

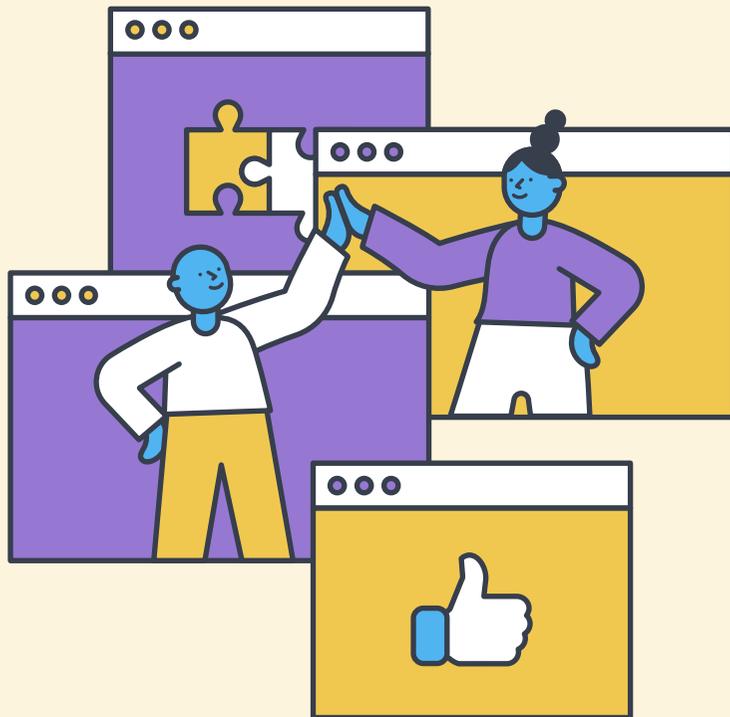
Workplace by facebook

Building Connected Organizations

Understanding the Role of HR
in Digital Transformation Initiatives



Content



03

A People-First Approach
to Digital Transformation

07

Visual Communication

04

Building Connected Organizations
The 6 Pillars of Connected Work

08

Integrated Technology

05

Open by Default

09

Ubiquitous Connections

06

Mobile by Design

10

Personalized Information

A people-first approach to digital transformation

These are interesting times for senior leaders

Global research shows that 67% of workers say it is very important for employers to deliver on promises for them to be trusted, while 64% say the same for providing job security and 59% say it is very important for employers to communicate openly and transparently¹.



“

Workplace helps our employees connect and visually showcases our global teams. We're breaking down silos, communicating across functions and driving engagement, especially amongst our remote employee populations. It has definitely ignited our spirit of fun.

Richelle Luther, SVP & Chief Human Resources Officer, Columbia Sportswear Company

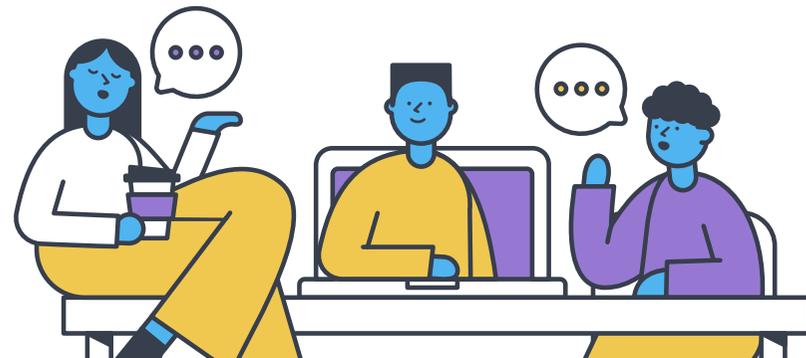
This highlights the importance of taking a people-first approach to digital transformation — rolling out the best tools won't matter if the people who are supposed to use them don't trust their employers. This is the yin and yang organizations must balance — being ready to compete in a world that's increasingly machine-powered, while building cultures that celebrate and foster the humanity of employees.

But what does such a culture look like? Fancy work conferences or ritualistic gatherings at the pool table? Or is it something more nuanced? At Workplace, we've been thinking long and hard about these questions. Unsurprisingly, the answers aren't simple. But we think there's a common thread between organizations that are ready to meet the future of work head-on.

They're more **connected**.

That's where the HR department steps in. Connected companies cultivate an environment where people feel closer, collaboration is faster and culture is stronger.

For sure, culture isn't just an 'HR thing' anymore, but many of the key outcomes of digital transformation — giving people a voice, making work more meaningful, increasing retention — sit squarely in the HR function.



Building connected organizations

If you want to go far, go together.

Building a more connected organization is the underlying – and often under-appreciated — goal of digital transformation. Because nothing else makes a dime of difference unless people are **connected** at work.

According to **Gallup**,



This comes at a cost: to individuals (a mental health at work report **found** that 60% of people have reported a mental health issue related to their job³), organizations (despite all the advances in technology

and communication, the average lifespan of a company has **shrunk** by two-thirds in the last 60 years⁴); and entire economies (the WHO **estimates** that depression and anxiety disorders cost the global economy **\$1 trillion** every year in lost productivity⁵).

By contrast, **connected companies** have the following properties⁶:



+17% productivity

+21% profitability

-40% turnover

The facts are plain: business is better when people are connected. HR leaders recognize this. According to Workplace's own research⁷:

92% of VPs and SVPs agree that their company is more efficient when people are more connected

90% believe that building meaningful relationships at work is important



The 6 pillars of connected work

We believe that **connected work** will be the key differentiator of successful organizations in the future - as well as the bedrock of successful digital transformation. But what does this work look like? And what can organizations do to get ready?

We've identified six attributes of connected work. They are:



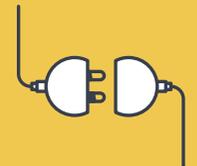
Open



Mobile



Visual



Integrated



Ubiquitous



Personalized

These attributes are the foundation stones for digital transformation – and each of them has a direct impact on the HR function. They're also guiding principles at the heart of Workplace. This report will introduce you to each of these principles, and show you how they come to life in our product.

For more information visit workplace.com.

Open by default

By 2020, 35% of the workforce will be **millennials**¹

They've grown up in a world that's more open and connected than previous generations could have imagined. They expect access to everything – not just in their personal lives but also at work.

In fact, **81%** of young people say they'd choose an employer that values open communication over one that offers perks like free food and gym memberships².

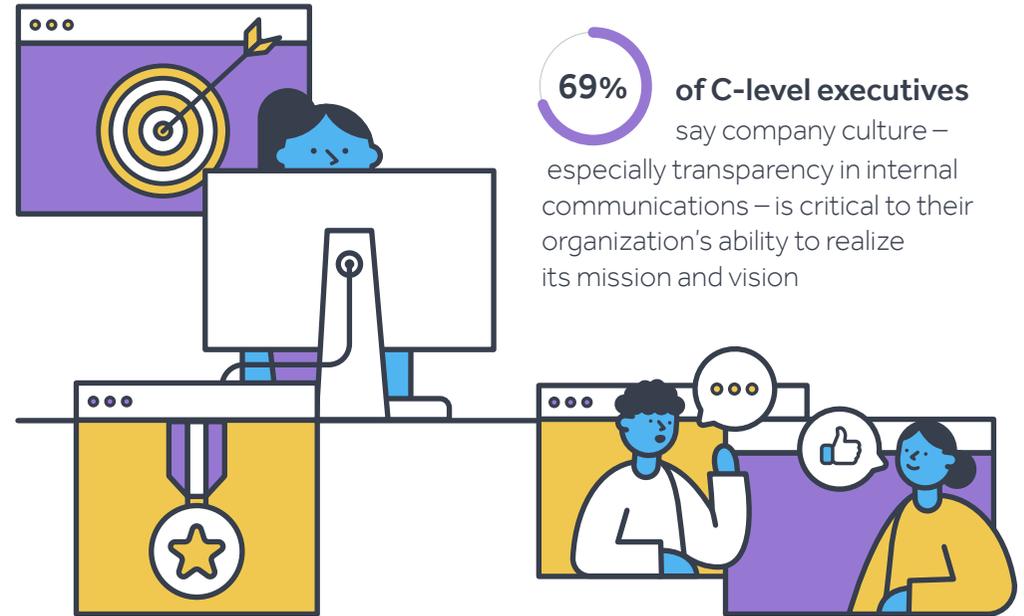
That's why connected organizations will be **Open by Default**.

Open by Default means breaking down organizational silos and boundaries, giving people quicker access to the information they

need and helping them feel more connected both to the company mission and to their co-workers.

For HR departments, it helps improve the visibility of high performing employees, driving better engagement at a time when 79% of people who leave a job do so because of a lack of recognition³.

No wonder this is top of the agenda for the C-suite. According to Deloitte, 69% of C-level executives say company culture – especially transparency in internal communications – is critical to their organization's ability to realize its mission and vision⁴.



69% of C-level executives say company culture – especially transparency in internal communications – is critical to their organization's ability to realize its mission and vision

We've seen the results first-hand. Back in 2010, Facebook ran on email, IRC and distribution lists. We didn't think about the fact that these were closed forms of communication because they seemed to work okay.

But in 2011, one enterprising engineer created a Facebook Group that was only accessible to other people inside the company. Almost overnight, Facebook moved from the closed culture of email threads and 1:1 conversations to a radically open culture of transparency.

Anybody could post, comment or share virtually anything. Colleagues were easier to reach. Potential collaborators were easier to find.

Executives were more accessible. We became connected.

Even as the company grew to 1,000 then 10,000 and then 30,000 employees, that open-by-default nature has continued to allow us to think and act with the speed of a much smaller company.

Not only does this improve company-wide communication and teamwork, it impacts culture. Nearly **85%** of Gen Yers say they'd feel more confident if they could have more frequent conversations with their managers⁵. While 62% of people say that their perception of a company improves if an employer responds to both positive and negative feedback online⁶.

Mobile by design

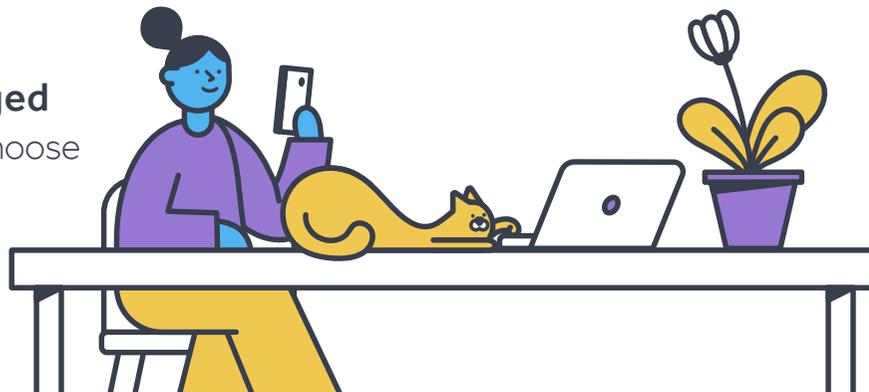
The mobile statistics speak for themselves

It's **estimated** that this year 80% of time spent on the internet globally will happen on a smartphone¹; while mobile will **surpass TV** as the medium attracting the most minutes in the US². The next billion people to come online in developing countries will probably never set eyes on a desktop PC.

It's not only our personal lives that are being disrupted by the small screen. Mobile is driving a remote working revolution. Up to 80% of the global workforce is now deskless³. But it's not just frontline workers that are benefiting from mobile connectivity. 76% of executives say they work remotely at least once a month⁴, while **88%** of highly-engaged employees say they can choose where to work depending on what they're doing⁵. 60% of employees think that company culture is improved by allowing remote work⁶.

Every organization needs to embrace technology that makes it easy for people to perform tasks and stay connected wherever they are. That's why connected organizations will be **Mobile by Design**.

88% of highly-engaged employees can choose where to work



Perhaps the most critical mobile tool is messaging. Mobile-first messaging tools aren't just a nice to have - they're increasingly essential to getting work done. **45%** of employees say that instant messaging in the workplace helps increase productivity¹⁸. While **49%** say it helps increase collaboration⁸.

Workplace Chat isn't just for instant messaging; it's for instant everything - from text messages to voice calls and video conferencing - all at the touch of a button. We know that executives, in particular, find this multi-use functionality essential, as 46% of senior leaders say they regularly make video calls compared to 33% among the broader employee population⁹.

Best of all, because it's built on top of Facebook Messenger, not only is Workplace Chat fast and reliable, it's incredibly simple. That matters in a world where 71% of Gen Yers admit they face challenges using their company's collaboration tools¹⁰.

But if the future of work is mobile, it will also be **automated**. And at the heart of Workplace Chat are chatbots.

71%

of Gen Yers face challenges using their company's collaboration tools



By some estimates, people waste up to 40 minutes every day because of slow technology at work¹¹. Bots help to speed things up by automating manual or repetitive tasks like checking pay slips, getting IT help, reporting bugs or booking time off. But they can do much more than that, too, like delivering thanks, sending reminders or automating entire processes like recruitment and onboarding.

Not only do bots make working on mobile easier, they make it more delightful, too. That's what happens when you put people at the center of technology.

Visual communication

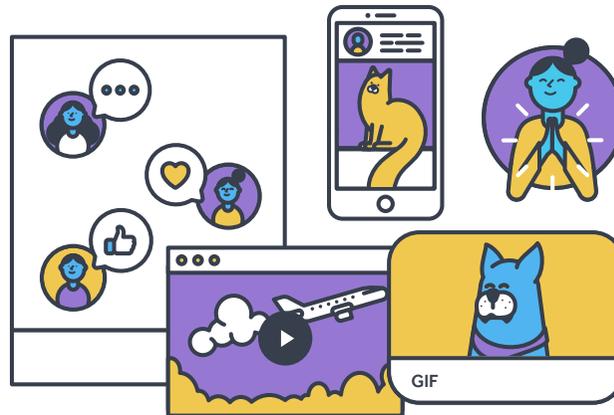
The mobile revolution has gone hand in hand with a giant shift in the way people communicate

We've moved from the written world of email to a **visual** world where video, text, emojis, photos and gifs all have a role to play in connected organizations.

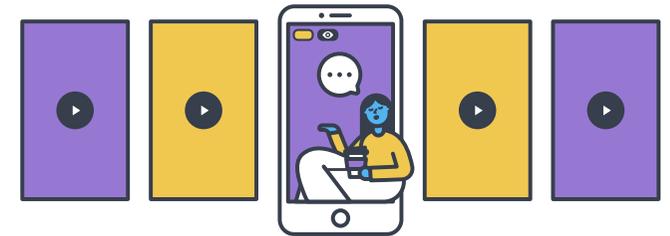
Facebook itself has played a part in this shift. When News Feed first launched in 2006 it was dominated by text-based status updates creating a wall of words. As mobile became an increasingly popular screen we saw a shift to more Visual by Nature with Facebook becoming the biggest photo sharing platform in the world. But in the last couple of years, the explosive rise of mobile video has led to a more fundamental change.

According to Cisco, 75% of all mobile data traffic will be video by 2020¹. But in the here and now, smartphones already account for 52% of all digital video plays globally². Add tablets and that number jumps to 62%³. That has been reflected in a 4x year-on-year increase in videos produced per day on Instagram, with time spent watching video up 80%⁴, while 400m people a month now spend at least a minute consuming video content on Facebook Watch⁵.

It's clear that video is the natural language of the mobile era and will be at the center of the future of work. It's no surprise that we've invested so much time in building world-class video products on Facebook. What's really exciting is how transformative those products are proving to be in the workplace.



Video, text, emojis, photos and gifs all have a role to play in connected organizations



Take Live video. One in every five videos on Facebook today is a Live video⁶, which allows virtually anybody in the world to share what they're doing in an immediate, authentic way.

We've seen similarly enthusiastic take up in Workplace, with senior leaders using Live to quickly and easily reach an entire company for town halls, weekly business updates, breaking news or even broadcasting Live from their morning jog. According to PwC's Vicki Huff-Eckert, "Live changes the game in your communications." Or as Charisse Evans, VP of Customer Experience at Delta Air Lines, puts it: "With Live, people feel like they are now connected whereas before they felt like they were completely out there isolated on their own."

Why is video so effective in the workplace? For the same reason we love it in our personal lives: attention. Our studies show that people spend five times longer looking at video in the News Feed compared to photo or text posts⁷. As the volume of information at work continues to grow exponentially, moving images remain the most powerful way we have to cut through the noise and grab those precious extra seconds of attention.

Integrated technology

Enterprise software is exploding

The average marketing department in a large organization already uses over 90 different apps to get work done¹. But how many of these apps work together? How many are security vetted by IT? How do you measure impact and ROI?

Far from getting better, faster and easier, these tools are making work more atomised, complex and unwieldy. There's nothing worse than the realisation that you can't access a link or file from somebody in a different team because the software they're using isn't compatible with your own, as can often be the case with legacy IT systems.

That's why the tools we use in connected organizations will have **integration** built in from the start.

And it's why Workplace is leading the drive towards greater convergence among enterprise apps. To date, we've announced over 50 integrations with some of the world's leading cloud services – from OneDrive, Office 365 and G Suite to Dropbox, Salesforce and Okta to Jira, ADP and SharePoint. We want to make it easier than ever to provision employees, share and discover documents or simply get stuff done.



The average marketing department in a large organization already uses over **90 different apps** to get work done. But how many of these apps work together? How many are security vetted by IT?

Ubiquitous connections

Communication inside companies is often restricted to people who have an email address and a computer. But the way we work is changing

It's estimated that by 2020, 50% of the US workforce will be freelancers with no fixed 'place' of work¹. Then there are all the other parts of large organizations that are often cut off from central communications – the millions of people working frontline roles in factories, shop floors, out in the field or even at sea who, by some estimates, represent 80% of the global workforce².

With mobile, we finally have the power to make workplace tools that are **ubiquitous**: that can connect everybody across an organization – no matter who they are, no matter where they are – giving a voice to all the people who until now have been beyond the reach of traditional IT.

By 2020, **50%** of the US workforce will be freelancers



Giving people a voice isn't just a feel-good exercise. According to one study, employees who feel their voice is heard are 4.6x more likely to feel empowered to perform their best work³. While companies that promote collaborative working are 5x more likely to be high performing compared to the competition⁴. Over the long term, that's going to show up on the bottom line.

Workplace customers are seeing the effects of this first-hand. "We brought Workplace in because we wanted to connect the frontline," says Emilie Maunoury, Digital, Ecommerce and CRM Director at Clarins UK, "our beauty advisors in store who represent 90% of our workforce in the UK. They don't have email or a work phone or a computer. How do we break down those silos and make sure that communication is direct? The Workplace effect has been incredible. We've given them a voice and they have jumped on it. We thought the community already existed but actually it didn't. It's been win-win all over for us."



Ubiquitous tools can connect everybody across an organization – no matter who they are, no matter where they are

Not only can Workplace connect everybody within a company; it can connect teams across different companies. Multi-Company Groups and Chat dramatically increases the speed and ease of collaboration between people at different companies. So whether you're a client and media agency, a lease holder and facilities manager, or any other kind of business that works with agencies or partners, it's easier than ever to work together.

Personalized information

Time is a finite resource – but many organizations are mismanaging it

54% of British employees say their employers have no formal policy about work-life balance¹. And a worrying **27%** of Britons believe that the 'always-on' culture at work has a negative effect on their wellbeing².



One of the major issues is that the speed of information is accelerating. It's been **claimed** that we're creating more data every two days than in the entire history of the world before the 21st century. It doesn't help that we'll send around 293bn emails this year¹⁴. How do we tell what's valuable and what's just noise when we're confronted by so much stuff?

It starts by making sure that the technologies we use and the information we receive is **personalized** to our needs.

That's what the News Feed does. The News Feed is how most people experience Workplace. It's a scrolling series of posts that uses advanced machine learning to figure out what each individual is most likely to want to see.

It takes a series of signals like the people you follow, who's on your team and what Groups you're in, then filters out anything that probably won't be relevant. The sum of all these signals is the 'Work Graph'. It will get smarter over time, which in turn will make it easier to manage the daily flow of project updates and company announcements.

This is next generation IT, built using Facebook's world-leading AI and machine learning capabilities to continually improve.



How do we tell what's valuable and what's just noise when we're confronted by so much stuff?

Summary

Business leaders need to create resiliency to meet the work challenges of the future

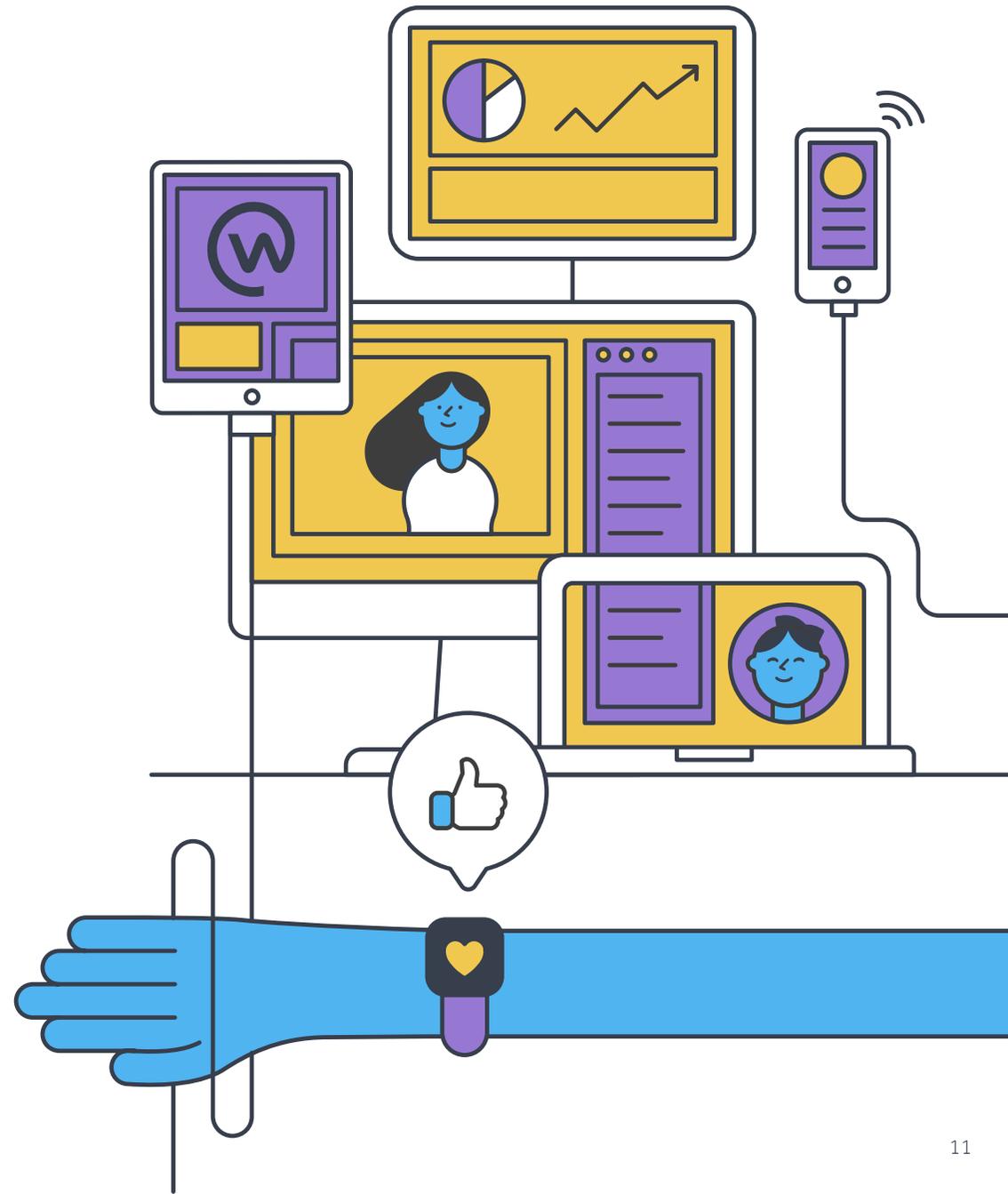
That resilience comes from connecting people, which is why the HR department has a huge role to play.

Workplace connects everyone in an organization using familiar tools like instant messaging, posts and video calling. We've identified six attributes that are critical to building connected organizations, and which act as the cornerstones for digital transform initiatives.

They are:

- **Open** – Open communication drives cultural change by breaking down organizational silos, enabling teamwork and company-wide communication.
- **Mobile** – Mobile tools meet the needs of a changing workforce. Instant messaging and chatbots make mobile work lighter weight and more delightful.
- **Visual** – Video is the new natural language of mobile. Live video makes leadership teams more accessible and engaging.
- **Integrated** – The explosion of enterprise apps makes work more fragmented and less secure. Integration is critical to more productive teamwork.
- **Ubiquitous** – Connecting everybody across an organization will give all employees a voice, driving productivity and performance gains.
- **Personalized** – As the speed of information accelerates, personalization helps us understand what's important, while filtering out the noise.

Workplace delivers on these promises today, building connected organizations that are closer, faster and stronger.



Take the next step on your Workplace journey and find out how HR leaders are helping over 2m people at thousands of organizations change the way they connect at work.

Discover how Workplace operates across the entire HR lifecycle from recruiting and onboarding to recognition and retention. For HR leaders, Workplace is the engine of culture change, facilitating shared learning, building community and bringing the world of work closer together.

[Learn more](#)



Sources

Introduction/Building Connected Organizations

- 1 EY, 'Could trust cost you a generation of talent?', 2016
- 2, 6 Gallup, 'The Engaged Workplace', 2018
- 3 Business in the Community, 'Mental Health at Work Report', 2017
- 4 Credit Suisse, 'Note to Investors', 2017
- 5 World Health Organization, 'Mental health in the workplace', 2017
- 7 Ipsos, 'Study of 3,500 business decision makers in 7 markets' (commissioned by Workplace), 2018

Open by Default

- 1 Financial Times, 'The Millennial Moment', 2018
- 2 Entrepreneur.com, 'Honesty at the Office Is the Biggest Perk of All', 2015
- 3 OC Tanner, 'Performance Accelerated'
- 4 Deloitte, 'Transitioning to the Future of Work', 2017
- 5 FastCo, 'Here's What Millennials Want From Their Performance Reviews', 2015
- 6 Glassdoor, 'Top HR Statistics', 2016

Mobile by Design

- 1 Quartz, 'The mobile internet is the internet', 2017
- 2 eMarketer, 'Mobile Time Spent' 2018
- 3 Emergence, 'The Rise of the Deskless Workforce', 2018
- 4, 6, 9 Quartz, 'The Reality of Remote Work', 2018
- 5 Steelcase, 'Engagement and the Global Workplace', 2018

- 7, 8 ReportLinker, 2017
- 10 Ingram, 'How Millennials are Changing the Face of Workplace Collaboration', 2016
- 11 Bloomberg 'The Biggest Time Suck at the Office Might Be Your Computer' 2017

Visual Communication

- 1 Cisco Visual Networking Index, 'Global Mobile Data Traffic Forecast' 2017
- 2, 3 Ooyala, 'Global Video Index', 2018
- 4 Instagram, 'Internal Data', 2017
- 5 Facebook, 'Internal Data', 2018
- 6, 7 Facebook, 'Internal Data', 2017

Integrated Technology

- 1 Logicalis, 'The Shadow IT Phenomenon', 2015

Ubiquitous Connections

- 1 Forbes, 'The Rise Of The Freelancer Economy', 2016
- 2 Emergence, 'The Rise of the Deskless Workforce', 2018
- 3 Salesforce, 'The Impact of Equality and Values Driven Business', 2017
- 4 Institute for Corporate Productivity joint study, June 2017

Personalised Information

- 1, 2 Birkbeck Department of Organizational Psychology, 'Workplaces Failing to Tackle 'Always On' Culture' 2017

Turn your company into a community

workplace.com

