

A FIELD GUIDE TO COLLABO- RATION ADOPTION:

Enterprise collaboration is a \$49 billion market that's growing faster every day¹ — and for good reason. Tools like Yammer, Microsoft Teams, Slack and Workplace by Facebook offer companies a better way to collaborate across the entire enterprise — and research shows that benefits such as fewer meetings, increased productivity and faster innovation are very real. The problem is, adoption tends to be slow.

This guide gets to the bottom of the common challenges with collaboration adoption and provides proven measures for maximizing adoption at your organization. It outlines an adoption readiness model that offers a different way to view your organization, and lays out the 6 E's of Collaboration Adoption Success so that you have a solid, go-to plan for achieving your collaboration goals.

¹ <https://www.marketwatch.com/press-release/enterprise-collaboration-market-worth-4951-billion-usd-by-2021-2017-01-05-10203057>



Any organization that's seeking to grow adoption must differentiate employees that are driving change from those less comfortable with change. We suggest an easy-to-remember Traffic Light Model to evaluate the readiness of employees to adopt collaboration. Based on their mindset about collaboration adoption, every user falls into one of three groups: Green, Yellow or Red.

GREEN

Green signifies employees at any level that are ready and willing to adopt. They are excited about collaboration and will learn the system by using it. This group can act as advocates to help influence others. You can simply allow this group to grow organically, because they're already on board.

YELLOW

These employees are in a wait-and-see mode. They are curious and willing, but may be slower to adopt — and may need convinced of the value of the technology. Since they hold the greatest potential, most of your energy should be spent on persuading them to move to Green.

RED

These employees are firmly against change. They're unwilling to adopt, and no amount of persuasion will convince them before they are ready. The strategy with this group is to avoid spending time trying to force their hand, because in time they will see that the digital workplace is truly a more efficient way to get work done.

Traffic Light Model of Adoption Readiness

The goal is simple: Move Yellows to Green and allow Reds to follow. This is unlike other adoption models where the methodology involves treating all users the same. By focusing efforts on the Yellow group, you are much better positioned to succeed.

	MINDSET	STRATEGY
GREEN	Fully committed; don't need much persuasion	Let growth happen organically
YELLOW	Willing and curious; slow to adopt	Motivate and persuade them
RED	Unwilling to adopt; actively avoid change	Allow them to move on their own

Now that we have a framework for discussing user readiness to adopt, it's time to put tried-and-true adoption strategies to work. We refer to these strategies as the "6 E's of Collaboration Adoption Success."

- 1 **ENGAGE** Employees
- 2 **EDUCATE** Employees
- 2 **EASE** the Burden
- 4 **ERODE** Risk Factors
- 5 **EMBRACE** the Experience
- 6 **EMPOWER** the Future



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Yellow users won't adopt if they are not actively engaged. Give them a voice and make them an active part of the collaboration process. Below are a few ways to accomplish this:

Encourage leaders from the Green group to hop on the collaboration network during a meeting to show real-life benefits in real-time. Attendees will take note and may even follow suit in their next meeting.

USE CHANNELS TO START DIALOGUE

Leverage a variety of channels to ignite dialogue and build awareness of the new collaboration system. You can pique the interest of curious, cautious users by getting creative in how you engage them, for example:

- Encourage voting on a name for the system or users' favorite and least favorite features
- Host group meet-ups where collaboration champions can answer questions and share tips with newbies
- Conduct surveys (either using the system or a familiar survey tool) to collect insights about users' perceptions

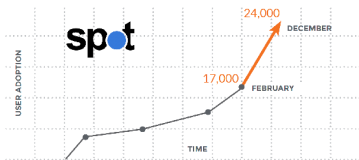
UNDERSTAND EMPLOYEE PAIN POINTS

Yellow users will adopt collaboration tools if they see value in them. In order to convince them of the value of collaboration, you need to understand their pain points and show them how system benefits can solve those pains. Start by asking questions such as:

- What makes it difficult to collaborate across our company?
- How do you want to improve communication and collaboration?
- What small communication tasks take too much time?
- What creative ways could collaboration software help reduce meeting time?

CASE IN POINT:

The diagram below shows the dramatic uptick in adoption after Nationwide Insurance encouraged employees to weigh-in on a name for their collaboration system, "spot."



ENGAGE EMPLOYEES IN BRANDING

Branding your collaboration network does a few important things. First, it gives users something to rally around, making the system (and its benefits) more tangible and memorable. Second, involving employees in branding the network can increase awareness and jump-start usage.

2

After you determine how to best engage the Yellow group, you need to educate them on what the company is trying to accomplish and the role they play in it. The more you can focus the conversation on them, the more interested they will be. Here's how to accomplish this:

COMMUNICATE A ROLL-OUT STRATEGY

Employees want and deserve to know where they're going and why. Engage them and gain their trust by candidly sharing what you are rolling out, when and how you'll do it, and why it matters. **The last of these is the most important.** Never miss an opportunity to restate what's in it for them. Communicating personal benefits is the best way to motivate Yellow users to adopt.

EXPLAIN USAGE EXPECTATIONS

For collaboration to succeed, users need to know what is expected of them. Create a concise document containing your company's expectations for using the system. One page and 8-10 bullet points are enough to illustrate basic do's and don'ts that align with company values. The overall takeaway can be as simple as, Respect your co-workers and protect our company's information. This will be much more effective than a lengthy collaboration user manual with a laborious list of do's and don'ts.

TELL THEM WHERE TO GET HELP

Today's employees (including Yellow users) would rather experiment with collaboration technology on their own than read a manual or sit through formal classroom training. However, remember that Yellow users want and need support. Be sure to have internal support in place as well informal training options for those who want it. Be sure to communicate clearly, and often, where employees can find support.

Host a lunch & learn Q&A to answer users' questions about the system. It's low-cost, low-risk, informal training, and easy for employees to carve out time at lunch.



3

Long gone are the days when business and technology leaders touted the notion, “Build it and they will come.” Today, there is so much noise from technology in our work and personal lives that adding another new technology isn’t always welcomed, especially for users in the Yellow group.

To make collaboration more appealing, you need to do more than convince employees of its benefits — you need to make it easy for them. The easier you make it, the more likely they are to adopt the technology into their daily work routines. To ease users’ burdens associated with collaboration adoption, try these tactics:

INTEGRATE COLLABORATION INTO USER WORKFLOWS

Bring the technology to employees where and how they work, rather than making them go to it. You can do this by looking for opportunities to integrate collaboration with other systems they already know.

USE EMPLOYEE SPONSORSHIP

Yellow users need support and motivation during the transition. Identify employees from the Green group who will champion collaboration. While they can be at any level of your organization, you may find more at the staff level. Leverage their enthusiasm and knowledge to motivate and encourage less-confident users. This will ease the anxiety that many Yellows feel about moving to the new system.

Peer coaching can be invaluable. Publish a list of collaboration champions who are willing to help users that may be struggling. Or match Green users with Yellows and create a buddy-system for collaboration mentoring.



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Another way to lighten the burden on users is to reduce the risk factors they may be concerned with. First, acknowledge that there are inherent risks and that their concerns are valid. Then, demonstrate that you have a solution that will proactively minimize those risks.

Below is a list of the Top 5 risks associated with collaboration, and what to look for in a governance solution in order to mitigate them.

Aware is a customizable platform that's proven to manage risky employee activity within a company's collaboration environment.

HR POLICY VIOLATIONS

Recent cases alleging long-time gender bias, sexual harassment and the like at well-known companies are bringing renewed attention to protecting employees. Because the misuse of collaboration tools can open a new channel for potential abuse, it is imperative to consider a solution that can capture and expose HR policy violations the minute they happen.

DATA LEAKS

Data leaks are a growing problem. The cost of data breach increased by 130% over the past 14 years, and now costs an average of \$4 million per incident.² Unfortunately, employee misuse of collaboration tools can open the door to potential data leaks — whether they are intentional or accidental. Therefore, your governance solution must be designed to prevent data breaches and stop bad actors before the damage is done.

INSIDER THREATS

The risk of insider threat at any given company is roughly 18%, and 80 Million insider attacks occur each year.³ Some of these are malicious acts, while others are accidental and the result of employee carelessness. Your governance solution needs to protect against both types of attacks within your collaboration network.

REGULATORY COMPLIANCE ISSUES

The cost of regulatory compliance may be high, but the cost of non-compliance is often higher. In fact, the average cost of regulatory non-compliance in 2019 is estimated at \$14 billion.⁴ Don't let collaboration put your organization at risk: ensure that your governance solution supports compliance.

INTELLECTUAL PROPERTY (IP) LEAKS

IP represents a significant amount of most companies' value. It's not unusual for bad actors within the extended enterprise to covet proprietary information for their own gain. Your collaboration governance solution must protect vigilantly against this.

THREATS BY THE NUMBERS:



\$4 MILLION

The average total cost of a single data breach in 2019

\$14 MILLION

The average annual cost of a non-compliance in 2019.

² <https://www.insidearm.com/news/00041798-total-cfpb-penalties-top-5b/>

³ <https://www.infosecurity-magazine.com/news/data-breaches-increase-40-in-2016/>

⁴ <https://hbr.org/2014/09/the-danger-from-within>

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The user experience is everything when it comes to driving collaboration adoption. Sometimes companies forget this when evaluating ways to manage risk within the collaboration network. They become so focused on protecting their people and data that the user experience gets compromised — and adoption suffers as a result.

In the spirit of embracing collaboration, keep the following do's and don't's in mind when seeking a governance solution to manage enterprise collaboration:

DO'S

- ✓ Do seek out a solution that provides a safe space for collaboration without interfering with the user experience.
- ✓ Do choose a solution that allows the creation of custom policies rather than applying one heavy layer of protection that could squelch engagement and innovation.
- ✓ Do address the fears of security-minded Yellow users by explaining how company information will be protected.

DONT'S

- ✗ Don't allow governance to limit collaboration functionality, or users will see less value in the system and be slower to adopt.
- ✗ Don't employ protective measures that add unnecessary steps or increase complexity for users.
- ✗ Don't reduce productivity by making users log in to another system in order to collaborate.

Check out the Forbes article, [Why Security Without Usability Leads To Failure](#), to learn more about balancing protection and the user experience, and growing adoption.

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One of the best ways to increase adoption is to leverage insights from employee posts and messages. These insights will help you focus your efforts on the most impactful opportunities in your employee community.

UNDERSTAND ENGAGEMENT

If you know which employees, teams, groups and departments are collaborating effectively and which aren't, you can focus training and management efforts accordingly.

UNDERSTAND ORGANIZATIONAL SENTIMENT

Collaboration makes employee sentiment about policies, processes and people much more visible, allowing you to address issues and make course corrections in a timely manner.

IDENTIFY LEADERS

Individuals that are active on the collaboration network and have good results will emerge as leaders. You can leverage their leadership abilities and help grow their talent.

SPOT TRENDING TOPICS

At any given point in time, you can gain insights into topics that are trending on the network, and use the information to help steer business decisions.

MODEL EMPLOYEE BEHAVIOR

Once you've identified collaboration leaders, you can model their behaviors and seek out and encourage similar behaviors from other employees.

Now, imagine what your organization would look like if the amount of engagement and sharing across your entire enterprise was at full capacity. The potential for adoption, innovation and business growth is extraordinary.





Collaboration adoption can be slow and challenging, but it doesn't have to be. If you use the Traffic Light Model to better understand the user readiness of employees, you can focus adoption efforts on the most willing users and have greater results. Then, employ the 6 E's of Collaboration Adoption Success to bring users over the finish line and allow your company to enjoy the benefits of greater collaboration and communication enterprise-wide.

WHO IS AWARE?

Aware delivers secure collaboration, monitoring and governance for enterprise organizations deploying today's leading collaboration and messaging platforms, including Microsoft Teams, Yammer and Workplace by Facebook.

Aware encourages and facilitates safe collaboration and compliance by monitoring files and conversations, as well as preventing communication that could place organizations at risk.

The editors of Columbus Business First recently named Aware one of the Best Places to Work in Columbus, and leading research analyst firm CB Insights cited Aware as a leading early stage cybersecurity startup to watch in the Insider Threat Detection category.

FOR MORE INFORMATION, VISIT:

Our Website | AwareHQ.com

For up-to-date details on products, case studies and blog posts.

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