The Agile Sweet Spot:

Balancing Business Continuity with Business Innovation.

A Guide for IT Leaders

workday.

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Introduction

For the CIO and their IT organizations, work has most recently been about responding to and managing through a crisis—one that stresses IT service delivery and immediately shines a light on process and technology foundations that are ill prepared for unprecedented changes and the what, when, and where of digitally enabled work.

However, a crisis can also be a galvanizing event for the CIO and their team because it presents an opportunity to lead the organization through disruption. Leadership in these times means rapidly identifying and enhancing processes, creating playbooks and establishing protocols for effective remote and distributed work scenarios, and digital business continuity in the face of unplanned and unpredictable spikes in demand, disruptions in IT resource availability, and the emergence of new security threats.

As businesses and the world at large recover, IT has the opportunity to evaluate the practices established out of necessity and more greatly apply the ones that make the best business sense in the new normal—at a measured pace.

Looking forward, it's critical for CIOs to invest in strengthening the cultural and strategic alignment with their business leader counterparts. The C-suite and their direct reports must work together to define and refine the strategies for business opportunity in a post-crisis world. Cautious optimism on the other side of the crisis will pave the way for more forward-looking IT innovation, but this optimism will likely be tempered by reduced IT budgets, conservative investment strategies, and a global economic wariness.

Business-IT alignment will help to guide the CIO and their teams on how to shift investments back to a more balanced state across business continuity and digital innovation. Initiatives and funding that had to be reduced to support the crisis response and shifted to remote work can now be judiciously unlocked. Now is the time to expand innovations that are in line with the new business opportunities that emerge in recovery. To do that, there are three capabilities that technology leaders need to cultivate within their organization to create that sweet spot of agile and constant recalibration: planning, understanding, and security. Read on to see how Workday can help.

Planning

Driving the business with insight.

With Workday Adaptive Planning, Workday Human Capital Management, and Workday Financial Management, the CHRO, CFO, CEO, and CIO can evaluate multiple scenario-based outcomes by planning with and across their people, project, financial, and operational data and modeling for best results. Joint scenario planning by business can accelerate IT's ability to prioritize digital investments that best map to business opportunity in an era of constrained resources. And, this joint planning can accelerate IT's ability to execute plans by lining up financial and human resources. Planning this way empowers leaders with agility and insight.

With Workday, IT leaders can put agile practices to work across their organization. Leveraging new capabilities to support post-crisis planning, HCM and financial operations and analysis can be done rapidly and confidently with the Workday cloud architecture and sandbox-implementation-production tenant structure. And, the Workday Adoption Kit helps IT teams identify how best to implement Workday to align with the digital strategies for their people and finances.

We know that every business or industry is unique. For situation-specific HCM and financial needs arising in a post-crisis landscape, we offer Workday Extend. This application development platform-as-a-service offering is built on the Workday Power of One, enabling IT to collaborate with its business partners to confidently and rapidly build new apps and extended experiences with Workday while leveraging our data, security, and user-interface technology. Learn how some of our customers used Workday Extend to help manage health and safety during COVID-19.

Understanding

Creating an optimal employee experience.

For an effective crisis recovery, visibility is key. With Workday Prism Analytics, IT teams can bring together HR, financial, and operational data to analyze the long-term impact of implementing processes and technologies brought on during the crisis response.

For example, IT could measure the cost and effectiveness of incident-response KPIs. Or, call center operational cost and effectiveness data can be assessed over time and compared with crisis-related support measures, such as 100 percent remote call centers, IT-help chat channels, or chatbot technology.

In a rapidly evolving crisis situation, capturing and recording real-time process changes can be challenging and error-prone, putting IT and other teams at risk of falling out of compliance—and adding more concerns for IT leaders during an already stressful time. With Workday, built-in documentation and always-on auditability help address rapidly changing business processes, and enable IT to assess the impact of establishing new or changed processes around support team scheduling, sourcing and procuring IT technologies, hiring and using external IT resources, or establishing approval for highly flexible work hours. As well, IT can use Workday to scale process adoption and ensure changes are consistently applied, then adjust or deploy more widely across the organization as needed.

Workday provides IT teams with a rich set of frameworks and capabilities to keep proactive lines of communication, technology knowledge, just-in-time training, and procedural job aids flowing to a highly distributed workforce. Workday People Experience—with curated cards, knowledgebase articles, and point-in-time push campaigns with embedded documents and video—gives IT organizations a wide array of channels for communication and learning.

Finally, as IT needs to rapidly reskill and rehire—especially to accelerate innovation projects using strategic and disruptive technologies such as AI and ML—the ML-fueled skills insights and career hub in Workday will help IT leaders find, source, or grow the right resources for their organization's unique "new normal."

Security

Keeping trust top of mind.

A crisis situation increases the threat landscape, and during an effective recovery, security is job number one. The security capabilities in Workday are based on a fully attested, data-encrypted, highly secured cloud infrastructure. This means IT teams can focus on their employees and security best practices rather than on securing infrastructure. With Workday, IT can enable user-security training; implement multiple forms of authentication, including two-factor, multi-factor, and biometric-based; configure security access in line with the user's risk profile; and feel confident in the security of their data center, network, and services.

The step-up authentication and configurable security with always-on audit in Workday helps IT confidently establish a security profile where highly sensitive data related to the crisis, recovery, or overall business is fully secured and only accessible to those who need it.

Workday continuously supports emerging security and privacy regulations ahead of deployment dates. For example, Workday was the first ERP vendor to fully support GDPR. Our configurable security and business process framework, as well as capabilities such as our data masking and data purge, enable organizations to rapidly respond to emerging regulatory requirements. Workday helps your business operate with more agility and with data that is always private and secure.

Agility

The safest harbor in uncertain times.

There's a strong inclination for truth-telling, and maybe even a maverick streak in many CIOs and other tech leaders. They want to lead, not follow. But to get ahead and stay ahead in a quickly changing business environment, agility—built on a foundation of planning, understanding, and security—is key. By cultivating the three capabilities we outline above, IT leaders will be able to maintain the balance between business continuity and innovation, regardless of circumstances.

To learn more about how we can help you find that sweet spot between business continuity and innovation—and change on a dime as the times demand—visit workday.com/agility