



CIO 24/7 PODCAST TRANSCRIPT – WHAT IS A DIGITAL WORKER?

VIDEO TRANSCRIPT

We're 500,000 people around the globe and we need to think about what are the behaviors that they need to be successful, to be innovative, to be productive, to be efficient.

JASON WARNKE: I'm Jason Warnke, part of the Accenture Global IT

organization. I'm glad to be here today with Sarah Dugan, who's Accenture's Digital Worker Change and Adoption Lead.

We're here today to talk about change and adoption across all of Accenture's various digital worker capabilities and I'd love to jump right in, Sarah.

SARAH DUGAN: Well, thanks, Jason. I'm really excited to be here and it's probably my favorite topic to talk about. So happy to get started. It's a great place to start because I think the name itself can almost be a bit misleading because when we think about digital worker, we're not actually thinking about technology first. We're thinking about the person first. So people often say, well, what does it look like for a typical day in the life of an Accenture employee? And you know, we have 500,000 people around the globe. There really isn't a typical day in the life and that's what we start from. We start from the fact that our people all work in very different ways, in very different locations and we need to think about what are the behaviors that they need to be successful, to be innovative, to be productive, to be efficient? What are the behaviors we expect of our employees at Accenture? What do they want? What do they want to be? What do they want to do every day?

And we start with that list of behaviors and then we work from that to say, okay,

so how can our tools and our technology enable those behaviors. We really think of a digital worker as anyone who works at Accenture, anyone that is looking to be more productive, more collaborative, more innovative, working with their colleagues and with their clients.

JASON WARNKE: That's great. You mentioned it with a half million

people, it's not like we've got a half million folks that are all playing the same role.

It's an incredibly diverse set of things that we're doing for our clients, that we're doing internally at Accenture and all of those different roles mean a digital worker is a whole different thing. So maybe let's jump in. I love the focus on behaviors

versus, hey, we're going to help you use an application or we're going to help you learn a new feature. There's truly universal behaviors that define, as we call it, the digital worker. So maybe we just jump in

with how are we defining those behaviors? Give us some examples of those and how we're actually supporting people in those new digital worker behaviors?

SARAH DUGAN: So we really think about the fact that one size does not

fit all, but at the same time, you can't come up with 500,000 different approaches

right. So we can't have an individualized approach down to the individual, but we can think about key ways that different groups within Accenture work. And a lot of

that too can be based on what's the type of work they're doing and what's maybe the location that they're doing it. So, for

example, we have a large group that are on the road, they're traveling, they're at client sites, they're working directly with our clients. They really need to think about how can they be mobile, how can they continue to be productive



and collaborative when they're on the go and then, again, how can they be connected and collaborative with their clients, as well as with their Accenture employees and really thinking about how can we enable the people that are working in that way. So they can work really in a modern way.

We all get used to being able to do things in our personal life, connect with our friends and family on our mobile phone, chat with people, do a video call and really trying to bring that same experience into Accenture and enabling our people to work the way they do in their personal life, they can also do that in the enterprise.

Another example is we have very large technology centers around the globe, where we have people that come into a technology center and they may be working with clients from that technology center or with other people in Accenture and that's a very specific environment and a very specific way to work.

So we're also thinking about what are the ways that they work every day, how do they need to connect and collaborate. They're really not as much mobile, they're much more connected, but they also have specific behaviors and ways that they want to work.

So we really try to think about how can we enable all of our people to really use the tools to connect, collaborate and create?

JASON WARNKE: Right, the behavior that I think is illustrative of sort of the way that we're thinking about these things are universal. It doesn't matter if you're a client account lead, if you're a project manager, if you are a back office individual, every one has the same need to create and collaborate on documents. And so, if you just take one of the behaviors that we always talk about Cloud First, gone are the days where you create a file locally on your machine, you store it there forever. You then when you get to a certain point, you think it's good enough to share, you put it up in SharePoint and then you start collaborating. The fundamental behavioral change that we focused on here is Cloud First. Create that document, when you

you're working with colleagues to refine and get it to a final state, start it in the Cloud First, start it in Teams, start it in SharePoint and work that way and at a minimum, put your local files in One Drive and work with them there in the cloud instead of and sync down the stuff that you absolutely have to have on your laptop because you need to use it on a plane. An example of a behavior that it doesn't matter what role you play, this is working in a modern digital way. So I do love the behavior focus versus the feature focus.

Okay, with half a million people, they're all dispersed, they're on the go. They're in the technology centers. How are we actually driving the adoption and the sort of move to these new behaviors? It's a tough thing to do in even a small team that's all in one place. Our people are all over the place, how are we driving those behavior changes?

SARAH DUGAN: It's not an easy feat by any means. You know, whether you have 500,000 people or 100,000 people or, quite frankly, 10,000 people, it's trying to change behaviors, you always say, is the hard part. Introducing a new technology is actually much more the easy part. What we're really taking a different approach from the very beginning is saying, okay, how do people work and then what are the tools that they use to work in that way? And it might sound like a simple shift, but it really is transformative. When we're introducing change and technology to people, we're talking about what is the work that you're trying to get done and what are you trying to achieve in your day? Oh, and then let us tell you about how you can do that using our tools and giving them those specific examples around using one drive for business and you should never have to email a file again, right, you can send a link. And really getting people to understand and see the difference.

So we've done things like creating day in the life, so that we brought to life through a video, people can see, oh, here's an employee at Accenture, just like me. Here she is coming in on the bus or the train in the morning. She's already connected and a team's calling her mobile phone. So really



bringing to life for people what it looks like to work in the modern way and how the tools help them, as opposed to just focusing on the different tools.

Another just great example we did, we had a really fun kind of pop quiz that we did on a new website that we launched around digital workers. And it was test what type of digital worker you are. And just through that quiz, people were starting to understand all the options they have because we would ask, how do you share a file and we'd give them several examples.

We think about, obviously, video. We think about bite size is the right size.

So instead of trying to teach people everything there is to know, really focusing on key pieces that they can use in their work and bringing it to life for them.

Microsoft Teams is one of our best examples where that is a technology, but it integrates with so many other pieces of technology and it really changes the way people collaborate and create and really innovate. Really helping people understand that we have lots of videos for them. We have lots of campaigns where people can earn badges through some of their uses of the tool and acting in new ways. And we really focused on grass roots adoption and getting a whole network of change agents involved that we call our Teams Stars. So this is thousands of people across Accenture that are learning to use Teams and act as digital workers and they're sharing that with their colleagues. So it's a great example of where we're leading change from the bottom.

And then another area that we're involved in is working with our top leadership. So helping them understand how they can be working differently and when they work differently, they set that example for everyone working for them, which really also then helps drive the change from the top.

JASON WARNKE: Wow, a lot to unpack there. I love the bite size is the right size. The other thing that we talked about earlier and as you demonstrated by all the different methods there is that not everyone is the same way in terms of

the way they like to learn new behaviors or new things. And so, having a variety of options available, knowing that not everyone is going to respond to watching a video or reading a how to or even responding to a quiz, we have to use a multichannel approach to really reach everyone. And then we don't really do anything these days at Accenture where we aren't measuring whether or not what we're doing is actually effective. So maybe talk a little bit about how we're actually understanding that these efforts are actually driving what we really want to drive, which is increased productivity and adoption and engagement?

SARAH DUGAN: We are thinking about adoption and measurement in a completely different lens, I would say. So as you mentioned, in the past, we really would just measure kind of usage or login or how many people have Teams, but that really doesn't tell us much, especially in today's world where we have rolled out Teams to everyone at Accenture. So we know they all have it. So now we are having to challenge ourselves to think about how do we measure if we're getting the business results and the impact that we want. We all think that using Teams, using OneDrive, acting as a digital worker, makes you more productive, makes you more innovative, but the challenge then is, well, how do you really measure that?

One of the first things that we did is we're bringing all of those measurements together, so in the past, we looked at individual tools or technology and we thought about adoption kind of piece by piece. We now have one integrated dashboard and scorecard that says, how are we performing as digital workers? So it's bringing together how are people using our social and collaboration tools? How are people using OneDrive and Teams? We get one view and can really understand the full scope of behaviors that we're hoping to drive rather than looking at it piecemeal.

The other thing to think about is really working with our business partners, working with leadership, working with our different businesses across Accenture and understanding what are their goals?



So how do we know if we're successful could look different in different parts of the company, because we work in different ways, so understanding those different ways, to measure that and to really achieve those outcomes.

JASON WARNKE: That's right. A recent example that we'll dig into a little bit in more detail on this is we launched a couple of recent mobile apps and we have this adoption funnel that really gets down to what features? It's not just the logins. It's really about active usage and then what features you're using. And then we can track actually what features are driving productivity. Not all features do, so if you can get down to an adoption funnel concept where you start with how many people downloaded it and then how many people have logged into it and then you can drive down to what features are being used and then really identifying the features that actually save our people time. So like, we know this particular feature will save you on average 45 minutes each time you do this transaction if you do it in this way versus the old way, which is online.

This is sort of the methodology we're using to really dig into those adoption trends that actually show that we're actually creating improvement of productivity or engagement in these sorts of things.

So on engagement because this is always experience and engagement, how do we understand the impact that we're actually having on employee experience and engagement? This is a really hot area right now, so what sorts of things do we know whether it's through measurement or what we hear from employees, tell me a little bit about experience and engagement and just the impact we're having?

SARAH DUGAN: We do have a specific focus around connect, collaborate and create. How do we provide a frictionless experience? The number one thing we hear from our people is that we provide too much, that their experience is confusing. They just kind of default back to the old ways of working.

So when we're thinking about providing the right experience, our key focus

has really been helping people understand how our tools integrate and what tools they use for what activities. Bringing that story together to talk about the overall experience, so they understand when they create a file in OneDrive, they can share the link in Teams or they can have the file in Teams and co-create on that file together.

So the experience we're trying to provide is a bit more seamless, frictionless and more integrated as people think about this is the way I naturally do my work and then how do those tools and technology fit into that?

JASON WARNKE: That's great. So let's bring it home with, obviously, we're in the business of serving clients. So talk about the benefits we're actually seeing from these efforts that actually make us more effective and agile in delivering for our clients? So we're enabling all these tools in the enterprise, we're driving change in adoption efforts, but like what does it all mean? What is it all for? How do we know that we're getting that return? So maybe talk a little bit about those business benefits that we're driving for our clients?

SARAH DUGAN: I think it's a great way to think about it and I get excited when we talk about this. One aspect, when we think about working with our clients is actually just telling our clients our story. And many of the clients that we work with are trying to do the same things we're trying to do at Accenture. And so, as we share our story with them, they really appreciate hearing what approach did we take? What roadblocks did we have? How did we do this? So we not only kind of advise them on what they should do, but we also then help them understand here's what we did and they really appreciate hearing that. So that's one of the things we've been focused on is sharing our story with our clients, so that we can kind of learn together as we all think about how do you make your people more productive and more efficient.

And then, the direct benefit of being able to use some of our internal tools like Teams to actually co-create and collaborate and connect with our clients. So we use some of our internal digital worker tools to actually interact with our



clients. And that's actually been another great example where the client then can see the power of some of these tools like, wow, we've heard from clients, like we've been thinking about rolling our Microsoft Teams, but we really weren't sure. And they've seen how we've used it with them and it's really kind of sold them on the power and the business impacts that you can get.

So we've been using them to be more creative and collaborative with our clients. We've also been using it to kind of share that story with our clients, so they can see what we've achieved, but at the same time, what were some of the challenges that we've had? And it's seems like our story is really resonating with many of our clients.

JASON WARNKE: That's right, it definitely is. We do a lot of discussions talking about our digital worker approach and how we've deployed these tools and are really leveraging them to drive productivity. And I think just when I think about the impact of digital worker, those behaviors of driving, they ultimately are around getting some of the inefficiency out of the way for our employees to spend more time focused on their client, right? You don't want to have some internal process or tool or inefficiency in a tool inhibit you from doing what we do best for our clients which is helping to solve their problems and deliver for them.

So great discussion. You and I most definitely could talk about this for another three hours, but I appreciate the time you spent today. I know you're super busy driving digital worker change and adoption across a half million people is a huge task, so I'll let you get back to it. Thanks for spending the time with us today, Sarah, and look forward to seeing where we go next.

SARAH DUGAN: Thanks, Jason, appreciate it.

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