



IBM's Smart Work Jam

Jam

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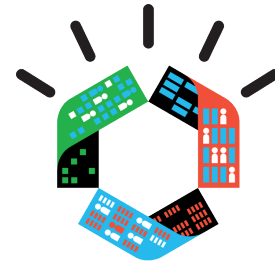
What is a Jam?

It began as an internal experiment nearly 10 years ago and is now a proven IBM management tool for driving innovation and collaboration.

IBM's InnovationJam™ solution is an Internet-based platform for conducting conversations through brainstorming. Based on the concept of crowdsourcing (also known as the wisdom of crowds), Jams help businesses and organizations unleash the brainpower of their enterprise to unearth ideas around business-critical or urgent societal issues. Public and private sector organizations have used Jams to explore topics ranging from culture change to creating new business models, addressing the needs of the urban poor or how to resuscitate an industry facing unprecedented competition. And for several years, IBM has repeatedly brought together thousands of clients, organizations and Business Partners to discuss the specific aspects — and actions — that will drive the Enterprise of the Future, and how we can collectively get there.

On September 16-18, 2009, IBM hosted the Smart Work Jam, engaging industry and university thought leaders, clients, Business Partners and IBMers worldwide to discuss how we can work smarter together. For seventy-two hours, more than 2,000 participants from 68 countries “jammed” with nearly 5000 posts across seven topics. These forums posed provocative questions that explored ideas for creating a collaborative and connected business environment that both empowers people and is built for change.

The Smart Work Jam fostered a number of ideas that hit upon key themes around the evolution of the workforce, the nature of work and the technology that enables it, and the impact it can have on people and organizations in healthcare and government. Underlying these is the role collaborative applications can play when part of processes and platforms that are agile and connected.



The Smart Work Jam explored ideas for creating a collaborative and connected business environment that both empowers people and is built for change.

What follows is a summary of the central themes that emerged from this interactive dialogue. It includes highlights and insights distilled from the Jam, as well as ideas for innovation in these areas. You will also see the results of quick polls that were used to quantify participant's views on questions related to the forum topics. We learned much from these ideas and will consider the role we can play to help realize some of them. By sharing them with you, we want to encourage a continuation of the thinking and the dialogue on how we can work smarter . . . together.

Forums Topics	Key Questions
Smart Work 2020	What will work look like in 2020? What ideas can we apply in surprising ways?
The Future of Teamwork	What does the future of teamwork look like as teams become more global, virtual, dynamic and comfortable with technology than ever before?
Work without Boundaries	What opportunities will emerge as we harness newly possible input and output from mobile people beyond the traditional boundaries of our organizations?
Working Smarter with the Next Generation	How do we maximize the talents of the next generation worker while transferring knowledge and optimizing our ways of working across generations?
Collaborative Business Process Management	How can collaboration help business process management evolve to drive optimization for all parties involved?
Smarter Healthcare	What new possibilities to make health services more affordable, accessible, and personalized are taking shape as people, data, and processes become more connected?
Government that Works Smarter	How can technology help government encourage broader participation and facilitate economic growth?

Evolution of the Workforce

There were four forums that all touched upon different aspects of what work and working will be like in the future: Smart Work in 2020, The Future of Teamwork, Work without Boundaries and Working Smarter with the Next Generation. These forums sparked a lot of discussion, much of which explored the evolution of the workforce. It is clear that a large majority of participants agreed that the future workforce would need to be collaborative and dynamic.

This evolution can be described along two dimensions.

- How will the way we work be different?
- What will it take to make this work both possible and successful?

How will the way we work be different?

Jam participants recognize dramatic changes taking place in teamwork, leadership, and the way people collaborate that will redefine how we work. Teams in the future will form quickly, be optimized to address specific issues, and unconstrained by organizational or geographic boundaries. Critical to this new work will be the ability to easily identify and engage the right people with the right skills to address current needs and situations, without requiring time-consuming navigation of hierarchical organizational pathways.

It will not be enough simply to make available the information and expertise people need to do their jobs; rather, successful organizations will enable access to the best information and expertise for the work being done at the moment it is needed. This will require that technology evolve not only to seamlessly connect us in more ways and in greater numbers than ever before, but also to help people make the right connections at the right time.

The future workforce would need to be collaborative and dynamic.

I can easily find the right information and expertise at work.

True
38%

False
62%

JAM QUICK POLLS

Key Insights

Teamwork will be short-lived, self-organizing and dissolving. Teams of the future will be constantly changing. A team with defined members is not built to work forever, but rather is short lived, for project or solution focus. We see many examples today of teams built to address short-term opportunities, but these are often formed top-down and applied to defined projects. In the future, teams will self-organize with the speed necessary to address very short lived opportunities or problems. For this to happen, organizations will need to enable transparent skills identification, easy access between people, and convenient, secure online places for teams to meet and organize their work.

Leadership will be distributed. Leadership, like the work, will be accomplished more collaboratively. Information sharing will allow the collective team to monitor workflow and organizational capability on an ongoing basis. What will result is collective, open, real-time leadership and decision-making, usually yielding the final decision to the person most knowledgeable about the particular issue at hand. Leadership, like work itself, will become flatter, more distributed and find its source in who you know and what you know rather than where you sit.

Technology creates new possibilities. Our systems and networks will also evolve to better enable collaborative work. For example, a number of Jam participants believe mobile devices will evolve to “unifying devices” that will allow more types of workers to participate in the business in more ways, enabling unique insight literally to come from anywhere.

Ideas for Innovation

Swarming Talent: Imagine self-forming teams of individuals addressing complex problems. Our companies and organizations will need enlightened business models that allow work to be bid upon by the vast pool of Web 2.0-savvy independent contractors of the future. Individuals would earn ratings based upon performance criteria / results.

Leadership based on specific tasks/challenges: Future leadership in organizations may be determined by individual credentials from a record of successful outcomes from specific projects or challenges. Having leaders emerge for episodic assignments based on their expertise or innovative approaches could be more prevalent than hierarchically established management systems. This would empower employees to take strategic risks or volunteer to tackle first-of-a-kind situations in order to develop their skills and credentials and to prepare them for leadership opportunities.

Creating “intrapreneurial” environments: People matter more than ideas. In fact, it is actually more important to have A-grade people than it is to have a slew of A-grade ideas. A-grade people can take a B-grade idea - or perhaps even a C-grade idea - and turn it into a successful reality. By creating a work environment that fosters intrapreneurship with a formalized process for vetting new business ideas, organizations can attract employees who are passionate about truly innovative ideas to seek out others to collaborate and bring them to fruition.

How will the way we make this possible?

In order to usher in and support the future vision of work, jammers suggested certain necessary components. In the discussion of work without boundaries, many agreed that allowing people to work productively regardless of location, time or device was essential. Maximizing the opportunities from this way of working will require:

- Cutting edge, collaborative tools and processes
- Cross-border/unit collaboration
- Open communication with clear expectations
- Measurable tangible/intangible results
- Cool, valued rewards
- Respect for cultural values and integration of work/life
- Trust between employer and employee

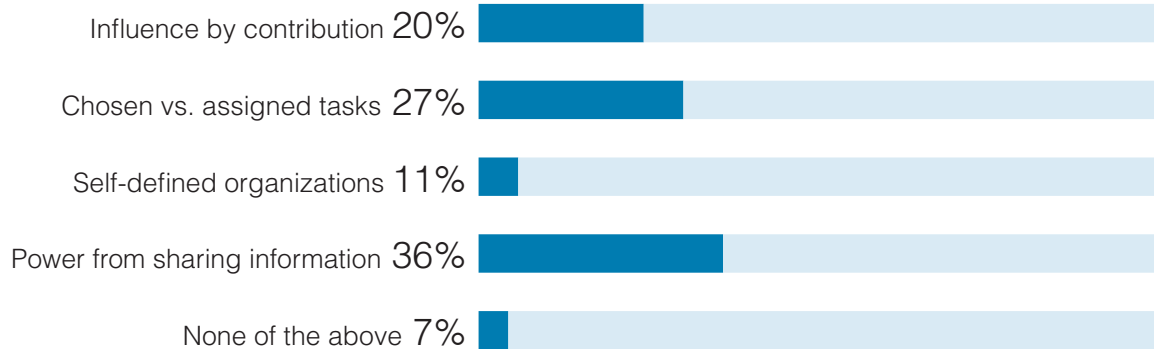
My colleagues and I
can work wherever
we like.

True
79%

False
21%

JAM QUICK POLLS

Which web-based value would most improve work if it were widely adopted by organizations?



JAM QUICK POLLS

Evolving work will also rely on developing interdisciplinary and intergenerational skills to address the increasingly dynamic world we live in. In the Next Generation forum, there were a number of posts around the most sought after skills for the future workforce. The following list summarizes the skills, outside of content domain, that every knowledge worker should aspire to:

- Locating information to address complex questions (via sophisticated search and sources)
- Cultivating and maintain a social network
- Working as part of a team, usually remotely
- Writing and speaking well in Business English
- Presenting one's ideas online using multiple media formats/Web 2.0 technologies

Opinions among jammers varied regarding whether there is something fundamentally different about the Generation Y workers entering the workforce today, or whether these workers have similar goals but are merely accustomed to using different tools. Whatever the case, technology in the future should not impose a single way of working. Rather, technology should break down the barriers standing in the way of each person working in a way that is optimal for that person and the task at hand.

Key Insights

Boundaries are more than physical: In addition to location, there are the boundaries between work and home life. Having a blended existence is becoming the norm. Work affiliation is important too – what it means to work across company boundaries. This may mean working formally with sub-contractors, or informally with people in your industry or community.

Social networks as part of the fabric of organizations: Social networks create avenues for people to connect. The power of these tools lies in the ability to create personal connections with meaningful conversations and deeper relationships. Businesses will need social networking as part of its day-to-day functioning to increase a sense of belonging and ownership aside from the value of these tools for collaboration.

Individual, self-directed work life: Generation Y is a more self-directed generation that desires more personalized interactions. This sets the stage for a more collaborative working environment. It also requires more customized opportunities for personal and professional development. Individuals are more likely to cross institutional boundaries, even traditional segment boundaries, as they embark on these more personalized paths.

Ideas for Innovation

Results-oriented work environment as the norm: Some organizations are already experimenting with this kind of work environment. People are given performance objectives but then they are free to figure out for themselves and collaborate with others to achieve those objectives. People are not required to keep fixed hours or co-locate as long as they meet their objectives.

Reverse mentoring: We have an unprecedented opportunity to utilize technology in new ways to transfer the expertise of our aging workforce to the new generation and vice versa. The generation entering the workforce needs the knowledge and expertise from leaders and veteran workers. Established professionals may not be savvy in the latest technologies (e.g. Web 2.0, gaming) and the associated culture of “digital natives.” Developing a program for the exchange of ideas and media for communicating them could be very effective.

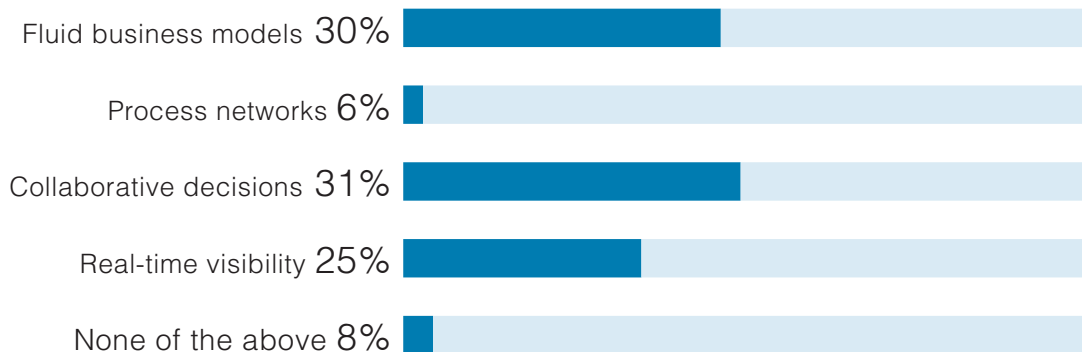
Motivating the workforce with more autonomy: What social scientists know but most managers don't? Traditional rewards aren't always as effective as we think. Having the autonomy to direct one's professional path can enable workers to identify roles that really matter. Mastering the skills and becoming experts in these roles can be very motivational, especially when it is joined with purpose – doing it in the service of something larger than one's self.

Collaborative Processes and Process Management

Throughout the Jam, there were many conversations about the nature of work and the technology that enables it. A recurring theme centered on business processes not just managing the quality and execution of these processes to work smarter, but doing so collaboratively. Not only do companies have siloed business systems and vertical processes, the people in various departments don't necessarily communicate across departmental boundaries. Business process management can help address many of the system and process issues, but ultimately, people need to adapt and change along with the processes and systems.

Ultimately, people need to adapt and change along with processes and systems.

What best describes the future of work?



JAM QUICK POLLS

One of the biggest issues that surfaced was the challenge of determining how to embed collaboration and social software into existing business processes and tools. Instead of struggling to figure out how to use them in existing workflows, the key is to redefine processes and tools so social components are considered at the outset. Doing so with the goal of applying collaborative insight at the point of impact in a business process opens up new opportunities for optimization.

Key Insights

Co-creating/reengineering business processes through socialization: There was significant discussion about the importance of socializing business processes and models, and the technologies used to arbitrate them, across a business ecosystem. Sharing insights via communities or with tools that allow individuals to easily review and update information on parts of the process is vital. Aside from working across departments in a single organization, there is realization that partners and customers can and should be involved as well. Long gone is the time when customers didn't talk to one another, when they didn't share their experiences, their lessons learned, their challenges, and their relationships with their vendors. We are at the beginning of a massive shift towards providing an environment where customers can be part of the co-creation process by identifying which processes are working, which aren't, and how to change them for the better.

Collaborating via visualization: The notion of Business Process Management via collecting requirements and delivering on those requirements is outdated. Instead, there is a potential for greater use of visual language and information that allows business and IT to communicate more effectively. However, there is still a way to go to develop the appropriate design language concepts and visual thinking skills to facilitate the discussion of what the business really needs to succeed.

Customizing how people interact with processes: Having an easily configurable way for people to see and change processes is imperative. Often, a project fails due to not having the right amount of information available for people to make decisions at the appropriate times – not due to the quality of the business process management system. One way to help overcome this is with mashups. Dashboards based on mashup technology allow users to select inputs from a wide array of widgets with analytics and enables individuals to tailor the right view of the business for their role. The next step is to enable these end users to improve/modify the processes in a similar fashion.

Ideas for Innovation

Software that can anticipate: Social software that anticipates one's needs and proactively solves problems by making connections and providing the right business intelligence alerts is needed. This would require tools that propose an optimized workflow based on an individual's role and connections in a network. It could then predicatively identify the location of the information needed to accomplish a task and initiate the process to get a decision. Finally, the program would update the worker's dashboard with the needed view, and alert him when a condition that may cause a problem arises - whether the person has customized a business rule to identify this or not.

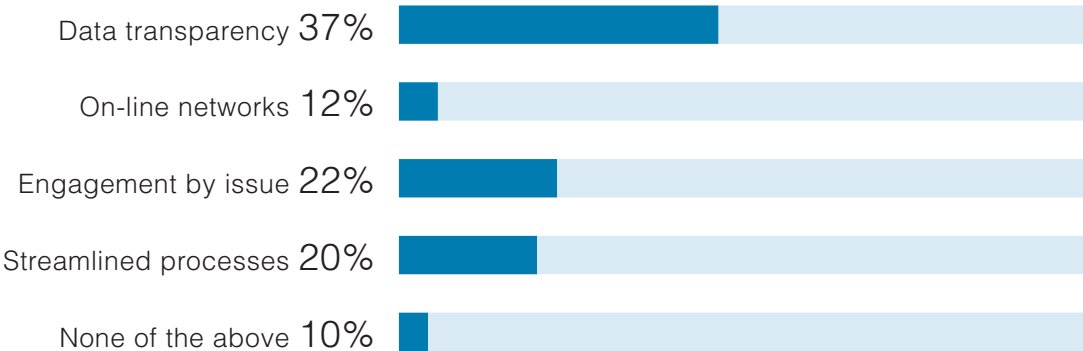
Leverage game-based methodologies to socialize a business process model:

What are the possibilities of overlaying a dashboard of RFID and other sensor and data feeds that show status of products moving through a given supply chain in real-time or close to real-time? What if all parties in that supply chain, from manufacturers to distributors to retailers, could all logon to that portal and monitor developments, respond and collaborate to solve problems as events happened? This would make supply chain management into a massively multi-player online game (MMOG), somewhat like World of Warcraft, EVE Online or other MMOGs. Supply chain partners would be players in the game and would collaborate and compete with other supply chains just as in other MMOGs. What kind of collaborative dynamics would develop? What kind of responsiveness and operating efficiencies could be achieved?

Application in an Industry Context

When selecting discussion forums for the Smart Work Jam, we included two industries to explore: Government and Healthcare. We wanted to see how the more general conversations around work and the capabilities of workers and organizations could get specific when applied to needs in a particular industry. What resulted was an interesting dialogue that uncovered key drivers of working smarter in those industries.

Government can best empower it citizens through:



JAM QUICK POLLS

Government

We wanted to understand how technology could help government encourage broader participation and facilitate business growth. A necessary element is the ability to engage the citizenry and play a central role in enabling the wisdom of crowds to be applied at national and local levels. As for the how, discussions ranged from the efficiency and effectiveness of government to information and access that citizens are able to obtain.

Key Insights

Access to Government Services: Foremost in the Jam was the notion of being able to interact with government agencies to complete basic or required tasks without complicated processes or an overabundance of forms. By opening access via the internet and not requiring physically standing in a queue, many believed this would open up the possibilities for real progress. Another aspect of access was making sure the population could access the government virtually – either at home or with mobile devices. Some countries are already working on legislation to increase the reach and rate of broadband service to truly enable digital government.

Transparency of information and processes: Having access to the right information was viewed as very important. Not just for constituents but other government agencies to improve the way they operate. Data transparency not only improves the ability of the government to serve its citizens, but it empowers citizens to hold their government accountable.

Ideas for Innovation

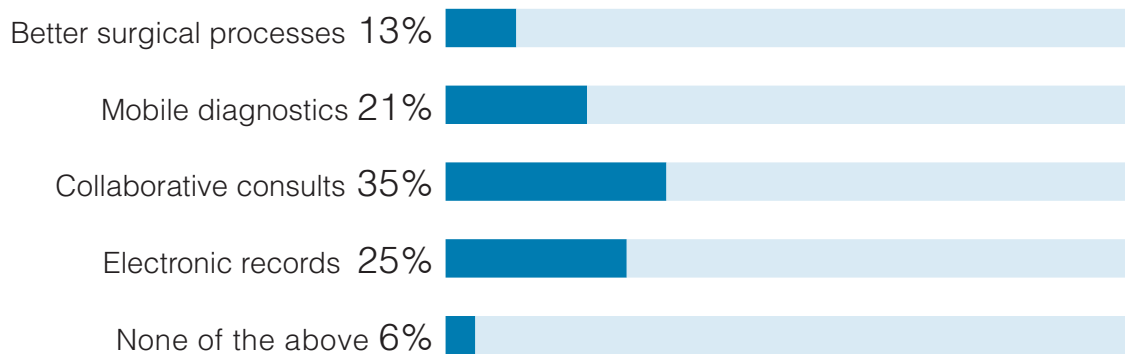
Empowerment with social media: Leverage social media to gather information from citizenry on best practices, and how to grow cities and towns in a smarter fashion. For example, the National Academy of Public Administration sponsors the federally-oriented CollaborationProject.Org to help federal innovators interested in implementing Web 2.0 and social media in their agencies. It shares best practices for how to best work with potential barriers such as legal counsel, privacy officers, CIOs concerned with bandwidth and security. Similarly, the US General Services Administration (GSA) has started Apps.gov for government cloud-based applications. It provides key information on government agencies for others to see as well as a place to socialize, providing links to Wordpress for blogs, Scribd for document sharing, Facebook and MySpace for social networks, and a lot more.

Reducing bureaucracy with process optimization: Cities can be optimized by focusing in on the processes that make them work. For example, the Saving Time Project in Sao Paulo, Brazil is investing in process management to minimize bureaucracy. It only takes a day for a person who has lost their documentation (identification, driver's license, etc.) to get a new version. By digitizing information and automating and streamlining processes, such process improvements could impact broader areas like city planning and management as well as resource conservation.

Healthcare

This forum explored new possibilities to make health services more affordable, accessible and personalized. Healthcare professionals and teams today have unprecedented potential to collaborate with each other, co-create treatment solutions with patients and shift the way they provide care in ways never before possible. People live and work in new ways that can and should be reflected in how hospitals operate. Massive amounts of expertise are available to healthcare providers to make more informed, evidence-based decisions.

Technology can have the greatest impact on healthcare with:



JAM QUICK POLLS

To get there, providers must make it faster, easier and less expensive to outpace shifting patient needs and evolving best practices. An important component of this is keeping physicians and staff in touch with expertise, information and each other by giving them access to the right collaborative resources from anywhere at any time through any device. This creates a stronger, more participatory culture that encourages quick thinking, new ideas and uncovers hidden knowledge.

Key Insights

Mobile healthcare: Using mobile devices to monitor patients and provide a means for first response enables care to reach outside a hospital or doctor's office. Devices that can record and transmit symptoms as well as actions for individuals to take could reduce the burden on medical facilities. Mobility also ensures access to expertise that makes collaborative care a reality.

Patient Information: Much discussion centered on the ability to capture, use and manage patient information in a secure cloud — both Patient Health Records that individuals can access as well as the Electronic Health Records providers retain. Accuracy and privacy are a necessity but in addition, finding a way to optimize the amount of information is critical to easing the storage burden and making records easy to understand for medical professionals and patients alike.

Ideas for Innovation

Managing medical data: eHealthcare solutions have been deployed in many countries worldwide. One key technology is the smart card used by citizens. The card application holds the data of their health status and information such as the HL7 e-Document. Doctors can retrieve necessary information and status from smart cards via card readers and remote card system connections to provide healthcare services. Such solutions apply exclusively in European countries, Japan and the US.

Motivational applications: Providing a way to encourage healthy behaviors that would prevent or minimize problems is an important part of modern healthcare. A learning initiative for the general public could focus on improving a person's knowledge of health and, in turn, his or her available choices. With gaming, social networking, competitive environments and social communities, it is possible to not only reach tens of thousands of individuals, but younger people who may not be as health-conscious.

Our Jamming Experience

The IBM Smart Work Innovation allowed participants to experience an important element of what it means to work smarter: collaborating beyond our walls to seek better solutions for our organizations. We hope that you, as jammers, take the positive energy and ideas from the Jam experience and develop concrete actions that will help revolutionize industries and the way people work.

We encourage participants to review the key insights and ideas for innovation that jammers collectively surfaced across each topic area, and consider the following action plan:

- Industry leaders and professionals — Evaluate how your organization is innovating in ways that support the Smart Work vision. Determine if any of the ideas that surfaced within the Jam can be developed as new services or product offerings to help people and organizations work smarter. IBM executive and technical leadership will be diving deeper into the Jam ideas and contributions, and will continue to explore partnerships with companies worldwide with research expertise in the Jam topic areas. We encourage other industry leaders and professional to identify these opportunities for joint collaborative research as well.
- Come to [Lotusphere 2010 in Orlando](#) and [IMPACT 2010 in Las Vegas](#) to learn more about how Smart Work implementations are categorically changing industries — learn from other customers about best practices, and network with other leaders in the field. Interested in hosting a session at IMPACT focused on Business Leadership, SOA and BPM Technology? The call for speakers is now open!
- Check out [Smart Work 3D Interactive](#) and see how these technologies are revolutionizing the industries of Healthcare, Energy, Banking, Communications, Transportation, Retail and Customer Service. These beautifully rendered case studies will underscore what it means to Work Smarter.



- [Smart Work Advisor](#) is an online tool that can help guide you to where you can find more information unique to your company's needs. Want to learn more about how Agile + Flexible + Collaborative is changing the face of Healthcare? Check out the [Smart Work for Healthcare demo](#) and the [Smart Work](#) website for more information.
- Faculty members and researchers — Determine if there are opportunities to expand your current research and engage your colleagues or students towards the development of the innovations noted in the Jam.
- Sign up for a free membership with IBM's Academic initiative where you can have free access to download curriculum, trial software and serious games like [INNOV8](#).
- Share your experiences about this Jam with friends and colleagues, and determine if there is a role for this type of technology in your organizations to address specific challenges by leveraging the wisdom of crowds.



For More Information

To learn more about Jams, visit collaborationjam.com.

To learn more about Smart Work, visit ibm.com/smartwork



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