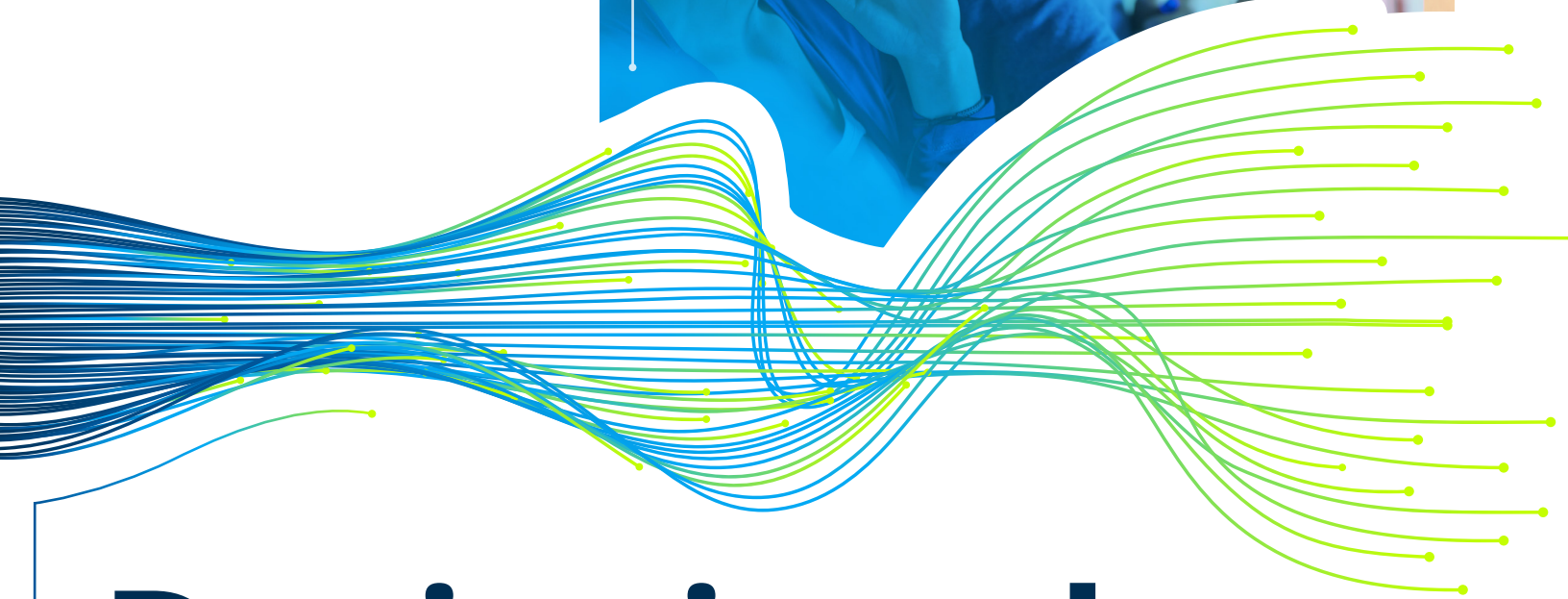


**DIGITAL**   
**FASTFORWARD**



# Designing the future of work

BY **CLAY RICHARDSON**

WITH **JOSH BERNOFF**  
**RAY BERNOFF**  
& **PUI CHI WONG**

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# Designing the future of work

by Clay Richardson

with Josh Bernoff, Ray Bernoff, and Pui Chi Wong

## Executive Summary

COVID-19 has completely reshaped the landscape for knowledge work. Customers and employees now demand that companies operate with social distancing and remote work at the center of their business models. This new reality is forcing leaders to re-imagine mission-critical processes across their entire business, including customer service, operations, and research and development. For customer-facing processes, this redesign will need to incorporate new ways to engage and serve customers in a socially-distanced world. And companies will need to redesign employee processes to tear down barriers that make remote workers feel isolated and disconnected.

Digital FastForward interviewed executives and analyzed COVID-driven shifts at over 40 companies to uncover the “Five C’s” of work redesign:

- **Communication** — Use empathy and inclusion to eliminate communication silos that block customers and employees from reaching desired outcomes and goals.
- **Collaboration** — To embrace new approaches for collaborating on work redesign projects, develop remote facilitation and virtual leadership skills.
- **Context** — Provide customer-facing employees with the most relevant contextual information to accelerate solving problems for customers.
- **Culture** — Restructure work schedules and build virtual communities to spark creativity and allow time for deep thinking and innovation.
- **Change** — Build a responsive workforce and dynamic processes that allow employees to shift into different roles and tasks based on constantly changing business needs.

These work redesign principles are most effective when leaders adopt new design thinking and architecture practices that accelerate innovation across remote and distributed teams.

## COVID-19 broke your work patterns. Now what?

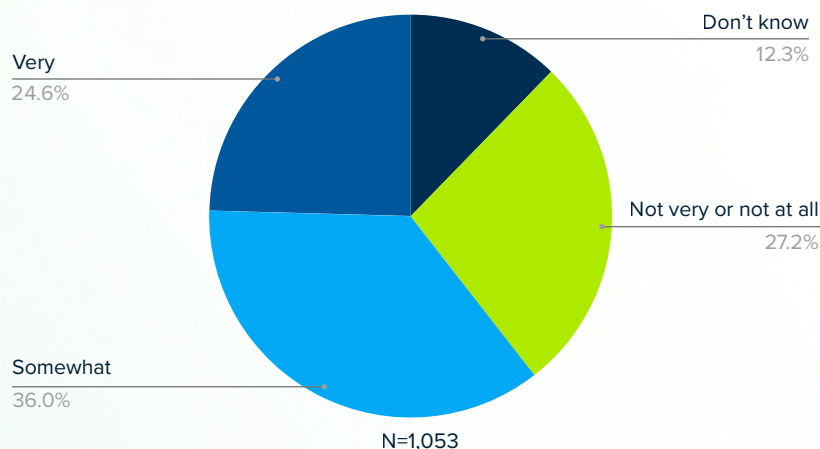
During the first three months of the Corona virus lock-down, executives and business leaders moved quickly to patch mission critical business processes (see Figure 1). They needed quick but temporary fixes: filling gaps in processes from teams working remotely, as well as addressing the need to heighten safety around in-person customer transactions.

As the quarantine extended to six months, leading companies like Google and Twitter announced that they expected their workforce to be all-remote through mid-2021<sup>1</sup>. These announcements telegraphed to rest of the business world that the process changes put in place would need to become a standard part of the operating model moving forward.

Like a natural disaster that rips through a city, COVID demands that leaders reassemble the broken pieces of business processes for a landscape that has been completely redesigned.

**Figure 1 – Most companies were unprepared for pandemic-level disruption**

Before the outbreak began, how prepared was your organization to deal with the Coronavirus (COVID-19) pandemic?



Source: "The Future of Work: New Perspectives on Disruption & Transformation" Pegasystems, 2020

COVID-19 will reshape knowledge work, upending where we get work done, the type of work we do, and the boundaries of our processes that serve customers. It will blow away long-held assumptions about how best to design and optimize knowledge work. The leaders we interviewed struggled to redesign their business processes to:

- **Deliver digital customer experiences to replace paper and in-person experiences.**

Prior to the pandemic, customer service and sales processes relied heavily on in-person and paper-based interactions. These processes were at the top of the list for executives to rework, since they directly impact revenue.

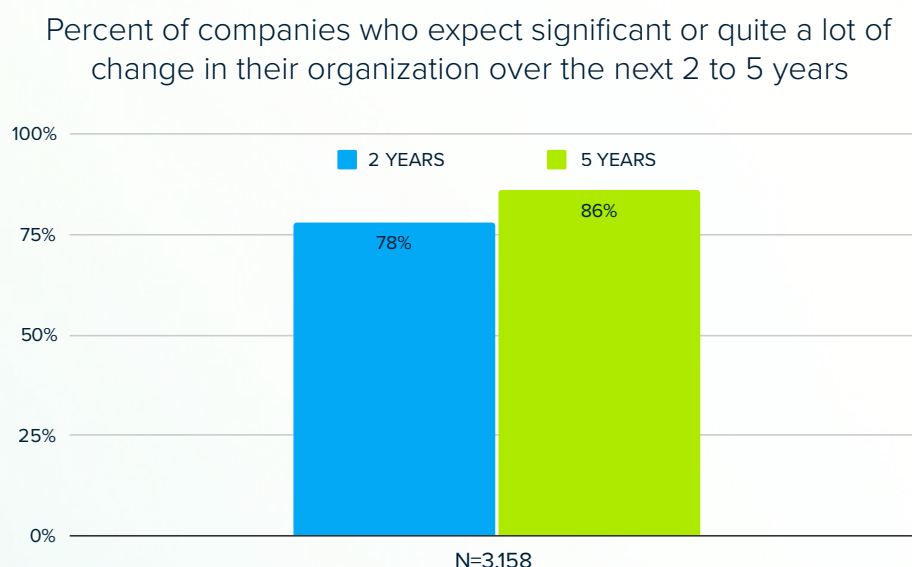
*"During the pandemic, none of our customers wanted us to send them anything via mail, for two reasons....firstly, they weren't at the office and secondly, they didn't want to sanitize it. We had to convert all our marketing, general communications, prescription forms, etc., that we usually mail to doctors to an electronic format. We needed to make it easier for our customers to access us digitally"*

— Stephenie Goddard, EVP Business Operations, Glidewell Dental

- Use technology to improve collaboration for distributed teams.** Pegasystems, a leader in software for digital transformation, surveyed business leaders about the future of work. Among those surveyed, 78% expect technology to change the way they work in their organizations over the next two years (see Figure 2)<sup>2</sup>. Many business processes, like product development, marketing, and customer service, rely heavily on ad-hoc collaboration across different teams. COVID-19 disrupted this type of ad-hoc collaboration.

*“What I miss the most is the whiteboard sessions that took place when team members dropped by my office to catch up. While these sessions can happen over Microsoft Teams, they tend to be more firefighting sessions than an informal back channel to address potential challenges that are bubbling up.”* — SVP of Information Technology, Mid-size Bank

**Figure 2 – Companies brace for tsunami of change over the next five years**



Source: “The Future of Work: New Perspectives on Disruption & Transformation” Pegasystems, 2020

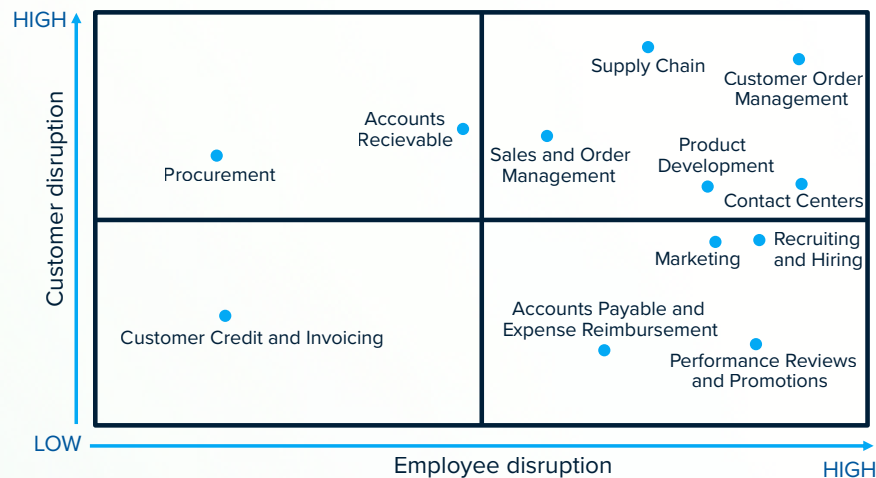
- Translate quick wins into repeatable innovation models.** COVID-19 forced companies to increase innovation across their operations and product teams<sup>3</sup>. However, much of this innovation was reactive and focused on executives asking internal teams, “What do we need to do to stay in business for another 12 months to get through this?”

Most of the companies we interviewed are still struggling to devise and implement sustainable processes for launching new products, driving continuous innovation, and responding quickly to competitive threats.

*“We experimented with virtual whiteboarding tools, but we found that we spent too much time fumbling around with the technology rather than on problem-solving and ideation.”* — AVP of Process and Technology, Mid-size Insurance Company

Before taking the plunge to redesign customer and employee processes for a post-pandemic world, leaders must first understand the two dominant forces that will shape the new world of work. The first force, social distancing, will continue well into 2022<sup>4</sup>. Economists forecast that businesses should expect in-person customer interactions to remain at a low level as a vaccine is rolled out in 2021<sup>5</sup>. And we expect the second force, remote work, to become the dominant mode of work in the post-pandemic world<sup>6</sup>. We created an index to analyze which processes will see the most disruption from these two forces (see Figure 3).

**Figure 3 – COVID Disruption Index maps level of disruption across critical processes**



Source: Digital FastForward

## Social distancing and remote work frame a new process landscape

Lockdowns and quarantines sent customers scrambling for safety. Businesses mandated social distancing to keep customers and employees safe by limiting the amount of physical contact that takes place in settings like stores, restaurants, and office buildings. The hardest hit industries, such as entertainment, tourism, and retail, scrambled to adapt customer processes but, because they depend so heavily on in-person interactions, were among the first corporate casualties of the pandemic<sup>7</sup>. Although the effect was not as dramatic, social distancing disrupted customer processes across other industries including banking, insurance, healthcare, and manufacturing.

While some companies were forced to throw in the towel, others rolled up their sleeves to reimagine their customer processes with social distancing and remote work at the center of their redesign efforts (see Figure 4). They set out to:

- **Repurpose physical space.** Early on, retailers such as Whole Foods and Walmart moved quickly to create “dark stores” that were set up as fulfillment-only centers designed to meet increased demand for online shopping<sup>8</sup>. At Whole Foods, only employees are allowed to enter these locations to fulfill customer orders. Similarly, Starbucks accelerated plans to convert over 400 of their locations to pickup-only “ghost cafes” catering to safety and convenience-conscious customers<sup>9</sup>.

- **Extend product and service offerings.** In manufacturing, leaders weighed different options for how best to move forward. Should they let their manufacturing equipment sit idle until demand for their products returned at some uncertain date? Or should they find new products to manufacture to put existing equipment to good use? Some manufacturers, such as Glidewell Dental Labs, chose the latter, making the decision to switch part of the production line to manufacture hand sanitizer and other personal protective equipment for dentists.
- **Redesign social experiences.** Some teams in the media and entertainment industry saw social distancing as an opening to experiment with new ways to engage audiences. Most notable were examples of delivering concerts and clubbing experiences in the “metaverse.”<sup>10</sup> For example, Fortnite teamed up with rapper Travis Scott to deliver a completely immersive virtual concert to 12.3 million fans.<sup>11</sup> Hip hop DJ D-Nice racked up over 100,000 simultaneous viewers on Instagram for a set he hosted a live DJ set for over 48 hours.<sup>12</sup>

**Figure 4 –Social distancing and remote work will shape how work gets done**



## Embrace the Five C’s of work redesign

Leaders in our interviews were optimistic about executive moral and financial support for quick-fix innovations to address critical process gaps for customers. But they worried that these short-term improvements were not leading to principles or best practices for adapting and innovating over the long term.

For example, one product manager in the mortgage industry explained that his company ran a series of accelerated innovation projects to quickly automate their mortgage forbearance request process. These innovation projects helped the forbearance team go from handling 10 forbearance requests each day to handling 1,000 per week during the height of the pandemic. But, as he told me, “Unfortunately, we’ve had mixed results with running these innovation projects and getting the same results in other areas.”

Digital FastForward defines “**work redesign**” as:

*The application of design thinking and innovation practices that help teams reimagine customer and employee processes for remote and socially-distanced work environments.*

How should you extend systematic innovation to drive work redesign efforts? Digital FastForward recommends a focus on the “Five C’s of Work Redesign” (see Figure 5). This framework helps innovation leaders evaluate the changes they will need to make across five dimensions of redesign: communication, collaboration, context, culture, and change.

**Figure 5 – The Five C’s of work redesign**

DESIGN PRINCIPLE	HUMAN FACTORS	DIGITAL FACTORS
<b>Communication</b>	Empathy, Inclusion	Communication silos
<b>Collaboration</b>	Remote facilitation	Low-touch solutions
<b>Context</b>	Speedy resolution	Guided Conversations
<b>Culture</b>	Curiosity, Creativity	Digital communities
<b>Change</b>	Responsive workforce	Responsive work

Before launching a new work redesign effort, innovation leaders should assess the target customer or employee process against these five dimensions.<sup>13</sup> In each case, you must invest in both the human and digital dimensions to make the change effective.

## 1. Communication

With a distributed workforce, consistent and clear communication is the lubrication that keeps the engine humming along. Frequent, empathetic communication is also critical for keeping customers abreast of company changes and updates to products and servicing processes.

For example, one executive we interviewed lamented that if she could do it all over again, she would have focused on putting better employee communication processes in place before the pandemic hit. Her team struggled to communicate with remote and furloughed employees because the company had not captured employee mobile numbers or personal email addresses. When it came time to bring employees back, the company was forced to track furloughed workers through their colleagues.

Better communication seems simple. However, subtle communication changes, implemented without enough forethought, can have unpredictable ripple effects. Focus on communications changes that:

- **Deepen inclusivity and empathy.** We're now all using Zoom and Slack or similar tools as our primary ways to communicate with customers, partners, and employees. Digital tools enable 24-7 global communication, but aren't sufficient to make that communication effective. When one executive we interviewed noticed that only two people, including himself, were speaking during a 10-person meeting that lasted an hour, he developed a plan to drive more engagement across the entire team during meetings. Full engagement from all stakeholders is critical for innovation to succeed, which is much harder to achieve in a remote environment. Getting to full engagement requires empathy, planning, and a commitment to inclusivity.
- **Eliminate silos of customer and employee communication.** While digital communication tools empower employees and customers to communicate anywhere and anytime, they also create silos of communication that can slow progress on projects and in solving critical customer challenges. For example, x.ai's CEO and founder Dennis R. Mortensen explained that once his company went fully remote, the shared understanding of customer support requests changed. The usual learning through osmosis in the office disappeared and unofficial processes had to be turned into proper, well-documented processes for how to best share information across the team and organization as a whole. To solve this particular challenge, the company built a new form of alignment on Slack using multiple channels and formal ways of elevating from one channel to the next.

## 2. Collaboration

To redesign employee and customer processes, innovation leaders will need to foster collaboration across a diverse group of users, stakeholders, and external partners. Getting these constituents together before the pandemic required significant coordination and effort; now it seems close to impossible.

- **Invest in remote facilitation skills to boost virtual collaboration.** In the Pegasystems survey, 40% of leaders cited lack of people with key skills as the main barrier to achieving business outcomes. One missing skill is remote facilitation. Hire and train team members who can facilitate engaging and dynamic remote ideation, brainstorming, and design thinking sessions. For in-person ideation sessions, facilitators often brought an arsenal of tools to keep participants engaged, including sticky notes, stress balls, play-dough, and fidget spinners – but these tools don't translate into the digital world. One healthcare executive told us he is investing heavily in facilitator training for his customer experience team, to ensure they get the most out of ideation sessions they run with different business teams.



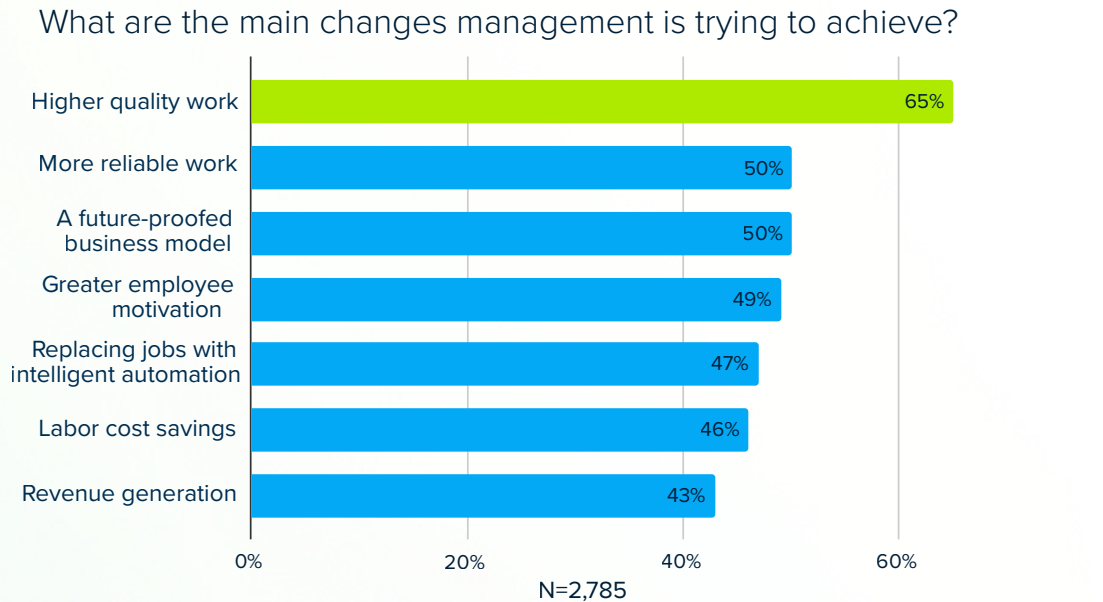
- **Simplify digital collaboration with low-effort tools.** Use of remote collaboration tools has skyrocketed across all industries since the beginning of the pandemic.<sup>14</sup> Tools like Mural allow distributed teams to collaborate in real-time during ideation sessions by posting virtual sticky notes, voting on ideas, and viewing each other's interactions in a shared workspace. While these remote tools foster collaboration, it can take time for users to figure out how to navigate their environments. Consider your audience when selecting which remote collaboration tools to use. Bill Bellows, head of American University's Innovation Lab, said, "We've found low-tech tools such as Google Sheets are great for large group brainstorming. Everyone already knows how to interact with a spreadsheet and since Google Sheets is in the cloud, users can easily see each other's responses real-time."

### 3. Context

With people working remotely, it's impossible to walk down the hall to ask your co-worker to provide background or context on a customer transaction they handled earlier in the week. Now more than ever, employees need a layer of context that helps them quickly assess a client's situation and provide answers in real time.

- **Deepen context to speed time to resolution for customers.** One contact center manager we interviewed highlighted how his team transitioned away from time-on-call metrics to focus on call quality metrics, such as first-time call resolution (*see Figure 6*). Prior to this shift, the contact center's performance was evaluated based on how quickly customer service representatives could get customers off the phone, an approach that required reps to do follow-up research on customer issues and then contact the customer later with resolutions. In the new approach, the contact center manager focused on empowering reps with as much context as possible to resolve all of the issues for a customer during the first call.
- **Guide conversations with "just-in-time" context.** Teams will need to use automation and artificial intelligence to quickly aggregate and present the relevant information needed to solve incoming customer inquiries. In the previous example, the contact center manager embedded robotic automation into his team's customer service platform. This automation allows contact center staff to click on a button that instantly aggregates a wide range of data related to a specific customer inquiry. This new process empowers contact center representatives to provide immediate answers during a call, instead of telling the customer they need to research the problem and get back to them.

**Figure 6 – Achieving higher quality work is now the primary driver for change**



Source: “The Future of Work: New Perspectives on Disruption & Transformation” Pegasystems, 2020

## 4. Culture

All the leaders we interviewed expressed concern about how remote work and social distancing are reshaping the culture of their organizations. Remote work has the potential to create what might be perceived as three classes of employees – those who work from home, essential employees who need to come into the office on a regular basis, and hybrid employees who work remote and in-office throughout the week. This could cause a conflict of cultures across a company, making it difficult for employees to collaborate and communicate around different work-related processes. One leader we interviewed put it succinctly: “My biggest concern is that when we onboard new remote hires, they won’t have the immediate benefit of learning the informal communication structures and culture that play a big part in helping people manage their careers.”

When it comes to work redesign, you need to reconsider culture at two levels. First, leaders need to evaluate how they are continuing to build a culture of creativity in the hybrid workplace that is now emerging. And second, leaders need to evaluate how they are protecting time to allow team members to go deep on innovation.

- **Frame challenges in a way that sparks curiosity and creativity.** Leaders can foster a culture of creativity by framing company challenges in a way that sparks people’s curiosity and brings teams together to brainstorm innovative solutions. “The precursor to creativity is curiosity, which leads to empathy and better problem solving”, says Natalie Nixon, author of *The Creativity Leap*. Innovation leaders can tap into the design thinking toolbox to frame big challenges, using the term “How might we...” followed by the problem or challenge they want to tackle. This type of creative problem solving creates an opening for teams to brainstorm new ideas and collaborate together in ways that reflect the values and culture of the organization.
- **Build new team processes and practices that support deep work.** We also heard from leaders that the shift to remote work has led to unintended spikes in meetings. One leader we interviewed pointed out that their calendar went from two or three daily meetings to non-stop meetings from 8am to 7pm every day. Increased meetings lead not to improved collaboration but to a dramatic decrease in innovation. Why? “Blocking time for deep work is essential for translating creative ideas into reality,” points out Molly Sonsteng, Founder of Caveday. Sonsteng launched Caveday five years ago to facilitate in-person deep work sessions that help individuals and teams block time to focus on getting real work done on creative and challenging projects. She took her company digital because of the pandemic, and it now hosts multiple deep work sessions each day, with each session averaging 60 to 70 attendees from across the globe.

## 5. Change

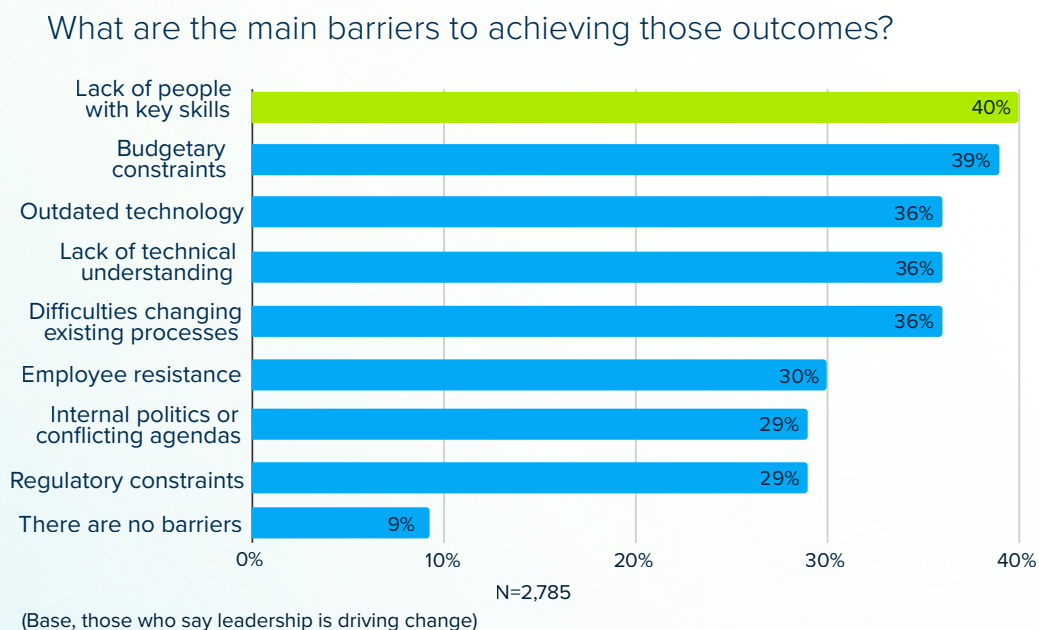
Continuous disruption over the coming years will force many leaders to press pause on new initiatives until the world reaches a “new normal.” But smart leaders will embrace the uncertainty and move quickly to gain competitive advantage by building a core competency in continuous innovation within their organizations.

*“If you’re a Futurist, it’s very dangerous to talk about the future in certain ways, knowing that the future is certain. The way to think about the future is to set up a number of different dimensions. For example, looking at whether people will work in the office versus at home. Or whether people will return to the city versus move out to the suburbs.”* – Erran Carmel, Information Technology & Futurist Professor, American University

Historically, change management always focused on moving from point A to point B, with a mandate from executives to morph from one type of company to another type of company. This driving principle was behind the shift to digital transformation: “We want to go from being an analog company to becoming a digital company.” Now companies must go further to support continuous innovation.

- Build a responsive workforce that continuously adapts.** As work becomes more distributed, companies will need to redesign their workforces to adapt quickly to new business needs or disruptions. When the pandemic hit, one telecommunications company realized their contact center representatives were not set up to handle customer calls from home. They quickly adapted their marketing team to temporarily accept customer service calls, since the marketing team was already set up to handle customer calls and inquiries from home. This type of adaptation requires building a team of flexible employees who are willing and able to jump into new roles when necessary (see Figure 7).
- Design customer and employee processes for quick adoption.** To build responsive workforces, companies will need to focus on hiring knowledge workers who are generalists. Instead of hiring for specialized skills, companies will need to hire or retrain staff to support a range of possible processes. This focus on generalists will also require innovation leaders to redesign customer and employee processes in a way that minimizes the amount of ramp and training time needed to understand and execute a given process.

**Figure 7- Building a responsive workforce requires new skills and processes**



Source: "The Future of Work: New Perspectives on Disruption & Transformation" Pegasystems, 2020

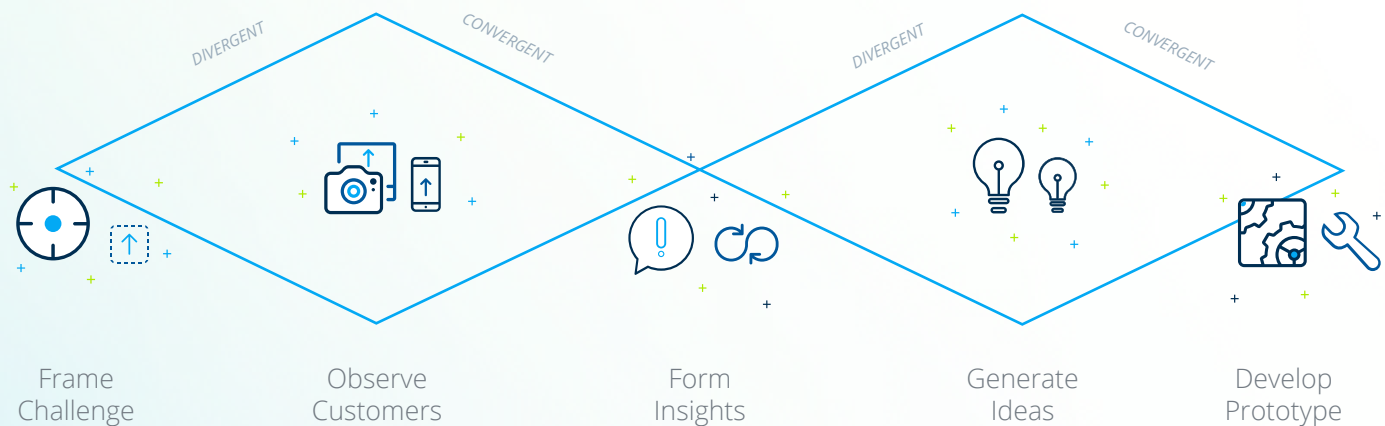
## Accelerate work redesign with new innovation practices

The Five C's provide a strong foundation for tackling work redesign projects. However, innovation teams will also need to adopt new design and architecture practices to accelerate the pace for implementing these redesign projects. Embracing the Five C's will require your team to focus more energy on experimenting with different use cases and scenarios, since you'll be wading into uncharted territory. For example, to bring a deeper level of context to customer interactions, you will need to work closely with customer service representatives to run quick experiments around new ways to display and retrieve relevant data. Likewise, teams will need to build lighter weight governance practices that can support the rapid-fire pace of change demanded by the Five C's.

### Innovation sprints blur the lines between agile and design thinking

Innovation sprints are a technique that combines design thinking, experimentation, and low-code development to quickly validate and prove new technology-driven use cases (see Figure 8).<sup>15</sup> Teams are turning to innovation sprints to speed up work redesign since they provide a short feedback cycle for ideating on a big challenge and gaining insight on what creative solutions will work best for customers and employees.

**Figure 8 - Innovation sprints combine design thinking, experimentation, and low-code**

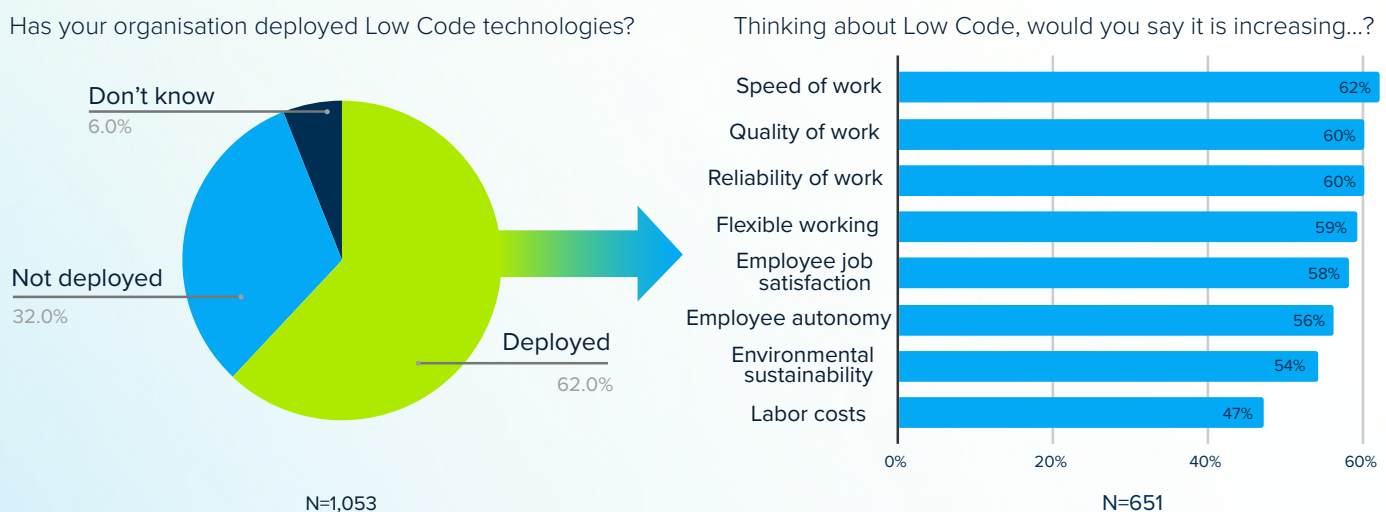


Innovation sprints are based on the design sprint concept originally developed by Google Ventures.<sup>16</sup> However, instead of focusing on design-driven innovation, innovation sprints focus on technology-driven use cases and prioritize building “low-fidelity” prototypes using low-code development platforms. For work redesign projects, innovation sprints:

- **Frame a big challenge from the customer’s point of view.** In the first step of an innovation sprint, you will need to identify and frame a critical business challenge or problem. For example, one retailer kicked off their innovation sprint by framing their challenge as improving their order lifecycle management process to minimize customer complaints and returns. After identifying the challenge, work with internal stakeholders to iterate on reframe it from a customer’s perspective. In the case of the retailer, the team reframed the challenge as “How might we deliver a great order experience for customers that ensures they receive the right product, at the right place, at the right time?” This reframed challenge provided a good jumping off point for the team to begin ideating on redesigning the order process based on the customer’s problem instead of their own. This first step is critical to work redesign since it helps the team to understand what context and communication might work best for customers and employees working through a given process.
- **Storyboard customer journeys and personas.** The next step is to build a journey map that shows how the customer currently navigates the challenge. For example, an insurance company might create a journey map to redesign the customer experience for purchasing a new insurance policy. This journey map might include stages around the customer researching different insurance companies, talking to an agent, selecting and activating their policy, and making an initial payment. When documenting the customer journey, you must capture key problems or issues the customer encounters during the journey, and the emotional state of the customer during each stage of the journey. Then create a customer persona map to deepen your understanding of the customer’s feelings, thoughts, actions, pains, and benefits related to the identified challenge.<sup>17</sup>
- **Brainstorm new use cases and scenarios.** The first two steps of the innovation sprint are designed to help teams get out of their own heads before thinking of possible scenarios for redesigning customer and employee processes. This enables them to focus on ideas or solutions that work better for customers and end users, not just for themselves or for the company. Grounded in the customer’s perspective, the team’s brainstorming becomes much more effective. Innovation leaders who can inspire fun and creativity are ideal as facilitators for remote brainstorming. Facilitators will need to set brainstorming ground rules, such as not judging ideas while brainstorming, considering one idea at a time, limiting side-bar conversations, and aiming for quantity. For remote brainstorming sessions, it also helps to put teams into virtual breakout rooms and then bring them back to share their ideas. Before closing out a brainstorm session, team members should vote on ideas based on their level of excitement around an idea and how novel it is.

- Build low-code prototypes to jumpstart learning and feedback.** Since innovation sprints focus on technology-driven use cases, teams should build simple prototypes that illustrate their brainstormed ideas. Known as low-code prototypes, these roughed-out applications allow innovation teams to quickly build out use cases without worrying about all of the details of data, integration, and deployment.<sup>18</sup> Typically, such prototypes focus on creating a flow of simple user interface mockups that can be shown to customers and stakeholders to elicit feedback. Instead of building these mockups from scratch, teams use a low-code platform that allows them to start from simple workflow and user interface mockups. These low-code prototypes are easy to translate into more robust applications that can be deployed with some additional effort (see Figure 9). Teams should invest no more than one to two days to build out low-code prototypes around a given use case or idea they came up with during the brainstorming session.
- Drive rapid experimentation through joint playback sessions.** After building out a simple prototype, innovation teams should schedule a playback session to walk customers and stakeholders through the use case and request feedback. The primary purpose of the playback session is to give customers and stakeholders a chance to test drive the prototype and validate whether it addresses the original challenge. Ultimately, the goal is to learn more about what works or doesn't work for the user, and to validate or invalidate any hidden assumptions you might have about how the user will use the application. For example, one team realized that a particular customer persona would prefer to talk to a customer service rep to resolve a dispute issue instead of using a chatbot, even though the chatbot would be available 24-7. This quick experiment helped the team uncover an assumption they had about making the dispute process more convenient and accessible at any time.

**Figure 9 – Use low-code technologies to speed work redesign**



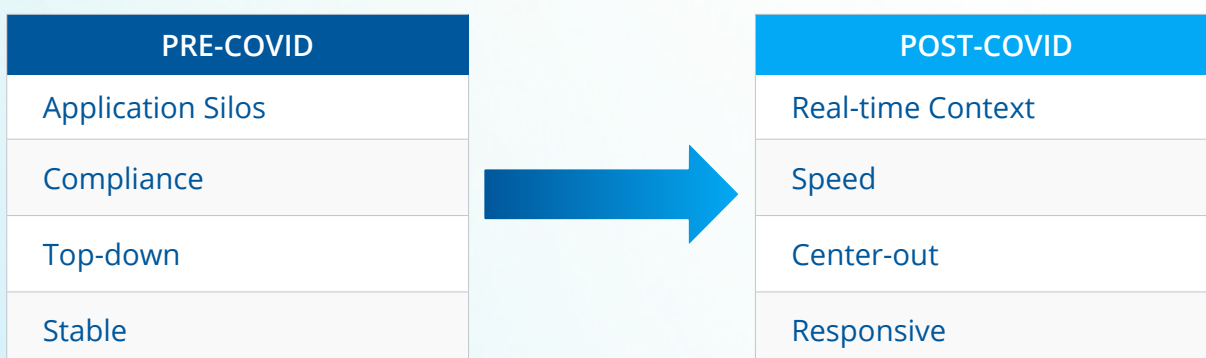
Source: "The Future of Work: New Perspectives on Disruption & Transformation" Pegasystems, 2020

## Work redesign demands a new architecture and governance mindset

COVID has forced teams to work reactively, leaving little time for them to think about the architecture and governance needed to support fast-paced work redesign efforts. This lack of focus on architecture made sense in the heat of battle when teams were just trying to solve immediate challenges connected to survival. However, at some point this mindset creates a high level of technical debt that slows down innovation because of siloed data, processes, and applications designed for one-off use (see Figure 10).

- New architecture models will need to focus on “center-out” patterns.** Traditional architecture models prioritized creating systems of record that supported different enterprise applications and embedding logic into distinct customer channels, like websites, CRM applications, or mobile apps. Ultimately, this approach created silos of data and business applications that make it impossible to deliver the rich context needed to deliver high-quality customer interactions and support customers across multiple channels. “Companies will need to shift to center-out business architectures that put customer interactions and contextual information at the center of the model rather than embedding logic in siloed front-end channels or rigid back-end systems” says Don Schuerman, CTO with Pegasystems. This center-out model allows companies to deliver real-time context while also supporting rapid experimentation on the edges.<sup>19</sup> Innovation leaders will need to partner with business and enterprise architects to define new architectures, using a center-out approach that better supports fast-paced innovation.
- Build governance models to support the accelerated pace of innovation.** In addition to rethinking architecture, innovation leaders we interviewed emphasized the need to create lightweight governance models that can support work redesign projects. For example, one innovation leader we interviewed shared how her team put an alternative governance model in place for innovation projects that needed to be developed and deployed in less than one week. The team put this “quick hit” governance model in place just in time to support an urgent request from the business to help automate processing for over \$250 million in loans for the U.S. Government’s Paycheck Protection Program. Using the alternative governance process, the team was able to build and deploy an automated loan processing application over a four-day period. The same project would have taken at least four to six weeks through their traditional governance process.

**Figure 10 – Adapt architecture and governance practices for post-pandemic reality**





## Conclusion

We'd love to tell you this is all you need to know to succeed in the new world of work. But the rate of change here – and the number of potential strategies – is expanding. To successfully navigate the future of work, innovation leaders will need to embrace make assumptions, but be then be open to the possibility that your assumptions will be proven wrong. This means prioritizing testing out new ideas, and quickly pivoting based on what you learn. Through all of our interviews, we found innovation leaders applying different aspects of “The Five C’s” to drive work redesign while also remaining open to feedback and change. This approach lies at the heart of reimagining new possibilities for work and how we serve customers in an uncertain future.

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## About Digital FastForward

Digital FastForward is an award-winning innovation consultancy, with deep expertise helping clients apply design thinking and creativity to unleash the full innovative potential of new and disruptive technologies. Through fast-paced innovation sprints and workshops, Digital FastForward helps clients quickly envision new innovation use cases and deliver pilot solutions that accelerate digital automation and customer experience initiatives. Digital FastForward is a Pega Ventures partner, with a focus on serving clients in the financial services, healthcare, and retail industries.

## About Pegasystems

Pegasystems Inc. is the leader in software for customer engagement and operational excellence. Pega's adaptive, cloud-architected software – built on its unified Pega Platform™ – empowers people to rapidly deploy and easily extend and change applications to meet strategic business needs. Over its 35-year history, Pega has delivered award-winning capabilities in CRM and digital process automation (DPA) powered by advanced artificial intelligence and robotic automation, to help the world's leading brands achieve breakthrough business results.

## ENDNOTES

- 1 "Google is the first major company to formally extend work-from-home until summer 2021 – who's next?" (<https://www.cnn.com/2020/07/27/google-is-first-major-company-to-extend-work-from-home-to-summer-2021.html>)
- 2 "The Future of Work: New Perspectives on Disruption & Transformation" PegaSystems, 2020 (<https://www.pega.com/future-of-work>)
- 3 "Innovation in a crisis: Why it is more critical than ever" (<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/innovation-in-a-crisis-why-it-is-more-critical-than-ever>)
- 4 "These Harvard scientists think we'll have to socially distance until 2022" (<https://www.weforum.org/agenda/2020/04/coronavirus-social-distancing-how-long/>)
- 5 "The Economy Won't Be Back To Normal Until 2022 Or Later, According To Our Survey Of Economists" (<https://fivethirtyeight.com/features/the-economy-wont-be-back-to-normal-until-2022-or-later-according-to-our-survey-of-economists/>)
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