Evolution of E2.0 at IBM

#e2conf-34
Wednesday, June 16, 2010, 1:00 PM-2:00 PM
A winding road to enterprise adoption
... frustrations and glories along the way
Business imperatives for Smart Work

Every week, **42% of people use the wrong information** to make decisions.

Employees spend **25% of their time just looking for information**.

**Every week businesses waste 5.3 hours** due to inefficient processes.

**91% of CEOs say they need to restructure** the way their organizations work.

Source: www.ibm.com/smartwork
IBM – a globally integrated enterprise

- **In 170 countries, with 400K employees**
  - Products and services built and sold in worldwide markets

- **More than 40% work away** from traditional IBM offices
  - 73% of managers have remote employees

- **60+ software acquisitions** in 10 years
  - Half of employees have **less than 5 years** with IBM
Executing on global imperatives

- **Improve productivity** -- sales force collaboration initiative (BlueIQ) & Smart Work

- **Develop leadership and career paths** -- Executive “reverse” mentoring & digital eminence

- **Offer infrastructure stability, business controls** -- Enterprise Collaboration Ecosystem, Social Computing Guidelines

- **Integrate collaboration tools** -- into product offerings, research projects, user contributions

- **Innovate and execute** -- with customers and partners through external presence in social media

- **Build the Intelligent enterprise** -- business analytics

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**IBM Global Chief Executive Officer Study**

*Capitalizing on Complexity*

May 2010    www.ibm.com/ceostudy

Interviews with 1,500 CEOs & public sector leaders, representing organizations in 60 countries, 33 industries
A closer look at enterprise collaboration contexts

Employees
- Find and qualify
- Know, contribute, network
- Discover information
- Develop trust, credibility, digital eminence

Clients and Partners
- Find and qualify
- Know, contribute, network
- Discover information
- Develop trust, credibility, digital eminence

Intranet
- Public Conversations
- Teams and Workgroups
- Communities
- Meetings
- Business Processes

Internet / world

Firewall
Social software adoption in IBM by the numbers

- **Profiles**: 100% of employees; 1m+ searches per week
- **Communities**: 4,199 public, 7,410 private online communities with 222k members
- **WikiCentral**: 34k wikis with 471k unique readers
- **Blogs**: 79k users; 162k entries
- **Bookmarks**: 924k bookmarks; 2.4m tags; 24k users
- **Activities**: 105k activities, 1.2m entries; 169k users
- **Instant Messaging**: 12m per day
Driving social software adoption at IBM – “BlueIQ”

- Worldwide program to help individuals and teams adopt social software
- Objective: achieve business value
  - Productivity, relationships, efficiency
- Focus on client-facing teams
- Implementation inside and outside the firewall
IBM BlueIQ adoption methodology

- Program Elements
  - Break down barriers
  - Clarify alternative methods & tools
  - Formalize practical techniques
  - Enablement & education
  - Alternative methods & tools
  - Enable leadership by example
  - Tap into the spirit of volunteerism
  - Integrate into workflows

Nurturing BlueIQ: Enterprise 2.0 Adoption in IBM

A social approach to enabling technology adoption in the enterprise

By: James Mingo and flouri

Driving business results through social computing collaboration across the enterprise requires a shift in focus from the experiences of individuals to that of teams, workgroups, communities, and business processes. Such transformation at the enterprise level will inspire innovation, connect employees, partners and customers, and accelerate business results. Adhering enterprise-wide social participation requires an adoption program that encourages collaboration, inspires innovation, helps break down organizational barriers, and integrates technology with employee workflow.

This paper examines the practices, issues, and valuable lessons from a mature multi-year adoption program for 400,000 employees in the global IBM organization, including risk and governance, adoption program structure, measurement and analytics, considerations for managing social transformation to software infrastructure, a summary of lessons learned, and a peak at the future.
BlueIQ throughout the enterprise

- **Individual**
  - Bottoms up as well as tops down
  - Direct enablement (web / podcast / communications)

- **Team**
  - Targeted outreach to specific roles
  - “JumpStart” consulting program

- **Community**
  - Education - usage and benefits
  - Participation in the community
  - Mentor “Community of Community Leaders”

- **Executives**
  - Executive “Social Computing Reverse Mentoring”

1200+ BlueIQ Ambassadors...

1000+ BlueIQ Ambassadors...

...in 50 Countries
...from every IBM Business Unit

Source: BlueIQ, Visualization: ManyEyes
What we've learned

Stages of transition
Encouraging social change
Turning frustrations into glories

"It is a bad plan that admits of no modification."

— Publilius Syrus in *Sentantiae*, 1st Century BC, Roman Empire
Evolution of E2.0 at IBM: The Frustrations and the Glory
Conceptual stages of adoption

**Stage 1: See value**
We see business need

**Stage 2: Recognize business use**
We need to articulate value

**Stage 3: All together, now**
We need common tools

**Stage 4: Integrate workflows**
We need better processes

**Stage 5: Shift perspective**
We need to change mindset
Stage 1: See value

Opportunity: We see business need

Objective: Gain business value from social networking

Business drivers:
- External examples of social media, collaboration
- Product and program innovations in IBM
Stage 1: See value

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Business drivers:
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Glories
- Early successes in marketing, in niche communities
- Research innovations gathering speed
- Proof of concepts for new product function

Frustrations
- Tools not ready for prime time
- Zealous affiliations to tools
- Early adopters easily dismissed, not valued
Transitioning beyond Stage 1

Isn’t this something kids do?

How is this business-related?

There is no proven business value
Transitioning beyond Stage 1

Isn’t this something kids do?

People starting to recognize business need

How is this business-related?

This impacts how we do business

There is no proven business value

I can see how this could apply to business activities
Transitioning beyond Stage 1

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How do we articulate business value?
Stage 2: Recognize business value

**Opportunity:** We need to articulate value

**Objective:** Connect people and expertise

**Business drivers:**
- Creating information sources and repositories
- Developing projects, tools and infrastructure
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**Glories**
- Connected people, new ideas
- Open networks, free exchange
- Functions vetted by adoption

**Frustrations**
- Hard to differentiate the use and value of multiple tools (some conflicting, some complimentary)
- Many simultaneous streams of information
- Randomness – information and people
Transitioning beyond Stage 2

Information flowing freely in the network

Examples of business value emerging across the business

Adoption among early adopters is growing
Transitioning beyond Stage 2

- Information flowing freely in the network
- I see value, but need some guidance around key tasks and tools
- Examples of business value emerging across the business
- We need critical mass to get everyone on the same page
- Adoption among early adopters is growing
Transitioning beyond Stage 2

People starting to connect

- Information flowing freely in the network
- Examples of business value emerging across the business
- Adoption among early adopters is growing

I see value, but need some guidance around key tasks and tools

We need critical mass to get everyone on the same page

How do we do this together?
Stage 3: All together now

Opportunity: We need common tools

Objective: Simplify infrastructure, provide flexibility

Business drivers:

➔ Clarify “what tools to use for what task”
➔ Integrate with existing workflows
Stage 3: All together now

Opportunity: We need common tools
Objective: Simplify infrastructure, provide flexibility
Business drivers:
→ Clarify “what tools to use for what task”
→ Integrate with existing workflows

Glories
Faster execution among connected teams
Sanctioned tools environment
Higher levels of adoption

Frustrations
Early adopters talking among themselves
Multiple tools for multiple tasks, and outside the normal workflow
People still doing it the “old way”
Transitioning beyond Stage 3

My team is getting value from new social tools and processes

I can do many, but not all my tasks using social collaboration

Early adopters are helping others
Transitioning beyond Stage 3

My team is getting value from new social tools and processes

I can do many, but not all my tasks using social collaboration

Early adopters are helping others

People want to do more, faster

I can envision how collaboration benefits the organization, beyond my team

I could be more efficient if the tools were integrated, and I didn't have to shift contexts

Broader participation across the organization would accelerate value
Transitioning beyond Stage 3

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How do we integrate into enterprise processes?
Stage 4: Integrate workflows

Opportunity: We need better processes

Objective: Integrate social tools into business processes

Business drivers:

- Gain adoption outside the early adopter community
- Streamline workflow
Stage 4: Integrate workflows

Opportunity: We need better processes

Objective: Integrate social tools into business processes

Business drivers:
- Gain adoption outside the early adopter community
- Streamline workflow

Glories
Social tools fit into existing workflow and are standardized
Faster to execute workflows that require social interactions
Social tools reshape the workflows

Frustrations
Some workflows change completely, and unpredictably
New business processes don't necessarily mean new thought processes
Transitioning beyond Stage 4

Experts are identifiable and accessible, throughout the business

Information flows support better decision making

More employees experience the value of social collaboration
Transitioning beyond Stage 4

Experts are identifiable and accessible, throughout the business

Information flows support better decision making

More employees experience the value of social collaboration

People creating new models of work

Business processes are changing in useful ways, but old habits persist

Culture of abundance drives need for new mindset
Transitioning beyond Stage 4

People creating new models of work

Experts are identifiable and accessible, throughout the business

Information flows support better decision making

More employees experience the value of social collaboration

Business processes are changing in useful ways, but old habits persist

Culture of abundance drives need for new mindset

How do we transform how we think and act?
Stage 5: Shift perspective

Opportunity: We need to change mindset

Objective: Change mental model to sharing and abundance

Business drivers:

→ “My network has the knowledge I need” - many channels, many trusted sources

→ “I have multiple ways of finding and sharing expertise” - no one time or place
Stage 5: Shift perspective

Opportunity: We need to change mindset

Objective: Change mental model to sharing and abundance

Business drivers:

→ “My network has the knowledge I need” - many channels, many trusted sources

→ “I have multiple ways of finding and sharing expertise” - no one time or place

Glories

Serendipity
Social memory
Stimulating knowledge flow
High trust and confidence in peer capabilities

Frustrations

Keeping up with information flow, uneven participation in the network

Discomfort with multiplicity, opportunism, redundancy

Remembering to put the offline conversations online
Maturation across the stages

Guidelines and governance
from ad hoc → to guidelines → to enterprise risk assessment & governance policy

Adoption
from ad hoc evangelism → to formal adoption program → to transformed processes

Measurement
From tool-specific → to behavioral & attitudinal → to real-time reporting

Infrastructure
From research & experiments → to official hosting → to business-agile hosting
The road ahead

Organizational change

Behavior change takes time

Habits in transition, culture shift

Some talented, successful people won't see the need for change

Measurement

Measurements still in infancy

Indicators of activity vs indicators of success

Things you can count, and things that count

Measuring intangibles

Enterprise workflows

Siloed activities persist

Tools geared specifically to a job role

External collaboration separate from internal

Global and local differences
About the presenters

Jeanne Murray is Worldwide Program Manager, Social Software Adoption, IBM Software Group, where she focuses on team-based adoption of social software in the enterprise. She guides needs assessments, tool selection, and adoption strategies, and provides training related to adoption. Jeanne has held technical, marketing, and business strategy positions at IBM, and speaks frequently on topics related to Web2.0, social media, and social software adoption. She can be reached @Jeanne_Murray on Twitter

Rawn Shah is Practices Lead in the Social Software Adoption team, IBM Software Group, where he focuses on understanding and measuring the business value, risks, and metrics of social computing methods. He has nearly 300 articles published in various international technology and business publications, and seven books on a range of technical topics. His latest book released in January 2010, Social Networking for Business (Wharton School Publishing) focuses on marrying the business and technical models behind social computing into useful, deployable projects. He can be reached @rawn on Twitter

You may also be interested in the whitepaper Nurturing BluelQ: Enterprise 2.0 Adoption in IBM that describes the enterprise 2.0 adoption methodology in IBM, available from the authors on request.