



MICROSOFT OY SMARTER TOGETHER PLAYBOOK

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How should we communicate using the best channels and tools in the specific context?

How can we share and find information better?

How can we prioritize our work to free up time and resources to more important topics and to provide more flexibility to our personal life?

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WHAT IS SMARTER TOGETHER?

With our 'Fiksummin Yhdessä – Smarter Together' – initiative we want to explore how we could redefine productivity to meet the requirements of modern life and work; how we could improve collaboration, creativity and productivity at Microsoft and achieve an enhanced work-life balance in general. Smarter Together is very much connected to Microsoft's mission: Empower every person and every organization on the planet to achieve more.

Microsoft products and technology solutions support our ambition to work and experience life in a smarter way. Smarter Together is a part of our Suomi 100 anniversary initiatives and hopefully will impact a larger change in Finnish organizations and lives of people in general. First and foremost, it provides an inspiration to evolve the way we collaborate based on a strong culture and shared values.

A few years ago, Microsoft Finland led a highly successful Läsnätyö initiative, which changed the way we work in Finland, and we inspired hundreds of Finnish organizations with our example. The original Läsnätyö was all about freeing people from the constraints of time and place. The results were astonishing; the employees' satisfaction peaked, the program received huge visibility and inspired dozens of multi-function offices and flexi-work projects in our customers.

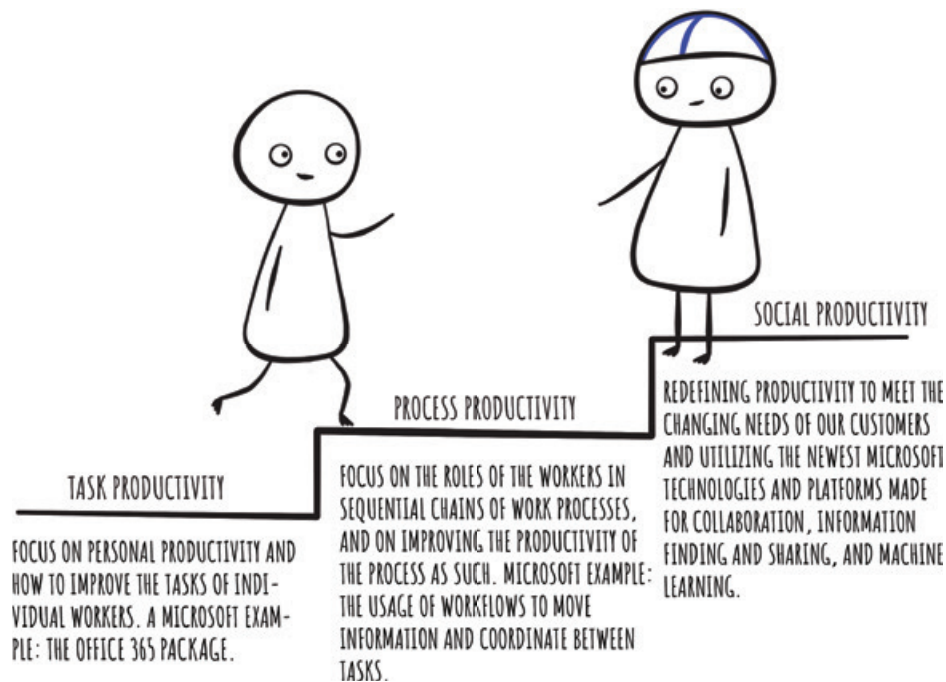
Smarter Together will build on our previous work in the context of a highly digital workplace and society, to capture the potential of teams and make the way we collaborate smarter than ever. Our focus is on using smarter ways of prioritization, information sharing, and communication across different teams and organizations in a highly engaging way.



Pekka Horo, General Manager, Microsoft Oy

MODERN PRODUCTIVITY – WHY SOCIAL PRODUCTIVITY MATTERS?

The most underutilized resource still waiting for discovery may be our ability to cooperate much more deeply. Work that humans do used to be a career, a role, a job; now it is a task, but it is going to be a relationship: work is interaction between interdependent people.



Microsoft has always been a forerunner and champion of productivity:

TASK PRODUCTIVITY

It started with personal productivity when the approach was to improve the tasks of individual workers. To use a Microsoft example, our Office package, with e.g. email and tools like Word, greatly improved the productivity of an individual knowledge worker.

PROCESS PRODUCTIVITY

The second phase was process productivity with focus on the roles of the workers in sequential chains of work processes, and on improving the productivity of the process as such. The Microsoft example could be the usage of workflows to move information and coordinate between tasks.

SOCIAL PRODUCTIVITY

Today Microsoft wants to redefine productivity to meet the changing needs of our customers and to utilize the newest Microsoft technologies and platforms. These are the latest innovations and technologies around collaboration, information finding and sharing, and machine learning.

Corporate productivity is not the sum of productivity of tasks or productivity of individual people. Social productivity is a result of the interaction between interdependent people and tasks, and our productivity should be defined as working smarter together.

It is increasingly difficult to define the roles and process descriptions before understanding the customer context. The organization is in a constant process of organizing. This leads us to working together with the customer in a way that has not been predefined (my actions have implications on your actions as we are in constant interaction with one another).

FIVE POINTS WHY SOCIAL PRODUCTIVITY IS THE KEY:

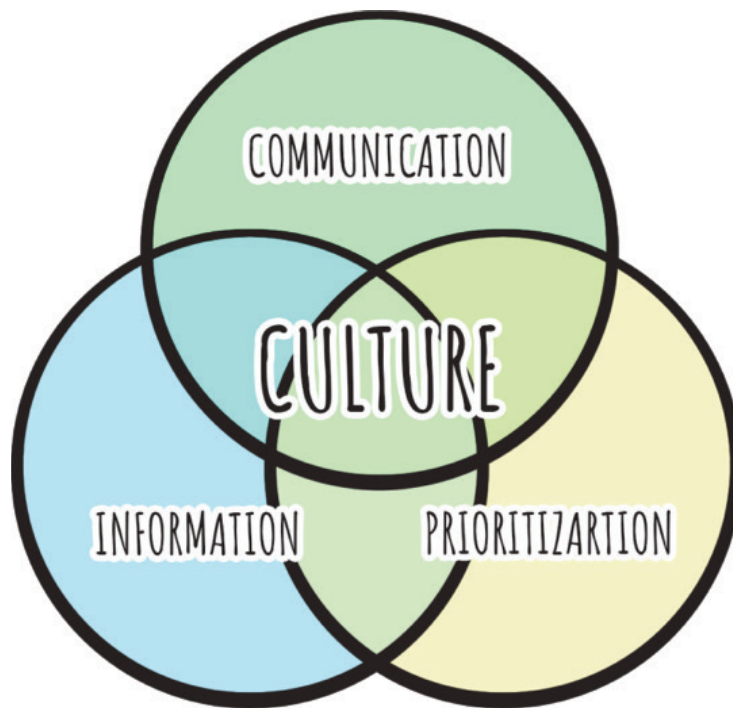
1. People and organizations have seen a tremendous productivity increase in the last 100+ years via task and process development, technology and automation. Since 2007, economic data has indicated that overall productivity growth has declined. One interpretation is that it may be caused by the modest trend of knowledge workers' productivity gains.
2. We will still see advancement when we invest in improving the existing productivity models. Yet, you will not necessarily generate competitive advantage by allocating capital directly to augment existing productivity patterns. Especially, as today capital is abundant and cheap by historical standards.
3. Potentially, greater returns can be realized by new forms and areas of productivity.
4. Michael Mankins, the author of *Time, Talent & Energy* and Bain & Company partner, has said that what matters most in the modern workplace is how you manage your scarce resources: time, talent and energy. In the era of social productivity, what matters is how much is invested in creating value for customers. And alternatively, how much of that is wasted because of what we call organizational drag—those factors that lead to endless email chains, endless meetings that produce no real outcome, or even that result in interactions between organizations that really are not necessary in order to produce value for the customer.
5. What separated successful organizations from the rest is how well they identify and understand the customer need in a specific context, and how much value they can create to the customer, and ultimately to the shareholders.

DID YOU KNOW?

Top companies – those that are the best managers of time, talent and energy – have over 40% more productive power at their disposal than the average of the bottom three quartiles. This is a huge advantage. It translates into significantly higher operating-profit margins, often 30-50% higher than industry averages. (Source: *Time, Talent and Energy* (Michael Mankins & Eric Garton (2017)))

HOW DO WE WORK SMARTER TOGETHER?

Microsoft Oy teams gathered together to identify and share challenges and issues around productivity. The teams came up with 72 challenge/problem definitions. These were clustered into three domains: communication, information and prioritization related practices. Our hypothesis is that these three areas are universal to all modern workplaces.



Communication is interaction between interdependent people using multiple channels available: emails, meetings, intranets, chats, social media, virtual and face-to-face meetings, etc.

Information links to above seamlessly: Possibilities to find the right information and the person who has the information at the right time. Uploading, storing, editing and downloading information: when and how to do it.

Prioritization is demanded more and more in the flood of information and messages. We need to separate important things from the less important, and we need the ability to focus on the right activities at the right time.

It is time to get practical. In the coming subparagraphs, you will find practical tips that all of us can do in our everyday lives and by doing so work Smarter Together. Start today!

SMARTER TOGETHER DOMAIN 1: COMMUNICATION

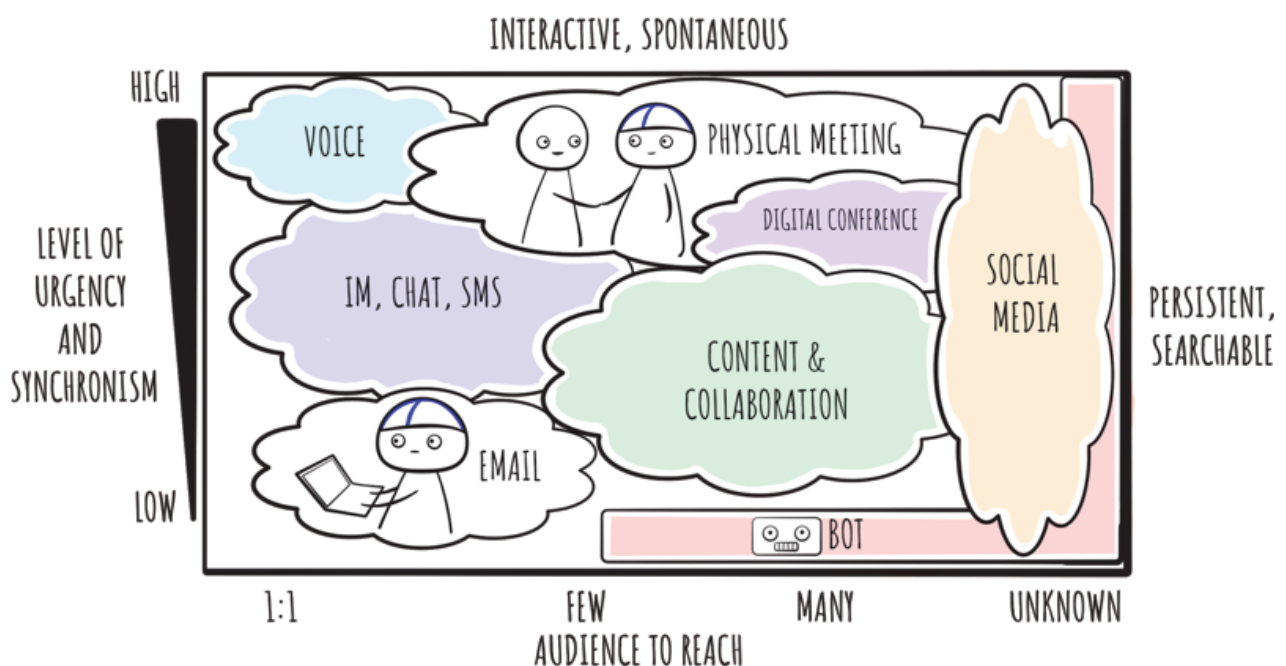


Phone calls, emails, instant messages, meetings, and web conferencing can eat up our whole time, if we let it happen.

In general, we should assess our communication needs and the methods by asking ourselves the following key questions and then select the most suitable method and tool. Please see the picture below for the communication framework.

- The size of the audience/number of respondents and reach you strive for?
- The urgency of the communication and how asynchronous you want it to be?
- Do you want to retain data, history and search ability?
- Do you need to be interactive and spontaneous?

FIGURING OUT THE RIGHT TOOL FOR THE RIGHT INTERACTION



We use roughly half of our time each week in meetings.

People receive typically 200-800 emails per week. In the worst case, to read and reply 800 emails would consume half of the working week. However, to manage the workload, we spend approximately one full day per week on multitasking, i.e. we sit in the meetings and do email or surf on social media at the same time.

Annually, up to \$1.9M is wasted on writing email (300 per month) as 10-15% of the mails are not read by the recipients.

We at Microsoft want to start to understand how our people spend their collective time. We also need to understand how we can allocate the time used in meetings or doing email to actions that are more valuable for our customers and partners. That is why, in the Communication Go Do's chapter, we define guidelines that help us to become more socially productive especially in meetings and in our email communication.

COMMUNICATION GO DO'S

With the below Communication Go Do's we intend to establish email and meeting culture guidelines that help us to be more motivated and effective in our work, and thus better balance work and life. Currently, email seems to lead our work (email overload), and much of our working time is spent on meetings that are at times ineffective. Ultimately, following these guidelines will help us improve cross-group collaboration, leading to increased efficiency.

WHY?	WHAT?	HOW?
To collaborate effectively, shared calendars help to save time	At Microsoft Oy everyone is expected to share their calendar with others. We are free to book meetings directly in other people's calendar. By responding to calendar invites you give the organizer an understanding of who is participating the meeting. This way we collectively free our time for more productive purposes.	<ol style="list-style-type: none"> 1. Open your outlook calendar. 2. Choose the folder tab. 3. Choose calendar permissions 4. Set Permission Level -> Free/Busy time, subject, location. 5. Click apply.
We spend more than 50% of working time in meetings. Multitasking takes place in 35% of all meetings, and increased number of participants increases the likelihood of multitasking.	Types of meetings we have: <ul style="list-style-type: none"> • Information sharing / status update • Brainstorming • Working meeting 	<ol style="list-style-type: none"> 1. Keep internal meetings effective and short. Be in time and test the AV equipment. 2. Invite relevant participants only, preferable less than 7 people per meeting.

WHY?	WHAT?	HOW?
<p>Based on research, all meetings starting only 5 min late cost the company 8% in efficiency. (Michael Mankins & Eric Garton, Time, Talent, and Energy)</p> <p>Why to change meeting habits?</p> <ul style="list-style-type: none"> • To increase feeling of respect towards your expertise when you are hand-picked as a relevant participant for a meeting. • To increase efficiency of meeting time --> leads to more available focus time --> leads to less overtime --> leads to better work-life balance. • To decrease company costs and improved return on Investment. 	<p>What determines the setup for meetings (assuming Skype is always equal to face to face meeting)?</p> <ol style="list-style-type: none"> 1. Relevancy to all participants 2. Level of urgency 3. Required outcome 	<ol style="list-style-type: none"> 3. Before inviting anyone, define a role for each participant. Do not invite anyone without a role. 4. Define a clear outcome for each meeting and add it to the meeting invitation along with agenda on OneNote. 5. Start meeting by allowing everyone prepare and read the material in the first 15 min of the meeting. 6. No multitasking in the meetings. 7. Always take meeting notes to 8. OneNote and invite people who are not able to participate to read the meeting notes. 9. When booking, allow 15 min between meetings to avoid late arrivals and make sure to end the meetings on time. 10. Do not schedule internal meetings on Wednesdays and Thursdays to free up focus time for yourself and others.
<p>Social productivity means that we build on others' work. Like discussed earlier, the first step in social productivity is to be transparent. The next step could be to build collaboratively something greater than we could do by ourselves.</p> <p>Collaborating tools enables us to communicate with each other while the communication history remains for everyone to see.</p>	<p>Share your unfinished work with others in Microsoft Teams. Invite your team to give ideas and feedback. Then just start co-editing and collaborating and enjoy the greater results, engagement of the team, and help the whole team to be more successful.</p> <p>Consider using Microsoft Teams for sharing and collaborating:</p> <ul style="list-style-type: none"> • To replace shared OneNotes • In project work (important RFP/RFI/customer projects) • In a virtual cross-organization team • Within account teams • Within partner teams 	<ol style="list-style-type: none"> 1. Using the most appropriate communication tool for each situation. 2. Install Microsoft Teams from http://teams.microsoft.com 3. Set up a Teams site and invite others. 4. Share your unfinished work. 5. Promote the unfinished work as a tab. 6. Start co-editing and collaborating. 7. Share your team's great results through OneDrive, because the files shared in Teams are available only to the members of that team. 8. Find a step-by-step guidance HERE!

TOOLS FOR EFFECTIVE COMMUNICATION



External communication
Non-urgent messaging
Pre-defined recipient
Shared calendars
Meeting invitations



Real-time communications
Instant messaging
Online meetings
Voice and video



Shared notebooks per subject or team
Personal notebooks when needed
Search



Team chats, activities, video calls and files
Quickly customizable for each team
Bots



Knowledge sharing
Crowd-sourcing, inclusion, brainstorming
Knowledge discovery
Serendipity



Data exchange
Working priorities
Personal data and time management



Intranet
Team sites, portals
Sharing of structured content
Business information
Recommended content



File storage, file sharing, real-time co-authoring
Access from any device



Information hub
FAQ
Service efficiency

DID YOU KNOW?

Improved communication and collaboration through social technologies could raise the productivity of interaction workers by 20 to 25% (Source: McKinsey). Task-specific numbers include:

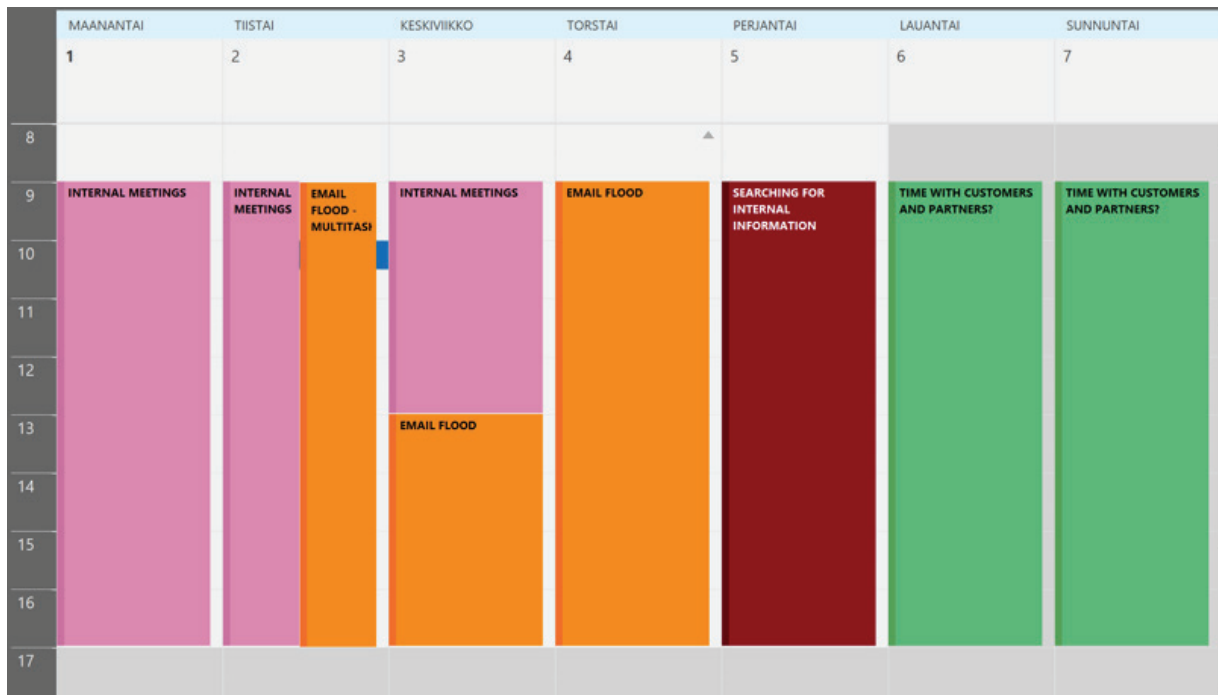
- Reading and answering emails: improvement 25–30%
- Searching and gathering information: saving 30–35% of time.
- Communicating and collaborating internally: improvement 25–35%.

SMARTER TOGETHER DOMAIN 2: INFORMATION SHARING AND FINDING



Transparency is the first step towards social productivity. The key to information sharing is to make your work and contribution visible to others first. Then it can be discovered by others, and you can discover content based on who you work with and what is trending. We spend 20% of our time on sharing and finding internal information. The estimated cost of sharing and finding internal information is approximately \$7M annually.

“A WORST WORKING WEEK” COULD LOOK LIKE THIS:



WE SPEND:

- 1 day per week = 20% of our time, searching internal information
- ½ - 2 ½ days per week = up to 50% of our time, reading and answering the 200-800 mails
- 2 ½ days per week = up to 50% of our time, in meetings
- 1 day per week = up to 35% of the meeting time, multitasking in meetings

Information sharing and finding saves yours and others' time and effort and lets us be more focused on things that really matter – our customers and partners. Imagine you could free almost a full day each week from trying to search and share information. You could save time when building a presentation by using the wonderful work other have already done, and share your work to others and collaboratively reach even more outstanding results. Would you like to save one day each week for something more productive?

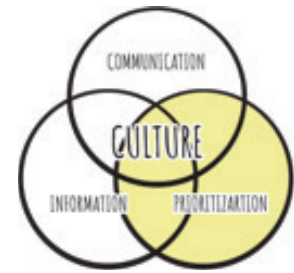
So, let's start contributing to the success of others and build on their contribution. In the next paragraph, you will find out what is expected of you and how to start sharing and finding information. Start today!

INFORMATION SHARING AND FINDING GO DO'S

WHY?	WHAT?	HOW?
<p>Sharing go do's</p> <p>At Microsoft, our success is measured by how we contribute to the success of others.</p> <p>Also, by sharing, you can save up to 20% of your time to more productive work.</p> <p>When everyone shares, everyone gets!</p>	<p>At Microsoft Oy, everyone is expected to share all their internal, non-confidential material, such as customer and partner presentations, documents, etc. with everyone except external users.</p> <p>Avoid sending documents as attachments internally.</p>	<p>Share all your sharable work through Yammer, SharePoint or OneDrive.</p> <p>When using OneDrive:</p> <ol style="list-style-type: none"> 1. Go to your company OneDrive. 2. Create a new folder called 'Shared with everyone'. 3. Share the folder with 'Everyone except external users'. 4. Store the information you want to share with everyone in this folder. 5. Find a step-by-step guidance HERE!
	<p>Always use company social media Yammer when you need to inform or share knowledge with a bigger group of people or even all employees at Microsoft Oy. When your message or material has general interest, use Yammer.</p>	<ol style="list-style-type: none"> 1. Go to Yammer.com. 2. Select the group you like to share the information with. 3. Write your message and share relevant information as an attachment. 4. Find a step-by-step guidance HERE! 5. Ask you colleagues and manager to recommend Yammer groups for you to join. 6. CHECK YAMMER DAILY or set up email notifications!

WHY?	WHAT?	HOW?
<p>Finding go do's</p> <p>At Microsoft, our success is also measured by how we build on the work of others.</p>	<p>Whenever you need to create something, a presentation, document, etc. always use Delve first to find information and material. All the material shared with everyone from One Drive, Yammer or</p>	<ol style="list-style-type: none"> 7. Go to your company Office 365 working space: https://portal.office.com 8. Select Delve. 9. Start finding information. 10. Find a step by step guidance HERE!
<p>By finding information and building on others' work, you can save 20% of your time to more productive work and avoid doing something someone has already done.</p>	<p>SharePoint can be found through Delve. You can add relevant material to your favorites and create boards.</p> <p>Use the PowerPoint Document Item functionality to start saving your time and building on others' work. The Document Item finds all the material shared with everyone from One Drive, Yammer or SharePoint by using the words in your presentation. It shows a list of presentations and you can pick and choose slide-by-slide which slide you want to add to your presentation.</p>	<ol style="list-style-type: none"> 1. Open PowerPoint. 2. Open the presentation that you like to modify. 3. Click insert tab. 4. Click the ribbon for document item tab and start adding content built by others to your presentation. 5. Find a step-by-step guidance HERE!

SMARTER TOGETHER DOMAIN 3: PRIORITIZATION GO DO'S



Having access to digital/social communication unlimitedly puts us in an “always on” mode in many ways. More than ever before, we are exposed to distractions that prevent us from striking the balance between being effective and enjoying downtime.

The fundamental questions we have to ask ourselves are:

- How much TIME do I put in work?
- How effectively do I use my TIME?
- Am I spending time on the RIGHT PROJECTS with the RIGHT TEAM?

CREATE AWARENESS ON WHERE YOU SPEND YOUR TIME

The first step of prioritization is to understand your behaviors and the baseline of your own TIME. After that, you need to create an understanding of what your priorities are and how you can address them most effectively.

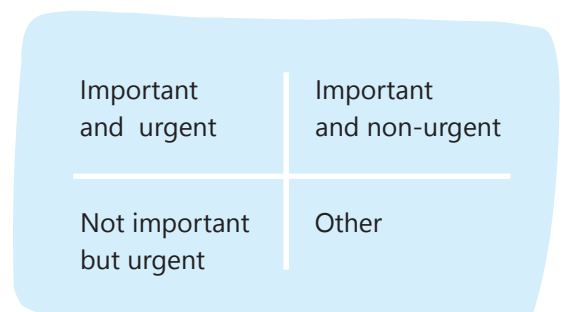
In order for us to work efficiently together, our work priorities have to be discussed within our teams and work groups. As work is getting more and more interdependent, it is increasingly important to share with your colleagues what are the issues that slow you down or that may inhibit you from following your priorities.

MyAnalytics and the soon coming Workplace Analytics are major tools in helping us to gain better visibility about our TIME patterns, allowing us to prioritize our time. Be aware that MyAnalytics is meant for you personally, helping you to become time-conscious. It is not a tool used to monitor you or report your behaviors.

SELECT PRIORITIES AND TOPICS TO DEVELOP

Once you have a better understanding of how you use your time, you can assess the impact of decisions around meetings and re-prioritize your time better to use it wisely. For prioritizing your agenda, the Eisenhower 2x2 metrics is a good starting point to group tasks for the coming period.

How much activities do you map into the “fire-fighter” quadrant of important and urgent. A long list of actions will limit your flexibility and increase the feeling of always being behind or late. On the other hand, eliminating activities under the “other quadrant” and proactively taking time for important topics, without an immediate delivery deadline, can help you to gain control of your TIME.



Meetings are a critical element to influence the work TIME of others. One of the primary functions of scheduling a meeting is the vital act of information sharing, and it is also a necessity, but how can we balance a need to remain “in the know” while getting our core work completed? And when attending a meeting, are we paying attention and actively participating? Or are you more likely to multitask and not pay attention to what is happening? Remember that our TIME is the most valuable asset. First and foremost, make decisions that are best for you and your team. Your calendar will thank you.

INFORMATION SHARING AND FINDING GO DO'S

WHY?	WHAT?	HOW?
<p>Create awareness</p> <p>You want to be in control and aware of YOUR TIME</p>	<p>Use Microsoft MyAnalytics to understand your behaviors and discover how you use your time.</p> <p>Review personal behavior weekly, supported by weekly reports.</p> <p>Set your targets for email, meeting and focus time and think about actions to turn them “green”.</p> <p>Discuss with your team your personal behavior patterns – the team context is critical to start changes.</p>	<p>MyAnalytics</p>
<p>Select priority for change</p> <p>You want to maximize YOUR IMPACT and SUCCESS</p>	<p>When planning actions to change your time management, keep focus on one topic at a time.</p> <p>Recognize how your behavior is influencing others. Be selective who you send emails and limit distribution.</p> <ul style="list-style-type: none"> • 1 email sent triggers 4 more • Each email takes 1.5 min to read <p>Choose the most appropriate communication channel. Email reaches audience in only 85% of all cases</p> <p>Pay attention to your meetings.</p> <ul style="list-style-type: none"> • Share the agenda in advance • Review meeting time and frequency • Ensure all participants have equal access • Be selective on the meeting participants and their roles <p>Analyze and recognize multitasking during meetings.</p> <ul style="list-style-type: none"> • Discuss on how to engage all participants • Review the participant list <p>Map your key activities on prioritization metric.</p> <ul style="list-style-type: none"> • Allocate time for important, but non-urgent topics • Eliminate activities under “other” category 	<p>MyAnalytics</p> <p>Email</p> <p>Email</p> <p>Meetings</p> <p>MyAnalytics</p> <p>Eisenhower metric</p>

HOW DO WE MEASURE SUCCESS?

When we are working Smarter Together, the impact can be seen, and even more importantly felt. While this is most often a personal sensation, we also aim to measure our impact together. Here are some metrics we are planning to use:

SMARTER TOGETHER CUSTOMER & PARTNER

- Actions taken by our customers and partners, clearly linked to our Smarter Together initiatives and product offerings
- Sales and Partner team targets
- Content of our Customer Immersive Experience workshops and communication targets

SMARTER TOGETHER PEOPLE

- Smarter together individual and team commitments, evaluation
- Manager trainings
- People trainings
- New hire onboarding
- Internal awareness