

# UNDERSTANDING THE PEOPLE TO IMPROVE THE DIGITAL WORKPLACE

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# Vision Statement

We work to produce  
the best quality equipment  
and to deliver  
the best possible service  
to our clients.



# Some internal comms and KM challenges



Projects Team is underperforming: Junior team of engineers while in the field has little access to company's knowledge and to senior staff



Head of Market and Internal Comms wants to build on experience from previous factory openings in Portugal and Slovakia to prep campaign for Turkey opening but there is no written reference material and it is hard to pinpoint who was involved then



A machine broke in the UK factory and was not repaired for 2 days, until a retired employee came in to fix it. Employees were aware of the risk but did not know how to report it.



Word of mouth works best, including cafeteria talks



Cablink has too many platforms – it is unclear what should be used for what.

# How Cablink leadership presents the company

*We lead the market through quality, innovation and competent project management.*

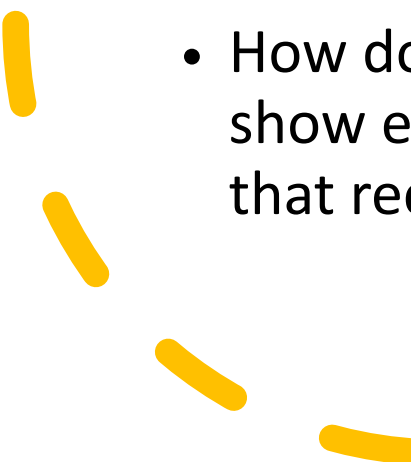
*We manufacture top-quality equipment.*

*Our people are empowered to do the best for our clients.*



# What do Cablink employees FEEL?

## What motivates Cablink frontline workers?

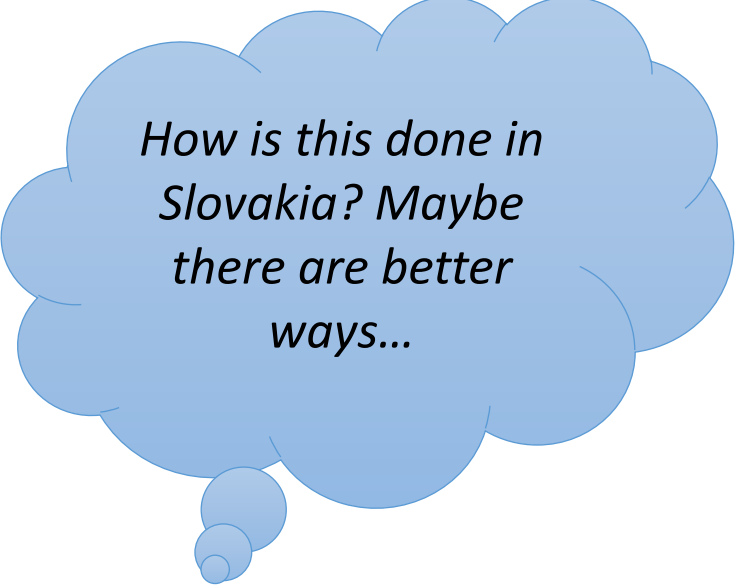
- Connection to the brand and its quality?
  - Pride in what they produce?
  - Incentives (rewards, promotion, etc.)?
  - Being recognized (in their functions) for the quality of Cablink products?
  - How does the company (the leadership team, direct management/supervisor) show each staffer how what they do (individually, as teams, etc.) contribute to that recognition as a high-quality product delivery company?
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# What do Cablink workers NEED to do their job?

- What do they need to do their work?
- Who do they need to connect to?
- How does a 'normal day' look like at work?

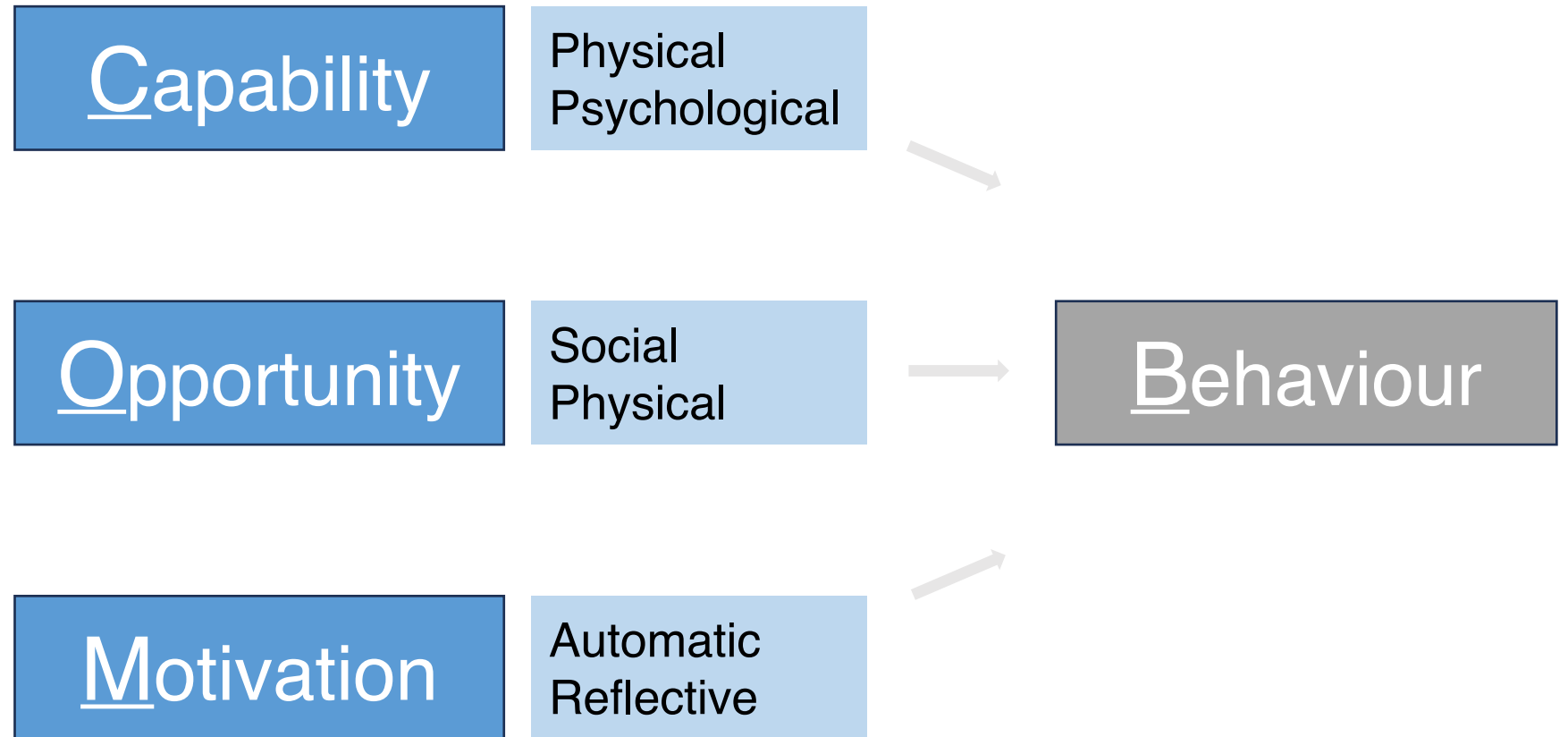
ASK: Describe one function you perform regularly

(choose one challenge of specific functions performed at Cablink, select a few staff members, talk to their managers – all perspectives count; think of Qs to interview them for that specific challenge; walk through the COM-B model)



*How is this done in Slovakia? Maybe there are better ways...*

# COM-B model



# Behaviours and habits

- What behaviours and habits would you like to see adopted by Cablink workers?
- What behaviours are needed for efficiencies, for a healthy and productive environment, and to ensure top quality products?
  - Collaboration
  - Internal sharing
  - Adoption of digital logs to capture and share practices
  - Networks across plants
- How are you – Cablink managers – making that possible? Stimulating that?



# Examples

*“When I go looking for how the communications about the opening of the plants in Slovakia and Portugal was done, I could not find anything.”*

Opportunity (physical) → document key processes/events, w/consistent format

Capability (psychological) → provide training on how to document and where to place the asset

*“I want to share, but am not sure what it will be used for.”*

Opportunity (social) → change culture

Motivation (extrinsic) → create recognition system

*“I get 100+ emails per day. There are tons of demands on my time, and this is just another ‘nice-to-have’ that I have no time for.”*

Opportunity (psychological) → revise processes, show value of investments (what’s in it for you and how much does it contribute to quality)

Motivation (extrinsic) → integrate into performance evaluation, into rewards

# Consider

## Questions:

What needs to happen for Cablink to deliver the best quality equipment?

How can digital tools contribute to that?

## Example:

Cablink is a company that produces equipment for other factories: providing quality products to its clients is key to achieving its results.

Therefore, the state of production needs to be at the cutting edge of the art

AND

the knowledge and expertise of factory workers and engineers needs to be accessible, adaptable, usable for efficiencies and productivity.



# How?

## Run a short survey with “receptive audiences”

- For which category of KM and internal comms products do you have the **greatest NEED** to make Cablink more effective/efficient in its core tasks?
- In which category of KM and internal comms products do you see the **greatest OPPORTUNITY** to extend the impact of Cablink’s work?

## Surveys enable us to:

- Identify needs
- Single-out some early adopters
- Begin generating their buy-in

# How?

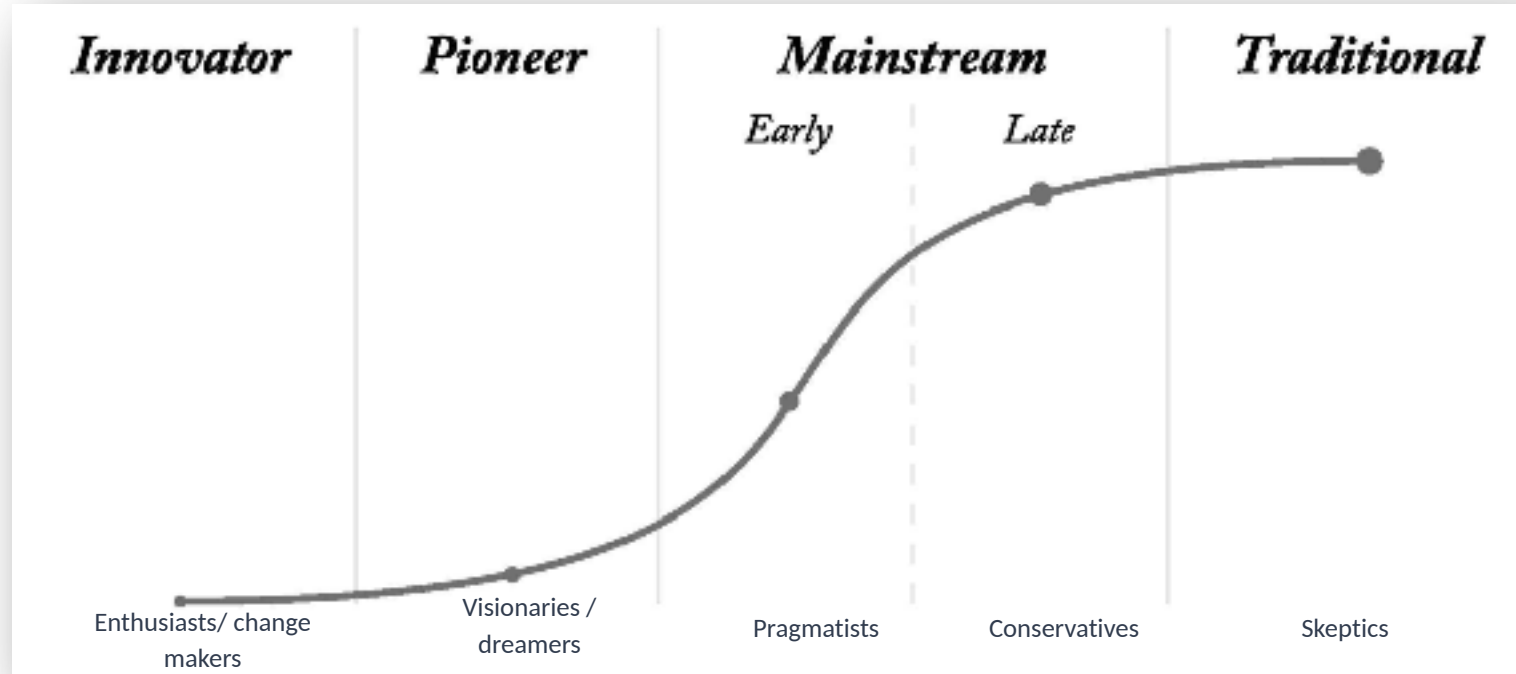
## Interviews

### Problem framing

- Ask staffers to identify a key task in their work
- Have them describe the “journey” of that task
- Then try to have them identify where is the gap/ how a KM solution fits into that/could support their work
- What difference would that make for their work?
- When you’ve encountered obstacles in the past, what have you tried and how did it play out?



# Who shall we engage with?...



# How may this translate into practice for Cablink?

- Consider: is tech the (only) solution?
- Make the impact of digital tools adopted by Cablink very clear to its users
  - e.g. for junior engineers, while in the field, a corporate intranet App that allows for quick identification of who is who and incorporated chat function will allow to connect with colleagues at HQ and in other factories for Q&A on the spot
  - Show (from pioneers) how easy it is to upload a 'how-to' document a flow/process and how useful it can be on the spot, when a worker needs it – to fix a machine – without needing to call a retired staffer
  - Run exit interviews and hand-overs with retiring/moving staffers – they are leaving but their knowledge should be kept – videos can be very easy to produce and to watch on the fly
- Start with your pioneers, work with your early mainstreamers, build up to work with the late mainstreamers; the traditional will follow by necessity
- Test/Pilot + scale/adopt = impact/change

# Bringing it together

- ❑ Identify the desired behaviours (be clear as to why those are the desired behaviours)
- ❑ Map capabilities, opportunities, motivations related to the desired behaviours and design interventions that address those
- ❑ Define where to start implementation (and with whom), pilot, take stock, iterate, scale (remember: you are knowledge managers and innovators!)

