

Oct, 2019

Collaboration @ IBM

Connectivity-based collaboration by a global business



1. Rapidly changing environment

The 4th industrial revolution has had an impact throughout the business environment including ways of working and thinking not to mention technological development.



2. Drivers of change in 'work' and the 'ways of working' within businesses

Moving beyond performing an assigned task according to a manual to taking more scientific, exploration-based approach



First, employees are exposed to significantly more amounts of information than in the past. **Technology has already innovated the ways of working** and increased the pace of communication and connectivity among employees.



Second, **insights into the human behavior** have been greatly sophisticated, and scientific researches on human behaviors such as a focus-enhancing environment and roles and responsibilities and competences of individuals have enabled systematic development and management.



Lastly, **big data for employees management has grown enough to allow significant analysis**, and serves as a foundation to attempt to improve behavioral predictability such as programs for retention, development, and performance-enhancement of employees, and identification of groups of people befitting the market.

1. The rise of social in the workplace

Going beyond communication available, when 'connected,' a whole new way of working begins.

25% | **Productivity
increase**

Source: McKinsey Global Institute, - "The Social Economy: Unlocking Value and Productivity Through Social Technologies."

2. The rise of big data and analytics

There were silos between creators and users of information. But today, knowledge activities by employees enable more in-depth decision-making.

63% | **See it as a competitive advantage**

Source: IBM Institute for Business Value, - "Analytics: The real-world use of big data, How innovative enterprises extract value from uncertain data"

3. The rise of mobile technology

75% of the total population can make a decision (e.g. purchase) as well as become connected via their mobile devices.

75% | **Have a mobile device today**

Source: Mashable study, – “75% of World Has Access to Mobile Phones”

4. The rise of the independent worker

More people want the workplace of their choice rather than being bound by traditional employment arrangements such as part-time and temporary. Therefore, more companies are introducing a more flexible working environment.

30%

**Consider themselves
not white or blue-collar,
but no-collar employees**

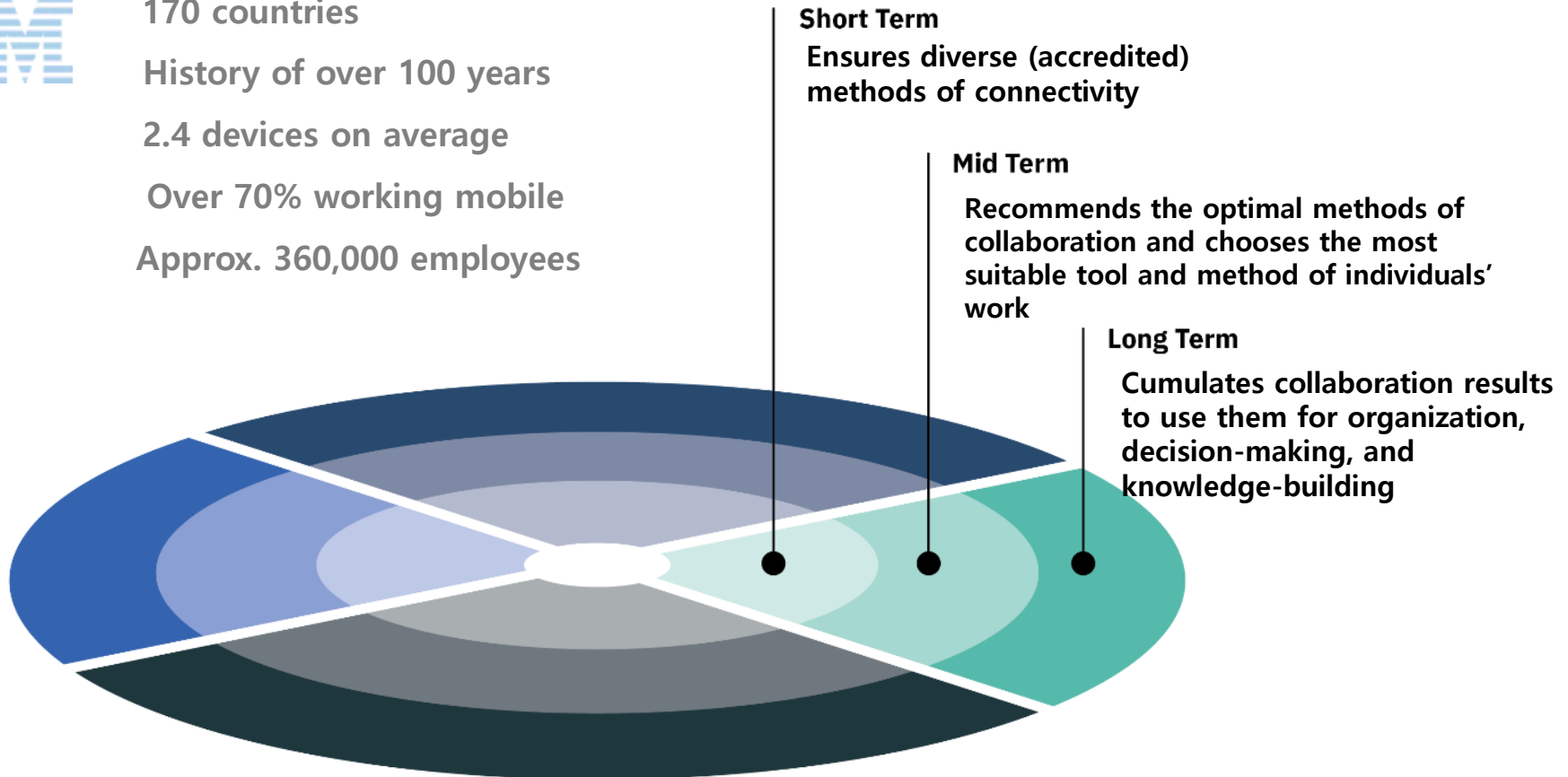
Source: Deloitte – “Brawn from Brains: Talent, Policy and the Future of American Competitiveness”

4. Change in IBM's way of working

IBM, with operations in 170 countries globally, is focused on creating real values through collaboration



170 countries
History of over 100 years
2.4 devices on average
Over 70% working mobile
Approx. 360,000 employees



5. Collaborative structure for connectivity

IBM, rather than merely checking the level of collaboration, invests to deliver real values through the relationship and connectivity of employees.



Optimization of process and organization management

Optimize organization and streamline work process in order to swiftly respond to the changing environment

Unique behavioral pattern and management philosophy

Design the optimal HR system and process for each company on the foundation of overarching philosophy governing organization management and HR management as not all companies have the same HR practices

Multi-Solution embedded platform

Utilize existing employees' portal or communication portal and build a social platform from the HR perspective

Flexible adoption of external services

Choose between in-house development and external services (e.g. Slack, and Zoom) and strategically adopt cost-effective and easy-to-maintain external services

[Example] Collaborative space at IBM

IBM, using a wide range of technologies, encourages its employees to be connected with one another, and supports the change towards community-based workspaces

The screenshot displays a user interface for a collaborative workspace. On the left is a navigation sidebar with sections: Updates, Mentions, My Notifications (2), Action Required, Saved, My Page, and Do You Know. The main content area features a 'Share Something' prompt, a filter for 'I'm Following', and a post by John G. Noseworthy. A 'Do You Know' overlay is shown for Oh, Seung Hoon, with options to 'Invite to Connect' or 'Remove'. On the right, there are panels for 'To Do List' and 'Recommendations'. Red dashed boxes and arrows highlight the 'I'm Following' filter, the 'Do You Know' overlay, and the 'Recommendations' panel.

- Shows updates on my communities at a glance
- Enables immediate response to new postings
- Recommends communities the person might like (as well as postings, Wiki, and documents to read)
- ***Recommends*** employees with similar interests or similar R&Rs and ***thereby encourages community activities***






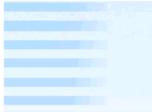
6. Case study: search for experts for collaboration

Search for a certain subject produces colleagues with experiences in that field

Search for (subject keywords) Country: Division: [Advanced search](#)

Show people: [1-10](#) [11-20](#) [21-30](#) [31-40](#)
Show degrees: No limits [1 degree](#) [2 degrees](#) [3 degrees](#)
(1: people you know 2: plus people they know 3: plus people "2" know)

[SmallBlue Net](#)
Click to see results as a Social Network

 11. J.W. (Jan Willem) Hondt De IBM Sales & Distribution, Industrial Sector IT Architect / TA & CITA Philips & NXP	 12. Marc Haesen Global Business Services Senior Managing Consultant Other Consultant
 13. K.P. Zaanen Van Global Business Services Project Manager Ask: Rik Van Mol > H (Henk) Kouiker	 14. R. (Rianne) Veldhuizen Van IBM Sales & Distribution, Industrial Sector Global Client Executive Royal Philips Consumer Lifestyle Relationship Sales Ask: Young Ho Kim > SEAN M. LAFFERTY
 15. I. Gwon Shon IBM Executive Staff Executive Communication Sector of S&D and GBS, IBM Korea	 16. Tim Greisinger IBM Executive Staff VP, COMMUNICATIONS SECTOR, GRO Other Sales

Search for experts with keywords

The list gets automatically updated if any item in subject field of an individual is related to the search word

List-up based on the participation in the Q&A on the search word

6. Case study: search for the shortest path to reach experts

Looking for the most effective way to contact the experts found in search

The screenshot displays a social network interface with the following sections:

- Marc Haesen's formal info:** Includes email (marc.haesen@nl.ibm.com), telephone (31-6-20015362), job role (Senior Managing Consultant), and job category (Other Consultant). It also features a globe icon and a timestamp of 7:35 AM.
- Your social paths to reach [Marc Haesen]:** Shows a "Recommended Path" with four individuals: Kwang Young Kim, Rik Van Mol, Pascal Sempe, and Marc Haesen.
- Alternative Paths:** Lists three alternative paths, each with five individuals. Path 1 includes Eric Loveniers. Path 2 includes Lawrence H. (Larry) Irwin and Erik Krischan. Path 3 includes Eric Loveniers.
- SmallBlue Net:** A button labeled "Click to see social network of these people".

Formal information and the local time of the selected expert

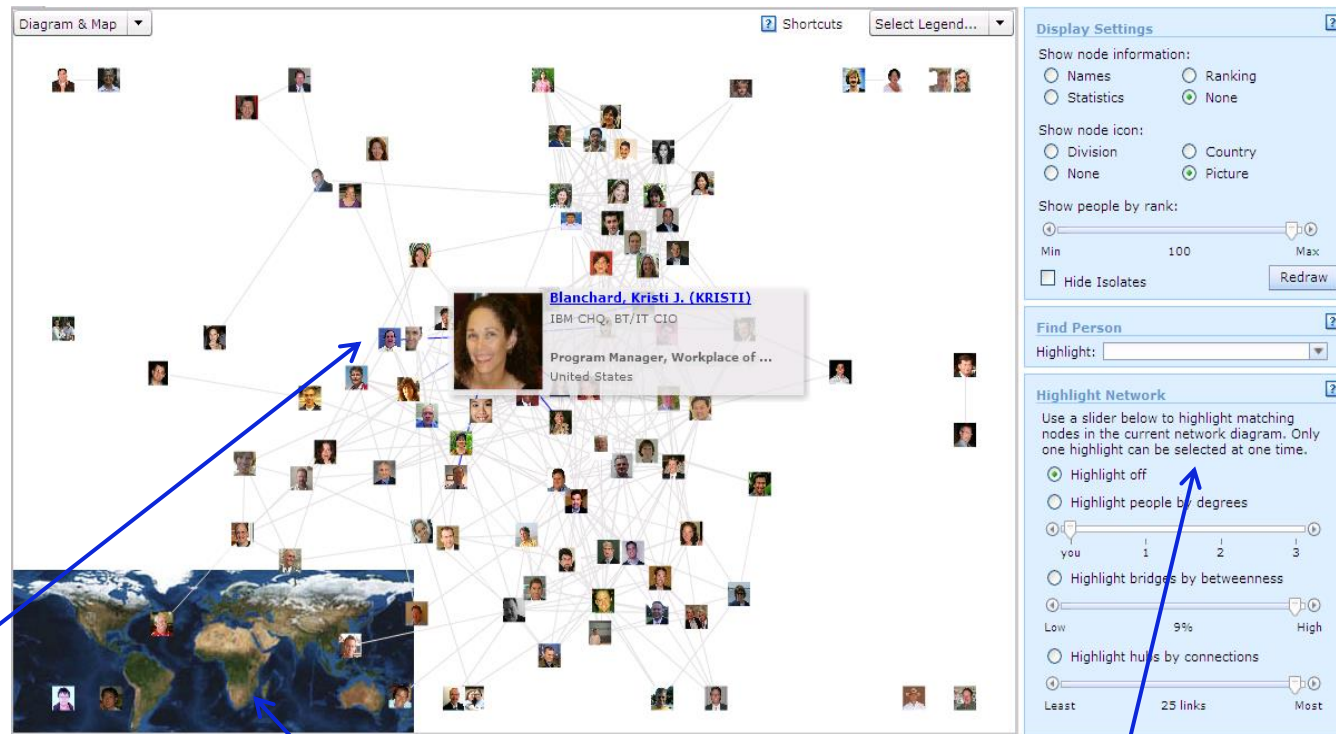
Clicks to check Bluepage containing personal details or Connection, Facebook-like program for IBM's internal use

The best and the second-best paths to reach the experts found in search

Recommends to connect the experts through the line of the report (or through individuals in the same community or who were on the same team with me)

6. Case study: experts' network shows the level of collaboration

IBM employees can enhance networks at IBM by sharing their communication logs



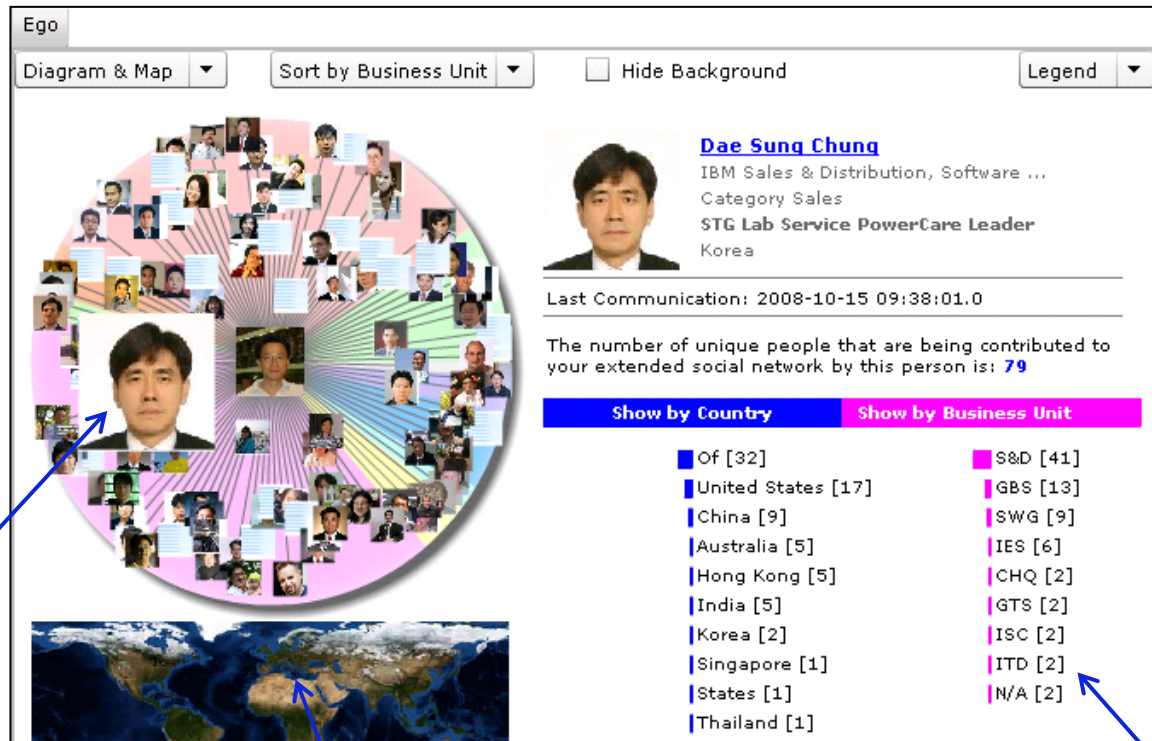
Networking status among experts found in search

Global location of the experts found in search

In case of too much or too little networking information, can apply filtering or adjust conditions

6. Case study: my network status

Colleagues' level of connectivity centered around 'me'



Based on activity log of the individual such as e-mail, messenger and community

Global location of the colleagues linked to me

Country and business unit of the colleagues linked to me

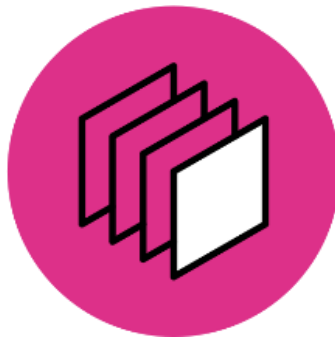
[Ref.] Collective debate recently held at IBM

Recently, IBM held an online collective debate on how to better use Watson, IBM's AI solution for the society and customers.

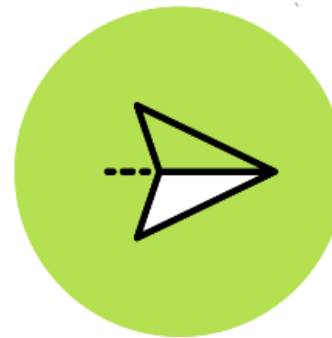
Cognitive **BUILD**



TEAM – Join a Cognitive Build team



BUILD - Teams will conduct an Agile sprint



INVEST – IBMers will crowd fund the best ideas

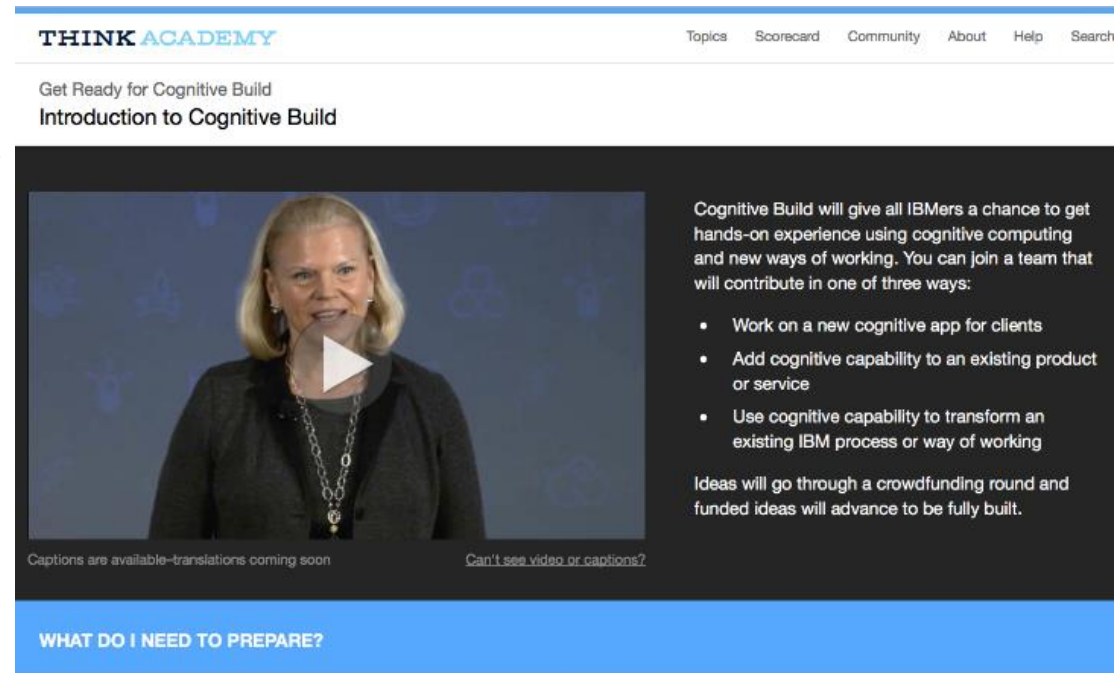


LAUNCH – Outthink Challenge brings the best ideas to life

[Ref.] Phase 1: Dream Team: Assemble!

PHASE 1: TEAM

- Use Think Academy to familiarize yourselves with key concepts.
- Form or join a team with ~7 like-minded IBMers.
- Select one of three paths for your idea
 - A new cognitive offering;
 - Add cognition to IBM's portfolio;
 - Infuse cognitive into IBM operations.



THINK ACADEMY Topics Scorecard Community About Help Search

Get Ready for Cognitive Build
Introduction to Cognitive Build

Cognitive Build will give all IBMers a chance to get hands-on experience using cognitive computing and new ways of working. You can join a team that will contribute in one of three ways:

- Work on a new cognitive app for clients
- Add cognitive capability to an existing product or service
- Use cognitive capability to transform an existing IBM process or way of working

Ideas will go through a crowdfunding round and funded ideas will advance to be fully built.

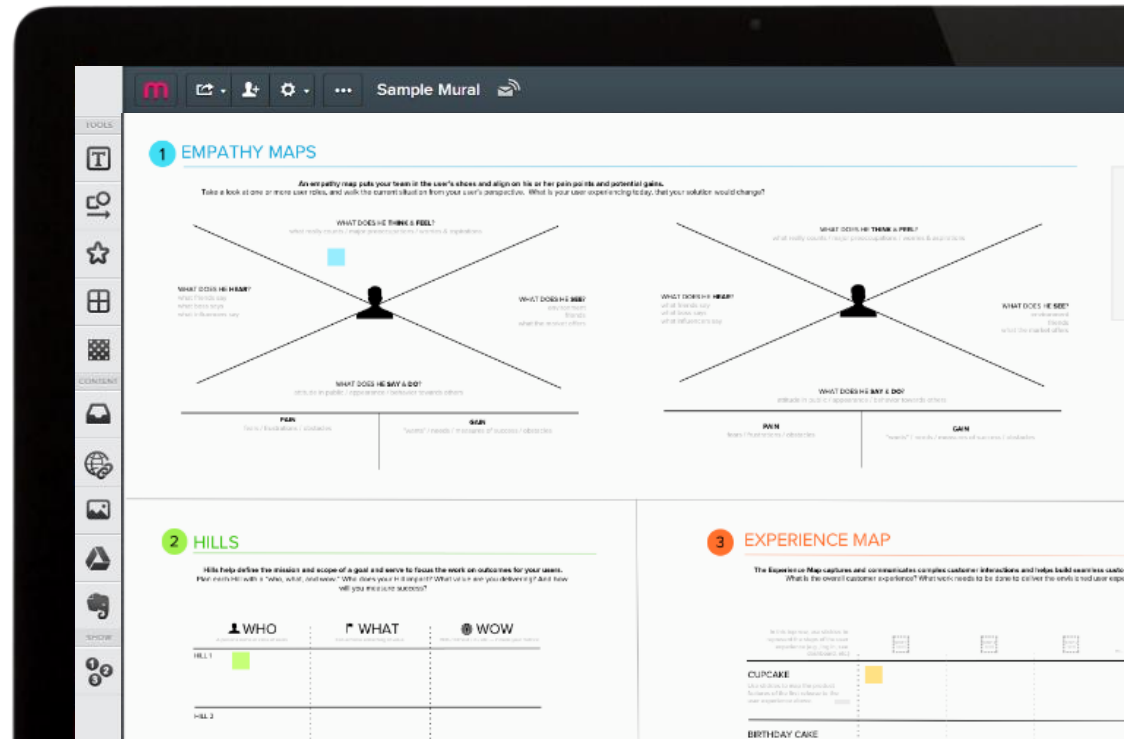
Captions are available—translations coming soon. [Can't see video or captions?](#)

WHAT DO I NEED TO PREPARE?

[Ref.] Phase 2: It's more than what you think, it's what you build.

PHASE 2: BUILD

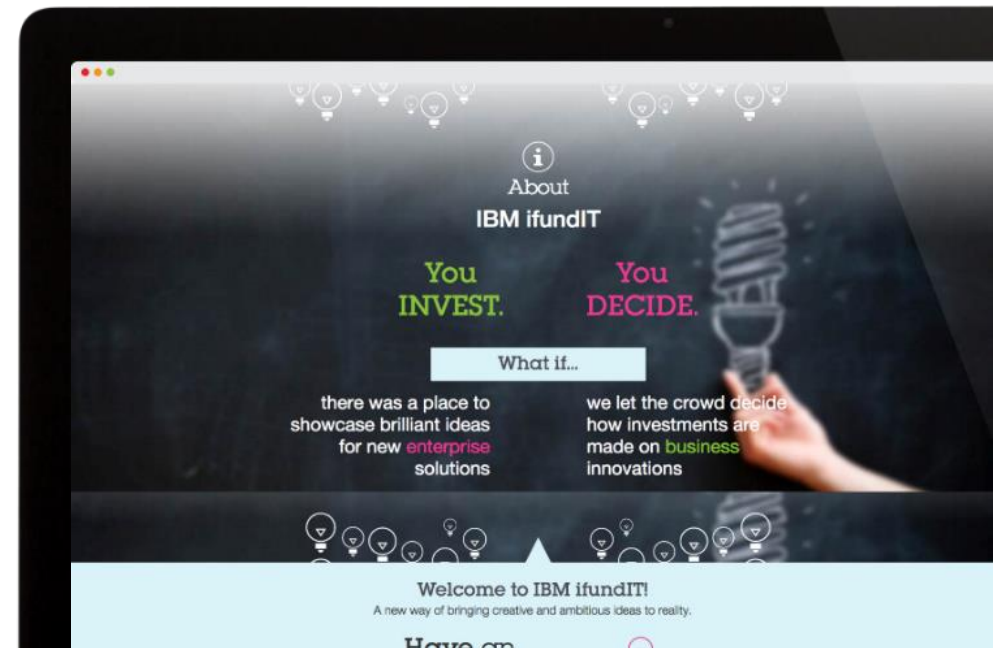
- Build your team's idea into a low-fidelity prototype.
- Use new tools like Mural, and different ways of working, like IBM Design Thinking to make it great.
- Each plan will be reviewed by a Cognitive Coach for viability.



[Ref.] Phase 3: Prioritizing IBM's investments, together

PHASE 3: INVEST

- All Build submissions are ported into ifundIT.
- Seeking the wisdom of the crowds. All IBMers have funds to spend on what they believe to be the best investments for IBM.
- The best ideas to speed our cognitive transformation advance.



[Ref.] Phase 4: LAUNCH

Dozens of prototypes and ideas will graduate to the Cognitive Build: Outthink Challenge where they will be built into real, working applications.

The best of the best will be reviewed with senior IBM leaders for the ultimate feedback and adoption session - bringing them into the business for rapid implementation.



Thank you