Zen and the Art of Rogue Employee Management

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The Five **C**s of the Anywhere Enterprise

The Anywhere Enterprise™ is Yankee Group’s vision of an organization whose employees, customers, assets and partners connect to applications, information and services—when and where they’re needed.

Source: Yankee Group, 2007
Consumer Technologies Transform IT

**Old School:**
Trickle-Down Technology

- IBM, Microsoft
- AT&T

Corporate IT

Employee Use

Home Use

- Wisdom of a few
- Slow migration to consumers
- IT in control

**New School:**
Consumerization

- IBM, Microsoft, AT&T

Corporate IT

Employee Use

Home Use

- Wisdom of the crowd
- Fast migration to business
- IT cedes control

Source: Yankee Group, 2007
Employees Feel Empowered to Transform IT

- IT’s efforts to lock out consumer services failed.
- Consumerization disrupts the balance of power between employees and IT.

Who has control over installing new applications and software on your business-related PC?

- I have complete control: 31%
- I have more control than my IT department does: 16%
- We share control: 21%
- My IT department has more control than I do: 18%
- My IT department has complete control: 13%

Consumer Services Fill Productivity Voids

- 86% of respondents use at least one consumer technology for work purposes.

- Consumer services/devices fill technology voids created by IT.

- There’s a low cost of experimentation for consumers.

In the context of workplace productivity, please rate your agreement with the following statements:

- I am afraid of new technologies
- My work must be completed at my primary workspace
- My personal technology is more advanced than my
- I would be more productive at work with access to apps
- Technology is a necessary evil
- My workplace encourages employees to work away
- I can accomplish my work tasks from anywhere
- I am more productive than I was 2 years ago

Consumerization Increases the Demand on IT

- IT’s value is in optimizing and upgrading the infrastructure.

- The bulk of IT’s time is spent maintaining the infrastructure.

- The chasm between time and resources spent on optimizing versus maintaining is getting wider.

Source: Yankee Group, 2007
Traditional Approaches to Managing Consumerization

- Approach -
  - Seek and destroy
  - Acknowledge and ignore
  - Solicit and support

- Ramifications -
  - Overtax/exhaust IT resources
  - Lose control of IT ecosystem
  - Torrent of IT support calls

Source: Yankee Group, 2007
Enlightened Way to Manage IT Support: Zen IT

Medieval
Today’s IT Tools

- **Tools**: E-mail, phone
- **Results**:
  - Limited knowledge transfer
  - Centralized knowledge repository
  - Work according to IT’s schedule
  - Low data mobility
  - Often delayed response

Enlightenment
Zen IT Tools

- **Tools**: E-mail, phone, wikis, tagging, social networks/communities
- **Results**:
  - Easy knowledge transfer
  - Distributed knowledge repository
  - High data mobility/access
  - Real-time responses/answers

Source: Yankee Group, 2007
# A Fundamental Shift in the Way IT Operates

<table>
<thead>
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<th>IT Strategies</th>
<th>Today</th>
<th>Zen IT</th>
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<tr>
<td><strong>Staff</strong></td>
<td>Focused on fixing stuff that’s broken</td>
<td>Focused on fostering communities that will enable users to fix their own stuff</td>
</tr>
<tr>
<td><strong>Policies</strong></td>
<td>Dictated down through the organization</td>
<td>Guides policy in the “right” direction</td>
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<td><strong>Tools</strong></td>
<td>E-mail, telephone, IM</td>
<td>Social networks, wikis, blogs, tagging</td>
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<td><strong>Procedure</strong></td>
<td>IT as primary and sole resource</td>
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<td><strong>State</strong></td>
<td>Stable/static</td>
<td>Dynamic/changing</td>
</tr>
</tbody>
</table>

Source: Yankee Group, 2007
Ceding Control to Customers Is Time-Tested

- Improves customer service and lowers costs.
- 90%+ of Verizon’s 1.8 million DSL installations in 2006 were self-installed.
- E*TRADE averages 152,000 online trades per day.
- 90% of British Airways ticket purchases are e-tickets.

Source: Yankee Group, 2007
Four Characteristics of Effective Zen IT Initiatives

1. Facilitate an online social networking community.

2. Set security baselines.

3. Provide corporate recommendations.

4. Provide incentives to prevent circumvention of care cooperative tools.

Source: Yankee Group, 2007
Facilitate an Online Social Networking Community

• Community-based care:
  – **Develop (not launch) community.** Let a series of communities develop around areas of need (e.g., BlackBerry, Sidekick).
  – **Start small.** Seed content in a handful of communities that generate a lot of interest (e.g., handsets).

• Reputation-based results:
  – **Promote best content.** End users rate posts based on their value—the highest scores are promoted to the top of the list.
  – **Post contributor scores.** A contributor’s average score is posted to demonstrate credibility.

• Provide incentives for contributions:
  – **Provide reward points.** Allocate rewards points, similar to American Express points, to contributors whose posts meet quality and quantity standards.

Source: Yankee Group, 2007
Set Security Baselines

- **Authentication:**
  - Use existing LDAP and active directories for authentication.

- **Discretionary team formation:**
  - End users should be allowed to set up, define and tear down their own microcommunities.
  - Centrally created groups aren’t flexible or dynamic enough to adapt to changing needs.

- **Baseline security policy:**
  - There must be accountability for posts. Users should not be able to post to the care cooperative anonymously.
  - IT remains as an oversight body and has authority to set policies.

- **Discretionary access control:**
  - IT and end users should be able to create their own permissions to pages and content.
  - Wikis work best as open collaboration environments.

Source: Yankee Group, 2007
Provide Corporate Recommendations

• **Seed the community sites with content.**
  – There is nothing more depressing than an empty wiki.
  – Start with a handful of communities and gradually launch more as acceptance grows.

• **Guide IT policy in the right direction.**
  – Subtly persuade—don’t preach. Dictating policy is futile.
  – Provide relevant information that helps shape policy.
Provide Incentives to Avoid Circumvention of Tools

- **Create incentive system to foster adoption.**
  - *Provide rewards points.* Allocate rewards points, similar to American Express points, to contributors whose posts meet quality and quantity standards.

- **Create multiple channels within care cooperative site.**
  - One can use search functionality for answers or post questions and wait for responses.

- **Offer expedited care if IT inquiry comes directly from site.**
  - One can contact IT directly from the community site. Click to e-mail from the site creates a trouble ticket for IT.

Source: Yankee Group, 2007
Takeaways

• Balances increasing demands on time for maintenance and support. Allows more time for infrastructure optimization.

• Eliminates level 1 support.

• Reallocates savings to more strategic IT initiatives.

• Controls rampant consumerization.

Source: Yankee Group, 2007
Thank You

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