

AVAYA TREND ADVISOR

# SOLVING THE ENGAGEMENT CHALLENGE

**AVAYA**  
The Power of We™

## BYOD AND OTHER TRENDS ARE BOOSTING MOTIVATION.

There's a role reversal happening in the business world. Employers, the traditional providers of all relatively expensive work tools, have been too money-conscious, training-conscious and security-conscious to quickly adopt the latest technology for employees. Worker-consumers, attracted to innovative features and applications that keep them connected and productive, are purchasing everything from hardware such as smart phones and laptops to apps, including data storage, webmail, social media, and video. And they're taking these devices and technologies everywhere, including into the workplace.

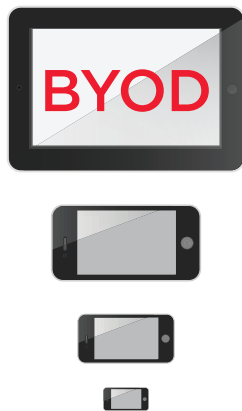
Those employees believe their personal tools are more effective and useful than the tools provided by their employers. And as this paper will show, that fact may be having a positive impact on how workers feel about their jobs. Research and experts agree that BYOD and other trends may already be helping to increase employee engagement and motivation--good news for the bottom line, especially given that the costs for the hardware and software are being carried by employees. In fact, companies that build the infrastructures needed to accommodate these trends are seeing results: increased productivity and a boost in intangibles such as creativity and innovation.



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## FOUR FACTS YOUR EMPLOYEES ALREADY KNOW.

## AND WHY YOU SHOULD KNOW THEM.



**Workers are changing the way they work, and some employers aren't ready.** According to a recent study,<sup>1</sup> 81% of employees use at least one personal tool as part of their business process every day. But other research shows that 60% of the respondents' employers do not yet support BYOD.<sup>2</sup> If you're lagging behind, you may be missing out on the increased engagement that comes from using personal devices.

**There are more devices at work than you know about.** The SANS Institute found only 10% of companies said they are fully aware of every device that connects to their networks.<sup>3</sup> This is a potential bandwidth and security issue that could become a major nightmare if you don't address it. It could also eat away at the increased productivity gains you get from more-engaged, motivated employees.

**This is only going to snowball. It's about apps, too.** According to Fortinet,<sup>4</sup> when respondents were asked about policies banning the use of non-approved applications at work, 30% admitted that they have or would disobey the policy. Indeed, 69% of respondents confirmed they are interested in Bring Your Own Application (BYOA), where users create and use their own custom applications at work. If companies don't get ahead of these numbers, both HR and IT could be facing major personnel and logistics issues.

**Management isn't sure what to do.** The challenges of managing an evolving technology-work environment are leading businesses to swing from total anarchy (where employee self-management of devices leads to security risks) to total tyranny (telling employees they can't work from home at all). Clearly, a sensible, well-thought-out approach would enable all stakeholders to enjoy the benefits of embracing the change in work habits.

## EMBRACING NEW WAYS TO WORK MAY BE A GOOD THING.

## HERE ARE THE BIG REASONS WHY.

The writing on the wall is clear: trends such as BYOD are here to stay. And there is plenty of evidence to suggest that this may be a positive—not to mention inevitable. Here are some reasons why:

- 1. Employees see BYOD as a right.** The Fortinet survey of nearly four thousand employees in their twenties revealed that more than half viewed the ability to use their own technology at work as a right rather than a privilege. More than a third said they would disregard company policies against using personal devices at work.
- 2. Employees are becoming more collaborative.** Collaboration technology is built around mobility and businesses are investing heavily in collaboration applications. Mobile enterprise investments are expected to increase by 30% through 2015<sup>5</sup> and investment in video soft clients is expected to grow by 400% by 2016.<sup>6</sup> Workers equipped with their own devices make the move toward mobility and collaboration easy.
- 3. The consumerization of IT means more-motivated workers.** IT has recognized and embraced the value of consumer technology for corporate use. Eighty percent of Fortune 100 companies are deploying iPhone and iPad devices, according to Network World,<sup>7</sup> and by 2015 mobile projects are expected to outnumber PC projects by four to one.<sup>8</sup> Workers' comfort level with this consumer technology—underscored by trends such as BYOD—means workers will be more engaged and motivated.
- 4. Motivated workers lead to greater productivity.** Many companies have realized that by embracing consumer products, they can save some money and improve employee productivity.<sup>9</sup>

## THESE WORKPLACE CHANGES ARE BOOSTING CREATIVITY AND INNOVATION.



In his book about motivation, *“Drive,”* (Riverhead Books; April 5, 2011) Daniel H. Pink draws from 40 years of research into the drives that power behavior. After describing the commonly known biological drive (the need to have food and water, etc.) and the drive based on external forces (reward and punishments), Pink discusses a third drive—the joy of the task itself. Pink points out that this third drive encourages us to solve puzzles simply because we find solving puzzles gratifying. It is this deeply human need—the need to learn and create new things and to better ourselves—that employers can tap in employees, by giving them greater freedom over their work and work tools.

Today’s employees know you depend on them to create, innovate, and solve problems. You want them to embrace their tasks. Employees who bring devices to work aren’t trying to one-up the IT guys. They’re telling you the computer or phone you give them won’t make creativity, innovation and problem-solving any easier. They can do their jobs more efficiently and more effectively with their own devices. In other words, to take advantage of their drive to succeed, sometimes you just have to get out of the way.

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## LEFT TO THEIR OWN DEVICES, EMPLOYEES ALSO BECOME MORE ENGAGED.

By becoming more flexible about technology, and unifying communications between employees, employers also are improving employee engagement. And make no mistake. Employee engagement is not an intangible HR term, it is “a measurable degree of an employee’s positive or negative emotional attachment to their job, colleagues and organization, that profoundly influences their willingness to learn and perform at work”.<sup>10</sup>

Employee engagement has a direct impact on morale, commitment and your balance sheet. A Gallup survey showed that 70% of employees are disengaged at work, and it costs the U.S. economy an estimated \$450 billion a year. On the upside, Gallup also found that the remaining 30% of employees, who are engaged, come up with most of the innovative ideas, create most of a company’s new customers, and have the most entrepreneurial energy.

Just providing employees with some technology and allowing them to work from any location does not make them more engaged. Allowing them to use their own devices and trusting them to manage their work, on the other hand, is a show of respect and trust. This respect and trust, in addition to workplace flexibility, will likely engage your employees and make it easier for them to be more productive. This can create a more positive, more flexible workplace, where happily engaged employees understand how they add value. That, in turn, will have a direct impact on their willingness to learn, innovate and perform at work—freeing employees to focus on customers and their needs.

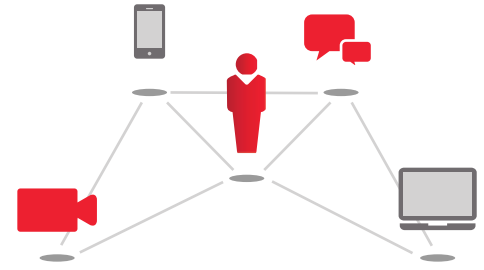
“To win customers, and a bigger share of the marketplace, companies must first win the hearts and minds of their employees.”

Gallup, State of the American Workplace, 2013.

## BUILDING THE FUTURE-READY COMPANY. ONE SMART CONNECTION AT A TIME.

When workers have flexibility in terms of tools, apps and devices, they can stay nimble, innovative and creative. In turn, they keep your company nimble, innovative and creative.

To make it work—to ensure this personal technology is useful and future-proof—you need to give workers the Unified Communications tools, apps and devices that allows them to better serve both internal and external customers. You need the network architecture and secure backbone to handle thousands of devices and video bandwidth. Granted, that's not as simple as it sounds. Organizations face enormous challenges in deciding whether and how to support consumer devices.



## FORTUNATELY, AVAYA CAN HELP.

Avaya offers a complete solution stack that addresses everything from easy-to-use collaboration applications to the resilient, scalable network capacity businesses will need in the days and years ahead. Avaya Services can help you create and implement a BYOD policy that allows you to better manage your employees' mobile devices and ensure network security isn't compromised.

With the advent of BYOA, you have the opportunity to capitalize on innovation that comes from within. The Collaboration Environment is a great platform to enable your employees to create new applications, not only for fellow employees, but perhaps for customers.

Whatever your need, Avaya can help you realize the vision of a truly intelligent workforce: one that is flexible, adaptive and collaborative. One that is equipped to help you compete and win in today's business environment.



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<sup>1</sup> <http://www.forbes.com/sites/markfidelman/2012/05/02/the-latest-infographics-mobile-business-statistics-for-2012/>

<sup>2</sup> A 2013 BYOD & Mobile Security survey, co-sponsored by Lumension, Symantec, KPMG, Zimbani and MailGuard.

<sup>3</sup> <http://www.absnt.com/category/thoughts/wireless/>

<sup>4</sup> [http://www.fortinet.com/press\\_releases/120619.html](http://www.fortinet.com/press_releases/120619.html)

<sup>5</sup> Gartner Market Trends: Videoconferencing, Worldwide, 2012.

<sup>6</sup> Gartner New Directions for Mobile Enterprise Application Platforms: Convergence 2012, Multichannel 2018.

<sup>7</sup> <http://www.networkworld.com/news/2011/021411-ipads-enterprise.html>

<sup>8</sup> <http://www.gartner.com/newsroom/id/1862714>

<sup>9</sup> [http://www.webopedia.com/TERM/C/consumerization\\_of\\_it.html](http://www.webopedia.com/TERM/C/consumerization_of_it.html)

<sup>10</sup> Scarlett Surveys International (<http://www.scarlettsurveys.com/papers-and-studies/white-papers/what-is-employee-engagement>)

<sup>11</sup> Gallup, 2013 State of the American Workplace Report.