Roadmap for UCaaS Success: How to Manage Change and Drive Adoption
Adapt to a Changing Workforce

Millennials are redefining today’s workplace. These employees, born between 1980 and 1994, seek the same financial stability their parents had, but demand a better work-life balance—and they’re not afraid to change jobs to get it.

Millennials recognize the “always-on” nature many of today’s jobs demand but they want to manage their workload on their own terms. For many, success is not defined by salary or title, but rather by having control over how and when they work. This shift in the workforce is driving the consumption of unified communications as a service, or UCaaS.

Seeking a Better Work-Life Balance

Up to 80 percent of a typical workday is spent in email and meetings, which leaves little time to actually accomplish tasks. Couple that with today’s global workplaces, and the growing availability of technology that allows them to seamlessly work remotely, and it’s easy to see that for many employees, the typical 9-to-5 business day previous generations experienced isn’t a reality. For a generation that demands a work-life balance, and defines success by that balance, this is often a struggle to embrace.

5 Steps to Driving UCaaS Success

1. Adapt to a Changing Workforce
2. Build a Change Management Strategy
3. Adopt a Proven Framework
4. Focus on Scenarios, not Services
5. Embrace Ongoing Changes and Revisit Goals Regularly

- 16.8% of millennials view good careers as those that have good work-life balance
- 11% say it’s the flexibility of their job that makes for a good career
- For most, success is having control of how and when they work
- 53% of workers, however, claim their employers do not value a work-life balance
- Nearly half of American workers would forgo a title and high salary to gain more flexibility in their schedules

The Evolution of Productivity

Millennials aren’t changing their workplace perceptions in a vacuum. The workplace itself has evolved too:

- Telecommuting allows flexible working arrangements as businesses increasingly adopt remote worker initiatives
- Short, persistent communication throughout the day is being valued by workers vs. large downloads of information at once in a meeting or through email
- Less work is individually-driven (workplace of the past) and more is group-driven (workplace of today). The workplace of tomorrow, however, involves modern teamwork that harnesses the collective IQ using intelligence to power collaboration

Modern teamwork can only be accomplished through the next generation of UCaaS solutions that provide the agility and flexibility today’s teams require.
Build a Change Management Strategy

Most organizations have similar needs in collaboration features: Voice, Video, Instant Messaging/Presence, Conferencing, and integration to the business applications and workflows they use every day. Individuals, however, tend to default to their preferred method of communications for the majority of their intra- and inter-team interactions—some prefer voice, others email or chat.

Introducing new technology without a change management strategy can create low user adoption, negating the return on investment that the introduction of new technologies is intended to drive.

As the saying goes, measure twice, cut once. In the case of selecting and deploying UCaaS solutions, your employees—your internal end users—should be a critical part of the technology selection process. Their feedback is imperative and deploying solutions that don’t match their requirements or meet their standards can lead to significant risk of low adoption. A company’s planning and deployment efforts should be equal to the time spent on user adoption and training.

With today's cloud-based solutions, the operational expenditure or “OpEx” model puts a glaring spotlight on reoccurring services costs. If adoption is low, the justification of these costs over time can be difficult to explain.
Determine project stakeholders: who are the sponsors and teams that will champion this project?

Define the end-to-end project: Understanding scope, goals and timeline is key to success

Assess network readiness: Can the network support the services you are trying to deliver? If not, what upgrades need to be made?

Assess user readiness: What is the plan to drive user acceptance?

Deploy and implement: Enact pilot, coexist with existing services and plan upgrade strategy

Achieve operational excellence: What steps are needed to drive value and sustained operation based on user adoption?

Business leaders should consider engaging with a firm to explore partnering with a success management team—a group of experts that can help drive adoption and manage subscription-based services. Whether in-house or with an external team, businesses need to approach UCaaS adoption based on a proven framework—an end-to-end process that allows them to plan, coexist, and then upgrade when ready. It’s a multistep process:

③ Adopt a Proven Framework
Focus on Scenarios, Not Services

While structure is an important part of the UCaaS adoption process, success won’t be found in just selecting and implementing services from a list of menu options. Adoption means focusing on scenarios, not services.

Scenarios such as the following are common amongst workplaces:

• “There are just too many versions of this document!”
• “I want to collect feedback about an idea.”
• “I need to find an example.”
• “I need to manage all of the feedback on this document.”
• “I’m working on a private document and need input.”

By understanding the specific, real-life scenarios in employees’ work days, and driving solutions that match those needs, UCaaS deployments are better poised for success.
Employee needs are important to assess across the business, as no two users, or their roles and responsibilities, will be the same. Therefore, their needs for communication and collaboration apps will be different. Developing and evaluating personas and use cases throughout the business allows you to assess:

- What does a ‘day in the life’ look like for individual employee personas?
- What functionality does each require?
- What devices are needed?
- What value does a UCaaS solution bring them?
- What are the common use cases across all roles?

Identifying the scenarios in which employees would use UCaaS is critical. Current use cases and scenarios can help create a starting point. A successful journey can begin with “like for like” functionality, leveraging the net new capabilities, or somewhere in between.
Embrace Ongoing Changes and Revisit Goals Regularly

Assessing your organizational culture as it relates to change is a critical part of the process. Buy-in must come from every part of the organization, from the C-suite to the mailroom. While executive sponsorship is vital to success, champions must be found at every level. The growing millennial workforce will be key to this success.

- Engage your communications team
- Engage your end-user community for feedback in the decision-making process of productivity and collaboration tools
- Incentivize your end users for change and adoption
- Provide an active feedback loop

Change management is not a one-time event. For the ongoing success of UCaaS adoption, teams should revisit goals regularly and engage with employees frequently about emerging challenges and scenarios. By understanding the changing needs of the workplace and its need for work-life balance, and creating and implementing a change management framework designed to meet those needs, businesses will be well on the road to successful UCaaS adoption.

Are you on the right path to UCaaS Success?

Let Carousel be your guide on your UCaaS journey. From analysis and design to deployment and management, Carousel has decades of end-to-end collaboration expertise supporting multi-vendor integrations and environments. Learn more and talk to a UCaaS solutions expert today.