



# WHAT MATTERS MOST IN THE MEDIA AND TECHNOLOGY INDUSTRIES: HYBRID ENVIRONMENTS

## VIDEO TRANSCRIPT

### Workday Conversations for a Changing World

**[Sarah Glover]** Hello everyone and welcome to our session; what matters most for tech and media.

I'm your host Sarah Glover, Industry Solution Marketing Lead for the Tech, Media, and Communication industries here at Workday.

Work is more remote, it's more decentralized, it's more digitized than ever, so how do you attract great people and how do you keep them energized?

How do you deliver employee experiences that promote productivity, enabling engagement, and help workers thrive in hybrid work environments? Well, that's what today's conversation will be all about.

I'm happy to be joined by Stephanie DeHaven, Managing Director at Accenture. Stephanie is a 20-year passionate driver of transformative change, working to positively impact the way in which people work, operate, and bring their best selves to work. Based in Sunny Phoenix,

Arizona, Stephanie has spent the entirety of her career working with communications and high-tech companies. In the best industry, driving the most transformative change.

Thank you for being here, Stephanie.

**[Stephanie DeHaven]** Thank you. I'm excited to be here today.

**[Sarah Glover]** The challenges of the last year and a half have changed forever the definition of normal and brought many things to prominence in the tech and media industries. In particular, the need that organizations have to protect and support their most valuable assets, their people, it's front and center of the C-suite Agenda. In regard to this, Accenture, has done some excellent research that focuses on the term Net Better Off. Could you tell me more about it?

**[Stephanie DeHaven]** Of course, great question. On the concept that we should all care to do better, Accenture engaged 19,000 senior execs and industries and 10 countries, many of which were HR leaders. We started the research actually pre-COVID and it has



resonated even more true today. What we learned is there are six dimensions, all that can be empowered by Workday data and if met, can unlock the full potential of workers, which is the ultimate goal.

The first is employable. Having marketable in demand capabilities and skills that make it easy to obtain good jobs and equitable career advancement opportunities. The second dimension is financial. Which we define as being financially secure without undue economic stress and having the equality of opportunity for future advancement. The third is relational. Feeling a strong sense of belonging and inclusion network and having many strong personal relationships there. The fourth dimension is physical. Being fit, healthy, relatively stress-free, we all like that. The ultimate dimension, in my opinion, is purposeful. That feeling that you make a positive difference to the world and that your work has meaning and a sense of purpose, and keep this concept of purpose in mind. Finally, there's emotional and mental dimension. Which relates to feeling positive emotions and maintaining mental wellness.

Why does this matter? Well, it matters because it unlocks potential. Our research found that 64 percent of a person's potential, and that's defined by their ability to use their skills and strengths at work, is influenced by whether or not they feel better off across these six dimensions.

**[Sarah Glover]** It's interesting how technology can help here, Workday in particular.

**[Stephanie DeHaven]** A hundred percent. Leveraging the power of data not only drive more direct and purposeful actions, it can empower the specific, not the random. Workday has the foundation to make workers Net Better Off through solutions like Prism Analytics where organizations can define and measure Net Better Off to Workday Skills Cloud where organizations can meaningfully grow their worker and future talent relevancy for today and tomorrow and to Workday Adaptive Planning where organizations can comprehensively develop workforce plans that integrate with

current and future business plans. Workday facilitates how and where organizations can make investments to help make workers Net Better Off.

**[Sarah Glover]** Now, we spoke earlier and you used this great phrase, companies need to remember their employees on the weekend and also bringing your heart to work. How do you see this resonating with the employee base but in particular, the younger generation.

**[Stephanie DeHaven]** I heard those quotes from two great CHROs, Ellyn Shook and Fran Katsoudas. At the heart, employees bring their whole self to the job. That means everything they did Saturday, Sunday, and Tuesday night book club. But bringing your whole self-enhances the culture of a company. Looking at the data, understanding where an employee and teams of employees are coming from and what can make them most successful from Flex Work to centralizing of time zones and locations, diversity and performance metrics that drives the culture and enhances the purpose that resources are really looking for. We need to look at what are we doing, why are we doing it, and how can we thrive and really drive that purpose?

**[Sarah Glover]** While tech media industries have proven a bit more resilient than, let's say, the retail and hospitality sector, there is still a lot of churn. The term we're hearing a lot is the great resignation, and as pandemic life recedes in the US, people are leaving their jobs in record numbers in search for more money, more flexibility, and more happiness. Many are rethinking what work means to them, how they're valued, and how they spend their time. How do you see the role of the office of the CHRO changing to address this?

**[Stephanie DeHaven]** We've been talking more than ever about the war for talent or the crisis for talent, and then it can't be won on the inside. Companies are going to have to decide how to combat attrition and what makes an employee



stay, but additionally, how is fresh talent infused? What combination of building the talent through reskilling, upskilling, or automating or botting the talent, buying the talent, or borrowing the talent through gig work. CHROs and even functional directors are going to have to get flexible.

Does the worker need to be dedicated eight to five? Is it possible to work two months to solve a challenge and then move on to something else? Does an org hierarchy really matter or can work be managed through a flexible resource model? All organizations are looking how to manage worker burnout, family demands outside of work, and the purpose of the work. These are all large drivers and a human's desire to get up, show up, and contribute on a day-to-day basis.

There's also another component that I believe can be undiscovered through the power of data skills and talent mining, and that's the hidden worker. Many populations of skilled workers were dealt the hand of stepping aside from the workforce due to the constraints of COVID. We need to think differently beyond the eight to five about what is the problem at hand, what purpose does it serve, and who can most effectively solve it? Leverage the skills, the talent, and the market data that's in our hands and let's empower a Net Better Off workforce.

**[Sarah Glover]** Thank you so much, Stephanie. Now, let's hear from our tech and media customers on how Workday has helped them successfully accelerate their digital transformation.

>> Change happens fast in technology and media and staying ahead means adapting just as fast. That's why organizations choose Workday Enterprise Management Cloud to drive digital acceleration and growth.

>> When people have actually seen the product and used it, they've loved it. It's actually enabled us to take our finance team and organization to another level.

>> When I saw Workday's Business Process Framework, I was completely blown away by it.

It's a single business process that you can tailor to your business requirements from start to finish. Netflix, of course, is bigger on originals, and every time we have a new original show or a new original movie, we have to create a legal entity for that company and set up the banking and everything. Again, that takes literally minutes to set up and add to a consolidated framework.

>> Workday helps us a lot in order to transform our businesses because it really helps us to support the growth of the company. The biggest benefit to have Workday Financials is that we have everything related to corporate services in one system. For us, that means you no longer have to maintain interfaces between finance and HR, it gives us more speed, it gives us more flexibility.

>> The big benefit about Workday is that as your business evolves and as conditions evolve or even if as you think about the business changes, Workday has flexibility to be able to adjust its data model to support that.

>> Finance in the current environment is changing rapidly. Systems automation is crucial to achieve scaling and goals. Finance is far more of a business, far more integrated in business decisions and operations than before.

>> Since going live with Workday Financials, has had a tighter month-end close, stronger integrations with the other systems we use, and stronger and better reporting and analysis. When there's change or growth like adding new entities, we're able to do that seamlessly without much pain.

>> There are several things Workday is unique in my opinion. The most important thing is, it is one system with one data model, with one user interface, with one security framework, with one process framework, so Workday helped us to become a more agile organization.



>> We're not just buying the current solution; we're actually buying future solutions and the innovation.

>> We have great confidence that Workday moving forward will continue to innovate.

>> We're committed to helping our technology and media customers all over the world grow at the pace of change. Are you ready to join them?

**[Sarah Glover]** Welcome back. We hope you enjoyed hearing those customer stories. Now, I am thrilled to welcome a very important Workday and Accenture customer to our conversation, Jason Phillips, Senior Vice President of People Experiences at Cisco. Jason has over 25 years of global business, human resources, and consulting leadership experience across a broad range of industries. Currently, Jason serves as the Senior Vice President of People Experiences for Cisco Systems, where he is accountable for at scale delivery of all core human resource offerings. Thanks for being here, Jason.

**[Jason Phillips]** Thank you.

**[Sarah Glover]** Cisco's been at the forefront of many of the office of the CHRO initiatives, and Accenture and Workday have been very proud to be part of that journey. In particular, you're doing some groundbreaking work in the area of hybrid work, which is something that nearly all tech and media companies are wrestling with. Now as we deal with a post-COVID world, what do you see as the key pivotal areas to focus on when thinking about a hybrid workforce.

**[Jason Phillips]** Again, thank you for having me here. Without a doubt, it is three things: culture, collaboration and inclusion, and it doesn't matter the order. But starting with collaboration, I honestly think and we honestly think this is the great equalizer. If you just take the lessons learned from us here at Cisco pre-pandemic, roughly over 2/3 of our workforce were in the office 3-5 days a week. It was almost an expected norm that they felt they needed to be there 3-5 days a week. During the pandemic, we started to go ahead and poll and just engage and interact with our workforce, and what we

found out that less than 23 percent actually want to come back to the office 3-5 days a week. When you start to see those lessons in there, you start to realize, I think we're at a pivotal point to where we'll never go back, and we've been in this mode for nearly two years. When we think about return to work and how it's linked to everything from vaccinations and linked to personal, emotional, and social issues rooted in the home environment, there is the reality that this pandemic has changed things permanently.

How we think about collaboration, how we think about feelings, how we think about how people are going to engage within the workforce, it's evolved. We're in this new environment right now and things just are not going to go back. When we started to really poll and engage with our workforce, we started to just pull metrics and we started to look at key performance indicators, or KPIs, as we call them, and we started to ask questions rooted in things like this. Did we have a significant chunk of our workforce feel that they were going to be at a career disadvantage if they weren't going back to an office. We started to poll and look back at recent years data, and what we realized was there really was not a difference. We had this perception running wild in our workforce, and it's not just our company, it's others that we engaged and spoke with, and we started to realize the perception wasn't really the reality. That if we do this the right way and we put collaboration, culture, and inclusion at the forefront, that quite frankly, we can accelerate people's careers because we had no dataset that said, "You're at a disadvantage for promotion, for pay, for seniority, any of those other KPIs that are out there if you are working in a remote environment." As a result, we set out to go ahead and start making this crystal clear, and we also started to make sure that when we think about decision-making guidance, there was another key element that just seemed to be critically important for us. That in the past we really relied on top-down hierarchy to push information, and quite frankly, it was hierarchy,



and the more senior you were that dictated the terms of when you would come into the office. What we're doing right now is basically pushing that down and actually having teams at team leader level go ahead and make that determination of when they should be back into the office because they're closer to the work, they're closer to the outcomes. Instead of having a person like me as a Senior Vice President know what's best six levels down an organization. It's common sense, but it hasn't been common practice or common purpose. Let's let the team leaders and the teams decide what makes the most sense for them. We're thinking different about this whole notion of collaboration, and we're learning a lot as we're going on, and clearly the data and insights that we can mine from all things Workday are pivotal component of that work.

**[Sarah Glover]** You've done a lot of work in the concept of dynamic groups between Cisco and Accenture. Could you speak a little bit more about that?

**[Jason Phillips]** Yeah, happy to. We call it dynamic teams, dynamic work. I guess this goes back two years. It's been a long time. Two years we started our engagement in a lot of our research with Accenture, and we knew we're marrying up the inevitability of Workday going live as we're starting to do the research with Accenture. We found out that there's two things within this dynamic model that were going to be really critically important. One piece of research that we came with Accenture was that those organizations who can truly create problem solving teams are going to be those that are going to be the most successful. They're going to be able to solve business challenges faster. In the pre-Workday life, we had static organizational hierarchy teams ranked around that. But in the new way we're working, we're trying to get upwards of 40 percent of all of our workers, all of our employees, at least within the realm of human resources, to be engaged on dynamic teams. The key piece of that, it's all about the skills. We want to get to the point where we know an individual strengths and skills and their passions, and we want to align that skill to the work where it's needed the most.

We have actually created a problem-solving team, we call them our solutions practice, and that is their complete focus. It's not a static environment for the majority, we're identifying skill A with problem B that be that needs to be solved, we're matching that up. Sometimes the work maybe six weeks, sometimes the work may be 12 months. But once that's done, then we can go ahead and move that individual back to their "static team". Then when the next problem needs to be solved, then we're matching and moving it forward. The ability to identify the skills and the strengths but be able to have fluidity on how we're solving for the most critical business problems, is what we're in the business of doing.

**[Stephanie DeHaven]** Sarah, when we started our engagement with Cisco, they were already in this dynamic team concept, and for us coming as consultants, we're used to seeing team hierarchy. When we looked at our Cisco leader that we were working with, she had zero people in the directory reporting to her. But she had an entire release train behind her helping to drive the work. This was really successful, but we knew we have to figure out how to make this work not only formalizing it but we have to figure it out systematically. We were able to enable that thought of dynamic teams within Workday so that we could continue for the future and continue the concept. But if you really stop and think about your organization and think, "Do I just work within my swim lane? Do I just work within my silo?" No, you're probably reaching out and asking questions, pulling people in from across the organization, so why not formalize it and make it flexible?

**[Sarah Glover]** Absolutely. Now, do you find that the work here that you've done together when you started this program has really advanced within the organization. Do you feel that it has spread both horizontally and vertically?



**[Stephanie DeHaven]** It has, it definitely has. Because of, to Jason's point, skills and really laying out what is needed to solve this challenge and make it happen. We see it happening at Cisco, we see it happening in some of our high-tech companies. We still have some organizations that need to come along and get into a more flexible model, but it's definitely wonderful to work in that team.

**[Sarah Glover]** Because what we talked about is it's all about connection, it's all about inclusion. You've used this term before that I like an awful lot is to be in the service for all. Would you expand a little bit more on that?

**[Jason Phillips]** Yeah. It's funny because when I started, when we were talking a couple of minutes ago around collaboration, culture, inclusion. Inclusion is that anchor that is so critically important, and it is extremely difficult. For us here at Cisco, we have anchored, really, if you looked at our purpose and our mission, is to create an inclusive future for all. Not an inclusive future for some, not for those that are sitting in the corporate headquarters, it's for all across the board. The beauty that I love about that line is it actually extends beyond the communities in which we serve as well. If you're going to truly go down that road for all, that means there's a lot of dominos that have to be lined up to make this work. The insights and intelligence that you bring to bear have to be top of stack. You have to have a technology footprint and infrastructure that's going to be able to enable it, and it's going to be a journey. I don't think when you start down the road of inclusive future for all there's an endpoint. We're not there and done in 12 months, this will be in perpetuity for all at all times, it's never going to end. For us when we think about the inclusion element and where we're going and the road that's in front of us, we have to go back to collaboration and technology.

If you think about hybrid work and you think about this new environment where for 100 percent of our workforce, we probably won't be back at all time sitting in an office, you have to create that inclusive nature. Which means you can't have haves and have nots in those collaboration sessions. You don't want a team

that has 12 people of which 10 may be remote, two in an office with everything centered around those in office. For us, we're in 89 different countries, language matters. How are we going to deal with language translation and language processing?

Again, everybody feels that all is brought out at the table. How do we deal with the emotional element and how we're sensing and leveraging a collaboration platform and a tool to be able to identify that and bring that to bear for whoever's leading that session? All the evolution of the technology platform to facilitate not just collaboration, but this inclusive feeling for all, that is something that's going to be a journey for every single one. You can't divorce the technology from the journey, but technology absolutely should be the catalyst to make that work, and we're definitely out of the gate and we're all in on it.

**[Sarah Glover]** What do you think is holding some organizations back?

**[Jason Phillips]** Fear of the unknown. I think it's easy to assume that we're just going to go ahead and get a 100 percent vaccination rates and then we're just going to roll right back to the office. The route of it is, I don't know if that's going to happen, but for global companies it's not going to happen anytime soon. But during this last couple of years, we've had this transformational journey and we've seen the evolution of cultures. I just don't think the workforce is going to want to go back. What does that mean? That means orgs have to be committed to the journey, not fearful of it. Organizations have to realize that culture is absolutely everything and you have to focus on it every single day of every single month of every single year. You just don't pick up the bat phone call 1800 Accenture. They come in for six weeks and then you call them two years later. Although you may like that, but that's probably not going to be the best journey. You have to be all in it at all times and that fear of the unknown



can't be the fear any longer. It's about put your arms around it and managing it.

**[Sarah Glover]** It has been my absolute sincere pleasure speaking with both of you today. I hope that this conversation is relevant for tech and media and communications, but I really believe it's relevant to all companies that are wrestling with this issue. Thank you so much for being here.

**[Jason Phillips]** Thank you.

**[Stephanie DeHaven]** Thank you.

**[Sarah Glover]** Thank you all for tuning in. I hope you found the content thought-provoking and helpful. You can find out more about our work in technology, media and communications industries on [workday.com](https://www.workday.com). Thanks again for watching, and as always, have a great Workday.

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