



Making work management work well.

Help your organization run more efficiently with the right tools, techniques, and practices.



The people behind Adobe Workfront believe that work itself is a “tier 1” asset—meaning that the work a company’s people do and the way they get it done are just as important as the product or service the company provides.

This notion informs their approach to “work management,” a term that encompasses how an organization uses technology and techniques to organize workflows, improve productivity, and eliminate issues related to resources and time management. With a well-planned and well-implemented work management system, an organization can function more efficiently—and, by extension, more profitably.

Organizations of every size have long understood the practice of project management, but the idea of work management is somewhat new. While project management is typically limited to one project or campaign, work management is about organizing and orchestrating work across multiple teams and departments at every level in an organization. The addition of business intelligence helps organizations manage and even automate workflows.

We recently sat down with three work management professionals to learn more about how they manage work in their organizations.



Connie Sprinkle
Senior Vice President,
Head of Marketing Risk and Operations,
City National Bank



Lori Meyers
Digital Asset Manager,
John Snow, Inc.



Richard Whitehead
Product Marketing Leader,
Adobe Workfront

Why is work management important?

When businesses focus on work management, a primary benefit is that they gain a complete view of all the work being done in the organization, how it all connects, and who is doing it. This can help them prioritize the most important work, track and report on work, connect the dots between strategy and outcomes, and get rid of redundancies and wasted time so they can achieve their desired results faster.

“We started our work management journey about four years ago,” says Sprinkle, “and we started it for several reasons. We needed to report on and track what we were working on, and at that time we couldn't do that. We needed to prioritize our work, and we couldn't do that. We needed to be efficient about how we got work out the door, and we needed to be strategic and make sure we were covering risk. If you don't have the system that you need in place, you're really adding to your risk. You're slowing down how you get the work out the door. And you can't answer your executives' important questions, which is not a fun place to be.”



Meyers had a similar experience. “When I started at my previous company, they didn’t have anything set up, and it was a chaotic mess. But once we instituted a work management process, we didn’t have to go to numerous people to figure out where projects were and what was going on. Not only were we able to know what was going on within our internal team as well as external teams, we were also able to produce faster and more accurately. And if somebody from higher up wanted to know exactly what was going on, we were able to tell them. With a good work management tool, you’re able to get your final product out better, faster, and more accurately.”

To learn more about how you can calm workflow chaos, read the Adobe guide ***The Marketer’s Guide to Moving with Agility.***



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Lori Meyers
Digital Asset Manager
John Snow, Inc.

The nature of work has changed—and organizations must evolve to survive.

With more distributed teams and remote workers than ever, the right work management tools and systems are a crucial component of keeping work connected, tracked, and collaborative—no matter where it's happening. This allows companies to make better decisions from the beginning, avoid churn, and deliver great experiences to their customers.

“There’s nothing worse than finishing a project and hearing, ‘Oh, I don’t need that anymore’ or ‘Oh, somebody else is working on that,’” says Meyers. “Situations like those are so frustrating.”

And whether you’re reporting up the executive chain or out to external partners, without work management you’re less able to share clear information.



“Without the work management system we put in place right at the beginning of the pandemic, we would not have had the collaboration that we’ve had,” says Sprinkle. “We would not have been able to really get anything done... Today, everything is digital, so you need to be able to track it all in a work management tool. For us, it’s all in one place where we can work on it together and make decisions together. We can collaborate within our system, within Workfront. And I honestly don’t think we would have been able to get anything done without it.”

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The future will be personalized.

An exponentially increasing need for personalized experiences has made many projects and workflows staggeringly complex. Work management not only helps organizations keep everything organized, it also streamlines complex processes, which allows teams to work quickly and effectively. With technologies that then integrate work into an organization's core systems, work is pushed where it needs to go at every step.

"From a personalization standpoint, you have to connect the pipes correctly to be able to personalize an experience based on who's visiting your website—differentiating between a client and a prospect, for instance," says Sprinkle. "You have to be able to access certain types of imagery or copy to be able to give them the right experience. And this is somewhat new to us. We're kind of just scratching the surface on personalization. For instance, take the assets that we generate in a campaign. Those get put in the digital asset management system—a DAM—they get tagged, and they get organized. And then Adobe Experience Manager runs all our websites, so everything's connected, from the DAM to Experience Manager to Workfront. And then we can pull and push the different pieces we need based on various triggers and provide those different experiences."

She continues, “We put the client at the center of everything we do. We want them to have a good experience with all the touchpoints that they have with our company. And what better way to do that than to make sure all the touchpoints are integrated—that they’re not getting a different message in one channel than they’re getting in another, that we’re not sending confusing or conflicting messages. That’s a huge thing for us.”

“There’s also an increasing need for an ability to quickly pivot, quickly change,” says Whitehead. “We’re in a moment-based world now. You have to be able to react in the moment, and you can’t do that effectively through email and spreadsheets and sneakernet. You need a good work management system.”



Creating a better work experience.

An effective work management process connects everyone's day-to-day work to a business's goals and makes those goals—both the big ones and the small ones—visible to the entire organization so everyone can strategically prioritize their work, track progress, and measure results. This leads to better alignment, more efficiency, and happier teams because when people clearly see how their work aligns with an organization's goals, they are more satisfied.

"People do their best work when they know their role, when they know their work matters, and they can be proud of it," says Whitehead. "And you can't do that unless you have something to help manage the work."

And while the right tools are key, work management is not only about tools—it's also about strategy, processes, and alignment.

"A tool doesn't solve the problem by itself, right?" continues Whitehead. "Last I checked, just having a treadmill doesn't help me get in shape."



Sprinkle agrees. “In terms of capacity planning, we actually implemented a quarterly planning process where we’re two quarters ahead on all of the work that we’re going to do. And it was a huge change management effort—not just within our own organization—because all of our lines of business had to get onboard with this. And that was very transformative for us. We plan to 80 to 90% capacity in that quarterly planning. And then we have a weekly forum for unexpected things that come in. We live in the real world, so if people have new things that come up, they can present those and then we can look at what we already have planned and make decisions. Having a whole system and process around how we do that has completely transformed the way that we plan and prioritize our work.”

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Richard Whitehead

Product Marketing Leader
Adobe Workfront

When you're ready to implement a work management system, Adobe can help you think strategically.

Crafting an effective work management strategy—and choosing the right technology—can seem like a daunting task. But the experts we've talked to have found it to be more than worth the effort. Sprinkle's advice for companies getting started on their work management journey is to make sure that there is consensus—and that you've done your homework.

"You have to have buy-in," she says. "Your executives need to be all in. Everybody needs to agree that this is the way it's going to work. And you have to do your homework before you do anything with the tool. We did almost an entire year of re-engineering our process—or rather, taking our 20 processes and reengineering them down to one."

Meyers agrees that buy-in is key. "We had some people who were definitely pushing back, so it really helped that we had upper management support. Without that, I don't think that everybody would have started to use the system."

"My second piece of advice would be to know what you're trying to solve for," she continues. "Know what your desired end result is, because without knowing that, it can be really hard to jump into a management system or management tool. We definitely had to do some internal research to figure out what it was we were trying to solve for."

Whitehead adds, "There's definitely a curve, and in the case of work management, you start out almost euphorically creative—and then you start doing it, and you go through this period of disillusionment. It can get difficult. But you have to stick with it in order to get those outcomes that you're looking for. It's a process in and of itself, and it requires everyone to get behind it and say, 'We're going to get through it. And then we're going to be in a better place.'"

The right work management technology and processes are cornerstones of effective, impactful work. Get started on your own work management journey today with Adobe Workfront.

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