

# 10 ways to master modern work

Your guide for navigating the challenges of modern work



**Contents**

Why master modern work?	3
Master hybrid work	4
Master agility through the cloud	5
Master rich employee experiences	6
Master integrated content experiences	7
Master a sustainable business	8
Master information protection	9
Master the information lifecycle	10
Master intelligent automation	11
Master intelligent insights	12
Master the process of putting legacy in the past	13
About OpenText	13



## Why master modern work?

Information management is at the center of modern work. How businesses empower their teams to create, consume and share information will separate organizations that **master modern work** from those that get left behind using manual processes, legacy applications and other tools that simply don't cut it in today's digital-first market.

The traditional centralized, office-based approach to work is becoming a thing of the past. Digital business processes and transactions are becoming the norm. Announcing the findings of IDC's 2021 Worldwide Future of Work Spending Guide, Holly Muscolino, group vice president, Content Strategies and the Future of Work, explained that "Traditional work models do not provide the agility, scalability and resilience required by the future enterprise. ... To drive growth and competitive differentiation, organizations will invest in technologies and services that power automation, human-machine collaboration, new organizational structures and leadership styles, dynamic learning opportunities, a reimagined workplace and a digital work environment that is not bounded by time or physical place."<sup>1</sup>

To meet the growing demand for these modern work experiences, organizations must make radical changes to prepare for new challenges, evolving their tools, processes and strategies to keep pace. By building a modernization plan, organizations can:

- Improve employee engagement.
- Increase customer lifetime value.
- Enhance supplier performance.
- Boost partner effectiveness.

OpenText experts recommend adopting key strategies designed to help organizations master modern work. These strategies will drive your information-led transformation forward, prepare your business for the future of work, help you win the war for talent and support Zero Trust initiatives.

<sup>1</sup> IDC, Worldwide: Future of Work - Spending Guide. (June 2021)



## Did you know?

The percentage of employees considered high performers is 19% lower in a traditional office environment than when employees have flexibility over when, where and how much they work.<sup>3</sup>



## QUICK TIP

If you struggle with a distributed workforce, [mastering hybrid work](#) can support information management through business processes such as plan-to-produce and lead-to-order, driving productivity and business growth.

## Master hybrid work

### Adapt to work preferences while driving business productivity

Employee expectations have changed. They want the flexibility to work in ways that address their unique needs—flexible work hours, options to work remotely, the ability to adjust as their circumstances change. The experience of flexible working conditions during the COVID-19 pandemic has been so positive that surveys suggest as many as 80 percent of workers do not want to go back to the office full time.<sup>2</sup>

While the pandemic has shown that employees can be just as productive (and in some cases even more) working outside of the office, some organizations miss certain benefits of an office environment, such as:

- Employee onboarding.
- Major team project planning.
- Culture building activities.
- Collaborative problem solving.
- Ideation.

That's why some organizations hesitate to drop office environments altogether and have sought out hybrid work solutions that will deliver the flexibility employees expect.

### Offer flexibility and empowerment

Organizations must empower employees to be successful from wherever they choose to work. The nature of work has changed and managers cannot maintain the same control that was possible in the office. Companies now know that employees will—and want to—work effectively and autonomously. In fact, once the time and location restrictions of the office are removed, many people work harder and put in more hours.

**Distributed teams must be connected and armed with the information they need to complete their daily tasks.** When it comes to hybrid work environments, this means removing barriers and delegating some authority to employees through solutions like [remote access desktops](#) or a secure, intelligent, digital workplace to:

- Help people work more efficiently, no matter where they choose to work from.
- Provide employees with the tools and information they need within a single, web-based environment.
- Connect teams spread across the globe, allowing them to engage and collaborate securely through a shared workspace.

### What next?

Begin by [assessing your current environment](#). How easy is it for remote workers to access the information they need? How many separate applications and tools do they use? Do they receive a consistent experience wherever they are? **Go straight to the source and engage your employees to understand what they need to master hybrid work.**

<sup>2</sup> Harvard Business School Online, HBS Online Survey Shows Most Professionals Have Excelled While Working From Home. (March 2021)

<sup>3</sup> Gartner®, Take These 3 Actions to Make Digital Workplaces Happier, Faster and Smarter. (September 2021)

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## Did you know?

Organizations that invest in digital transformation initiatives experience better business outcomes, including a 23% improvement in operational efficiency, a 26% increase in employee productivity and a 25% reduction in business risk.<sup>4</sup>



## QUICK TIP

Look for an information management provider that can deliver Infrastructure as a Service (IaaS) and Software as a Service options that give you the flexibility to select the environment that best meets your business and security needs—an optimum cloud, on-premises or hybrid deployment.

## Master agility through the cloud

### Adopt a cloud environment that best suits current and future business needs

Businesses are increasingly moving to the cloud. On-premises, legacy applications simply lack the capabilities needed to master modern work and enable distributed workforces. Attempts to tackle modern work without a cloud strategy can lead to challenges that drastically impact productivity, such as:

- Information silos.
- Inability to collaborate efficiently.
- Fractured employee experiences.

This lost productivity negatively affects business growth, time-to-market and staff morale. But some organizations are reluctant to make the move to the cloud due to complex business processes and compliance requirements. Others want to make the move, but don't have the resources needed to achieve their cloud strategy vision. With unique business needs, leaders must determine a path to the cloud that works for their specific use cases, business requirements and vision.

### Improve productivity and reduce costs through a cloud-based environment

Modern work revolves around building agility and resilience within evolving business environments. **Centralized cloud infrastructure can deliver the high performance, scalable and secure information-driven processes and workflows needed to keep up with the changing needs of employees and customers.**

Dispersed and self-directed teams—both inside and outside the organization—need the ability to quickly and easily share information to collaborate and complete their daily tasks. Information must also be easily accessible yet highly secure to minimize risks related to modern threats, such as cyberattacks, data breaches and intellectual property exposure.

Cloud-based content solutions build upon the document management, security and governance capabilities of traditional enterprise content management (ECM) to:

- Create seamless workflows and easy access to business-critical information.
- Connect people to the processes and information they need to complete their daily tasks.
- Offer the flexibility and adaptability needed to drive digital business growth.
- Manage the increasingly large volumes of information.

### What next?

Deploy [cloud content solutions](#) to simplify creation, access and processing of information for both employees and business partners involved in key business processes such as hire-to-retain, acquire-to-retain and lead-to-order.

<sup>4</sup> IDC Spotlight, sponsored by OpenText, How Cloud Modernization Achieves Business Resilience. (February 2022)



### Did you know?

Only one-third of all employees say the technology they use is productive, empowering and easy.<sup>5</sup>

### Master rich employee experiences

#### Attract and retain the people you need

Rich employee experiences are becoming table stakes for any organization that wants to win the war for talent. Organizations seek out and hire talent, paying competitive wages to get the best on their team. They must enable them to be successful. The modern worker wants increased autonomy, greater flexibility and better access to the information they need to do their job well. They are prepared to simply walk away if that's not what is offered.

Simply increasing wages and improving benefits packages is no longer enough to attract employees who want a rewarding and fulfilling work environment. Success for modern workers goes beyond delivering high-quality work and doing what is asked of them—they seek satisfaction, professional development and meaningful careers. Organizations that focus on creating positive employee experiences are on track to master modern work, with a workforce ready to take on new challenges because they know they will have the support to do so.

#### Understand the power of the digital workspace

Employees now expect the same intuitive, simple and flexible digital experiences they have grown accustomed to in their personal lives. How quickly employees have access to the latest systems and functionality needed to do their job well and with ease, plays a major role in determining how rich and rewarding the experience, and this is often the deciding factor in taking or retaining a position.

By adopting user-friendly solutions and providing a digital workspace designed to deliver the type of user experience employees expect, organizations can provide the control and autonomy they seek, while maintaining centralized control over information. Taking it a step further, **organizations must explore the use of content services that truly put information at the heart of employee experiences**, offering the flexibility to personalize information interactions for unique use cases at the employee and team levels, while delivering seamless collaboration and improving productivity, regardless of the data format or applications being used.

#### What next?

Build a culture of technology advocates. Mastering modern work requires adopting new or updated technologies. Without adoption, you will never realize the full value of your technology investments. Enable employees to become champions of the tools they use to [boost widespread adoption](#) and listen to employee feedback to understand how to continuously improve.

5 Gartner®, Take These 3 Actions to Make Digital Workplaces Happier, Faster and Smarter. (September 2021)



### QUICK TIP

Remove barriers and friction by deploying solutions that focus on centralizing information and simplifying workflows across critical business processes, such as acquire-to-retain, hire-to-retain and lead-to-order.





## Did you know?

Digital friction caused by multiple, siloed digital work experiences and organizational attachments to in-person styles of work have significantly contributed to employee fatigue and burnout.<sup>6</sup>



## QUICK TIP

Consider solutions that offer employees **digital workspaces** that bring together key information, applications and users within a centralized location, which becomes a single source of truth for multiple business-critical end-to-end processes.

## Master integrated content experiences

### Break down information silos throughout your organization

More information. More applications. More silos. These are common challenges when mastering modern work. Adapting to distributed work processes requires fast and secure information access, usage and governance. A traditional approach to information management within an ECM solution can't meet the needs of modern work. It is time to focus on frictionless content experiences.

The expanse of digital applications and tools within organizations is creating information silos that are adversely affecting workforce productivity. Today, workers can struggle to access the information they need or, worse still, are unaware that information even exists. Content services must integrate with lead applications and critical end-to-end business processes so that the right information is available to the right people at the right times to:

- Reduce time spent searching for the right information.
- Reduce errors tied to switching applications.
- Decrease friction while completing tasks.
- Enable employees to make informed decisions.
- Increase productivity through seamless processes and workflows.

### Overcome digital friction by adopting flexible content services

Organizations have built their business on enterprise applications, such as ERPs and CRMs. However, while excellent at handling structured data, these applications were not designed for the content that fuels the business processes they address. The onus falls on the user. This situation can produce digital friction, with work slowed or halted by unnecessary technology-related struggles of employees.

The paradigm must shift from the employee to the information management technology. **Modern ECM platforms can integrate content services into a wide range of leading enterprise applications and systems to eliminate content silos and ensure information is visible and available to all people and systems that need it.** This approach helps to modernize content-oriented processes, offering more intuitive and efficient workflows.

### What next?

To achieve operational excellence, focus on making improvements to the content-oriented, end-to-end processes impacting daily work. Bringing together content and process will result in content experiences that improve workflows and employee experiences.

<sup>6</sup> Gartner®, Predicts 2022: Digital Workplace Is Foundational for Employee Experience (December 2021)



### Did you know?

49% of corporations state that manual processes are one of their most critical friction points within the accounts receivables process.<sup>7</sup>

### Master a sustainable business

#### Transition to the truly digital business your employees and customers expect

Most businesses, especially large, global organizations and regulated industries, are still mired in paper and paper-based processes. Dealing with paper adds hours of work to daily tasks and often means that key information needed to make informed decisions is hidden away in filing cabinets or binders.

For most, the truth is that the transition from paper to digital will be slow but steady. Organizations understand that data must flow digitally in a highly automated manner to meet the needs of employees and customers who are increasingly online. But there's also value trapped in paper-based information. Take an energy company with customer files that are 20 to 30 years old, for example. That's a vast amount of paperwork without the benefits of the searchability, findability and metadata often found with digital information.

#### Integrate paper-based and digital processes with intelligent capture solutions

Traditional approaches to digitization, like scanning paper documents, are simply too costly and time-consuming to meet the needs of modern work. Adding intelligent capture capabilities into an information management platform enables documents to be automatically organized, classified and routed at scale. From there, **advanced capture solutions allow organizations to do even more with their captured data, bringing together related information in other formats** so that the employee or manager can gain full visibility into the information that underpins their processes.

Many organizations start with mastering the digital mailroom to begin transitioning into a paperless office. As capture technology improves, use cases expand and the possibilities go far beyond the digital mailroom. In fact, anywhere that paper-based processes still dominate—such as mortgage applications, health records or invoice processing—presents an opportunity to move beyond optical character recognition (OCR) to automate the information flow into enterprise applications.

#### What next?

Combine [advanced capture solutions](#) with an [information management platform](#) to ensure you effectively store, manage and organize captured information to allow users to find and use information, when and where they need it.

<sup>7</sup> PYMNTS.com, B2B Payments Innovation Readiness Playbook: Adapting To Cash Flow Challenges Posed By The Pandemic. (October 2021)

### QUICK TIP

Digitization of paper processes, such as [e-signature](#), often has a high impact on primary business processes that involve customer interactions, including [issue-to-resolution](#) and [lead-to-order](#).







### Did you know?

52% of an organization's data is “dark”—unclassified and invisible to the organization.<sup>8</sup>

### Master information protection

#### Mitigate the risk of managing sensitive content

Digital transformation has brought an explosion of data in both volume and variety. Today, employees must work with an increasing number of systems and applications every day. The complex nature of modern work and rapidly changing regulations bring new risks such as privacy breach consequences, information security exposure, ransomware and risky or embarrassing exposure if content is insufficiently governed. The financial and brand damage of a data privacy violation or cyber-attack necessitates being prepared when employees and partners are working at a network 's edge or beyond.

With more information to manage, comes more governance challenges. Modern work demands better information protection to ensure businesses not only have access to all the available information, but to the right information, for the right purpose with the necessary controls in place to meet compliance requirements. **Without proper governance, information sprawl can manifest quickly, becoming unmanageable and a major risk to productivity.** This kind of content sprawl can also result in additional risks that must be mitigated to protect sensitive content and meet the latest privacy requirements.

#### Make all information visible and manageable, in a secure and reliable way

Remote employees, contract workers, suppliers, partners and customers all require secure and authorized access to relevant information. That information is also being created and shared on more and more channels—Microsoft® Teams®, Zoom™, email, social media, Slack™, etc.

By extending governance capabilities and risk management tools deeper into information ecosystems, businesses get a handle on information sprawl and explore opportunities for more efficient governance strategies using intelligent solutions.

For example, governance policies defined at the central content management hub can be applied to previously isolated content and data, where it's created and stored. As information is distributed and used across various connected platforms, control attributes, such as permissions, legal holds and privacy protections travel with it and are modified to meet the current state of the information.

#### What next?

Use intelligent, [AI-driven automation to assess risk](#) and policy at scale, enabling comprehensive risk discovery by business users with no AI or analytics expertise. Find and deploy solutions that allow you to create the right balance between distributed information creation and sharing and centralized control and visibility.

<sup>8</sup> Veritas, Your data's dark side. (2022)



### QUICK TIP

Mastering information protection includes rethinking [archiving strategies](#) to meet the evolving regulations affecting historical data, such as GDPR in the UK and CDPA in North America.





### Did you know?

43% of enterprise software users fail to notice important information due to the volume of information or number of applications they must use and 44% have made a wrong decision because they lacked information.<sup>9</sup>

### Master the information lifecycle

#### Manage distributed information throughout its lifecycle

**Mastering modern work requires organizations to be diligent when it comes to managing information through its entire lifecycle—from creation to archiving.**

Each phase of the lifecycle has its own challenges, governance requirements and impact on the business. That is why it's critical to take a holistic approach to managing information that fuels modern work.

More information, created faster, in more formats doesn't mean that the information environment has to be unmanageable. It does however mean that traditional approaches to information management must be updated to include how information is acquired, processed, analyzed and shared.

#### Centralize information management to gain control

The growth of data protection regulations has placed the onus on organizations to ensure that information is properly managed at all times, throughout its lifecycle within critical business processes. A central information management platform facilitates the process of meeting legislative and regulatory compliance and quickly adapting policies and procedures as regulations evolve.

Within the decentralized model of modern work, more information is created outside corporate databases and repositories but is still subject to the same compliance, privacy and document retention requirements. Each industry, especially heavily regulated ones like healthcare and financial services, has extensive requirements.

Different documents also have different retention obligations and the value within these documents may diminish at different rates. This often means that content must still be accessible once it has been archived, sometimes to the same extent as it was when it was created and active within a business process.

Searching and retrieving information becomes faster and more effective, including within [eDiscovery and legal hold processes](#), when information management platforms use [artificial intelligence \(AI\) technologies](#) to automatically classify, tag and secure all corporate information. All out-of-date, inaccurate or redundant information can be quickly identified and properly managed.

#### What next?

Expand your information management solutions to as many end-to-end business processes as possible to properly control and govern critical information through its entire lifecycle.

#### The information lifecycle



<sup>9</sup> Gartner®, User Influence on Software Decisions Survey as quoted in Predicts 2022: Digital Workplace Is Foundational for Employee Experience. (December 2021)

### QUICK TIP

Compliance regimes are changing constantly, so stay on top of the [information retention requirements](#) in the geographies where you operate to reduce compliance risks through the various information lifecycles your business manages.



## Did you know?

Intelligent automation could raise productivity growth globally by 0.8% to 1.4% annually.<sup>10</sup>



## QUICK TIP

Automate end-to-end business processes, such as procure-to-pay, and make it easy for your employees to manage daily workflows. Empower your employees to take control of their unique processes because they know them best.

## Master intelligent automation

### Reduce manual repetitive tasks to make room for high-impact tasks

Locating and retrieving information adds a major burden to the daily tasks of employees, slowing workflows and negatively affecting the efficiency of business processes. At the same time, employees facing a daily mountain of mundane, repetitive tasks experience low job satisfaction, stress and burnout.

When it comes to modern work, being bogged down by roadblocks like this can lead to frustration. By finding ways to reduce these repetitive manual tasks, organizations can benefit from increased productivity and focus on more impactful work. This not only delivers value for the organization but can also be much more engaging for the employee.

### Free up time for more engaging, impactful and valuable work

Intelligent process automation has become a significant dimension of digital transformation. Removing manual steps from a business process frees up employee time, speeds up the process, reduces human error and improves quality.

To realize the full value of modern work, organizations must master process automation by automatically surfacing the right information for the employee at the appropriate process step, sometimes paired with intelligent search and retrieval to boost productivity.

Using AI and machine learning, information is served up in context of the activity. For example, using [intelligent capture technologies](#), the accounts team does not have to manually enter invoice information into the accounts or ERP system. More accurate invoice information means less time following up with suppliers and, when they do need to contact someone, all the information they need is instantly available to them.

This level of automation means that not only can content automatically initiate a process, but a process can also initiate creation of the related content. The information employees require can be automatically created at the beginning of a new process, based on user activity.

### What next?

**Engage your line-of-business leaders to understand where there are opportunities to automate.** Each department and area of your business likely has their own processes and workflows that could benefit from automation to increase productivity, improve employee experiences and better enable these teams to deliver high-quality work instead of being weighed down by manual, repetitive tasks.

<sup>10</sup> McKinsey, Driving impact at scale from automation and AI. (February 2019)



## Did you know?

40% of G2000 will see a 25% improvement in information usage by 2026 due to investments in intelligent knowledge networks that turn structured/unstructured data into findable and actionable knowledge.<sup>11</sup>

## Master intelligent insights

### Empower your people to make better decisions

Beyond day-to-day usage, the real value of information for modern work is the insight that is trapped within it. It is trapped because most of the information is in the form of unstructured data that's not easily accessible by individuals or analytics systems. **To master modern work, distributed employees and teams must be empowered to take control of the decisions affecting their tasks.** They need to be supplied with the insight they need, in a format they can understand and use, to make better decisions for their own productivity and to improve overall business processes they encounter daily.

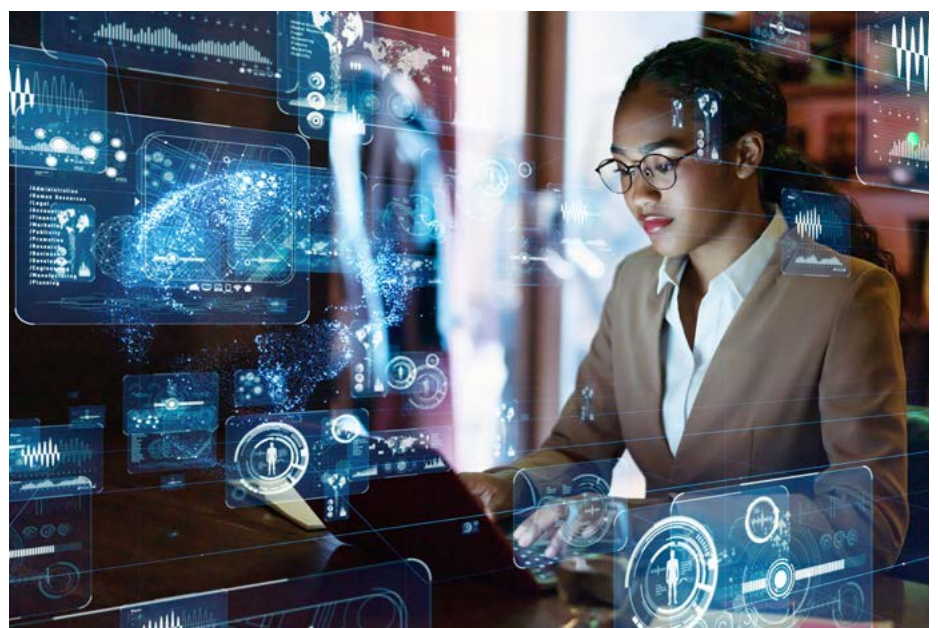
### Harness the power of AI within your content platforms

A new generation of AI-infused content services platforms ensure the information and insight is available at the fingertips of the employee or team that needs it. These platforms and their business solutions intelligently and automatically identify, analyze, tag and classify information. This turns unstructured information into structured data that can be categorized, searched and harmonized with other data for analysis.

[AI-driven content services](#) use machine learning and other AI techniques to power smarter decision-making by unlocking the insights within the information that fuels business processes. Intuitive, customizable dashboards and realtime reporting make the results of advanced analysis available to the people who need it in ways that are easy to consume, even for those without a data analyst background.

### What next?

Examine how AI-enabled content services can unlock the potential of your workforce. Enriching the employee experience requires more than effective information provision. As people want more autonomy over their role and the decisions they make, they need instant insight to arrive at informed conclusions.



<sup>11</sup> IDC, IDC FutureScape: Worldwide Future of Work 2022 Predictions. (November 2021)

## QUICK TIP

Use AI to uncover risky content or sensitive data, text, visual and audio content hidden in enterprise content repositories. This helps increase compliance, improve data governance and reduce risks throughout end-to-end business processes, which often involve sensitive information, such as record-to-report and hire-to-retain.



### Did you know?

Technical debt made up nearly 25% of IT budgets in 2022.<sup>12</sup>



### QUICK TIP

Decommissioning legacy applications carries significant risks due to the potential impact on business functionality and information management. Find a modern information archiving solution that can help you [consolidate legacy data and simplify data compliance](#).

## Master the process of putting legacy in the past

### Retire old applications while maintaining compliance requirements

As companies move to the cloud as part of digital transformation initiatives, there's an opportunity to modernize IT infrastructure and retire old applications that simply don't support current business needs or future modern work visions. **Running aging systems that are no longer fit for business purposes can be a debilitating drain on resources.** Organizations experience huge technical debt to maintain these systems, diverting budget that could be spent on innovation to drive the business forward.

### Prepare to modernize, without forgetting about the past

Information-led transformation has become a key driver for companies to transition to the cloud. This primarily revolves around moving data from legacy to modern systems and databases. From the perspective of modern work, there are two major elements to consider during this modernization:

- Organizations should consider how [cloud-based content services](#) can help modernize information management. In addition to adding speed, scale and security to information access and provision, the leading information management platforms enable the creation of hybrid environments that combine cloud and on-premises systems. This means organizations don't need to "rip and replace," but can build on existing information management capabilities and transition at a speed that's right for their business.
- IT modernization allows organizations to assess what information within the organizations needs to remain online and what can be retired or removed. Implementing an effective archiving strategy provides a low-cost but accessible solution for data that doesn't have to be transitioned to the cloud but may still be important for operational or compliance activities.

### What next?

Maintaining legacy applications tied to your critical end-to-end business processes can result in large costs with little ROI. Consider effective and timely retirement of old applications to enable your organization to move resources from maintenance to innovation.

## About OpenText

OpenText, The Information Company, enables organizations to gain insight through market leading information management solutions, on-premises or in the cloud. For more information about OpenText (NASDAQ: OTEX, TSX: OTEX) visit: [opentext.com](https://opentext.com).

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<sup>12</sup> Software AG, The Software AG Situation Report 2022. (2022)