AVAYA TREND ADVISOR

SOLVING THE ENGAGEMENT CHALLENGE

AVAYA

Engage The Power of We™

MOVING BEYOND COLLABORATION: ENGAGEMENT IS TRANSFORMING BUSINESS AND DRIVING PRODUCTIVITY AND INNOVATION.

A transformation is occurring in the business world: the market is moving toward an era of engagement. A new workforce has emerged - one that is increasingly mobile and always connected; one that wants the simplicity of using the same devices, features, and applications for both personal and business purposes; and one that values control over how, when, and where they accomplish their work.

The consumerization of IT is everywhere, with worker-consumers purchasing everything from hardware such as smartphones and laptops to apps including data storage, webmail, social media, and video. And they're taking these devices and technologies into the workplace. Many believe that their personal tools are more effective and useful than the tools provided by their employers. The bring your own device (BYOD) trend is clearly here to stay.

As the business world is changing, the way companies (both large and small) embrace these changes is critical. Engagement - internal (teams) and external (customers) - has become a competitive advantage. Recent Gallup research found that only 30 percent of the U.S. workforce is "engaged" in their work (defined as the "degree of an employee's positive or negative attachment to their job, colleagues, and organization that profoundly influences their willingness to learn and perform at work"), but companies with the highest levels of employee engagement (the top 25 percent of Gallup's Q12 Client Database) have significantly higher productivity, profitability, and customer ratings; lower turnover and absenteeism; and fewer safety incidents than those in the bottom 25 percent.[1]

Research and experts agree that BYOD and other trends may be helping to increase employee engagement and motivation. That's good news for the bottom line, especially given that costs for hardware and software are largely being carried by employees. In fact, companies that build the infrastructures needed to accommodate these trends are seeing positive results: increased productivity and a boost in intangibles such as creativity and innovation.

"...companies with the highest levels of employee engagement have higher productivity, profitability..."

EMPLOYEES HAVE GONE MOBILE.

AND IT'S TIME TO EMBRACE THE CHANGE
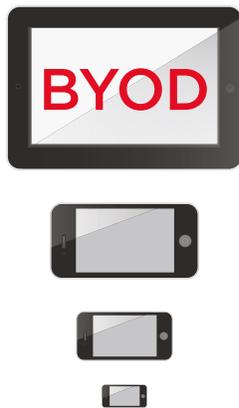
Workers are changing the way they work, and employers are taking notice.
According to a recent study, 78 percent of business people use their mobile device to check email.[4] Twenty-four percent of consumers surveyed currently use a smartphone or tablet as their primary work-related computing device.[3] And many companies are adapting: 61 percent have some form of BYOD policy in place, with only 15 percent explicitly prohibiting use of personal mobile devices.[3]
But that still leaves 39 percent of companies with no current BYOD policy.[3] If your company is not addressing BYOD now, you're missing out on the increased engagement that can come from using personal mobile devices.

Security is still a concern… and even an unknown.
Forty-eight percent of IT decision-makers report that, in general, it is difficult to test and evaluate the security of mobile devices.[3] This is clearly an area of potential risk that could become a significant issue if you don't address it proactively.

This is only going to snowball. It's about apps, too.
According to Fortinet, when respondents were asked about policies banning the use of non-approved applications at work, 30 percent admitted that they have or would disobey the policy.[5] Sixty-nine percent of respondents confirmed they are interested in bringing their own applications (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.

WHAT'S DRIVING MOBILITY AND ENGAGEMENT IN TODAY'S BUSINESSES?

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 can lead to higher satisfaction and greater engagement. Here are three reasons why:

1. **Employees see BYOD as a right.**
   The Fortinet survey of nearly 4,000 employees in their 20s revealed that more than half viewed the ability to use their own technology at work as a right rather than a privilege.[5] Another study found that over 77 percent of employees agreed with the statement that "carrying separate work and personal phones simply doesn't make sense."[3]

2. **Employees are mobile - and even more engaged.**
   Engagement technology is built around mobility, and businesses are investing heavily in engagement applications. Mobile enterprise investments are expected to increase by 30 percent through 2015,[5] and investment in video soft clients is expected to grow by 400 percent by 2016.[6]
   Workers equipped with their own devices make the move toward mobility and engagement - within teams and with customers - easier.

3. **The consumerization of IT may actually help motivate and retain workers.**
   IT has recognized and embraced the value of consumer technology for corporate use. Almost 72 percent of IT decision-makers see value in BYOD programs as a factor for attracting or retaining future employees.[3] BYOD programs are also seen as a way to help employees achieve a better work/life balance.[3] More satisfied workers are more loyal workers - and more motivated, too.

THESE WORKPLACE CHANGES CAN BOOST EMPLOYEE ENGAGEMENT

At the 2014 "Avaya Engages Silicon Valley" event, best-selling author Daniel Pink (Drive, Riverhead Books, 2011) diagnosed the cause of the low employee engagement numbers cited by Gallup: Businesses are using 19th- and 20th-century techniques to motivate a 21st-century workforce.

The "carrots and sticks" approach that has become ingrained in many workplaces is not effective when it comes to people doing complex, creative, conceptual work - the lifeblood of forward-thinking organizations.

His solution? Tap into the drivers that truly motivate today's workers:

- **Purpose.** Employees want to know the outcomes of their work and how they are making a difference. They will become personally invested in work they care about, if they know it is in service to a larger purpose.

- **Mastery.** Employees want to excel at their work and understand how they can improve their performance. Replace (or supplement) the traditional annual performance review with more frequent 1:1 meetings, and workers will become more engaged with the business.

- **Autonomy.** Employees want to feel a sense of control over their own lives. A level of autonomy over their time and techniques - which could include more flexibility to do work remotely using mobile devices - can enhance engagement among teams and with customers.

Allowing employees to use their own devices at work isn't a surefire key to increased engagement—but it is a show of respect and trust. This, in addition to workplace flexibility, is likely to engage your employees and make it easier for them to be more productive. This more positive, more flexible workplace, where happily engaged employees understand how they add value, will have a direct impact on their willingness to learn, innovate and perform at work-freeing employees to focus on customers and their needs.

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WHEN PEOPLE TRULY ENGAGE WITH ONE ANOTHER, MAGIC HAPPENS.

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 engagement tools, apps, and devices that allow 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 supporting consumer devices. But in today's business environment, it's no longer a question of whether to do it, but *how*.
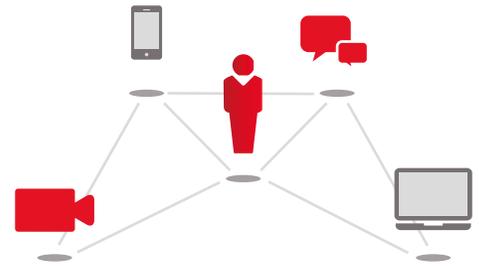
FORTUNATELY, AVAYA CAN HELP.

Avaya offers a complete portfolio of **team engagement solutions** (unified communications) and **customer engagement solutions** (contact center). These flexible, scalable, future-ready technologies enable you to easily implement the capabilities you need today, and add and change your systems in the future as your needs evolve.
Fabric Networking supports it all and simplifies and secures your network. And Avaya can help you deploy this innovation seamlessly - so you enjoy maximum benefit with minimal disruption to your business.

The **Avaya Engagement Environment** development platform enables enterprises and third-party developers to create customized "snap-in" apps to meet very specific needs and make effortless engagement possible—for both employees and 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. And one that is engaged with each other and your customers - and ready to achieve more, every day.

AVAYA
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Whatever your need, Avaya can help you realize the vision of an engaged workforce. Contact us at **855-227-7744** or visit us at **avaya.com/usa/solutions** for more information.

Sources:
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