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chrome enterprise

Walking On Clouds:
A Workforce Adoption
Journey with Google
Chrome Enterprise

175

MAKING AN
IMPACT THAT
MATTERS
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Contents

Introduction

Deloitte believes that thriving in this digital age is not just about implementing the latest technology; it is about putting the most essential pillar of your business - your people - at the forefront of business technology decisions. Work expectations have shifted with the rise of a new type of worker – the cloud worker. These employees expect to work securely from any device or location; they value speed, convenience, collaboration, and prefer using cloud-connected applications.

The constant changes in technology and innovation, coupled with the rise of the cloud workforce, necessitate the evaluation of enterprise adoption of Chrome Enterprise through a change management lens.

As organizations work to secure and empower their cloud workforce, it is important to focus on the adoption needs of employees at every level, from Directors to frontline workers. Entering this period of change with the correct mindset will help ensure the successful adoption of a new enterprise technology.

Key Drivers for Workforce Adoption of Chrome Enterprise

Deloitte has observed a direct correlation between end user adoption and the simplicity of the solutions being deployed. It is important to choose a technology solution that is not just easy to deploy and manage for IT administrators, but also easy for entry-level employees to understand and consume.

Deloitte believes that organizations should approach the decision-making process with a list of key drivers for adoption in mind. The following should be considered for adoption of Chrome Enterprise:

Employee Productivity

- Chrome Enterprise provides a platform to collaborate using productivity applications like G Suite and Office 365, as well as video conferencing solutions like Google Meet and Zoom

- Chrome Enterprise devices allow employees easy access to apps through the browser, VDI, or Google Play Store

- Automatic background updates and quick boot times provide higher uptime

- Chrome Enterprise's Grab-and-Go program provides employees access to a self-service shared device program that allows them to quickly sign in and pick up where they left off

Ease of Deployment and Use

- Chrome Enterprise devices can be deployed quickly with cloud-based profiles that download users' policies, apps, settings, and bookmarks, so no imaging is required

- Familiarity with the Chrome browser helps users better adapt to Chrome Enterprise overall

Lower Total Cost of Ownership

- Chrome Enterprise Upgrade includes 24/7 IT admin support for troubleshooting assistance, online and via phone, lowering in-house IT costs

Security

- Chrome Enterprise comes with built-in antivirus protection, eliminating the need for third-party apps

- Files on Chrome OS are encrypted, sandbox technology limits threats to a single tab or app, and security updates are automatically installed in the background, so the device is up to date

ATB Financial is one organization that focused heavily on end user adoption when selecting Google Chrome Enterprise as their collaboration suite of choice.

With an increased focus on employee adoption and a well-crafted change management strategy, ATB successfully implemented Google Chrome Enterprise across their organization.

"We looked at our Pixelbook and G Suite deployment more as a culture change than an IT project. We wanted to transform the way we work, and the way our customers bank. Pixelbooks and G Suite helped make this a natural transition."

**— Donna Chornawka,
Managing Director, Team Member Collaboration
and Enablement, ATB Financial**

The Importance of Change Management

Just as project management is the driving force behind successful implementation, change management is the driving force behind the successful adoption of new enterprise technology, including Chrome Enterprise.

Change management provides the process, tools, and tactics to drive employees' willingness and ability to embrace, adopt and utilize Chrome Enterprise. It is about winning the hearts and minds of stakeholders to motivate them to own the new behaviors resulting from the change, enabling commitment and long-term success.

Deloitte interviewed members of Google's Customer Success Team to discuss Chrome Enterprise adoption success stories as well as lessons learned. The Google leaders mentioned a recurring theme: the availability of choices that users are presented with. Google leaders indicated that they strive to make their products simple, in order for the technology choice to be intuitive. They further added that for the enterprise adoption to be successful, it is imperative to view the change as a business transformation and not just another IT project.

Deloitte recommends a thoughtful, integrated change management strategy that goes beyond traditional communication and training programs, to ensure users are both ready and willing to adopt the transformation mindset.

It is critical to manage the people side of the transformation to mitigate the inherent risks of updating an enterprise IT structure.

Prepare for change	Assess Impacts	Engage Stakeholders	Train End-Users	Sustain the Change
Identify desired behaviours, prepare and engage impacted stakeholders, align leaders, manage the change network and assess and manage readiness	Identify and mitigate the change impacts resulting from the new system, align the organization around the new ways of working	Implement ongoing, relevant and 2-way engagement and communication activities, involve the right people, at the right time with the right channels	Implement an effective training approach that minimizes diruption to the operations and is mindful of operational constraints and local specificities	Develop project team's capabilities, ensure a smooth transition to subsequent deployment capitalizing on previous deployment lessons learned and location specificities

Prepare for Change

Deloitte recommends that before diving into the adoption journey, four criteria should be met: having a compelling vision, enabling broad and strategic engagement, outlining clear impacts, and reinforcing expectations.

To set the direction of Chrome Enterprise's adoption strategy, stakeholders and leaders must be tactfully engaged and aligned to speak the same language around the transformation. This means a clear, compelling vision must be defined. This also builds a coalition of sponsors to drive the desired change.

In order to fully enable change, stakeholders and decision makers should ask themselves the following questions before embarking on the journey:

1. **Stakeholder alignment** – How can we clearly align on objectives for Chrome Enterprise adoption? What is my strategy to align leadership?

2. **Impacts** – How will these changes impact my stakeholder groups?

3. **Expectations** – What do I need to do differently as a result?

4. **Commitment** – Am I committed to making the required changes? What strategies can I use to foster commitment among the various stakeholder groups?

5. **Capabilities** – Does the organization have the right skills and tools to drive adoption?

"That's why change management is so important, because we have to think of it from the perspective of the choices customers have. How do we fit in with those choices and make it as smooth of a process as possible?"

— Diana Chong,
Head of Customer Success for AMER/APAC,
Chrome Enterprise, Google

Assess Impacts

Not all stakeholders have an equal impact on adoption, and so organizations should determine the roles these stakeholders will play in elevating the Chrome Enterprise adoption process.

Deloitte recommends conducting an employee analysis to help define the following categories of employees: Champions, Helpers, Bystanders and Resistors. Here are four questions to help identify which employees belong in the respective categories

Champions – Who are the people eager to jump on board the Chrome Enterprise adoption journey and have a high influence to scale the impact?
This first category represents early adopters. Champions have high risk acceptance and work well with uncertainty. They are open to trying new technologies, processes and ways of working.

Helpers – Who are the people aligned with the vision, with limited influence and resources, but can help the Champions to empower the change?
The second category of employees observe the Champions. Helpers are willing to accept some risk but like to see a number of colleagues onboard with a new behavior, before assisting in taking it further throughout the organization.
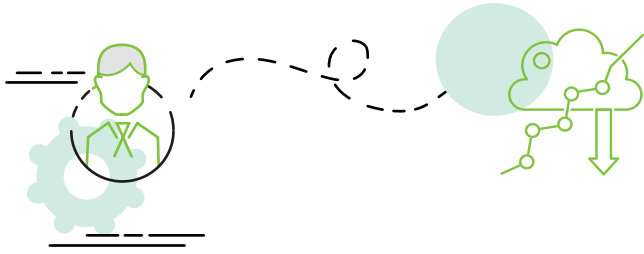
Bystanders – Who are the people neutral or indifferent towards the change initiative and are less likely to jump on board?
The third category of employees like to stay informed, but they are cautious with making decisions. Bystanders want to see how the situation plays out before adopting the new technology They are willing to change but need specific requirements to be met before they will accept the new behaviors.

Resistors – Who are the people that refuse change and could weaken change efforts?
The last category of employees are risk-averse and require specific accommodations to become accustomed to new behaviors. Resistors may be unenthusiastic with changes to their style of working and slow to seethe benefits of new ideas.

Recognizing an employee's specific adoption style can help IT administrators communicate the motives for the technology shift and share the overall vision in an effective manner.

Engage Stakeholders & Manage Employee Personas

Throughout the Chrome Enterprise transformation, IT administrators and leaders may become frustrated as they hear employees are unwilling to adopt new technology. It is important to remember that change can be difficult for some employees and any variation from the status quo can trigger expressive reactions; therefore, conveying understanding and extending empathy is crucial for all employee personas.

IT administrators and leaders should not spend all of their time trying to onboard the Resistors, as focusing their attention and energy on the Champions can be more effective. Leaders should identify the Chrome Enterprise Champions in the organization and leverage them to influence the Helpers and Bystanders. Having a change network with different categories of employees encourages multiple perspectives to be heard. Listening to the concerns and requirements of all levels of employees will help bring them on board with the upcoming changes.

Resistance to change can be a result of any combination of factors, including how the change is brought about and how the new technology is introduced:

1. Lack of understanding around the reasons for change
Resistant employees may not understand the rationale behind the change, due to a lack of explanation resulting in confusion. Therefore, it is essential to define and communicate a clear vision of the organization's future, and how the adoption of Chrome Enterprise helps achieve this vision.

2. Lack of trust in the organization
A lack of trust in leadership can lead to strong resistance. Leaders must be open to employees' concerns to drive an effective change strategy. Leaders must be the first to adopt new changes and lead by example in the adoption journey.

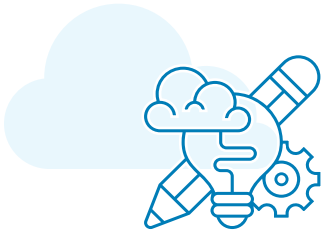**3. Firmly established behaviors**
Longtime employees have more firmly established processes and behaviors, potentially making them more hesitant to try new ways of working. Clearly presenting the efficiencies and ease of adopting Chrome Enterprise as well as addressing the basic question of "What's in it for me?" will help eliminate this hesitation.

4. Past negative experience with change
Employees who experienced failed or laborious changes in the past will potentially demonstrate resistance because they fear a new negative experience, or they are experiencing change fatigue. Involving end users from the beginning of the Chrome Enterprise journey, and ensuring they're involved throughout, will result in users quickly realizing the benefits.

Overall, it is important to recognize and engage all employee personas, as large-scale technology transformations alter an employee's day-to-day activities. Approaching employees with a strategic plan will result in a successful shift to Chrome Enterprise.
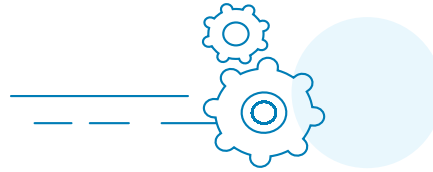
Train End Users

Implementing an effective training approach that minimizes disruption and is mindful of operational constraints is vital to increasing adoption. Organizations often lack focus on end-user adoption and training by assuming that new processes and solutions are intuitive for employees to learn. Organizations should develop tailored engagement, communication, and training strategies to address users' goals and needs. This also means implementing an executable engagement and communication plan that accounts for detractors of the new solution.

While interviewing members of Chrome Enterprise's Customer Success Team, another recurring theme was leadership visibility and change management support. Google's experience shows clients are more successful when the change is carried from top down. Leaders and executives who adopt Chromebooks become role models for the rest of the organization, thereby encouraging other employees to embrace the change.

Communication and training efforts that go well beyond go-live should be a priority. Creation of onboarding documents for employees should focus on new processes, ways of working, specific functionalities, policies and procedures. Communication around what will change specifically for each user group should be delivered in a clear and succinct manner.

In addition, Deloitte has seen success with the 'train the trainer' approach, starting with the project team or the Champions. This method serves as a highly scalable and cost-effective method.

Sustain the Change

Sustaining change after implementing Chrome Enterprise can be expanded beyond just developing the project team's capabilities and ensuring a smooth transition. For end users, an important aspect of sustainment is tied to communications and training designed with creativity and innovation to leave a lasting impact. Leaders should:

- Continue to drive the change by designing a personalized communications campaign, leveraging the Champions network to boost change morale

- Customize engagement, communication, and updates towards various stakeholder groups

- Advocate via various social platforms to help employees receive information with ease (e.g. Google Chat, Yammer, monthly newsletters with prizes and shout-outs etc.)

- Integrate modern and creative ways to learn, such as bite-size learning, where employees will dedicate a short amount of time to learning something new and useful about Chrome Enterprise

- Consider videos with leadership personalities, assignments, and forums to help increase engagement and a sense of community

"The pile of broken laptops in the help-desk office is gone, and support calls have fallen by 75% – people only call about very minor issues. Costs have gone down as well – we're seeing substantial savings by switching to Chromebooks."

— Seosamh McMahon
Enterprise Architect, Ervia

Best Practices to Measure and Monitor Adoption of Chrome Enterprise

Google partners with professional services firms such as Deloitte, to design and execute seamless adoption journeys with Change Management as one of its focuses. Deloitte's standardized adoption methodologies and ongoing assessments ensure the best enterprise effective strategies. Developing key success metrics specific to an enterprise will allow for leadership to measure the actions associated with the change.

Identified below are best practices to measure and monitor adoption throughout the transformation journey:

1. Pulse Survey – Frequent pulse surveys are a great tool for employees to express feedback and for leadership to gain insight during the Google Chrome Enterprise adoption. Pulse surveys can give leaders insight into how the change occurred and to assess whether this change is the right fit for the organization.

2. Change Agent Network – Establishing a network of employees from all change categories for Chrome Enterprise will help facilitate a vibrant discussion amongst the entire organization. It is especially important for Champions to report the feedback heard from employees back to leadership.

3. Short-Term Wins – A win consists of many short-term goals. They are vital to keep the Chrome Enterprise implementation momentum flowing. For example, when a milestone or an implementation phase (three, six, nine and 12 months) is completed successfully, go-live events can be held to celebrate the team effort at large. Short-term goals allow for leadership to see the effects of technology change on employees and guide the project through to the finish line. In addition, it is also important to showcase the good news stories that are a direct result of the change.

Overall, the best practices outlined above will help organizations move forward with the technology shift. However, the best approach for measuring Chrome Enterprise adoption comes down to how an organization defines success and which metrics it sees fit to quantify its achievements.

Organizations must define which KPIs to measure by understanding what success means for them:

Does success mean higher levels of employee productivity or increased employee satisfaction rate?

Does success mean IT cost savings or a decrease in technical support tickets?

Is success measured by employee adoption rate or the return rate of Chromebooks?

An example applies to a customer looking to adopt the laptop loaning program, Grab-and-Go for Chromebooks, where the organization may consider the employee adoption rate as a metric for success (e.g. do employees use Chromebooks daily, weekly, occasionally or have they completely switched over?).

Other examples of KPIs include high attendance of all levels of employees at training workshops, the number of stakeholder engagement activities delivered, high response rate (>70%) to pulse surveys, percentage of training participants who rate positive statements agree/strongly agree, and IT leader's level of support to the IT group.

How to Get Started with Employee Adoption

Google provides many resources to assist organizations with their workforce adoption of Google Chrome Enterprise.

The Chromebook Employee Adoption Toolkit provides resources and tools that organizations can leverage, including:

- **Awareness Assets** – Resources such as banners, posters, flyers, emails, and a landing page to help facilitate Chrome Enterprise onboarding.

- **Chromebook Getting Started Guide** – To help employees better orient and familiarize themselves, this guide includes the top 10 things users should know about their new technology.

- **Chromebook Adoption Tips & Tricks** – A list of best practices from Google to aid in the adoption journey of Google Chrome Enterprise.

- **Employee onboarding email templates** – Customizable email templates that can be used by any organization to help prepare and onboard their workforce to Google Chrome Enterprise.

Additionally, Chrome Enterprise Implementation Partners can assist in managing the adoption of Chrome Enterprise within organizations. They have worked with a multitude of clients to manage their people and change management strategy and have multiple approaches tailored to organizations in different industries.

Summary

To stay ahead of the curve, organizations need to be more agile and open to adopting cloud first technologies than ever before. In today's ever-changing innovation landscape, coupled with the rise of the digital workforce, it is imperative for organizations to examine adoption of Google Chrome Enterprise through a change management lens.

Widespread workforce adoption is essential to the success of any technological shift within an organization. Honoring the differences in an organization's workforce will help IT administrators and leaders share their vision and communicate the importance of the technology shift. Organizations that have implemented Google Chrome Enterprise have benefited from the collaboration potential and overall employee productivity. Chrome Enterprise, coupled with a well-executed change management plan tailored towards end users, has the power to transform the enterprise.

To find out more about Deloitte's Cloud Engineering initiatives, click here.

For more information about Chrome Enterprise, visit the website or fill out the contact form for more information.

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and cloud engineering practice, please contact:

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