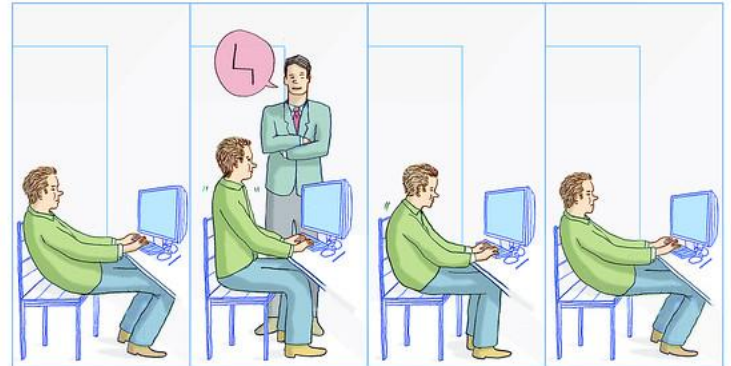


TickStream® and the Workplace of Now

The “Workplace of Now” simply means the way we work, today – where technology supports turning nearly any space – a favorite coffee shop, park bench, automobile, bus or airplane, spare bedroom or dining room table – into a workplace. In our time, the “factory” model of warehousing workers in a common space to make operational control more efficient is falling away in favor of more flexibility for the workers.

Greater flexibility in the workplace, however, presents new challenges to the manager – a manager who no longer can get a good sense of the extent to which his people are “on task” by just walking around.

Increasingly, the workers are distributed. And even though they enjoy the benefits of no commute and more time for family and other interests, remote workers may feel disconnected from the work and the staff in the main office.



Intensity Analytics’ TickStream® gives managers and workers a way of seeing what’s going on, at the individual level as well as the team, project or group levels. In a recent study¹ conducted at the Cranfield School of Management (UK), revealed managers may be pleased to learn that workers given an option of flexible hours by their employers tend to work more intensely than their counterparts with more rigid office hours. Using TickStream®, workers have a way of showing management how much effort they have invested in getting their work done. This two-sided view builds trust within the organization.

Intensity and the Virtual Workplace

The Virtual Workplace is a special case existing in the Workplace of Now – consisting of outsourced or contract staff working from home or distributed, small offices. The distributed workforce model is particularly attractive to Call Center (or Contact Center) operations, as it grants the first of the “Three Wishes for the Call Center Manager” articulated by Robert J. Camastro², a recognized pioneer and innovator in Call Center management:

“First, I would ask that my Call Center be located in the middle of a vast, untapped and untargeted labor market so I could be guaranteed an abundance of high-quality candidates...”

My second wish would be for my employees to be consistently reliable and efficient without the need for expensive supervisory overhead, performance tracking systems and ugly disciplinary procedures...

Last, I would ask for the wisdom to know how to assess the value of automated solutions so that I didn’t throw away money at systems that don’t work.”

The distributed model allows the Call Center to be located anywhere – in small pockets of exceptionally high-quality candidates, whether they are found in large cities or small towns. The success of the distributed model rests upon systems that give the P&L manager the same visibility into the off-site Call Center operations as the on-site project manager.

TickStream® grants the second of Camastro’s wishes by equipping the distributed agents to supervise themselves. Workers may view their own daily statistics and work patterns – through customized reports they may even calculate their own pay for a

¹ “Doing more with less? Flexible working practices and the intensification of work,” Kelliher and Anderson, Human Relations, Vol. 63, No 1, 83-106.

² <http://www.tmcnet.com/call-center/0104/0104outsourcing1.htm>

given period of activity. Success or failure, in this scenario, is in their own hands, while the Call Center can reduce their cost of operation by dramatically reducing supervisory costs.

In fact, TickStream® is helpful in arriving at an answer to how to assess the value of automated Call Center solutions – in that one can use it to perform a “before” and “after” analysis during an evaluation period to determine whether the automation software makes any significant difference in the operation.

In a similar vein, Dr. Gary S. Goodman asks: “Can A Distributed Workforce Save Fuel?”³ He goes on to describe changes that need to be made in the general approach to managing a distributed workforce, such as a Call Center. He concludes:

“We need to devise new tools for monitoring, measuring, managing, and motivating the remote workforce. When we have done this, we can save gas, while making work more enjoyable and achieving.”

TickStream® is this new tool.

TickStream’s components

TickStream® consists of two components – a featherlite application which resides on the user’s Windows PC or laptop and steadfastly collects statistics on the precise amount of time any applications and processes are active on the machine. Intensity’s statistics include noting the difference between a PC that is on-and-active, on-and-idle, in “sleep” mode, and switched off.

Because the application resides on the user’s computer, the statistics are collected during on- and off-line operations – meaning that activities and computer use is counted whether the user is working from the office or from an airline seat at 40,000 feet. This is possible because the second component of Intensity, the data resource, exists in a SaaS environment.

TickStream’s data resource offers a number of benefits to the enterprise:

- **Security.** Statistics can’t be manipulated by users.
- **Anonymity.** In environments where anonymity is important, we can separate the credentials for authenticating the users from their accumulated statistics.
- **Personas.** By studying the patterns of PC activity within the organization, managers can gain insight into the working styles (“Personas”) of their teams. This insight can inform the management of software licenses, system resources and “green” initiatives that may be impacting profit improvement.
- **Accountability.** Managers and employees are able to view a dashboard display of how they’re doing relative to the goals of the company. Employees are able to see how their individual contribution advances the progress of the group.
- **Chain of Custody.** Intensity’s statistics can provide a log of files created and maintained as property of the company, so that an employee ending his/her term of employment can turn over the company’s property without having to turn over the physical equipment.

Intensity and IT

Does One Size Fit Any?

In addition to a change in where work is done, there is a growing “buzz” that organizations should offer flexible options in the technology that people use to do their work. Companies are weighing the advantages of allowing employees to bring their own PCs to work vs. the impact on IT for providing support for a wide range of desktop/laptop devices and applications.

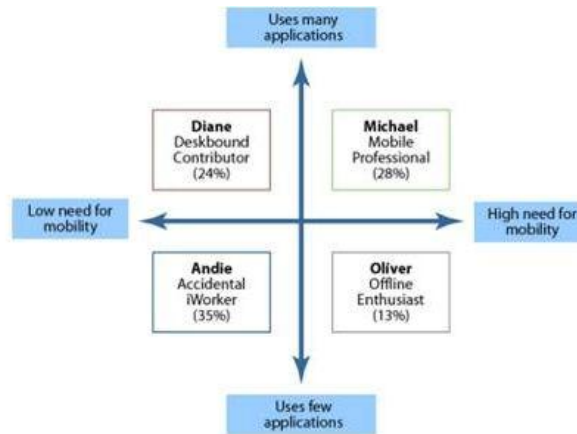
³ <http://ezinearticles.com/?top-consultant-asks:-can-a-distributed-workforce-save-fuel?&id=246896>

Intensity can provide a missing element in this conversation without taking a position, by answering the all-important question:

How are people using their PCs?

A recently-published Forrester Research report describes four workplace “personas” and the varying ways in which they use technology to perform their work. The diagram below shows the distribution of these personas in a large survey of American businesses. This study has important implications for how technology is provided to employees:

- More than half of the workers in the survey use **six or fewer** applications to do their jobs.
- Only 40% of workers have a high need for mobility.
- 13% of workers have little need for continuous access – but their need for access is mostly mobile. Example: delivery truck driver.



Source: Forrester Research Workforce Technographics® US Benchmark Survey, Q2 2009

TickStream® generates a picture for each employee of how and when the computer is in use—that is, patterns of use during the workday, and applications used. This includes looking at the most popular applications across the organization (what we call “The Big Tent”) and comparing that with the applications most frequently used by the individual. This information can equip management to make appropriate decisions concerning the use of virtual machines, software license optimization, which positions are candidates for telecommuting, and when and how the use of social networks is effective for a particular task or project.

TickStream® can record non-compliance with the company’s security policy and other policies governing the use of computers (personally-owned or company-owned). This can help to head off conflicts between computer users and IT over just who is responsible for troubleshooting technology problems as they arise. Imagine being able to assign a “compliance factor” to a particular user’s persona. This could further distinguish the individual’s performance within the organization.

Getting Started with Intensity

Intensity Analytics’ tagline sums up our recommendation for the best way to get started:

Measure. Adjust. Repeat.™

We offer a low-risk, pilot study with TickStream® in your environment. Call us for more information.