Redefining Productivity in the Digital Era

Gabriela Mauch
Vice President, ActivTrak
Productivity Lab

Michael Schrage
Visiting Scholar, MIT Sloan Initiative on the Digital Economy

Melissa Swift
U.S. Transformation Leader, Mercer

Julia King
Business and technology journalist; event moderator
Agenda

► The Emergence of the New Productivity
► Ongoing Workplace Measurement
► Elevating Sustainable Productivity
The Emergence of a New Productivity
Employees’ needs are stronger than ever

...and companies that don’t act on this, put performance at risk.
Discussion
Quick Poll #1:

What is your organization’s most challenging workforce issue?

1. Turnover.
2. Burnout.
3. Engagement.
4. Well-being.
5. Hiring.
Quick Poll #2:

How has the pandemic impacted your organization’s productivity?

1. Substantial improvement.
2. Modest improvement.
3. Stayed the same.
4. Dipped.
5. Drastic decline.
Here’s the conflict we see:

“Productivity stayed the same or was better throughout the pandemic…”

And meanwhile…

- “Burnout is at all all-time high.”
- “Employees face Zoom fatigue.”
- “Technology disruptions hinder employee focus.”
- “Employers are facing the Great Resignation.”
Businesses must modify their definition of productivity

“Productivity stayed the same or was better throughout the pandemic…”

- “Burnout is at all all-time high.”
- “Employees face Zoom fatigue.”
- “Technology disruptions hinder employee focus.”
- “Employers are facing the Great Resignation.”

Sustainable Productivity measured by healthy workplace & workforce inputs and healthy business outputs
Metrics must change to measure sustainable productivity

- Attendance
- Feedback
- Engagement Survey
- Training Completion
- Benefits Data

Self-reported, incomplete participation, asynchronous metrics

You cannot adequately measure without **ongoing measurement**.

- Customer Retention
- Sales
- Inventory
- Revenue

Real-time, ongoing, synchronous metrics
Quick Poll #3:

How does your organization collect ongoing workplace/workforce data today?

1. We aggregate activity data for well-being insights.
2. We use weekly employee pulse surveys.
3. We rely on daily feedback via informal/formal conversations.
4. I’m not sure.
Ongoing Workplace Measurement
Ongoing measurement for the benefit of the workplace is good thing

With measurement, we...

- Understand the employees at high risk of burnout.
- Understand employees at high risk of disengagement.
- Understand where work can be reallocated.
- Understand process improvement opportunities.
- Understand technology optimization opportunities.
Ongoing measurement for the benefit of the workplace is an *ethical* thing

*With measurement...*

- Understand the employees at high risk of burnout.
- Understand employees at high risk of disengagement.
- Understand where work can be reallocated.
- Understand process improvement opportunities.
- Understand technology optimization opportunities.
# What it is vs. is not

## Ongoing Measurement: Employee Activity

If you use employee activity monitoring to police your organization, you are **not** measuring (or enabling) sustainable productivity.

<table>
<thead>
<tr>
<th><strong>Is:</strong> Opportunities to...</th>
<th><strong>Is Not:</strong> Opportunities to...</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Reduce burnout risk.</td>
<td>● Oversee compliance &amp; security.</td>
</tr>
<tr>
<td>● Shift workload.</td>
<td>● Administer time-tracking</td>
</tr>
<tr>
<td>● Engage employees.</td>
<td>● Measure performance.</td>
</tr>
<tr>
<td>● Provide necessary training.</td>
<td></td>
</tr>
<tr>
<td>● Improve processes.</td>
<td></td>
</tr>
<tr>
<td>● Reduce rework.</td>
<td></td>
</tr>
<tr>
<td>● Optimize technology.</td>
<td></td>
</tr>
</tbody>
</table>
This crossroads is not a compromise

Prioritizing the employee while driving toward successful business performance are two concepts that should coexist and complement.

Well-being & Health

Employee Experience

Productivity
Quick Poll #4:

How well does your organization balance productivity and workplace/workforce well-being?

1. Extremely well.
2. Pretty well.
3. Well enough.
4. Not so well.
5. Big problem.
Elevating Sustainable Productivity
Change the productivity tone at the top
Healthy Performance + Productivity Culture

Leadership Messaging

Manager & Employee 1x1s

Social Norms
A Model for Good Measurement

Trust
For employees to fulfill role & employer to provide support.

Empowerment
Of managers and employees to achieve outcomes, manage time, and surface needs when necessary.

Accountability
To assume responsibility for work completion, growth and development, and emergent needs.

✓ Guardrails
✓ Transparency
✓ Access
Measure to empower, empower to measure

- Educate your organization on the essential shift to sustainable productivity.
- Share the new metrics that matter.
- Provide accessible ways to properly measure.
- Change the goals and reward adequately.
- Unlock opportunities quickly.
Key Takeaways
Key Takeaways

► The definition of productivity must change incorporate employee well-being and business outcomes.

► The measurement of productivity inputs must exist on an equal playing field with productivity outputs.

► Change the tone at the top and across the organization to adopt a sustainable productivity focus.

► Trust, empowerment, and accountability together form an environment in which employers & employees can have an agreement that monitoring insights become a key enabler to both organizational performance and employee well-being.
A recording of this webinar will be available in 3-4 business days.

Watch your inbox for access instructions.