



***Transforming our workplace:
enabling collaboration in a complex organisation***

Liam J. Cleaver
Collaborative Innovation
IBM CHQ, Innovation and Technology

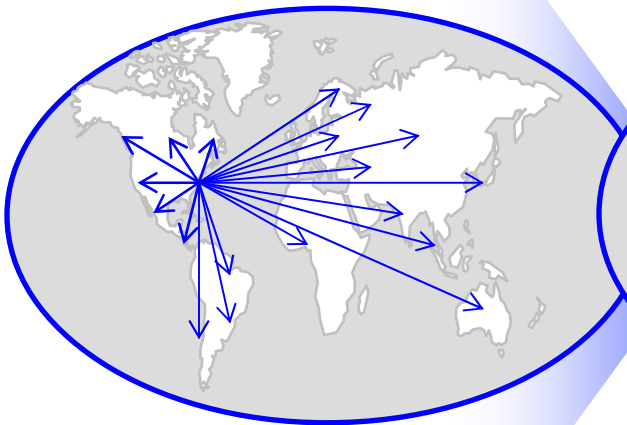
IBM has the challenge of increasing productivity, collaboration and innovation of its 380,000 employees worldwide

- >45% employees work remotely
- Global workforce across all time zones
- Moving to distributed teams vs. co-location
- Matrixed teams and management
- Information overload – need more knowledge, less information
- Speed of connection – knowledge and information delivery
- Flexibility – variety of work styles / coordinate with co-workers

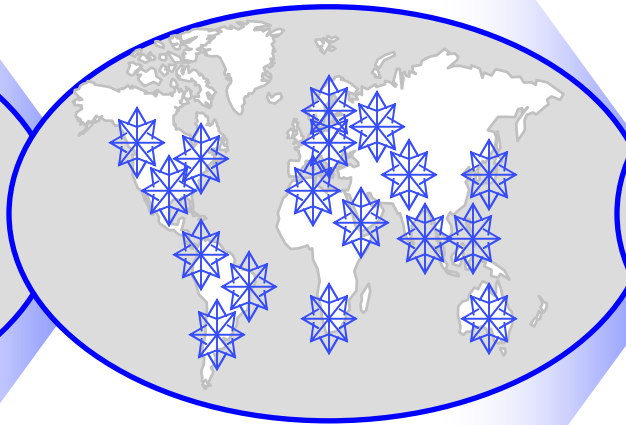


Our business transformation reflects our response to an ever changing marketplace environment

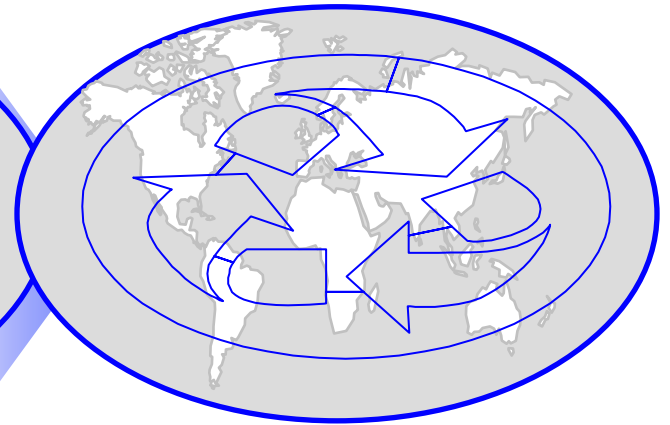
International



Multinational



Globally Integrated

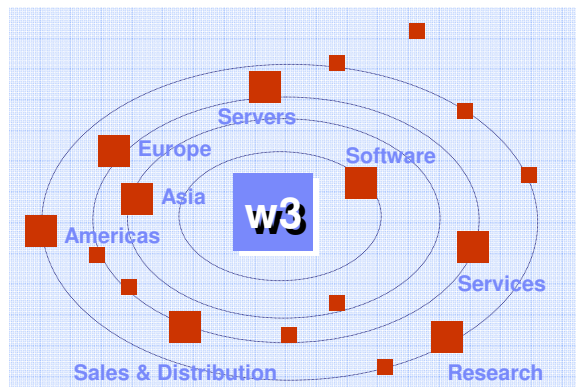


“We no longer have to replicate IBM from floor to ceiling in every country. We are optimizing key operations in the right places in the world – eliminating redundancies and excess overhead – and integrating those operations horizontally and globally. ...This is about doing the right tasks, with the right skills, in the right places.”

- Sam Palmisano, IBM CEO, May 20, 2005 Analyst Meeting

... and is reflective of our transformation from intranet to the On Demand Workplace

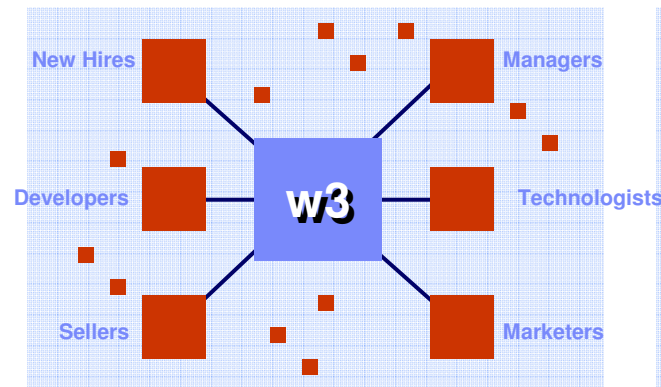
Phase 1: Access (The Website Model)



The org chart online

- Focus: providing Information
- Benefit: universal access
- Problem: site proliferation

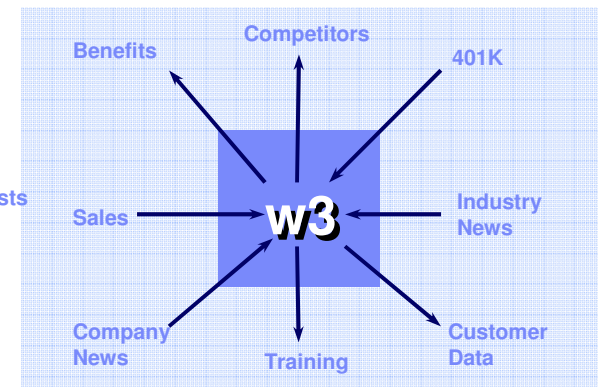
Phase 2: Integration (The Audience Model)



Cross-enterprise platform

- Focus: web-enabling functions
- Benefit: separating content from vehicle
- Problem: competing centers of gravity

Phase 3.x: On Demand (The Roles Model)



Sense and respond enterprise

- Focus: real-time expertise location
- Benefit: fluid, collaborative decision-making
- Problems: governance and culture

We see the future workplace as ubiquitous; totally integrated; and senses work activity and responds with resources

Transforming the workplace while transforming the workforce ...



Role and process enabled workplaces are transforming the On Demand Workplace into a business critical platform



Susie Seller

Increasing employee's productivity

- An easy to use interface
- One place to go
- Things work together
- Find relevant content faster, easier and personalize it
- Find people who know and who can help

w3 Jane Doe's On Demand Workplace

Home Work Career and life **Seller's workplace** Edit tab Add new tab Show layout tools Help

Seller's resources

Selling resources by sales cycle

- Notice & identify Updated
- Benchmark Assessment Tool New
- Calculate Business Transaction Type
- Client Business Value Tool
- Denied Parties List
- International Selling New
- Market Intelligence
- On Target
- Validate and qualify Proposed Updated
- Win & Assess

Additional selling resources

My Quota

- FMS
- FMS Achievement Reports
- Global Incentives

Essential links

- About IBM
- About w3
- Buy on demand
- Collaboration Central
- Corporate Security
- Customer Reference Materials
- Emergency Planning
- Expense Reimbursement
- Global Print
- IBM Business Controls
- IBM Club
- IBM Steady
- IBM Standard Software Installer
- IBM ThinkPlace
- IBM Travel
- IT Help Central
- IT Security
- IT Security (2006 Update)
- IT Tools
- Lenovo Employee Purchase Program
- On Demand Business
- On Demand Community
- Presentation Central
- w3 Directory

My opportunities

IBM Confidential

Date is updated once per day and is current as of 05 Dec 2006.

Total revenue displayed as US dollars.

View: Total revenue 600

Opportunity	Customer	Total revenue
Opportunity name OPPTY-NUMBER	Customer name	\$1,000,000.00
Opportunity name OPPTY-NUMBER	Customer name	\$1,000,000.00
Opportunity name OPPTY-NUMBER	Customer name	\$1,000,000.00
Opportunity name OPPTY-NUMBER	Customer name	\$1,000,000.00

Top 10 of 24 opportunities

My prospects

Use the drop-downs below to use **OnTARGET** to find prospects within a brand by sales play, or to open a saved targeting list. Required fields are marked with an asterisk (*) and must be filled in to complete the form.

You appear to have access to OnTARGET in multiple geographies.

* Geography: Americas

* Search for prospects by: ☒ Sales play ☐ My saved targeting lists

* Brand: Select a brand

* Sales play: Select a sales play 40 characters 40 cha

* Coverage type: SMB accounts

* Select coverage ID(s): 0000242-WST-SMB-US-LA INDO & FES BLD
0000243-WST-SMB-US-LA RETAIL/DIST SLE
0000244-WST-SMB-US-ORANGE CTY SLC
0000246-WST-SMB-US-SAN DIEGO BLA
0000247-WST-SMB-US-STH NJ/DE RETAIL SMC

My requests

IBM Confidential

Use the dropdown and filter criteria field to filter your list of requests.

Note: All links in the table below will open in a new browser window.

Filter by: No filter applied Filter criteria: 600

Show Same-time status

Customer	Request	Due date	Owner
Halifax Building	WST-SMB-US-ORANGE CTY SLC	23 Apr 2007	Joshua Woods
Shovel Bank	WST-SMB-US-STH NJ/DE RETAIL SMC	23 Apr 2007	Ryan Charles

My accounts

Search across all accounts to which you have access.

Search by: Top account name of hierarchy

Search for: 600

BluePages

Search type: Entire profile

Search for: 600

Other searches

- ☒ w3 intranet
- ☐ IBM discussion forums
- ☐ IBM news articles
- ☐ ibm.com Internet
- ☐ IBM sales

Building a culture of innovation first requires building one based on collaboration

Transforming the workplace while transforming the workforce ...



BluePages

- One universal employee directory
- 50+ applications access & use the directory data
- More than 6.4 million searches per week
- 65% of employees use BluePages once a day

The screenshot displays the IBM BluePages web application. At the top, there's a navigation bar with the 'w3 BluePages' logo, a search bar, and links for 'w3 Home', 'BluePages', 'HelpNow', and 'Feedback'. The main content area shows a user profile for 'Cleaver, Liam', an IBM employee. The profile includes a photo, a globe icon, and various contact details like phone, email, and location (Washington, DC). It also lists 'Recommended social path' and 'Other views' such as 'Full report to chain', 'Same manager', 'People managed', 'Departments managed', and 'Extended relationships'. A sidebar on the left contains links for 'My profile', 'My BluePages', 'Edit settings', and 'Help'. The bottom of the page features a tabbed interface with sections like 'Jobs & contact info', 'Experience & qualifications', 'Skills', 'Projects & teams', 'Communities & interests', 'Reporting structure', and 'Summary'.

Beehive

- Opt-in social networking site from IBM Research (Cambridge)
- Create a personal page to share interests, thoughts, photos and/or what you do in IBM
- Over 58,000+ registered members and 68,000+ photos uploaded

The screenshot shows the IBM Beehive profile page for Bob Moffat. The header includes the IBM logo, the Beehive logo, and a navigation bar with links: home, profile, people, photos, hive5s, events. A search bar is present with the text 'Type to look up person'. The profile section on the left features a profile picture of Bob Moffat, his name, and a bio: 'Bob is "Do today what others won't so tomorrow you do what other's can't"'. Below this is a section titled 'the facts' with details about his role as SVP, Integrated Operations at Armonk, NY, and his contact information. A 'beehive counters' section shows 15 photos, 0 H5s, and 2 events. A 'connections' section shows 434 connections and 4762 buzzes. A box indicates the profile has been viewed 8541 times. The main content area is divided into sections: 'featured' with a photo of his daughter Aimee playing softball, 'events' with a list of upcoming events, 'about Bob' with a bio and a list of interests, and 'the buzz' with a list of recent comments and interactions.

Fringe

- Experimental directory and networking site from IBM Research (Almaden)
- Find colleagues based on skills, interests or other shared connections
- See what's going on with the news in your social network through aggregated feeds

The screenshot shows the Fringe social networking site profile for Liam J Cleaver. The profile includes a header with the site name 'fringe' and a search bar. The main section displays the user's name, a profile picture, and contact information. Below this, there are sections for 'Recent Activity', 'Recent Feeds', and 'Dogear Bookmarks'. A sidebar on the right shows 'Management' and 'Connections (95)'. A pop-up window in the bottom right corner shows a 'Do you know?' notification for Richard Mound.

fringe Enter name or keyword to search Home | My Profile | More

Liam J Cleaver
2 total reports
Program Director, IBM Jam Program Office | Collaborative Innovation
Jammin'
Updated on: Mar 28
odw w3 habitatjam jam collaborative-innovation innovationjam jams collaboration

Office: 1-202-515-4210 (T/A: 622-4210)
Mobile: (None)
Email: lcleaver@us.ibm.com
Liam J Cleaver/Richmond/IBM
Office: 1301 | MOBILE
1301 K ST NW, Floors 4, 11 & 12,
Washington, DC, US
Admin: (None)

Recent Activity
Liam tagged [Nicholas Donofrio](#) as innovation, innovationjam, thinkplace 9:45 AM
Liam and [Mark Cleaverley](#) are now connected Apr 10
Liam tagged [Mark Cleaverley](#) as web20, government Apr 9
Liam self-tagged as w3, odw Apr 9
Liam and [Richard Mound](#) are now connected Apr 9
Liam and [Derek Baker](#) are now connected Apr 8
Liam and [Bill Britton](#) are now connected Apr 2
Liam and [Sheila E Settles](#) are now connected Apr 1
Liam and [Klaus Johannes Rusch](#) are now connected Apr 1
Liam tagged [Mike Wing](#) as jams, communications, w3, odw Mar 31

Recent Feeds
W3 Blog
Re: What do you want to hear from the CIO? Feb 27
cio [kickoff live](#) Liam J. Cleaver
Re: Prediction Markets in the enterprise? Feb 9
prediction-markets Liam J. Cleaver
Re: Prediction Markets in the enterprise? Feb 9
prediction-markets Liam J. Cleaver
Co-collaboration Jan 21
collaboration2.0 collaborative-innovation Liam J. Cleaver
Re: Applying the lessons of web 1.0 to 2.0 Jan 18
Liam J. Cleaver
Show all 12 items

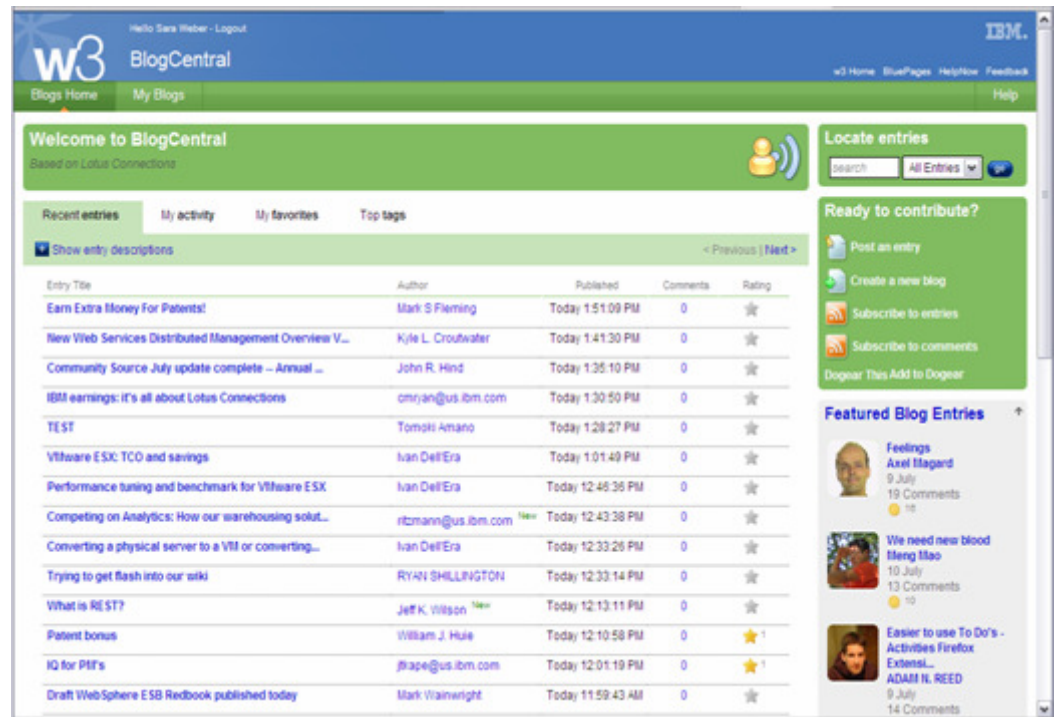
Dogear Bookmarks
News | Walking the talk: IBM is the adaptable enterprise Mar 5
collaborative_innovation innovationjam jam jamming jams internal Liam Cleaver
IBM Jam Events Jan 30
collaborative_innovation innovationjam jam jamming jams Liam Cleaver
News | Made in IBM Virtual Labs: CIO edition Jan 22
collaborative_innovation internal Liam Cleaver
Jam Wiki home - Jam Wiki - w361 Jan 18

Management **Connections (95)**
▼ **Management (5)**
[Linda Sanford](#) 685
Senior Vice President, Enterprise On Demand
Transformation & Information Technology
[Mark Hennessy](#) 636
Vice President & Chief Information Officer
[Carol Sormik](#) 107
VP, Enterprise BTE and Total Workplace
Experience Center of Excellence
[Jane Harper](#) 13
Director, Collaborative Innovation

Do you know? (5) Powered by SONAR
[Richard Mound](#)
Associate Partner, Business Consulting
Services
Connect No Thanks
• You share 6 Beehive connections
• You are connected on Beehive
• You share 4 Fringe connections
• You are related via tagging

BlogCentral

- Open up collaboration and create connections across IBM through use of Web 2.0 technologies
- Blogs allow IBMers to share information and create connections on the web without having to be a web programmer
- Discussions ensue between people who have never met but share passion for a topic
- 65,000+ users, and over 260k entries



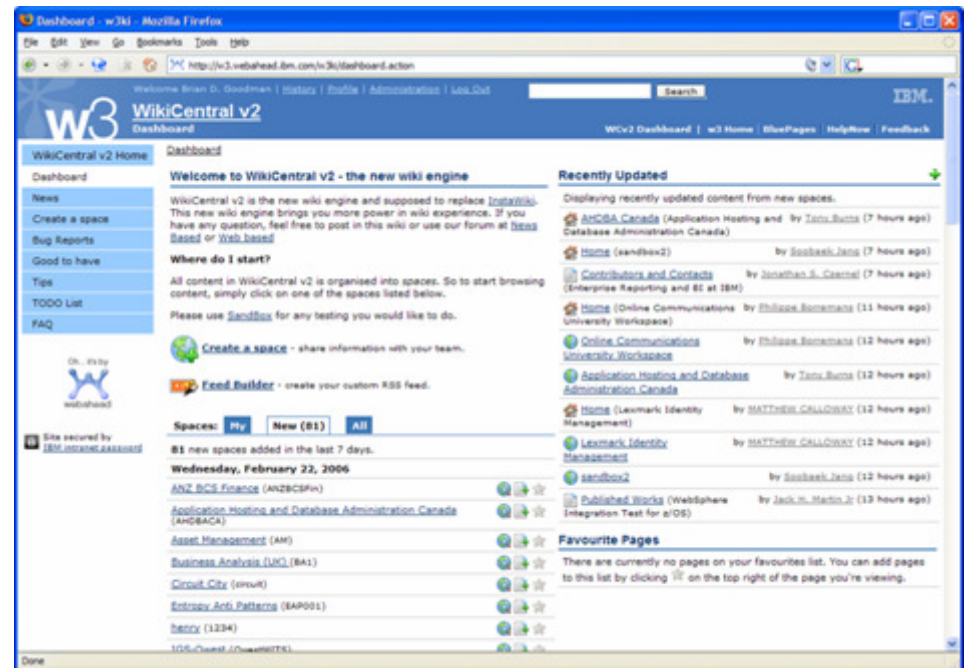
“The more I blog, the more contact I make inside the company and the easier I can connect the dots....”

Dillon Schalk, Marketing

WikiCentral

Enabling every employee the ability to publish and share information without process or technology know-how

- Leverages third-party wiki engine - Confluence
- Provides easy and effective ways of collaboration in any size group
- Creates collaborative, up-to-date & shareable content
- 25k+ Wikis, 320k+ unique readers



“Delight to use...greatly improves and increases the levels of communication and collaboration among the team”

Allen Stalvey, Project Executive for Worldwide Technical Support Transformation

A practical example of collaboration at work

- Created a 'news' entry in Department's Wiki
- Pushed broadcast IM alert to Department with request and link
- Colleagues could comment directly in Wiki or send an email from my 'Bluecard'
- Instant Messaging (IMs): 4M+ per day

The screenshot displays a Mozilla Firefox browser window with the address bar showing <http://w3.webahead.ibm.com/w3ki/pages/viewrecentblogposts.action?key=twe>. The page is titled "Recent News - TWE COE - w3ki" and features a sidebar with navigation links like "WikiCentral Home", "TWE COE", "News", "Business Requirements", "Homepage", "How are we doing?", "Pages", "Attachments", "Templates", and "Advanced". The main content area shows a news entry dated "2008/04/10" titled "Calling all TWErs ... the British are coming!". The text of the entry discusses a request for advice from Tom Watson, a Member of Parliament, and mentions the author "Liam J. Cleaver". Below the entry, there is a "Bluecard" for Liam J. Cleaver, showing his contact information: "IBM CHQ, Innovation & Technology", "Program Director, IBM Jam Program Office | Collaborative Innovation", "WASHINGTON, DC USA", "Building: 1301 | Floor: NA | Office: MOBILE", "Phone: 1-202-515-4210 (T/L: 622-4210)", "Mobile: N/A", "E-mail: lcleaver@us.ibm.com", and "Notes mail: Liam J Cleaver/Richmond/IBM@IBMUS". To the right of the browser window, an "IBM Lotus Sametime Connect" window is open, showing a list of contacts. A red circle highlights the "In a Meeting" status icon, and a red arrow points from this icon to the "Announcement from Liam J. Cleaver" window, which contains the text: "The British are coming! and I need everyone's advice! https://w3.webahead.ibm.com/w3ki/pages/viewrecentblogposts.action?key=twe".

Our goal as a company – to be the innovator's innovator – requires that we foster this culture internally

Transforming the workplace while transforming the workforce ...



- Provide a means to share and ideate online
- Provide technology to collaboratively innovate

Jams and ThinkPlace created a new collaborative medium and a process to capture best practices and foster innovation



- Kick start the innovation process across the company, industry or extended eco-system
- Transcend culture, language, and geographic challenges to harness collective brainpower to a given problem or challenge
- Top 10 ideas from Innovation Jam™ 2006 funded with \$100M investment, over half of the ideas make up IBM's Smarter Planet initiative
- Open, collaborative and on-going global forum
- Surfaces solutions to specific challenges
 - 16,000+ ideas submitted since launch
 - 350+ ideas adopted
- Facilitates exchange of “smaller” ideas

Technology Adoption Program (TAP): Changing How Technology is Adopted at IBM

- Open to Early Adopters and Innovators across IBM
- 100,000 IBMers registered
 - More than 80 offerings piloted
- Sametime 7.5 released 9 alphas & 4 betas during development. 5 months in development vs the traditional 18-month cycle

The screenshot shows the IBM w3 Technology Adoption Program (TAP) website. The header includes the IBM logo and navigation links: TAP Home, Offerings, Propose offering, What is TAP?, Innovation Enablers, Events, w3 Home, BluePages, HelpNow, Feedback, and MyTAP. The main content area is divided into several sections:

- Welcome to TAP:** A central section with a 'Gizmo' robot and a 'Welcome to TAP' message. It includes a 'Connect' button (Do you have a passion for innovation? Join us.), an 'Innovate' button (Share your innovation with TAP), and a 'Discover' button (Come see our new offerings!).
- Ready to explore?:** A green sidebar on the right with a search bar and a 'Go' button. It also includes a 'Browse all offerings' link.
- TAP: Spotlight:** A section in the middle right highlighting various offerings and news. It includes a 'TAP: Media' section with a podcast episode and a 'Who's on TAP?' section.
- How do I propose an offering?:** A yellow sidebar on the right with a 'Propose an offering' button and a 'Need something to create an offering before proposing it? Check out our Innovation Enablers!' link.
- Explore the Situational Applications Environment:** A section at the bottom right with a 'Tag Cloud' and a 'Tag Cloud' section.

TAP @ work: SmallBlue

- Unlocks the valuable business intelligence of 'who knows what?', 'who knows whom?' and 'who knows what about whom'

The screenshot displays the 'w3 On Demand Workplace' interface for user 'Liam J. Cleaver'. The interface is divided into several sections:

- Header:** Includes the 'w3' logo, user name, and navigation links like 'Home', 'Work', 'Career and life', and 'Seller's workplace'.
- What's new:** A list of recent updates, including 'Whisper last update: 4/14/2008 20:53:47 GMT', 'DJIA Leaders & Laggards', 'Closing Glance: Computers, Peripherals', 'Tech Earnings Watch', 'DEALTALK-Cash-rich tech cos may buy rivals as shrs drop', 'Earnings Preview: IBM (AP)', '[S&S] Longer Drilling Contracts Favor Transocean', 'Big Week for Tech (CNBC)', and 'IBM: Goldman Ups Ets Ahead Of Earnings Wednesday'.
- Essential links:** A sidebar with links for 'Travel and Expenses', 'IT tools and support', and various IBM resources like 'About IBM', 'About w3', 'BT Workplace', 'Buy on demand', 'Client Reference Database', 'Client Reference Program', 'Collaboration Central', 'Concerns & Appeals', 'Corporate strategy', 'Customer Reference Materials', 'eMeetings', 'Global SMB - Selling for IBM', 'Global SMB Competitive Marketplace', 'Google', 'IBM Corporate Strategy', 'IBM On Demand Community', 'IBM SiteServ', 'IBM ThinkPlace', and 'IBM Values'.
- News:** A central section with 'Top stories' and 'Past 7 days >'. It features articles like 'It's a wrap, now rate', 'IBM sets the trends', 'IBM rewards client excellence', 'Making sense of security', 'Grammar 101: Part VII', 'Taxing times?', 'Web 2.0 comes to work', and 'Sweet dreams at Hilton'.
- Search:** A sidebar with a search bar and options for 'BluePages', 'Other searches', and 'Market Report'. The 'Other searches' section includes radio buttons for 'IBM web pages (w3 and ibm.com)', 'IBM forums, blogs, and wikis', 'IBM news articles', 'IBM Learning (site search)', 'IBM World Wide Q&A', and 'IBM Sales (site search)'. The 'small blue' search term is highlighted with a red circle.
- Market Report:** A table showing stock prices for various symbols, including IBM, ACN, AAPL, CSCO, DELL, EMC, GOOG, HPQ, INTC, LNVGY, MSFT, UIS, WIT, and XRX.
- Whisper recommends..:** A section showing recommendations from other users, including 'Enterprise Tagging Service', 'Collaboration in BT&IT Europe Blog', and 'Pipl - People Search'.

TAP @ work: SmallBlue

- Within intranet search retrieves experts based on tags and employee profiles recommending best path to connect

Search results for "small blue" on the IBM w3 intranet. The results are sorted by relevance and show a list of documents with titles, relevance percentages, and dates. A red circle highlights the "SmallBlue Find" sidebar on the right, which lists experts and their profiles.

Search Results:

Title	Relevance	Date
IBM PartnerWorld: Incorrect use of the emblem ...Small and medium business. Orders and fulfillment. ...gold ibm box blue ibm box incorrect IBM image black ibm The IBM Business Partner Do not switch the colors of the emblem. ...blue line ibm green line http://www-1.ibm.com/partnerworld/pwhome.nsf/weblook/emblem...	95.70%	21 Sep 2007
IBM Research Deep Blue Overview IBM Research Deep Blue Overview. ...Deep Blue game 6 May 11 3:00PM EDT 19:00PM GMT kasparov 2.5 deep blue 3.5. ...Garry Kasparov showed us what Anti Computer Chess was today and played cat and mouse with Deep Blue accumulating small ...Deep Blue seemed a little bemused at first and played a few inaccurate and weakening moves but it came right ...Deep Blue has white tomorrow and Kasparov will find it much harder to control the play http://researchweb.watson.ibm.com/deepblue/games/game1/html...	95.21%	12 Jan 1970
IBM Research Deep Blue Overview ...Deep Blue game 6 May 11 3:00PM EDT 19:00PM GMT kasparov 2.5 deep blue 3.5. ...1 Deep Blue can examine and evaluate up to 200,000,000 chess positions per second. ...2 Deep Blue has a small amount of chess knowledge and an enormous amount of calculation ability. ...Deep Blue is a machine that is incapable of feeling or intuition. ...Deep Blue as it stands today is not a learning system. http://researchweb.watson.ibm.com/deepblue/meet/html/d.2.ht... More results from http://researchweb.watson.ibm.com/...		
Histogram View Guided Tour ...The Jinsight workspace window lets you control Jinsight and open new views. ...The color scale goes from black meaning zero time to dark blue a small amount of time through purple violet ...At this point there is n't much variety in the coloring of objects just blue and black. ...Note also that the number at the right end of the legend the maximum base time value is much smaller ...The small blue line identifies the referring object the Jinsight main Controller class object http://www.research.ibm.com/jinsight/docs/tour/histo.htm	95.08%	26 Oct 2007
IBM Research Visualization Data Explorer - Image ...The gradient of the density is color mapped to the isosurface with greatest change more blue and smallest gradient more red. The background is the contours produced from a MaptoPlane. They are scaled to fill up the background. Vector Glyphs are used to show the direction of the gradient of the density field http://www.research.ibm.com/dx/imageGallery/image048.html More results from http://www.research.ibm.com/dx/...		
IBM Research Kun-Lung Wu ...Search for: Home Products Services solutions Support downloads My account. Kun-Lung Wu. Publications. ...for data stream applications SPADE for System S advanced analytic algorithms and applications Small Blue including social network analysis graph http://domino.research.ibm.com/comm/research_people.nsf/pag...	94.98%	01 Jan 2006
IBM Research Press Resources Scientists annou... ...A modular assembly method that will let us bring almost any materials together. ...Click image for more information A collection of iron oxide nanoparticles blue and smaller lead selenide nanoparticles red -- a.k.a. ...Click image for more information A schematic of a binary superlattice where thirteen small lead selenide quantum dots red are grouped together filling the spaces between the 11 nm diameter iron oxide blue. ...oxide particles in blue and the semiconducting lead selenide quantum dots in red		

SmallBlue Find

1: **Ching-Yung Lin**
Complex and Social Network Analysis, Multimedia Analysis and Security
Ask: Scott J. Smith => Dennis J. Griess

2: **Christopher W. Desforges**
Program Director, ISSI Emerging Services

3: **Kate Ehrlich**
Social Network Analysis Research
Ask: LAWRENCE OWEN

4: **Vicky Griffiths-Fisher**
education R&D, interactive design, design/production management, blended learning solution design
Ask: W. Scott Spangler

[More results >>](#)
[Analyze social network](#)
[Powered by SmallBlue](#)

Tagged Pages [What is tagging?](#)

All tagged pages

- Digivity - SmallBlue - proto**
Last tagged on 9 Apr 2008 by Robi Brunner in dogear small (1), blue (1), vicky (1)
- SmallBlue Beach - Yohko Nameki**
Last tagged on 8 Jun 2007 by Yohko Nameki in dogear small (1), blue (1)
- SmallBlue Beach Paths**
Last tagged on 5 Apr 2007 by Yohko Nameki in dogear small (1), blue (1), itmc (1)

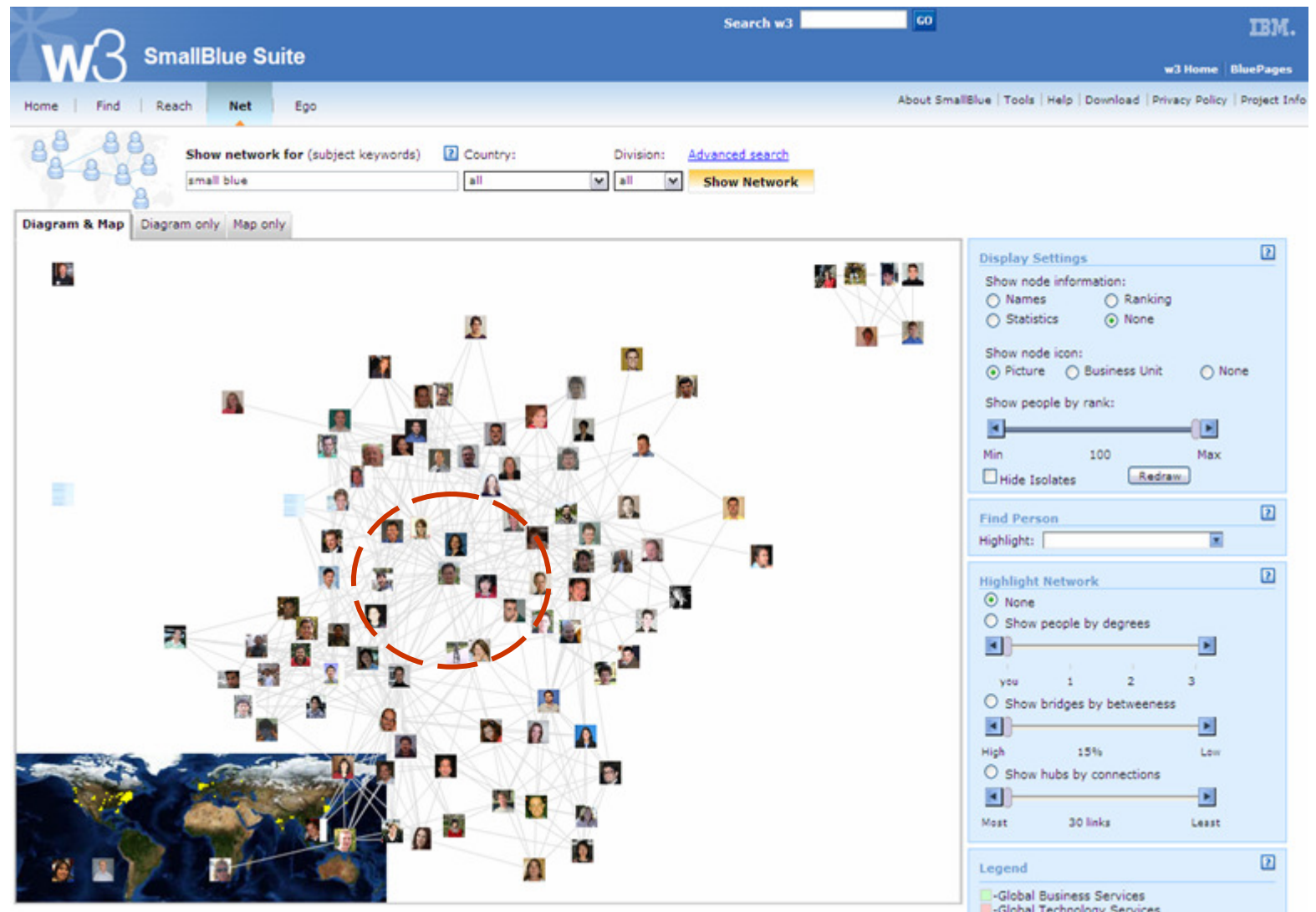
[More pages tagged by all >>](#)

My tagged pages

- Co-collaboration**
Last tagged on 21 Jan 2008 by Liam Cleaver in blogcentral collaboration_2.0 (1), collaborativeinnovation (1)

TAP @ work: SmallBlue

- Analysis of social network visually depicts people networks and geographic clusters



By enabling ubiquitous collaboration, our workplace ...

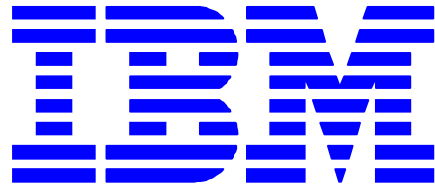
- Creates tighter linkage between coworkers, customers and partners
- Improves customer service; reduces time to market
- Improves information flow
- Breaks through geographic and organisational barriers
- Supports a mobile workforce
- Reduces business travel
- Ensures anytime, anywhere access to documents, tasks and team members
- Instantly communicates decisions, key findings, progress
- Enables collaboration on ideas, issues and shared documents
- Empowers users with team spaces that are easy to create, customise and manage



Epiphany: what we continually observe on this workplace transformation journey

Scale makes it more likely, not less, that you'll get concrete results. It gets you past silos. And it gets you to culture.

- **Perceived value to employees:** Our workplace and collaborative venues present the corporation as an accessible quorum of the whole. It makes divisional employees into “IBMers,” and is trustworthy precisely because all are invited and empowered.
- **Perceived value to management:** The very same workplace and collaborative venues provide a picture of the entire corporation at the level a CEO has to manage – not just processes, but knowledge, culture, brand and purpose.



"Google is often portrayed as the technology hipster, rolling out Web applications almost at whim. But unseen to the public, IBM is rolling out Web 2.0 technologies such as blogs, wikis, mashups and virtual reality technologies to help its employees be more productive. Inside its firewall, Big Blue looks pretty hip. "

- Clint Boulton, eWeek