



# From Fragmentation to Connection

| How HR Can Engage A Dispersed, Diverse Workforce

## HR's Biggest Challenge: Disengagement

If there's one statistic that sums up the challenge today's HR leaders face, this is it:

A staggering 87% of employees worldwide are not engaged at work. The world has a crisis of engagement – one with serious and potentially long-lasting repercussions for the global economy.

(Gallup)<sup>1</sup>

Engagement is the X-factor that affects everything from recruitment to retention, and from productivity to innovation. Companies with highly engaged employees attract more talent and make better use of the talent they have. Engaged employees get more done and they're much happier doing it. They bring out the best in everyone around them, too – enthusiasm is contagious. A disengaged workforce, on the other hand, puts a drag on everything a company tries to do.

So when Gallup and other researchers say there's crisis in engagement, that's a big deal. What's driving that crisis is a sea change in the way we work – and the way we feel about work. Modern workers want – and expect – to be connected to their colleagues, their organization and its mission. They want to be able to work the way they work best, in ways that complement their unique skills and suit their individual workstyles. They want to be themselves and be heard, not just seen. They want to be recognized and fulfilled in their jobs, not just punching the clock and pulling a paycheck.

That's always been true to some extent, but it's truer now than ever, especially with the current wave of millennial workers. They demand more from their jobs, and they're in a stronger position to do so. They have more choices and greater freedom to go wherever the grass is greener. That's why companies now find themselves waging a "war for talent" when courting top job candidates. The victors are those who can offer the most engaging and rewarding work environment, in addition to offering decent salaries and other enticements.

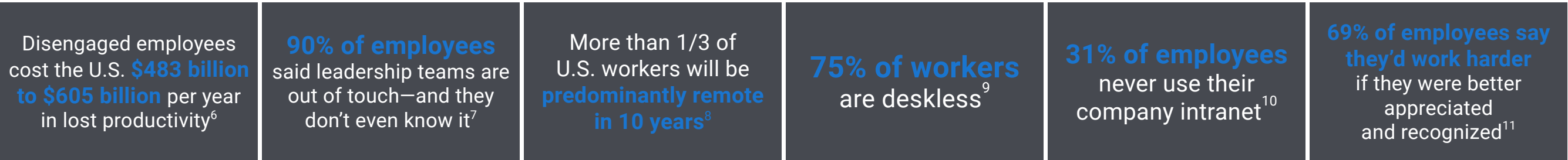
# The Root Cause: Fragmentation

According to a 2017 Gallup report, two-thirds of American workers are not engaged. Even worse, **16% are “actively disengaged: they are miserable in the workplace and destroy what the most engaged employees build.”**<sup>2</sup> Conversely, highly engaged employees are **17% more productive.**<sup>3</sup> Businesses that score in the top half on employee engagement nearly double their odds of success compared with those in the bottom half.<sup>4</sup>

It’s also worth noting that **“64% of millennials would be happier making \$40K a year at a job they enjoy, rather than making \$100K a year at a job they find boring”**<sup>5</sup> So what’s standing in the way of companies being that “greener field”? From becoming an interesting, enjoyable, engaging, fulfilling place to work?

**More than anything, it’s fragmentation. And it comes in multiple forms:**

- **Geographic dispersion:** Companies are more spread out, with more people working in a variety of places: in offices, in the field, from home and on the road.
- **Functional and hierarchical divisions:** Teams and departments are siloed. Senior management, middle management and rank-and-file workers tend to occupy their own worlds.
- **Workstyle and generational differences:** Gen Xers, boomers and millennials all interpret “new corporate culture” differently – but existing, rigid systems can’t accommodate all those different workstyles.
- **Technological barriers:** People work and collaborate with each other in myriad disconnected systems with very little cross-functional connection. Corporate communications are hampered by outdated tools like email and static intranets, which have low engagement and don’t support the kind of company-wide conversations that build bonds.
- **Siloing of HR systems themselves:** Rewards and recognition, training and eLearning/LMS, onboarding, feedback and performance systems – these are all separate from the other channels where people do their day-to-day work, making them less impactful than if these processes were incorporated in a relevant, contextual way.



## The Consequences of Disengagement

The psychological fallout is a sense of disconnection (people cut off from leadership, from colleagues, from information), lots of inefficiencies (duplicated effort, crossed signals), a lack of transparency and visibility, and a ton of frustration. Under such conditions, it's impossible for employees and their employers to make the most of their talents. All of this contributes to lower job satisfaction, arrested career development and high churn.

It's hard to foster a cohesive culture and feeling of solidarity in a landscape riven by so many borders and fault lines. Team-building exercises and other face-to-face gatherings can help, but the impacts are usually limited and short-lived. The benefits wear off when the events end and people go back to their silos and fiefdoms. Progressive policies, generous incentives and compensation packages can increase satisfaction, but aren't a substitute for the strong sense of purpose and team spirit that come with a unified and vibrant culture.



## Remote And Deskless Workers Add To The Challenge

Engaging employees is hard enough even when they're all working under one roof. It's that much more difficult when they're dispersed and working off-site. That's a growing headache for corporate communicators as the proportion of remote workers rises steadily. Gallup reports that **nearly half of American employees now spend at least some of their time working remotely,<sup>12</sup> and it's projected that nearly a third of U.S. workers will be predominantly remote by 2028.<sup>13</sup>**



"Deskless" workers present an even greater challenge. It's estimated that 75% of all employees fall into this category.<sup>14</sup> They range from nurses and retail clerks to factory workers and truckers. Most have little or no access to computers – in fact, **83% don't even have a corporate email address.<sup>15</sup>** Without a reliable digital channel for communicating company news and directives, engagement becomes nearly impossible.

# A Better Way

Businesses that score in the top half on employee engagement nearly double their odds of success compared with those in the bottom half. Engaged companies experience 59% lower turnover (for low-turnover companies) and 24% lower turnover (for high-turnover companies).<sup>16</sup>

So how can companies reduce fragmentation and keep dispersed employees connected and engaged?

What organizations really need is a *single hub* that bridges all the divides and brings a sense of place back to the workplace. We're not talking about a physical space, but a virtual one that's far broader and more inclusive. This hub should be a place:

- Where employees interact authentically with each other, with leadership and the company, nurturing the genuine relationships that fuel a deep sense of connection.
- Where everyone participates and contributes, regardless of their location, department, role or rank in the company.
- That accommodates every workstyle, and that connects not only people but also the apps, devices and systems they depend on – powering a simple, unified collaboration experience across formerly disconnected tools and letting employees work the way they work best.
- That not only supports formal learning and skill development, and integrates with traditional systems for onboarding, training and recognition, but also weaves those processes into the context and natural flow of everyday work.
- That keeps employees informed and aligned, not only through more compelling company communications, but through genuine conversation and give-and-take among executives, managers and workers. This strengthens employees' investment and commitment to the organization and inspires them to rally around the company's goals.
- That brings all these elements together in a collaborative environment that empowers employees to contribute more and excel at their jobs.

## Why Jive for HR?

Jive's Interactive Intranet unites employees and leadership, drives engagement and satisfaction throughout the employee lifecycle and makes everything from onboarding to mentoring and recognition a seamless part of everyday work. For a better understanding of how Jive is different from traditional intranets and other systems, see ["What Is An Interactive Intranet,"](#) below. Using Jive you can:

- **Accelerate onboarding:** In addition to providing a more engaging environment for structured onboarding materials and processes, Jive does something even more powerful: It immerses new hires in company culture and gives them an overview of what's going on from day one.
- **Energize feedback and recognition:** Nurture a positive, high-performance culture by making feedback, recognition and encouragement a part of everyday work. You can use Jive's built-in engagement and rewards system to speed onboarding, increase participation and turn employees into company champions. Co-workers can acknowledge each other's accomplishments with Peer Recognition Badges.
- **Topple silos:** Break down barriers and hierarchies by bringing everyone together for authentic communication and real transparency. Jive turns disconnected companies into tight-knit teams where everyone contributes and has a voice. Remote employees aren't so remote anymore, and deskless workers can fully participate through a great mobile experience (even if they don't have a company email address).
- **Empower on-the-job learning:** Jive unleashes knowledge-sharing and mentoring. Every moment becomes a teaching moment, supplementing formal training with continuous on-the-job learning.
- **Unleash productivity:** Jive makes collaboration fast, frictionless and even fun, in the office and on the go. People get more done and love what they're doing.
- **Align everyone:** Jive makes corporate communications much more effective, opens up dialogue and ensures that everyone shares your company's vision.
- **Improve employee support:** Use Jive's pre-built HR portal and support center to easily give policy and benefits information, as well as self-service and peer support that provide quick answers to employee questions, freeing HR staff to focus on higher priority issues.
- **Analyze and optimize:** Sophisticated analytics give you unprecedented insight into sentiment and engagement across your organization – and where to focus your efforts to improve performance. Jive gives every user their own analytics dashboard, too, so they can measure their impact and interactions. By showing people the difference they make, Jive personal analytics help them work better – and feel better about the work they do.
- **Integrate external HR systems:** Out-of-the-box integrations and robust APIs make it easy to integrate Jive with LMS, survey tools and more.

# Companies Using a Jive Intranet:

Reduce onboarding time by **30%**

Cut employee turnover by **24%**

Improve employee satisfaction by **38%**

Actual results from hundreds of Jive's customer organizations, confirmed by independent researchers.



“Jive has made a real difference at our company in a very short period of time. People feel more connected to each other. People feel like they have a voice to bring up their ideas and respond to others. Jive isn’t just a platform to read, it’s a platform to be involved.”

- Chief People Officer, GoDaddy



“Jive has created an amazingly cohesive culture at Pearson. People can’t imagine not having it.”

- VP of Learning and Collaboration, Pearson

# What Is An Interactive Intranet

While the name may suggest nothing more than a new twist on an old technology, make no mistake: the interactive intranet is a completely different animal than its predecessors.

## Yesterday's intranet silos

Traditional intranets began as static HTML pages and content management systems (CMSs), and they've never really outgrown those origins. Most are still static repositories at heart, designed for one-way broadcasting and passive consumption of official content.

Because intranets lack interactivity and other essential collaborative functions, other tools have had to fill the gaps, fueling a crowded ecosystem that includes document collaboration, email, calendaring, videoconferencing and tel-conferencing, file sharing, real-time messaging, specialized team collaboration apps and more.

Attempts to modernize existing intranets and stitch piecemeal tools together have resulted in little more than a bolting on of capabilities. An intranet may link to another application, such as Office 365 or a learning management system (LMS), but the functionality is still segregated. Users still have to work in one environment at a time. There's no real interoperation between them and no ability to search across them. The mobile experience is equally fractured, with users having to juggle dozens of distinct apps for basic business functions.





## If old-school intranets are part of the problem, interactive intranets are the antidote.

While the former have their foundations in content-centric platforms, the latter have their roots in newer collaboration technologies, with interactivity and connectivity built in from the ground up.



## Today's interactive intranet synergy

With interactive intranets, users don't just consume content, they come together to create it, share best practices, answer each other's questions, have discussions, make decisions and complete tasks collectively. They can do practically everything they need to do to get their jobs done, in one central environment. Even people outside the firewall – partners, contractors and customers – can participate, with full security and privacy controls.

The interactive intranet serves as a digital hub (What Gartner Research calls an “activity hub”) that unites not only people but also existing systems via deep, bidirectional integrations. Information from those systems can be pulled into the intranet, where it's much easier to find, share and collaborate on. Conversely, people working in external systems can access content, colleagues and conversations in the intranet without leaving those systems. With the right integrations, information and actions are automatically synchronized across all environments.

The result is a cohesive, highly engaging collaboration experience spanning myriad tools and applications. From productivity and document collaboration apps (e.g., O365 and Google Docs) to file-sharing (Google Drive, Box, Dropbox), CRMs (Salesforce), CMSs (SharePoint), email and more – it's all tied together. That cohesion includes devices and locations, too. Whether people are in the office or on the go, whether they're using computers, tablets or smartphones, they can fully participate, collaborate and contribute, without the hassles of switching between multiple apps.

## Powerful Capabilities, Profound Effects

The interactive intranet is a true digital workplace for the organization, merging formerly separate capabilities, functions and ways of working in one seamless environment (and for once, “seamless” is not an overstatement). With that fusion, transformative things happen. On the most basic level, work just gets a lot easier and more pleasant for users, since they now have ready access to all their colleagues, information and projects in one place. More profoundly, a whole new set of scale-dependent and network-enabled effects kick in, laying the basis for some powerful, long-sought capabilities:

- **Enterprise search:** Users can quickly search across the expanse of the intranet and many of the systems it’s connected to, providing the closest thing yet to unified enterprise search, driven by the enterprise social graph.
- **Enterprise social graph:** The motherlode of behavioral and social data collected by interactive intranets can be used by machine learning algorithms to continuously improve the user experience, providing more relevant search results, proactively linking users to people and content of interest, and personalizing a wide variety of processes.
- **Big analytics:** With so much activity now occurring in a single connected environment, companies have much broader visibility into the processes, interactions and sentiments that drive productivity and engagement in every corner of the organization.
- **Self-organizing networks:** With people no longer constrained by arbitrary boundaries between job functions, information types and tools, they can quickly form ad-hoc teams and marshal the resources needed to complete any project. Inside the company, employees are much better connected, building bonds and fostering a common culture and shared sense of mission. Beyond the firewall, new networks spring up that bring together employees, partners, contractors and customers for better business outcomes.
- **Collective memory:** Fragmented organizations suffer from a form of institutional amnesia. Ideas are trapped in the heads of individual experts, in closed conversations and siloed systems, invisible to all but a few and permanently forgotten when people leave the firm. Companies are stuck reinventing wheels, unable to build on past accomplishments. By making work visible, shareable and searchable, interactive intranets let companies capture and harness their collective wisdom as never before.

There are countless other ways interactive intranets save labor, speed time to completion and magnify the impact of all sorts of processes in every corporate department, including:



**Corp Comms:** delivering company news and strategic communications, informing and aligning the workforce



**IT:** communicating new rollouts and initiatives, supporting users



**Marketing:** collaborating on collateral and campaigns with team members and outside contractors



**Sales:** enabling sales representatives, collaborating with diverse stakeholders to create RFPs and close deals

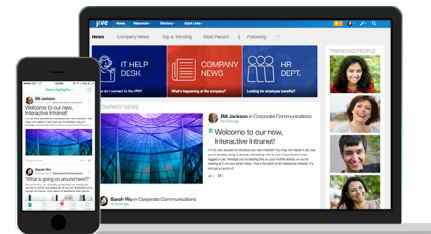


**Customer support:** enabling and training support representatives

## Next Steps

You can set up and launch an interactive intranet and start engaging, aligning and empowering your employees now. Jive's Interactive Intranet is surprisingly simple to configure and deploy out of the box and out of the cloud in just days or weeks. You can tailor it, manage and grow it with little or no burden on IT, reaping rapid value and ROI. In short, you can say goodbye to fragmentation starting today.

Interested in learning more? Here's how:



### Jive Features and Capabilities

Dive into the features that separate Jive from other solutions.

[Get the Datasheet >](#)



### Jive Case Studies

See how Jive helped leading global brands drive cohesion and alignment.

[Browse Case Studies >](#)



### Jive Customer Videos

Learn about the people and companies who actually use Jive.

[Watch a Video >](#)



### View a Demo

Get a free personalized demo. See for yourself how Jive delivers breakthrough business benefits.

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