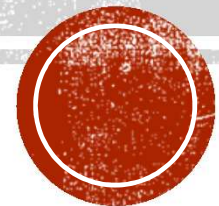


HOW TO IMPLEMENT THE DIGITAL WORKPLACE

Filip CALLEWAERT

Head Information Management, Port of Antwerp Authority, Belgium

Digital Platform Manager, Green Party, Belgium



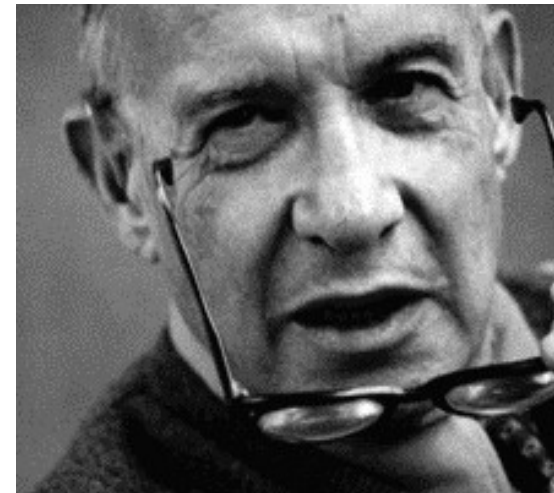
@callewaertfilip

ABSTRACT

- Filip developed and delivered an award winning approach to helping knowledge workers collaborate (published in “*Thriving on Adaptability: Best Practices for knowledge workers*”). Developed initially at the Port of Antwerp Authority (Belgium), and more recently refined at the Green Party, it is a solution that allows knowledge workers to work the way that they want to work and to provide them with the tools and information they need to do so effectively.
- Filip will share this journey with you and in doing so will:
 - introduce you to a new way of thinking about collaboration
 - show how communication and information flows can be used to better support knowledge workers
 - explain his journey to successful implementation
 - guide you in your thinking and approach to solving these organisational issues

21ST CT MANAGEMENT CHALLENGES

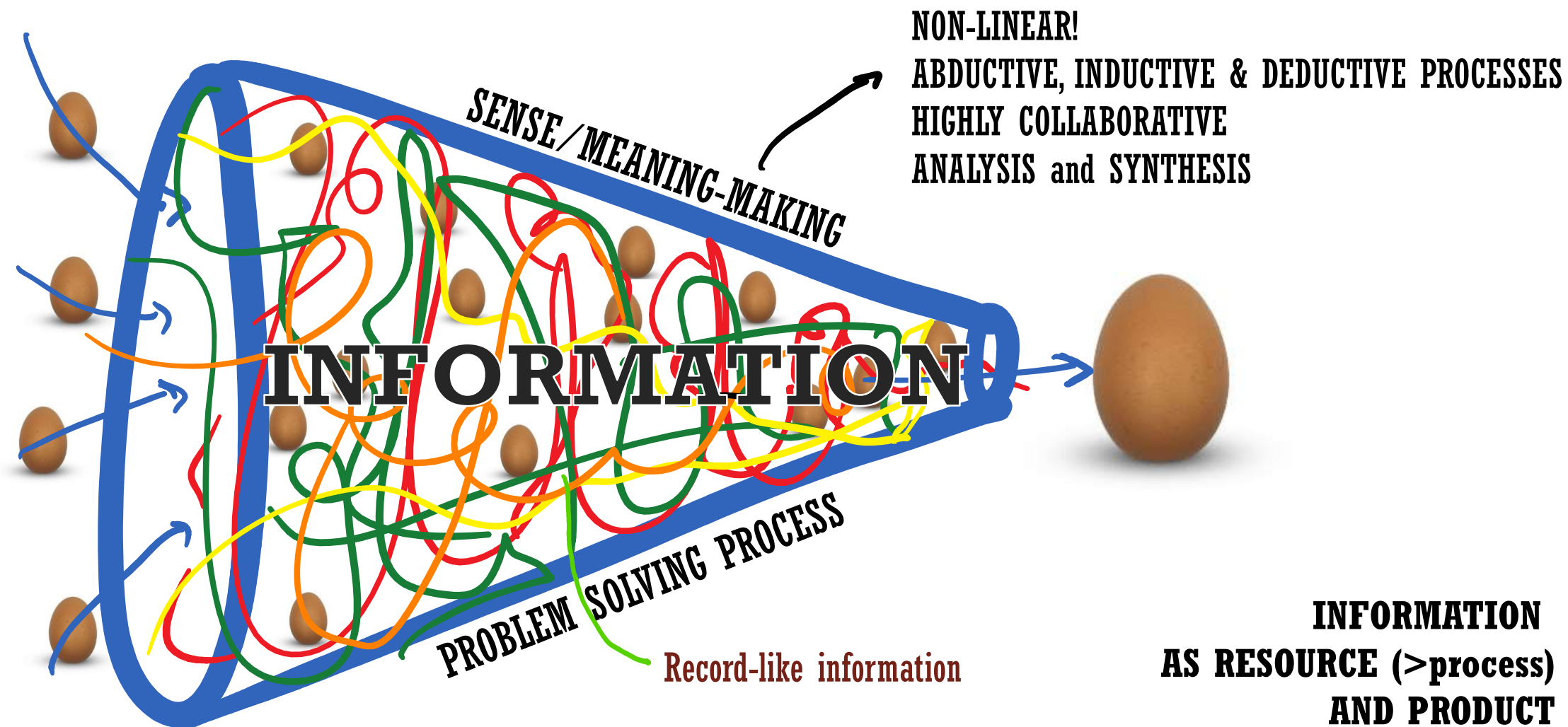
The most important, and indeed the truly unique, contribution of management in the 20th century was the fifty-fold increase in the productivity of the manual worker in manufacturing. The most important contribution management needs to make in the 21st century is similarly to increase the productivity of knowledge work and the knowledge worker.

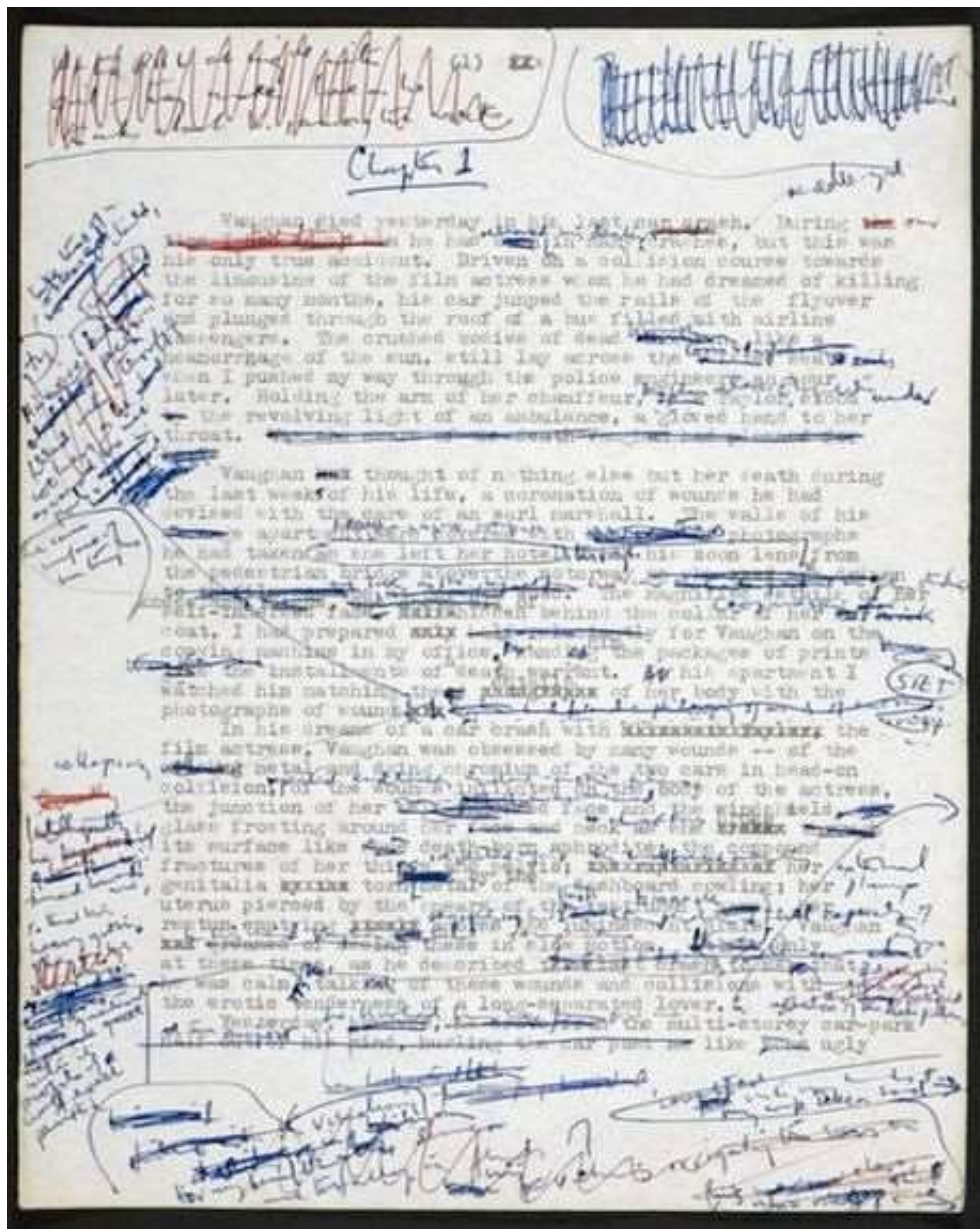


Peter Drucker

KNOWLEDGE WORK & KNOWLEDGE WORKERS

- **INFORMATION AS MAIN (only?) RESOURCE**
- **PROBLEM-SOLVING WORK (no routine)**
- **TEAM WORK:** in order to increase the processing capacity
 - all of us are smarter than some of us
 - network of information
 - feedback loops that are the fuel for meaning production processes
- **HUGELY DYNAMIC, COMPLEX AND CHAOTIC**
 - But we close our eyes to this — we merely manage the output





WHAT
YOU
SEE HERE
IS
NOT
WHAT
YOU
GET/EXPECT

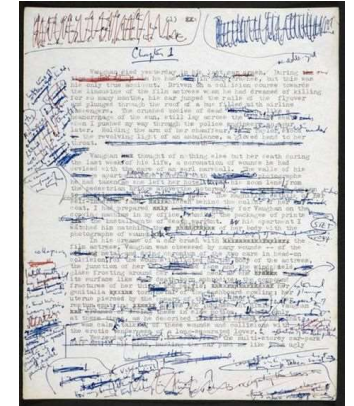


@callewaertfilip



THE PAPER PARADIGM

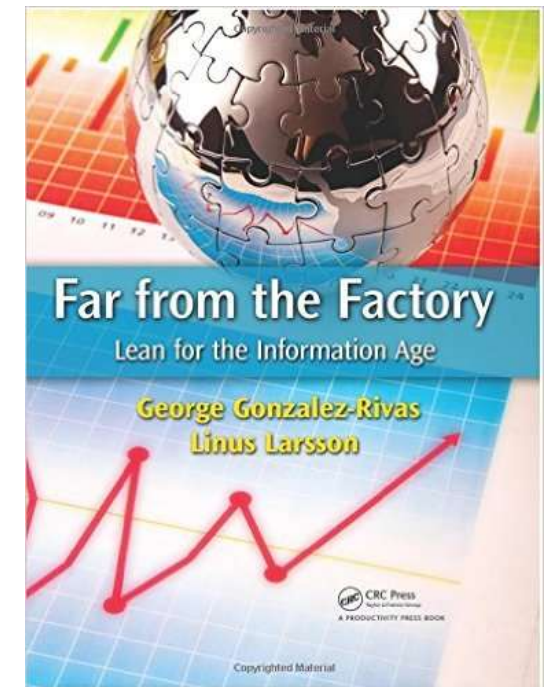
AKA THE FOLDERS&FILES PARADIGM



- Output/product is central focus: texts:documents
- Default modes (the focus/frame determines the proces/output) — **THE MEDIUM IS THE MESSAGE**
 - Closed off, Solitary > MyFiles, Silent, Professional > Perfect output (we throw away drafts), linear cooperation, Fixed/solid, Physical
 - Many practical constraints in the paper world, but even in the digital world we continue this behaviour
- Difficult to manage the process.
- Communication and collaboration about these artefacts
 - Meetings, draft notes, reductionist final notes
 - e-mail
 - Growing: ESN, group chat, communication apps
- **BY DEFAULT:** Fragmentation of your information work / world — lots of rework: reconstruction of contexts

HOW MORE EFFICIENT & EFFECTIVE?

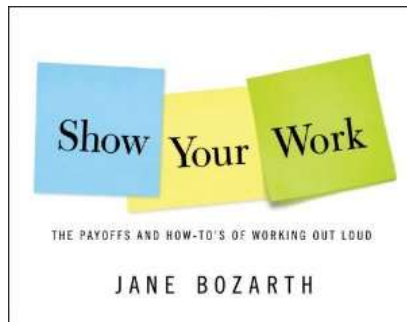
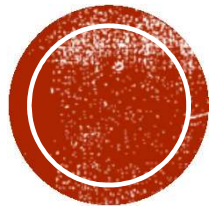
- **LEAN FRAMEWORKS**
 - Most mature for: production & assembly lines, manual work, factories
 - Starting for: service design
 - Nowhere yet for knowledge work
 - The brain processors as **BLACK BOXES**
 - > **UNOBSERVABLE...**



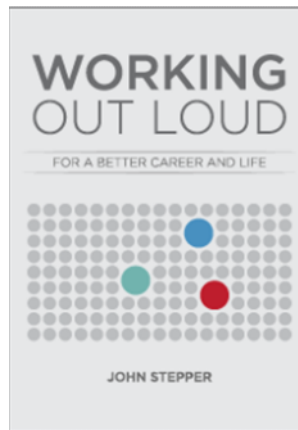
OBSERVABLE KNOWLEDGE WORK??

- Observable knowledge work??
 - the whole issue with “**TACIT** knowledge”: what, how, why...
 - **OUTPUT**: is merely the **result** of knowledge work
 - “the work”: processing information **in our brains**: THE BLACK BOX
 - **ANY EXTERNALIZED PROCESS** INFORMATION is relevant as ‘observable work’
 - Meetings
 - Mails
 - Calls, chats, ... > conversations

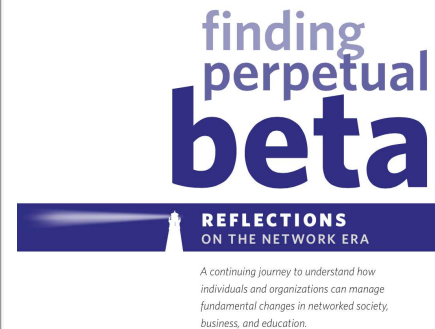
WORKING OUT LOUD



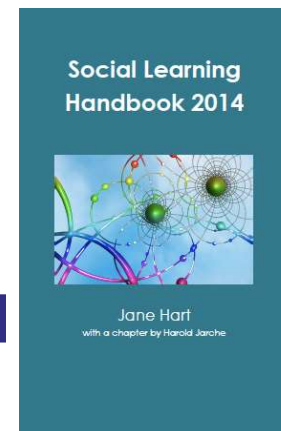
@JaneBozarth



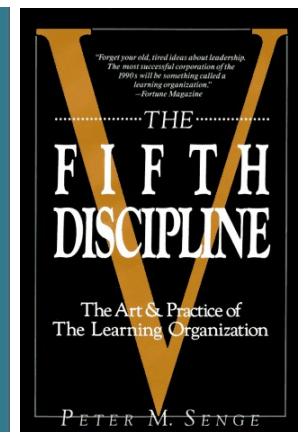
@johnstepper



@hjarche



@C4LPT



= Observable Work + Narrating Your Work

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THE COCKPIT

- Call-outs are a necessity (“flaps out”, “V1 reached”, “landing gear out”)



**#WOL IS THE
DIFFERENTIATOR
BETWEEN SUCCESS AND
FAILURE**

@callewaertfilip 

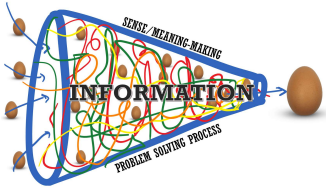
HELL'S KITCHEN

- Steady call-outs of what they do/must do AND feedback “Yes, Chef!” “2 minutes, Chef!” are necessary for a successful coordination and steering-by.



**#WOL IS THE DIFFERENTIATOR
BETWEEN SUCCESS AND FAILURE**

WOL AS A ESSENTIAL PART OF KNOWLEDGE WORK



■ Continuous call-outs & feedback loops: #KWOL!

- Think out loud
- Write out loud
- Discuss out loud
- Feedback out loud
- Make mistakes out loud
- Try out loud

■ Etc. out loud

- It's the only way to coordinate and steer-by all those “black boxes” involved, it is “visual management”.



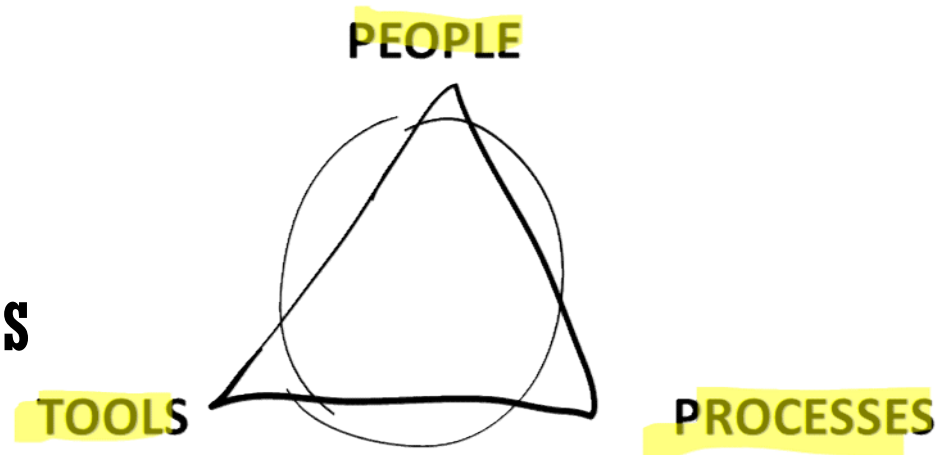
@callewaertfilip



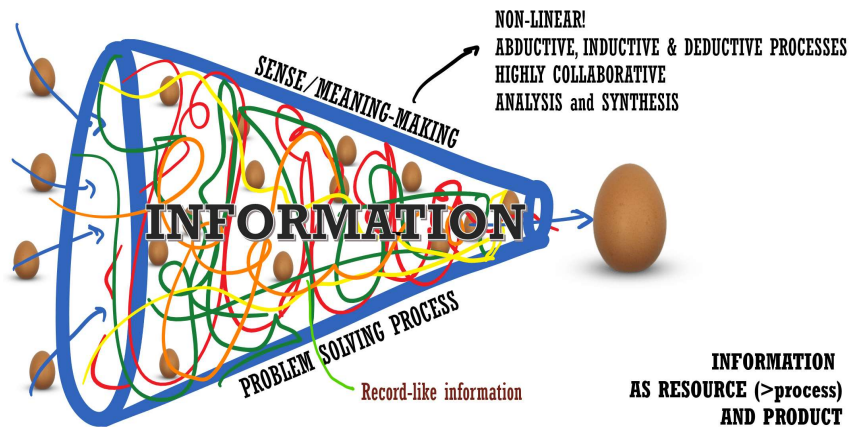
EXPONENTIAL PROFITS GUARANTEED IF:

- **HOLISTIC** view on and combination of:

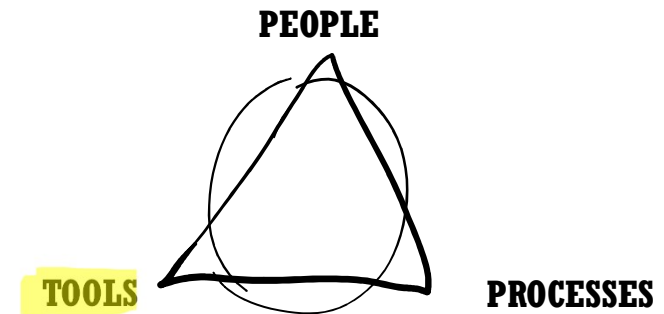
- appropriate **TOOLS**
- appropriate **PROCESSES**
- appropriate **PEOPLE** focus



1. TOOLS THAT AUTHENTICALLY SUPPORT KNOWLEDGE WORK?



@callewaertfilip 



@callewaertfilip 

2.0-tools such as wikis

interaction
feedback loops
collaboration
social
conversations
PLATFORMS



compact
bits & speed
cheap
easy to copy,
to transport,
to distribute

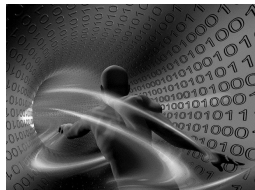


DIGITAL

WEB 1.0 - HYPERLINK

WEB 2.0 - FEEDBACK LOOPS

WEB 3.0 - INTELLIGENT

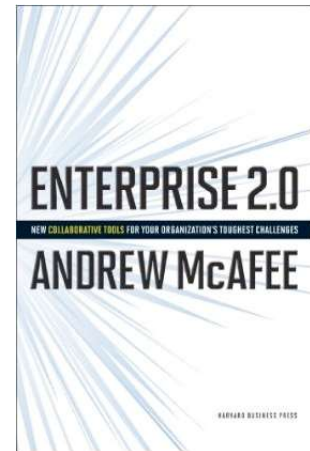


semantics
autopoiesis
smart

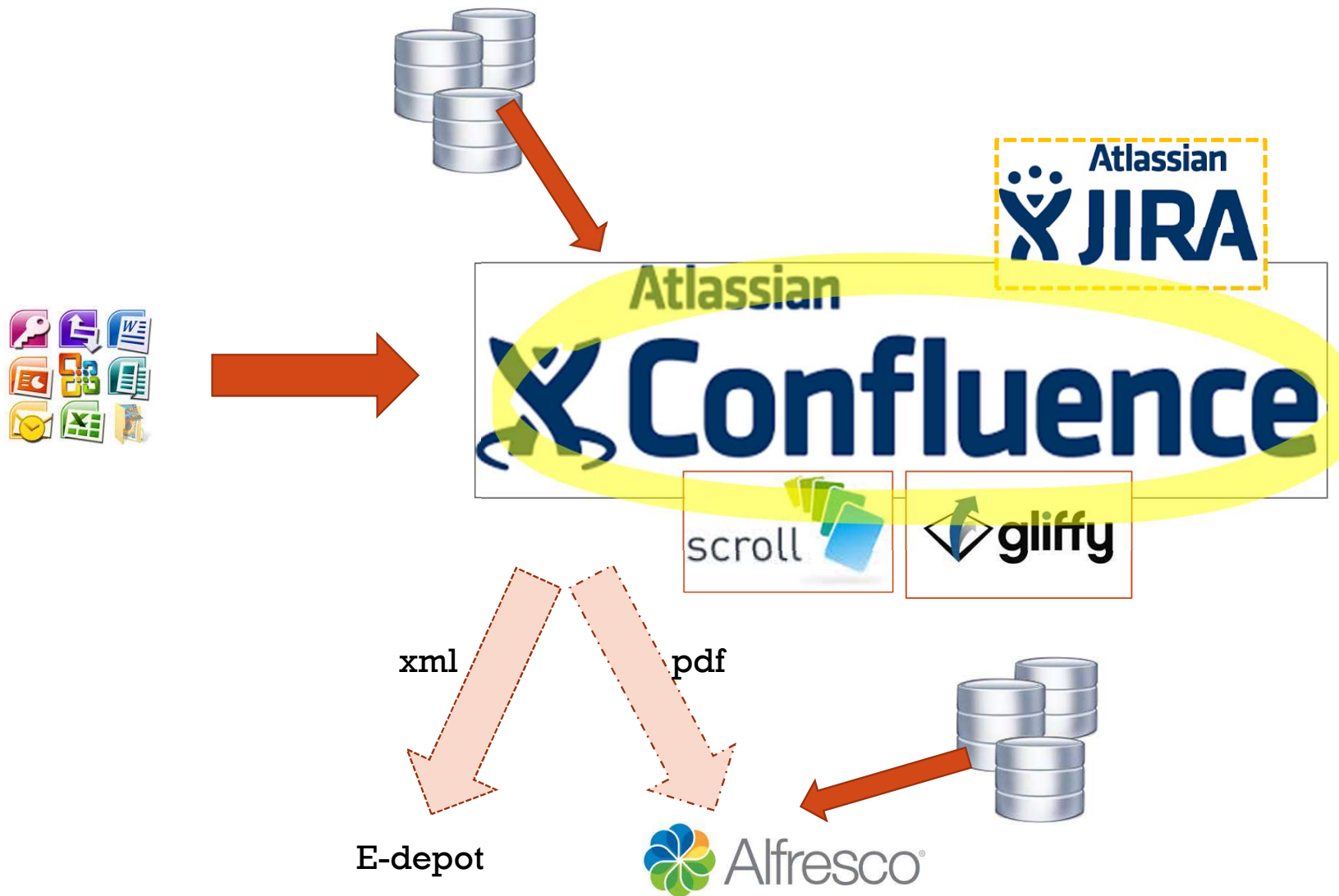
machine<>machine



connected
information
people
things
open systems
emergent structures
global
big data
anywhere anytime



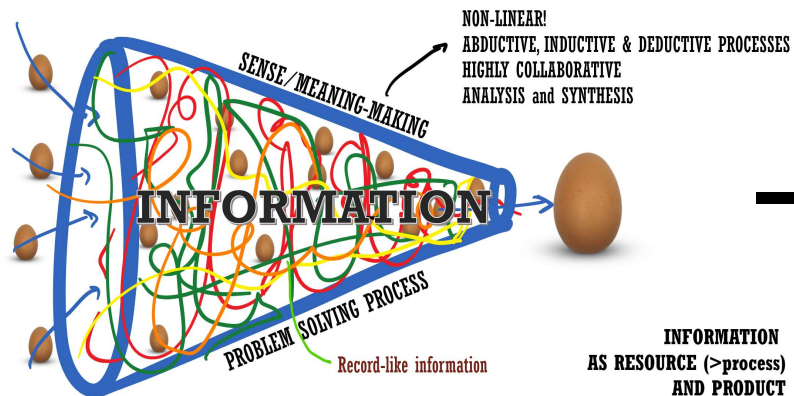
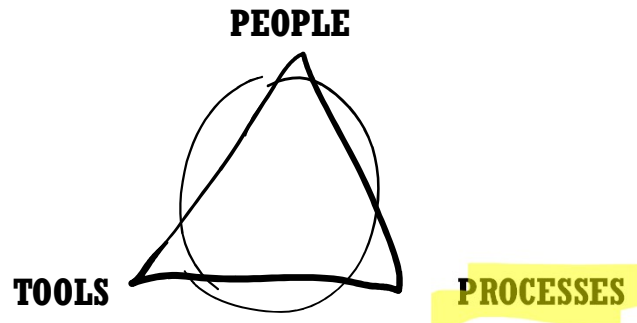
@callewaertfilip 





**ALL OUR (INFORMATION) WORK
IS DONE ON OPEN 2.0 CONTENT
PLATFORMS, BY DEFAULT OPEN
FOR IMMEDIATE FEEDBACK**

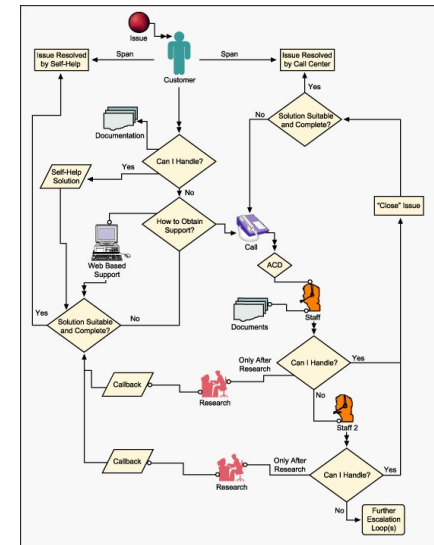
2. AUTHENTIC PROCESSES



INFORMATION
AS RESOURCE (>process)
AND PRODUCT

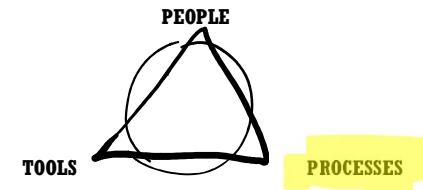
@callewaertfilip

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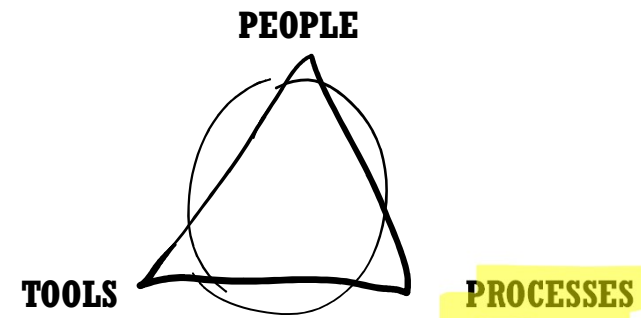
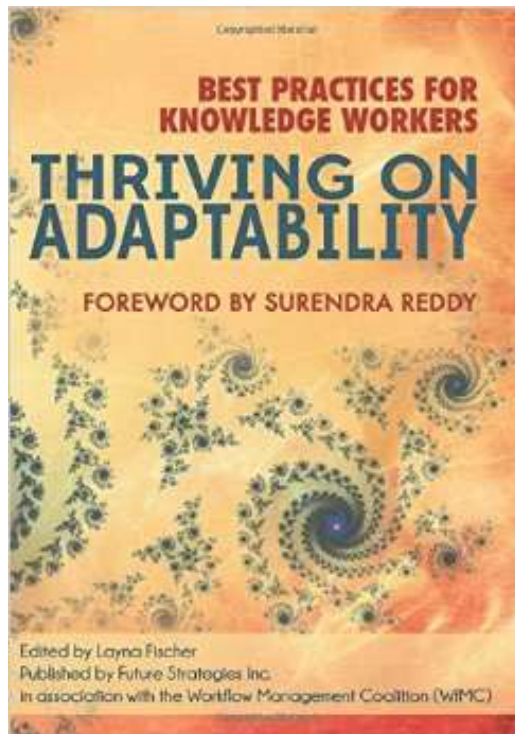
@callewaertfilip

WHAT WE'VE BEEN TRYING OUT SO FAR...



- **Meetings** + How to have better meetings.
- **Project management** + Why so many projects fail.
- **Business Process Management** + Why your process manuals are dusted.
- **Personal Task management** + Me Myself and My silo.
- **Team Task management** + How to introduce yet another tool for that.
- **Information and document management** — ECM is dead (AIIM, 2015)
- **Better e-mail management** + And other hilarious suboptimizing stuff.
- **Time management** + How to reboot it.
- **Focus management** + How to stop hurting your brain while multitasking.
- **People & team management** + How to be a result-driven leader.
- ...

ADAPTIVE CASE MANAGEMENT AS PROCESS TO MANAGE KNOWLEDGE WORK



Read our award winning case in this book.
Or let's start a dialogue on 'knowledge work management'!



@callewaertfilip 

THE INCIDENT ROOM



**#WOL IS THE
DIFFERENTIATOR
BETWEEN SUCCESS AND
FAILURE**

@callewaertfilip 





Each problem-solving process

=

A process of structuring & manipulating
information

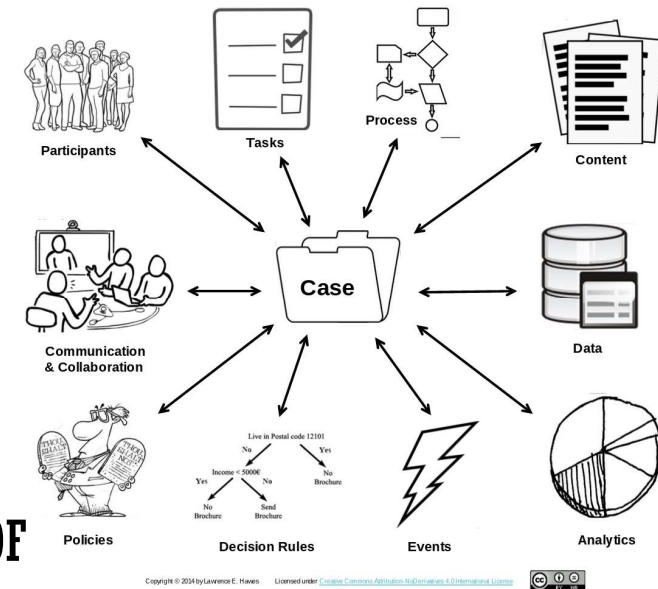
- Information grows
- Chunking
- Notes
- Marking
- Annotating
- (Re-)ordering
- Grouping
- Connecting dots
- Hypotheses, question marks
- Confirmations, exclamation marks
- Curation
- Think out loud

@callewaertfilip



ADAPTIVE CASE MANAGEMENT AS PROCESS TO MANAGE KNOWLEDGE WORK

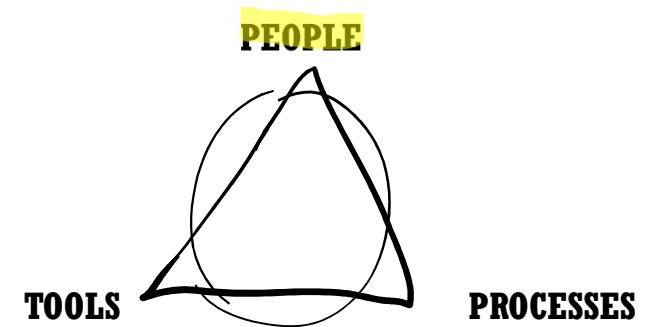
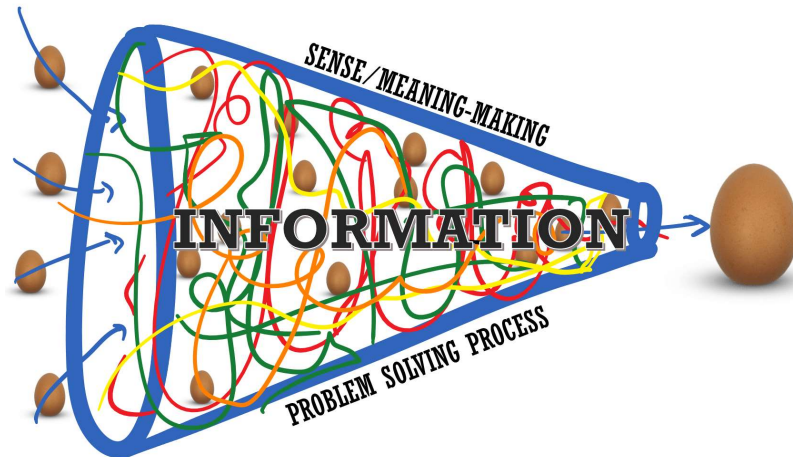
- **FOCUS IS ON LESS/NON/SEMI-STRUCTURED WORK = 90-95% of our work**
- **ANY BUSINESS CHALLENGE/ PROBLEM = A CASE IS OPENED**
- **THE CASE IS THE SINGLE SPOT FOR ACTION: store, make, share, collaborate, MAKE SENSE with the sole ambition: CASE CLOSED!**
- **DYNAMIC/LIQUID CURATION/MANIPULATION/PROCESSING/STRUCTURING OF INFORMATION, in the scope of a clear problem solving process**
- **INFORMATION IS FOR ACTION, NOT FOR STORAGE**



**ALL OUR KNOWLEDGE WORK
GETS STRUCTURED THROUGH
② SPECIFIC SENSE-MAKING
INFORMATION PROCESSES IN
DYNAMIC CASES**

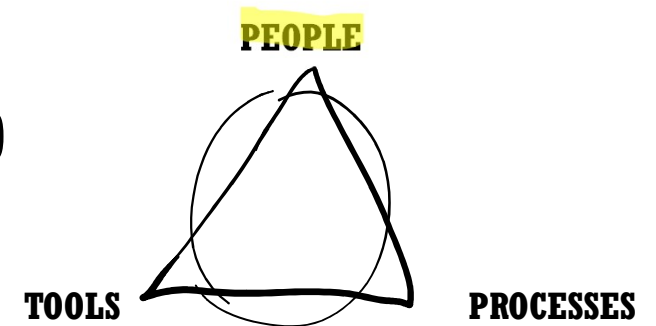
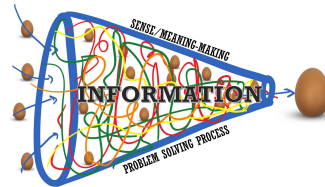


3. SKILLS, ATTITUDES, HABITS, BEHAVIOR, CULTURE



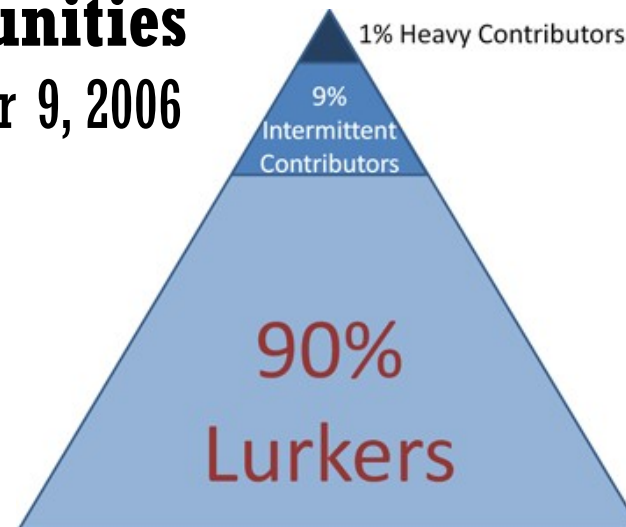
SKILLS, ATTITUDES, BEHAVIOR

- CONTENT CURATION
- **COMMUNITY FACILITATION**, moderation, platform building
- **CONVERSATION FACILITATION**
- “classical” INFORMATION MANAGEMENT
- KNOWLEDGE WORK MANAGEMENT: getting the things done
- MULTITASKING (or better: dramatically reduction of ‘changeover times’)
- COPING WITH HIGH DYNAMICS
- **CRITICAL THINKING**
- META-MANAGEMENT (social learning)
- WAY-SHOWING (WAYFINDING)
- DESIGN THINKING
- **WORKING OUT LOUD**
- “**TWEETING**”: give the essence of information in 140 characters, quick.
- EMPATHIZING
- WEBDESIGN FOR A BETTER USER EXPERIENCE ...



BUT IT'S 2.0...: 90/9/1

- **The 90-9-1 Rule for Participation Inequality in Social Media and Online Communities**
 - by **JAKOB NIELSEN** on October 9, 2006





**AS #WOL AND OTHER SKILLS
GET TRAINED IN A PURPOSE-
DRIVEN WORK PROCESS:
100% HEAVY CONTRIBUTORS,
0% LURKERS IS THE RULE**

THE CASE 2.0 AS NATURAL ENVIRONMENT FOR KNOWLEDGE WORK



gets the status of digital workplace

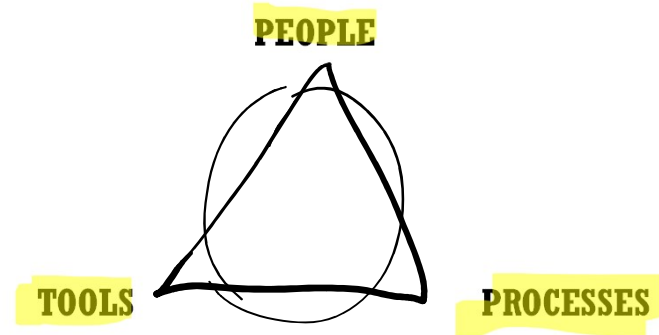
WORK IN PROGRESS



THE CONTENT&HYPERLINKS PARADIGM

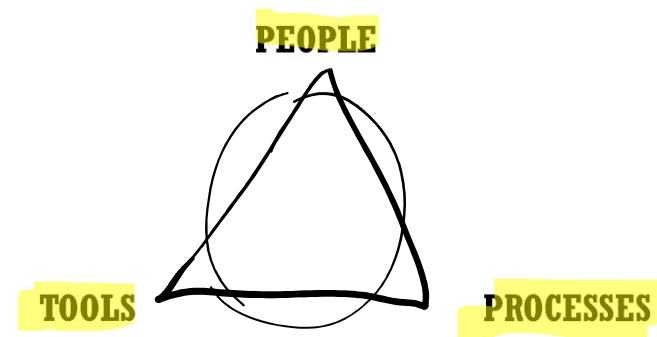
- Web 2.0 – Enterprise 2.0
- **Chunks** of developing content
- **Emergent structures**: “structuring information to better understand how to get on / get it done”
- Interconnections : **hyperlinks**
- Default modes:
 - Open
 - Anybody
 - Loud, dialogues
 - Non-linear, complex
 - Draft
 - Liquid
 - Virtual
- Communication & collaboration is IN the content (as it develops) – no separation
 - WEB 2.0
 - Unified knowledge work
- “Free” WWW-effects as a surplus: serendipity, emergence, network effects, swarming, ...

HOW TO IMPLEMENT THIS?



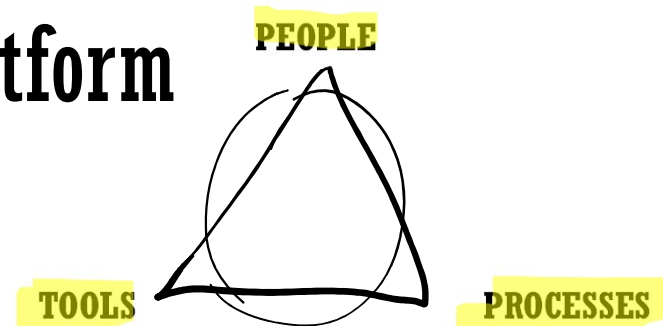
HOW TO IMPLEMENT THIS?

- Start with your own team
- “Live” this practice; know the pitfalls, know the strenghts
- Documentation



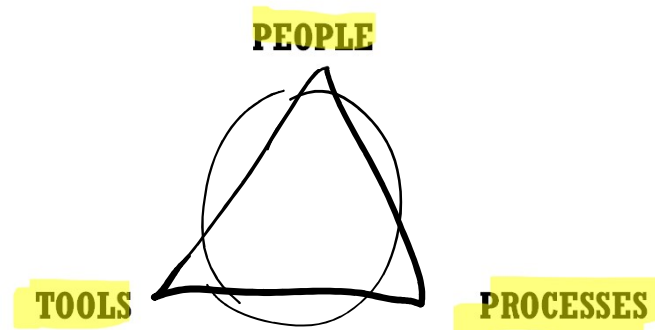
HOW TO IMPLEMENT THIS?

- **Be an opportunist: find allies/victims**
 - Find curious individuals or teams that want to step into your experiment
 - Spot individuals or teams frustrated with broken processes/communication/collaboration
 - Start with two
- **Demo the potential of your platform**
- **Let's brainstorm for usecases**



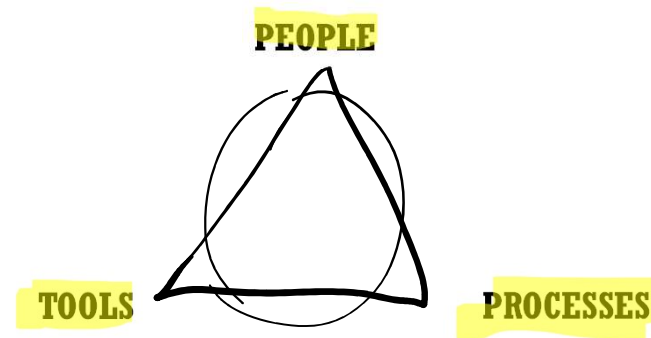
HOW TO IMPLEMENT THIS?

- Let's prototype the minimal viable product and go live
 - Many and fast feedback loops that aim at delivering added value
 - Virtual proximity on the platform
- Teach in the workflow itself / do enforce a minimal skill level



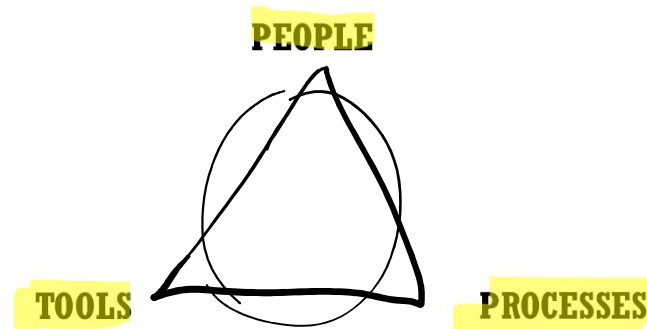
HOW TO IMPLEMENT THIS?

- Dynamics create dynamics
 - Internal team communication
 - Community management
- Monitor and improve



HOW TO IMPLEMENT THIS?

- Next process -> repeat the cycle
- Next team -> repeat the cycle



PLATFORMS & NETWORK EFFECTS

- The more active people & the more processes on the platform, the more exponential your profits

HOLISTIC VIEW = DELIVERY X SUSTAINABILITY

✓ ONE COMPANY, ONE MISSION

- ✓ Purpose-driven knowledge work
- ✓ Collaboration, inter- and intrateams
- ✓ Transparant, shared information
- ✓ 'Flatter' (virtual) organisations
- ✓ Virtual, not distant

✓ FASTER, BETTER, LEANER

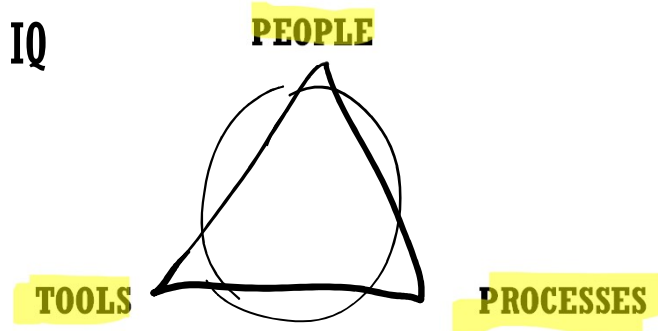
- ✓ Short and fast feedback loops
- ✓ Tangible problem solving processes
- ✓ Adaptive processes
- ✓ Meaningful information management
- ✓ Less meetings
- ✓ Less e-mails
- ✓ Better findability of information

✓ A COMPANY WITH A HIGHER IQ

- ✓ Serendipitous moments
- ✓ Knowledge discovery
- ✓ Knowledge sharing
- ✓ Better team learning
- ✓ Design thinkers

✓ MORE ENGAGED TEAMS AND INDIVIDUALS

- ✓ Shared responsibility
- ✓ Shared problems
- ✓ Result-driven communication & dialogues
- ✓ Better team communication
- ✓ Exhibited proudness, shared emotions
- ✓ A re-respected knowledge worker



THANK YOU!

REMARKS, QUESTIONS, ADVICE?

WANT MORE?

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@callewaertfilip

