

HOW TO MOVE TOWARD A CULTURE OF EMPLOYEE TRUST AND EMPOWERMENT

Leadership Insights for a Technology-Driven World

Then and Now

Until recently, enterprise IT organizations decided what apps and computing platforms were best for employees' work styles. IT recommended, then evaluated any proposed solution before purchasing. In the command and control role of both owner and operator, IT centralized services. In return, the business lost valuable time. Not anymore.

Employees, tired of being directed to use approved technology that doesn't meet their expectations, have begun to take matters into their own hands. They're now choosing emerging technologies that enable them to work better and smarter, and their actions are significantly benefiting their businesses.

A recent survey by Forbes Insights, [The Impact of the Digital Workforce: A New Equilibrium of the Digitally Transformed Enterprise](#), finds companies that empower employees with easy access to their preferred apps and devices see measurable gains at both the individual and organizational levels.¹

As employees become more empowered, the same survey shows they become more productive.

EMPOWERED EMPLOYEES—
where firms make apps available and highly accessible—report

17%

less time spent on manual processes

16%

increase in team collaboration

16%

faster decision making

And empowered employees expect greater success at the enterprise level.

EMPOWERED EMPLOYEES—
compared to traditional employees—project for their firms

34% 

greater increase in efficiency

2x 

the increase in service quality

87% 

of all CIOs surveyed believe that digitally empowering their employees can drive at least 5% additional revenue growth over 3 years

Boosting Competitiveness

More independent employees are improving personal performance, as well as making decisions and taking action faster—all of which boost business competitiveness. Efficiencies of particular note are coming from human resources (HR), where staff empowerment is helping reduce the time it takes for employees to get up to speed and make meaningful contributions to the business.



HR efficiencies for recruiting (69%) and onboarding of new employees (59%)

For example, onboarding new employees with all of their apps and devices in under an hour, and then enabling them to easily complete business processes from their mobile devices anytime, anywhere, raises employee satisfaction. At the same time, IT stays in control, rapidly setting up and enforcing access and data policies across all apps, devices, and locations in one place when provisioning a new device (e.g., corporate laptop, smartphone, or tablet) out of the box, anywhere in the world, from the cloud within minutes. It's a winning combination that lets employees begin working productively sooner while giving IT peace of mind that security is covered.

Comprehensive gains are shifting the balance of power from IT command and control to employee trust and freedom.

"If you take care of your employees, they'll take care of your customers."

RICHARD BRANSON,
VIRGIN GROUP FOUNDER

1. Forbes Insights. "The Impact of the Digital Workforce: A New Equilibrium of the Digitally Transformed Enterprise," October 2017.



Making Choice the Default

IT teams that recognize employees' needs for greater choice in when, where, and on what device they work are reaping rewards.

While still protecting valuable enterprise data, they are embracing a digital workspace strategy that empowers employees, supporting a digitally transformed enterprise poised to better compete.

The digital workspace provides a unified and consistent employee experience that delivers simple, secure access to applications, services, data, and interactions across devices, networks, locations, and operating systems.

"If you give people freedom, they will repay you by being more productive and effective."

LASZLO BOCK
FORMER SVP OF PEOPLE OPERATIONS
GOOGLE

Three Work Insights for Enterprises

Perspective about what catalyzed and continues to fuel the transition from the old model of IT command and control to the new model of trusting and listening to employees is important. Betsy Sutter, VMware's SVP and Chief People Officer, offers an inside view.

1. Day-to-Day Operations

The IT-frontline employee relationship model is changing, Sutter says, "because direct and easier access to information has become a top employee priority. There's simply too much information in too many places, and our people need to know where and how to obtain and leverage that information to be successful. The former model of IT—housing all the data and controlling how people use our systems—is no longer conducive to real-time, agile, and cost-effective workforce transformation."

Sutter has seen the benefits of frontline employee empowerment, noting that when employees have direct access to the information they need, when they need it, they can do more impactful work—work that makes them more knowledgeable about their sphere of influence and better partners with their colleagues.

"We realized this advantage early on, and as an early adopter of software-as-a-service (SaaS) solutions, we were able to implement a direct-access model that both enables a higher degree of productivity and provides our people with a greater amount of confidence and credibility," she adds.

Key takeaway: When IT organizations provide on-demand access, they propel their businesses forward in very meaningful ways.

2. Recruiting and Retention

Companies today must compete harder to attract and retain employees. Sutter believes choice matters both in the ways and places people are empowered to work.

"The days when prospects knew very little about the company they might soon work for are over," she explains. "Just as we know more about our candidates, our candidates are very aware of what a business today offers. Everything is transparent. We know that potential employees want to join companies that provide more freedom in how and where they work."

Key takeaway: Being a company that provides more freedom in how and where employees work is a powerful recruiting and retention tool.

3. Furthering Innovation

Across industries, teams working on new projects have traditionally gone around corporate IT, adopting solutions that better served their needs before IT could vet those products. This used to be a show stopper for IT, but lately, mindsets are changing around pushing boundaries because it's catalyzing innovation. Managing through this type of transition can be challenging, but worth it.

Sutter explains, "The dizzying speed of innovation is forcing enterprises to do things differently. We are comfortable with change and open to ways the business can be more agile. When employees have freedom to access and use the applications and tools they prefer, they spend their time figuring out more interesting ways to add value to the business."

Key takeaway: Every time IT executes a new vision for workforce productivity, the enterprise really raises the bar on how employees contribute. That's great for both employees and the company.

Empowering Employees Is Good for Business

Organizations around the world like American Red Cross, TISCO, and Die Mobiliar that are putting employees first are leveraging digital workspace technologies to ensure employees are fully empowered from their first to their last day of work. Without introducing more IT complexity, they're shifting IT focus away from standardization and device-dependent services, now emphasizing experiences and meeting employees' needs.

"It doesn't matter what operating system you have. All you need is a browser to get to the latest versions of applications. It doesn't matter what browser it is. We had a mantra that we're going to make this available to any device, anywhere."

CHRIS MOORE
LEAD SOLUTIONS ARCHITECT
AMERICAN RED CROSS

"Mobility is key to enabling digital banking services, and we wanted to enable our employees with the ability to service customers anytime and at any place."

ORANUCH APISAKSIRIKU
CEO
TISCO FINANCIAL GROUP

"The employees of Die Mobiliar often work on the go and need to be organized away from the office. Thanks to the VMware solution, they can use their private mobile device to quickly manage appointments when meeting with customers, answer emails and synchronise corporate data without needing to switch back and forth from their mobile device and company notebook."

ANDREAS HIRTER
IT TEAM LEADER OF WORKPLACE ENGINEERING
DIE MOBILIAR

With collaboration, partnership, and trust quickly becoming the new cultural hallmarks of successful digital businesses, isn't it time your organization began driving a culture of trust and empowerment so that you're empowering your business, too?

"Everyone talks about building a relationship with your customers. I think you build one with your employees first."

ANGELA AHRENDTS
SENIOR VICE PRESIDENT
APPLE RETAIL

GET STARTED

Learn more about empowering a digital workspace >

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