

WINTER 2019

Workflow Quarterly



The Culture Issue

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Making work, work
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The Culture Issue

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Workflow Quarterly is dedicated to publishing original research and enterprise journalism on workflow digitization.

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Read the issue online

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Research Methodology

The Culture Issue draws on two ethnographic studies conducted by Habitus Insight that investigated the impact of digital workflows on people. Our primary research question: Does process automation improve work experiences for knowledge and service workers?

Ethnography is a research method that involves living alongside research subjects. Habitus Insight collected an eclectic range of qualitative data from wide ranging, semi-structured interviews and observations to uncover why people feel and behave the way they do.

For this research, the team immersed themselves in the operations of a major health system in Australasia and the offices of a state government agency in the United States. They interviewed and shadowed about 20 research participants, collecting more than 80 hours of film footage and 60 hours of audio recordings.

Certain details have been anonymized to protect the privacy of employees and customers.

Read about the research participants

workflow.servicenow.com/quarterly/issue/4/research-methodology/

Australasian healthcare system
10,000+ staff/doctors
600,000+ patients

U.S. state government agency
4,200+ employees
2,000,000 received social services

Business Challenges

Staff shortages, acute need for additional beds, limited budget

Context Catastrophic events that included an earthquake and terrorist attack, and an organizational priority to improve the employee experience

Strategy Modernize with new tech and a patient-centered approach

Outcome Now a global leader in digitizing workflows and adopting a culture of co-design

Business Challenges

Poor customer experience, including unfit-for-purpose systems, manual data processing, +2-hour call center wait times

Context In 2017, a new commissioner was appointed with a mandate to streamline and improve customer service

Strategy Workflow digitization and automation to deliver more efficient services, given staffing limitations

Outcome 70% reduction in customer resolution times

INTRODUCTION

Systems for happiness

Our investigation found digital workflows can improve employee experiences, but there are challenges along the way.

BY DR. CHRISTIAN MCDONAUGH, EOGHAN MCDONAUGH,
CAITLIN BOWLER & MARC SOWIK

Workflow digitization requires organizational change that can make employees at all levels nervous. Frontline workers speculate about the impact of automation on their roles. Leaders worry about performance dips. Often, employees are required to unlearn old ways of working and cultivate new patterns of behavior.

Under what conditions do employees embrace digitization, and even become proponents? We conducted ethnographic research in two different organizations, a healthcare system in Australasia and a state government agency in the U.S. Both were undergoing significant digital transformations that involved process automation. We interviewed 19 employees in different roles and levels, shadowed them at work and spent time with them at home.

In general, we found employees are willing to make changes and support workflow digitization for a mix of reasons. New technologies enable staff to work more effectively and more efficiently, easing stress and reducing workloads. New ways of working also allow staff to attend more carefully to the human aspects of their work with patients and customers. In both the healthcare system and the government agency, these changes seemed to promote greater job satisfaction.



Through the research findings shared in this issue, chief information officers and other business leaders can learn from the experiences of these organizations. We show how new automation and workflow digitization systems can improve the employee experience and organizational culture. Our research also shows communication and training processes are critical to enhancing an organization's ability to deliver on its mission while boosting employee morale.

Tell us your thoughts [@ServiceNow](#).

Download the research summary
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About the Authors

Dr. Chris McDonaugh

Christian was key to Habitus Insight's ethnographic investigation. He holds a D.Phil in Social Anthropology from the University of Oxford. He conducted research in south west Nepal in the district of Dang with the Tharu. Christian's studies on Dangaure Tharu have covered social organization, ritual, myth and oral traditions. He lectured until recently at Oxford Brookes University.

Caitlin Bowler

Caitlin is a researcher, writer, and designer at Habitus Insight. She empowers people to design whatever is within their control— products, services, experiences, processes or business models—for the benefit of end users, organizations, and other stakeholders.

Eoghan McDonaugh

Eoghan has a background in cultural anthropology, film and photography. He heads up Habitus Insight which he founded in 2016. Habitus is a London based collective designed to bring organizations closer to real human stories and experience. They specialize in immersive visual research, ethnography, powerful storytelling, UX, service design, beautifully crafted film and branded content.

Marc Sowik

Marc is Habitus Insight's research lead. He focuses on telling emotive human stories and revealing hidden motivations using innovative qualitative and visual methods. Years of research experience, a fascination with society and technical know-how are key in designing Habitus' approach.

habitusinsight.com

Making work, work better for everyone

Digital workflows can deliver reduced stress, greater flexibility, increased confidence and pride in work for employees.

BY DR. CHRISTIAN MCDONAUGH, EOGHAN MCDONAUGH, CAITLIN BOWLER & MARC SOWIK



Habitus Insight analyzed two organizations on opposite sides of the world to understand how digital workflows and other new technologies are changing how people work, and how they feel about their work.

Donna has been a hospital administrator for nearly a decade, working for one of Australasia's largest health systems. Her job is to ensure all patients are properly scheduled for clinic appointments. The task has been especially complex in the years since a massive earthquake struck the city where she works. Hospital buildings were damaged, and many offices had to be relocated. Recovery has been a slow process, as employees and patients have also been dealing with the impact of the catastrophe on their homes and families.

Historically, Donna's team used a paper-based system to manage records and schedule appointments. It took them about 40 minutes to prepare for each patient visit. The health system recently implemented a digital

workflow strategy that has automated these manual processes, with the goal of delivering better, more efficient services to patients.

The initiative was led by the HR department, in collaboration with IT and the employees themselves. Donna has been able to play a key role in imagining how the health system can empower employees to improve patient care. For instance, she helped draft requirements for a new “paper-lite” scheduling system. She was also involved in rolling out the new system and training her colleagues in its use.

As a result, the time it takes her team to prepare for each patient visit has been cut in half. Donna reports the new system has lifted her spirits and those of her team. “The camaraderie within the department is returning,” she said. “They feel like they’re getting in control of things again.”

Automating manual processes has also helped the team’s work-life balance. Donna used to spend most of her evenings catching up on work. Now she has time to make dinner for her family, help her adopted granddaughter with homework, and go for walks. Donna has even started to plan holiday trips with her husband, a long-cherished but previously impractical dream.

Through an ethnographic investigation of organizations in Australasia and the United States, we observed how digital workflows, such as the automated scheduling system Donna helped to introduce, are giving workers the tools they need to be successful in their roles. We found that digitization helps organizations focus employees on their core mission. In both organizations, this has helped foster a reinvigorated and more explicitly customer- and patient-centric culture. Many of our interview subjects expressed profound satisfaction because they were able to achieve outcomes that not only advance their organization’s mission, but also satisfied their own motivation to better serve people in need.



Front-line workers advocate for more automation

What technologies were installed?

Australasian healthcare system:

- A new HR workflow management system for employees and managers. One application is a task scheduling system that dispatches hospital orderlies via smartphone app
- A patient scheduling system for clinic appointments
- Two new systems that integrate various employee recruitment processes
- New connectivity technology, i.e. messaging and video-conferencing, to enable flexible and remote work

U.S. state government agency:

- A new customer service management (CSM) tool that enables customers to submit information through multiple channels, including phone, email, text, web form and in-office kiosks. The system also generates data that managers use to measure service quality at different stages in the benefit application process
- New connectivity tools (remote logins, messaging, and phone and online conferencing) that enable remote work. Some staff are now required to work from home three or four days a week

Employees learn to welcome change

Tammi is responsible for managing customer service in a U.S. state government agency that connects state residents with employment, education, and other support services. The stories she hears are often emotional and difficult. Behind the employee-service window where Tammi and colleagues sit, workers post motivational handwritten notes and pictures to get them through the day and help them focus on delivering positive outcomes. Reading all the words of encouragement, it is obvious caseworkers feel an intense responsibility to serve their community as best they can. The employees connect their professional success to the personal success of their customers.



“In this environment, sometimes it can be stressful, not only because of the information we deal with. We are helping people that are in need of resources and supportive services, like education or employment. But sometimes, it’s also the number of people who are coming in,” said Tammi. Up to 300 customers have visited in a single day. By closing time, emotions can run high.

Over the last three years, Tammi has helped introduce a new customer service management (CSM) system to reduce customer wait times, which had been as long as three hours. Now, she says, wait times are typically around 16 minutes. That’s because customers can now request services and information through new lobby kiosks. Automated CSM software directs them to the most appropriate caseworker. The system also captures customer information up front, so caseworkers have more

information about the customer’s needs when they begin an interview. They know customers by name, not just by case number. These efficiencies have reduced stress and boosted morale on Tammi’s team.

The change process wasn’t easy. The stress was less about learning to use new software and more about the challenge of introducing new ways of working into a very tense work environment, where customers often exhibit challenging behaviors. Moreover, some customers have no experience with computers and must be taught basic computer skills, like using a mouse or entering personal information on screen. We observed numerous caseworkers as they calmly and carefully directed nervous customers through the new process.

The new system helps Tammi’s team deliver better customer service. “We have customers now come and say, ‘Wow, I was here a year ago, I was here two years ago, and it’s not the same place,’ and that is just the best thing I hear every day,” said Tammi.



Employees welcome change when outcomes improve

Putting skills and experience to better use

Ramona has worked at the state agency for 20 years in different roles. She has also been a customer. As a result, she is a well of institutional knowledge. Currently, she is a customer service coordinator at the head office. Along with two colleagues, she manages customer service inquiries from across the state.

Before the agency implemented the new CSM system, Ramona used to spend around 90% of her time at work inputting customer details into Excel spreadsheets. The workload was overwhelming, and a waste of her expertise.

Now, the system automatically populates customer data. Ramona has time to dig deep into customer inquiries, which lets her provide more effective and valuable services.

She has the time and autonomy to organize her own work and develop relationships with colleagues in the office. Ramona sees that colleagues value and respect her work. She is putting her skill set to good use, and enjoying her experience as an employee.

On top of this, Ramona has also started working from home up to three days a week. The new mobility tools have freed up time to enjoy with family.

It is no exaggeration to say the new CSM system has transformed work for Ramona, enabling her to develop her role and continually make new contributions to the organization's mission.

▶ Employees celebrate ditching busy work

Gaining confidence and a feeling of empowerment

Basic process changes—such as online task scheduling—can have significant effects on how employees experience work. This was true for the hospital orderlies in the Australasian health system we visited.

Orderlies are essential to healthcare delivery because they are responsible for moving patients and equipment throughout the hospital. They also provide comfort and company to patients. Despite their vital role, orderlies told us they often felt “invisible” and undervalued at work. From their perspective, nurses, medical assistants, and clerical staff saw orderlies as interchangeable resources who could be summoned via loudspeaker or a phone call.

In 2019, the organization decided to retire its radio dispatch system to protect patient confidentiality. They replaced it with a web-based portal accessible via smartphone or tablet. Nobody predicted the out-sized effect this new technology would have on the orderly population.

Departments now request orderly support online. This requires more considered planning than before, when a phone call to the dispatcher would suffice. A central orderly supervisor prioritizes planned and real-time requests



and assigns orderlies based on availability, location, and skills. The orderlies carry smartphones to respond to their scheduled tasks.

Some orderlies had never used a smartphone before and had limited experience with computers. It was challenging to provide them with appropriate training. Some feared they might not be able to use the system properly, or that they would make mistakes and appear foolish. Once the orderlies overcame those initial concerns, however, they found that mastering the tools gave them new pride in their work.

“I think upskilling the team with technology is helping them in their day-to-day lives,” said Tony, an orderly dispatcher. “It’s that fear factor. Some people have never even used a touch phone—they’ve only used push button. So, moving those people forward, giving them the confidence...I can see them growing as people.”

Some orderlies told us that because of the new dispatch system, they were seen more as “part of the team” in departments across the hospital. They also pointed out that the system keeps a record of requests, which facilitates accountability when mistakes are made. In the past, orderlies were sometimes falsely blamed when things went wrong.

Certain orderlies, referred to as “super users,” were actually teaching the staff in wards and departments how to use the new system. As far as the orderlies are concerned, their role now has a higher status, and the new scheduling system has been responsible for this change.

“[Orderlies have] this tech badge; you can’t be a dimwit now and so they are not seen that way,” said Simon, one of the orderlies we interviewed.

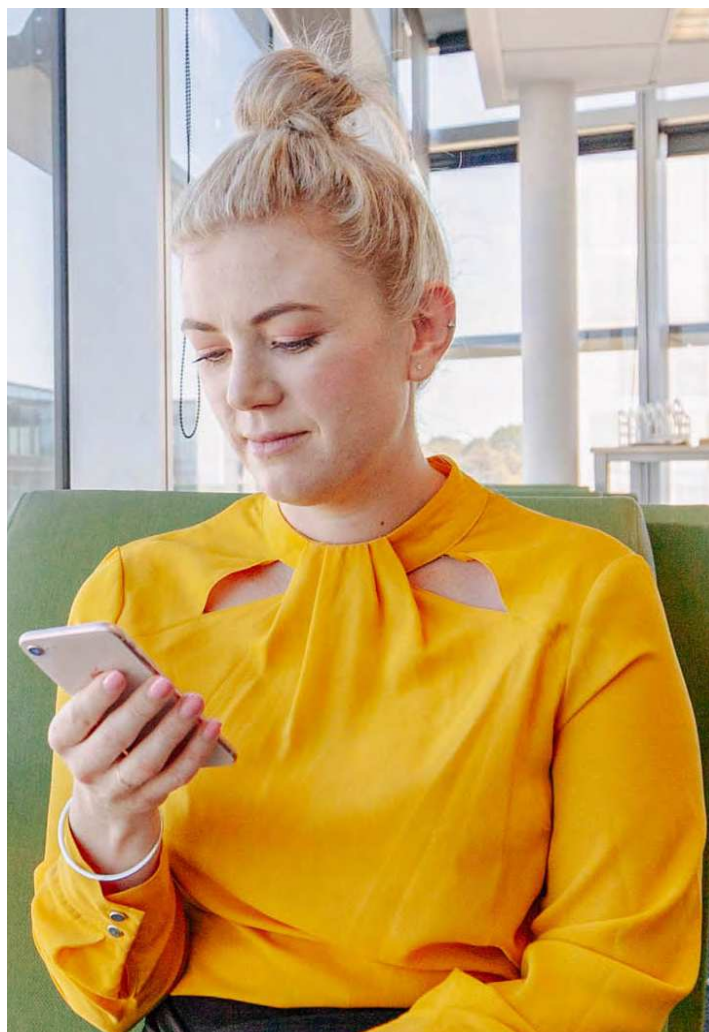


Employees value mobility

In 2010, Tracey moved to the city where the healthcare system is headquartered. One week later the city was struck by a major earthquake. Tracey felt called to help her new community, and so she found a job as a recruitment specialist in the health system.

Tracey is responsible for tracking and managing the applications of around 1,000 doctors at any given time. She constantly connects with departments throughout the health system to understand their recruitment needs. She then identifies and nurtures candidates from across Australasia, the U.K. and Canada. Because the applicant pool is global, she must often work outside regular business hours.

She was among the first to use the health system’s new web-based portal for recruitment. It makes all relevant applicant information easily accessible in a single place, and from anywhere. She can work from her laptop at any hospital location—or even from home. Tracey says the new systems have “changed my life.” She loves her job and can



clearly see the positive impact her recruiting has on the rest of the organization. “I know I am making a difference,” she says.

Jamie is a director of performance management and data at the U.S. state government agency. Her role is to extract data from all the organization’s divisions in order to produce reports in accessible formats for senior management. Her workload was massive, approaching 80 hours a week. Jamie accepted this load because she believed in the agency’s mission. “This is people’s lives—it is their food, their basic necessities, their protection. And so, I don’t mess around with that,” Jamie told us.

The new customer service management tools have greatly reduced Jamie’s workload, which is now a more manageable 40 hours a week. Combined with the ability to work from home, this is having a very positive impact on her personal well-being and family life. For example, one

of Jamie's children requires 24-hour care for a spinal injury sustained in a car crash. Jamie now has the flexibility she needs to succeed at work and at home.

▶ Employees are empowered to optimize

Business leaders focus on strategy

In both the organizations we studied, research participants reported a cultural shift enabled by digital workflow technology. Wayne, CIO of the U.S. state government agency, told us that he is trying to build a culture that is open, trusting and listening, one where staff are encouraged to embrace change, ask questions and think creatively.

Darris, a director of customer service at the agency, leads monthly video conferences where employees talk about their challenges using new digital tools and provide feedback for further development. Darris hopes these groups, which he calls “modernization teams,” will become champions of change in the broader organization.

Stella, chief digital officer of the Australasian health system, leads a similar initiative she describes as “co-design of the user experience.” The goal is to understand the needs and pain points of technology users. “It is not about the technology,” she says. “It is about engagement, understanding how the technology can support the improvements that people wanted to make.” That’s why, throughout this process, training has become a leadership priority.

It hasn’t always been easy to build employee trust in the new user experience, says Carolyn, executive director of planning at the health system. Many of them are used to working in big organizations and tend to assume nothing will ever change.

“We had to undo that cynicism,” she says. “We’ve created an organization and a health system that’s expecting change. And they actually get frustrated when they don’t have it.”



▶ Leaders shift employee cynicism to engagement

In both organizations, the new digital technologies we examined—including customer service management, digital patient scheduling, task scheduling, recruitment tracking, and remote working tools—have had significant positive effects on the employee experience. They have reduced workloads and increased employee satisfaction. Many of our research participants also reported that the new tech helped the organization align its goals with the core values of the employees. In short, our fieldwork suggests that digital workflows are creating a new environment that increases worker happiness.

Key lessons for successful digitization

These six steps can help ease process automation and digitization to the workplace.

“Change is hard,” is a phrase we heard repeatedly as we studied how digital workflows impacted employees in two very different organizations: a state government agency in the U.S. and a health system in Australasia.

In both the organizations, we were told certain employees resisted change. Employees were scared to learn new technology or feared failing. Others were stressed by the disruption to their routines. Some put obstacles in the way of changemakers. A small number even left their jobs.

Through interviews with front-line workers and senior leaders, we’ve identified lessons that can help executives address these challenges and empower employees to create more value for the organization and themselves.

1. Develop a culture of change:

Both organizations are seeking to establish a culture where people come to work expecting to learn and adapt, not just master repetitive tasks. This has entailed new management strategies to encourage staff to engage with the change process. Organizational change must be carried out in a way that helps employees adapt to new ways of working. For example, rolling out a new customer service management system across a large workforce and a whole state has to be done gradually to allow time for the narrative to settle and for employees to understand the scale of the impact on their roles.



2. Collaborate across all levels of your organization:

In both organizations, service delivery staff appreciated being listened to by leaders and technology professionals during periods of change. Donna, an administrator in charge of the team that schedules patient appointments in the Australasian health system, told us the experience of working together to adopt a new scheduling system has strengthened her team and improved collaboration with other departments.

Stella, the organization’s chief digital officer, says this process is essential to make sure any new technology is easy to use. Stella emphasized the need for dialogue between the users of all new systems and the IT department so that problems can be anticipated and resolved. She refers to this as the “co-design of the user experience.”

3. Clarify expectations:

In the U.S. state agency, leaders told us the new customer service management system tracked the time it took workers to complete a task for customers. As a result, some employees feared they were being monitored for speed. Leaders had to explain that they weren’t trying to spy on employees. Instead, managers were examining

customer service processes in order to measure and manage the agency's overall performance.

At the same time, employees now know the time they take with customers is being measured. According to their managers, this has improved their focus and prompted them to ask questions and make suggestions to improve workflows.

4. Show benefits:

Digital workflows—such as customer service management, patient scheduling, task scheduling, and recruitment tracking—all bring benefits for workers. Employees are able to work more efficiently and effectively. Workloads become more manageable and stress is often reduced.

In addition, remote online access to systems and email, as well as video-conferencing, enable employees to work flexibly from any location. For many employees, these benefits more than compensate for the challenges involved in learning new ways of working.

5. Focus on mission:

Our research participants emphasized that workflow automation had strengthened their organization's core mission. Helen, who is responsible for hospital and community-based services for older people in the Australasian healthcare system, said their personalized approach to patient care had not changed. "It's just that we should use technology to make it as easy as possible for our staff to be able to do it," she added.

6. Train:

Both organizations are actively rolling out digital literacy training for employees. Our evidence suggests organizations should think carefully before making assumptions about existing levels of digital literacy, particularly when introducing systems that require skill sets not present in legacy job descriptions. The training programs have been very well received. Training helped assuage fears that staff were being left behind, or rendered obsolete. Managers also said people get engaged when they are asked to send in ideas for feedback and can see change happening.

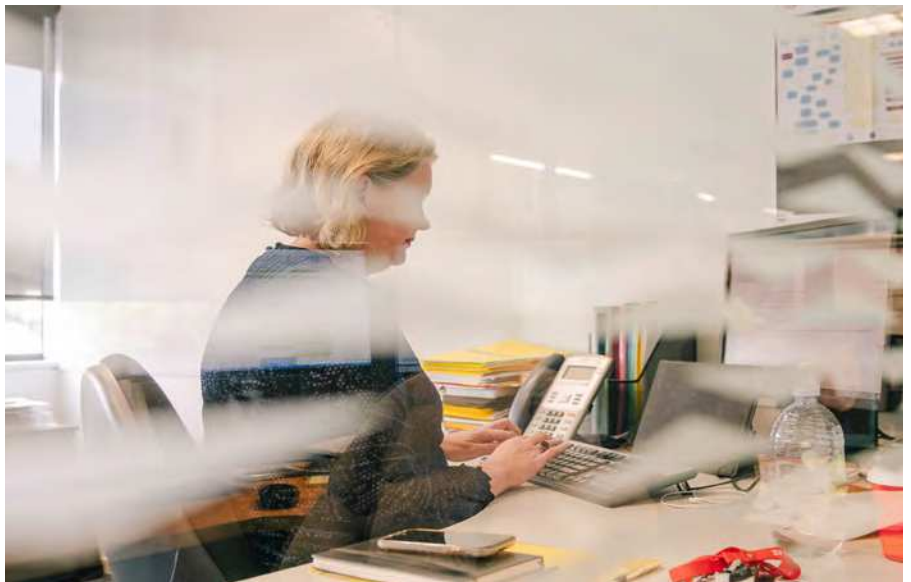


Watch the video

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Collaboration is key to a great employee experience

Insights from a chief digital officer.



Watch the video

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issue/4/collaboration-key-to-
employee-experience/](https://workflow.servicenow.com/quarterly/issue/4/collaboration-key-to-employee-experience/)

For the past two years, Stella has been chief digital officer of a major Australasian healthcare system. Her work involves automating manual processes, with the goal of optimizing workflows and improving patient care. In this interview she explains how healthcare leaders and employees can co-design great user experiences.

Edited excerpts:

What are your priorities as chief digital officer?

The chief digital officer role is not about the technology. It is about the people and the processes and the outcome that the technology will deliver. It is about spending time understanding what it is that the users want to do and what are their pain points.

The other is around the importance of co-designing user experience. These tools need to be easy to use. Think about designing them for the context of the environment that they're being used in. For example, if I'm a community nurse visiting a lot of different patients and the only time that I can get everything uploaded and updated is when I'm back and plugged into my network, that is not a great experience. What are we going to do about that experience, so that capturing the information is not getting in the way of the care?

Another is about the importance of data. One of our strategic statements is: "Data is our Taonga," which is the Maori word for treasure. That means that we need to be explicit in how we will capture, use, secure, support, promote the use of the data in a way that allows people to get the most out of their work, but also allows us as a system to identify opportunities for service improvement and opportunities for change.



What does the future look like for technology and work?

What isn't here yet, in a managed way, is the internet of things (IoT). For healthcare, the digital disruption of the internet of things is significant because pretty much every medical device now comes with software. That means we need to change how we deploy and secure our environment. We really need to think about how we select those technologies. I'm talking about user experience, not just security. Why are we choosing this technology? What clinical and non-clinical benefits will it deliver? How can we deploy it securely and reliably, so we understand what's happening on the network?

Finally, when will digital be a prescribed medicine? There are so many amazing things happening in nanotechnology and robotics, and other technologies that we don't even know about yet. I think there are some really exciting things in front of us for healthcare.

What is the value that you expect digital workflows, or the automation of certain business processes, to provide?

Our chief people officer looked at the organization and asked how our people processes—appointment, recruitment, leave, etc.—could be a much better experience? It's got progressively sophisticated. And now, new functionality is arriving all the time. So, I use it on my smartphone. I can apply for leave. I can approve my people's leave, and I can even approve an appointment for a new staff member on my phone or on my device. I don't have to be back signing a piece of paper, which was what the old process.

Can you talk about the challenges that came with digitizing workflows?

One challenge was giving mobile phones to the hospital orderlies, so they could use a customized workflow application. We had to teach some of our more mature employees how to use a smartphone, because they'd actually never had one.

Empower employees with automation

At some point you need to discard technology that isn't serving you, says one CIO.



Watch the video

workflow.servicenow.com/quarterly/issue/4/empower-employees-with-automation/

Wayne has been chief information officer at a U.S. state government agency for almost three years. He is in the process of delivering an automated, cost-effective, sustainable solution to improve employee and customer experience.

Edited excerpts:

What are you trying to achieve as CIO of a state government agency?

Why did you introduce digital workflows and automation?

I'm looking for a culture of excellence. I'm looking for high performance. There's really not much less that you can tolerate when you're the business of providing mission-critical services to a large population. For example, the services we provide can make the difference between someone eating or not eating on a daily basis, or someone getting child care when they need it so they can keep their job.

We're looking to do two things with automation. We want to provide a better customer experience that's more self-service for our customers. We don't want them to have to go across town on a bus to get to an office. We can provide easy ways for them to get their service or get their questions answered from home.

Also, we want our caseworkers to be caseworkers. Before the platforms we have today, a lot of our caseworkers spent far too much time on data entry. If we can automate more of that and also get the customer to help us out in terms of giving us the information we need, then our caseworkers can actually be caseworkers. They can do what they came to this organization to do, which is helping people in need.



Second, we serve an entire state. So, as you would imagine, there is a lot of work that we do across the 95 counties. If you're not very careful, we can have 95 ways of doing the same thing across the entire state. We need to standardize the way we work. I worked with our chief operating officer to create our business models. Now we're more consistent in how we deploy our team internally, how we serve our customers, but also how we use technology to do those first two things. Technology can help you address all those problems, as long as you've got your strategy worked out.

What's going to happen in the future as more work processes become automated?

I think you're going to see continued focus on creating better customer experiences and providing them in a way that customers expect. We provide a wide range of services to people who are in dire need of them on a daily basis. We need a better understanding of the trend lines. That requires building out our analytics so we can get ahead of the curve. What does demand look like for our services? Are we lined up with our federal partners so that we have enough funding to meet demand for services? Automation will allow us to serve our customers better and also run our agency better. We can be more effective at what we do. We can get better at spending federal and state taxpayer dollars to maximize impact.

Automation as superpower

Technology should be implemented in service of employees and customers.



 Listen to the interview

workflow.servicenow.com/quarterly/issue/4/automation-as-superpower/

Michael has been the chief people officer of an Australasian health system for five years, after serving as a chief operating officer. Over that time, he has led a reimagining of the employee experience for the institution's 10,500 workers to ensure that the people delivering care are empowered by technology, processes, and environments that make them feel cared for as well.

Edited excerpts:

What are the challenges and goals of improving the employee experience?

In the last 10 years, extraordinary people in this organization have done extraordinary things in the face of globally unprecedented challenges. From an earthquake to recent floods, fires, and a terror attack. Our nearly 10,500 people that have navigated this continue to come to work to do everything that they can to put the people we care for at the center of what they do. So, how we can give them the very best kind of experience at work? That's what matters most to us.

In 2016, we began asking our people what mattered most to them. They talked about the importance of feeling valued and appreciated. They told us they wanted technology that was easier for them to use. Off the back of those priorities we've built a people strategy that's about giving back the gift of time. We enable them with great technology, and we've reimagined how work works. When people work better, they can deliver better service. So wherever possible, we need to employ technology in the service of people. Also, we need to use data and derive insights from that data to inform how we deploy.

How do you measure progress and impact on the organization?

How do we ensure that the kind of the kind of experience that people have at work is as synonymous with the kind of experience they have outside of work? How do we give people the right kinds of technology? How do we give them the flexible, customized, personal experience that they enjoy in so many other parts of their life?

We know we're saving something on the order of 80,000 hours per annum simply on the basis of some of the innovations that we've introduced to date. We're starting to provide a digitally-enabled set of processes across the entire employee life cycle.

For example, the digital workflows that we have introduced across the employee lifecycle have freed up the equivalent of almost 50 full-time equivalent administration staff and some of our core HR admin functions.

We also know from anecdotes that the teams we've equipped with digital workflows and other new technologies are feeling significantly more valued and enabled at work. The challenge is how to ensure people spend as much of their time doing meaningful work as we can possibly enable.

What lessons have you learned from your digital transformation so far that you'd share with other executives?

One of the most profoundly important lessons I've learned about the journey that we have made so far is just how much trust it takes to break free. The metaphor I often use is the notion of putting a rocket on the moon. How is 90% of all of your energy is consumed? It's breaking free of gravity, building enough momentum to travel the first hundred or so miles. When that burn is complete, it's possible to travel a hugely long way in a relatively friction-free kind of space. In order to bring about a new way of working, you need unrelenting focus on how to break free of where you've come from.

A second lesson I've learned is that if technology is conceived as a solution to a technology problem, you'll end up in the wrong place. So our big framing question was, "How do we do a better job of putting our own people at the center of everything that we do?"

QUIZ

CIOs must innovate the employee experience

Take the quiz to identify how CIOs can drive innovation for better employee outcomes.

BY DAVE WRIGHT

Improving employee experience is now table stakes for chief information officers. In order to win the war for talent, improve employee productivity, and exceed customer expectations, IT executives have to make it easier for workers to get their jobs done—and more fulfilling.

This is clear in the ethnographic investigation published in this issue of *Workflow Quarterly*, as well as in the hundreds of conversations I've had with ServiceNow customers.

For example, in a recent conversation with a CIO, I had learned that he planned to lead two separate implementations of automation technology for the IT and HR divisions within his organization. Through our conversations with him, he came to realize that it would be better to align the two groups from the beginning with one single portal for service. This moment served as a realization that created better value, efficiencies, and ultimately happier employees. It took a leader who wasn't afraid to have a difficult discussion with a counterpart.

While this might not be a common trend yet, we are seeing it more and more across industries.

To succeed, CIOs must advance innovative strategies and partnerships that may have once been considered outside their purview. But as mobile technology, flexible work arrangements, and shifting expectations of Millennial and Generation Z workers rise in priority across the C-Suite, it will be up to the executive with the strongest set of technology expertise to find solutions for their company to stay competitive.

Take the quiz

workflow.servicenow.com/CIOs-innovate-employee-experience-quiz/



ABOUT

Dave Wright

Dave Wright is the chief innovation officer for ServiceNow. In this role, Dave is responsible for establishing the strategic direction of ServiceNow, from high-level investment areas in product development through to pricing. The strategic direction of the company can cover many different areas including strategic partnerships, acquisition strategies and investment areas.

Previously, Dave was the global vice president of solutions consulting for ServiceNow. In this role, Dave was responsible for driving the company's value and technical portfolio in order to promote technology excellence to customers and partners across the globe. Dave has more than 20 years of experience in the IT industry, specifically within virtualization, cloud infrastructure, service management, performance management, data center automation and software development.

Prior to joining ServiceNow in 2010, Dave spent over six years with VMware as vice president of technical services for EMEA, where he was responsible for all pre-sales, professional services, training and technical account management delivery across this region.

Dave also headed up the technical division for Northern and Southern Europe for Mercury Interactive and spent six years at Peregrine Systems, where he held a variety of senior technical and marketing positions. Previously, Dave worked for Boole & Babbage (BMC) and Candle Services (IBM).

How automation can humanize corporate culture

A conversation with Pat Wadors, chief talent officer at ServiceNow, on the future of HR.



Pat Wadors is on a mission to build a strong employee culture at ServiceNow, the publisher of *Workflow Quarterly*. We recently sat down with Pat to get her thoughts on how AI and advanced analytics can improve management, recruiting, and the employee experience.

Workflow Quarterly: Pat, how can automation help HR leaders do their jobs better?

Pat Wadors: Managers tend to focus on the cost of running their business. They concentrate on efficiency and productivity. But from a human capital standpoint, what you want to differentiate on is the human care, the human touch. The sense of belonging, the fairness, the respect, the nurturing.

The mission for me and my team is to enable a high-performing, healthy company that scales. If you automate tasks that are repetitive and administrative, you can focus more on the care side of your employee base.

WFQ: What HR tasks should be automated, and which ones are best left to humans?

PW: You should automate repetitive tasks so that your team can spend more time caring for employees. You don't get measured on the SLA of the 10-minute call to Kevin for his leave of absence for his new baby, because the care is what you're being measured for, not the time. But the time to reset a password, the time to find my pay stub, the time it takes to find my

benefits card, you're measured on that to make it easy and efficient, so you can spend more time on care.

That way the humanity stays in the equation. The technology is in service of the human world, while keeping it very warm. It doesn't create a cold world. It actually lets it be more engaging.

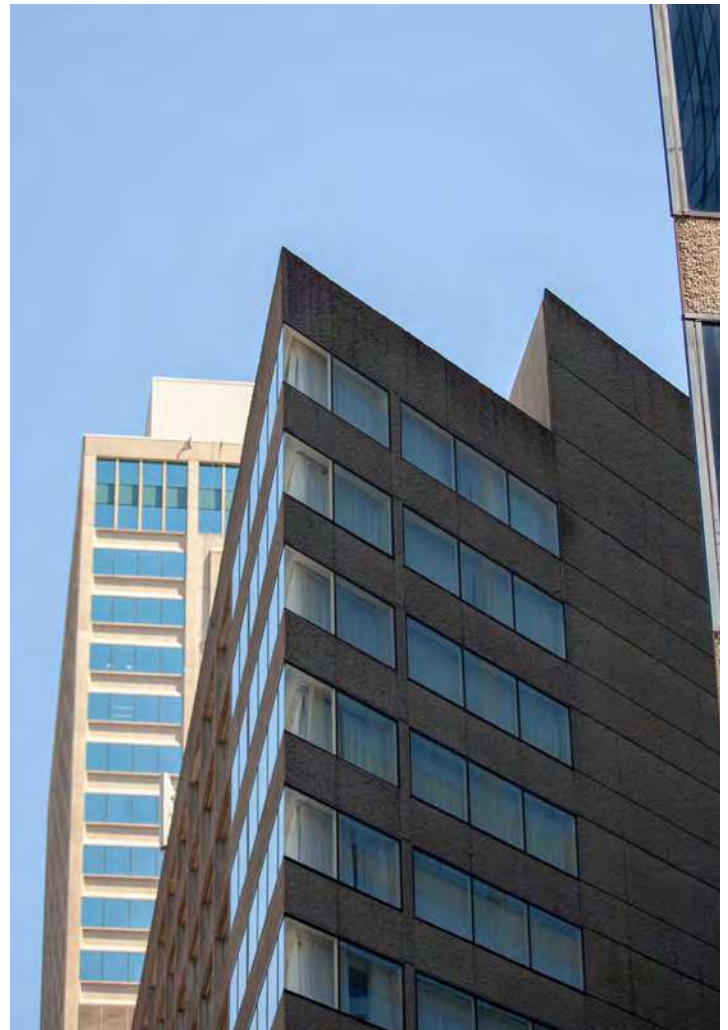
WFQ: How will all this new tech change how companies operate?

PW: HR, IT and facilities will become the employee experience office. It may happen in three years to five years, but I guarantee that we'll be merging. Because you cannot craft a holistic, seamless employee experience without enabling the policies, the technology and the spaces in which we work. I think that's the future org design.

WFQ: How do you see this coming to life?

PW: We're virtually doing it now. I realized that [ServiceNow CIO] Chris Bedi and I are better together. So, for the first time in my career, I turned my HR systems over to IT. Previously, I'd been a command and control leader when it came to technology. I always wanted to own my human capital management system, my ATS system. But I realized that if I gave Chris my IT resources, my systems, my licenses, we'd be able to create the employee strategy together. We'll prioritize the employee experience, we'll have that great debate and we'll come out with a better outcome.

I've let go a bit of HR, which was traditionally mine. Chris is owning HR more. And in turn, I'm owning IT more. So, we have shared ownership of the employee experience. We're both focused on infusing our systems with human-centric design thinking. That informs the sequence of what we automate and the applications we bring in and the methodology. And it just changes the dialogue, because when we make a bet, it's for both of us.



WFQ: Who will lead these services juggernauts?

PW: It's going to be a tech-savvy human capital leader, someone who runs toward the future of opportunity. Because at a global scale, you can't build a culture of care with the human work chain. You need to do it with the digital footprint that enables the human.

Think about how digital platforms can support managers. The data shows that 85% of employees who leave a company do so because of their manager. And I think many companies are under-leveraging their managers. Digital platforms can help by providing biometrics that help managers improve. You can tell engagement levels, management patterns, whether or not you're having one on ones, whether or not you're traveling to the field, if you have remote workers. I can give you a scorecard on how you're showing up as a manager.

WFQ: How does all this impact employees?

PW: They feel cared for, they feel trusted, and they feel respected. They also feel empowered because they see we're investing in them. We're helping them reach their potential and become their full selves.

Take hiring, for example. Let's say I'm in an offer process with a candidate who normally responds within 24 hours of any email or prompt on a mobile app. The platform can tell me if her response rate is decreasing over time, which could indicate she's disengaging. It can tell me red, yellow, green on engagement. And as soon as she turns yellow, it can preemptively tell me to call the candidate and say, "How's it going? I'm excited to have you on my team."

Or think about how data can facilitate gracious offboarding. On your last day, the system sends you a personalized message: "Thank you for your contribution to our company. In the three-plus years that you've been here, you've received 10 recognitions, you've been promoted twice, and you've referred 15 candidates who are doing amazing work for our customers. Your legacy will be felt in the future. Thank you."

Done right, automation and digitization can be a gift to companies and employees. They can help us focus on our customers, on our products and services. They can also help us be our best selves during our tenure with the company. Digital tools can help employees feel respected, trusted, empowered, and developed. If you can deliver on that promise, the time they spend with the company will be meaningful, and they may stay longer because of it.



ABOUT

Pat Wadors

Pat Wadors joined ServiceNow in September 2017 and serves as the chief talent officer and chief human resources officer for ServiceNow. Prior to joining ServiceNow, Wadors was senior vice president global talent organization at LinkedIn where her focus was on recruiting and developing top talent, driving organizational transformation, supporting a highly engaged workforce and growing LinkedIn's global footprint. Additionally, Wadors held human resources leadership positions at Plantronics, Yahoo!, Align Technology and Applied Materials. Wadors earned her B.S. in business management with a concentration in human resources management and a minor in psychology from Ramapo College of New Jersey.

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Spring 2019: The Business Value Issue

Do you know how to drive better results in your business? A new global study shows that changing the employee, client and IT experience with automation technologies that digitize workflows makes work better.

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Summer 2019: The Leadership Issue

We identified the capabilities and responsibilities of the highest-performing CIOs today through in-depth interviews with influential technology leaders and a survey of 516 CIOs from 12 countries and 24 industries.

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Fall 2019: The Strategy Issue

Based on in-depth interviews and a survey of 516 CIOs from 12 countries and 24 industries, this issue shows how technology leaders are collaborating with business partners and external vendors, investing in automation, and aligning digitization goals to the broader organization to drive value across functions, including customer service, finance, and human resources.

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