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Chapter 1: Why Do We Need a New Way to Work?

The traditional workplace as we know it will no longer exist in the future. Fueled by the explosion of new technologies, the mass adoption of social channels, the ubiquity of mobile and connectivity, and the proliferation of devices are continuing to drive this massive transformation.

Today, 47 percent of workers were born after 1980. And by the year 2025, two-thirds of the workforce will consist of millennials, which will further drive this change. However, being a millennial isn’t just about the year in which you were born. It’s about a mindset shift, because millennials think and work much differently from generations of the past. The millennial mindset is agile, digitally literate and focused on using the latest social technologies to connect in new and innovative ways.
So what does the future of work look like? How will organizations position themselves to better collaborate, integrate and innovate quickly enough to survive at the speed of their customers? To foster and facilitate these discussions around a new way to work, IBM created their first-ever Future of Work Experience, where over the course of three days in New York City, they set out to rethink, reimagine, and reinvent the future of work in conjunction with the launch of their revolutionary new email solution, IBM Verse.

To help with the experience, IBM partnered with PureMatter to lead their first Thinkathon – a full day think tank to ideate the future of work. This partnership made perfect sense; PureMatter is led by President Bryan Kramer, who recently published the book *There is No B2B or B2C: It's Human-to-Human #H2H*. Having fueled the momentum behind the H2H (human-to-human) business movement, PureMatter’s approach and philosophy is directly aligned with IBM’s vision to humanize business.
The Three-Day Experience

The event started big picture, with the first ever PureMatter Thinkathon, sponsored by IBM, to get the Futurists along with 30 key IBM executives into the right mindset to rethink the future of work in 2025 and beyond. Five core themes were explored, including: the future of work talent, work culture, big data and analytics, technology at work, and communication and collaboration.
On day two, the futurists and IBMers witnessed the launch of IBM’s new revolutionary cloud-based email solution, IBM Verse.

This Signature Moment Event, held at Cedar Lake, featured prominent design thinkers, TED speakers and IBMers showing not only the new IBM Verse experience, but also insights into the importance of design, context, audience and process when developing something this new. Indeed, IBM Verse was developed using IBM Design Thinking practices, a way of developing products and services that focuses on human needs and experiences. IBM Design Thinking emphasizes empathy with users, rapid iterative prototyping of user experiences, and “radical collaboration” between designers, engineers, product managers, and users.
On Day three, the Futurists dove even deeper into IBM Design Thinking at IBM Watson headquarters for a half-day Designcamp experience to learn IBM Design Thinking. The Futurists were hands on, and created “empathy maps” – or customer understanding worksheets – to experience firsthand the “human-centric” foundation of the practices behind IBM Verse.

Selecting the Right Futurists — Why Does it Matter?

Partnering with the right Futurists aligns brands and minds for real change, explains Amber Armstrong, Program Director, Social Business Market Evangelism, at IBM. Engaging with people with the intention of creating long-term relationships is super important to the future of work, as it furthers the conversation and discussion about key topics over time.
Determining how the Futurists were selected is also critical to the success of the conversation. The Future of Work Futurists were hand-selected from corporate, industry and social realms to round out the diversity of the discussion – not just for their influence, but for their expertise, experience and enthusiasm for the topic. A true cross section of the workplace was represented to get a solid view of the future, including human resources, operations, marketing, social, entrepreneurs, solopreneurs, enterprise, Generation X and Generation Y. Pulling these thought leaders together was ultimately about better understanding the future of work and the potential impacts those trends will have in the coming years.

“I think a lot of people think influencers are chosen by brands because they have a lot of followers on social,” says Armstrong. “For us, that was absolutely not the case.”
During the three-day experience, #NewWayToWork trended number one nationally on Twitter. But it wasn't just about the trending on Twitter – it signified just the beginning of the conversation with the Futurists and IBM. The ideas that emerged from the three-day event represent the best minds in business coming together and thinking about how we want to craft our future amidst fast-moving technology, social connection, and greater digital integration into our already busy lives. Amy Tennison, Social Media Strategist at IBM, was heavily involved in the strategy of the event, and explained a major takeaway shared by many of the Futurists.

“If you think about the future of work, it’s easy to get lost in the technology,” says Tennison. “But I think what was really embraced by this group was that social, cloud, mobile, and personalized analytics are going to continue to grow. They’ll be more of it, but it will also be naturally engrained into our daily lives. At the end of the day, it’s still about people. It’s about
having them leverage their expertise and collaborate across the organization.”

Three days. 32 Futurists. IBMers and PureMatter. Great minds converged together to envision a new way to work, and to learn how IBM Design Thinking can help discover breakthrough approaches and deliver better outcomes for users.

In this eBook, we will share the valuable insights that were revealed. This includes a shift toward more intuitive technology, a more harmonious ecosystem for work and play, a greater sense of purpose and a deeper sense of trust and value between employees and companies. We’ll explore these predictions, and what it means for your business in the future.
References

1. SHRM, “How Social Media Has Transformed Talent Acquisition,” June 2014
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Chapter 2:  
**Break Free from the Status Quo**

People with the millennial mindset have a whole new set of expectations for the technology they use. These expectations are much different from those of past with so many adopting this new way of thinking. They expect that their technology, whether they use a device in either their personal or work lives, will be delightful and engaging while being as efficient as possible. In fact, people are so tethered to their devices that 84 percent of smartphone users check an app as soon as they wake up.

Meeting these expectations, however, isn’t always easy. People are bringing consumer expectations to enterprise applications. This drives developers to work to create more user-centric product experiences to meet rising demands. For example, IBM has started to take a new approach to designing products that are more user-centric, and a complete shift from the thinking of the past. For example, instead of saying, “Design me a vase,” they ask “What is a better way to enjoy flowers?”
This new way of thinking breaks free from the status quo and was recently leveraged in designing IBM Verse, which is an email solution that understands the user and adapts to the way people work, taking a more human-centered approach.

Design thinking methods, however, aren’t exclusive to product design, and can be applied to many different challenges, including the future of work.

Design thinking is about finding ways to truly understand people and empathize with them. What are their pain points? What are their hopes? What brings them joy, fuels them and drives them? Design thinking helps teams understand their users and explore creative solutions to their problems. As a result, designers can design better products and services, founded on more valuable and engaging experiences for the end users.
What Are Hills, and Why Are They Valuable?

In IBM’s approach, IBM Design Thinking, Hills are project objectives that are framed in terms of the compelling user outcomes that can be created for specific classes of users. By focusing on the desired outcome, rather than a feature or implementation goal, teams are free to explore alternative options and identify innovative approaches that will deliver a delightful user experience.

“For Verse, we created Hills and then we went out and validated these with Sponsor Users to determine ‘Is this the experience that you would like to have?’” says Scott Souder, Program Director & Sr. Product Manager, IBM Verse, at IBM.

In IBM Design Thinking, development teams identify no more than three Hills to focus on for a given release. The idea is to stay laser-focused on a small number of big outcomes for users, rather than a long list of undifferentiated features.
For example, the Verse team identified prioritization as a user problem. They saw users struggling with how to prioritize what to focus on including file shares, alerts from blogs and communities, texts, and phone calls. The Verse team decided on a Hill that aimed at creating a user experience in which prioritization was handled automatically for the user.

The Verse team used a hill to discuss and describe what the outcome would be for the users that would allow them to function in a world where prioritization was handled for them.

Meet the Verse Team

The Verse team is creating a culture of design with a revolutionary approach to solving problems. They are embracing complexity, leveraging innovation, and transforming environments and lifestyles like never before. Meet the design team and understand what happens behind the scenes.
Using Radical Collaboration

IBM Design Thinking brings people from multiple disciplines together as a team to understand user needs, explore ideas, and prototype solutions. Team members from different disciplines bring their own perspectives and experiences to the table, and it’s often in the interplay between the disciplines that magical ideas are discovered.
Design thinking techniques enhance collaboration in a variety of ways. For example, oftentimes when ideas are exchanged, the loudest voice wins and leadership ideas are given more weight. Many design thinking methods start with encouraging all team members to “diverge” by generating and sharing as many ideas as possible. The group then organizes or “remixes” the ideas as a team. Finally, they “converge” to make a decision as a team. This three-step process makes teams smarter by embracing input from across the team and encouraging rapid alignment and decision making as a shared experience. The result is both more creativity and faster decisions.

Radical collaboration can extend beyond product development. Design thinking can be used when considering the future of work, and what predictions the futurists share to determine how it applies to your organization. Because it’s all about the user experience, and what we’re actually trying to achieve and understanding the end user in a more authentic way.
In the chapters to come, we’ll share insights and provide design thinking-inspired predictions in the areas of the future of work talent, work culture, big data and analytics, technology at work, and communication and collaboration.

“IBM's looking to reinvent e-mail, launching a new cloud-based e-application that integrates users' social media. The service, which is called IBM Verse, will follow users' behavior and use that information to help draft e-mail responses for future conversations. Verse can also help users transfer the e-mail's content to blogs and other social media programs. Google launched a similar program last month called Inbox, but IBM says unlike Google, they will not sell the data to advertisers.” – CNBC Squak Alley

“IBM is banking that this more people-centric approach to email organization will help it stand out from the
pack—though it still provides a flat list of messages, for those who want a more traditional email experience—and it aims to turn the service into more than just an email tool. Unlike other new email clients, IBM wants Verse to be a kind of collaboration platform that solves many of the same problems that companies like Asana and other ‘email killers’ are trying to solve.” – Wired

“IBM Verse isn't just about giving the inbox a fresh coat of paint. The system takes into account calendars, contacts, file sharing, social updates and other factors to help highlight the most important messages and give greater insights about the people exchanging them... However, IBM points out, it isn't in the business of selling that information to marketers. Instead, the company will sell Verse as a freemium service as part of its IBM Cloud Marketplace.” – Mashable

References


Chapter 3:
The Future of Work Talent

Millennials are by far the fastest growing demographic in the workplace, but people of all generations are adopting the “millennial mindset.” Simply put, this mindset shift occurs when digital immigrants (born before the millennials) transform their thinking to become digital natives. As a result, they have new values, new ideas and new expectations about work, which are heavily shaped by social media and the Web.

Given that millennials will constitute the majority of the workforce in the coming years, and many will have risen to management roles, it’s fair to say they will largely shape the
future of work for their generation, and others as well. So in the years ahead, companies will need to engage a global talent pool by leveraging the ways in which this group of talent prefers to engage and work.

At the Thinkathon event, futurists spoke with each other to discuss, debate and understand all the different angles of the future of work talent, and what companies can do to prepare and embrace the changes.

**Applying our design-based thinking, we've generated a few predictions for the future of work talent based on futurist insights:**

- Talent is more focused on how they’re contributing, on a more meaningful level in the workplace
- People are leveraging technologies, such as digital and social, to build their own communities and their personal brands
- Millennials move into management roles, and the demand for flexibility is met, with an end to stringent work patterns
In the future, the workplace will be more individually focused, predicts Shawn Murphy, CEO/Co-Founder of Switch & Shift. He thinks that employees will want to know not only what they’re getting out of the workplace arrangement, but also how they are contributing to something important.

“I think we’re going to see more employees [be] kind of nomadic, in that they might be going from contract to contract, gig to gig, to be able to pursue something that is of value to them,” says Murphy.

Purpose will play a key role in this as employees become more interested in this idea — not only in terms of what is the end purchase they are able to advance, but also with regard to choosing a place and an organization that align with a purpose they ultimately believe is important.
Hendre Coetzee, who served as the facilitator at the Thinkathon and is also the Founder and CEO of Center for Advanced Coaching, agrees with this sentiment. He explains that the millennial generation is much more in tune with their values than the baby boomers or Generation X.

“We have things that we think are important, but there’s a much greater awareness among millennials about values,” says Coetzee. “If we can have a system by which we can understand our values, then we can make decisions a lot faster. Together with a value based narrative, we can actually resolve conflict pretty fast.”
Building Communities and Personal Brand

Janine Truitt, Chief Innovations Officer, Talent Think Innovations LLC, points out that current statistics are very high when it comes to people who are not happy in the workplace. A recent survey found that only 19 percent of workers are satisfied with their jobs.¹ Truitt believes that this fact will propel people to take on more of an entrepreneurial mindset, in the sense that they — instead of the company — are in control of their careers.

So instead of looking to the company to develop them, people will start to use things like digital and social to build their own communities — some of which we’re already seeing — to put themselves ahead and in positions where they want to be career wise. In fact, 96 percent of the online population is on at least one social network today.²
Denise Holt, CEO of Collaborative IQ, has similar insights about the future of work talent. She explains that when it comes to company culture, people want to feel significant.

“The fastest way to dishearten human beings is to make them feel insignificant,” says Holt. “They want to have meaning. And we’re getting to the space where people have their own personal brand.”

Feeling that significance makes people feel they’re having a real impact, not only on work but also on their environment as a whole. So instead of climbing a ladder to achieve a specific spot within the company hierarchy, employees will have more personal levels of satisfaction and meaning, which will be critical for feeling they have purpose in the future.

Ashley Stahl, Career Coach at Ashley Stahl Career Coaching, agrees that people will be more focused on social good in the future. Coaching millennials around the world, she has noticed that social good is the No. 1 concern.
“People want meaning and purpose in their work,” says Stahl. “And if the face value of the job you’re doing doesn’t seem to have purpose in your life, you absolutely want to feel like the company has a purpose in the world or bettering the planet, especially the millennial generation.”

Desire for Flexibility Grows, Better Workforce Match Created

With so many employees demanding a higher purpose from employers in the future, Marsha Collier, CEO of The Collier Company Inc., suggests that companies should be careful how they address this growing need, because employees are already very stressed.

“They are already working 25/8,” says Collier. “They live at work, they exercise at work, and they freeze their eggs and work. And now they’re realizing that maybe they need time outside of the business world where they can generate real relationships with other people.”

She further explains that oftentimes companies will assign employees to work at a charity for three days. But there is no plan in place to alleviate the workload for employees when they return to the office.
Joel Comm, CEO of Joel Comm Inc., explains that when companies don’t keep up with trends and deliver on the needs of the true talent, they will run into trouble. As a result, companies will not be able to retain quality employees — or even worse, their competition will snag their best talent, and they will be left wondering, “How did we get left behind?”
As a result, employees will demand greater flexibility in the coming years, explains Stahl. She predicts that in 10 years, the workplace will have a greater focus on benefits and flexibility, and there will be an end to stringent work patterns, especially as millennials move into management roles.

As employee needs shift, companies will also get smarter in using technology to find employees who are a good fit. With innovations in social and mobile, the talent attraction and acquisition model has flipped.

“The shift to a remote workforce and new employee behaviors is challenging traditional communication and collaboration processes with the advent of social, mobile, and cloud coming together,” says Maria
Bartolome Winans, CMO, IBM Commerce, Mobile and Social. “Employees want to feel the same ease of use that they do in their personal lives in the workplace, and they are looking for work-life integration rather than work-life balance.”

Companies can be more accurate and insightful and actually can improve the quality of hires using data. With this level of information, HR can tap into each person’s innate abilities, creating a more engaging and fulfilling work experience by maximizing success for the employee — and the business.

Sophisticated talent analytics software such as Kenexa lives in the cloud, which provides access to data in real time, meaning that talent decisions are based on accurate
information and not stale data.

The millennial workforce is different, points out Ted Coiné, author of *A World Gone Social*. They are consistently asking questions such as why, why is that, why?

He suggests that when it comes to the future of work talent, we embrace this curiosity in the future, because it’s through embracing this change that companies can forge better and more effective collaboration, and also build more meaningful and long-term relationships with employees.

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Chapter 4:  
The Future of Communication and Collaboration

As many as 74 percent of social decision-makers recognized that a social business uses social technology to foster collaboration among customers, employees and partners, but only 20 percent felt their companies were truly social.¹ Adding to this trend is the fact that work from home adoption is on the rise, with telecommuting increasing by 79 percent between 2005 and 2012.²
These mindset shifts will impact the future of communication and collaboration as companies work to drive higher levels of engagement in the workplace environment.

**Applying our design-based thinking, we've generated a few predictions for the future of communication and collaboration in the workplace:**

- Co-working, collaboration and work location will shift to meet new ideas about where work occurs for employees
- The “Hollywood Model” of work will take hold as the workforce collaborates in smaller groups, and work takes place in pod-like environments
- The demand for real-time collaboration, building human relationships and fostering trust will be met through employee use of new technologies

**Ideas Are Shifting About Work Location**

Many employees are already working remotely, and in the future this trend will only expand. But as this trend grows,
there will be some shifts in regard to collaboration. Ashley Stahl envisions this will include more work occurring in co-working spaces. People will connect and collaborate outside the traditional four walls of the corporate environment.

“I think that from a mindset standpoint, a lot of people see offices as stringent, democratic and red tape,” says Stahl. “And in the future with so many remote employees, it’s very important that companies hold a space for creative work areas, creative retreats, mindset, implementation, positive psychology, all of which can happen in creative work spaces.”

Other Futurists, such as Ted Coiné, agree that collaboration of the future won’t necessarily reside at the office. He points out that already many people work from home, because it simply makes a lot of sense. And technology has made that possible today, and will do so even more in the future.
Companies may already be reaping the benefits of some of these emerging trends. Businesses that offer workplace flexibility are reported to be increasing engagement and motivation by 80 percent. In addition to saying the location of work will be changing, futurists are also predicting that the structure in which collaboration takes place will undergo transformation.

The Hollywood Model of Project Work Takes Hold

Futurists predict that the way in which we collaborate and work together will change to what Coiné calls the Hollywood Model. He explains that for over 100 years, actors have gotten together for a specific project. An individual's portion of the project could take a couple of months, or even a couple of years. But regardless, once the project was done, everyone went their separate ways. Coiné fully expects this model, otherwise known as project-based work, to be a norm in the future.

The result of this shift will be that employees work in smaller groups, as small as a half-dozen employees. This is a mind shift from previous generations, when a person might need to work within a 50,000-person company to feel he or she had a “spot” in the world.

Another way to view this shift in collaboration is working in “pods,” explains Chelsea Krost, Co-Founder & CCO at The MPulse. Similar to Coiné, she envisions the change involving fewer people working together rather than the large corporate model. In part, she ties this to the digital aspect,
since much of the sharing will be digital, which further contributes to a cocoon like, pod like model of work.

But with these changes, collaboration will certainly be more about feeling connected, says Jay Kuhns, Vice President, Human Resources, at All Children’s Hospital/Johns Hopkins Medicine. Companies must figure out how to keep the workforce feeling connected in this type of model.

“Even today, we have tools,” says Kuhns. “FaceTime and video meetings over social media. There’s a way to stay connected with people that does not replace the digital-only interaction.”

While he firmly believes you can become friends and close confidants with people through only digital, once you’re talking about the workforce, there needs to be another level of connectedness if you’re really going to be able to achieve that kind of virtual culture across a widespread workforce.
Most of the Futurists agree that the office won’t completely vanish in the next 10 years, but new technology will be leveraged to better connect. Shawn Murphy thinks that the cloud will be part of that solution. Take, for example, email, with 94 percent of surveyed workers having felt overwhelmed by information to the point of incapacity.² Through IBM Verse we are making the connection between email and social interactions easier through integration with IBM Connections, named Worldwide Market Share Leader in Enterprise Social Software.

Jay Kuhns points out that in the productivity realm, there also has to be some ability to track and monitor what work is being done. “Maybe that’s reporting. Maybe that’s recruiting. Maybe that’s help desk. Maybe it’s generating content that’s shared across a variety of platforms,” says Kuhns. “That’s one angle.”
Emerging technologies will play an increasing role in advancing collaboration, but also the borders between internal communications will start to come down, suggests Frank Eliason, Director, Global Customer Experience, at Citi. He explains that in order to work really well in a global organization, cultures must be respected. You have to respect the human differences that we all have, and not only respect them, but also be invigorated by them.

Eliason explains that often he observes companies that put out new technology, with the thought that it will change how business will be accomplished. But companies get stuck in doing business the same way, so the new technologies don’t automatically change everything. There has to be a shift in culture. It must shift to a culture of collaboration that is embracing the differences that we all have as humans.

**Crossing New Boundaries Through Real-time Collaboration**

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**THE FUTURE OF WORK**

“Are you a millennial by birth or mindset?”

-- Brian Fanzo
@SocialFanz

#NewWayToWork
Usage of real-time collaboration will expand in the future, predicts Brian Fanzo, Chief Digital Strategist at Broadsuite. He believes that collaboration will also happen more face-to-face and envisions more networking events occurring, where people start working collaboratively with competitors in the same industry.

Real-time collaboration will also be fueled by the demand for connections, and building human relationships. Denise Holt envisions us building more collaborative environments that support fostering human relationships and trust. This includes tapping into the community, and all the attributes that bring people together to create loyalty.

Fostering this type of environment will be less about control and rigidity and more about getting people enabled to keep up with the rate of change and accelerated technology.

Furthermore, the future of communication and collaboration will not be a “one size fits all” solution, but rather will depend on the culture of each individual company, explains Joel Comm.

“There will be some companies that thrive and prosper with nothing but teleconference types of setups, and others will collaborate best when everybody is physically there, sits at the table and gets the work done. It will depend, of course, on the company, product and service provided, and the culture that’s created.” says Comm.
Resources


Today’s high-performing employees are motivated to work for what’s right and not just for stakeholders. They are driven by the desire to make the world a better place. In fact, 70 percent of millennials say a company’s commitment to the community would influence their decision to work at the organization, according to a 2014 Nielsen Report.¹

How can businesses harness the power of imagination, collaboration and disruptive ideas from the brightest and most passionate employees? We captured futurists’ insights to discover what will shape the culture of work in the future, and what organizations can expect in the coming years.
Applying our design-based thinking, we’ve generated a few predictions for the future of work culture based on futurist insights:

- The ways in which the workforce collaborate and co-create will change, which will generate a more engaged community.
- Workers will benefit from “servant leaders” who are integrated into the organization, as the hierarchy of organizations flattens and silos are broken down.
- A “people focused” culture will benefit the next generation of workers as companies focus on building trust and putting people first.

Stronger Focus on Community, Shift in Cultural Fit

A stronger focus on community will play a large role in work culture in the future, says Brian Fanzo. He explains that companies will make both their internal and external customers happy by focusing on the community.

“The future to me is the companies that bridge, utilize cloud technology, and are able to utilize some of the data and analytics that exist,” says Fanzo. “But together you’re focusing on how you can make the community experiences better. It’s not about reinventing the wheel. It’s about creating new community experiences.”

Statistics agree with Fanzo’s insights, with cloud growing from a $46 billion industry in 2008 to a $150 billion industry.
Choosing to hire or fire people is one of the most important decisions than an organization makes, explains Fanzo. That means that today and in the future, we must start hiring and firing for cultural fit.

Fanzo predicts that in the coming years, it will no longer be okay to keep an employee in the organization if he or she isn’t working with the team or being a team player. This will translate into hiring for cultural fit first and foremost, and then training, because you will need people to work together, collectively, and focusing on a single purpose as a team.

Having a strong team will become increasingly important as employees shift to becoming the brand of the future, suggests Cheryl Burgess, CEO of Blue Focus Marketing. The workplace culture will shift in a way that allows people to express how they really feel about the brand. And as a result, employees will actually become the brand.

Companies will realize that it’s not possible to effectively communicate the brand externally unless they can
communicate it internally. Employees will need to align with the mission, vision and values of the company to collaborate more effectively and promote co-creation in the future.

**Ideas About Leadership Will Change**

Role-based leadership as we know it will change and shift to “project-based” thinking, predicts Fanzo. For example, you might be working on community projects that have different leaders throughout an organization. He explains that this doesn’t necessarily translate into the C suite or executive leadership disappearing. However, what it does mean is that when talking about new strategic planning for the company and making business decisions, it’s going to be based on who’s the best fit for a specific team.

“You’re actually going to have leaders step up depending on the project, rather than giving [people] leadership based on their role or based on their job title,” says Fanzo.

In addition, the management hierarchy will start to flatten. **Kevin Wheeler**, Founder and President of the Future of Talent Institute, points out that more and more companies, such as Zappos, have already eliminated pretty much the entire hierarchal structure, opting for a structure called Holacracy. This model radically changes how an organization is aligned, how decisions are made and how power is distributed.

Using this structure, companies will start to become smaller, more nimble, and leverage improved communication
technology. People will be able to do more on their own, and be more accountable for their tasks without much oversight.

Since millennials will make up the majority of the workforce and will rise to management roles, the culture will see changes on that level as well, explains Joel Comm. The culture will become more playful, philanthropic and open.

“What we really need are more servant leaders, like Tony Hsieh of Zappos who is such a great example,” says Comm. “When C execs are on the same level playing field, where there are no walls, or separation of offices — employees start to feel different. They start to think, ‘Wow, they’re just like us. We can trust, honor and respect them, because they’re on our level.’”

Tony Hsieh
Chief executive, Zappos.com

The viewing of management on “another level” will cease to exist, and employees will start to view management as just simply farther along their career path, which is a major mind shift. For this shift to fully materialize, leaders must be willing
to embrace this mindset. In doing so, there are tremendous payoffs, as employees become more productive for this new type of leader.

The old traditional system is crumbling, and the hierarchy as we know it will change, predicts Chelsea Krost. Instead, it will become open, collaborative communication that is integrated to its fullest, with everyone working together — and this will impact culture.

Building Trust, Putting People at the Center

The days of the square cubes are changing, says Jay Kuhns. The social and digital age and its interconnectedness have really driven how we interact with each other. And this will continue to transcend the corporate space, as silos are broken down and job titles change. For example, you might be a vice president and have some tactical or functional responsibility, but that’s not really what defines you. You’re simply a leader of a team.

Kuhns explains that the workforce will support, collaborate and work with one another. It will be a very coordinated effort, so that everyone is on message, everyone’s on point and they’re less concerned with “Here’s what my deliverables are based on my incentive package based on what my little boxes say on the org chart.” It’s a very different way to think about work.
In addition to interactions changing, the culture will also shift to one of trust, explains Bill Jensen, President of The Jensen Group.

“We really need to trust our workforce to give them looser guidelines, less [strictness], less hierarchy, and allow them to work the way they know they should work,” says Jensen. “So trust, I would say, is the biggest thing.”

Adding to this idea of trust is the concept that the culture of the future will be built in such a way that ideas will be shared more freely. Design thinking is already embracing this concept of creating openness. Employees won’t feel they’re being put at risk by their supervisors and managers and by people who are kind of trying to steal their thunder.

When companies start embracing these changes, the workplace will transform into one that promotes enhanced collaboration, co-creation and creating more freely.
“When companies begin to refocus on their people, customers and the bottom line will feel the effects,” says Janine Truitt. “As they say, happy people bring happy customers, so I think we’re going to see a lot more moving toward that going forward.”

References

Chapter 6:
The Future of Work Technology

Social, mobile, cloud and analytics are allowing us to personalize the work experience as never before. These technologies are driving both internal and external collaboration, with 90 percent surveyed saying that technology capabilities met or surpassed objectives, according to a recent IBM Social Study.¹

Pacesetters are using these technologies at a higher rate than their peers, and experiencing significant results from that usage. 9 out of 10 surveyed reported a competitive advantage from big data and analytics, cloud, mobile and social.² And while most futurists agree that the use of technology will continue to rise in the future, security and privacy will remain key points of concern for leaders.
Applying our design-based thinking, we’ve generated a few predictions for the future of technology in the workplace:

- The workplace will be more remote, which will drive the rise of new technologies in the workplace
- Companies will leverage new technologies to keep employees connected and exchanging ideas remotely
- Resistance will emerge, and managing through this process will be a differentiator for companies

Convergence of Flexibility and Technology

As of today, at least 72 percent of businesses have adopted the cloud, and within three years, that number will reach a staggering 91 percent of businesses. In addition, currently 8 out of every 10 (and counting) CIOs get at least some of their infrastructure delivered through a private cloud. And of those CIOs, 6 out of every 10 consider cloud computing a top priority.³

Futurists such as Shawn Murphy agree that use of the cloud will continue to rise, but he also points out that security will remain a primary concern in the future.

“What we’re seeing with millennials is an interest in being able to be anywhere [and] have the flexibility to work at any time, and mobile technology certainly helps with that,” says Murphy. “But it’s wrapped around security as well as just access to material.”
Janine Truitt agrees that management will continue to worry about security. She explains that like many of us, leaders have heard the many stories about security breaches, which can feel scary to corporate America and the world. But she points out that ultimately we must get to a point where we can do work. She suggests that in the future, we can get smart with technology and use it as a resource, but also feel more comfortable about the security of our proprietary information, so that companies don’t need to worry about using technologies in the cloud.

In addition to the expanding use of cloud technologies, companies will start to address the future of the bring-your-own-device (BYOD) trend. In fact, it is estimated that by 2020^4 10 billion personal mobile devices will be in use, and currently 60 percent^5 of enterprises allow or tolerate employee use of personal devices to access enterprise data.

More employees are using laptops and tablets day-to-day and this trend will force companies to start proactively developing solutions to address BYOD. 2 out of 3 companies
will adopt a BYOD solution by 2017, and by the same year, nearly half of employers will require employees to purchase their own devices. This technology will propel employees to better connect, drive collaboration and share ideas in an environment that is becoming more remote.

**Employees Connect, Share Ideas Remotely**

Video technology will be a large part of the future because it allows people to connect on a different level, predicts Brian Fanzo. He calls it “looking in your digital eyeballs” because people so often talk about losing context through email, and that H2H (human-to-human) interaction and moving forward that digital face-to-face may bridge the gap.

This plays into the cultural shift of working remotely and will likely change hiring practices, as people can really work from anywhere. As a result, companies will start hiring based on best fit rather than best fit within a specific geographic location.

Ashley Stahl explains that the future of this trend will hinge on people being effectively connected. Technology will play an increasing role as it creates a space where people feel authentically connected, exchange ideas and leverage the thoughts of many.
Technology is headed in the direction of Moore’s Law, predicts Warren Whitlock, Hacker at Carbon Digits. Essentially, the great change that we’ve already experienced will continue to accelerate — at an even faster pace than today. Take, for example, the phone. Today you can pack more information into a phone than you could into a large computer a few decades back. So in this sense, Warren predicts, technology will continue to move in that direction.

But with so much technology being rolled out into the workplace today, some are embracing it quickly, while others are very resistant, explains Jay Kuhns. And it’s managing through that process, the resistance that is critical.

“In the health care industry, in which I’ve spent the last 20 years, there’s quick adoption on clinical technology, but there’s glacier like adoption of anything related to
social interactive collaborative technologies,” says Kuhns.

He explains that many executives have worked very hard to get to where they are in their careers. They’re usually subject matter experts within their defined scope of responsibility. And to admit that they don’t know how to use modern tools for business, or what he likes to call “contemporary tools for business” is somehow internalized as a negative or as a deficit, when in fact nobody knew how to use any of these tools 10 years ago, let alone 5 years ago.

Moving past these “mental blocks” as leaders, and keeping an open mind to new technologies that are coming down the pike, will create amazing new opportunities for engagement with employees and customers to work in a very collaborative environment.
Technology, Adapting and People

Technology is a large part of the equation, explains Cheryl Burgess. But what it really comes down to is people changing the structures and trust in which they operate. She explains that in order to take advantage of social analytics, HR analytics and many of the other technologies in the workplace, you must have security and trust in a relationship.

Because at the end of the day, it’s really still about people, explains Frank Eliason. It’s about creating a world where employees are much more empowered to be a part of things and something bigger than themselves.

“We’re all scared of some of the technology side of things,” says Eliason. “But at the end of the day, it’s not
going to be about each of us individually; it will be about empowerment — and all of us contributing.”

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Chapter 7: The Future of Big Data and Analytics

Organizations are inundated with vast amounts of data. Analysts predict that this trend will only continue in the future, with data expected to grow at a rate of 50 times year over year through 2020. However, what becomes problematic is not the sheer volume of data but converting those data-driven insights into meaningful results.

Similar to other executives, Chris are looking to better understand their external customers and focus on the customer experience, with 31 percent having a high level of customer understanding today, versus 78 percent projected
to have it in the next three to five years.\textsuperscript{2} Big data and analytics will play an important role in the future of the workplace, as HR teams are able to find the right person for the right assignment more accurately.

Cognitive and personalized analytics will accelerate the workplace transformation as we start to learn more about the workforce and leverage that information to enhance productivity and the workplace environment.

**Applying our design-based thinking, we've generated a few predictions for the future of big data and analytics in the workplace:**

- Cognitive systems have the opportunity to transform the way work is done and leaders lead
- Personalized analytics will actually learn based on interactions and be able to personalize workplace experiences for employees based on behavior
- Environmental and ecosystem transformations will provide complete transparency in the workplace for employees
Transformation Driven by Cognitive Systems

Cognitive systems, which is a category of technologies that uses natural language processing and machine learning, has the opportunity to transform the way we work is done in the future. Take, for example, Watson Analytics, which allows HR professionals to type in what they would like to see from talent.

This technology essentially automates many steps, such as data preparation, predictive analysis and visual storytelling, for business professionals across many different disciplines. Facts are extracted from a variety of information sources, and then the evidence is compared and contrasted to make a recommendation for the professional in the process of making the right decision. Watson Analytics displays all this information in an easy-to-interpret visualization.

In the future, cognitive analytics will likely play a key role in identifying specific factors and zeroing in on characteristics
and profiles of employees in order to develop informed action plays to prevent future attrition.

**Personalized Analytics Generates New Workplace Experiences**

Technology is moving beyond bits and bytes and allowing us to better understand who we are as human beings, explains Daniel Newman. He explains that big data and analytics are still the biggest game changers in business today.

Similar to Watson’s ability to increase the efficiency of hiring decisions is the recent integration of Twitter data with IBM analytics in the cloud. This brings business users intuitive visualization and predictive capabilities and a cloud-based data refinery service that enables application developers to embed data services in applications.

Other technologies, such as IBM Verse, will bring similar capabilities to the workplace. For example, users of IBM
Verse can view analytics about their personal use of the email tool. The technology actually starts to learn based on interactions with it, helping the user prioritize and personalize the email experience based on behavior.

The workplace of the future will leverage these types of technologies to streamline workplace communication as it’s guided by analytics to learn behaviors and adapt to the way that people actually work.

Environmental and Ecosystem Changes Drive Complete Transparency

Technology has become more compact through nanotechnology, resulting in aspects of our lives being captured that simply weren’t transparent in the past. Take, for example, a simple fitness tracker. A person’s sleep patterns, number of steps, current weight, blood pressure and many other variables are captured, enabling people to know themselves as never before.

Marsha Collier explains that an artificial intelligence like trend, where data is received from email, may be incorporated in the future.

“I think of it more as artificial intelligence, where data is received from a device you’re wearing,” says Collier. “If you wear some sort of technology device that gives data, in the end, your day can be planned by the data that the big cloud sees you’ve generated every day. It’s like the Internet of Things; it learns from you and makes your life easier.”
If you apply this same level of personalized analytics to how we work, that could open up total transparency into the workplace environment as well, as we understand how we work as never before — and leverage that information.

For example, Collier explains that while you are at work your phone could buzz and say, “Don’t make any decisions right now; take a 20-minute nap and come back.” Data could have been sent to your phone because it knows that you’ve been working for many hours straight and you’re not at your best.

It’s through these types of technologies, cognitive systems and personalized analytics that we can expect our ecosystem to open up and transform in the future. Through guiding our lives in a more productive fashion, they will benefit our personal lives but also the workplace as a whole.

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Chapter 8:

The Future of the Futurist Program

The Thinkathon was designed to answer many important questions, such as “How can large organizations collaborate, integrate and innovate quickly enough to survive at the speed of their customers?” and “How can they best incorporate today’s merger of social, mobile, analytics and cloud to maximize productivity, while at the same time addressing all of the security and privacy issues surrounding this technology?” The brightest minds were brought together to discover a new way to work, and understand how applying design thinking principals can be used to find solutions for just about anything.
IBM was proud to be aligned with the Futurists and is helping to propel their individual thinking as part of the extended IBM family. We plan to continue nurturing relationships with the futurists, and support the sharing of ideas around the future of work in the months ahead.

**Solidifying Relationships Through Advisory Boards**

With the IBM Verse program, Futurists were invited to join the advisory board, and IBM was excited to have so many Futurists participate. Being part of the advisory board provided Futurists with behind-the-scenes information on the new product IBM Verse, and they directly contributed to how that product would shape and change the future.

Lending support and extending invitations to serve on the advisory board was just a couple of examples of bringing people along with you on the journey. And they underscore the fact that people, especially millennials, don’t want to work just for money. They want to work for relationships and gratification and to make contributions. These are all new forms of social currency that will be integrated into the new way of work.

**IBM Verse: What’s Next?**

Applying design thinking to the IBM Verse product was a new way of thinking about product development. Moving forward, IBM’s internal team will continue to use this framework to further refine and improve on the product. They have already gotten many helpful suggestions from the advisory program and customers who are participating
through a beta testing process.

“I have feedback from them such as ‘Hey, we want to see this’ or ‘I want to see that’ or ‘This would help me work more effectively’ and you can’t turn a deaf ear to that,” says Scott Souder.

Souder explains that you must embrace feedback. If you don’t, he cautions, there may not be a second chance. In addition, when incorporating this feedback, you must be careful not to fall back into the feature function mode. If this happens, the next release starts to become about the culture that we are moving away from.

“You guys haven’t seen anything yet with Verse. The cool stuff is yet to come,” says Souder.

“We were challenged to create a product that was simple and elegant, and I think we’ve done that. We were given a little bit of license to go beyond that in a few ways from an analytics perspective, but, man, wait until you see what we’ve got in store. I cannot wait. [These are] just some amazing, amazing ideas that are just — golly, they’re just a hair’s breadth away right now. So fasten your seat belts.”
For more information about the future of work, follow #NewWayToWork on Twitter and visit www.IBM.com/Futurists

To learn more about IBM Verse go to www.IBM.com/Verse
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