Transforming our workplace:
enabling collaboration in a complex organisation

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Collaborative Innovation
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IBM has the challenge of increasing *productivity*, *collaboration* and *innovation* of its 380,000 employees worldwide

- >45% employees work remotely

- Global workforce across all time zones

- Moving to distributed teams vs. co-location

- Matrixed teams and management

- Information overload – need more knowledge, less information

- Speed of connection – knowledge and information delivery

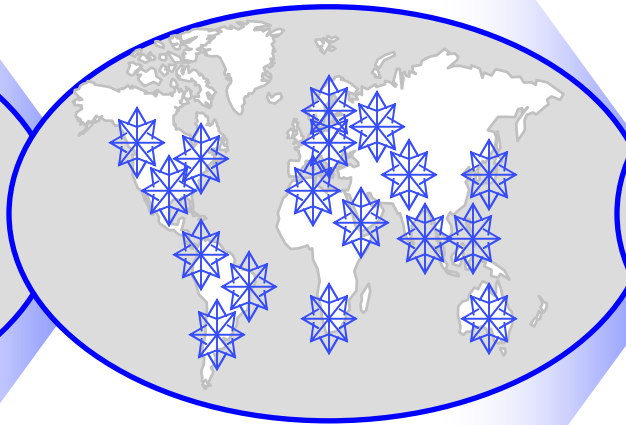- Flexibility – variety of work styles / coordinate with co-workers

Our business transformation reflects our response to an ever changing marketplace environment
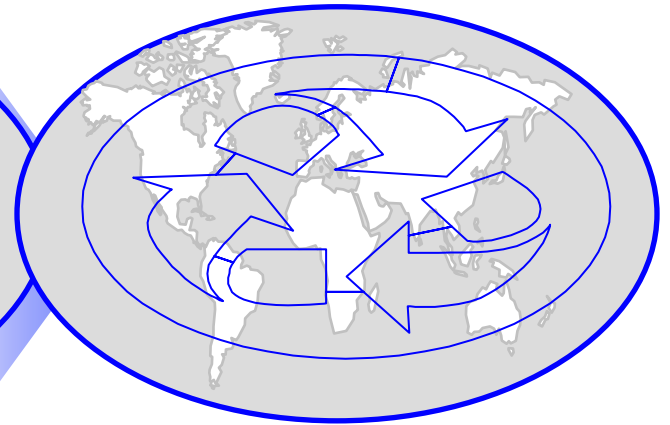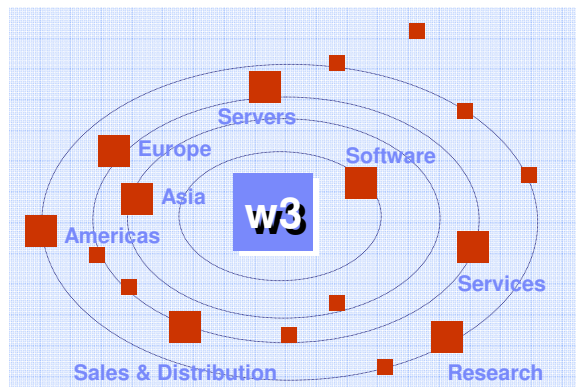

International
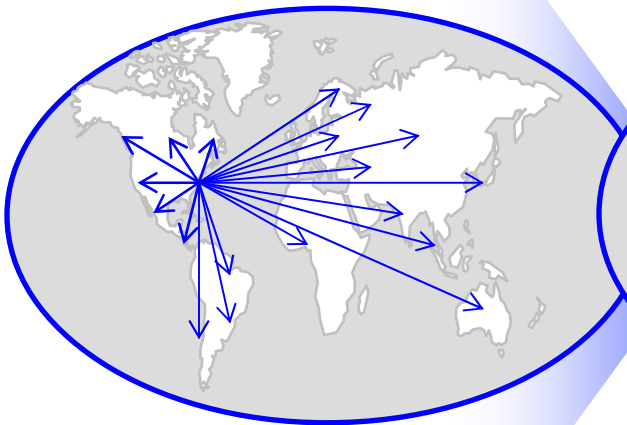
Multinational

Globally Integrated

"We no longer have to replicate IBM from floor to ceiling in every country. We are optimizing key operations in the right places in the world – eliminating redundancies and excess overhead – and integrating those operations horizontally and globally. …This is about doing the right tasks, with the right skills, in the right places."

- Sam Palmisano, IBM CEO, May 20, 2005 Analyst Meeting

… and is reflective of our transformation from intranet to the On Demand Workplace

Phase 1: Access (The Website Model)	Phase 2: Integration (The Audience Model)	Phase 3.x: On Demand (The Roles Model)

Phase 1: Access (The Website Model) — Servers, Europe, Software, Asia, w3, Americas, Services, Sales & Distribution, Research

Phase 2: Integration (The Audience Model) — New Hires, Managers, Developers, w3, Technologists, Sellers, Marketers

Phase 3.x: On Demand (The Roles Model) — Benefits, Competitors, 401K, Sales, w3, Industry News, Company News, Training, Customer Data

The org chart online

- Focus: providing Information
- Benefit: universal access
- Problem: site proliferation
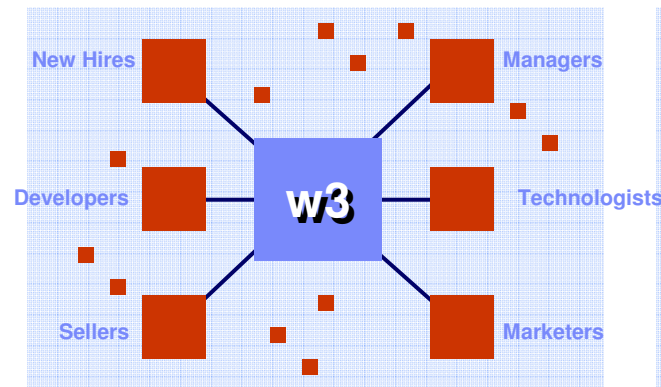
Cross-enterprise platform

- Focus: web-enabling functions
- Benefit: separating content from vehicle
- Problem: competing centers of gravity
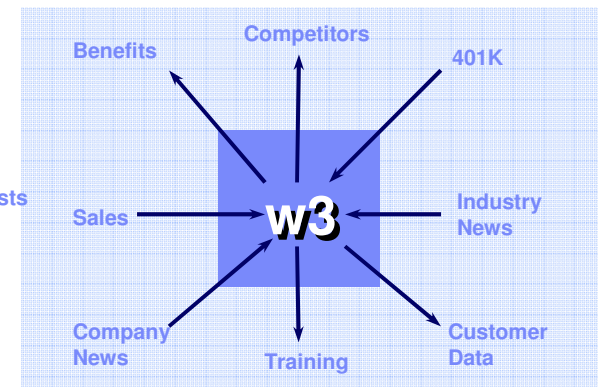
Sense and respond enterprise

- Focus: real-time expertise location
- Benefit: fluid, collaborative decision-making
- Problems: governance and culture

We see the future workplace as ubiquitous; totally integrated; and senses work activity and responds with resources

Transforming the workplace while transforming the workforce …

Increasing employee's productivity

1

2

Enabling collaboration

- **An easy to use interface**

- **One place to go**

- **Things work together**

- **Find relevant content faster, easier and personalize it**

- **Find people who know and who can help**

Evie Employee

3

Helping every IBMer be an innovator

- **Find the right people**

- **Leverage the community**

- **Use the right technology**

- **Share and store documentation**

- **Build a reputation and have recognition**

- **Provide a means to share and ideate online**
- **Provide technology to collaboratively innovate**

Role and process enabled workplaces are transforming the On Demand Workplace into a business critical platform

Susie Seller

Increasing employee's productivity

- **An easy to use interface**

- **One place to go**

- **Things work together**

- **Find relevant content faster, easier and personalize it**

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Building a culture of innovation first requires building one based on collaboration

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BluePages

- One universal employee directory

- 50+ applications access & use the directory data

- More than 6.4 million searches per week

- 65% of employees use BluePages once a day

Beehive

- Opt-in social networking site from IBM Research (Cambridge)

- Create a personal page to share interests, thoughts, photos and/or what you do in IBM

- Over 58,000+ registered members and 68,000+ photos uploaded

Fringe

- Experimental directory and networking site from IBM Research (Almaden)

- Find colleagues based on skills, interests or other shared connections

- See what's going on with the news in your social network through aggregated feeds

BlogCentral

- **Open up collaboration and create connections across IBM through use of Web 2.0 technologies**

- **Blogs allow IBMers to share information and create connections on the web without having to be a web programmer**

- **Discussions ensue between people who have never met but share passion for a topic**

- **65,000+ users, and over 260k entries**
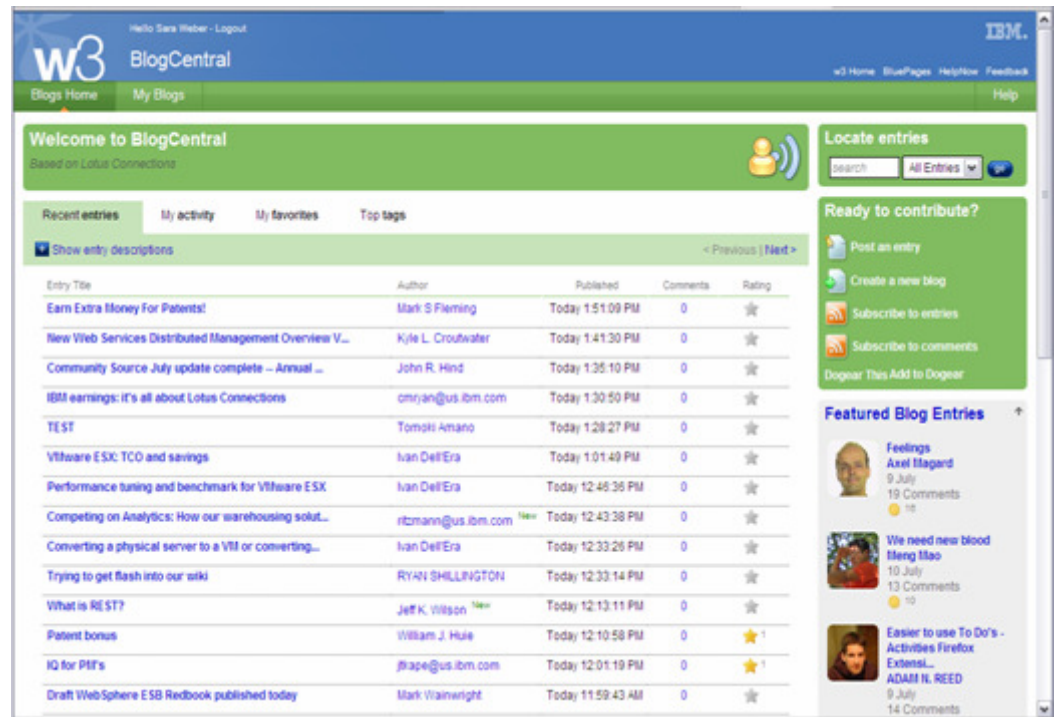
"The more I blog, the more contact I make inside the company and the easier I can connect the dots...."

Dillon Schalk, Marketing

WikiCentral

Enabling every employee the ability to publish and share information without process or technology know-how

- **Leverages third-party wiki engine - Confluence**

- **Provides easy and effective ways of collaboration in any size group**

- **Creates collaborative, up-to-date & shareable content**

- **25k+ Wikis, 320k+ unique readers**
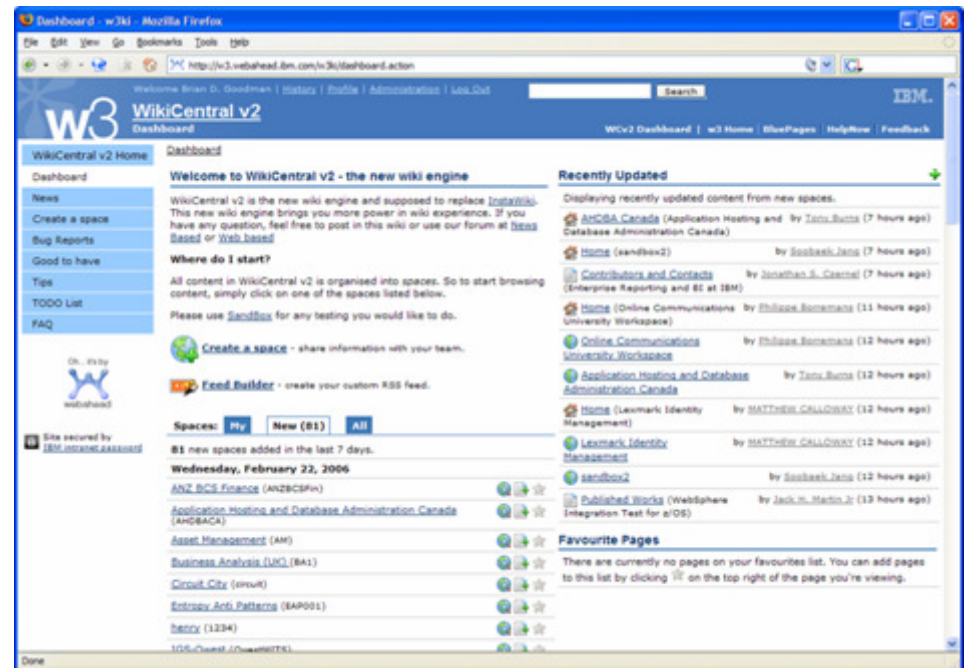
"Delight to use…greatly improves and increases the levels of communication and collaboration among the team"

Allen Stalvey, Project Executive for Worldwide Technical Support Transformation

A practical example of collaboration at work

- **Created a 'news' entry in Department's Wiki**

- **Pushed broadcast IM alert to Department with request and link**

- **Colleagues could comment directly in Wiki or send an email from my 'Bluecard'**

- **Instant Messaging (IMs): 4M+ per day**

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Our goal as a company – to be the innovator's innovator – requires that we foster this culture internally

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Helping every IBMer be an innovator

- **Provide a means to share and ideate online**
- **Provide technology to collaboratively innovate**

Jams and ThinkPlace created a new collaborative medium and a process to capture best practices and foster innovation

- Kick start the innovation process across the company, industry or extended eco-system

- Transcend culture, language, and geographic challenges to harness collective brainpower to a given problem or challenge

- Top 10 ideas from Innovation Jam™ 2006 funded with $100M investment, over half of the ideas make up IBM's Smarter Planet initiative

- Open, collaborative and on-going global forum

- Surfaces solutions to specific challenges
  - 16,000+ ideas submitted since launch
  - 350+ ideas adopted

- Facilitates exchange of "smaller" ideas

Technology Adoption Program (TAP): Changing How Technology is Adopted at IBM

- **Open to Early Adopters and Innovators across IBM**

- **100,000 IBMers registered**
  - More than 80 offerings piloted

- **Sametime 7.5 released 9 alphas & 4 betas during development. 5 months in development vs the traditional 18-month cycle**

TAP @ work: SmallBlue

- Unlocks the valuable business intelligence of 'who knows what?', 'who knows whom?' and 'who knows what about whom'

TAP @ work: SmallBlue

- Within intranet search retrieves experts based on tags and employee profiles recommending best path to connect

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TAP @ work: SmallBlue

- Analysis of social network visually depicts people networks and geographic clusters
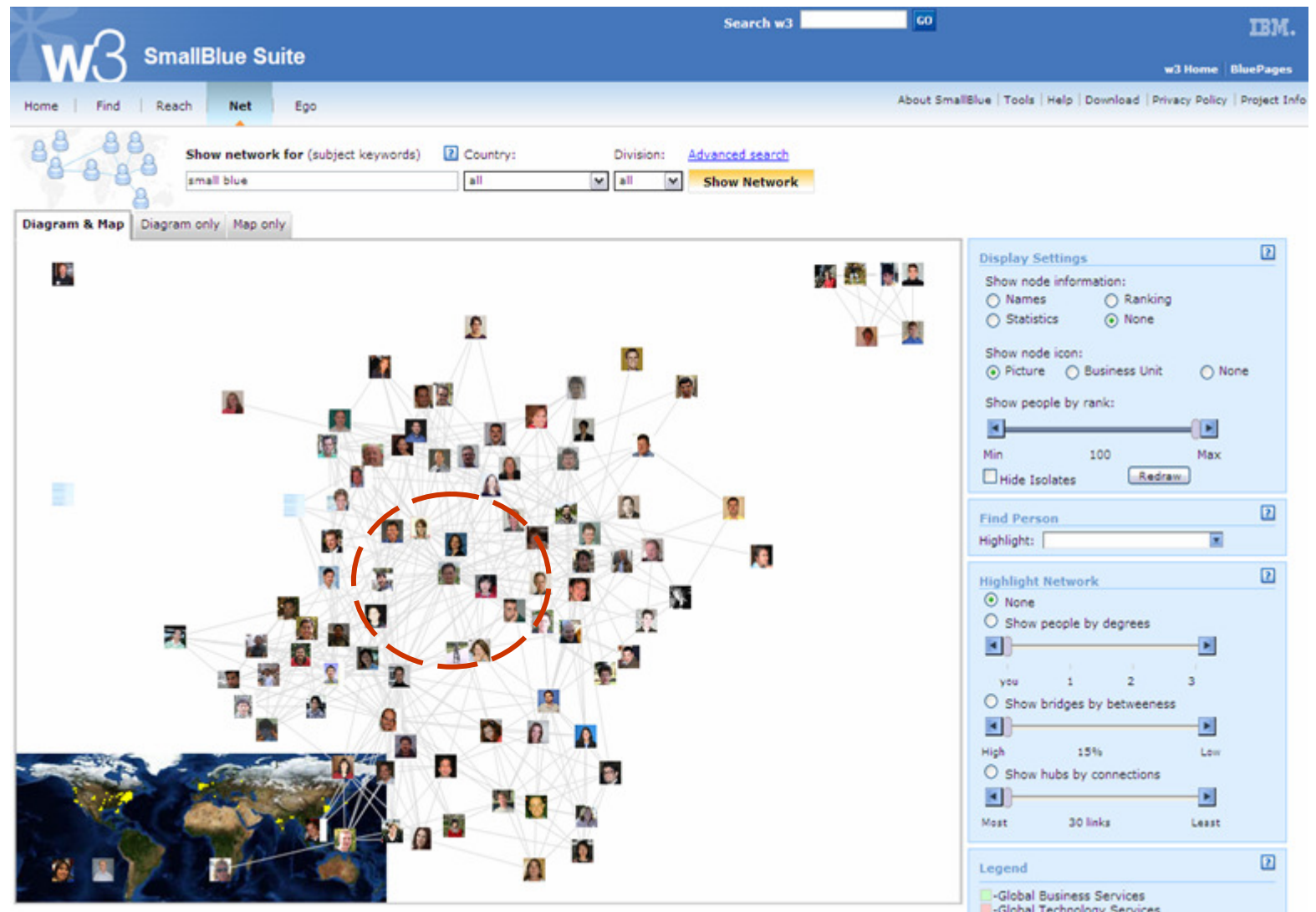
By enabling ubiquitous collaboration, our workplace …

- **Creates tighter linkage between coworkers, customers and partners**

- **Improves customer service; reduces time to market**

- **Improves information flow**

- **Breaks through geographic and organisational barriers**

- **Supports a mobile workforce**

- **Reduces business travel**

- **Ensures anytime, anywhere access to documents, tasks and team members**

- **Instantly communicates decisions, key findings, progress**

- **Enables collaboration on ideas, issues and shared documents**

- **Empowers users with team spaces that are easy to create, customise and manage**

Epiphany: what we continually observe on this workplace transformation journey

Scale makes it more likely, not less, that you'll get concrete results. It gets you past silos. And it gets you to culture.

- **Perceived value to employees:** Our workplace and collaborative venues present the corporation as an accessible quorum of the whole. It makes divisional employees into "IBMers," and is trustworthy precisely because all are invited and empowered.

- **Perceived value to management:** The very same workplace and collaborative venues provide a picture of the entire corporation at the level a CEO has to manage – not just processes, but knowledge, culture, brand and purpose.

IBM
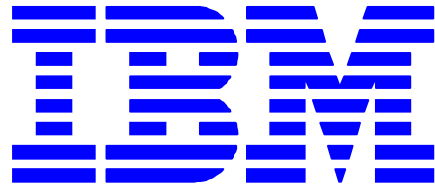
"*Google is often portrayed as the technology hipster, rolling out Web applications almost at whim. But unseen to the public, IBM is rolling out Web 2.0 technologies such as blogs, wikis, mashups and virtual reality technologies to help its employees be more productive. Inside its firewall, Big Blue looks pretty hip. "*

- Clint Boulton, eWeek