Work the Way You Live

Google for Work

Work the Way You Live
What the office can learn from the smartphone

We live in what Google Chairman Eric Schmidt calls "the new digital age"—an age that is naturally mobile, connected and collaborative.

What if you could make people as productive at work as they are in their personal lives?

Perhaps that sounds a little funny. But we live in what Google Chairman Eric Schmidt calls "the new digital age"— an age that is naturally mobile, connected and collaborative. An age where we can read the news, set up a dinner party and buy a plane ticket on our smartphone before we get out of bed.

So why don't we use 21st-century technology to help employees become more productive, more engaged and more satisfied? Why shouldn't work happen with the same speed and collaboration we enjoy in our private lives?

We're committed to this idea at Google and we're certainly not alone. To date, millions of organizations—businesses large and small, schools and government agencies—have begun to adopt the "work the way you live" mindset. The results have been impressive:

- Biotech giant Genentech shaved months off its R&D cycles, saving millions of dollars each year.

- Carpet manufacturer Shaw Industries cut its staff meetings in half because employees could easily connect and collaborate in real time. This meant they could spend more time on productive work and less time caught up in meetings.

- Hotel and resort operator Delta Hotels says it increased productivity by 10% by enabling chefs across all their properties to collaborate on recipes and menus to make better meals at lower costs.

And that's just the beginning. We believe this idea can and should be a key pillar of the change agenda for most businesses today. In this Google for Work perspective, we want to share in more detail why "work the way you live" is a key to future success for CEOs and senior leaders of all types.

Carpet manufacturer Shaw Industries adopted a work culture that makes it easy for employees to connect and collaborate. **Learn more »**

Why it matters
Business leaders should care about a more engaged and collaborative workforce for two vital reasons:

The first reason is simply competitive. In PwC's 2014 global CEO survey, more than 80% of CEOs identified "technological advances"—such as the digital economy, social media, mobile devices and big data—as the #1 trend transforming businesses globally.[1] Keeping pace is top of mind for CEOs everywhere.

Digital natives will make up 50% of the American workforce by 2020.

Reason number two is the need to attract and keep the best talent among the tech-savvy digital natives who will make up 50% of the American workforce by 2020.[2] According to the Conference Board's "CEO Challenge 2014" survey, developing the right "human capital" is the single greatest challenge facing CEOs today—even more critical than customer relationships, operational excellence or brand and reputation.[3]

We need a better way

How engaged are employees today? The news isn't great. Only 13% are engaged in their jobs, according to Gallup's 2013 "State of the Global Workplace" survey of more than 150,000 employees.[4] 24% are "actively disengaged"—which Gallup defines as dissatisfied and unproductive.

Gallup's research shows that companies with high levels of employee engagement outperform those with low engagement in many different ways. Those companies enjoy 10% higher customer ratings, 21% more productivity and (the bottom line) 22% more profitability.

What's different about life and work in the new digital age?

The next question then is: What can "work the way you live" do to make that increased engagement happen? And what's so different about our personal lives today that requires a new way of thinking about how we work?

Well, consider how different life today is from life a few years ago. Today the private life of a consumer looks something like this:

Our connected devices have become the command centers of our lives.

She wakes up in the morning to the alarm on her smartphone at her bedside. She grabs the phone and checks her email, looks at her social feeds, scans headlines on the New York Times app and transfers funds between her checking and savings accounts. All before breakfast.

In the course of her day she'll interact with her phone 150 times—the average for today's smartphone users.[5] She'll upload photos to her favorite social site, shop online for a friend's wedding gift, watch a few videos on YouTube, do a dozen web searches, read reviews of a new Korean restaurant on Yelp and exchange text messages with friends, her yoga teacher and her mother. Back home after dinner, she'll pull out her tablet and watch a *House of Cards* episode on Netflix before checking email one last time. Turning off the tablet, not the lamp, is the official end of the evening.

Our connected devices have become the command centers of our lives. Just as importantly, note how we move fluidly between the digital and physical worlds. That deeply impacts our expectations for how we work. We now expect to be:

Constantly connected. In our private lives we communicate instantly with friends and family on our smartphone, tablet or laptop. But at many companies, employees

[1] PwC 17th Annual Global CEO Survey, 2014. http://goo.gl/Lz0dnm
[2] "Digital Natives and the Future of the Workplace," by Gary Locke. CommonPlaces, January 21, 2014. http://goo.gl/zDr54o
[3] "CEO Challenge® 2014." The Conference Board, 2014. http://goo.gl/LMjFpp
[4] Gallup, Inc: "State of the Global Workplace" Survey 2013. http://goo.gl/Zq71dF
[5] "2013 Internet Trends." Kleiner, Perkins, Caufield & Byers, May 2013. http://goo.gl/zVqTM9

aren't truly digitally connected with their employer or their co-workers. They don't have company-issued devices, or company policy doesn't support the use of their personal device on the company network. That situation seems antiquated to today's workers—they want the freedom to use their personal devices for work.

Open and sharing. Social media sharing has made a dramatic change in how we live in the new digital age. Twitter users send 500 million tweets every day. More than 100 hours of video are uploaded to YouTube every minute. And 400 million "snaps" are shared by Snapchat users daily. Openness and sharing are hallmarks of life in the new digital age, yet many companies still lack Internet-age knowledge sharing and collaboration tools.

Mobile. In our personal lives we're mobile. With 4.55 billion mobile phones (including 1.75 billion smartphones) in use around the world, we connect and communicate all day from everywhere.[6] But many of us don't get that in our working lives. Even with a company-issued desktop or laptop, many workers are still tethered to the office to reach and use company networks and resources.

Empowered by consumer technologies. Consumers are used to doing all sorts of business online—shopping, banking, investing, house hunting, making dentist appointments and booking flights. We've all become used to the consumer-friendly design, speed, simplicity and ease of use of these services. Yet when we get to work, we often hit a wall: the "productivity" tools in the workplace are non-intuitive and hard to use.

Five principles of work the way you live
Given all these changes, we believe there are five simple principles that guide the "work the way you live" mindset:

1. Put employees first. Your work tools should be as easy and intuitive to use as today's consumer apps. Those apps are so easy to use and intuitive that we've come to expect that simplicity as the norm. Yet according to a study by Accenture, 51% of employees say they're dissatisfied with their enterprise IT department and 44% are dissatisfied with the devices and software provided by their employer.[7] It's no surprise that nearly half of those surveyed said they end up using consumer applications for work either sometimes or often.

Why should people be forced to use tools at work that they'd uninstall from their own phones at home? Work tools should be designed with user experience foremost in mind: fast, simple and easy to use. No extraneous features to burden users; complexity is hidden. No training required.

51% of employees say they're dissatisfied with their enterprise IT department and 44% are dissatisfied with the devices and software provided by their employer.

The U.S. Census Bureau created an interactive map that shares 2010 census data with citizens and other agencies. **Learn more »**

[6] "Smartphone Users Worldwide Will Total 1.75 Billion in 2014." eMarketer.com, January 16, 2014. http://goo.gl/j5ewZG
[7] "Consumer IT: The Global Workplace Revolution has Begun." Accenture, 2011. http://goo.gl/vCvnpL

The state of Colorado became more efficient when it replaced 15 different old email systems with one common email and calendar system for its 26,000 employees. **See how »**

2. Enable work from anywhere. We understand: you've got legacy technology that's the basis of all your office tools, and it's a huge problem to upgrade it. But if it limits the ability of your employees to work from any location, at any time, then change is needed. Newer generations of technology give workers the freedom to work anywhere, anytime, on any device including their personal phone, tablet or laptop.

3. Make work satisfying. The phenomenal global embrace of social media shows that people want to be connected. They want to share. They want relevance and

> *The Google Apps suite as a whole makes us work better and also nurtures the culture we pride ourselves on …*
>
> —Justine Bienkowski, IT Team Lead, **BuzzFeed**

context. What are the implications for businesses? Make it easier for your people to connect, collaborate and share with co-workers. Make it drop-dead simple to find and access information that's relevant to their job. Then give them context: communicate daily to show people how they and their team fit with the company's overall strategy and goals.

4. Remove barriers to productivity. Modern web apps have helped consumers make remarkable leaps in personal productivity. Think of how easy it is today to find movie times, a weather forecast or the directions to a friend's house. Having all that information in the palms of our hands is invaluable. But in many work environments, barriers to both individual and team productivity remain: out-of-date tools that limit how people can work together, information that sits in silos instead of being shared and endless meetings and email threads instead of real-time collaboration. Let's do all we can to remove those barriers.

Retailer Dick Smith uses mobile to help its 3,000 staffers stay in touch daily across 376 stores in Australia and New Zealand. **Learn more »**

> ❝ *With Google Hangouts, we're able to video chat with our employees and entrepreneurs across offices, and to conduct interviews for the First Round Review—our hub for entrepreneurial advice.* ❞
>
> —Camille Ricketts, Editor in Chief, Platform Team of **First Round Capital**

5. Attract and keep digital natives. Digital natives are your future workers. This is the generation that grew up fully immersed in the digital world, and they're already one-third of the American labor force. As with any group of workers, digital natives seek jobs that are meaningful and rewarding, ones that provide opportunities to grow and advance. But digital natives also have expectations of the workplace experience and technology that are conditioned by their longtime use of consumer web services, mobile apps and social media. They assume their work tools will have the same consumer-grade usability as apps like Gmail, Google Apps and Yelp. They presume their work environment will be open and transparent. And they expect their work experience to be connected, collaborative and team-oriented.

Taking action

The "work the way you live" mindset begins with asking basic questions about the

Australian retailer Woolworths uses technology to inspire and connect over 200,000 employees. **See their story »**

current state of your business and where you want to take it.

- Does your IT put users first? Are you equipping your employees with modern tools that will unleash their creativity, help them collaborate and drive new levels of productivity?

- How mobile is your company? Can your people work anywhere, at any time, with any device?

- How engaged and satisfied are your employees? How do you compare with your peers?

- What barriers are blocking individual and team productivity at your company? Are you taking steps to identify and remove them?

- Do digital natives want to work at your company? Are you future-proofing your business by building the right talent base today?

We at Google discuss these issues daily with businesses around the world who are planning their own transformation agendas. Some of those companies send

senior executives to spend a day or more with us in a transformation workshop or innovation lab. During those sessions, we share insights from Google's own practices in applying "work the way you live" to our business. We're constantly amazed by the passion and creativity that come out of these sessions, when everyone is working as a team on the same mission. By the end of the day, these visitors walk away with dozens of opportunities in mind and a list of actionable strategies, most of which can be deployed to start delivering value within 90 days.

As your team works on your own transformation agenda, we encourage you to think about how "work the way you live" can apply to your business. We believe there's a real opportunity in a very practical way to drive significant positive change: more productivity and innovation, faster time to market and happier and more engaged employees. And ultimately, better bottom-line performance for your business.

Google for Work brings the best of Google technology to companies and employees around the world. We begin with Google's popular consumer products and add the enterprise-level security, performance and extra features that ambitious businesses need to build, innovate and thrive.

Looking to innovate? Call us at **(855) 778-5079**. We'd love to partner with you to see what's possible.

Contact us