TeamViewer

eBook

DEX: A Guide to digital employee experience in an Evolving Hybrid Workplace

Executive summary

The world of work has changed more in the last two years than the last two decades. Whether you're 100% remote, exploring a flexible hybrid workplace, or back in the office full time, the way we work has fundamentally transformed.

Gone are the days of traditional working norms. Workers are re-evaluating what matters most to them, so it's time for employers to listen, and adapt. And that starts with prioritizing digital employee experience (DEX).

In this whitepaper, we'll cover:

- ✓ What digital employee experience (DEX) is – and three steps to DEX maturity
- ✓ The consequences of getting DEX wrong and the Great Resignation
- ✓ Why a lack of automation – and automation strategy – could hinder DEX
- ✓ How to develop a DEX Center of Excellence (CoE), uniting experts in technology, process, and change management

Contents

Understanding: What is digital employee experience (DEX)?

Hybrid and remote working is set to stay, so employer priorities about what constitutes a good employee experience need to change – for good. With mobile devices (and other devices) replacing traditional offices, organizations must understand that a good employee experience is no longer just about providing snacks, Friday afternoon beers and a foosball table. The employee experience has become digitized, just as their working environment has also. And considering [research from Forrester](#) shows that 40% of companies will operate in a hybrid model by 2023, this isn't going to change. It's safe to say if there's one thing you should be prioritizing, it's your organization's DEX program.

So, what is DEX?

In short, DEX is an evolution of endpoint management; we need to augment endpoint management to ensure a good digital experience for employees. It transcends simply recognising the problems employees face in their digitally corporate lives. It marks a significant shift in IT focus from the device to the employee. Gartner defines DEX as a strategy that focuses on employees, their experience, and their use of technology. This strategy is supported by a set of tools that provide insights and drive action, blending and empowering automation, human action and behavioural change. It's simple formula:

Performance and Usage + **Organizational Context** + **Employee Sentiment** + **Analytics and Machine Learning** = **Insight, Automation, and Action**
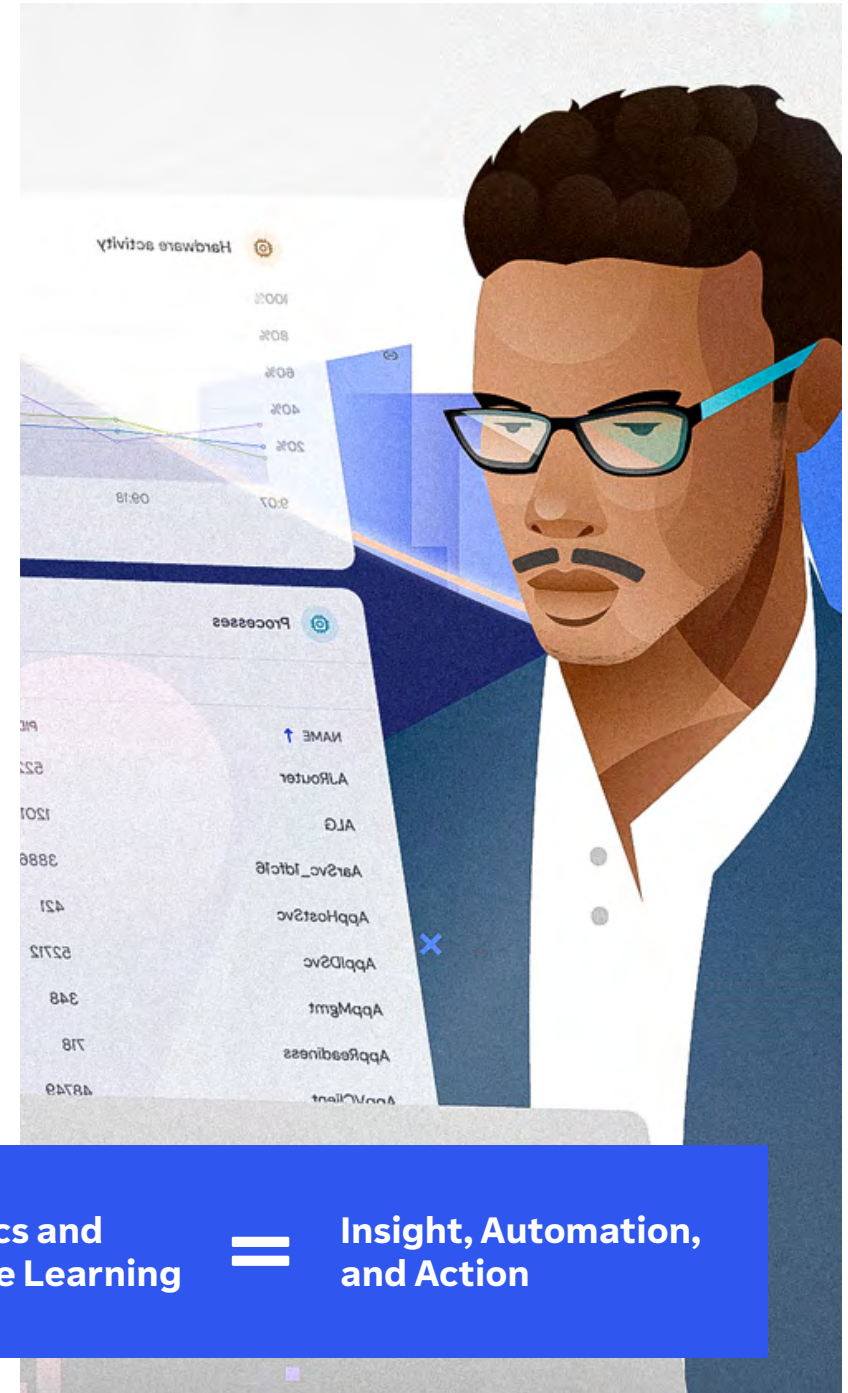
How does it differentiate from Digital Experience Monitoring (DEM)?

DEX solutions aggregate data about device and software performance and usage and context-sensitive sentiment data into a holistic experience score. Unlike DEM tools, DEX solutions also include automation capabilities to eliminate poor digital experiences at scale.


When it comes to an enterprise context, it's important to consider your position on the journey to DEX maturity. There are three key steps:

Discover what is happening in your environment by aggregating data

This initial step is all about gathering the right analytics about the endpoint estate and is the central tenet of DEM. The analytics gathered should be able to tell you about how employees use their devices and applications, what (if anything) isn't working to standard, and what is causing the issues.
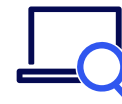
Verify data validity using sentiment analytics

Polling users on their use and feelings toward specific workplace technologies or their overall digital experience will identify what they care most about. Ideally, the cumulative scores are aggregated in the DEX score.

Act upon the findings

What differentiates DEX from DEM is the capability to do something about a poor digital experience; the ability to stop just admiring the problem and enact change. For more immature organizations, this will mean manual remediations on a case-by-case basis. For the most mature, an autonomic endpoint engine that proactively suggests fixes or fixes the issue across all affected endpoints.

Why does DEX matter?

But, why does DEX suddenly matter so much? Why should we be prioritizing building out a DEX plan? The answer is simple. The pandemic-induced move to hybrid and remote work has placed emphasis on the importance of the digital experience – most specifically the employee's digital experience.

With more employees than ever before working from anywhere, IT organizations need to improve digital employee experiences and employee engagement, increase operational agility and automation and secure employees regardless of location. Gartner estimates that before 2025, over 50% of IT organizations will use DEX to help prioritize and measure digital initiative success.

"The last 18 months or so has catalyzed digital workplace adoption and elevated digital employee experience from the backroom to the boardroom"

– **Dan Wilson**
  Senior Director - Gartner

What are the benefits of DEX?

The benefits of implementing a DEX program are numerous; from uncovering unreported technology issues to basic software asset management or license cost recovery and even accelerated technology deployments, the use cases for DEX are extensive. But in summary it helps to look at strategy from a more business-centric, holistic point of view. DEX transcends simply impacting your staff, to affect your businesses' bottom line.

For example, research shows that organizations with mature DEX programs are:

- ✔ 6x more likely to see fewer disruptions to the digital employee experience
- ✔ 56% more likely to agree that their DEX practices help provide a better remote work experience
- ✔ 33% more likely to report higher employee satisfaction
- ✔ 62% more likely to see higher employee retention rates

Context: Poor DEX and work in the time of the Great Resignation

The consequences of failing to provide a great digital employee experience are far reaching, but one in particular has stood head and shoulders above the rest in the last year – The Great Resignation.

Not convinced?

The Microsoft Work Trend Index found that 40% of people want to change jobs. A survey of workers in the UK and Ireland found 38% are planning to leave their current job in the next few months (whilst analysis by Gallup finds it to be around 48% of U.S. workers). And – significantly – those plans are quickly becoming a reality. New data from the Department of Labor reports that Americans are also quitting their jobs at the highest rate on record, with 4 million workers leaving their jobs every month since spring 2021. But why?

Well, having spent more than a year unemployed, furloughed and working from home, many have reflected on what they expect from employers and what they prioritize for themselves. This has led to a conscious U-turn in some cases (applications to law and medical school have jumped by 20% and 18% respectively, a sign that many are reconsidering career paths), or a forced decision between work-life balance in others (there are now 1.4 million fewer mothers in the workforce than there were in early 2020).

40%
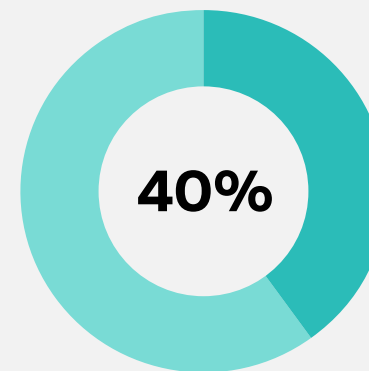
Want to change job
The Microsoft
Work Trend Index

38%
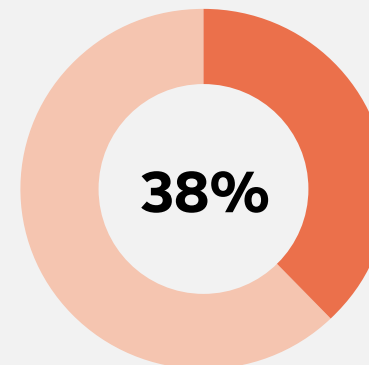
Plan to leave the current job
Workers in the
U.K. and Ireland

The link between employee experience and the Great Resignation

To understand what's behind the Great Resignation we need to recognize that it might be more accurate to describe this shift as 'the Great Discontent'. As Gallup data shows, it's not an industry, role, or pay issues. It's a workplace issue. More specifically, a disengagement issue. In their State of the Global Workplace: 2021 Report, Gallup identifies that globally, employee engagement decreased from 22% in 2019, to 20% in 2020, employees daily stress record reached a record high at 43%, AND 41% of employees experienced a lot of worry during their workday.

Where it was once possible to hide behind workplace perks, such as social activities, catered lunches, and o ce dogs, that's no longer an option. Remote and hybrid work has stripped away these fun surface-level elements, exposing potentially dissatisfying and disengaging work cultures. As this viral thread on LinkedIn shows, many are beginning to realize they 'deserve better' and are refusing to remain in roles that do not engage them, have a poor work/life balance, lack growth potential, etc. An employee's experience could well be the catalyst to them leaving.
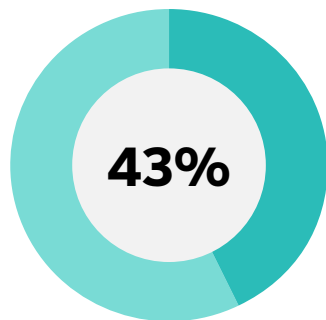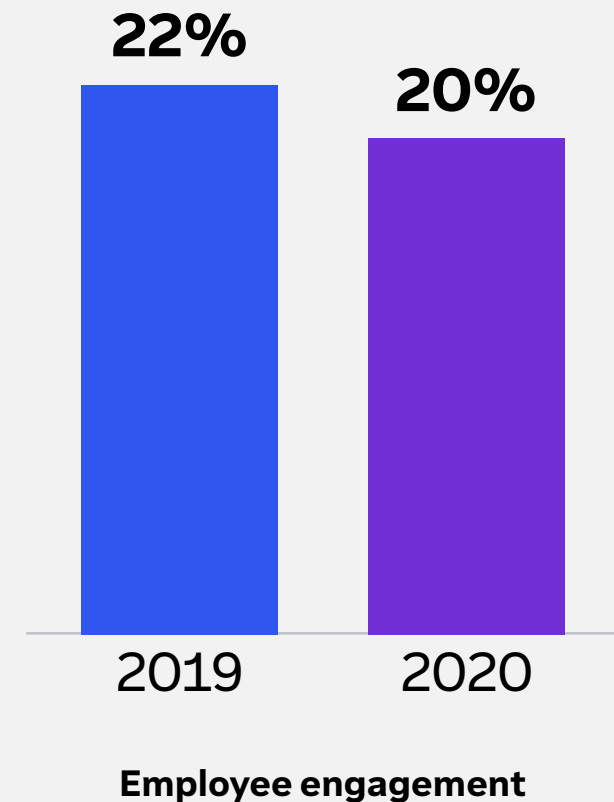
43% A high record of employees daily stress record reached
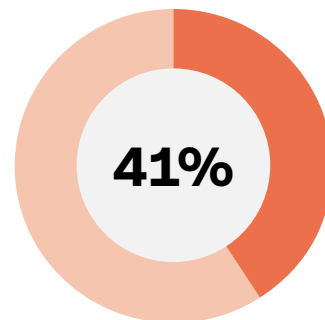
41% Employees experienced a lot of worry during their workday

Global Workplace 2021 Report

22%

20%

2019

2020

Employee engagement

So, what does this mean?

In short, it means that organizations could face high turnover and struggle to retain top talent if they fail to meet employee expectations and prioritize DEX.

Fun perks and a fancy office space aren't going to cut it anymore. Organizations need to ensure they're proactively meeting the demands of this new world of work, or else risk a loss of productivity and staff that will no doubt impact business.

"Traditionally, large enterprises like Google and Apple have been viewed as the dream workplace because they leverage unlimited resources to offer perks. However, due to COVID-19 expediting companies' utilization of tech, jobseekers realize organizations of any size or location can access and provide perks, virtually."

– Dominik Pantelides
CEO and co-founder – PERKS states

In fact, a failure to address employee disengagement could be very costly for business' bottom lines, as Gallup's report shows:

- ✓ The lost productivity of not engaged and actively disengaged employees is equal to 18% of their annual salary.

- ✓ For a company of 10,000 employees with an average salary of $50,000 each, disengagement costs $60.3 million a year.

- ✓ Replacing workers requires one-half to two times the employee's annual salary. So, it costs $9,000 a year to keep each disengaged worker and between $25,000 and $100,000 to replace them.

For example, It's been clear for months that most people are keen for flexible and remote working to continue: research showed that 75% of employees want to continue remote working and 42% of US employees would quit if their company didn't o er remote working options long term.
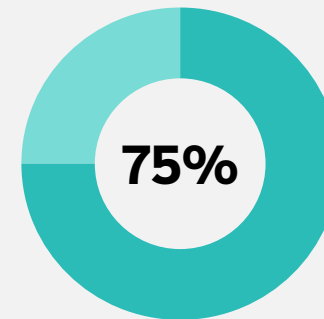
75% Employees want to continue remote working
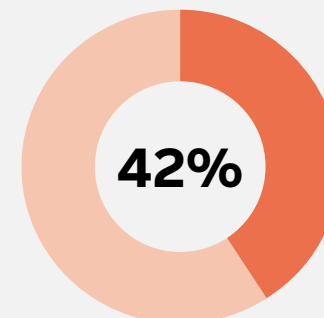
**42%** Employees would quit if their company didn't remote working

How to survive the Great Resignation

It sounds all doom and gloom, but there's a simple way to tackle these challenges and survive – even thrive through – the Great Resignation. And it starts with rethinking your employee retention strategy and prioritizing DEX.

DEX = **Better employee engagement and productivity. Better employee engagement and productivity** = **Better employee retention and by association, improved customer experience (CX)** → **After all, happy sta are going to go above and beyond in their work.**

With traditional working norms upended across the board and workers re-evaluating what matters most to them, it's time for employers to listen, learn and react. Whether it's the freedom to work remotely, eliminating the exhausting commute; flexible working hours to accommodate work-life balance; better benefits or remuneration; more effective tools to enable them to do their jobs; or even just a safer more inclusive workplace, workers have a new set of requirements. The first – and most important – step organizations should take to tackle the Great Resignation is to prioritize data.

Data is your friend at the best of times, but especially when it comes to understanding your employees better. Proactively go beyond simple monitoring systems and utilize qualitative sentiment driven data to truly understand what matters to your people, what their experiences (especially digital experiences) are, and make them see their voice is heard. You don't want to end up like Apple, with employees stating they feel not just unheard, but actively ignored.
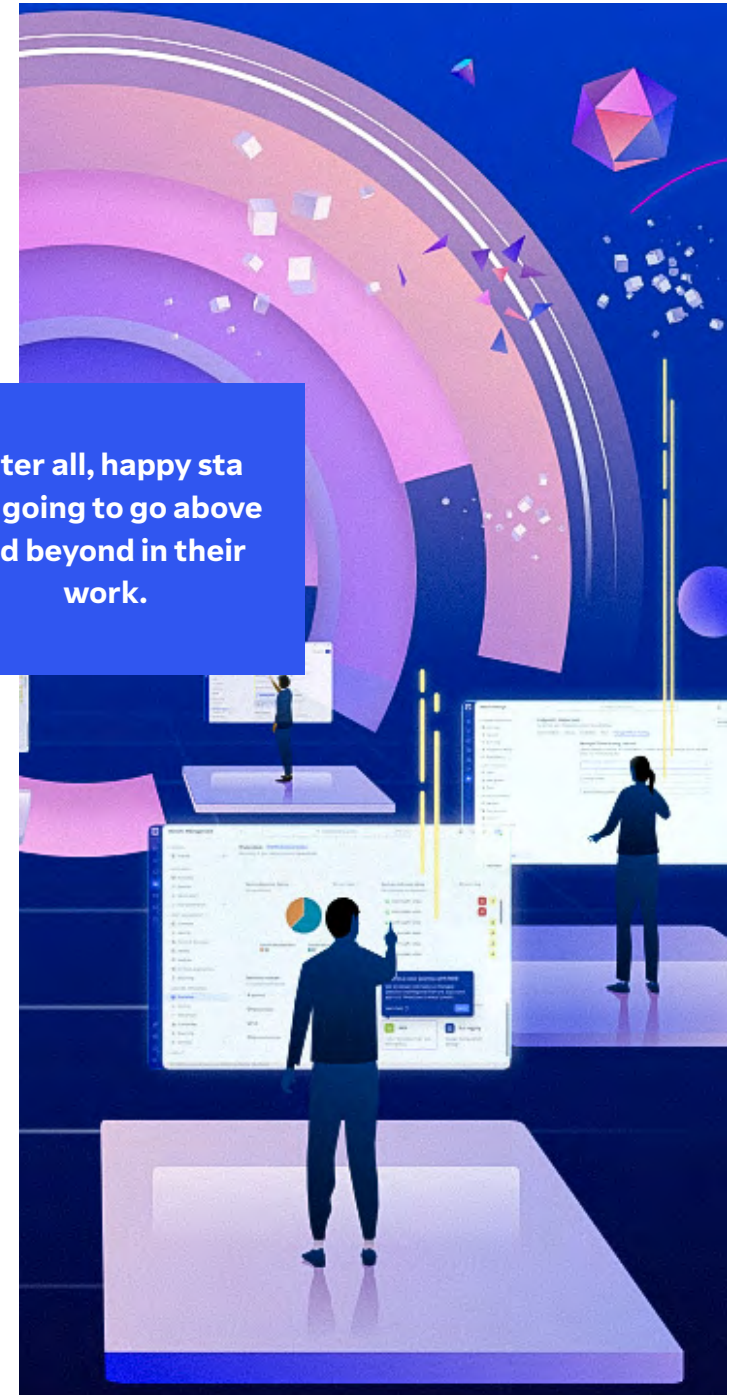
Build an effective DEX plan for 2022, that focuses on employees, their experiences, and their use of technology. With the move to hybrid and remote working comes an emphasis on the importance of digital experience. To quote from Forrester's research, "once a luxury, an exceptional DEX is now a necessity". With more employees than ever before working from anywhere, IT organizations need to improve digital employee experiences and employee engagement, increase operational agility and automation, and secure employees regardless of location


Employee experience > **Everything else**

For organizations keen to quell the potential impact of the Great Resignation one thing is clear: to retain and attract employees you need to prioritize creating an employee experience driven workplace and must proactively seek to understand your people better. To quote Forrester's VP and Principal Analyst, J. P. Gownder, "we are at an inflection point at which many people are reconsidering the particulars of their lives and of work-life balance," the world is changing and the options are to keep up or lose out.

Pitfalls: What's holding back your DEX program?

Digital employee experience (DEX) management processes and technologies have been developed specifically to monitor how workforces actively utilize information technology (IT) devices and software services to gauge their productivity and perceptions of resource usability. Additionally and perhaps more importantly, effective DEX solutions provide automation to dynamically resolve any detected deficiencies in real time.

However, recent research from EMA shows that many DEX initiatives fail due to the lack of automation. Why? Because many organizations still rely on manual processes to fix IT experience issues. Without automation, IT teams become overburdened with analytics that they don't have the capacity to do anything about.
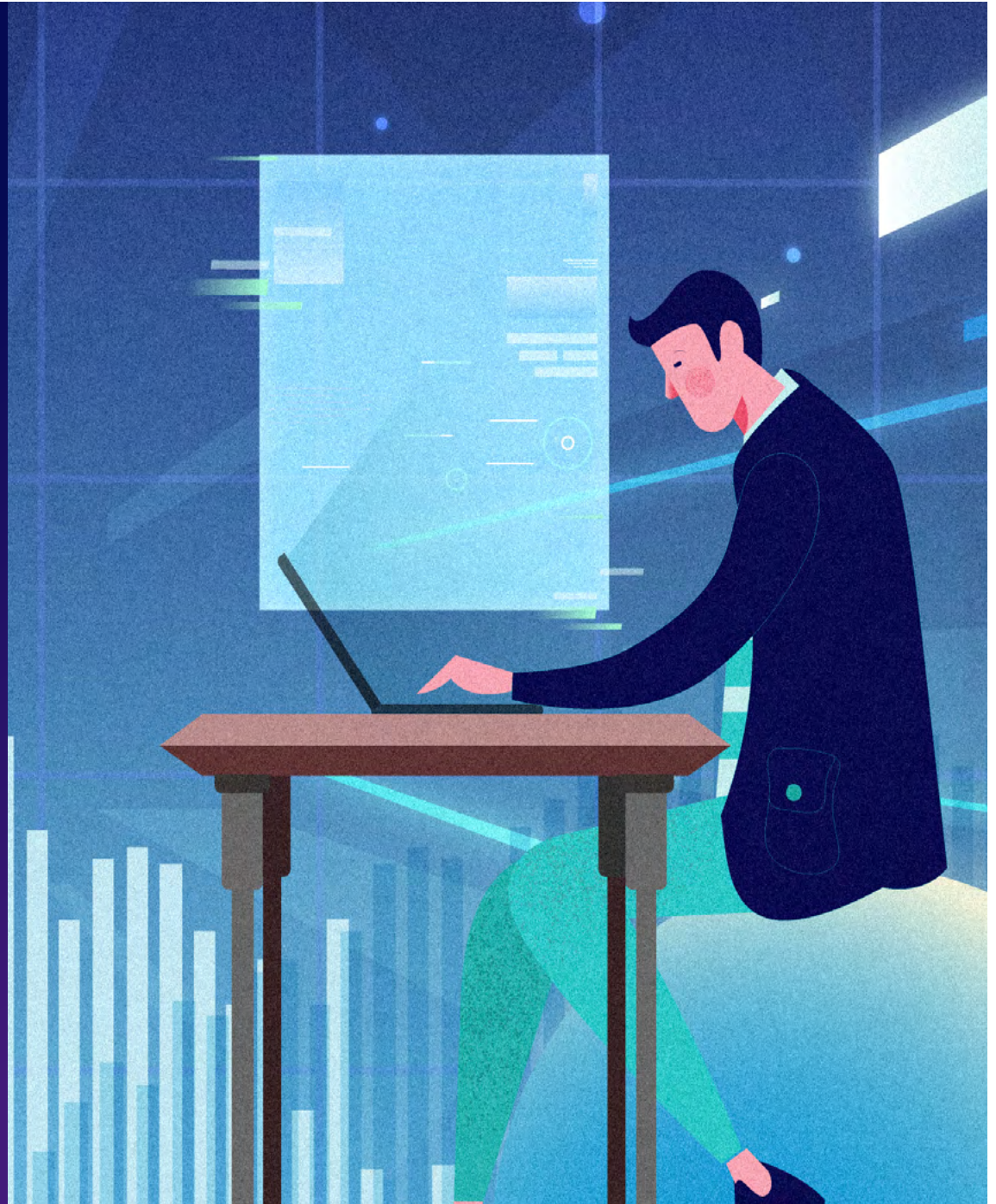
Best practice: Building a DEX Center of Excellence (CoE)

Having covered what DEX is, why it's important to your organization and the pitfalls of manual processes, it's crucial to understand what DEX looks like from a more tangible perspective. How can we develop our DEX programs and measure RoI? The answer lies in developing a DEX Center of Excellence (CoE).

A DEX CoE

Understanding your current DEX maturity and the path you need to take to reach your goal will only take you so far without standardized processes and business-wide commitment. For that reason, many organizations are looking to consolidate their DEX initiatives into a CoE.

But what is a DEX CoE? Put simply, a CoE is a team dedicated (and critical) to driving continuous innovation or transformation, real-time proactive issue resolution and a more humanized IT experience across your organization. How does it work? Well, the focus of this team is all around understanding the personas within your organization, what tech is needed for each of those personas to do their job and be productive, and then measure that on a regional basis.

A DEX CoE cannot work in a legacy way. It requires innovation and agile working to fulfill the need for IT to proactively problem hunting, reach resolution quickly and move on fast.

What foundations should I build my DEX CoE on?

A CoE (or Workforce Productivity Center) must be composed around three key areas if we are to successfully deliver an employee-centric human DEX program:

Experts in technology → **Experts in Process** → **Experts in organizational change management**
(OCM - a critical component in being employee-centric)

Employee experience is the foundation your DEX program – and subsequent CoE – must be built on. Humanizing IT, putting the focus back toward the end users and those participating in those tech experiences, is vital to succeeding in the new world of hybrid work. An e cient DEX CoE will:

- ✓ Capture data to enable predictive analytics and omnichannel automation to boost employee productivity
- ✓ Go beyond tactical issue remediation to deliver continuous innovation and transformation
- ✓ Use real-time digital experience monitoring data alongside ITSM data to identify opportunities for change
- ✓ Measure the benefits and impact of these proposed changes, reducing digital friction and improving productivity

My DEX CoE is set up, what now?

How can we continue to derive value from our platform, even after picking the low hanging fruit? David Ja e, Global End User Device Operations Manager at Amgen, has a simple mantra: measure everything! "You have to measure your success from start to finish if you want leadership to support your CoE", David explains, "constantly be asking if you've made an improvement and whether you're able to prove that".

[Establishing and maintaining a DEX CoE](#) is bound to yield many benefits for your organization and ensure you remain at a competitive advantage, instead of falling behind. For example, one key value of understanding your users better through the data collected by your CoE, is that you're able to see the most 'bang for your buck'. For example, if you're able to identify patterns within the organization as to when devices have the most usage, you'll be able to plan new deployments to ensure optimal effectiveness.

Not only do you need to measure from start to finish, but also:

- ✓ Measure the throughpoint for your DEX CoE – how quickly problems are resolved, both hard and soft value, etc

- ✓ Continue to integrate and expand your existing toolset – take advantage of ecosystems to the maximum

- ✓ Co-develop with partners – as you get to the point whereby you've isolated problems and fixed the low hanging fruit, explore more bespoke approaches and use partners to really impact your business

Without technology, there is no digital employee experience

1E helps organizations across the globe to improve their employees' relationship with workplace technology – and therefore improve their business.

Dig deeper into DEX by reading the full Forrester report, commissioned by 1E, uncovering organizations' DEX maturity. Or book a demo to see 1E DEX solutions in action.

Learn more about DEX