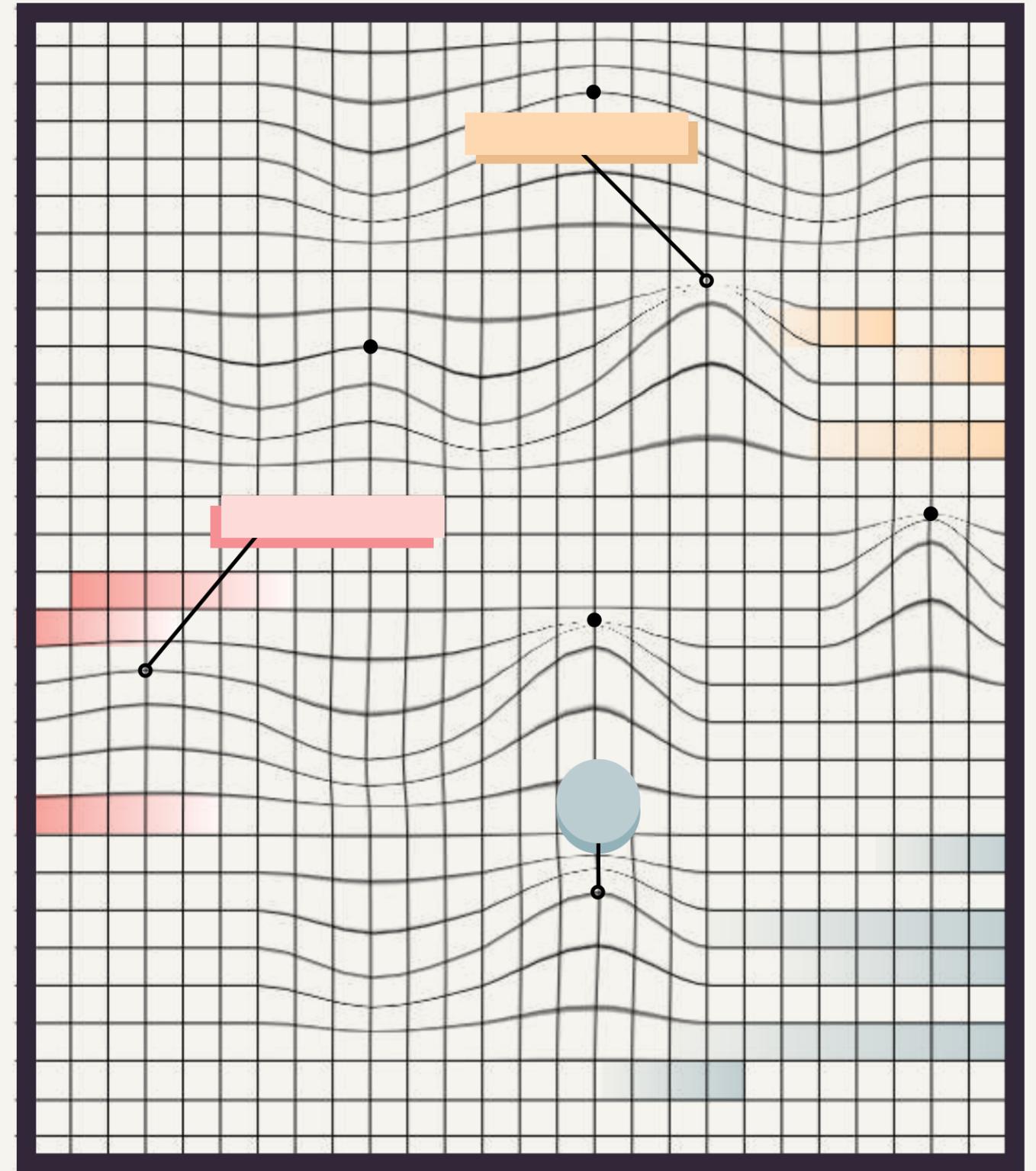


Critical  
Services

# Technology Experience in the workplace

A poor TX is a TAX on performance.  
Investing to create a great TX will  
significantly reduce hidden costs, improve  
team engagement and increase productivity.  
Our TX service shows you how



**HYPR**

# What's 'Technology Experience'?

## TX – a pillar of EX

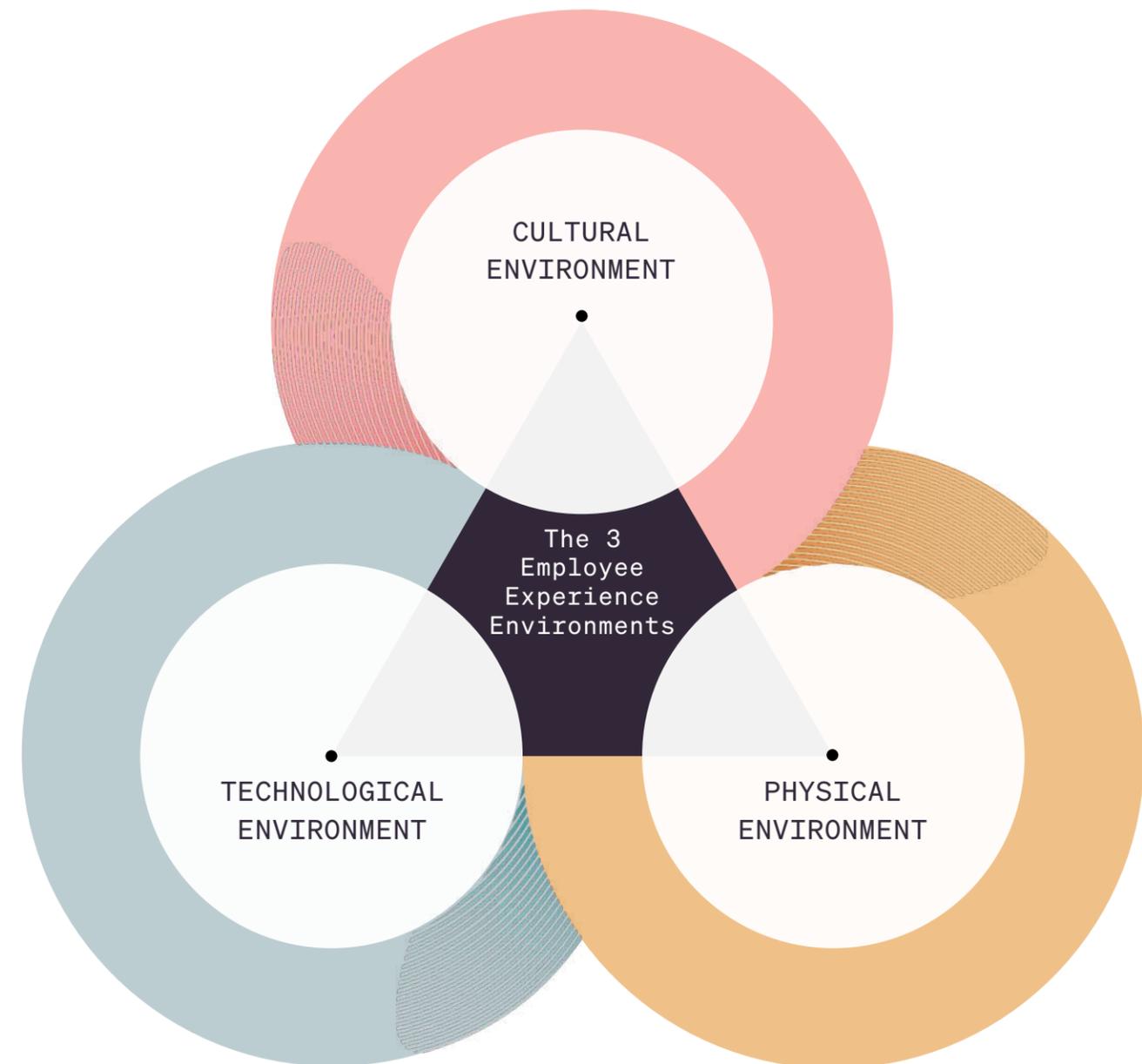
Technology Experience (TX) in the workplace is one of three experience environments or 'pillars' – along with Culture and Physical. These three make up total Employee Experience (EX).

Weaknesses in the 'touchpoints' in any pillar have significant effects on employee engagement and productivity. EX aims to address these, with TX focusing on improving the technology touchpoints.

## Technology touchpoints

Everyone uses an organisation's technology system to do their work. The system includes hardware (mobile, laptop etc.), the tools and apps that run on them and the connectivity to access your business systems. The main engagement points with the system that determine the TX are:

- Onboarding and employee lifecycle
- Training and guides on how to access/use your systems
- Stable and reliable access to the tools needed to work
- Network access and connectivity
- Getting access to new things as their needs change
- User support – firstline support, service desk
- Communication and engagement



# Why does it matter?

Looking after those touchpoints to create a great TX delivers:

- **Happier people and higher team engagement**
- **Faster team onboarding (the path to productive work)**
- **Higher team productivity over time**
- **Higher team retention**
- **Improved delivery of value to customers**

# TX is more important than ever...

**The tech landscape is becoming more complex and it's changing faster**



*A great TX helps people keep up-to-speed seamlessly*

**Work patterns are shifting – more people are working from home more of the time**



*A great TX de-risks WFH disruption and disengagement*

**The talent shortage is here to stay**



*A great TX helps retain and attract people*

**Demands from the changing workplace are accelerating with each generation**



*A great TX brings consumer-level choice with enterprise quality*

# What's the reality?

Of the three experience pillars, TX is the one that receives the least love. The TX in most large enterprises is poor and deteriorating, the impacts are not properly understood and measuring them can be hard.

Here are some of the common patterns we see. You may be familiar with them...



That spinning wheel!

“Even the most skilled IT people have poor TX – this from a recent client of ours: “20% of our developers’ time is overhead – dealing with hardware, systems, getting access to things and having to jump through multiple hoops *every day* just to be productive”.

## THE PATTERNS WE SEE

Onboarding periods at large enterprises often extends to... *weeks!*



Distributed working has permanently changed the landscape on remote team collaboration and communications



User issues are allocated to decentralised IT specialists working on the relevant app who are expected to provide support to the user on an ‘ad-hoc’, ‘as-and-when’ basis



Fixes for repeat issues should be candidates for automation – they seldom, if ever, are



Problems with secure remote access seem to be endemic

The centralised service desk is not appropriately recognised as the ‘front door’ to IT. They’ve become ‘ticket flippers’ and are ill-equipped to support changing demands

Product teams being dragged into support is not the high-value work the specialist wants or is employed to do. The interruption constrains the delivery of customer value

Level 2-3 user support is often a side-of-the-desk activity for technical teams. It’s usually rushed and done without the attention to user experience provided by firstline support

## IF WE COULD CHANGE ONE THING...

In our main consulting engagements, we often help clients with complex tech transitions. When our teams join the client teams, they need to be onboarded on the client system fast to get the engagement moving. The onboarding experience of our teams is always an issue and we see first hand what the client's employees are experiencing. *It's because of this experience in our main consulting work that we have established our TX service.*

The focus on ticket metrics and KPIs leads to unsatisfactory resolutions, but delivered quickly



Digital natives are faced with having to speak to humans because digital interfaces don't exist (it's plain weird to them)



HI?

The end user has no idea of how to escalate an issue or who to escalate it to. They see a black hole



Organisations think that functionality is what users really want from technology and focus too much on providing that. What users really want is CONSISTENCY



In most organisations, the average number of tickets required to solve a single problem is greater than one... And growing

An end user may raise a ticket that goes nowhere fast or they wait in a queue for 40 minutes for a one-minute fix

Communication doesn't reflect the needs of individual users – support for a business user may be provided in overtly technical language. The user may feel overwhelmed or inadequate

# Why is it happening?

## **Fragmented, ad hoc, uncoordinated**

In most organisations, no single team owns TX. Some elements of it might be managed by a 'service desk' but the rest of support is fragmented – it's usually down to individuals on IT teams to support end users on an ad hoc basis. No one is 'holding' the many stakeholders together. This splintered approach to managing the communications, actions, resolutions and feedback makes it impossible to deliver a great TX.

## **TX is not considered a 'product' or an 'enabler' for all teams**

The lack of ownership means that the organisation isn't thinking of TX as a product, nor does it realise the true value of TX as an enabler for people. The most obvious evidence for this is the 'I don't know who but it's not us' response.

## **No ownership, no winners**

An unowned TX reinforces the belief that technology is divorced from the business. 'Them and us', not partner and customer. A painful experience is baked in and served up for everyone – including other technologists!

# The 'Dilbert Moment'

The [Urban Dictionary](#) defines the 'Dilbert Moment' as "A situation in a technical workspace that would make a great Dilbert cartoon. Usually, you alone find the situation absurd and the instigator is oblivious".

Developers who frequently have a poor TX often reach the stage where the 'pain' is so accepted that it becomes funny. This Dilbert Moment is a coping mechanism, a private rebellion against the control that leaders have over their tools and the problems that are created as a result. Do these moments exist among your developers?

# The nine hidden costs of poor TX

Negative patterns have a cost. The problem with TX is that they are mostly invisible. But you can't argue that they don't exist...

## 01

### ONBOARDING COST

The hourly cost of an employee who remains unproductive because they can't touch down on the system. This number is probably bigger than you think it is

## 02

### SUPPORT COST

The hourly cost of the (centralised, non-specialised) service desk time



The hourly cost of the (decentralised, specialist) IT team member who is helping a user to resolve their ticket



The context switching costs of interruption to the IT team member

These three components essentially make up what is known as 'failure demand'. Great TX reduces failure demand

## 03

### OPPORTUNITY COST

The decrease in the flow of customer value delivered by the specialist IT team member because they are deployed in lower-value support work

## 04

### DELAY COST

The hourly cost of a user being unable to deliver customer value because of an issue they have with the system

# 05

## **POLITICAL COST**

The perception of leadership that IT is getting in the way of the business being successful – which is sadly sometimes true

# 06

## **'NOISE' COST**

The (hard-to-measure) cost of frustrations which build over time and leak across an organisation because root problems remain unresolved. Noise might be defined as increased levels of negative discourse and disengagement which lead to reputational damage (your exit interviews or Glassdoor comments from leavers may show this)

# 07

## **EXIT COST**

The hourly cost of managing exit



The handover costs to other team members

# 08

## **RETENTION COST**

The extra price you have to pay to retain employees who are considering leaving because of poor TX, compounding their negative sentiment towards your company. It can be the straw that breaks the camel's back

# 09

## **RECRUITMENT COST**

The cost you incur in going to market to find new people



The extra price you have to pay them to overcome reputational damage/negativity



Another onboarding cost



Productivity impact while they are trained and brought up-to-speed

# The cost-quality relationship in TX

Poor TX = high hidden costs. These can be reduced significantly by shifting TX to a product and starting with 'Brilliant Basics' approach (see later). As you invest further in the product, hidden costs continue to come down and the quality of TX improves further.

ORGANISATIONS THAT INVEST MOST HEAVILY IN EX ARE:

**11.5x**

More likely to appear in Glassdoor's Best Places to Work<sup>1</sup>

**21%**

More profitable than those with poor engagement<sup>2</sup>

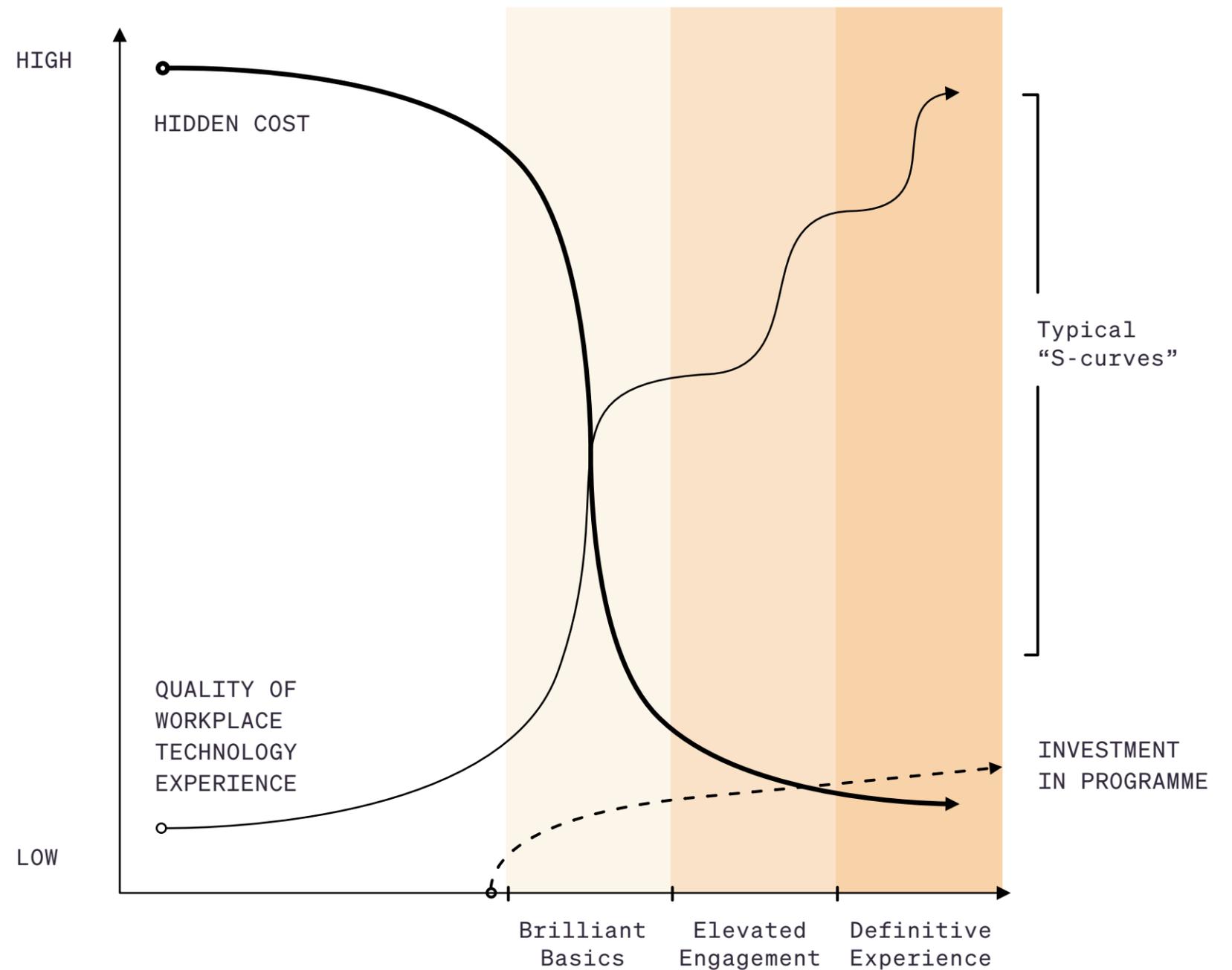
**142%**

More highly rated in Employer NPS scores<sup>3</sup>

1. [Harvard Business Review](#)

2. [Betterup.com](#)

3. [Gallup.com](#)



# Let's create a great TX

We can help you transform how people  
experience technology in your organisation.  
Here's how...

# Foundation and principles

A great TX is built on strong foundations and a set of principles to guide progress.

## **COMMITMENT**

*Secure a 'mandate for change' from leadership. This should include a minimum 'build to learn' investment that supports experimentation and PoC*

## **ALIGNMENT**

*Take your lead from the business and communicate across it to address negative noise / promote coming change*

## **AGREE THE OUTCOMES**

*Define the TX that might be delivered at each of the 'Three Horizons' (see dia). Identify how the hidden costs are reduced by reaching each horizon and how they might be measured. Be confident you have delivered on the first horizon before trying to do more*

## **ORGANISE FOR SUCCESS**

*You're aiming to establish TX as a Product with a Product Owner and product team. In the initial learning stages, however, it's best to start lean, prove value and then build the team over time*

## **PLAN, PRIORITISE, PROVE**

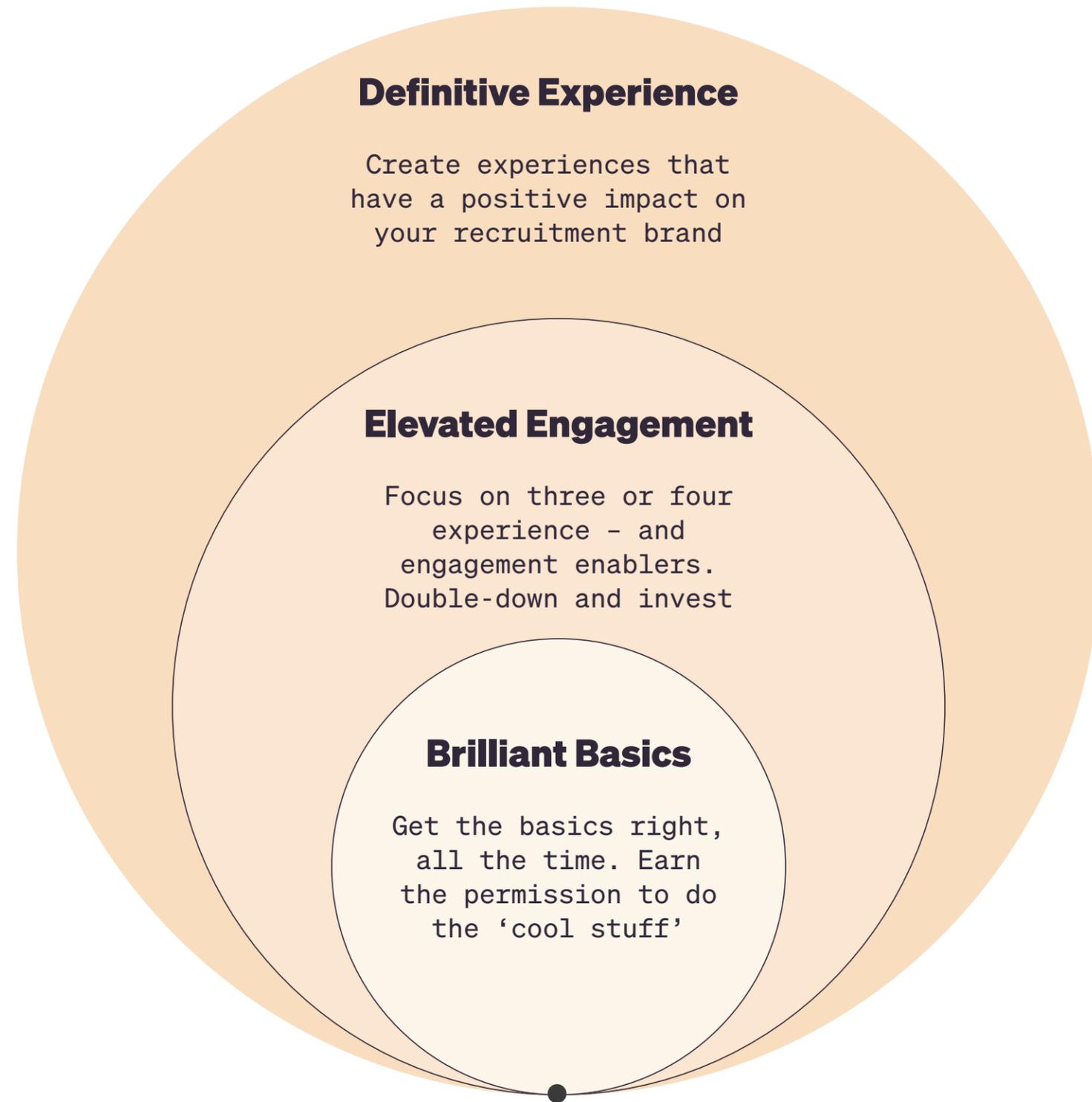
*Begin by addressing two or three things that deliver high impact improvements and measure the value delivered (reduction in hidden costs)*

## **BUILD CUSTOMER TRUST AND CONFIDENCE**

*Build out the product step-by-step, continuing to experiment, listen, learn and adjust. Delighting the customer will earn their permission to do more*

# The Three Horizons of TX

The Horizons equate to three levels of outcome. How each outcome is defined and how the TX product is built out to reach each Horizon will be different for every organisation. The minimum goal for TX should be to reach 'Brilliant Basics'.



# Getting started – our approach

## Discovery

We work with you on a Discovery phase that uses questionnaires, interviews and workshops with teams and senior stakeholders to gain a better understanding of:

- Current TX of your teams
- Underlying organisational, structural and ownership issues
- Underlying technical issues
- Obvious impacts and likely hidden costs

We'll give an executive presentation on our findings.

## Recommendations

### DEFINING THE HORIZON OUTCOMES

Based on the findings, we work with you to define and describe the outcomes that represent the 'Brilliant Basics' Horizon. We may also have early thoughts about the outcomes for the 'Elevated Engagement' and 'Definitive Experience' Horizons.

### IDENTIFYING THE INITIAL EXPERIMENTS

The journey towards Brilliant Basics begins by identifying with you two or three high-impact initiatives that might be delivered. These will be considered and scoped with reference to:

- Required investment
- Time to completion
- Ability to deliver with a lean team structure
- Tech spend (if any)
- Ability to provide a positive proof of concept
- Evaluation of the reduction in hidden cost
- Bench-markability
- Distance of travel towards reaching the 'Brilliant Basics' Horizon

## Implementation

With a commitment from senior leaders we help you:

- Identify a Product Owner and other key stakeholders who need to be involved
- Build the leanest, most appropriate team to deliver the experiment
- Work with the PO and team to define the programmes of work
- Establish the metrics / qualitative measures that prove a move from Current to Target states
- Communicate with the business to tell them what's happening and what we've done, what we're doing and what we're going to do next

### Building on success

A positive result with the experimental initiatives should be the proof you need to continue investing and building the TX further to reach Brilliant Basics.

We can help you work out those next steps – understanding what customers want next, building a lean portfolio of work, growing the product team to deliver, continuing to communicate positively and measuring the reduction in costs along the way.

### Beyond Brilliant Basics

We're convinced that reaching 'Brilliant Basics' is within reach of any organisation and will more than pay for itself (in so many ways). Once you've achieved that Horizon, the shifts required to reach 'Elevated Engagement' and 'Definitive Experience' will be better understood, easier to navigate, faster to deliver and with reduced costs. You'll have a product team that's super-engaged in delighting their internal customers – and you'll be trusted to deliver the continuous improvement of the TX.

## Why choose HYPR?

Our Technology Experience service is led by Principal Consultant Jeff Gibson. Jeff has held senior experience positions in progressive organisations, including Head of Employee Experience at ANZ and over 10 years' services and workplace leadership at Air NZ, Fonterra and DXC.

In addition to his specialisms in Technology Experience, Jeff is an expert product manager, Certified SAFe®5 SPC Trainer, a certified Tasktop Value Stream Management and Tasktop VIZ Professional and the leading NZ ServiceNow consultant.

Above all, Jeff is truly passionate about improving people's working lives. His technical, product management, training and employee experience skills make him uniquely qualified to help you transform the TX for your teams.

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**Call Jeff on +64 21 748 466**  
**Or mail him at [jeff@hypr.nz](mailto:jeff@hypr.nz)**



# About HYPR

Our TX service is part of a range of services and solutions that help NZ organisations improve their ability to deliver value. We believe we have a different take on how best to achieve that and a uniquely talented team that proves it time and again. By bringing our toolbox of models, frameworks, concepts and experience to your table, we aim to shine a light on your situation in ways that you may not have considered. Ways that help you see things through different lenses and which reveal the new paths to value that are worth exploring.

## Some of our clients...

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**Southern Cross**

**MTF Finance**

**Fidelity Life**

**NZ Super Fund**

**Jarden**

**MSD**

**BNZ**

**AIA**

# HYPR

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