

RETHINKING MOBILITY IN THE WORKPLACE

**The Myths, Realities and Hidden
Potential of Today's Employees**



DIGITAL TRANSFORMATION IS IN FULL FORCE. ENTERPRISES ARE ASSESSING HOW TO INCORPORATE NEW MOBILE AND CLOUD TECHNOLOGIES—AND THE NEW CULTURE OF USE AND WORKPLACE CHANGES THAT THEY BRING.

A rise in the use of digital and mobile technologies is changing workplaces and work habits, creating new issues for professionals and managers alike. The influx of personal Internet-enabled devices into day-to-day life changes how, where and when we work, disrupting perceptions of how people should be managed and raising concerns about the security of company and personal information. As a new generation of employees enters the workforce, these leadership challenges can be magnified by conflicting perspectives, experiences and expectations. Confronted by an increasingly mobile workforce, leaders may be tempted to act on widely accepted myths regarding workplace technology—such as recent reports that smartphones distract employees and lower productivity—to the detriment of their enterprises.

In this research report, Accenture examines three prevalent myths regarding the digital workforce. We dispel these myths with corrective views and recommend specific steps to enhance productivity and worker satisfaction in the mobile revolution. This report provides leaders with actionable suggestions for:

- empowering mobile workers to be productive and feel supported
- fostering team camaraderie, even between workers residing on opposite sides of the planet, and
- addressing new workers' technology gaps.

INTRODUCTION

The ever more digitalized workplace is an irreversible trend.

A 2016 Pew¹ study found that:



81%

of Americans felt they were able to use the Internet and other communications devices to keep up with the demands of their lives



78%

of employees who work outside an office said the Internet and cellphones were important for getting their jobs done

(Purcell & Rainie, 2014²)

Mobile devices, wireless networks and collaborative technologies have untethered workers from their desks. This flexibility has a host of benefits for both employers and employees. However, there are also potential drawbacks and concerns.

Accenture, in coordination with Boston University, conducted a research study of the digital workplace in the second half of 2016. The results revealed three myths surrounding the emerging digital and mobile culture (see table on page 4). Successfully understanding these myths, and how they will impact the market, will enable enterprises to adopt best practices around mobile technologies, applications, mobile workers and the next generation of employees.



Technology in the workplace: myths, reality and best practices matrix

COMMON MYTHS	REALITY	BEST PRACTICES	LOOKING TO THE FUTURE
<p>MYTH #1 The flexibility of mobile work comes at the cost of employee well-being and a manager's lack of insight into employee productivity.</p>	<p>Task-based employee tracking is superior to observing time commitment. If employees are empowered to choose when and where they work, it reduces anxiety and increases productivity.</p>	<ul style="list-style-type: none"> • Let employees decide when and where to work • Motivate by tailoring investment to employees' interests and positive reinforcement • Capitalize on diversity with a global remote workforce 	<ul style="list-style-type: none"> • The gig economy meets the corporate world—pay by the task or hour rather than salary and position • Privacy booths in coffee shops and airports for third-space workers • Co-working spaces for remote and traveling employees
<p>MYTH #2 Fostering team spirit is a challenge when part—or all—of your team works remotely, and online socializing can distract workers from the job at hand.</p>	<p>Internally facing social media platforms can foster camaraderie and loyalty. A few simple policy guidelines, and moderation, prevent distractions and problems.</p>	<ul style="list-style-type: none"> • Consider the app that works for your specific team and company needs • Gamify the experience with contests—avoid mandates • Create guidelines for use • Dedicate specific spaces for social activities • Senior-level employees need to participate too 	<ul style="list-style-type: none"> • Email will give way to more instantaneous and simpler forms of communication, like chats and texts • Face-to-face will be replaced with robotic presentations of self • Virtual team-building exercises will replace trust falls—connect with video conference parties, online gaming and hangouts
<p>MYTH #3 Millennials are fully prepared to meet workplace technology needs—the primary concern is educating older generations about new tools.</p>	<p>Digital natives aren't necessarily digital experts. Millennials may need help learning technology etiquettes older generations already know.</p>	<ul style="list-style-type: none"> • Select technology that solves specific problems and explain choice to employees • Millennials need frequent feedback, digital tools for career development and options for giving suggestions • Train employees on new technologies with various levels of digital competency 	<ul style="list-style-type: none"> • Internships should emphasize technology needs and etiquettes of industry • Mentors return but will guide newer employees remotely • Socially conscious initiatives will enhance company appeal—forward thinking means green and community thinking

FaceTime and face-time: managing flexibility, mobility and third spaces

MYTH #1

The flexibility of mobile work comes at the cost of employee well-being and a manager's lack of insight into employee productivity.

Today's "always on" (Turkle, 2012³) culture puts unhealthy burdens on both managers and professionals. Managers face the challenge of monitoring without visibly seeing employees at their desks. They must instead rely on an indicator of time spent working virtually or in the "third spaces" from which employees choose to work. Those employees who spend more time working remotely and virtually, via video conference, email or instant messenger, are then deemed the hardest workers.

For professionals, the always-on culture demands longer working hours and increased anxiety about workplace performance. A 2016 report from the Chartered Management Industry (Les Worrall, Cary Cooper et al.⁴) found 68 percent of respondents said they experience increased stress because technology has made it harder to switch off from work. Yet working remotely is universally preferred to office work because of the inherent flexibility in managing one's own schedule and a reduced commute. This is a paradoxical environment that creates dissatisfaction among professionals.

REALITY

Both professionals and managers benefit tremendously from the control afforded by flexible, remote working. From a managerial perspective, time no longer serves as the principal indicator of productivity. Instead, task accomplishment becomes the critical—and far superior—measure. For workers, increased flexibility allows them to exercise control and work how, where and when it is most efficient. Many want to retain the option to work in-office rather than being entirely remote, for example. Rather than increasing apprehension, mobile access can decrease anxiety, providing employees are empowered to determine their schedules. Not all employees want to be mobile workers—flexibility means providing both in-office and remote options. That flexibility can be delivered by technology. The rise of personal video systems, using Microsoft Skype™ or Cisco Jabber, is driving video use for internal corporate communications as a way to support more face-to-face time, even across different offices or countries.

TAKE ACTION: WHAT YOU SHOULD DO NOW

Redefine indicators of workplace success

Management practices need to allow flexibility in the borders between work and personal life. Best practices for professionals allow them to handle their responsibilities—both personal and vocational—regardless of the place and time. By prioritizing flexibility over a traditional structure, many professionals feel comfortable allocating more hours to work when they are trusted to engage remotely. Their work-life balance is then controlled on their own terms and aligns with their unique needs. To structure a productive arrangement for a flexible work-life balance, however, managers should first focus on outcomes rather than time. Employee responsibilities and job demands should be clear about task-oriented expectations that can be measured remotely. Face time at the office will not necessarily increase productivity or progress on tasks.

Put the control in your employees' hands

Employers should ensure it is the employee's choice about when, where and how they engage. Managers need to construct working environments and expectations that allow employees to feel empowered to adjust schedules and time boundaries as needed. Flexibility means recognizing that workforces are diverse, and productivity benefits arise from embracing an array of unique needs. Managers should allow employees to find the environments that work best for their personalities and tasks. At times, that may mean allowing employees to work remotely. At others, providing the opportunity to work in the office. True flexibility does not sacrifice one

limitation for another, but instead expands to provide for all worker and project types. Employees and managers should also agree on the expectations of which times employees are generally reachable at work, which times they will not be accessible, and which times are flexible.

Rethink motivation

Companies must rethink workplace engagement and motivation. Today, professional employees are less motivated by money and long-term security, such as a comfortable retirement and pension. Increasingly, they are motivated by symbolic appreciation, trust and positive reinforcement. The key is therefore to determine the appropriate, often intangible, incentives for a given level and style of employee. This implies creating a culture of trust and flexibility, not only to address contemporary mobile needs but also to allow employees control over their professional boundaries to maximize satisfaction and commitment. Consider using gamification as well as personal online-initiated recognition techniques.

Prepare for a global workforce

Hiring a multicultural and multi-talented workforce, even when a company is located in a relatively homogeneous region, is an effective way to increase diversity in the workplace. It can also help a company expand into high-growth global markets. However, managers must be sensitive to cultural differences. Cultural competency is an important issue for in-office contexts, and is heightened when dealing with multinational workers who are engaging solely through new media.

Distance makes the team grow stronger: how to cultivate social presence remotely

MYTH #2

Team spirit is difficult to manage remotely and online socializing options can diminish productivity.

Remote work can drive both efficiency and productivity. But to build and maintain real relationships, face-to-face time between workers is necessary. Teams cannot effectively bond and develop a sense of trust unless they share the same physical spaces. Workers need to work side-by-side to develop intimacy. Remote employees may not feel as engaged or loyal. Connecting virtually is problematic—social media universally detracts from productivity and is too big a risk for team building exercises.

REALITY

Internally facing social media platforms are greatly improving remote team dynamics and reducing social distance. Clearly communicated policies and a strategic design can ensure appropriate usage while enhancing togetherness and team spirit.



THE SOCIAL WORKPLACE: WHY YOU SHOULD CARE

When employees aren't sharing an office space together, the sense of workplace camaraderie can disappear. Social presence is helpful in cultivating a commitment to one another, and to the mission of the organization (Riordan, 2013⁵).

Today, Pew Research reports that 20 percent of workers use social media to help them solve work problems and increasingly ask work-related questions of people outside their organizations (Pew Research, 2014⁶).

Remote workers are less likely to feel connected to their teammates and to the larger company goals. Managers may have difficulty rallying remote teams to go the extra mile. There is a robust corporate team building industry aimed at resolving these types of social challenges. However, a number of companies we studied have developed an effective, long-lasting and much cheaper option: internally facing business social networking technologies like Yammer or Slack. Their goal is to foster workplace friendships, trust and camaraderie. Currently, there is no single solution that dominates the market. Companies' social media options vary from apps designed specifically for the purpose to private groups using the organization's existing technologies.

Accenture's research shows that the difference between effective and ineffective use of business social media rests on the policies and expectations set by leadership. These tools need boundaries and clear expectations. Additional challenges might emerge after integrating these technologies. Employees might feel obligated to participate and respond on personal time, for example, that can foster a sense of resentment and may even be prohibited by work councils in certain countries. Some employees may not participate, reducing the impact across the business. And there is always the risk of inappropriate conversations. Therefore, while virtual water coolers can solve some of the problems that arise in a mobile workforce, they need to be integrated and executed in a deliberate, thoughtful manner.



.....

Their goal is to foster workplace friendships, trust and camaraderie.

TAKE ACTION: WHAT YOU SHOULD DO NOW

Assess which app works for you

Selecting the right virtual water cooler requires a consideration of the needs and access requirements of your employees. A custom-built app may not be financially realistic or technologically necessary for every company. A variety of free social media and collaborative platforms already exist that allow for workplace conversations and sharing images. Many companies have already licensed such tools as part of their larger worker productivity and email software licenses. When choosing which app best meets your needs, consider the devices your employees will use for access, the number of people that will use it and whether you want sub-groups for teams. Ensure the app easily runs on all the mobile devices your employees use and fosters the kind of engagement you need. Companies should also assess which apps best support their data, information and device security policies.

Gamify the experience

Begin by lowering the barrier to entry. Avoid mandating use—instead, encourage participation through semi-structured activities such as games, contests and other recognitions for exhibiting desired behaviors. Hashtags developed for company events can encourage a feeling of togetherness. Small prizes and rewards can help engender excitement. Employees should feel that participation is fun and relaxing rather than an obligation. These more structured uses of the tools can help encourage initial engagement. Once employees are in the habit, usage will then grow more organically.

Create norms

Develop clear expectations and protocols for usage. Like an in-person workplace social event, there are risks for inappropriate conversations and interactions. Assign moderators, not to act as gatekeepers before employee posts are shared, but rather to keep overall tabs on discussions and steer them in positive directions. Share guidelines on acceptable behavior and train moderators in addressing sensitive issues. Issues of personal religious and political beliefs might be deemed inappropriate for workplace conversations, for example. Inappropriate topics, tone and language need to be clearly defined so that employees understand normative expectations. This is particularly important in diverse multicultural settings. Work to ensure guidelines are crafted for your specific workplace needs. Provide a reporting mechanism and moderate consistently.

Dedicate space

If using a collaborative program that your teams also use for work-related purposes, clearly define the channels dedicated to social activities. One channel might be for a work project and another for running enthusiasts, for example. Denoting the expectations of each channel can help to guide and facilitate use. Combining social media and work can sometimes create unnecessary clutter and distractions. Help employees focus on work by designating another channel or program for social conversations and give employees discretion around which social channels they follow. Encourage workers to gently suggest relocating conversations when they become too focused on social and personal aspects rather than work goals. Or when the “all company” channel is used for subjects more appropriate for a focused channel.

Flatten the hierarchy

Virtual water coolers are not just for low-level employees. Upper management, including executives, need to champion and use them as well. Managers using social media sends a message that this is expected behavior for everyone. It not only encourages participation, but also fosters improved vertical relationships. An action

as simple as sharing a photo of a pet or commenting positively on an employee's post can increase a boss's likeability. In turn, this engagement makes employees more likely to support the company's goals and approve of their managers. Providing tools for engaging management directly in work-related queries is another benefit.

The uninformed citizen: technology gaps of the techno-savvy millennial

MYTH #3

Millennials are fully prepared to meet workplace technology needs—the primary concern is educating older generations about new tools.

Recent college graduates are "digital natives," meaning they come fully equipped to handle the technological needs of a forward-thinking company. They have years of experience with the relevant tools. Indeed, they have never lived in a world without them. The primary concern for companies is older employees who are resisting new technology adoption.

REALITY

The terms "digital natives" and "digital immigrants" can be very misleading. "Digital native" does not necessarily mean "digital expert." While young people might have used many consumer social tools and feel comfortable navigating new technologies, they do not necessarily have all the literacies necessary for the workplaces of the future. Our research shows that recent college graduates are often missing critical technology skills and etiquette around social networking, email and video conferencing. Older employees may be more tentative with new tools, but know far more about the underlying ways organizations work than new graduates.

GENERATIONAL GAPS AND TECHNOLOGY: WHY YOU SHOULD CARE

While many millennials grew up in environments that were digitally enhanced, where emerging media was part of the everyday, they still have gaps in knowing how to translate that experience to the workplace.

The ECDL Foundation, a leading international organization committed to encouraging computational skills, identified a discrepancy between “digital lifestyle skills” and “digital workplace skills” among digital natives as well as an inability to identify gaps in their skills (ECDL, 2014⁷). These workers are often comfortable adopting newer technologies but do not necessarily understand the inner workings of the tools, or best practices in their use, especially in a professional setting. Being digitally native is like being a native of any community—just because you grow up somewhere doesn’t make you an expert. Natives tend to know what they need to get by—no more and no less.

Many new graduates therefore lack technology skills that older employees may have. While digital natives within a company might demonstrate ease of use with tools, they may lack the pattern recognition necessary for dealing with complex problems due to lack of experience. Thus, their ease of use with the tool was secondary because their understanding of the core issue was superficial. They need additional mentorship and guidance, regardless of their technological savvy.

Human resource experts and managers also express frustration with younger employees’

knowledge gaps. Many employees fresh out of college are uncomfortable with more traditional workplace skillsets. They display an overreliance on newer technologies at the expense of face-to-face, telephone and email skills. Many newer technologies, such as video conferencing, depend on older formalities developed in face-to-face engagements. Even in workplaces where all employees have fully adopted newer technologies, customers may still want to engage through older channels. Additionally, new graduates are often too informal in using social and mobile technologies. Content written for a tweet or text may not be appropriate as a response to a client or coworker, for example. Emails might be too short, use unprofessional slang or text-speak and lack greetings and closing notes.

Managers need to work with new employees to resolve technology knowledge and etiquette gaps. Employees of all ages can learn how to adopt mobile and new media engagement for professional settings if given the tools to do so. Programming and ground-up knowledge skillsets may take longer. But companies benefit from policies that encourage continuing education. Education on policies, mentors and online resources can help develop new graduates so they can be productive and fully integrated members of the workforce.

TAKE ACTION: WHAT YOU SHOULD DO NOW

Use technology to solve actual problems

When choosing which new technologies to adopt, companies should consider what problems they will actually solve—and communicate that clearly with employees. Match employee requirements with specific tools and remember that one size does not fit all. Measure usage to see if the tools actually accomplish what was intended.

Meet your employees where they are

New technologies and updates should be accompanied by employee education geared to different levels of technological knowledge. Companies should keep in mind that user comfort with technologies varies between generations; what is intuitive to one may not be intuitive to another. Technology education should be aimed at both technologically savvy employees and those further behind, with options for in-person and mobile training.

Measure behaviors and outcomes

Use analytics to measure which types of employees are adopting the tools as well as desired social behaviors, on a granular level. Tools such as Avanade's Digital Workplace Insights offer insights into which tools and behaviors are being adopted by country, office, level of person, etc. That allows you to fine-tune change adoption programs and start correlating usage to important business metrics such as employee engagement scores, retention and productivity.

Manage to the millennial

Millennials require a new management approach to motivate and retain talent. Their experience of educational systems

has cultivated a deep desire to improve and achieve as well as a need for active guidance along that path. They will actively ask for resources and frequent feedback, so management should be prepared to give both (Ng, Schweitzer and Lyons 2010⁸). Thankfully, digital tools make this feedback easy to provide. Instead of yearly reviews, employees may need more frequent opportunities to receive feedback as well as communicate their own needs. This feedback cycle can take the form of casual meetings every three months to provide guidance or more frequent interactions. These interactions can occur through collaborative platforms that allow chats or video-conferencing. Managers should provide positive reinforcement and constructive, specific criticism. Millennials also expect to be asked for their input regarding operations and their work. Online feedback forums and town halls should therefore be arranged. Consider using online recognition systems that make it very easy to do something as simple as giving another employee an online "good job!"

Offer a variety of professional learning opportunities

Integrating a workforce means career development for employees on both ends of the generational spectrum. Younger employees may need education for missing skillsets, such as conversational, telephone and email competency. An important part of successfully adopting new technologies in the workplace is knowing how to integrate them with existing tools. Young and old employees alike need guidance for when and how to use different skills. This deliberate integration process produces a well-rounded, highly skilled and adaptable workforce.

LOOKING TO THE FUTURE

Enterprises today have the chance to set their own course on the use of new digital technologies and on adapting their culture to these new ways of working. Choosing the right path is necessary in order to achieve success. Accenture sees major changes in how companies will adopt technologies in the future and in how people will be managed.



The rise of the liquid workforce

Workplaces of the future will not necessarily give rise to new permanent positions, but rather to increased reliance on more temporary, flexible and outsourced services. As the prevalence of the gig economy shows, payment for services and outputs, rather than full-time employment, is increasingly preferred. The need for specific skills and contributions will supersede the need for full-time work.



Rethinking technology for the third space

In the future, the most appealing third spaces will capitalize on new technologies. Cafés and airport terminals will benefit from private “phone booth” spaces to facilitate private conversation and phone or video calls, for example. Public spaces should allocate various types of locations to meet the new needs of their clientele.



The demise of the office and the increased prevalence of co-working

Offices today are static, expensive and increasingly empty due to the prevalence of mobile working. Collaborative spaces, such as Workbar and WeWork, which allow for flexible co-working, will be preferred over formal company offices and eventually become the norm. These spaces not only address the changing needs of mobile workers but also allow opportunities for cross-company collaboration.



Goodbye, email

As methods of communication change, email will eventually become a tool of the past. Social communication will play an increasingly prevalent role. Employees spend too much time considering the right wording to convey ideas and avoid miscommunications when crafting emails. The email process can lengthen what could be a very short exchange. Real-time chatting and short voice messages will replace most inter-office communications. That will produce quicker responses, increased context without lengthy explanations, and voice messages that can quickly relay tone, urgency and personalization. Additionally, emerging communication tools will allow streamlined, automated and tiered forms of engagement that let employees prioritize their work. Identifiers such as “FYI” or “Response Required by 12pm” will be integrated within the tools, rather than manually inputted. These identifiers will declutter the technological communication world and allow employees to understand the purpose of the message at a glance without cumbersome workarounds.



We, Robot

The future of workplace technologies is increasingly digitally present, with more social cues available through robotics. Companies such as Double Robotics allow wheeled video to depict a remote employee’s full presence. These technologies will become more accessible, allowing remote working and learning to thrive. In addition, bots and other artificial intelligence agents will increasingly automate worker tasks, including some of an individual’s interactions with coworkers. An intelligent agent may monitor your email, social channels and text, for example, and when a coworker sends you a request for information you’ve provided to others in the past, automatically provide them with a personalized greeting if the coworker is in your personal address book.



Virtual trust falls

Group training modules, socialization and team building exercises will happen virtually. Video conferencing, virtual reality and collaborative platforms provide ways to conduct engaging and interactive educational opportunities. Cultural sensitivity training could not only directly engage with members of various cultural backgrounds but virtually visit those geographic places as well. Team building may be just as effective if done through video chats, social hangout hours or even multi-player online gaming.



New internship goals

Companies should begin looking for employee internships and work experience that reflect the technological needs of the workplace. Internships will focus not only on the industry and subject matter but also on professionalization, technology education and productivity in mobile environments. Entirely remote internships may be the future.



Return of the mentor

Many companies have departed from formalized employee mentorship programs recently. But we predict a return of the mentor, only more technologically focused on how to succeed in today's mobile enterprise. With the adoption of mobile technologies there is no need for mentors to share a cubicle with mentees. Remote collaborative tools, chats and screen sharing provide everything a mentor needs to shepherd new employees into the professional world.



Socially conscious employees

Millennials entering the workforce are accustomed to integrating meaning into their academic and professional worlds. To remain competitive and speak to today's evolving workforce, it is critical that companies commit to social good. The 2016 Gallup report *How Millennials Want to Work and Live* reinforced this idea that the younger generation works for purpose, not money. To align with the needs of today's professionals, employees must see purpose in their daily routines. However, millennials are also facing large student loan debts and increased costs of living. The ideal workplace setting does not make them choose between socially meaningful work and a comfortable wage. Sustainability initiatives and charitable efforts go a long way in enriching the workplace.

References

- 1 John B. Harrigan, Information Overload, Pew Research Center, December 2016, <http://www.pewinternet.org/2016/12/07/information-overload/>.
- 2 Kristen Purcell, Lee Rainie. Pew Research Center, December 2014. "Technology's Impact on Workers" Available at: <http://www.pewInternet.org/2014/12/30/technologys-impact-on-workers/>.
- 3 Turkle, S., (2012), "Always on." In Handbook of Mobile Communication Studies, edited by James E Katz (Cambridge, MA: MIT Press).
- 4 Les Worrall, Cary Cooper, Dr Máire Kerrin, Analise La-Band, Anna Rosselli and Patrick Woodman, The Quality of Life, Chartered Management Institute, 2016, <http://www.managers.org.uk/insights/research/current-research/2016/january/quality-of-working-life>.
- 5 Riordan, C. (2013), We All Need Friends at Work, Harvard Business Review, <https://hbr.org/2013/07/we-all-need-friends-at-work>.
- 6 Purcell, K. & Rainie, L., Technology's Impact on Workers, Pew Digital Life in 2025 Series, December 30, 2014, http://www.pewinternet.org/files/2014/12/PI_Web25WorkTech_12.30.141.pdf.
- 7 ECDL Foundation, The Fallacy of the 'Digital Native': Why Young People Need to Develop their Digital Skills, 2014, http://ecdL.org/media/thefallacyofthedigitalnative'positionpaper1_1.pdf.
- 8 Ng, Eddy SW, Linda Schweitzer and Sean T. Lyons, "New generation, great expectations: A field study of the millennial generation," *Journal of Business and Psychology* 25.2 (2010): 281-292.

Other References

- Colbert, A., Yee, N. & George, G., "The Digital Workforce and the Workplace of the Future," *Academy of Management Journal* 59.3 (2016): 731-739.
- Derks, D., Van Mierlo, H. & Schmitz, E.B., *Journal of Occupational Health Psychology*, Vol 19(1), Jan 2014, 74-84, <http://dx.doi.org/10.1037/a0035076>.
- Gallup Inc. (2016), How Millennials Want to Work and Live, Gallup.com, retrieved 4 August 2016, from http://www.gallup.com/reports/189830/millennials-work-live.aspx?utm_source=gbj&utm_medium=copy&utm_campaign=20160512-gbj.
- O'Boyle, E. & Harter, J. (2013), State of the American workplace: Employee engagement insights for US business leaders, Washington, DC: Gallup.
- Olmstead, K., Lampe, C. & Ellison, N.B. (2015), Social Media and the Workplace, Pew Research Center, retrieved 20 July 2016, from <http://www.pewinternet.org/2016/06/22/social-media-and-the-workplace/>.
- Witters, D. & Liu, D. (2014), Using Mobile Technology for Work Linked to Higher Stress, Gallup.com, retrieved 4 August 2016, from <http://www.gallup.com/poll/168815/using-mobile-technology-work-linked-higher-stress.aspx>.

AUTHORS

Phillip Redman, Accenture
phillip.redman@accenture.com

**Boston University Center for Mobile
Communications Studies**
dems@bu.edu

ABOUT THIS REPORT

Developed via a collaboration between Accenture LLC and Boston University's Center for Mobile Communication Studies, this report brings together insights concerning mobilized workplaces, gathered through interviews with workers and managers from a broad array of organizations, in combination with an analysis of recent surveys and data.

METHODOLOGY

To gain insight into the current workplace environment, Boston University researchers, guided by Accenture experts, conducted interviews and collected data from the field. The team spoke with 35 professionals representing a variety of industries and roles. They also analyzed statistical data and synthesized "state of the industry" reports. The survey of professionals began with a purposive sample, expanding through referrals in a snowball sample approach with the aim of expanding coverage of ranges of competence and fields of enterprise. Ultimately, the sample was composed of professionals from varying types of organizations (e.g., corporate, nonprofit), size and category (e.g., finance, pharmaceutical). Researchers then analyzed the interviews comparatively and in depth to identify patterns and trends as well as the issues and concerns facing the mobile professional.

ABOUT ACCENTURE MOBILITY

Accenture Mobility, part of Accenture Digital, plans, implements and manages mobility solutions for businesses and public organizations, including developing and implementing enterprise mobility strategies; incorporating applications and managed services; creating and delivering mCommerce solutions; and supplying credible, business ready Connected Product offerings. Accenture Mobility services are based on deep industry insights and technical expertise that help clients across all industries achieve growth, efficiency and manage a successful transformation as they adopt the tools of a digital business. Find out more by following @mobilitywise and visiting www.accenture.com/mobility.

ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With more than 401,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Its home page is www.accenture.com

This document is produced by consultants at Accenture as general guidance. It is not intended to provide specific advice on your circumstances. If you require advice or further details on any matters referred to, please contact your Accenture representative.

This document makes descriptive reference to trademarks that may be owned by others. The use of such trademarks herein is not an assertion of ownership of such trademarks by Accenture and is not intended to represent or imply the existence of an association between Accenture and the lawful owners of such trademarks.

Copyright © 2017 Accenture
All rights reserved.

Accenture, its logo, and
High Performance Delivered
are trademarks of Accenture.