

*Randy Frink:*

Hello, and welcome to today's webcast, Driving Innovation Anytime, Anywhere With Mobile and Cloud-Based Collaboration brought to you by IBM. Hello, my name is Randy Frink. I'm the IBM Worldwide Business Unit executive for social software, and I'll be your moderator for today's webcast.

Before we get started, I have just a few housekeeping items. Please note that the slides will automatically advance in your player, but this presentation is meant to be interactive. Feel free to submit questions in your console at any time. We'll either answer them during the webcast or during our Q&A session at the end. If you don't get your question answered today, we will follow-up via email. The presentation is also available on demand within twenty-four hours, as well as a PDF if you want to go back and revisit any of the content or share what you've heard today.

With that, let's hear from our two speakers today. We have Chris Crummey, Worldwide Executive Director of Sales for Social Business and Digital Experiences. Chris has a deep experience in collaboration, and has been a lead evangelist for the IBM corporation for many years.

In addition, we have Jacob Morgan, author of the new book *The Future of Work*. Jacob is also a speaker at many industry events and a futurist. Jacob is a professional that has been in the whirlwind of collaboration for many years, and has provided many collaboration opportunities to interface with industry experts.

Today's webcast again is Driving Innovation Anytime, Anywhere With Mobile and Cloud-Based Collaboration. So let's get started with the big picture. Why is the nature of work changing? Was there any particular tipping point? I'd like to turn to Jacob first and spend a few minutes on this question.

*Jacob Morgan:*

Sure. Well, first thanks everyone for attending. This is a topic I'm very, very passionate about so if I get a little overly excited, hopefully you won't blame me for that. So ultimately the good starting point is understanding what these five trends are that are shaping the future of work. And every time I go to a conference or an event or speak with an organization, one of the first things that every company wants to know is why are things changing? What is it that is forcing organizations to change the way they work? They innovate, they collaborate, they communicate. Like what are the trends that are fueling this?

And there's actually five of them that are dramatically shaping the future of work, and I'll quickly go through these five and I'm happy to talk more about them later if anybody has questions about either of these. So the first one is around new behaviors, and these are new behaviors that, you know, many of see in our personal lives and in our work lives. New behaviors are in how we communicate, how we collaborate. The fact that so many of us are living in such a very public world where we Tweet and Facebook and Four Square and LinkedIn. All these things are very new behaviors.

The second trend that we're seeing is around new technologies. Collaboration platforms. Big data. Wearables. The internet of things. Robots and automation. All of these new technologies are making their way into our organizations and it's something that a lot of organizations are trying to figure out what should we be doing about these? What technologies should be using? Why should we be using them?

The third trend is around the millennial workforce. By 2020 50% of the entire workforce is going to be comprised of millennials. By 2025 that number is going to be 75% of the workforce. So this is something that a lot of organizations are starting to think about. How do we attract and retain this new type of talent?

The fourth trend is around mobility and the simplest way to understand that is this idea of as long as you can connect to the web and get access to the internet, you can get your job done and you can innovate and collaborate anywhere, anytime, on any device.

And the fifth and final trend that we're seeing is around globalization. And globalization is this idea of operating in a world where boundaries don't exist. In other words, the culture that you subscribe to, the language that you speak, the currency that you transact in, where you're located, all these things are starting to matter less and less and less.

So these are the five trends that are ultimately shaping the future of work, and the five things that every organization needs to think about.

*Chris Crummey:*

Thank you. So as Jacob was talking about these changes, I wanted to give a level of reality on those changes from my own personal perspective, and then IBM perspectives. One example is working from home. There are 50% of all IBM'ers do not have an office.

And how is it that we still collaborate and engage in the water cooler strategy? We've had 110 acquisitions in ten years, and so how do you bring together those key aspects directly into what we're doing, get that expertise, and make them a part of IBM?

Things like bringing your own device to work. This is one of the key I.T. initiatives at IBM. Being able to choose Windows, Lynx, or Mac, choose your Android, or iPhone or Tablets of choice, and be able to participate securely in the IBM infrastructure by supporting this concept of an open computing model.

And Jacob had mentioned that concept of millennials, and we are literally trying to attract and maintain that talent base as part of this particular strategy. So the way that we see it, the traditional work model has changed dramatically. It has changed from where you're working, how you're working, who you're working with, what time zone you're in, and collaborating across those particular barriers and areas. So to me, that's kind of the reality of those key aspects that Jacob had brought up.

*Randy Frink:*

Yeah, both excellent inputs. You know, these trends are really pushing us in some very exciting directions. Can you identify maybe four or five trends you'd like to share with the audience on what are really enforcing the heart of these changes?

*Jacob Morgan:*

Yeah. Sure. So you know, it's interesting that Chris mentioned some of the cool things that IBM is doing, because I'm actually at a conference in Vegas where there's several employees from IBM that are here. And I usually use IBM as one of the examples of an organization that is doing some really interesting things around the future of work, because you know, you guys are a global company, hundreds of thousands of employees from around the world, and I'm always amazed how when I have discussions with folks from IBM, how many of them are using different devices. How many of them are spread out all over the world, yet they somehow are on the same team and they're able to sort of get their jobs done. So you know, I always find it to be very, very interesting when I engage with the IBM folk to learn about you know, some of these things that you guys are doing.

And a lot of the things that we're talking about as far as trends go and as far as you know, the future of work goes, really stems on understanding this evolution of how the employee is changing. And if you look at this visual, you'll see a couple of things here around the sort of the past and the future that we're going to. And I won't touch on every single one of them, but I will highlight

some of the competent ones that I'm sure many of the attendees are already starting to see within their organizations.

So the first one is this idea of working 9-to-5. We're already starting to see that mentality challenged completely. It no longer matters where you work, or what time you work as long as you get your job done. So flexible work from that regard is becoming a very, very popular thing that a lot of patriarch professionals are starting to implement. As is this idea of working anywhere.

A couple of other ones that I think are worth highlighting is this idea that you know, years ago employees didn't really have much of a voice within their organization. If you had an idea that you wanted to share, if you had feedback that you wanted to provide, you really had one option. You get a meeting with your boss, you try to share some things with them. Maybe you send an email out to some folks. But aside from that, that's all you could really do.

But if you look at these collaborative technologies that companies are starting to deploy now, it's amazing to see that every employee within the organization now has a very, very powerful voice. And I actually just put up a video on Forbes a couple of days ago actually saying that one of the greatest benefits that employees get as a result of using these collaborative technologies is the fact that they get to build valid leadership within their organizations. That's a very, very new thing that we are starting to see within our organizations.

Maybe one more that I'll touch on – maybe one or two more – is I think we're moving away from traditional email. You know, IBM recently of course, you guys just released a very cool product that is completely rethinking how email is getting done. And a lot of organizations are starting to realize that email is no longer the most effective and efficient way to communicate or collaborate. So they're really struggling and trying to find alternatives. How do we augment that? How do we get more people involved?

And sort of the last one that I'll mention is this idea of democratized learning, and democratized teaching and education, and innovation. When you think of innovation, innovation really used to be, or even training and education, really used to be up to a few people within the company. It was a learning and development team, or it was an R&D team, and that's it. But if you look at where we're going with these collaborative technologies, any employee has the ability to teach and to learn from anybody else, and any employee is able to contribute and

participate in the innovation process. So this is a very, very interesting evolution that we're seeing around employees in the workplace.

*Chris Crummey:* So to add onto that, one of the things we can think about here is you know, each company based on its size has different challenges. And you just brought up time zones, and when does the workday end and start. And for us, you know, at IBM we actually have what's called the matrix report system where you actually report in to more than one boss. You have your dedicated, the H.R. boss, but you also have a dotted line if you will. So that actually can increase the complexity of the collaboration and the reporting that you do.

So you're right. Using this concept of traditional email as a way to try and update everyone on what's happening is starting to get more and more difficult to do. So being able to actually work out loud and try that is huge, and be able to collaborate across those barriers is chief.

*Randy Frink:* You know, you both bring up some very interesting shifts that are happening in the workforce. I'm sure our audience is seeing this firsthand themselves. I know at IBM we've went through a dramatic transformation, but it's more than technology. But you know, just from the standpoint of these trends, I'd like both of you maybe to comment on how these technologies and these trends really have moved work into more of an innovative environment, an innovative culture. If you could maybe expand on that, Chris.

*Chris Crummey:* Yeah. So you know, for us we are moving in this model of your value as an employee gets tied directly to how much you share versus how much you keep. And when you have that mentality of your value is what you share, then you are having this concept of working out loud. And when you start to work out loud, you drive this wisdom of the crowd. You drive this concept of idea stacking. And idea stacking is one way that groups of people start with an idea and they grow it, and they get better until it becomes an incredible idea. Along with the culture of hey, it's okay to fail, and we've even had customers that give out the award for the greatest idea that failed the hardest. Right? They call it the golden cow awards. And so being able to support idea sharing and innovation in a culture, that's very important.

Now what you see on the screen here is an example of how our customers actually engage our Product Managers. An example of how our Product Managers actually engage our customers and

business partners. And think about it here. What you see on the screen are ideas that are voted on, and that the greater number of votes, the more that gives the Product Managers an idea of how to engage and understand the importance. They also see underneath some of those voted ideas the concept of graduation. So now we know that particular feature has been graduated into the product.

Now from a product management perspective, they feel like they can engage 300 or 400 customers and partners when before in the traditional sense of email and telephone maybe it was ten or fifteen. So for them it is really allowed a collective intelligence of wisdom of the crowds to better drive the focus of our products that meet the market needs.

*Randy Frink:*

And Jacob, what about culture? How's things changed with the cultures in these companies?

*Jacob Morgan:*

Yeah, so to kind of build on that idea, you know, there's this notion of sort of strong and weak ties with an organization. And I'm sure many people have heard of Dunbar's number and many people have heard of strong ties and weak ties I'm sure.

Strong ties are essentially the closely knit relationships that you can manage within your personal or your professional life. And traditionally this is usually how most of us used to work. The close ties or the strong ties at our organization used to be people that were in our department, or maybe people that sat next to us. But aside from that, that's typically the extent of what our network used to look like within our company.

And now, what we're starting to see is this expansion, and this ability of organizations to leverage technology to build a weak tie. Now this is especially important for organizations when you really start to think about innovation because as Chris mentioned, as we're starting to move towards this rapidly changing world really the successful companies and the ones that are going to be able to succeed in this type of environment are the ones that are going to be able to innovate quicker, faster, better than everybody else.

So how do you do that? Right? How do you innovate in a way that is unique and different, and how do you become faster and better than everybody else? Well, the answer to that is you have to open up innovation. Right? You have to make innovation sort of a broader theme and concept throughout the organization.

I'll give you an example. If you look at an organization like Whirlpool. Now Whirlpool most people think of as a very traditional, conservative company. They make appliances. I mean, how innovative can it possibly be, right? But Whirlpool recently went through a massive transformation of the organizations. You know, they leveraged a bunch of technology solutions. They did some changes around strategy and corporate culture. And they basically, long story short, they ended up with a program where any employee at Whirlpool is now able to contribute an idea or to provide feedback on a product or service. Absolutely any employee within the organization. And we're talking around almost 100,000 people.

Now this is a very, very dramatic shift for organizations because as I mentioned earlier, innovation is oftentimes something that is thought of as being you know, behind lock and key. Only a couple of people within your company do it. It's top secret. You shouldn't talk about it. And really R&D teams kind of worked like you know, the NSA or the CIA of your company.

So this idea of being able to build weak ties and opening up the innovation process I think is a very big shift that a lot of organizations are going through, and it's also a big cultural shift, right? Because how do you from this idea of allowing anybody to contribute and to participate, and to innovate? And I think these technology platforms sort of like Chris mentioned above where you can tap into the collective intelligence of many, that ultimately is I think one of the key recipes for success when we think about the future of work.

*Randy Frink:*

That is very interesting on the whole concept of innovation. How is innovation different today than it was let's say five years ago? I'd like to have both of your thoughts quickly on this.

*Chris Crummey:*

So from my perspective, Randy, innovation has always been around. There are two things that are different than five years ago I think. One is the speed in which innovation is collected and processed. And secondly is as I mentioned earlier, this concept of the culture of innovation. You know, you look at certain companies and innovation is part of what they talk about. About their culture, about bringing products to market faster, and being able. And the only way to do that is to have a culture that allows them to tap into that collective intelligence of what the marketplace is like in Asia versus what it's like in North America, and being able to have you know, kind of go-to-market strategies based on that understanding.

*Jacob Morgan:* Yeah, and to add onto that, Yeah, I think the key areas that we're seeing around innovation are sort of like Chris mentioned. The speed of innovation, and I think also the scale of innovation. Right? Innovation is no longer up to a department. It is now up to the entire organization to be able to contribute, and innovate, and participate. And a lot of companies are doing really cool things like creating internal incubator programs. LinkedIn does it. Adobe does it. I think Dream Works and Pixar do this as well. So these internal incubator and innovation programs are very interesting things that we're starting to see.

So I'd say the speed of innovation, the scale of innovation, and the fact that technology is enabling anybody to innovate I think are very different changes that we're seeing today.

*Randy Frink:* Thank you both, and Chris, you've shared some really good stories about the way IBM maybe fits into the picture, right, of this webcast. But what's your favorite customer story that really shows how the nature of work is changing dramatically? With the right technology, of course.

*Chris Crummey:* Well, what I've seen a lot of customers really want to focus on is the concept of adoption. So if we're going to have a new way of working, and if we're going to attract the millennials and attract and maintain talent, and we're going to try and balance working from home and balance you know, global companies and – you know, I've seen this work all the way down to a company the size of eighteen people.

So one of the biggest adoption strategies is something I call Sunday night to Monday morning. And that is when I think about how I leverage my personal use of technology. So let's say on Sunday night I grab my business cards and I start connecting with people on LinkedIn. I might watch a really cool demonstration on YouTube. I would follow my sports team on Twitter. I would publish some documents. As a coach here in Boston I publish documents for the parents on Drop Box.

And I find the ease of use of these technologies driving my behavior, and what I want to have happen Monday morning is I want to have that same value, but in a secure collaborative manner. So I want to follow experts within IBM. I want to be able to see the CEO give a video blog on strategy. I want to be able to have the latest presentation that my team works on automatically



synchronized to my Mac finder and to my iPad automatically like I do in Drop Box.

So it's this I want the same capabilities and the same value that I get Sunday night, I want to happen on Monday morning. And I see that is a common story across a lot of customers I'm working with is to make sure that adoption is successful is when you meet that criteria.

*Randy Frink:*

Let's talk a little bit more about the technology itself that's enabling these changes. How is technology changing how we collaborate, for example? Chris?

*Chris Crummey:*

So what I just mentioned that this kind of ease of use, this ability to leverage those open kind of technologies. For me, one of the biggest ways is to expand the concept of engagement with my peers and my teams, and my experts at IBM. To expand that even further and wider to the ecosystem that I work with, which includes customers, and business partners, and people that are adding to that ecosystem.

And for me, what I normally do is share my presentation in sixty seconds with customers or partners via the Cloud. All I need is an email address and I securely share my presentation. Now sometimes these presentations are so big that I can't email it. And what I like about it is it changes my relationship with those customers and partners, and the fact that when I update that presentation, they're automatically notified that there's a new version. So I'm kind of slowly but surely keeping in touch and keeping the radar going for these thoughts and ideas that I have with these customers and partners.

So for me, it actually makes my relationships better if I can leverage this technology, and thank God it's as easy as sixty seconds, and all I need is an email address, but I can do it securely. And that's the key. Is driving that so I'm doing the right thing, but it's so easy to do the right thing. That's the key.

*Jacob Morgan:*

You know, from my perspective I think as far as how collaboration platforms are impacting the way we work, you know, the simplest way to think about it is anybody can talk to anybody else within the organization and access the right people and the right information that they need anywhere, anytime, and on any device.

And that's a very, very huge and dramatic shift. We've never been able to do that before. So think about the insight that you can get

into your organization. Right? Think about – I mean, you can see work that the CEO is doing. The CEO can comment on something that you're doing. I mean, there's transparency. It breaks down hierarchy, and it allows anybody to stay connected to the organization at anytime and anywhere they need to. And I think that enables a lot of really amazing opportunities to get work done within the organization. And that's something that we've never ever seen before.

*Randy Frink:*

You know, that shift in itself kind of brings up another question. I know a lot of companies that I work with and talk to, the first thing they think about is all these new fantastic capabilities that make it easy for people to collaborate. Most of the businesses I talk to are asking the questions like how do I ensure that the tools and platforms that I roll out for my employees support the business and not just provide you know, the latest technology fad to our employees? You guys have commentary about that, or you have some input?

*Chris Crummey:*

So I mean there is this understanding of not only a technology fad, but oh my God, is it one more stupid thing I have to do. And that's a fair statement of oh, you know, we're going to try and do this way or that way. But the reality here is if the internal employees do not have the ah-hah moment of how it adds value to what they do as a job, then it is one more stupid thing they've got to do. And that's the key of adoption, and that's the key to getting them to think about it. Because you know, the value that it brings to employees, it's different than the value that it brings to Human Resource Managers, which is different to line of business, which is different to executives, which is different to the company.

So if you look at that as a triangle, every layer of that triangle has a different value proposition as to why this new way of working, this collaborative, this open way of working is valuable to them. I happen to pick out three of them that I think are some of my favorites here. And again, notice that these are on my iPhone screenshots because I'm you know, participating in this collaborative IBM environment wherever I am.

So on the left-hand side you see Laura Wolf, and this is my favorite statement because it shows the value of when do you work out loud, and at IBM we refer to this collaborative working strategy as a digital IBM'er. And this digital IBM'er strategy allows any employee to be as smart as any other employee, but five minutes later. And so that's why you're engaging in this, and they almost treat it like it's a social newspaper. They read it once

in the morning and once in the night, and goodness, are they as smart as the experts, but five minutes later. And so it helps them do their job better.

In the middle you'll see that Patrick had mentioned that he had tripped on a "knowledge nugget," and that was his definition of his ah-hah moment of discovering something called the knowledge nugget, and that it made him look like a God in front of a customer. So that was a powerful moment for Patrick in terms of collaborating.

And then on the right-hand side you'll see this concept of my network was working for me while I was sleeping. And that is part of the key of why customers are moving away from email and into this idea of leveraging networks, and having open conversations. And that's because you don't know all the email addresses. I've been at IBM for twenty-five years. I still don't know all the email addresses, but I know some of the smartest people. And if I go ask that really smart person, I ask a question on their profile, I'm not only asking them, I'm asking their entire network. So I get questions. We've had IBM'ers go away on vacation and say please post your questions on my wall. I'm out on vacation. And we had one guy come back and I think he had twenty-seven questions on his wall, and all but four were answered. And his network had stepped in and helped him do that right away.

So it's a powerful leverage for our IBM'ers to get that ah-hah moment, and to realize that this is a smarter, better way of working than the way you used to. And a lot of the millennials, like I said, they do this Sunday night, they're going to want to do this Monday morning.

*Jacob Morgan:*

So from my perspective, one of the big challenges that a lot of organizations are faced with is figuring out how to make sure that the technologies that they pick are aligned with sort of the business goals that they're looking to go after, and not just make sure it's some sort of you know, technology fad.

Now in the previous book that I wrote called the Collaborative Organization, I did a bunch of research on that and found that most organizations typically evaluate technologies based on these eight variables. And I won't read you know, sort of the yellow text for all of them, but I'll basically just summarize. The eight variables are you know, people. So as far as you know, do you get along with the people that actually work at the technology vendor? Vertical expertise. If you're in education, do they have strong

expertise in education? Technology and security. Ease of use and intuitiveness. The features that they have, and if it's what you need. Customization and integration, price, and support and maintenance. So ultimately these are all eight variables that companies compete on.

Now a simple way to look at this framework is to then weigh these eight variables based on priority. Now I've seen organizations take this framework and modify it and play around with it, and tweak it a little bit so you know, you might have nine variables, you might have ten variables. Whatever they are, it's completely up to you. But the important thing to do is to write down what you think those variables are, and you assign weights to them and you prioritize them. So you put number one at the top and it gets the most amount of weight, so eight points. The one at the bottom gets one, and you go from one all the way down there.

And you can all of a sudden get this very objective framework around which technology vendor is best suited for the needs that you have. Now of course, this is completely objective. It's not a you know, which one do I like the most. This is based on these eight variables what are the potential vendors that we should be looking at? You know, having this type of objective framework I think really helps organizations narrow down which technology solutions actually make sense for them.

We keep hearing about new platforms that are emerging all the time, right? New companies that are getting funded. New cool products that are coming out. Now some of them make it, some of them don't. So this framework is a good way to guide us to help us make sure that we're picking the right technology that makes the most sense for our company.

*Randy Frink:*

Both excellent input. You know, we've been talking a lot about the shifts and the changes in collaboration, but most of our examples have been internal. But I can assure you that many of our audience are really thinking about how do I take these culture shifts, and these technologies and how do I use these assets or these valuable things in the external community. With my customers, my partners, my suppliers. Chris, maybe I'll point to you. What are your recommendations on how to do this in a secure manner?

*Chris Crummey:*

Yeah, so like I said earlier, you know, I need it to be so simple that I do the right thing, but I also want it so that it's powerful enough to be secure. And what you're looking at here is a screenshot of

my real file sharing capabilities. And that to me as an executive here at IBM and someone that's in sales that's sharing the files to me is one of my major currencies that I work with. Whether it's a contract or a presentation, or other things with customers and IBM'ers that's a major piece of my currency. And I need the system to be able to support me in that capability, and that ease of use where I get to pick different ways of collaborating.

And so even if you are 100% deployed on premises, you still have that capability of allowing on-prem collaboration to be exposed securely to your ecosystem. So you can do it in the Cloud, which is obviously very easy to do, and you can also do it on prem.

So if you look at some of the icons dedicated to some of that look and feel there, you'll see that, for example, some of those files have a globe which represent it's a public file. And then some of them also have that yellow arrow which means that the owner of that file has allowed that to be shared outside of the firewall. And in this particular case, I had to be added to a specific group in order to be given the rights to do that. So this can be controlled very easily.

And then that double arrowed icon represents file syncing. So being able to synchronize. I mean it happens all the time where I have my team work on a presentation, I'm in the airplane, and by the time I land and get out and into the taxi and fire up my iPad, it's synchronizing the changes my team made so I have the latest version as I head to the customer. So leveraging that capability.

Another example here is how we engage and maintain our talent strategy. This is an example of an external community at IBM called Soon To Be Blue. And our strategy here is to engage talent before they're actually hired. And if you look in kind of the lower right-hand corner, you'll see a lot of gray photo icons. And I think the latest version was 60,000 or 70,000 pre-hires that are in this community. And you'll see nine boxes, the colored boxes in the middle there. That's IBM's culture. Those are the nine behaviors, and one of those behaviors, of course, is to share expertise. So we literally engage pre-hires in the IBM culture before they get hired. So you know, do they want to go work for another company? Do they want to work for IBM? And they say to us IBM, the fact that you engaged us way early in the hiring cycle made the difference here. And made the difference both in a positive and negative way. Maybe they don't want to work for IBM, and that's perfectly okay because it's so expensive to bring a candidate into that process and have them find out this is not what they want.

So leveraging this engagement strategy externally is unbelievably powerful and helps drive that culture. And I hear IBM'ers talk about it today where they're like hey, I still keep in touch with a lot of the people I met in the pre-hire Soon To Be Blue. And the second you become an IBM'er you're migrated into a community called New To Blue. And it's you know, great blog articles on hey, what are the top ten things you need to know about vacations at IBM that no one's told you? Hey, what are the greatest apps or links that you need to know as a new hire?

So the collective intelligence of IBM to help your transition from a new hire to an IBM employee is a very powerful one based this engagement strategy.

*Jacob Morgan:*

So you know, when we think about security and privacy and control, I think there are a couple of ways to look at it. There's the technology aspects of it, which you know, I think Chris definitely took care of on that one. But there's also the sort of the people aspect of privacy and security and trust. And oftentimes when I speak with organizations, you know, one of the things that they always say is how do we lock down everything? How do we keep everything private? How do we keep everything secure?

And you know, the reality I tell them is that you can't. Right? I mean, there's nothing that can prevent an employee from accidentally or purposely leaking something, or sharing something, or taking something home. So you know, ultimately what a lot of organizations are trying to figure out and what they're doing is they're sort of picking the information and the things that must remain secure and focusing their efforts and their attention on that. And they're realizing that the reality is a lot of things may start to open up. Right? We're becoming a much more transparent, open and collaborative with all sorts of things or information within our organizations. And we need to be okay with the fact that you know, some things might get out, and that's okay. And we need to realize that we need to be spending our effort and our time on making sure that the important and the most crucial things are the things that remain secure. Because you know, especially for CIOs going forward, it's very hard to create this sort of iron wall around your entire company. Around every piece of data. Around all of your information. Around every employee. Around every device. It's just not possible. So instead of trying to you know, make yourself go crazy, focus on the core things that you need to privatize and keep secure, and I think that's where a lot of effort needs to be placed.

There's also sort of this human aspect of trust. You know, when we think about the future of work, we're starting to see innovation happen with customers, with employees. Even with competitors, with the general public. So that obviously means opening up quite a bit. And so there is this level of trust that I think is very, very interesting between people that we collaborate with. And so we need to make sure that we have that relationship of trust with the people that we share with. So I think that is another aspect that a lot of organizations are really starting to think about, is you know, the human aspect and the trust aspect of privacy and security.

*Randy Frink:*

Yeah, both excellent input. You know, just to transition here a little bit. You know, we know things are just changing dramatically as fast as ever. You know, paradigm shift might be an understatement actually in this space. So a question kind of to both of you. You know, how can organizations, people listening on the phone right now, how can they start adopting these technologies to support the business priorities and enabling these changes right now and not have to wait?

*Chris Crummey:*

To answer your question, the number one key is to leverage this new way of working in your business processes. It's not about a feature or a function. You know, I was working with a customer and it's best understood in the concept of a maturity curve. You know, how far down the maturity curve is the customer? And when I first started talking with them, they were like whoa, we've got blogs and wikis, and I'm like oh my goodness, they're at least two to three years behind here. Because it's not about a feature or a function. It's about reengaging your business processes in a way that makes sense.

And what this slide is trying to show you is – you know, I had mentioned earlier about the open computing model and folks being able to bring your own device to work, and choose the different operating systems, and I've chosen Mac as my choice. And so many years ago the only way that IBM would support these things is there was a dedicated 800 number, there was trained staff on the phone. They had scripts and they had all sorts of things that they would do. And so one of the ways that we've kind of slipped upside down, the way we treat certain business processes is we now tap into the wisdom of the crowds of IBM'ers to address that issue. So this is supposed to be the Mac community that you're looking at here. And that Mac community is – I get better support from that community than I do the genius bar at the Apple store. And therefore, we provide a world class I.T. solution without

having to have six to eight months of training, you know, millions of dollars of infrastructure and head count costs to support something. We can react quickly, and we do it for the different devices. We do it for the different functions. So I think the key, Randy, here is to integrate it into the business processes.

And I'm going to go back to one thing that Jacob had mentioned earlier about trust. And we've had other customers do something we call you know, open transparency when they engage their employees. We had a bank engaged all 88,000 employees asking hey, should we stay open seven days a week, or should we stay at six days a week? And normally that decision is done without engaging the employees and they did it out in the open, and they did it in a transparency fashion which drove a level of trust that hey, we want to engage the employees to drive what is the right thing for our customers.

So it's an important way of looking at your traditional model of engagement and your business processes and kind of flipping them upside down and that will show you the true business value of this collaborative new way of working is when you engage it that way.

*Randy Frink:*

Excellent input. Jacob, do you have some thoughts on this topic?

*Jacob Morgan:*

Yes. When we think of how organizations can get started, I think probably the easiest and simplest thing to do is look towards your organization already. I'm always amazed at how many times I find sort of "rogue" deployment of collaboration solutions within organizations that management just doesn't know about.

So I'm willing to bet that most of you that are listening to this webinar, whether you're aware of it or not, you probably have a lot of pockets of employees at your company already using some form of collaboration technology. Now you have a choice when you find out about those. You can either shut them down and say hey, that's not allowed here, or you can go to those employees and say you know what? We want to make this a companywide initiative, and we want to hear from you. Why are you using these technologies? Are you willing to become an evangelist or a champion of collaboration at our company? What can we do to make sure that the technologies that you're using are going to benefit you? So look to these rogue deployments not as threats to your organization, but as opportunities to spread collaboration.

I think that is usually the easiest way to start, right? It's simple, and it's a great way to turn people at your organization into



champions and evangelists that are already doing and are already interested in these things.

*Randy Frink:* Jacob, maybe just expand upon your theme there, because I think you're really on a really strong theme for our audience. How would you recommend organizations to adopt these capabilities, both social and mobile, right? In their organization. Is there a process you'd recommend?

*Jacob Morgan:* Yeah. So you know, this is again a framework from a book that I had come out in 2012 called the Solution Mapping Process. And basically this framework is a simple way to get organizations to work from a business problem to understanding what the end result of the technology should provide is.

You know, you can use all of these steps, you can make this into three steps, but ultimately what you want to do is you want to start with a problem that you're faced with. So for example, let's say our problem is collaboration. You want to break that down into use cases. What's a use case? Hey, sales is working on a deal and they're not collaborating with marketing or with support or with service to get you know, feedback or necessary documents that might benefit the prospect or the customer. That's an example of one use case.

From there you understand what the requirements are you need to make that happen. So what do you need to make sales collaborate with marketing? Obviously you need file sharing capabilities. You need sort of activity screen capabilities. You need rich profiles. So you start to get this list of feature requirements that you need. And ultimately you want to say well, what's the end result? What's the desired result of what we want? Well, we want sales and marketing to be able to collaborate and share information back and forth.

All right, so when you think through collaboration – and I know it's a very structured way to look at it, but before you invest money in a technology which can be quite expensive depending on how big your company is, it's important to think through these use cases in this way starting with your business problem and then going towards the stated desired end result.

And then if you go through some of these things, you know, go through ten or twenty of them, all of a sudden you have a very, very clear picture of what you need your technology solution to be. And it makes it that much easier to pick the solution, to deploy it,

and to get people onboard to use it because you already have clear use cases for what the benefit is.

So I think that if organizations can walk through that process they will be much more successful.

*Randy Frink:* And Chris, maybe your parting thoughts on this topic as well.

*Chris Crummey:* Yeah, I mean to me it's kind of starting with that vision in the beginning. I challenge customers to come up with the why. Not the how, but the why they're doing this. And if you can't explain it the back of a cocktail napkin then it's too complex and too difficult for your company and the people in your company to follow your strategy here. So if you've got to create a twenty-five-slide presentation to tell employees why you're doing this, then you have an uphill battle.

So get to that point like digital IBM'er, or living corporate brain, or the network behavior, or the share economy. That's why you're doing new way of working. This working out loud. This collaborative across time zones and departments, is because there's value in that, and that it's a different way of working than you have in the past.

*Randy Frink:* Both excellent answers from different perspectives. You know, I'd like to close down. We're running close to the end of our session today. I'd like to close and give you both a few minutes, a minute each maybe, on parting thoughts on the topic of driving innovation anytime, anywhere in a social environment. Your thoughts, Chris?

*Chris Crummey:* Thanks, Randy. To me, this concept of innovation is not something that's new. It's been around for a while. But the use of Cloud, the use of mobile, and fostering a culture of innovation is key. And being able to provide an end user, an employee that user experience in which it's so easy to do the right thing that it's also as powerful tool to do the right thing is a key.

So leveraging these concepts, leveraging the integration into your mobile device, into your email client, into your Windows explorer, into your Mac capabilities is all something about driving adoption of this new way of working.

*Jacob Morgan:* And I think Chris will also agree. I mean we both agree on this topic. That you know, technology is great, but ultimately technology itself is never the solution to any type of a challenge that you're faced with. In other words, if innovation is a problem,

you can't just deploy technology and all of a sudden assume that innovation is going to all of a sudden happen and be great within your company.

So what you're looking at here is this idea of these twelve principles of collaboration. And ultimately what this is, is you know, I view technology as the central nervous system within your organization. It is what enables and empowers all of these things that we've been talking about over the course of the last forty-five, fifty minutes. Technology is what enables all of these things to happen. Right? You can't have innovation anywhere anytime without collaboration platforms, without technologies. It's very hard to have flexible work or to get real time feedback without these technologies.

So what I really want organizations to think about is you know, what can we do to make these technologies successful within our organization? If it's the central nervous system, how do we make sure that that central nervous system is actually fully functioning?

So what I did is I did a bunch of research on organizations and found out, you know, what are the successful things that organizations are doing to make these collaborative platforms and tools of technologies successful? And these are what I like to call the twelve principles of collaboration, or the twelve habits of highly collaborative organizations. And I think it's a great way to sort of sum up what the successful organizations are doing. And again, I won't go through these twelve. You know, they're pretty self-explanatory. So I think the more of these things that organizations can do, the more successful they're going to be with collaboration, the more innovative that they're going to be, and the more competitive they're going to be in the future of work.

*Randy Frink:*

Excellent final thoughts. Thank you both, gentlemen. Please if you could hang around. I think we're going to take full advantage of your expertise.

And now we've moved to our final segment of the webcast which is really the question-answer session. And we've got several questions queued up, so over the next few minutes I want to remind the audience that if you have a specific question, you can enter it in the question box, and just press the submit question. And I will moderate these questions and ask our experts to please provide their thoughts on the answers.

So we have a question queued up from, let's see, Stan, and I want to ask the experts, how does IBM incentivize people to contribute in that way? Part of their review? Part of their compensation? Can you give me some thoughts, Chris, on how we incentivize people to participate.

*Chris Crummey:*

Yes, so great question. So one example here is we showed you some examples of the screenshots of the iPhones of IBM'ers engaging with other IBM'ers. And one of the ways that we are doing this is actually our CEO will go to someone's profile and publicly say oh, congratulations. You've been named best of IBM for 2013 or whatever year it was. And all of a sudden this idea of engaging publicly like that, working out loud, was started with our CEO and it started to grow into a way of like hey, I can be a better manager if I increase the digital reputation of my team. We'd seen it all time where the people that participate in the social capabilities, they're the ones that are getting that digital reputation which helps their career. Which allows them to be as smart as the experts, but five minutes later.

We also use gamification where certain lines of business solutions. For example, one is called Blue Thanks. It's how other IBM'ers give another IBM'er a thank you. And when you do that, it actually writes onto your profile a badge and your manager sees it, and then your network sees it. And so we're using the power of the network to do so. And so we don't have it where it's part of your formal review, but IBM'ers and managers start to realize that this way of working really drives a better relationship, and it drives a better IBM'er at the end.

*Randy Frink:*

Excellent. Excellent answer. We have another question. I want to direct this one to Jacob. Jacob, the question is from Nicole, and the question is, what comes first, technology or behavior change?

*Jacob Morgan:*

There's some very common questions that a lot of organizations ask. You know, do we invest in the technology first, or do we try to drive behavior change before we invest in technology?

And it's a tricky question because the answer is you really can't do one without the other. In other words, how do you teach people to communicate and collaborate across geographies if you don't give them the tools they need to be able to do that? So it's very hard to drive behavior change without giving people the tools they need to drive that behavior. And at the same time, it's very hard to just give somebody a technology and expect that to drive behavior change.

So you really need to do a combination of both. Right? You need to give employees the tools and the resources that they need from the technology perspective, but you also need to give them education and training that they need as far as understanding why these tools are important, what the impact is, how it's relevant to them. And you also need to be able to drive culture change and behavior at the same time you are deploying these technologies.

And you know, Chris actually touched on a couple of things that IBM is doing that matches exactly with that theme.

*Randy Frink:*

We have another question. We actually have several questions queued up here. One that's at the top of the queue which is, can either of you explain what is meant or the whole concept of how this relates to adaptive learning?

*Chris Crummey:*

Jacob, you can take that one.

*Jacob Morgan:*

Sure. So when I think of adaptive learning, ultimately what I think of is being able to learn new things continuously. Right? So in other words, learning continuously and in a world where things are changing rapidly. So you know, traditional learning we think about, you know, you go to school, you learn something. If you want to learn something at your company, you typically go to a training and education program. You book time a couple of weeks in advance. You have to fly somewhere, and you sit for four to six hours in a room to watch videos, do some workshops, et cetera.

When I think of adaptive learning in the context of the future of work in these collaboration platforms, I think of the ability to learn anything anytime I want. So if I have a question, and I'm sure Chris probably has tons of examples of this at IBM – so if I have a question or something that I want to learn, I can take out my phone, I can type up the question, I can record a video, and I can put it up in a community or in an internal social network and get answers back from employees right away. So I learn as I go. I don't need to wait to learn.

And we're starting to see a lot of interesting things happen with open courseware, with companies like You To Me and Coursera where you don't need to wait for your organization to teach you anything. You don't need to wait to go to school to learn anything. You're able to adapt as your needs see fit. And I think that is ultimately what we're starting to see with these technologies. I mean, that's what I think of when I think of adaptive learning. Is

really being able to learn at your own pace, and learn the things that you want when you want to learn them.

*Randy Frink:* Excellent answer. And I just want to reiterate to our audience that if we don't get to your question today, we will definitely follow-up directly and make sure that we email you answers to your questions. So the next question is from Brian and it's to Chris. What are the top three things customers need to think about for adoption?

*Chris Crummey:* So the top three things is number one, make sure that you have a focus on why you're doing this. Not what you're doing, but why you're doing this. Secondly is to have this level of a branded launch. Meaning that you're launching this as a branded behavior. Not as a thought-up that you're just going to throw down on the ground and hopefully get adoption. And third, is you have to think of this new way of working as a tree. And you have to feed this organic living, breathing thing. And you feed it through business processes, and you feed it through your culture, and you feed it through this branded launch. So treat it as if it's an organic living thing and not as a product. And think about how is it that I can drive that value and support the initiatives that my company is working through. Those are the keys.

*Randy Frink:* Excellent answer. And you know, we unfortunately have just finished the time that we have allotted for this webcast. We have several additional questions and we will get thorough answers back out to the audience. I want to thank you know, both Jacob and Chris for participating as our subject matter experts today, and I want to thank the audience for joining and spending a valuable hour with us.

We will be again following up to your questions with emails, with direct emails, with some answers. And I wanted to thank everyone for your participation. Have a great day.

*Jacob Morgan:* Thank you.

*[End of Audio]*