

Jeanne Murray, IBM Program Manager, Social Software Adoption
Rawn Shah, Practices Lead, Social Software Adoption

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



<http://www.flickr.com/photos/dominicpics/422146490/>



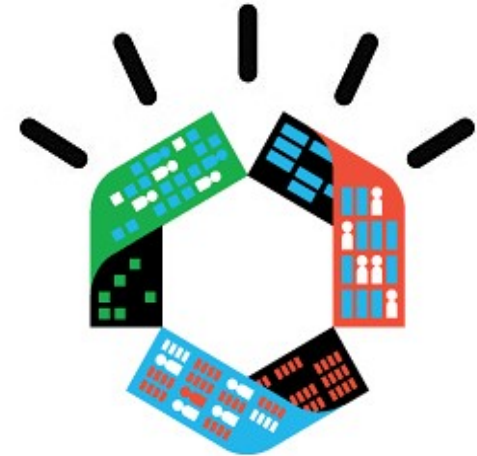
Business imperatives for Smart Work

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

**Build
operating
dexterity**

**Embody
creative
leadership**



**Reinvent
customer
relationships**

- **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

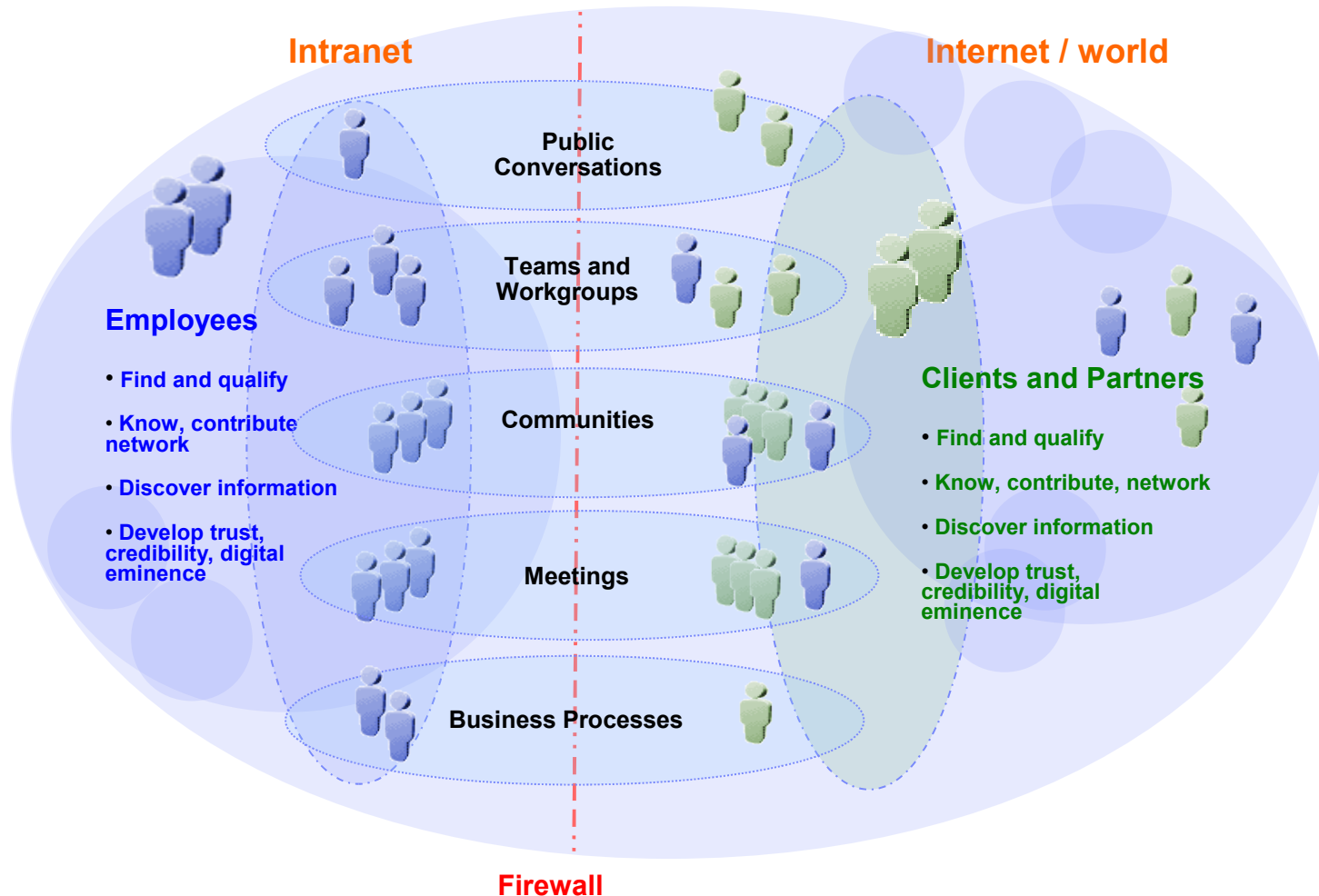
- **Build the Intelligent enterprise**
-- business analytics

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





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”

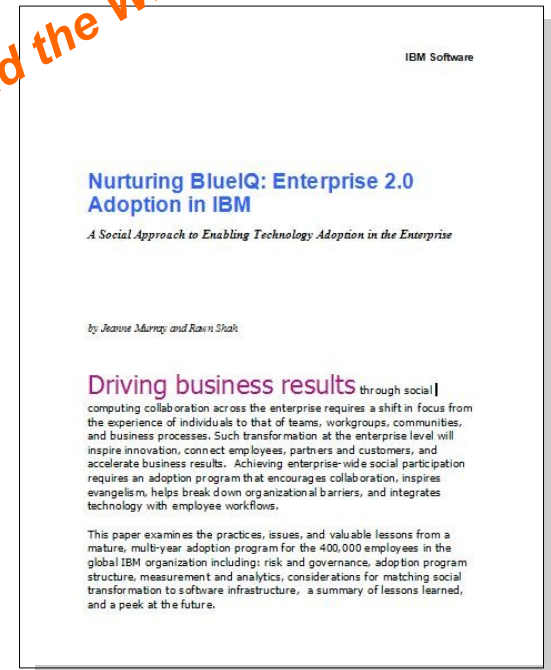
- Worldwide program to help individuals and teams adopt social software
- Objective: achieve business value
 - Productivity, relationships, efficiency
- Focus on client-facing teams
- Implementation inside and outside the firewall





IBM BlueIQ adoption methodology

Read the Whitepaper





BlueIQ throughout the enterprise

- **Individual**

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

- **Team**

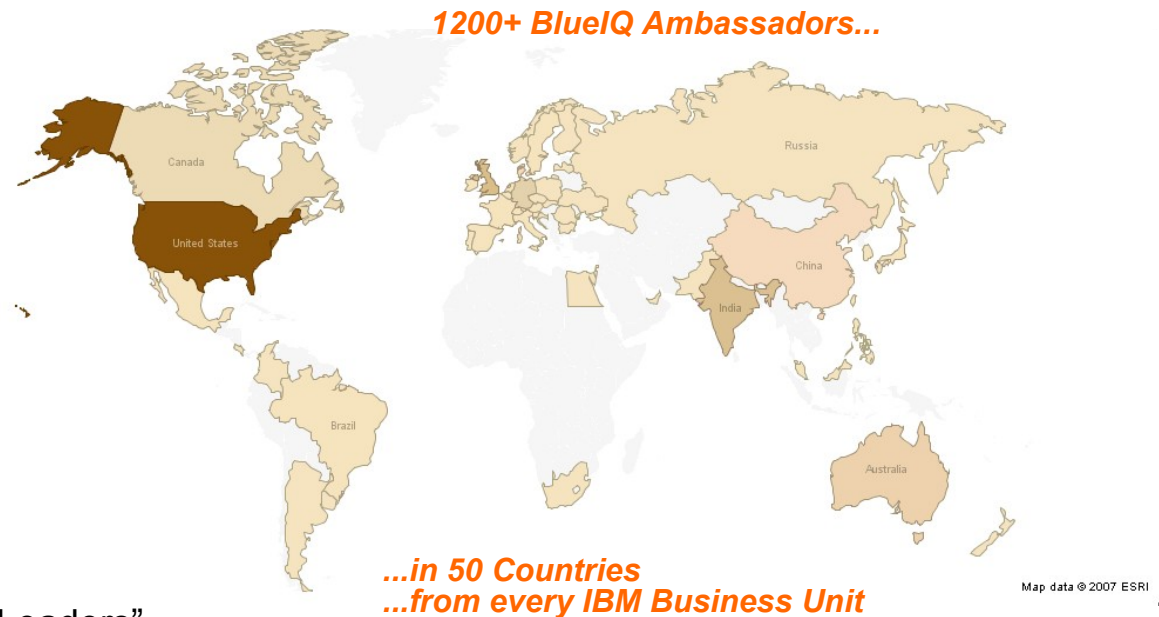
- Targeted outreach to specific roles
- “JumpStart” consulting program

- **Community**

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

- **Executives**

- Executive “Social Computing Reverse Mentoring”



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



frustrations



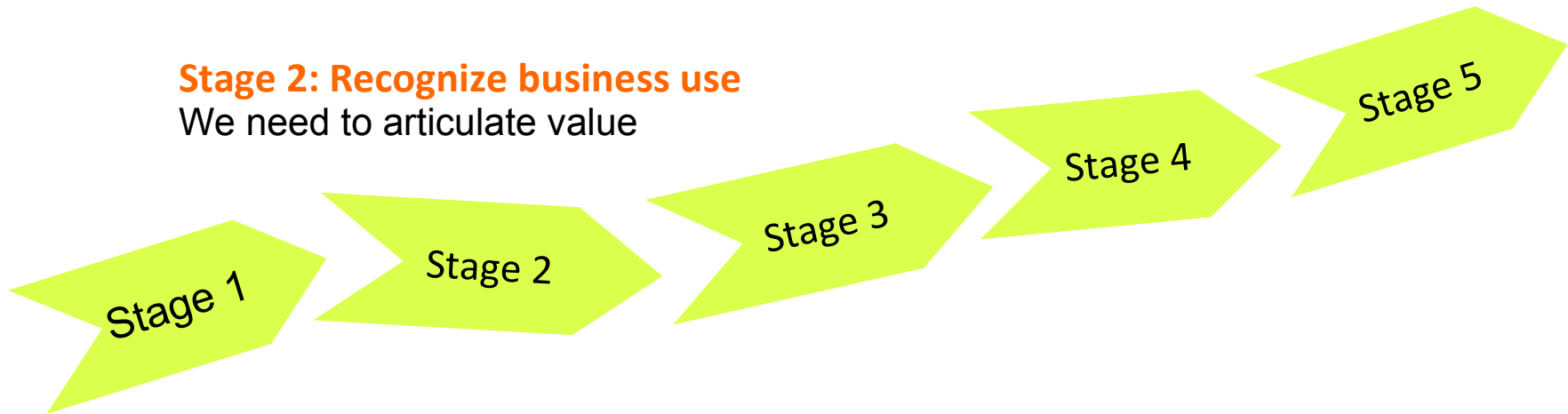
Conceptual stages of adoption

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



See value



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

See value

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?

How is this business-related?

There is no proven business value

People starting to recognize business need



This impacts how we do business

I can see how this could apply to business activities



Transitioning beyond Stage 1

Isn't this something kids do?

How is this business-related?

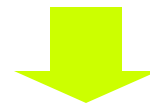
There is no proven business value

People starting to recognize business need



This impacts how we do business

I can see how this could apply to business activities



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

Recognize
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

Recognize
business value

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

Examples of business
value emerging across
the business

Adoption among early
adopters is growing

**People starting
to connect**



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



We need critical mass to get
everyone on the same page





Transitioning beyond Stage 2

Information flowing freely
in the network

Examples of business
value emerging across
the business

Adoption among early
adopters is growing

People starting
to connect



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

All
together

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

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

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

Integrate
workflows



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

Integrate
workflows

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

**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



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



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

Shift
perspective



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

Shift
perspective

Glories

Serendipity

Social memory

Stimulating knowledge flow

High trust and confidence in peer capabilities

Frustrations

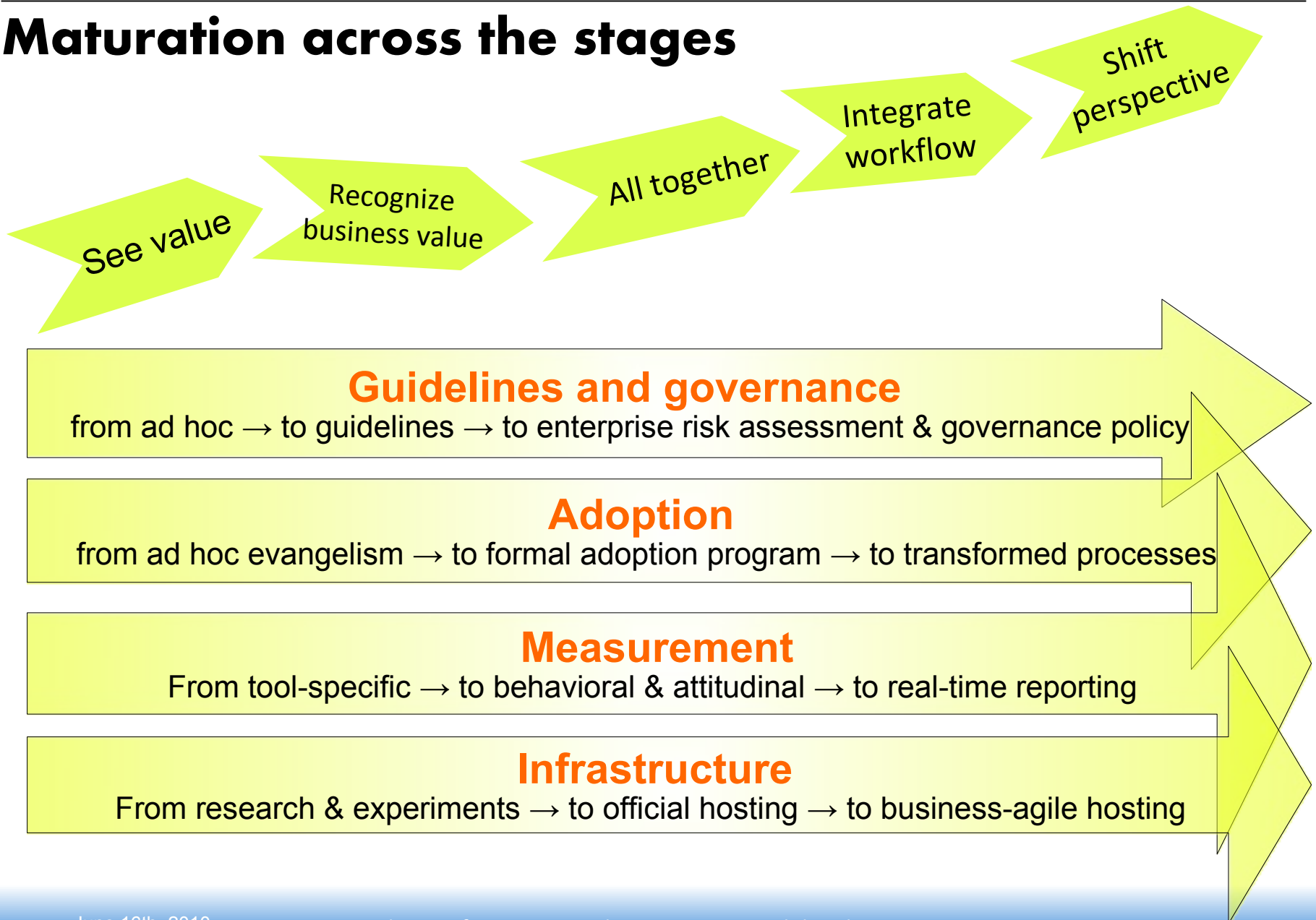
Keeping up with information flow, uneven participation in the network

Discomfort with multiplicity, opportunism, redundancy

Remembering to put the offline conversations online



Maturation across the stages





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

Enterprise workflows

Siloed activities persist

Tools geared specifically to a job role

External collaboration separate from internal

Global and local differences

Measurement

Measurements still in infancy

Indicators of activity vs indicators of success

Things you can count, and things that count

Measuring intangibles

<http://www.flickr.com/photos/cleopold73/3677296594/>



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 BlueIQ: Enterprise 2.0 Adoption in IBM* that describes the enterprise 2.0 adoption methodology in IBM, available from the authors on request.

