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Getting started
Becoming a quantified organization

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Team leaders

Optimizing collaboration and coordination among individuals and teams

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In addition to informing executive level strategy and decision-making, quantified organization efforts can enable executives to better support team leaders and managers by providing them with tools to understand and improve team performance.

For instance, organizational network analysis can help in identifying best practices or behaviors—such as frequency of engagement and interaction and the role each team member plays (for example, decision makers, knowledge brokers, bottlenecks, influencers)—that differentiates high performing from low performing teams. This kind of data can be used to support team leaders and managers with actionable insights related to diversifying team composition and strengthening team dynamics and performance. Further, passive data can also provide team leaders with a better understanding of workers' skills, fair performance management processes, inclusion, and other dynamics that are hard to measure but are important foundations of team performance and success.

As the cases in this section suggest, organizations can benefit by using the approaches of a quantified organization to empower team leaders with relevant data that can strengthen middle management and team leadership throughout the organization.

Driving collaboration through better workplace environment

Representative data sources

- Office layout and seating
- Digital work communications

Representative technology areas

- ONA

Shared value creation

Individual level
- Knowledge sharing
- Improved work effectiveness

Team level
- Improved team bonding
- Improved collaboration within the team

Enterprise level
- Higher sales performance
- Improved worker morale

Use case maturity

Exploratory	Emerging	**Maturing**

Key challenge[1]

A bank wanted to understand the reasons behind the performance gap of their branches. It discovered that one branch was outperforming the other branch by 300% despite both branches working with similar customer segments and business structures.

Solution and approach

An analysis of the communication patterns revealed that workers working in the underperforming branch had less time to interact, collaborate and build trust with their peers, while workers from the high performing branch were constantly interacting with each other and sharing knowledge.

An analysis of the office layouts and digital communications across branches (segmented by tenure and compensation) revealed that teams in the underperforming branch were working in a siloed way. The limited communication and collaboration especially affected the less-tenured workers and new hires.

The organization implemented changes such as a rotating desk system to facilitate interactions with different professionals, introduced a group bonus structure to incentivize knowledge sharing, and allocated budget to facilitate team lunches to enable new hires and less-tenured workers to engage with others.

Impact

As a result of these interventions, the low performing branch witnessed an increase in sales by 11% year-on-year.

Improving work performance and worker retention

Representative data sources

- Voice patterns
- Call logs
- Worker satisfaction surveys
- Work schedules and breaks

Representative technology areas

- Activity sensors and connected devices (sociometric badges)
- ONA

Shared value creation

Individual level
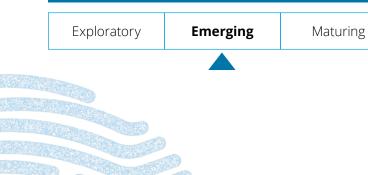- Reduced call completion time
- Reduced stress levels

Team level
- Improved knowledge sharing

Enterprise level
- Improved call center performance
- Better worker retention

Use case maturity

Exploratory	**Emerging**	Maturing

Key challenge[2]

A bank wanted to improve performance of their call centers and drive higher worker retention. They wanted to understand why some of their locations were more successful in employee retention than others and how this could be replicated across its locations.

Solution and approach

The organization used sociometric badges to analyze voice patterns of the workers when they interacted with each other and with the customers. The badges didn't record the actual conversations but rather analyzed voice patterns.

Metadata of the conversation (including tonality and duration) was combined with other data sources such as retention data, call logs, worker satisfaction surveys, and work schedules. The analysis revealed that workers who socialized with others in the workplace on a regular basis had the highest level of engagement with customers too. It also confirmed that workers communicated with each other the most during their scheduled break times, however, break schedules were staggered, thereby limiting the overlap time.

With these insights, the bank made some of their break times common (enabling workers to connect and collaborate) and the rest of the break schedule remained staggered. The synced break improved interactions among workers and fostered knowledge sharing. Through regular interactions, workers also reported lower stress levels.

Impact

After implementation of the revised break schedule, call completion time reduced by 23% and worker retention rates increased by 28%.

In addition, the company observed a reduction in stress by 19% measured by tone of voice. Finally, the cohesiveness of the network–measured by how well the workers were communicating with each other–increased by 18%.

Optimizing team composition

Representative data sources

- Skills data
- Workers' connections within the organization
- Workers' connections with client teams through sales platforms

Representative technology areas
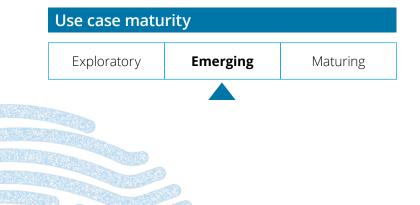
- AI

Shared value creation

Individual level
- Matching project opportunities
- Enhanced career mobility opportunities

Team level
- Improved team composition with complementary skills

Enterprise level
- Increased win probability for sales opportunities

Use case maturity

Exploratory	**Emerging**	Maturing

Key challenge[3]

Sales roles often require a combination of multiple skills including product knowledge, client relationship management, and social connections. When building sales teams, having a mix of professionals with these varied skills is critical to the success of sales opportunities. A technology company was looking for a systematic way to optimize team composition to improve sales outcomes.

Solution and approach

The company deployed an AI algorithm that makes suggestions about an optimal team composition using data about workers' skills and their social connections within the organization and with external clients. When a team member was added to the team, the expertise they brought to the team was taken into account to determine what gaps were remaining. The process continued until an optimal team was formed. The model also presented a win-loss probability which guided team leaders about an optimal team for the current opportunity and the probability of winning business with that team.

Impact

The tool enabled sales leaders to move beyond intuition and broaden their choice of individuals from different divisions or different country offices across the organization as part of their business processes.

Endnotes

1   **European Bank Increases Branch Sales by 11% to $1 Billion Through Better Workplace Design**, Humanyze.

2   **A U.S. Bank Improves Call Center Productivity and Worker Retention**, Humanyze. ; Lynn Stuart Parramore, **Happy All the Time**, Lapham's Quarterly. ; Ron Miller, **New Firm Combines Wearables And Data To Improve Decision Making**, Tech Crunch, February 24 2015.

3   Oznur Alkan, Elizabeth Daly, Inge Vejsbjerg, Opportunity Team Builder for Sales Teams, Proceedings of the 2018 international conference on Intelligent User Interfaces. ACM, March 2018.

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