



Gartner for HR



Case Study: “Just Fix It” Employee-Powered Productivity



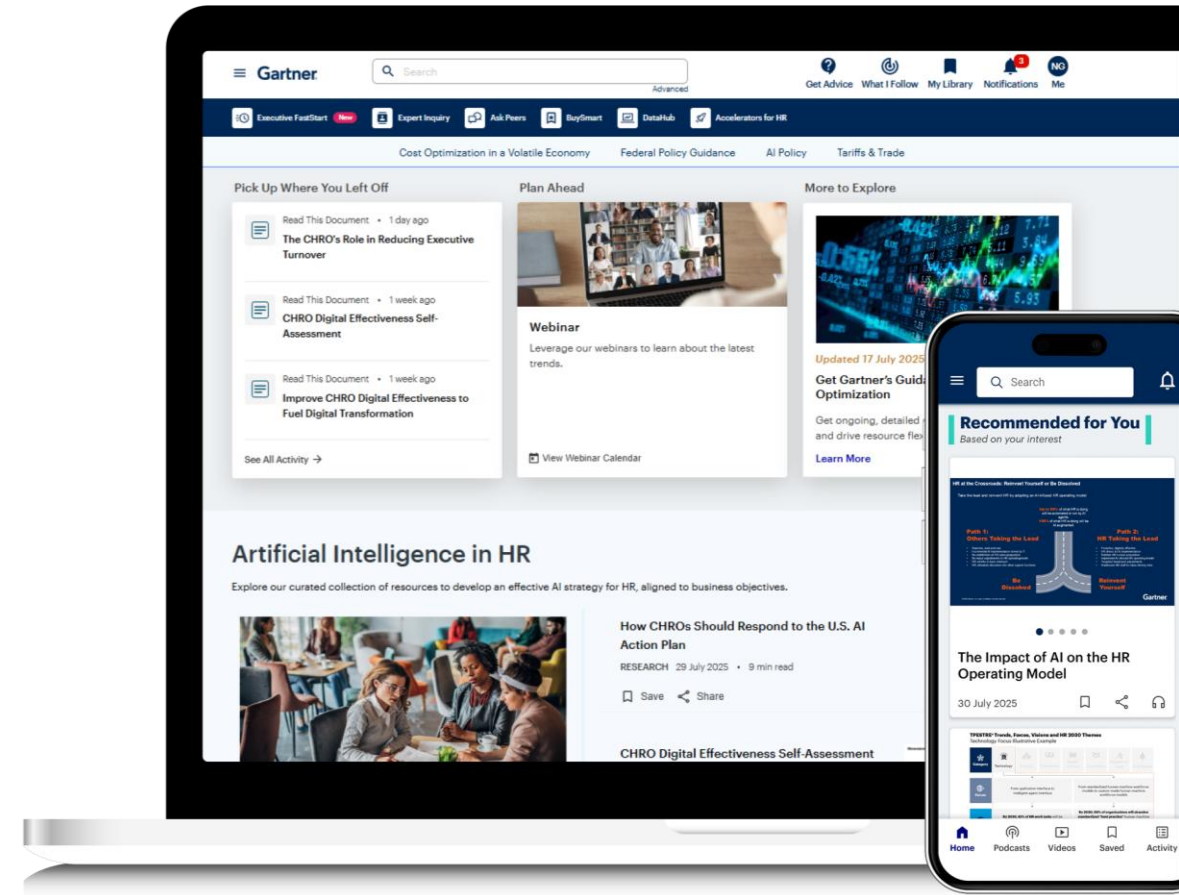
SugarCRM

Did you know? Gartner clients have access to 120+ HR case studies across industries and regions.

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Case overview

Summary

To grow and adapt to changing business needs, HR leaders at SugarCRM realized they needed to evolve ways of working to drive productivity in the long-term. SugarCRM empowers employees to solve their own productivity problems by involving them in developing the organization's productivity approach.

About the company

- Company Name: SugarCRM
- Industry: Software development
- Headquarters Location: San Francisco, California
- Employees: 600

Case overview

Problem	Actions	Results
• As a result of SugarCRM's focus on output-driven productivity, the company was falling short on its sustainable growth strategies. • Leadership's understanding of what drives productivity was misaligned with employees' understanding, causing productivity initiatives to be disconnected from employees' workflows.	• SugarCRM identified the behaviors of employees who successfully drive key organizational outcomes to show how to achieve productivity in a way that will resonate with employees. • The company socialized and adapted the behaviors that drive productivity with employees to give them ownership over how the organization communicates productivity and create a shared understanding of productivity. • HR at SugarCRM empowered employees to autonomously identify productivity barriers and propose potential solutions.	• Employees felt empowered to surface and solve productivity challenges, leading to increased innovation and engagement. • The company successfully implemented employee-driven solutions, such as enhanced AI tools for coding efficiency and improved data consolidation across teams. • SugarCRM fostered a culture of continuous improvement, with employees actively participating in shaping the company's productivity strategies and technological landscape.

Recommendations

To prepare employees for intense change and drive faster change adoption, CHROs should direct their teams to:

- **Identify proven employee behaviors that drive productivity:** Identify the behaviors of employees who successfully drive key organizational outcomes to illustrate what productivity looks like in a way that will resonate with employees and show how they can achieve it.
- **Develop a shared language of productivity:** Socialize and adapt the behaviors that drive productivity with employees to give them ownership over how the organization communicates productivity and create a shared understanding of productivity.
- **Enable employees to solve productivity problems:** Empower employees to autonomously identify productivity barriers and propose potential solutions.

Involve employees in shaping productivity

SugarCRM's approach to overcoming challenges with top-down approaches to productivity



Leaders' understanding of what drives productivity does not align with employees' understanding.

Identify proven employee behaviors that drive productivity



How leaders communicate about productivity does not resonate with employees.

Develop a shared language of productivity

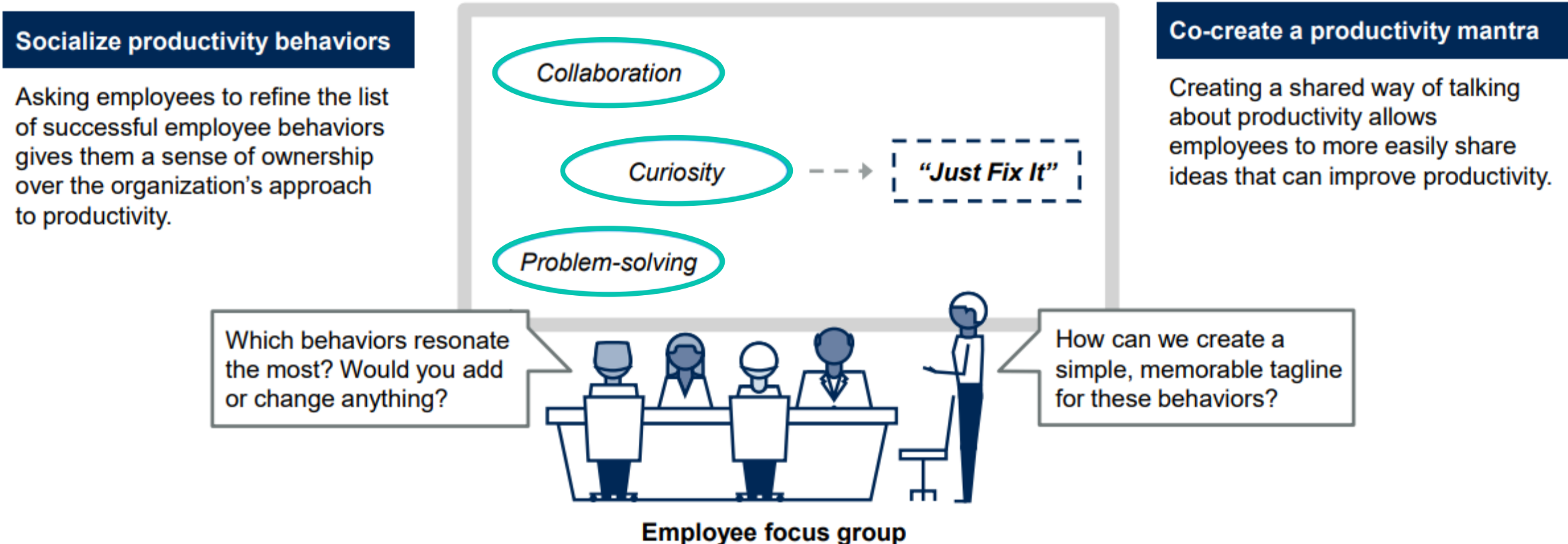


Leaders' productivity initiatives feel disconnected from employee workflows.

Enable employees to solve their own productivity problems

Develop a shared language of productivity

How SugarCRM's socializes and brands productivity-linked behaviors



Source: Adapted from SugarCRM

Enable employees to solve productivity problems

How SugarCRM's enables employees to solve their own productivity challenges



HR-IT ticket

Name: John Doe

Workflow productivity problem: Slow coding time

Proposed solution: "New AI features would allow us to code faster. We should consider expanding our licenses to include..."

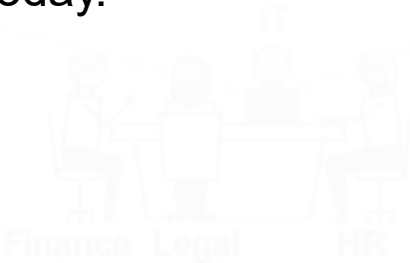


"Slow coding time" evaluation

- ☐ Would this solution benefit other BU's outside of our tech team?
- ☐ Do we have the resources/budget to scale the solution?
- ☐ Do we see any risk in pursuing this solution? How can we mitigate it?

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Schedule Now



By giving employees ownership in solving productivity problems, potential solutions are more relevant to everyday workflows.

Cross-functional expertise allows for thorough evaluation of potential viability and scalability.