#WORK
SMART
@Swisscom

On the way to limitless collaboration

A manual for professionals
Part 2: Sharing knowledge

swisscom

#WORK
SMART
@Swisscom

On the way to limitless collaboration

A manual for professionals
Part 2: Sharing knowledge

Sharing
knowledge

On the way to limitless
collaboration

The book

We have spent two years concentrating on "Connecting people". Swisscom has said goodbye to its telephones at the workplace. We communicate spontaneously, visually, by mobile means, all of which are firmly integrated into our familiar work environment.
But was that all we imagined #WorkSmart would mean?

We asked ourselves this question along with the Group Executive Board, and we defined new objectives together in order to move even closer to limitless collaboration.

Now that it's two years later, we have realised this vision. The technical foundation has been laid. An open and integrated work environment for all employees! We not only communicate spontaneously, but we also share and find our knowledge, work from everywhere, are networked with customers and partners, regardless of the device and yet perfectly securely.

This publication shows how Swisscom is evolving from the "storing organisation" to a "sharing organisation".

The authors

Let's work smart! This is the motto we started out under in order to structure the work being done by our 20,000 employees more straightforwardly by giving them new tools.

We, the authors of this publication, wish you, dear readers, every pleasure. And we hope that you gain valuable insights with a practical orientation for your own #WorkSmart plans.

Ruggero Crameri
Project Leader Collaboration

Ariane Ellenberger
Communication &
Adoption Coach

Charlotte Schlegel
Community Development &
Management

Stefan Nünlist
Head of Corporate
Communication

Thomas Maeder
Head of Digital Communication &
Collaboration Experience

Mélanie Bigler
Work Smart Coach

Hans Werner
Chief Personnel Officer

Andrej Golob
Former Head Workspace &
Collaboration

Marc Gasser
Business Owner Workplace &
CIO Delegate

Marco Wyrsch
Security & Mobile
Experience Crack

Zoë Bechtel
1st year apprentice
in mediamatics

Yasmin Ogi
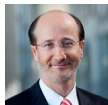1st year apprentice
commercial clerk

Dario Andrea Rosenberger
3rd year apprentice
in mediamatics

Interviews

We wanted to obtain the most extensive overview possible of the topic of current and future collaboration. We achieved this with some incisive statements made by recognisable interview partners. Thank you!

Urs Schaeppi
Chief Executive Officer

Hans Werner
Chief Personnel Officer

Mélanie Bigler
Work Smart Coach

Work Smart @ Swisscom
Table of contents

Why
Collaboration?

by Ruggero Crameri, Project Leader Collaboration

The more work I do in the company to introduce the new collaborative tools, the more I realise how little we actually discuss why we are doing this. Technical projects are often being launched, and tools are frequently "deployed".

Never before have we had such a choice of useful, inexpensive and easy-to-operate tools. Knowledge is openly shared in the communities. Not for money, but because it can!

The "what I give will be returned sometime" mentality is becoming more widespread.

However, companies are sometimes caught in their past. Launching new tools is often inconceivable. We can't just replace our CRM, in which we invested millions, with some fancy new app... our Intranet is the only real truth, we communicate top-down... access from outside has far too many restrictions... and so on.

Understandable, and yet in my opinion, also a big risk. We need to pave the way to liberating ourselves from these constraints over time, because if one thing is certain, then it's that the world keeps turning faster, and the customer doesn't care which IT infrastructure we have — they'll use the services offered by providers who can give them the advantages they want, and that's something we shouldn't underestimate.

Good, I intentionally said "over time"... we get to experience it ourselves as a corporate business. We have now spent years developing services to perfection. Our processes are carved in stone, and carving a new stone takes time... We are straddling a multidimensional chasm between legacy and innovation, between fast technology and slow humans, and ultimately between four generations as well, all of whom work together under one roof.

Over time also means that we need to change our culture to make new things possible, and this means starting the process now and involving the new generation in everything we do.

When I think of the impact that we are already making thanks to the introduction of Collaboration@Swisscom, then I am slowly becoming aware of the magnitude of these changes for the company.

This is why we are discussing first the "Why" and giving a voice to different points of view. Because this will extend right through the company — Collaboration does, after all, involve everyone.

Collaboration from the perspective of the
next generation

by Mélanie Bigler, Work Smart Coach

Hello everyone, my name is Mélanie. During the time in which I grew up (I was born in 1995 ;-)), I have experienced and witnessed the evolution of communications technologies first hand. Natel (SMS), chatting (MSN), online telephony (Skype), social media (Facebook), smartphones, online memories (dropbox), etc.

I've tried out all these new things, used them and come to value them step-by-step. But e-mail is something I missed out on! It was only when I started work, with my apprenticeship at Swisscom, that I had to come to terms with "writing e-mails",

and I soon noticed: It's way too slow for me! A never-ending exchange of messages, misunderstandings and waiting for hours until I receive an answer.

I much preferred to chat with my colleagues using instant messaging, and only wrote e-mails when they were offline. This is exactly how I communicate in my free time, where it has proven to be more than practical. However, e-mail was not the only thing that was completely new for me.

Another change I experienced upon starting work was the procedure in the event of problems, or when searching for knowledge. I had to look for solutions that are different to ones I used at school, or use in my free time – because in-house Swisscom knowledge isn't something you can just enter in Google. And so I had to get used to waiting a while until someone had time to answer the question for me, or until I was given authorisation for share access so I could comb through documents. This isn't exactly what I would call working efficiently!

Collaboration was launched at Swisscom three years later. I found it very interesting, but I wasn't able to use it for my own purposes, even if I knew how to use all the functions and am totally familiar with them. The reason was that I had already become used to the other procedures, in addition to the fact that no-one showed me how I could use them in my everyday work (after all, you can't post selfies there ;-)).

Today, I mainly use Outlook to coordinate my appointments. The rest runs using the Collaboration platform. This allows me to take my workstation with me everywhere, regardless of the device I'm using.

A job without opportunities for Collab is something I have trouble imagining.

By Zoë Bechtel, 1st year apprentice in mediamatics

Hi, my name is Zoë, and I'm a first-year apprentice in mediamatics.

One of the great advantages of the Collaboration platform for me is mobile work. It doesn't matter whether I am working from home, in the train or in the office, because I can access my documents from anywhere and communicate with colleagues spontaneously. When I don't have my computer with me, then I can simply keep working on my mobile phone.

I can't even imagine having to carry my documents around with me all the time as paper copies. When I see all the un-sorted documents lying around in my living room, I realise again that I'm not used to getting letters in the post, and I'm not very good at filing them away. It is so much easier to save everything on the Collaboration platform and to enable access to them for other persons. This is why I'm really happy that we so rarely print our documents during our everyday work, and also send very little by ordinary post.

By using innovative work methods, I'm spared any work involving filing and archiving everything the classic way. Simplified work can be done so much faster. Not having to walk to the printer and to the next letterbox not only saves me time, but also money. Moreover, working this way is far more environmentally friendly.

Our open-book culture makes knowledge accessible for everyone, something I consider very important. Because the knowledge that we acquire for work isn't gathered for our own personal purposes, but should be shared with all other employees in the company.

The Collaboration project has taught me what it means to explain to someone from a different generation what, for me, is a very logical Unified Communication work tool. Sharing knowledge between different generations is something I find very exciting.

For the younger employees, sharing documents and placing full trust in the platform's security seems self-evident, while older generations still struggle with it at times.

By Dario Andrea Rosenberger, 3rd year apprentice in mediamatics

Hello, my name is Dario. I am a mediamatics apprentice, now in my third year of studies. The way we communicate has changed enormously over the last few years, be it in business or privately.

To exchange private messages, we almost only ever use messaging services such as WhatsApp. It's the same way in the business world, and instead of e-mails, we now send instant messages, we release documents using the Collaboration environment and we can attend meetings online.

This is child's play for our generation, as we feel totally comfortable using these tools. However, for an employee who has been working with the "old" system for 20 years, this means a major change to his or her way of working.

This is why we are accompanying our colleagues on this journey with the Collaboration team, where everyone can get support from a young expert. It is unbelievably motivating for an apprentice to be able to pass on knowledge and work techniques to an older generation, and to see what we bring about by doing so.

Even before my apprenticeship, knowledge was available to me anywhere and any time. When I need information, this means grabbing my smartphone, where Google, Wikipedia or YouTube can answer most of my questions. When I began my apprenticeship, I noticed that this wasn't the case at all when it came to in-house information and internal company knowledge. Documents, presentations and other information were stored in team files or in mailboxes which most employees have no right to access. For me personally, it is really important to be able to work as efficiently as possible.

This has been made possible by using the Collaboration platform and our open-book culture, because the information is available to anyone, any time. Regardless of whether I am working from home, the office or on the move. I always have everything I need for work with me, and it's really fun to be able to work this way.

This is how I imagined working at Swisscom would be.

By Yasmin Ogi, 1st year apprentice commercial clerk

Hi, my name is Yasmin, and I am in the first year of my apprenticeship as a commercial clerk.

I had the opportunity to start my apprenticeship in the Collaboration@Swisscom project right from the beginning. I couldn't have imagined a better way to get started. When I was at school, we were given a very specific idea of the world of work, and I imagined that everyone works in a little office of their own and should never use their mobile phones. I started my apprenticeship at Swisscom with this idea still very much in place, and I was astounded to realise so soon that my teachers had absolutely no idea of how people work at Swisscom. Thanks to the Collaboration platform that we use for work at Swisscom, I can access my documents from any device – be it from my mobile phone or the iPad that I have lying around at home. Unified Communication also makes my work quite a bit easier. I don't have to wait for days until the person I contacted replies to my e-mail, and instead I can write to the person concerned directly as soon as they are free, and then continue with my work. And if I do need information, I know that I will find the knowledge I need on the Collaboration platform.

Collaboration in an interview with
Mélanie Bigler

Interview in January 2015 Ruggero Crameri with Mélanie Bigler

Ruggero: Hi Mélanie, you have already been able to participate in our in-house Collaboration project, and as a Work Smart coach, you also provide support to our customers on their journey, hold a mirror up to the Management Boards, and make it possible for them to see the topic of Collaboration from another point of view. Could you please summarise what you consider to be the most important factors in limitless cooperation?

Mélanie: Hi Ruggero, exactly, I'll try to highlight why a good, and above all, easy collaboration is an important factor in the professional world for us, the new generation.

As I already explained to you above, we behave differently in our free time than we've been able to in the company to date. We are always online, everywhere we go, with our devices and we communicate when it is necessary and we feel inspired to do so. This allows us to pass on our experiences and know-how efficiently, for example in communities or in social media channels. And if we hit a wall at some point and don't know how to get ahead, we know exactly where we can get the know-how we need.

Let me give a good example of this: At vocational college, we shared our assignments and our exam preparations using a dropbox – we are happy to share our knowledge with each other and don't consider it an opportunity to show off. We shared and discussed new and unclear things using WhatsApp.

And this is a luxury we've become used to today, and with all these opportunities provided by the new technologies, we have found a way to work efficiently. Why shouldn't we use these opportunities at work as well, and share the benefits?

Six points for making work fun

- Finding knowledge, Sharing knowledge
- networked
- spontaneous
- secure
- independent
- anywhere

So, Mélanie, let's leave our new environment aside and instead think of what you encountered when you began your apprenticeship here five years ago. You said beforehand that you weren't familiar with using e-mail back then; what else did you notice about our way of collaboration, as an "outsider", back then? What did you find lacking at the time? What would you have liked to have?

Well, when it came to filing documents, everything was quite arduous and far from user friendly. When I changed to a new department, the first thing I had to do was battle to be enabled on shares and mailboxes. This usually took one to two weeks, and only came at the end of a laborious process – not really a friendly reception. (Editor's note: Please mention that Swisscom pursues a specific vocational training concept. The apprentices apply to join projects that we announce for them, and therefore learn their skills in different departments.)

Once I had been granted access in each case, it was still difficult to find the documents that were relevant for me. Why was that? Because someone from the team usually knew, and managed, the filing structure. For me, knowledge was hard to access.

What was also lacking, from my point of view, was a place where I could share information and experiences with my fellow apprentices. We encountered the same problem at vocational college or when dealing with topics related to work, however there was no interactive platform to share information, except for a Facebook group. No-one was, however, really prepared to use it during work – I wasn't either.

> Knowledge is locked away in team and project files
> Knowledge is hard to access (and often only using outdated software and specific devices)
> Knowledge stays in the heads of individuals
> Communities don't exist, everyone depends on their own network of colleagues
> The communication media used are not designed for spontaneous cooperation

Well, Mélanie, we've now achieved quite a bit of this by means of our Collaboration initiative, but how should I understand what you said – that everything we "oldies" did and are doing is completely wrong? Should we throw everything out?

No, not at all! Whatever the reason, all these new communication media emerged, and I don't think that it's because of us – change is a constant, however all the new progress in technology means that things are happening faster and, as we all know, people are creatures of habit. As we aren't all stuck with old habits, we find it easier to try out new things and to utilise them as well.

Your "oldies" (your expression, not mine!) have been able to gather so much experience and also know what has proven itself in practice. We don't have any objections to that. My opinion: With the established knowledge your generation has, and our new perspective, we can find new, innovative approaches and implement them. We can all profit from each other. We can reveal our new culture to you, while you share your knowledge with us, along with all your valuable experiences. And this will produce something completely novel.

Again and again, I come to the conclusion that this will only function with a mix of generations. Please remember: Experience limits solutions to unknown problems, which is why an unsullied perspective is sometimes not so bad... and to return to the topic of sharing knowledge, today's rule is "you get what you give".

Collaboration in an interview with
our CEO and CPO

Interview in September 2014 Urs Schaeppi, CEO, with Hans Werner, CPO

Why is Swisscom turning to Collaboration, Urs?

Urs: Our world is becoming more and more networked, which is something we see in our collaboration within the organisation itself, as well as with our partners and customers. The new media for Collaboration are, in this case, an outstanding instrument to become more efficient, as well as to gain personal freedom. That's one side of things.

The other side is that we, as a company, also sell these products and our familiarity with them is the best possible reference we can issue.

Hans, how will all these new opportunities change the way we work?

Hans: I think we're taking a very important step. This is how I imagine it. Writing e-mails is, culturally speaking, actually a culture for individual offices. However, we intend to change from a culture of individual offices to a shared space, where we work together on a topic and use all the knowledge available both in the room and, when necessary, outside the room as well. A room in which we can meet spontaneously, while receiving any amount of input at the same time, allowing the development of topics that we all work through together to gain momentum.

Which point have we arrived at with Collaboration?

Urs: The technical platforms are now all ready. The employees have recognised the benefits, and are gaining their first experiences. However, it is not actually a technology-based project, instead it's more a project to change the way we collaborate, a change management project, and this is why the leadership has been transferred from me to Hans, allowing him to accompany the change process accordingly.

Hans: The roll-out will not see us introducing something that already works perfectly, but will be a form of collaboration as well. This means working together to develop a new way of working and a new type of Collaboration. And what fascinates me in particular is that we will be working across the generations.

Hans, how do you use Collaboration?

Hans: I am an absolute beginner! But there are things which I am extremely happy about. I've noticed that I can access documents even when I'm out and about, which I would have otherwise received via e-mail with huge attachments. I've also noticed that I can see who is following which areas and which posts, I can write my own comments and add them, and recently I posted a moving film to the company feed.

I am absolutely convinced of the opportunities that Collaboration will present for us. It will inspire our culture again in the right direction, just give it a try!

Collaboration from the perspective of the
persons responsible for workplaces

by Marc Gasser, Business Owner Workplace & CIO Delegate

Hi, my name is Marc. As the employee responsible for workplaces, I have to straddle the divide between the intensifying cost pressure, on the one side, while also dealing with the increasingly high demands of flexibility and user-friendliness of our entire ICT infrastructure on the other side. This, of course, always seen from an "end-to-end" point of view.

"End-to-end", for me, doesn't mean "device to device", but "person to person" and this is often exactly the point that results in misunderstandings when developing new services and first have to be clarified. When you talk to a user, then the user considers this self-evident, and yet exactly the same discussion with a technician will lead to a completely different result. This is why I believe that "knowledge" is, above all, "understanding".

Knowledge should not be determined by the device and the place, but rather the network, the impressions, the people, the freedom, the feeling and your own potential.

Knowledge exists in every generation to the same degree, and has the same value, however placing knowledge in a context that brings benefits will only function with open communication, and it might also need some provocation. But all of us will find it difficult at some point to put ourselves in the position of the "customer" and not to let our incisive technician's knowledge to dominate.

Do we really need to change our culture, or isn't it rather that we are actually quite happy to share our knowledge, but "learnt" completely different standards when we were growing up? Doesn't every child share its knowledge by nature? My experience is that each and every one of us actively collects knowledge from others, in different ways, along with a vast amount of knowledge that we obtain along with it but that tends to overwhelm us at the same time (just think of the in-house communication regarding news…).

I am firmly convinced that continuing to file information or knowledge in documents and tools and thereby producing a huge data inventory that is already out of date when it was written, and that remains static, will not help us get ahead. Of course, there will always be things that need to be written down clearly and concisely, however this should be done to show us the direction, to explain and to provide indications, rather than being the knowledge that the company needs to be successful.

I have always lived, as far as I can remember, with a guiding philosophy of actively sharing my knowledge and I am not afraid of being overtaken because others now also have "my" knowledge, because at the same time I have, in turn, also gained a lot of new knowledge.

Experience, and the various successes and failures, in turn result in new knowledge. If you put this on a time line, it will inevitably result in something NEW AND DIFFERENT and therefore an infinite number of opportunities in a different context. The old way lives on in new knowledge, and this also allows the original knowledge to fade and make room for new things. It's the same thing, whether in our minds or in our technology, and a little courage is needed to set it aside.

I basically use all new tools and no, I don't always enjoy them and they don't always make everyday work easier, but they always open new horizons and result in

new perspectives. Many of the benefits of today's Collaboration solutions are not always apparent at first glance, and to be honest, it can be quite annoying when they're not available due to a failure or some other event – this is when you notice that you can't do without them any more.

One of my more minor responsibilities is to "decide" which Enterprise work tools my colleagues will be using in the near future, and it is exactly this that made me learn that it is only once the tools are used for real that I can actually say whether the application or hardware results in added value or not. In doing so, I have had both positive and negative surprises (and more than I would like). This also results in a "professionalism" that has all sorts of benefits, however at the same time, some caution is needed when talking to others about it as they have not always had the same experiences, and this is exactly where the opportunity to learn a different point of view is found. And it is exactly this – opening up a new perspective and approaching things in a new, or different, way – that offers the greatest potential to improve the way we collaborate significantly.

But how are we going to manage to place the practicable quantity, and depth, of our current knowledge in the right context?

The Collaboration tools already being used today have been optimally designed for this. And even if we're well ahead, we still have a long way to go, because when I'm looking for something, then I still have to do quite a lot of work to derive any additional value from it. My current approach is to communicate with the very colleagues who contributed the knowledge, and to work together to give it what is (hopefully) a condensed, and value-generating, additional value.

In future, we must all succeed in allowing the knowledge that, from my point of view, is always in the colleague's minds, to be used for the right target group.

Don't we need a platform in the company on which colleagues can share thoughts on current topics, and support each other both with planning and with the status quo? This means sharing the latest knowledge, not trying to record the colleagues' knowledge in a document, but rather using it in business.

When do I have to have something completed by, or when can I expect a reply, or is there anything that has slipped through my fingers? I still work through all that in the same way I always have, I'm simply doing it electronically. But how can today's, and tomorrow's, technology help us to do things differently and to concentrate our core strength, our knowledge?

We are always in the middle of a long-term learning process. As long as we are generating benefits, we should be open enough to allow an experimental path to be taken, without losing the focus on our vision. True to the motto of "stick to the plan". And, last of all, it is my responsibility in particular to ensure the costs do not get out of hand, which can soon happen when you're talking about licences for 20,000 employees.

Collaboration from the perspective of
Security

by Marco Wyrsch, Security & Mobile Experience Crack

Hello, this is your copilot speaking — the weather today is slightly cloudy, but we have found a route free from storms. At Swisscom, Security considers itself to be the copilot to the business. We highlight the risks concealed on the journey to our destination for the business, and look for measures we can take together to reach our destination safely. And we also accompanied the flight undertaken by the Collaboration team.

I am Marco Wyrsch and managing risks is Security's business. Of course, there's no longer any question that people play an important role in this. It is the people who, ultimately, decide whether they click on the link in a phishing e-mail, or use unencrypted mail to send confidential information. Our job is to give them the right tools to do their work securely. These tools should change existing processes as little as possible, while also build trust so that all individuals feel confident about using them. Said a little differently: The employees can understand the tools, the procedure is transparent to them, and this gives them

the assurance that confidential information is protected for the long term. To do this, we have adapted the human-centred design method, and are placing people at the centre of all security-relevant considerations.

Collaboration beyond company boundaries, on any end device the user has, is presenting new challenges for Security, while also offering new opportunities. Long-standing security measures soon reach their limits in this case. Data must be able to flow freely between services in the company and the cloud, any end devices being used, partners and customers. This made it apparent to us that the protection must be placed as close to the information as possible. Our goal for the future is to have the information protect itself. Today, employees can create virtual workspaces of their own accord for confidential information. This is protected automatically, and sustainably, in the background. Smart Access plays an

important role in this. It ensures that collaboration with partners and customers is possible using any device and from anywhere. Moreover, this will ensure information with much higher confidentiality requirements is protected. In future, a much stronger focus should be directed on the information. The objective is to provide long term protection for the information, regardless of where it is stored and the type of transmission. The following diagram shows the approach we will be using in future to protect information.

Central to this concept is that the information protects itself, and persistently. In other words, the information is encrypted and remains encrypted wherever it goes. The information makes the decision about access on the basis of four criteria:
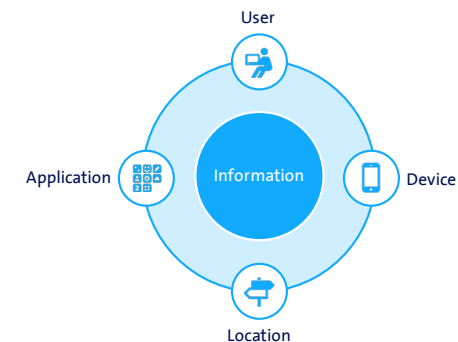
The user

In this case, it is important that this doesn't only concern who the user is and which role the user has, but rather how the user had been authenticated as well. For public comments on a website, using Facebook as an authentication service might suffice. For in-house company communication, the company-issued user name and password suffices, while confidential data will require a second factor, such as a card, a mobile phone or biometrics.

The device

The requirements placed on the device will also depend on the confidentiality of the information. In many companies, a distinction is made between own devices and outside devices. In principle, this distinction is not advantageous. The only thing that matters is whether the device satisfies the policy covering access to the corresponding data. Requirements of the device might include conditions such as disc encryption, patch status, version of the operating system, etc.

The location

There are two specific characteristics for location. On the one hand, there is, of course, the geographic location in which the computer is installed. This is a typical application familiar from the world of banking. Data may only be accessed within the national borders. Depending on the precision of the positioning service, this can, of course, be broken down to individual buildings. On the other hand, the location can also be considered in terms of network. If the computer is installed within the company's network, whether it is connected using a VPN or is even in a public network.

The application

The application should also play a role. The decision can be influenced in accordance with the version and patch status of the application.

As an additional criterion – the icing on the cake, so to speak – the user behaviour might also be factored in. This would be very similar to behavioural analyses that we are familiar with from the credit card industry.

This will make Security, as the co-pilot, an enabler in the change process. The information forms the central focus. And this in a way that ultimately makes it irrelevant where this information is, and new hybrid models therefore make our everyday work much easier.

As the copilot for the Collaboration team, we would like to thank you for travelling with us and hope to be able to bring you safely to your destination again some time.

Collaboration from the perspective of
Business

by Andrej Golob, Former Head of Workspace & Collaboration

Hello, my name is Andrej. As the employee responsible for business in project steering, the following three key topics interest me in particular: First of all, how I achieve my business objectives; secondly, how I obtain the very best talent for my organisation and integrate it into the company long-term; and thirdly, how I use all the knowledge the organisation has.

Collaboration is just one of many fields of activity which provides me with support with these topics.
Collaboration@Swisscom has great significance for me, because it can, ideally, improve all three dimensions considerably.
As usual in large organisations, knowledge is distributed among many minds. Today's departmental heads are no longer those with the most knowledge, but are good leaders. Process descriptions are helpful, but are often too static and of too little practical use.
Collaboration@Swisscom aims to help the organisation to get the right answers

to urgent questions, across departmental boundaries as well. Efficiency is just one of the advantages it brings. I expect it to have even more of an impact on the employees' motivation. It takes a lot of effort to ask your way through the company until you finally find a competent person. I expect that a modern Collaboration platform will provide a lot of help, not only in obtaining answers to similar questions that have already been asked, but also for dynamic allocation to the competence centres able to help the fastest. There is an infinite amount of knowledge in a company, an organisation. How can I start to use it systematically?

I don't want to start speaking of a "war for talent". It does, however, seem obvious that a company that can win talent from different generations will be able to achieve better results. This is why I place great value on a working environment that offers different stakeholders the freedom they need.
Collaboration@Swisscom makes ways of work possible that the youngest generation are familiar with: immediate exchanges with colleagues from work, access to applications, documents and data, regardless of whether they are in an office, a café, a train or at home. Swisscom, as an employer, should be made even more attractive for this generation. It is also important to involve everyone. Habits only change slowly. This is why the

new platform should not only be a means of internal communication. At the same time, existing channels, such as e-mail, Intranet, and physical meetings should be retained, so that all employees feel comfortable and not just the youngest talent is recruited.

My experience has taught me that an active involvement of employees in determining the objectives and an ongoing exchange of how they feel about the objectives helps to deliver better results. People then feel like a part of a whole, want to assume responsibility and get involved in the business. I expect Collaboration@Swisscom to consolidate this effect. The platform should be used by managers as an information channel, but not just be used from the top down. It should make discussions possible, incorporate questions and answers, be updated daily and be lean, not laborious and static. Because a Collaboration platform shouldn't be moderated, as contributions to Internet forums are, I hope that more spontaneous communication will become a matter of course on all hierarchical levels, just like a start-up with a few employees gathered around a coffee machine practises it.

Collaboration from the perspective of
Corporate Communications

by Thomas Maeder, head of Digital Communication & Collaboration Experience

Hello, my name is Tom, Business Owner of the Intranet and Collaboration environment.

The world we work in is changing rapidly and is characterised by digitalisation, mobility and new forms of collaboration. The flood of information is growing exponentially, the battle for attention is omnipresent.

These developments are having a profound impact on corporate communication, particularly in-house company communication. Speed, relevance, dialogue, simplification and a multimedia user experience that is in keeping with the times are gaining significance in in-house company communication.

In the past, the Intranet was the main means of digital in-house company communication. Communication tended to be sender-oriented, the potential range and anticipated effects were not always achieved. The opportunities for dialogue and interaction were rather limited in the

Intranet. While social media functions such as comments, likes or even blogs – some of which have enjoyed brisk use – have been integrated into the Intranet for some time, there is a lot more potential to be exploited.

New approaches, even more dialogue and sharing are also needed. The Collaboration platform will promote many-to-many communication and supplement the previous, classic one-to-many communication.
Employees will be given a digital voice. Ideas and opinions will be shared, communities will be formed and a company-wide dialogue which, ultimately, will also advance the formation of networks and the exchange of knowledge.

Seen this way, the Collaboration platform is an enhancement of the Intranet, designed to complement it. The collaborative user-generated content will be just as relevant as the corporate content. Digital communication in teams, projects and communities will be decentralised, fast and dialogue-oriented in the corresponding virtual workspaces.

User-generated content from the employees' own social network will be aggregated to a personal newsfeed. As an employee, I will be constantly discovering relevant information – which will spread virally in my network. The distribution of

information is based on pulling, not pushing.

The Intranet and the Collaboration platform will therefore gradually develop into an indispensable digital companion for everyday work. A companion that provides internal communication and orientation, that promotes dialogue and networks across the company, that provides support with everyday work and collaboration, and, last but not least, that strengthens the identity of Swisscom.

From the vision to the
project proposal

by Ruggero Crameri, Project Leader Collaboration

Back in 2011, when I was able to present the successfully completed UCC@Swisscom project to the Group Executive Board, I quickly gained a lot of attention. I said, rather provocatively: "We've now made the start when it comes to spontaneous communication, but when we look at the potential that Collaboration offers, then we are currently only seeing a small tip of the iceberg."

This set my next assignment in motion – we should develop a shared vision of how we will be working together in future. And this with stakeholders from all over the company. I had no idea what this would mean for my future. But it was so exciting that we got started straight away.

We held workshops and discussions, we visited other companies that already had experience with it, we evaluated studies, we thought about what we wanted to do differently and which consequences this would have for people, technology and organisation, and we even wrote a book that summarised our entire learning curve, our thoughts, the use cases we used as our basis, and the strategic impulses that we suggested to the Group Executive Board.

This book is, incidentally, available to purchase under the title "Just together" – ISBN 978-3-8482-0411-3, or as an e-book: ISBN 978-3-8423-9292-2.

Only now am I realising that many companies already start becoming negligent during this step, when a person responsible for Collaboration needs to be nominated; one who can devote his or her time to this topic, working right across the company, gathering problems and requirements and then presenting them to company management.

It is therefore often the case that our young generation holds up a mirror to the board of management in renowned companies, and highlights challenges, approaches and consequences using our story.

The perspective of the young generation provided in the previous chapter sums up our vision of Collaboration. Six topics that every company needs to deal with.

Finding knowledge and sharing knowledge

Large companies have a lot of know-how… only it is often locked away, and only small groups have access to this fragmented knowledge. Those with the know-how often only share their knowledge with an exclusive circle. The company doesn't actually know what it knows. Our journey's destination is what we call an open-book culture. We don't want to have to beg for knowledge that belongs to the company anyway, and not to individual persons or an individual team or project. This open-book culture causes some discomfort for us, generation X and older, because we spent 20 to 30 years learning to share restrictively. A major challenge!

Networked

Access to a company's information is generally closed off to outsiders. This information can only be accessed using devices certified by the company and by using strict authentication methods. However, Collaboration doesn't just mean working inside the company, but also with customers and partners. We shouldn't have to start an endless process of signing contracts, procuring certified hardware and software, ordering accounts and rights, just to be able to complete a project with a partner. We want to give the employees straightforward, autonomous tools to allow them to assume this responsibility themselves and to ease the workload on administration.

Spontaneous

We devoted our discussion exclusively to this topic in the first part of our trilogy, "Connecting people". We must communicate directly and online, integrate communication into our work environment, and this should be possible directly from the context. This is why, while I am working on this book, I can also see that Stefan is writing his chapter as well. I can open a dialogue with him right now; directly from this document. I can use chat to tell him that I have already covered the aspect he is just addressing in another section, and refer him to it. That's what we mean by spontaneous, online and context-related; not having to call Stefan or send him an e-mail.

Independent

Why should we work with hardware and software in a company when it is older than what we use at home? Why shouldn't we be able to work with the device of our choice? The fear that company data might be stored unprotected on a device is, after all, justified; however why shouldn't we be able to use a browser to work directly in our work environment, regardless of the device we are using? Our vision: Working with the browser and with any device.

Anywhere

And when we are able to work with any device, then from anywhere. From home, from the train, in Starbucks – anywhere! Everyone talks about flexible working models, so let's make this reality.

Secure

As already mentioned at the start under "Sharing knowledge", we have protected everything to date, regardless of the content. But if we're honest, how much of it really does actually need specific protection? What does confidential information actually mean? Where is confidential information kept, and what share of the pie does it actually account for? Let's not deceive ourselves and make our lives difficult just to conform to outdated models. We want to be able to sustainably protect information that needs protection in a way that ensures it is protected regardless of device. So, we've now dealt with the topic of independent devices.

This is the vision that we used to open the discussion with the Group Executive Board, and to sharpen our vision together. Not that we put the assignment together in one single workshop; we had to improve it a few times. But it was ultimately worth obtaining a shared understanding and making decisions on this basis. And the decisions had bearing! But let's start by looking at the starting situation which we presented as a basis for the discussion for the assignment.

Starting situation for the
Group Executive Board

Today (2012) we are examining the applications required for modern collaboration separately. The existing solutions are not oriented towards cross-company Collaboration (co-creation). Practice has emphatically demonstrated how employees are constantly finding new approaches to work together with consumer products (consumerisation). This means our knowledge is migrating to one platform or another, and is no longer identifiable.

The Intranet continues to evolve from a platform for communication only, and into an interactive platform, and with the introduction of UCC@Swisscom, a good basis was laid for comprehensive collaboration. We can now take the next step to limitless collaboration.

To work together straightforwardly, we need to consider the benefits both in terms of multiple platforms, and removed from the limits imposed by the company. This is exactly the attitude that Collaboration@Swisscom needs to assume to manage all topics relevant to Collaboration as a transverse team, and to harmonise them.

When doing so, it is important to give people and their needs centre stage and to provide them with the support necessary on their journey to limitless collaboration.

For us, transverse means that all stakeholders are sitting together at one table. Integrated means architecturally practical, easy to operate and sustainable. The project work should be carried out in accordance with the principles of the experience design.

Key benefits for the
company

We consider collaboration to be a competitive factor that can make an important contribution to the growth of our company. Good collaboration has a positive effect on customer relationships, innovation, the configuration of new products and can help to speed these up and to exploit new markets.

We defined three benefit blocks on which we wish to have a decisive influence. We will only be able to reach these objectives if we can motivate people and teams to keep developing their personal way of working, as well as the way they work with each other.

Improving the cost-benefit ratio of Collaboration

> Sustainable achievement of benefits: Getting tools to be used which already exist, of whose existence the majority of users are not aware, or have so little know-how about where and how they can be used (OneNote, workspaces, working offline).

> Reducing costs and complexity: Today, there are at least three essential, and many additional, applications for collaboration. We want to reduce their number and also prevent more of them being created. This will reduce costs for procurement and operation, and increase user-friendliness.

Boosting innovation

> We will simplify Collaboration by means of training and eliminating workarounds to make us more efficient and to create open spaces for being creative and innovative.

> This will allow us to make a contribution to employee satisfaction. The employees can concentrate on their actual work, the quality of their work and the customers instead of worrying about general conditions and battling with the tools.

Increasing customer proximity and customer benefits

> Happy employees generate a direct, positive effect on customer satisfaction. The customer senses and realises that he or she is getting full attention and the service that he or she expects, be this simply a better solution to a problem when calling us, or better quality in our projects and products.

> What we are doing here for Collaboration is what we can and should offer to our customers as well. When they make a purchase, or when they use a Swisscom Collaboration solution at the latest, they will ask the same questions: We now have the tools, but where's the benefit for our business?

To ensure we achieve these benefits, there are a number of knobs to be turned and levers to be adjusted: *The most important one is to realise that Collaboration is a competence that extends right across the company.* People, technologies, ways of working and general organisational conditions must be developed together, and be coordinated, instead of continuing to build technological silos. This will ensure we achieve the changes necessary in our business to be able to realise the potential benefits of Collaboration.

Changes require
requires courage

We had a fiery debate with company management, the entire "just together" team was in attendance, and we all decided we would not be leaving with some platitudes disguised as an assignment. We need decisions! A basis to build up on. A bottom-up approach based on technology was out of the question, as the changes for people and the organisation are simply too far-reaching. And that is, after all, a matter for the boss!

The decisions did, however, have bearing…

Decision by the Group Executive Board

Company management made the following decisions in the "just together" workshop held on 20 August 2012, in order to simplify Collaboration at Swisscom over the coming years:

We want to share our knowledge, live an open-book culture and make this possible in 2013. Information that is classed as "internal" should, as a rule, be open for all Swisscom employees. Confidential data must be able to be limited to the corresponding user group, and be given additional encryption according to classification. Customer data will continue to be treated as sensitive. On the one hand, we will create the technical basis, while on the other hand, we will introduce suitable communication and coaching measures for the employees.

We will access the data we have classified as "internal" open-book data remotely using a user name and password in the same way as we access our e-mail accounts today. This means we will have already made optimised forms of Collaboration possible in 2013. Business applications and sensitive data are exempted.

We will develop an access concept for managing access to information that we keep in a cloud due to cooperation with external companies. Which approaches to this cloud are being considered will be listed in the same concept.

We are committed to a prompt implementation of "Any device and anywhere" and "Collaboration with external companies" and are prioritising the "Any device and anywhere" stream with a focus on 2013. This will allow us to create the basis for optimised Collaboration and to increase the acceptance of new Collaboration tools that will be implemented within the scope of the "Just together" road map.

We are committed to realising the Project Intranet 3.0 gradually, to the blog, to mobile Intranet (QuickWins) and to workspaces and communities.

Everything that the "Just together" team has learned will be incorporated into Human Resource's project "Recognition", and the needs of Collaboration will be factored in as well.

We are integrating external business consultant resources into the "Just together" team in order to create the greatest possible synergies for the business and, in particular, to make a transfer of know-how possible for change and adoption (transformation).

The "Just together" team will continue to operate in a smaller configuration, in order to manage the topic of Collaboration in a user-oriented, and transverse, way and to provide support for the employees over the change processes. A corresponding project assignment will be drafted and be assigned to the unit managers of Swisscom Corporate Business. The size and composition of the steering committee will be optimised and will continue to operate as a group executive committee.

Fundamental thoughts
for the assignment definition

So! We saved the crap... what a great way to kick off a project sensibly! You have to remember that these decisions were made without a business plan. Back then, we already knew that we needed to take action, needed to start the journey at some point, even if we weren't able to predict how it would end — but we would never know if we didn't take the first step.

Everything speaks for intrinsic employee motivation. You can imagine how the "Just together" team emerged from this workshop. They fought, argued, provoked and by the time they reached a shared consensus with the Group Executive Board, everyone had grown by 2 centimetres...

Yet the path to the project assignment was not to be underestimated. We communicated the decisions made relatively quickly and transparently, which stirred some people into action. There were points of contact with diverse, ongoing projects; the Recognition team from HR wanted to know exactly what we were doing, IT thought their old platforms had already been switched off, Governance had numerous concerns to voice, the employee representative wanted to be informed, and in addition to this, Security was quite unhappy that we had made these decisions without them... that they'd been bypassed, so to speak, but now had to assume responsibility. To be honest, this is exactly what was needed.

We then began a change process on all levels.

Here are a number of dependencies that every company surely needs to consider in relation to Collaboration:

Intranet

The Intranet provides, in our case, the most important building blocks for the solution we envisaged. The Collaboration components should be seamlessly integrated in the Intranet. One search, one profile, one taxonomy, one access, one central user and rights administration, one experience (platform approach). The more different systems there are to integrate (best-of-breed approach), the more expensive and complex the solution becomes. It must be clear who the business owner of the two topics that are being merged, Intranet and Collaboration, will be. Because both have to do with information, the Intranet, as a platform characterised by top-down approaches, is moderated and structured, while the Collaboration environment is characterised by a bottom-up approach and is unstructured, living from user-generated content. This produces an interplay that will change the type of communication significantly. Anyone introducing collaboration should also remember to consider the changes to the Intranet.

Cloud strategy

The cloud discussion is heated. In the long term, no company can avoid this topic. But not every company is already prepared for the cloud. We are in the middle of a process of change that will continue for several years. Decisive is a clear stance about "no cloud", meaning everything stays in our own cellar, the "hybrid model", allowing specific data to be stored in the cloud, while others remain in the cellar, "full cloud", in which all data are stored with the cloud provider (internationally), or "local cloud", in which it is certain that the data are in fact stored with the cloud provider, but this guaranteed locally, for example in Switzerland, and are covered by Swiss data protection laws accordingly. It is also worth getting the legal unit on board to be perfectly aware of the legal framework conditions. This decision has significant consequences for the solution architecture from a technical perspective, but fewer consequences for cultural change, because considered from a culture point of view, it doesn't really matter where the data is stored.

Any Device and Mobile Experience

We are used to working with the company's devices. These are controlled in full by the company. This has advantages, but also disadvantages. Advantages include full control over data and applications that

are installed on these devices, control over access from outside and a support service that is limited to the devices, which will make the help desk's life easier. One disadvantage is that we are never working with the latest technology. We punish all employees with old releases, as the new ones are still not supported by old legacy applications (which only concerns a small proportion of the employees). Add to this the fact that the red carpet area usually set an example by fiddling around with chewed apples, tablets, surfaces and other shiny gadgets... while the fact is: "bring your own device", regardless of which type, can't be stopped. The mobilisation, and therefore the use, of personal devices is happening whether IT or Security wants it or not. The key word is "consumerisation". My colleagues won't like to hear this, but managed devices are dying! We have to get the information protection under control, regardless of where the information is. Be it on a private device, on a USB stick, in the cloud, wherever! This is how we free ourselves of the device. The employees work with the device that meets their requirements, depending on what they need to do with it at any given moment.

Access anywhere

When we speak of any devices, we mention anywhere in the same breath. Any-where means, in other word, "access via the Internet". We work with the browser, that is the motto. The mix of any device (let's say "unmanaged") and standard-ised, "managed" group workplaces represents a new challenge for access. This is about permission on different levels with different authentication factors. It doesn't make sense to build up laborious access procedures to access data that, due to its classification, doesn't actually need any particular protection. Users should only have to undergo stricter authentication when they want to access information classified accord-ingly. Add to this is the fact that we need to distinguish between devices. There must be a distinction between those that gain access using the Internet and those that enter our locations through the company's network. Furthermore, the "single sign-on" is encountering against barriers, but this is mainly due to the distinction between "managed" and "unmanaged" devices.

Let's assume that we could make all the devices the same, this would make everything easier. Complexity will be reduced massively. We wouldn't have to build something specific every time to do justice to this distinction. Approving an any device could be a potential answer in this case. If the user meets certain pre-requisites with his or her any device, then it will be certified. We're no longer talking about "managed" or "unmanaged", but rather only about "certified". That means, specifically, that we will place a certain amount of trust in employees whose devices we certify, and in return suddenly start speaking of a culture of trust.

Access for external companies

Access for external companies goes a step further. Because in this case, we need to define how the external employ-ee gains access. Will he or she be given an account, or are they given access using Google, Facebook, LinkedIn or Windows account? Are we ready for this? To what extent may they manage their own account, and is delegation possible, allowing a partner to manage his or her own employees who collaborate with us on our environment? What happens when the partner forgets the password? What happens when support is needed? How long will access remain valid? Will it expire? Who grants access and to which confidentiality level this should extend is also an interesting discussion.

Once again, we are coming to the conclu-sion that the employee will gain new freedom, while at the same time, new personal responsibility. Once again, this is about trust, about breaking old habits, moving away from administration, and moving towards self-regulation.

Platforms to be replaced

The discussion about which old platforms will be abolished upon introduction of a new environment needed to be tacked in the project assignment at the latest. It was important to define which platforms we were speaking of, which ones will be abolished, what will be migrated and what will be archived, and whether it is at all expedient to adopt the old in the new environment, just like it used to be done. And yes, unfortunately it happens faster than you think!

Room for growth

A main reason why Collaboration is being introduced to the company is to make collective knowledge available. One aspect of this is to turn employees into co-creators by giving them the freedom to build up on given standards and to adapt them flexibly to their specific requirements, to suit their own context. This does, however, require a foundation that is correspondingly open, and that permits this. Not restrictive, but rather permissive. For a company with strong governance, this means redefining roles and the approach to user-generated content.

Room for innovation

During our project, we did not always know which measure would have which impact on the company. Having realised this, we could therefore approach certain topics using a prototyping method and draw our conclusions directly from practical use. It is important to accept that every company reacts differently to changes, in order to allow them as well. This ensures there is room for something new. Innovation. And because each and every new service that involves collective intelligence, social collaboration and knowledge networking only functions en masse, or with a "crowd", we also tried out a new approach to trying out new things ;-)

Prototyping integrated directly into the work environment used by 20,000 employees creates a great basis to try out new things, and allows us to come to better conclusions than when a test group tries it out on a test environment. This requires some courage, but also the corresponding culture of learning-from-mistakes. Our CEO says: "Try fast, fail fast, learn fast!" This is, of course, also a matter of expectations and the communication related to these.

Scope and
limitations

By far not everything had been factored into our project assignment, which ultimately also became relevant. However, that is exactly the aim of this book. Precisely, this means: passing on our experience so that you won't make the same mistakes, or, let's say, to be able to better anticipate what you might have to expect. Despite all the knowledge, it will also be a journey for you, with some of the journey remaining unpredictable. This doesn't mean that your company will react like ours, not by far. This is highly dependent on the culture, the people, the management, the values that are lived by, the technology and many other factors.

What is also relevant to our assignment

In this sense, our scope was very generic, considering what it ended up becoming. Here is an excerpt from the project assignment:

> Alignment of projects, initiatives and key persons by making them members of the relevant boards related to the topic of "Collaboration". To do so, guiding principles, a corresponding operational model, the definition of roles and responsibilities and definition of rules and specifications for Collaboration were developed and established.

> Visualisation of a roadmap with a cost-benefits analysis of the various plans.

> Development of the Swisscom Collaboration story with the corresponding communication plan, and creation of a continual change plan for communication, coaching, training, sponsor roadmap and dealing with resistance, in order to steer the transformation sustainably.

> The user will be introduced to a new work method by means of new use cases. How existing and new functionalities will be made available in the new environment will be identified, and which organisational and work-related adaptations must be made to achieve the highest possible benefits.

> Set-up and management of a Collaboration Community for piloting and contributing to the solutions being aimed for.

> Analysis of benefits before, during and after implementation of the defined measures, including visualisation of the benefits achieved.

> Addressing collaboration-relevant topics that are not directly factored into plans such as New Intranet, Unified Communication and eWorkplace.

Defining limits

We also had to define limits. Believe me, everything suddenly seems to be "Collaboration", and trying to factor everything in from the start would kill the whole venture. We defined ongoing projects as a component of the overall solution, and made them dependent on it, however the responsibilities remained distributed. This was also the case because one project should not block seven others, in order to remain dynamic to some degree.

Within the assignment, we defined limits for the technical implementation of the work packages defined in the New Intranet, Unified Communication and eWorkplace projects, such as workspaces, communities, any device anywhere, working with external companies, and measures to increase the benefits of online conferences.

But everything ended up differently anyway.

Framework
conditions

In order to retain a capacity to act, we defined a number of prerequisites, such as approval of the resources required, the commitment of the Group Executive Board to consistent implementation of an integrated Collaboration approach for all Swisscom, and close cooperation with operations and the project team to ensure operability and sustainability.

The active participation of our Group Executive Committee in the steering committee is what I considered most important. This allowed us to ensure that the topic remained well represented among company management. From the Group Executive Board, the Head of Group Communications, the Head of IT, Network & Innovation, the Head of Swisscom Corporate Business and our Chief Personnel Officer were all represented in the steering committee. Furthermore, we had the Head of Workplace Services for Corporate Customers involved right from the beginning. A little later, the Head of Corporate Business and the Head of Group Security attended in alternation. This was done to guarantee an across-the-board relationship to our services on the market. The insights and experiences gained from our project should be able to be incorporated directly in service improvement.

We also made the introduction of an institutionalised transformation team with the job of giving employees long term support on their journey to the working with Collaboration on a daily basis one of the key conditions.

And last but not least, something for the finances: No new systems are being launched that offer the same functions as existing one without guaranteeing a sustainable reduction of the old systems.

Steering and
sponsorship

Alignment of projects, initiatives and key persons by making them members of the relevant boards related to the topic of "Collaboration" were at the top of our project scope. But it's just not that easy! On the one hand, we were highly motivated to take the helm and do everything ourselves, but on the other hand, we didn't want to stop all the ongoing projects just to "realign" them. We would have lost too much momentum. It was therefore important to gain an overview, while not thwarting other projects by insisting on alignment. We therefore presented ourselves, as the project name says, in a way that ensured ideal "Collaboration" is possible and that a shared goal could be placed in the foreground.

The steering committee represents the Group Executive Board with an ABC focus:

A) Active and visible > The steering committee is active when it comes to the topic of Collaboration, and is visible in the Group Executive Board and for the employees.

B) Building coalitions > The steering committee helps us to create the right relationships with stakeholders and projects at the right point in time, to open the doors necessary to reach our objectives.

C) Communicate transparently > The steering committee communicates the project transparently, for example in open blogs, however also communicates the topic personally itself and for itself.

Project
structure

Ultimately, a fairly simple project structure resulted from the framework conditions. Collaboration@Swisscom could function as the roof, while the various sub-projects more or less did their own thing. It was important to integrate Security as a transverse workgroup, the steering committee as a representative of the Group Executive Board, the employees and the business right from the start.

Collaboration			
> Steering and transformation for topics related to Collaboration			

New Intranet	UC	eWorkplace	HR Recognition
> Search	> Reporting	> Any device	> Contribution as part of the Job
> Blogs	> Lync Update	> Anywhere	> Virtual Recognition
> Profile	> Group Chat	> BYOD	
> Feeds	> Mail Update	> Access	
> Workspaces		> Identity	
> Communities		> External	
> Wikis			

> Security work groups (transversal)			

Steering			
> Represents the Group Executive Board, the employees and the business			

Role
definition

Steering

The steering committee advises the project team from a top-down point of view, and makes decisions on behalf of the Group Executive Board that were necessary to get ahead fast. The steering committee also supports direct communication with the employees, be it at events, by means of video messages or in written form on the Intranet and in other publications.

Project lead

The project manager steers the project in consultation with the steering committee with a focus on reaching objectives, adhering to the budget, analysing business and benefit management. The UC sub-project is managed by the same person.

Controlling

Controlling keeps the costs of the project under control.

Communication

Communication develops the Collaboration story and ensures the corresponding information is consistently given to the employees. It is also responsible for the Collaboration@Swisscom Intranet presence.

IT architecture

Architecture deals with platforms and systems and identifies which impact which decisions in the project will have, which systems can be harmonised or reduced by the Collaboration initiative, and which technical measures and framework conditions are necessary in which order to reach our objectives.

Intranet

The strategic impulses for workspaces, communities, profile, searching and finding, and the Quick Wins blog and mobile Intranet are implemented within the New Intranet project. In this case, it is important to assume responsibility for achieving the objectives defined mutually in the road map, and for harmonising them with the other sub-projects.

Access and workplace

The strategic impulses for "Any Device, Anywhere" and "working with external companies", as well as simplifying the share structure as Quick Win, are being implemented within the eWorkplace project. In this case, it is important to assume responsibility for achieving the objectives defined mutually in the road map, and for harmonising them with the other sub-projects.

HR consulting

HR consulting deals with the specific topic of "Contribution as Part of the Job", and creates both the foundations necessary for it, as well as the corresponding means of helping the employees do so. Furthermore, HR consulting also builds bridges for the transformation work being done in the company, and ensures that Collaboration is included in the transformation road map. It is also important to position the topic in the Recognition project and to harmonise the measures agreed upon with the other sub-projects.

Adoption and change

Adoption and change has the task of identifying the user requirements, collecting them and deriving the required work scenarios, including benefits, from them. As a result, adoption and change is responsible for ensuring the new work tools and methods are used by as many employees as possible. In this case, measures were developed for the topic of Collaboration, implemented, their success measured and visualised.

Security workgroup

The Security workgroup has the objective of challenging the existing security guidelines by using the ideas inherent to Collaboration, to adapt them as necessary and to expand upon them. The group should provide support to the Collaboration@Swisscom in reaching its objectives.

So! Everything is more or less underway. This process took one year! Now we can finally tackle implementation. Let us see what challenges we'll be facing.

Implementation

by Ruggero Crameri, Project Leader Collaboration

We launched the project at the end of 2012, full of energy. Now we need to concentrate on using the existing technology to gather experience, to specify an end result and to develop an expedient architecture for it. You can probably imagine what it means to launch such a project in a corporate business.

We have to reconcile technology, suppliers, the business, communication, security, employee representatives, human resource, operations and many more with each other. This something that results in endless discussions and takes a lot of time. We can't simply connect a tool and expect everyone to start using it. No, our project had a much higher objective. This was to create a basis for limitless collaboration, to initiate a process that requires employees, and organisations, to change their thinking in equal measure.

Obviously, everything focuses on technology at first, which is normal, but we never neglected the user's and the organisation's perspective. We have been able to maintain this balance until today, and this is one of the most important things we have learned from the project.

"Never ever neglect the cultural change!"

One
playground

You should never launch a project like this without having a first success right away. We set up an environment relatively quickly, which we call "Sandbox", whether this is correct or not. An "out of the box" environment to which every employee at Swisscom has access without having to be authenticated. A playground environment for everyone. The rules of the game were clear from the start. We were playing on a "prototyping" environment, as if it were a productive one, with back-up, and operation, and everything else. However, at the end of the day, everyone is responsible for migrating their data onto the productive environment. Because as soon as the product is running, the sandbox will be disconnected.

The advantage: We were able to gather experience and share it on a grand scale. We were able to animate enough early adopters to breathe life into our Collaboration Community. We were able to learn in peace, and specify our requirements of the productive environment together.

Timeboxing

Four phases, little time. Many years ago, I was able to listen to a project management guru and he had a simple take-home message for me. Halve the time and give yourself a "concealed" reserve of 25%. Somehow, it always works out. Don't ask me how, but I believe that as soon as a team shares a focus, they adapt to it automatically. Just like when you're about to buy a Tesla, you see Teslas everywhere on the street. As a non-academic, that's how I imagine it works.

Of course, there's a lot more to it than that, and I had all kinds of things to do, because our transverse team weren't always on the same side of the stage. We repeatedly had discussions related to the way things had been done before, but that's unavoidable. But we had to go through a change process, and this involved casting away a few old hats. And ultimately, it was worthwhile for everyone, at least I think so.

I had two years in mind, but our master plan looked like this:
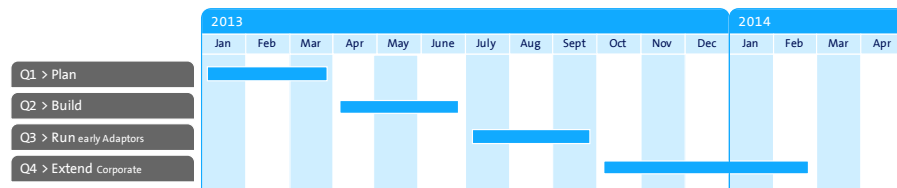
The simpler the plan, the better it can be communicated and the better it will be received. We did have two years in total after all, but the assignment kept growing… more about that later.

New *decisions*

We had our next appointment with the Group Executive Board in February 2013. *We used this to make two radical decisions.*

Global invoicing of the virtual workspaces

It doesn't make much sense to establish unnecessary processes and workflows in the company just to invoice memory capacity back and forth. We covered this topic in our first book, "Connecting people".

This is why we had a proposal:

> Workspaces can be provisioned independently using a simple process. The process should not take longer than 15 minutes before the workspace is ready to use.
> There must be a way to ensure unused workspaces are decimated and are never left without a master.
> Our wish was to not invoice the workspaces individually according to the user-pays principle, and therefore have to push through a tedious, separate process to gain management approval, but rather use a simple, distribution key to invoice the entire company for one year.

Decision

Let's do it. The responsibility for costs has been assumed by the Group CIO.

The means massive technical simplification and a significant improvement, in particular from the perspective of the user experience. The users are happy to assume this responsibility themselves. They create and work freely with immediate effect, and without bounds. We didn't yet know exactly which cultural change we would be triggering, but we put ourselves in the shoes of those who, until now, controlled, approved or rejected everything, and now we're talking about self-regulation and trust.

Any device, without limitations.

We spent a lot of time working on the definition of any device, and had a number of heated discussions. I think that, whether we wanted it or not, it was going to happen and in this case we shouldn't lose sleep over whether any or many, or managed or unmanaged, or mobile or non-mobile device.

Our proposal was the following:

> We wanted to work without limits with . A browser had to suffice. Any devices are unmanaged.
> Supplementing the any device approach we adopted with mobile device management approaches means, in itself, that we are limiting ourselves to manufacturer cycles, generating management work and can only support a range of devices.

"We can understand the position, as far as we adhere to the minimum security requirements."

What, in my opinion, caused the biggest discussions was not the wish to work on any device, but rather the requirement of ensuring support for everyone. And if we're honest, who can guarantee that? Ever since, we've been causing conflicts with the operational organisation, who aren't equipped to deal with any device.

However, we're now seeing – two years later – how the organisation adapted. Suddenly, communities for self-regulation are forming, which the operational organisation has also been joining, because it helps them reduce their workload and allows them to increase their knowledge. Let's keep this development in mind, because it's about knowledge crowding and knowledge networking.

Iterative prototyping approach

We defined a plan with a concealed intention in the previous chapter, "Time-boxing". However, we still needed to reconcile this with the Group Executive Board before starting. A plan like this requires a correspondingly open approach to uncertainty.

Our proposal was therefore the following:

> We have an ambitious timetable. For us, it's important to create a basis that allows additional business value to be generated in the second phase as well. Time is an important factor in this.
> The sooner the basis is there, the better for all. The employees won't hesitate to support their work with other public cloud solutions.
> Our plan: Q1 > Plan, Q2 > Build, Q3 > Run with early adopter community (iterative prototyping approach) and Q4 > Extend to the entire company.

Decision

The Group Executive Board expects that we stick to the plan, even if obstacles are encountered along the way. We solve problems together when we encounter them.

Risk

Detailed evaluation of the topic of acceptance with the steering committee.

So! Another small milestone. Another few pieces of the puzzle, with far-reaching effects. Even just the sentence "iterative prototyping approach with 20,000 people" is considered rather strange by many in the company, even today.

Knowledge
networking

We've now set up our sandbox. That means we are learning iteratively with 20,000 clever minds. We learn what it means to work in open, virtual workspaces, we learn to generate new knowledge with the co-creation approach. We learn what it means to work with any device, or what it means when the user experience varies from device to device.

What we didn't allow for, however is: *How do we combine the implicit knowledge of our employees, and how do we link so many minds to form a "brain"?* How do we know who has which knowledge?

This might sound a little vague, however the starting situation is relatively simple. I have a network of friends and colleagues with specific knowledge. When I have a question, the answer to which I cannot find in Google or using the company search engine, then I begin to ask around my "limited" network. I send e-mails, I make calls, I ask around in our coffe corner and I lose a lot of time doing so. Have you experienced this too? I have, I've been doing it this way for the last 20 years! My 20,000 colleagues probably have too. And it's just not good enough! What do we allow it? We have 20,000 clever minds in our company!
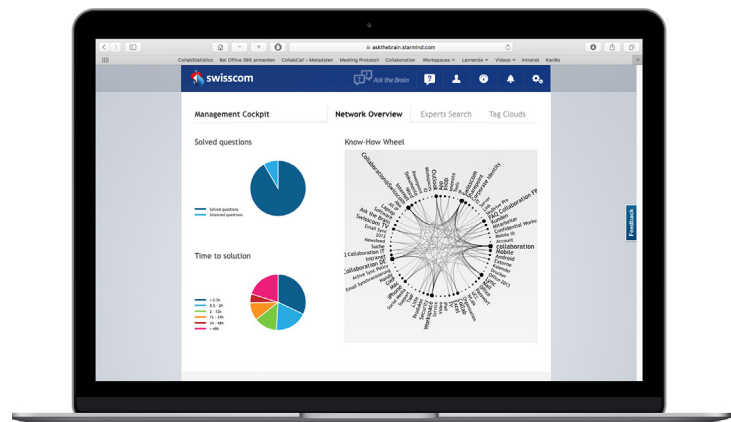
This is when we thought of "ask the brain". A new component that is still being discussed critically and controversially by many people. And yet we attempted it. An "iterative prototyping" with the entire company. Again, the doubters, and those worried about costs, were lining up along with those who had doubts due to privacy issues, and those who were afraid we'd create a de-facto standard that we would be unable to escape from, and so on and so forth.

The idea for "ask the brain" arose with the pitch made by a Zurich-based start up in a small room, in which there was barely room for the four of us. The start-up company, a member of the Group Executive Board, the person responsible for the Intranet and me, in my role within Collaboration@Swisscom. And the approach was so convincing that we decided there and then to make an attempt. With few resources, with a lot of positive energy and with backing from an "influential mentor".

The Swisscom apprentices showed us how.

An 18-year-old apprentice mediamatician was entrusted with this sub-project. What??? You've gone too far! I heard that quite a few times, but it didn't make a difference. We still started an attempt. Give the apprentice responsibility and support, and let them do it their way – you'll be amazed what comes out of it. However, it is much more important to know "how" it was created and what we, from the old guard, can learn.

The approach to the solution is simple. If we have a question, then we ask it anonymously in "ask the brain", and someone will answer it. This means the question now has an answer, and the next person looking for this answer will find it in the company search engine.

"Ask the brain" learns with every new activity, links topics with people and makes it available to everyone. A cartographer for the knowledge in everyone's heads. Implicit knowledge is turned into explicit knowledge! And by linking knowledge with people, we uncovered experts in certain topics, who we never knew existed... see how it works?

And yet the brain is, when things start off, anything but knowledgeable. The initialisation phase, and how fast it learns, is therefore decisive. Our young project manager provoked a few unexpected activities, and had some surprises in store. Once again, we realised technology is compulsory, but coaching the people who are to derive a benefit from this technology is, however, a freestyle event.

The young project manager interpreted the general conditions transparently and clearly right from the very beginning:

> We need the crowd; no tests in a closed user group – everyone gets involved. That means: all 20,000!
> It must be integrated into the daily work environment, with no separate log-on and no separate creation of profiles.
> No mail notifications, we'll switch those off from the start. We can't have people complaining about the flood of mails they receive everyday only to introduce systems that unleash a tsunami.
> We identify the benefits and calculate them on the basis of the subjective and spontaneous statements made by the users.
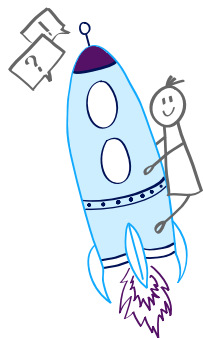
That was it. And this was waved through without hesitation. Our young project manager did, however, get a reaction. He was given an appointment with the Group Executive Board six months later to present the results and the case.

At 18, I would have made a mess in my pants, if I'm honest. But that's another story. He, in contrast, felt reassured by his plans, and motivated, and he started work with everything that he'd identified in this plan. He shared the idea, got early adopters involved, explained the story using all the different channels available, evaluated, optimised, and had to put a lot of work into clearing up the occasional mistake.

Slowly, but surely, our brain got more intelligent, found better and better links between topics and actual experts, the response times decreased constantly, and the searches for solutions started increasing, and the case emerged. In a way that allowed us to go to the showdown with the Group Executive Board half a year later and to have the solution accepted unanimously. Great story, isn't it?
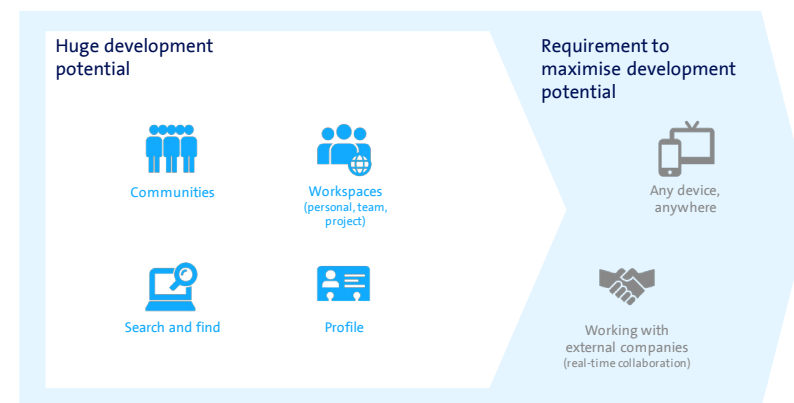
Smart
access

I keep digging up the image below, which appeared in the "Just together" book that we wrote over the course of our process to define our vision of limitless collaboration. It's a significant image for me, because it shows the foundation of our current environment in a simple form. Back then, we were still beginners with Enterprise 2.0 – but we were able to see a number of principles through to the end.

It addresses the fact that many companies often grapple with social collaboration tools, and yet completely ignore the basis, because the focus is placed on collaboration and a fast return on investment. They therefore focus on the left hand part, where they see the greatest potential benefits. And that in their own internal processes and workflows.

The story bears fruit right from the beginning. A new tool is quickly launched, the communities are soon active, and individual processes have been quickly mapped. However, people notice just as quickly that nothing really changes that much for them, except for the tool that they use to work on their process. The users complain that it's "just another tool". Those responsible then start the tedious process of integration into other systems to avoid, at the very least, losing the early adopters. But from this point on, everything progresses slowly and costs a lot.

Exploiting the potential benefits is, however, the key! The way that we use the devices we prefer, regardless of where and, in particular, with whom, to access information.

Huge development potential

Communities

Workspaces (personal, team, project)

Search and find

Profile

Requirement to maximise development potential

Any device, anywhere

Working with external companies (real-time collaboration)

We are therefore returning to Mélanie's six points, listed right at the start of this book. Because half of them, "networked", "independent" and "anywhere", relate to the foundation and not to the actual Collaboration tool, or at least only to a certain extent.

Of course, the social enterprise tools popular today also feature mobile integration, however, the security and compliance requirements first have to be satisfied, and this is another story altogether. This is why an additional component becomes involved, and that is Mélanie's point of "secure".

This makes our smart access, as we call it, complete:

> It must permit us access with any device
> It must permit work from anywhere
> It must allow collaboration with customers and partners
> It must be secure, and therefore satisfy higher confidentiality obligations

Designing these requirements together with security right from the start is, of course, an advantage. And an insight that isn't nearly as sinister as we all think.

We have learned a lot from it, even if it was painful, because being one of the fastest isn't always an advantage. We decided to build up a new access option, as the product that we were using with our "sandbox", had an end-of-life. We designed a new access option together with the suppliers, using new technology that they also supported; because if things heat up, it's far from helpful for operation when the supplier says: "it's not supported… help yourself.". And at this point, I have to say that we relied on a strategic partner whose strategy I still can't quite understand. Because due to their advice and recommendations, we invested in an environment that we now need to restructure – tediously and expensively.

The whole thing didn't function badly at first, but over time, we noticed that many small things, in particular those related to the mobile experience and access with any device, caused trouble. Exactly where we wanted to reap the greatest rewards. Admittedly, technology was also evolving at the same time, and we were pursuing the approach that did justice to our vision. Wait and see where this adventure will lead us.

However, our smart access is characterised by making this application-free flexibility, either with user name, password or with an additional authentication level, available to the users. By classifying the application as an everyday one, this allowed us to offer a very straightforward user experience in relation to access using "any device from anywhere" and to only require a second factor when necessary for specific applications with a higher classification. In this case, Mélanie's point "only protect what needs protection, otherwise as open as possible", holds true.

The second factor gave us a lot to talk about and evolved by a long way over time. Imagine: you have technicians who work in a basement without mobile phone reception and can't receive a code by SMS. They need, for example, an RSA Secure ID. However, this costs money and the logistics are a recurring administrative task. We also have a great, and very secure, authentication service called Mobile ID by Swisscom, which is stored on our SIM cards and which confirms the code using the mobile phone, and not the PC on which you are currently trying to authenticate – two different paths. However, also what also needs to be considered is that when I am working on a confidential

workspace with a partner in Singapore, the partner won't have a mobile ID-enabled SIM card, nor an RSA token. Mélanie did, however, say: "We want to work spontaneously and in networks", two points from our vision. This is why we offer the option of multifactor authentication using different technologies. Of course, you can argue about whether it really is necessary to have such a big choice when one authentication option would be enough? We couldn't avoid it, however, and we therefore have three options, all three mechanisms, of using Mobile ID, the SMS response or the RSA Token flexibly according to usage case. This means we can say that we prefer Mobile ID, however when the service establishes that the number stored does not support it, it automatically falls back to the method with the next highest priority.

You quickly see that this is the crux of the matter, because this is where the really big debates begin: how secure does something need to be, what do we want to allow, and what don't we want. As I said, a new Collaboration tool is quickly launched, however without thinking about access, reality quickly catches up with us and curtails all the great new profitable opportunities right from the outset, without realising it. When the users have rejected it, then it's very difficult to get them back.

User self-
service portal

We saw above that working together with external companies, this being Mélanie's "networked", involves two or three cultural discussions. *We defined that every employee should be in a position to invite an external company into a virtual workspace, or parts of one, in order to work together smartly.*

It is, on the one hand, a matter of trust when we outsource something to the employees, on the other hand, it eases the burden on the administration. Imagine having to work on your repository together with an external company. A contract is required in many companies to be given an account at all, and without a computer provided and controlled by the company, nothing gets done at all. There are consultants who always work with several computers for exactly this reason. Add to this that when things get complicated, people simply use Internet-based services instead, and with no bad intentions – they just want to work efficiently.

So! We want to grant access to virtual workspaces in our own environment to our partners, customers, consultants, and the employees should be able to do that easily, and not only that! You can even grant an employee of a partner the rights to activate his or her colleague. Inconceivable two or three years ago. And imagine – we wanted to go a step further.

Why administrate partner accounts at all, why just not trust a Facebook or LinkedIn account?

That definitely would have been too much of a good thing, and our Security department would not have been happy, even though I'm quite sure that we'll have moved in that direction in a few years' time; however for the time being, this is the way it is and we need to respect that.

This is how our User self-service portal came into being. And it doesn't actually have anything to do with the actual Collaboration environment. However, being able to enable the Collaboration environment properly to ensure it doesn't end up being an internal thing that users ignore is one of the fundamental components.

The User self-service portal is, for example, one of the applications mentioned in the last chapter which requires a second authentication factor for use. The most important thing is self-regulation. Accounts for external companies are always linked to the person who created them. After a certain period, the accounts expire automatically, unless the person responsible extends their validity. If an employee

leaves the company, then the accounts he created are first assigned to the responsibility of his deputy. Assigning a person responsible and a deputy to an account is therefore always necessary. As soon as this is no longer the case, either the person responsible or the deputy will be prompted to define a second person for the respective task.

This is how we introduced a self-regulating, effective component that has practically nothing more to do with our administration.

Confidential
workspace

Confidentiality is something that Collaboration freaks don't like talking about. Everything is supposed to be as open as possible; otherwise, we could just leave things the way they were. Social collaboration is called "social" for a reason. However, in the real world, a lot of information and many tasks are subject to certain confidentiality requirements, whether we like it or not. At the start, we simply ignored this, however launching Collaboration for an entire company requires that the same solution also allows confidential information to be treated accordingly. We were relatively quick to understand this as an essential requirement demanded by the Community, and we spent a long time experimenting with it.

The approach is impressively simple, thanks to our Smart Access. When configuring a virtual workspace – be it for a project or a community – we can define that it is "confidential" and set it up as a closed user group with an additional authentication level. When working within this group, it is possible to not only working with documents, but all workspace functions, available within a secure area.

What do you think – how many of these workspaces do we have in proportion to the open ones? It's 25%. It may be the case that certain people don't trust it at all and aren't receptive to it, however the need to protect information exists. We noticed that many teams and projects link a confidential workspace to their open workspace, in order to be able to protect information that needs protection in accordance with compliance rules. This is exactly the approach we are pursuing. The users use the tools they have to define their environment themselves in accordance with their requirements, and become co-creators.

Strictly-confidential
areas

We never spoke of strict confidentiality when we launched the project. Nothing doing! And yet, over time, our Group Executive Board wanted to be a part of things. And they are precisely the ones who are confronted with strictly confidential information on a daily basis. We almost broke our heads thinking about how we could satisfy this requirement after all. This is where we benefited from the app ecosystem, which allows us integrate useful applications on the basis of our platform.

Swisscom's Swiss Trust Room, which was the first service to cover the compliance tests required by the Swiss financial market supervisory authority FINMA in accordance with circular 08/7 in this way, will be assuming the responsibility for this task. We simply connect the service using an app that assumes responsibility for authorisation in a confidential workspace, and set up a strictly-confidential area that can be audited. It's so simple! This app is currently being implemented and is looking very promising. We'll be curious to see what emerges once it's finished.

Upgrade and
custom code

Right from the start, we decided to develop our platform on a basis that already exists. We already pay for everything, so why buy new tools instead of updating what we already have and making conscious use of the related integration? Upgrading a platform that was optimised and extended a few years ago, and on which custom code was developed, also conceals a few risks, as the latest platform version had actually been completely restructured.

Together with our software partner, we analysed our code for several months, resulting in the all clear: our code is state of the art, congratulations, an upgrade is easy… but as it turned out, nothing ever is that easy. We had a few challenges to overcome which no-one was really able to master; we had to solve them ourselves: our partner was suddenly overwhelmed, and did not actually want to officially support our proposed solutions. In this case, I don't really understand the strategy either: neither helping nor approving the solution.

You'll notice I get emotional about this. We have the what is for us the best and most integrated solution that exists. And yet we had to assert ourselves, without the full support of our software partner, meaning things were far from peaceful in the project team. Fronts really were formed. But I think that might not all be

because of the solution. As soon as it concerns more than just simply launching new, additional software, and involves redeveloping a whole platform, then far more interfaces are affected, and therefore more people, and ultimately all the different cultures in the company. That things explode now and then is actually normal.

What we learned in this case: The closer we are to thinking "outside the box", the better things are.

But as I said, it's far more important to achieve a good balance between operability and benefits. Because a company with history will always want to develop something itself now and then. No company can be that naive and think that inserting a CD and installing the program is ever enough.

And the cultural change is not just affecting our users. Every group involved also undergoes a change, be it in terms of development, in their collaboration with software partners, be it Security, the network, the employee representatives, management, operations or governance. If we deal with it openly, recognise the new opportunities created by change, then everyone can derive a benefit from it. This is why it is worth asserting yourself – this is part of development. So, just do it ;)

How the plan changed
over time

I didn't manage to get away with the original plan to halve the time and then add a 25% reserve this time. *This is because within the defined project structure, it suddenly turned out that practically the entire eWorkplace area would be left ownerless due to internal restructuring.* A number of the functional elements described in the last chapters therefore suddenly had to be contained somehow.

We decided, in short, to expand our project scope accordingly, and it was our planning that changed the most.

The functional timetable contained three new phases, which were more specific than in the original approach. Of course, we also had to secure the necessary resources, clarify responsibilities, adapt the project organisation, etc., but at least everyone knew that without this basis, we didn't have a chance of the entire solution finding acceptance. Of course, we were lumbered with the most difficult discussions with the greatest potential for conflict, but that's just how it was. We adapted to it, and made a start.
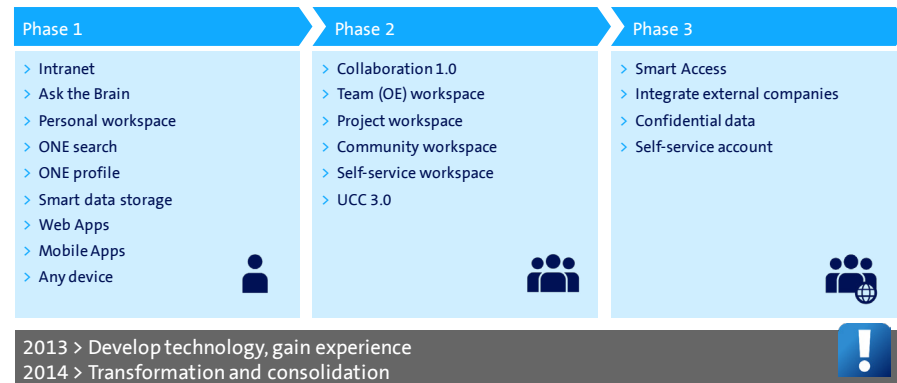
The action plan for coaching people and the organisation, with each step being implemented one phase later than in the functional timetable, also included disruptive measures for the first time. This was well received. After all, we wanted to get rid of the old, and that needed to be done quickly: we were suddenly talking about return on investment, and all figures suddenly needed to be visible in one case.
We'll get to that – what the figures mean. We itemised everything and produced a pretty good case. We were able to tick that off.
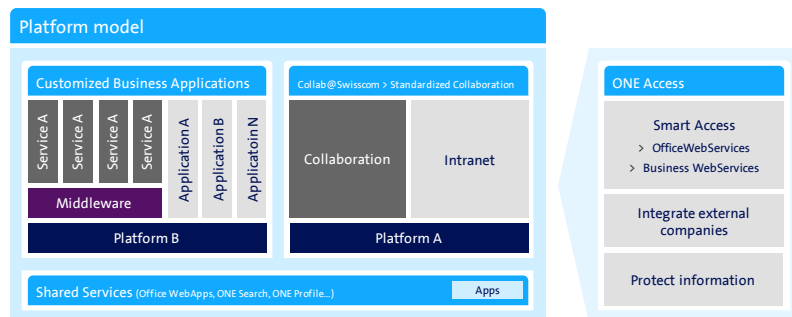
Functional timetable

Phase 1	Phase 2	Phase 3
› Intranet	› Collaboration 1.0	› Smart Access
› Ask the Brain	› Team (OE) workspace	› Integrate external companies
› Personal workspace	› Project workspace	› Confidential data
› ONE search	› Community workspace	› Self-service account
› ONE profile	› Self-service workspace	
› Smart data storage	› UCC 3.0	
› Web Apps		
› Mobile Apps		
› Any device		

2013 > Develop technology, gain experience
2014 > Transformation and consolidation

Action plan

My productivity	Work in groups	Transformation
› Collaboration Community	› Facilitator Campaign	› Disruptive action
› Tips and tricks	› Create value in teams	– U:// phase out
› Documentation	› Use cases for team, projects and communities	– O:// reduce
› Ambassadors Campaign	› Work with external companies	– P:// phase out
› Personal productivity		– Migrate team sites
› Any device and mobility		– Migrate project sites
› Ask the Brain		– Replay to All Button
		– Zero Attachment
		› Specific use cases
		› Recognition, Gamification

Here's the platform model again, considered from my simple world. We can see all the key elements. "Smart Access", the User self-service portal under "integrate external companies", the "protection of information", which affects the confidential and strictly confidential workspace, the shared services, from which several platforms can be operated, including the app ecosystem, a standardised Intranet and Collaboration environment and the environment for specific, customised business applications. As we say in Switzerland, "d'Figgi und d'Mühli".

The decision to expand the project scope paid off. Of course, it took longer and the journey was more difficult, but without an integrated perspective, Collaboration doesn't really make sense.

When the strategy
is no longer suitable

We have now implemented the three phases of the functional timetable and the "My productivity" and "Working in groups" steps of the action plan for coaching people and the organisation have been implemented. But now, let's get to the disruptive measures.

Last year, I was allowed to approach the Group Executive Board to present the next steps, in particular the disruptive measures. Of course, we wanted a lot of money to implement the difficult part of the project. We wanted the green light for the case. This means: switching off the old platforms. But it's just not that simple. Many individualised applications needed to be rewritten, and be migrated, which involves technical work for many employees.

And that's when I got a shock. They didn't really understand what it was all about. The ones who approved my assignment. I'd left them way behind. They couldn't follow us any more, which unsettled them, and in consideration of the restructuring measures already taking place, didn't want to expose the employees to even more disruption! For me, it was a déjà-vu.

So now we're getting to the feel-good curve, which might be familiar from out first book, "Connecting people". Everyone likes change until it affects them!

The feel-good curve

Platform model
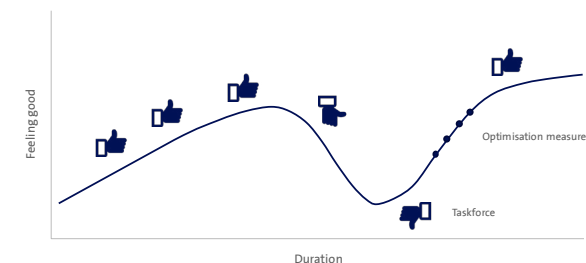
"Be a good sportsman, Ruggero"
– I obviously looked crestfallen – *"we'll give you a month to present a new strategy" We, in contrast, will look further into the topic, see how our organisation feels and will therefore be better prepared."* That's it. Next topic.

I didn't know what to think. And half my steering committee was in that room!
I was so disappointed and very unsettled. How do I tell the team? What do we do now? Get some sleep
first – the world often looks different the next day.

Taskforce

The experience we gained as a team is something I don't want to deny you. Of course, our team was highly uncertain at first, everyone asked the same questions that I had asked myself. But we had a new, shared objective. In one month, we'll get the Group Executive Board on board with our new strategy. The team switched to task force mode and started to reorient itself. Scenarios were developed, measures defined, made more precise, and, in part, discarded again.

A new groove took over the team.

It was now their thing too, and they no longer let me go to the Group Executive Board alone to be grilled by its members. We all presented the strategy together. I am happy we had to assert ourselves, because only now do I realise that we had lost any distance to the topic, and we now had the opportunity to rethink everything, to develop new strategies and, in hindsight, we needed to do exactly that. Because the new strategy correlates to our culture much better, and has a stronger focus on people. In this sense, I would like thank our CEO and the Group Executive Board for what was initially a bitter, but ultimately a sweet, experience.

Disruptive becomes
permissive

We got it

We understood that the disruptive procedure caused uncertainty and unnecessary pressure.

The employees needed to define the tempo. We didn't want to walk into the organisation as the bad guys, but rather help the teams equip themselves for the future. Now that we have created the technical foundation and the Collaboration environment is familiar to the employees, our focus is on enabling the organisation. We are creating business value.

The approach we chose speaks for itself. In the first two weeks, we were able to stop two teams from investing in new platforms, because they could meet their "out of the box" requirements by using Collaboration.
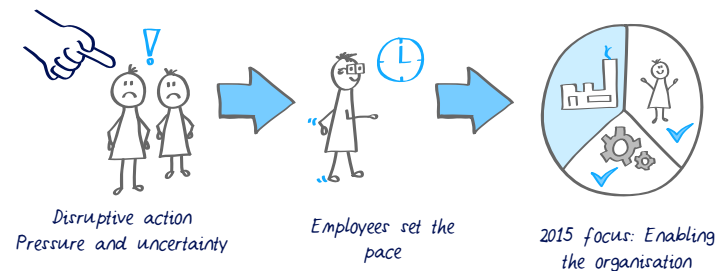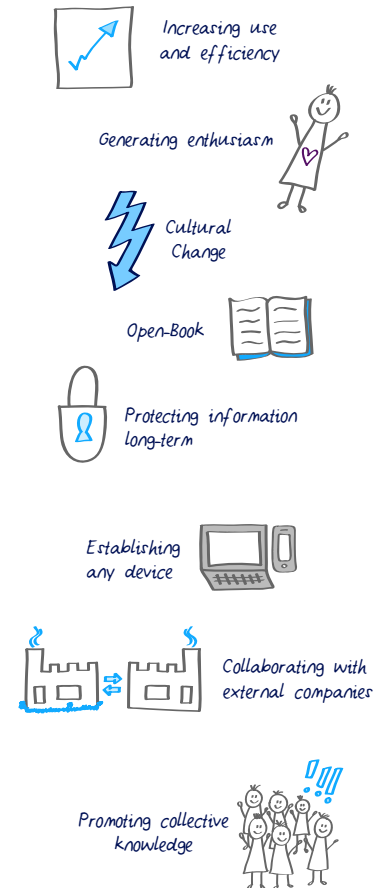
The payback on our budget for 2015 was therefore almost equalled before we'd even really started!

Just think what this would mean if we would just reach half of the 2,000 teams at Swisscom!

Disruptive action
Pressure and uncertainty

Employees set the pace

2015 focus: Enabling the organisation

Enabling

By enabling, we mean increasing usage and efficiency, and generating enthusiasm for the new work environment in the teams. By cultural change, we mean coaching employees to use the newly gained liberties and on how to work with "any device", from "anywhere", flexibly "at any time" and with "anybody", be it employees in the company or external companies. We want to help the employees to live the open-book culture and protect information that needs long-term protection. Using the new work environment is actually easy, but it is the old patterns of thought we spent years learning that always get in our way. Finally, it is important for us to promote collective knowledge. Because only together, with our combined knowledge, will we remain competitive in future. Sharing knowledge is, however, something that not all generations have in their genes. That needs coaching too!

Increasing use and efficiency

Generating enthusiasm

Cultural Change

Open-Book

Protecting information long-term

Establishing any device

Collaborating with external companies

Promoting collective knowledge

Structured enabling

We created a mix of structured enabling, with the division management enabling the teams and the employees top-down, and created a "CollabSpecialist Community", with which we could give an example of how collective knowledge is used in order to allow it to go viral within the company. Setting up a community like this, and maintaining it, requires a lot of heart and soul! Simply saying we now have a community is not enough. People will share when they see that it has benefits, a payback for their personal "commitment" – this is the art of building a community. It doesn't just happen on its own; it requires professional community management.
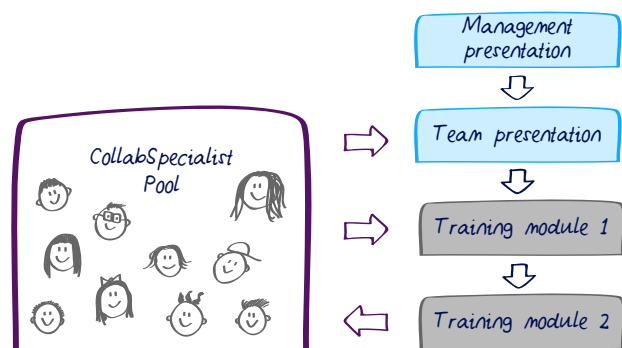

What happens

What effects are expected from the new approach? The enabling approach will, on the one hand, pump up the new Collaboration environment, while on the other hand, the old filing systems will slowly be pumped empty. Each platform has a business owner. This owner will make efforts to operate his or her platform profitably. By "depopulating" the old systems, the profitability threshold will be reached sooner or later. Too few users cause costs that are too high. This is a process than we will initiate under Improve and Standardisation as soon as we think the time has come for it.

The same applies for Issues, which will occur again and again due to enabling. We will add these to operations in a structured way by using a defined interface. New requirements will enter release planning and innovations will be allowed to mature with a sponsor until they can be introduced to the regulated service delivery model process. This means we have an optimal basis for achieving practically the same effect from the line, using established processes, as we would have using the disruptive process we had originally planned. The only disadvantage is that everything will take a little longer.

The Group Executive Board agreed to our new procedure on this day. We were surprised how well the Group Executive Board had managed its tasks. They were astounded how widespread the Collaboration environment had already become in their own processes. Going through all of this really did end up being worthwhile for both parties. Our team was now able to redefine and reorient itself. We were given one year to enable the organisation.
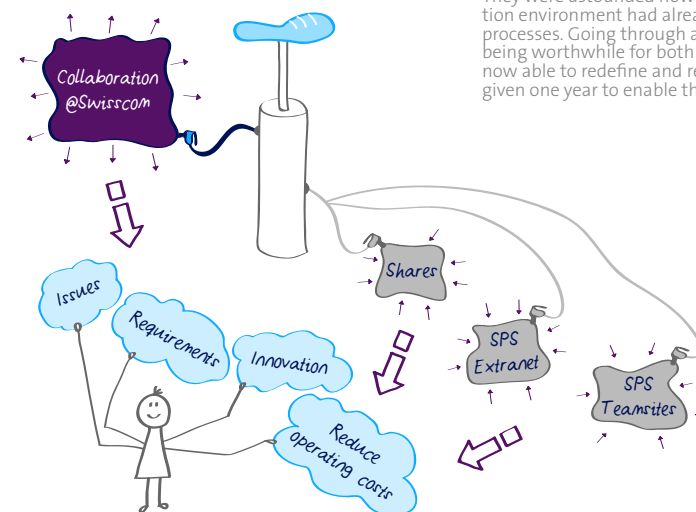
Coaching

by Ariane Ellenberger, Communication & Adoption Coach
and Charlotte Schlegel, Community Development & Management

by Ariane Ellenberger, Communication & Adoption Coach

Hello, my name is Ariane, and I used to be a toastmaster in all matters relating to communication and adoption. Without learning the skills for a new way of working, there are no benefits – neither for the people concerned, nor for the company. To ensure that the employees do in fact use the Collaboration solution, they will need to be coached, and learn new skills. One of my key challenges was, and is, to highlight the personal benefits for the employees – and to answer their question, despite it being so trivial: "How will this make my work and my life simpler and better?". If there's a good answer to this, then the employee starts changing their approach to work, which ultimately generates collective benefits for the company.

"Collaboration makes flexible and limitless collaboration possible in a networked world – everywhere and all the time. That is the collaboration of the future."

A rocky road to changes

Technology was one aspect of Collaboration@Swisscom – it is the first thing that the employees saw and felt directly when they opened their browsers. To ensure that the benefits really do have an effect on the company and that Collaboration is lived – and, ultimately, that knowledge is shared and a change in the culture occurs – deep-reaching changes to ways of working are necessary, to the personal style of working, but also the way we work together in teams, in projects or in interest groups. What now appears on paper as a well thought-out, systematic change concept was, in fact, a long learning curve. Fire drills, innumerable modifications to action plans, ad-hoc surveys with early adopters and therefore emotional discussions, euphoria and disappointment were constant companions to our project work for two years.

We have learned so much, and would take quite a different approach to a lot of things now. There were so many times that we wished to be able to oversee a UCC launch again (for more information, see the first book in our Work Smart series, "Connecting people") – that seemed significantly more straightforward in terms of the complexity of the information to be shared and the associated changes.

Cultural
change

Along with changes to personal ways of working and how everyday business tasks are completed, Collaboration also involves a series of cultural changes to the mindset of the employees, as well as management.

> Employees become co-creators. Instead of regulating everything, personal responsibility is transferred to the employee. This means moving away from controls and in the direction of trust instead.

> Collective knowledge provides more added value for the entire company. Instead of specifying "the truth" from the top down, the open-book philosophy is used to share knowledge about a business venture. This means that every individual may, and must, show their know-how. Sharing should become self-evident (contribution as part of the job).

> However, every company has information that needs to be protected – confidential information. Knowledge should be shared, but securely. The employees are also personally responsible for this – and the Collaboration environment will help them.

Managing the evolution

When developing the specific change concept, we used a well-known theoretical model to help us – to draw up our initiatives and measures and to have an impact: the Prosci ADKAR model[1]:

> Awareness of the need to change
> Desire to participate and support the change
> Knowledge of how to change (and what the change looks like)
> Ability to implement the change on a day-to-day basis
> Reinforcement to keep the change in place

There is any number of similar approaches. A model like this provides orientation for the interplay between heterogeneous target groups – early adopters versus holders-out.

Story: The central theme
for coaching

During the launch, there was one thing that guided us from the very start: our story. And this story paved the way to flexible and limitless collaboration for us. The story tells us what we are doing and where we need to go.

What was initially being referred to as "efficient and straightforward collaboration" has now become "flexible and limitless collaboration in a networked world, everywhere and all the time". The core concept is, however, the same.
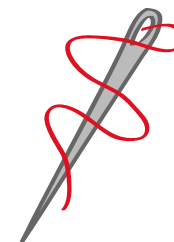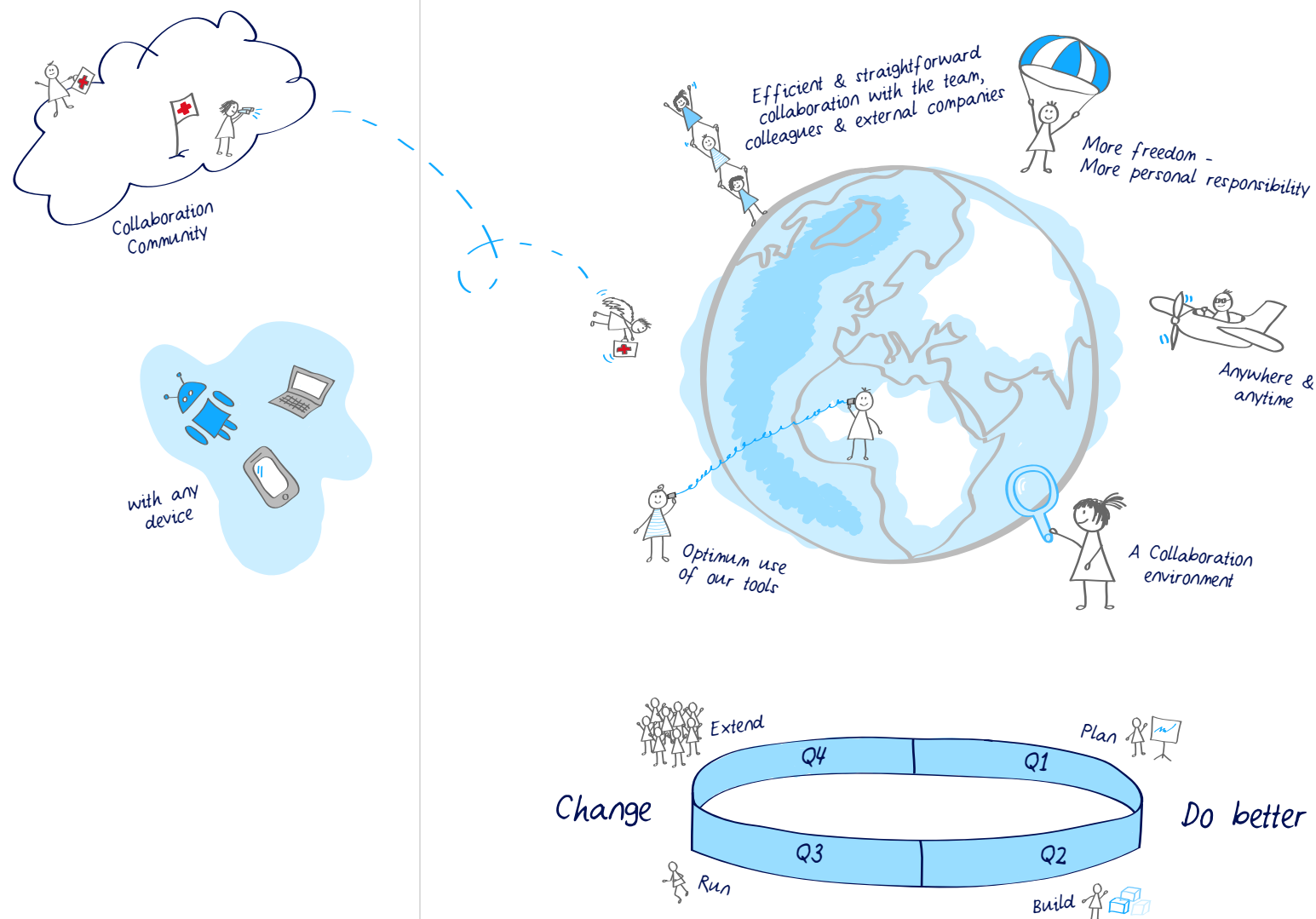
Visualisation as a starting point

The project assignment had been approved by the Group Executive Board, the Sandbox – meaning the pilot environment – is almost ready, the sub-project "coaching" team was on its marks and ready to group: a representative from the communication department, an external consultant with a great deal of experience in the adoption area, a community manager, two apprentices – all with a part-time workload, and all full of enthusiasm for the venture. There was a tight schedule and many ideas, thoughts, wishes. It should get started as quickly as possible – for the entire company. A concept was needed – but one with rhyme and reasons and specific measures, and not just a long academic paper. We all had an idea of where the journey would take us, but how do you explain what the employees can expect, concisely and succinctly? Especially when the technology, which sets the pace at the start, should not be made the central focus. How do you show the employees what will change without actually speaking about a new tool?

We streamlined and we drew. We visual-
ised our mission statement as an image,
we made the schedule tangible, we
created a metaphor. It might not be
perfect, but it laid the foundation for
tackling coaching integrally with all its
aspects covered.

The image was our starting point. It is the
common denominator – it shows the
most important aspects. Around 20,000
employees need to know what they can
expect. They should look forward to it and
have a positive attitude to the changes
pending. This is the only way to success-
fully launch Collaboration.

Collaboration
Community

with any
device

Efficient & straightforward
collaboration with the team,
colleagues & external companies

More freedom -
More personal responsibility

Anywhere &
anytime

Optimum use
of our tools

A Collaboration
environment

Change

Do better

Extend

Plan

Q4

Q1

Q3

Q2

Run

Build

The story goes on

What was initially a simple story kept evolving. New chapters were written. The journey became more complicated. The key messages remained the same — these being, where are we headed and what will be possible? We became more and more specific over the two-and-a-half years; the vision was sharpened and the central "WHY" was made more substantial. Logical for all us, but never formulated explicitly. And although all accompanying measures were drawn up with a focus on people, we were often confronted with discussions about tools and technology during the roll-out. Because the "WHY" was never consistently defined.

While the technology still set the pace over the first two years, and defined the timetable for the launch, the story became all the more important for the last leg of the launch – the enabling phase. Without disruptive measures, without pressure from outside, without time constraints (for the employees), everything depends on good coaching, an expressive and inspiring story.

The story as an integral component of the company vision

As in most corporate businesses, there are many plans at Swisscom too. We work in a market that is rapidly changing. Digitisation is progressing ever faster, and since the last transformation, the next unavoidably necessary cultural change is already knocking at the door.

"Why shouldn't I send my documents by e-mail any more?"

"That's just a different folder, why should I transfer all documents now?"

"Information in the newsfeed — it's just one more channel, isn't it?"

This made it more important than ever to highlight the added value that Collaboration brings. Convincing the employees that it is not just about a new tool, but giving the new way of working a context and demonstrating that it is THE path to keeping, as Swisscom, our promises to our customers. We wanted to make the 20,000 employees enthusiastic about limitless collaboration to ensure the cultural change occurs. Our story shouldn't just be one of many, but an integral part of the Swisscom story.

"Collaboration makes flexible and limitless collaboration possible in a networked world — everywhere and all the time."

The top six in our vision

- Finding knowledge, Sharing knowledge
- networked
- spontaneous
- secure
- independent
- anywhere

We therefore explicitly linked our mission of limitless collaboration to the Swisscom vision of "The best in the networked world – everywhere and all the time". We made everything more specific, and explicitly formulated the WHY and the benefits. This produced the "Collaboration Story":

Collaboration story

The vision: Flexible and limitless collaboration in a networked world – everywhere and all the time.

Collaboration makes flexible and limitless collaboration possible in a networked world – everywhere and all the time. That is the collaboration of the future. We work straightforwardly and efficiently, and we form networks – in the team, with colleagues and with people outside the company. And we do it online, anywhere, any time, and using any device that satisfies our requirements. We share our know-how (open book) and profit from collective knowledge. Confidential information is, however, still protected effectively, as previously the case. The Collaboration platform is, along with the Intranet and UCC, the central instrument used to live this expectation of flexible and limitless collaboration. The motto we follow is: #LetsWorkSmart.

What is the Collaboration platform?

> It is an online memory that can be accessed from anywhere and that can be used with any device that features a browser.
> Every employee has a personal, virtual workspace. Additional workspaces can be created for teams, projects and communities, quickly and straightforwardly.
> Principally, information is accessible for everyone (the open-book philosophy), while sensitive information can be protected (closed user group, or confidential workspaces). Documents can be easily edited together – by team and project colleagues, but also by external contacts, when they have the corresponding authorisation.
> The personal profile is the hub for personal work.

What benefits does flexible and limitless Collaboration have?

Benefits for the employees:

> Straightforward access to all information and documents required – from the Internet as well.
> Working with the device that best suits the user's requirements – good mobile integration.
> Support for flexible working models.
> Time savings and increases in efficiency due to being able to locate the relevant information more quickly.
> Quick and straightforward ad-hoc collaborations for topics, projects and teams – including ones with external contacts, without technological or corporate restrictions.
> Use of existing know-how and expertise, and fast access to the experiences made by different teams and previous projects.
> Inspiration/impetus/networking for new topics.
> The opportunity to act as a co-creator of smart work worlds, and full trust of the company.
> Network comprised of 20,000 other clever minds.

Benefits for the company:

> **Use what you sell and sell what you use:** Positioning Swisscom as a company with a smart work world.
> **Security:** Secure data communication using a standardised solution.
> **Costs and efficiency:** Fast, informal and asynchronous knowledge sharing between many employees. Fewer knowledge silos and media discontinuities. Collaboration will be made easier and faster by shared knowledge. Know-how is also retained when employees leave the company.
> **Innovation:** Sharing knowledge allows different perspectives and solutions for task assignments.
> **Employer branding:** Swisscom will be perceived as a modern and attractive employer. Our open culture, one based on personal responsibility of the employees, attracts enthusiasm.
> **Professional training and promotion of junior talent:** Swisscom sustainably promotes a media-competent and outstanding young generation.

Conclusion

No consistent coaching without a story.
All measures are oriented towards the story. The key messages are accentuated again and again, the employees hear, see, and feel the same message everywhere – meaning the story has, at some point, become reality. And this is where the circle closes – if collaboration is treated as a technology-driven topic in a company, it will not end in success – and the employees will end up saying: "Just another tool."

Communication and
in-house company marketing

As Paul Watzlawik once said, "You can't not communicate". The communications expert and psychotherapist was, above all, referring to non-verbal communication. His guiding statement does, however, apply for us. Everything is, in some way, communication. Every presentation, every post in the newsfeed, every statement in a meeting is making an assertion. Saying nothing – for example, about the progress made in a project – is also saying something. A lack of, or too little, information results in insecurities and rumours. A failure to share leads to misunderstanding, and then a lack of commitment. At the same time, when there is no communication, there is no awareness either. It's not just about news in the Intranet. As described beforehand, the story must be an integral component of all measures – meaning the chance of the message being delivered to its recipient, which is the employees in this case, is good.

Which principles were involved in tackling communication?

#1 One story – one appearance – one visual – one motto

The key point: We are telling a story using all channels – and we make sure that we take a uniform appearance everywhere. This means uniform messages, result in a uniform appearance.

We created a visual – a logo, of sorts – right at the start to promote recognition, and to combine the different measures visually as well. Our motto, "Let's work smart" became an integral component of all our communication activities some time later, functioning as a wordmark.

Our visual appearance has changed slightly over the two-and-a-half years – we modified the logo to match the colour of the Collaboration environment, however the key features remained the same.

Old logo

*Collaboration* Community

New logo

#LetsWorkSmart

#2 Channel mix – top-down goes hand-in-hand with bottom-up

We used all available channels to respond to the different employee affinities, to increase attentiveness and to make dialogue possible. In doing so, we harmonised the individual channels with each other – teasers in the Intranet, content in the community, video on the screen at the entrance to a building with a short URL on a news page.

Pop-ups when opening browser

Events & presentations in boards

Stickers

Staff magazine

Intranet

Blog

#Hashtag communication via newsfeed

Collaboration Community

News-Video

Community related issues

CollabDesk

Screens

Flyer

Posters

We explicitly excluded one established channel: e-mail and therefore all newsletters. This was a strategic decision that we often questioned. Fortunately, we maintained our resolve. E-mail contradicts the philosophy that we wish to transport. Furthermore, the questions would have arisen sooner or later: When are we going to get rid of this form of communication? By explicitly pushing information via e-mail into the employees' inboxes, we will never motivate them to change – because the change is intangible.

We surely lost employees right at the start – or didn't reach them at all, because they don't use the Intranet, because they don't look at the posters in the lifts, because they didn't participate in a departmental event – and never came into contact with the story. Thanks to a combination of in-house marketing, community and structured enabling, the number of CollabSpecialists is, however, increasing every day.
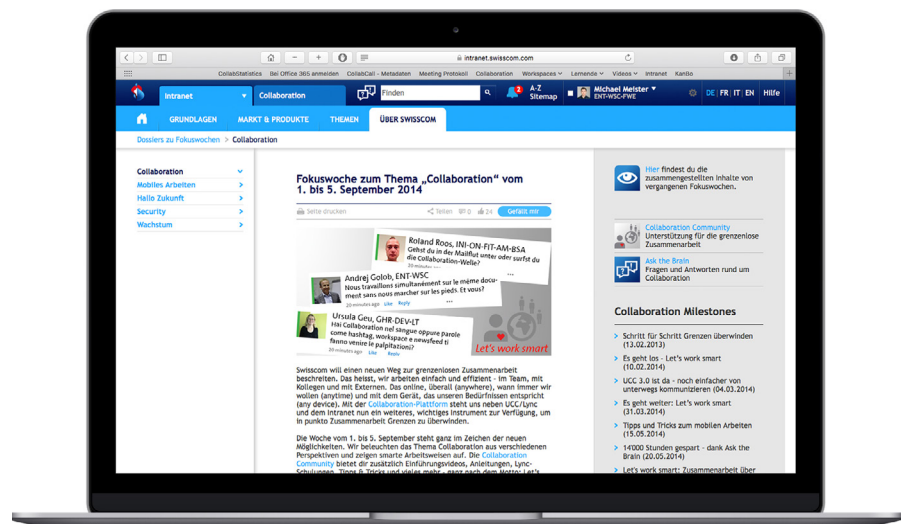
#3 Assuming the user's perspective

There are thousands of projects at Swisscom. Which project is doing what does not really matter to the employees at the end of the day. This is why we avoided speaking of the "Project Collaboration@Swisscom" as far as possible, instead focusing on the respective benefits for the employees. We outlined the key changes in communicative scenarios such as "working from anywhere" or "working in a team". We described specific situations at work, and using storytelling, put the employees in a situation with which they are familiar. This wasn't about a tool or project, but more about the new way of working. Ideally, we were able to create a direct allusion to our Swisscom guiding principles in each case in order to ensure the employees see the big picture.

#4 Communication = dialogue and information

The interactive and active discussion, for example by using competitions and an exchange of information with employees within the scope of training courses, as well as in the virtual and physical Collaboration Community, remained in the foreground. All communication needs a "call to action". We decided that we need to state quite explicitly what it means for the employee. The employee needs to know what to do.

Moreover, we offered the employees space for exchanging information and inputs – and made sure we provided prompt feedback. During the launch on the productive environment in particular, this was highly demanding for the project team – so many open channels, so many questions. The community was being formed – while the following culture still applied: everything that comes from the project team, management or Intranet is true and correct. Even when our early adopters (probably) knew the answer, they were still not interacting with each other. The following was certain: By using written communication on the Intranet alone, we will not reach the employees – and when establishing the Collaboration Community in particular, the opportunity to exchange information and to interact is the key.

#5 Communicative synergies

Communicative synergies should be exploited in relation to channels or topics to the greatest extent possible. This means that when, for example, a management event is held, the Collaboration story should be placed there – as a part played by the keynote speaker, as an information booth during the break, as a give-away with a take-home message. When Intranet news on the topic of "Improved team collaboration" is published by HR, it might include placement of a tip saying how Collaboration will make this possible. However, this requires a good network and a regular exchange of information by all departments involved in order to address this potential as early as possible. That worked better on certain occasions than on others ;-). During the initial phase in particular, when the story wasn't as consolidated, this was, of course, rather difficult.

#6 Regularity

The employees should encounter this topic again and again. We have attempted to get them involved on different levels – measures such as the ones described in point #5 (communicative synergies) facilitate this. In addition, we defined milestones right from the start, which we accompanied with communication – these were based on the timetable for the technical roll-out. This aims to gradually introduce the employees to the new way of working, or to limitless Collaboration respectively.

And when delays occur – and it felt like this was the case with every second milestone – it is important to maintain the regularity and to share information: XY has been delayed for this and that reason. In this context, the Collaboration community as the main channel for the early adopters was key. And we reminded ourselves: You can't not communicate. If we don't communicate, the early adopters will draw their own conclusions.
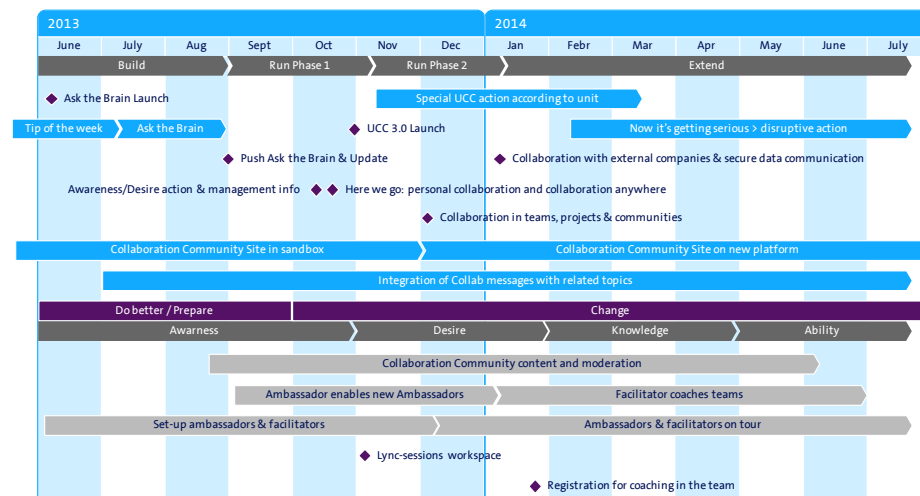
#7 Role models and positioning management

Right from the start, we engaged top management as ambassadors. The employees should realise that the Group Executive Board has lent its support to the venture. The importance should be highlighted with effective statements. Together with corporate communication, we defined that both CEO Urs Schaeppi, and the head of HR, Hans Werner, should represent this topic together. This approach functioned outstandingly for the classic top-down Intranet communication. It would be even more effective when the Group Executive Board would be more actively involved in the newsfeeds — to date, we have only achieved this at certain points.
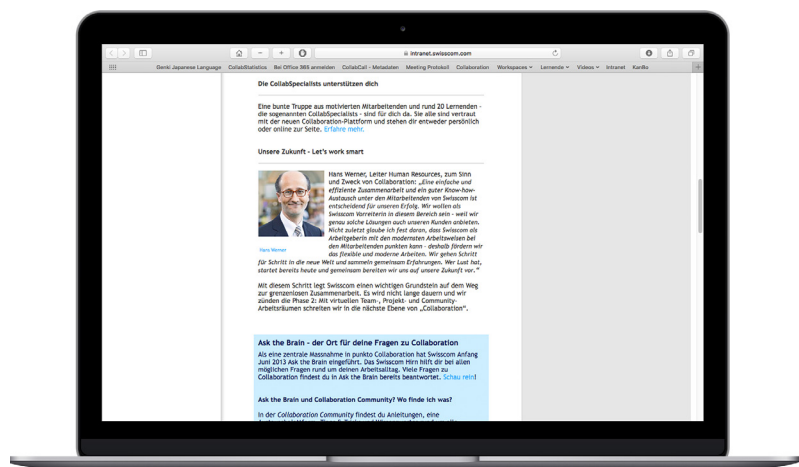

#8 Target group appropriate communication

Quite trivial: Every target group has different expectations. We distinguished the following main target groups (see diagram) and catered to them with different content. However, all the information was accessible for all target groups at all times. The steering committee was kept up-to-date by means of a blog, and regular meetings to exchange information. All decisions were communicated openly in the "Steering Blog", and references were made to this in the governance boards. These two target groups were largely kept informed by the project manager.

In general, middle management, the Collaboration community and employees are large, and also heterogeneous, target groups with a different need for information.

Middle management needs to be mentioned specifically in this context, *as it is a target group that is hard to reach.* By means of specific messages from top management directed at this closed user group, we attempted to prepare the managers for the journey and to illustrate their part in it.

Group Executive Board

Steering Board

Governance Board

Middle Management

Collaboration Community

Employees
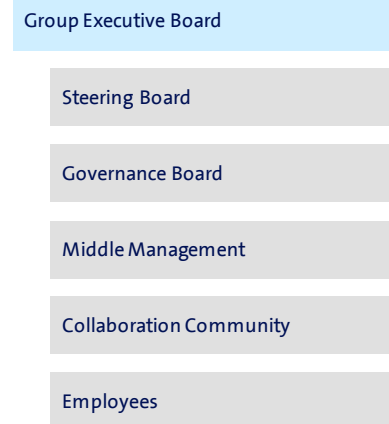
Structured
enabling

While we largely focussed on awareness and motivating the early adopters in the start phase – at the same time as the technical roll-out – it all become very serious following the change of strategy in December 2014.
We had to motivate around 20,000 employees – inspire them – to change their way of working and to use Collaboration. Communication measures and assistance provided by video tutorials and instructions in the community were no longer sufficient to drive this cultural change ahead.

Life is a pitch

To achieve the objectives we had agreed on, more effective measures were needed. Our magic word: CollabPitch – we pitch to division management, management boards, team meetings.
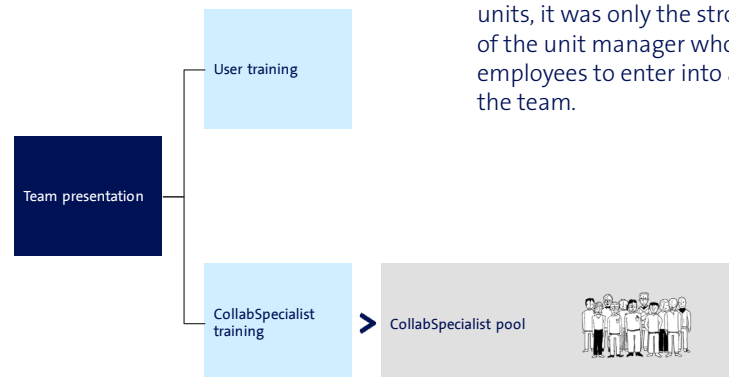
Pitching means to explain our story, and highlight the benefits for the employees, but also for the company, and to present specific examples of usage. By the end of the meeting there should be a decision about who will function as the Collab-Specialist for the team, or even the entire division.

Every division was able to decide for itself how it wants to approach Collaboration and how much support it needs from us – we didn't want to force anyone, but we wanted to inspire them. Following our initial euphoria about visiting each of the 2,000 teams, we quickly realised that it was utopian rather than realistic. Furthermore, it wasn't necessary at all. Instructions from top-down aren't appropriate, or productive, for every unit. There were a lot of teams that had already nominated their CollabSpecialists and had already made a lot of progress on the way to limitless collaboration. In other units, it was only the strong commitment of the unit manager who motivated the employees to enter into a discussion with the team.

Training paves the way

"Hashtag" was the word of the year for 2014. However, for many employees, it was still a strange foreign word. Just like newsfeed, open book or workspace. This is why we prepared two training modules. A user training course via online conference to cover the basics, and an on-site CollabSpecialist training course covering workspace administration. All contents were documented online in the Collaboration community. And all content was supplemented with practical instructions and assistance on how the specific ways of working can be changed in order to make the benefits visible.

The circle closes to form a community

To deepen the content learned, we finally provided a broad range of support measures in our community: a physical help desk, an information exchange by phone with specialists, a quiz, an exchange of experiences at events. And all of this was done with the help of our young generation and the advanced CollabSpecialists. This means, in turn, that the specialist community is growing and new specialists are moving into the organisation as ambassadors. They pitch, clarify requirements and show their colleagues where the added value of Collaboration can be found.

Team presentation

User training

CollabSpecialist training

CollabSpecialist pool

Community

by Charlotte Schlegel, Community Development & Management

Hi, my name is Charlotte, I set up our community in three languages, converted it, modified it after new releases by burning the midnight oil, wrote instructions and had them written, acquired and coached users, answered questions, posted news and important information, planned measures and breathed life into the community – and the best thing is that I'm still doing it, because a community needs to be continually nurtured.

"A well functioning community needs to live, and be filled with life, at all times."

Shared knowledge is knowledge doubled

You take a company with 20,000 employees, introduce a new way of working across the company and ensure that the entire company has been informed of it and can, preferably, exert an influence on it. What might initially sound like a

monumental task is, in fact, exactly that! An online community seems like the most logical step to us. It aims to create a place in which people can inform, share, and help each other – regardless of time, place and unit. Said and done – yet who would have thought that in the age of Facebook, Twitter and Instagram, people really aren't waiting to become a member of a community. We faced, and are still facing, the challenge of breaking old habits and animating the employees to get involved, to become a member and to participate. People used to say "Knowledge is power", but today something else is true: "Shared knowledge is knowledge doubled". This will cause a major shift to our habits, and cultural change to equal it.

The first step is always the hardest

The first community was formed in the "Sandbox" test environment and was set up without any prior knowledge at all, but to the best of our knowledge and with the best intentions. It was intended as a support community, in which the users would find useful tips and tricks for interacting on the platform.
The user was given a warm welcome on the start page, was informed of the most important aspects of our activities and was invited to overcome frontiers together with us. We kept the design very simple – the colours used ranged from grey hues to dark blue to red. The first of the work was finished – the community had been formed, there was communication, however the most important element was still missing – the users.
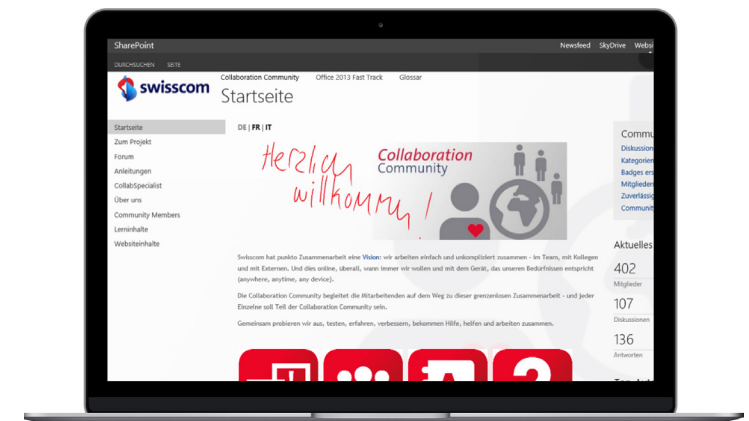
A community without members is like a party without guests.

We soon realised that a community only has a value when the employees visit it regularly and participate in it. A well functioning community needs to live, and be filled with life, at all times. This is why we started up the "tip of the week". Every week, we uploaded helpful instructions aiming to make it easier for the users to use the platform. We also motivated our team colleagues to participate in community life. Advertisements we filmed ourselves followed, we enhanced the instructions and offered more assistance. By keeping the content up-to-date at all times, and offering extras regularly, we slowly but surely gained users.

A community is formed

At the beginning, it was largely our team that kept the community alive. Our users participated by asking questions that we answered – we were also the only ones providing the content. It was important to make the early adopters our allies to ensure they use the community, help spread the new way of working and making it better known – in the sense of "let's get viral". A number of concepts and discussions later, the role of "CollabSpecialists" was launched. To ensure we could identify suitable employees, we developed a quiz that would provide information about whether someone had sufficient knowledge and could be qualified as a CollabSpecialist. If more than 60% of the answers were correct, the person doing the quiz could decide for themselves whether to accept the title of "CollabSpecialist" or not. If he or she decided to accept the title, then he or she was encouraged to identify himself or herself as a CollabSpecialist in his or her profile, and to help colleagues when they have questions related to the topic of "Collaboration". In return, the specialist was given a lynda.com account for training purposes and a branded pullover. The CollabSpecialists became a part of our launch concept, and have now become indispensable.

Schlegel Charlotte, ENT-WSC-CML-FCO
Schaust du ab und zu über den Gartenhag oder verhedderst du dich mit Hashtags? #Collaboration #CollabSlogan

Weisst auch du einen witzigen Spruch zu Collaboration, dann poste ihn hier mit den Hashtags #Collaboration und #CollabSlogan und gewinne mit ein bisschen Glück ein Any Device!

#LetsWorkSmart

☺ Crameri Ruggero, ENT-WSC-CML-FCO, Brugger Julien, GHR-DEV-VOT-R1-GE1 und **10 weiteren Personen** gefällt das.

Mittwoch, 3. September 2014   Gefällt mir   Antworten   ...

Day X

Then came Day X, or to be more exact, the 10th of February 2014, when the green light was given for the productive environment and therefore for the "real" Collaboration community. The new community aimed to be fresh, young and creative. Driven by original ideas and with a camera in our hands, we made colourful photos of our everyday work, which we then edited and linked with different topics. The users encountered a restructured, colourful interface that was a big contrast to the colour palette used previously.

Our euphoria about the new design, however, soon nipped in the bud. The navigation was not very intuitive, the content that was really helpful was too many clicks away, there was too little information on the start page, and the navigation was not uniform, the fancily linked images were not one of the standard functions available to the users, and there was too little assistance for the users.
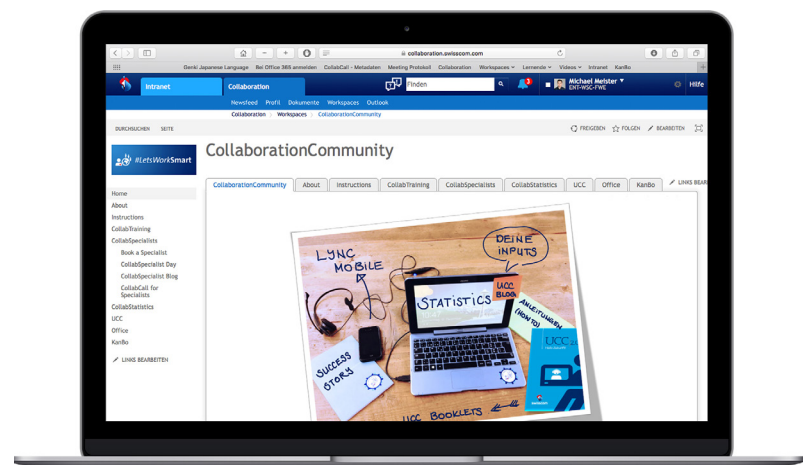
New, sleek and straightforward design

A new design was needed for the launch of the virtual workspaces which would guide the user through the website. "Four steps to limitless Collaboration" was the motto. The user was shown the most important steps necessary to make efficient and profitable use of the Collaboration platform. Everything at a glance, fewer clicks and a clearly structured navigation. One essential feature that needed to be factored into all of our designs, and is still being incorporated, is the newsfeed – an indispensable means of communication for us.
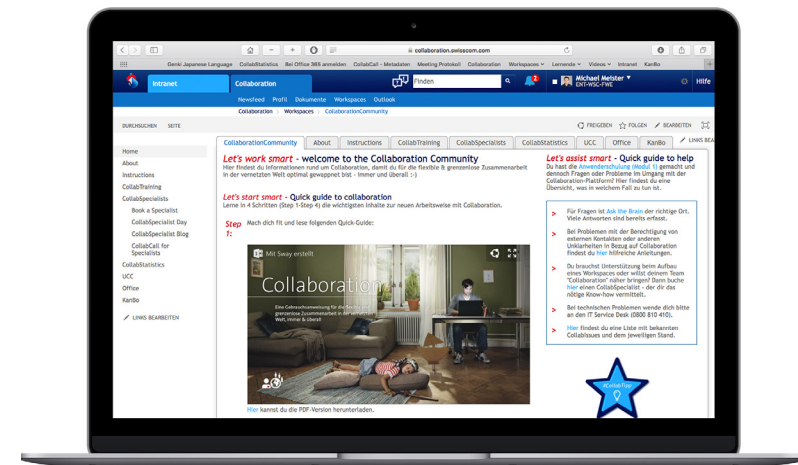
Transparency due to communication

Along with the top-down communication in the Intranet, we find it important to provide the employees with a means of communication to allow an exchange of information in real time. The employees have the opportunity to give feedback and to help structure the community. On our part, we are in a position to communicate project and product relevant information quickly and straightforwardly. The employees know where they are at, what they can expect and how they should deal with the new situation. This not only creates transparency, but also trust.

Keep it simple

At the start, we provided a range of communication channels to the employees. Along with the newsfeed for current content, there was a forum for discussions related to Collaboration, a mailbox for urgent matters and "ask the brain" for questions. However, we realised that the users did not distinguish between the different channels and when it comes to the crunch, they use the first channel that comes along – the newsfeed. This is why we closed the forum and no longer actively communicate the mailbox address. The newsfeed and "ask the brain" were retained. The users were

encouraged to use "ask the brain" for their questions, to ensure that the knowledge is saved for the long term. The newsfeed remains the number one for the daily exchange of information. We have created a place in the form of the community in which the employees can exchange information, help each other and therefore not only relieve the workload on the Community managers, but also the help desk.

Virtual versus real

The first hurdle had been overcome, and the community started life. However, a well-functioning community needs constant nurturing, care and, of course, needs to be expanded. It was no longer a matter of keeping the virtual community attractive, but reinforcing the individual members' commitment, and to arouse the interest of employees who were not yet active in it. We came to the conclusion that when boosting the sense of unity and acquiring new members, we could not ignore reality. One of our first activities was the CollabCoffees. We shared information about the most important functions over coffee and croissants, and gave the community members the opportunity to share their experiences with the Collaboration platform. Furthermore, we used posters at the relevant location to increase awareness of the

event so that we could also address non-members. CollabLunches with different teams followed – sandwiches, a first introduction to the world of Collaboration, and a Q&A session were on the agenda. We attempted to gain a place of our own at different events to provide information about the new way of working and to strengthen our community. Our presence at the orientation days for apprentices and employees who had just joined the company proved to be very effective. The number of community members grew, and therefore the significance of our CollabSpecialists, who provided us with support when announcing the new way of working and lent their help to supporting the employees, which they continue to do. This is the reason we developed new measures specifically for the CollabSpecialists so that we could show our appreciation and reward them with a privileged status. The "CollabSpecialist Day" was called to life, along with the "CollabSpecialist – Insights" blog, the

"CollabCall for Specialists", the title of "CollabSpecialist of the Month" and much more. All measures aim to retain transparency, to inform the CollabSpecialists about pending releases and new functions, to offer them a variety of channels to exchange information and to reward them for their commitment. True to the motto of "Do good and spread the word", every activity is posted in the newsfeed on the Collaboration Community, photos of events are uploaded and our activities are made transparent.

Meanwhile, our community boasts a good 1,000 members, and the journey continues ...

Knowledge

Knowledge gained from the perspective of
Project Management

by Ruggero Crameri, Project Leader Collaboration

We have had an eventful time in which we have achieved a lot in the company. And it is still going on. We are constantly acquiring new knowledge, which produces new requirements, experiments and measures.

We are living in a time when cases like the widely talked about Airbnb and Uber indicate a clear trend, which should make us think.

Simply put, it doesn't take much, it just needs a community in which everybody can be a co-creator. Collective, sharing, self-determination, assuming responsibility, networks instead of careers, cooperation, flexibility, and above all, fun are some of the key words. And these trends require a completely new way of thinking in companies. Because they can't just flick a switch, introduce new working models and management structures for everyone, switch off all the tools and start using new ones. It is extremely time-consuming, expensive and complex.

What they really need to do is to create space for these trends and make things happen, provide certain tools and set up individual teams and buildings geared to work in this way. By doing this, slowly but surely, new ways will develop which take over from the old processes, and new models will emerge on the technical as well as the cultural level.

In our case, we have socialised our knowledge, making it available to everyone as an open platform, where employees design their own digital workspace and work spontaneously from anywhere, with any device, sharing with those working in-house and externally, and where they can protect their sensitive data.

You might think that this seems like a classic IT project … but it wasn't, the tools are there, technically everything is possible, however, the change, all the soft factors that are usually just mentioned in passing, are the major challenges.

Until change penetrates up to the management level, and until we start talking about culture instead of technology, just to have the courage to embark on a journey that builds on trust, to realise that this journey can't be controlled by technology any longer, but by the company management, even if it's just one of thousands of topics they are responsible for. And yet, no company can avoid that! The new generation is coming anyway, for them it is not an issue.

In the following chapter, we deal with what actually changes in terms of culture. We deal with the impact in the last part of our #WorkSmart trilogy.

Things I have learned:

Security as an enabler made the work far simpler. Right from the start, together instead of against one another, even if some people didn't always have the same opinion and had to make compromises. We did it with a consensus, which paid off.

A clear vision, agreed with the Group Executive Board, with some leeway in the implementation, definitely paved the way for us. If we had dealt with this from the bottom-up, driven by the technology, then such a broad-based and integrated vision would never have been possible.

Today I consider the mobile user experience to be at the forefront with the highest priority, and not as an additional option.

The handling of user accounts for people outside the company has emerged as one of the major challenges. The federation with other directories in relation to our access infrastructure has, in many respects, had a negative impact on the overall user experience and in particular on the mobile experience.

Without a good and experienced partner, the technical implementation is a nightmare. Performance, a professional operation, a strong community, and in particular, even stronger support are just a few key factors.

The less customised it is, the simpler it is. A clear approach would be easier to manage merely with regard to all the requirements. Our requirements are high! This is why we have a highly customised environment, which makes operation very demanding. I think less is often much more.

Any device turns our regulated business operations upside down, rethinking everything is essential; it's a cultural change. Why don't we support standardised devices? What is the role of a strong community, how do users help each other, what can the business contribute to this?

It's important to discuss the cloud! Which information is allowed to be where, and should we use cloud services or not? We take up this discussion again, meanwhile, cloud services are highly sophisticated and able to be bought for a reasonable price. I don't think there is any company that will be able to avoid hybrid models. It would be silly to recreate things which already exist, used by hundreds of thousands of users and offer good value.

From the coaching perspective, "Ask the Brain", (see the chapter on Knowledge Networking) has proven to provide good services right from the start. In retrospect, this model perfectly demonstrates how social media works in the business environment, and how collective knowledge is used profitably for the benefit of the company.

Passion! To embody it and not relent, project marketing, generating enthusiasm, nurturing and looking after the stakeholders, a consistent story, simple application examples, a multi-faceted communications strategy … all soft factors, but precisely these are the really hard disciplines, it's worthwhile making an effort in this case because all the technology is not worth a thing if it is not used.

Integrating all communication tools is one of the top requirements, even if practically all these tools are sourced from the same software provider, good integration is extremely complicated and requires sound, cross-tool expertise which only a few people master. We underestimated this by quite a lot. We had to patch quite a lot of bugs ourselves, then wait for the updates and various parts of the project kept getting delayed because of that.

The commitment of our young professionals, and the cooperation of the younger generation, is one of the most pleasurable parts of the whole project. The passion that can be awakened with transparency and confidence is overwhelming. We have opened a door into the corporate world for many young people, and in return they have enriched and helped to shape our project in the best way possible, supported and motivated people, discovered their potential, surprised us and sometimes even given us a few grey hairs ;).

This concept comes so highly recommended that we are also offering it to our customers. Share our enthusiasm, try it out, ask us to visit you and experience for yourself how a 17-year-old explains their world to a management board and reveals which companies they would work in and which not. Reverse mentoring at its finest …

Embodying the example means being persistent in using new opportunities, which in turn means coping with pains and eradicating them again, and also questioning things that have been done like that for a hundred years even if nobody really knows why.

You can never please everyone – you need a thick skin! In every company there are different user groups, often called personae. For some, we're futuristic crackpots, for others we are totally backwards. But the tool is irrelevant. It's the process that is important, thinking about the future, defining a vision, taking decisions in order to enable new working models, undergoing change, inspiring people, giving them an open basis with benefits. Finally, it is important to keep reflecting on what has been done and to use the resulting experiences as impetus for the next development steps.

It is great fun to look back on all the experiences, contacts, successes and failures, discussions, compromises, presentations and especially the milestone parties;).

Look forward to the next edition of the #WorkSmart series, which is where we deal with the impact of our project.

Knowledge gained from the perspective of the
persons responsible for the workplace

by Marc Gasser, Business Owner Workplace & CIO Delegate

We shouldn't hold back about comparing ourselves at an international level, or rather, we can be proud of what we have achieved even if we are only just beginning this "sharing knowledge" journey.

Ultimately, what we need to do is be persistent and keep redefining the course we have set.

When I started, I mentioned the experimental learning process. We are currently exploring new approaches that we are trying out company-wide, in the collective and "end to end". The young generation plays a major role here. I think this approach is worthwhile, but it is more important that we stop acting in the past (storing documents in unimaginable amounts), and start getting involved with what is new. I'd also like to say at this point that I completely understand when the young generation say that our favourite tool "e-mail" is not really very useful.

But one thing is very important for me! We should stop telling colleagues what they mustn't use, and instead provide them with the right tools and set an example so they see how to use them to their benefit.

My conclusion

I realise I haven't talked very much about technology, which is actually exactly where I feel at home! That reflects the current challenge, because only once we have sorted out the basics in our minds can we use the appropriate technology to support the process. Change comes not from the technology, but from all the people with new ideas which can then open up huge potential. I'm glad that I can help shape and experience this in such a dynamic company.

Knowledge gained from the perspective of
Security

by Marco Wyrsch, Security & Mobile Experience Crack

The bottom line for the project team was "Security is an important enabler for successful implementation" which was a clear sign that our right to accompany the process had been accepted.

Our aim of creating transparency with regard to risks and to develop solutions together in close cooperation with the business, was fruitful. This has been helped by closely involving Security ever since the beginning of the project, as well as the many conversations in which both sides discussed, learned and found compromises together. Compromises not in the sense of reducing security, but putting it in the right places and sometimes breaking old traditions.

Thanks to the collaboration platform, employees have a tool with which they collaborate securely, both internally and externally, regardless of the device. Ultimately, we have recovered control of the information and also the use of alternative cloud services has been reduced.

Some other points learned:

Unfortunately, many exciting solutions fail due to user experience: Originally, and right from the start, we wanted to protect the data automatically using rights management services as soon as it leaves the secure collaboration environment. The solution would have worked, but user experience thwarted the idea. Solutions are on the horizon and we are progressing.

We have created safe and easy access for the user to the collaboration environment using SmartAccess. When accessing sensitive information, the user is automatically prompted to provide the second factor. But the big challenge lies in the actual identity of the user. Which identities are allowed for collaboration access? Is a Facebook login sufficient? In combination with a second factor, such as the Mobile ID, the user is, for example, clearly identifiable. However, we are not as far as we'd like to be with this yet and we are pressing ahead with corresponding activities related to the business side, pushing in the direction of federation (identification trust issues between companies).

If we compare the SmartAccess with the recently published approach of Google – especially Beyond Corp – we can see that there are still some opportunities for optimisation. However, these should be addressed on the business side by modernising business applications, and are not solely to do with security. Not every business application currently supports SmartAccess.

Together with our colleagues from the Human Centered Design team we have analysed use cases and considered the user experience. We have learned a lot about the behaviour and the mindset of people and tried to combine these experiences with our security requirements as far as possible. The approach based on Human Centered Security HCS arose from this, which we apply in other projects. The challenge was also to deliberately go back a few steps and put security into the background for a moment to see the big picture and find alternative approaches to security solutions.

Enabling access to the collaboration platform for external employees presented a real challenge. Federations are necessary to enable employees of customers and partners to be identified by the collaboration platform. In this case, we had to get hands-on and develop an appropriate solution. There is still a lot of potential for optimisation.

Knowledge gained from the perspective of the
next generation

by Mélanie Bigler, Work Smart Coach

Our collaboration project has given me a lot of insight into knowledge and co-operation, especially about how they must have looked before. I am pleased to have contributed my part to this project because I can't imagine working without a collaboration environment, and all its benefits. My learning points are as follows:

Sharing knowledge is for us, the new generation, part of everyday life – for the older generation, this often involves more to overcome. This was difficult for me to understand at first, because it's perfectly normal to make my knowledge available openly. But the following statements show that this culture is by no means lived at all: "Making a unfinished document publicly available? – You can't do that", "I can't let everyone get their hands on it!" – It was alarming to realise that documents or knowledge were not being distributed around some of the teams I supported. Everyone works in their own document filing system. Because they were constantly competing with one another and saw their knowledge as their advantage. But what use was that to the company? Aren't we all in the same boat here?

In my eyes, the exchange and interaction between the different generations plays a fundamental role. If you implement this, you can avoid things twice and promote the use of knowledge more efficiently. The young generation adds a new perspective to this, and this brings new ideas into the game. It's highly likely that someone already thought of this but had failed to implement it. In this way young people benefit from the experienced ones, don't make the same mistakes, and ideas can be successfully implemented with more innovative approaches.

We've now introduced these new "tools", which are supposed to help us work more easily and smarter. But what I often see is that people think that once they have learned and start using these tool features, it means that they are now working in a smart way. But they are seriously mistaken if they think that. *Collaboration is not a tool, but a new way of working.* In these dynamic and fast changing times, it's not about the tool, but the way you manage knowledge. So the tool is just a means to an end.

By Yasmine Ogi, 1st year apprentice commercial clerk

I'll keep it brief ;). What I've learned from the Collaboration@Swisscom project:

Be open and don't be afraid to disclose any incomplete documents or knowledge.

It's all about the young and older generations learning from each other, because ultimately we complement each other perfectly.

Working in an uncomplicated and spontaneous way is motivating and fun.

By Zoë Bechtel, 1st year apprentice in mediamatics

During my year in the collaboration project, I learned so many things. I started my apprenticeship in this project because this is where I could learn all about collaboration and the open-book culture and what it should ideally look like. Now I can take my newly-acquired knowledge and apply it to my future projects so that other people gain a new perspective of collaboration and knowledge sharing.

Things I have learned from the project:

In order to change the way of working, you not only need the tools (in this case the Collaboration platform), you also need time to prepare people for it. It's more than just explaining and showing people how the platform works, because this will not make them put their old ways of working aside. You have to show them the benefits and bring the new working culture closer to them. All these steps need sufficient time and you can't force anyone to do it.

The young generation that has grown up in this era of technical change needs to try putting themselves in the shoes of the older generation so they can appreciate what the members of the older generation are feeling during this transition phase. It's also important so that the different generations are able to learn from one another.

Knowledge gained from the perspective of

Business

by Andrej Golob, Former Head of Workspace & Collaboration

Collaboration@Swisscom is up-and-running. Without a doubt, "knowledge workers" today work differently, in a smarter way. All of them? No, some of them, more every day. #WorkSmart as a philosophy, as an approach for the company, and the ambition has taken root for me as the management. Although it's also clear that what this project has initiated is far from finished.

We're already happily using a lot of functionalities today, which we wanted. Mobile work has obtained a whole new level of quality. Access to data, documents and applications from any location, to any device, with any operating system all works excellently. For anyone who is out and about a lot, it's a huge relief.

Other things I have learned from this project:

Even in multi-dimensional projects like these (technology, communication, personal approach and collaboration with others), the principle of leading by example applies. As the management team, we have decided to handle all our meetings via the Collaboration platform. All the agendas, minutes, documents are in one place. It has made us much more efficient as a team, but more importantly, it gave a signal to the next higher and next lower levels. Our structure and our experiences have been adopted and further refined. A learning organisation!

Work Smart draws in young people and makes Swisscom more appealing as an employer. What surprised me was the great echo this triggered at management level in other companies. The "Future of Work" is a major topic. Whereas we at Swisscom try everything out ourselves and put it all into practice, the customer sees us in a different way. They rely on us to have something to say about this topic.

We wanted to make all the knowledge in the whole company accessible. Theoretically it is currently possible, but practice shows how gradual these kind of changes take place. It needs far more time, as well as mutual trust in the company, before you share your knowledge with everyone.

People are very habitual in the way they work and this can only be changed very gradually. Unlike those, who use new tools and devices immediately.

"Bring your own device" is a hot potato. Some damn it, others see the future in it, and then there are others that have been using it for ages. Mind you, from a business point of view, there are even more benefits from using "Any Device". Data and documents should be able to follow me around wherever I am, regardless of the device.

Having the courage to take the risk has paid off. All the many concerns about security, data integrity, losing control of anything written in the Intranet, were taken seriously and solutions were found, because the will to implement Collaboration was far greater.

A variety of communication channels (e-mail, Collaboration, Intranet) are extremely important to reach different generations and employees in a large company with so many different ways of working. It increases the complexity in the short-term and medium-term but there's no way round it if we want to achieve consistent communication in a company.

Knowledge gained from the perspective of
Coaching

by Ariane Ellenberger, Communication & Adoption Coach
and Charlotte Schlegel, Community Development & Management

Change is everything! Recently, a video was circulating round the social networks showing Generation Z children trying to get a Walkman to work. This amusing scenario reminds us a little bit of introducing the Collaboration platform. Something that appears so obvious to us, made the younger generation break out in a cold sweat.

We could observe this phenomenon exactly the other way round when we announced the new way of working in our company. While those employees who were familiar with new technologies and social media were open to new things, we sensed strong resistance in most of the target groups. We were confronted with comments like "Why should I change my way of working if I've always been able to work with the media efficiently?", "Hasn't my colleague got anything to do other than messing around with the new working method?", "I'm too old to learn anything new".

Once the initial euphoria had died down, the conviction that every employee in the company was familiar with the Collaboration platform and knew how to use it quickly proved to be untrue. Despite numerous news items and campaigns, we realised that more than half the company hadn't even heard of the new way of working.

Even though we knew about most important models related to the topic of "Adoption", we totally underestimated it. Comments made by user adoption specialists (for example, Michael Sampson) such as "90% People, 10% Technology" or "It's easy to deploy a tool. The hard part is getting people to use it in a way which makes them more productive" (Microsoft) proved to be completely and utterly true. Therefore one of the most important things we learned was that the best product isn't worth anything without supporting its implementation. With our guiding principle of "People are the key focus" in mind, we learned the following:

The story creates the central idea. It takes you through the highs and lows – and forms the basis of the project team, but ultimately also for the employees. It helps to navigate the jungle of information and embeds the new working method in a big picture for the employees.

Bottom-up is good, but top-down shouldn't be underestimated. It's important that the employees actually motivate themselves to use the new working method, but it's even more important that their supervisors do so as well and encourage their employees' intrinsic motivation. Therefore, involving middle and top management is crucial to ensure that they support the implementation of new tools and are prepared to use and commit to the new way of working. The employees need role models – from the bottom-up, the role models are the project team and the early adopters; from the top-down, they need to be the sponsors, management board and the supervisors.

An integrated concept, instead of ad-hoc measures. A news flash here for a bit of awareness; a few training sessions for transferring some know-how are not enough. Instead of jumping from one measure to the next, it pays to get all the areas involved around one table and to plan – along with the story – the coaching of the employees together. It needs communication, it needs community management, but it also needs training and an interface to the technology. Everyone pulls together and puts it into practice.

The defined measures have to suit the culture of the company. With the change of strategy – and the decision not to introduce any disruptive measures – the coaches began to gain more bearing. All employees should be motivated and enthusiastic about changing their way of working without any pressure from the outside. In retrospect, this is more fitting for Swisscom than just shutting everything down and forcing people to change.

Integrated communication is more than just project marketing. Transparent communication with uniform messages (following the story) on all channels is crucial to be able to reach the employees – particularly in the interaction with the Community, but also for training courses and presentations.

Community management is the small big sister of communication. The interplay of community management and communication is essential to ensure that measures can be coordinated and a consistent story be conveyed. While communication helps awareness in particular, a community provides an up-to-date exchange of information, interaction and feedback opportunities. This provides support for communicative measures and reduces the burden on the help desk.

A well-functioning community always needs to be looked after and maintained. If you want to rely on the virtual community when introducing a new project, you need a community manager who maintains it and fills the community with life. Up-to-date content, communicating news promptly, feedback opportunities and, of course, the users themselves are key factors in a lively online community. The community manager is responsible for keeping the community attractive and motivating the users to visit the community and to generate content themselves.

Between virtual and real. It is important to identify early adopters and heavy users and make them feel privileged so that they become an integral part of the community and spread the right message throughout the company. Regular events in person strengthen the team spirit. The mixture of virtual and real support has a positive effect on the community.

"Simple, simpler, user-friendly" is the motto of an online community. The opportunity to share is the be all and end all of the community and it therefore deserves a place of honour on the homepage. A clear and simple structure makes user guidance easier. Content must be well-structured and easy to find. The user needs to find the required information in just a few clicks. Important focal points are placed in prominent position in the online community.

Knowledge gained from the perspective of
Corporate Communications

Stefan Nünlist, Head of Corporate Communications

Networking instead of announcing

Until the mid-90s, the world still fitted in a newspaper or in a news broadcast. What was not mentioned there, was simply not happening – at least in the public's mind. Those who wanted to gain attention were at the mercy of journalists or expensive advertising space. Power was closely tethered to owning expensive printing machines.

Then the Internet came and turned into a mass product: A window to the world and a display window for everybody in it. Out of nowhere, giants appeared like Facebook, Twitter or YouTube, making the masses into the editor-in-chief. The media industry was no longer automatically the first choice for information – which shook it to its core and forced it to reinvent itself.

Internal company communications had also only ever taken place in a controlled area. But in contrast to the media world, for the time being the Internet only changed the form – not the content. Until Collaboration came along.

That was as drastic for us as it was for the media after the launch of Facebook, Twitter and YouTube. Now it was possible to exchange knowledge, along with information and emotions. Sites were opened, communities established, countless blogs emerged: From employees for their colleagues, from bosses for their teams, from spontaneous groups and lone wolves for the entire corporate world. Whereas previously only the solitary sound of internal communication could be heard, now suddenly a whole orchestra was playing. Without a conductor. And you know what? It sounded like a hit.

Suddenly everyone found what was already familiar from their private lives being used by their employer as well. Namely, the chance to get access any information in an individual depth. To have the opportunity to publish themselves at any time. And to obtain information from different sources. Key words, such as initiative, personal responsibility and flat hierarchies took on very different meanings once again. So now there are heads of decentralised teams that have created an important communication channel this way. There are executive board members who address issues beyond the realm of their remit and countless specialists who have made their focus area into a specialist medium. And how do we respond to this development regarding communication? Do we bury our heads in the sand and cry about the old days? No, because we know: we are needed more than ever, it's just our role that is a completely different one.

Because in the collaboration environment, the details take care of themselves, as it's there that specialists discuss them together. Therefore, we increasingly focus on the big picture; putting the pieces of the puzzle back into the big picture. We show our colleagues the vision, inspire them and communicate its relevance. And of course, the people in the company themselves are our most important pace setters in the planning process: With their inspiration, ideas, likes and dislikes, they are able to influence things all the time.

Our focus is also on initiating new topics. Invariably, they take off in the comment column first of all and then in blogs or specially created communities. Collaboration and Intranet are therefore constantly interacting. Consequently, we are now finally dissolving the boundaries with a new Intranet. Subscribed blogs fit in seamlessly between other news and background information. Communication no longer determines what is important for the employees – but their own personal profiles. This is also an element which allows knowledge to be accessible and as specific as possible.

Because at the end of the day, internal communication becomes external communication. When employees turn to their private lives, they themselves become the medium. And thanks to up-to-date, networked internal communication, they are perfectly prepared for it. Precisely because we know that a newspaper no longer has enough space to contain the world.

Knowledge gained from the perspective of the
Customer

by Hans Werner, Chief Personnel Officer

Embarking on a new course

Over the past few years, Swisscom always carried out cultural activities which were very specific and sustained. The decisive thing about cultural work is that you have a vision in mind and work towards this vision consistently and with patience. The nature of the cooperation between employees is a defining element of corporate culture. With the advent of new options for communication, in particular networking and chatting, and a very open and spontaneous dialogue, the question arose for us some time ago as to whether sending e-mails and attachments might not prevent, rather than encourage, a culture of open exchange. On close consideration, sending attachments is about as outdated as working in individual offices. Both approaches prevent open exchange and, to some extent, informal dialogue. Therefore, about two years ago, we made the conscious decision in the Group Executive Board to take a step away from the "storing organisation" and move towards the "sharing organisation". We're convinced that younger generations don't know, or wouldn't support, any other type of exchange and that the power of a "sharing organisation" is a considerable competitive advantage.

Who knows what

For large, complex projects, specialists are sought who have extensive experience in similar matters. However, if you enter new territory, it is not easy to draw on such experiences. Where do we find in-depth experience for dealing with networks, with the spontaneous chat, with informal dialogue and the exchange of information? We quickly realised that our young and youngest employees in particular are well-versed in these issues. Consequently, we decided to use a lot of our apprentices in our "Collaboration" project – not only as assistants, but in positions of responsibility.

Facts about apprentices at Swisscom – 2015

817 apprentices at Swisscom (around 70 at Cablex)

German-speaking Switzerland: 604
French-speaking Switzerland: 162
Italian-speaking Switzerland: 51
Percentage of females: 38% (ICT 25%, non-ICT: 51%)

Around 200 apprentices are working in diverse roles in the Collaboration project.

Status: 01 September 2015

A cultural shift – not younger following older – but those who can are the ones who move things forwards.

Just the intention of giving our youngest employees demanding responsibilities required a cultural shift and triggered the actual transformation process.

Socially, or at least among everybody in our circles, it is well known that we have a one-way learning culture. Younger people learn from older people, and not vice versa. This is instilled in us from childhood onwards, and children also go on to learn it in kindergarten, in school, at university or in the workplace. So to benefit from the insights and experience of our apprentices meant we had to implement a change in cultural paradigms: Not younger follows older, but those who know how are the drivers. Specifically, this meant that we gave responsibility to younger minds and therefore also expertise and room to manoeuvre. This is just part of an ambitious cultural transformation on which we continue to work every day. But the success of this project has demonstrated the tremendous potential of the minds of the young.

Collab APPS

The Collab APPS team is implementing a great user experience on the existing Collaboration infrastructure in the form of web apps. Responsive design, any device capability and a mobile first approach are the key factors for success.

Collab APPS is currently employing 25 apprentices who are tirelessly working on simplifying our world of work in an innovative way. The apprentices are organising themselves, on their own, and are continually gaining new knowledge and passing it on at the same time. They prevent additional platforms, simplify secure data access and are contributing to the efficiency and cost optimisation. Along with innovation, the team is consistently focussing its efforts on customers' needs, and is devoting its daily work to operational excellence.

Collab APPS works together with small, efficient teams of developers. The roles and responsibilities are clearly defined. The personal skill set can also be enhanced and expanded with every role. The roles include a project supervisor, a customer experience designer, a developer and a user interface designer. Current projects are the HR Partner Portal, the Shop News app and the Roomfinder.

Decision phase I

An important event occurred in the autumn of 2014 when the project was so far advanced that we wanted to obtain a decision from the Group Executive Board about implementing Collaboration. The solution that had been developed was presented to the colleagues in the Group Executive Board with a lot of euphoria, and the advantages related to exploiting its potential, along with cultural development, were highlighted. During the discussion, we realised that the topic was not exactly familiar to my colleagues in the Group Executive Board. At best, there was only the opportunity to push for a decision by holding an intense discussion – but I didn't want this type of decision. Cultural transformation only functions when it is supported and backed by all the decision makers. Just gaining a narrow majority for the decision is too little, and would turn into a burden over time. We therefore postponed the decision and my colleagues committed themselves to establishing the significance of Collaboration in their units, and to gain and test the support for it among the employees.

Defeat or godsend?

The Collaboration project team was visibly disappointed. It blamed itself, believing its own preparation and presentation was at fault, and found it difficult to understand and accept that their euphoria for the topic was not reciprocated. If you don't get up after being knocked down, you won't ever experience success. This is why it was important to recover quickly and create the necessary transparency in the units to ensure the members of the Group Executive Board could gain an overall impression.

Decision phase II

Around six weeks later, second presentation to the Group Executive Board was held. My colleagues had meanwhile gained an impression of the line of action, as well as of the potential that Collaboration offers. The proposed decision was also changed slightly. Instead of a forced changeover, a step-by-step introduction of Collaboration was suggested which would involve gradually shutting down parallel platforms once they were no longer being used. The project team received an unequivocal go-ahead for this approach, and could start tackling the introductory phase accordingly.

Allow growth to take place – grass won't grow faster by pulling on it (cultural work needs time).

A few months have passed since Collaboration was introduced. The number of users has increased drastically, the acceptance among employees is high. As before, there are still many issues to improve that will be dealt with one by one. Information and training has allowed Collaboration to be positioned more prominently in the organisation. Nor could a total technical failure lessen the enthusiasm for the chosen step. We have learned a lot over the last few months. On the one hand, about the platform itself and about technical intricacies, while on the other hand about cultural changes and the patience needed for it. If you don't move, you won't get ahead. If you run too fast, you might collapse. The art of cultural transformation is found in discovering the right speed – and keeping one thing in mind: Grass doesn't grow faster when you pull on it.
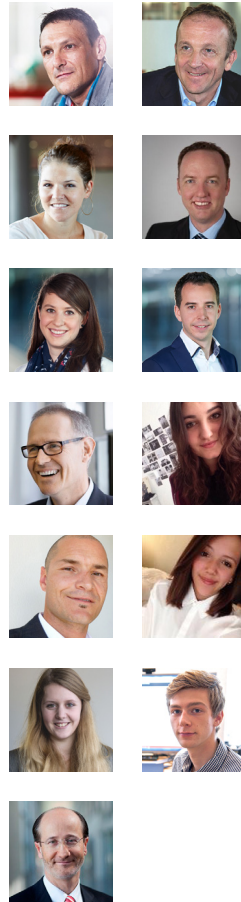
The collaboration
continues

Work Smart is based on sharing knowledge. Sharing knowledge not only means taking, but also giving. On the one hand, this book is a thank you to everybody who shared their knowledge with us, and on the other hand, it provides a service in return: we are sharing our knowledge with everyone else.

We are happy to receive all feedback from your projects, dear readers, and if you are interested in how our company continued on its journey to limitless collaboration after the book was completed, then we recommend that you read the third volume in the #WorkSmart series, entitled "Learning together".

On this note, we would like to wish you every success with your projects while following your own way to limitless collaboration.

The #WorkSmart team of authors

Part 1: Connecting people

The whole world is currently talking about Unified Communications & Collaboration. The technical means of making fundamental changes to communication and collaboration in a company are already available.

However, people remain the key focus, because Communications & Collaboration only starts making sense when people start making profitable use of the new means of communication.

It is not the technical infrastructure, but coaching people through the change processes that represents a major challenge.

The first part concentrates on Swisscom as a Swiss Corporate Business and its path to spontaneous communication.

Part 3: Learning together

The third part allows us to show the impact an integrated and open basis for working can have on 20,000 employees who are now starting to multiply their creativity and their expertise. Workflows are being redefined, knowledge is being developed, annotated, copied and made available to everyone. The employees can act in an entrepreneurial spirit without encountering boundaries. Each is a co-creator of our culture of cooperation. We are learning from each other by sharing knowledge.