

Fingertip Whitepaper



Leading hybrid work in Microsoft Teams



The hybrid and remote era

The demands and challenges of the Covid era have seen digital transformation accelerated at a speed greater than ever before. The adoption of new internal communication tools and methods over the past two years has made video meetings, virtual coffee breaks, task lists in the cloud, and internal communications software, such as Microsoft Teams a part of our daily lives.

Microsoft Teams has taken its place as a necessity among Microsoft's office tools for many people. Teams is now actively used by more than 270 million people, up from 20 million in 2019. Every day, 200 million people take part in Teams online meetings, solidifying its status as the business standard for virtual and global teams, and hybrid work environments. Microsoft CEO Satya Nadella underlines the impact of such platforms, saying 'Teams has become as important as the internet browser or an operating system.'

According to a Fingertip study, the end of the pandemic will not start a decline for Teams. On the contrary, 89% of companies are looking to sustain or expand Microsoft Teams' role in their leadership in 2022*. Many of them through the implementation of apps. Other studies have observed that the generations currently entering the workforce expect greater flexibility, and the pandemic has given a taste of that to experienced knowledge workers as well. Anthony Klotz coined the term 'Great Resignation' to describe increasing numbers of employees resigning partly in favor of better flexibility and remote work policies.

Companies have recently started investing in the employee experience to reduce employee turnover. This means considering employee interactions with the company from a customer service perspective: doing, observing, hearing, feeling etc. Our firm belief is that Microsoft Teams is becoming the platform of choice for employee engagement: users are already spending upwards of 2.5 hours of their workday in Teams.

However, the platform is still far from ideal in providing the best employee experience from a leadership perspective, and its potential remains largely underutilized. Leadership in Teams falls short on **strategic execution, operational productivity, and technology adoption**. Fingertip has been designed to help leaders by providing innovative ways to solve these issues in one application.

This whitepaper starts by presenting the key figures that show Teams' dominance. We will be framing the difficulty of leadership in digital platforms and the challenges and benefits involved. We then look at the high-level solution Fingertip provides: What our methodology for leadership is based on. We call it the seven pillars of leadership and the Fingertip Flywheel.

The following chapter uncovers the shortcomings of Teams in its vanilla state, and what Fingertip provides to improve the employee experience in practice. We conclude with a comprehensive look at the benefits offered by leading with Fingertip. In the end, you will find helpful links to get started with digital leadership in Fingertip for your organization.

We hope you enjoy the read and learn something new about the next generation of leadership together with Fingertip and Microsoft Teams.

Jaakko Pellosoiniemi
Founder & CEO of Fingertip

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Microsoft Teams[®]

Hub for Teamwork

Meet, chat, call, simple tasks, and co-create with files in one place

Microsoft Teams is a hot topic. Four reasons it is your top priority:

- 1. Teams runs your business.** Organizations of all shapes and sizes now depend on Teams for communication, collaboration, and meetings. Business continuity now depends on it.
- 2. Teams is popular.** Microsoft Teams had ~270 million monthly active users in January 2022. The fast-growing user-base is generating a lot of valuable enterprise situational awareness.
- 3. Teams is a gateway into your business.** As a service, Teams is closely integrated with Microsoft 365 and leverages critical applications such as SharePoint Online, Exchange Online, OneDrive for Business, and Azure Active Directory (Azure AD). The unifying end user client sits on top of these workloads to fuel effective collaboration.
- 4. Teams is a moving target.** Teams has surged as a must-have tool for the hybrid and work-from-home era, eclipsing longtime-favorite collaboration tools like Slack. A steady stream of new features makes life easier for your co-workers and leaders.



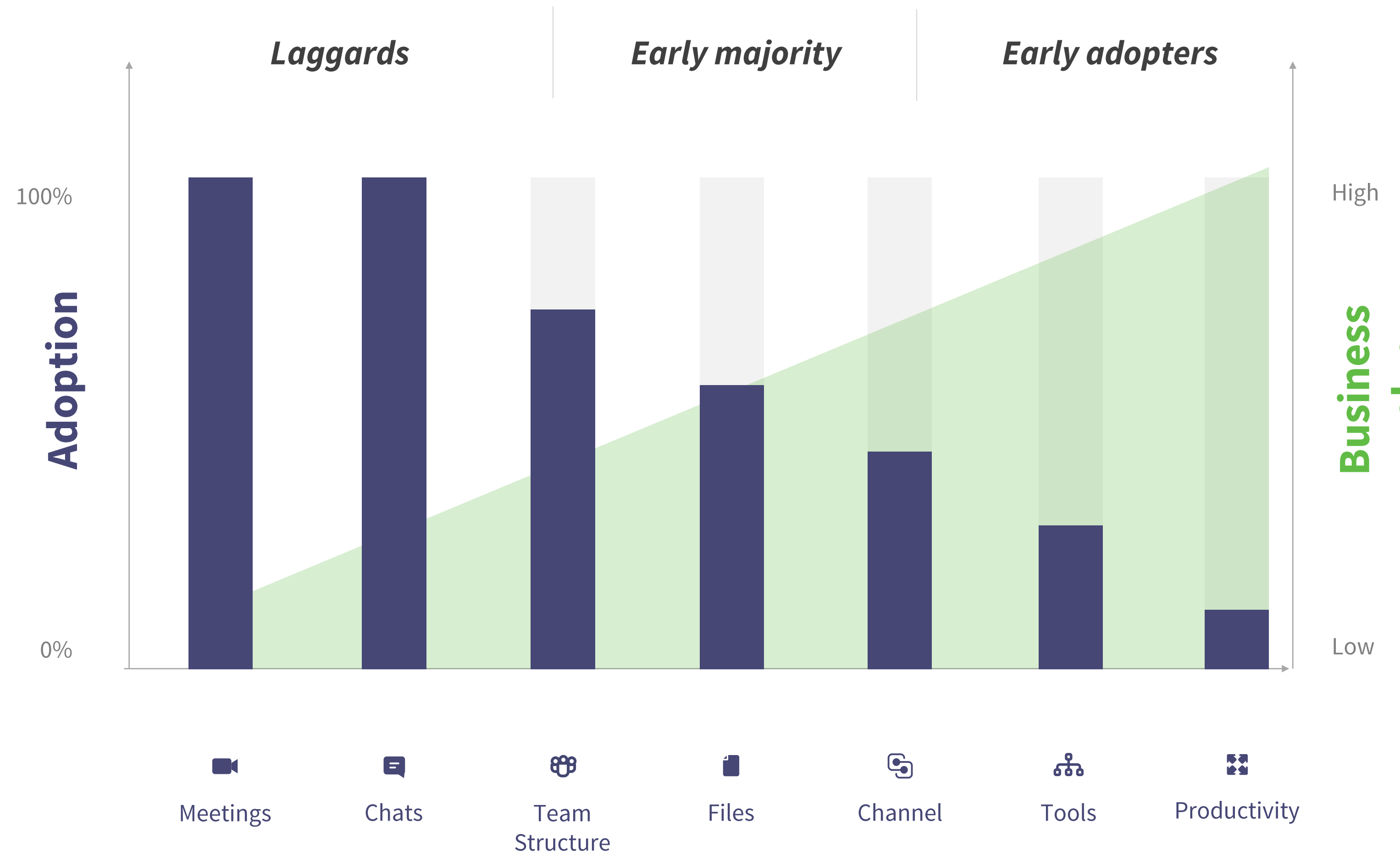
Teams Adoption & Value by feature



Teams has become the de facto standard for communication in organizations. However, most users are still only using the primitive features for chatting and meetings.

Some of the early majority has already started forming their organizational structure to Teams and Channels, using Microsoft Teams as their file management and collaboration system.


The next evolution, where some early adopters are already dipping their toes in, is reducing the *switching context cost* of end users by introducing external integrations, tools, and productivity apps like Fingertip, and integrating them tighter into the flow of work.



PROBLEM

The delicate art of leadership

Top challenges of Microsoft Teams

A woman with long brown hair is lying in a red and orange striped hammock, looking up and smiling. A laptop is open on the ground next to her. The background is a blurred field of yellow and green leaves, suggesting an outdoor setting.

We have made Teams our default place for hybrid work, but its applicability in leadership remains poor. While hundreds of millions of people are on Teams every day, it's not yet collaborative enough to increase productivity, or transparent enough to help strategic alignment.

Leadership's goal is to coordinate multiple people's efforts into commonly desired outcomes. Great leadership requires efficiently utilizing the strengths of different members of the team and promoting trial and error to create learning and new experimentation. It needs to provide an Accountable, Collaborative, Documented, and Transparent system for work.



The delicate art of leadership

Leading an organization is a lot like conducting an orchestra; the best results are achieved when everyone is aligned and adjusted to the common composition. People need to know and understand the strengths of others and what they are contributing. The conductor keeps everything in sync and ensures that the orchestra produces a coherent, enjoyable piece of music.

Orchestras use a score to communicate everyone's part. These scores often include parts of other instruments' score for synchronization purposes. The conductor has the full score, also known as partiture, which visualizes all individual scores. That way they know what is being played and by whom at each stage and can support the lead instruments at their grand moments.

Translating all that to leadership. A leader of a team conducts the team's members. Everyone's central tasks and processes are planned and scripted, and relevant pieces that help others are communicated more transparently. The leader has the plan for everyone's activities and can support them or allocate more resources if necessary.

In the business world, this type of synchronization is not easy to achieve. To ensure alignment, we need to communicate our progress to others since they can't simply hear us. However, there is no standard way to "notate" projects or activities, rather individuals have a huge amount of creative freedom in knowledge work. While many enjoy this freedom, the company loses when it comes to documentation. Improvising should be left to those who know their instrument inside-out and can create value on the fly, much like world-class jazz musicians.

We have recently digitized a lot of leadership communication. Files are in the cloud, accessible to all, and we use Teams and Channels to follow relevant feeds for each of us. Digital tools seem like an obvious answer to enable a faster leadership process, but each organization operates slightly differently. It is extremely hard for solutions to provide a universally applicable best practice, or even a solution covering the needs of a single industry. The DNA and culture of each organization is so engrained in the leadership mechanisms that they are nearly impossible to replicate digitally.

What we can attempt to improve is **transparency** that leads to better situational awareness. **Facilitating communication and creative collaboration** with interactive digital frameworks that have a life cycle, which we can use as templates, which we can replicate, and which structure the information, so we are able to find what we are looking for. Much like the

theme in an orchestra piece. It makes it unique and memorable, and replicates over time throughout the piece.

Another thing is that learning an instrument takes years of dedication and practice. We rarely have that luxury in business life. Digital leadership also needs to be **accessible** and have a learning curve that encourages people to use the apps. Many software implementations fail due to low adoption, often driven by complexity and the number of tools we use every day.

Most of the tools only really create value for the leaders, distributing reporting responsibilities to their subordinates, or feeding them with data. The best-case scenario would rather be that **each individual enjoys** the harmony as well, rather than just playing their part with their ears covered.

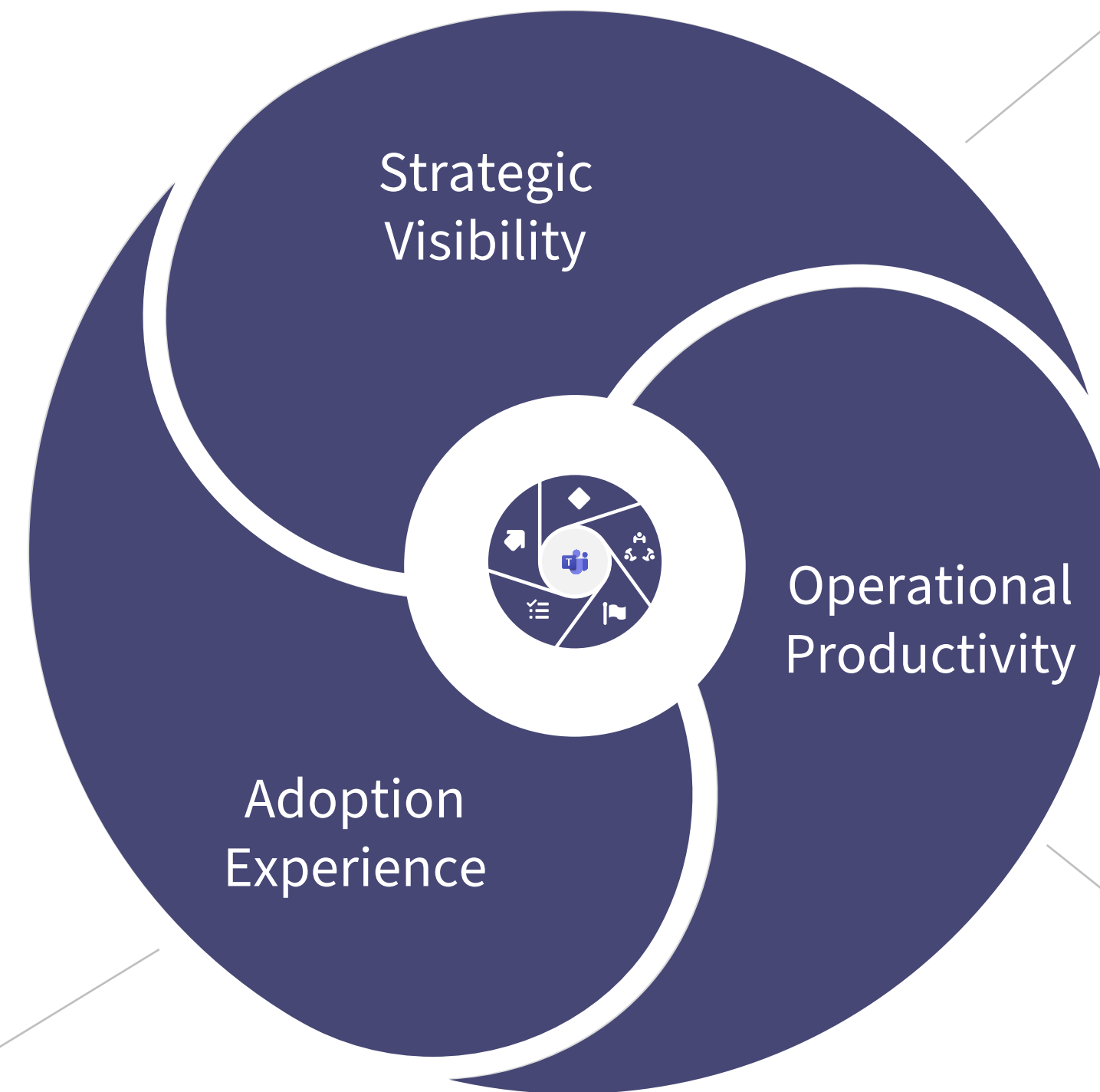
All of this is at the heart of Fingertip's design. The system utilizes a familiar platform in Microsoft Teams, making it more appealing. Teams and Channels are used to control access and visibility so new information load isn't overbearing. Above all, the platform synchronizes teams and individuals much like the conductor in an orchestra with transparent tasks, goals, decisions, plans, and meetings, with clear roles and responsibilities.

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Top challenges of Microsoft Teams

3

While Teams is being touted as the source of all communication and information, the platform's implementation is often chaotic, making it difficult to adopt or use in a uniform way.



1

Teams and Channels create sufficient project spaces for matrix organizations, but create silos, reducing strategic alignment with less communication and transparency between departments.

2

Teams is full of discussions, files, and meetings, but oftentimes nobody takes accountability for the discussed tasks, nor are organizations able to measure their productivity and impact.


METHODOLOGY

The Fingertip Flywheel

- Communicate
- Work
- Improve
- Lead

The 7 Pillars of Leadership

- Change early and often
- Engage people and opinions
- Communicate openly
- Envision your important goals
- Deliver what needs to be done
- Cultivate a happy workforce
- Strategize and ensure alignment

A photograph of a black mountain bike leaning against a large tree trunk in a forest. Two red helmets are hanging from the handlebars. The ground is covered in dry leaves and low-lying vegetation. The sky is blue with some clouds.

Most of us would likely agree that leading as practice creates huge value in organizations but is also extremely hard to execute well. One good way to illustrate capabilities and determine best strategies is using frameworks and canvases.

The next chapter will look at the Fingertip methodology: Fingertip Flywheel, and the 7 Pillars of Leadership. It summarizes our take on modern leadership and what our entire leadership system is based on.

Fingertip Flywheel

Fingertip's methodology is based on a flywheel concept. It turns the traditional leadership dynamic inside out, ensuring proper alignment and transparency to enable constant value creation and eliminate most waiting times.

In the core of the flywheel is **Teams** – the de facto communication platform for many knowledge workers. It includes People and Communication, two of the seven pillars of leadership. The second layer of the flywheel consists of the five remaining **pillars of leadership**: Organizing, Doing, Measuring, Deciding, and Meeting – which are present in knowledge workers' daily lives.

The next layer, represented by the **check-act-plan-do** wheel, is continuous improvement. Similar to the Lean philosophy, improving should be a part of all business processes, also in knowledge work. This is supported in Fingertip's methodology by transparent, accountable, documented, and collaborative tasks, decisions, objectives, meetings and plans, which provide value well beyond their due dates. They can be replicated, and they can be accessed for learning.

The fourth layer is all about leading. It means **implementing strategy** as a part of everyday activities. It means putting plans into action while maintaining a view of the whole and reflecting on the progress made and the customer perspective. Leaders need to assign tasks and responsibilities from a **jobs-to-be-done** perspective and be able to follow-up and qualify their completion.

When you start thinking of your business as a flywheel, you make different decisions and adjust your strategy accordingly. Short-term decisions shouldn't sacrifice your long-term values. The amount of **energy** a flywheel stores depends on how fast it spins, the amount of friction it encounters, and its size. By focusing on areas with the biggest impact you increase the speed of your flywheel. And the **momentum** you gain from aligning your entire organization improves your long-term impact, while managing your short-term actions.

Above all, the flywheel is a tool for leaders to increase **productivity, motivation, and measured impact** through each step of the process. We will next look deeper into the 7 Pillars of Leadership for more insight into where we think digital tools can come in handy for leaders.



In the core of Fingertip

The 7 Pillars of Leadership

Being a leader today can be exhausting. A leader must answer to their people, as well as the company's top office. But what must a leader do to succeed in their daily jobs?

As leaders, we struggle for situational awareness – knowing where we are and what the possible scenarios for the future could be. At the same time, we need to manage the demand of simply getting things done and delivered. We need to be able to change the course of action independently of daily tasks, using the best knowledge and data available. And all of this should be done while leading by example and empowering our people, and organization, toward success.

The current way to lead with documents, spreadsheets and presentations creates huge amounts of miscommunication, while being slow, chaotic, and ineffective. Remote, hybrid, and onsite work is stressful even though we have learned to use digital tools for online communication.

So what should I as a leader be focusing on? What should we as an organization work on constantly to navigate today's unforeseen reality? Let's have a look at the 7 Pillars of Leadership.

- 01 | **Change**
- 02 | **Engage**
- 03 | **Communicate**
- 04 | **Envision**
- 05 | **Deliver**
- 06 | **Cultivate**
- 07 | **Strategize**

Change early and often

Decision-making is key to transformation, and it is also elementary for learning. The way to change the current status quo is to make decisions collaboratively. You should ensure good accountability and empower swift execution. Focus also on governance, and work to build a good decision-making culture.

Engage people and opinions

We need to come together for commitment, innovation, and productivity. However, the form can and should vary. Communicating the

scope and purpose of gathering people to a meeting is critical. Create and share meeting agendas, prepare and collaborate on agenda items, share materials and follow-up the progress. Facilitate engagement and participation, ensure a good follow-up cadence, promote sharing of ideas, information, and solutions.

Communicate openly

Communicate, communicate, communicate. The role of good communication is the core of good collaboration and leadership. Luckily, this has become better acknowledged, as well as the need for being heard and seen. The pandemic hugely boosted digital communication skills. It forced us finally from internal email chains to better-organized online chat communication. Remember to highlight the importance of sharing information, worries, ideas, and solutions. Lead your colleagues and subordinates with an inspiring system. Break the silos and make work and accountabilities visible. Don't forget to focus on how to get from the talk to the conclusions, decisions, and action!

Envision your important goals

Ambitious visions require aligned goal setting. The need for agility and ability to change course means that you need to have a good system for communicating the goals. What are the results we are measuring? Set team and organization-wide objectives. Follow-up on the progress and link dependencies. Transparency is a strong tool for motivation and alignment.

Deliver what needs to be done

Never underestimate the importance of jobs to be done and delivered. You should manage daily activities with tasks. Who needs to do what and by when? Is the work in progress? Is there something critical the team should be aware of? Don't strain your memory with details. Document what you need to get done and make the progress visible for the relevant people. Use work queues, Kanban, traffic lights, whatever visually works best for you. Inspire and understand your people, develop their capabilities, and learn from their aspirations and daily progress.



Cultivate a happy workforce

At the end it is all about the people - your own, the customer and everyone in the value chain. How do you manage the capabilities and talent? What is the culture and governance like? Are transparency and integrity real assets, and emotions and empathy valued? This weighs heavily when evaluating good leadership. Well-used digital tools and good documentation play a major role. Aim to make work more accountable, transparent, and collaborative. Focus on your people.

Strategize and ensure alignment

What is the big picture and how capable are you of following it, communicating it or maneuvering it? Leadership is the big picture. It can be organization-wide transformation, strategy execution, project portfolios or focus plans on the individual level. All the same, situational awareness is key. Plan-do-check-act is beautiful in its simplicity. Tie it together to the alignment process, deviation management and decision making, and enjoy the big picture of progress.

What are the challenges of a successful leader?

- 01 Acquire situational awareness in one glance
- 02 Simply get things done and delivered
- 03 Change the course of action frequently
- 04 Lead the organization and people to success

SOLUTION

Agile Leadership for Teams


Tasks: Complete work efficiently

Plans: Lead projects and strategies

Objectives: Increase strategic alignment

Decisions: Make the right decisions

Meetings: Practice productive meetings



The 7 Pillars of Leadership and the Fingertip Flywheel are integral parts of our solution that enable any organization to thrive in leading modern work.

Teams is the organization's operating system, yet it still lacks many of the core employee experience and leadership layers that can benefit any organization from the leadership team to each individual employee. In the next chapter, we will dig into the features developed by Fingertip for Microsoft Teams.

Fingertip App

Agile leadership for Teams

At end of 2021, Fingertip conducted an in-depth study into the role of Microsoft Teams in leading hybrid work. Based on the study, most of the company CEOs are looking for more support for their digital leadership practices. In fact, more than two thirds of the interviewees stated that this was the case for the Microsoft Teams environment.

Following the earlier introduced flywheel approach, the Fingertip solution is built to support the 7 Pillars of Leadership. Built **natively** into the Microsoft Teams, the Fingertip solution is designed to bring critical aspects of leadership to be part of everyone's daily flow of work.

In the following sections, we look at each of the elements one at a time from a Microsoft Teams perspective and how Fingertip extends the feature set in supporting the employees to **succeed in their workday**.

People and communication

Microsoft Teams has become the undisputed center of hybrid work. With over 270 million monthly users, it has become synonymous with virtual meetings in business environments. Microsoft Teams' core functionalities make it easy to connect with people around the world when and however it is needed. In addition to

online timely meetings, it supports an **asynchronous model of communications** and **collaboration**.

Since the pandemic, much of the work has moved into digital channels. For most companies, this meant conducting business-related meetings using Microsoft Teams. It became a natural center for people's work and collaboration. For easy adoption, the work is grouped into **team-sized working areas**, where **discussion** and **collaboration** are divided into **channels** based on the context.

Once Microsoft completed their vision with the Microsoft Viva service family to support the overall employee experience, the solution became also the center of communications. For the first time, companies get a shared platform for both **business collaboration** and **organization communication**. This makes Microsoft Teams the most powerful solution to support people and communication aspects of modern leadership as shown in Figure 1.

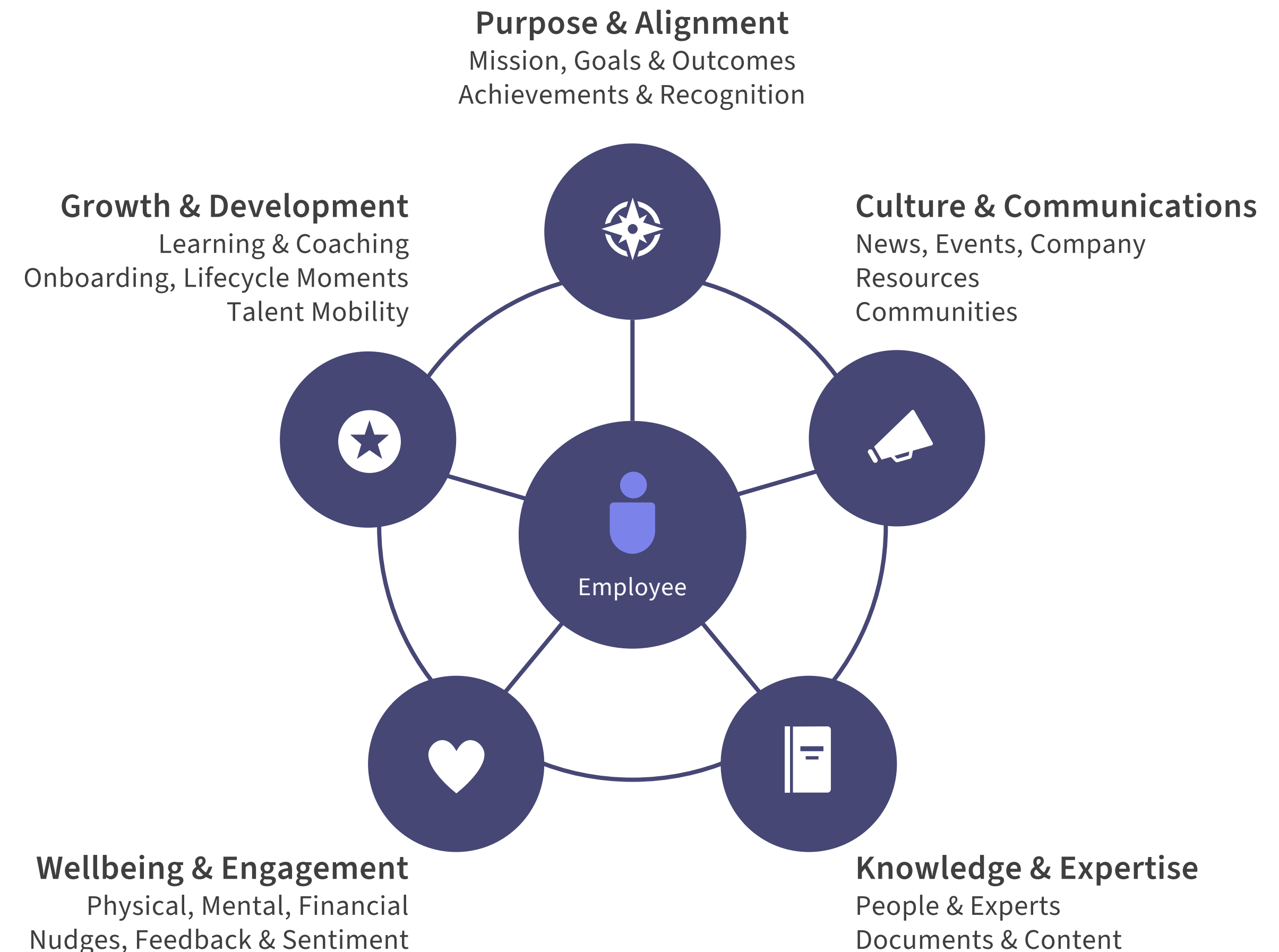


Figure 1: Microsoft view to employee experience platform

(Adapted from: <https://knowledge-junction.com/2022/01/06/microsoft-viva-employee-experience-platform-exp-part-1-discussing-what-is-exp-its-need-and-why-microsoft-viva/>)

FINGERTIP.

However, looking at the people perspective of the leadership pillars - the team-sized and siloed approach of structuring information - Microsoft Teams makes it hard to know what is expected from the employee. Standard, notification-based models work well for following communication, but what about **leadership-critical information** such as **strategic goals, common plans, daily tasks, or required decisions**? Microsoft Teams does not provide **any real support** for employees to understand what their daily jobs are to be done.

As always, one platform and provider cannot adjust to all business use cases and support the needs of all companies. The vision is to **support the flow of work** by providing comprehensive opportunities to integrate to the platform and extend its capabilities wherever Microsoft Teams leaves the end users short.

From a leadership perspective, the critical challenge is the siloed structure of managing **information, communication, and collaboration**. This leads to reporting the process of each silo in the old-fashioned way with Excels, PowerPoints, and other media out of context.

In short, Fingertip is set to extend the Microsoft Teams platform to provide a solution to this problem and give people visibility to their daily jobs, by bridging work across teams and channels.

It creates a **context** and **structure** for the missing five pillars of leadership: tasks, meetings, decisions, objectives, and collective plans of success. As it is a native part of the Microsoft Teams user experience, it extends the digital employee experience to support the flow of leadership.

Fingertip is designed to be the easy way to lead in Microsoft Teams. It enables a **collaborative, transparent, accountable, and documented** way of leading hybrid work so there is no need for separate spreadsheets or PowerPoints for following up on tasks or goals.

Microsoft Teams as technology is a complex concept. Even when using only Microsoft's own technology in practice we are using several integrated services. Teams itself provides a **communication-centric approach** to team requirements to fulfil the given assignment, whether it is account management, marketing content creation, or development project. Out of the box it does not provide too much other functionality, but its **feature set can be easily extended** by activating additional technology designed for the job.

The following sections explain the five Fingertip functionalities that support the core pillars of leadership that Microsoft Teams on its own does not cover: **task management, planning, decision making, objectives management, and organizing meetings**.

Teams trends to look for in 2022

89%

"We are not looking to reduce the role and functionality of Teams in 2022"

>65%

"We are exploring how to improve digital leadership with Teams in 2022"

>30%

"We are investing in Teams productivity apps during 2022"

Complete work efficiently

One clear use of technology-assisted leadership is team tasks, which quantify and provide visibility to the activities of single employees in a granular level.

There are already a few technologies to fill the gap, Microsoft Planner being the default answer. Tasking solutions often provide good support to the team-level requirements and provide a collective view for an individual user to see what is expected of them.

The same goes for the Fingertip tasking solution on a high-level as well. Often in leadership situations, however, the tasks are appointed to people by someone else. The leader would like to have a simple and clear **view of the given tasks and how they are progressing**. This is often handled in companies using a separate spreadsheet, adding extra reporting for the benefit of the leader, at the cost of the employee.

To avoid this double information entry, mistakes in synchronization, and employee frustration, Fingertip provides a **central storing of tasks** on top of the Microsoft Planner architecture. This way employees can use their natural tools and ready-made integrations of tasks **across the whole Microsoft stack**, while leaders get the **simple and coherent view** to progress.

However, this is not enough. Tasks and projects people take part in are often a part of a bigger plan. A plan that is linked to company strategy. Therefore, supported, but not limited by Microsoft Teams structure, Fingertip provides a unique portfolio view to structure all projects to a simple hierarchical structure: the Plan business object, which is described in more detail in the following section.

1. Balance your workload

Increase insight between people and ensure stress-free workload management.

2. Improve productivity

Fingertip makes task completion rewarding. Managing tasks with Fingertip is fun, and people are happier and more productive.

3. Take up agile leadership methods

Digital Kanban boards and traffic lights improve situational awareness and transparency with minimum effort. Increase transparency and work alignment with true and tested principles.



Plans

Lead projects and strategies

No matter the size of a company, everyone has a plan. The core plan of the company is often referred to as the strategy, which is divided into multiple hierarchical plans.

The core function of leadership is to make sure that the expectation of the plan is understood. The scope changes, and focus points and priorities need to be communicated to the rest of the company to ensure **alignment of individual team activities**.

The most common approach is to use PowerPoint to explain the plan and a set of spreadsheets to follow the progress. Naturally, there are several portfolio solutions to support the need, but they are often complex and seldom integrate with daily work, making them used by only a few people as reporting tools.

A Fingertip Plan is different in the sense it **integrates with a user's natural use case**. They are hierarchical, so it is easy for the leaders to create a portfolio view of their need, whether it is the company development portfolio or an entire strategy. Whatever goes on at the level of daily tasks is automatically

visible to the leaders **without any additional reporting**, making it easy for the leaders to see the progress and act in the case of deviations.

Furthermore, as the Plan object is part of the Microsoft Teams experience, the user does not need to leave their **natural working context** to report progress. The same personal work queue or Plan in the Team's tab reports the progress all the way to the master Plan of strategy.

This coherent flow of information from the source to the destination, whether it is top-down or bottom-up, leads to one single truth of tasks at hand and visibility to progress against the goals. Regardless of the company level, having a clear view of objectives is critical. The next Fingertip business object to be discussed is the Objective.



1. Collaborate with people in Teams and Channels

Share your plans with the relevant people and teams in your Plans and ensure better commitment with the *accountable, responsible, and informed* roles.

2. Streamline communication and sharing

Organize your work, add transparency to decisions, tasks and objectives, and make finding relevant information easy.

3. Visualize project status and improve transparency and awareness

Gain a quick insight into what is currently happening; where you're succeeding and where you're falling behind.

Objectives

Increase strategic alignment

Objectives are the key for a successful leadership team. Objectives provide measurable information as to whether organizational plans are on the right track, and if we are seeing the expected results.

Lately, the interest of formalized and lower-level objectives has gained a lot of interest after iconic organizations have praised the use of frameworks, such as **OKR**, as part of their success. Again, the most common way of starting with the objective's definition is to use spreadsheets. However, as the objective's definition gets on its way, there are several dependencies that are practically impossible to create without a specifically designed system.

The Fingertip App provides support for goal setting and tracking on all levels of the company – from high level KPIs to the individual OKR goals of each employee. The unique aspect of Fingertip is that **objectives**

can be linked to multiple business objects. It enables following the goals perspective to work context showing the business outcome of any plan, project, task or even a decision at hand.

Following the Objective provides vital information for individuals, project teams, and the company leadership team to know whether the current plan is taking us towards the set goal. It reveals the need for adjusting the direction and making new decisions for changing the course and ensuring the grounds for success. Therefore, Decisions are the next leadership core competence to master.

1. Flexible

Fingertip is adaptable to any objective system you may use, whether it's OKRs, KPIs, or anything else. Fingertip will work for you.

2. Transparent

Open communication of organizational and personal objectives improves collaboration, and ensures your teams are pulling in the same direction.

3. Strategic

Cascade your objectives in a waterfall system from the top all the way to individual level. This enables high strategic alignment of all processes and minimizes unproductive and overlapping work.

◆ Decisions

Make the right decisions

Decision-making is the key for effective leadership. Much of the leadership team's work should be decision-making, enabling the rest of the company to work efficiently towards a common goal.

However, it is not only the leadership team that has to be involved with the decision-making. Most of the time the **true intelligence** lies within the organization. Therefore, it is important to have a system that supports Social Decision Making.

Fingertip's Decision object comes with a built-in **life cycle** with a deadline that also supports putting the decision into action. Once the final proposal has been accepted, and **commitment** is secure, the next steps can be planned right from within the Decision item.

Fingertip provides an end-to-end solution for **Social Decision Making** and a **transparent decision log** for everyone to stay up to date on the decisions that are important to their work. It documents what was decided, when, by whom, and what was discussed then and there. All the roles are also transparently shared according to **the ARI model**.

In Fingertip's case, end-to-end means the user does not have to leave the context of work for requesting a decision. Instead, they can open the request directly from the Microsoft Teams dialog and if their support is needed later in the process, it is requested right in their personal chat. All dialogue regarding the Decision is handled using Teams messaging as well.

Often more formal decisions are made in predefined meetings, such as management team meetings or project board meetings. The same business object can be linked to multiple Fingertip Meetings so that all the information is transparently in use for the meeting participants as well as all other stakeholders. Let's take a closer look at Meetings in Fingertip.

1. Workflow

Use a 5-step workflow to ensure your decisions get from draft to implementation. Never miss a deadline again!

2. Accountability

Increases transparency and enable decision-making in all parts of the organization. Share ownership and commitment.

3. Decision Log

Start using your decision making data as a tool to become better decision makers every day. Learn from the past and excel in the present!

Practice productive meetings

Let's face it, meetings have become the leadership system for white-collar work. The same way as blue-collar work is structured into processes that guide the daily work, much of the leadership structure is organized as a set of meetings.

In the sense of the leadership system, companies often have recurring quarterly, monthly, or weekly meetings with a fixed agenda or at least a fixed topic. The reality is that many of the meetings are missing a structured agenda and they are more of a gathering to discuss an important topic or just to get things forward.

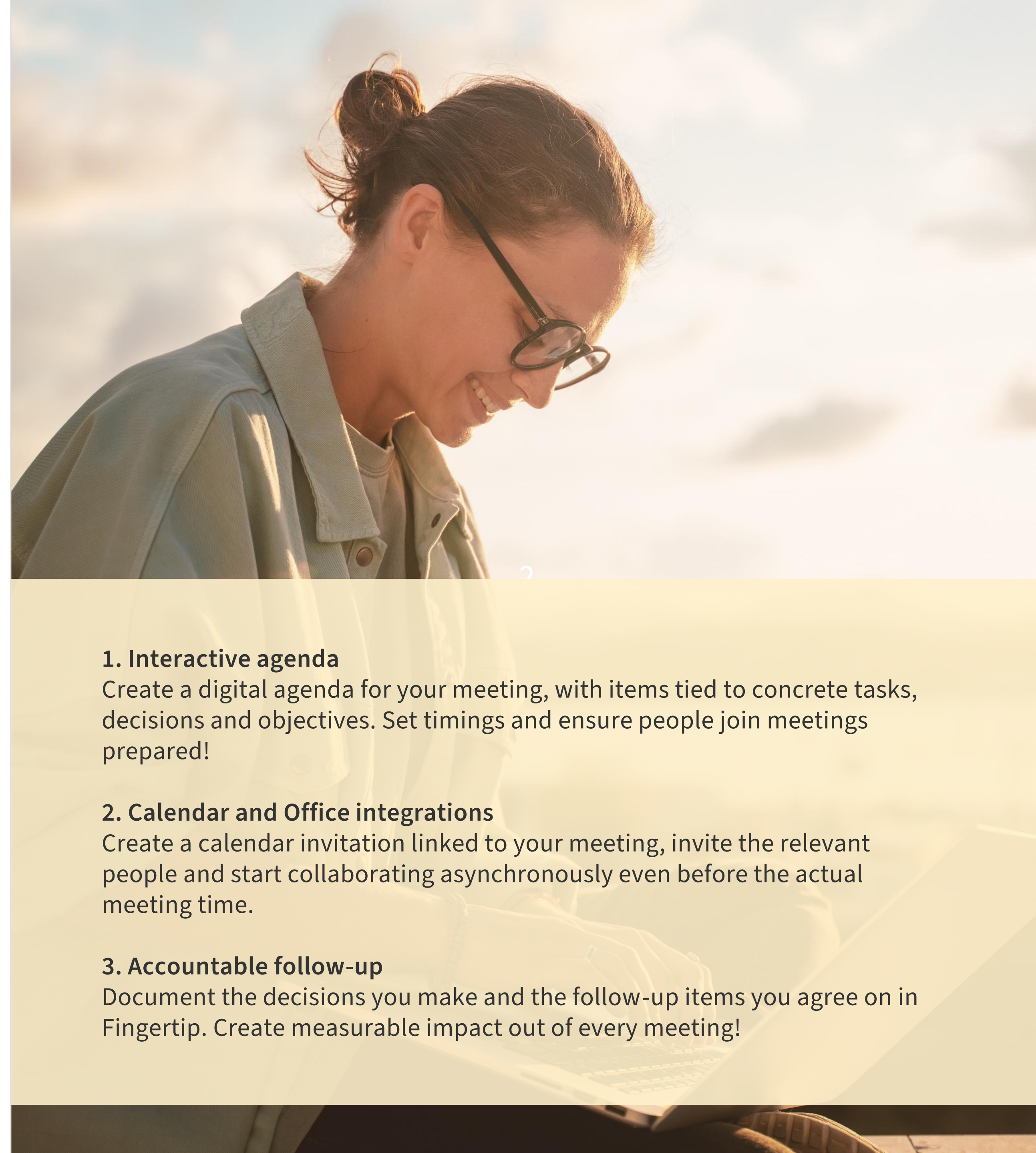
Fingertip provides a Microsoft Teams integrated solution for managing the Meeting agenda, handling the Meeting process, and an opportunity to connect the Meeting to a plan whether it is the annual clock of leadership meetings or a development project.

What makes Fingertip's solution unique is that the organizer and the team can **build the agenda together** beforehand, linking the

required Fingertip objects right on the agenda. The sent Outlook calendar invitation contains access to the interactive agenda, and it is easy to **prepare for the meeting beforehand** without preparing a separate PowerPoint presentation.

On some occasions, the requested Meeting can be held without the face-to-face meeting all together. As the agenda guides the participant to take required action on its own. Requested **decisions** are made and **follow-up tasks** assigned asynchronously inside Microsoft Teams and followed through via Fingertip business object lifecycle.

Once the meeting is closed, the meeting is **documented**, and the agenda turns into a meeting note for more official filing if needed.



1. Interactive agenda

Create a digital agenda for your meeting, with items tied to concrete tasks, decisions and objectives. Set timings and ensure people join meetings prepared!

2. Calendar and Office integrations

Create a calendar invitation linked to your meeting, invite the relevant people and start collaborating asynchronously even before the actual meeting time.

3. Accountable follow-up

Document the decisions you make and the follow-up items you agree on in Fingertip. Create measurable impact out of every meeting!

Fingertip in Teams

Fingertip is the leader's solution for Microsoft Teams. With Fingertip, users improve meeting collaboration, engagement and productivity with the agenda builder, Jobs-to-Done extensions, decision making, objectives, templates, task management and more.

Leverage Fingertip before, during and after the meeting to save time, eliminate redundancy, and increase productivity.

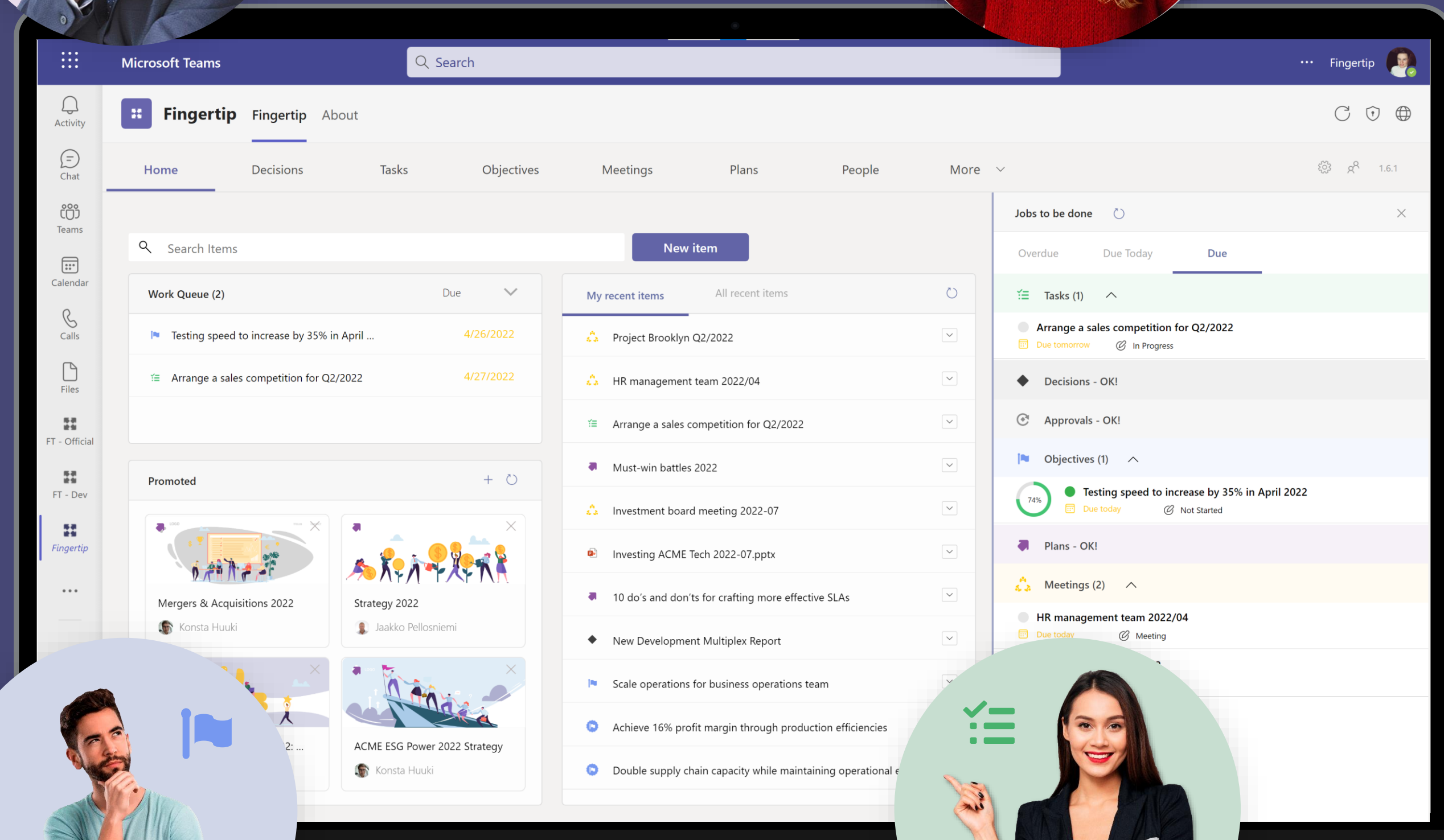
It is ideal for leadership teams, project teams, boards of directors, and others who meet regularly and want to get things done and delivered.



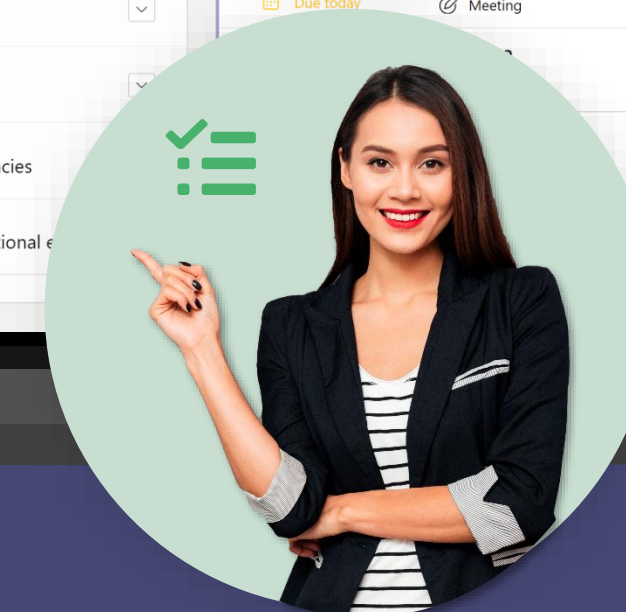
Planning
Strategy
Execution
Portfolios



Decision making
Approvals
Governance



Objectives
Key Results
Alignment



Task management
Delegation
Escalation



Meetings
Cadence
Follow-up
Employee Experience

BENEFITS


Transparent and accountable employee engagement

Increase productivity with Transparency

Avoid risks with Accountability

Enable growth with Collaboration

Reduce costs with Documentation



Using the methodology presented in the previous chapters, with the solutions provided by Fingertip, organizations can supercharge their leadership capabilities, improve communication, transparency, and visibility. There is a multitude of benefits to be gained from using Fingertip on top of Microsoft Teams, which we will cover in detail in this chapter.

Fingertip benefits

Transparent and accountable employee engagement

If you feel pressured from all directions by the high expectations of a modern leader, you are not alone. According to the Harvard Business Review article ‘What Sets Successful CEO’s Apart’ a leader should **decide with speed and conviction, engage for impact, adapt proactively, and deliver reliably**. These are all undoubtedly good behaviors but, what does this mean in practice?

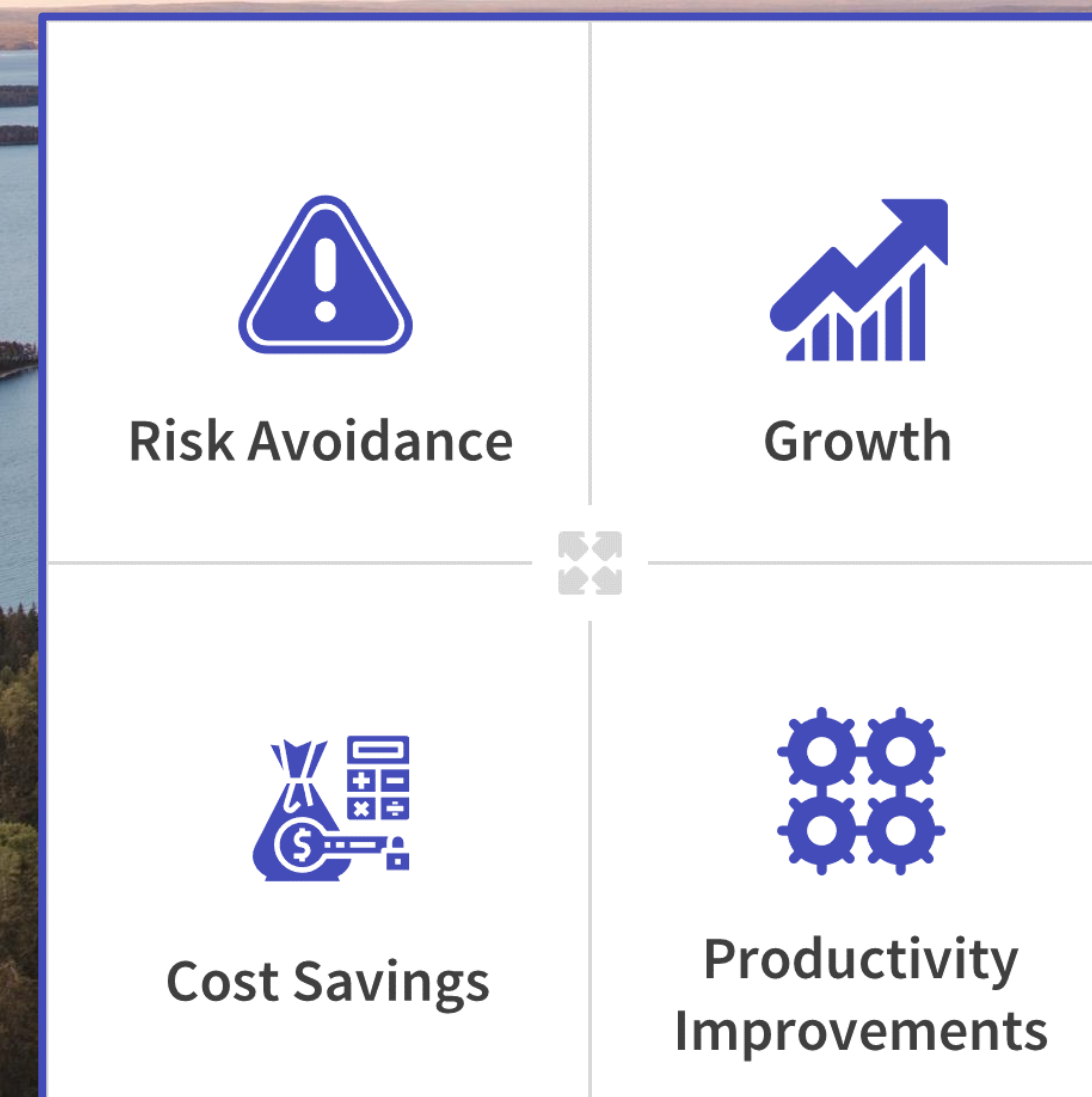
[Global business leaders themselves are foreseeing many core trends in 2022](#): The economic trends are as hard as ever to anticipate and prepare for, but it is clear that the **better situational awareness** and **capability to redirect** the leaders have, the higher the chances are for the organization to **survive and thrive in a volatile environment**. However, the other projections underline what the leaders think they can and should act on to make a difference in those areas that are within their power to change.

CEOs predict that the major decisions and challenges for leadership will relate to **hiring, recruitment and sourcing**. Their investment

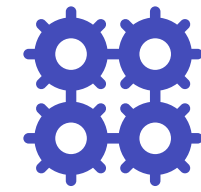
priorities will center around **people and technology**, and they recognize how the megatrend of **workforce revolution** will require differentiation through **employee experience**. Fortunately, these are the same motivations that have inspired us to develop **easy-to-use digital leadership solutions** at Fingertip – for leaders by leaders.

Our research confirms that over 65% of organizations currently using Teams are exploring **how to improve their digital leadership capabilities** within the platform. Today, Teams is also a popular choice because Microsoft themselves are positioning it as their **future operating system for digital work**. This means that many organizations in the Teams ecosystem are investing in new technological advancements, innovations, and capabilities, that the broader ecosystem will benefit from.

Let’s take a look at some of the main benefits to be gained from using Fingertip in the next sections.



Increase productivity with Transparency



Tailored for remote working

In a world of increasingly mobile and project-based work, in which employee shortage is a growing problem, **remote working** allows us to tap into a **wider talent pool** of skilled people. However, leaders and distributed teams can also experience some challenges as they depend more and more on **digital collaboration practices**. Fortunately, these challenges can be turned into real benefits by approaching leadership in a new, digitally-native way.

It might not be automatically clear what is expected of teams as they work remotely. How to accomplish **an objective**, how to engage and **respond to communication**, or **when and how to attend and contribute to meetings** are some of the new behaviors that should be discussed together.

Managers can ease the anxiety by **transparent** individual and team objectives and by composing a **team playbook**. It is also helpful to discuss **boundaries and expectations** related to after-hours and weekend work tasks.

Productivity in real-time

While many people feel more productive working at home without the distractions of the office, **others are not able to progress in solitude** without the motivation and sparring created by the team around them.

Some people might feel less productive, **even if it is not true**. At the same time, those in the office may wrongly feel that their remote colleagues are not working as hard as them. Continuous tracking of project progress transparently through shared OKRs, plans, and tasks not only keeps the team in sync but also **communicates the same up-to-date progress** status to other colleagues and management. With a collective view into people's progress, we reduce time spent in communication and waiting for meetings or information to find us. This saves us all a hefty amount of time every day.

Gain

1 hour / day

Fingertip's transparency through the entire organization ensures you and your team know what's happening and are in real-time control.

With less reporting and communication, you can gain up to an hour a day!

FINGERTIP.

Avoid risks with Accountability



Strategy every day

The concept of dynamic strategy is not new, and neither is the pressure for continuous strategy iterations and frequent adjustments driven by a volatile business environment. Still, **most companies struggle with keeping their strategy up-to-date and implementing what has been planned.** Strategy is planned by a small group of people or even external consultants, and it feels **distant from the everyday work** of the teams.

Often strategy appears outdated before being finalized and approved in the management process. **Sharing objectives** and bringing **strategic planning** and **decision-making** to where the expertise and practical experience resides helps the whole organization **gain strategic capability and agility.**

When everyone in the company looks forward, scouts the environment, and listens to the customers, partners and colleagues, the level of **responsiveness** and **ability to change course** is greatly enhanced compared to more traditional hierarchical and one-directional

leadership models. In Fingertip, every person and team or task and plan can be connected to the strategy and through that they can contribute to the iterative processes of both **developing** and **shaping the strategy** and implementing it at the same time.

Engage and commit

Ambitious modern leaders want to create ‘the best place to work’ for their teams, who expect nothing less than **transparency, accountability, autonomy, recognition** and **trust** from their leaders and colleagues. In order to foster a culture of teamwork and joint purpose, leaders need to maintain oversight and know what is going on at all times without burdening their teams, or themselves, with routine or ad-hoc reporting tasks.

Empowering teams to participate in planning and decision-making doesn’t only increase **engagement** and **commitment**, but it has also proven to save time, lower the risk of bad decisions and smoothen the implementation phase.

41%
**More likely to
succeed in
Implementation**

With Fingertip, strategy becomes a dynamic part of daily operations, while shared purpose and ownership create commitment.

When people feel their job matters, they are 41% more likely to succeed in the implementation.

FINGERTIP.

Enable growth with Collaboration



Engaged diverse work teams

Research has shown that regular human interaction is necessary for our brains to work properly. While social isolation is also possible in an office environment full of people, it may go **completely unnoticed** in remote teams. Furthermore, the **sense of belonging** is developed through working **together** and participating in a joint mission.

Managers can enable a healthy working environment for their hybrid teams by **intentionally creating digital spaces for social connections** such as streams of jokes and funny pictures, virtual coffee breaks and hackathons to shared planning of improvement initiatives and milestone celebrations.

These practices should foster diversity and the tools offer functionality that cater to individual preferences and styles. For some people **gamification** with badges and scoreboards might be an uplifting booster. **A to-do list** could be a lifesaver for some, while others might organize their work best through **meetings or plans** and get most energized and productive in an interactive setting.

From poor team cohesion to an even ground

In the hybrid work model, people are dynamically part of **both in-office teams and remote teams** depending on where they work on particular days. The people in the office may unintentionally receive **more attention and benefits**, while when remote they may be excluded from joint activities.

Ensuring that the communication, collaboration, and activities necessary to reach goals take place within the same digital platform **improves team cohesion and increases the chances of getting work done and being successful**. Also, the team playbook should include the same benefits to both on-site and remote people whether it's free pizza or flexibility regarding working hours.

3x

Better
Quality
Decisions

Fingertip helps create a collaborative environment for leadership by reducing poor cohesion and engaging diverse teams.

Deciding along with more people improves collective understanding and decision quality up to three-fold.

FINGERTIP.

Reduce costs with Documentation



Continuous asynchronous multimember conversations

At the office it is easier to share information in unplanned **informal** face-to-face **interactions**, whether passing by somebody's desk or meeting at the coffee machine. However, this might give a **false sense** of being sufficiently informed or communicating enough. It is true that remote working eliminates the opportunity of coincidental and unintentional communications. Still, if everybody is working in Teams, more people can be reached and engaged with both instantly and in an asynchronous way.

Communications will be more effective and **information and accumulating knowledge** will also have an **extended life cycle** and more impact in the organization, since they remain accessible long after the day of the first idea. A good practice is to make sure there is a thoughtful **pre-planned cadence** of meetings with a **formal and informal** agenda, and a log about what was discussed and decided that would spark communication **outside meetings**.

Visible, long term strategy

When working remotely, managers may lose oversight of work being done. Teams, on the other hand, may experience a lack of interest and attention from leadership. This can be overcome by utilizing **structured** meeting practices and **shared goals and milestones** to help focus valuable conversation time to discuss on-going progress, potential obstacles, and the need for help.

Switching between systems or building connectors and integrations **takes time and costs money**. It also takes the focus from what is important for your business. Fingertip is not a separate system, that needs heavy roll-out and training plans, but rather an **enriching feature set** that starts to provide value for any Teams user from the first day.

31%

Less overall Reporting

Fingertip lets you document the long-term strategy in an inclusive way and connects discussions related to processes intuitively.

When documentation is created as the work is done, the need for reporting can be reduced by around 31%.

FINGERTIP.

SUMMARY

The easy way to lead

Get started

These are just a few of the tangible benefits Fingertip customers have reported since they started using the platform. Because Fingertip is there for you and your teams, and not the other way around, the opportunity for you to improve modern work for your whole organization is limitless.

The quicker you start with the first team or initiative, the sooner you will be cashing in on the benefits and resolving the pains and roadblocks that are slowing down your organization today.



Summary

The easy way to lead

Modern leadership is no easy feat. The speed at which organizations do business is increasing. Not to mention the technological advancements in recent years such as robots, artificial intelligence, and machine learning, which are all transforming knowledge work as we know it.

One of the newer developments was the Coronavirus pandemic of 2020, which changed the knowledge work practicalities almost overnight. Hybrid work is likely here to stay, and companies who are scrambling to enable the desired remote work conditions are eager to find the best possible software, tools, and monitoring processes, to cater to employee wishes.

Lately, Microsoft Teams has become the dominant player in supporting location independent hybrid work. It has a role in the majority of companies that utilize Microsoft technology.

The core of Microsoft Teams is to support the digital employee experience and communication – the two elements that are vital for good leadership to take place.

However, much of its architecture and philosophy is built to support primarily team level activities, which makes information siloed and blocks much of the transparency and structure required for good leadership to take place.

Fingertip is improving Microsoft Teams with an App that covers the rest of the five pillars of leadership: tasks, plans, meetings, objectives, and decisions, with our novel methodology based on the Fingertip Flywheel, and the 7 Pillars of Leadership.

Fingertip is intuitive to learn for anyone familiar with Microsoft Teams, making it easy to adopt. It is an easy way to lead in Microsoft Teams, that is collaborative, transparent, accountable, and documented.

Our goal is to help you become more dynamic, agile, and customer-oriented in Microsoft Teams. Let us know if you think you've got what it takes to become a pioneer and take your Teams to the next level.

Get started



Book a session with our experts, and let's solve your pressing leadership issues together!

[Book a meeting](#)



Look at a use case demonstration to see how Fingertip works in practice.

[Watch a demo](#)



Check out our other content for more insights into modern, agile leadership!

[Read more](#)

Join the next global revolution of Leadership.

Fingertip is the easy way to lead. With simplified digital objectives management and goal setting, planning and portfolio work, collaborative decision making, meetings, and task management, it is the category-defining model for leadership in the 21st century.

Whether you wish to remove inefficient communication, increase ownership and commitment, improve vision into planning, deciding and execution, or simply increase the daily collaboration between knowledge workers, Fingertip offers an adaptable and versatile leadership platform enabling your success.



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