

The Future of Both In-Office and Frontline Work Demands Contextual Training and Faster Time to Value for Employees

The 451 Take

One of the largely unaddressed challenges in the enterprise today is employee time to value. Some 42% of new employees take six months or longer to add value at work, while 12% take a year or more, according to our 451 Research Voice of the Enterprise: Workforce Productivity & Collaboration, Employee Lifecycle & HR 2020 survey. This challenge is exacerbated among organizations with large frontline workforces, since they often encounter high turnover. The added pressure of impacts like high turnover and worker succession to fill gaps demands a new look at onboarding and app adoption.

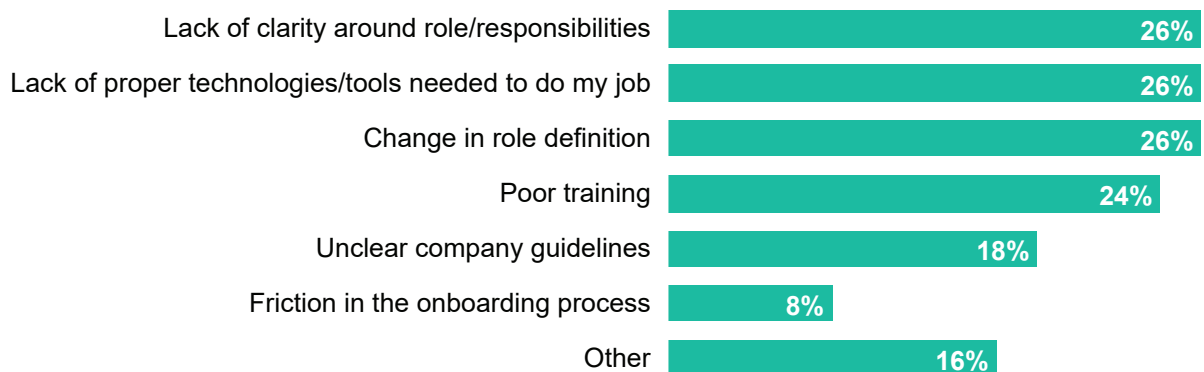
According to the employees who took six months or longer to add value, the top three reasons (tied at 26% of respondents each) were lack of role clarity, lack of proper technologies and tools, and change in role definition. These were followed by poor training at 24%. Just like their in-office counterparts, frontline workers are increasingly reliant on new – primarily mobile – technologies to do their jobs effectively, which partly changes the definition of their role and increases pressure on these workers to be proficient in new areas. Workers need help prioritizing tasks and scheduling, and they need modern tools to support them in their daily work, along with training that gets them up to speed quickly on those tools.

Barriers to Employee Time to Value

Source: 451 Research's Voice of the Enterprise: Workforce Productivity & Collaboration, Employee Lifecycle & HR 2020

Q: Why do you believe it took as long as it did for you to add value? (Check all that apply)

Sample Size = 50 Base: Non-HR employees who felt like they were adding value to their organization only after six months



Introducing new technologies isn't a simple task, and the resulting training challenges and role confusion are compounded into a broader change management issue. The magnitude of this change management challenge can overshadow the importance of training on existing tech when onboarding new hires. Organizations must reassess the tools and techniques they use to ensure that workers are prepared and proficient regarding the tech they need to do their jobs, and the shifts that impact this technology.

The 451 Take (continued)

To meet this challenge, organizations must adopt a continuous onboarding mindset. Removing onboarding from a set time frame frees you up to consistently address time to value in a high-turnover situation and improves overall readiness for succession and role definition shifts at any time. It is crucial to ensure adoption and proper usage of mission-critical technology to both avoid business disruption and respond to changing market conditions. Organizations, especially those with frontline and deskless workers, must look for tools and technologies that speed time to value and app adoption through contextual training and in-app guidance on a relevant form factor. Meeting employees where they work (e.g., on a mobile device) contextualizes the adoption and training in a way that makes it feel more targeted and relevant.

Business Impact

INCREASED AGILITY. Respondents to our Work Execution Survey said increasing the speed of delivering products/service to market (25%) and improving agility to respond to market changes (25%) would have the biggest impact for their organization if implemented. Contextual training with modern technologies improves the adoption of new work processes for delivery to market and improves the speed at which employees can learn the new tools and systems they will need to respond to market changes. This can help mitigate the fear of change and the hesitation business leaders may have to introduce new tech because it limits potential disruption while also easing the anxiety employees may have about learning new technologies.

INCREASED CAPACITY. In that same survey, 20% of respondents said building capacity to handle new projects and initiatives would have the most positive impact on their organization if implemented over the next two years. A new project or initiative could be the adoption of new tools or digital transformation, or it could be a project dependent on those new tools. Contextual training and faster app adoption support that capacity by helping reduce the complexity of implementation and change management issues that arise from such a project – not just the training element – for resource-constrained organizations.

BETTER PROJECT MANAGEMENT. At both the organizational (26% of survey respondents) and departmental (25%) levels, managing people resources effectively is the top struggle in project and program management. By speeding time to value and removing friction in tool adoption, organizations get more visibility into the skills and technical prowess of their people, supporting more effective people management.

Looking Ahead

If employee time to value remains slow at an organization, over time that organization may no longer be able to compete with its peers as they embrace digital evolution and are able to respond more effectively to market changes and more quickly deliver their products and services. Beyond this, however, the continuation of this trend will also hurt recruitment and retention efforts.

According to our 451 Research Voice of the Enterprise: Workforce Productivity & Collaboration, Employee Engagement 2019 study, 90% of would-be job seekers said it would be very important or somewhat important for a new employer to offer devices, applications and other productivity tools to help them get their work done. In our Voice of the Enterprise: Workforce Productivity & Collaboration, Employee Engagement 2020 survey, 35% of respondents said they would be likely to accept a new job if the only way it differed from their current job was in the availability of devices, applications and other productivity tools. It's clear that not mitigating friction in employee time to value will ultimately make your business less competitive in the market, and less competitive in the talent market as well.



Skyllful's Mobile Digital Adoption Platform provides on-device, on-demand scenario-based app simulations that ensure frontline mobile workers are prepared and proficient with their mobile apps. It is the only digital adoption platform designed and built for frontline mobile workers. Skyllful offers a less costly and more effective option for training workers on new deployments and existing apps. Skyllful's mobile simulations can be used for 'in the moment' learning to drive continuous adoption and ensure technology ROI.