



Collective Intelligence 2010

The future of enterprise collaboration

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1. A new environment
2. Business benefits – why consider collective intelligence?
3. What are the business and people implications – and what initiatives can be taken to address these?

Collective Intelligence & Social Networking offers numerous opportunities for Human Capital Management:

Our focus today:

Harnessing the Collective Intelligence and expertise

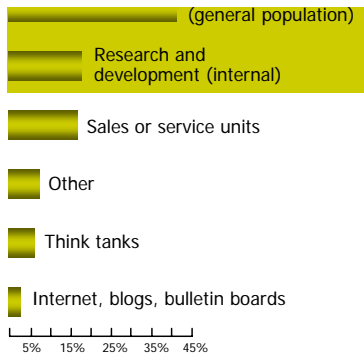
Learning and Knowledge Management

Why Social Networking is important



Need for Innovation

CEOs: Sources for ideas and innovation



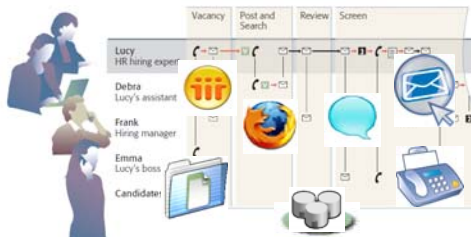
- 75% of CEOs indicated that **collaboration** was important to innovation and top source for new ideas
- To thrive in this environment companies must: **Weave communities into the product development process and Execute innovative ideas quickly**

Need to Connect



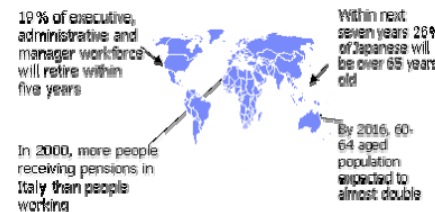
- Work is increasingly more complex - M&A, global companies, remote workers, offshoring, organisation changes – leading to more interactions with unknown people
- organisations experiencing these conditions must find ways to transcend traditional boundaries, connect employees and help form high performing teams

Need for Execution



- Project based environments with more dispersed teams
- Multi-modes of communicating and working drive the need for simpler ways to structure work activities and share information

Need to Empower and harness



- Maturing workforce effecting critical areas of the global working population
- To address the loss of critical knowledge organisations must harness knowledge capital and educate new workforces with unprecedented scale

Critical success factors



	Critical Success Factors	Seekers <i>I need someone</i>	Contributors <i>I am someone</i>
Social Networking	<i>Awareness</i>	How do I know who is out there?	How can I become more known?
	<i>Competence (Trust)</i>	Is this person competent?	How can I advertise my expertise?
	<i>Benevolence (Trust)</i>	Will this person help me?	How can I develop my reputation as a trusted partner?
Culture	<i>Motivation</i>	Am I motivated to work with this person?	Why will I cooperate with this person?
	<i>Access</i>	How do I approach this person?	Do I want to be approached?
Collaborative Tools	<i>Skills</i>	Does the team have the skills necessary to collaborate effectively? (e.g. technical, communication, people, business, etc)	
	<i>Mechanism</i>	Do we have a method to collaborate?	

It is changing our ways of working



- It increases transparency and access to information – we know who knows what, and the quality of what we/others know
- It facilitates a shift from prescribed information structures and taxonomies to tagging and ratings – we can structure information in a way that works for us
- It requires some additional skills and mindset
- It is impacting the use of existing technologies such as email ¹⁾ and knowledge repositories
- It provides the ability to analyse vast amounts of structured and unstructured data –we can tap into what employee's and customers are thinking

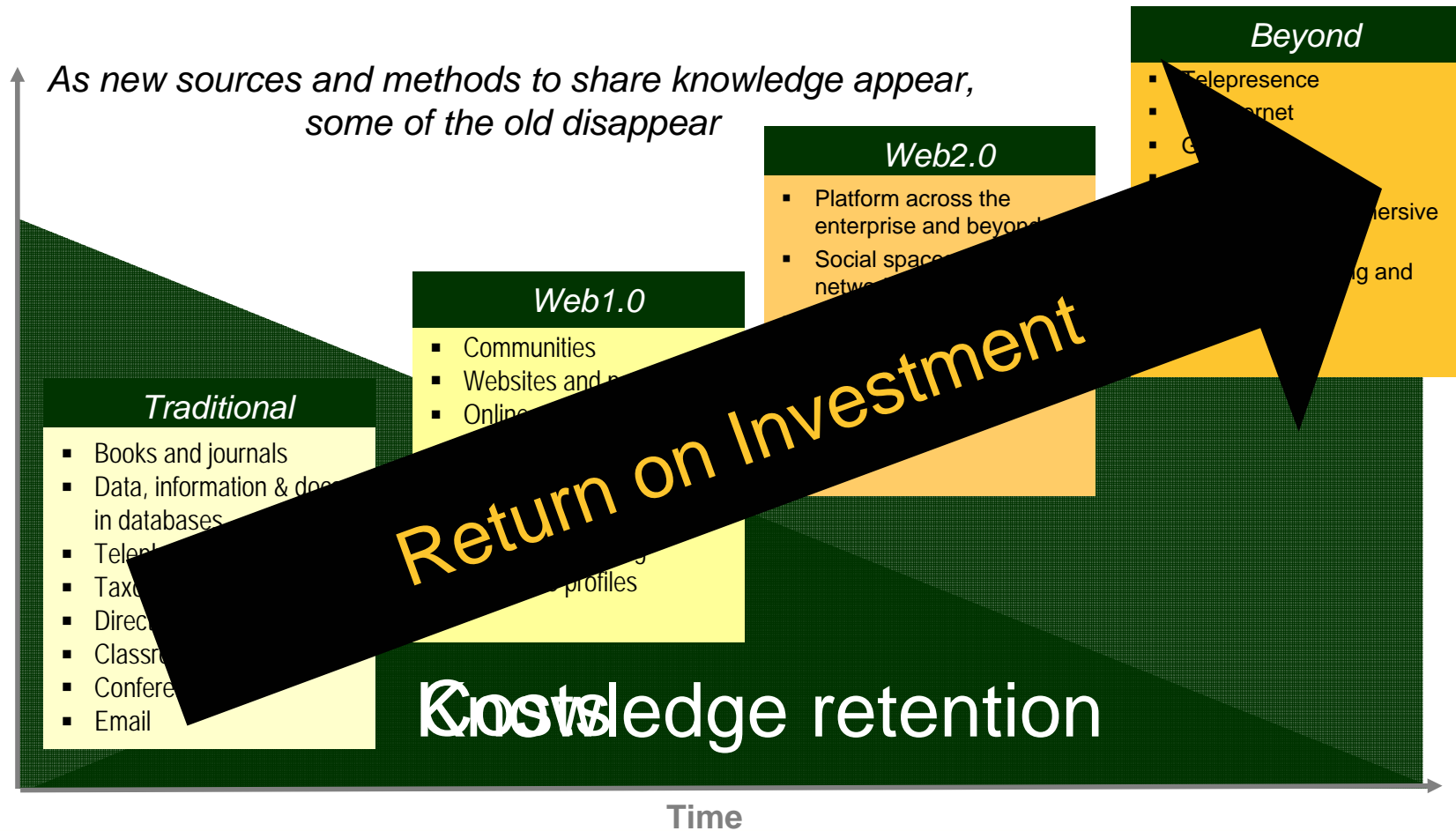
1) Source: Gartner - Predicts 2010 Social Software Is an Enterprise Reality, Dec 2009

A new learning paradigm



Emerging technologies are enabling learning to be delivered more effectively

Public



Learning is.....



Sharing and leveraging our collective intelligence

More than 'just' formal classroom based learning

Learning \neq Training

Why consider Collective Intelligence and HCM?

Learning can be delivered more effectively and in a more efficient manner

Organisations typically allocates 60-70% of their training budget¹⁾ on instructor lead training despite it accounting for only 10% of what people know.

Social networking provide opportunities to include informal learning in the corporate learning strategy

The evolving technologies provides the foundation for a shift in how learning is being perceived, delivered, deployed, created and maintained.

With informal learning we will all create, deliver, maintain and learn in a manner tailored to our requirement – on-the-job, increasing employee engagement

Allows for just in time creation of content and resolution of issues - content maintained by the community

Analytics of the social networking information provides an insight into employee thinking and collaboration –internally as well as externally with customers

1) Source: Gartner - Are you providing the On-the-Job Learning that people really want, Oct 2008

Business benefits – what can CI deliver?



Financial

- Improved learning efficiency by leveraging collaborative learning – reducing the need for classroom learning
- Reduction in help desk calls – users seek information from their communities and peers
- Reduced time to productivity through more efficient employee onboarding
- Improved innovation – faster product development/the right products

- Improved and faster availability of the right informal learning – and validated/enhanced by the community
- More efficient resolution of problems by the community
- Improved ability to identify experts and knowledge ‘brokers’ within the organisation
- Improved knowledge captured for future reference and use

Customer

- Improved customer loyalty through engagement and dialogue
- Improved customer empowerment by being part of the community
- Increased innovations (both identified and fulfilled) through the interactions of customers and employee’s

- Improved retention rates¹⁾ by providing a more engaging and involved learning environment – “on the job” training, a preferred learning method²⁾
- Improved employee satisfaction and empowerment by being part of the community
- Enhanced ability to engage with the upcoming workforce who are expecting to work collaboratively

Process

- 1) Source: Cohen, Manion & Morrison: A Guide to Teaching Practice – 75% increase when learners are engaged
- 2) Source: Ernst & Young's (E&Y's) Generations Research Project – preferred by approx 70%

Employee

Business benefits – Case studies



Financial

- British Telecom – estimated £8m savings in training costs
- Cisco - \$3bn opportunities identified through innovation jam

- ACE hardware – expert locator, knowledge management, reduction in costs to document knowledge

Customer

- British Airways OpenSkies –engaging with customers to launch new product
- Intel – engaging with customers to maintain and build brand
- Graco – blog's, analytics

- IBM – Value jam, blog's, wiki's

Process

Employee

Business & People implications



Financial

- Many organisations allocate 70% of their training budget¹⁾ on instructor lead training despite it accounting for only 10% of what people know.
With collaboration, organisations can deliver learning more effectively with less costs - and at the same time increase employee engagement and empowerment

- With more than 70% of learning being 'informal' employees will have different learning needs – most learning may not be captured and associated with employee's in a documented manner
- New reporting and analytics methods will be required to extract information from the various sources

Customer

- New skills required to operate within the collaborative environment
- Preparing the workforce – more than 70% of IT-dominated social networking initiatives will fail ²⁾

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Process

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- 2) Source: Gartner - Predicts 2010 Social Software Is an Enterprise Reality, Dec 2009

Employee

Engagement opportunities



Strategy & Roadmaps: How do we deliver learning more efficiently whilst improving learning effectiveness and drive down the cost of the learning function?

Emerging Technologies: How do we harness social networking and learning technologies for more cost effective learning support?

Innovation: How can we better enable collaboration and innovation using social networking?

Preparing the workforce: How can we better prepare the workforce to embrace social networking technologies?

Measurement and analytics: How can we improve our business results and brand by leveraging analytics of the information captured through social networking?

Managing informal learning: How can we identify experts and knowledge within our organisation?

