

Output from discussion group on:
Cracking the code of transformative
performance: Liberating human productivity and
accelerating value creation

Topic Overview

Cracking the code of transformative performance: liberating human productivity and accelerating value creation

- Performance and how to transform performance?
- Presumptions
 - not stepping back to ask what theory base is that informs us?
 - trying to take innovations, force them into 19th century box
- 70 % of interactions are non-productive, just to get company to function
- not getting to point of coordination
- what are interactions around transaction sets? how to assess? how to coordinate to transform?
- transformation that needs to unfold, going in with too much bias
- if can't stick a number on something to measure, doesn't matter talking about value
- can get story of work value

What is the research/business issue or problem?

- what kind of innovation do we want?
 - how specific?
 - context(s)?
 - changes should be grounded in theory, good or not so can evaluate effectiveness of change
- what sort of processes do innovations happen through, implicit or explicit? support of implicit, so how to deal with?
- hard to force someone to innovate by design
- does process matter if outcome is met?
- flow of innovation occurred when around people who were working on same thing on an on-going basis
 - how do we get people interacting with each other?
- face-to-face bandwidth is not always be all and end all

What is the research/business issue or problem?

- need to build relationships, community
- community is a result of relationship and work/things we work on together, supporting infrastructure
- requires some sort of connection and we “happen” on it
- what does given practice see as its productiveness?
 - how do we accentuate the productive practices, eliminate non-productive
- how to optimize flow and exchange?
- can engage large organization in it’s own transformation
- generation of value is in conflict with value of money
- additional measures to allow us to articulate
 - a lot of attempts, but try to assign \$\$ value to knowledge asset
 - how does tacit value in practice to understand them in value creation?

What is the research/business issue or problem?

- generate a model of financial generated by implementation of value based management
- practice embodies robust informal structure
- combine two to make model
- understanding practice enables insight for customer solution

Why attending, greater issues?

- fundamental problems of concurrent change, orgs, technology
- possibilities of collaboration
- influence of tech in labor markets
- concerned with place, interested in value side of equation, understanding greater whole, how to explore, measure
- sociology of work, decoupling work from corporations
- where IBM is going, future of career
- how work is changing, how impacts people
- how to support social/peer relationships online
- how people work, not let technology break it
- application of IT explicitly to business
- use of models to make connection between services, capabilities, designs and IT infrastructure

Why attending, greater issues?

- technology is often not help, how to study with human perspective
- education
- maximizing labor relationship from both business and employee side
- three aspects, physical, IT, and behavioral aspects of mobile workforce
- work environments not providing what they needed to be providing
- how do we share knowledge to enable people
- how can help HR colleagues change how we look at how we work, how impacts our jobs
- how to scale what we've learned into practice
- how do we measure the impact of what we've done
- what do we mean by "immutable" practice?
- how do you migrate people into a new way of work when tendency is strong to not change

Why attending, greater issues?

- change is continuous
- who discovered water? it probably wasn't a fish
- change in what you value, business objectives, initiatives
- business changes faster than work changes can take effect
- structures have not kept up with work changes
- structure defined back in early 1900s, illiterate labor, mass production

Why attending, greater issues?

- not future of work, currency of work
- how do I get the company from here to there?
- 40 -50 projects does not get you to tipping point when have 100+ years of assumption
- 10 years down stream, look back and realize we missed opportunity to integrate across economies
- feedback of outsourcing causes people to lose aspirations, no future in a given area (e.g. radiology)
- vicious cycles as well as virtuous cycles
- eBay is a small example of a success