



MANAGING SUSTAINABILITY WITH CLARITY™

ESSAYS ON DEFINITIONS, BENEFITS,
AND HOW TO GET STARTED

LEGACY-WORK APPROACHES ARE WORKING AGAINST YOU

YOUR WORK KEEPS GETTING MORE CRITICAL—IT SHOULDN'T KEEP GETTING MORE DIFFICULT

A lot is riding on your sustainability initiatives. The business' brand, employees, stakeholders, the broader community—and the entire planet—benefit when these initiatives succeed.

The problem is that the traditional ways of managing work simply don't work for you and your organization. In fact, legacy approaches tend to work against you, not for you.

For too many sustainability officers, manual chores, tedious status meetings, cumbersome roll-up reports, inefficient processes, and limited coordination across different stakeholder groups, are all-too-common aspects of the daily landscape. The bigger the initiative, the bigger these obstacles become.

There is a better way to manage your sustainability initiatives—it's called collaborative work management.

Rather than having to cobble together standalone work management tools or hold lengthy status meetings, collaborative work management offers a way to establish sustainability dashboards that connect the dots between top-level strategic roadmaps and daily work. Collaborative work management also empowers teams to work the way they want: They can start quickly and easily, while seamlessly expanding engagement as initiatives advance.

WITH COLLABORATIVE WORK MANAGEMENT, YOU CAN:

- **Share to-do lists** with people both inside and outside the organization, without any cumbersome onboarding or permission granting.
- **Alert stakeholders** when tasks are completed, assigned, or delayed.
- **Automate manual tasks** so teams can focus on delivering customer value.

With collaborative work management, you can take charge of your sustainability initiatives, ensuring they deliver maximum benefits for the business, stakeholders, and the environment.

In the following pages, we'll explain what we mean by collaborative work management, the unique benefits it brings to sustainability initiatives, and how to get started.

At 99.994% pure, Lake Tahoe's water is almost as pure as commercially distilled water, which is 99.998% pure.

CONTENTS

01	THE STRUGGLES POSED BY LEGACY-WORK APPROACHES.....	04
02	THE POWER OF COLLABORATIVE WORK MANAGEMENT.....	05
03	BUSINESS ADVANTAGES OF COLLABORATIVE WORK MANAGEMENT.....	07
04	COLLABORATIVE WORK MANAGEMENT IN PRACTICE.....	09

01

THE STRUGGLES POSED BY LEGACY- WORK APPROACHES

YOUR WORK IS ALL ABOUT THE FUTURE. SO, WHY SHOULD YOU BE STUCK WITH OLD WAYS OF WORKING?

The reality is that legacy approaches are stifling your results. Collaborative work management represents a new way of working that can help boost your team's ability to coordinate and execute.

THE EITHER/OR DYNAMIC OF HOW WORK HAS TYPICALLY BEEN MANAGED

When it comes to how work is managed in an enterprise, teams have essentially been granted two choices:

- **Registered.** Some initiatives are registered. This means there's a formal process associated with getting work done, including authorizing plans, establishing baselines, gaining approval, and monitoring and reporting on progress.
- **Unregistered.** This category of work doesn't follow any prescribed process—people just focus on getting stuff done. Teams use spreadsheets, slides, emails, post-it notes, and other manual tools to track work and collaborate.

LIMITATIONS OF REGISTERED APPROACHES

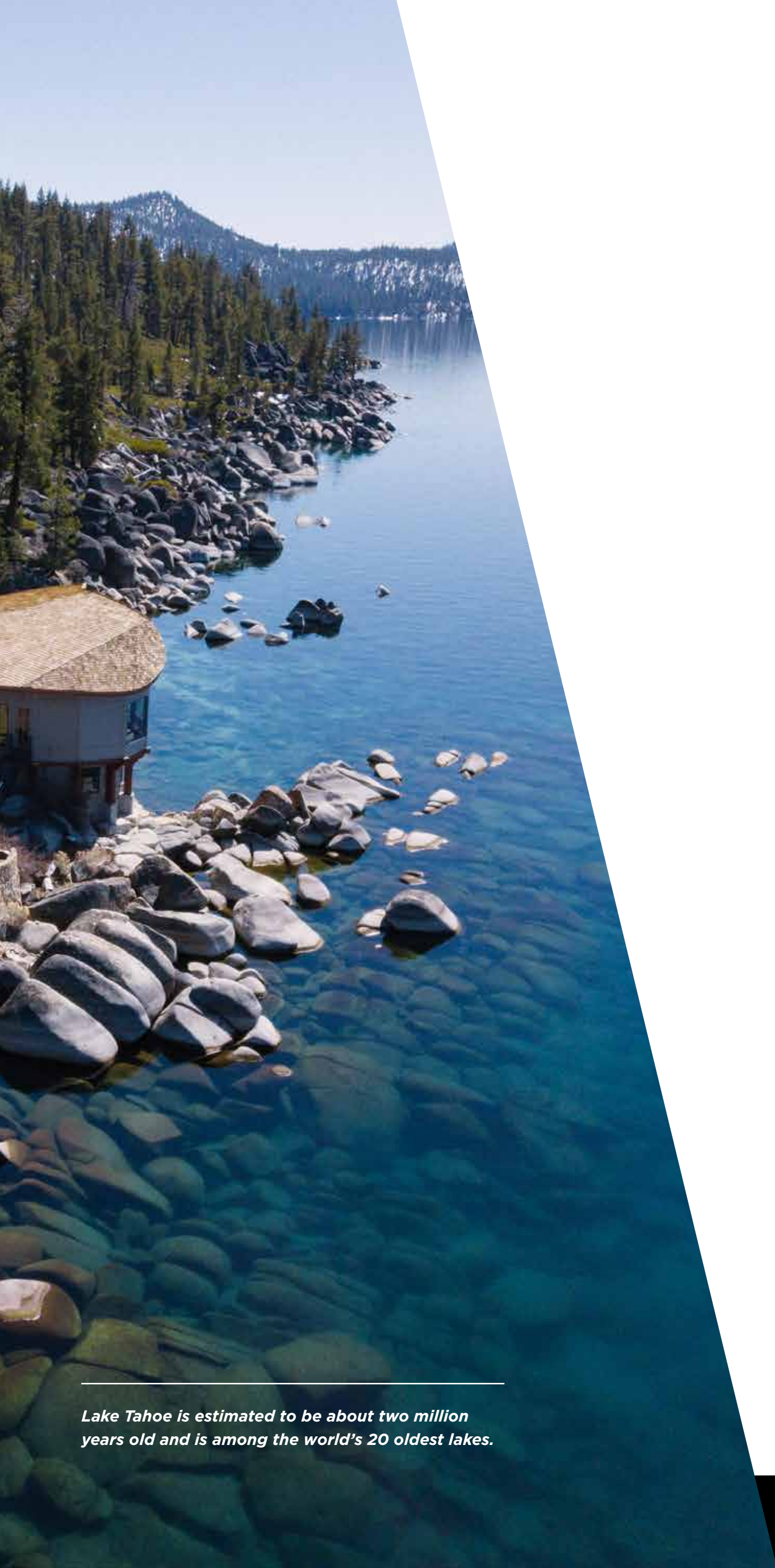
Registered work is often employed for established work that falls within a particular domain. For example, a software development organization may have a formal, standardized process for how new products are developed. Similarly, a human resources organization may have a formal process for onboarding new employees after an acquisition has occurred. These processes typically have a rigid structure around plans and approvals, detailed tracking, and routine monitoring.

For most sustainability officers, however, no such registered options exist. Traditional domain-specific workflows aren't applicable to many sustainability initiatives, which, while driven by the sustainability office, ultimately require the participation of a number of different teams, departments, vendors, and more.

Furthermore, even if formal registered processes were established for sustainability initiatives, it would often represent an unnecessarily heavy lift. This can be especially true for smaller, ad hoc efforts, in which the overhead associated with managing registered activities may represent a bigger undertaking than the project itself.

Consequently, and understandably, this high level of complexity and effort results in a lot of teams going with the second option: unregistered work. Traditionally, only about 25% of all work is actually registered and managed in a formal way. For sustainability initiatives, that figure is much lower.

This means the vast majority of sustainability initiatives aren't registered and aren't being centrally tracked—which makes it that much harder for them to deliver on their objectives.



Lake Tahoe is estimated to be about two million years old and is among the world's 20 oldest lakes.

02

THE POWER OF COLLABORATIVE WORK MANAGEMENT

THE BULK OF WORK IS UNREGISTERED, LEAVING BIG GAPS IN VISIBILITY

The reality is that, even for smaller projects, having some visibility can be important, and collaborators and managers are interested in tracking progress.

The problem is that there traditionally haven't been any enterprise tools for managing unregistered work. Simply winging it, or building one-off spreadsheets or cloud-based checklists for each project means there's disjointed efforts, silos, limited tracking, and many other negative implications.

COLLABORATIVE WORK MANAGEMENT CAN HELP

The good news is that there is an alternative to the either-or dilemma. Collaborative work management helps organizations complete key activities that require a broader effort. Teams simply create to-do lists, and, as initiatives grow, they can seamlessly share, automate, and report on these activities.

Anyone can start small by, say, identifying the first three steps of an effort. As the effort progresses, the to-do list is easily expanded to include new tasks and teams, both inside and outside the enterprise.

As the name suggests, this approach is largely applicable to instances in which there's a need for collaboration, meaning two or more people are involved. That said, some of the concepts can even be useful for projects one person is managing. The beauty of this approach is that when you start, you don't have to know how big an effort will ultimately be, or how many people will be involved.

Taking a modern approach to work means looking beyond either/or choices—especially when neither option is optimal. Ultimately, we want to be able to choose the option that's best for the task and the team involved. Collaborative work management offers a better way, giving teams the flexibility to work how they want, while offering the capabilities that help maximize efficiency and productivity.

THE POWER OF COLLABORATIVE WORK MANAGEMENT

YOUR TEAMS DON'T HAVE TO WORK IN THE DARK

Many of the work efforts that fall on a sustainability officer aren't well suited to the registered work approaches of other teams.

The result is that the vast majority of sustainability initiatives lack central tracking and governance. This lack of visibility leaves the sustainability team and the business exposed to inefficiencies, suboptimal execution, and poor outcomes.

Collaborative work management offers an optimal alternative. It enables teams to define and track work, without having to incur the overhead of formal registration. In the following sections, we detail the key advantages and benefits. ■

03

BUSINESS ADVANTAGES OF COLLABORATIVE WORK MANAGEMENT

By incorporating collaborative work management into an organization, sustainability teams can realize a number of significant advantages:

- **Intuitiveness and simplicity.** Collaborative work management is a simple, organic approach. Rather than forcing teams to work in a highly constrained, labor-intensive way, this is effectively as simple as compiling work in a checklist. Collaborative work management eliminates much of the effort and mundane tasks—the busy work—associated with registered work’s formal, rigid processes and workflows. Teams can get started, invite others, collaborate, iterate, and more—all without having to write code, enlist IT, open tickets, and deal with cumbersome approvals and reporting.
- **Efficiency.** With collaborative work management, teams can streamline many efforts. For example, instead of building reports based on meetings, slides, and spreadsheets, and disparate status reports, work progress can roll up to central sustainability dashboards. Not only does this save massive amounts of time, but it yields far more accurate intelligence.
- **Reusability.** Teams can express a process in practical, concrete terms. These established workflows can then be reused if a similar project arises. Teams don’t have to start from scratch. They can leverage work that has been defined, refined, and battle-tested.
- **Scalability.** Many sustainability projects start as small ideas, with teams exploring options for making incremental improvements. Often, it’s not known how big the investments and efforts associated with these ideas may ultimately be, or whether an effort will move forward at all. Big projects, such as a new product, circular economy initiative, supply chain overhaul, or acquisition can start small. Collaborative work management is optimally aligned with these realities. This approach can grow organically. It can support preliminary efforts and explorations, and accommodate growth, from an individual to enterprise-wide level. At some point, it may make sense to register a project. If so, through the documentation and definitions established, collaborative work management makes it seamless to move existing workflows into formal, registered processes.
- **Flexibility.** Through collaborative work management, different teams and departments can work in a way that makes sense, while still supporting cross-team visibility and collaboration. Collaborative work management isn’t tied to or constrained by formal processes that aren’t aligned with the actual work. This means it offers the flexibility to accommodate a wide range of efforts. Fundamentally, teams can collaborate the way they want, engaging more people as needed. They can even create a community of teams working on the same problem. Others can add to an existing to-do list or create their own list. Disparate to-do lists can be pulled together into a single investment. Collaborative work management can support simple, stand-alone efforts, but it can also scale to support multi-level project hierarchies, what-if scenario planning, and roadmaps.

Fundamentally, collaborative work management helps you take charge of your sustainability efforts, helping you ensure that they yield maximum benefits.

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BUSINESS ADVANTAGES OF COLLABORATIVE WORK MANAGEMENT

Once teams begin to leverage collaborative work management, they soon see a number of benefits:

- **Gain greater insights.** Without collaborative work management, a lot of work isn't being centrally managed and tracked, or teams need to invest an inordinate amount of administrative effort in order to register work and track it effectively. With collaborative work management, teams and team leaders can track work that needs to be done, see who's contributing, monitor completion status, and more. Ultimately, teams can establish sustainability dashboards for all their initiatives. In this way, teams can gain higher certainty about work progress and spot potential delays and issues earlier.
- **Save time.** Teams can begin to get centralized visibility without having to incur the overhead of registered processes. This approach enables teams to avoid the effort, mundane tasks, and busy work associated with formal, rigid processes.
- **Collaborate more effectively.** Different teams and departments can work in ways that make sense, while still supporting cross-team visibility and collaboration. This approach helps improve productivity at the individual, team, group, and enterprise level.

KEY TAKEAWAYS

Ultimately, collaborative work management enables teams to establish sustainability dashboards that offer intuitive visibility into all their ongoing work. With this central, intuitive visibility, sustainability officers can reduce risk and boost the prospects for success.

For many of the sustainability team's endeavors, collaborative work management represents the optimal approach. Teams have complete flexibility in how they approach their work, and teams and leaders gain better visibility and insights, so they can track and manage work more effectively. In all these ways, collaborative work management can also help boost staff morale, engagement, satisfaction, and productivity. ■

04

COLLABORATIVE WORK MANAGEMENT IN PRACTICE

The process of getting started with collaborative work management is easy and organic. Effectively, it's as simple as an individual building a checklist. As work progresses, one can invite others to join. Other participants can then add to the list and mark items as complete. They can also build their own lists, which can be associated with the original effort.

Individuals can be alerted when, for example, a task is assigned or an item needs approval. Tasks and processes are defined, adapted, and refined. Once an initiative is completed, it can be retained for reference and leveraged in future work.

Through this organic approach, teams can build out processes as work is getting done, rather than trying to work around formally defined—and possibly misaligned—approaches.

THE BROAD APPLICABILITY OF COLLABORATIVE WORK MANAGEMENT

The power of collaborative work management is that it is broadly applicable. Because it doesn't lock teams into standard, rigid workflows or approaches, they can readily employ this framework across a nearly infinite array of tasks and projects.

Collaborative work management can be applied to virtually any effort that isn't formally registered, provided it's an effort that someone wants to manage effectively, so they can mitigate risk and boost the chances of success.

Collaborative work management can also be applied to projects that are complex enough to be organized, but that don't yet have a formalized approach defined. For example, to track an issue with a server, an IT team would use a service desk and established ticketing workflows, rather than creating a new effort each time in a collaborative work management framework.

THE FOLLOWING PAGES PRESENT EXAMPLES OF THE TYPES OF SCENARIOS IN WHICH COLLABORATIVE WORK MANAGEMENT IS USED.

COLLABORATIVE WORK MANAGEMENT
EXAMPLE USE CASES:

EXAMPLE 1: SOLAR PANEL INSTALLATION

Working with national and regional leaders, a sustainability manager at a national financial services institution begins to pursue solar panel installations at various branch offices. While a few prior installations have been completed, they haven't been registered or centrally tracked. As the number of projects continues to swell, it gets increasingly time-consuming to track and report on the progress of each project.

An opportunity to initiate a new project at an office arises. Now, with collaborative work management, the manager can simply start by listing the first three tasks and building from there. Initially, they just begin tracking some initial items, such as having site inspections done, investigating vendors, and so on.

Over subsequent days, however, other individuals and teams need to get involved:

- The VP of operations is engaged to help with site and vendor vetting.
- IT and facility teams are involved to provide input into projected energy demands.
- Executives are engaged to review bids.
- The finance team is enlisted to help with pricing negotiations and vendor payments.

While work can begin organically, collaborative work management can seamlessly accommodate this expansion of participants.

The average daily evaporation of water from the lake surface of Lake Tahoe would serve the daily needs of 3.3 million Americans.

COLLABORATIVE WORK MANAGEMENT EXAMPLE USE CASES

EXAMPLE 2: PRODUCT RESALE

In order to support several circular economy initiatives, a chief sustainability officer at a clothing manufacturer sought to explore the establishment of a second-hand marketplace for its apparel.

These investigations may ultimately require the involvement of individuals from a range of areas. The executive uses collaborative work management to start tracking initial steps, including researching competitors' approaches and plans, and investigating potential vendors and partners. After initial research, the marketplace shows promise, so they decide to involve others.

Initially, a business analyst is engaged to assess the potential sales impact on new items. Next, individuals from a number of different teams are engaged, including product design, compliance, supply chain, and fulfillment.

Ultimately, if the venture continues to progress, the executive can seamlessly transition it to a fully registered initiative.

OTHER EXAMPLES

Collaborative work management can also be employed in the following areas:

- Operational activities, such as managing a site relocation for a remote office
- Procurement
- Legal activities
- Product releases
- Human resources activities, such as employee onboarding
- Modern IT, where peers crowdsource solutions

COLLABORATIVE WORK MANAGEMENT IN PRACTICE

KEY CAPABILITIES FOR SUCCESSFUL IMPLEMENTATIONS

Highly effective collaborative work management implementations address these requirements:

- **Give users control over visibility.** It is important to enable users to leave an effort private, and not have new initiatives default to public visibility. In many scenarios, it is important for users to have control over when and whether anyone else can see the initiative they've started.
- **Harness alerting.** Collaborators should get alerts when, for example, a deliverable is awaiting their review. Furthermore, these alerts should be delivered to their top-level screens, rather than requiring users to leave existing applications to get updates.
- **Leverage automation.** Automation should be available to apply to a range of workflows. For example, if one specific task is marked as completed, that action should trigger an alert that goes to the person who's assigned to handle the next task, and these events should be recorded for tracking purposes.
- **Foster easy sharing.** Solutions should make it easy for users to share specific tasks and lists with others—both inside and outside the organization. When receiving an invite, a user should be able to self-register and start working, rather than requiring an IT ticket to be processed.

CONCLUSION

Within most enterprises today, sustainability initiatives are only scratching the surface in terms of what's possible—and what's needed. Fundamentally, that's because far too much time and money are being invested in unregistered work that isn't being effectively coordinated and tracked. This makes it more difficult to ensure each endeavor ultimately yields the greatest possible benefit.

Collaborative work management offers a way to address that issue. It empowers teams to manage sustainability efforts more effectively, without having to incur the overhead and inflexibility of traditional approaches. ■



To learn more about collaborative work management capabilities from Broadcom, be sure to visit

[BROADCOM.COM/CLARITY](https://broadcom.com/clarity)