



HONING YOUR DIGITAL EDGE WITH WORKDAY

VIDEO TRANSCRIPT

Speakers:

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David Shaw

Gloria Samuels (As host):

Hi everyone. I'm so excited to talk with you about the research you've just conducted: "Honing your digital edge."

You know these findings have huge implications for business and HR leaders, as well as for employees.

So Eva, can you explain briefly what has motivated the research and really what it's all about?

Eva Sage-Gavin

Thank you, Gloria, absolutely. "Honing Your Digital Edge" is research that we conducted after we saw so many companies accelerate their digital transformations as the result of the pandemic.

Gloria, we stepped back and we surveyed more than 5400 workers we covered 12 geographies and we covered 9 industries. And we noticed that most businesses were very quick to establish their technology foundations that was critical to their success, but not so quick to focus on the cultural, the behavioral and the people side.

So "Honing Your Digital Edge" was exploring and does explore how companies can maximize the value of their technology investments by helping their people and helping them become 'digitally fluent.' This means that we're creating a culture where people can actually implement new technologies, new behaviors, and new habits.

Part of that is new skilling, and new skilling your employees is a really key piece of achieving digital fluency. By empowering your people to use these new digital tools, and using them to their fullest potential, you're improving company revenue. Gloria, you're looking at customer satisfaction improvement, and you're looking at business's ability to innovate.

You know, as part of our ongoing research, we're also looking at how businesses can – we call it - 'care to do better'. So care to do better for their employees in a much more holistic way. It's about putting care and compassion at the heart of an employee's work experience and it's about building trust throughout. Transparency is critical, and we find that people's potential can change when they are sufficiently supported. They have training and new skilling, and we are seeing that this can absolutely hone your employees' digital edge and give them max capability personally and professionally.

So we found that digitally fluent companies are more than two and a half times more likely to experience high revenue growth over the prior three year period. And, 69% of digitally fluent companies are considered a great place to work by their employees. So, if we step back, we see this research as a way for organizations to reimagine the experience of work in a digital world for the betterment of their people, both professionally and personally but it's also great for the business Gloria.



Gloria Samuels (As host)

Thank you Eva. The data is so compelling. I see that 'Digital Fluency' is definitely at the core of this research. So Dave, can you tell us what you mean we mean by Digital Fluency in some detail?

David Shaw

Absolutely Gloria.

Digital fluency refers to a person's ability to work proficiently with new technologies and innovations.

In this, we are focused on an increasing an individual's actual capability, which in turn, will unleash their creativity.

For example, if someone is literate in a language, it means they understand its basic rules and vocabulary ---- however when they are fluent, they are able to have meaningful conversations and even create stories in that language.

Let's apply this to digital ---- Workers who are digitally fluent will be able to create and enhance digital workflows, enable the uptake of new technologies, and even improve your company's rate of innovation.

These innovations lead to advancing the digital agenda and ultimately drive revenue.

We've devised a digital fluency framework that explains a worker's ability to be nimble in the digital space. Of course, not all workers understand or utilize digital technologies in the same way.

Our research uncovered four specific personas that have different needs in today's digital workplace. These personas are really a broad framework to guide you, fully acknowledging that each person is unique.

Put simply, our research and experience in this area calls for customizing experiences, learning agendas and really performance management to help effectively engage each persona of learner that you have.

Gloria Samuels (As host)

You know Dave, I love that individualization and it's interesting that so much investment is placed in the technology, but the biggest returns come from the people side - I guess I probably shouldn't be surprised.

Now Emma, can you explain some of the tangible ways business leaders can start to really build that digital fluency in their own organizations?

Emma McGuigan

Of course, Gloria, and thank you for asking. Our understanding of digital fluency has been translated into a practical guide, so if we can actually think about the steps that we need take and how we structure the right activities around four key dimensions. We embraced this methodology ourselves when we went through our own HR transformation right here at Accenture.

In order to modernize our HR function and be more agile, we needed more than the ability to handle a large number of employees. Let's be honest, we have plenty of them. We needed to understand and treat them as the individuals they are. Support each of them in a much more human way. Create those unique experiences for them. This need became really clear as we looked into the process of succession planning: what were our leaders' skills? What were the experience? What were their goals? And what were their own ambitions? This was a great opportunity for us to utilize the Workday platform as our digital foundation.

The next thing we started to look at was improving our workforce's TQ, or Technology Quotient. And this wouldn't be Accenture without some acronyms in there! Our TQ is a way of measuring a worker's expertise and enthusiasm for the technologies that we've provided them opportunities to learn about and that we advise our clients on. We set out to create a boundaryless experiences for our people. Helping them to focus on the skills and not just the position so that people can be



utilized in more meaningful ways and in ways that they are really passionate and interested in driving.

We then looked at operations, and it wasn't as simple as just digitize what we had today. We really set out to think about it through Development, Security, and Operations (DevSecOps) mindset. The same mindset we have applied with many of our clients. This means we're delivering information technology that enables agility, it enables higher quality and it brings innovation to the fore.

And finally, we set a mission to create a culture of digital leadership. It's not just about the process, it's really about helping our leaders to go from leading and into being new ambassadors for these new ways of working. Helping them to drive that change as the cultural leaders and pushing that to every level of our leadership. Embracing these four dimensions is what allowed us to empower our people and enable digital processes.

Gloria Samuels

Wow Emma, that was really insightful. There really are just so many aspects to digital fluency, so we really need to be looking at this holistically for our organizations and for our people.

You mentioned the digital foundation a company needs. It's really important that organizations, today more than ever, choose a platform that has the power to add resiliency and speed to their operations while all the same time elevating their people in the process.

We've seen organizations adopt a holistic mindset with platforms like Workday.

This approach puts your workforce's data at your fingertips, so they can really form dynamic teams and have the right skills at the right time at the right place and adapt to rapidly changing needs.

I'll give you an example, we have one client, a large technology conglomerate. They used their

Workday deployment to really evolve their culture and totally rethink the role of HR in their organization.

HR is now embedded in the process of planning and executing their organizational strategy. That shift really empowers managers to make real time data-driven decisions for their teams and to propel their mission.

Companies who have mastered all four dimensions of fluency are the ones we see leading the pack. Especially those organizations that invested in digital transformation before the pandemic. Those were the ones who were really able to be resilient and pivot on a dime.

With that, I really want to thank all of you for discussing this research with me today. It provides a really clear roadmap for unlocking the power of your workforce and driving some very tangible and impressive outcomes.

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