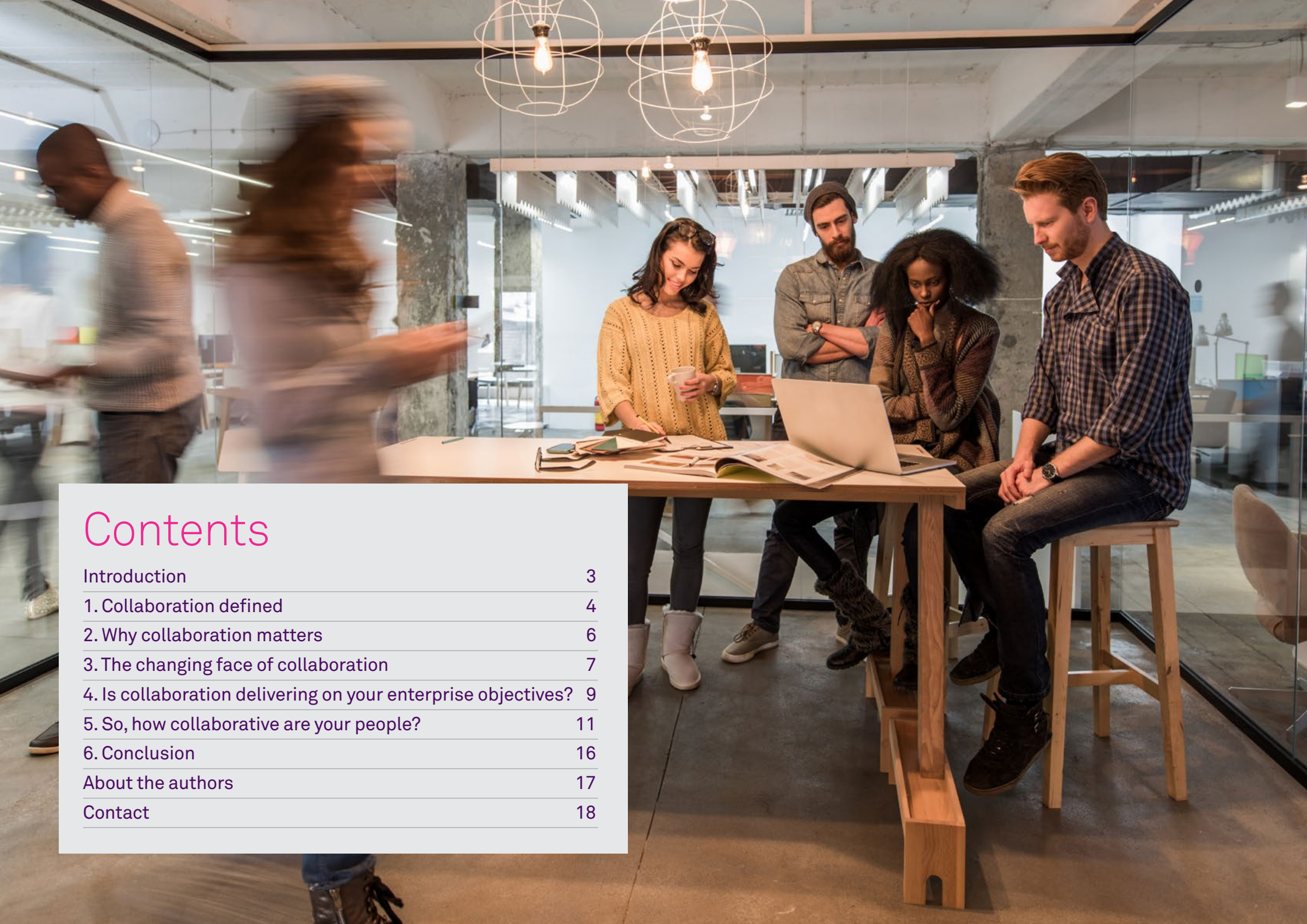# Getting the measure of collaboration

How to understand and influence user behaviour, and get better business outcomes from your collaboration investments.

Contents

Introduction

It's a truth universally acknowledged that collaboration is a Good Thing. Indeed, if two heads are better than one, imagine what can be achieved with lots of bright minds all working together to solve your organisation's most pressing commercial and customer challenges.

This is probably the reasoning that has led your business – like most – to make a significant investment in platforms and tools that promise to help your people work better together. The question is: how well are those investments really working for you? Are they being used? Are they delivering better business results?

Most importantly, could you be getting more bang for your collaboration buck?

None of these questions can be answered without understanding exactly how your collaboration tools are being used in your business today. You need to understand what is working, what is not, and what needs to change. And this means measuring what's really going on at the moment – a process that has, until recently, been both complex and strictly limited.

Is it time to accept that it's less about change management these days, and more about change science? Can you really assume that growing the ranks of 'digital natives' in your workforce is the answer to the collaboration technology adoption issues (that most organisations feel they have today)? And is there such a thing as too much collaboration in any case?

'Getting the Measure of Collaboration' is the second in a series of follow-on discussion papers to the 2015 Telstra white paper, 'Business without Borders'. We'll take a fresh look at what collaboration is in this digital age, why it matters to the bottom line, and the growing gap between what companies and workers expect and want as opposed to what they are provided with.

Then, in Section 5 of this paper, we explore a new way of gauging exactly how your people are using the collaboration tools at their fingertips. We also share some surprising results from a major international manufacturer and provide some suggestions as to how you too can realise a better return on your investment in collaboration solutions.

1. Collaboration defined

First, it's important to define what collaboration really means. At its most basic, workplace collaboration can be considered to be 'teamwork' – two or more people working together in pursuit of a common goal. This could involve a face-to-face brainstorming session, a chat around the water cooler, or even a simple phone call or email.

Of course, these ways of collaborating are unlikely to be replaced any time soon. However, over the past decade or so, advances in technology have placed ever more tools at our disposal. Instant Messaging (IM), corporate social media, web and video conferencing… all these platforms aim to connect co-workers so they can collaborate in new and more meaningful ways that inform and speed decision-making, and improve the bottom line. (The 'Paradigm Shif' infographic on page 5 shows how the tools at our fingertips are continuing to evolve.)

In general, these Unified Communications and Collaboration (UCC) tools include:

- An integrated set of real-time and near-real-time voice, data and video communications apps, which all leverage PC, mobile device and telephony-based presence information and a common directory (UC), plus

- A broader spectrum of collaboration (C) applications, such as email, team spaces, social business, file sync/share and more.

Enterprises should be warned that simply investing in the newest and shiniest toys is not enough. 'Collaboration is not a platform or set of tools – it's what people do,' says Vaughan Klein, General Manager, Cisco, Australia and New Zealand.

Dr Agustin Chevez, Senior Researcher at the Adjunct Research Fellow Centre for Design Innovation, Swinburne University, goes one step further. He points out that collaboration is not one discrete type of behaviour, but part of a spectrum. 'As well as pure collaboration, you also have coordination, cooperation and delegation. Each of these 'collaborative' activities involve different levels of trust and types of hierarchies,' he says.

Pure collaboration suggests that every person's ideas should count towards the end decision. This requires trust, and a person's position in a hierarchy is not considered so important. The converse is true of delegation, where higher-ups issue directions to those below in the pecking order: you don't have to trust your boss, just do as you are directed. Likewise, coordination and cooperation – which both involve the simple exchange of information – rely more on who is designated to do what.

All these forms of collaboration do, of course, involve communication, but Chevez highlights that technology encourages some – and hinders others. He argues that it is important to consider which tools are more suited for the various needs. 'True collaboration is very bandwidth hungry – to establish the level of trust required, you need to be able to access feedback from clues such as body language and these do not travel very well through digital media. Even video conferencing only allows you to see the person's face, not their whole body, and whatever messages that may be conveying.'

'Tools such as email can be very good for delegation and coordination. But in some ways today's technology still falls short when it comes to pure collaboration, where emotion has a key role to play.' As an example, he cites the very common example of someone at the bottom of the corporate ladder using corporate social media to push a passionate case for change that is then ignored – or unseen – by those with the budget and decision-making authority. 'Emotions also need to be taken into account when people are collaborating,' he says.

Paradigm shift in communications technology adoption

Infographic of Collaboration Tools

Connectivity and convergence	Fixed and Mobile Computing		Internet of Things		Internet of Everything	
Video	Video Conferencing	Touch-based Interactive Devices Context-aware Smart Video Rooms	Telepresence Robots Virtual Reality Facial Recognition		Holographic Telepresence	
Social	Professional Networking	Social Networking	Social Media Monitoring Team Collaboration		Social Graph-Collaboration Intelligence Gamification	
Mobile	Mobile Email	Mobile Device Management and BYOD Mobile IM/Presence	Mobile Voice (Soft Clients) Mobile Conferencing Near Field Communications		Convertible Devices Location-based Services	
Source: Cisco IBSG: Frost & Sullivan	**2005 – 2010**		**2011 – 2015**		**2016 – 2020**	

2. Why collaboration matters

So why all the fuss about collaboration? The figures speak for themselves. AU$46 billion per year is the estimated value of workplace collaboration, with another AU$9.3 billion per year on offer should these businesses fully harness collaboration opportunities[1].

Interestingly, collaboration between today's specialised professional silos has also shown to deliver major rewards. One decade-long study[2] of global organisations found that when specialists work together across the boundaries of their expertise, the organisation earns higher profits, inspires greater client loyalty, and gains a significant competitive advantage.

It's no wonder that, in his experience, the term 'collaboration' is in the top three priorities for business executives today, says Klein. 'It has a large role to play in the holy trinity of productivity, agility and innovation. And when executives realise this, it's a small step to thinking: "What are our strategies for encouraging collaboration? What are our people doing? How does it affect the

performance of our teams?"' He points out that these issues are particularly front of mind today, when many organisations are bringing people together into quick teams to spin out innovation.

That said, not all collaboration should be considered equal, says Chevez. His premise is backed up by research[3] that shows that just 5 per cent of interactions contribute to 30 per cent of organisational revenue. 'Encouraging too much collaboration can create increased citizenship, where people think they have to chip in on every single decision. Instead of creating better outcomes, you just end up with more bottlenecks. Not every one should necessarily be connected – it's a matter of encouraging the right sort of collaboration.'

Klein agrees. Unsurprisingly, he's a walking poster boy for collaboration platforms, given his role as General Manager, Cisco, Australia and New Zealand, in charge of a distributed team of 26 people across Australia and New Zealand. He works from a rural location in Australia yet can be in face-to-face

discussions with colleagues and customers in cities around the world in an instant. 'I have a role and lifestyle that I cherish, and it simply wouldn't be possible without [the technology] available today. I'm a voracious user of real-time tools and I find that the more time I spend in voice and web conferences, the less time I have to spend on the daily drudge of the inbox.'

[1] Deloitte. (2014). The Collaborative Economy. Deloitte Australia. Retrieved from http://webcache. googleusercontent.com/search?q=cache:NsqQp34nXt4 J:www2.deloitte.com/au/en/pages/ economics/articles/ collaborative-economy-unlocking-power-of-workplace-crowd. html+&cd=1&hl=en&ct=clnk&gl=au

[2] Gardner, H.K., (2015). When Senior Managers Won't Collaborate. Harvard Business Review. Retrieved from https://hbr.org/2015/03/when-senior-managers-wont-collaborate

[3] Cross, R., Rebele, R., & Grant, A. (2016). Collaborative Overload. Harvard Business Review. Retrieved from https://hbr.org/2016/01/collaborative-overload

'Mobile and computer technologies have revolutionised the way in which people complete their work, allowing many to work from anywhere and any time. According to ACMA (2015), there are currently more than 5.7 million adult Australians (representing 49% of the total number of employed Australians) who engage in a digital working life where they use internet technologies outside standard working hours or the office to complete work.'

Mobile Nation: Driving workforce participation and productivity, Australian Mobile Telecommunications Association, 2016

3. The changing face of collaboration

With workforces increasingly dispersed across multiple physical locations, IT teams are working hard to equip them with the latest collaboration tools. While there are many of these tools – from mobile devices to instant messaging, presence and associated apps, and video and web conferencing – email continues to be the most popular by far. But popularity is generally based upon how much or how often a particular tool is used – it's not necessarily the most popular with users themselves. Who thinks they need more email than they get today? Volume of email, and poor email etiquette is regularly cited as the absolute number one blockage to productivity by many people – so what's going on here?

Research carried out in 2015 by[4] by Hassell and Optimice, specialist social network analysts, looked at the collaboration and interaction networks that occur within an organisation, and the role that the physical space plays in supporting these. One of the interesting things they discovered was that, even with all the technology now available, people interact more with colleagues located nearby – supporting results of research carried out in the late 1970s[5] (pre-email) by MIT professor Thomas Allen and again in 2006[6] (post the advent of email).

'In fact, the association between distance and volume of email was so strong that an amusing recommendation for employees of the participating organisation who wanted to reduce the number of emails they received was to move their chair seven metres away from others.'

Interactions by Design: Understanding the value of designing for interactions, Hassell June 2016

[4] Interactions by Design: Understanding the value of designing for interactions; Hassell June 2016

[5] 10. Allen, T.J. (1984). Managing the Flow of Technology: Technology Transfer and the Dissemination of Technological Information Within the R&D Organization. Cambridge, MA: MIT Press.

[6] 11. Allen, T.J., & Henn, G.W. (2007). The Organization and Architecture of Innovation: Managing the Flow of Technology. Burlington, MA: Elsevier.

In contrast, Hassell's research shows that interactions on the Yammer collaboration platform did not follow the same pattern, with people choosing to engage with others based on interest and topic, not proximity.

As the authors of the paper report: 'Social network tools have the ability to identify and, if used properly, help to eliminate silos, including those created by proximity, and should be considered as efficient information management tools. On the other hand, face-to-face interactions seem to hold unique characteristics that better facilitate exchange of ideas and socialising – two fundamental interactions in knowledge-based organisations.'

There are various reasons why people still prefer to collaborate in old-fashioned ways, even though new platforms may actually facilitate more effective interactions. Reasons include staying with what they know, a reluctance to take time out of their busy day to learn a new skillset and the incompatibility of certain tools on favourite devices.
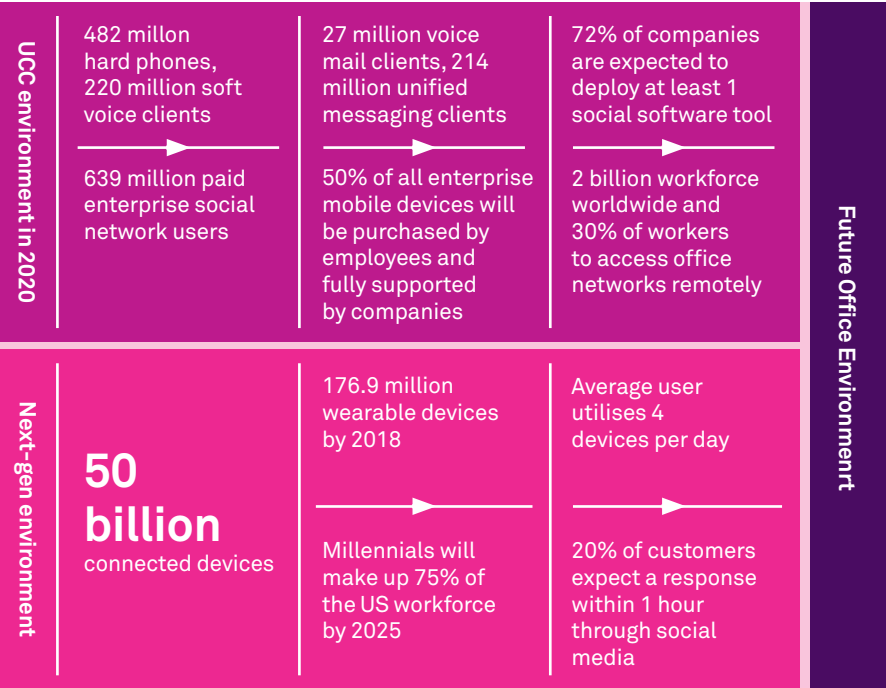
In part, reluctance to adopt new tools may also be put down to the 'consumerisation of IT' – a clunky phrase that describes how people are neatly sidestepping company-sanctioned UCC solutions in favour of consumer solutions that a) they are familiar with and b) do what they want.

In particular, younger workers have strong attachments to particular platforms (e.g. Skype, FaceTime, Twitter) and technologies (e.g. smartphone brands). Meanwhile older workers, having mastered the fine art of email, are perhaps reluctant to try that newfangled enterprise social networking platform.

Klein hopes that the extraordinary amount of work being carried out by Cisco and others on the user and customer experience may perhaps make the leap to the new a little less challenging. 'If you get the user experience right, then this will forecast the native needs of the user. Just as Apple transformed the user experience, people just want a big green button to put the world at their fingertips. No passwords, no complicated processes, no need to change the way they usually behave.'

The workplace has already changed fast and will continue to do so – driven by social and demographic trends and by advances in technology and connectivity. How, when and why we collaborate will only continue to change – perhaps in ways unimagined as yet.

Connected work - key metrics

UCC environment in 2020			Future Office Environment
482 million hard phones, 220 million soft voice clients → 639 million paid enterprise social network users	27 million voice mail clients, 214 million unified messaging clients → 50% of all enterprise mobile devices will be purchased by employees and fully supported by companies	72% of companies are expected to deploy at least 1 social software tool → 2 billion workforce worldwide and 30% of workers to access office networks remotely	

Next-gen environment			
50 billion connected devices	176.9 million wearable devices by 2018 → Millennials will make up 75% of the US workforce by 2025	Average user utilises 4 devices per day → 20% of customers expect a response within 1 hour through social media	

Source: Frost & Sullivan

4. Is collaboration delivering on your enterprise objectives?

Most organisations invest in collaboration tools for much the same reasons – and it's not just about keeping up with the Joneses.

In a survey of 406 organisations, Frost & Sullivan identified that productivity improvement and cost reduction, followed by customer service enhancement, are the most prevalent drivers for UCC implementation. Meanwhile, devices and applications (e.g. web and room video conferencing) that connect remote workers and distributed teams are perceived to help drive productivity and collaboration.

Inspired by these potential benefits, companies traditionally react in one of two ways:

1) Restricting access to smart new collaboration tools to the upper echelons of management – possibly due to the expense, complexity and challenges involved

2) Overprovisioning the vast majority of workers with tools they don't want or perhaps even know how to use, and regardless of the tasks they need to perform in their role.

Clearly, neither situation is ideal, leaving many of the much-touted benefits of collaboration unrealised.

Cisco's Klein admits that their company – as a leader in collaboration technology – has definitely changed its approach over time.

'We moved away from just throwing tech at a customer and walking away. This approach simply wasn't producing the results for the customer that we wanted. Measurement of adoption and usage is a critical activity in order to ensure that the value is extracted from what is increasingly a very important business platform,' he says.

While Cisco measures its own use of collaboration tools and offers this as a bespoke service to customers, he notes that the launch of Telstra's new Collaboration Platform Measurement Framework (CPMF) is a big step forward. 'The benefit of the Telstra framework is that it is productised… the same framework will work across any organisation to play back to the business and the users themselves what works and what doesn't,' says Klein.
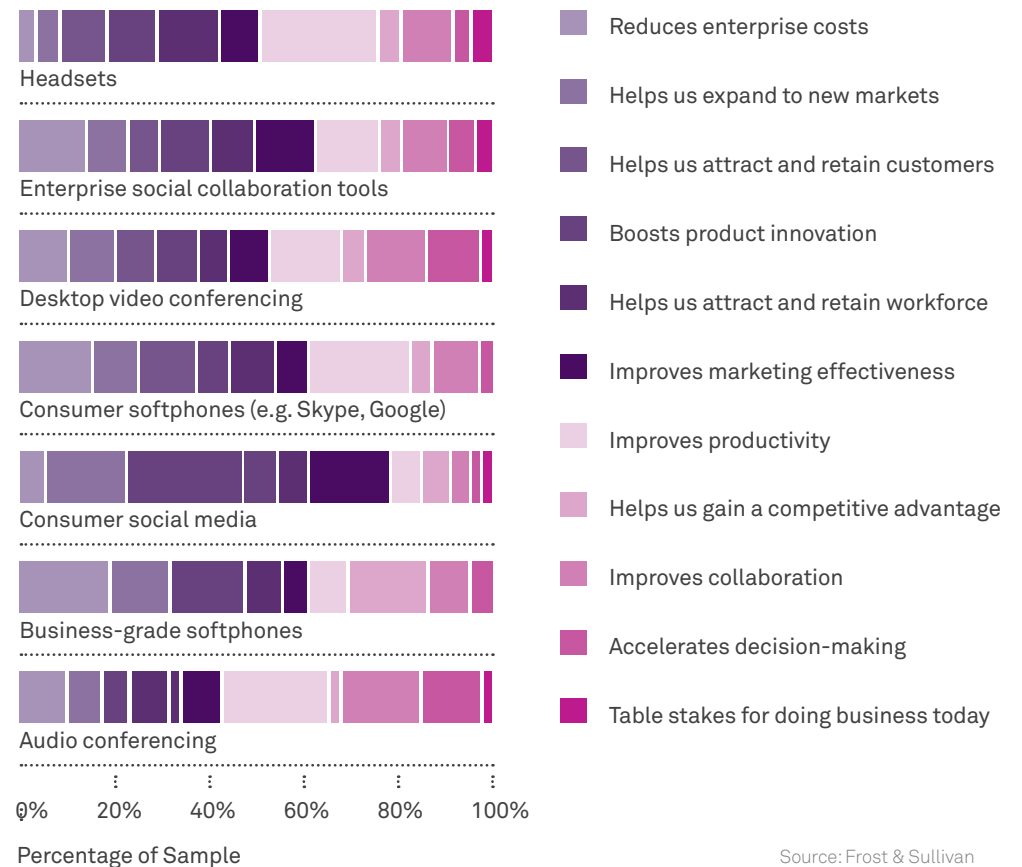
Recent research undertaken by another global vendor in collaboration technology highlights '… that while 89 per cent of ANZ businesses describe themselves as collaborative, only 24 per cent measure the utilisation of existing collaboration tools.'[8]

In the next section, we take a closer look at how you can measure collaboration within your enterprise, drive better adoption and usage rates – and ROI on your collaboration investments.
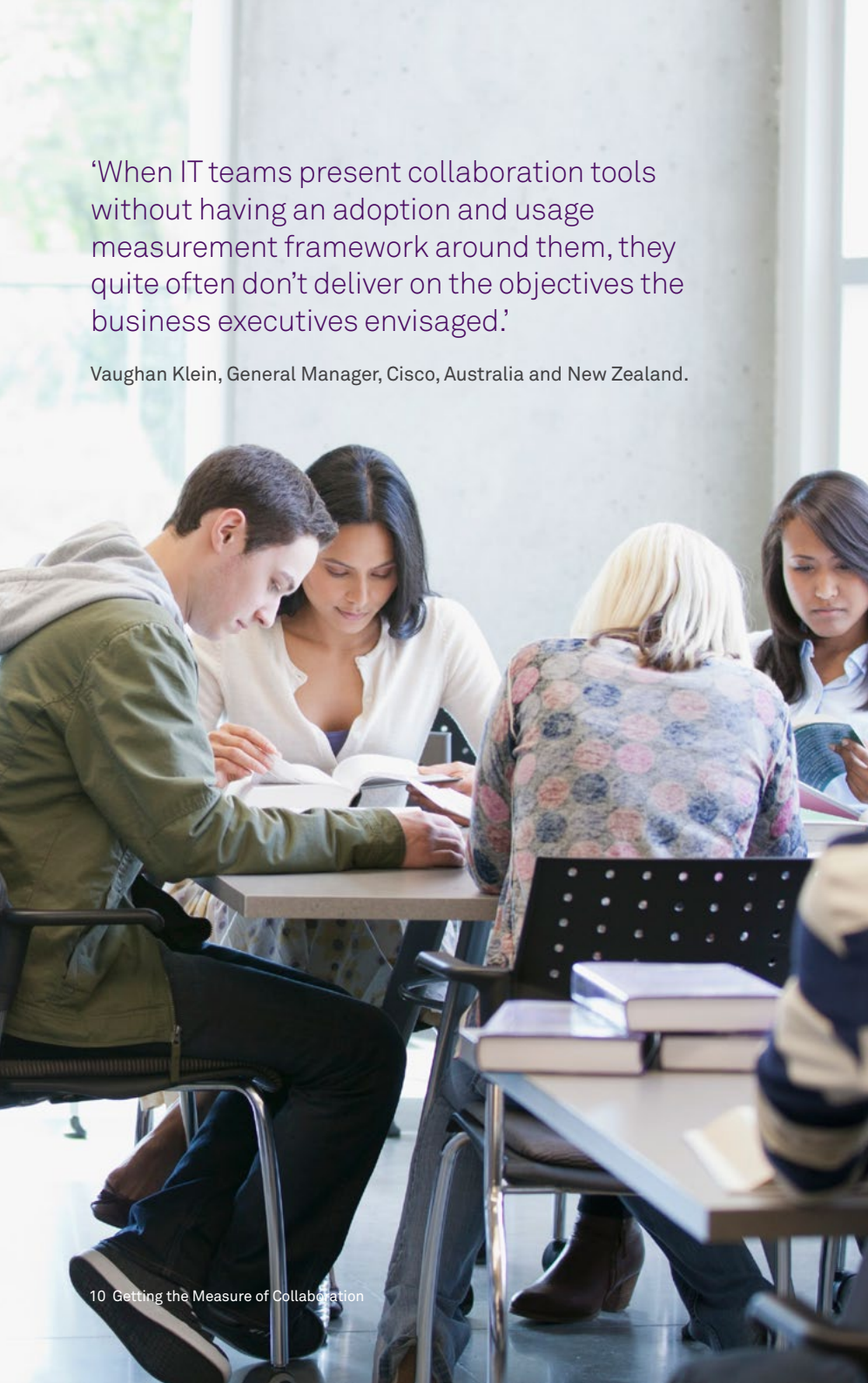
Enterprise UCC perceptions - benefits

Key Takeaway: Productivity improvement and cost reduction followed by customer service enhancement are the most prevalent drivers for UCC implementation.

Headsets

Enterprise social collaboration tools

Desktop video conferencing

Consumer softphones (e.g. Skype, Google)

Consumer social media

Business-grade softphones

Audio conferencing

0% 20% 40% 60% 80% 100%

Percentage of Sample

Legend:
- Reduces enterprise costs
- Helps us expand to new markets
- Helps us attract and retain customers
- Boosts product innovation
- Helps us attract and retain workforce
- Improves marketing effectiveness
- Improves productivity
- Helps us gain a competitive advantage
- Improves collaboration
- Accelerates decision-making
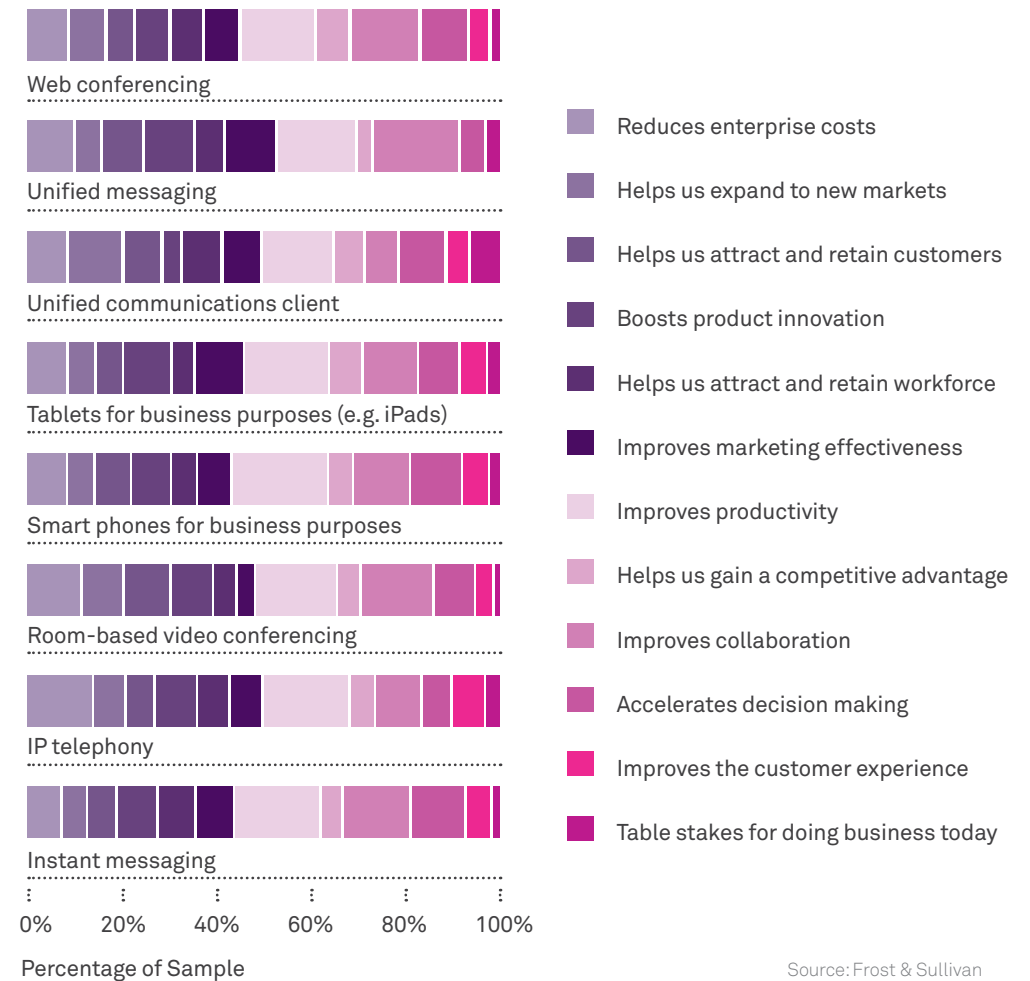- Table stakes for doing business today

Source: Frost & Sullivan

'When IT teams present collaboration tools without having an adoption and usage measurement framework around them, they quite often don't deliver on the objectives the business executives envisaged.'

Vaughan Klein, General Manager, Cisco, Australia and New Zealand.

Enterprise UCC perceptions - benefits (continued)

Key Takeaway: Devices and applications (e.g. web and room video conferencing) that connect remote workers and distributed teams are perceived to help drive productivity and collaboration.

Web conferencing

Unified messaging

Unified communications client

Tablets for business purposes (e.g. iPads)

Smart phones for business purposes

Room-based video conferencing

IP telephony

Instant messaging

0%   20%   40%   60%   80%   100%

Percentage of Sample

- Reduces enterprise costs
- Helps us expand to new markets
- Helps us attract and retain customers
- Boosts product innovation
- Helps us attract and retain workforce
- Improves marketing effectiveness
- Improves productivity
- Helps us gain a competitive advantage
- Improves collaboration
- Accelerates decision making
- Improves the customer experience
- Table stakes for doing business today

5. So, how collaborative are your people?

There are many dynamics associated with getting collaboration right. The process is complex, nuanced and can take considerable refinement. As discussed earlier, ultimately collaboration isn't about the platform or tools you buy – it's about what people achieve together that determines whether the outcome for your organisation is positive.

So, how can you know that the collaboration tools your organisation has invested in are being used to their potential or, indeed, being used at all? How can you accurately measure both adoption and usage? And what else can you do with that data?

Until recently, all ways of measuring adoption and usage were both complicated and unwieldy. But by understanding how staff adopt and use particular tools, you can encourage further uptake through better planning – all with a view to delivering better return on your investment.

Meanwhile, detailed analytics can reveal who is using each communication tool, on which devices and where – at home, in the office or on the go. With the right measurement framework in place, you can view uptake and awareness in real time, and understand the impact of training, mobile devices and remote working before you introduce them more widely.

It's also important to understand that there is a difference between users being proficient in the use of technology as opposed to just being prolific. This is another reason that linear measurements are not always that helpful – many organisations assume the increasing percentage of Millennials in the workforce is a simple way to increase the proliferation and uptake of digital tools. But proficiency in use is a much better measure of value and productivity. And this can only be understood by analysing usage across many dimensions, not just by volume.

The aim of measuring and analysing collaboration is to boost your organisation's overall uptake and user experience at the same time as encouraging more meaningful connections between your people. Most importantly, it unleashes the true power of collaboration to give you a vital business edge.

Measuring key dimensions in collaboration

Firstly, consider how you group users for measurement and analysis. Grouping for one tool or scenario might not be appropriate for all aspects of your organisation. Instead, you may consider using your organisational structure and grouping the analysis to measure patterns and behaviours based on **similar types of users**.

Historically, most work in this area has been too heavily weighted towards brute force, single dimension and linear measurements that allow you to understand **how much a particular tool is used**. But it shouldn't be about how much something is used – it should be put into the context of how consistently a tool is used by different groups of users with similar roles, circumstances or needs.

Want to understand if mobile web conferencing and video conferencing is being adopted across your business? Doing a single organisation-wide analysis is unlikely to provide any useful insights – particularly if some groups don't even have a mobile device or a web camera to start with.

Even worse, your people may have the devices and physical technology, but absolutely no business case for using it – the tool is simply not relevant to them. Without applying context and filters to your usage and adoption data, you will never get a clear picture of what's going on and why.

Again, using your organisational structure as a filter can be a very efficient, flexible and functional way to generate results that may have far-reaching benefits for your business. For one area of your business, undertaking two or three web conferences per week might be a 'perfect score', based upon how the collaboration environment applies to them. At the same time, another area might need to hit a target, on average, of ten web conferences, based on their particular role and function.

This difference is key – the 'perfect score' is not just volume of use, but volume of use merged with the profile, role or function of that group of users. Then it becomes more about consistency of use within those discrete business areas, rather than worrying why one group uses it less than the other – this is actually not significant at all. And you will only know this by looking at your business requirements and analysis in parallel with the more objective measurements you are making.

What to look for in your analysis

Look for patterns of behaviour. These should ideally include what type of tools your staff use most often, such as instant messaging, screen sharing or web conferencing. Your review should also take into account the network circumstances. For example, try to determine if your people are using their tools while mobile, on your own network (Wi-Fi or fixed) or a third-party network.

Patterns are the key to understanding which tools are being used consistently (or not), used by similar individuals and if those users understand how to apply the tools when they are in different locations.

The end game of analysis is to demonstrate whether or not cultural change in your organisation is successfully underway, or is reaching a point that will have positive and sustainable benefits. Effective analysis should show the consistency of usage across different devices, locations and different tools to help you get the most clarity. This will then arm you with focused and tangible steps to take next.

The information you gain can then be integrated with other systems such as workflow monitoring and business performance to enable you to identify collaboration patterns that match consistent, positive outcomes, as measured by other business systems. You can then create focused change campaigns that specifically educate users about how they can use their collaboration environment to improve performance for themselves and your customers.

"Analytics should be applied to business processes in order to accurately measure UCC impact on work streams and key performance indicators (KPIs)"

Frost & Sullivan: Connected Work – Enabling Technologies for the Connected Workplace

Encouraging uptake

Conventional approaches to introducing collaboration tools can often be ineffective because they aren't adopted across an entire organisation. There are a number of reasons for this, including a lack of awareness of the benefits that such collaboration might bring to work performance. Staff might not think the tools are useful, not see them as a relevant fix for a day-to-day working challenge they face, or they may have been put off by previous poor experiences.

Measurement can help highlight issues with low adoption, and help you transform negatives associated with investment returns and staff productivity into big positives.

Heighten collaboration awareness

Providing staff with a way to compare their use of collaboration tools with others can be incredibly useful. They'll be able to see what tools their co-workers are engaging with, which devices they are using to do it, and where.

Why compare? The more people understand that something is useful and relevant to them, the more likely they are to engage with it. Seeing how teammates interact with what is available is a powerful way to encourage adoption and consistently reinforce this behaviour. Measurements are based on the idea that if certain types of collaboration tools are consistently used among members of a particular team or work group, they will be equally useful for others in similar roles.

"ROI for team collaboration needs to be hardened. In order to ensure expectations are met, decision makers at end-user organisations will need to consistently refine their business objectives and key performance indicators to benchmark solution performance."

Frost & Sullivan: Connected Work – Enabling Technologies for the Connected Workplace
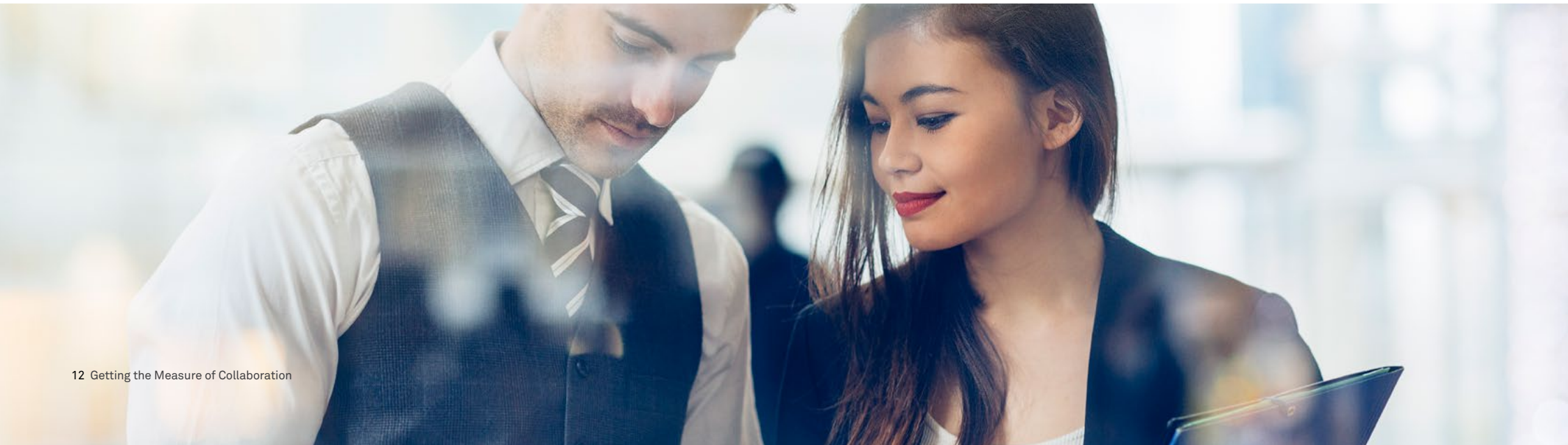
Cut costs and keep collaboration on track

When users have had a poor experience of their collaboration tools – which can be unavoidable in external, unmanaged network environments – people may actively avoid using the tools at their disposal. (This may include avoiding their use even when they are in a managed network environment, such as their office.) Alternatively, frustrated employees might swamp your IT help desk with time-consuming complaints and requests, leading to costly support overheads.

It is important to consider providing end-user quality alerts and automated advice if staff find a tool doesn't work or under-performs for them. This response facility will allow individuals to understand how they might use a tool differently to get the best from it and, above all, helps cut support costs for your organisation.

Measure it

• Awareness and relevance of collaboration tools

• Effectiveness of associated user change and training programs

• Collaboration patterns and behaviour relating to business performance, efficiency, staff productivity and any significant disruptions

  - For example, has any policy change, office relocation, merger, offshoring of capabilities or new partnership suddenly given new value to your collaboration environment for your staff and business?

Measurement in action: real-life case study

When user adoption of collaboration platforms becomes paramount to the success of broader workplace and workforce transformation strategies
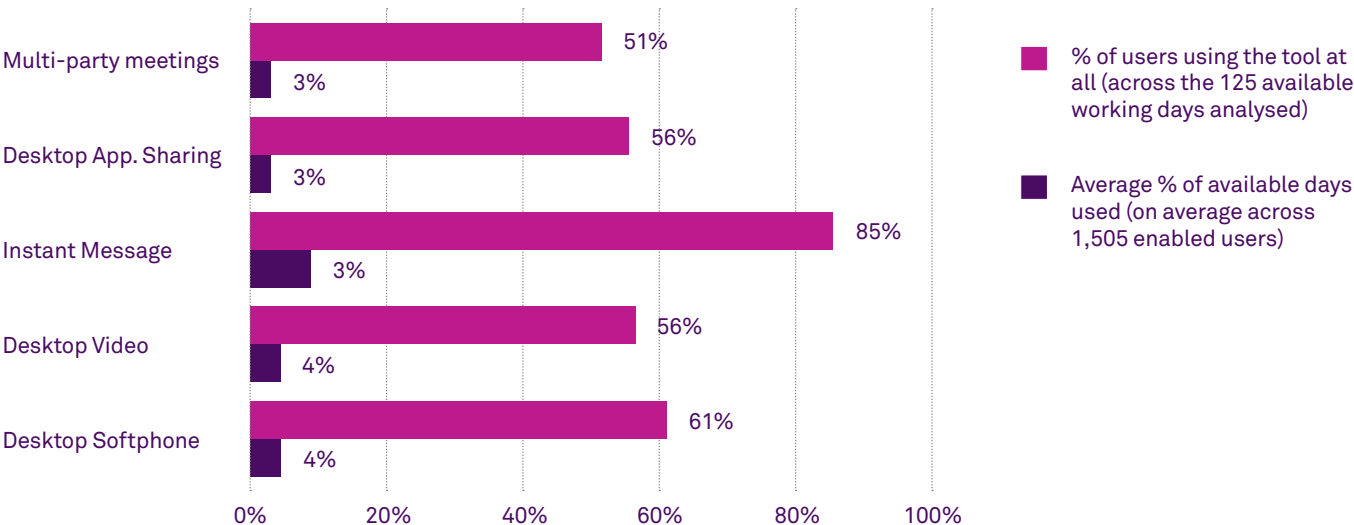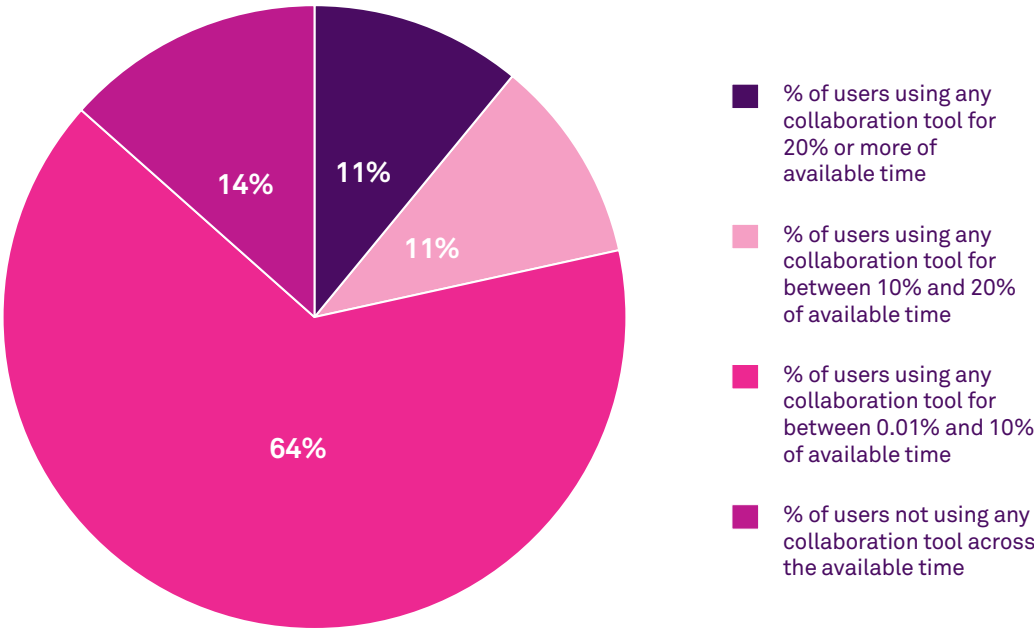
The Telstra Business Technology Consulting Team worked with one customer over a number of months leveraging CPMF (Collaboration Performance & Measurement Framework) analytics as well as business engagement in order to address user adoption and awareness issues. The customer is a major international manufacturer that is aiming to ensure collaboration technology readiness in support of a major workplace transformation and relocation project.

Without proper engagement with the technology and tools available to them, staff would simply not be able to function effectively within the proposed flexible working / activity-based working environment.
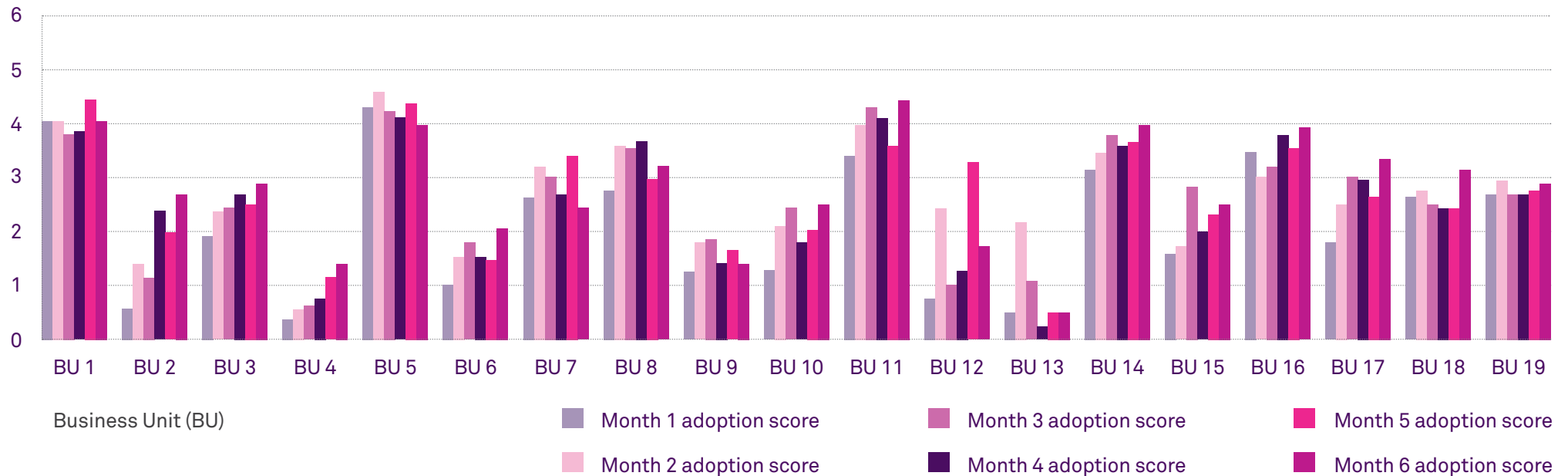
Although the most intuitive collaboration tools had been deployed in advance, findings showed profound levels of disengagement across the majority of the workforce. The diagram at top right shows, at a very high level, the results of the six months initially analysed.

So with 78% of the workforce using the collaboration environment for 10% or less of working days (or available time), a deep dive was required to understand more. This required an understanding of which tools were being used. The single dimensional measurement of 203,665 collaboration transactions for the six months analysed looked okay on paper, but what was more important for the customer was how consistently the environment was being used, and therefore providing value to users.

What we see from an overall analysis is that although staff are aware of the tools available to them (because in all cases the majority of staff have at least used each of the tools at least once), they are not engaging with the tools persistently. In other words, the tools are not providing clear and obvious value to individuals or groups – which means the environment is simply not being used to collaborate.

- ■ % of users using any collaboration tool for 20% or more of available time
- ■ % of users using any collaboration tool for between 10% and 20% of available time
- ■ % of users using any collaboration tool for between 0.01% and 10% of available time
- ■ % of users not using any collaboration tool across the available time

- ■ % of users using the tool at all (across the 125 available working days analysed)
- ■ Average % of available days used (on average across 1,505 enabled users)

Adoption scoring spread by business unit

Business Unit (BU)

- Month 1 adoption score
- Month 2 adoption score
- Month 3 adoption score
- Month 4 adoption score
- Month 5 adoption score
- Month 6 adoption score

Tracking down the problems, and doing something about them

The first job was to look more contextually at the organisation and break the CPMF analysis down into business units. By looking at business units as isolated analyses, we can be more confident of a clearer picture. The Adoption Score demonstrates how equally the users included in the analysis are using the various collaboration tools.

CPMF provides a more contextual measure in as much that it might not be expected that different users in different business units (and therefore with entirely different roles) will use the environment in a similar fashion. CPMF assumes that if users in the same business unit (all the way down to the same team) are using all the modalities in a similar fashion, then adoption is good:

- Adoption scores range from 0 to 10 – a score of 5 means that all users in the sample are using the whole collaboration environment in a very similar way.

- A score lower than 5 implies lower adoption (i.e. different tools are not being used consistently by all members, and behaviours or patterns of usage are dissimilar).

- A score higher than 5 implies that this group is working consistently whilst some users are advancing their use of the environment – this can be seen as an accelerating group from an adoption perspective.

It is important to note that this method of 'scoring' adoption is not at all founded in brute force measurement of the number of transactions. For this particular customer, there were quite severe issues with complete disengagement from the environment. The

next step was to engage with the business and understand what a 'day in the life' of users in different business units looked like from a collaboration perspective. Specific examples were shown to different business units – showing them how and why the collaboration environment would fix meaningful issues for them. This put collaboration into a real business context, and the approach is being used in an ongoing change program.

Meanwhile, this customer is considering how the online version of CPMF might further assist with ongoing analytics that allow them to gauge the success of their overall workplace and workforce transformation program. Further, the CPMF platform will provide end users themselves with a weekly dashboard showing them how other users like them (i.e. in their direct teams) are using the environment in comparison with themselves. The operation

of the collaboration environment, especially within the context of a push to more flexible working (i.e. outside of the office), is also expected to be helped by the automatic diagnosis and distribution of advice to those users who might experience quality issues when using more bandwidth-hungry and time-sensitive collaboration applications when not directly connected to the enterprise network.

Conclusion

Collaboration is one of the most important weapons in your organisation's arsenal – helping to drive innovation, productivity, cost reduction, customer engagement, and more. These critical outcomes are doubtless the reason why collaboration is one of the top three priorities for most businesses today; however, to extract the best value from your collaboration investment, it is vital to understand which tools are being used – and also where, how, why and by whom. All this demands a way of accurately measuring both adoption and usage. The resulting data can then be analysed to reveal patterns of use, the impact on key business indicators, and inform future collaboration deployments.

- Collaboration tools should be matched to user roles, functions, preferences, and locations.
- Collaboration is a business platform that is best employed at differing depth and breadth across your organisation's workforce and workflows.
- Analytics should also be applied to business processes in order to accurately measure the impact of various collaboration tools on work streams and key performance indicators.

The aim of measuring and analysing collaboration is to boost your organisation's overall uptake and user experience at the same time as encouraging more meaningful connections between your people. By heightening awareness, equipping your people with the best tools for their particular role, and providing support to help them get the most out of them, you can unleash the true power of collaboration to the advantage of your business.

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Stuart Kirkby

Managing Consultant – Future Ways of Working and Collaboration - within Telstra's Global Enterprise and Services, Practices Group

At Telstra, Stuart is responsible for delivering strategy, organisational change and benefit realisation programs for government and enterprise customers around the world. Stuart has worked in multiple roles across the Unified Communications & Collaboration industry for close to twenty years, focusing on Management, Technology and Change Consultancy. In his view, to create and sustain genuine business transformation, organisations need to break down all preconceptions, and bring together the physical, virtual and behavioural imperatives of successful organisational change. And all this needs to be done against the backdrop of rapid technology advancements, evolving organisational challenges and the social intricacies associated with the workplace of the future. Stuart helps our customers to see what Future Ways of Working will look like for them, and then to actually achieve it.

Vaughan Klein

General Manager – Cisco, Australia and New Zealand

Vaughan has over 20 years' experience working in the IT industry within Australia and overseas, holding sales and senior management roles representing both hardware and software vendors. Since 2000, Vaughan's endeavours have almost exclusively focused on assisting customers and partners improve their businesses through the wider adoption and increased utilisation of unified communications and collaboration technologies.

Vaughan believes that the power of collaboration unlocks tremendous capability for Australian and New Zealand businesses, allowing them to compete on a global scale with increased innovation and productivity.

Dr Agustin Chevez

Senior Researcher

Dr Chevez is a Senior Researcher at HASSELL and Adjunct Research Fellow at Swinburne University's Centre for Design Innovation. Gus has dedicated his career to understanding the notion of work and uncovering environments that support our working lives.

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