Networked:
How the 2.0 Enterprise Makes Itself Transparent, Participatory, and Collaborative

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Enterprise 2.0 CONFERENCE
Boston, MA • June 22–25, 2009

Agenda

- Introductions (voices in the room)
- Introducing Jessica and Jeff, and NetAge
- Big picture of organizational change
- Three geographies of organizations
- Visualizing and mapping networks (includes demo)
- How IT achieves strategic leadership

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NetAge Background

Publications

Software

OrgScope

Virtual Team Room

Website

Blog

Clients

Incorporated 1998 to develop software, methodology, and tools for networked organizations and teams, NetAge is privately held and generates revenue from consulting, licensing, and royalties. Its founders and principals are Jessica Lipnack and Jeffrey Stamps, PhD.

Website: www.netage.com
Blog: www.endlessknots.com

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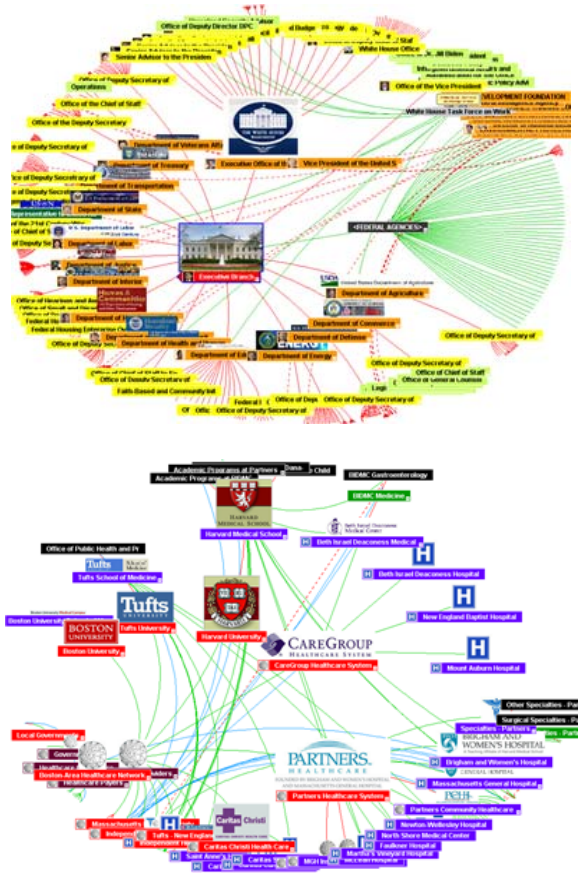
Our Organizational Predicament

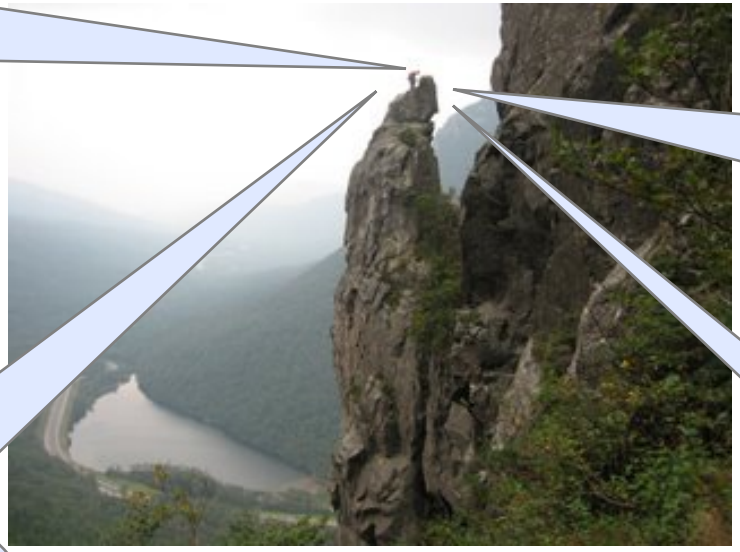
"We can't solve 21st-century problems with 19th-century organizations"



Or Run 21st-Century Organizations with 20th-Century Leaders

I live by Blackberry, laptop, Webex, iChat, Telepresence)

Start by eliminating as many F2F meetings as possible

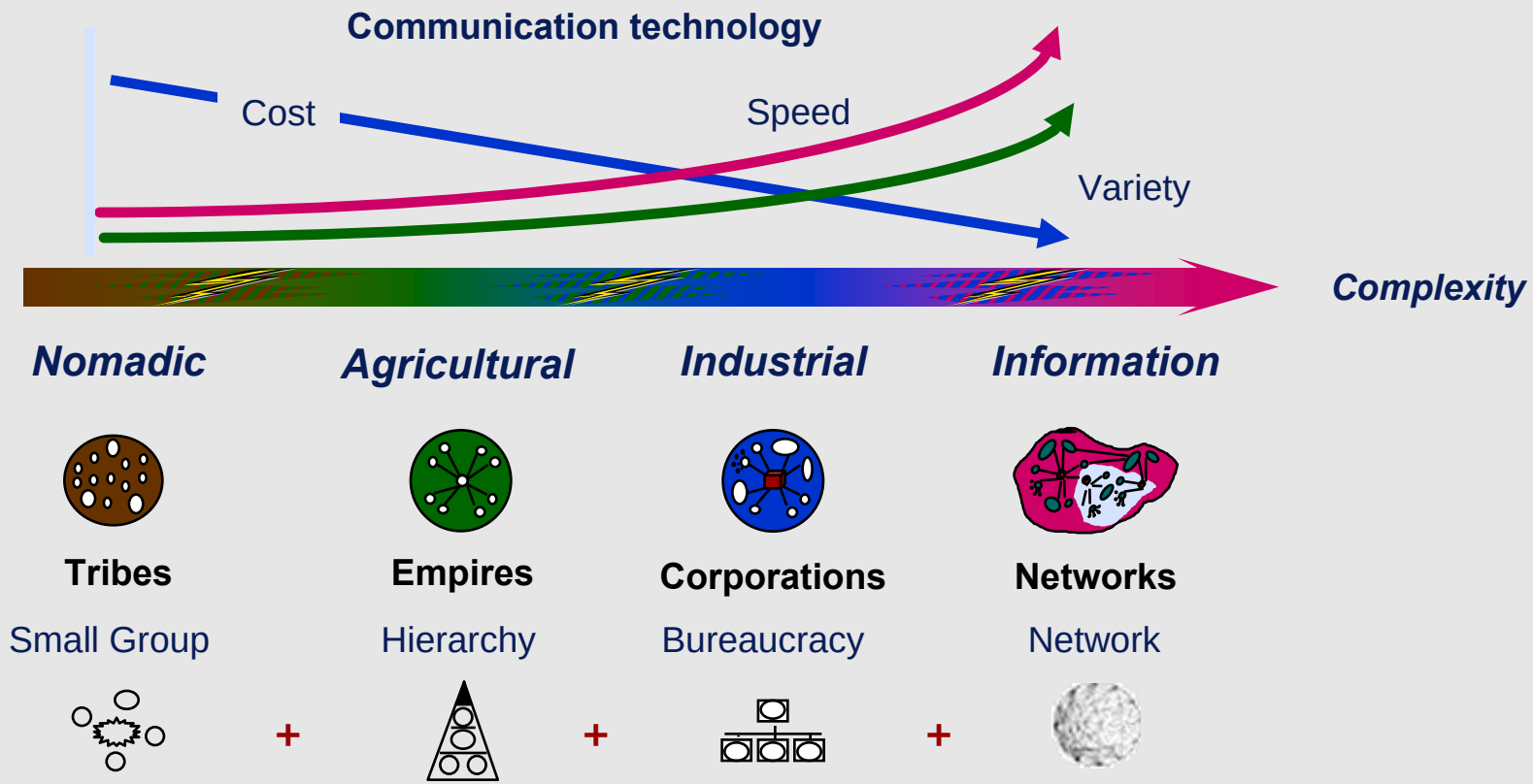


Goal = reduce hours in airports through virtual work

It's a journey

John Halamka, MD, CIO
Checking his Blackberry in Franconia Notch
geekdoctor.blogspot.com

Four Ages of Organization



Developed with Shell Oil Company

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Mainstream World Gone Virtual in Just 10 Years

"I didn't grow up like these kids today with cell phones and text messages and IM and Twitter" – ELS

From 1999	*To 2009*
Face-to-face	Conference calls (and Facebook)
Go to a meeting	GoToMeeting, WebEx, Adobe, iChat
Snail mail	Voicemail to email to "no mail!"
Filing cabinets	Files
Libraries	Wikipedia, Intellipedia, search
Water cooler	Online communities
War rooms	Virtual rooms
Memos, newsletters	Wikis, blogs, podcasts, Twitter
"I'm in"	IM
Wired	Wireless
9-5	24/7, Follow the Sun

From physical to digital geographies

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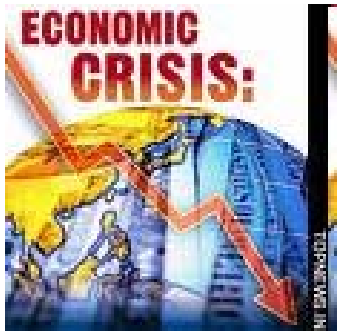
How Much Has Changed in Just Two Years



- Global economic crisis of unprecedented proportions, unknown extent
- Layoffs, pay cuts, longer hours, more work, fewer resources
- Travel bans
- Acute awareness of global warming

At time when global digital infrastructure finally in place

….Work is going virtual, whether we like it or not

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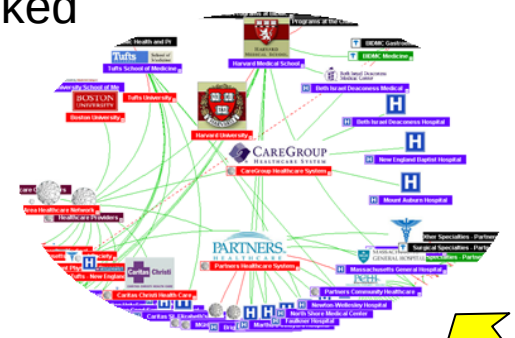
Going From Physical To Virtual Changes Everything

Organizations gone networked



Orgsphere

People gone to "the net"

Sociosphere

Place gone virtual

Geosphere

***and* Cybersphere**

Digital technology changes how people organize and socialize

The Three Geographies of Organization

		Type of Network	
Orgsphere	*Positions*	Hierarchy	**My Position** *Work for?*
		Working	**My Job** *Work with?*
Sociosphere	*People*	Knowledge	**My Topics** *Knows what?*
		Social	**My Friends** *Knows whom?*
Geosphere	*Place*	Physical	**My Location** *Is where?*
		Virtual	**My Space** *Wherever*

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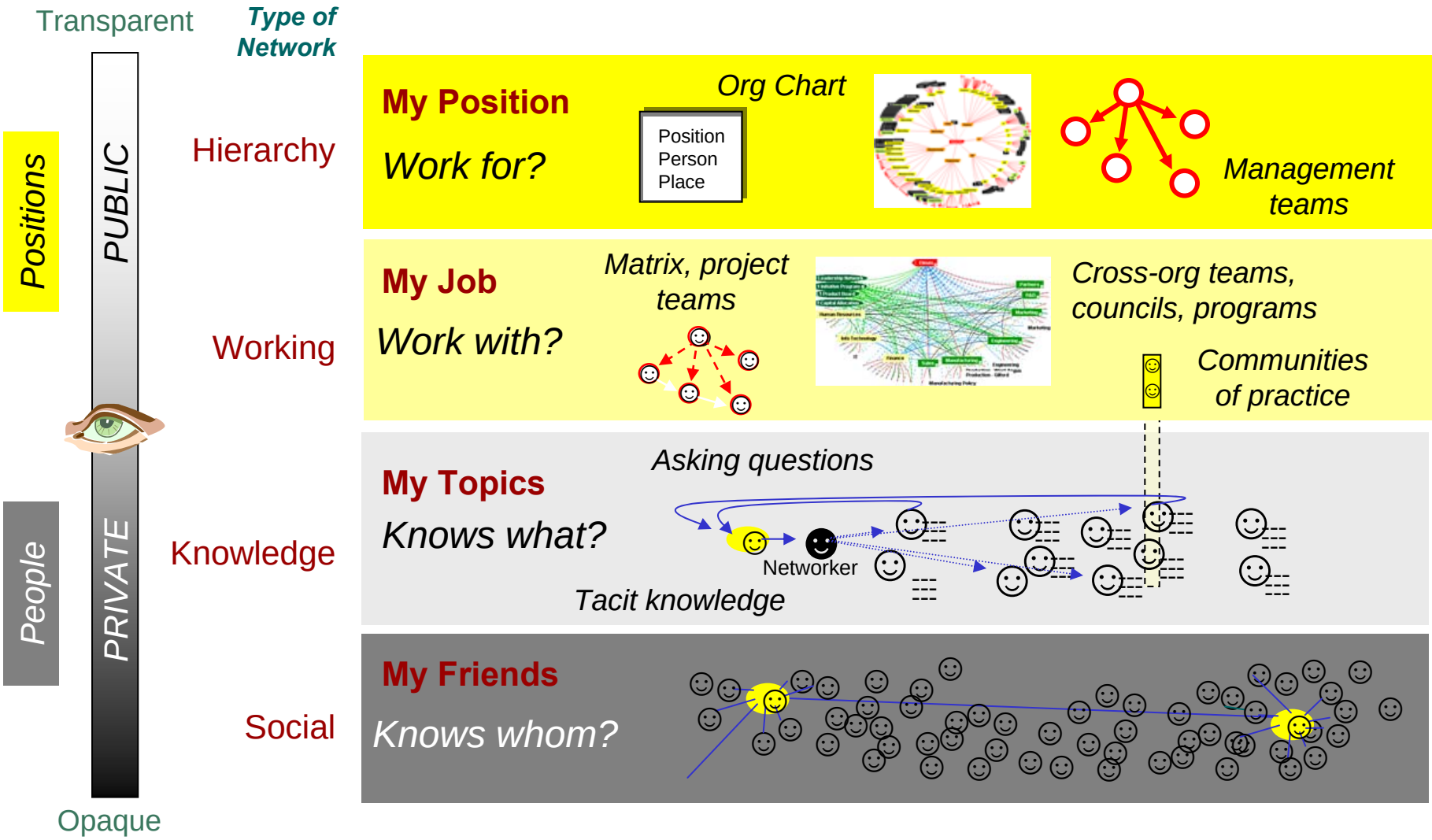
Four Networks Weave the Virtual Organization

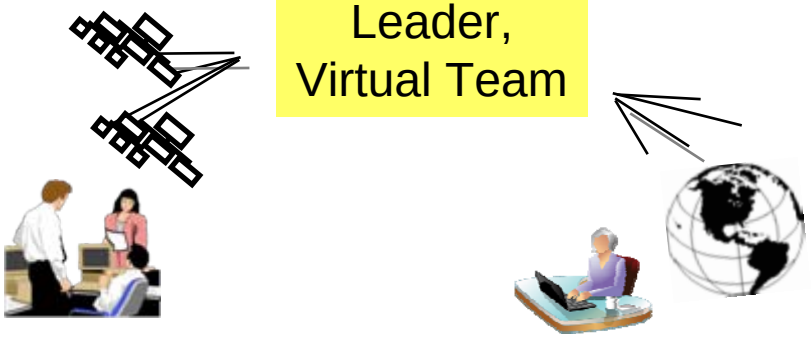


Jay as Virtual Leader in Four Networks

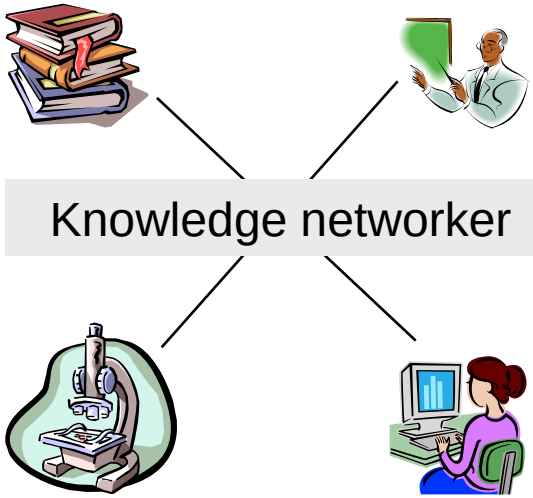
Positions

VP, Function

Leader, Virtual Team



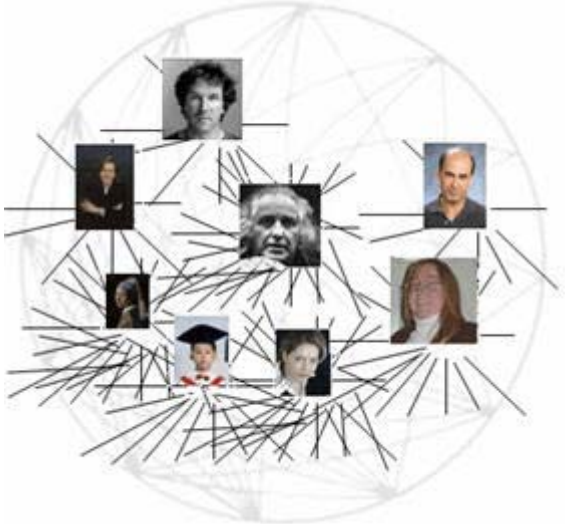
People



"Jay's" social network

People Form Human Geography Inside Orgsphere

Sociosphere



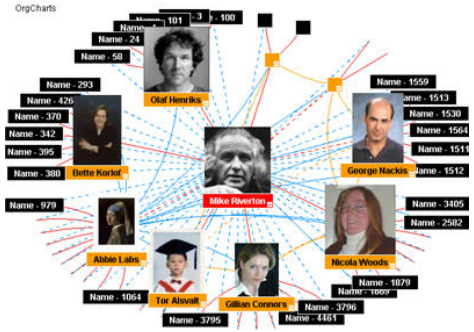
People with their social networks

“Subjective” organization

Orgsphere

Organizations with their position networks

“Objective” organization

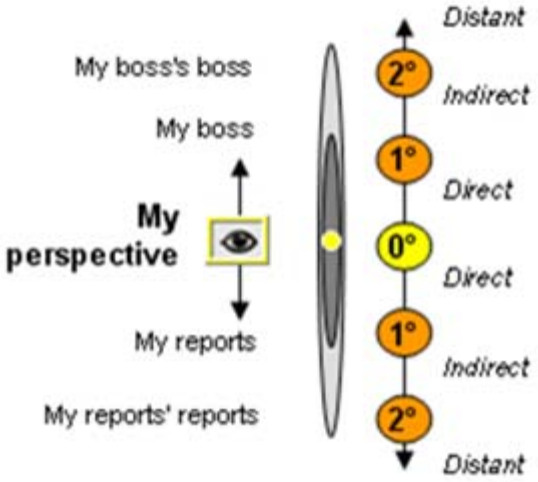


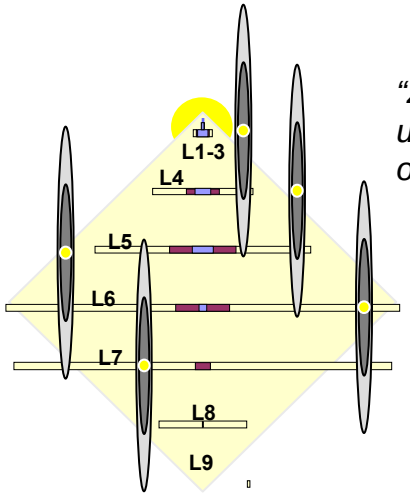
Organizations at intersection of people and positions

“Living” organization

“2-Degrees of Separation” Rule: How Far Can We Really See?

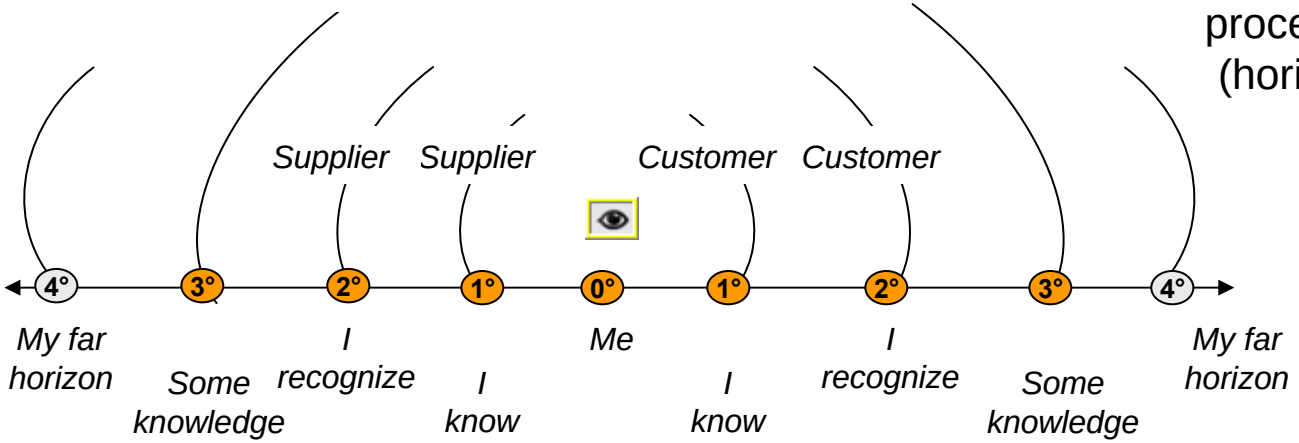
People see about two degrees of structure:
up and down (vertical levels)





“Zones of visibility” up and down organization

And about two degrees of process: in and out (horizontal levels)



Wednesday, January 21st, 2009 at 12:00 am

Transparency and Open Government

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Transparency and Open Government

My Administration is committed to creating an unprecedented level of openness in Government. We will work together to ensure the public trust and establish a system of transparency, public participation, and collaboration. Openness will strengthen our democracy and promote efficiency and effectiveness in Government.

Government should be transparent. Transparency promotes accountability and provides information for citizens about what their Government is doing. Information maintained by the Federal Government is a national asset. My Administration will take appropriate action, consistent with law and policy, to disclose information rapidly in forms that the public can readily find and use. Executive departments and agencies should harness new technologies to put information about their operations and decisions online and readily available to the public. Executive departments and agencies should also solicit public feedback to identify information of greatest use to the public.

Government should be participatory. Public engagement enhances the Government's effectiveness and improves the quality of its decisions. Knowledge is widely dispersed in society, and public officials benefit from having access to that dispersed knowledge. Executive departments and agencies should offer Americans increased opportunities to participate in policymaking and to provide their Government with the benefits of their collective expertise and information. Executive departments and agencies should also solicit public input on how we can increase and improve opportunities for public participation in Government.

Government should be collaborative. Collaboration actively engages Americans in the work of their Government. Executive departments and agencies should use innovative tools, methods, and systems to cooperate among themselves, across all levels of Government, and with nonprofit organizations, businesses, and individuals in the private sector. Executive departments and agencies should solicit public feedback to assess and improve their level of collaboration and to identify new opportunities for cooperation.

One CEO Sets a New Foundation for His Organization

We should be:

- Transparent
- Participatory
- Collaborative

First memo
from new president,
January 21, 2009, 12:00 am

Go to transparency memorandum

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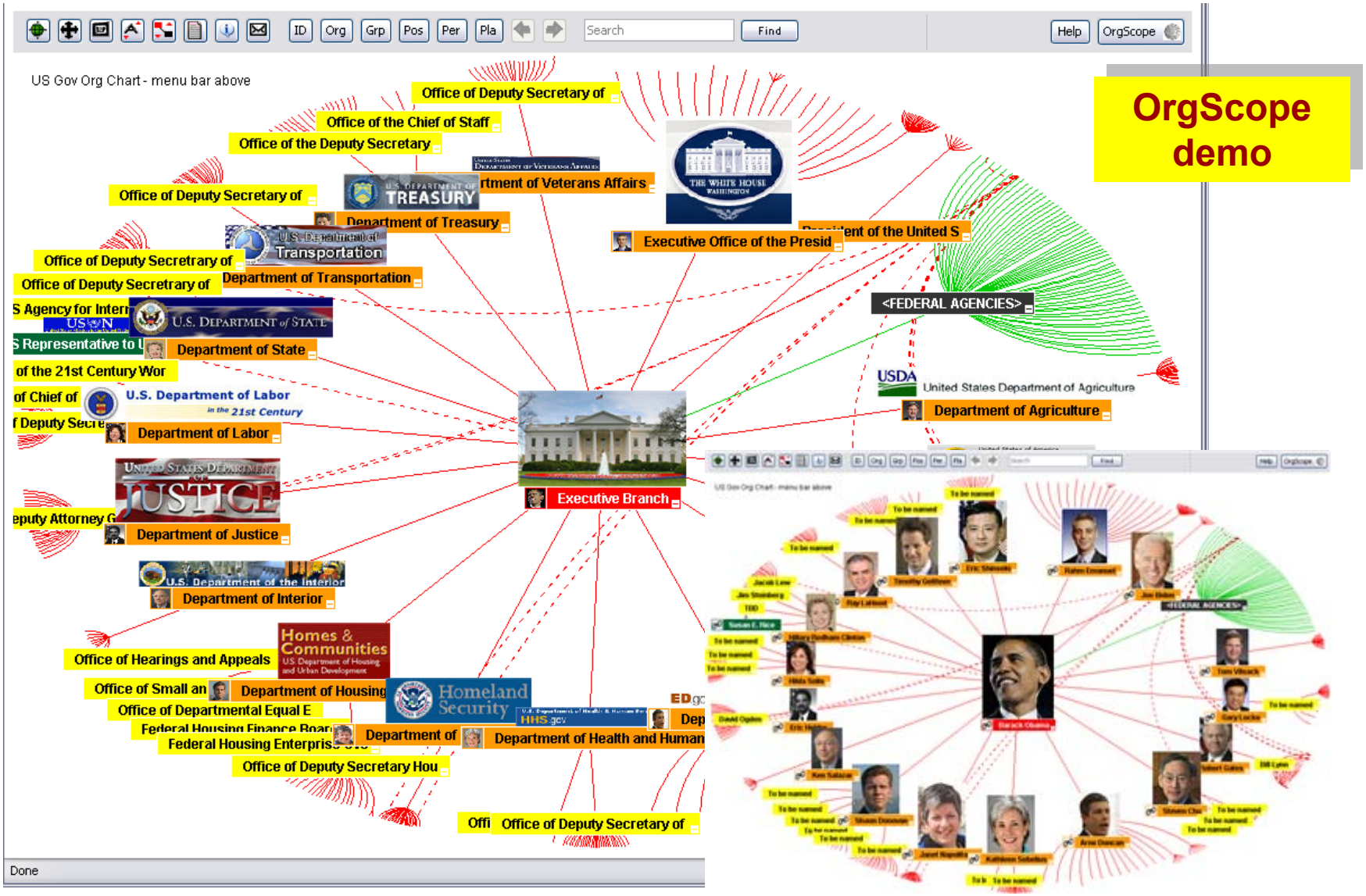
US Government's Orgsphere of Jobs and People



Run OrgScope map of US Gov

Why Does Treasury Hide It's Org Chart?

- NetAge downloaded and mapped Bush administration Treasury organization in late 2008
- US Treasury org chart removed within days of appointment of Secretary Geithner
- Today, 24 June, 2009, NetAge is #2 on Google searches for Treasury org chart
- Treasury still has no published org chart

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Orgsphere Connects Two Geographies of “Place”

Geosphere

Orgsphere

Cybersphere

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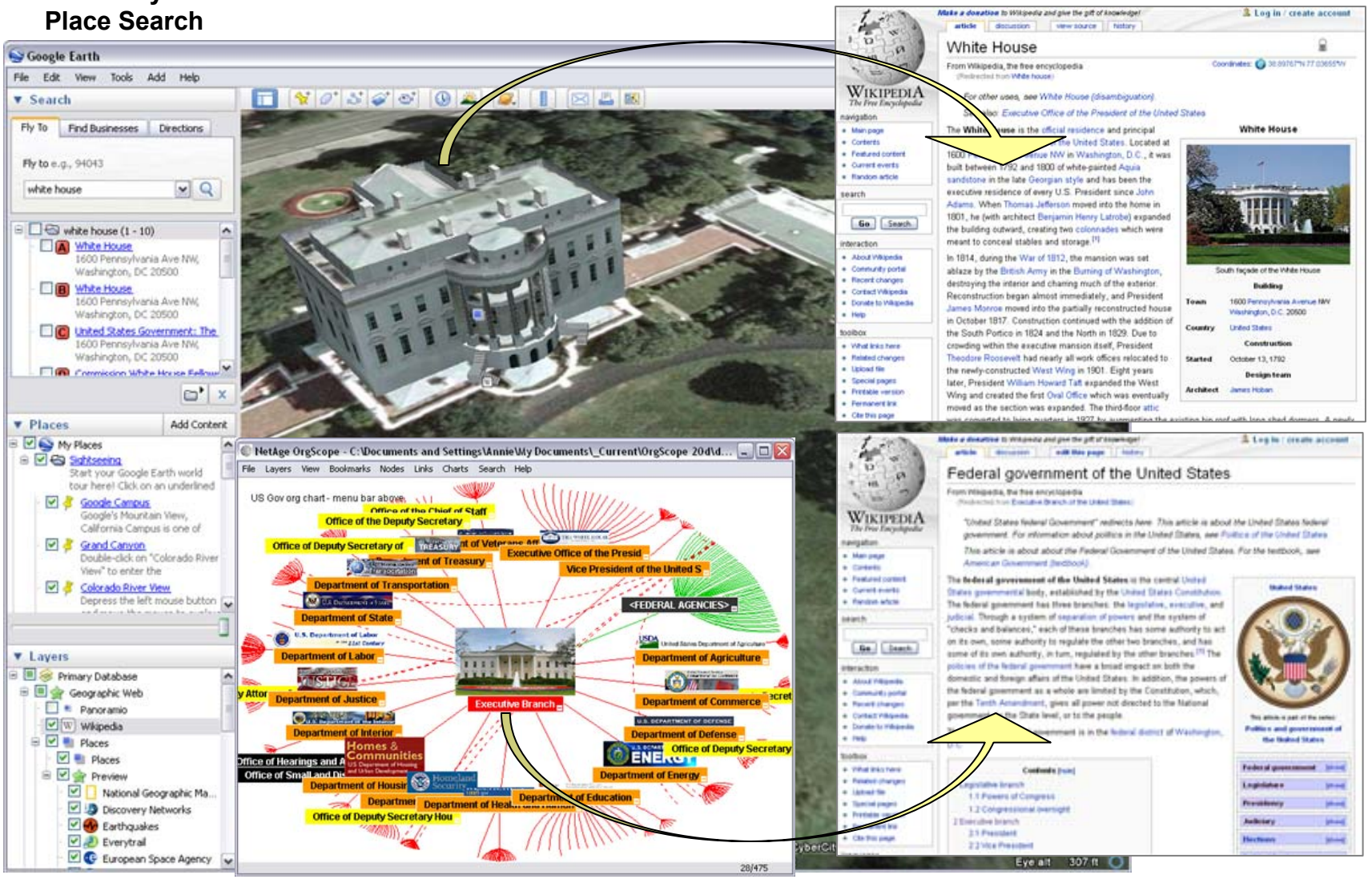
Organizational *and* Situational Awareness

Place Layers
Place Search

Hot button to Wikipedia entry on place



Org Layers

Organization Search

Hot button to Wikipedia entry on organization

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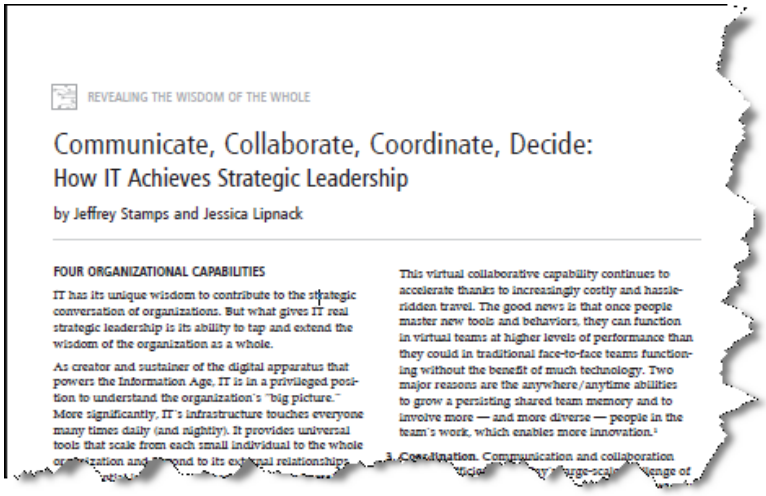
How IT Achieves Strategic Leadership: Enable Everyone to Communicate, Collaborate, Coordinate, Decide

- Communicate
  - Basic, but continuously changing, foundation for 21st century, data-wise, knowledge-based, learning organization
- Collaborate
  - New collaboration tools and behaviors to enable higher team performance
- Coordinate
  - New network maps to enable new patterns of work across the organization
- Decide
  - Better strategic and tactical decision-making at every level to enable higher organizational performance

"What gives IT real strategic leadership is its ability to tap and extend the wisdom of the organization as a whole"



REVEALING THE WISDOM OF THE WHOLE

Communicate, Collaborate, Coordinate, Decide:
How IT Achieves Strategic Leadership

by Jeffrey Stamps and Jessica Lipnack

FOUR ORGANIZATIONAL CAPABILITIES

IT has its unique wisdom to contribute to the strategic conversation of organizations. But what gives IT real strategic leadership is its ability to tap and extend the wisdom of the organization as a whole.

As creator and sustainer of the digital apparatus that powers the Information Age, IT is in a privileged position to understand the organization's "big picture." More significantly, IT's infrastructure touches everyone many times daily (and nightly). It provides universal tools that scale from each small individual to the whole organization and beyond to its external relationships.

This virtual collaborative capability continues to accelerate thanks to increasingly costly and hassle-ridden travel. The good news is that once people master new tools and behaviors, they can function in virtual teams at higher levels of performance than they could in traditional face-to-face teams functioning without the benefit of much technology. Two major reasons are the anywhere/anytime abilities to grow a persisting shared team memory and to involve more — and more diverse — people in the team's work, which enables more innovation.[1]

3. Coordination. Communication and collaboration

Download article

"IT enables the other operating and service components to be more efficient and effective in meeting their goals and achieving a synergy of shared organizational purpose"

Communicate: Provide Multiple Ways to Connect

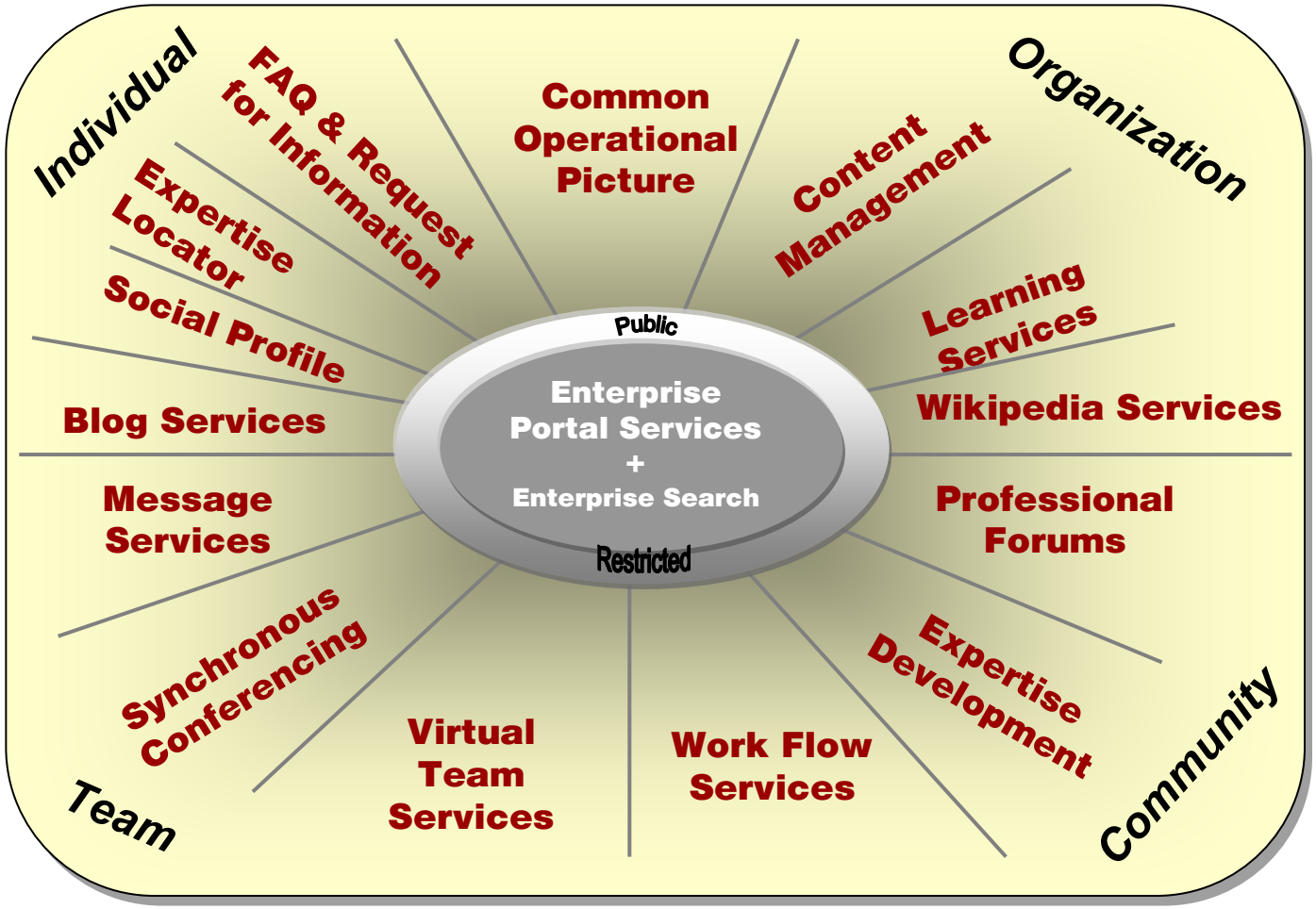
Transparent

PUBLIC

PRIVATE

Opaque

Teams of Leaders Information Services Wheel



Developed with COL (ret) Mike Prevou, Strategic Knowledge Solutions

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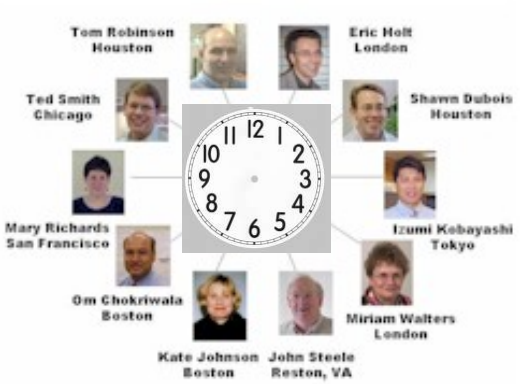
Collaborate: Adopt Tools and Change Behaviors

If this were a conference call, first we'd get voices in the room



Then we'd focus on our shared screens …

Every team needs a place to call home

- Creates "sense of place"
- Fosters shared identity
- Makes team work visible
- Captures results in context
- Aids interactions between and during meetings
- Provides team progress snapshot

Like a persisting virtual team room

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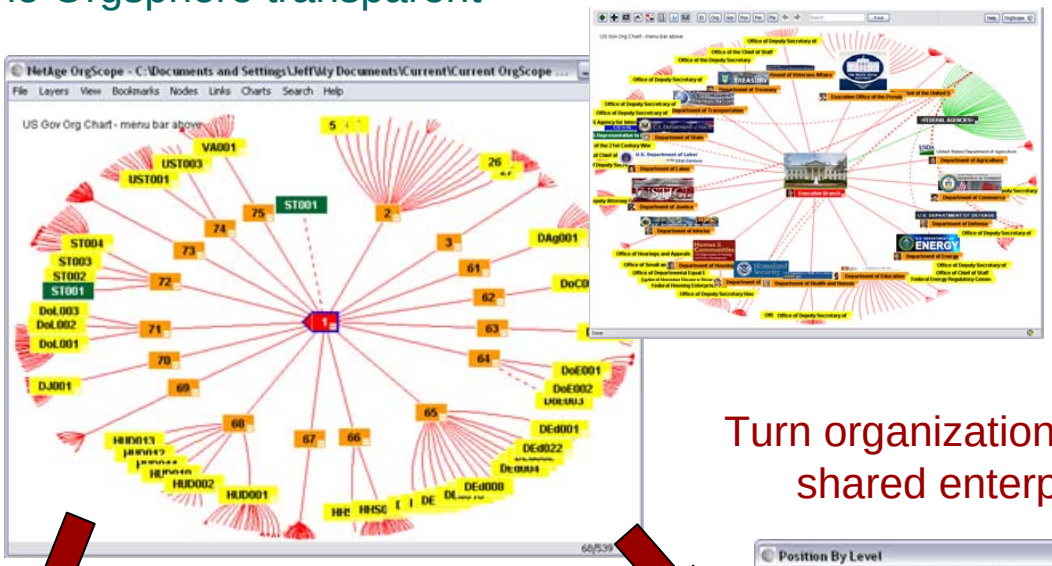
Coordinate: Give Local Action a Global Context

Make the Orgsphere transparent



See [The Digital Reorganization Chart]

Turn organizational network data into shared enterprise intelligence

See [Analyzing the Organization as a Network]

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Decide: Design for Centralization *and* Decentralization

- Centralize to optimize communications
  - Increase manager reporting spans and decrease number of levels
  - Fewer levels indicate shorter communication paths from top to bottom
- Decentralize for complex decision making
  - Smaller manager spans, meaning that managers have fewer people reporting to them; increase number of organizational levels from top to bottom
  - More distributed designs allow organization to engage more specialties, enable more innovation, analysis, options, and adaptation

Big teams

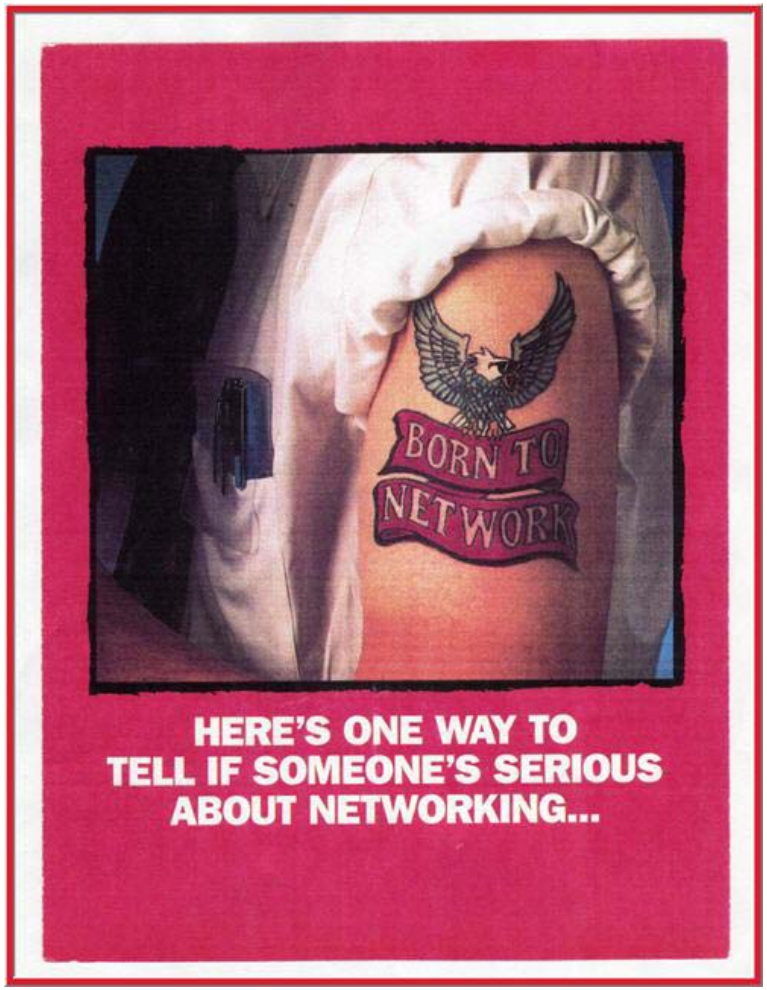
Small teams

See Organizing at the Edge of Chaos

“Only Connect” – E.M. Forster

“We are born
to work and play together in teams,
but we have to give enough
of ourselves
to let the filaments connect”

Paul F. Levy, soccer coach;
CEO, Beth Israel Deaconess Medical Center; and blogger:
Running a Hospital



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Decide to Network

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Visit Jessica's blog at
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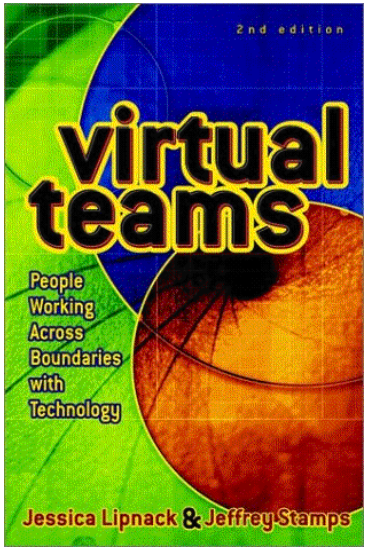

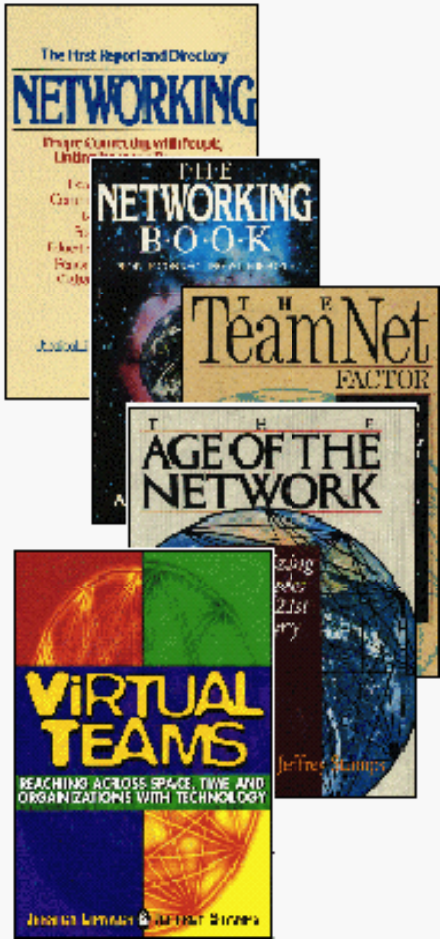

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