
IBM IT Transformation:

Creating a productive environment for IBMers by
Leading with design and user experience

IBM at a Glance



350,000
full time
employees



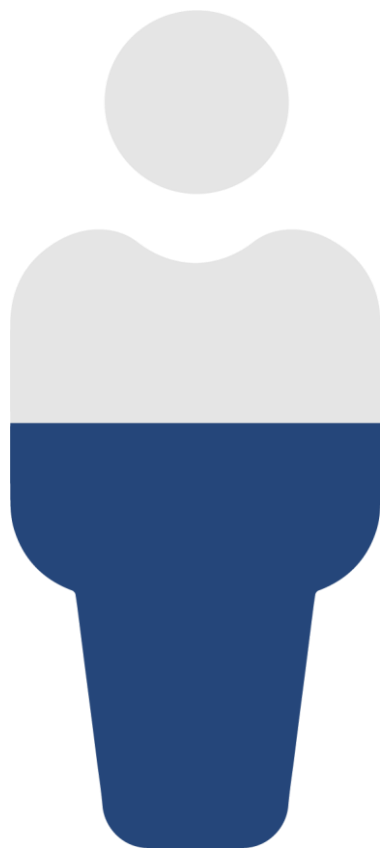
30K-70K
contractors



380,000
IBMer
worldwide



175
countries
represented
by IBMers



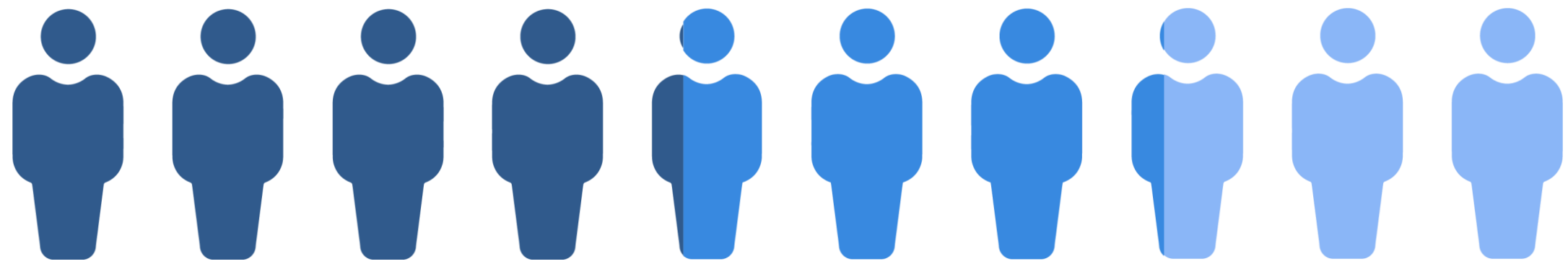
51%
of IBMers have
less than **5 years**
of service



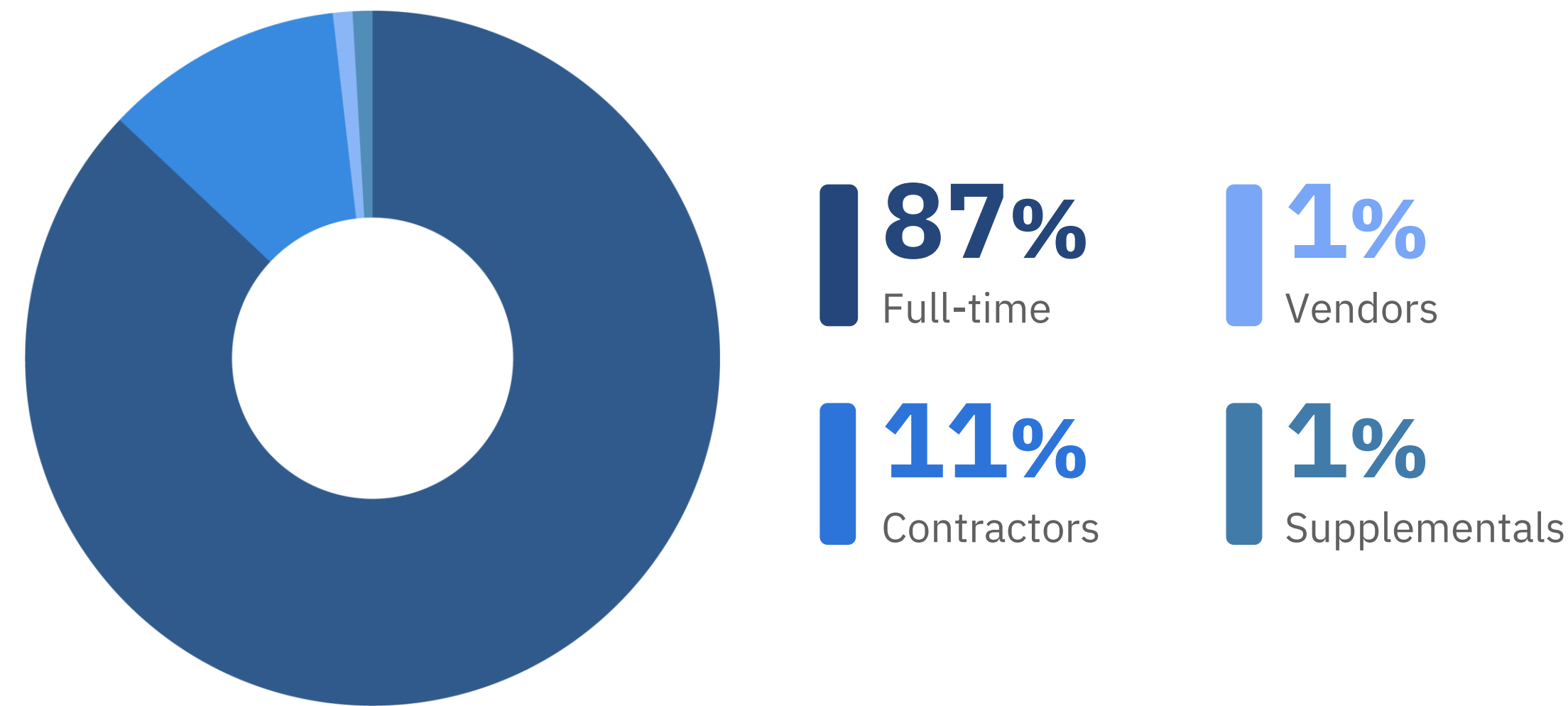
~~**30%**~~ **98%**
of IBMers
work remotely

IBM IT at a Glance

12k employees total **\$2.7b** Annual IT Budget



4K+ Application Portfolio



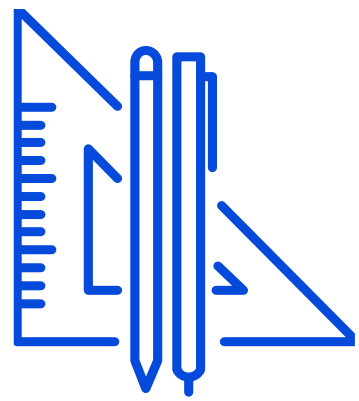
1,300 IBM locations globally
75M square feet
520 data centers



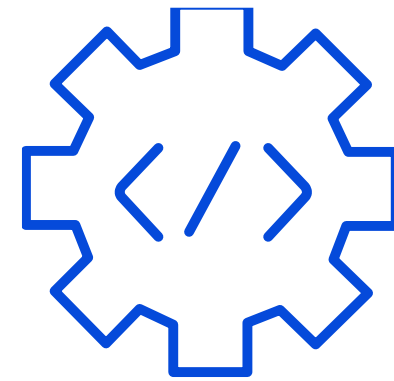
IBM CIO Mission

We create a productive environment for IBMers and deliver the future of IT

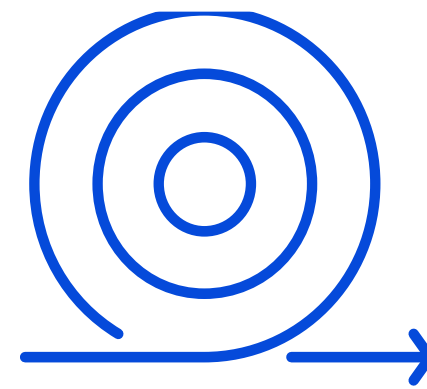
CIO strategy



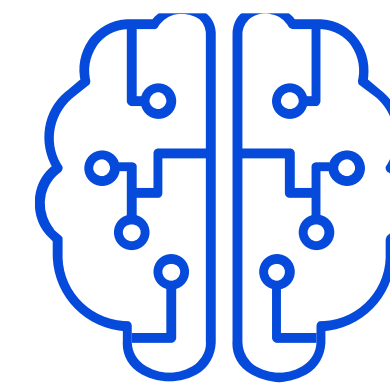
**Design and deliver
great experiences**



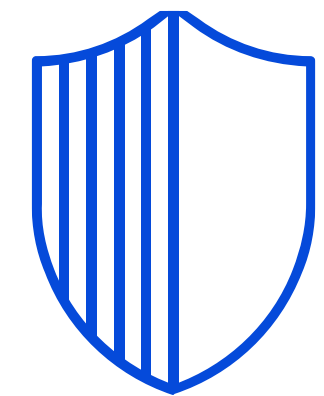
**Engineer with
excellence**



**Leverage OKRs
(objectives and key
results), and deliver
in an Agile way**

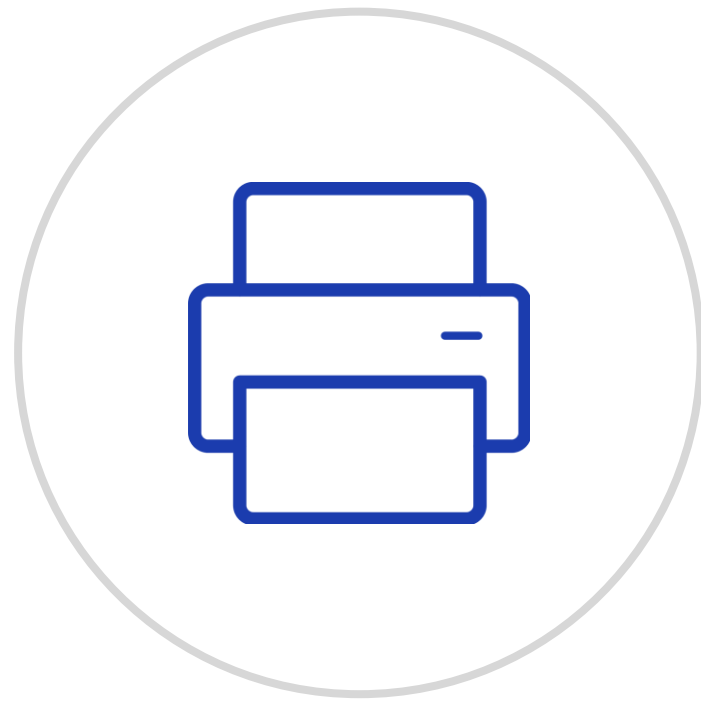


**Build with AI on
platforms powered
by Red Hat**



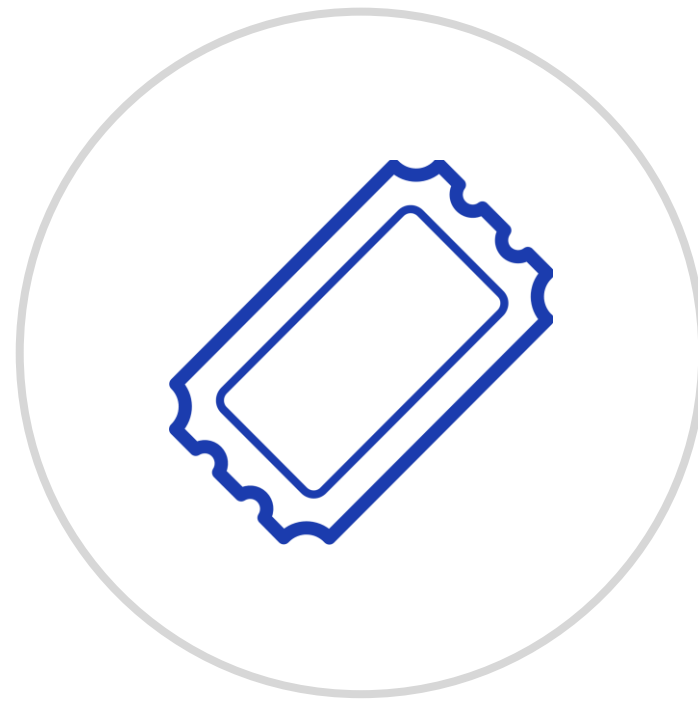
**Secure the
enterprise**

IT@IBM



6,000
printers

deployed worldwide
to IBM offices



1,400,000
tickets

at the Help Desk
each year



35,000
new hires

on-boarded in over
170 countries



465,000
laptops

under
management



Laptop Distribution at IBM by Operating System



We provision **120,000+** laptops per year

Current mix of the **480,000** laptops deployed at IBM:

60% ↓

MS Windows

Windows 7 Pro &
10 Enterprise

30% ↑

macOS

Deployed since
June 1, 2015

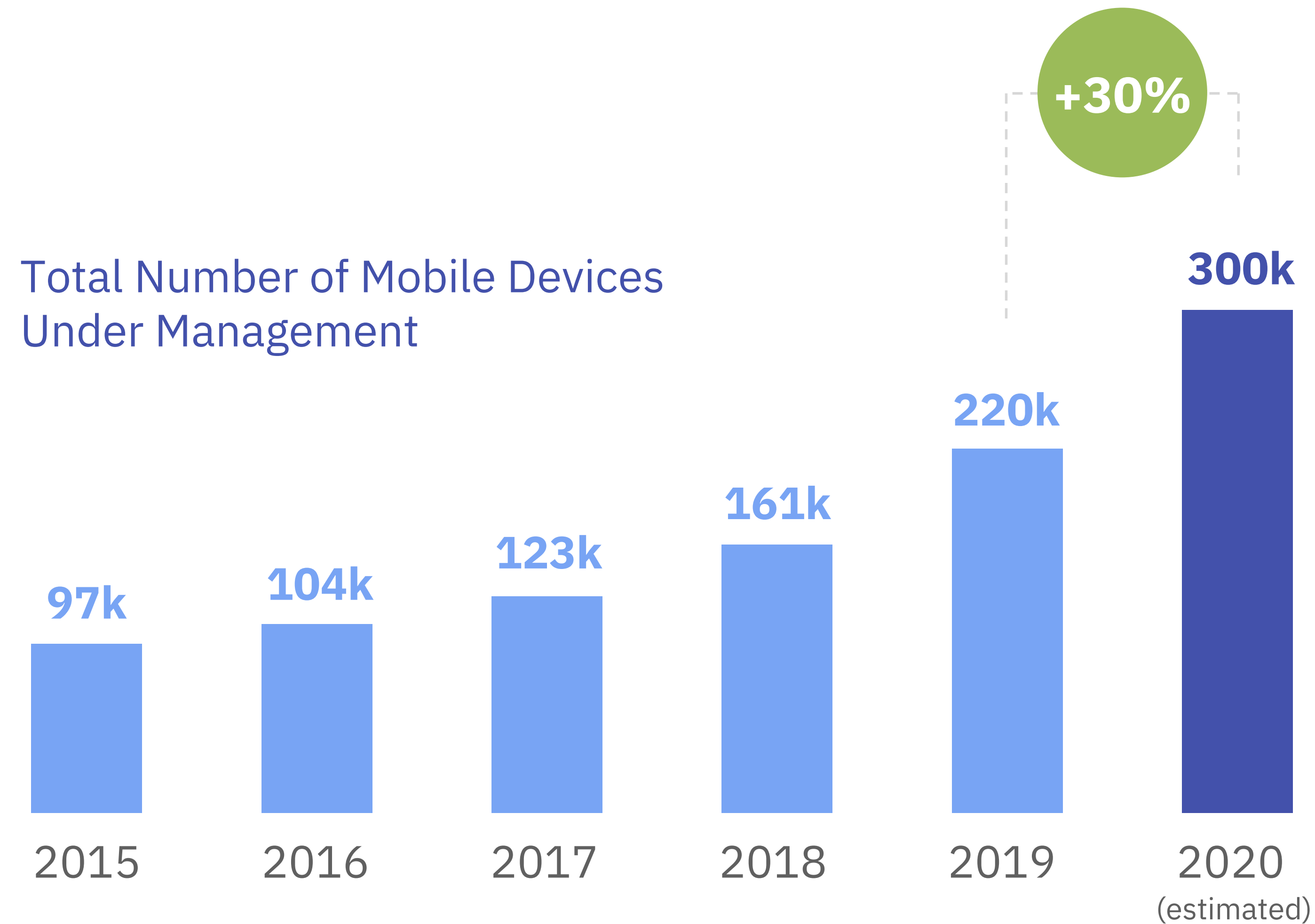
10% ↓

Linux

Primarily for
“Privileged Users”

Mobile Adoption at IBM

Mobile (managed) devices continue growing



72%
iOS



28%
Android



Good design is good business

Thomas Watson, Jr., 1956

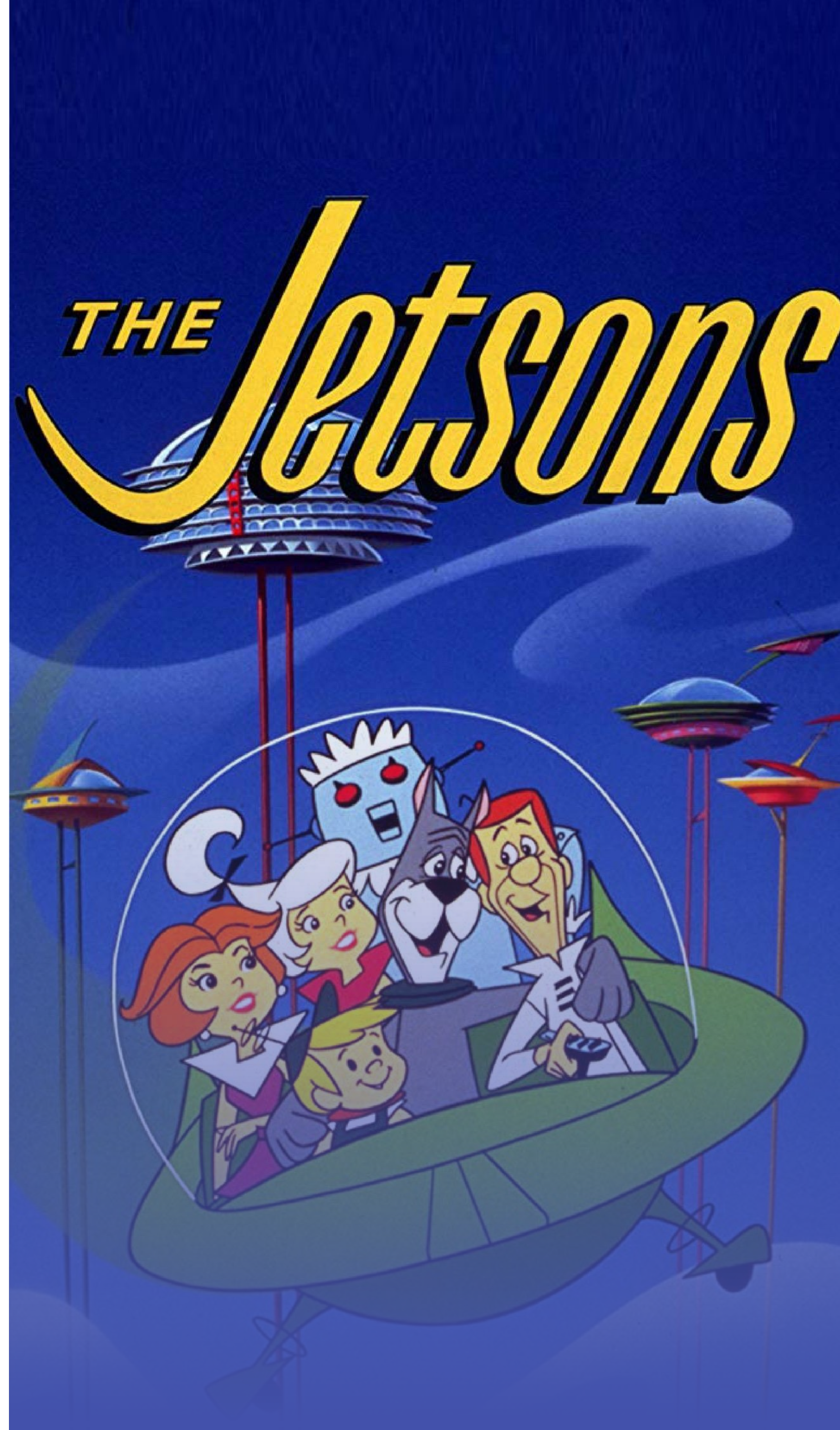


The Importance of User Experience

*„When did it become
ok to live like*

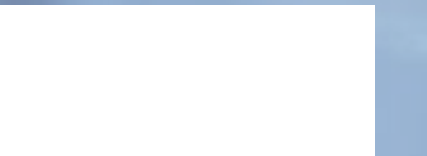
The Jetsons *at home
and*

The Flintstones
at work?“



A photograph of a group of people in an office environment, overlaid with a semi-transparent blue filter. In the foreground, a man with a beard and glasses, wearing a grey t-shirt, is smiling and looking towards the right. Next to him, another man with a beard and glasses, wearing a plaid shirt, is looking down at a tablet. In the background, other people are visible at their desks, working. The overall atmosphere is professional and collaborative.

The state of IT is a daily
reflection of what IBM
thinks and feels about
its employees.



IT PYRAMID OF PAIN

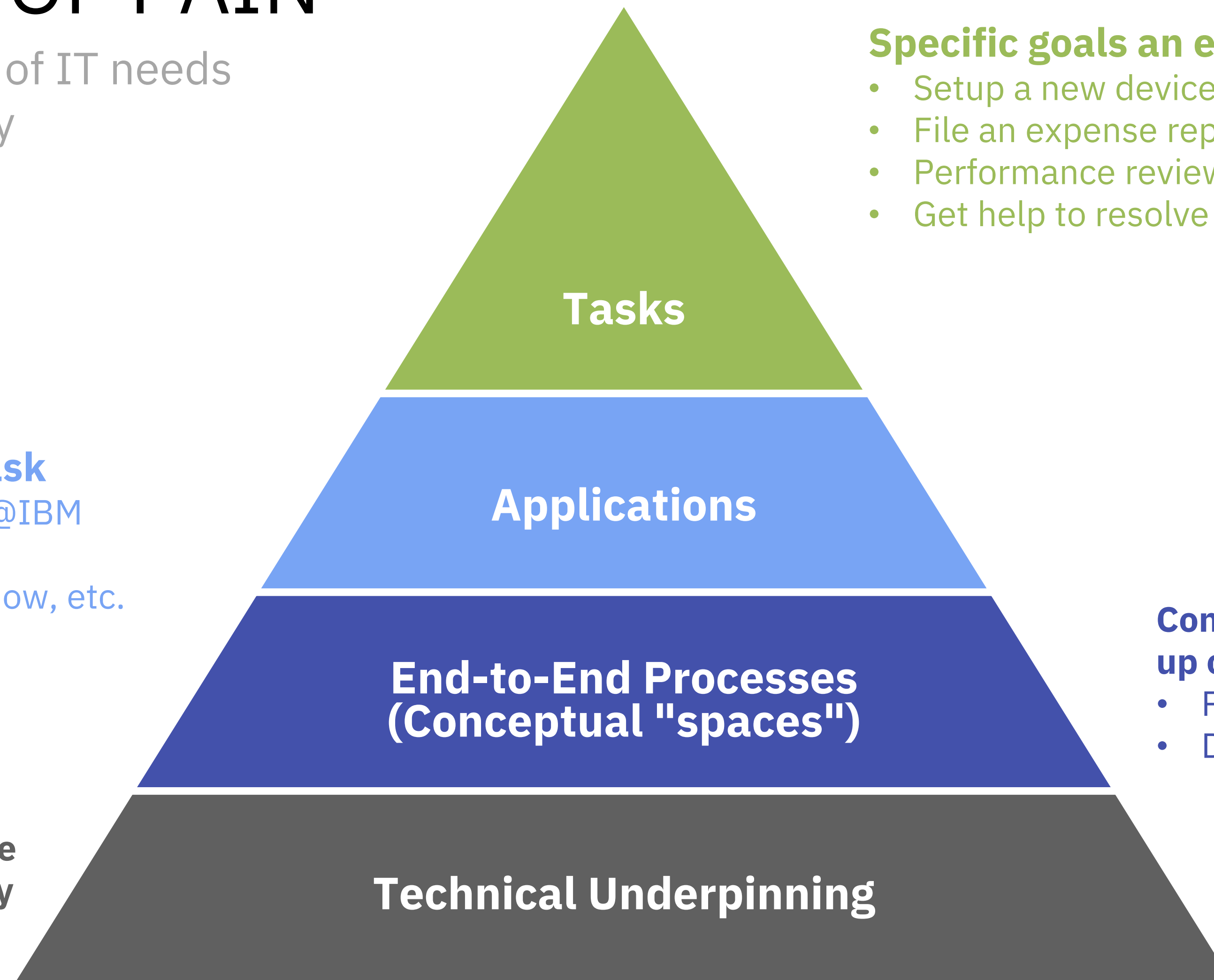
People have five levels of IT needs that they seek to satisfy

Tools that must (or may) be used to complete a task

- mac@IBM, pc@IBM, linux@IBM
- Help@IBM
- Concur, Workday, ServiceNow, etc.

Elements of the workplace that underlie everything else and impact usage when they perform poorly or have outages

- Network
- IAM



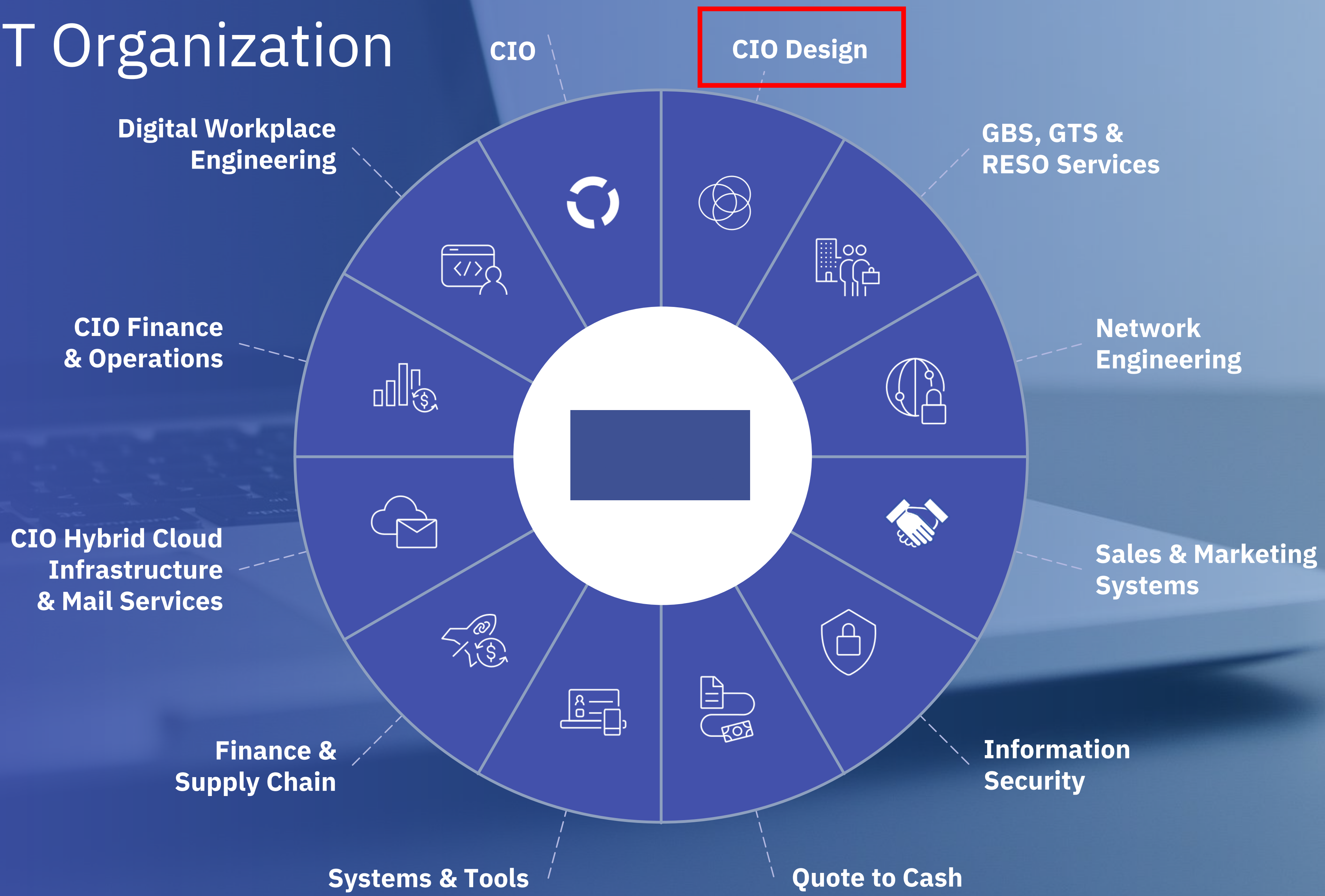
Specific goals an employee needs to achieve:

- Setup a new device
- File an expense report
- Performance reviews
- Get help to resolve a problem

Conceptual spaces that are made up of related tasks & tools:

- Performance management
- Device management

IBM IT Organization



CIO Nutrition Facts



Serving Size: 24 hours per day
Servings Per Container: 365 days per year

Ingredients

Kindness	100%
Authenticity	100%
Curiosity	100%
Passion	100%
Engagement & Inclusion	100%
Empathy	100%

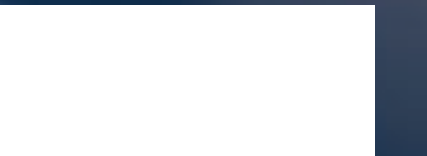
Our Mission:

We create a productive environment for IBMers,
continuously improving the work experience.



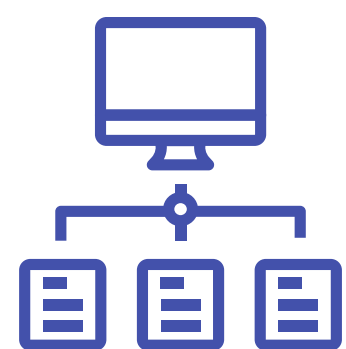


***The product is the experience
and the experience is the product.***



Agile@IBM

12 Agile Principles



Organization
Design

Satisfy the customer

Deliver frequently

Trust and support
motivated individuals

Measure progress with
working software

Exhibit great design and
technical excellence

Self-organize teams

Welcome change

Work together daily

Communicate
face-to-face

Promote sustainable
development

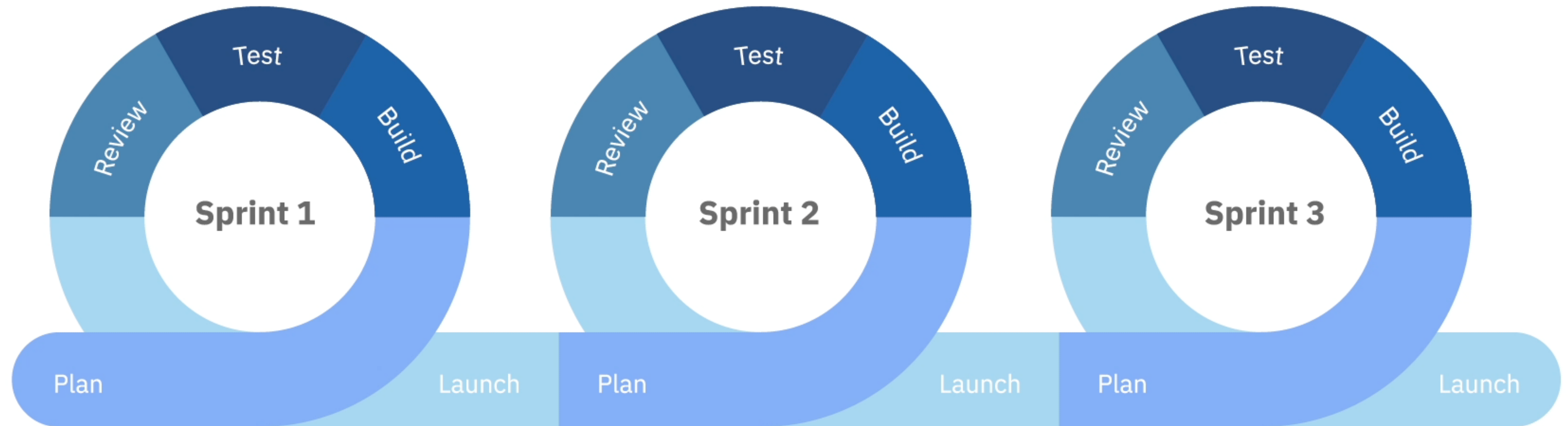
Maintain
simplicity

Reflect and adjust

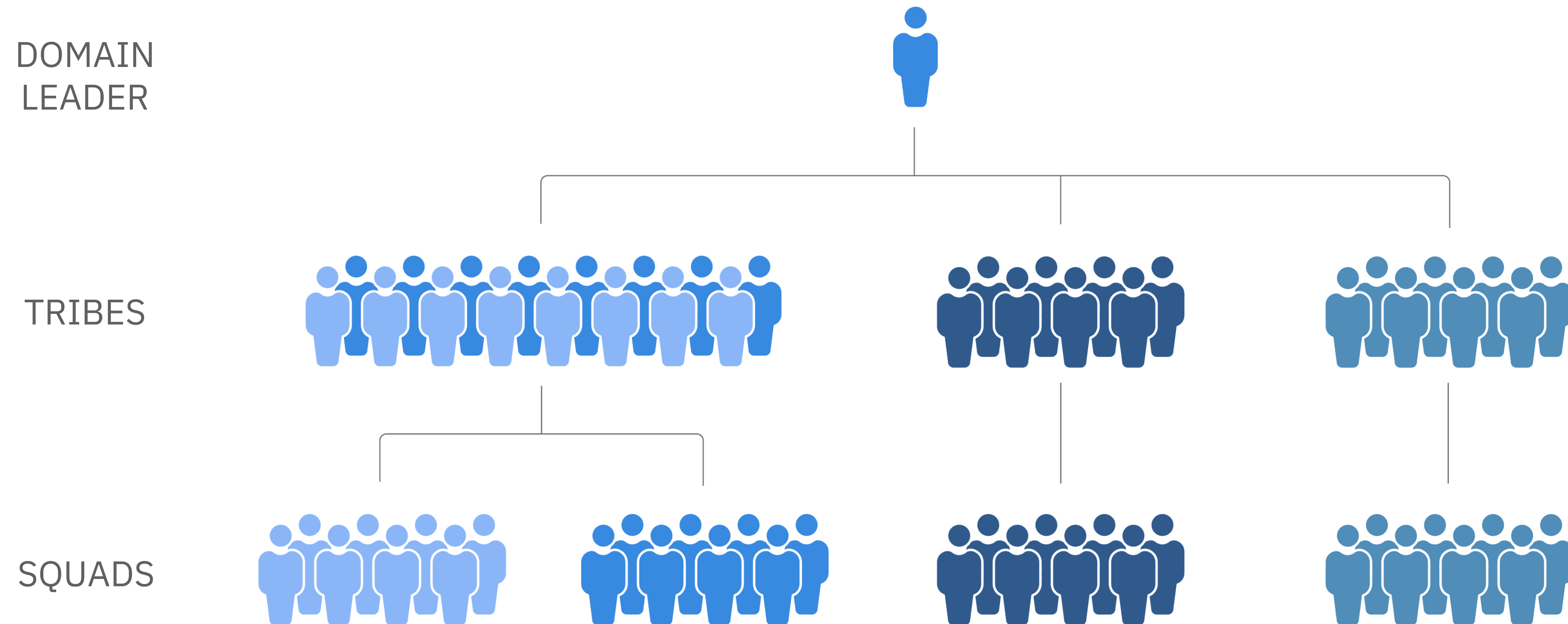


Metrics &
Tools

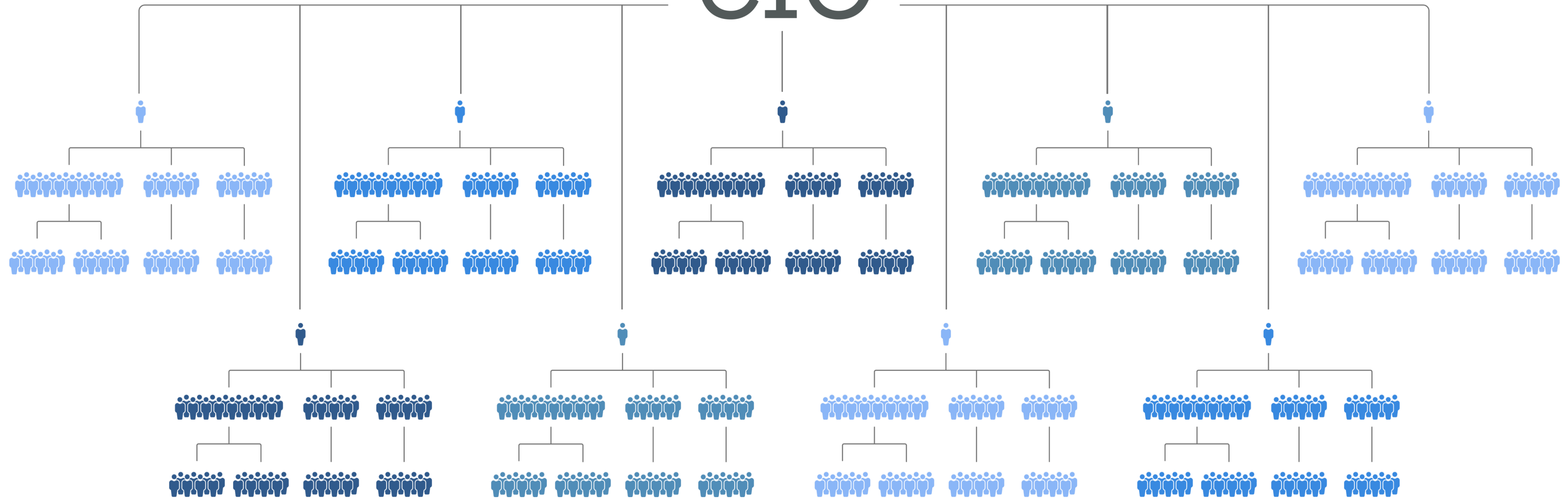
Agile@IBM



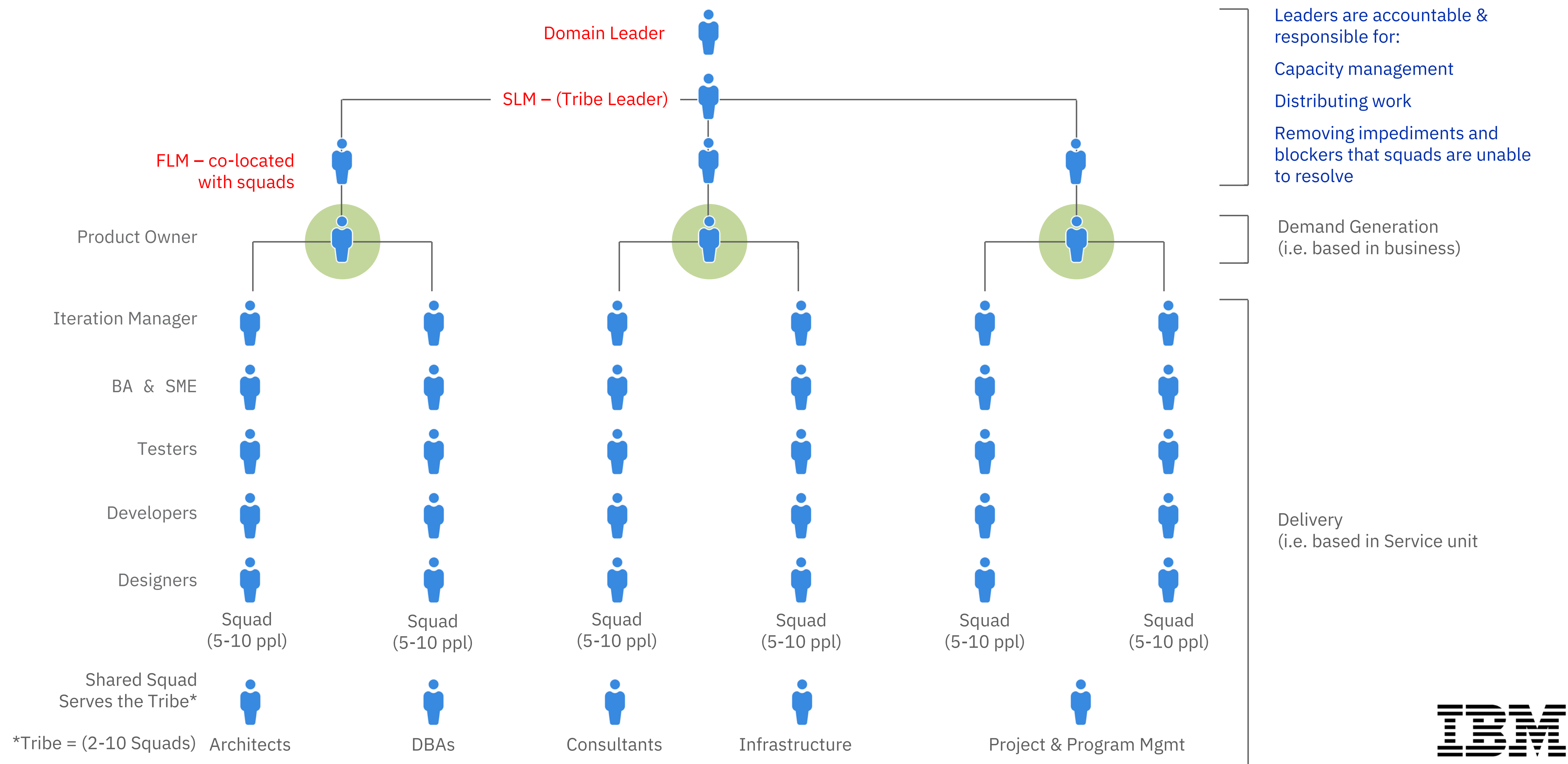
Agile@IBM Approach

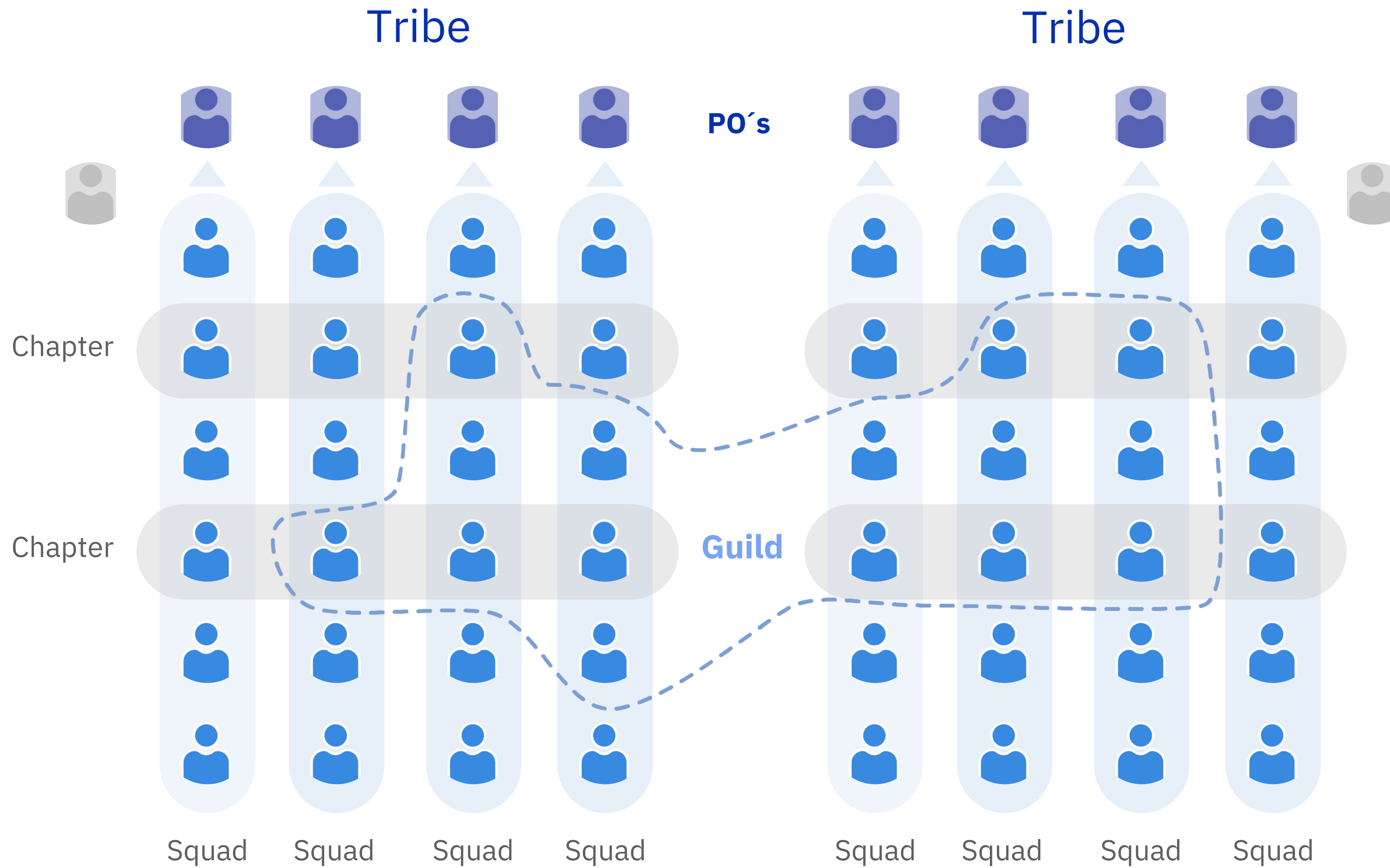


CIO



Org Structure – Bottom-up Design





The next step in our Agile journey

OKRs (Objective Key Results)

OKRs offer a collaborative goal-setting method used by teams that create alignment and encourage engagement around ***measurable goals***.



OKRs and Agile work together to create radical clarity and a way to track progress towards the impact of our organization.

OKR site

<https://w3.ibm.com/cio/okr>

CIOOur TeamsToolsOKR@IBMNewsBlogContact

w3Sign In



Objectives and Key Results

Align to achieve great results



As a continuation of our Agile journey, the CIO organization has adopted Objectives and Key Results (OKRs) to show how our everyday contributions help create a productive environment for IBMers and deliver the future of IT.

OKRs and Agile work together to create clarity and a way to track progress towards the impact of our organization.

Why use OKRs?

In the same way Agile offers quality, speed, and efficiency at the team level, OKRs offer full, fast alignment and accountability, essential to business resilience and results. OKRs unite a team's intentions with empowerment to achieve the best possible results.



- OKRs can achieve the best possible outcomes through prioritization and continuous improvement by:
 - Providing organizations alignment, accountability, achievement, innovation, and speed
 - Providing an organization's people purpose, clarity, gratification, inspiration, and enthusiasm
- OKRs help teams clarify what they're trying to achieve, how that aligns with company success, and how they'll know they're successful. These are not individual goals.
- Working together as a team towards organization successes creates outcomes. Gaps in teams can slow everyone down.
- OKRs help teams get clarity on the outcomes they want to achieve. Cross team OKRs can be advancements.

[Learn how to set OKRs with your team](#)

Objectives & Key Results (OKRs)

Heatmap for streamlining management reviews

WorkBoard

Biz Review

My Work

Workstreams

Objectives

Meetings

Teams

+

🔍

46

🏆

⚙️

Objectives

Jump to...

My Objectives

Heatmap

Alignment

Timeline

COLLAPSE ALL

FAVORITES

OKR Heatmap

Type

Show me ?

Team

My manager's org

Filter OKRs

CIO Leadership Team	Global Infrastructure	Private Cloud	Marketing	Network Security	Q2C Platform	Automation & Tools	HW, SW Mfg, P2S	Mac@IBM and Mobile@IBM	IGF IT	Joanie Brannigan's dept	Satish Marikrishnan's dept	Gary Schmader's dept	Daniel Dolphin's dept	Val Girshfeld's dept
Sales & Mktg Systems	IBM Services & Client Support IT Systems	Cloud Managed Services	Partner Ecosystem	Policy Compliance & Risk Assessment	Cognitive Support Platform IT	Strategy & Architecture	Logisitics and Blockchain	ITSM and Devices@IBM	Operations	Wesley Ho's dept	Digital Sales & Health Platforms	CFO Tools	CIO Engagement Program	CIO DesignOps
DWE	Network Engineering	Cloud Brokering	Sales Execution & Transaction Support	User Research & Analytics	Services Quote to Cash	Finance Systems	Global Ops	CMSP & Print	CIO Design - Design Practice	Andrew Massey's dept				
CIO Design	DesignOps, Agile & Engagement	Domain Management	Software Commerce	Digital Content Design	GTS & Cross Services	Accounting Systems	Pricing	PC@IBM	SMS Operations	Laurie Robbins's dept	Financial Service Management			
Systems & Tools	Toolbox Productivity	CRM Platforms	Identity Services	Global Business Services IT	Client Support IT	Tax and Treasury	Help@IBM	Quote to Cash	Experience Strategy	Agile Coaching Tribe	HR Talent & Travel IT	Slack@IBM		CIO OKR Program
Assured Identity and Cybersecurity Operations	Finance & Supply Chain	Incentives	Information Security	Real Estate, Research & Security Systems	Deploy	Source to Pay	Toolbox@IBM Developer Tools	Linux@IBM	John Moore's dept	Analytics Solutions	Software@IBM		Service and Systems Management	

Showing 80 of 80 teams



Step 1

Assign responses to categories

Not at all likely 0 1 2 3 4 5 6 7 8 9 10 Extremely likely

Detractors

Passives

Promoters

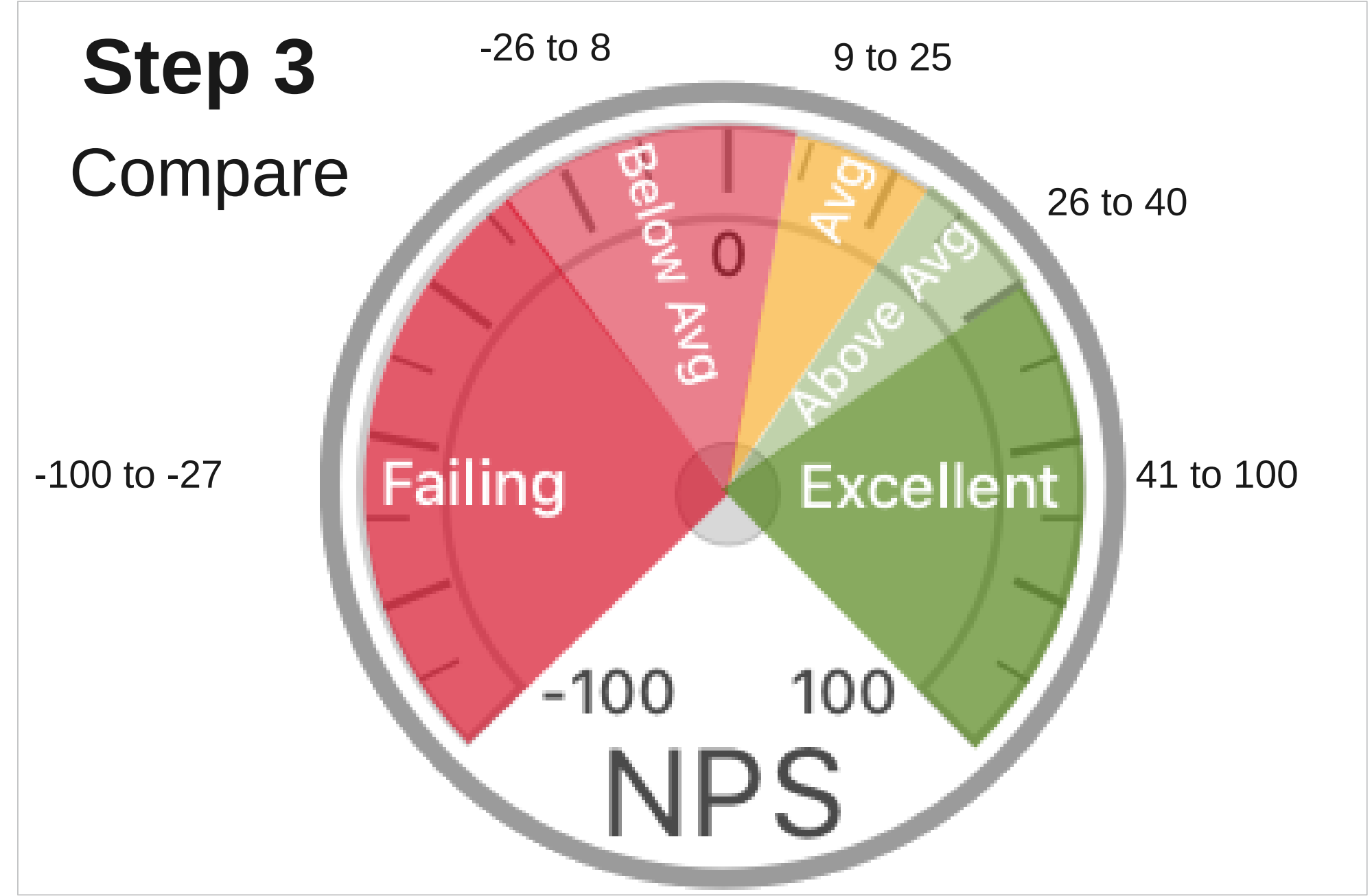
The diagram illustrates the calculation of the Net Promoter Score (NPS) in two steps. Step 1 shows the calculation of % Promoters and % Detractors from a survey of 100 people. Step 2 shows the calculation of the Net Promoter Score by subtracting the percentage of detractors from the percentage of promoters.

Step 2

Subtract
Detractors from
Promoters

% Promoters
- % Detractors

Net Promoter Score

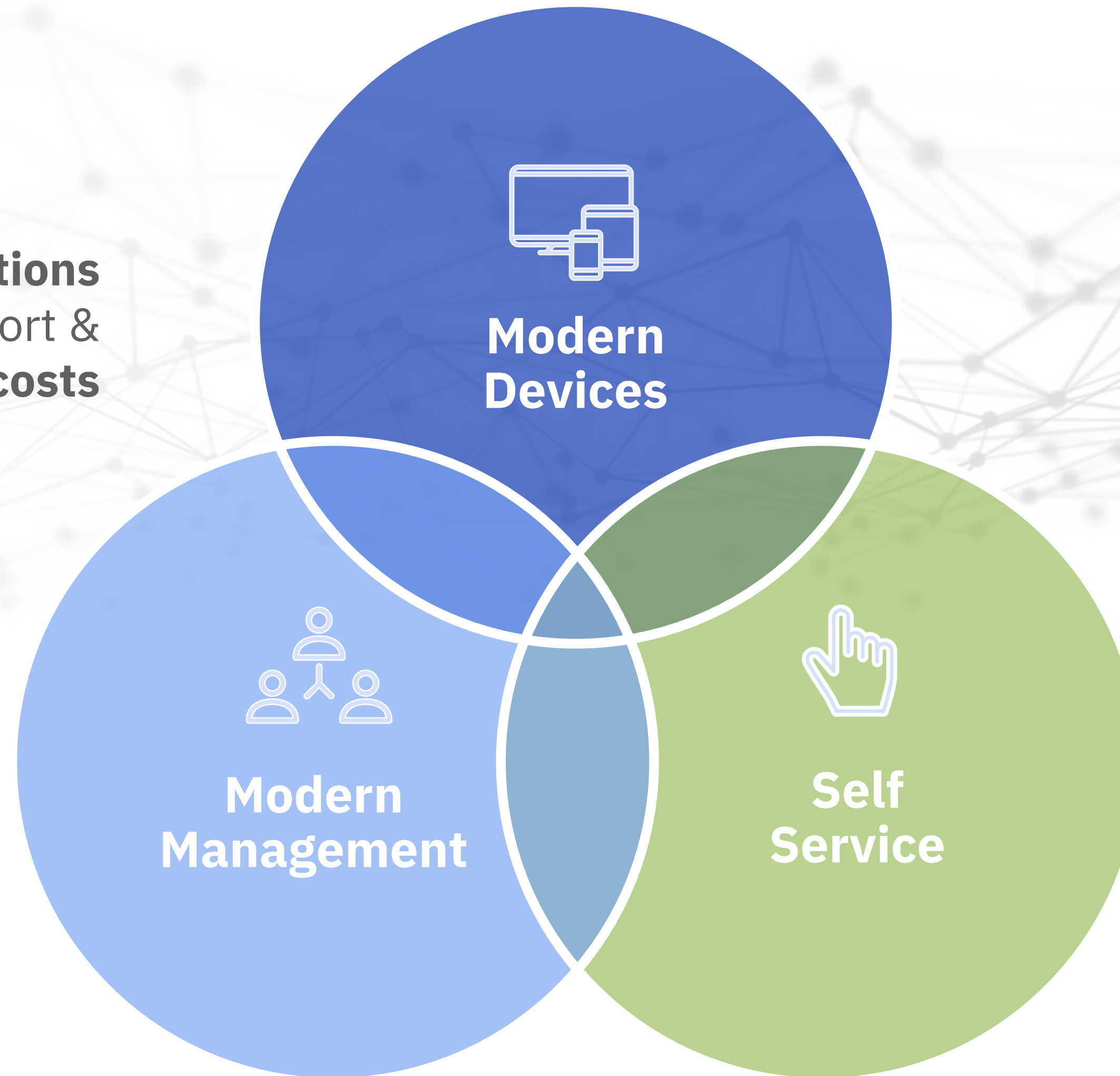


CIO@IBM

From enforcer to enabler

Underpowered workstations
shift expense to the support &
lost **productivity costs**

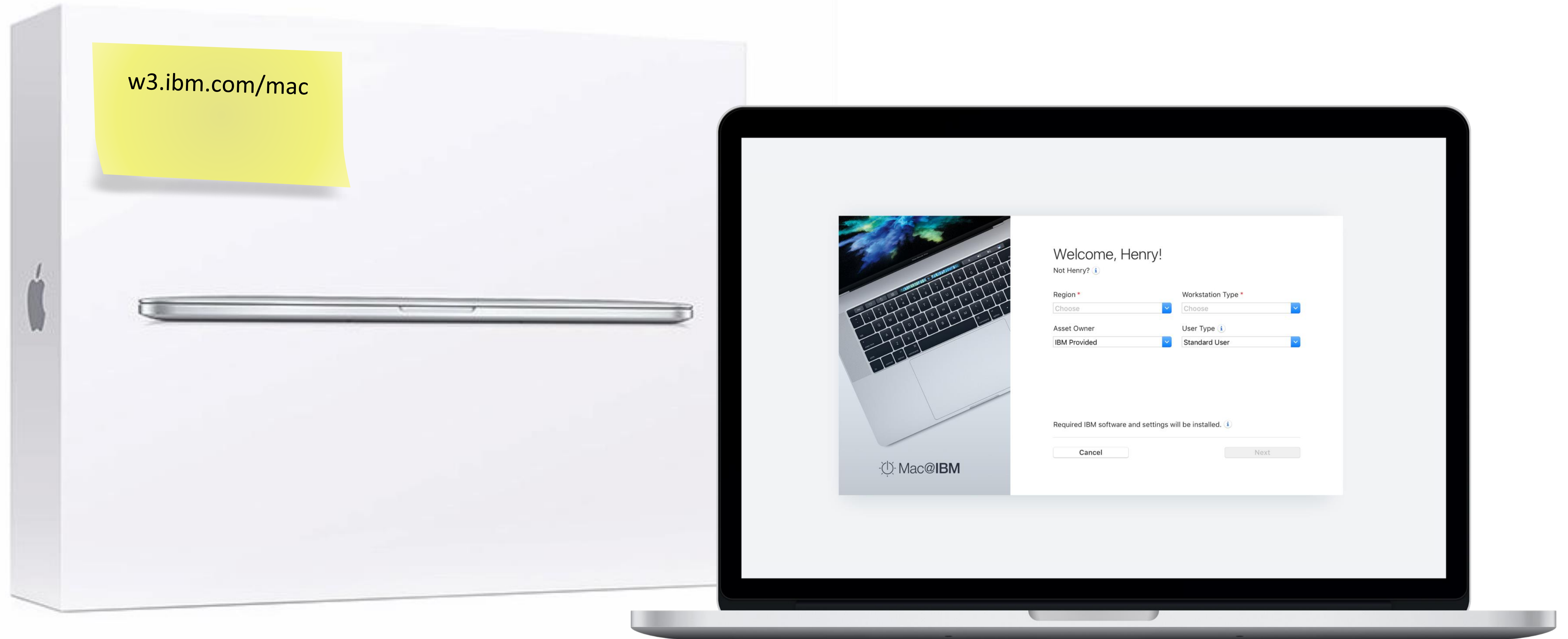
Manage laptops like
mobile devices
(no image)

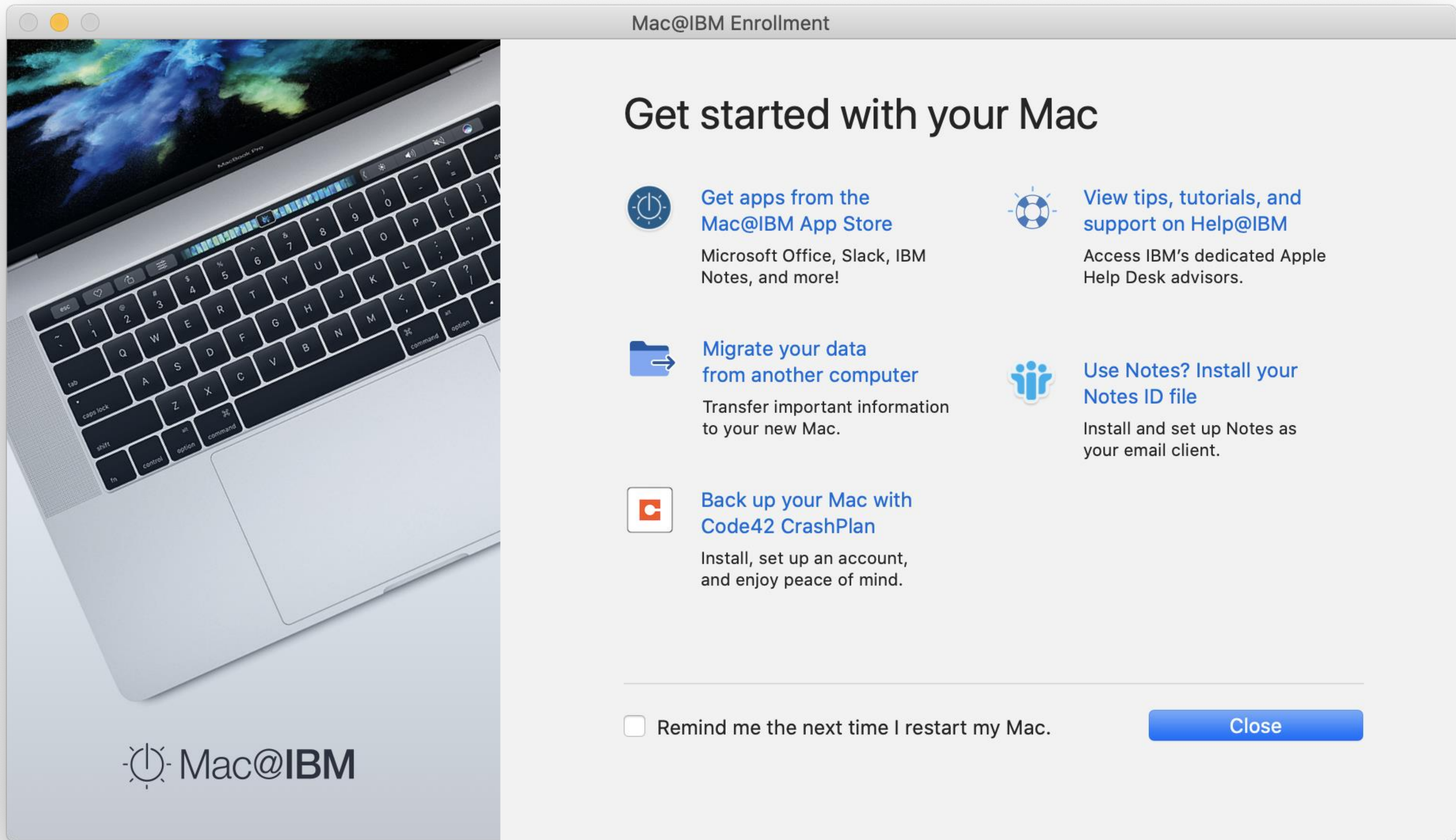


Enable **self-service** and
ease of use to dramatically
improve **employee**
satisfaction



Changing the Employee Experience (& Expectations)





Offering 1:1 Concierge Service



How's your Mac?

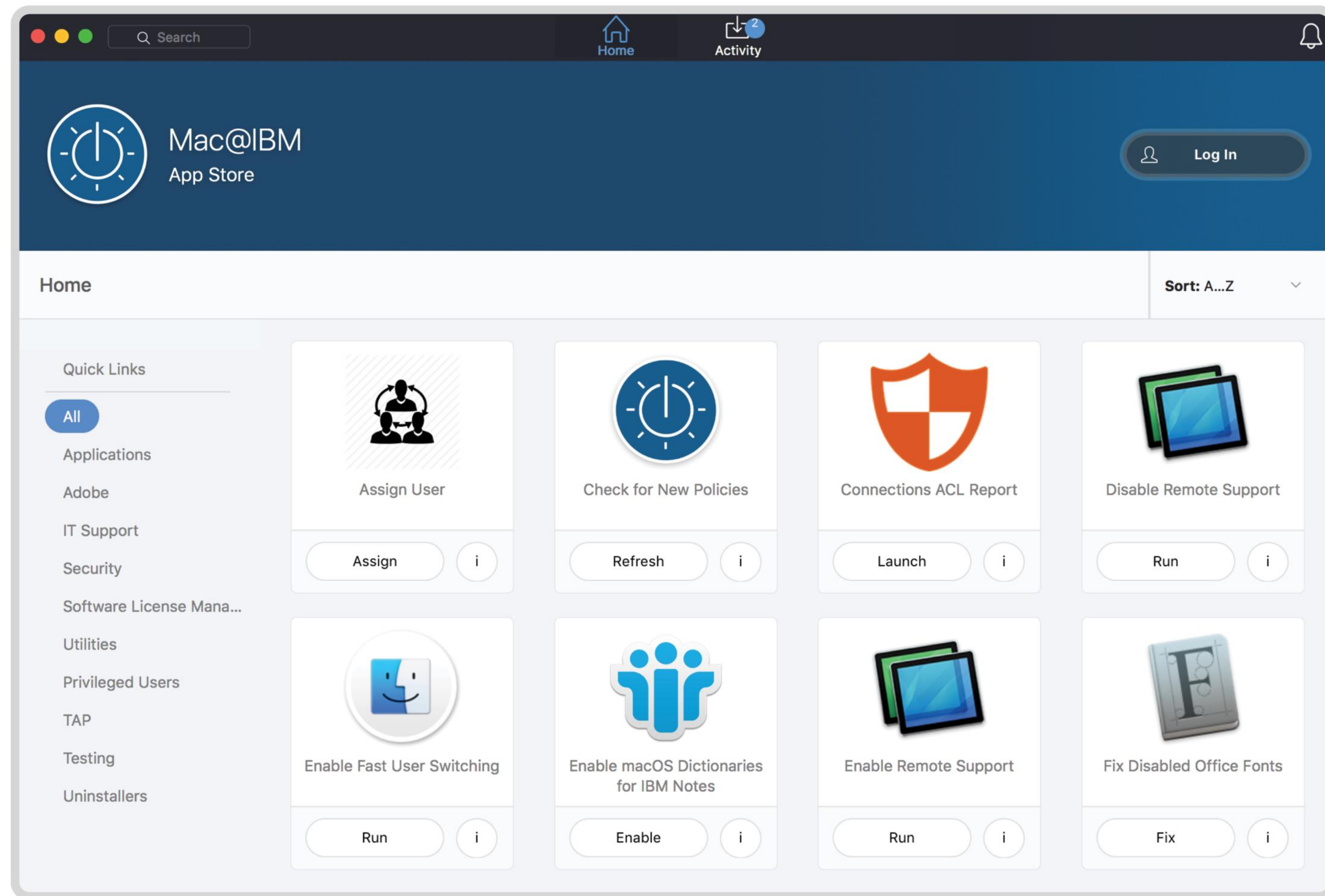
Thank you for registering your computer with Mac@IBM.
We hope you are enjoying it and invite you to schedule **one-on-one session** with an IBM specialist to get valuable tips about getting the most out of your Mac.

For additional information about using your Mac, refer to **Mac@IBM**. For troubleshooting and support, go to **Help@IBM**.

Brought to you by CIO
For IBM internal use only. Do not forward.

View in **browser**

Mac@IBM App Store



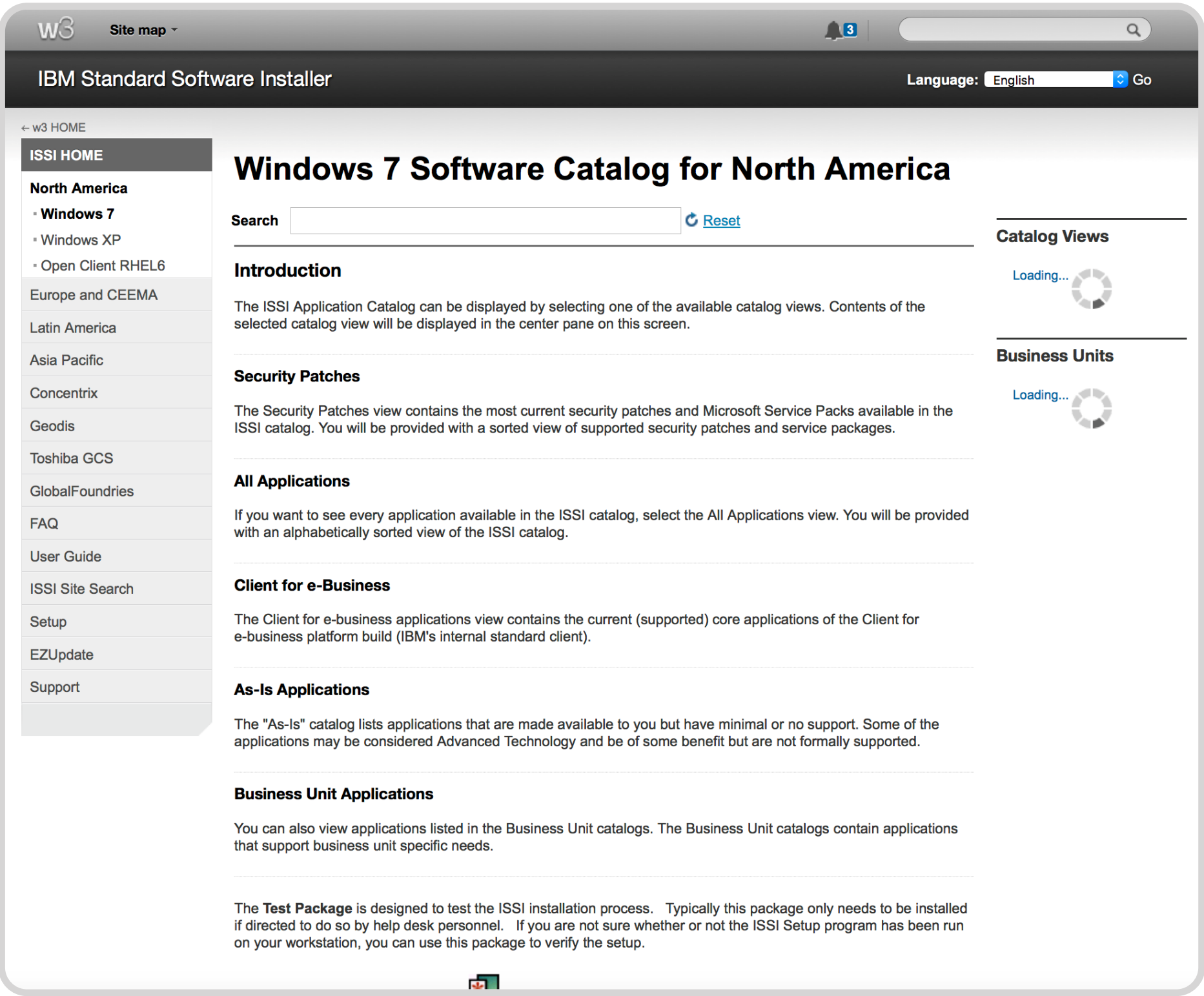
Simple App Installation

- ✓ Auto compliance and configuration
- ✓ Inventory and reporting of hardware and software
- ✓ Secure software and content distribution

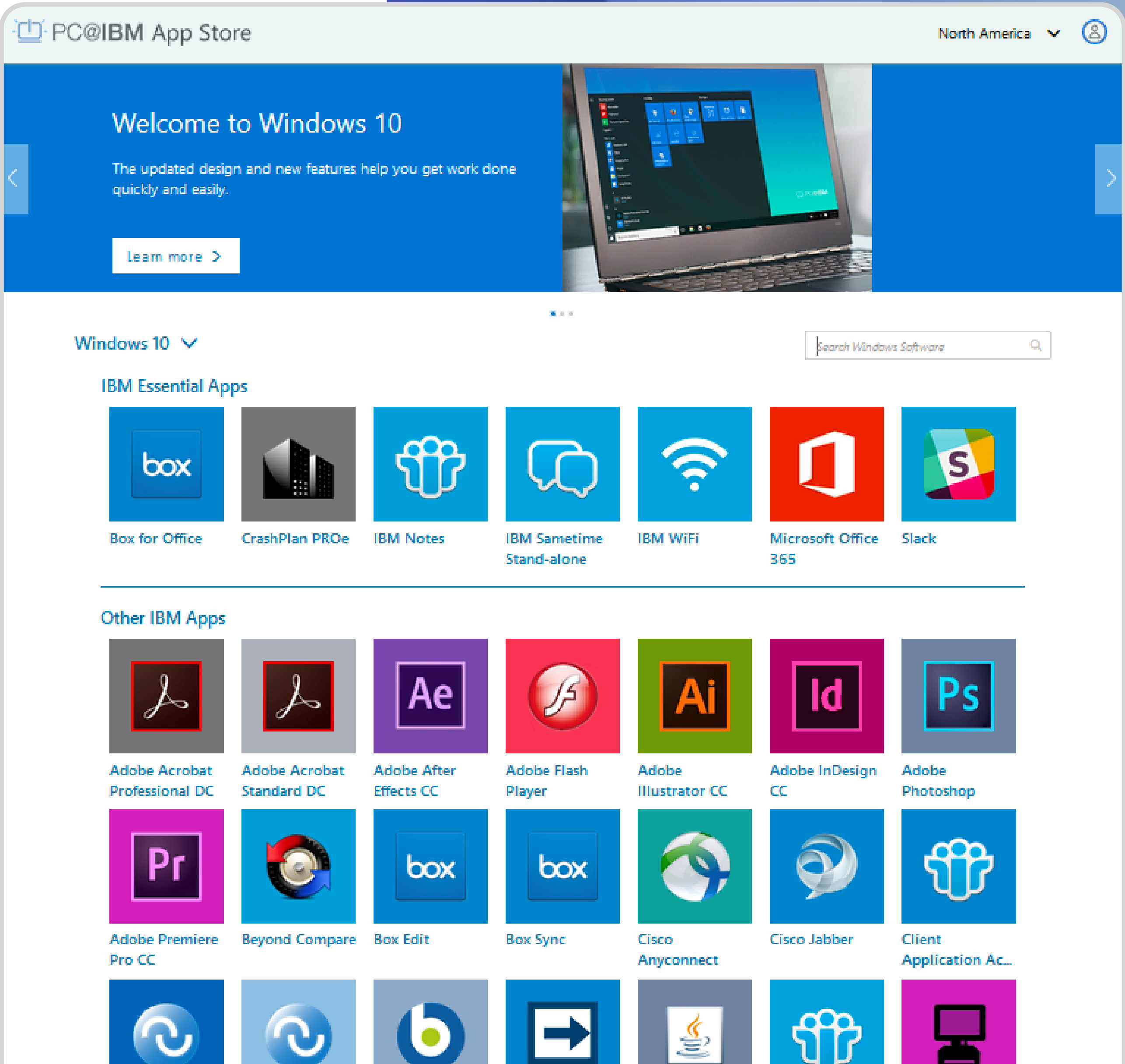


PC@IBM App Store

Before

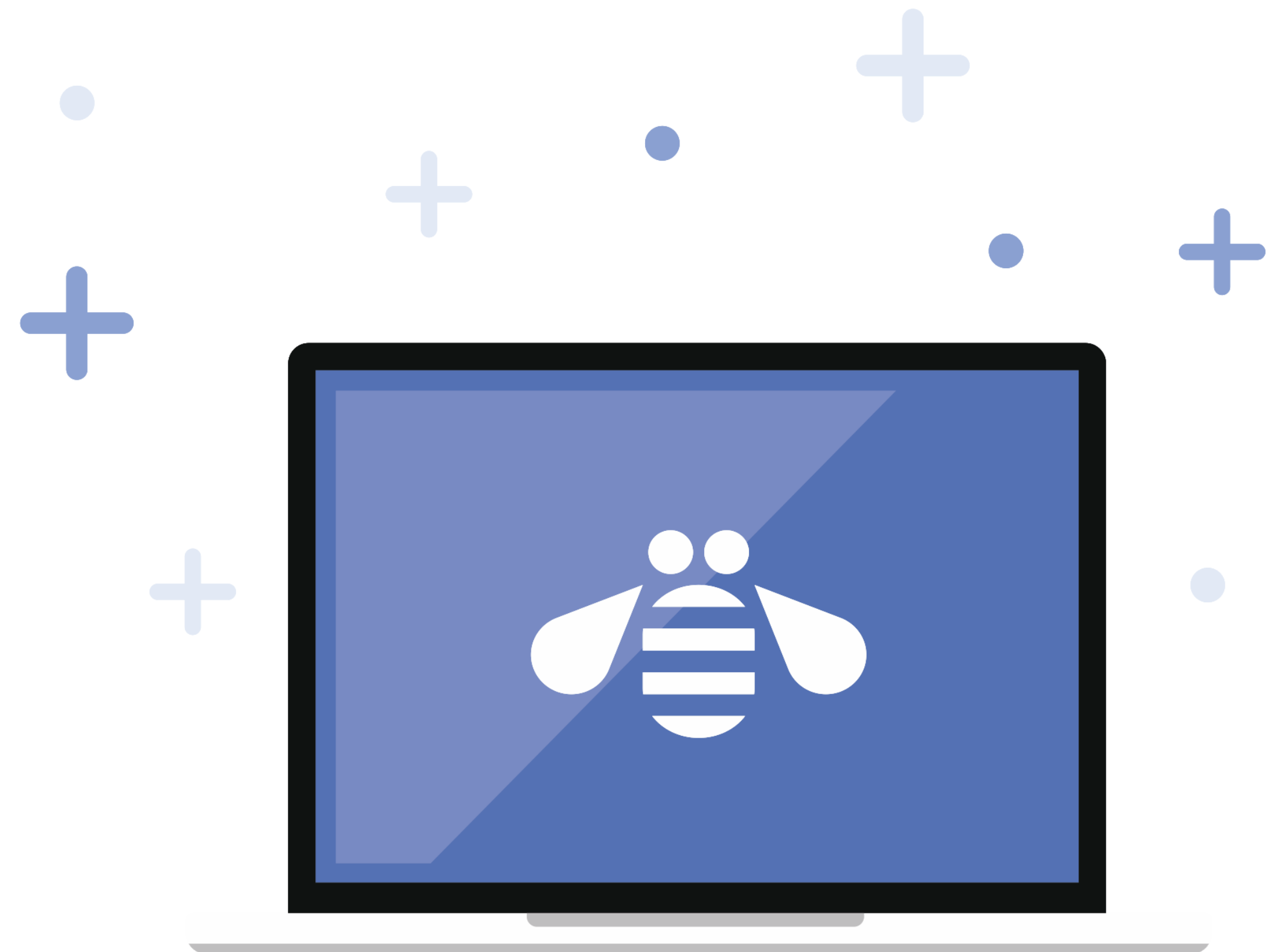


After



Employee Off the Desk Purchase Program

- ✓ All IBM employees in the United states are eligible to purchase their workstation upon being refreshed.



Workstation Provisioning Today

Time based approach:
Every 4 years choose a new workstation!



All employees are eligible to upgrade
Only 30% accept a new machine



This approach treats all users and their workstations as if they had the same needs – but we know there are critical differences.

Different needs, different system status

Azin

Mobile Developer



Azin is frustrated that she has to use “old” technology. A new machine every 2 years would enhance her productivity and engagement.

Claude

HR Partner



Claude doesn't need the latest and greatest – his 5 year old MacBook is working just fine for him and he'd wait another few years to upgrade.

Soo Yun

Client Rep



Soo Yun is a road warrior who puts many miles on her machine – she's in no hurry to upgrade, but has no idea that her 3 year old PC is about to fail....



Announcing 'On demand' refresh + Device Health w/ Watson



+



=

No additional
investment
growth

Self Service provisioning

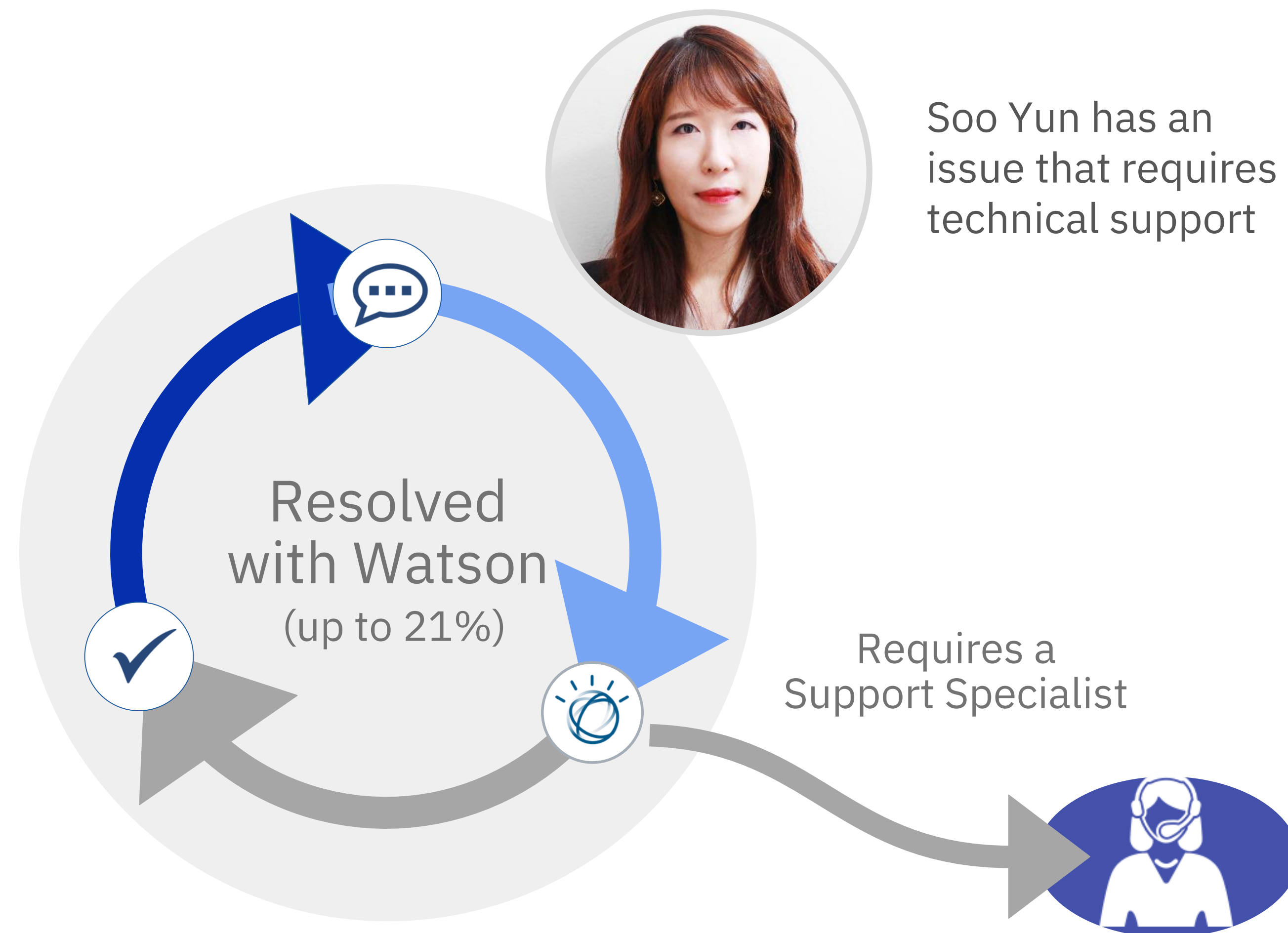
IBMers are no longer invited to refresh based on age, however are empowered to ask for a new device.

Device health score

Devices are monitored to identify workstations that are at risk. Proactively invite only IBMers with failing machines to refresh.

Balance

The frequent refreshes are balanced by those who prefer to wait.



Benefits

121 intents implemented, intercepting up to 21% of chats, eliminating wait times

Wait time reduced for those with complex issues that still require an agent

Support Specialists can focus on more complex, challenging, & rewarding work

Virtual THINKDESK



Year in Review

Webex Boards

Network BluePoP

THINKDESK Expansion

THINKDESK Virtual

Single Messaging Platform

CIO Magazine

Accessories Site

w3 Updates

1Password@IBM

Email Tagging

Trello

Certificate VPN

AI Provisioning

Modern Device Set Up

CIO All Hands 4Q 2019

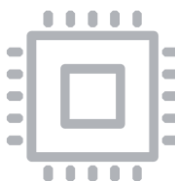
IBM | CIO



THINKDESK

Culture: Survey results

Reaction to IBM’s preparedness for WFH was **overwhelmingly positive**.



Technology



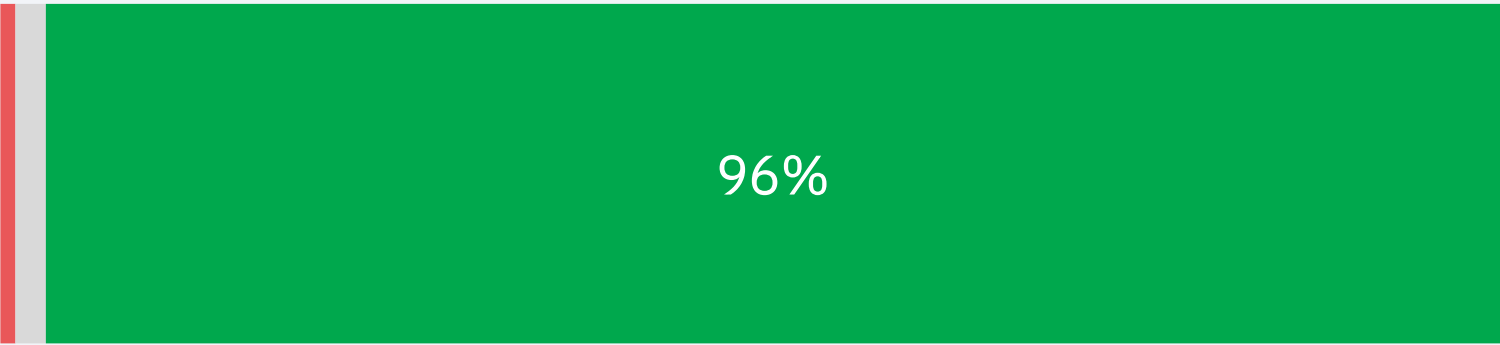
Cybersecurity



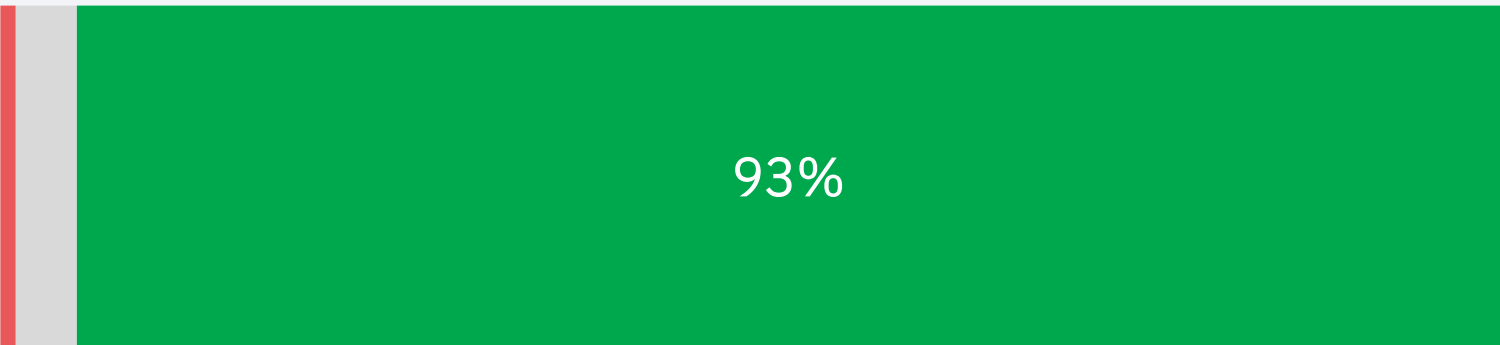
Culture

Bottom 2 (Disagree) Mid 1 (Neutral) Top 2 (Agree)

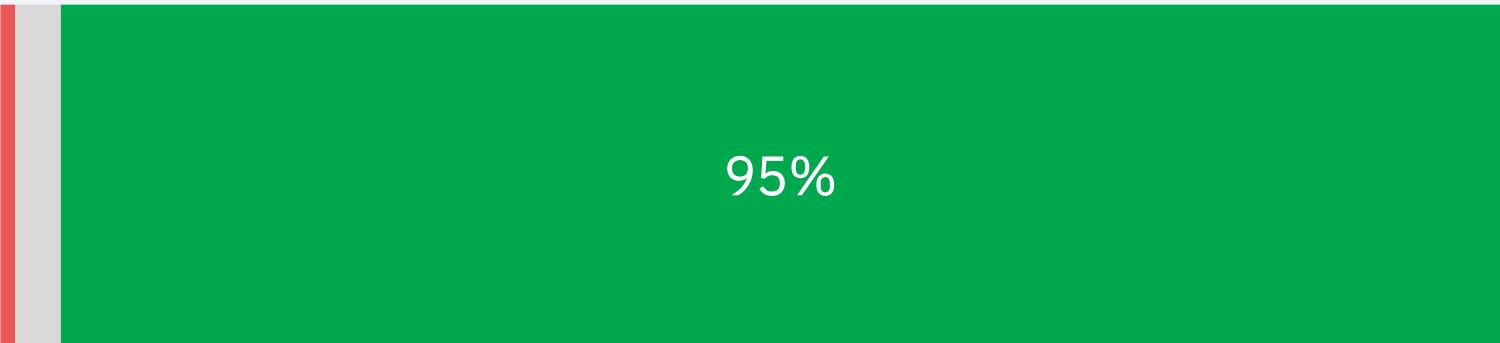
From a technology standpoint, IBM was well prepared to transition employees to work remotely.



I have the necessary hardware, software and IT services needed to work remotely.

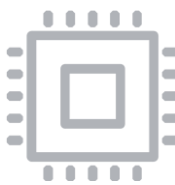


In general, I am able to perform my job effectively while working from home.



Culture: Survey results

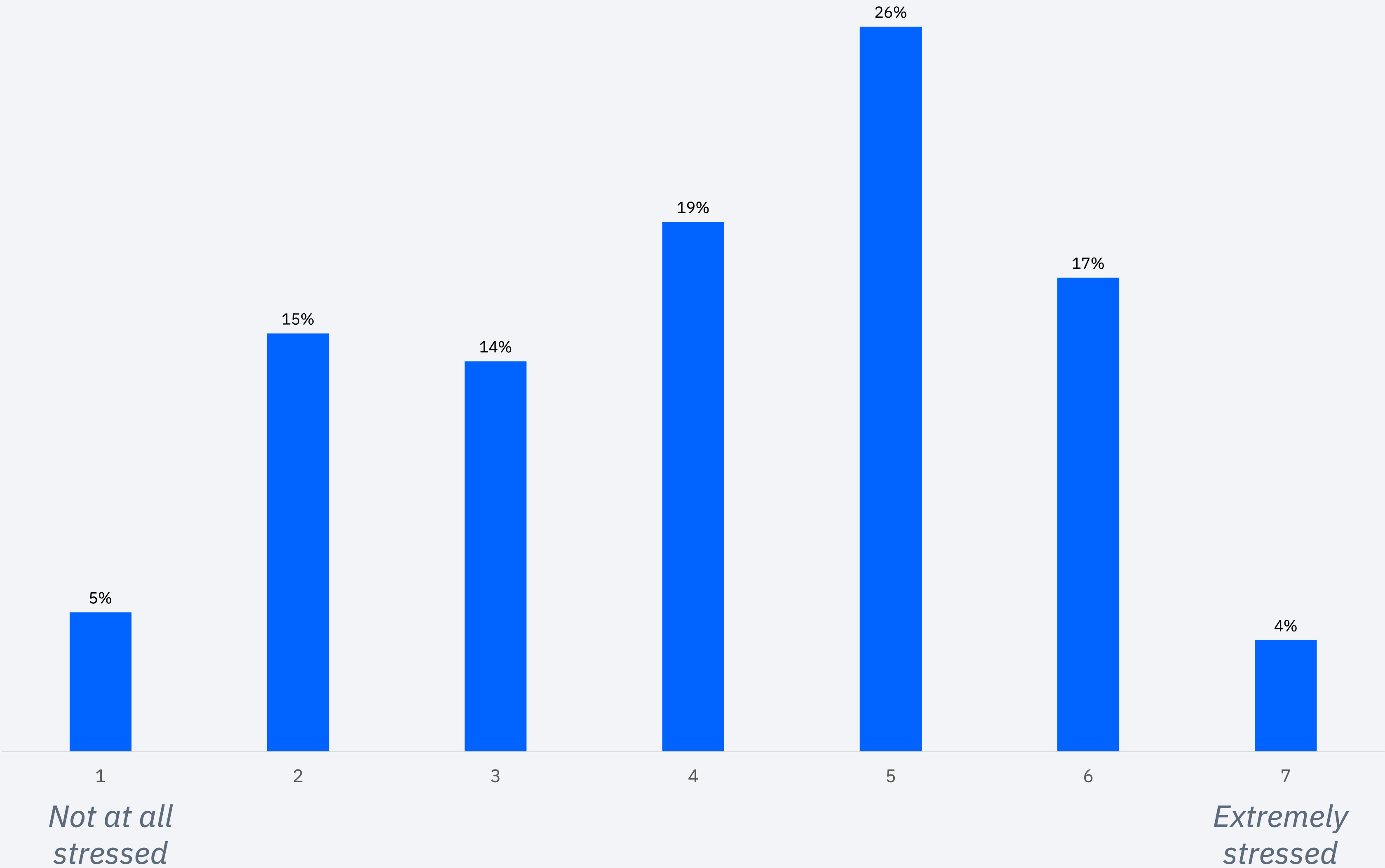
45% of respondents were moderately stressed.

 Technology

 Cybersecurity

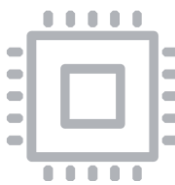
 Culture

Rate your average stress level during the last few weeks.



Culture: Survey results

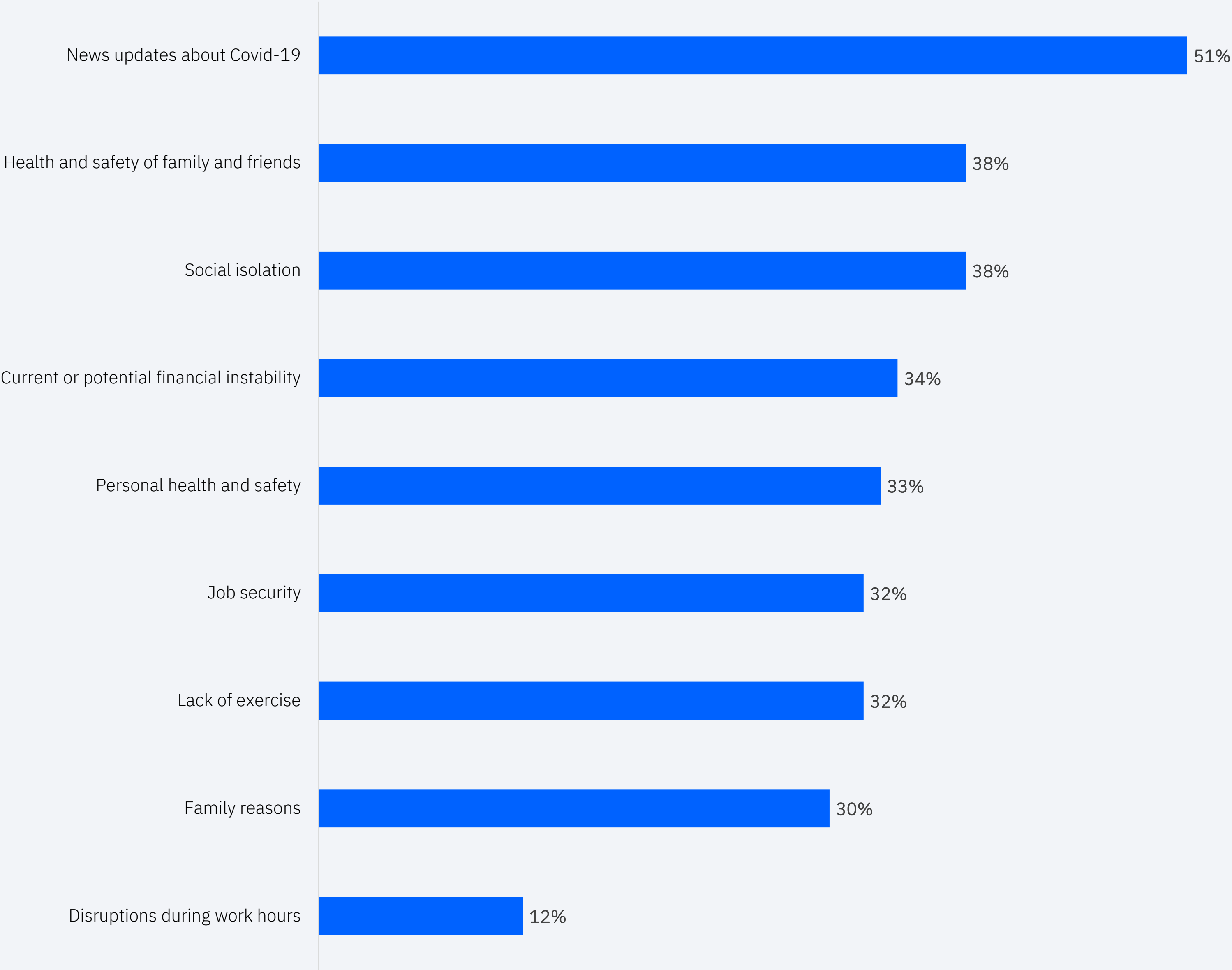
COVID news updates were the greatest contributor to stress, followed by health concerns.

 Technology

 Cybersecurity

 Culture

Which of the following concerns have increased your stress levels over the last few weeks? Select up to 5.



Employee Engagement Survey



20 PTS

Increase in employee engagement. *“Better Tools”* cited as #1 driver of improvement.

**THANK
YOU!**



fprevin@us.ibm.com



[LinkedIn.com/in/fletcherprevin](https://www.linkedin.com/in/fletcherprevin)



[Twitter.com/fletcherprevin](https://twitter.com/fletcherprevin)

