

COMPUTACENTER INSIGHT

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ENABLE.
EMPOWER.

PEOPLE AND PURPOSE
IN THE MODERN WORKPLACE

 Microsoft
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PEOPLE ARE AT THE HEART OF EVERY ORGANISATION AND EVERY INTERACTION

They make your customers feel special. They make your culture unique. And they hold the key to your future success.

But they can only deliver their best when they feel valued and empowered. In this Insight Guide, we look at how organisations can bring greater purpose, passion and productivity to the workplace. From richer diversity and better mental health to stronger upskilling and smarter technologies, we explore how to unlock the full potential of your people.



THE BATTLE FOR TALENT

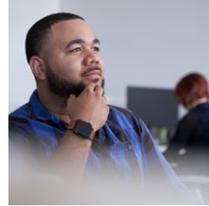
ATTRACTING AND RETAINING THE BEST PEOPLE TO ACHIEVE THE BEST OUTCOMES

Creative thinking. Problem solving. Relationship building. Even in an increasingly automated and digitalised world, human talent remains essential for every organisation. Yet finding and retaining this talent is getting harder, with 85% of organisations reporting retention difficulties of some sort¹.

Every resignation comes at a price: Recruiting and onboarding a new team member is much more costly and time-consuming than developing an existing employee - especially when everyone is competing for the same talent. "We are seeing significant skills gaps emerge as technologies and business processes evolve," explains Olya Scekaturava, Computacenter's Head of Sales for Workplace. "Organisations need to find ways to fill these gaps before it's too late."

Companies and leaders, with their eye on the future, will recognise that the powerful forces shaping our world of work require them not to pause, but to accelerate.

**Chartered Institute of Personnel
Development: Resourcing and
Talent Planning Survey 2020**





According to a global survey, 74% of CEOs are concerned about the availability of key skills². Without the right expertise, businesses will quickly fall behind the competition. Efficiency targets will be missed, diversity goals will be shelved, and growth plans will be downsized.

74% of organisations say competition for well-qualified talent has increased over the past year¹

1. <https://www.cipd.co.uk/knowledge/strategy/resourcing/surveys>
2. <https://www.pwc.com/gx/en/ceo-survey/2020/trends/pwc-talent-trends-2020.pdf>

70% of organisations say the skills needed for jobs are changing¹

But it doesn't have to be this way. By putting their people first, organisations can increase employee retention and satisfaction. By putting their people first, organisations can maximise the potential of new customer channels, revenue streams and workstyles. They can become the type of organisation that the best talent joins and never wants to leave.





61% of employers found that staff needed more skills as a result of AI and automation implementations⁵

UPSKILL FOR GREATER SUCCESS

EMPOWER YOUR PEOPLE TO REALISE THEIR FULL POTENTIAL

With job roles and requirements evolving faster than ever before, CEOs need to ensure people have the skills to succeed today and tomorrow.

Upskilling helps organisations plug gaps in expertise before they impact business outcomes and customer relationships. But's that just the beginning: lifelong learning can also boost employee productivity, engagement and retention.

Despite these benefits, it has been low on the priority list for many organisations: only 18% of CEOs reported investing in upskilling during 2019³.

With the Covid-19 pandemic highlighting the discrepancy between the skills people have and the skills people need to facilitate innovation and digital transformation, organisations are retuning their priorities. Around one in five organisations have increased training as a consequence of the pandemic⁴.

Growth motivates people. It's a key element of the employee value proposition.

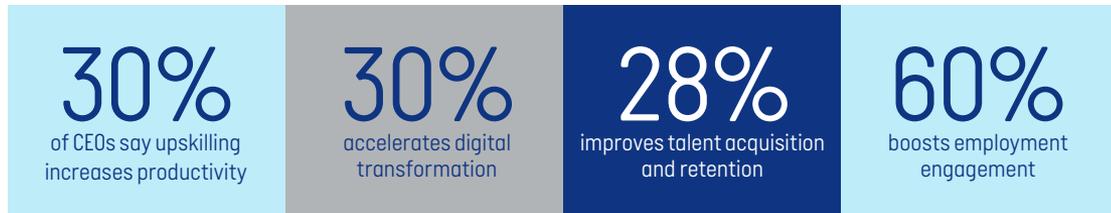
**Chartered Institute of Personnel Development:
Learning and Skills at Work 2020**

A new era in workplace learning

Investing in learning and development activities in times of crisis can help organisations adapt faster – whether it involves standing up additional customer channels, exploiting different revenue streams or adopting new technologies.

Some organisations are already seeing the impact of new technologies on the learning landscape. For example, of those employees reporting a change in their technology use, 50% feel they now need more skills and knowledge to carry out their role⁵.

Why upskilling matters: CEOs reveal its impact on their business³



As the Internet of Things and Artificial Intelligence continue to shape the many faces of work, the need for people to develop new skills will intensify. As will the need to learn in an agile, flexible and accessible way.

Training will increasingly be delivered in the flow of work via digital tools and on-demand channels that offer interactive content and personalised experiences.

77% of people would be willing to upskill to become more employable³

“ People need faster and smarter access to training to keep pace with IT and business change. ”

Olya Scekaturova, Head of Sales, Workplace, Computacenter

“Digitalisation has transformed how people access training, but some skills can only be passed on through practical demonstrations,” comments Ashley Richardson, Chief Technologist for Workplace at Computacenter. “Augmented Reality glasses and Virtual Reality headsets will increasingly be used to enable experts to provide immersive learning experiences to employees in remote locations.”

Investing in lifelong learning won't just help to advance business goals but also personal aspirations. Nearly 80% of adults said they would learn new skills or completely retrain to improve their future employability⁶.

By helping people realise their full potential, organisations will be able to grow more than just their talent pool. Digital transformation will be faster. Competitive advantage will be greater. And innovation will be sharper.

How to make upskilling a success

- Foster a culture of learning where employees are encouraged to set some of their own training priorities.
- Consolidate internal and external sources via a single learning platform or app to simplify access for employees.
- Deliver more interactive and inspiring experiences by combining education with entertainment.
- Encourage participation through the use of gamification techniques, such as awarding points and publishing league tables.
- Exploit new technologies to enable practical training to be delivered remotely to employees.
- Continuously adapt learning channels and content based on employee engagement levels.

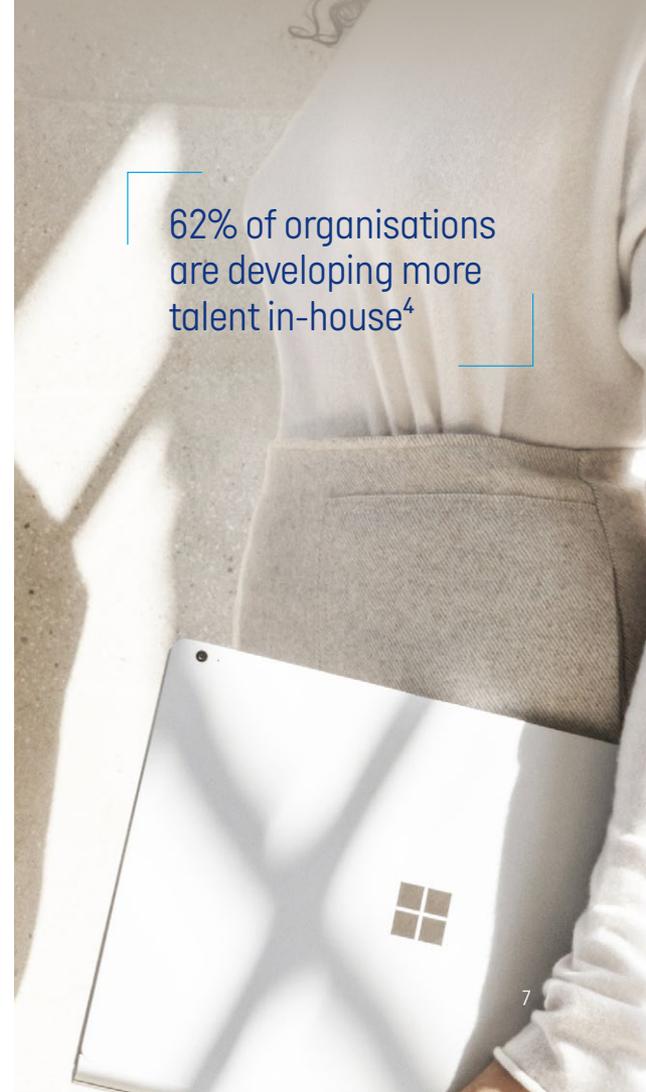
62% of organisations are developing more talent in-house⁴

3. <https://www.pwc.com/gx/en/ceo-survey/2020/trends/pwc-talent-trends-2020.pdf>

4. <https://www.cipd.co.uk/knowledge/strategy/resourcing/surveys>

5. <https://www.cipd.co.uk/knowledge/work/technology/workplace-technology-employee>

6. <https://www.pwc.com/gx/en/issues/upskilling/hopes-and-fears.html>



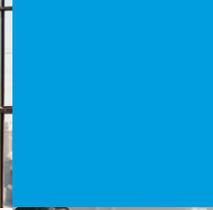


CHAMPIONS FOR CHANGE

REDUCE TRANSFORMATION RISKS
BY GIVING EMPLOYEES A VOICE

Customer portals. Employee apps. Predictive analytics. New digital capabilities are being fast-tracked by organisations around the world in response to Covid-19. Very few sectors have escaped the sudden surge in activity, with 97% of executives saying the pandemic sped up their digital transformation⁷.

Delivering change at such a rapid pace has its downsides - especially for people. Even prior to the pandemic, 57% of companies said organisational change was a major risk to employee wellbeing⁸. And that risk could spiral out of control if organisations don't get better at executing change.



Business leaders need to make the change process more collaborative. When people understand the reason behind a change and how it will benefit them, they are more likely to champion it.

Olya Scekaturova,
Head of Sales, Workplace,
Computacenter



From change communities to online surveys, technology can help leaders engage more effectively with people at the transformation frontline. Giving people a voice will not only minimise the risk to employee wellbeing but also maximise the return on investment for the organisation. For example, when employees were consulted about a technology change, 70% of them were positive about the likely impact on their job quality. Take that consultation away, and the figure drops to just 20%⁹.

If people don't adopt a new process or system, it's important to find out why. "Organisations need to reflect on why some changes worked better than others," says Mat Starnes, Workplace Solution Leader at Computacenter. "Faster transformation timelines make effective change harder for both the employer and employee."

Change timelines are unlikely to hit the brakes any time soon. Teams are being redeployed. Supply chains are being reshaped. Business models are being re-engineered. And people are at the heart of it - and their support will be the difference between success and failure.

How to make business change more people-centric

- Gather employee suggestions not just business requirements when embarking on a change programme.
- Combine quantitative and qualitative sources to better understand employee challenges and experiences.
- Consult with employees throughout the change process and demonstrate how their opinions have influenced key decisions.
- Appoint change champions that can help to explain the drivers and expected benefits at an organisational and individual level.
- Ensure sufficient training and support is offered to employees before, during and after any major change.
- Continue to seek feedback once a change has been implemented to ensure any issues are quickly addressed.
- Embed changes that have gone well, improve those that could be better and pivot away from anything that has been detrimental.



Change shouldn't just be measured in terms of efficiency gains. We need to understand how it makes people feel.

**Ashley Richardson, Chief Technologist,
Workplace, Computacenter**



33% of people who experienced mental health problems due to work said poor change management was a factor¹⁰

7. <https://www.forbes.com/sites/johnkoetsier/2020/09/10/97-of-executives-say-covid-19-spurred-up-digital-transformation/#206ea3794799>
8. <https://www.employee wellbeing congress.co.uk/employee-wellbeing-research>
9. <https://www.cipd.co.uk/knowledge/work/technology/workplace-technology-employee>
10. <https://www.bitc.org.uk/wp-content/uploads/2019/10/bitc-wellbeing-report-mhawmen-talhealthworkfullreport2019-sept2019-2.pdf>



STRIKING A BETTER BALANCE

GREATER WELLBEING DRIVES GREATER PRODUCTIVITY

Work forms a big part of our lives and can have a big impact on our wellbeing - and not always in a positive way.

The mental health of employees was already suffering prior to the pandemic. Nearly a third of the UK workforce has been formally diagnosed with a mental health condition at some point in their lifetime¹¹.

The scale of the problem is not surprising: Only 20% of CEOs believe their organisation supports those with mental health problems very well¹¹. And that means the other 80% are not only putting employee wellbeing at risk but also motivation and satisfaction levels – key factors for boosting talent retention and driving growth.

With mental health experts predicting that up to 10 million people in England will need either new or additional support as a direct consequence of the Covid-19 crisis¹², organisations and their leaders need to get better at managing employee wellbeing.

And that's exactly what has started to happen – especially in the UK. In response to the pandemic, 90% of CEOs are conducting wellbeing initiatives compared with 61% globally¹³. "More people are starting to speak out about mental health in the workplace," says Ashley Richardson. "Instead of short-term responses to a specific problem, we need long-term strategies that support people in their personal and professional lives."

70 million work days are lost each year due to mental health problems in the UK¹⁵

Wellbeing programmes are becoming a defining feature of business' culture, helping to develop resilient, successful organisations.

**Reward & Employee Benefits Association:
Employee Wellbeing Research 2020**

Learning to manage blurred boundaries

Although the pandemic and the shift to working from home has helped to heighten the focus on employee wellbeing, it's also increased a number of mental health risk factors. Employees are no longer working defined hours in dedicated spaces – and it's blurred the boundaries between our professional and personal lives. For example, there's been a 200% increase in Microsoft Teams chats at weekends¹⁴.

"A new culture of online presenteeism has emerged, which means people feel obliged to not only work longer hours but also to join online social events with colleagues," says Olya Scekaturova. "It's leading to digital fatigue and impacting employee wellbeing."

29% of employees say portable devices blur the boundaries between work and home life¹⁶

1 in 4 workers report that their job has a negative impact on their mental or physical health¹⁷

A poor work-life balance comes at high price not just for the individual but also the organisation as a whole. It's estimated mental health absences from work cost UK employers approximately £2.4 billion per year¹⁵.

Technology can both help and hinder our efforts to achieve a better work-life balance. Nearly a third of employees say mobile devices make it difficult for them to switch off from work¹⁶. But mobile devices can also help us better manage our time. For example, Microsoft's personal productivity assistant, Cortana, can automatically schedule 'focus time' while the MyAnalytics dashboard in Microsoft 365 can reveal work habits - good and bad.

“

Technology can augment people's talents and make them the best they can be.

Ashley Richardson, Chief Technologist,
Workplace, Computacenter

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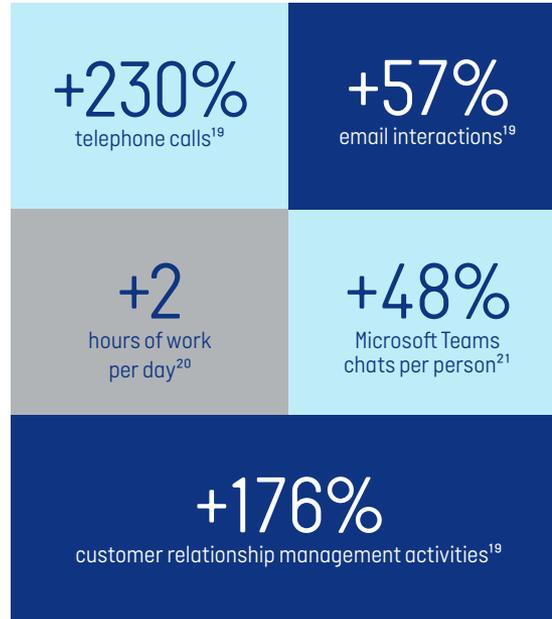


These and other personalised analytics can be harnessed to help people adopt new working practices that boost their productivity and wellbeing. "Employee data will become the new currency in the workplace for individuals and their managers and will help to drive smarter choices and strategies," says Ashley Richardson. "But there has to be trust and transparency on both sides with people able to opt in and out of data collection."

85% of talent professionals say people analytics are very important to the future of recruitment¹⁸

11. <https://www.bitc.org.uk/wp-content/uploads/2019/10/bitc-wellbeing-report-mhawmental-healthworkfullreport2019-sept2019-2.pdf>
12. <https://www.centreformentalhealth.org.uk/publications/covid-19-and-nations-mental-health-october-2020>
13. <https://www.pwc.co.uk/ceo-survey/ceo-panel-survey.html#key-findings>
14. <https://www.microsoft.com/en-us/microsoft-365/blog/2020/07/08/future-work-good-challenging-unknown/>
15. <https://www.mentalhealth.org.uk/our-work/mental-health-workplace>
16. <https://www.cipd.co.uk/knowledge/work/technology/workplace-technology-employee>
17. <https://www.cipd.co.uk/knowledge/work/trends/goodwork>
18. <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2020/global-talent-trends-2020>
19. <https://www.businesswire.com/news/home/20200519005295/en/>
20. <https://businessfacilities.com/2020/03/u-s-employees-working-more-hours-during-covid-19-pandemic/>
21. <https://www.microsoft.com/en-us/microsoft-365/blog/2020/09/22/pulse-employees-wellbeing-six-months-pandemic/>

How working from home reshaped our lives





FLEXING FOR THE FUTURE

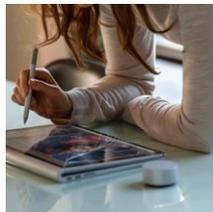
ADAPTING WHERE, WHEN AND HOW PEOPLE WORK

Stronger collaboration. Better empathy. Greater inclusivity. Working from home didn't just change our routines, it changed our relationships. More than two-thirds of CEOs say communication with employees has improved during the pandemic²².

Despite the challenges around blurred boundaries, many employees - and employers - have given the forced experiment a big thumbs up. Nine out of ten employees who worked at home during Covid-19 lockdowns would like to continue doing so in some capacity²³. And that means organisations need to adapt their spaces and resources to reflect a more blended approach to work.

29% of people are more productive when working from home²³

Nearly 75% of City firms are already reviewing their office requirements in the hope of either using the space differently or reducing it²⁴. "Organisations are radically rethinking how and where people work," says Mat Starnes. "Teams, skills and spaces are becoming a lot more transferable and flexible."





5 ways to make flexible and remote working a success

- 1 Greater trust between managers and team members
- 2 Easier access to training and IT support
- 3 Smarter tools for remote collaboration
- 4 Richer analytics on employee experience
- 5 Stronger focus on mental health and wellbeing

In the market for new opportunities

Internal and industry talent and project marketplaces will be key to enabling greater career mobility. Using AI, these platforms can help to match different projects and positions to employees with the right skills. This makes redeploying resources in response to sudden business change a lot easier.

In the future these marketplaces could be extended to provide employees with access to mentors, volunteering assignments, training and even placements with partner organisations.

62% of people feel more empathetic toward colleagues²⁶

80% of people enjoy working from home²⁷

But changing how and where people work is just the beginning. Organisations need to go one step further and think about when people work too. The blurred lines between our personal and private lives are set to remain - and this means organisations need to embrace flexible working as well as remote working.

This shift has already started. According to a Gartner survey, around 40% of business leaders say they will introduce flex hours or days for employees²⁵.

22. <https://home.kpmg/xx/en/home/insights/2020/09/ceo-are-building-a-path-to-long-term-growth-for-their-businesses.html>

23. <https://www.cardiff.ac.uk/news/view/2432442-uk-productivity-could-be-improved-by-a-permanent-shift-towards-remote-working-research-shows>

24. <https://www.theguardian.com/business/2020/oct/08/nearly-75-of-city-firms-reviewing-office-space-provision>

25. <https://www.gartner.com/en/newsroom/press-releases/2020-07-14-gartner-survey-reveals-82-percent-of-company-leaders-plan-to-allow-employees-to-work-remotely-some-of-the-time>

26. <https://www.microsoft.com/en-us/microsoft-365/blog/2020/07/08/future-work-good-challenging-unknown/>

27. <https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-office-and-work-life-after-covid-19>





77% of businesses focus on employee experience to increase retention²⁸

GREAT EXPECTATIONS

PERSONALISING THE EMPLOYEE EXPERIENCE ON A MASSIVE SCALE

Employees want more than just personalised working hours; they want the entire workplace experience to be tailored to their needs.

Organisations that fail to meet these expectations will find it much harder to attract and retain great people: 94% of talent professionals believe employee experience is very important to the future of recruitment and HR²⁸.

"Employees are not just users but consumers, and their expectations are higher than ever before," says Mat Starnes. "From devices and apps to benefits and training, organisations need to ensure they offer an experience that reflects the current needs and future aspirations of individual employees."

So how can such a high level of personalisation be achieved across an entire workforce? It all starts with understanding the different personas that exist with an organisation.

Profiling employees to identify their technology needs has proved a great success - and it's now time to take things one step further. As Ashley Richardson explains: "By expanding the reach of a workstyle analysis to include potential pressures in people's professional and personal lives, organisations can create employee experiences that boost both productivity and wellbeing."



During periods of disruption, employees' desire for being recognised for their contribution increases by about 30%.

Brian Kropp, Distinguished Vice President, Research, Nine Tips for Managing Remote Employees, Gartner



Recognising and supporting employees from a distance

With 82% of business leaders intending to permit employees to work remotely some of the time²⁹, key workplace services will also need to change to ensure a seamless experience. And IT support needs to be first in the queue.

52% of businesses say they provide a positive employee experience²⁸

"People are more reliant on technology than ever before, but a lot of traditional support channels are not practical for home workers," says Mat Starnes. "Organisations need to provide more remote collaboration and self-service options, and be prepared to support home broadband services and devices."

28. <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2020/global-talent-trends-2020>

29. <https://www.gartner.com/en/newsroom/press-releases/2020-07-14-gartner-survey-reveals-82-percent-of-company-leaders-plan-to-allow-employees-to-work-remotely-some-of-the-time>

Team leaders and super users should also be encouraged to learn new skills, so they can solve simple IT queries and accelerate the adoption of new digital tools.

But this is just the tip of the upskilling iceberg for team leaders. They also need to learn new techniques for managing and motivating employees remotely. "Regular recognition helps maintain a positive and productive culture," says Olya Scekaturova. "Managers need to seek out new ways to give teams and individuals a 'high five' remotely."



Organisations need to gain a better understanding of the individual employee as well as overall workforce.

Olya Scekaturova, Head of Sales, Workplace, Computacenter



5 ways to enrich the employee experience

1

Listen to, and learn from, employee feedback - and make sure it's a continuous process

2

Share regular employee experience updates and performance metrics so people feel engaged and valued

3

Identify the challenges, relationships and priorities that map to different personas

4

Deploy digital tools that enable employees to record how they are feeling about work

5

Strengthen team culture and engagement by embracing new collaboration solutions and channels

TAPPING INTO A NEW TALENT POOL

FLEXIBLE HOURS AND ASSISTIVE TECHNOLOGIES MAKE WORK MORE INCLUSIVE

Flexible working hours and locations have opened up an entirely new talent pool - just when organisations need it most. People that were previously excluded from applying for traditional 9-5 office-based roles can now become part of the many faces of work. And new assistive technologies will be there to support them every step of the way.

73% of CEOs say working remotely has widened their potential talent pool³⁴



From real-time subtitles for Microsoft Teams video conferences to colour filters in Windows 10, workplace technologies now offer a range of assistive features that help bridge the digital divide for people with disabilities. And it's a bridge that's desperately needed. More than 1 billion people worldwide experience some form of disability³⁰, but only 1 in 10 have access to the assistive technologies they need³¹.

By harnessing the power of emerging technologies and AI to make work more accessible, organisations will be able to tap into more than just a wider talent pool. They will be able to unlock better business outcomes too. According to Gartner, organisations that actively employ people with disabilities experience 89% higher retention rates, a 72% increase in employee productivity and a 29% increase in profitability³².



Organisations that embrace best practices for employing and supporting people with disabilities in the workplace outperform their peers.

**Paul Kelly, Modern Work Director,
Microsoft**



x3 increase in number of people with disabilities employed by 2023 due to AI and emerging technologies, reducing barriers to access³⁵

"A more inclusive workplace is a more successful workplace," says Paul Kelly. "Greater diversity brings different perspectives, which can have a positive impact on product developments, service improvements and customer relationships."

As some people start to return to their offices, retaining a sense of inclusivity for colleagues that continue to work from home will be key. "Employees who used to work remotely often felt excluded from on-site meetings and 'water-cooler moments'," says Mat Starnes. "The pandemic levelled the playing field for everyone."

- 30. <https://news.microsoft.com/europe/2019/05/16/accessibility-offers-an-amazing-opportunity/>
- 31. <https://www.who.int/news-room/fact-sheets/detail/assistive-technology>
- 32. <https://news.microsoft.com/en-in/features/ai-is-reducing-barriers-for-people-with-disabilities-to-enter-workforce-hector-minto/>
- 33. <https://www.microsoft.com/en-us/microsoft-365/blog/2020/07/08/future-work-good-challenging-unknown/>
- 34. <https://home.kpmg/xx/en/home/insights/2020/09/ceo-are-building-a-path-to-long-term-growth-for-their-businesses.html>
- 35. <https://www.gartner.com/smarterwithgartner/gartner-top-strategic-predictions-for-2020-and-beyond/>
- 36. <https://www.pwc.co.uk/ceo-survey/ceo-panel-survey.html#key-findings>

According to a survey by Microsoft, more than half of remote workers feel more valued or included as a contributor in meetings because everyone is now in the same virtual room³³. This approach to remote collaboration is expected to continue even as more offices reopen. As a result, around three-quarters of organisations plan to build on their use of digital collaboration and communication tools³⁴.

"A hybrid workplace will make it harder to create a sense of community and maintain cultural values," says Ashley Richardson. "Technology can bridge that gap by enabling people to collaborate on content, assign tasks, and share ideas in a simple and transparent way."



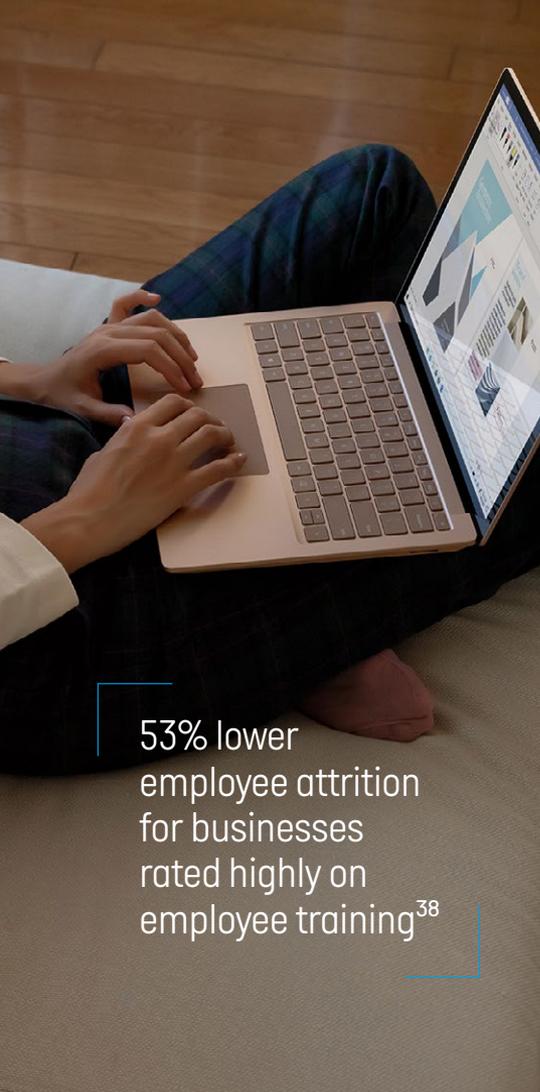
Enabling greater accessibility to work is an opportunity and a responsibility.

**Paul Kelly, Modern Work Director,
Microsoft**



86% of UK CEOs believe the shift towards remote collaboration will endure³⁶





53% lower
employee attrition
for businesses
rated highly on
employee training³⁸

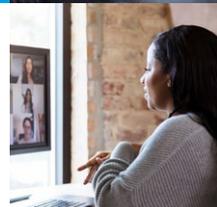
INVEST. INSPIRE. INVOLVE.

MAXIMISE THE POTENTIAL AND PASSION OF YOUR PEOPLE

People want to do work that's meaningful. The desire to have a sense of purpose was already a key factor in the battle for great talent. The pandemic has made that desire even stronger.

Millennials, who will represent 75% of the global workforce by 2025, want to work for employers that reflect their values³⁷. "Organisations are rethinking their cultures and what they stand for," says Olya Scekaturova. "People want to know they are making a positive contribution to the future of our society and planet."

When people feel they are making a difference, it can have a massive impact on employee retention: businesses rated highly for a purposeful mission experience 49% lower attrition rates³⁸.



Employees and prospective candidates will judge organisations by the way in which they treated employees during the pandemic.

**Gartner: Future of Work Trends
Post Covid-19**



49% of employees prefer to work for an organisation that protects their health and financial wellbeing⁴⁰

Providing people with more opportunities to learn and engage is also key to boosting employee satisfaction and retention. But the benefits can be much broader: organisations with highly engaged teams also experience a 23% increase in profitability and a 10% boost to customer loyalty³⁹.

Despite the economic and employment turmoil caused by the pandemic, the battle for talent will continue. Putting your people first will help you win that battle. Organisations that fail to change their culture fast enough will lose out on more than just great people; they will also lose out on competitive advantage.

By investing in people and the processes and technologies that support them, organisations will be able to provide richer employee experiences that boost wellbeing, accessibility and productivity. They will be able to harness the passion and purpose of great people to achieve great things.



Train people well enough so they can leave, treat them well enough so they don't want to.

Richard Branson, Founder, Virgin Group



5 trends that will shape the future of work

1

Focusing on key skills rather than specific roles to increase internal mobility

2

Making work more flexible and accessible to appeal to a wider talent pool

3

Prioritising employee wellbeing to safeguard business continuity

4

Capturing more employee analytics to better understand work pressures and priorities

5

Investing in new devices and apps that provide a seamless and immersive experience regardless of an employee's location

37. <https://news.microsoft.com/europe/2019/05/16/accessibility-offers-an-amazing-opportunity/>

38. <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2020/global-talent-trends-2020>

39. <https://www.gallup.com/workplace/321032/employee-engagement-meta-analysis-brief.aspx>

40. <https://www.mercer.com/our-thinking/career/global-talent-hr-trends.html>



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GET IN TOUCH

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