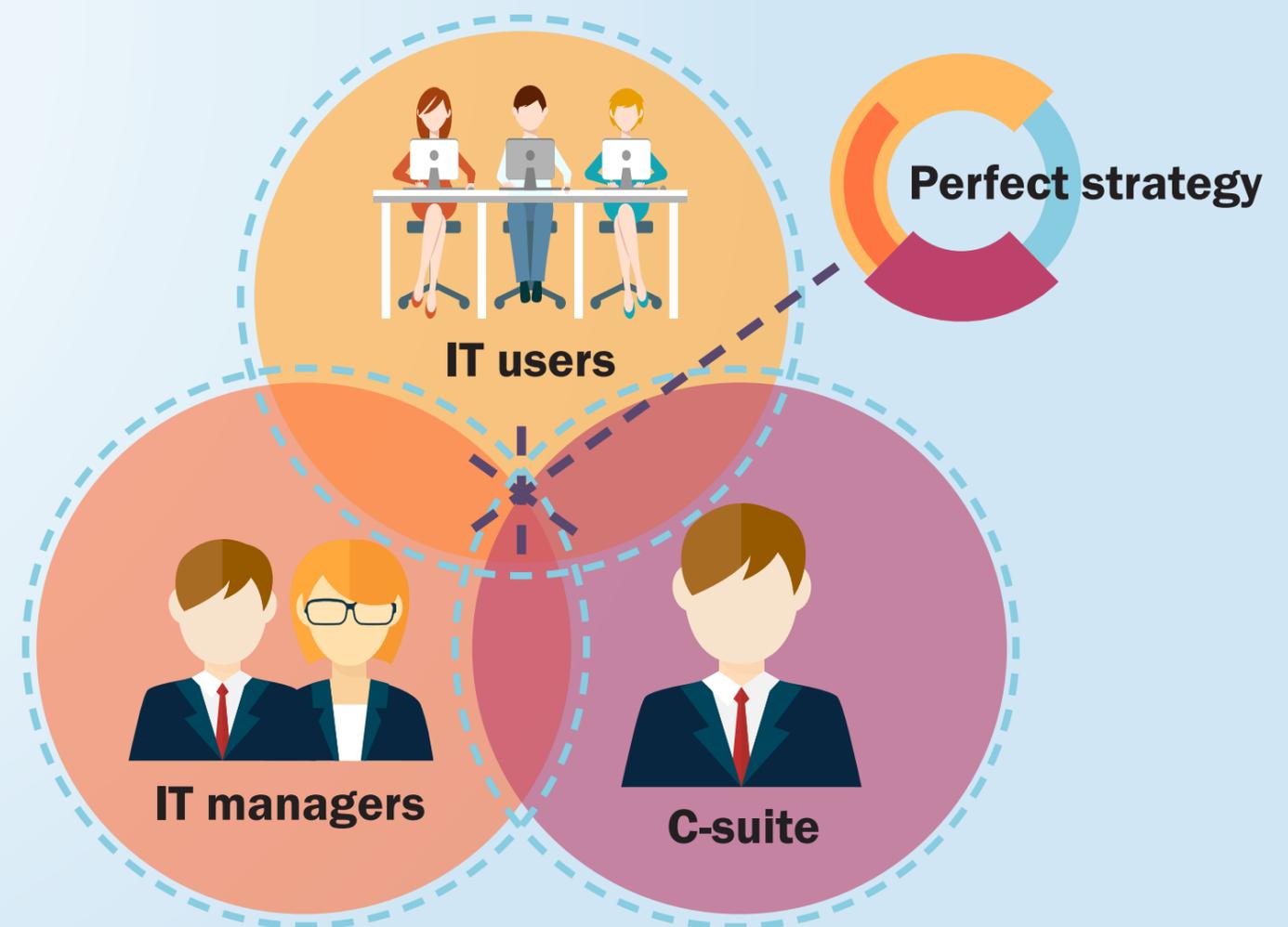


What do IT users want?

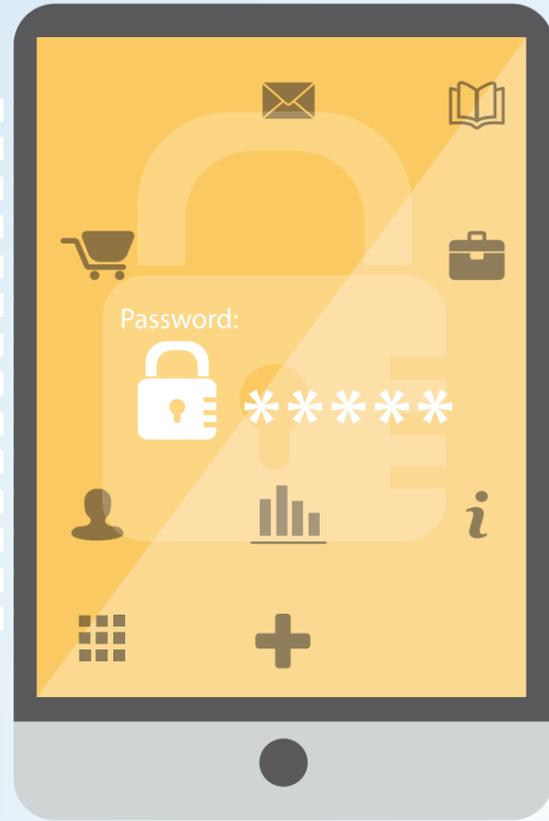


From an IT management perspective, this requires greater levels of IT support, resulting in further time and cost. However, training is fundamental to increasing productivity.

Many users would be satisfied simply to be included more in decision making, so that tools and systems can be better aligned to their roles and so they understand the full extent of what the tools at their disposal can achieve. Is there a genuine case for better levels of training and support in your organisation and how could the resulting improvements in productivity be measured?



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49%
of IT managers are concerned about an increase of security breaches

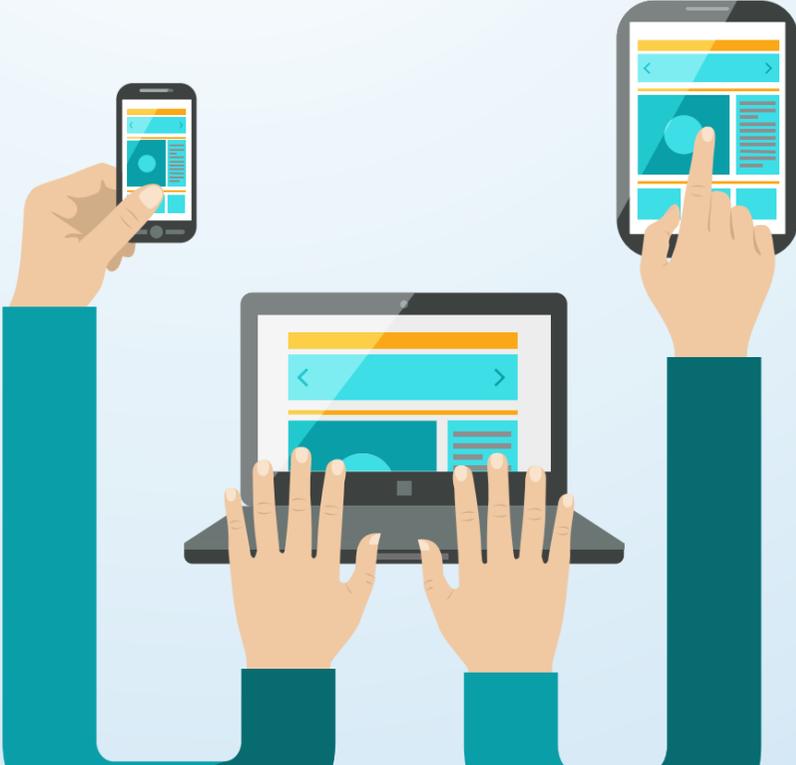
43%
of IT managers identified IT support costs as major concern

45%
of IT managers fear an increase in IT complexity

Introducing new technology - what are your concerns?

When it comes to introducing new technologies, IT Managers felt that an increase in security breaches was their main concern, as greater levels of time and cost are required to support this. Cost of IT support is another major concern, followed by an increase in complexity. If employees work remotely or use their own devices, as many of them wish to do, clearly these concerns are valid.

IT users also referred to these same concerns as the biggest worries for the IT team in regards to technology being used outside their remit, demonstrating an awareness of the struggles the IT department faces. However, users may not be aware of the severity of these difficulties, so educating users on concerns related to introducing new technologies could be a worthwhile exercise.



CYOD, BYOD or COPE, which strategy do you use?

COPE (Company Owned, Personally Enabled) was popular, possibly as it enables IT to control device selection, security and connectivity although a combination of methods was the most popular response. This gives employees some freedom to choose devices they feel enhance their personal productivity, whilst ensuring the IT department keeps some control. However, whether choosing their own device really makes an employee more productive at work is the fundamental question.

In their quest for more freedom to use personal devices and have more say, do employees appreciate the impact of issues around cost, security breaches and loss of data for the IT team, who are supporting hundreds if not thousands of users across many devices?

On average, workers in the UK have 4.5 connected devices that they use across their working and personal lives. They are often accustomed to using the very latest device in their personal lives and as a result, they're expecting more from IT at work. But do they really need an Apple Watch to do their job?

Furthermore, many users or consumers are unaware of security issues until something catastrophic happens, but the IT team is certainly much more familiar with these issues.

On the other hand, are IT teams underestimating the importance of employees choosing their own devices and their desire to have more say on ways to enhance productivity?

Employees may have some great ideas on what would make them more productive at work. They are best placed to understand the intricacies of their roles, so their views certainly shouldn't be ignored.

By using technology of their choice, employees feel they can work more flexibly and be more productive as a result. However IT departments are not best placed to currently support this, despite our research which uncovered that productivity and flexibility are priorities for the IT team. Greater support and better alignment between users and IT teams is needed if businesses are to capitalise on the benefits that new working trends have to offer. Clearly, better levels of communication and education are required in the future, so that employees and IT managers can fully appreciate their respective positions.



Highlights:

- Users should be more involved in designing IT strategies, in regards to purchasing decisions, introducing new technology and support and training
- Employees want freedom to use personal devices and want more say on IT strategy but do they appreciate the impact of issues around cost, security breaches and loss of data?
- Greater support and better alignment between users and IT teams is needed, as well as better levels of communication and education

The rise and rise of remote working

With over 4.2 million* people working purely from home in the UK, it's not a working trend that's likely to fade. Many factors have contributed to the trend, including the Employment Act 2002, which states that any employee with children under the age of six should have the right to request flexible working hours and employers are obliged to give such requests serious consideration.

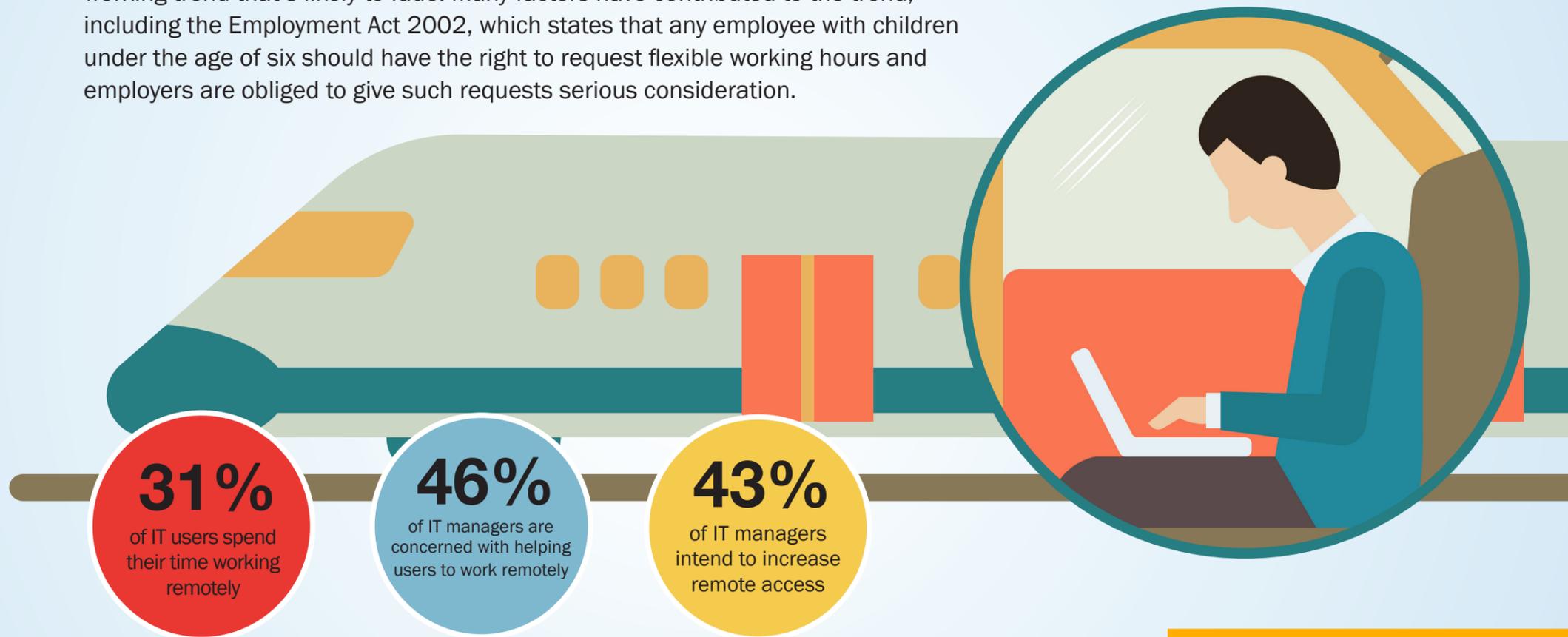
Users want access to data wherever they are, with strong connectivity to the company network and the ability to choose preferred devices. Modern workforces are multi-device users, utilising a combination of phones, tablets and computers simultaneously. This means that streamlining devices could be worthwhile to breed familiarity. Referring to the case made in regards to more employee involvement, allowing users to be involved in the device selection process could help towards ensuring that employees can work effectively on a remote basis.

In theory, remote working has immense potential to improve employee productivity, which leads to better business efficiency. However, increased productivity due to remote working will vary significantly between individual businesses. It should therefore be measured carefully to ensure the full benefits of remote working are being realised for both the employee and the company.

37% of IT managers surveyed thought that less than **10-25%** of their workforce can work productively from home. This indicates that despite an increase in the working trend, there is still a need to find ways of increasing the productivity that can result when working from home or remotely.

Nevertheless, as a trend that's here to stay, remote working is an aspect of IT strategy where users and IT teams should be collaborating effectively, to ensure the advantages of remote working are being fully realised for employees and businesses alike.

*Source: Characteristics of Home Workers, 2014, Office for National Statistics



Whilst there are obvious advantages for employees, business benefits are evident too, such as increased levels of staff retention and reduced office space, leading to lower overheads. Not only can technologies such as video conferencing, Virtual Private Networks and instant messaging make home workers more productive, the benefits also apply to those who travel frequently as part of their role.

Our research has shown that remote working is set to rise steadily over the next few years and this could represent a potential strain on technology resources if not planned for.

However, this means that there are still a considerable number of IT managers (almost half), who are not engaged with the trend towards remote working and do not hold it as a high priority. Therefore, there's still a way to go before the majority of IT teams are on board with supporting remote working.

Furthermore, **43%** of IT teams indicated that flexibility is an important factor when deciding on technology strategy, demonstrating some awareness of the importance of working from any given location for the modern workforce.

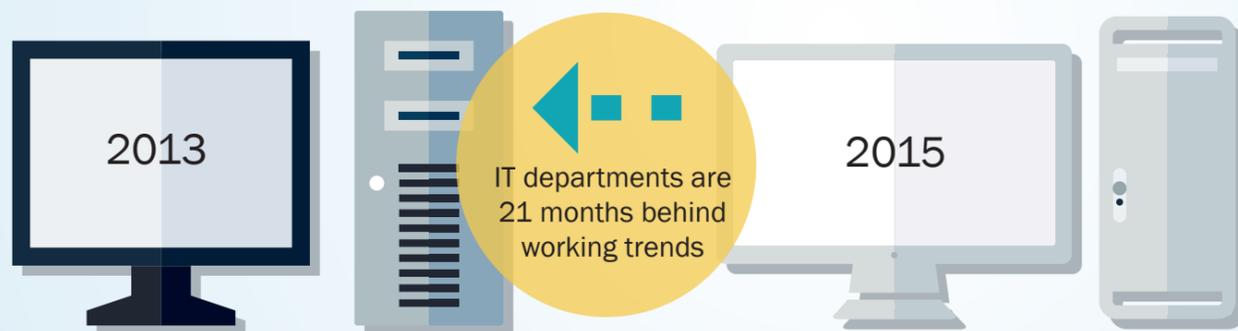
Highlights:

- Remote working or working from home is a trend that's not likely to fade – how engaged is your IT team with this trend? Almost half of IT managers surveyed do not hold it as a high priority
- Modern workforces want to work from any location and are multi-device users, utilising a combination of phones, tablets and computers simultaneously
- There are cost, security and complexity challenges for IT teams to tackle in regards to remote working
- How can your IT team ensure that remote working will enhance business productivity?

Behind the times:

Do IT teams need to accelerate the introduction of new technology?

A fascinating aspect of our research findings was that users felt IT departments are **21 months** behind supporting current working trends, on average. A third (33%) felt that their IT team were more than **2 years** behind. Interestingly, of those who felt that their team was more than **2 years** behind, **36%** of them worked in companies with **500 or more employees**.



Businesses need to uncover the truth, or otherwise, of this statement for themselves. To some extent, a perceived IT lag could be a user misconception. The current 'consumerisation of technology' may mean that users are simply expecting too much.

Some employees want to use their business devices in the same way as they are utilising personal devices, contributing to that feeling that their IT department is behind the times. Not all users will understand why Facebook doesn't always work for business and how it can expose valuable business contacts!

Again, this emphasises the importance of educating IT users on the different security issues that need to be taken into consideration, especially in sectors where data security is

paramount. Similarly, IT departments need to be aware of how IT users may be using their phones, so that relevant security measures are put in place.

From the perspective of the IT team, there will be issues other than cost and savings for not introducing certain new technologies, such as increases in security breaches, viruses and the cost of IT support. These are legitimate concerns for IT teams in regards to technology used outside their remit and this is further support towards the argument that IT users need educating on such issues.

The issues in regards to introducing new technology are clearly valid. A device of an employee's own choosing may not be secure. It may have no firewall and would therefore not

Highlights:

- Users felt IT departments were **21 months** behind supporting current working trends
- Is a perceived IT lag a user misconception or a reality in your business?
- There will be issues other than cost and savings for not introducing certain new technologies
- This is another area where better communication between users and the IT team is required
- Not shifting from the status quo can clearly hold productivity back

be acceptable for business use. Using multiple devices and remote working exacerbates concerns over security risks and data access. **45%** of IT managers stated that increasing IT complexity was a worry too.

This is yet another area where better communication between users and the IT team is required. **72%** of users believe employees should have more influence over the IT solutions they generally use for their job. However, less than a third of IT teams asked users for feedback before making a purchasing decision on new IT products that they have to use.

So how well is your IT department involving users in decisions about new technology and its influence on working trends such as remote working?

If users aren't involved enough, decisions made by the business are not understood and misconceptions can occur. Better engagement with IT users is the key to identifying whether there is a genuine lag in adoption of technology to support working trends. If a lag does exist, users will need to be on-board to help uncover possible solutions.

Currently, the perception of our respondents is that their IT department doesn't want to change with the times. Not shifting from the status quo can clearly hold productivity back. There will always be user challenges but better tools can make employees more productive at work and no business can afford to sacrifice productivity.

The future of business productivity

The fundamental question for most businesses and their employees is what does productivity actually look like and how is it measured? The answer will, of course, be different for every business.



Let's start with why we all want to be more productive in the first place. For businesses the clear benefit is maximising ROI, whilst employees have a more personal view.

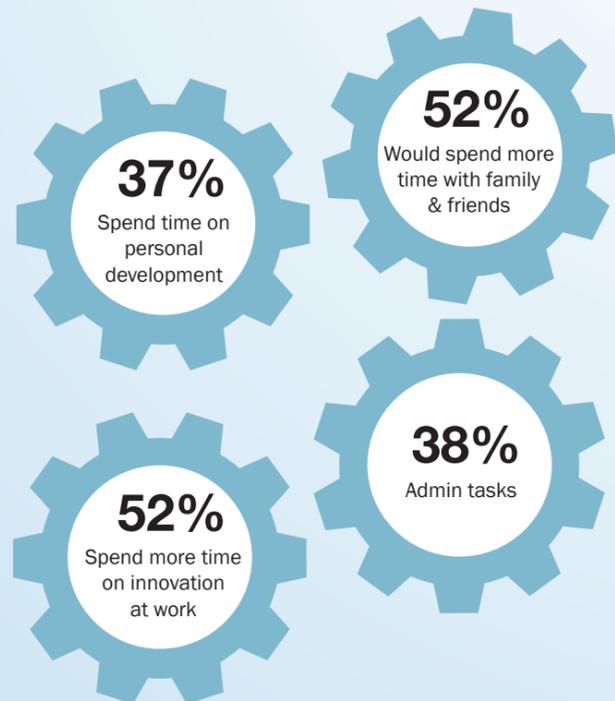
The future of business productivity and a happier workforce is therefore finding ways to give employees back the precious commodity of time, so they can start fulfilling these tasks.

Productivity matters because it's about making each individual's working and personal life better, which can create a value that can't be replaced. Productivity isn't necessarily about which devices employees have to fulfil their roles, but how they use them. This is what makes user training so important.

For example, to increase productivity, sales and business success, a mobile sales team could use tablets to visually demonstrate their products to prospective clients. Ensure employees are equipped to use the technology to suit business needs, as well as their own needs. Training needs to look beyond product features and focus on the results of the technology to achieve the right solution. Similarly, if your company employs many people who work out of hours, in and out of hours IT support could be a way to increase their personal productivity.

For many individuals, the line between home and work is not as defined as it should be.

What would employees do with more time?



Imagine a receptionist who comes into work 15 minutes early every morning to enable the company's telephones to operate when it should.

By installing a better platform, the receptionist could gain 15 minutes back each morning. That's 65 hours a year, more than a working week, which can be spent on other tasks.

Or maybe just to make sure she has more time for breakfast in the morning! With just 1% of time back, think of how much more a business or employee could achieve, as the time accumulates throughout the year.

So, consider what your IT team is doing to make employees and teams productive. Do you know if users are finding that these measures helpful? In regards to the roll-out of new technology, often it's not the technology itself but the way it's implemented which contributes to the success, or otherwise, of introducing new technology.

IT managers need to make business cases for suggested improvements that will enhance business productivity. In regards to their unified communications system, Microsoft calculated that:

Average cost savings every year:



IT Managers and teams should measure time saved on a call or time lost through inefficiencies. Gaining testimonials throughout the business is an excellent way to build business cases too.

Developing user case studies, advocating IT Champions and training key users who can disseminate their learning are all excellent ways to enhance personal and business productivity. There are other issues businesses could consider too, such as whether there's a way to reduce travelling throughout the business or whether tools are available for certain employees to work an extra day from home. Investing time in solutions and being pro-active, rather than reactive, in regards to new working trends is essential.

Gaining early feedback on the roll-out of technology is vital and will determine the best solutions for specific companies. The general advice is that when assessing options, involve users, preferably at an early stage. Key users or champions should be 'selling the benefits' of new technology throughout the business. Users should therefore be involved in uncovering solutions to business issues. The IT team, in collaboration with key users, will have an instrumental role to play in gaining board level buy-in, employee buy-in and demonstrating value for users.

Finally, it's worth considering what the IT department is being measured on. Should they be measured on increasing productivity and how? Certainly, IT departments should measure productivity lost for employees in regards to current systems, time saved on manual tasks, hours lost and improvements in the experience for the end user. Testimonials and statistics are often gathered to make business cases but perhaps they should be obtained as standard practice too. A new IT or telephony system should be generating a strong return on investment.

As well as measuring improvements in terms of productivity or time saved, we believe the future of business productivity is all about measuring the happiness of employees and whether they're actually achieving better work/life balance. These may not be typical measures for the IT department but there's no mistaking the intrinsic link between personal and business productivity.

Highlights:

- Start by examining the reasons why your employees want to be productive and how you can make them more productive through technology, whilst retaining business benefits
- With just **1%** of their time back, how much more could your business or individual employees achieve?
- What is your IT team doing to make employees and teams productive? It may not be the technology itself but the way it's implemented
- Make business cases for suggested improvements that will enhance productivity. Develop user case studies, advocate IT Champions and train key users.
- Gain early feedback on the roll-out of technology
- Should the IT team be measured on increasing productivity and how?

Here are some recommendations:

- If technology is not used correctly, opportunities for enhanced personal productivity are wasted. Our research has highlighted that users want more training, so ensure any new training introduced is designed with the objective of educating employees to use new technology and product features in a manner that will lead to greater levels of personal productivity within their job roles.
- There should be a few 'IT champions' in each department who try out a new system in the early stages, before company-wide roll-out
- Have a spokesperson for the IT department on board, whose role is to gain buy-in from the business before a full roll-out.
- User requirements must be taken into consideration in regards to new systems at the initial stage for smoother implementation and more return on investment. IT managers should therefore involve employees via user groups to drive efficiencies and ensure a better user experience.

Intercity's

9 step model to Bridging the Gap

If you're thinking about implementing a new IT or telephony system, how can you ensure that you keep productivity in mind? At Intercity, our experts follow a highly recommended approach that takes tools, processes and people into consideration. We make this tried and tested model work for each client:



TOOLS

1. Create a vision and own it
2. Identify what success looks like and then... develop a path to success
3. Clearly articulate how the new technology will benefit users AND the business
4. Create small successes and replicate



PROCESSES

5. Document all blockages and areas for improvement



PEOPLE

6. Recruit technology champions from non-IT departments
7. Recruit change agents – create internal testimonials to advocate the change is for the better
8. Make difficult decisions WITH your champions
9. Persist and persevere – never accept 'that's how we have always done it'

Finally, we urge you to consider whether stimulating greater levels of productivity has enough priority in your company. Every business strives to be more productive but may benefit from independent, expert advice and guidance to do so. Partnering with a communications technology provider that understands how to generate business productivity can significantly improve how you operate on a daily basis.

For tools that work, our solutions are designed to ensure an impressive return on investment for each client.

Highlights:

- Follow a highly recommended approach that takes tools, processes and people into consideration to keep productivity in mind when implementing new technology
- Do stimulating greater levels of productivity currently have enough priority in your company?





ABOUT INTERCITY TECHNOLOGY

Intercity Technology help you transform business performance through communications technology. By connecting and securing your communications technology to work seamlessly together, we help you communicate more effectively, making it as easy for your team to work from your office, as it is from home or attending a conference on the other side of the world. Supported by resilient technology and utilising our expertise of enterprise mobility solutions, we can create competitive advantage for your business.

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