Knowledge Sharing in Enterprise Networks

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Get Social. Do Business.
Consumer behavior has changed forever

- Unlimited information access and sharing
- Social & mobile changing the buyer-seller dynamic
- Rising customer expectations
- Increasing value chain complexity

155 million tweets sent each day
75% believe companies don’t tell the truth in advertisements
22 million people in Germany already use Facebook

Source: Fortune Magazine, May 2, 2011 Issue, Article Trouble@Twitter
Source: Yankelovich, Evolution of Advertising and Media
Business Analytics – detect hidden knowledge

IBM Cognos Consumer Insight
A new workplace is emerging. It is shaped by the new generation of workers and their new way of doing business.

- **Device variety and proliferation**
  Over 290 million smartphones shipped in 2010, and this number is expected to grow at 23% through 2014.\(^1\)

- **“Bring your own device” (BYOD)**
  Individuals bringing their own smartphone into the workplace will account for 62% of business-use smartphones in 2014.\(^2\)

- **Working together**
  Within six years, workers will spend an estimated 80% of their time collaborating.\(^3\)

- **Social business**
  More than 50% of U.S. workers use social media for business purposes at least once a week.\(^4\)
  37% of the US IT workers are using technology they first master at home and then bring to work.\(^5\)
  64% of Generation Y unload unauthorized applications at least once a week to get their work done.\(^5\)

- **Work goes on anytime, anywhere**
  Employees now give telecommuting and flexible work hours a 7.7 out of 10 for contribution to job satisfaction.\(^6\)

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\(^3\) Smart Work on ibm.com, “How productive will we be in the future?”


\(^5\) Forrester Foresights Workplace Study, 2011

Social - The 5th Generation of IT

- Mainframes
- Departmental
- PCs
- (Mobile) Internet
- Social
Isn't it a bit like in the mid'90ies?

- The Internet was born
- Key questions in those days:
  - What do I do with it?
  - What do I publish?
  - How about unintentional disclosure?
  - What about my employees? Will they spend their business day surfing?

What came out of this?

- A few major companies, e.g. Amazon, ebay, Yahoo, …
- .. but more important for most companies:
  - It changed the way enterprise applications where built (“Intranets”)
• Again new companies are created and lots of venture capital is going into it

• And what do company leaders think?
  - “I have been to this movie before”
  - “Maybe I should be a little bit more proactive this time ....”
Where do you want to transform your company to?
Dave Snowden's Cynefin Sense Making Model

Complex Un-order
- Probe
- Sense
- Respond

Hidden Order
- Sense
- Analyze
- Respond

Chaotic Un-order
- Act
- Sense
- Respond

Visible Order
- Sense
- Categorize
- Respond

Conversation

Lecture
How do you transform your company KM-wise?
Peter Schuett’s 3-D KM Model

1. Organization and Culture
   - Guidelines
   - HR
   - Targets
   - Managing Motivation

2. Processes
   a) Documentation and Reuse of Know-how
      - From centralized solutions to Web 2.0
   b) Data-related (Business Intelligence)
      - Data+Knowledge → Information → Decisions → Actions
   c) Person-related
      - Optimization per Checklist
   d) Community-related
      - The wisdom in crowds

3. Information Technology
   - Desktop
     - Application-oriented
     - Relationships at the workplace
     - Mashups of Content
       - People oriented
Where does the knowledge reside?

- In the crowd … as the average opinion? (Wisdom of Crowds - James Surowiecki)
- No. Only in the beacons inside the crowds
  - The task is to identify them or to make them identifiable
  - They have to get options to participate
Knowledge Management in 2011+
From Taylor to Drucker and back to Taylor

- Taylor's Scientific Management model, published in 1911, is about optimizing work processes based on a scientific approach
- Organization which apply it in a new way and *infuse intelligence on how people interact* are on their way to become a “Social Business”
- It is about
  - Hearing the voice of the individual
  - Identifying the (topic-specific) „beacons“ in the staff and use them more effectively
  - Optimization of the networking and creating value out of it
- In many regards, this is a transformation of the organization
The current, fundamental shift

From an 'Information in demand' Economy

- Information was rare
- Employees were spending lots of time to find information
- Information was power

To the Resonance Economy

- Information is generally available – up to overflow
- The new challenge is to filter what is really important
- Networks give recommendations
- Knowing what resonates is power
Social Business changes how we work & create value

E-Mail: isolated, partially redundant Information, mostly lost for the company

(Internal) Social Media Networking:
a steadily growing network of experts and information storing the collective knowledge of the company

„The Company's Brain“
What is a “Community”?

- Not necessarily just a “Group of interest” …

- Could be a normal department, a workgroup, a community of practice, a community of interest, a group of users of something, people in a discussion thread, people who use a certain product, etc.

- Could be spontaneous or longer lasting

- What they all have in common: Their goal is to create value for the organisation / company.
Communities inside IBM – an example

- HR-Employee Reward Program
- CIO Office - Workplace of the future
- CIO Office - Support via Wisdom of Crowds
- Marketing, Sales, various Initiatives, etc.
IBM - a Social Business in Action

About*

- Collaboration 2.0 available to 348k of us
  - 168 countries, 2k locations, 140k+ remote workers
- Profiles: 635,000; 1 M+ searches/week
- Communities: 53,000; 365,000 members, 96k users/month
- Blogs: 37,000; 12,700 very active bloggers, 89k users/month
- Files: 338,000; 6.6M downloads, 258k users, 85k user/month
- Activities: 197,000; 2.8M entries, 406K members, 80k users/month
- Wikis: 39,000 with 375,000 pages and 86k users/month
- Bookmarks: 1.2M; 3.3M tags, 34k users
- Instant Messages: 11M+ a day
- Web Conferences: 19k with 103k users and 8.3M connection minutes per month

Numbers

- Search satisfaction has increased by 50% with a productivity driven savings of $4.5M per year
- $700K savings per month in reduced travel
- Reductions in phonemail, E-mail server costs

* For some services there are legacy systems still available. Their traffic is not listed here
Files – from “sending” to sharing
The Community of users of a file

Social Meta data: Comments, Tags, “Like it”, etc., - it is all kept staying in the context of the document all the time

Stored once – but kept in many (virtual) folders

Example: IBM Connections

The content gets into focus rather than the way of moving the document (e-mail)
Editing – in parallel, synchronously in a browser
The Community of editors of a document

The character of a document is evolving into a kind of “Container”

Teamrooms as an intermediate step to jointly edit documents will become obsolete

Example: IBM LotusLive Symphony in http://greenhouse.lotus.com; Name & features subject to change
Microblogging - “sharing” news rather than “sending”
News in the Network/Community of a person

Inform peers
Subscribe to information (Pull rather than Push)

Example: IBM Connections
Open Innovation
Crowdsourcing ideas in a Community

Community-based Innovation Management
Improve ideas based on social processes
Idea-Jams

Example: IBM Connections
The community is comprised of core team members and end-users, business partners, executives and stakeholders.

Project team is comprised of project managers, architects, developers, testers, development managers, testers, requirements analysts, scrum-masters, release engineers and etc.

Demo:  http://www.youtube.com/ibmrational#p/u/6/CDiErE4q6ds
Recommendations based on Business Analytics

- Smart recommendations for experts, communities and content - based on the user's profile, tags and the social network
- Discover relevant Information and discussions even from outside of your personal network
- Recommendations are key in a “resonance economy”

Example: IBM Connections
Reduction of the Complexity of multiple event streams -> the Activity Stream

- Display events from all kinds of applications
- Use open standards for application integration
- Make things directly actionable with imbedded experiences
- Gadgets to be used in browsers, mobile devices, etc.
Organizations that embrace this new workplace can see new levels of productivity, innovation and business success.

- **Collaboration** instead of silos
- **Innovation** instead of business-as-usual
- **Mobility** instead of inertia
- **Agility** instead of missed opportunities

Put all the pieces of the new workplace together to reenergize your business and realize a new level of competitiveness.
The proof is in the numbers: three times as many industry outperformers have adopted the attributes of such a new workplace.

Enabling the new workplace throughout the enterprise’s strategy, organization, processes — and especially technology — makes good business sense.

Extensive adopters of smarter working practices*

* Companies scoring “high” or “very high” across all of the elements of at least one smarter working dimension (dynamic, collaborative or connected).

Source: IBM Institute for Business Value “A new way of working”
Final Thoughts

- From a hierarchical to a networked organization – in other words: to become a Social Business - is a general transformation.
- Success correlated with clear business purpose as driver.
- Mobility and consumerization of IT are fueling the fire.
- Barriers (security, governance, compliance) can be overcome.
- Analytics will be critical.
Questions
Thank you

For more information

- Download the white paper, *The new workplace: are you ready?*
- IBM Workplace Infrastructure Strategy and Design Services
- IBM and cloud computing
- IBM and smart work
More Information

- IBM CIO Study 2011

- IBM CEO Study 2010

- Video: Social Document Management vs. traditional
  - http://www.youtube.com/watch?v=W5sgSZqsmtA

- Video about Activity Streams